DATE	April 3, 2024
TIME	12:00 PM
LOCATION	CAPK Administrative Office Executive Conference Room 1300 18th Street, 3rd Floor Bakersfield, CA 93301

Personnel Committee Agenda

1. **Call to Order**

2. **Roll Call**

Maritza Jimenez (Chair)	Guadalupe Perez
Jonathan Mullings	Lily Pimentel-Stratton

3. **Public Forum**

The public may address the Committee on items not on the agenda but under the jurisdiction of the Committee. 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.

4. **New Business**

a. Reclassification of Friendship House Program Manager Job Description – ***Action Item (p. 3-9)***	Freddy Hernandez, Director of Youth & Community Services
b. Reclassification of Receptionist Job Description - ***Action Item (p. 10-15)***	Freddy Hernandez, Director of Youth & Community Services
c. New Position: Process Improvement Manager - ***Action Item (p. 16-26)***	Louis Gill, Chief Program Officer
d. New Position: Cal-AIM Claims Analyst - ***Action Item (p. 27-32)***	Rebecca Moreno, Director of Housing and Supportive Services
e. Head Start Recruitment Incentive Update - ***Info Item (p. 33-34)***	Lisa McGranahan, Director of Human Resources
f. Strategic Plan Goal 4 Update – ***Info Item (p. 35-37)***	Lisa McGranahan, Director of Human Resources
g. Head Start Personnel Update – ***Info Item (p. 38-39)***	Jerry Meade, Assistant Director of Head Start, Program Robert Espinosa, Program Design and Management Administrator

5. **Committee Member Comments**

6. **Next Scheduled Meeting**

Personnel Committee
12:00 pm

May 8, 2024
1300 18th Street, 3rd Floor
Bakersfield, CA 93301

7. **Adjournment**

This is to certify that this Agenda Notice was posted in the lobby of the CAPK Administrative Office at 1300 18th Street, Bakersfield, CA 93301, and online at www.capk.org by 12:00 pm, March 29, 2024, by Margaret Frazier-Sanchez, Administrative Coordinator.

MEMORANDUM

To: Personnel Committee

From: Freddy Hernandez, Director of Youth & Community Services

Date: April 3, 2024

Subject: *Agenda Item 4(a):* Reclassification of Friendship House Program Manager Job Description – **Action item**

CAPK's Friendship House Center has experienced significant growth over the past two years due to the acceptance of multiple contracts that serve the City of Bakersfield and Kern County residents. These contracts range from mentorship services, Medi-Cal outreach, educational programs, and California Violence Intervention and Prevention programs.

The leadership role has grown to include the negotiation and execution of numerous contracts, community fundraising, facility oversight, management of additional staff (the number of staff members has increased from one to eight), and the management of programs that require community collaboration and 24-hour respond services. These changes have prompted us to review the job description for the Friendship House Program Manager.

Summary of Proposed Changes

The purpose of this request is to change the title from the Friendship House Program Manager to the Friendship House Program Administrator, which more accurately reflects the duties and responsibilities of the position.

The Friendship House Program Manager position is responsible for the operation and administration of the Friendship House programs, oversight of the facility, and ensures that all programs are fully compliant with all state and federal regulations and contract requirements.

The revised job description has been reviewed, approved, and repointed by Human Resources. The results of the repointing are as follows:

Position Title	Proposed Changes	Current Grade	New Grade
Friendship House Program Administrator	Formerly Friendship House Program Manager and grade change from 9 to 12.	9 Min. $24.21 Mid. $30.30 Max. $36.36	12 Min. $36.85 Mid. $46.05 Max. $55.27

Fiscal Impact and Timeframe

Current funding for the Friendship House Program Manager position is from the City of Bakersfield, the County of Kern, Department of Community Services and Development (CSBG), and a few other funding sources. The increase cost for this position will be included in the FY 2024/2025 budget and it will continue to be included in future budgets.

The revised job description and proposed title change will have a minor fiscal impact since the current maximum for grade 9 is below the minimum for grade 12. The estimated increase would be just under $0.49/hour or approximately $1,019/year.

This title change is in alignment with the CAPK Strategic Goal that unifies program efforts throughout the agency and will help support the Friendship House retainment and engagement of qualified staff.

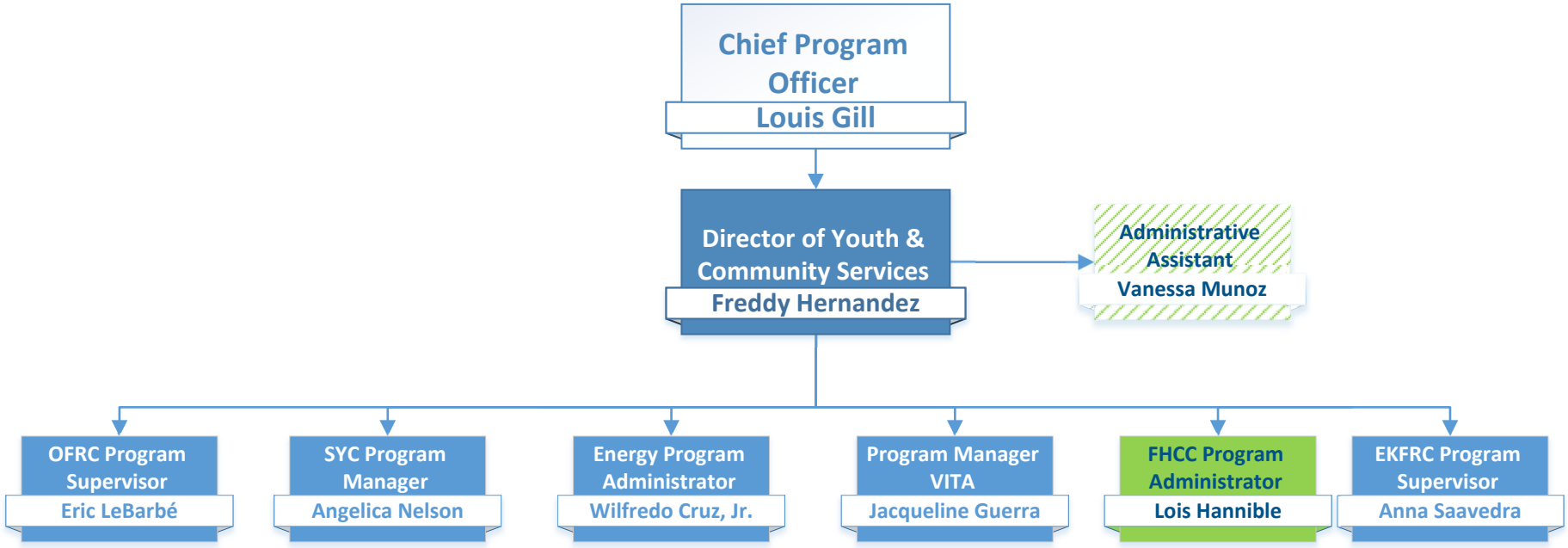
Recommendation:

Staff recommends approval to change the title from Friendship House Program Manager to Friendship House Program Administrator, approval of the revised job description for the Friendship House Program Administrator, and approval of pay grade 12.

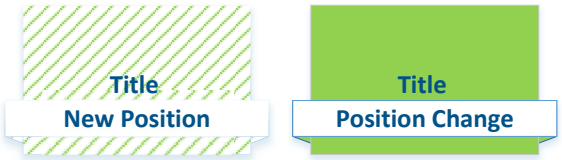
Attachment:

Youth & Community Services Organizational Chart
Friendship House Program Administrator Job Description

Youth & Community Services Division



Legend



Revised 4/24

Friendship House Program Administrator

Disclaimer: Job descriptions are written as a representative list of the ADA essential duties performed by a job class. They cannot include nor are they intended to include all duties performed by all positions occupying a class.

Salary Range: Grade 12 **FLSA Status:** Exempt **Date Approved:** TBD

SUMMARY:

Under the direction of the Director of Youth and Community Services, the Friendship House Program Administrator directs, administers, and monitors the programs, activities, and day-to-day operations of the Friendship House Community Center (FHCC). Responsible for implementing all program grants, assist with grant writing, complete board memos, prepare program reports, ensure timely progress on all grant goals and objectives, assist with the preparation of program audits, and analysis of program evaluations. Provides fiscal oversight of the programs, prepares budget reports, and allocation plans. Responsible for supervising staff, coordinating volunteers, providing outreach, creation of community events, and attending community collaborative meetings. Will support the FHCC Advisory Board by attending all meetings, creating fundraising plans, developing reports, implementing objectives, and providing the Advisory Board with program and financial reports. The Program Administrator will ensure that all programs are fully compliant with all state, federal, and local regulations, contract requirements, CAPK policies.

SUPERVISION RECEIVED:

Receives supervision from Director of Youth and Community Services.

SUPERVISION EXERCISED:

Program staff and volunteers.

DUTIES AND RESPONSIBILITIES:

Disclaimer: This list is meant to be representative, not exhaustive. Some incumbents may not perform all the duties listed or may perform related duties as assigned. Reasonable accommodations may be made to enable individuals with disabilities to perform essential functions.

