

COMMUNITY ACTION PARTNERSHIP OF KERN
BOARD OF DIRECTORS MEETING

5005 Business Park North, Bakersfield, CA
October 26, 2016
12:00pm

AGENDA

I. Call to Order

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

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

- c. Roll Call

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

- d. Seating and Welcoming of New Board Member – **Action Item (p. 1)**

Resolution and Accepting Appointment of new Board member, Jason Warren, as the Head Start Policy Council Representative

II. Approval of Agenda

III. Approval of meeting minutes

- a. Minutes of October 7, 2016 Special Board of Directors meeting – **Action Item (p. 2-10)**

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

V. Special Presentations

- a. Plaque Presentation to Providence Strategic Consulting, Inc. for launching East Kern Family Resource Center's Facebook Page – Louis Medina, Outreach and Advocacy Manager & Carmen Segovia, Director of Health and Nutrition

VI. New Business

- a. Agencywide Strategic Plan – Ralph Martinez, Director of Community Development – **Action Item (p. 11-88)**
- b. Selection of Food Bank Solar Design Build Contractor – Emilio Wagner, Director of Operations – **Action Item (p. 89-91)**
- c. 2016 Head Start Community Assessment Update – Jerry Meade, Program Design and Management Administrator – **Action Item (p. 92-157)**
- d. Resolution to approve the submission of the 2017-2018 Head Start & Early Head Start Application for Continued Funding – Yolanda Gonzales, Director of Head Start / State Child Development – **Action Item (p. 158-161)**
- e. Resolution to approve the submission of the Kern Head Start Duration Grant Application Revision – Yolanda Gonzales, Director of Head Start / State Child Development – **Action Item (p. 162-163)**
- f. Food Vendor Contract Amendments to Extend Contract Term – Margaret Palmer, Business Manager – **Action Item (p. 164-169)**
- g. Resolution to approve the submission of the Community Development Block Grant (CDBG) Application to the City of Bakersfield and the County of Kern for Property and Security Improvements at the Food Bank – Carmen Segovia, Director of Health and Nutrition – **Action Item (p. 170-172)**
- h. 2017 Agency Holiday Schedule – Michele Nowell, Director of Human Resources – **Action Item (p. 173)**
- i. Community Development Division Reorganization – Ralph Martinez, Director of Community Development – **Action Item (p. 174-183)**
- j. Application Status Report and Funding Requests – Ralph Martinez, Director of Community Development – **Action Item (p. 184-186)**
 - Sempra Energy-SoCal Gas Co. for the Food Bank **(p. 187)**
 - TJX Foundation for the Food Bank **(p. 188)**
 - Walmart Community Grants Program for the Food Bank **(p. 189)**
 - United Way of Kern County for the Food Bank **(p. 190)**
 - Kern Family Health Care for the Friendship House Community Center and Shafter Youth Center **(p. 191)**
 - Bank of the West for VITA **(p. 192)**
- k. Head Start and Early Head Start Budget to Actual Reports – Donna Holland, Fiscal Manager – **Info Item**
 - Kern Head Start & Early Head Start Budget to Actual for the Period Ending September 30, 2016 **(p. 193-196)**

- San Joaquin Early Head Start Budget to Actual for the Period Ending September 30, 2016 (**p. 197-199**)
- Partnerships Early Head Start Child Care Budget to Actual for the Period Ending September 30, 2016 (**p. 200-201**)

- I. Discretionary Fund Update and Financial Statements, September 2016 – Christine Anami, Director of Finance – **Action Item (p. 202-300)**

VII. Committee Reports

- a. Program Review & Evaluation Committee Report – Ralph Martinez, Director of Community Development – **Info Item (p. 301)**
- b. Budget & Finance Committee Report – Christine Anami, Director of Finance – **Info Item (p. 301)**

VIII. Advisory Board Reports

- a. Head Start Policy Council Report – Jason Warren, Policy Council Representative – **Action Item (p. 302)**
 - i. Minutes of September 29, 2016 (**p. 303-306**)
- b. Friendship House Advisory Report – Ralph Martinez, Director of Community Development – **Action Item**
 - i. Verbal Report

IX. Executive Director Report – Jeremy Tobias, Executive Director – **Action Item (p. 307)**

- a. Report on the update to the Agency By-Laws and the Development of a Succession Plan Policy

X. Board Member Comments

XI. Closed Session

XII. Close Session Report

XIII. Next Scheduled Meeting

Board of Directors Meeting
Wednesday, November 30, 2016
12:00 p.m.
5005 Business Park North
Bakersfield, CA 93309

XIV. Adjournment

This is to certify that this Agenda notice was posted in the lobby of the CAPK Administrative Office at 5005 Business Park North, Bakersfield, CA and online at www.capk.org by 12:00pm, October 21, 2016. Amanda Norman, Assistant to the Executive Director

RESOLUTION # 2016-18

A Resolution of the Board of Directors of the Community Action Partnership of Kern approving the appointment of Jason Warren as the Head Start Policy Council Representative

The Board of Directors of the Community Action Partnership of Kern located at 5005 Business Park North, Bakersfield, CA 93309, met on October 26, 2016, in Bakersfield, California at a scheduled Board meeting and resolved as follows:

WHEREAS, in accordance with Article I, Section 3 of the By-Laws of the Community Action Partnership of Kern, the CAPK Board of Directors adhere to the procedure for selecting Directors, and

WHEREAS, one low-income representative shall be a member of the Head Start Policy Council (PC), selected by the Head Start Policy Council, and shall serve on the Community Action Partnership of Kern Board of Directors as the PC representative for one year, and

WHEREAS, in accordance with Article IV, Section 2 of the Policy Council By-Laws of the Community Action Partnership of Kern, the Chairperson will be the primary officer to serve as a member of the Board, and

WHEREAS, on September 29, 2016 the Policy Council elected Jason Warren to serve as the Chairperson for the remainder of 2016, and

NOW, THEREFORE, be it resolved that the CAPK Board of Directors hereby recognizes and accepts the appointment of Jason Warren as the 2016 Head Start Policy Council Representative.

APPROVED, by a majority vote of the Directors of the Community Action Partnership of Kern, this 26th day of October, 2016.

Garth Corrigan, Chair
CAPK Board of Directors

Date

COMMUNITY ACTION PARTNERSHIP OF KERN
SPECIAL BOARD OF DIRECTORS MEETING

5005 Business Park North, Bakersfield, CA

October 7, 2016

12:00pm

I. Call to Order

Garth Corrigan called the special meeting to order at 12:08pm at the Community Action Partnership of Kern Administrative Building, 5005 Business Park North, Bakersfield, CA.

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

Present: Garth Corrigan, Curtis Floyd, Fred Plane, Warren Peterson, Craig Henderson (arrived at 12:24pm), Yolanda Ochoa, Ana Vigil and Charlie Rodriguez

Absent: Don Bynum, James Camp, Jose Gonzalez, Mike Maggard, Tony Martinez, Kathy Philley, and Ashley Womack

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

- d. Acceptance of Resignation of Board Member Ashley Womack, Policy Council Representative – **Action Item**

Motion was made and seconded to approve the resignation of Board Member Ashley Womack, Policy Council Representative. (Plane/Rodriguez)

II. Approval of Agenda

Motion was made and seconded to approve the Board of Directors meeting agenda for October 7, 2016. Carried by unanimous vote. (Plane/Ochoa)

III. Approval of meeting minutes

- a. Minutes of August 24, 2016 Board of Directors meeting – **Action Item**

Motion was made and seconded to approve the minutes of August 24, 2016 Board of Directors meeting. Carried by unanimous vote. (Floyd/Ochoa)

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

No one addressed the Board.

V. Special Presentations

No presentations were made.

VI. New Business

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

Irene Fonseca, 211 Senior I&R Specialist, presented on behalf of Romala and stated 211 participated in the emergency services response for the 2016 Erskine Fire. A resolution is needed before reimbursement can be rendered. Reimbursement requested is estimated at \$4,826.93 for additional staffing hours for dates of June 23, 2016 to July 6 and Telephony Services are estimated to be at \$3,311.21.

Motion was made and seconded to approve the 211 Request for Private Non-Profit (PNP) Applicant's Authorized Agent Resolution from California Office of Emergency Services in regards to the Erskine Fire. Carried by unanimous vote. (Ochoa/Plane)

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

Loretta Andrews, Assistant Program Manager, presented on behalf of Romala and stated the Board resolution is for the 2017 LIHEAP contract which authorizes Jeremy Tobias, Executive Director, and Christine Anami, Finance Director to act on behalf of the Board as CAPK's representative signatory. The contract's funding period is from October 1, 2016 to December 31, 2017 with a total funding of \$7,594,086 which includes \$3,471,585 for assisting clients with utility bills.

Motion was made and seconded to approve the Resolution to Approve the Submission of the 2017 Low-Income Home Energy Assistance (LIHEAP) Contract (#17B-3012). Carried by unanimous vote. (Plane/Floyd)

- c. Agencywide Strategic Plan 2016-2021 – Ralph Martinez, Director of Community Development – **Action Item**

Ralph Martinez stated at the Board meeting in August, the consultant gave an extensive presentation on the Strategic plan, the goals and strategies. There were a number of requests for minor changes and what is being presented today is the final

strategic plan which upon approval will be implemented January 1, 2017. He stated staff is recommending the Board approves the agency's strategic plan for 2016-2021.

Curtis Floyd asked if there is a timeline of when the strategic plan needs to be approved and Ralph stated there is not, but there is a timeline from CSBG as there is an upcoming review but we need to demonstrate that we are at the very least working on the plan.

Curtis stated that as the Board does have a quorum, but there are a lot of Board members missing, he feels the strategic plan is important enough that it should be tabled until the next meeting for when more members are in attendance and Board members have a little bit more time to read through the document.

Warren Peterson stated he agrees with Curtis Floyd.

Curtis Floyd motion to table the agenda item until the next meeting and Yolanda Ochoa second. Carried by unanimous vote.

Jeremy Tobias stated the item will be placed on the agenda for the October 26th Board of Directors meeting.

- d. Employee Health Insurance & Benefit Plan Renewal for Calendar Year 2017 – Michele Nowell, Director of Human Resources – **Action Item**

Michele Nowell stated it is that time of year again to renew the employee benefits and Michele introduced Steve Hulbert, Senior Vice President with Wells Fargo Insurance, the agency broker for the employee health benefit package.

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

Steve stated the Current enrollment in the CAPK dental plan is 536 employees. The majority of the enrollment is with the MetLife DHMO plan (458 employees). The Current annual costs are \$189,584 annually or \$354 per employee per year. If CAPK renews the current plan with no changes the annual cost will increase to \$198,284 or 4.6%. This would increase annual dental premium by \$8,700. CAPK shares this cost with enrolled employees so the impact to CAPK would be \$3,598. He stated Wells Fargo conducted a marketing of our dental plan. The best alternative to MetLife was determined to be United Concordia (UCCI). The annual cost of the UCCI dental plan is \$180,114 or 5% below current. This would reduce total dental premium by \$9,470 and would reduce CAPK costs by \$1,671. Employee costs would fall by \$7,799 compared to current costs with the UCCI option. We conducted a comparison of dentists that CAPK employees utilize and found that over 80% of the dentists currently utilized would continue to be in the UCCI dental plan. UCCI is currently contacting the dentists that fall outside of the network and they hope to increase the number of available dentists in the Bakersfield area before the 1/1/2017 effective date. The coverage offered by UCCI is equal to or better than is currently offered by MetLife.

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

He stated the recommendation is to remain with Blue Shield for medical and vision coverage, with the changes to the coverage copays. Change to United Concordia for dental and to continue all Life, ADD, STD, LTD and volunteer life with Hartford.

Yolanda Ochoa asked if the dental plan is separate from the medical plan and Steve stated the dental is by itself and medical and vision are bundled.

Yolanda asked if the employees are in agreement with the proposed plan changes. Michele Nowell stated we do not do an annual survey but when they are looking at benefits, they try to keep the rates down. All employees may not like the changes but the agency does look at trying to finding a balance between shared payroll deduction costs, and out of pocket copays.

Motion was made and seconded to approve the Employee Health Insurance & Benefit Plan Renewal for Calendar Year 2017. Carried by unanimous vote. (Henderson/Plane)

- e. Resolution to Approve the Submission of the San Joaquin Early Head Start Refunding Application – Yolanda Gonzales, Director of Head Start/State Child Development – **Action Item**

Yolanda Gonzales stated this is year three (3) of our program in San Joaquin and they are requesting approval to submit an application for continued funding. The application will continue funding from February 1, 2017 through January 31, 2018.

She stated the board approved the budget in June 2016 and only minor changes happened since then.

Motion was made and seconded to approve the Resolution to Approve the Submission of the San Joaquin Early Head Start Refunding Application. Carried by unanimous vote. (Henderson/Ochoa)

- f. Early Head Start Child Development Partnership Agreement with Kern Community College District – Yolanda Gonzales, Director of Head Start/State Child Development – **Action Item**

Jerry Meade stated Bakersfield College has requested a deduction of slots which requires an amendment to the contract. They have requested to move from 40 slots to 32 slots and another partner has been identified to take the 8 slots remaining.

Curtis Floyd asked if the current contract has expired and Jerry stated it has not.

Curtis wanted to know if there would be any losses based on losing the 8 slots and Jerry stated there would be no losses.

Ana Vigil asked if currently enrolled children will be denied services because of the reduction and Jerry stated there will not be a reduction in the current children enrolled. As the children age out, Bakersfield College will not fill the 8 slots, so gradually they will be down to the 32 slots without taking any services away from any currently enrolled children.

Motion was made and seconded to approve the Early Head Start Child Development Partnership Agreement with Kern Community College District. Carried by unanimous vote. (Henderson/Rodriguez)

- g. Proposed Revisions for the 2016-2017 Policy Council Bylaws – Janelle Gonzalez, Program Governance Coordinator – **Action Item**

Janelle Gonzalez stated the Bylaws Committee meets 3-4 times a year to ensure that the committees and Policy Council are adhering to its Bylaws. Proposed changes include: The type of Membership was changed to eliminate Region 5, Voting by GoToMeeting will take place by color cards, Composition of committee members changes for the Bylaws committee to now have seven (7) members instead of six (6).

Motion was made and seconded to approve the Proposed Revisions for the 2016-2017 Policy Council Bylaws. Carried by unanimous vote. (Henderson/Vigil)

- h. Authorize Aggregate Limit of Preferred Vendor “Game Time” – Emilio Wagner, Director of Operations – **Action Item**

Emilio Wagner stated “Game Time” is a manufacture for playgroup equipment used for our Head Start program. It has been determined that this preferred vendor, which

holds a contract with US Communities, will exceed \$200,000 by February 28th, 2017. Currently aggregate expenditures with Game Time are \$41,520. Staff recommends the board approve the proposed aggregate purchase amount for Game Time and authorize the Executive Director to execute any contracts as a result.

Motion was made and seconded to approve the Authorize Aggregate Limit of Preferred Vendor "Game Time". Carried by unanimous vote. (Henderson/Floyd)

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

Ralph Martinez stated at the Executive Committee meeting in July, there was a funding profile to fund a Microloan and Financial Literacy Pilot Program similar to a program operated by the Community Action Agency in Tulare County. The proposed program will be very limited in scope as a pilot, and would be offered to Head Start parents and staff would work with the parents to come up with a financial goal.

The Executive Committee expressed a number of concerns regarding possible violations of consumer lending laws as well as liability and wanted more information. Ralph stated the agency will be able to apply to the California Department of Business Oversight for Nonprofit Consumer Loan Licensure Exemption, allowing CAPK to make small dollar loans from \$250 - \$2,500, outside of the normal consumer loan programs and requirements. There is a requirement on obtaining a credit report on participants and the agency would have to report back.

