



DATE	October 29, 2021
TIME	12:00 pm
LOCATION	Teams Meeting / 3200 Buck Owens Blvd., #200 Bakersfield, CA 93308
TEAMS LINK	Click here to join the meeting
PHONE NUMBER	(213) 204-2374 / ID: 819 952 482#

Board of Directors Meeting Agenda

Per Governor's Executive Order N-29-20, Meeting to be held in-person and via Tele-Conference. Members of the public may join the tele-conference or listen to the call from the meeting location referenced above.

I. Call to Order

Roll Call

Kevin Burton (Chair)	Ariana Joven	Michele Shain
Michael Bowers	Chase Nunneley	Megan Silva
Don Bynum	Gina Pettit	Chei Whitmore
Nila Hogan	Fred Plane	

II. Resolution Approving Authorization and Verification that the Exemption from Traditional Teleconference Requirements is Necessary Pursuant to Assembly Bill 361 – Jeremy Tobias, Chief Executive Officer - Action Item

a. Resolution #2021-01 (**p. 3-4**)

III. Public Comment

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.

IV. Consent Agenda

The Consent Agenda consists of items that are considered routine and non-controversial. These items are approved in one motion unless a member of the Board or Public requests removal of a particular item. If comment or discussion is requested, the item will be removed from the Consent Agenda and will be considered in the order listed – **Action Item**

a. Minutes of the September 24, 2021 Board of Directors Meeting – **Action Item (p. 5-6)**

V. Special Presentation

Thank You and Farewell to Megan Silva

VI. New Business

- | | |
|--|---|
| a. Director of Development Recruitment Update – Info Item | Ariana Joven, Vice Chair |
| b. 2021-2025 Community Action Partnership of Kern (CAPK) Strategic Plan – Info Item (p. 7-73) | Pritika Ram, Director of Administration |

c. Food Bank Update

1. Food Bank Community Engagement Plan (*p. 80-81*)

James Burger, Outreach & Advocacy
Coordinator

2. Capital Expansion Funding Update (*p. 82*)

Pritika Ram, Director of Administration

VII. Board Member Comments

VIII. Next Scheduled Meeting

Board of Directors Meeting
12:00 pm
Friday, November 19, 2021
5005 Business Park North
Bakersfield, CA 93309

IX. 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 12:00 pm, October 26, 2021. Paula Daoutis, Administrative Coordinator.



RESOLUTION 2021-01

A RESOLUTION OF THE BOARD OF DIRECTORS OF COMMUNITY ACTION PARTNERSHIP OF KERN FOUNDATION AUTHORIZING USE OF TELECONFERENCING FOR PUBLIC MEETINGS UNDER AB 361

The Board of Directors of Community Action Partnership of Kern Foundation located at 5005 Business Park North, Bakersfield, CA 93309, met on October 29, 2021, in Bakersfield, California and resolved as follows:

WHEREAS, the Governor of the State of California (Governor) proclaimed a State of Emergency to exist as a result of the threat of COVID-19. (Governor's Proclamation of a State of Emergency (Mar. 4, 2020); and

WHEREAS, the Governor's Executive Order No. N-25-20 (Mar. 12, 2020); Governor's Executive Order No. N-29-20 (Mar. 17, 2020); and Governor's Executive Order No. N-08-21 (Jun. 11, 2021) provided that local legislative bodies may hold public meetings via teleconferencing and make public meetings accessible telephonically or otherwise electronically to all members of the public seeking to observe and to address the local legislative body and waived the Brown Act provisions found in Government Code section 54953(b)(3) which require the physical presence of the members, the clerk, or other personnel of the body, or the public, as a condition of participation in, or quorum for, a public meeting, including the requirement that:

1. State and local bodies notice each teleconference location from which a member will be participating in a public meeting.
2. Each teleconference location be accessible to the public.
3. Members of the public may address the body at each teleconference location.
4. State and local bodies post agendas at all teleconference locations.
5. During teleconference meetings at least a quorum of the members of the local body participate from locations within the boundaries of the territory over which the local body exercises jurisdiction.

WHEREAS, the provisions of Governor's Executive Order No. N-25-20 (Mar. 12, 2020); Governor's Executive Order No. N-29-20 (Mar. 17, 2020); and Governor's Executive Order No. N-08-21 (Jun. 11, 2021) expired on September 30, 2021 and will no longer remain in effect thereafter; and

WHEREAS, the Center for Disease Control is currently contending with the Delta Variant of the COVID-19 virus and anticipates the development of potential other strains which may further impede public agency operations and prolong the need for social distancing requirements; and

WHEREAS, recent legislation (AB 361) authorizes a local legislative body to use teleconferencing for a public meeting without complying with the Brown Act's teleconferencing quorum, meeting notice, and agenda requirements set forth in Government Code section 54953(b)(3), in any of the following circumstances:

1. The legislative body holds a meeting during a proclaimed state of emergency, and state or local officials have imposed or recommended measures to promote social distancing.
2. The legislative body holds a meeting during a proclaimed state of emergency for purposes of determining, by majority vote, whether as a result of the emergency, meeting in person would present imminent risks to the health and safety of attendees.
3. The legislative body holds a meeting during a proclaimed state of emergency and has determined by majority vote pursuant to 2 above that, as a result of the emergency, meeting in person would present imminent risks to the health or safety of attendees.

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of the Community Action Partnership of Kern Foundation as follows:

1. **Determination of Imminent Health or Safety Risks.** The Board of Directors hereby determines by majority vote that, as a result of the emergency, meeting in person would present imminent risks to the health or safety of attendees.
2. **Continued Implementation of AB 361.** If the state of emergency remains in effect and meeting in person would present imminent risks to the health or safety of attendees, the Board of Directors shall, to continue meeting subject to the provisions set forth in AB 361 and the Brown Act, no later than 30 days after it adopts this Resolution and every 30 days thereafter, make the following findings by majority vote:
 1. The Board of Directors has reconsidered the circumstances of the state of emergency; *and*
 2. Either (1) the state of emergency continues to directly impact the ability of the members to meet safely in person; or (2) state or local officials impose or recommend measures to promote social distancing.

APPROVED by a majority vote of the Board of Directors of Community Action Partnership of Kern Foundation, this 29th day of October 2021.

Ariana Joven, Vice Chair
CAPK Foundation Board of Directors

Date



DATE	September 24, 2021
TIME	12:00 pm
LOCATION	Teams Meeting / 5005 Business Park North Bakersfield, CA 93309
TEAMS LINK	Click here to join the meeting
PHONE NUMBER	(213) 204-2374 / ID: 474 928 445#

COMMUNITY ACTION PARTNERSHIP OF KERN FOUNDATION

Board of Directors Meeting Minutes

I. Call to Order

Chairman Kevin Burton called the meeting to order at 12:00 pm via Tele-Conference with opportunity for the public to join at the Community Action Partnership of Kern Administrative Building, located at 5005 Business Park North, Bakersfield, CA.

a. Roll Call

Roll Call was taken with a quorum present:

Present: Kevin Burton, Nila Hogan, Ariana Joven, Chase Nunneley, Gina Pettit (arrived at 12:30 pm), Fred Plane, Megan Silva, Michele Shain Chei Whitmore

Absent: Michael Bowers, Don Bynum Megan Silva

Others Present: Jeremy Tobias, Chief Executive Officer; Lorraine Casillas, Director of Finance; Yolanda Gonzales, Director of Head Start / State Child Development; Traco Matthews, Chief Program Manager; Pritika Ram, Director of Administration; Emilio Wagner, Director of Operations; Tracy Webster, Chief Financial Officer; other CAPK staff

II. Public Comments

No one addressed the Board.

III. Consent Agenda

Motion was made and seconded to approve the Consent Agenda. Carried by unanimous vote (Plane/Joven).

IV. Regular Business

a. CAPK Food Bank Presentation – Carrie Farwell, Food Bank Administrator – **Info Item**

Carrie Farwell gave a presentation about the Food Bank, the various programs, and the numbers served throughout Kern County.

b. Food Bank Workgroup Update – Pritika Ram, Director of Administration – **Info Item**

1. Community Engagement & Planning

Groundbreaking – Pritika Ram provided a preliminary date of December 16th for the Groundbreaking for the Food Bank Expansion project and will provide further details as they become available.

2. Fundraising – Pritika Ram reported that funds raised to support the Food Bank Expansion Project will be a mix of private donors as well as funding from Local, State, and Federal sources. Approximately \$4.9 million is available from a grant and staff is working to complete the grant application. Pritika also stated that staff is awaiting approval of a \$3 million grant from the Federal Government, and confirmation from a potential private donor who has expressed significant interest. For other private donation solicitations, Pritika will be meeting with Kevin Burton, Don Bynum and Michael Bowers to provide collateral materials and consistent messaging. Lastly, Pritika reported that another potential donor has expressed interest and will be volunteering at the Food Bank to develop a relationship.

Kevin Burton congratulated staff on an excellent job on initiating the funding opportunities. Chase Nunneley echoed Kevin's comments about the progress made in seeking funding opportunities.

- c. Director of Development Update – Pritika Ram, Director of Administration – ***Info Item***

Pritika Ram provided an update on the recruitment efforts for the Director of Development position and stated that candidates have been identified for interviews.

- d. Form 1023 Legal Filing – Pritika Ram, Director of Administration – ***Info Item***

Pritika highlighted p. 42 of the attached legal filing, which signifies that all funds raised will remain in Kern County, and also shared the CAPK Foundation Website will go live in the coming weeks.

VII. Board Member Comments

- No Comments

VIII. Next Scheduled Meeting

Board of Directors Meeting
12:00 pm
Friday, October 29, 2021
5005 Business Park North
Bakersfield, CA 93309

IX. Adjournment

The meeting was adjourned at 12:31 pm



MEMORANDUM

To: Board of Directors

From: Pritika Ram, Director of Administration

Date: October 29, 2021

Subject: *Agenda Item VI(b): 2021-2025 CAPK Strategic Plan– Info Item*

Background

As part of the Department of Community Services and Development (CSD) requirements under the Community Service Block Grant (CSBG) Organizational Standards of Excellence, on a five-year cycle, agencies are required to review/update their Strategic Plan. The following are CSBG Organizational Indicators impacted by this activity:

Vision and Direction - Category 6: Strategic Planning

- Standard 6.1 The organization has an agency-wide strategic plan in place that has been approved by the governing board within the past 5 years.
 - Guidance
 - This is intended to be an organization-wide document, not a list of individual program goals.
 - This would be met through the Board voting on a motion to accept the strategic plan at a regular board meeting and documenting this in the minutes.
- Standard 6.2 The approved strategic plan addresses reduction of poverty, revitalization of low-income communities, and/or empowerment of people with low incomes to become more self-sufficient.
 - Guidance
 - These are the purposes of CSBG as laid out in the Act.
 - These specific terms are not required, but the plan needs to include one or more of the themes noted in the standard.
- Standard 6.3 The approved strategic plan contains family, agency, and/or community goal
 - Guidance
 - These goals are set out as part of ROMA, referenced in IM 49, and provide the framework for the National Performance Indicators.
 - These specific terms are not required, but the plan must address one or more of these dimensions.
 - There is no requirement to address all three: family, agency, and community.

- Standard 6.4 Customer satisfaction data and customer input, collected as part of the community assessment, is included in the strategic planning process.
 - Guidance
 - This standard links the community assessment with strategic planning.
 - There is no requirement to do additional data collection.
 - Please see guidance and glossary under Customer Engagement for more information on customer satisfaction and customer input.
 - The standard may be documented by references to the analysis of customer satisfaction data and input within the plan, or by including the analysis of customer satisfaction data in the plan or its appendices, with a brief explanation of how it was used.
- Standard 6.5 The governing board has received an update(s) on progress meeting the goals of the strategic plan within the past 12 months.
 - Guidance
 - The CSBG Act requires that Boards be involved with assessment, planning, implementation, and evaluation of programs; these standard supports meeting that requirement.
 - This standard would be met by an update being provided at a regular board meeting, or a planning session, and documented in the minutes.
 - The update provided to the board may be written or verbal.
 - The update provided to the board should include goals outlined in the strategic plan and any progress made over the course of the last year, or by another period as determined by the board that is less than one year.

The 2021-2025 Strategic Plan outlines critical issues identified through primary and secondary data collection, including the 2021-2023 Community Action Plan (CAP) and Community Needs Assessment (CNA). Within the document, several Community Action Agency (CAA) areas of focus were incorporated to align with National Office and industry standards of excellence, including the CSBG Domains, organizational standards, and the Results Oriented Management and Accountability (ROMA) process improvement model. During the development of the strategic plan, the agency had the opportunity to reevaluate its long-standing mission and vision and reconsider its organizational culture. In depth discussions around service delivery and the type of agency CAPK wants to be, resulted in the understanding that an organization's culture is directly related to its effectiveness and its success.

Mission: Community Action Partnership of Kern will alleviate the effects of poverty, address underlying causes, and promote dignity and self-sufficiency in the communities we serve.

Vision: Community Action Partnership of Kern envisions communities where all people have equal opportunities to achieve greater self-sufficiency and attain their version of the American Dream.

Values:

- Respect: Dignity, and compassion for clients and staff; commitment to diversity, equity, and inclusion.
- Teamwork: Effective communication; enthusiastic collaboration; commitment to organizational goals
- Transparency: Fiscal integrity; authentic relationships; open and inclusive communication.
- Continuous Improvement: Providing quality service and data analytics; using feedback loops to inform innovation; embodying humility and a learning mindset.

- Servant Leadership: Genuine care for those we seek to empower; demonstrating courage in leadership.

The plan identifies the work the agency does well and under the Critical Issues section, it carves out a path for service enhancements for programs like childcare and food accessibility, for example. Further, it challenges us to look beyond our scope and expand into other service lines, such as affordable housing and community and economic development.

To ensure the plan remains in-action, goal groups will be established to include leadership, program managers, and board members. The communication plan to all staff began in October 2021, and the reporting will be streamlined using a digital dashboard for internal and external communication. The CAPK Board of Directors approved the Strategic Plan on September 29, 2021.

Attachment:

2021-2025 CAPK Strategic Plan Presentation
2021-2025 CAPK Strategic Plan



Strategic Plan 2021-2025





Mission

Community Action Partnership of Kern will address underlying causes of poverty, alleviate the effects, and promote dignity and self-sufficiency in the communities we serve.

Vision

We envision communities where all people have equal opportunities to achieve greater self-sufficiency and attain their version of the American Dream.



10-Year Agency Vision

- CAPK will own low-income housing units to directly address the housing needs for low-income Kern County Residents.
- CAPK will be a leader in advancing workforce development efforts and initiatives.
- CAPK will be known as a premier Communication Action Partnership agency in Central Valley.