Essential Job Specific Duties:

- Provide and maintain oversight of all program budgets to ensure expenses are within budget guidelines.
- Provide operational administration of Friendship House programs, including the maintaining and efficiency of staffing and professional development.
- Recruit, develop, supervise, and provide leadership to program staff and volunteers.
- Review program policies and procedures to ensure appropriate measures are to remain within expected guidelines.
- Develop strategies in researching and obtaining new initiatives and/or expansion of existing programs and services.
- Ensure compliance with federal, state, and local regulations.
- Ensure compliance with the scope of work as defined by funding sources and contracts.
- Develop and maintain the afterschool program for children in the community.
- Develop and maintain community programs for families and individuals that take place during and outside of normal work hours.

- Ensure that the facility and staff are following CAPK policies and procedures.
- Monitor all programs that are currently established at the Friendship House and ensure that confidentiality is being maintained by staff.
- Manage, recruit, and support the needs of the Friendship House Advisory Board.
- Compile and submit memos related to the Friendship House to the CAPK Board of Directors.
- Develop and maintain fundraising events that will help support the Friendship House needs for new and current programs.
- Collaborate with the CAPK marketing staff to develop outreach material and advertising for asset development programs.
- Maintain professionalism when working with the community.

Other Job Specific Duties:

- Attend all meetings, trainings, and conferences as assigned.
- Maintain a safe and functional work environment.
- Work alternative hours as required, including nights and weekends.
- Seek new funding and program development opportunities that will enrich underserved communities.
- Performs any other like duties as assigned.

MINIMUM QUALIFICATIONS:

The requirements listed below are representative of the knowledge, skills, and abilities required to satisfactorily perform the essential duties and responsibilities.

Knowledge of:

- Correspondence and report writing practices and procedures.
- Current problems of socially and economically challenged families.
- Modern office practices, methods, procedures, and computer equipment.
- Word processing, spreadsheets, database, and other software applications.
- Agency policies and procedures.
- Applicable federal, state, and local laws, codes, and regulations.

Ability to:

- Deal with conceptual matters.
- Plan, organize, allocate, and control substantial resources.
- Communicate effectively, verbally and in writing.
- Demonstrate good interpersonal skills.
- Attend evening and weekend meetings.
- Effectively present program information to the public.
- Establish professional working relationships with staff, agency partners, stakeholders, and parents.
- Work independently and make clear recommendations.
- Supervise staff and volunteers.

EDUCATION AND EXPERIENCE:

The following requirements generally demonstrate possession of the minimum requisite knowledge and ability necessary to perform the duties of the position.

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- Bachelor's degree in business administration, public administration, health services, sociology, behavioral science, or related field.
- Possession of an advanced degree may be substituted for one (1) year of experience.
- Demonstrated experience in administering a social services program may be substituted for the education requirement on a year-for-year basis.
- Five (5) years of management experience, supervising staff, and volunteers.
- Extensive experience in supervising volunteers and staff.
- Case Management experience preferred.

OTHER REQUIREMENTS:

- Possession of a valid California driver's license and state automobile insurance with an acceptable driving record, substantiated by a DMV printout.
- Must be fingerprinted and have such records filed with the Department of Justice, and the State Department of Social Services and Community Care Licensing.
- Bilingual language fluency (Spanish/English) highly desirable
- Successful completion of physical, substance abuse screening, TB, and all required vaccinations.

WORK ENVIRONMENT:

The work environment characteristics described are representative of those an employee encounters in performing the essential functions of this job.

- Work is primarily performed indoors.
- Noise level is quiet to moderately quiet.
- Hazards are minimal.

ESSENTIAL PHYSICAL DEMANDS:

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of the job. Reasonable accommodation may be made to enable employees with disabilities to perform the essential duties.

POSITION TITLE Friendship House Program Administrator			
Activity **Hours Per Day**	**NEVER 0 HOURS**	**OCCASIONALLY UP TO 4 HOURS**	**FREQUENTLY 4-8 HOURS**
Sitting			x
Walking			x
Standing			x
Bending (neck)			x
Bending (waist)			x
Squatting		x	
Climbing	x		
Kneeling		x	
Crawling	x		
Twisting (neck)			x
Twisting (waist)			x
Is repetitive use of hand required?			x

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Simple Grasping (right hand)			x
Simple Grasping (left hand)			x
Power Grasping (right hand)		x	
Power Grasping (left hand)		x	
Fine Manipulation (right hand)			x
Fine Manipulation (left hand)			x
Pushing & Pulling (right hand)		x	
Pushing & Pulling (left hand)		x	
Reaching (above shoulder level)		x	
Reaching (below shoulder level)		x	

	LIFTING			CARRYING		
	NEVER 0 HOURS	**OCCASIONALLY UP TO 4 HOURS**	**FREQUENTLY 4-8 HOURS**	**NEVER 0 HOURS**	**OCCASIONALLY UP TO 4 HOURS**	**FREQUENTLY 4-8 HOURS**
0-10 lbs			x			x
11-25 lbs		x			x	
26-50 lbs		x			x	
51-75 lbs	x			x		
76-100 lbs	x			x		
100+ lbs	x					

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MEMORANDUM

To: Personnel Committee

From: Freddy Hernandez, Director of Youth & Community Services

Date: April 3, 2024

Subject: *Agenda Item 4(b):* Reclassification of Receptionist Job Description - **Action Item**

As program services expand and new contracts are secured for the Youth and Community Services Department, there is a growing recognition of the necessity for an Administrative Assistant to provide support to the Program Director.

Summary of Proposed Changes

The intention behind this request is to update the title from Receptionist to Administrative Assistant, aligning it more closely with the duties and responsibilities entailed in the role. The Receptionist presently fulfills a dual role, serving as the Receptionist for CAPK's 19th Street office while also providing assistance to the Director of Youth and Community Services. The current position falls under the purview of the Director of Youth and Community Services. This role will entail managing work orders, purchase orders, providing departmental support, and alleviating the director of various administrative tasks.

The job description has been reviewed and approved by Human Resources and the Chief Program Officer. Below is a description of the proposed position changes:

Position Title	Proposed Changes	Current Grade	New Grade
Administrative Assistant	Formerly Receptionist and grade change from 3 to 6.	3 Min. $15.50 Mid. $17.15 Max. $19.74	6 Min. $18.10 Mid. $21.31 Max. $24.50

Fiscal Impact and Timeframe

Subject to approval, the proposed position will begin April 24, 2024, and the current salary is already incorporated into the 2024/2025 budget. Current funding for the receptionist position is from the Energy Program, Department of Community Development (CSBG), VITA, and other funding sources. The increase cost for this position will be included in the FY 2024/2025 budget and it will continue to be included in future budgets.

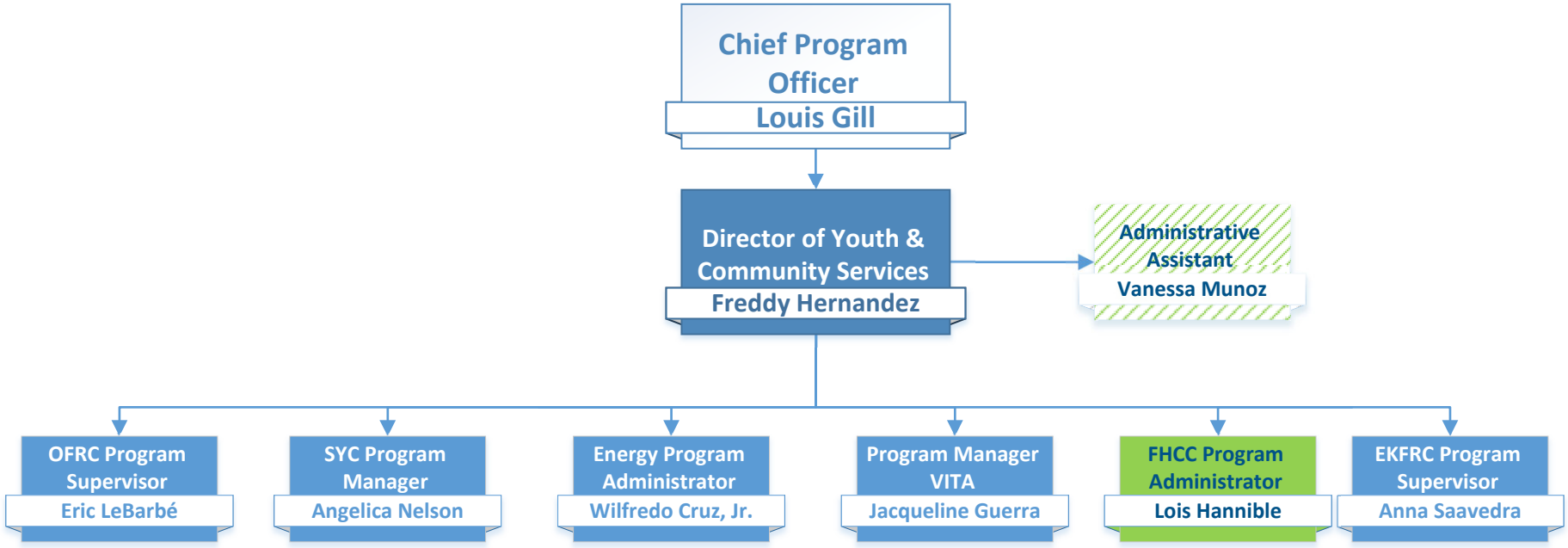
The new job description and proposed title change will have a minor fiscal impact since the current maximum for grade 3 is slightly below the midpoint for grade 6. The estimated increase would be $1.93/hour or approximately $4,014/year.