Ralph stated this would be a grant with Wells Fargo Bank and the grant money would not have to be paid back to Wells. He stated Wells Fargo has supported the Bridge Loan Program which is a successful microloan program with Community Services Employment Training, a Community Action Agency in Tulare County and they want to work with CAPK to replicate the model in Kern County. Ralph stated we are fortunate that our Business Manager has experience in working with a program like this and will help with developing policies and procedures which will come back to the Board for approval.

Craig Henderson asked what the duration of the loans is and Ralph stated the duration could be from 12 to 18 months, depending on the situation. Ralph stated participants would have to provide the reason why they have the need, and income verification.

Garth Corrigan asked what the estimated personnel costs could be and Ralph stated it would be about \$10,000-\$15,000 and some administrative costs would be covered under the CSBG contract as he and some of his staff would be involved.

Warren Peterson noted that Ralph said he spoke to Tulare, and he thought Ralph should have come back with testimonials and proof of how this was implemented in Tulare. Ralph stated he tried to get someone from Tulare to come to attend the Board meeting, but he was not able to finalize the schedule and apologized for not getting something in writing.

Curtis Floyd asked if the agency gives a loan and it is not repaid, do we then sue and Ralph stated we would not. Curtis feels that we can be sued for discrimination among other things and feels there is a lot of risk for \$20,000 and the agency's reputation would be on the line.

Curtis said maybe Wells Fargo would be willing to give the money for us to conduct the financial literacy part of the program, and then send the clients to a bank to obtain a loan.

Fred Plane proposed the item be referred back to staff to look at a hybrid system with a partner funding agency, and not get into giving loans but rather refer clients out to obtain the loan from our partnering agency. Craig seconded. Carried by unanimous vote.

VII. Committee Reports

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

No report was given.

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

Christine Anami stated the Board had previously approved to set aside \$15,000 for the construction of the Quad project at the Friendship House Community Center, and that project is completed and will be paid out. The Committee approved the addition of a Business Analyst position to the Energy Program. The agreement with United Way of Stanislaus County was reviewed and approved for 211 to provide call handling services.

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

VIII. Advisory Board Reports

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

Jerry Meade presented on behalf of Janelle Gonzalez and stated that the Policy Council met on August 25, 2016. The Policy Council approved 2016-2017 Bylaws and the 2017-2018 Early Head Start San Joaquin Refunding Application. The next Policy Council meeting will be held on September 29th in the Board room from 5:45-7:00pm.

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

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

Ralph Martinez stated the Friendship House Community Center staff and Advisory Board wanted to thank the Board of Directors for having their meeting at the Friendship House last month. They are busy with getting ready for their mixer on October 27th. It will be held at Metro Galleries and costs \$20 to attend.

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

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

- a. Update on Food Bank Solar Project

Jeremy Tobias stated Emilio Wagner will provide an update about the Food Bank Solar Project.

Emilio Wagner stated a Request for Proposal (RFP) was issued on September 20th with a due date of October 19th. Staff will review the proposals along with the City and County and we hope to have a recommendation to award the contract at the October 26th Board of Directors meeting. He stated they plan to proceed with the project starting October 31st and they anticipate the project to be completed in 4 months.

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

X. Board Member Comments

Ana Vigil informed the Board about the “Paint Night” event the Shafter Youth Center was having on October 14th at 5:00pm in the Board room.

XI. Closed Session

Motion was made and seconded to move the committee into closed session at 1:31pm. (Henderson/Ochoa)

- a. Employee Evaluation – Executive Director (Government Code Section 54957)
- b. Reconvene into Open Session

The Board reconvened into open session from closed session at 1:55pm.

XII. Close Session Report

Fred Plane reported that in closed session the Board of Directors approved the evaluation of the Executive Director including goals for the next year, and approved covering the cost of the employee medical share, with no salary increase.

XIII. Next Scheduled Meeting

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

XIV. Adjournment

The meeting adjourned at 1:56pm.

COMMUNITY ACTION PARTNERSHIP OF KERN

MEMORANDUM

To: Board of Directors

From: 
Ralph Martinez, Director of Community Development

Date: October 26, 2016

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

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

9/16/2016 REVISIONS TO Draft CAPK Strategic Plan 2016-2021

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

Recommendation:

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

Attachments: CAPK Strategic Plan 2016-2021

Strategic Plan 2016-2021

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Executive Summary

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

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

Vision



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

Mission



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

Guiding Principles

Leadership

Commitment

Quality Service Delivery

Respect & Honor

Communication

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

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

FAMILY	1. ORGANIZATION CURRENTLY FUNCTIONS IN PROGRAMMATIC SILOS.	CAPK programs are currently working in silos, impacting the organization’s ability to strategically deploy resources in a manner that helps it achieve its organizational vision and mission. This type of work environment leaves employees unaware of the comprehensive needs of the communities they serve and unable to connect the work they do to the larger anti-poverty goals of the organization. It also prevents families from accessing the full range of CAPK services in a manner that is streamlined.
	2. COMMUNICATION EFFORTS ARE INADEQUATE.	Employees, key stakeholders, other community-based organizations, and the general public do not have adequate information about the spectrum of CAPK services or how the organization is structured. As a result, people who are eligible may not be receiving services, and misconceptions about the organization reduce opportunities to strengthen systems and to partner effectively.
COMMUNITY	3. ORGANIZATION DOES NOT PROACTIVELY ADVOCATE FOR POLICIES OR FUNDING.	External policies and funding don’t sufficiently support the ability of individuals (service recipients) to achieve self-sufficiency or the organization (CAPK) to adequately respond to community needs. Advocacy that has been conducted has largely been responsive to possible cuts, positioning the organization to consistently function in a survival mode.
	4. ORGANIZATION SUFFERS FROM HIGH TURNOVER AND LOW MORALE.	The organization has struggled with workforce issues which stem from the size of the organization, the variety of different employee incentive structures (based on funding stream), and the lack of a strategic approach to talent management. The results are high turnover and low employee morale.
AGENCY	5. INSUFFICIENT ORGANIZATIONAL RESOURCES TO MEET COMMUNITY NEED.	Most CAPK services are dependent upon public and private funding, which is becoming more competitive and constrained, while the demand for services continues to increase. The organization does not have a proactive planning approach to diversifying its funding stream or a designated plan of action in the event that a major cut in funding were to occur.

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

FAMILY

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

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

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

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

COMMUNITY

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

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

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

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



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

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

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

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

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



Introduction

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



Purpose of the Plan

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

Organization of the Report

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

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

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

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

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

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

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

Organizational Overview

Strategic Framework

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



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

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

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

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

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

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



Current Services Provided

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

Head Start & State Child Development	Health and Nutrition Services	Community Services	Community Development
<ul style="list-style-type: none"> • Head Start • Early Head Start 	<ul style="list-style-type: none"> • Food Bank • Central Kitchen • Women, Infants and Children (WIC) • East Kern Family Resource Center (EKFRC) • Migrant Childcare Alternative Payment Program (MCAP) • HIV Prevention & Testing 	<ul style="list-style-type: none"> • 211 Kern County • Energy • Volunteer Income Tax Assistance (VITA) 	<ul style="list-style-type: none"> • Friendship House Community Center • Shafter Youth Center

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

Head Start/State Child Development

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



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

Central Kitchen

Women, Infants and Children (WIC)

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

MCAP

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



Volunteer Income Tax Assistance (VITA)

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

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

HIV Prevention & Testing

Food Bank



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

East Kern FRC

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



211 Kern County

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

Energy

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



Friendship House

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

Shafter Youth Center

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



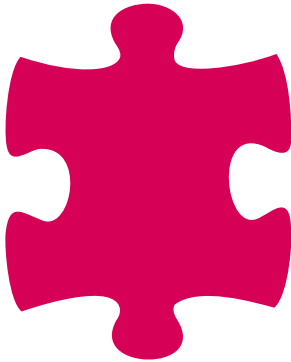
Adaptability to Changing Conditions

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

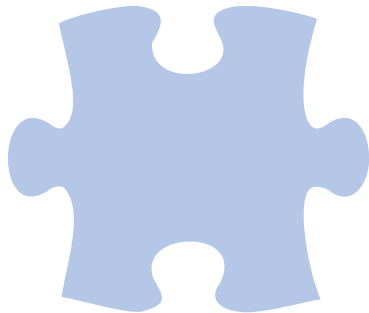
In 2011 CAPK leadership committed to initiate a Strategic Transformation to create a culture of innovation and operational excellence. Under the guidance of Wipfli, one of the nation's top accounting and business consulting firms, CAPK created a Guiding Change Coalition composed of members representing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

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

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



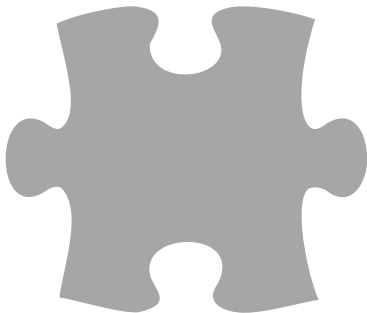
Commitment to a continuous state of improvement. To accomplish transformative goals, CAPK began a long-term effort to establish goals and change the culture of CAPK. The *Burning Platform* was shared with the Board of Directors, all employees, CAPK's partners, and stakeholders in the community. CAPK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



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



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

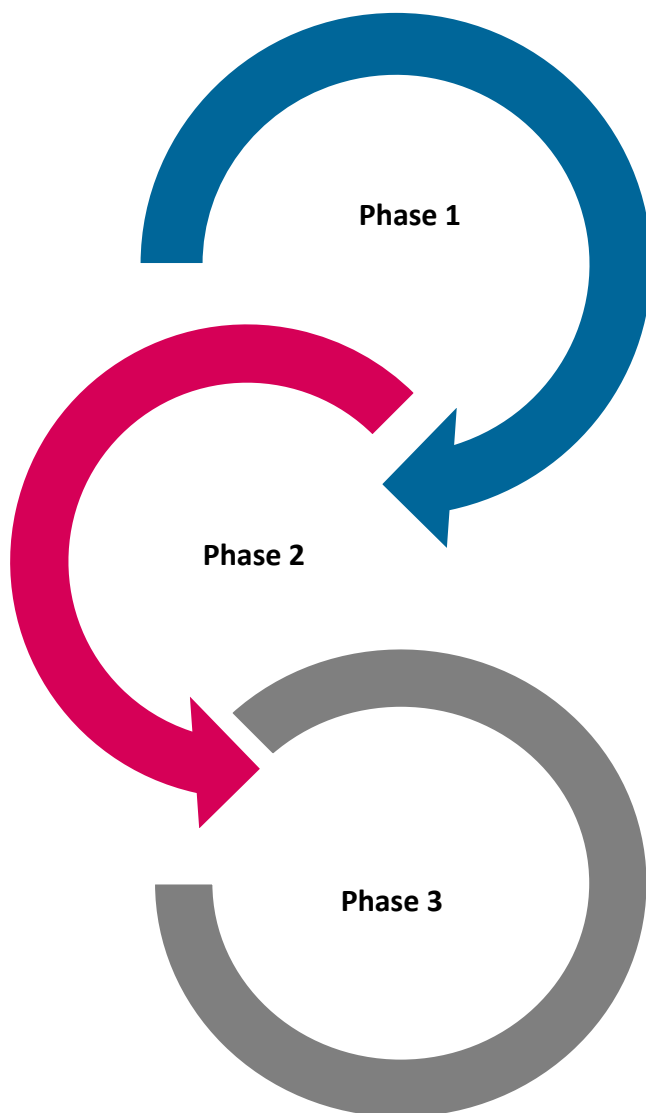


Improvement of communication. Improved CAPK's communication capabilities by assigning an Outreach and Advocacy Manager to direct both internal and external communications, which increases the dissemination and consistency of information to employees, clients, stakeholders, and the community.

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

Methods and Approach

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



Phase I – Assessment and Analysis

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

Phase 2 – Strategic Planning Session

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

Phase 3 – Documenting the Plan

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

Situational Analysis

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

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

Kern County

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

Demographic Information

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

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

Population Projections

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



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

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

County Snapshot

The *County Health Rankings* measure the health of nearly all counties in the nation. The data is compiled using county-level measures from a variety of national and state data sources. The data represented in the chart below are taken from the most recent data available (2004-2011). These measures are standardized and combined using scientifically-informed weights².

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

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

² Retrieved on April 8, 2016 from:

<http://www.countyhealthrankings.org/app/california/2016/rankings/kern/county/outcomes/overall/snapshot>

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



Community and Client Needs Assessment

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

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

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



Employment Readiness

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



Unemployment

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



Access to Health Care

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



Basic Needs

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

SWOT Analysis

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

- Staff are knowledgeable and committed to the service population.
 - Board and executive leadership are strong.
 - Programs have been flexible to changes in the environment.
 - Organization is able to meet contractual obligations and has some systems in place to manage risk.
 - Families receive high quality services.
 - Organization is knowledgeable and responsive to the needs of families.
 - Partnership with other service providers.
 - Provision of services in rural and "hard to reach" populations where limited access exists.
 - Long history of service to the community.
 - Good contract compliance and strong relationships with funders.
-
- Organization tends to operate in silos, focused on divisional objectives without understanding the connection to the broader mission.
 - There are insufficient resources to support organizational activities (lack of funding, technology tools/capabilities, low staff resources, lack of appropriate facilities and supplies).
 - The organization does not have a strategic approach to talent management, resulting in high staff turnover and low employee morale.
 - There are not consistently applied communication efforts to ensure that knowledge is shared appropriately throughout the organization.
 - Lack of a diversified funding stream leaves the organization at risk.
 - The organization needs time to plan and organize its system to develop further efficiencies in its work processes.

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

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

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

Critical Issues

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

FAMILY

1. ORGANIZATION CURRENTLY FUNCTIONS IN PROGRAMMATIC SILOS.

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

2. COMMUNICATION EFFORTS ARE INADEQUATE.

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

COMMUNITY

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

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

4. ORGANIZATION SUFFERS FROM HIGH TURNOVER AND LOW MORALE.

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

AGENCY

5. INSUFFICIENT ORGANIZATIONAL RESOURCES TO MEET COMMUNITY NEED.

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

Goals and Objectives

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

CRITICAL ISSUE: ORGANIZATION CURRENTLY FUNCTIONS IN PROGRAMMATIC SILOS.

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

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

1.1 By June 2017 – Review and analyze the needs of our target populations.



Research and/or review current and past CAP reports for Kern County as well as other areas served, identifying trends and issues that affect priority populations.

1.2 By March 2018 – Develop organizational goals and shared outcomes among CAPK programs.



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

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

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






Develop a leadership team to develop, implement, and refine a single point of entry into CAPK services, using CAP60.

CRITICAL ISSUE: COMMUNICATION EFFORTS ARE INADEQUATE.