Organizational Values

- **Respect:** Dignity, and compassion for clients/staff; commitment to diversity, equity, and inclusion
- **Teamwork:** Effective communication; enthusiastic collaboration; commitment to organizational goals
- **Transparency:** Fiscal integrity; authentic relationships; open and inclusive communication
- **Continuous Improvement:** Providing quality service and data analytics; using feedback loops to inform innovation; embodying humility and a learning mindset
- **Servant Leadership:** Genuine care for those we seek to empower; demonstrating courage in leadership

Critical Issues

- **Family**

- Insufficient access to nutritious foods
- Limited availability of affordable quality childcare

- **Community**

- Limited affordable housing options and rising unemployment threaten short and long-term financial stability

- **Agency**

- Low CAPK staff morale resulting from the lack of a unified, inclusive workplace culture
- Lack of consistent and comprehensive implementation of ROMA to support data-driven, outcome-based decision making
- Need for greater fiscal stability and flexibility

Plan Goals

- **Goal 1:** Increased access to healthy, affordable food to support the health of the communities we serve.
- **Goal 2:** All families in the communities we serve have access to high-quality early learning and care choices to meet their diverse needs.
- **Goal 3:** Advance economic empowerment and financial stability for low-income people in the communities we serve.
- **Goal 4:** CAPK seeks to be an employer of choice and attract and retain a high-quality workforce to achieve the organization's desired results.
- **Goal 5:** Increase utilization of data-driven decision-making processes to improve organizational capacity to achieve results.
- **Goal 6:** Increase fiscal health and stability of the agency to properly align resources to support clients and build capacity staff.



Results-Orientated Management & Accountability

ROMA a framework for continuous growth and process improvement

National Strategic Plan & Six National Goals

- Goal 1: Low-income people become more self-sufficient. (FAMILY)
- Goal 2: The conditions in which low-income people lives are improved. (Community)
- Goal 3: Low-income people own a stake in their community. (Community)
- Goal 4: Partnerships among supporters and providers of services to low-income people are achieved. (Agency)
- Goal 5: Agencies increase their capacity to achieve results. (Agency)
- Goal 6: Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive systems. (Family)



Implementation & Evaluation

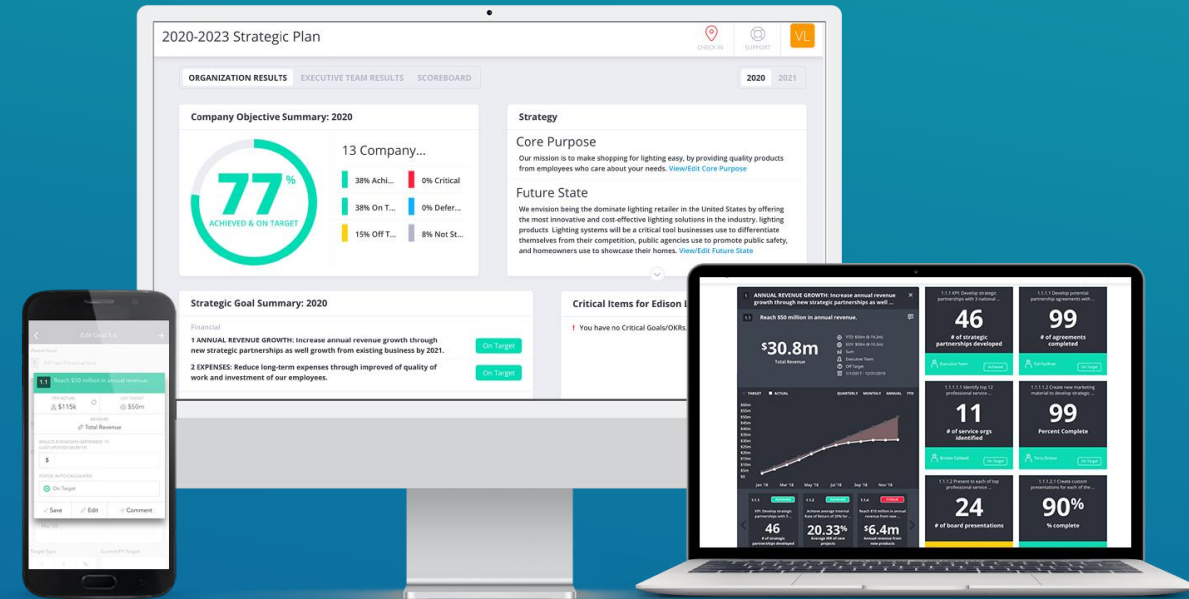
Accountability

- Communication
- Reporting
- Goals composition and Leads

How Our Software is Different

Connects long-term strategy, goals/OKRs, and weekly / monthly results to help your organization adapt and thrive.

- ✓ **End-to-End OKR Alignment.** Strategic Direction and Priorities identified at the top with Individual and Team performance aligned to the long-term priorities.
- ✓ **Quantitative reporting** of results for Organization and Team Performance.
- ✓ Communicates performance against goal **as quantitative outcomes and results with incremental targets** at the Corporate, Team and Individual levels.
- ✓ **Board and stakeholder reporting.** Dashboards, custom reports, and external stakeholder accountability.
- ✓ Plan for **short-term accountability** to drive the long-term priorities of the organization.





Pritika Ram
Director of Administration
pram@capk.org
(661) 336-5236 ext. 1142

***Helping People...
Changing Lives.***



Strategic Plan 2021-2025

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EXECUTIVE SUMMARY

Community Action Partnership of Kern County (CAPK) is the official anti-poverty agency for Kern County. Since its establishment in 1965, CAPK has been working to provide an integrated network of services, administering close to a dozen programs aimed at meeting children, families and individuals at their point of need. One of more than 1,000 community action agencies nationwide, CAPK is one of Kern County's largest nonprofit 501(c)(3) corporations.

On August 20, 1964, President Johnson signed the Economic Opportunity Act of 1964, which created a slate of programs designed to “mobilize the human and financial resources of the Nation to combat poverty in the United States.” Community Action Agencies are in economically and socially depressed neighborhoods, that are staffed with outreach workers whose job is to seek out residents who are in need of help, and ORGANIZE and MOBILIZE America's War on Poverty from the ground up. A provision of the Act called for those who were living in poverty to have maximum feasible participation in the identification of social and economic problems, and the subsequent development of solutions to address poverty. Thus, for the first time ever, it was the disadvantaged who were charged with informing the work of these community-based organizations.

CAPK continues to be empowered by the belief of equity and justice for all. Through a variety of programs and in collaboration with other community service agencies, CAPK's services include, child care, preschool education, and other personal and family development opportunities to encourage parent participation and build individual and family self-sufficiency. CAPK services also include helping participants pursue their educational goals, youth and educational development, combat hunger and malnutrition, provide homeless services, and obtain energy subsidy and weatherization assistance.

In 2021, CAPK embarked upon a strategic planning process to effectively guide agency efforts over the next four years (2021-2025) with the goal of transforming the communities we serve into an economically stable environment where all residents have the potential to achieve self-sufficiency. This document details new and ongoing strategic initiatives that seek to address the most pressing needs of CAPK's service communities while increasing organizational capacity. The Plan provides a framework for making policy decisions, setting priorities, and effectively allocating resources.

As part of this process, the CAPK Board and leadership team reviewed and updated the Vision and Mission of the organization and defined Organizational Values to support a unified, agency-wide culture.



ORGANIZATIONAL OVERVIEW

Community Action Agencies 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.

MISSION

Community Action Partnership of Kern will address underlying causes of poverty, alleviate the effects, and promote dignity and self-sufficiency in the communities we serve.

VISION

We envision communities where all people have equal opportunities to achieve greater self-sufficiency and attain their version of the American Dream.

CAPK has identified Organizational Core Values to specifically address the need to build a cohesive identity across the organization and guide the way we make our decisions and carry out our actions every day. With distinct programs, establishing a cohesive CAPK culture has remained an ongoing challenge for the agency. The Organizational Values, developed at the Leadership level and validated by staff, aim to build on the vision and mission to inform all aspects of collaboration and interaction between Leadership, staff, and community members.

Organizational Values

- » Respect: Dignity, and compassion for clients/staff; commitment to diversity, equity, and inclusion
- » Teamwork: Effective communication; enthusiastic collaboration; commitment to organizational goals
- » Transparency: Fiscal integrity; authentic relationships; open and inclusive communication
- » Continuous Improvement: Providing quality service and data analytics; using feedback loops to inform innovation; embodying humility and a learning mindset
- » Servant Leadership: Genuine care for those we seek to empower; demonstrating courage in leadership



10-YEAR AGENCY VISION

To ensure that the strategic plan advances towards the achievement of CAPK's long term goals beyond the four-year implementation period, the Executive Leadership Team and Board also developed a ten-year vision for the organization:



- CAPK will own low-income housing units to directly address the housing needs for low-income Kern County Residents.
- CAPK will be a leader in advancing workforce development efforts and initiatives.
- CAPK will be known as a premier Communication Action Partnership agency in Central Valley.



INTRODUCTION

Since its establishment in 1965, Community Action Partnership of Kern County (CAPK) has been at the forefront of serving Kern County. Through an integrated network of services, CAPK administers close to a dozen programs aimed at assisting children, families and individuals at their point of need. 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 operates programs that residents can utilize to give their children an empowering Head Start on their education, put healthy food on the table, reduce their energy bills, claim life-changing tax credits, connect with homelessness services, and find links to thousands of other community organizations that can also help them chart a path to success.

CAPK'S PROGRAMS: MEETING PEOPLE AT THEIR POINT OF NEED

The 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 we are dedicated to helping people help themselves and each other.

Head Start / State Child Development

Head Start & Early Head Start

Head Start provides high-quality, early childhood education to children ages zero to five years old through part-day, full-day, and home-based options. The program has a holistic approach, not only addressing the needs of the child, but teaching parents to become advocates and skilled providers for their children through its Parent Policy Council and Family Engagement programs. CAPK offers Head Start and Early Head Start services throughout Kern and San Joaquin counties.

Home Visiting Program

The Home Visiting Program links new parents who face poverty with trained staff who visit their home to connect them with resources and build skills that will help parents create a strong future for themselves & their children.

Services to Families and the Community

2-1-1 Kern County

2-1-1 Kern is a 24/7 information & referral service that provides residents with comprehensive information and links to community health & human services at no cost, including Medi-Cal and CalFresh application assistance. 2-1-1 has a database of 3,000 social service agencies that is available to the public through the 2-1-1 Kern Online Resource Directory at www.211Kern-County.org. CAPK 2-1-1 also serves Kern, Kings, Tulare & Stanislaus Counties in partnership with United Way.

Homeless Services

CAPK operates the 150-bed M Street Navigation Center in partnership with the County of Kern. This 24-hour shelter offers housing, meals and an array of mental health, medical care and economic resources to unsheltered individuals with pets and partners.

Coordinated Entry System (CES)

2-1-1 Coordinated Entry System is Kern County's direct link between people experiencing homelessness and the services and shelter they need. CES also connects individuals & families with rental assistance to help prevent homelessness.

Migrant Childcare

Migrant Childcare Program provides a childcare subsidy to migrant families working in agriculture. Families can apply for child care services in six entry counties: Kern, Kings, Madera, Merced, Tulare, and Fresno. Once a family is enrolled in the program, the family can migrate anywhere in California to follow agricultural work and maintain their child care services.

Energy Weatherization & Utility Assistance

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

Volunteer Income Tax Assistance (VITA)

VITA offers no-cost tax preparation and e-filing for low and moderate-income individuals and families. VITA also assists eligible clients to take advantage of the Earned Income Tax Credit (EITC), increasing their tax return and boosting the local economy. Additional services include ITIN applications and renewals. All VITA services are provided by IRS-certified staff and volunteers.

East Kern and Oasis Family Resource Centers

Our two Family Resource Centers provide resources, education, and crisis assistance to individuals, families, and children in Eastern Kern County. They focus on providing case management and educational support to families that build their economic resilience. The East Kern Family Resource Center is based in Mojave and the Oasis Family Resource Center is based in the City of Ridgecrest. Both locations assist individuals and families living in surrounding communities.

Friendship House Community Center & Shafter Youth Center

Friendship House, located in Southeast Bakersfield, and the Shafter Youth Center in the City of Shafter serve Kern children, adults, and families through youth after-school, summer and distance learning programs, tutoring, STEM, sports, access to social services, Medi-Cal information & enrollment services, mentoring, and more.

Health & Nutrition Services

Food Bank

Food Bank provides food assistance to low-income families and individuals through a network of more than 130 partnering food distribution sites throughout Kern County. The Food Bank also offers the Senior Food and Backpack Buddies program at CAPK youth centers, schools, and other community sites.

Women, Infants, and Children (WIC)

The WIC Program promotes the health of low-income pregnant, postpartum, and breastfeeding women, infants, and children up to age five by providing nutritious foods to supplement diets, information on healthy eating, breastfeeding promotion and support, and referrals to health care. Services are available through 18 locations in Kern County and 4 in San Bernardino County.

Central Kitchen

Central Kitchen prepares and delivers breakfast, lunches, and snacks for all children enrolled in CAPK's Head Start/State Child Development Programs. Central Kitchen co-ordinates the Summer Food Service Program for youth aged 18 and under. It also provides meals to our Homeless Services program.

CalFresh Healthy Living

The CalFresh Healthy Living program improves the nutritional health of USDA Supplemental Nutrition Assistance Program recipients by providing access to nutrition education, physical activity education, and training that will help build a healthy, knowledgeable community.



Helping People... Changing Lives.



Organization of the Report

The report is made up of the following sections:

- ♦ **Organizational Overview:** In this section, information is presented to provide a general understanding of CAPK, which includes the vision and mission of the organization, current services, and progress toward previous strategic goals.
- ♦ **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, assessment findings provide a snapshot of the current social, health, and economic conditions and challenges faced by Kern County residents. This section also identifies the current issues that CAPK experiences as an organization, including internal strengths, areas for improvement, external opportunities, and potential 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 2021 and 2025.
- ♦ **Evaluating & Updating the Plan:** This section describes how the organization will measure and report on its success and lessons learned.