This new title is in alignment with the CAPK Strategic Goal that unifies program efforts throughout the agency and will help support the Youth and Community Services Department and the engagement of qualified staff.

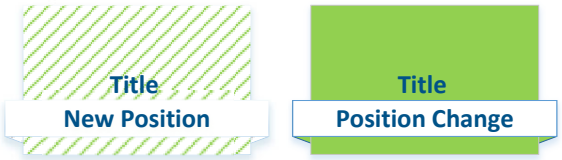
Recommendation:
Staff recommends the Personnel Committee approve the reclassification of the Receptionist to Administrative Assistant for the Youth and Community Services Department and the approval of pay grade 6.

Attachments:
Youth & Community Services Organizational Chart
Administrative Assistant Job Description

Youth & Community Services Division



Legend



Revised 4/24

Administrative Assistant – Youth & Community Services

Disclaimer: Job descriptions are written as a representative list of the ADA essential duties performed by a job class. They cannot include nor are they intended to include all duties performed by all positions occupying a class.

Salary Range: Grade 06 **FLSA Status:** Non-Exempt **Date Approved:** TBD

SUMMARY:
Provides a wide variety of administrative and clerical duties, assists with maintaining and securing program files, assist the Energy Department, process check requests, assist with work orders, assist with purchase orders, help the department managers and administrators, meeting room and event set-up, attend meetings, and relieve the Director of a wide variety of administrative details. The Administrative Assistant will also have to interact with high-level external and internal contacts requiring specialized subject matter expertise in business administration, information systems, and personnel management, including the application and interpretation of federal, state, and local laws related to these subject areas.

SUPERVISION RECEIVED:
Receives supervision from the Director of Youth and Community Services.

SUPERVISION EXERCISED:
None

DUTIES AND RESPONSIBILITIES:
Disclaimer: This list is meant to be representative, not exhaustive. Some incumbents may not perform all the duties listed or may perform related duties as assigned. Reasonable accommodation may be made to enable individuals with disabilities to perform essential functions.

Essential Job Specific Duties:
- Apply knowledge of agency guidelines and policies.
- Assist with the coordination and management of the Director's calendar.
- Assist the Director with department projects, meetings, reports, and correspondence.
- Assist the Director and the department with customer support issues or concerns.
- Responsible for the maintaining, management, and the filing of department files.
- Assist with the scheduling, agenda preparation, and minutes for department meetings.
- Input check requests and purchase order requests for the department as needed.
- Assist with room set-up and clean-up for meetings, and other program event preparations, as assigned.
- Prioritize workflow, including handling routine matters such as distributing mail, faxing, and photocopying.
- Assist as needed with the ordering, monitoring, and maintenance of office supplies.
- Efficient planning, organizing, and scheduling work priorities.
- Responsible for approving conference room reservation requests.
- Provides back-up reception support to the Energy and VITA Programs as needed.
- Assist program managers and administrators with program projects as needed.
- Manage and assist department supervisors with facility and IT work orders.
- Other administrative duties as assigned.

Other Job Specific Duties:

- Attend all meetings, trainings, and conferences as assigned.
- Maintain a safe and functional work environment.
- Perform any other like duties as assigned.

MINIMUM QUALIFICATIONS:

The requirements listed below are representative of the knowledge, skills, and abilities required to satisfactorily perform the essential duties and responsibilities.

Knowledge of:

- Agency policies and procedures.
- Applicable federal, state, and local laws, codes, and regulations.
- Departmental policies and procedures.
- Correspondence and report writing practices and procedures.
- Current problems of socially and economically challenged families.
- Modern office practices, methods, procedures, and equipment, including computers.
- Word processing, spreadsheet, database, and related software applications.

Ability to:

- Problem solve and address conceptual matters.
- Plan, organize, allocate, and control substantial resources.
- Communicate effectively, verbally and in writing.
- Demonstrate good interpersonal skills.
- Establish professional working relationships with staff.

EDUCATION AND EXPERIENCE:

The following requirements generally demonstrate possession of the minimum requisite knowledge and ability necessary to perform the duties of the position.

- High school diploma or equivalent
- Three (3) years of clerical experience.
- Any combination of education and or experience that demonstrates a high degree of competency.

OTHER REQUIREMENTS:

- Possession of a valid California driver's license and state automobile insurance with an acceptable driving record, substantiated by a DMV printout.
- Must be fingerprinted and pass pre-employment background check.
- Successful completion of physical, substance abuse screening, TB, and all required vaccinations.

WORK ENVIRONMENT:

The work environment characteristics described are representative of those an employee encounters in performing the essential functions of this job.

- Work is primarily performed indoors.
- Noise level is quiet to moderately quiet.
- Hazards are minimal.

ESSENTIAL PHYSICAL DEMANDS:

The physical demands described here are representative of those that must be met by an employee to successfully perform' the essential functions of the job. Reasonable accommodation may be provided to enable employees with disabilities to perform the essential duties.

POSITION TITLE Administrative Assistant			
Activity **Hours Per Day**	**NEVER 0 HOURS**	**OCCASIONALLY UP TO 4 HOURS**	**FREQUENTLY 4-8 HOURS**
Sitting			x
Walking			x
Standing			x
Bending (neck)			x
Bending (waist)			x
Squatting		x	
Climbing	x		
Kneeling		x	
Crawling	x		
Twisting (neck)			x
Twisting (waist)			x
Is repetitive use of hand required?			x
Simple Grasping (right hand)			x
Simple Grasping (left hand)			x
Power Grasping (right hand)		x	
Power Grasping (left hand)		x	
Fine Manipulation (right hand)			x
Fine Manipulation (left hand)			x
Pushing & Pulling (right hand)		x	
Pushing & Pulling (left hand)		x	
Reaching (above shoulder level)		x	
Reaching (below shoulder level)		x	

	LIFTING			CARRYING		
	NEVER 0 HOURS	**OCCASIONALLY UP TO 4 HOURS**	**FREQUENTLY 4-8 HOURS**	**NEVER 0 HOURS**	**OCCASIONALLY UP TO 4 HOURS**	**FREQUENTLY 4-8 HOURS**
0-10 lbs			x			x
11-25 lbs		x			x	
26-50 lbs		x			x	
51-75 lbs	x			x		
76-100 lbs	x			x		
100+ lbs	x					

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MEMORANDUM

To: Personnel Committee

From: Louis Gill, Chief Program Officer



Date: April 3, 2024

Subject: *Agenda Item 4(c)*: New Position: Process Improvement Manager – **Action Item**

The Program Administration Division was created out of necessity to respond to the substantial organizational growth realized by CAPK over the past several years (Ex. FY 19/20 = $72,400,955 – FY 24/25 = $117,408,059. = 62% growth). The Program Administration Division is responsible for most services provided by CAPK, consisting of 87% of the total budget, or $102,595,020. There are currently 849 employees within all departments under the responsibility of Program Administration, or 88% of the total CAPK workforce. CAPK provides a complex variety of services to our community and each service is governed by federal, state, and local contracts. Every funding source outlines particular programmatic and reporting requirements as detailed in the provided contract list.

Effective Program Administration is vital for CAPK's continuous success and expansion. This entails regular assessment and enhancement of processes for service delivery, record keeping/data management, reporting, purchasing, staffing, training, and facilities utilization. Additionally, we are tasked with aiding departments in enhancing current services or planning and implementing new ones, which involves collaborating and coordinating with supporting divisions like Finance, Human Resources, and Operations.

The scope and scale of these tasks has required the Administrative Coordinator to assist the Chief Program Officer. These activities are in addition to the normal administrative assistant/secretarial duties and not typical for the position. The Administrative Coordinator is also charged with supporting department directors. As an example, travel coordination and credit card reconciliation are two tasks that are both time sensitive and labor intensive. The workload has required the regular authorization of overtime. It became apparent that the current staffing pattern and workload is unsustainable.

After consultation with the Director of Human Resources, it was suggested that a desk audit be performed to assess workload and activities. A job analysis questionnaire was conducted for this role. For confidentiality purposes, we have provided a blank form to illustrate the process. The report found that the duties and tasks were significantly different than typical expectations for an Administrative Coordinator and that workload was more than could be performed in a standard work week and that activities performed required a higher skill level.

Summary of Proposed Changes

We are requesting the addition of the Process Improvement Manager position to the Program Administration Division, classified at grade 11. This role would report directly to the Chief Program Officer.

Position Title	Proposed Changes	Current Grade	New Grade
Process Improvement Manager	New Position	-	11 Min. $32.05 Mid. $40.06 Max. $48.07

Fiscal Impact and Timeframe

This item is not included in the budget. Costs for Program Administration staff are not directly charged to Indirect costs but are shared across program department budgets. This will result in an annual budgetary impact of $129,069. Hiring for this position will commence once funding has been secured.

Strategic Plan Impact

As part of the 2021-25 Strategic Plan, specifically under 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*, this proposal supports staff development, growth, and retention by properly supporting program management staff and helping to ensure their success. Also under Goal 5: *CAPK will increase utilization of data-driven decision-making processes to improve organizational capacity to achieve results.* This proposal provides critical staffing to assist directors with review and analysis of available data to better inform decision making and service delivery adjustments.