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




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

- | | | |
|---|--|---|
| 3.1 By September 2017 – Establish a communications plan that directs how CAPK will proactively communicate with its employees, the public, partner agencies, and key community stakeholders. |  | Develop a Communications committee to establish a comprehensive communications plan which includes internal and external communication practices, tools, and techniques (ex: key messages.) |
| 3.2 By December 2017 – Implement internal communication activities to support knowledge transfer. |  | Implement strategies for internal communications as specified in the communications plan. |
| 3.3 By December 2016 – Implement external communication activities to increase awareness of and support for CAPK among all community stakeholders (clients, partners, funders, etc.). |  | Implement proactive external communication activities which may include newsletter distribution, press releases and community outreach events. |

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

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







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

- | | | |
|--|---|--|
| 4.1 By June 2017 – Track and respond to changes in local, state, and federal legislation affecting our service populations. |  | Using resources such as Virtual CAP, CalCAPA, national CAP, and NASCSP, CAPK will track changes which may affect CAP agencies and consider action. CAPK will also respond to requests from partner agencies regarding letters of support for mission-aligned issues. |
| 4.2 By December 2017 – Proactively develop and implement an advocacy agenda. |  | Review and assess the policies and issues most important to target population, identifying areas in which CAPK will take proactive legislative action. |
| 4.3 By March 2018 – Identify, formalize, nurture, and maintain relationships with key policy stakeholders. |  | Implement key policy stakeholders and develop mechanisms and opportunities to increase understanding and support for CAPK efforts. |

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

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

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

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

CRITICAL ISSUE: INSUFFICIENT ORGANIZATIONAL RESOURCES TO MEET COMMUNITY NEED.

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

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

6.1 By September 2018 – Develop a long-range financial plan.



Explore funding needs, resources secured, and gaps based on current service delivery. Identify alternative funding mechanisms which may support addressing resource gaps. Also, develop a plan for responding to possible funding cuts.

6.2 By December 2018 – Build upon financial practices which provide CAPK with better budget flexibility.



Use the long-range financial plan as the basis for developing annual budgets. Also regularly use budget monitoring tools to ensure budgets are on track or whether adjustments are needed.

Evaluating and Updating the Plan

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

Ongoing implementation

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

Implementation efforts will begin in September 2016.

Quarterly review

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

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

Quarterly reviews will begin in January 2017.

Annual Update

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

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

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

Annual Implementation Plan

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

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

Appendix

Appendix A: Implementation Plan

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

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

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

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

Community <p>Critical Issue: Organization does not proactively advocate for policies or funding. External policies and funding don't sufficiently support the ability of individuals and families (service recipients) to achieve self-sufficiency or the organization to adequately respond to community needs.</p>			
Goal 4. CAPK will actively advocate on behalf of issues affecting its target populations.			
Objective	Strategies	Timeline for Completion	Lead Staff Members
Objective 4.1: Track and respond to changes in local, state, and federal legislation affecting our service populations.	4.1.1 Identify mechanisms within National CAP, NASCSP, and CAPLAW to track legislation, policies, and initiatives that affect CAP agencies.	March 2017	Executive Director/ Community Development Division Director
	4.1.2 Actively participate within CalCAPA's Legislative Committee to identify national and state legislations, regulations, and initiatives that affect California CAPs.	June 2017	
	4.1.3 Monitor local legislations or regulations that affect our service population.	June 2017	
	4.1.4 Assign staff to respond to legislation and regulations that affect CAPs and our service population.	June 2017	
Objective 4.2: Pro-actively develop and implement an advocacy agenda.	4.2.1 Assign staff to spearhead the development of a special Advocacy unit.	June 2017	Executive Director/ Community Development Division Director/Outreach & Advocacy Manager
	4.2.2 Develop a business plan for the Advocacy unit, identifying staff, resources, strategies, and advocacy goals for CAPK.	September 2017	
	4.2.3 Establish priorities and implement CAPK's Advocacy agenda.	December 2017	

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

Agency Critical Issue: Organization suffers from high turnover and low morale. The organization has struggled with workforce issues which stem from the size of the organization, the variety of different employee incentive structures (based on funding stream), and the lack of a strategic approach to talent management. The results are high turnover and low employee morale.			
Goal 5. CAPK will have an engaged and retained workforce.			
Objective	Strategy	Timeline for Completion	Lead Staff Members
Objective 5.1: Develop an organization-wide talent management plan.	5.1.1 Begin with a critical review of current positions; evaluating positions with an emphasis on scope of work, balance of work load, and the end product being a revised/final organizational chart. Divisions review grant's scope of work, performance standards and other regulations to determine and develop positions, with appropriate job descriptions to best accomplish the task. Revise organizational structure to efficiently accomplish the mission of the agency.	April 2017	Division Directors
	5.1.2 Job description review that brings consistency in format, an expectation that follows a "position not person" mentality , qualifications, wage analysis, requirements for testing	June 2017	Division Directors
	5.1.3 Provide revised job descriptions to each Division Director who then signs off for finalization.	September 2017	Division Directors
	5.1.4 Talent Management Plan: maintain, regularly evaluate, follow same process for new positions.	Annually June 2018 June 2019 June 2020 June 2021	Division Directors

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

<div> <div>Agency</div> <div> Critical Issue: Organization suffers from high turn-over and low morale. The organization has struggled with workforce issues which stem from the size of the organization, the variety of different employee incentive structures (based on funding stream), and the lack of a strategic approach to talent management. The results are high turnover and low employee morale. </div> </div>			
Goal 5. CAPK will have an engaged and retained workforce. (CONT.)			
Objective	Strategy	Timeline for Completion	Lead Staff Members
Objective 5.4: Create a consistently applied process for developing employees.	5.4.1 Division/Position 6 Month Training Plan development for new hires and EEs entering into a new position to include: Civility Training, retention testing, follow up plan, and an auditing or compliance system to ensure managers are monitoring the success of the training. Develop written training plans for 6 month introductory period. All training plans need to be specific to position with documented timelines and follow up to ensure that all employees receive training to be competent in the essential functions of their position. Management accountability to ensure the completion of all training plans on a consistent manner at all levels of employment.	January 2019	Division Directors
	5.4.2 Develop Performance Evaluation tools based on needed competences of each position. Develop calibration methods that establish constancy in the evaluation of employee performance. Develop supervisorial accountability to ensure all employees are fairly evaluated (goal driven/non-subjective) and delivered in a timely manner.	January 2019	
	5.4.3 Develop an Employee Feedback Survey to monitor training effectiveness, EE retention, and any needed revisions.	January 2019	

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

<div> <div>Agency</div> <div> Critical Issue: Insufficient organizational resources to meet community need. The organization does not have a proactive planning approach to diversifying its funding stream or a designated plan of action in the event that a major cut in funding were to occur. </div> </div>			
Goal 6. CAPK will develop a strategic financing framework to ensure it is prepared for the future and has an adequate understanding of its financial position.			
Objective	Strategy	Timeline for Completion	Lead Staff Members
Objective 6.1: Develop a long-range financial plan.	6.1.1 Identify all costs and projected revenue associated with ongoing support for each division within CAPK over a 5-year period of time.	December 2017	Finance Division/Division Directors
	6.1.2 Develop a formal, comprehensive cost/benefit analysis for all expansion/capital projects, to include initial costs, ongoing maintenance budgets and potential benefits/revenue.	December 2017	Finance Division/Division Directors
	6.1.3 Combine data collected in strategies 6.1.1 and 6.1.2 to develop a 5-year projected revenue and anticipated expense financial plan framework.	March 2018	Finance Division/Executive Director
	6.1.4 Develop written guidelines for implementing financial plan and addressing funding changes, near-term and long-term.	April 2018	Finance Division
	6.1.5 Identify and explore programs with an opportunity to develop enhanced and/or new revenue streams.	July 2018	Finance Division/Division Directors/Executive Director
	6.1.6 Establish a robust committee to develop opportunities to generate \$1MM in the discretionary fund as an initial tier goal.	September 2018	Finance Division/Division Directors/Executive Director

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

Appendix B: CAPK Community Needs Assessment 2015

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

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

Community and Client Needs Surveys

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

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

Survey Distribution Methodology

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

Resident Survey Summary Narrative

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Table 1: Resident Survey Summary

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

Agency Survey Summary

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

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

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

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

Table 2: Resident Survey Summary

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

Health Needs Assessments

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

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

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

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

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

Public Hearing

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

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

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

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

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

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

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

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

211 Kern County Unmet Needs

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



Table 3: Top Five 211 Kern Unmet Needs, 2014

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

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

Table 4: Reasons for 211 Kern Unmet Needs, 2014

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

Kern County Poverty and Key Indicators Compared to California

Population

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

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

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

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

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

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

Households and Families

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

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

Grandparents

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

Native and Foreign Born

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

Language

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

Geographic Mobility

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

Persons with Disabilities

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

Poverty Guidelines

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

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

Table 6: Poverty Guidelines, 2015

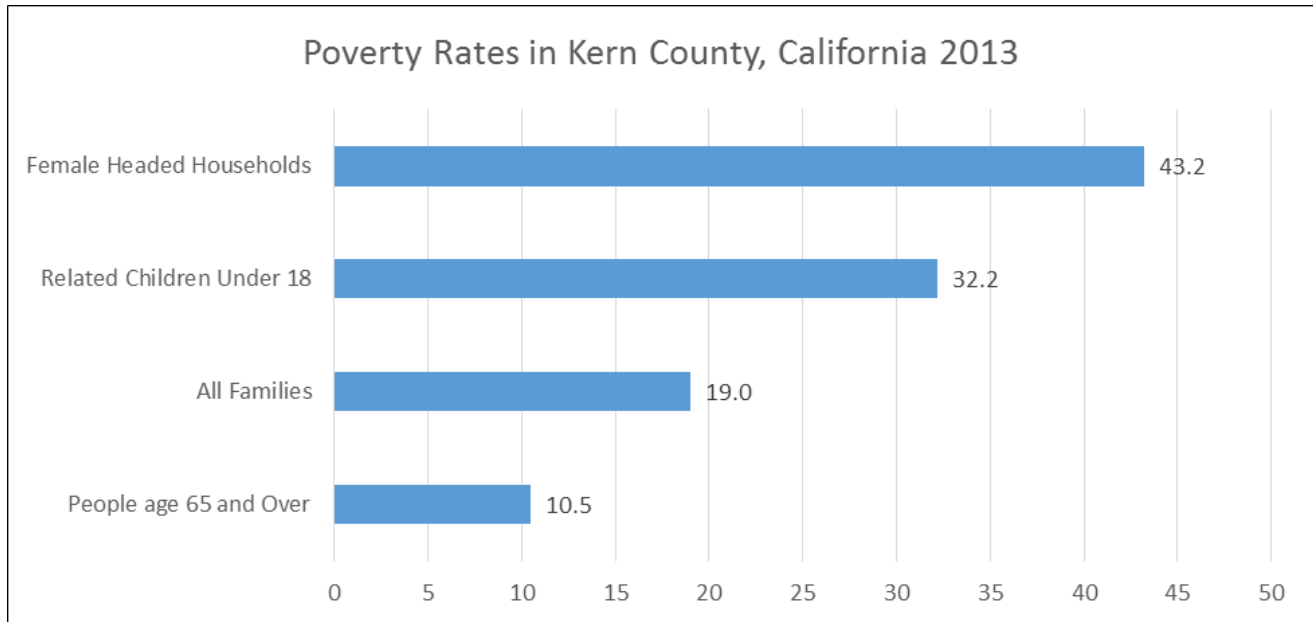
2015 POVERTY GUIDELINES FOR THE 48 CONTIGUOUS STATES AND THE DISTRICT OF COLUMBIA	
Persons in Family/Household	Poverty Guideline
1	\$11,770
2	\$15,930
3	\$20,090
4	\$24,250
5	\$28,410
6	\$32,570
7	\$36,730
8	\$40,890
For families/households with more than 8 persons, add \$4,160 for each additional person.	

Poverty

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

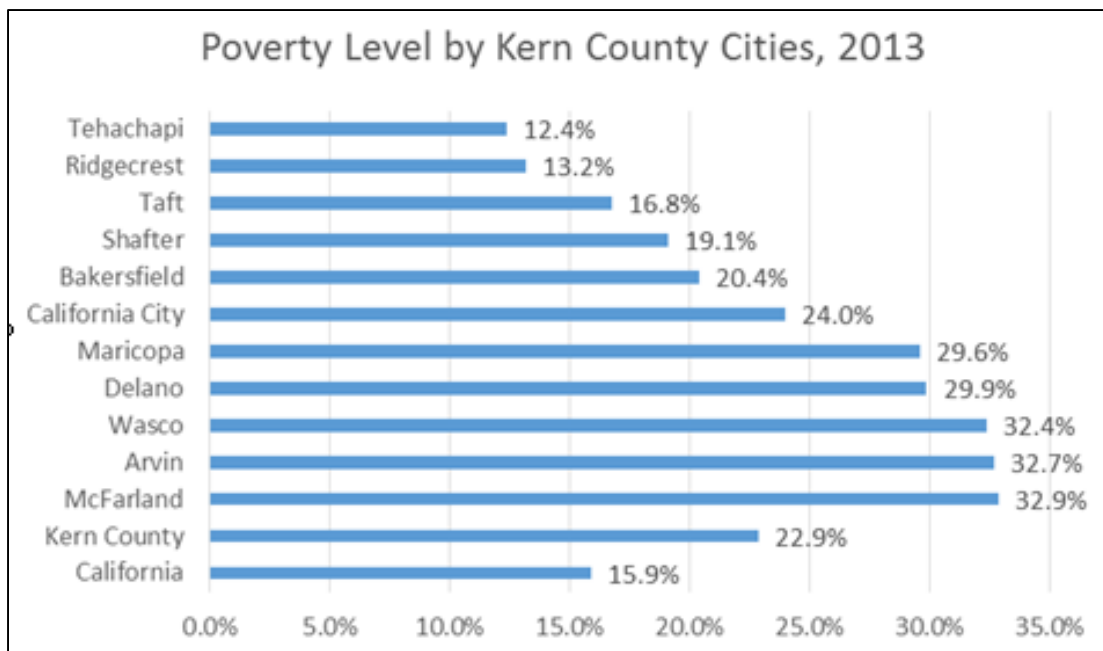


Figure 1: Kern County Poverty Rates by Group, 2013



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

Figure 2: Poverty by Kern County Cities, 2013



Children and Poverty

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

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

CAPK GIS Maps

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

Poverty and Race

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

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

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

Working Poor

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

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

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

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

Participation in Government Programs

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

Industry and Employment

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

Table 8: Kern County Employment by Age, 2013

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

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

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

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

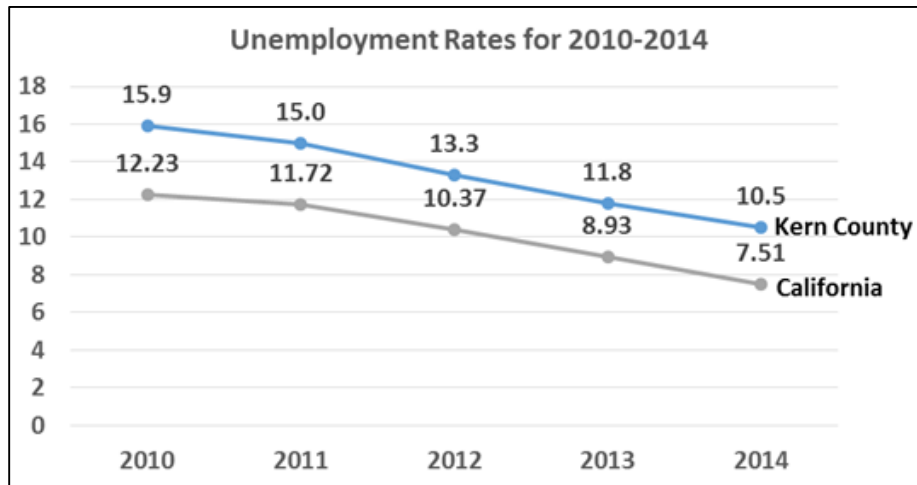
Consistent with its historically natural resource-based economy, Kern County is in the foreground of the alternative energy industry, becoming the site for some of the largest wind farms and solar arrays in the region. The ongoing development and operation of these facilities are expected to provide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