Previous Strategic Plan Implementation: 2016-2021

In 2016, CAPK leadership committed to several strategic initiatives to increase agency capacity to effectively identify and respond to emerging community needs. This included major investments in advancing operational efficiency, streamlining budget development processes, and improving data analytics and reporting capacity. Below is a summary of key accomplishments and progress toward the previous strategic goals:

2016- 2021 Strategic Goals	June 2021	Key Accomplishments
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.	95%	Completed three Community Needs Assessments. The most recent in May 2021, identified six priority areas which are being incorporated in the new Strategic Plan.
Goal 2. CAPK will establish a system so that individuals and families can easily access the full spectrum of CAPK services.	96%	The CRM system is being piloted in several programs. This is a long term and complex project. When completed, CAPK will be able to track client progress across programs and services and will be able to report stronger outcomes.
Goal 3. There will be a general understanding of CAPK which drives people to access and support the organization's efforts.	99%	Communication has greatly improved internally and externally through efforts including improved website; CAPK Communications Plan; CAPK Branding Manual; and Manager's Toolkit. Breaking down silos among programs is an ongoing task. Plans for maintaining and expanding this work are in place and systems that will be implemented in the next six months through the CAPK Communications Plan will create a long-term culture of cross-program communication.
Goal 4. CAPK will actively advocate on behalf of issues affecting its target populations.	82%	Established communications channels with elected officials; track communications and have participated actively in support of legislative initiatives identified by state and national partners; work within the CAA network through partners like CSD, CalCAPA, and NCAF; an advocacy taskforce has been formed; and Executive Division staff are tasked with implementing advocacy efforts. Advocacy will be a key component in the next strategic plan.
Goal 5. CAPK will have an engaged and retained workforce.	93%	Many of the objectives were established and are ongoing. HR instituted ADP online application system; new orientation video and program materials so new staff have an increased awareness of who CAPK is; there is more consistency in job descriptions; and they have improved applicant screening criteria. Employee development and engagement will be a key focus area in the next strategic plan.
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	96%	Agency has established the indirect fund; Finance staff continue monthly budget meetings with program managers and directors; directors and managers assist with annual budget creation; and finance works with staff in developing and approving new program budgets.
Total Completion	94%	

CAPK 2021 Organizational SWOT Assessment Summary

This document is a summary of the CAPK Organizational Strengths, Weaknesses, Opportunities, and Threats (SWOT) Assessment conducted in Winter 2021 in preparation for the development of CAPK's new four-year strategic plan. The SWOT analysis was used in this strategic planning process to inform the identification of strategic priority areas that will later be developed into organizational goals.

SWOT Data Collection & Methodology

The CAPK organizational assessment was conducted between January-March, 2021 consisting of individual interviews, small focus groups, and a staff survey.

Personnel Code	Data Source	Number of Participants
Executive Leadership	Key Informant Interviews	3
Directors	Key Informant Interviews	7
Board Foundation	Key Informant Interviews	2
Board of Directors	Focus Group (x4)	9
Program Managers	Focus Group (x2)	14
All CAPK Program Staff ⁴	Staff Survey	490*

⁴ Majority of the CAPK participants were from the Head Start and Early Head Start Program (54%) with 28% being direct service providers and 31% of participants have worked at CAPK for 10+ years. 53% of participants identified as Hispanic or Latino followed by 22% who identified as white with a majority of women participants (78%).

SWOT

The SWOT analysis reviews CAPK's internal assets and challenges to organizational and program effectiveness. The top half describes internal strengths (S) and weaknesses (W), while the lower half presents identified external opportunities (O) and threats (T) to CAPK's organizational and program effectiveness.

STRENGTHS

- Staff are strongly aligned to CAPK's mission and vision
- Deep connection between Board/Leadership/Staff and communities served
- Earned standing and reputation amongst the community
- Launch of CAPK Foundation increases capacity to obtain unrestricted funds and expand critical services like the food pantry
- Programs are effective because they holistically serve families
- Joint program meetings and trainings, and organizational email blasts have supported inter-program connections
- Greater collaboration between finance department and program managers
- New financial standard operating procedures

WEAKNESSES

- CAPK continues to experience a high level of programmatic siloing and lacks a unified CAPK Identity
- Unclear and inconsistent communication across CAPK
- Poor staff morale, low-pay, and burnout
- Staff experience distrust and fear toward upper management
- A lack of a deeper knowledge of CAPK's programs among program staff impacts program marketing
- Perception of inequitable and/or inconsistent employee treatment
- Program innovation stifled by inflexible grants
- Regional resource disparities amongst program services offered
- Staff do not have equipment/technology they need to function

- With improved outcome articulation and measurement measurement, CAPK may be able to more effectively share its success stories and increase competitiveness and enhance fundraising outcomes
- New ventures into Workforce Development and/or Affordable Housing program areas as service provider, partner, or advocate
- Investment in large construction projects to expand infrastructure for programs and services and increase real estate holdings
- Increase in unrestricted funding through Foundation may allow for new investments, program innovation, and administrative costs
- Deferred maintenance plan to upgrade CAPK IT and facilities
- Implementation of ROMA throughout the organization

- High levels of sustained client need due to Covid-19
- Eventual "drying up" of emergency Covid-19 funding after scaling
- Difficulty with resource allocation and distribution across program sites
- Reliance on grant funding limits the ability to be responsive to community needs
- Bargaining Unit Restrictions make it difficult to promote/advance individuals
- CAPK is long overdue to build out a deferred maintenance plan
- Lack of connected data systems and impact articulation may limit competitiveness for some grants

OPPORTUNITY

THREATS



METHODS AND APPROACH

Results-Oriented Management and Accountability (ROMA)

As a recipient of Community Services Block Grant (CSBG) funds from the Federal Office of Community Service, CAPK has designed the Strategic Plan in accordance with the CSBG requirement to incorporate a Results-Oriented Management and Accountability framework (ROMA). ROMA is a performance-based initiative designed to promote enhanced service impacts through a data-driven framework of assessment, planning, implementation, and evaluation.

The connection between strategic planning and ROMA is emphasized by CSBG National Standards 6.2 and 6.3 that require strategic plans to “address reduction of poverty, revitalization, and empowerment” and “contain Family, Agency, and/or Community Goals.” The strategic goals and objectives outlined within this plan were directly informed by these standards in addition to the six ROMA national goals stated on this page. National ROMA performance indicators (NPIs) have also been adapted to measure progress toward implementation of the plan and are notated within the Implementation Plan (Appendix A).

NATIONAL ROMA GOALS

GOAL 1: Low-income people become more self-sufficient.

GOAL 2: The conditions in which low-income people live are improved.

GOAL 3: Low-income people own a stake in their community.

GOAL 4: Partnerships among supporters and providers of service to low-income people are achieved.

GOAL 5: Agencies increase their capacity to achieve results.

GOAL 6: Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive systems.

Phased Approach

The strategic planning process utilized a three-phase approach:

PHASE 1: Assessment & Analysis

SWOT Assessment (Internal): An agency assessment was conducted to better understand organizational needs utilizing a Strengths, Weaknesses, Opportunities and Threats (SWOT) framework. Data collection activities included individual interviews, focus group discussions, and a staff survey.

Community Needs Assessment (External): A community needs assessment (CNA) was conducted to better understand the most pressing community needs. The assessment included primary and secondary data collection and analysis which was synthesized with the SWOT assessment findings to establish a situational analysis.



PHASE 2: Strategic Planning

Strategic Planning Retreats: Three virtual strategic planning sessions were attended by the CAPK Board, executive leadership team, and department directors in April 2021. Participants reviewed the results of the internal and external assessments and participated in facilitated discussion within breakout groups to identify, prioritize, and buildout strategic goals and objectives.

Planning Workgroup Meetings: Following the planning retreats, three small workgroups were formed, each assigned to one of the CSBG goal domains (Agency, Community, or Family). Each workgroup convened to refine objectives and develop implementation steps for the cluster of strategic goals within their assigned domain.



PHASE 3: Documentation and Validation of Plan

Plan Documentation: Refinements and additions to the plan resulting from the planning retreats and smaller workgroup sessions were documented and made available in shared templates. Between planning retreats and following each workgroup convening, the templates were updated in an iterative fashion and made available to planning participants for input.

Review and Approval: The work of each of the workgroups was compiled into a draft plan that was submitted to the CAPK Board for comment and made available for public comment prior to its adoption.



SITUATIONAL ANALYSIS

To inform the strategic planning process, a situational analysis was conducted to identify the current and emerging needs of CAPK’s service communities and to inform the selection of strategic priorities to be undertaken by the agency to address those needs. The situational analysis combines assessment findings from a recently completed Community Needs Assessment (CNA) and an internally oriented Agency SWOT assessment. The following sections provide a summary of the findings from each of the assessment efforts. For the full report documents, please refer to Appendices B & C.

Kern County

Kern County is 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. Kern is primarily a rural county with one Standard Metropolitan Area (SMA), which includes the cities of Bakersfield and Delano. Other incorporated cities include Wasco, Taft, Shafter, Maricopa, McFarland, Arvin, Ridgecrest, Tehachapi, and California City. The county has 24 other unincorporated communities with populations over 1,000, statistically referred to as “Census Designated Places.”

Demographic Information

The following table represents the demographics of Kern County (2019 U.S. Census Bureau). As identified in the table, over half (51.2 percent) of the population in Kern County is male and 48.8 percent is female. There are 288,065 children in Kern ages 0-18 (31.7%) and 139,531 (15.5%) of Kern residents are seniors, ages 60 and over. Together children and seniors are almost half of Kern County’s total population. The majority of residents are White (71.7%), with the second-largest group with more than half of all residents identifying ethnically (54.6%) Hispanic/Latinx of any race.

Population %, Kern County 2019

Gender					
Male			Female		
51.2%			48.8%		
Age					
Under 5	5 to 19	20 to 34	35 to 44	45 to 59	60+
7.9%	23.8%	23.1%	12.6%	16.9%	15.5%
Race/Ethnicity					
White	Black/African American	American Indian / Alaska Native	Asian/Pacific Islander	Hispanic/Latino* (of any race)	
71.7%	5.2%	1.6%	4.8%	54.6%	



Kern County Population and Growth, 2019

Population Projections

In 2019, Kern County had an estimated population of 900,202, consisting of about 48 percent females and 51 percent males. The County has experienced significant growth, 5% from 2013 to 2019 (Census, 2019). It is expected that Kern's population will exceed one million people by 2028 and Bakersfield, (Kern's major metropolitan area), will exceed one million people by 2042. In 2019, Bakersfield was the fastest growing of California's top 10 cities (Census, 2019).

City	2013	2019	% Change
Arvin	20,290	21,249	4.5%
Bakersfield	364,183	377,917	3.6%
California City	13,421	13,826	2.9%
Delano	52,422	52,866	0.8%
Maricopa	1,141	1,229	7.2%
McFarland	12,731	14,823	14.1%
Ridgecrest	27,994	28,755	2.6%
Shafter	16,940	19,477	13.0%
Taft	8,964	9,372	4.4%
Tehachapi	13,100	12,680	-3.3%
Wasco	25,871	27,193	4.9%
Balance of County	304,943	320,815	4.7%
Total	862,000	900,202	5% (Average)

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 (2020) . These measures are standardized and combined using scientifically informed weights.

The following table provides a snapshot of how Kern County characteristics compare to the state of California as well as their placement in relation to nationally established benchmarks.

The information provided suggests that Kern County residents are impacted by detrimental health, social, and economic factors at a higher rate relative to State averages. Currently, Kern County is ranked among the least healthy counties in California (lowest 0%-25%) with rates of smoking, obesity, physical inactivity, and teen births that exceed State averages and national benchmarks. Families in Kern County also experience a high level of financial insecurity as indicated by high unemployment rates, low educational attainment, and high child poverty rates in comparison to State averages.

Table 3. Community Characteristics of Kern County Compared to California and National Benchmarks

Community Characteristics (2020)		Kern County	California	National Benchmark
Quality of Life	Poor or Fair Health (percent of adults reporting fair or poor health)	23%	17%	12%
	Poor Physical Health Days (average number in past 30 days)	4.3	3.5	3.1
	Poor Mental Health Days (average number in past 30 days)	4.1	3.5	3.4
	Low Birth Weight (percent of live births with weight <2500 grams)	7%	7%	6%
Health Factors	Adult Smoking (percent of adults that smoke)	15%	11%	14%
	Adult Obesity (percent of adults that report a BMI >= 30)	32%	24%	26%
	Physical Inactivity (percent of adults that report no leisure time physical activity)	22%	18%	20%
	Excessive Drinking (percent of adults who report heavy or binge drinking)	18%	19%	13%
	Teen Birth Rate (per 1,000 females ages 15-19)	39	19	13
Clinical Care	Uninsured (percent of population < age 65 without health insurance)	9%	8%	6%
	Primary Care Physicians (ratio of population to primary care physicians)	2,020:1	1,260:1	1,030:1
	Dentists (ratio of population to dentists)	2,080:1	1,180:1	1,240:1
Social & Economic Factors	High School Graduation (percent of ninth grade cohort that graduates in 4 years)	86%	83%	96%
	Some College (percent of adults aged 25-44 years with some post-secondary education)	46%	65%	73%
	Unemployment (percent of population age 16+ unemployed)	8.00%	4.20%	2.6%
	Children in Poverty (percent of children under age 18 in poverty)	27%	17%	11%
	Income Inequality (ratio of household income at 80th percentile to income at 20th percentile)	4.9	5.3	3.7
	Social Associations (number of associations per 10,000 population)	4.7	5.9	18.4
	Children in Single-Parent Households (percent of children that live in single-parent household)	36%	31%	20%
	Violent Crime Rate (violent crime rate per 100,000 population)	545	421	63
	Injury Deaths (number of deaths due to injury per 100,000 population)	77	50	58



Community and Client Needs Assessment

As part of the Community Services Development-Community Services Block Grant Organization Standards, CAPK conducts a Community Needs Assessment (CNA) every two years to identify current and emerging needs among

low-income individuals and families within Kern County. Assessment findings guide the development of the agency’s Community Action Plan (CAP), inform strategic goals, and drive continuous improvement. The CNA utilizes the following data sources:

- ◊ US Census and Literature Review
- ◊ Stakeholder surveys
- ◊ Interviews and Focus Groups
- ◊ CAPK Program and CSBG Data

The 2020-2021 CNA stakeholder survey and brief interviews targeted CAPK Clients (in English and Spanish), CAPK partners and other community agencies, and CAPK staff to elicit input on what services are most needed among CAPK communities. A total of 748 surveys were collected (see on this page for the breakdown of survey responses).

Survey Group	# Responses
CAPK Clients	520
Partners/Community Agencies	130
CAPK Staff & Board	98
Total Responses	748

Major Findings:

A mixed-methods approach was used to validate findings from primary data collection activities (surveys and focus groups) against emerging trends observed within analysis of secondary data. The CNA identified four major areas of needs:

1. Food Insecurity
2. Affordable Housing
3. Childcare
4. Job Skills training.

The table below provides a summary of the major areas of needs that emerged from the CNA.

FOOD INSECURITY

Among CAPK client survey respondents, the availability of nutritious food was most frequently rated as the highest priority service need.