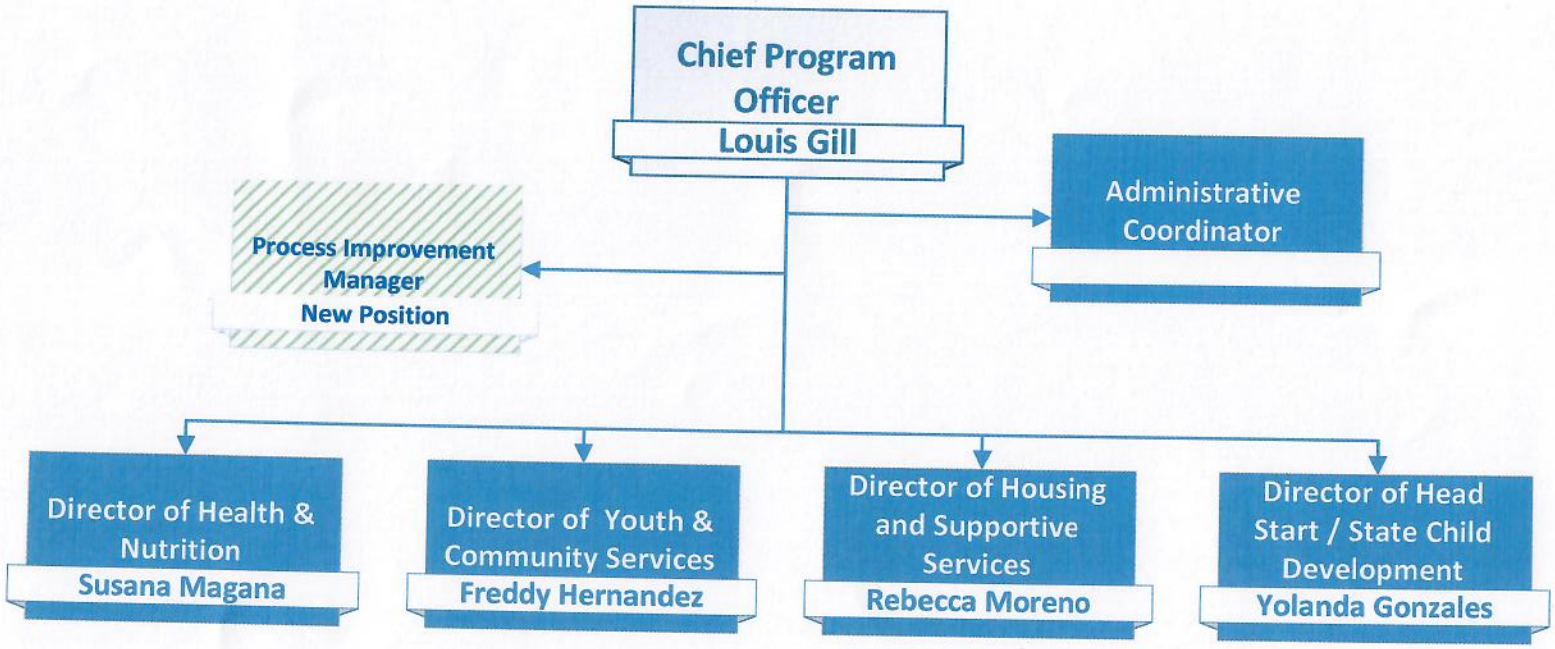
Recommendation:

Staff recommends the Personnel Committee approve the addition of the Process Improvement Manager in the Program Administration Division and classify it as a grade 11.

Attachments:

Program Administration Organizational Chart
Process Improvement Manager Job Description,
Job Analysis Questionnaire
Program Administration Contract List

Program Administration



Legend



Revised 4/24

Process Improvement Manager

Disclaimer: Job descriptions are written as a representative list of the ADA essential duties performed by a job class. They cannot include nor are they intended to include all duties performed by all positions occupying a class.

Salary Range: Grade 11 **FLSA Status:** Exempt **Date Approved:** TBD

SUMMARY:
Under the general direction of the Chief Program Officer (CPO), the Process Improvement Manager oversees and drives process improvement initiatives, focusing on both new and ongoing program endeavors. This role involves working closely with CAPK Leadership and external partners to establish program goals, assess performance, and identify areas for enhancement. Responsible for evaluating implemented changes, providing recommendations for workflow and program enhancement, and ensures rigorous monitoring and assessment for quality assurance purposes.

SUPERVISION RECEIVED:
Receives supervision from the Chief Program Officer.

SUPERVISION EXERCISED:
None

DUTIES AND RESPONSIBILITIES:
Disclaimer: This list is meant to be representative, not exhaustive. Some incumbents may not perform all the duties listed or may perform related duties as assigned. Reasonable accommodations may be made to enable individuals with disabilities to perform essential functions.

Essential Job Specific Duties:

- Work directly with CPO to prioritize program improvement projects.
- Determine and define scope and objectives (current and future business processes, workflows, etc.) of program improvement projects as assigned by CPO.
- Collaborate with Program Directors to assess the resources required to achieve objectives and support the effective and efficient management of resources, including monitoring and developing program budgets.
- Utilizes agency accounting software to run special reports for financial, statistical, and other purposes for use by management staff.
- Attend monthly Finance Budget to Actual meetings with program leadership to address and resolve accounting and financial issues impacting grants and programs.
- Develop and manage detailed project schedules and work plans as needed.
- Provide project updates to the CPO on a consistent basis and to various leadership and stakeholders about strategy, adjustments, and progress.
- Continually research and provide guidance on industry best practices, techniques, and standards.
- Monitor progress of process improvement or project completion and recommend adjustments as needed.
- Measure, monitor and assess program department performance and identify areas of needed improvement.

- Develop and maintain annual continuous improvement calendar. Regularly assess past projects for continued effectiveness to ensure that all program improvements are reflective of CAPK's vison and strategic plan.
- Identify opportunities for improvement in collaborative work with supporting CAPK divisions and assist Directors in their implementation to help drive efficiencies.
- Annually provide support to Program Directors in the development of each budget and in the year end closeout.
- Performs a wide variety of duties for the CPO that are complex, detailed, and highly confidential.
- Represents the Program Administration Department as requested by CPO.

Other Job Specific Duties:

- Attends all meetings, trainings, and conferences as assigned.
- Maintains safe and functional work environment.
- Work alternative hours as required, including nights and weekends.
- Is proactive in the program effort to recruit and enroll families that qualify for Partnership programs.
- Other duties and special projects as assigned.

MINIMUM QUALIFICATIONS:

The requirements listed below are representative of the knowledge, skills, and abilities required to satisfactorily perform the essential duties and responsibilities.

Knowledge of:

- Agency policies and procedures.
- Applicable federal, state, and local laws, codes, and regulations.
- Departmental policies and procedures.
- Knowledge of community resources is desirable.
- Effective communication strategies.
- Project management and working across stakeholders.
- Supervision, evaluation, and training of staff.
- Excellent written and verbal communication skills, including public speaking.

Ability to:

- Prioritize, stay organized, and manage deadlines in a fast-paced environment.
- Effectively collaborate with a team of staff with diverse skills and backgrounds.
- Work directly with a client and partner base of diverse skills and backgrounds.
- Establish strong working relationships with CAPK staff and agency partners.
- Communicate respectfully and effectively with clients, external stakeholders, media, and the public.
- A willingness to work non-regular hours as required.

EDUCATION AND EXPERIENCE:

The following requirements generally demonstrate possession of the minimum requisite knowledge and ability necessary to perform the duties of the position.

- Bachelor's degree from an accredited college or university with a major in health, social sciences, or related field.

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- Minimum three (3) years relevant work experience in a related field.
- At least two (2) years' supervisory experience.
- Any equivalent combination of education and/or experience may be substituted on an annual basis.

OTHER REQUIREMENTS:

- Possession of a valid California driver's license and state automobile insurance with an acceptable driving record, substantiated by a DMV printout. Must have reliable transportation during work hours.
- Must be fingerprinted and pass pre-employment background check.
- Successful completion of physical, substance abuse screening, TB, and all required.
- Bilingual language fluency (English/Spanish) desirable.

WORK ENVIRONMENT:

The work environment characteristics described are representative of those an employee encounters in performing the essential functions of this job.

- Work is primarily performed indoors.
- Travel required as needed.
- Noise level is quiet to moderately quiet.
- Hazards are minimal.

ESSENTIAL PHYSICAL DEMANDS:

The physical demands described here are representative of those that must be met by an employee to successfully perform' the essential functions of the job. Reasonable accommodations may be made to enable employees with disabilities to perform the essential duties.

POSITION TITLE: Process Improvement Manager			
Activity **Hours Per Day**	**NEVER 0 HOURS**	**OCCASIONALLY UP TO 4 HOURS**	**FREQUENTLY 4-8 HOURS**
Sitting			x
Walking			x
Standing			x
Bending (neck)			x
Bending (waist)			x
Squatting		x	
Climbing	x		
Kneeling		x	
Crawling	x		
Twisting (neck)			x
Twisting (waist)			x
Is repetitive use of hand required?			x
Simple Grasping (right hand)			x
Simple Grasping (left hand)			x
Power Grasping (right hand)		x	
Power Grasping (left hand)		x	

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Fine Manipulation (right hand)			x
Fine Manipulation (left hand)			x
Pushing & Pulling (right hand)		x	
Pushing & Pulling (left hand)		x	
Reaching (above shoulder level)		x	
Reaching (below shoulder level)		x	

	LIFTING			CARRYING		
	NEVER 0 HOURS	**OCCASIONALLY UP TO 4 HOURS**	**FREQUENTLY 4-8 HOURS**	**NEVER 0 HOURS**	**OCCASIONALLY UP TO 4 HOURS**	**FREQUENTLY 4-8 HOURS**
0-10 lbs			x			x
11-25 lbs		x			x	
26-50 lbs		x			x	
51-75 lbs	x			x		
76-100 lbs	x			x		
100+ lbs	x					

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Job Analysis Questionnaire

I. General Information

Job Title: _____
Department: _____
Position Reports To: _____
Person Completing this Questionnaire: _____
Date: _____

II. Purpose: *To be completed by the Hiring Manager*

Basic Functions and Scope of Job: Please provide a summary of the primary functions of this role.