Unemployment

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

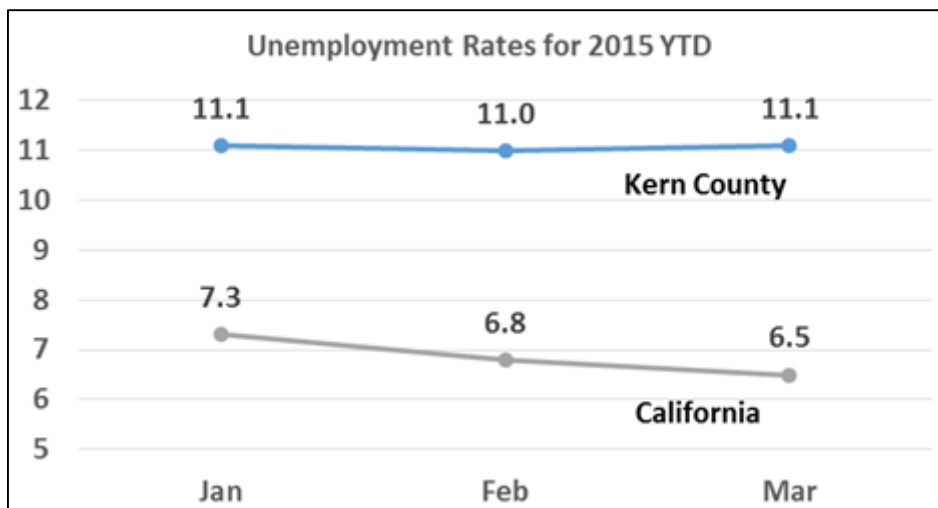
further impacting unemployment in Kern County. According to the California Employment Development Department, the annual average of the civilian workforce that was unemployed in Kern County for 2014 was 10.5%, compared to 7.51% for the state. Kern County unemployment rates are consistently higher than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

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



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

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



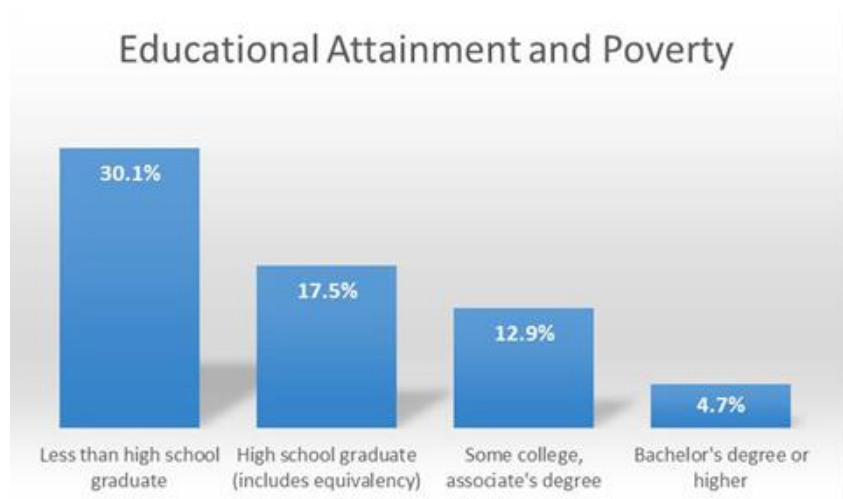
Educational Attainment

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

Table 9: Educational Attainment Population over Age 25, 2013

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

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



Early Childhood Education

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

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

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

Housing

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

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

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



Homelessness

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

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

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

Food Insecurity

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

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

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

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

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

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

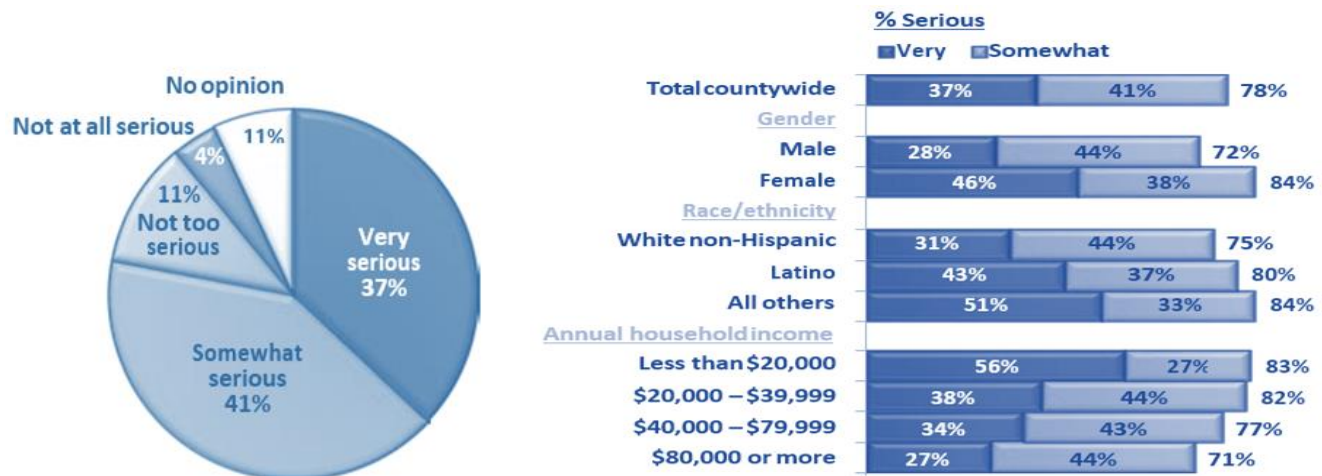
- Lower cognitive development and learning capacity in children;
- Impaired work performance and earnings potential in adults; and
- Lower intake of food energy and key nutrients, leading to increased medical costs, disability, and premature death due to diet-related illnesses.

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



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

Figure 5: Perceived Seriousness of Food Insecurity



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

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

Births to Adolescents

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

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

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

Health

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

Table 11: Kern County Ranking for Health, 2015

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

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

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

Table 11: Socio Needs Index Summary Kern, 2015

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

Environmental Health

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

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

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

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

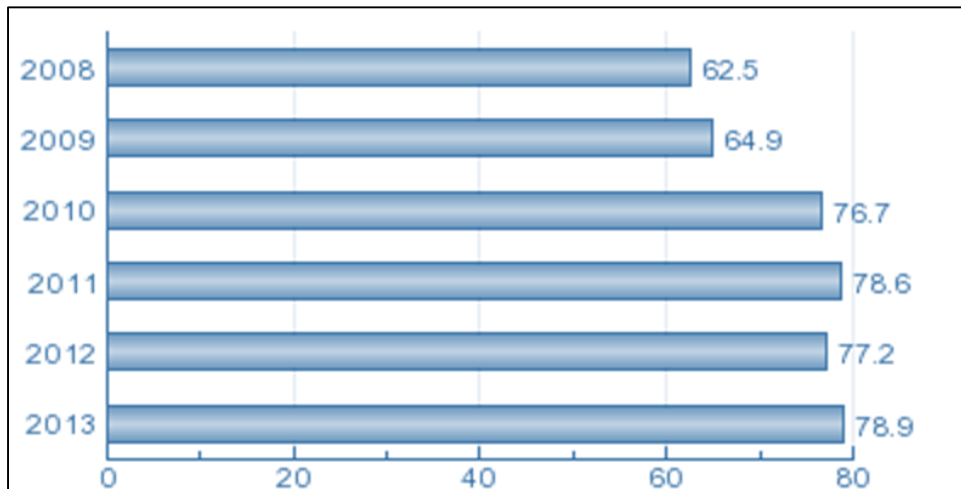
Asthma rates for Kern County are ranked among the highest in the state as indicated by the number of asthma hospitalizations. According to the 2012/2013 Healthy Kern Community Health Assessment, 12.9 per 10,000 people were hospitalized for asthma. Rates for children were especially high with 23.6 per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



HIV

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

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



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

Health Insurance

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

Mortality

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



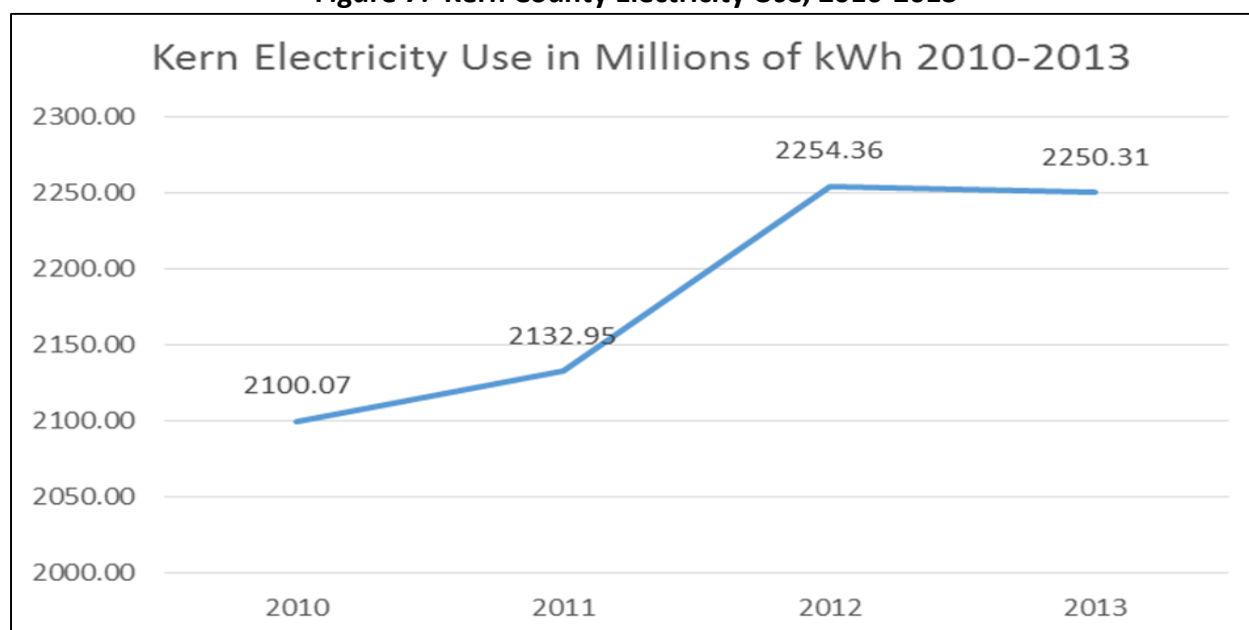
Table 13: Age-Adjusted Death Rates per 100,000, 2009-2011

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

Energy Use

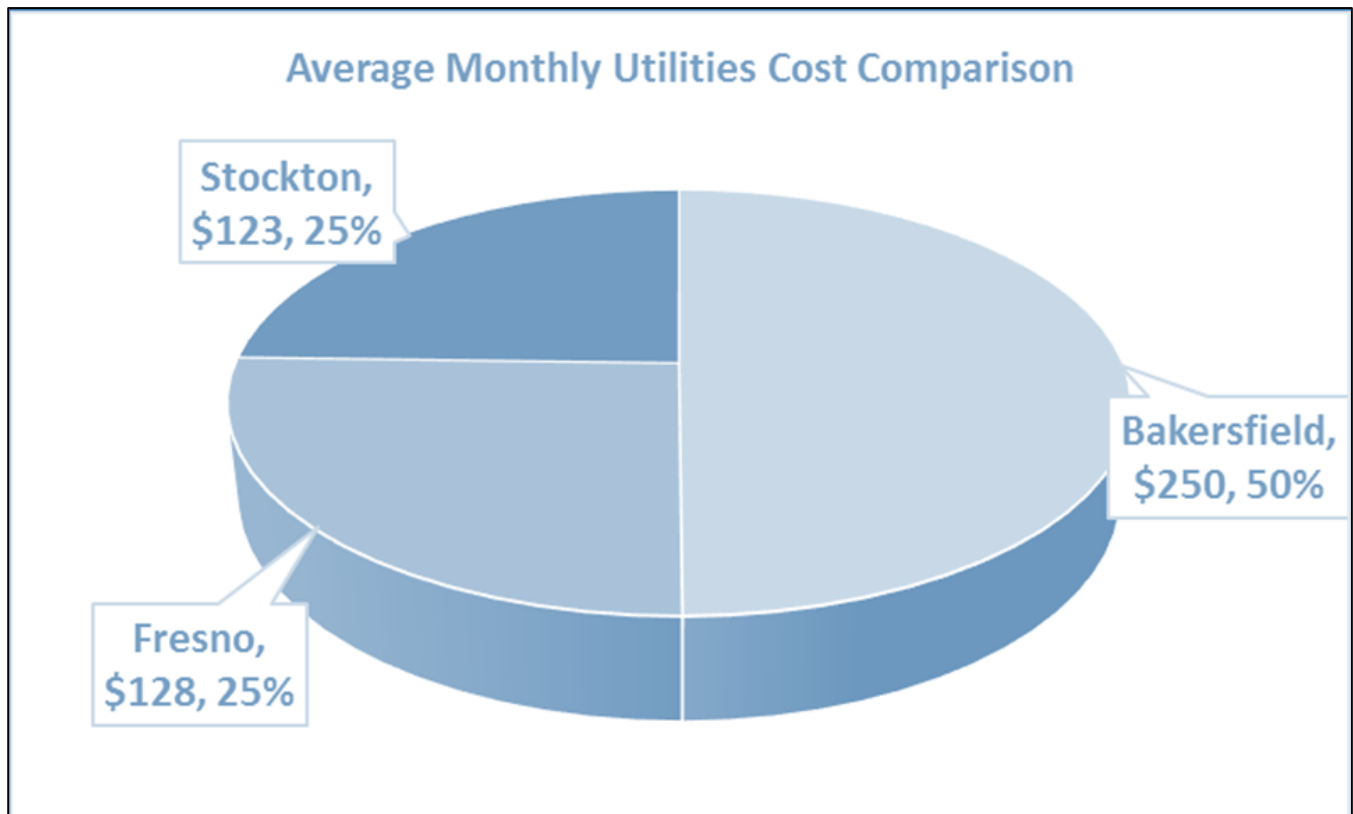
Residents of Kern County use more electricity than most counties in the state with the 11th highest electricity consumption of the 58 counties. Kern has also seen big increases in electricity use over time with a 6.7% increase from 2010 to 2013.

Figure 7: Kern County Electricity Use, 2010-2013



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

Figure 8: Average Monthly Utility Costs, 2015



Juvenile Crime

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

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



Table 14: Youth Gang Involvement by Race

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

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

Appendix C: Comprehensive SWOT Analysis

Internal Strengths		
Community Development Division	<ul style="list-style-type: none"> • Staff diversity/experience. • Good relationships with division directors. • Strong understanding of community demographics and needs. 	<ul style="list-style-type: none"> • Good relationships with local media. • Effective at meeting goals and deadlines. • Perceived as a division that is knowledgeable and engaged as well as able to network.
Operations Division	<ul style="list-style-type: none"> • Adaptable to changes in funding regulations • Strong compliance mechanisms • Complete projects accurately. 	<ul style="list-style-type: none"> • Ability to identify risks and implement corrective action.
Health and Nutrition MCAP	<ul style="list-style-type: none"> • Adaptability to changing regulations, family needs, and staffing changes • Strong accountability mechanisms in place. • Extensive provider lists. 	<ul style="list-style-type: none"> • Well versed in regulations • Staff are provided significant training opportunities • Good internal communication strategies • Positive work culture: team oriented, open-minded, positive, strong customer service
Health and Nutrition East Kern FRC	<ul style="list-style-type: none"> • Dedicated staff • Collaborate and communicate well internally as well as with partner agencies 	<ul style="list-style-type: none"> • Engagement • Consistency • Follow-through
Health and Nutrition Food Bank	<ul style="list-style-type: none"> • Efficient warehouse operations • Flexible to respond to unscheduled tasks 	
Health and Nutrition HIV Testing	<ul style="list-style-type: none"> • Collaborations • Quality of services provided • Deep understanding of clients' needs 	<ul style="list-style-type: none"> • Connecting prevention education to other chronic issues in service provision.
Health and Nutrition WIC	<ul style="list-style-type: none"> • Service area – serves the rural areas which are the hardest to reach and which often have the fewest resources. • Staff are identified as experts in their field and the main source for breastfeeding support. • Work hours accommodate the needs of staff and clients. 	<ul style="list-style-type: none"> • Compliant with state regulations. • Integrate child development and parenting information in the education provided to parents. • Food vouchers allow clients to use educational information provided and support change. • Dedicated staff. • Use of a statewide database.
Health and Nutrition Central Kitchen	<ul style="list-style-type: none"> • Written, standardized procedures. • Excellent reviews from Environmental Health. • Support from HS/EHS programs • Consumer satisfaction with food. 	<ul style="list-style-type: none"> • Staff: Cross-trained, dedicated, good attitude. • Strong internal communication • Training opportunities.