- According to Feeding America, 14% of adults and 22% of children were food insecure in Kern County in 2018 (the most recent year data was available).
- One indicator of the current food need is an increase of over 10 million pounds of food distributed by the CAPK Food Bank from 2019 to 2020.

AFFORDABLE HOUSING

The need for affordable housing was rated as a high priority in Kern County stated by all three respondent groups (clients, partners, and staff).

- Currently, 30,407 low-income renter households in Kern County do not have access to an affordable home. Nearly 74% of low-income households are paying more than half of their income on housing costs compared to just 4% of moderate-income households.

CHILD CARE

Through survey and focus group activities, CAPK clients, staff, and partners identified the lack of affordable childcare as one of the most critical challenges facing families in Kern County.

- According to the Kern County Network for Children, 2019 Report Card, licensed childcare and school-age programs in Kern County are available for only 23% of children with working parents.
- The cost of reliable care can be prohibitive for low-income families. According to the Child Care Resource & Referral Network 2019 Child Care Portfolio, annual full-time infant care in a licensed childcare center costs approximately \$12,773, while annual full-time preschool care costs approximately \$9,080.

JOB SKILLS TRAINING

Due to increasing unemployment rates due to the effects of COVID-19, job skills training was identified as a critical need of Kern families as stated in both the survey and interviews.

- Gains made in previous years toward increasing employment have disappeared as a result of COVID-19 impact on the economy with over 12% of Kern County's working population unemployed (Employment Development Department, 2020).
- Kern County's oil and agricultural industries allow many under-skilled and under-educated workers the ability to earn good wages. However, these industries are most impacted during economic downturns causing long-term unemployment and perpetuating cycles of poverty.



SWOT Analysis

Led by an external consultant team (RDA Consulting), an internal assessment of CAPK’s Organizational Strengths, Weaknesses, Opportunities, and Threats (SWOT) were conducted to inform the development of CAPK’s new four-year strategic plan with special regard to needed investments in operational, staffing, and resource development capacities. The CAPK organizational assessment was conducted between January-March 2021 and consisted of individual interviews, small focus groups, and a staff survey.

CAPK Internal Assessment Participants

Personnel Code	Data Source	Number of Participants
Executive Leadership	Key Informant Interviews	3
Directors	Key Informant Interviews	7
Board Foundation	Key Informant Interviews	2
Board of Directors	Focus Group (x4)	9
Program Managers	Focus Group (x2)	14
All CAPK Program Staff ³	Staff Survey	490*

SWOT Results

The findings developed from the SWOT analysis integrate perspectives from all tiers of the organization. Detailed findings, found in Appendix C, are organized into thematic domains that include a.) Mission and Vision b.) Unified Identity & Collaboration c.) Staff Morale and Capacity, d.) Financial Health, Systems and Sustainability e.) Technology & Operational Modernization, and f.) Strategic Plan Implementation. The following illustration provides a high-level summary of the findings that serves as a useful snapshot of opportunities to leverage, issues to address, and circumstances to anticipate for CAPK.

³ Majority of the CAPK participants were from the Head Start and Early Head Start Program (54%) with 28% being direct service providers and 31% of participants have worked at CAPK for 10+ years. Fifty-three of participants identified as Hispanic or Latino followed by 22% who identified as white with a majority of women participants (78%).

CRITICAL ISSUES

Drawing from the Results Oriented Management and Accountability (ROMA) cycle, CAPK engaged in rigorous assessment of both community and agency needs to inform the strategic planning process. Based upon the results of a Situational Analysis that included findings from a Community Needs Assessment (CNA) and an organizational Strengths, Weaknesses, Opportunities and Threat (SWOT) analysis, the CAPK Board and Executive Leadership Team identified the following critical issues to address in the 2021-2025 Strategic Plan:

FAMILY	1. Insufficient access to nutritious foods The Situational Analysis highlighted food insecurity as a critical issue in Kern County. While CAPK has made significant progress in scaling food programs during the previous year, the economic impacts of COVID-19 and presence of food deserts continue to exacerbate food insecurity and related health risks for Kern families.
	2. Limited availability of affordable quality childcare A significant shortage of affordable childcare options emerged as a major issue for Kern County families. The gap in viable care options represents a significant barrier to parental employment and family self-sufficiency. Early care and education programs also play a critical role in supporting child development, with growing evidence that early education participation can help reduce socioeconomic and racial disparities in achievement.
COMMUNITY	3. Limited affordable housing options and rising unemployment threaten short and long-term financial stability Rising unemployment due to the economic impacts of COVID-19, relatively low educational attainment, and the ongoing housing crisis in Kern County poses major threats to both short- and long-term financial stability for residents. There is an immediate need for enhanced workforce development infrastructure and increased affordable housing options to stem the potential fallout of a prolonged economic downturn.
AGENCY	4. Low CAPK staff morale resulting from the lack of a unified, inclusive workplace culture CAPK staff are driven by a commitment to serve Kern County communities and feel that they contribute to positive program outcomes. However, staff, particularly front-line workers, report instances of low morale due to burnout, low-wages, and limited opportunities for professional advancement. They feel that a lack of transparency from leadership combined with programmatic siloing contribute to a challenging work environment.
	5. Lack of consistent and comprehensive implementation of ROMA to support data-driven, outcome-based decision making While some staff have participated in ROMA training, the agency lacks a cohesive approach to implementing the ROMA system. CAPK continues to increase internal capacity and grow programming (as demonstrated in its previous strategic plan implementation). Yet opportunities to target investments more effectively may be missed in the absence of a results-based framework to connect strategic investments to client outcomes.
	6. Need for greater fiscal stability and flexibility CAPK relies heavily upon inflexible grant-funding streams across its programs. The reliance upon restricted funding limits programs' ability to be innovative and respond effectively in the context of emerging and/or changing client needs. Despite the recent launch of the CAPK Foundation, there is still an ongoing need to expand unrestricted funding sources, better align workforce management processes to agency resources, and increase operational efficiency.

Plan Goals/Objectives

The critical issues, as described in the previous section, were used as the basis for developing the following goals and objectives. These goals and objectives shall serve as a road map to focus CAPK's efforts over the next four years toward achieving results that promote self-sufficiency among families and the development of thriving communities.

CRITICAL ISSUE: Insufficient access to nutritious foods.

Goal 1: Increased access to healthy, affordable food to support the health of the communities we serve.

1.1 Enhance accessibility through expansion of food distribution sites and services.	1.1.1	Conduct assessment to identify service gaps, food deserts, and emerging geographic pockets of food insecurity.
	a)	Develop/update existing pantry site maps and include both CAPK and external programs to create robust GIS mapping (i.e., Map the Meal).
	b)	Analyze food pantry maps against food security assessment to determine the extent to which needs are being met.
	c)	Work with community partners to ensure assessment includes needs of frail, homebound older adults and adults with disabilities and/or limited mobility.
	1.1.2	Based upon assessment findings (1.1.1), identify new internal and external pantry sites that are strategically located at walkable locations and/or near public transit where needs are highest.
	1.1.3	Secure additional funding to enhance existing food bank infrastructure, increase hours and days of operations, and support the startup of new food pantry sites.
	1.1.4	Develop a food service delivery model and program plan to support increased food access for older adults and adults with disabilities. Plan to include:
	i.	Evidence-based program model
1.2 Leverage new and strengthened partnerships to reach additional families and communities.	ii.	Partners that may support transportation
	iii.	Potential funding sources
	1.2.1	Develop streamlined pathways for development of pantry partnerships, including capacity building.
	a)	Create and disseminate materials that help service providers/partners to learn the process of becoming a partner.
	b)	Proactive support and outreach to organizations to increase partnerships and sites.
	c)	Identify opportunities and potential partnerships to improve transportation to healthy food sites and advocate for expanded public transit routes.
	1.2.2	Strengthen and expand partnerships with schools to reach additional children and families.
	a)	Partner with existing programs to support nutrition education and food distribution.
	b)	Explore the potential to establish distribution sites at school sites.
	1.2.3	Increase food donations by expanding food sourcing partners and becoming a member of Feeding America.
	a)	Target outreach to farmers outside of Kern County, corporations, and grocery chains.

CRITICAL ISSUE: Limited availability of affordable quality childcare.

Goal 2: All families in the communities we serve have access to high-quality early learning and care choices to meet their diverse needs.

2.1 Expand access to services and resources for health and safety of children and youth by providing a safe environment.	2.1.1 Identify and leverage emerging funding opportunities to expand services for both early childcare and youth services. a) Assess needed investment required to increase opportunities for all families needing extended hours of service for children ages 0-17 years of age. b) Increase capacity to provide slots by taking advantage of emerging funding opportunities at the County, regional, State, and federal levels. 2.1.2 Assess emerging needs in geographic areas not currently served by CAPK. a) Partner with school districts and childcare providers to identify emerging gaps, underserved communities and populations, and wraparound service needs for transitional kindergarten and supporting a universal preschool model. b) Utilize a variety of program data sources to identify pockets of underserved communities in metropolitan and rural areas that are currently not receiving CAPK services or receive limited services. c) Incorporate direct discussion/engagement with school districts into Head Start community needs assessment. 2.1.3 Identify and secure additional funding to support facility and capacity development required to expand geographic coverage.
2.2 Support the quality and availability of non-traditional hours of service.	2.2.1 Expand service area and services to families by partnerships with existing agencies serving the 0-17 population. Expand the number of home care childcare providers to support early childhood care and development. a) Seek new funding streams for increasing the capacity of family resource centers, youth centers, and childcare centers to support communities and facilities, including new partnerships. b) Partner with resource agencies to identify potential providers that would benefit from a CAPK partnership to advocate for the educational advancement for all children (i.e., resources, technical assistance, etc.). 2.2.2 Continue to work with partners like the Community Connection referrals and partnerships for Childcare to increase capacity of existing and new provider networks.

2.3 Support workforce development and employment opportunities for CAPK clients.	2.3.1	Collaborate with adult schools, community colleges, vocational trade schools to support and strengthen education pathways and referral mechanism for clients, community members, as well as CAPK staff.
	a)	Develop, maintain, and attract a skilled, adaptable, and diverse workforce by providing opportunities for self-sufficiency through comprehensive career development pathways.
	b)	Establish streamlined referral pathways and identify available point person (transition specialist and/or relevant intake personnel) at learning institutions and leverage existing resources (i.e., family resource center, job centers, occupational training centers).
	c)	Obtain any relevant learning/professional pathway mapping from educational and training institutions to review with interested clients for advanced education.
	2.3.2	Establish a diverse workforce committee to formalize pathways and partnerships to entry-level to advanced positions through comprehensive career fields.
	a)	Develop and formalize internal pathway mapping inclusive of education/training to benefit clients and community members.
	b)	Identify and implement mechanisms to provide ongoing support to participants.



CRITICAL ISSUE: Limited affordable housing options and rising unemployment threaten short-term and long-term financial stability.

Goal # 3: Advance economic empowerment and financial stability for low-income people in the communities we serve.

3.1 Increase housing stability for people experiencing or at risk of homelessness.	3.1.1	Strengthen community support for reducing homelessness in alignment with the “Home at Last! Kern County’s Plan to End Homelessness by 2028” 10-year plan.
	a)	Expand the Coordinated Entry System (CES) to provide greater access to prioritized services for people who are experiencing homelessness or at-risk of becoming homeless.
	b)	Improve the evaluation and data management components of CES.
	c)	Improve economic security, health, and stability for people experiencing homelessness or at-risk of becoming homeless.
	d)	In collaboration with Bakersfield Kern Regional Homeless Collaborative (BKRHC) and the Continuum of Care (CoC), support collective advocacy efforts at the local and State levels.
	3.1.2	Reduce impact of homelessness by ensuring the continued provision of sufficient emergency shelter assistance and referral services.
	a)	Collaborate with BKRHC to assess and address temporary shelter needs on a perpetual basis.
	b)	Increase funding streams to expand the number of emergency beds/services as needed.
	c)	Expand wraparound services to reduce the number of people who return to homelessness after receiving permanent housing.
	d)	Expand upstream support to reduce the number of people who become homeless for the first time.
	3.1.3	Enhance outreach activities and marketing efforts to raise awareness and utilization of Coordinated Entry System (CES) and other housing and homelessness-related supports provided by CAPK and local partners.
	a)	Update all appropriate external communication materials and messaging (i.e., burning platform) to include description of CES and access points.
	b)	Include a “refresher training component” in staff trainings across CAPK about CES and other related housing supports.
	c)	Coordinate with BKRHC to identify and engage with community gatekeepers who can potentially serve as referrers.
	d)	Increase internal and external awareness of progress towards ending homelessness by informing and engaging local decision-makers in regular conversations.
	e)	Serve on decision-making roles in the CoC.
	3.1.4	Boost prevention, case management, and barrier removal services to homelessness.
	a)	Increase funding partners to support ongoing (CAPK) housing-related assistance.
	b)	Identify opportunities to continue rental assistance program beyond CARES.
	c)	Advocate relaunching the BKRHC Resource Development Committee.
	d)	Build upon existing programs and networks of homeless assistance partnerships for veterans, youth, and specific sub-populations.
	e)	Increase education regarding tenants’ rights and barrier removal services.

	3.1.5 Expand access to housing through increased affordable housing inventory. a) Support and participate in the CoC's goal of increasing the number of Permanent Supportive Housing (PSH) beds for impacted populations. b) Support and participate in the CoC's goal of increasing the number of Rapid Re-Housing (RRH) beds for impacted populations. c) Support and participate in the CoC's goal of increasing the number of Transitional Housing and Interim Housing beds for impacted populations.
3.2 Increase CAPK's capacity to provide long-term affordable housing solutions for low-to-moderate income people and families.	3.2.1 Convene a Housing Taskforce to assess community housing needs as well as current CAPK capacity to address needs. a) Conduct (and/or) contract housing needs assessment, referencing existing assessments (i.e., Kern County 10 Year Plan), and identify key informants by leveraging collaborations, such as CKHC, to provide input. b) Conduct organizational capacity/readiness assessment, data collection. c) Create a committee to present initial assessment findings and recommendations to the Board. 3.2.2 Identify and cultivate new strategic relationships with relevant nonprofit and corporate stakeholders active within the housing sector. a) Identify a diverse array of potential corporate partners and corporate support grants relevant to the housing sector. b) Leverage existing external collaborations (CKHC) to identify networking opportunities and new potential partners. 3.2.3 Develop internal 10-year plan for becoming direct housing provider to low-to-moderate income residents within the Central Valley. a) Ensure alignment of plan to Kern County 10 Year plan to end homelessness. b) Plan to include investment and asset-building strategies.