III. Work Performed: *To be completed by the Employee.*

Describe in detail ALL duties performed. State specifically what is done.

Duties:	Frequency (% of Time):

Please add any other comments that would be beneficial in understanding the scope of this position.

III. Functions: *To be completed by Human Resources.*

Duties:	Frequency (% of Time):

IV. Findings and Recommendations

V. Acknowledgement

By signing this questionnaire, we acknowledge our agreement and understanding of the information provided herein.

Name	Signature	Date

Program Administration
Contract List
MARCH 1, 2023 through February 28, 2024

Program - Contract	Funding Source
EARLY HEAD START/HEAD START	U S DEPT OF HEALTH & HUMAN SERVICES
HUD - COORDINATED ENTRY SYSTEM	U S DEPT OF HOUSING AND URBAN DEVELOPMENT OFFICE OF COMMUNITY PLANNING AND DEVELOPMENT
VITA	U S DEPT OF THE TREASURY - INTERNAL REVENUE SERVICE
LIHEAP (LOW-INCOME HOME ENERGY ASSISTANCE PROGRAM)	U S DEPT OF HEALTH & HUMAN SERVICES - STATE OF DEPT OF COMMUNITY SERVICES AND DEVELOPMENT
SLIHEAP (SUPPLEMENTAL LOW-INCOME HOME ENERGY ASSISTANCE PROGRAM)	U S DEPT OF HEALTH & HUMAN SERVICES - STATE OF CALIFORNIA, DEPT OF COMMUNITY SERVICES AND DEVELOPMENT
ESLIHEAP (EMERGENCY SUPPLEMENTAL LOW-INCOME HOME ENERGY ASSISTANCE PROGRAM	U S DEPT OF HEALTH & HUMAN SERVICES - STATE OF CALIFORNIA, DEPT OF COMMUNITY SERVICES AND DEVELOPMENT
LIHEAP (LOW-INCOME HOME ENERGY ASSISTANCE PROGRAM) ARPA	U S DEPT OF HEALTH & HUMAN SERVICES - STATE OF CALIFORNIA, DEPT OF COMMUNITY SERVICES AND DEVELOPMENT
DOE (DEPARTMENT OF ENERGY) BIL (BIPARTISAN INFRASTRUCTURE LAW)	U S DEPT OF HEALTH & HUMAN SERVICES - STATE OF CALIFORNIA, DEPT OF COMMUNITY SERVICES AND DEVELOPMENT
LIHWAP (LOW INCOME HOUSEHOLD WATER ASSISTANCE PROGRAM)	U S DEPT OF HEALTH & HUMAN SERVICES - STATE OF CALIFORNIA, DEPT OF COMMUNITY SERVICES AND DEVELOPMENT
GENERAL CENTER CHILD CARE	U S DEPT OF HEALTH & HUMAN SERVICES - STATE OF CALIFORNIA, DEPT OF SOCIAL SERVICES
GENERAL CENTER CHILD CARE	U S DEPT OF HEALTH & HUMAN SERVICES - STATE OF CALIFORNIA, DEPT OF SOCIAL SERVICES
MIGRANT ALTERNATIVE PAYMENT	U S DEPT OF HEALTH & HUMAN SERVICES - STATE OF CALIFORNIA, DEPT OF SOCIAL SERVICES
MIGRANT CHILD CARE	U S DEPT OF HEALTH & HUMAN SERVICES - STATE OF CALIFORNIA, DEPT OF SOCIAL SERVICES
NEOPB CAL FRESH HEALTHY LIVING	U S DEPT OF AGRICULTURE - STATE OF CALIFORNIA DEPT OF PUBLIC HEALTH, NUTRITION EDUCATION AND OBESITY PREVENTION BRANCH
EFAP (EMERGENCY FOOD ASSISTANCE PROGRAM)	U S DEPT OF AGRICULTURE - STATE OF CALIFORNIA, DEPT OF SOCIAL SERVICES
EFAP REACH AND RESILIENCY	U S DEPT OF AGRICULTURE - STATE OF CALIFORNIA, DEPT OF SOCIAL SERVICES
EFAP REACH AND RESILIENCY Round 2	U S DEPT OF AGRICULTURE - STATE OF CALIFORNIA, DEPT OF SOCIAL SERVICES
EFAP COMMUNITY CREDIT CORPORATION Phase 1 and 2	U S DEPT OF AGRICULTURE - STATE OF CALIFORNIA, DEPT OF SOCIAL SERVICES
SNFMP (SENIOR FARMERS MARKET NUTRITION PROGRAM)	U S DEPT OF AGRICULTURE - STATE OF CALIFORNIA, DEPT OF SOCIAL SERVICES
EF&S Phase 39	U S DEPT OF AGRICULTURE - STATE OF CALIFORNIA, DEPT OF SOCIAL SERVICES
EF&S ARPA	U S DEPT OF AGRICULTURE - STATE OF CALIFORNIA, DEPT OF SOCIAL SERVICES
LOCAL FOOD PURCHASE ASSISTANCE PROGRAM (LFPA)	U S DEPT OF AGRICULTURE - STATE OF CALIFORNIA, DEPT OF SOCIAL SERVICES
SAFE CAMPING - COUNTY OF KERN	U S DEPT OF TREASURY CORONAVIRUS STATE AND LOCAL FISCAL RECOVERY FUNDS (CSLFRF) FROM AMERICAN RESCUE PLAN, COUNTY OF KERN
CSFP (COMMODITY SUPPLEMENTAL FOOD PROGRAM)	U S DEPT OF AGRICULTURE - STATE OF CALIFORNIA, DEPT OF SOCIAL SERVICES
CHILD AND ADULT CARE FOOD PROGRAM (CACFP) - KERN & SAN JOAQUIN	U S DEPT OF AGRICULTURE - STATE OF CALIFORNIA, DEPT OF EDUCATION