Internal Strengths (Cont.)

Community Services Division 211	<ul style="list-style-type: none"> • Service sufficiency <ul style="list-style-type: none"> - Ease of accessing resource (3 digit number is easy to remember) - Linking residents to community services - 24/7 availability 	<ul style="list-style-type: none"> • Centralized database of community resources • Ability to provide prenatal and children 0-5 follow-up
Community Services Division Energy	<ul style="list-style-type: none"> • Services are needed and beneficial to the community. <ul style="list-style-type: none"> - Homes are more energy efficient - Help residents avoid disconnection or get reconnected. 	
Community Services Division VITA	<ul style="list-style-type: none"> • Service Provision <ul style="list-style-type: none"> - Offer free tax preparation - Hours of operation responsive to client's needs (late/weekends) - Serve outlying areas. 	<ul style="list-style-type: none"> • Good relationship with IRS (local/federal) • Recognized as a model site with the state and the IRS • Ability to use 211 to make appointments.
Head Start	<ul style="list-style-type: none"> • Commitment to quality through attention to outcomes, professional development, partnerships/alignment with schools • Good record keeping systems • Compliant monitoring reviews and audits • Policy Council Members are knowledgeable of their roles and responsibilities 	<ul style="list-style-type: none"> • Staffing: <ul style="list-style-type: none"> - Strong & creative leadership - Knowledgeable about policies/regulations - FSW's know families can tell their story • Partnerships with other organizations to serve specific target populations. • Technology: web-based, access anytime, anywhere
Human Resources	<ul style="list-style-type: none"> • Good systems in place to reduce risk (of lawsuits) to the organization. • Strong use of and understanding of technology/software programs. • Provision of reports that are useful to other divisions. • Good relationships with employees of the organization. • Good systems for record keeping. 	<ul style="list-style-type: none"> • Staffing: <ul style="list-style-type: none"> - Highly qualified and knowledgeable about federal, state, county, city laws. - Commitment to employees, provision of good customer service. - Strong work ethic. - Strong teamwork, high morale
Governance	<ul style="list-style-type: none"> • Paperwork processes are strong. • Financial systems are strong. • Communication with the board is strong. • Delivery of high quality programs to clients. • Committed board membership. • Knowledgeable staff. 	<ul style="list-style-type: none"> • Positive relationship with funders. • Strong leadership in ED. • Willingness to look at a new way of doing things. • Facilities.

Internal Weaknesses		
Community Development Division	<ul style="list-style-type: none"> Lack of strategic focus (which leads to chasing dollars) Divisions function in silos Technology is outdated (?) 	<ul style="list-style-type: none"> Lack of written policies and procedures. Lack of innovation in program design. No agency-wide data management system
Operations Division	<ul style="list-style-type: none"> Communication efforts – need to develop a more proactive approach. Long response time may lead other divisions to problem solve independently. 	<ul style="list-style-type: none"> Low staffing levels <ul style="list-style-type: none"> May impact quality of service delivery Impacts response time to resolve issues.
Health and Nutrition MCAP	<ul style="list-style-type: none"> Lack of sufficient funding: <ul style="list-style-type: none"> Under-staffed for extended period of time. Inadequate/outdated equipment Inadequate software Deferred training of line staff 	<ul style="list-style-type: none"> Lack of interagency communication systems Outdated regulations – income guidelines are not current Service supports vary based on program (we don't offer client incentives). Competing priorities due to lack of adequate staffing.
Health and Nutrition East Kern FRC	<ul style="list-style-type: none"> Limited Staffing HIPPA compliance Unreliable technology 	
Health and Nutrition Food Bank	<ul style="list-style-type: none"> Lack of flexible funding Inexperienced workforce. Fleet expense 	
Health and Nutrition HIV Testing	<ul style="list-style-type: none"> Organizational capacity for testing – enhanced technologies needed. Ability to track full scope of services provided. Lack of a diversified funding stream/sustainability plan. 	<ul style="list-style-type: none"> Targeting at-risk populations given that risk is not always obvious without engagement. Program Collaboration & Service Integration short and long term plan. Organization works in silos.
Health and Nutrition WIC	<ul style="list-style-type: none"> Service population is dispersed over a large geographic area <ul style="list-style-type: none"> Stretches staff and resources thin Makes communication difficult Supervision/oversight is difficult Wait time in receiving IT assistance when system goes down Lack of medical component within CAPK for WIC to partner with. 	<ul style="list-style-type: none"> IT technology is difficult in rural areas Lack of EBT technology Staff retention – compensation and benefits structure makes this difficult. Lack of communication, coordination, and integration with other CAPK programs/services. Constant need to recruit clients.
Health and Nutrition Central Kitchen	<ul style="list-style-type: none"> Lack of sufficient technology Lack of service integration amongst CAPK programs. Working in silos. Lack of communication throughout CAPK. Need for updated equipment/vehicles/ staff compensation 	<ul style="list-style-type: none"> Infrastructure – <ul style="list-style-type: none"> Facility doesn't always support loading/unloading during bad weather. Workflow not optimal due to facility. Property is not secured.

Internal Weaknesses (Cont.)

Community Services Division 211	<ul style="list-style-type: none"> • Lack of sufficient resources <ul style="list-style-type: none"> - For services - For staffing 	<ul style="list-style-type: none"> • Staff retention/turnover
Community Services Division Energy	<ul style="list-style-type: none"> • Need to have various licenses that are needed to perform weatherization work. 	<ul style="list-style-type: none"> • Staff retention- low wages. • Requirements restrict access.
Community Services Division VITA	<ul style="list-style-type: none"> • Lack of sufficient funding for staffing. • Reliance on volunteers/lack of sufficient volunteer pool. • Need to do more community outreach. 	<ul style="list-style-type: none"> • Need for enhanced technology, resources, locations, and internet accessibility to provide services.
Head Start	<ul style="list-style-type: none"> • Inadequate compensation for employees • Lacking a new employee orientation/training process • Lack of training facilities 	<ul style="list-style-type: none"> • Need to Increase outreach and education activities in low-income communities to increase knowledge and awareness of the benefits of HS/EHS programs and services
Human Resources	<ul style="list-style-type: none"> • Limited staff resources which results in: <ul style="list-style-type: none"> - Inability to be proactive - Lack of follow-up with employees - Work-related errors due to rushing - No time to conduct audits or participate in CQI processes - No time to train employees adequately - Inability to cross-train • Dependent on other divisions to process time-sensitive issues. • Lack of written procedures for the division. Need written procedures or updated procedures for the entire division. • Need to develop clear and accurate job descriptions throughout organization. Need to ensure job descriptions adequately document expectations of employee so that HR can recruit appropriately. • Inadequate talent management system throughout the organization (onboarding, training, recognition, rewards.) leading to turn-over. 	<ul style="list-style-type: none"> • Significant time spent providing assistance for issues that should be known by employees (how to complete time cards, benefits, FMLA, password retrieval.) • Need to develop an ongoing communication mechanism within the division to ensure everyone knows what is going on. • No document management system. Too many paper processes in the department. • Lack of sufficient work space. • Need to develop a time to plan appropriately to prioritize/organize workload. • Organization is not seizing opportunities to grow/expand. • Inadequate onboarding process which affects employee satisfaction/retention. • Management does not take training seriously which creates exposure to lawsuits and added expenses (legal fees, settlement fees, etc.).

Internal Weaknesses (Cont.)

Governance	<ul style="list-style-type: none"> • Need to identify the happy medium between process and effective service delivery. • Need to simplify our systems so they are not overly burdensome. • Need to break down program and division silos. 	<ul style="list-style-type: none"> • Head Start staffing compensation (real or perceived). • Organization is too paper driven. • Need to develop/adhere to budgets within divisions. Need budget training. • Need to improve our technology.
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External Opportunities

Community Development Division	<ul style="list-style-type: none"> • Efforts could be made stronger through additional partnerships. • Identify and engage resources to improve communication efforts. 	
Health and Nutrition MCAP	<ul style="list-style-type: none"> • Identification of alternative funding streams that could supplement our services (basic/essential needs) • Coordinate outreach efforts with other programs/partner agencies. 	<ul style="list-style-type: none"> • Expansion of our geographic area of services.
Health and Nutrition East Kern FRC	<ul style="list-style-type: none"> • Outreach • Social Media • Collaboration into networking 	
Health and Nutrition Food Bank	<ul style="list-style-type: none"> • Good distribution network. • Donations available from multiple sources. • Could develop local agricultural donors. 	
Health and Nutrition HIV Testing	<ul style="list-style-type: none"> • Building alignment between our services/goals and other providers in order to improve services, expand best practices and improve funding opportunities. 	<ul style="list-style-type: none"> • Positioning the organization as a capacity builder for service providers. • Leadership changes which may impact policies. • Access to data/reports available from state sources has improved.
Health and Nutrition WIC	<ul style="list-style-type: none"> • Opportunity to co-locate with community partners. 	<ul style="list-style-type: none"> • Opportunity to expand services to include breastfeeding and nutrition education if alternative funding were available
Health and Nutrition Central Kitchen	<ul style="list-style-type: none"> • Opportunity to use facility for other purposes during down times. • Market services to external vendors to enhance funding. 	

External Opportunities (Cont.)

Community Services Division 211	<ul style="list-style-type: none"> Expand Services: <ul style="list-style-type: none"> - Developmental Screenings - Case Management - Eligibility Determination 	<ul style="list-style-type: none"> Collaborate with other providers to solicit joint funding opportunities.
Community Services Division Energy	<ul style="list-style-type: none"> Drought Water Assistance Program helps residents with employment, water bills, and installation of temporary water tanks. 	
Head Start/Early Head Start	<ul style="list-style-type: none"> Opportunity to develop monitoring and data collection compliance team Open opportunity to convert Head Start slots to Early Head Start slots Opportunity to decrease Head Start funded enrollment slots and use cost savings to improve program quality (staff salary increases) Funding opportunities for expansion of services and Early Head Start partnerships 	<ul style="list-style-type: none"> Community need for infant care Expand Services: <ul style="list-style-type: none"> - Center-based, home-based, and family child care options - Locally established options - Expand geographic areas served Local, state, federal, and private sector support/ resources for families raising young children and concerted effort toward improvement in the areas of education, health, and well-being.
Human Resources	<ul style="list-style-type: none"> Use of technology to: <ul style="list-style-type: none"> - Provide training opportunities to staff - Promote online self-service options for employee benefits, etc. 	
Governance	<ul style="list-style-type: none"> Can market our “product” to smaller agencies needing assistance. We have many opportunities to capture additional outside contracts. We have an opportunity to position ourselves as a leader in discussions around poverty and how to eradicate it. Utilize our professional, certified 211 program, as a professional “call center” for small non-profits and government agencies to utilize. 	<ul style="list-style-type: none"> Leverage our Energy weatherization program into contracts to assist other agencies (e.g., current water tank installation program). Need to partner with other nonprofits to create efficiencies. We could share our knowledge with other agencies. Host a “summit” of local nonprofits to discuss ideas for collaboration and partnership.

External Threats		
Community Development Division	<ul style="list-style-type: none"> Reduced public/private funding available Increased competition for existing funds Dependency on federal and grant funding (not diversified enough) 	<ul style="list-style-type: none"> Local, state, and national politics and its impact on agency operations.
Operations Division	<ul style="list-style-type: none"> Reduction in funding 	
Health and Nutrition MCAP	<ul style="list-style-type: none"> Reduced services to families leading to reduction in outcomes. Weather patterns affect our clientele Low client participation at meetings/events Transitory nature of clientele makes it hard to “earn” our contract. 	<ul style="list-style-type: none"> Program name – external audience interprets the term “migrant” as meaning temporary, sub-par, and/or unstable (funding). Staff safety is a concern in rural areas.
Health and Nutrition East Kern FRC	<ul style="list-style-type: none"> Funding Only resource center in town. 	<ul style="list-style-type: none"> HIPPA violations could lead to losing clients, impacting the quality of work.
Health and Nutrition Food Bank	<ul style="list-style-type: none"> Lack of community awareness – Who is the Food Bank? End to DEFAP uncertain. 	<ul style="list-style-type: none"> Uncertainty around grant funds Increased operating costs with diminished funding.
Health and Nutrition HIV Testing	<ul style="list-style-type: none"> Larger is better, one-stop service provision. Lack of cultural competency in the community. 	<ul style="list-style-type: none"> Working with other providers who may have organizational capacity concerns/needs impacting quality.
Health and Nutrition WIC	<ul style="list-style-type: none"> Clients’ comparison of WIC voucher to SNAP (WIC more restrictive) leads to missed appointments. Delay in state reimbursement. State WIC policies increase difficulty and expense of providing services. Tactics used by other provider affects our ability to keep clients. 	<ul style="list-style-type: none"> Politics: <ul style="list-style-type: none"> Some states are requiring WIC agencies to collect immigration info. Support for WIC is dependent upon congressional support. Unable to amend budget more than once per year.
Health and Nutrition Central Kitchen	<ul style="list-style-type: none"> Unstable food costs. Union Lack of sufficient funding. 	
Community Services Division 211	<ul style="list-style-type: none"> Lack of community resources hinders the program’s ability to connect individuals with services that meet their needs (homeless/housing assistance) <ul style="list-style-type: none"> Wait times for HEAP 	<ul style="list-style-type: none"> Lack of available funding Competing help-line (Google) Inability to keep up with technology (smart phones)

External Threats (Cont.)		
Community Services Division Energy	<ul style="list-style-type: none"> Competing providers drive workforce away due to fewer paperwork requirements and a higher rate of pay. 	<ul style="list-style-type: none"> May have to compete for funding in the future.
Head Start/Early Head Start	<ul style="list-style-type: none"> New regulations Competitors Landscape of the early childhood education field is changing in ways that directly impact Head Start services Impact of Transitional Kindergarten (TK) programs: affecting enrollment numbers for Head Start program Lack of facilities; upkeep of facilities Market demand: IT developments 	<ul style="list-style-type: none"> Workforce Concerns: <ul style="list-style-type: none"> Lack of qualified workforce Turnover/retention Competitive pay Environmental effects: Seasonal weather effects' Economy; Political effects, legislative effects Kern County struggles with high rates of unemployment and poverty, low educational attainment, language barriers, food insecurity, obesity and air quality.
Human Resources	<ul style="list-style-type: none"> Gap between the need for technology and the skills (related to technology) of our workforce. Workforce Issues: <ul style="list-style-type: none"> Cannot compete with other employer wages/benefits Limited pool of qualified applicants 	<ul style="list-style-type: none"> State and Federal regulations are constantly changing; difficult to stay abreast of those changes. Possible threats include noncompliance or audit findings and penalties. It can even lead to law suits. Increased costs of employee benefits. HR needs to stay current on what is happening in the industry.
Governance	<ul style="list-style-type: none"> Budget concerns at the state and federal level (budget cuts, budget restrictions) Reputation – the use of the term “war on poverty” may have an impact on our reputation if people perceive it as our responsibility to end poverty. 	<ul style="list-style-type: none"> Perception by the public that we can shift funding, when in reality our contracts don’t allow that.