3.3 Increase opportunities and supports for clients to advance through career and education pathways.	3.3.1 Strengthen and expand relationships with adult education providers (adult schools and community colleges), local employers, and industry leaders to build job skills and increase access to career and education pathways. a) Identify and map existing educational/career pathways and referral points. b) Send CAPK representatives to local Adult Education Consortium Steering Committee Meetings. c) Participate in local workforce development board meetings to identify entry points, opportunities, partnerships.
	3.3.2 Increase awareness of workforce development opportunities provided by community partners for clients and low-income residents. a) Market partners programs through CAPK programs, website, and social media platforms (internal and external). b) Strengthen and expand partnerships to increase external referrals (see 3.3.1).
	3.3.3 Expand and formalize internal pipeline program that supports unemployed clients to develop skills for employment. a) Target grant opportunities that allow CAPK to provide additional entry-level employment opportunities. b) Develop model, policies, procedures, and pathway/pipeline map that is inclusive of milestones, support mechanisms, and requirements.
	3.3.4 Host programs and events at Youth Center locations that support learning and access to education/professional development opportunities. a) Coordinate presentations from local adult schools, community colleges, and industry leaders to youth about opportunities and career/education pathways.
3.4 Increase access to economic asset enhancement and financial educational opportunities.	3.4.1 Align and standardize current life skills training and financial services across CAPK programs. a) Develop agency-wide implementation for use of Your Money Your Goals program curriculum and integration into daily services. b) Identify/develop “minimum standard practices” to ensure clear expectations and oversight of implementation across all programs.
	3.4.2 Identify and pursue opportunities to address financial service gaps in Kern County including the possibility of developing new, standalone asset enhancement/ financial educational program(s). a) Complete ongoing assessment of financial service mapping and utilization (i.e., CDFI/CDC assessment] and identify potential gaps. b) Complete internal capacity assessment to evaluate the potential for delivery of new financial services. c) Based on assessment findings, the scope of need, and available funding, develop a service delivery model to establish a new program with a central focus on asset enhancement and financial education/support. CAPK will need to identify additional key action steps depending on the outcome of the assessment and the decision of the Board.

CRITICAL ISSUE: Low CAPK staff morale resulting from the lack of a unified, inclusive workplace culture

GOAL 4: CAPK seeks to be an employer of choice and attract and retain a high-quality workforce to achieve the organization's desired results.

4.1 Enhance leadership capacity, effectiveness, and sustainability.	4.1.1 Establish a process of workforce planning to develop succession and knowledge transfer plans and oversee implementation. a) Analyze department metrics (i.e., length of service, knowledge gaps, areas of interest) to identify the necessary skills sets for each position. b) Identify or create evidence-based workforce development strategies to address needs of the department. c) Incorporate development opportunities as part of the employee review process. 4.1.2 Standardized onboarding and training plan a) Enhance experience of new hire orientation and refresher trainings, including agency-level presentations with program specific information. b) Create a development plan with training components specific to the position and scope of duties. c) Develop a learning management system to assign and track training plans, which can be incorporated into an employee's performance evaluation.
4.2 Increase employee engagement, morale, and retention.	4.2.1 Conduct an internal and external equity analysis to evaluate the labor market and fiscal impacts. a) Conduct systematic market analysis of wages/benefits to identify needed adjustments. b) Complete development and consolidation of revised job descriptions. 4.2.2 Refine employee performance review process, ensuring that creation and periodic review of staff professional development plan are integrated into the process. a) Incorporate agency-level guiding principles into the performance evaluations as part of an interactive engagement with leadership and staff on an ongoing basis. b) Develop competency-based job descriptions focusing on knowledge, skills, and abilities needed to meet or exceed the expectations of the position. 4.2.3 Conduct staff engagement surveys to establish benchmarks and identify areas for improvement.

4.3 Increase the visibility of the Agency and create a unified CAPK identity.	4.3.1 Implement a branding and communication plan that is cohesive, instantly recognizable, and connects the agency and programs/services to clients, partners, and the community. a) Unify outreach efforts to develop opportunities for collaboration and to coordinate and support cross-program community outreach efforts. b) Coordinate outreach to other agencies, with consistent branded resources. c) Advance efforts to develop and implement new marketing and unified brand strategies.
4.4 Build capacity to incorporate Diversity, Equity, and Inclusion (DEI) best practices at all levels of organization and services.	4.4.1 Establish and convene a DEI Committee to identify, evaluate, and address organizational DEI needs across the agency, including client and partner engagement. a) Develop charter, bylaws, clear member duties, and clearly articulated methods of collaboration with leadership. b) Committee tasked with the development of recommendations and/or proposed DEI action plan to assess and address organizational needs. c) Develop a communications strategy to inform diverse populations of the organization's activities and encourage participation.

CRITICAL ISSUE: Lack of consistent and comprehensive implementation of ROMA to support data-driven, outcome-based decision making

GOAL 5: Increase utilization of data-driven decision-making processes to improve organizational capacity to achieve results.	
5.1 Enhance agency-wide capacity to implement continuous improvement framework.	5.1.1 Develop a multi-year Results-Oriented Management and Accountability (ROMA) implementation plan that includes the tiered rollout of engagement and capacity-building activities: a) Establish central ROMA implementation planning and implementation taskforce and program/department champions. b) Targeted engagement/training schedule: - Y1: Leadership and Division Champions - Y2: Selected staff groups, - Y3: Agency-wide implementation 5.1.2 Adopt and incorporate integrated workplan/training schedules into CAPK Board's operations and workflows. 5.1.3 Provide training to all staff, leadership, and Board members on ROMA principles and practices. 5.1.4 Develop and integrate shared ROMA language, values, and principles into all levels of organizational culture and activities. a) Post ROMA values/language throughout the agency. b) Integrate ROMA language into recruitment, review processes, and employee recognitions. c) Build ROMA language and processes into reporting templates and Board Agendas.

5.2 Enhance data governance structures and practices to support implementation of ROMA and to increase consistency, accuracy, and breadth of program reporting and data analytics.

5.3 Establish a comprehensive model to address the health and social well-being of our clients through timely interventions.

5.2.1 Establish Agency-wide data governance taskforce.

- a) Develop charter, bylaws, member duties, and clearly articulated method of collaboration with Leadership.
- b) Develop recommendations to leadership/Board for needed capacity development, investment, and additional strategies to enhance data governance and support implementation of ROMA.

5.2.2 Conduct agency-wide data governance assessment to identify most pressing needs and to inventory existing data processes and workflows.

- a) Identify challenges at the program level around data collection and validation.
- b) Assess availability of analytic/reporting tools, capacity to utilize existing tools.
- c) Identify needed investment in data dashboards or tools to provide Leadership with real-time, agency-wide outputs and demographic data.

5.2.3 Standardize agency-wide data definitions, standard operating procedures (SOPs), naming conventions, and data security protocols.

- a) Inventory existing reporting data points by program and grant.
- b) Align to ROMA National Performance Indicators, select key data points to be collected across all programs to support internal decision-making, advocacy efforts, fundraising, and strategic planning.

5.3.1 Advance efforts to establish a centralized database for client intake and service log.

- a) Ensuring data report out consistency using Microsoft dynamics (API) and link data to county administrative data.
- b) Establishing care coordination tools that bring together service providers and data from all sectors.

5.3.2 Adopt an integrated case management model to better address client needs using a client and family-centered approach to improve outcomes.



CRITICAL ISSUE: Need for greater fiscal stability and health

GOAL 6: Increase fiscal health and stability of the agency to properly align resources to support clients and build capacity staff.

6.1 Ensure adequate staffing for successful implementation and fiscal decision-making.	6.1.1	Advance implementation of position control to align staff hiring with strategic needs and financial resources of the organization and ensure effective workforce management.
	6.1.2	Enhance functionality and implementation of a human capital management platform to support workforce planning and management.
6.2 Grow unrestricted funding capacity.	6.2.1	Continue to generate indirect funds from existing programming and develop baseline and projected targets by program. Diversify funding streams and service lines based upon new and emerging needs
	6.2.2	Work with CAPK Foundation to broaden fundraising scope to support internal programs and cultivate new partnerships.
	a) b)	a) Collaborate with Foundation to develop a fundraising plan, informed by most pressing program/operational funding needs through case for support and fundraising tools. b) Developing a relationship development plan, including donor cultivation, prospecting, and stewardship for long-term support.
6.3 Enhance agency administrative and operational infrastructure.	6.3.1	Create an alignment of a deferral maintenance program among the finance and operations department.
	6.3.2	To support Goal 5, expand the information and technology department to support current and future needs.
	6.3.3 a)	Explore accounting software with the ability to collaborate using a business management solution with automated workflows, compliance, and audit trails. a) Evaluate accounting software and select software that meets the agency's current and future needs



IMPLEMENTATION AND EVALUATION

This plan will be used as a management tool with ongoing implementation, quarterly progress reviews, and updates established annually, as needed. It is intended to be a functional, living document and is expected to require refinement over time.

Ongoing Implementation

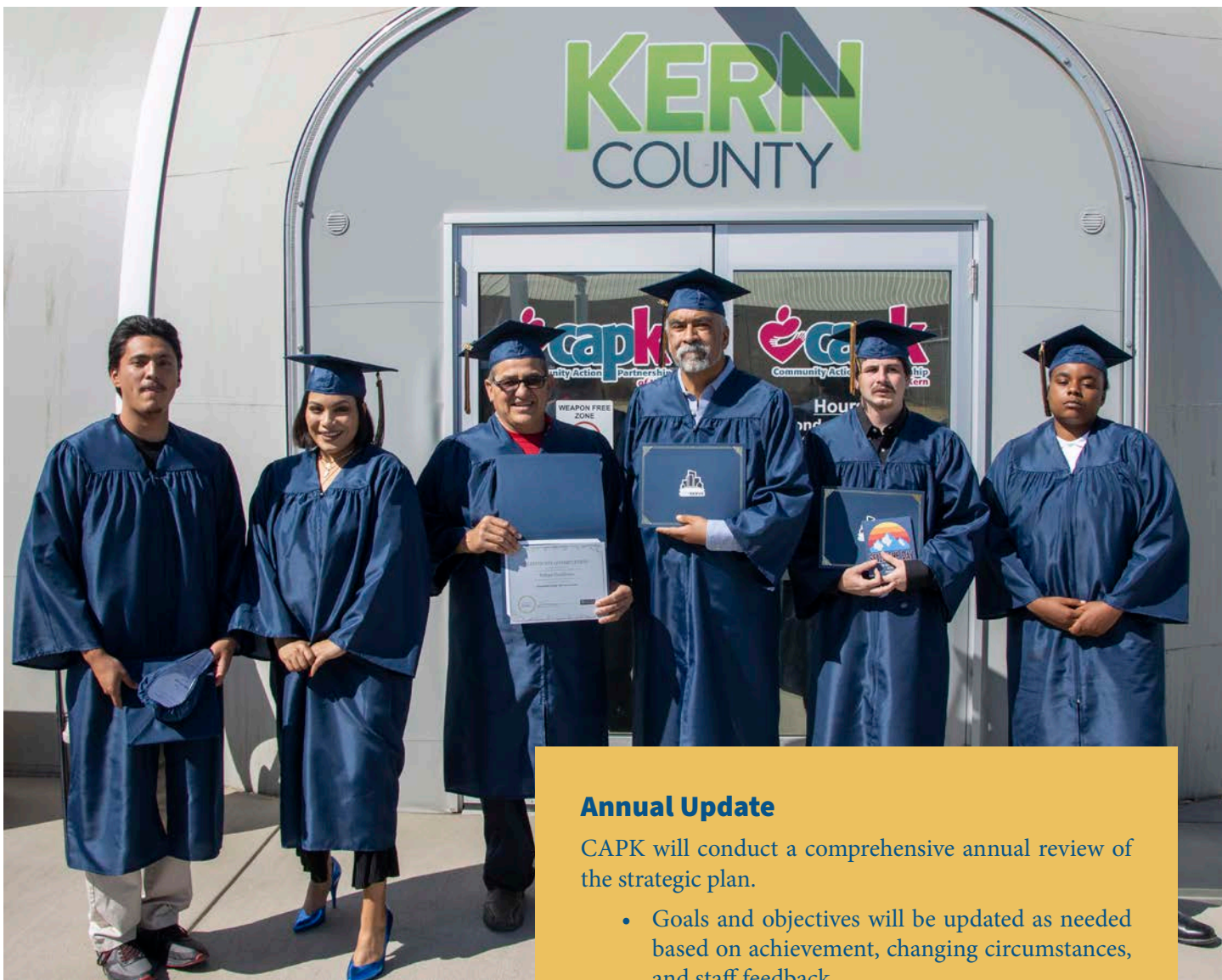
Following Board approval of the strategic plan, the Strategic Plan Oversight Committee will reconvene to review the plan and identify membership of Goal Workgroups (one workgroup per goal). Goal Workgroups will be responsible for ongoing implementation and coordination of their respective goal. Workgroups may elect to assign individual members to specific roles and duties yet will collectively be responsible for:

- Identifying membership for new taskforces and working groups that are established by the Strategic Plan (e.g., 4.1.1, “Succession-Planning Taskforce”)
- Coordinating new taskforces and/or strategy point people as needed
- Conducting outreach to leadership and staff to support decision-making and implementation logistics
- Compiling baseline measures where possible for objectives and documenting progress toward objectives. Progress updates will be documented using a standardized goal scorecard template to be submitted to the Strategic Plan Oversight Committee on a quarterly basis
- Communicating needs and/or challenges to the Strategic Plan Oversight Committee at regular intervals (recommended monthly) or on an ad hoc basis as needed
- Developing granular tactical/operational plans for new strategic initiatives identified within the Strategic Plan
- Reviewing and refining activities, timelines, and progress indicators based on relevant updates or changes to existing circumstances.

Goal Workgroups may consider selection of specific point person or “lead” to oversee coordination of individual objectives, activities, and/or initiatives.

Quarterly Review

A review of each active strategic goal/objective will occur at the Board level on a quarterly basis. To facilitate this process, each Goal Workgroup and/or strategy lead will be required to update and submit an implementation scorecard to the Oversight Committee prior to the quarterly meeting for review and compiling. The compiled score card will be presented to the Board and disseminated throughout the organization. This process 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 2022.