WIC (WOMEN, INFANTS & CHILDREN)	U S DEPT OF AGRICULTURE - STATE OF CALIFORNIA, DEPT OF PUBLIC HEALTH
SUPPLEMENTAL NUTRITION ASSISTANCE PROGRAM (SNAP) AKA CALFRESH PRO	U S DEPT OF AGRICULTURE - STATE OF CALIFORNIA, DEPT OF SOCIAL SERVICES, INFO LINE OF SAN DIEGO dba 211 SAN DIEGO
HUD COMMUNTY PROJECT FUNDING - FOOD BANK EXPANSION	DEPARTMENT OF URBANK HOUSING AND DEVELOPMENT
QUALITY RATING AND IMPROVEMENT SYSTEM (QRIS) - SAN JOAQUIN	U.S. DEPT OF EDUCATION - STATE OF CALIFORNIA, DEPT OF EDUCATION - FIRST 5 CALIFORNIA, COUNTY OF SAN JOAQUIN, FIRST 5 SAN JOAQUIN, RACE TO THE TOP
CITY OF BAKERSFIELD - CALVIP OUTREACH	STATE OF CALIFORNIA, CORRECTIONS PLANNING AND GRANTS PROGRAMS, OFFICE OF GRANT AND LOCAL RESOURCES, CITY OF BAKERSFIELD
CITY OF BAKERSFIELD CALVIP	STATE OF CALIFORNIA, CORRECTIONS PLANNING AND GRANTS PROGRAMS, OFFICE OF GRANT AND LOCAL RESOURCES, CITY OF BAKERSFIELD GRANTS PROGRAMS, OFFICE OF GRANT AND LOCAL RESOURCES, CITY OF BAKERSFIELD
SAN JOAQUIN COE GENERAL CHILD CARE (CCTR)	STATE OF CALIFORNIA, DEPT OF EDUCATION - SAN JOAQUIN COUNTY OFFICE OF EDUCATION, EARLY CHILDHOOD EDUCATION
CSPP QRIS BLOCK GRANT	STATE OF CALIFORNIA, DEPT OF EDUCATION - KERN COUNTY SUPERINTENDENT OF SCHOOLS, KERN EARLY STARS
CDSS CHILD CARE FACILITIES	STATE OF CALIFORNIA, DEPT OF SOCIAL SERVICES
MIGRANT ALTERNATIVE PAYMENT	STATE OF CALIFORNIA, DEPT OF SOCIAL SERVICES
GENERAL CENTER CHILD CARE	STATE OF CALIFORNIA, DEPT OF SOCIAL SERVICES
CALIFORNIA STATE PRESCHOOL PROGRAM	STATE OF CALIFORNIA, DEPT OF EDUCATION
MIGRANT CHILD CARE	STATE OF CALIFORNIA, DEPT OF SOCIAL SERVICES
MIGRANT SPECIALIZED SERVICES	STATE OF CALIFORNIA, DEPT OF SOCIAL SERVICES
CAL EITC FREE TAX PREPARATION ASSISTANCE GRANT	STATE OF CALIFORNIA, DEPT OF COMMUNITY SERVICES AND DEVELOPMENT
HOME VISIT INITIATIVE (COUNTY OF KERN)	STATE OF CALIFORNIA, DEPT OF HUMAN SERVICES, COUNTY OF KERN
POSITIVE YOUTH DEVELOPMENT SERVICES (COUNTY OF KERN)	STATE OF CALIFORNIA, DEPT OF HUMAN SERVICES, COUNTY OF KERN
POSITIVE YOUTH DEVELOPMENT SERVICES (COUNTY OF KERN) - MEDI-CAL	STATE OF CALIFORNIA, DEPT OF HUMAN SERVICES, COUNTY OF KERN
COUNTY OF KERN LOW BARRIER HOMELESS SHELTER OPERATIONAL	STATE OF CALIFORNIA, DEPT OF SOCIAL SERVICES, COUNTY OF KERN
BAKERSFIELD KERN REGIONAL HOMELESS COLLABORATIVE HOMELESS	STATE OF CALIFORNIA, DEPT OF SOCIAL SERVICES, BAKERSFIELD REGIONAL HOMELESS COLLABORATIVE
HOUSING ASSISTANCE AND PREVENTION (HHAP)	STATE OF CALIFORNIA, DEPT OF SOCIAL SERVICES, BAKERSFIELD REGIONAL HOMELESS COLLABORATIVE
FOOD BANK CAPACITY PROGRAM - FOOD BANK EXPANSION	STATE OF CALIFORNIA, DEPT OF SOCIAL SERVICES
TAX CHECK - OFF (FOOD BANK)	STATE OF CALIFORNIA, DEPT OF SOCIAL SERVICES
STATE EMERGENCY FOOD ASSISTANCE (FOOD BANK) CAL FOOD	STATE OF CALIFORNIA, DEPT OF SOCIAL SERVICES
STATE EMERGENCY FOOD ASSISTANCE (FOOD BANK) DROUGHT FOOD ASSISTANCE	STATE OF CALIFORNIA, DEPT OF SOCIAL SERVICES
STATE EMERGENCY FOOD ASSOSTANCE CAL FOOD ONE-TIME FUNDS	STATE OF CALIFORNIA, DEPT OF SOCIAL SERVICES
STATE EMERGENCY FOOD ASSOSTANCE CAL FOOD ONE-TIME FUNDS ROUND 2	STATE OF CALIFORNIA, DEPT OF SOCIAL SERVICES
BOARD OF STATE AND COMMUNITY CORRECTIONS WARM HAND-OFF	STATE OF CALIFORNIA, BOARD OF STATE AND COMMUNITY CORRECTIONS
DIFFERENTIAL RESPONSE SERVICES	STATE OF CALIFORNIA, DEPT OF SOCIAL SERVICES, COUNTY OF KERN, SUPERINTENDENT OF SCHOOLS, CHILD AND FAMILY SERVICES AGENCY, NETWORK FOR CHILDREN
FIRST 5 KERN EAST KERN FAMILY RESOURCE CENTER	STATE OF CALIFORNIA, FIRST 5 CALIFORNIA, COUNTY OF KERN, FIRST 5 KERN
FIRST 5 KERN - RIDGECREST FAMILY RESOURCE CENTER	STATE OF CALIFORNIA, FIRST 5 CALIFORNIA, COUNTY OF KERN, FIRST 5 KERN
BKRHC - HOUSING AND HOMELESS INCENTIVE PROGRAM (HHIP)	STATE OF CALIFORNIA, DEPARTMENT OF HEALTH CARE SVCS BAKERSFIELD KERN REGIONAL HOMELESS COLLABORATIVE
UNITED WAY STANISLAUS - CES	STATE OF CALIFORNIA, HOUSING HOMELESS ASSISTANCE AND PREVENTION, UNITED WAY OF STANISLAUS COUNTY
BKRHC - ENCAMPMENT RESOLUTION FUNDING	STATE OF CALIFORNIA, CALIFORNIA INTERAGENCY COUNCIL ON HOMELESSNESS, BAKERSFIELD KERN REGIONAL HOMELESS COLLBORATIVE
SHAFTER YOUTH CENTER - COASTAL CLEAN-UP	CALIFORNIA COASTAL COMMISSION, WHALE TAIL FUND GRANT
FRIENDSHIP HOUSE - COASTAL CLEAN-UP	CALIFORNIA COASTAL COMMISSION, WHALE TAIL FUND
FRIENDSHIP HOUSE - ALBERTSONS STEM	ALBERTSONS COMPANIES FOUNDATION
FOOD BANK FREE FARMERS MARKET - WASCO	THE WONDERFUL COMPANY FOUNDATION
FARMWORKERS INITIATIVE	BANK OF THE WEST
KERN FAMILY HEALTH SYSTEMS CAL AIM	KERN FAMILY HEALTH SYSTEMS

MEMORANDUM

To: Personnel Committee

From: Rebecca Moreno, Director of Housing & Supportive Services

Date: April 3, 2024

Subject: *Agenda Item 4(d)*: New Position: Cal-AIM Claims Analyst - **Action Item**

As part of our ongoing commitment to enhancing efficiency and fostering continuous improvement, the Cal-AIM team is requesting approval of a new position: the Cal-AIM Claims Analyst. This position plays a pivotal role in streamlining our operations and optimizing data collection for the Cal-AIM program.

Summary of Proposed Changes

In partnership with Kern Health System, CAPK's Cal-AIM program is expanding our housing services to the East Kern Family Resource Center (EKFRC) in Mojave. The Claims Analyst will oversee program data collection and management, prepare weekly reports for all Cal-AIM programs, handle complex general reporting, and prepare financial documents. Additionally, they will reconcile claims for payment and collaborate with program staff on claim denials. We believe that the introduction of this new role will not only strengthen our organizational capabilities but also empower our teams to deliver even better results.

In collaboration with Human Resources, the position has been reviewed and designated at a grade 10.

Position Title	Proposed Changes	Current Grade	New Grade
Cal-AIM Claims Analyst	New Position	-	10 Min. $27.88 Mid. $34.83 Max. $41.80

Fiscal Impact and Timeframe

The Incentive Payment Program (IPP) has approved start-up funds of $550,000.00 for EKFRC, with a designated salary and benefits budget of $315,596.00. These funds will support one (1) full-time equivalent (FTE) claims analyst with an annual salary of $72,446.00 for the initial year. Subsequently, both Cal-AIM programs will contribute 50% each toward this position's expenses, leveraging revenue earned from the Cal-AIM program.

Strategic Plan Impact

As part of the 2021-25 Strategic Plan, specifically under 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*, this proposal supports staff development, growth, and retention by adding an opportunity for growth within the agency.

Recommendation:

Staff recommends the Personnel Committee approve the new Cal-AIM Claims Coordinator position at a grade 10.

Attachments:

Cal-AIM Claims Analyst Job Description

Cal-AIM Claims Analyst

Disclaimer: Job descriptions are written as a representative list of the ADA essential duties performed by a job class. They cannot include nor are they intended to include all duties performed by all positions occupying a class.

Salary Range: Grade 10 **FLSA Status:** Non-Exempt **Date Approved:** TBD

SUMMARY:
Under the direction of the Director of Housing and Supportive Services, the Cal-AIM Claims Analyst will oversee program data collection functions, data management processes and systems, prepares routine and comprehensive assessment reports for all Cal-AIM programs. Responsible for complex programmatic reporting and financial reporting functions to include preparing financial statements, reconciling claims, monitoring and analyzing assets, liabilities, revenues, and expenditure accounts.

SUPERVISION RECEIVED:
Director of Housing and Supportive Services

SUPERVISION EXERCISED:
None

DUTIES AND RESPONSIBILITIES:
Disclaimer: This list is meant to be representative, not exhaustive. Some incumbents may not perform all the duties listed or may perform related duties as assigned. Reasonable accommodation may be made to enable individuals with disabilities to perform essential functions.

Essential Job Specific Duties:

- Analyzes and makes recommendations for program information systems, data processing, and computer-based office services, plans, designs, and implements new and/or modified systems that promote increased efficiency.
- Provides technical direction and assistance to staff engaged in the resolution of complex and technical problems, system modification, or upgrades.
- Oversees the planning, development, and implementation of automated systems, technologies, and solutions and communicates status of projects to users and project participants.
- Acts as a liaison with vendors, departments, and public and private agencies.
- Identifies the need for staff development and training and conducts user and department system training as required.
- Acts as a major resource in the preparation and analysis of advances, planning activities, advising in areas of technology, and projecting current data.
- Researches, evaluates, recommends, and provides guidance with technology implementation to both program and leadership staff.
- Collects, analyzes, interprets, and summarizes data in preparation to produce qualitative and quantitative routine progress reports.
- Troubleshoot problems with the data collection systems, including concerns related to relevant database applications.
- Prepare financial statements.

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- Prepare financial reports for grants/contracts in accordance with funding source requirements.
- Analyze general ledger accounts for propriety and accuracy.
- Analyze organization cash balances daily by grant and program.
- Prepare periodic and special reports for financial, statistical, and other purposes for use by management staff.
- Provide technical support to program staff in resolving budget, financial, and reporting issues.
- Keep program leadership informed on all accounting and financial issues affecting grants/programs and recommend solutions for improvement.