Ideas		
Community Development Division	<ul style="list-style-type: none"> Develop division goals Develop internal/external communication plan Increase partnerships and collaboration with other agencies 	<ul style="list-style-type: none"> Develop programs that are innovative and at least partially self-sustaining.
Health and Nutrition MCAP	<ul style="list-style-type: none"> Getting involved in budget discussions Building relationships with other internal programs (WIC, 211, Food Bank) 	<ul style="list-style-type: none"> Increase staff training opportunities.

Ideas (Cont.)

Health and Nutrition Food Bank	<ul style="list-style-type: none"> • Increase fresh produce and fruit 	
Health and Nutrition HIV Testing	<ul style="list-style-type: none"> • Developing the capacity to track full scope of service provision to demonstrate the need for additional funding. 	
Health and Nutrition WIC	<ul style="list-style-type: none"> • Use text messaging as a mechanism to communicate with clients. • Use of online learning opportunities for staff. 	<ul style="list-style-type: none"> • Share similar tasks with other CAPK programs like outreach efforts.
Health and Nutrition Central Kitchen	<ul style="list-style-type: none"> • Use of Central Kitchen by other CAPK programs. 	
Community Services Division 211	<ul style="list-style-type: none"> • Expand use of technology to support service delivery – use of chat and texting functions. • Expand number of locations 	<ul style="list-style-type: none"> • Conduct community outreach
Human Resources	<ul style="list-style-type: none"> • With more staffing, would like to initiate: <ul style="list-style-type: none"> - Proactive assistance to employees - On-site services to staff - Training - Coaching/mentoring related to appropriate staff supervision and support. • Provision of onsite ADP training. 	<ul style="list-style-type: none"> • Ensure that we are being thoughtful and strategic in our policy development. Analyze whether each policy is fulfilling its ultimate goal (example: sick leave pay-out) • Conduct an analysis of our competitive positioning regarding employment. Communicate to staff the benefits of working at CAPK.
Governance	<ul style="list-style-type: none"> • Keep ahead of new technology for efficient and effective administrative processes. • Track service delivery trends. • Public outreach • More leadership training. • Greater education and awareness of how our organization is structured and funded. • Greater advocacy with State and Federal legislators on the importance of what we do 	<ul style="list-style-type: none"> • Need to establish a solitary vision within the organization – no more silos. One company, one mission. • Diversify our funding stream. • Rethink our brand/messaging. • Approach the state CAP organization to develop a resource pool to help other agencies and share successes and failures to learn from each other.

Appendix D: Burning Platform

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

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

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

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

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

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

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

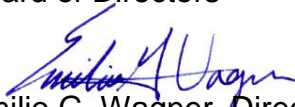
As an organization, CAPK is committed to refocusing our strategies so that we can continue to meet families and children at their point of need and provide them with the means and tools to move out of poverty. CAPK must change to embrace the new environment. This challenge is now upon all of us.

February 6, 2013

COMMUNITY ACTION PARTNERSHIP OF KERN

MEMORANDUM

To: Board of Directors

From:  Emilio G. Wagner, Director of Operations

Date: October 26, 2016

Subject: *Agenda Item VI(b)*: Selection of Food Bank Solar Design Build Contractor – Action Item

As the Board is aware staff advertised a Request for Proposal to seek a qualified design build contractor to engineer and build out a photovoltaic system for the Food Bank. The Request for Proposal was sent out to 12 licensed contractors on September 20th with a due date and time of October 19th at 2:00pm.

Three proposals were received, reviewed, and scored by a three member committee. As a result of the review A-C Electric Company scored the highest, as their proposal demonstrated that they were the most qualified and offered the greatest production of electricity.

From August 2015 to July 2016, the Food Bank used 255,376 kWh of electricity. The proposed system by A-C Electric Company is anticipated to produce an estimated 254,787 kWh, which will achieve 99.8% of the Food Bank's needs.

At the time of drafting this memo the City and County were in the process of reviewing the proposals to ensure the HUD requirements were met as part of the RFP. Staff is confident that the both the City and County will agree with CAPK decision to award.

Recommendation:

Staff recommends the Board of Directors approves the selection A-C Electric Company and authorize the Executive Director to execute a contract in the amount of \$345,750 for the design build of the Food Bank Photovoltaic system.

Attachments: Evaluation Summary Form
Production Scoring

Community Action Partnership of Kern
RFP CAPK FB 2016-003
Design Build Solar Photovoltaic System
20-Oct-16
Evaluation Summary Form

		Contractor Average Points		
Factor	Maximum	1	2	3
1 a	10	10.0	9.0	3.7
1 b	15	15.0	13.3	10.0
1 c	5	5.0	5.0	-
Subtotal	30	30.0	27.3	13.7
2	15	9.3	9.3	8.3
3 a	2	-	-	-
3 b	2	-	-	-
3 c	2	2.0	2.0	-
Subtotal	6	2.0	2.0	-
4	9	8.7	7.7	6.3
5	20	17.0	14.0	14.3
6	20	20.0	16.0	17.6
Total Score	100	89.0	78.3	60.3

Contractor	
1	A-C Electric Company
2	Powerhouse Systems, Inc.
3	Staten Solar Corporation

Factor	Description
1 a	Prior experience with a public or community agency on projects similar to the Project
1 b	Three (3) references for similar projects
1 c	Prior experience complying with Davis-Bacon/Prevailing Wage
2	Contractor's organization, size, structure and capacity
3 a	Small business, as defined by the SBA
3 b	Women-owned business
3 c	Labor surplus area business, as defined by DOL/ETA
4	Staff qualifications and relevant experience
5	Contractor's approach to the Project, including Project schedule
6	Maximized electrical production and system size

Production Scoring

Determined as follows:

$$\frac{\text{Production of Proposal Being Scored}}{\text{Highest Production Proposal}}$$

Community Action Partnership of Kern
RFP CAPK FB 2016-003
Design Build Solar Photovoltaic System
20-Oct-16
Production Scoring

		Production Scoring		
	Firm	Production (kWh)	High Production (kWh)	Points
1	A-C Electric Company	254,787	254,787	20.00
2	Powerhouse Systems, Inc.	203,640	254,787	15.99
3	Staten Solar Corporation	224,539	254,787	17.63

*

Price Scoring

Determined as follows:

$$\frac{\text{Highest Production Proposal}}{\text{Production of Proposal Being Scored}} \times \text{Maximum Points Available} = \text{Awarded Production Points}$$

COMMUNITY ACTION PARTNERSHIP OF KERN

MEMORANDUM

To: Board of Directors

From: Jerry Meade, Program Design and Management Administrator
Date: October 26, 2016
Subject: *Agenda Item VI(c):* 2016 Head Start Community Assessment Update – Action Item

The Community Action Partnership of Kern *2016 Head Start & Early Head Start Programs Community Assessment Update* details recent changes, conditions, and trends within CAPK's service areas and the Head Start/Early Head Start (HS/EHS) eligible population that could impact CAPK's HS/EHS programs. This Summary provides some highlights from the report.

- The Kindergarten Readiness Act changed California's admission requirements for kindergarten and 1st grade and established a transitional kindergarten (TK) program that every school district must offer. TK is the first year of a two-year kindergarten program for 4-year olds who turn five between September 2 and December 2. TK has affected enrollment numbers at some Head Start Centers. TK, however, may also lead to opportunities to expand CAPK's EHS program and also increase collaborative efforts with local education agencies.
- During 2015 CAPK began providing EHS services in San Joaquin County. When fully operational, the program will serve 409 pregnant women, infants and toddlers and their families in Stockton, Tracy, Manteca, and Lodi.
- CAPK's HS/EHS centers in Shafter continue to have an average combined waiting list of 40 children, which indicates a clear need to expand HS/EHS services in Shafter. CAPK's staff is continuing to research the feasibility of HS/EHS expansion in Shafter.
- CAPK's Wasco Head Start center has had a waiting list of over 80 children for the past several years. Although TK has reduced enrollment in Head Start programs in other communities, many eligible Wasco families prefer placing their pre-school age children in HS, as evidenced by the long waiting list. CAPK's staff is continuing to research the feasibility of HS/EHS expansion in Wasco.
- Kern County's economy has shown some signs of recovery since the recession of 2007, but unemployment is still in the double digits, and the high poverty rate of Kern County families remained unchanged, indicating a continued need for HS/EHS services for low-income families.

- Fewer children have Individual Education Programs (IEPs) and Individual Family Service Plans (IFSPs), which presents challenges to HS with respect to achieving the 10 percent enrollment requirement for children with disabilities.
- The number of homeless children continues to decline in Kern County. The highest number of homeless persons, including children, was in metro Bakersfield, and 22 percent of unsheltered children were located in rural areas of Kern County. The decline in the number of homeless children also presents challenges to HS/EHS to achieve the 10 percent enrollment requirement for this population.
- Over half of Kern County public school students tested had unhealthy body composition, which is an increase in the previous year's rate. CAPK's HS staff continues to offer prevention and intervention curriculum to help improve children's health and fitness levels.

Additional findings and information are available in the CAPK 2016 Head Start & Early Head Start Community Assessment Update.

Recommendation

Staff recommends the Board of Directors approve the 2016 Head Start Community Assessment Update.

Attachment: 2016 Community Assessment Update

Community Action Partnership of Kern

Head Start/State Child Development Division

Head Start & Early Head Start Programs 2016 Community Assessment Update

Executive Summary and Plenary Assessment Update

Approved by Policy Council on September 29, 2016

Approved by the Board of Directors on _____, 2016

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EXECUTIVE SUMMARY

The Community Action Partnership of Kern (CAPK) Head Start/State Child Development (HS/SCD) division 2016 Community Assessment Update details recent changes, conditions, and trends within Kern County, California, and the Head Start/Early Head Start (HS/EHS) eligible population that could potentially impact CAPK's HS/EHS programs. This Executive Summary provides some highlights from the report.

Enacted in 2010, the Kindergarten Readiness Act changed California's admission requirements for kindergarten and 1st grade and established a transitional kindergarten (TK) program. Previously, to be eligible for kindergarten, children were required to have their 5th birthday by December 2. The legislation moved that date back one month each school year over the next two years until 2014/2015, when the age cutoff became September 2. Coinciding with this change was the implementation of TK, the first year of a two-year kindergarten program for 4-year olds who turn five between September 2 and December 2.

TK uses a modified kindergarten curriculum that is age and developmentally appropriate. Children are not required to enroll in or complete a TK program before attending kindergarten. TK programs, as defined in statute, are not preschool classrooms or child development programs; they are part of the K-12 public school system. Implementation of TK in Kern County began in the fall of 2012 and has been a factor in the declining enrollment numbers at some Head Start Centers. TK, however, may lead to opportunities to expand CAPK's Early Head Start program and also increase collaborative efforts with local education agencies.

Other opportunities the CAPK HS/SCD Division has pursued include expanding the Early Head Start Program into San Joaquin County, California. The county is located in the northwest section of the Central Valley, approximately 240 miles from Kern County and east of the geographic area known as the San Francisco Bay Area. In 2015 CAPK was awarded a contract to provide Early Head Start services in San Joaquin County. During 2015, CAPK's HS/SCD Division began providing the EHS program which will ultimately serve 409 pregnant women, infants and toddlers and their families in the disadvantaged communities of Stockton, Tracy, Manteca, and Lodi.

The city of Shafter in northwest Kern County is a small, rural community of nearly 17,000 residents. Much of Shafter's economy is based on agriculture and ag-related industries as well as manufacturing and logistics. CAPK's Head Start program in Shafter currently has 60 slots allocated to Head Start and 16 to Early Head Start. The Richland School District offers TK at its three elementary schools; however, the Head Start/Early Head Start centers in Shafter have an average combined waiting list of 40 children, continuing to indicate a clear need among families for expanded Head Start and Early Head Start services in Shafter.

The city of Wasco, also in northwest Kern County, is a small incorporated rural city located 24 miles from Bakersfield. Wasco's population is 25,865, of which 77.3% are Hispanic or Latino. Agriculture is one of Wasco's major economic activities, specifically the growing of roses. CAPK's Head Start Child Development Center in Wasco has slots for 34 children and has had a waiting list of over 80 children for the past several years. Although TK was implemented several years ago and has reduced enrollment in Head Start programs in other communities, many low-income Wasco families prefer placing their pre-school age children in the Head Start program, as evidenced by the long waiting list.

Kern County's economy has shown some signs of recovery since the recession of 2007, but still remains in the double digits with an annual unemployment rate of 10% for 2015.¹ The estimated median household income has also risen slightly over the last few years, from \$47,727 in 2011 to 48,574 in 2014.² However, poverty rates of Kern County families have remained relatively steady at about 20%.³ The percentage of persons employed in agriculture and oil-related industries remained relatively unchanged from 2013 to 2014.⁴ While employment rates appear to be stable, family poverty has remained high, indicating a continued need for Head Start/Early Head Start services for low-income families.

The California Department of Education Special Education Division data (Report Cycle December 1, 2014) indicates a total of 1,922 children ages 0-5 years who were enrolled in Special Education Programs.⁵ Kern County Special Education Local Plan Areas (SELPA) have implemented the Response to Intervention (RTI) model, an intervention designed to provide early, effective assistance to children who are experiencing difficulty with learning. Local Educational Agencies (LEA) in Kern County have expanded the use of these interventions at an earlier age, reducing the number of children who are referred for special education assessment. The result has been fewer children who have Individual Education Programs (IEPs) and Individual Family Service Plans (IFSPs), a change which presents challenges to Head Start with respect to achieving the 10% enrollment requirement for children with disabilities.

While numbers of homeless children continue to decline in Kern County, the most recent data from the Kern County Homeless Collaborative Point-in-Time Count revealed 71 homeless adults with children, and 160 homeless children ages 0-18 years. The highest number of homeless persons, including children, was in metro Bakersfield. However, 22% of unsheltered children were located in rural areas of Kern County.

Data from the California Department of Education Physical Fitness Test Report Summaries for the 2014-2015 school year indicate that over half of Kern County students tested had unhealthy body composition, which reflects an increase in the previous year's rate. A 2011

1. State of California, Employment Development Department, Labor Market Information Division.

2. U.S. Census Bureau, 2014 American Community Survey 1-Year Estimates, CP03: Selected Economic Characteristics.

3. Ibid.

4. Ibid.

5. California Department of Education, Special Education Division, Reporting Cycle: December 1, 2014.

UCLA Center for Health Policy Research report listed Kern County as one of just 10 California counties in which over 43% of students were found to be overweight. According to the report, the percentage of overweight students in Kern County increased from 41% to 44%. It is estimated that 60% of adults in Kern are obese or overweight. In response to this epidemic, CAPK's HS/SCD Division identified overweight children as a priority for enrollment in its 2012-2013 Recruitment and Selection Plan. Head Start is continuing its efforts in 2014-2015 with the *I Am Moving, I Am Learning* curriculum in classrooms as a prevention and intervention tool.

Additional findings and information are available in the following CAPK 2016 Head Start & Early Head Start Community Assessment Update.