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 developed collaboratively between the Oversight Committee and Goal Workgroups 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 A: Implementation Plan

 [FAMILY] GOAL # 1: Increased access to healthy, affordable food to support the health of the communities we serve.		Org Std. 6.2, ROMA Goals: 1, 6	
		NPI: 1.2, 4.1, 6.2, 6.4, 6.5	
		▪ Obtained food assistance ▪ Pounds of food ▪ Food boxes ▪ Obtained skills/competencies required for employment	
Objectives	Activities	Indicator	Timeline
Objective 1.1 Enhance accessibility through expansion of food distribution sites and services.	1.1.1 Conduct assessment to identify service gaps, food deserts, and emerging geographic pockets of food insecurity. a) Develop/update existing pantry site maps and include both CAPK and external programs to create robust GIS mapping (i.e., Map the Meal). b) Analyze food pantry maps against food security assessment to determine the extent to which needs are being met. c) Work with community partners to ensure assessment includes needs of frail, homebound older adults, and adults with disabilities and/or limited mobility.	▪ Completion of assessment, geographic analysis ▪ # of potential new CAPK sites planned and established	Y1
	1.1.2 Based upon assessment findings (1.1.1), identify new internal and external pantry sites that are strategically located at walkable locations and/or near public transit where needs are highest.	▪ # of new sites located (external)	Y1
	1.1.3 Secure additional funding to enhance existing food bank infrastructure, increase hours and days of operations, and support startup of new food pantry sites.	▪ # grants submitted ▪ Amount \$ raised ▪ # of new sites	Y2 / Y3

	1.1.4 Develop food service delivery model and program plan to support increased food access for older adults and adults with disabilities. <i>Plan to include:</i> • Evidence-based program model • Partners that may support transportation • Potential funding sources	▪ Completion of plan	Y2
Objective 1.2 Leverage new and strengthened partnerships to reach additional families and communities.	1.2.1 Develop streamlined pathways for development of pantry partnerships, including capacity building. a) Create and disseminate materials that help service providers/partners to learn the process of becoming a partner. b) Proactive support and outreach to organizations to increase partnerships and sites. c) Identify opportunities and potential partnerships to improve transportation to healthy food sites and advocate for expanded public transit routes.	▪ # of new partnerships established ▪ # of collaborative/work group memberships	Y1
	1.2.2 Strengthen and expand partnerships with schools to reach additional children and families. a) Partner existing programs to support nutrition education and food distribution. b) Explore the potential to establish distribution sites at school sites.	▪ # of participating schools in the Backpack Buddy ▪ # of schools participating in Snack Attack program	Y1/Y2
	1.2.3 Increase food donations by expanding food sourcing partners and becoming a member of Feeding America. a) Target outreach to farmers outside of Kern County, corporations, and grocery chains.	▪ # new partnerships ▪ Feeding America application/ approval milestones ▪ # of lbs. increase in food donations	Y2/Y3



[FAMILY]

GOAL # 2: All families in the communities we serve have access to high-quality early learning and care choices to meet their diverse needs.

Org Std. 6.2, ROMA Goals: 1, 4, 6

NPI: [1.1, 1.2, 2.1, 4.1, 6.2, 6.3,]

- # Accessible childcare or development placement opportunities created
- # Enrolled children in before school care
- #Obtained care for child
- Children develop school readiness skills

Objectives	Activities / Implementation Notes	Indicator	Timeline
Objective 2.1 Expand access to services and resources for health and safety of children and youth by providing a safe environment.	2.1.1 Identify and leverage emerging funding opportunities to expand services for both early childcare and youth services. a) Assess needed investment required to increase opportunities for all families needing extended hours of service for children ages 0-17 years of age. b) Increase capacity to provide slots by taking advantage of emerging funding opportunities at the County, regional, State, and federal levels.	▪ # of grant applications submitted ▪ Amount of funding raised ▪ # of new/converted full day options	Y2
	2.1.2 Assess emerging needs in geographic areas not currently served by CAPK. a) Partner with school districts and childcare providers to identify emerging gaps, underserved communities and populations, and wrap-around service needs for transitional kindergarten and supporting a universal preschool model. b) Utilize a variety of program data sources to identify pockets of underserved communities in metropolitan and rural areas that are currently not receiving CAPK services or receive limited services. c) Incorporate direct discussion/engagement with school districts into Head Start community needs assessment.	▪ Completion of needs assessment ▪ # of school districts engaged to identify needs/opportunities ▪ # of collaborative/work group memberships	Y2
	2.1.3 Identify and secure additional funding to support facility and capacity development required to expand geographic coverage.	▪ # of grant submissions ▪ Funds raised	Y3

Objective 2.2 Support the quality and availability of non-traditional hours of service.	2.2.1 Expand service area and services to families by partnerships with existing agencies serving the 0-17 population. Expand the number of home care childcare providers to support early childhood care and development. a) Seek new funding streams for increasing the capacity of family resource centers, youth centers, and childcare centers to support communities and facilities, including new partnerships. b) Partner with resource agencies to identify potential providers that would benefit from a CAPK partnership to advocate for the educational advancement for all children (i.e., resources, technical assistance, etc.).	▪ # of partnerships established	Y2
	2.2.2 Continue to work with partners like the Community Connection referrals and partnerships for childcare to increase capacity of existing and new provider networks.	▪ # of trainings conducted ▪ # of providers trained	Ongoing
Objective 2.3: Support workforce development and employment opportunities for CAPK clients.	2.3.1 Collaborate with adult schools, community colleges, vocational trade schools to support and strengthen education pathways and referral mechanisms for clients, community members, as well as staff. a) Develop, maintain, and attract a skilled, adaptable, and diverse workforce by providing opportunities for self-sufficiency through comprehensive career development pathways. b) Establish streamlined referral pathways and identify available point person (transition specialist and/or relevant intake personnel) at learning institutions and leverage existing resources (i.e., family resource center, job centers, occupational training centers). c) Obtain any relevant learning/professional pathway mapping from educational and training institutions to review with interested clients for advanced education.	▪ # of new partnerships established ▪ # of collaborative/work group memberships ▪ # of units of education earned by Head Start parents	Y2

	2.3.2 Establish a diverse workforce committee to formalize pathways and partnerships to entry level to advanced positions through comprehensive career fields. a) Develop and formalize internal pathway mapping inclusive of education/training to benefit clients and community members. b) Identify and implement mechanisms to provide ongoing support to participants.	▪ # of parents hired internally ▪ # of parents that obtain career readiness skills	Y2/Y3
 GOAL # 3: Advance economic empowerment and financial stability for low-income people in the communities we serve. [COMMUNITY]		Org Std. 6.2, ROMA Goals: 1, 3, 6 NPI: [2.1, 4.1, 6.2] ▪ # obtained safe, affordable housing ▪ # of households receiving HEAP ▪ # affordable housing units preserved/improved by weatherization or construction ▪ Obtained skills/competencies required for employment	
Objectives	Activities	Indicator	Timeline
Objective 3.1: Increase housing stability for people experiencing or at risk of homelessness.	3.1.1 Strengthen community support for reducing homelessness in alignment with the “Home at Last! Kern County’s Plan to End Homelessness by 2028” 10-year plan. a) Expand the Coordinated Entry System (CES) to provide greater access to prioritized services for people who are experiencing homelessness or at-risk of becoming homeless. b) Improve the evaluation and data management components of CES. c) Improve economic security, health, and stability for people experiencing homelessness or at-risk of becoming homeless. d) In collaboration with Bakersfield Kern Regional Homeless Collaborative (BKRHC) and the Continuum of Care (CoC), support collective advocacy efforts at the local and State levels.	▪ # of additional staff ▪ Faster prioritization of services ▪ # of extra data points for clients; quality assessment ▪ # of extra wraparound services ▪ # of CoC reports to local/state leaders	Y1-Y4

	3.1.2 Reduce impact of homelessness by ensuring continued provision of sufficient emergency shelter assistance and referral services. a) Collaborate with BKRHC to assess and address temporary shelter needs on a perpetual basis. b) Increase funding streams to expand number of emergency beds/services as needed. c) Expand wraparound services to reduce the number of people who return to homelessness after receiving permanent housing. d) Expand upstream support to reduce the number of people who become homeless for the first time.	▪ Developed process for ongoing assessments ▪ # of extra contracts ▪ # of additional wraparound services for clients ▪ # of additional upstream services (i.e., Rental Assistance)	Y1-Y4
	3.1.3 Enhance outreach activities and marketing efforts to raise awareness and utilization of Coordinated Entry System (CES) and other housing and homelessness-related supports provided by CAPK and local partners. a) Update all appropriate external communication materials and messaging (i.e., burning platform) to include description of CES and access points. b) Include a “refresher training component” in staff trainings across CAPK about CES and other related housing supports. c) Coordinate with BKRHC to identify and engage with community gatekeepers who can potentially serve as referrers. d) Increase internal and external awareness of progress towards ending homelessness by informing and engaging local decision makers in regular conversations. e) Serve on decision-making roles in the CoC.	▪ Developed new communications content ▪ % of communications materials updated ▪ # of CAPK staff that receive refresher training ▪ # of new community referrers established	Y2

	3.1.4 Boost prevention, case management, and barrier removal services to homelessness. a) Increase funding partners to support ongoing (CAPK) housing-related assistance. b) Identify opportunities to continue rental assistance program beyond CARES. c) Advocate to relaunch the BKRHC Resource Development Committee. d) Build upon existing programs and networks of homeless assistance partnerships for veterans, youth, and specific sub-populations. e) Increase education regarding tenants' rights and barrier removal services.	▪ # of grant applications submitted ▪ Amount of funding awarded ▪ # of new partnerships ▪ # of community members trained on tenants' rights	Y2-Y3
	3.1.5 Expand access to housing through increased affordable housing inventory. a) Support and participate in the CoC's goal of increasing the number of Permanent Supportive Housing (PSH) beds for impacted populations. b) Support and participate in the CoC's goal of increasing the number of Rapid Re-Housing (RRH) beds for impacted populations. c) Support and participate in the CoC's goal of increasing the number of Transitional Housing and Interim Housing beds for impacted populations.	▪ # of PSH beds added by CAPK ▪ # of RRH beds added by CAPK ▪ # of TH/IH beds added by CAPK	Y3-Y4
Objective 3.2 Increase CAPK capacity to provide long-term affordable	3.2.1 Convene a Housing Taskforce to assess community housing needs as well as current CAPK capacity to address needs. a) Conduct (and/or) contract housing needs assessment, referencing existing assessments (i.e., Kern County 10 Year Plan), and identify key informants by leveraging collaborations, such as CKHC, to provide input. b) Conduct organizational capacity/readiness assessment, data collection. c) Committee to present initial assessment findings and recommendations to the Board.	▪ Convening of task force; completed NA; Y1 Readiness Study; External NA,	Y1

housing solutions for low-to-moderate income people and families.	3.2.2 Identify and cultivate new strategic relationships with relevant nonprofit and corporate stakeholders active within housing sector. a) Identify diverse array of potential corporate partners and corporate support grants relevant to housing sector. b) Leverage existing external collaborations (CKHC) to identify networking opportunities and new potential partners.	▪ # identified potential partnerships ▪ # of MOUs ▪ \$ raised/planned for housing projects	Y2
	3.2.3 Develop internal 10-year plan for becoming a direct housing provider to low-to-moderate income residents within the Central Valley. a) Ensure alignment of plan to Kern County 10 Year plan to end homelessness. b) Plan to include investment and asset-building strategies.	▪ Completion of 10-Year Plan (including proposed number units, strategic partnerships)	Y3
Objective 3.3: Increase opportunities and supports for clients to advance through career and education pathways.	3.3.1 Strengthen and expand relationships with adult education providers (adult schools and community colleges), local employers, and industry leaders to build job skills and increase access to career and education pathways. a) Identify and map existing educational/career pathways and referral points. b) Send CAPK representatives to local Adult Education Consortium Steering Committee Meetings. c) Participate in local workforce development board meetings to identify entry points, opportunities, partnerships.	▪ # of new partnerships established ▪ # of collaborative/work group memberships	Y1-Y2
	3.3.2 Increase awareness of workforce development opportunities provided by community partners for clients and low-income residents. a) Market partners programs through CAPK programs, website, and social media platforms (internal and external). b) Strengthen and expand partnerships to increase external referrals (see 3.3.1).	▪ Addition of links, references to CAPK website ▪ # of external referrals	Y3
	3.3.3 Expand and formalize internal pipeline program that supports unemployed clients to develop skills for employment. a) Target grant opportunities that allow CAPK to provide additional entry level employment opportunities.	▪ # of grant submissions, # of awards, \$ raised in awarded funding ▪ # of certifications earned through VITA	Y3-Y4

	b) Develop model, policies, procedures, and pathway/pipeline map that is inclusive of milestones, support mechanisms, and requirements.		
	3.3.4 Host programs and events at Youth Center locations that support learning and access to education/professional development opportunities. a) Coordinate presentations from local adult schools, community colleges, and industry leaders to youth re opportunities and career/education pathways.	# of programs or events hosted # of youth served, # of youth that successfully meet educational/workforce milestones	Y3
Objective 3.4: Increase access to economic asset enhancement and financial educational opportunities.	3.4.1 Align and standardize current life skills training and financial services across CAPK programs. a) Develop agency-wide implementation for use of Your Money Your Goals program curriculum and integration into daily services. b) Identify/develop "minimum standard practices" to ensure clear expectations and oversight of implementation across all programs.	Unemployed low-income people opened a bank account; developed budget; started emergency savings; obtained a job increased savings or other assets; improved credit	Y1
	3.4.2 Identify and pursue opportunities to address financial service gaps in Kern County including the possibility of developing new, standalone asset enhancement/ financial educational program(s). a) Complete ongoing assessment of financial service mapping and utilization (i.e., CDFI/CDC assessment) and identify potential gaps. b) Complete internal capacity assessment to evaluate potential for delivery of new financial services. c) Based on assessment findings, scope of need, and available funding, develop service delivery model to establish new program with central focus on asset enhancement and financial education/support. Will need to identify additional key action steps depending on the outcome of assessment and decision of the Board.	- Completion of assessment - Development of service delivery plan	Ongoing



[AGENCY]

GOAL # 4: CAPK seeks to be an employer of choice and attract and retain a high-quality workforce to achieve the organization's desired results.