Other Job Specific Duties:

- Attend all meetings, trainings, and conferences as assigned.
- Maintain a safe and functional work environment.
- Able to work a flexible schedule that may involve evenings, weekends, and overnight travel to attend trainings or conferences.
- Perform any other duties as assigned.

MINIMUM QUALIFICATIONS:

The requirements listed below are representative of the knowledge, skills, and abilities required to satisfactorily perform the essential duties and responsibilities.

Knowledge of:

- Departmental and agency policies and procedures.
- Correspondence and report writing practices and procedures.
- Current problems of socially and economically diverse families.
- Modern office practices, methods, procedures, and equipment, including computers.
- Word processing, spreadsheet, database, and related software applications.
- Proper grammar in written communication.
- Applicable federal, state, and local laws, codes, and regulations.
- Data collection.

Ability to:

- Create professional, comprehensive, and informative charts and/or graphs.
- Prepare clear and concise program reports.
- Prepare financial statements and budget reports.
- Analyze financial data.
- Maintain client dignity and ensure confidentiality.
- Plan, organize, allocate, organizational resources.
- Work collaboratively as part of a team.
- Communicate effectively verbally and in writing.
- Maintain record-keeping and reporting systems.
- Exercise sound, independent judgment within general policy guidelines.
- Analyze problems and identify alternative solutions.
- Effectively organize and prioritize assigned work.
- Research and resolve accounting issues.
- Coordinate work requiring constant alertness and attention to detail.

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- Work under frequent time pressures and deadlines.
- Use good organizational methods and procedures.
- Establish and maintain effective working relationships, internally and externally.

EDUCATION AND EXPERIENCE:

The following requirements generally demonstrate possession of the minimum requisite knowledge and ability necessary to perform the duties of the position.

- Bachelor's degree from any accredited college or university in computer science, or related field desired.
- Financial accounting experience in a non-profit organization or governmental entity is desirable, including familiarity with fund accounting and governmental accounting standards and regulations.
- Any equivalent combination of education, training and experience that will demonstrate the capabilities to perform the described duties considered.
- Minimum three (3) years of experience working with computers and data analysis.

OTHER REQUIREMENTS:

- Possession of a valid California driver's license and state automobile insurance with an acceptable driving record, substantiated by a DMV printout.
- Must have reliable transportation during working hours.
- Successful completion of live scan, physical, substance abuse screening, TB, and all required vaccinations.

WORK ENVIRONMENT:

The work environment characteristics described are representative of those an employee encounters in performing the essential functions of this job.

- Work is primarily performed indoors.
- Noise level varies.
- Hazards are minimal.

ESSENTIAL PHYSICAL DEMANDS:

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of the job. Reasonable accommodation may be provided to enable employees with disabilities to perform their essential duties.

POSITION TITLE Cal-AIM Claims Analyst			
Activity Hours Per Day	**NEVER 0 HOURS**	**OCCASIONALLY UP TO 4 HOURS**	**FREQUENTLY 4-8 HOURS**
Sitting			x
Walking			x
Standing			x
Bending (neck)			x
Bending (waist)			x
Squatting		x	
Climbing	x		

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Kneeling		x	
Crawling	x		
Twisting (neck)			x
Twisting (waist)			x
Is repetitive use of hand required?			x
Simple Grasping (right hand)			x
Simple Grasping (left hand)			x
Power Grasping (right hand)		x	
Power Grasping (left hand)		x	
Fine Manipulation (right hand)			x
Fine Manipulation (left hand)			x
Pushing & Pulling (right hand)		x	
Pushing & Pulling (left hand)		x	
Reaching (above shoulder level)		x	
Reaching (below shoulder level)		x	

	LIFTING			CARRYING		
	NEVER 0 HOURS	**OCCASIONALLY UP TO 4 HOURS**	**FREQUENTLY 4-8 HOURS**	**NEVER 0 HOURS**	**OCCASIONALLY UP TO 4 HOURS**	**FREQUENTLY 4-8 HOURS**
0-10 lbs			x			x
11-25 lbs		x			x	
26-50 lbs		x			x	
51-75 lbs	x			x		
76-100 lbs	x			x		
100+ lbs	x			x		

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MEMORANDUM

To: Personnel Committee

From: Lisa McGranahan, Director of Human Resources

Date: April 3, 2024

Subject: *Agenda Item 4(e)*: Head Start Recruitment Incentive Update – **Info Item**

The recruitment incentive program was launched on August 30, 2023, with the primary goal of attracting and retaining high-caliber talent. The program included a financial incentive designed to enhance overall job satisfaction and address recruitment challenges for hard-to-fill positions. The purpose of this memo is to communicate the effectiveness of the initiative for the last six (6) months from September 1, 2023, thru March 28, 2024, and address any concerns regarding employees who received incentives but subsequently terminated their employment.

Results:
A total of $45,750 has been disbursed since December 2023.

Hired Date	Paid Date	# of EE's Eligible	Terminations (Received incentive)	Terminations (Did not receive incentive)
September 2023	December 2023	6	0	0
October 2023	January 2024	11	0	1
November 2023	February 2024	8	0	0
December 2023	March 2024	12	1	0

Concerns Regarding Terminations Despite Incentives:
Despite the overall success of the incentive program, we acknowledge that a small number of employees who received incentives have chosen to terminate their employment. An analysis of these cases reveals several common factors contributing to this unexpected outcome:

1. Personal Circumstances: A small number of employees faced unforeseen personal circumstances that necessitated a change in employment, irrespective of the incentives received.
2. Career Advancement: Numerous employees identified career advancement and improved compensation outside the organization as the main factors influencing their decision.
3. Policy Violations: A couple employees were dismissed due to violations of the attendance policy.

Implications and Next Steps:

1. Continuous Evaluation: We will conduct an ongoing evaluation of the incentive program to identify areas of improvement and ensure its continued effectiveness.
2. Exit Interviews: We will continue with our current process of gathering insights into employee departures.
3. Enhanced Communication: Strengthening communication channels with employees is crucial. Clear communication about expectations will help manage employee expectations and reduce surprises.

In conclusion, while the recruitment incentive program has yielded positive results overall, we are committed to addressing the concerns raised by the termination cases. By maintaining a proactive approach and continually refining the program, we aim to build a workforce that remains engaged, satisfied, and committed to the organization's success.

MEMORANDUM

To: Personnel Committee

From: Lisa McGranahan, Director of Human Resources

Date: April 3, 2024

Subject: *Agenda Item 4(f)*: Strategic Plan Goal 4 Update – **Info Item**

Since the launch of CAPK's Strategic Plan, individuals, departments, and workgroups have concentrated resources and energy to achieve goals outlined in the 2021-2025 Strategic Plan. These achievements have been captured monthly, and a look at the metrics shows progress in every initiative.

CAPK's Strategic Goal 4 states:

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

Key accomplishments have been achieved in most of our plan's four areas of concentration. These accomplishments demonstrate the extent and depth of CAPK's efforts. Key stakeholders routinely meet to review and update goals and discuss high-impact ideas to achieve these goals. The group continues to discuss in depth the goals and sub-goals and outlined an action.

Among some of the accomplishments of the past few months, CAPK has:

- Handbook revisions are progressing, with plans for implementation slated for this summer.
- Ongoing pay-related equity analysis across the agency and processed equity adjustments, underscoring the agency's dedication to fostering a fair and equitable compensation structure.
- Launched timecard and attendance training for supervisors that have yielded results as evidenced by a noticeable increase in team members' punctuality and effective strategies to address attendance issues while promoting a more accountable work culture.
- Strengthening DEI initiatives through the recruitment of a dedicated employee tasked with spearheading DEI efforts.
- Successfully implemented recruitment and retention incentives, designed to attract top talent, and ensure their continued engagement and satisfaction within the company.
- Became an E-Verify Corporate Administrator and continue to uphold standards of legality and accountability in our hiring processes. E-Verify is currently the best

means available for employers to verify electronically the employment eligibility of their newly hired employee.

- Effective April 1, 2024, implemented minute-to-minute timekeeping for all non-exempt employees, which ensures greater accuracy and accountability in recording worked hours. By tracking time in this manner, we aim to streamline our payroll processes and pay employees for every minute worked.
- Introduced Total Rewards Statements in March for all employees, providing them with the valuable opportunity to track and understand their rewards and benefits throughout their duration with CAPK.
- Conducted coaching and development training to leadership. By investing in the coaching and development of agency leaders, we not only enhance their individual capabilities but also cultivate a culture of continuous improvement and high performance throughout the organization.
- Leading the way in creating tangible cultural transformations, reflecting changes in values, behaviors, and norms among our staff.
- Employees actively seek additional HR advice and consultations for a variety of needs, alongside fostering increased trust from leadership and staff.
- Actively engaged in training sessions with the aim of bringing back strategies to implement. Benefits Team engaged with Housing leadership to provide support and awareness to EAP services and resources available. These courses include:
    - Coping With a Traumatic Event
    - Managing Staff Through Stressful Situations
    - De-escalating Potentially Violent Situations
    - Mental Health Awareness for Leaders.
- Facilitated interviewing training sessions for managers aimed to empower managers with the skills to conduct and manage interviews, enabling them to effectively select their interview panels with guidance from HR.
- Establishing a stronger reputation and evolving into a resource center rather than a policy enforcer.
- DEI initiatives remain ongoing, with ongoing recruitment efforts for additional committee members. Additionally, five staff members are actively participating in a DEI course through e-Cornell, and are in the process of registering for the NCAP Equity Cohort.