PREFACE

Community Assessment: A Living Document

In 2015 CAPK and its Head Start/State Child Development (HS/SCD) Division completed a comprehensive three-year community assessment and report detailing the most current data and source material available. The Community Assessment provided a detailed understanding of the characteristics of Kern County's children and families, their child care needs, and the conditions that impact their health, development, and economic stability.

The 2016 Community Assessment Update incorporates U.S. Census Bureau data available at the time. Other sources of local, state, regional, and national data and intelligence include, but are not limited to, the CAPK Head Start & Early Head Start Program Information Reports (PIR); California Children's Report Card; Kern County Superintendent of Schools; Kern County Department of Human Services; California Employment Development Department; California Department of Education; 211 Kern County; California Department of Public Health; California Child Care Resource & Referral Network; Early Childhood Council of Kern; Central Eligibility List (CEL) of Kern; HealthyKern.org; California Department of Housing and Community Development; Kern County Homeless Collaborative; Kern County Network for Children; Kern County Regional Center; U.S. Department of Agriculture; and the California Department of Finance.

In accordance with the requirements of 45 CFR Part 1305 Section 1305.3(e), the CAPK Head Start and Early Head Start Programs 2016 Community Assessment Update was completed and approved by the CAPK Board of Directors on , 2016. That document provided data to determine if there had been significant changes in the information presented in the 2015 Community Assessment and to use that new information to evaluate program decisions.

This Community Assessment Update includes updated statistics and considerations of county and incorporated community population numbers, household characteristics and relationships, estimates of income eligible children, disability, educational attainment, health and mortality, child welfare, prenatal health, homeless children and families, and Head Start and Early Head Start program information. Also included is additional information for the cities of Bakersfield, Wasco, Shafter, and four communities in San Joaquin County. The information presented herein may be used for future planning and program decision-making.

1

Introduction to CAPK and the HS/SCD Division

In 2015 Community Action Partnership of Kern (CAPK) celebrated 50 years of serving Kern County, California. Established in 1965, CAPK is a private nonprofit 501(c)(3) corporation. In carrying out its mission *to provide and advocate for resources that will support Kern County residents to have the skills and resources necessary to improve their quality of life and become self-sufficient*, CAPK develops and implements programs that meet specific needs of low-income individuals and families.

CAPK is one of the largest nonprofit agencies in Kern County and one of the oldest and largest Community Action Agencies in the United States. Originating as the Community Action Program Committee of Kern County in 1965, CAPK later became the Kern County Economic Opportunity Corporation, and in 2002 became the Community Action Partnership of Kern.

CAPK operates seven divisions, three service-based and four administrative, which include Head Start/State Child Development (HS/SCD); Health and Nutrition Services; Community Services; Finance; Human Resources; Operations; and Community Development. Head Start and Early Head Start programs are operated and managed by the HS/SCD Division.

As Kern County's federally designated Community Action Agency in the fight against poverty, CAPK provides assistance to 150,000 low-income individuals annually through 10 direct-service programs including 2-1-1 Kern County; the East Kern Family Resource Center; Energy; CAPK Food Bank; Friendship House Community Center; Head Start/Early Head Start; Migrant Childcare Alternative Payment; Shafter Youth Center; CAPK Volunteer Income Tax Assistance (VITA); and Women, Infants and Children (WIC) Supplemental Nutrition.

CAPK has offices located in 27 cities/communities and offers services at over 100 sites. Locations include Arvin, Bakersfield, Boxfish, Boron, Buttonwillow, California City, China Lake, Delano, Frazier Park/Lebec, Havilah/Caliente, Inyokern, Johannesburg, Kernville, Lake Isabella, Lamont, Lost Hills, McFarland, Mettler, Maricopa/Cuyama, Mojave, Mountain Mesa, North Edwards, Oildale, Ridgecrest, Rosamond, Shafter, Taft, Tehachapi, Wasco, and others.

The agency operates a statewide Migrant Childcare Alternative Payment (MCAP) Program, enrolling families through six Central Valley counties that include Kern, Madera, Merced,

Tulare, Kings, and Fresno. CAPK provides WIC program services in the communities of Big Bear City, Phelan, Adelanto, Crestline, and Needles in San Bernardino County.

In 2015 CAPK's EHS program expanded to San Joaquin County (Stockton, Lodi, Manteca, and Tracy), and CAPK's 2-1-1 information and referral call services now assist residents of Tulare, Kings, Mariposa, and Merced Counties.

Head Start Services and Related Programs

HEAD START/STATE CHILD DEVELOPMENT DIVISION (HS/SCD)

Head Start and Early Head Start - Comprehensive child education, development, child care and preschool services for children six weeks to five years of age. Program options include full-day/full-year and part-day/part year. Home-based, a home visitation option, is also available to qualifying families. Included within CAPK's HS/EHS programs are family and parent engagement services that help staff build relationships with families and that support family well-being, strong relationships between parents and their children, and ongoing learning and development for both parents and children.

Other CAPK Programs

HEALTH AND NUTRITION SERVICES DIVISION

Women, Infants, and Children (WIC) Supplemental Nutrition Assistance - Provides free nutrition education, breast feeding support, and food vouchers for infants, children, and women who are pregnant, postpartum, or breast feeding and who are at nutritional risk. Foster parents, grandparents, and single parents can apply on behalf of their children.

CAPK Food Bank - Provides emergency food assistance to eligible food-insecure Kern County residents. Food Bank programs include Backpack Buddies, Kern Nutrition on Wheels (KNOW), and monthly community resource fairs. Community support as well as volunteer hours are essential to the operation of the Food Bank, which is the third largest food bank in California.

East Kern Family Resource Center - Provides Differential Response Services and case management to at-risk families, School Readiness Initiative and Summer Bridge programs to prekindergarten-age children, and case management. An emergency supplies closet and referral services are also provided to individuals and families who require assistance with basic and other needs.

Migrant Childcare Alternative Payment (MCAP) Program - Provides access to quality, subsidized child care throughout the state of California for children of migrant farm worker families.

COMMUNITY SERVICES

Energy Program - Provides free residential weatherization and utility payment assistance to eligible low-income residents in Kern County.

CAPK Volunteer Income Tax Assistance (VITA) - Provides free tax preparation and e-filing for individuals and families through Volunteer Income Tax Assistance (VITA).

2-1-1 Kern County - Links callers to information and referrals for services in Kern, Tulare, Kings, Mariposa, and Merced Counties. Callers find help with locating child care, medical services, emergency food, utility payment assistance, counseling, disaster relief, and more. The service is live-answer, available 24 hours a day, seven days a week, and free to all callers.

COMMUNITY DEVELOPMENT

Friendship House Community Center - Provides free educational and recreational activities to children from low-income families in southeast Bakersfield, such as after-school and summer programs, as well as resources for the entire community, including a sports field, community garden and orchard, and a Born Learning Trail.

Shafter Youth Center - Provides free educational, recreational, and support services to primarily low-income children and adults in the city of Shafter, including summer and after-school programs, with a focus on education, nutrition, recreation, and healthy living.

2

Community Assessment Process

1305.3(c) Each Early Head Start and Head Start grantee must conduct a Community Assessment within its service area once every three years.

In accordance with Head Start regulation 45 CFR, Subpart 1305.3, paragraph (e), the CAPK HS/SCD Division conducts a community assessment every three years and updates the assessment annually for the intervening two years. The goal of the CAPK Head Start and Early Head Start Programs 2016 Assessment Update is the delivery of relevant, detailed, and accurate information as it relates to the development, health, and education of Kern County children and their families and the planning and delivery of Head Start and Early Head Start services. Areas in which updates were not available or that had not experienced any significant change are not included in this report but are available for reference in the 2015 Community Assessment.

In pursuit of this goal, the primary objectives were to 1) identify any significant changes or shifts within the service area and population; 2) identify program and participation trends; 3) update longitudinal data and tables used to identify and track trends; and 4) gain an in-depth understanding of specific “focus” communities or geographic areas.

Included in this 2016 Assessment Update is any new information made available since the completion of the 2015 Community Assessment. In addition to county-wide data, subject areas include enrollment and attendance data and the characteristics of Head Start eligible children in Kern County. The communities of Wasco and Shafter have been identified by the HS/SCD Division as focus areas for research and study in this 2016 Community Assessment Update.

Assessment Data

Data and information sources used for the CAPK Head Start & Early Head Start Programs 2016 Community Assessment Update include, but are not limited to, the following:

- *2015 Child Care Portfolio*, California Child Care Resource & Referral Network;
- California Department of Education, Educational Demographic Office;
- California Department of Education, Special Education Division;
- California Department of Finance, Demographic Research Unit;
- California Employment Development Department, Labor Market Information Division;
- CAPK 2014-2015 Head Start and Early Head Start Program Information Reports (PIR);
- Child Welfare Services Reports for California (University of California at Berkeley Center for Social Services Research);
- *Children Now, 2014-2015 California County Scorecard of Children's Well-Being*;
- County of Kern, Department of Human Services;
- Food Research and Action Center (FRAC);
- HealthyKern.org.
- Kern County Homeless Collaborative;
- Kern County Network for Children, *2016 Report Card*;
- Kern County Superintendent of Schools;
- Kern Economic Development Corporation;
- Kern Regional Center;
- United Way of Kern County
- U. S. Census Bureau, 2010 Census, American Community Survey 2014 One-Year Estimates, and ACS 2010-2014 Five-Year Estimates;
- U.S. Department of Health and Human Services (Early Childhood Learning and Knowledge Center);

Coordinating Team

This 2016 Community Assessment Update was completed under the direction of CAPK's HS/SCD Division Director, Yolanda Gonzales. Data analysis and document preparation were completed by CAPK administrative analysts in the Community Development Division with assistance from Head Start/Early Head Start staff, parents, and community members.

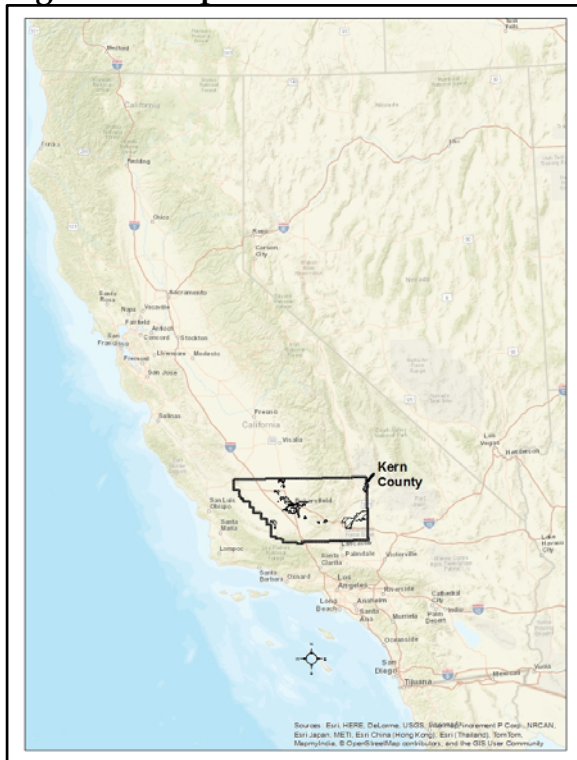
3

The Service Area⁶

1305.3(b) The grantee's service area must be approved, in writing by the responsible OHS official in order to assure that the service area is of reasonable size and...does not overlap with that of other Head Start grantees.

Kern County, California

Figure 1 - Map of California and Kern County



Kern County was approved as the Head Start service area in 1965, the year the agency was created. As the following adjoining map illustrates, Kern County is a large and primarily rural county at the southern end of California's Central Valley, 135 miles northeast of Los Angeles County. The size, geography, and natural resources of the Service Area have profoundly shaped the people and communities of the county and continue to influence the social and economic prospects of the agency's Head Start communities and their children.

6. Unless otherwise specified, data referenced in this section is from the 2010-2014 American Community Survey 5-Year Estimates and 2014 1-Year Estimates: (DP05: Demographic and Housing Estimates; CP02: Selected Social Characteristics for California and for Kern County; and CP03: Selected Economic Characteristics.

Geography

Kern County is the state's third largest county in land area. At 8,172 square miles, Kern is larger than the land area of Massachusetts, New Jersey, or Hawaii and is as geographically diverse as it is large. Terrain varies dramatically within the county, from the fertile lowlands of the San Joaquin Valley, rugged mountain peaks of the southern Sierra Nevada and Tehachapi Mountains, to the sweeping panoramas of the Mojave Desert. Because of this diversity, the county has a wide range of climates, determined largely by elevation and precipitation. Temperatures are marked by extremes, with summertime highs topping 100 degrees in the San Joaquin Valley and Mojave Desert and winter temperatures dipping into the teens during snowfalls in the mountains. Kern is primarily a rural county with one large city – Bakersfield--and many small towns and unincorporated communities.

Population

In 2014 Kern County had an estimated population of 857,730. This figure represents less than a 1% increase over the estimated population of 865,787 for 2013. This population growth is about the same as the state of California, which increased from 38,414,128 for 2013 to an estimated 38,792,291 for 2014.

Children under the age of 18 represent a large percentage of the population in Kern County--29% of the total county population in 2014--one of the highest percentages for that age group in the state of California. By comparison, children under the age of 18 represented 23% of the population in the state.

With respect to population changes over the year for incorporated communities within Kern County, two cities lost population between January 2013 and January 2014. Tehachapi experienced the greatest decline, and the city of McFarland increased its population by 9.5%. As shown on the following Table 1, the populations of other Kern County cities had slight changes.

Table 1 - Kern County Cities Population with Annual Changes⁷

State/County/City	Total Population		Percent Change
	2013	2014	
California	38,907,642	39,255,883	0.9%
Kern	865,787	874,190	1.0%
Arvin	20,331	20,601	1.3%
Bakersfield	352,918	358,700	1.6%
California City	13,244	13,261	0.1%
Delano	52,465	52,636	0.3%
Maricopa	1,179	1,188	0.8%
McFarland	12,429	13,604	9.5%
Ridgecrest	28,661	28,720	0.2%
Shafter	17,210	17,553	2.0%
Taft	8,943	8,913	-0.3%
Tehachapi	13,282	13,235	-0.4%
Wasco	25,975	26,297	1.2%
Balance of County	308,112	309,488	0.4%

Industry and Employment

Kern County is well known for its agricultural and oil industries. The county's total crop value in 2012 ranked Kern County 2nd in both California and the United States. According to the California Farm Bureau Federation and the Kern County Farm Bureau, in 2012, Kern County's top five commodities by gross value were grapes, almonds, milk, citrus, and cattle and calves. Kern County is the fourth largest agricultural producing county in the U.S.

According to the Kern Economic Development Corporation's *Oil & Gas Economic Impact Report*, Kern County produces 71% of California's in-state oil and 66% of the state's total gas production. California's top five oil-producing fields are located in Kern County, and three of those fields are ranked in the top ten producing oil fields in the nation. The oil and gas is the number one industry in Kern County in terms of gross domestic product and tax contributions.

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

In 2015 an estimated 395,000 persons in Kern County were participating in the labor force. Although Kern County's annual unemployment rate decreased from a high of 15% for 2010,

7. California Department of Finance, Demographic Research Unit

to 10.2% for 2015, it remained higher than the state's annual unemployment rate of 12.2% and 6.2% respectively, for those same years.⁸

Households and Families

In 2014 there were an estimated 12,617,280 households in the state of California with an average household size of 2.97 persons. Of all households in the state, 32.4% had children under the age of 18. By comparison the estimated total number of households in Kern County was 257,737 for the same period, with an average household size of 3.22. Of all Kern County households, 75.5% were families, and of those, 40.1% had (their own) children under the age of 18 years. Nonfamily households in Kern County constituted 24.5% of all households and most of these reported as people living alone. Some of these were single head of households; however, many were households in which no one was related.