Org Std. 6.2, ROMA Goal: 5

NPI: [5.1]

- # Staff attending training
- # Board members attending trainings
- Hours of trainings

Objectives	Activities	Indicator	Timeline
Objective 4.1: Enhance leadership capacity, effectiveness, and sustainability.	4.1.1 Establish a process of workforce development for succession and knowledge transfer plans. - Analyze department metrics (i.e., length of service, knowledge gaps, areas of interest) to identify the necessary skills sets for each position. - Identify or create evidence-based workforce development strategies to address needs of the department. - Incorporate development opportunities as part of the employee review process.	▪ # of positions with competencies and profiles defined ▪ # of employees interested and integrated into pipeline ▪ Completion of succession plan ▪ # of leadership academy train sessions conducted	Y2
	4.1.2 Standardized onboarding and training plan. - Enhance experience of new hire orientation and refresher trainings, including agency-level presentations with program specific information. - Create a development plan with training components specific to the position and scope of duties. - Develop a learning management system to assign and track training plans, which can be incorporated into an employee's performance evaluation.	▪ # employees trained ▪ % of completed training ▪ Employee engagement survey	Annual
Objective 4.2: Increase employee engagement,	4.2.1 Conduct an internal and external equity analysis to evaluate the labor market and fiscal impacts. - Conduct systematic market analysis of wages/benefit to identify needed adjustments. - Complete development and consolidation of revised job descriptions.	▪ Completion of assessment ▪ # or % of agency positions adjusted ▪ % increase in salaries	Y1/Y2

morale, and retention.	4.2.2 Refine employee performance review process, ensuring that creation and periodic review of staff professional development plan are integrated into the process. a) Incorporate agency-level guiding principles into the performance evaluation as part of an interactive engagement with leadership and staff on an ongoing basis. b) Develop competency-based job descriptions focusing on knowledge, skills, and abilities needed to meet or exceed the expectations of the position.	▪ % of staff with a performance development plan ▪ % of staff that have reviewed and updated professional plan within last 6 months	Y3
	4.2.3 Conduct staff engagement surveys to establish benchmarks and identify areas for improvement.	▪ # of staff surveyed; pre/post employee survey results	Ongoing
Objective 4.3 Increase the visibility of the Agency and create a unified CAPK identity.	4.3.1 Implement a branding and communication plan that is cohesive, instantly recognizable and connects the agency and programs/services to clients, partners, and the community. a) Unify outreach efforts and develop opportunities for collaboration and to coordinate and support cross-program community outreach efforts. b) Coordinate outreach to other agencies, consistency, branded resources. c) Advance efforts to develop and implement new marketing and unified brand strategies.	▪ # of community outreach/engagement events conducted ▪ establishment of dedicated % FTE of coordination lead	Y1
Objective 4.4 Create strategies to incorporate Diversity, Equity, and Inclusion (DEI) best practices at all levels of the organization and services.	4.4.1 Establish and convene a DEI Committee to identify and support organizational needs across the agency, including client and partner engagement. a) Develop charter, bylaws, clear member duties, and clearly articulated methods of collaboration with leadership. b) Committee tasked with development of recommendations and/or proposed DEI action plan to assess and address organizational needs. c) Develop a communications strategy to inform diverse populations of the organization's activities and encourage participation.	▪ Establishment of Committee; # of members onboarded, # of monthly convenings,	Y2



[AGENCY]

GOAL # 5: Increase utilization of data-driven decision-making processes to improve organizational capacity to achieve results.

Org Std. 6.2, ROMA Goal: 5

NPI: [5.1]

- # Staff attending training
- # Board members attending trainings
- Hours of trainings

Objectives	Activities	Indicator	Timeline
Objective 5.1: Enhance agency-wide capacity to implement continuous improvement framework.	5.1.1 Develop multi-year Results Oriented Management and Accountability (ROMA) implementation plan that includes tiered rollout of engagement and capacity-building activities. a) Establish central ROMA implementation planning and implementation taskforce and program/department champions. b) Targeted engagement/training schedule: Y1: Leadership and Division Champions Y2: Selected staff groups Y3: Agency-wide implementation	▪ Completion of implementation plan ▪ % of implementation milestones completed ▪ # of ROMA champions identified and enrolled in ROMA Certification training	Y1
	5.1.2 Adopt and incorporate integrated work plan/training schedules into CAPK Board's operations and workflows.	▪ Development of training schedule.	Y2
	5.1.3 Provide training to all staff, leadership, and Board members on ROMA principles and practices.	▪ # of Board Members, Leadership, Staff receive introduction to ROMA training	Y2-Y3

	5.1.4 Develop and integrate shared ROMA language, values, and principles into all levels of organizational culture and activities. a) Post ROMA values/language throughout the agency. b) Integration of ROMA language into recruitment, review processes, and employee recognitions. c) Build ROMA language and processes into reporting templates and Board Agendas.	▪ # of dept/programs that update meeting materials/templates to include ROMA language	Y3 - Y4
Objective 5.2: Enhance data governance structures and practices to support implementation of ROMA and to increase consistency, accuracy, and breadth of program reporting and data analytics.	5.2.1 Establish Agency-wide data governance taskforce. a) Develop charter, bylaws, member duties, and clearly articulated method of collaboration with Leadership. b) Develop recommendations to leadership/Board for needed capacity development, investment, and additional strategies to enhance data governance and support implementation of ROMA.	▪ # of committee members onboarded ▪ # monthly convenings ▪ Creation of Governance document	Y1
	5.2.2 Conduct agency-wide data governance assessment to identify most pressing needs and to inventory existing data processes and workflows. a) Identify challenges at program level around data collection and validation. b) Assess availability of analytic/reporting tools, capacity to utilize existing tools. c) Identify needed investment in data dashboards or tools to provide leadership with real time agency-wide outputs and demographic data.	▪ # completion of assessment ▪ # of staff surveyed / interviewed ▪ Identification and prioritization of top 3-5 strategic needs to address	Y1- Y2
	5.2.3 Standardize agency wide data definitions, standard operating procedures (SOPs), naming conventions, and data security protocols. a) Inventory existing reporting data points by program/ and grant. b) Aligned to ROMA National Performance Indicators, select key data points to be collected across all programs to support internal decision-making, advocacy efforts, fundraising, and strategic planning.	▪ Completion of agency wide data guidebook document	Y3

Objective 5.3: Establish a comprehensive model to address the health and social well-being of our clients through timely interventions.	5.3.1 Advance efforts to establish centralized database for client intake and service log. a) Ensuring data report out consistency using Microsoft dynamics (API) and link data to county administrative data. b) Establishing care coordination tools that bring together service providers and data from all sectors.	▪ # of CAPK programs integrated into centralized database	Y1-Y2
	5.3.2 Adopt an integrated case management model to better address client needs using a client and family-centered approach to improve outcomes.	▪ Establishment of a case management services department.	Y3-Y4



[AGENCY]

GOAL # 6. Increase fiscal health and stability of the agency to properly align resources to support clients and build capacity staff.

Org Std. 6.2, ROMA Goal: 5

NPI: [5.1]

- # Staff attending training
- # Board members attending trainings
- Hours of trainings

Objectives	Activities	Indicator	Timeline
Objective 6.1: Ensure adequate staffing for successful implementation and fiscal decision-making.	6.1.1 Advance implementation of position control to align staff hiring with strategic needs and financial resources of the organization and ensure effective workforce management.	▪ Completion of position control process	Ongoing
	6.1.2 Enhance functionality and implementation of a human capital management platform to support workforce planning and management.	▪ # of viable platforms/system tools identified ▪ Completion of cost/benefit analysis ▪ Development of recommendations	Y2
Objective 6.2: Grow unrestricted	6.2.1 Continue to generate indirect funds from existing programming and develop baseline and projected targets by program. Diversify funding streams and service lines, new and emerging needs.	▪ Amount of indirect funds generated (disaggregated by program) ▪ Development of indirect funding map	Y1 updated annually

funding capacity.	6.2.2 Working with CAPK Foundation to broaden fundraising scope to support internal programs and cultivate new partnerships. a) Collaborate with Foundation to develop fundraising plans, informed by most pressing program/operational funding needs through case for support and fundraising tools. b) Developing a relationship development plan, including donor cultivation, prospecting, and stewardship for long-term support.	▪ # of new corporate partnerships ▪ Amount of donations raised	Y1/Y2
Objective 6.3: Enhance agency administrative and operational infrastructure.	6.3.1 Create an alignment of a deferred maintenance program among the finance and operations department. a) Publish deferred maintenance plan reflecting CAPK sites and schedule of maintenance.	▪ # and type of maintenance activities ▪ Cost per activity ▪ # completed activities	Y2
	6.3.2 To support Goal 5, expand the information and technology department to support current and future needs. a) Contract IT needs assessment and develop and implementation plan in alignment with the agency budget.	▪ # and type of IT and infrastructure projects ▪ Cost per project ▪ # completed projects	Y2
	6.3.3 Explore accounting software with the ability to collaborate using a business management solution with automated workflows, compliance, and audit trails. a) Evaluate accounting software and select software that meets the agency's current and future needs.	▪ # of viable platforms/system tools identified ▪ Completion of cost/benefit analysis ▪ Installation of new platform and data conversion	Y2

APPENDIX B: 2022/2023 COMMUNITY NEEDS ASSESSMENT AND COMMUNITY ACTION PLAN

Every two years, Community Action Partnership of Kern (CAPK) conducts a Community Needs Assessment (CNA) to identify current and emerging needs for Kern County low-income Individuals and families. As part of the Results Orientated Management & Accountability (ROMA) model, the CNA, and other organizational information is used to complete the Community Action Plan (CAP) and to develop CAPK's strategic goals and as a foundation for continuous improvement.

To review the full document, please visit:

https://www.capk.org/wp-content/uploads/2021/04/CAPK-2022_23-Community-Needs-Assessment-and-Community-Action-Plan.pdf

2022/2023 Community Needs Assessment and Community Action Plan

**California Department of
Community Services and Development**

Community Services Block Grant



APPENDIX C: CAPK SWOT ASSESSMENT

The findings in this section draw from all data sources and integrate perspectives from all tiers of the organization. The domains include a.) Mission and Vision b.) Unified Identity & Collaboration, c.) Staff Morale and Capacity, d.) Financial Health, Systems and Sustainability e.) Technology & Operational Modernization, and f.) Strategic Plan Implementation.

A. CAPK MISSION AND VISION

- CAPK's current Mission Statement: *"Community Action Partnership of Kern will address underlying causes of poverty, alleviate the effects, and promote dignity and self-sufficiency in the communities we serve."*

◇ Finding: CAPK staff feel closely aligned and connected to CAPK's overarching mission and feel that it accurately reflects their work.

- 94% of staff surveyed reported that they have a good understanding of CAPK's mission
- 93% of staff surveyed reported that their work at CAPK is reflected within the mission
- 83% of staff surveyed feel that decisions made by CAPK leadership support the mission of the organization.

CAPK's current Vision Statement: *"Community Action Partnership of Kern envisions communities where all people have equal opportunities to achieve greater self-sufficiency and attain their version of the American Dream."*

◇ Finding: CAPK staff reported a high level of alignment to and connection with the organization's current vision.

- 96% of staff surveyed reported that they have a good understanding of CAPK's vision statement
- 93% of staff surveyed reported that their work at CAPK is reflected within the vision statement
- 85% of staff surveyed feel that decisions made by CAPK leadership support the vision.

CAPK's newly proposed Values are as follows:

- *Respect (respect, dignity, and compassion for clients/staff; commitment to diversity, equity, and inclusion)*
- *Teamwork (effective communication; enthusiastic collaboration; commitment to organizational goals)*
- *Transparency (fiscal integrity; authentic relationships)*
- *Continuous Improvement (quality service and data; feedback loops; innovation)*
- *Servant Leadership (genuine care for those we seek to empower, leadership courage)*

◇ Finding: Of the proposed Values, 69% of staff survey respondents indicated "Respect" as the most important Value, followed by Teamwork (67%).

» Through an open-ended question asking respondents to provide additional values that they recommend, staff often provided statements focused on support for staff by ensuring equity, unbiased and open communication, and consideration for their physical and mental health and well-being.

- "Equity among staff so staff feels heard"
- "Safety and health for all community members and staff. I believe this value is important due to everything we have all experienced with COVID-19."
- "These are good goals, but I don't believe the company is effective in communication, nor transparency."

B. UNIFIED IDENTITY AND COLLABORATION

Strengths

◇ Participants acknowledged programmatic siloes as an ongoing issue but reported some instances of progress and supportive practices.

- Staff shared that joint program meetings and trainings, and organization-wide email blasts have been supportive of strengthening connections and understanding across programs and departments
- Increased integration of finance department staff and program managers and improving collaboration

Challenges

- ◇ Despite some progress, CAPK still experiences a high level of programmatic silo-ing and lack of cohesive organizational identity.
 - Only slightly more than half of survey respondents (56%) reported feeling connected to CAPK as a broader organization beyond their own individual program
 - *“There is a very program-specific identity. Instead of viewing ourselves as “CAPK” employees, we view [ourselves] as Head Start or WIC employees”*
- ◇ Across assessment data collection activities, the following factors were noted as barriers to connectivity and collaboration:
 - Physical location and geographic distance of some programs and staff
 - Perception of varying level of access across programs to organizational resources (computers/technology, IT service times)
 - Lack of sharing out of programmatic wins across the agency
 - Lack of high-level CAPK organizational measures that effectively integrate impacts and illustrate holistic CAPK stories of success
 - Program staff are not fluent in other programs and not prepared to support outreach for other programs or do well-rounded outreach/recruitment/referrals for clients
 - Different grant requirements, timelines, and measures stratify programs
 - *“Communication from leadership does not cascade down to all levels of staff”*
- ◇ A lack of deeper knowledge of CAPK’s portfolio of programs among program staff was reported to impact external communication to community members about available services and potential linkages.
 - *“Often times when programs reach out to their clients, it is only through their own program’s lens.”*
 - *“There is a breakdown internally amongst programs and sharing information out to other agencies, to community, to parents that are being served.”*
 - *“Program staff are asked to do outreach instead of a centralized CAPK outreach team that can be well-versed in all programs.”*
 - 70% of survey respondents reported that cooperation across different CAPK programs is actively encouraged to best support clients.
- ◇ Though improvement in data-sharing has been made across CAPK, conflict has emerged in some instances where there is a lack of a shared understanding of what client data can and cannot be shared within the organization.