Attachments:
Goal 4 Action Plan

Lisa McGranahan

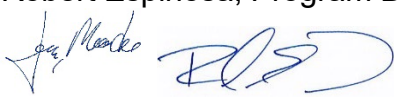
4 Employer of Choice
CAPK seeks to be an employer of choice and attract and retain a high-quality workforce to achieve the organization's desired results.

Objective	Activity
59% of 58.8% Enhance leadership capacity, effectiveness, and sustainability. (4.1) Owner: Lisa McGranahan, (10/01/21 12/31/25) Latest Comment: Conducted coaching and development trainings to leadership. By investing in the coaching and development of agency leaders, we not only enhance their individual capabilities but also cultivate a culture of continuous improvement and high performance throughout the organization. (Margaret Frazier-Sanchez, 03/29/24)	59% of 58.8% Create a standardized onboarding and training plan. (4.1.2) Owner: Lisa McGranahan, (10/01/21 12/31/25) Latest Comment: Facilitated interviewing training sessions for managers aimed to empower managers with the skills to conduct and manage interviews, enabling them to effectively select their interview panels with guidance from HR. (Margaret Frazier-Sanchez, 03/29/24)
58% of 58.8% Increase employee engagement, morale, and retention. (4.2) Owner: Lisa McGranahan, (10/01/21 12/31/25) Latest Comment: Successfully implemented recruitment and retention incentives, designed to attract top talent and ensure their continued engagement and satisfaction within the company. (Margaret Frazier-Sanchez, 03/29/24)	Not Started of 16.2% Refine employee performance review process, ensuring that creation and periodic review of staff professional development plan are integrated into the process. (4.2.2) (EOY Target: 100%) Owner: Lisa McGranahan, (01/01/24 12/31/24) 45% of 58.8% Conduct staff engagement surveys to establish benchmarks and identify areas for improvement. (4.2.3) Owner: Lisa McGranahan, (10/01/21 12/31/25) Latest Comment: Launch Benefits ad-hoc committee to evaluate employee benefits and conducted an agency-wide survey to better understand what is important to CAPK employees. (Margaret Frazier-Sanchez, 03/01/23)
59% of 58.8% Increase the visibility of the Agency and create a unified CAPK identity. (4.3) Owner: Lisa McGranahan, (10/01/21 12/31/25)	
55% of 58.8% Create strategies to incorporate Diversity, Equity, and Inclusion (DEI) best practices at all levels of the organization and services. (4.4) Owner: Lisa McGranahan, (10/01/21 12/31/25) Latest Comment: • DEI initiatives remain ongoing, with ongoing recruitment efforts for additional committee members. Additionally, five staff members are actively participating in a DEI course through e-Cornell, and are in the process of registering for the NCAP Equity Cohort. (Margaret Frazier-Sanchez, 03/29/24)	

MEMORANDUM

To: Personnel Committee

From: Jerry Meade, Assistant Director of Head Start, Program
Robert Espinosa, Program Design and Management Administrator



Date: April 3, 2024

Subject: *Agenda Item 4(g):* Head Start Personnel Update – **Info Item**

The Head Start and State Child Development Division remains dedicated to providing regular updates on personnel challenges impacting the Head Start program.

For the month of March 2024, the following information is provided to the Personnel Committee:

- 604 staff currently employed.
- 97 vacant positions.
- Onboarded ten (10) new staff members.
- Ten (10) resignations
- Conducted five (5) days of interviews for six (6) open requisitions.

Job postings continue to be listed on the Head Start California website, and ongoing recruitment endeavors persist for our direct service roles. We are actively promoting recruitment incentives to attract qualified personnel.

Attached is a document outlining closed classrooms and staff vacancies for both closed and open classrooms as of March 26, 2024.

Attachment:
Enrollment Staffing Data Sheet

Head Start State Child Development

Enrollment Staffing Data Sheet

Site	Funded	Reportable Enrollment	% Enrolled	Budgeted Staffed	Currently Staffed	Staff Vacancies	% Staffed
Alberta Dillard (PY)	40	40	100%	9	8	1	89%
Alicante	20	20	100%	5	5	0	100%
Angela Martinez EHS	24	20	83%	9	6	3	67%
Angela Martinez HS	60	60	100%	19	11	8	58%
Bakersfield College	32	23	72%				
Blanton	16	14	88%				
Broadway (PY)	40	40	100%	9	9	0	100%
California City (PY)	20	20	100%	4	4	0	100%
California Street	24	22	92%	14	14	0	100%
Cleo Foran EHS	8	8	100%	3	3	0	100%
Cleo Foran HS	15	14	93%	6	5	1	83%
Delano (PY)	76	68	89%	19	17	2	89%
E. Cal	40	37	93%	13	12	1	92%
E. Cal EHS	12	11	92%	6	3	3	50%
Escuelita Hernandez	16	16	100%				
Fairfax (PY)	39	32	82%	9	6	3	67%
Garden Pathways	11	11	100%				
Gianone	16	0	0%	8	2	6	25%
Harvey L. Hall EHS	60	44	73%	24	18	6	75%
Harvey L. Hall	80	40	50%	25	19	6	76%
Heritage (PY)	20	20	100%	4	4	0	100%
Kennedy	16	12	75%	9	8	1	89%
Lamont (PY)	20	20	100%	4	4	0	100%
Lathrop	24	16	67%	14	12	2	86%
Lodi	24	24	100%	13	11	2	85%
M. Massei	16	13	81%	9	7	2	78%
MJM EHS	16	0	0%	6	4	2	67%
MJM HS	55	0	0%	14	9	5	64%
McFarland (PY)	20	16	80%	5	5	0	100%
Mojave (PY)	20	16	80%	4	4	0	100%
Oasis EHS (PY)	8	6	75%	3	1	2	33%
Oasis (PY)	37	20	54%	11	9	2	82%
Pete Parra EHS	48	24	50%	20	11	9	55%
Pete Parra HS	80	50	63%	23	16	7	70%
Primeros Pasos EHS	16	14	88%	6	6	0	100%
Primeros Pasos HS	60	33	55%	15	11	4	73%
Rosamond (PY)	60	40	67%	16	13	3	81%
San Diego EHS	32	28	88%	17	16	1	94%
Seibert (PY)	20	20	100%	4	4	0	100%
Shafter EHS	24	17	71%	12	10	2	83%
Shafter	20	20	100%	5	5	0	100%
St. Mary's	24	24	100%	13	13	0	100%
Stockdale HS	60	0	0%	17	1	16	6%
Sterling EHS	64	36	56%	26	20	6	77%
Sterling HS	60	60	100%	18	16	2	89%
Sunrise Villa (PY)	20	20	100%	5	5	0	100%
Taft (PY)	60	60	100%	14	14	0	100%
Taft College	42	16	38%				
Tehachapi (PY)	34	28	82%	4	4	0	100%
Vineland (PY)	20	11	55%	5	4	1	80%
Virginia (PY)	20	20	100%	4	4	0	100%
Wesley (PY)	60	38	63%	17	13	4	76%
Willow (PY)	40	39	98%	9	9	0	100%
Home Base Kern 152	152	102	67%	14	14	0	100%
SJC EHS HB 130	142	77	54%	12	9	3	75%
Total	**2083**	**1480**	**71%**	**554**	**438**	**116**	**79%**

Funded Enrollment	2083	1480 71%

Active Enrollment	1641	1480 90%

Closed Classrooms	Funded Enrollment	Staff Vacancies
Bakersfield College ~ 32		
Class 1	8	0
Gianone ~ 16		
Class 1 & 2	16	6
Harvey Hall EHS ~ 60		
Class 7 & 8	16	5
Harvey Hall HS ~ 80		
Class C-FD	20	3
Class D-FD	20	3
*MJM EHS ~ 16		
Class 1	8	3
Class 2	8	3
MJM HS ~ 55		
*Class A- FD	20	3
Class B- FD	17	2
Class C- FD	15	2
Oasis EHS ~ 8		
Class 1 (HB)	2	2
Oasis HS ~ 37		
Class B-SS	17	3
Class C- SS	20	2
Pete Parra EHS ~ 48		
Class 3	5	2
Class 4	3	2
Class 5	20	2
Class 6	20	2
Pete Parra HS ~ 80		
Class B-FD	8	1
Class D-FD	20	3
Prim. Pasos HS ~ 60		
Class C- FD	20	3
Rosamond ~ 60		
Class A-PD	20	2
San Diego ~ 32		
Class 2 & 3	4	1
Shafter EHS ~ 24		
Class 2	4	0
Stockdale HS ~ 60		
Class A-D-PD	60	11
Sterling EHS ~ 64		
Class 3	4	1
Class 7	8	1
Class 8	8	3
Vineland ~20		
Class A	8	1
Taft College ~ 60		
Class 5	8	0
SJC EHS HB ~ 130		
Lathrop 3	11	1
Stockton 6	12	1
Wesley ~60		
Class A-D	12	4
Classrooms Fully Closed	**Total Slots**	**Staff Vac.**
40	**442**	**78**

* MJM slots moved to Angela Martinez and Sterling

	Slots	Staff Vac.
Closed Enrollment	**21%**	**67.24%**
Open Enrollment	**79%**	**32.76%**