C. STAFF MORALE AND CULTURE

Strengths

- ◇ CAPK staff are driven by a commitment to serve Kern County communities with whom they share deep connections and are motivated by a strong belief in CAPK’s mission and vision.
 - *“I am inspired to do my best work at CAPK because I understand that our ultimate goal is to help those individuals who are in need.”*
 - *“I find CAPK’s mission and vision statement empowering, and I find value in the work that I do by reminding myself why I need to do my job. I often refer to the “why” on my job when I feel low at work or feel like I am not contributing.”*

- ◇ CAPK staff perceive that program services are effectively serving communities and that they can contribute to positive outcomes.
 - 95 % of survey respondents believe that their work at CAPK effectively serves diverse communities
 - 94% agreed that they feel their work adds value to the organization
 - 87% believe that CAPK provides a welcoming environment for clients.
- ◇ Though staff shared many personal anecdotes relating experiences of prejudice, distrust, and interpersonal conflict with management at CAPK (discussed below), a large proportion of staff reported positive sentiments about CAPK culture through close-ended survey questions:
 - 78% of survey respondents agreed that CAPK consistently demonstrates support for a diverse workforce.
 - 80% agreed that they are treated with respect at CAPK
 - 90% agreed that they are proud to work at CAPK

Challenges

- ◇ Staff experience levels of distrust and fear with the organization that deeply impact their morale and create a challenging working environment.
 - 29% of staff surveyed do not think that they can voice a contrary opinion without fear of negative consequences
 - “Knowing I have a sick child at home and having to decide whether to call in and care for my sick child or go into work, because of fear of being terminated.”
 - “[Staff] are distrustful of leadership and its historic and we need to restore that.”
 - “There is a lack of communication between administration and program employees, lack of communication and collaboration within programs.”
 - Representatives from all tiers of the organization noted that (upper) management can improve trust, and staff relationships by improving interpersonal communication styles.
- ◇ Current wage levels and sense of limited opportunity for advancement deeply affects staff morale and may contribute to burnout and departure for other opportunities.
 - *“Minimum wage is not livable; pay schedule/grid has not been updated; staff are eligible for CAPK programs because these are poverty wages”*
 - *“At time it feels like a there is lack of pipelines for staff advancement”*
 - *“I think the company overlooks long term, faithful, dedicated employees.”*
- ◇ Perception of inequitable and/or inconsistent employee policies creates a sense of preferential and or biased treatment for some employees
 - *“Some working remotely, others aren’t allowed to.”*
 - *“Others get additional pay for taking on more work but not all departments are given that opportunity.”*
 - *“Not having my voice/opinion heard and inconsistency in procedures.”*
 - Through open-ended survey questions, staff shared multiple anecdotes relating to the experience of racial and/or cultural prejudices and unhealthy power dynamics within the organization. As mentioned above, combined with close-ended survey responses.

D. FINANCIAL HEALTH, SYSTEMS, AND SUSTAINABILITY

Strengths

- ◇ CAPK has taken significant strides in bolstering the organization's financial health and fiscal management processes.
 - Establishment of the CAPK Foundation has increased current capacity to seek and obtain unrestricted funding to promote long-term fiscal sustainability and support expansion of critically needed services (e.g., food bank).
 - New financial standard operating procedures have reduced redundancy and streamlined processes
 - Hiring of specialist accountants to bolster relationship between the finance department and program departments and improve fiscal oversight of programs build capacity of managers.
 - » *"Program staff now have the fiscal information they need to understand their program's health and what budget choices need to be made"*
 - Recently established agency-wide budget

Challenges

- ◇ Despite the previous positive strides, the following challenges were noted through the assessment:
 - Program staff still require additional training and support to improve program fund management.
 - CAPK's portfolio is almost entirely grant-based now and consists of complex funding streams that are often rigid and operate across different fiscal years.
 - Reliance on grant funding limits the ability to be responsive to community needs which is of particular importance in the context of the Covid-19 pandemic.
 - » This has contributed to what was described as a "compliance" culture within the organization that can restrict innovation and create a sense of distance from the program/organization's core objectives.
 - » *"Sometimes somebody else far away [is] making a decision about what is best without actually have localized context or knowledge."*

Opportunities:

- ◇ Participants noted the following opportunities to increase financial wellbeing and sustainability:
 - With improved outcome articulation and measurement, CAPK can more effectively share its success stories and increase competitiveness and enhance fundraising outcomes.
 - There is desire to leverage current CAPK programs to a greater extent by ensuring families are referred to and are utilizing all the programs that they are eligible for under the CAPK umbrella.
 - There may be opportunities for entry into the Workforce Development and Supportive/Affordable Housing space as a direct service provider or to support and build relationships with other entities.
 - Investment in large construction projects to expand infrastructure for programs and services and increase real estate holdings.

E. TECHNOLOGY AND OPERATIONAL MODERNIZATION

Strengths

- ◇ Participants noted the following strengths and/or recent improvements:
 - Shift to a single-entry client data system for easy program referrals
 - Introduction of MICROIX system to improve the purchase order process for program materials
 - Streamlined Financial/Admin/HR processes

Challenges:

- ◇ Staff lack needed technologies (e.g., both hardware and software systems) to complete their duties effectively and efficiently.
 - Participants shared the perspective that the IT Team being centralized in Kern leads to regional disparity
 - Some staff do not have needed equipment and infrastructure to provide services remotely which they indicate as an equity issue.
 - *“Data sharing across programs and the interfaces are not user friendly; need to build out software with an open API system”*
 - The following capital needs were discussed:
 - » Additional office space for administrative department(s)
 - » *“Having a counter for a desk is not good for the well-being of my shoulders, back and hands.”*
- ◇ CAPK is long overdue to build out a deferred maintenance plan.
 - *“We have over 80 facilities and no metric to be able to show which one needs work; we don’t know the age of their HVAC units, the facility related items if they go bad are very expensive.”*
 - *“We don’t have a fleet maintenance program – 100 vehicles, we don’t know their ages in a definitive way.”*
- ◇ More supports including training and monitoring tools are needed to better understand how the client single-entry data system operates with respect to the client referral process as well as how client data metrics are linked to program budgets.
 - *“We need dashboards with some systems for program managers to see their budget. There is nothing. Our system is so difficult to use– it’s not user-friendly unless you’re really good at excel.”*
 - *“A lot of our business processes are not documented. This makes it hard to verify and track value and waste, and [to identify] the many barriers that make it hard to collaborate across programs for solutions that would benefit all of our participants.”*
 - *“Need to align culture of the agency to data driven process– communicate importance– will help improve outcomes.”*

F. STRATEGIC PLANNING AND IMPLEMENTATION

Challenges

- ◇ The current plan itself is not viewed as a living document and is not referenced throughout the year as a means of gauging CAPK’s success as per slated outcomes
 - 61% of employees believe that they know what CAPK’s strategic goals are
 - 31% strongly agree that they understand how their work supports the long-term strategic goals of CAPK.
 - 61% of employees believe that they know what CAPK’s strategic goals are and 31% strongly agree that they understand how their work supports the long-term strategic goals of CAPK.
- ◇ The previous plan did not have sufficient involvement from a variety of staff
 - *“Need to bring in more entry and mid-level management and client experiences into the strategic planning process [and] not just rely on senior management and exec. leadership where there is high turnover.”*
 - *“Finance and HR sections were not well built out in the previous plan document.”*

Opportunity

- ◇ Participants emphasized the need for CAPK’s strategic plan to be an actionable document that serves to unify the CAPK brand as well as build in performance metrics and program impact data
 - Current Strategic Planning Workgroup are prioritizing integration of ROMA framework into planning to ensure effective impact measures.



G. CAPK BOARD ASSESSMENT

As a separate component of the SWOT assessment, the RDA team engaged CAPK Board members in small discussion groups to identify their perspectives about the Board's areas of strength and potential opportunities for development. This section provides a high-level overview of the assessment findings that synthesize the input provided by the Board.

Assets

MEMBERSHIP

- **DIVERSITY:** The CAPK Board views its diverse membership as a key asset. Members are representative of the diverse identities and communities that CAPK serves and bring a variety of perspectives to the table.
- **EXPERTISE:** The CAPK Board consists of members with a range of expertise across sectors and lived experience.
- **BALANCE:** Membership blends individuals with decades of experience sitting on Boards (and specifically the CAPK Board) with individuals who may be joining a Board for the first time yet bring fresh eyes and new perspectives.

FUNCTION

- **Meeting/Governance Processes:** Board members report that currently processes are smooth, agile, and flexible.
- **Relationship with Leadership:** The CAPK Board maintains a collaborative working relationship with CAPK leadership and staff. The Board feels that staff are very responsive to their needs and requests.

Opportunity Area

LEADERSHIP

- **Governance vs. Management:** Board members shared that most of their time is spent on fiduciary responsibilities with less time available for higher level strategic planning and oversight.
- **County-wide view:** Some Board members feel that there is a need to expand the Board's lens to more frequently consider the whole of the County including smaller rural locales.
- **Program Knowledge:** Board members desire additional opportunities to increase depth of their understanding of all CAPK programs.

DIVERSITY OF VOICE

- **DISSENT:** A need to build safety and confidence across all Board members was identified to encourage opposition or abstaining from votes. This is viewed as an important component of a healthy Board: members are empowered to disagree and engage in productive conflict.
- **SOCIAL EQUITY:** There is a desire to increase understanding of how equity issues impact CAPK employees and clients.

Board Needs

BOARD MEMBERS SHARED A DESIRE TO BUILD INDIVIDUAL AND COLLECTIVE CAPACITY IN THE FOLLOWING AREAS:

- Financial oversight at the programmatic level, organizational level, and related to regulatory policy
- Results Oriented Management and Accountability (ROMA) Trainings
- Leadership trainings

THE FOLLOWING INTERNAL PROCESSES WERE IDENTIFIED FOR ADDITIONAL DEVELOPMENT AND REFINEMENT:

- **Onboarding of new members**
 - » Terminology
 - » Committee structures
 - » Expectations for retreats
- **Member agreements/expectations**
 - » What are expectations of individual members regarding meeting preparedness?
 - » What are expectations re membership/attendance within subcommittees?
- **Succession Planning**

COMMUNITY BUILDING

- Board members noted the importance of building relationships among one another and the challenge of identifying appropriate times and venues to do so
- The Board would like to learn about each other's areas of expertise and lived experiences

Strategic Planning Key Terminology

Throughout the planning process and upcoming retreats, we will be using the following terminology. The focus of the homework and retreat #1 will be the identification, refinement, and consolidation of Strategic Priorities.

Vision: An aspirational statement that focuses on the future and communicates a sense of purpose.

Mission: A brief definition of how the vision will be realized. It's what your organization does, who it serves, and how it serves them.

Strategic Priorities: Specific areas of focus that determine the direction your'e going in the next three years.

Goals: The broad targets within each strategic priority case.

Objectives: The specific and measurable steps to help reach your goals within each priority area

Activites: The nitty-gritty details of how you'll achieve your objectives.

Strategic Plan: A roadmap that summarizes your priorities, goals, objectives, and activites to establish the direction of your organization



CSBG Standards & National ROMA GOALS

CSBG National Standards

CSBG mandates and national organizational standards offer the following requirements of CAP plans:

Standard 4.1: Board has reviewed the mission statement within the past 5 years to ensure that 1) the mission addresses poverty; and 2) CSBG programs and service are in alignment with the mission

Standard 4.3: The Community Action Plan and Strategic Plan document the continuous use of the full ROMA cycle

Standard 6.2: Plans need to address reduction of Poverty/Revitalization/Empowerment

Standard 6.3: Plan needs to contain Family, Agency, and/or Community Goals

Standard 6.5: The board has received an update on the meeting of strategic plan goals within the past 12 months

ROMA National Goals

The Community Services Block Grant (CSBG) Act mandates implementation of a comprehensive performance-based management system across the entire Community Action Network. The Results-Oriented Management and Accountability system (ROMA) was created and defined by the CSBG Act as “a sound management practice that incorporates the use of outcomes or results into the administration, management, and operation of community action agencies.”

Strategic planning is a key component and embodiment of ROMA. With the advent of the CSBG Organizational Standards, all strategic plans should be guided by the six national goals articulated by ROMA, either as a formal structure around which the goals of the strategic plan are built or as implicit objectives that inform the goals of the plan. The connection between strategic planning and ROMA is emphasized by Standard 6.2 that reflects the anti-poverty focus of the six goals and Standard 6.3 that requires strategic plans to include family, agency and/or community goals.

SIX NATIONAL GOALS

GOAL 1: Low-income people become more self-sufficient. (Family)

GOAL 2: The conditions in which low-income people live are improved. (Community)

GOAL 3: Low-income people own a stake in their community. (Community)

GOAL 4: Partnerships among supporters and providers of service to low-income people are achieved. (Agency)

GOAL 5: Agencies increase their capacity to achieve results. (Agency)

GOAL 6: Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive systems. (Family)





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Visit us online
www.capk.org



Kern County

Dial 2-1-1 to Connect with Services





CAPK Food Bank Groundbreaking Event

Date: Thursday, Dec. 16

Time: 10-11 a.m.

Location: Construction site

Save the Date: Sent this week

Invite: Out by Nov. 16

Attendees: CAPK Leadership, Governing Board, Foundation Board, contractors, elected officials, City of Bakersfield, County of Kern, funders, community organizations and major supporters.

Community Engagement

Target Engagement Area

South of Highway 58 between railroad tracks/Madison and Mt. Vernon Avenue. Area generally north of Mardi Gras and Cottonwood Road.



Communications

Mailer will be sent out to target area the week of Thanksgiving. It will announce construction and invite individuals and businesses to a town hall meeting. It will make clear this is an expansion of an existing facility and highlight CAPK Food Bank impact.

Additional communications: A letter and feedback survey will be shared with residents in homes between Feliz Drive and Highway 58. It will include a link to an online survey. Volunteers and Food Bank staff will distribute to this neighborhood.

Town Hall meeting

Date: Tentative on Dec. 9

Time: 6 p.m.

Location: CAPK Food Bank.

CAPK leaders and contractors will talk about CAPK, the impact of the Food Bank, need for the expansion and logistics. There will be a Q&A session and tours of existing site.

Follow-up: Survey responses and follow-up contacts.





MEMORANDUM

To: Board of Directors

Pritika Ram

From: Pritika Ram, Director of Administrator

Date: October 29, 2021

Subject: *Agenda Item V(c)*: Food Bank Capital Expansion Funding Update – **Info Item**

The Food Bank Capital Campaign has been progressing in the last several months as detailed below, however, several sources of funding remain “pending”. Twenty-four percent for the funding has been secured, and in working alongside private donors and state and federal partners, staff is confident the balance will be secured by mid-2022 or sooner.

Food Bank Capital Campaign – Funding Status

Committed	
CAPK	\$ 234,000.00
Kern County CDBG	\$ 916,586.00
City of Bakersfield CDBG	\$ 1,200,000.00
Cal Water	\$ 50,000.00
Online Donations ¹	\$ 84,808.00
Subtotal Committed	\$ 2,485,394.00
Pending	
House Subcommittee ²	\$ 3,000,000.00
Department of Social Services (CDSS) – Food Bank Capacity Program SFY 2021-22	\$ 4,859,606.00
City of Bakersfield – American Rescue Plan Act of 2021	\$ 1,200,000.00
Private Donor	TBD
Subtotal Pending	\$ 9,059,606.00
TOTAL	\$ 11,545,000.00

¹ As of 10/24/2021

² Pending Senate approval, December 2021 (Subcommittee on Transportation, and Housing and Urban Development under the Economic Development Initiative)