Grandparents

Multigenerational households continued to be prevalent as a household type in Kern County with an estimated 28,000 grandparents living with their grandchildren (under 18 years of age) in 2014. Of these grandparents, 36% also had primary responsibility for their grandchildren. According to 2014 estimates, 10,628 Kern County children lived in the care of their grandparents, or 4% of all children under age 18 in county households.

Nativity and Foreign Born

Of Kern County's 2014 population, 79.6% (682,468) were born in the United States, and 20.4% (175,262) were foreign born. Of the population who were born outside of the United States, 92.7% entered before 2010. The U. S. Census Bureau, 2010-2014 American Community Survey 5-year Estimates, indicate that 80.4% of the county's foreign born population came from Latin America.

Language

Data for 2014 indicate that in Kern County, a large percentage (42.6%) of the population five years and older spoke a language other than English at home, and 18% reported that they spoke English less than "very well." Of the population that spoke a language other than English at home, 37.8% spoke Spanish. By comparison, 43.8% of California's population 5 years and older speak a language other than English at home, and 19% indicated they spoke English less than "very well." Of the population that spoke a language other than English at home, 28.7% spoke Spanish.

Education

Kern County's estimated total K-12 school enrollment for 2014 was 185,722. Elementary enrollment (grades 1-8) was 111,866, and secondary enrollment was 58,927. The 2014 high school graduation rate for the state of California for the 2014 was 81.5% compared to 73% for Kern County.⁹ The difference in education attainment between the county and the state was

8. California Employment Development Department, Labor Market Information Division

9. California Department of Education, Educational Demographics Unit

much greater as only about half as many, 15.2%, of Kern County residents had a bachelor's degree or higher while the rate for the state of California was 31%.

Persons with Disabilities

For 2014, among the civilian noninstitutionalized population in Kern County, 11.4% reported a disability. The likelihood of having a disability varied by age, from 5.1% of people under 18 years old, to 20.6% of people 18 to 64 years old, and 40.1% of those 65 and over. For the December 1, 2014, Reporting Cycle, there were 1,922 children ages 0-5 who were enrolled in Special Education Programs in Kern County.¹⁰

Economy

In Kern County 59% of people age 16 and over were in the labor force, of those 51% were employed in 2014. According to the California Employment Development Department, Labor Market Information Division, the annual unemployment rate dropped from 11.7% in 2013, to 10.4% in 2014.

For 2014, 16.4% of the employed population worked in the agriculture and mining industries, which was a minor increase over the 2013 rate of 15.9%. Employment levels in educational services, health care, and social assistance remained relatively unchanged at 19.7% during this period. Employment in the retail trades and construction industries industry saw no changes at 10.9% and 6%, respectively.

Income, Poverty, and Participation in Governmental Programs

For 2014 the estimated median household income in Kern County was \$48,574, slightly higher than the 2013 estimate of \$48,522, but \$12,915 less than the California median household income of \$61,489. In 2014, 19% of all families in Kern County had incomes below the poverty level, relatively unchanged from the previous year. Poverty rates remained about the same, 24.8%, for families with children under the age of 5.

In 2014 an estimated 7.9% of all households in Kern County received Supplemental Security Income (SSI), which was unchanged from 2013. Households receiving cash public assistance was almost unchanged at 7.2%. There was, however, an increase in those receiving Supplemental Nutrition Assistance Program (SNAP)/food stamp benefits from 14.7% in 2013 to 16% in 2014.

Health Insurance

For 2014, 81.5% of the Kern County civilian noninstitutionalized population had health insurance coverage, which was an increase from the 2013 estimate of 79.8%. For 2014, 18.5% did not have health insurance coverage. For those under 18 years of age 8.2% had no health insurance coverage.¹¹

10. Ibid.

11. Kidsdata.org – Custom Profile: Kern County.

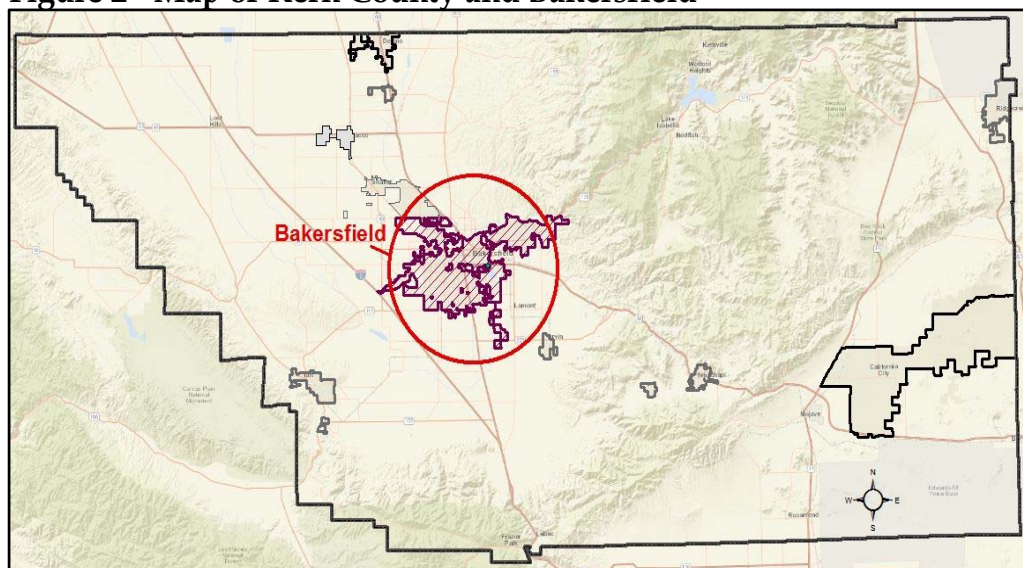
Other Influences

There are 48 public school districts in Kern County with a total K-12 student enrollment of 180,304 during the 2014-2015 year, with approximately 70% of children enrolled in elementary schools and 30% enrolled in secondary schools.¹² The Kern High School District (KHSD) is one of the largest high school districts in California with more than 35,000 students and serves over 40% of the county's geographic area.¹³

According to the Kern County Network for Children 2016 *Report Card*, Kern County is one of the youngest counties in California. In 2015, 254,396 children under the age of 18 resided in the county, about 43,220 more than in 2000. The county's 2015 child population makes up 29% of its total population, the third largest in the state. The county's child population is projected to increase to 428,326 by 2050.

Bakersfield, California¹⁴

Figure 2 - Map of Kern County and Bakersfield



Population

Bakersfield is the county seat and largest city in Kern County. For 2014, there were 358,700 individuals residing in the city -- 49.6% were males, 50.4% were females, and 33.9% were under 19 years of age. With respect to race, 67.4% of the population was White, 8.2% African American, 6.6% Asian, and 1.3% Native American, and 46.9% were reported to be of Hispanic ethnicity.

12. California Department of Education, Educational Demographic Unit, County Enrollment by Grade (with district data)

13. Kern High School District, <http://kernhigh.org>.

14. Unless otherwise specified, data in this section is based on U.S. Census Bureau, 2014 American Community Survey 1-Year Estimates.

Households and Families

There were 111,988 households in the city of Bakersfield in 2014. Families accounted for 74.6% of these households, and 45.6% of these families included related children under the age of 18. Female householders with no husband present constituted 16.9% of the households, and 10.4% of these had children under the age of 18. Householders who were living alone constituted 19.5% of all households.

Nativity and Foreign Born

Of the total population of the city of Bakersfield in 2014, 81.5% were born in the United States, and 18.5% were foreign born. Of those born outside of the United States, about 76% entered before the year 2010.

Language

In 2014, 38.2% of the population over the age of 5 spoke a language other than English at home; and 13.7% reported speaking English “less than very well.”

Geographic Mobility

Of the 352,761 persons ages 1 year or over, 81% were living in the same house as one year ago. Only 18.6% reported living in a different house in the United States, and of these, 14.6% had moved within the same county.

Education

- In 2014, the high school graduation rate for residents of the city of Bakersfield was 79.7% compared to 73% for Kern County. The difference in college graduation rates was also significant as 19.1% of Bakersfield residents had a bachelor’s degree or higher compared to 15.2% of county residents.
- The total public K-12 school enrollment in 2014 for the city of Bakersfield was 74,124.

Disability

Among the civilian noninstitutionalized population in Bakersfield, 11.2% reported a disability in 2012. The likelihood of having a disability varied by age, from 3.9% of people under 18 years old, to 10.3% of people 18 to 64 years old, and to 42.7% of those 65 years and over.

Economy and Income

The unemployment rate was about 10.8% for the city of Bakersfield. Of those persons employed (16 years and over), 31.8% were employed in management, business, and science and arts, 23.6% had jobs in the sales and office occupations, and 18.7% were employed in service occupations. Top industries included: educational services and health care (22.3%); retail trades (11.7%); and agriculture, forestry fishing, hunting, and mining (11.5%).

The estimated 2014 median household income was \$56,842. Of all families, 10.4% had incomes below \$15,000 per year and 11.2% had incomes over \$150,000 or more. In 2014, 16.9%

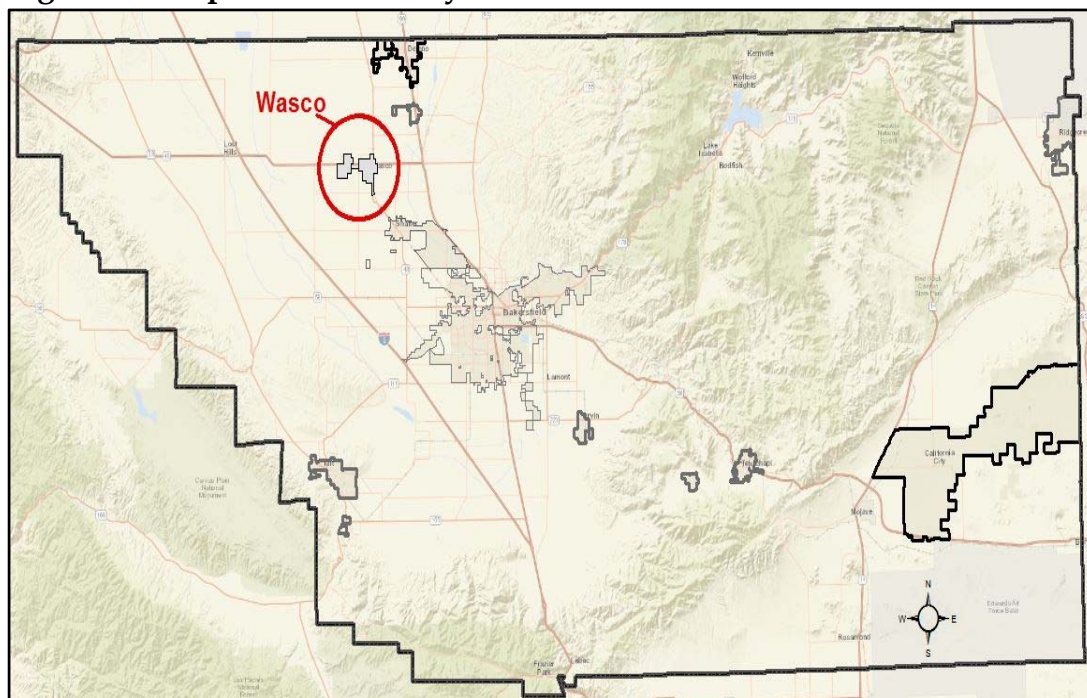
of families in the city of Bakersfield had incomes below the poverty level. Of those families, 23.1% had related children under 18 years of age. Only 7.8% of families with incomes below the poverty level were married, while 40% were families with female householder and no husband present.

Health Insurance

Among the civilian noninstitutionalized population in the city of Bakersfield, 83.8% had health insurance coverage and 16.2% did not. For those under 18 years of age, 7.6% had no health insurance coverage. Of those individuals who were unemployed, 45.2% did not have health insurance.

Wasco, California¹⁵

Figure 3 – Map of Kern County and Wasco



Geography

Wasco is a small incorporated rural city located 24 miles northwest of Bakersfield, at an elevation of 328 feet.¹⁶ Agriculture is one of Wasco's major economic activities, specifically the growing of roses; 55% of all roses grown in the United States are grown in or around Wasco.¹⁷

15. Unless otherwise specified, data in this section is based on U.S. Census Bureau, 2010-2014 American Community Survey, 5-Year Estimates.

16. Wikipedia. https://en.wikipedia.org/wiki/Wasco,_California

17. Ibid.

Demographics

In 2014 the population of Wasco was 25,865, of which 61.5% were male and 38.5% were female. The estimated racial composition of Wasco is 79.8% (20,646) White; 11.3% (2,917) Some other race; 7.8% (2,010) Black or African American; 1.5% (388) Asian; and 1.3% (333) American Indian/Alaskan Native. Of the total population, 77.3% (19,988) are Hispanic or Latino.

Ages categories and percentages of the Wasco population are as follows: 2,121 children ages 0-5 years (8.2%), 5-9 years (7.3%), 10-14 years (7.5%), 15-19 years (7.7%), 20-24 years (10.8%), 25-34 years (19.6%), 35-44 years (14.4%), 45-54 years (11.3%), 55-59 years (3.8%), 60-64 years (3.6%), 65-74 years (3.2%), 75-84 years (1.7%) and 85+ years (1.0%). The population of children 0-5 years has not changed significantly since the 2010 Census.

Economy and Income

For 2014, estimates of occupation by sex and median earnings during the last 12 months for residents age 16 and older, indicate that the primary occupation types for residents are management (26.1%), sales and office (21.5%), and natural resources (20.2%). The primary industry for employment is educational services, and health care and social assistance (19.7%). Of individuals 16 and over, 50.9% were employed, 41.0% were not in the labor force, 75.6% were private wage and salary workers, 17.7% were government workers, and 6.6% were self-employed.

Median family income was \$40,437, compared to the Kern County median family earnings of \$52,541 for the same period. The 2015 annual unemployment rate for Wasco was 13.5%¹⁸ (not seasonally adjusted), down from 13.8% for 2014.¹⁹ Approximately 16.7% of Wasco's families have incomes below \$15,000 per year. Of the families and people whose income in the past 12 months is below the poverty level 24.8% have related children under the age of 6 years.

Child Care Facilities and Needs Assessment

According to the California Department of Social Services, there are seven licensed child care facilities in Wasco. The following Table 2 indicates the number of child care spaces in Wasco as of 2013.

18 California Employment Development Department, Labor Market Information Division, Monthly Labor Force Data for Cities and Census Designated Places (CDP), Annual Average 2015 – Revised.

19. California Employment Development Department, Labor Market Information Division, Monthly Labor Force Data for Cities and Census Designated Places (CDP), Annual Average 2014 – Revised.

Table 2 - Capacity of Early Childhood Programs in Wasco²⁰

Type of Child Care Environment	Capacity	
	Birth – 2 years	3 – 5 years
Non-Subsidized Center Capacity	0	45
Subsidized Full Day Center Capacity	0	69
Family Child Care Capacity	178	
Subsidized Enrichment Programs (Included in this category are all part-day/part-year Head Start programs and State Preschools. CAPK operates one Head Start center in Wasco with funded total enrollment of 34.)	0	118

One of the methods used to gauge the need for child care is by the number of two-parent families and single parents in the workforce. According to the American Institutes of Research (AIRS) 2012 calculations, the number of children with all parents in the workforce in Wasco is 287 children ages 0-2 years and 1,038 children ages 3 to 5 years.

Evaluation

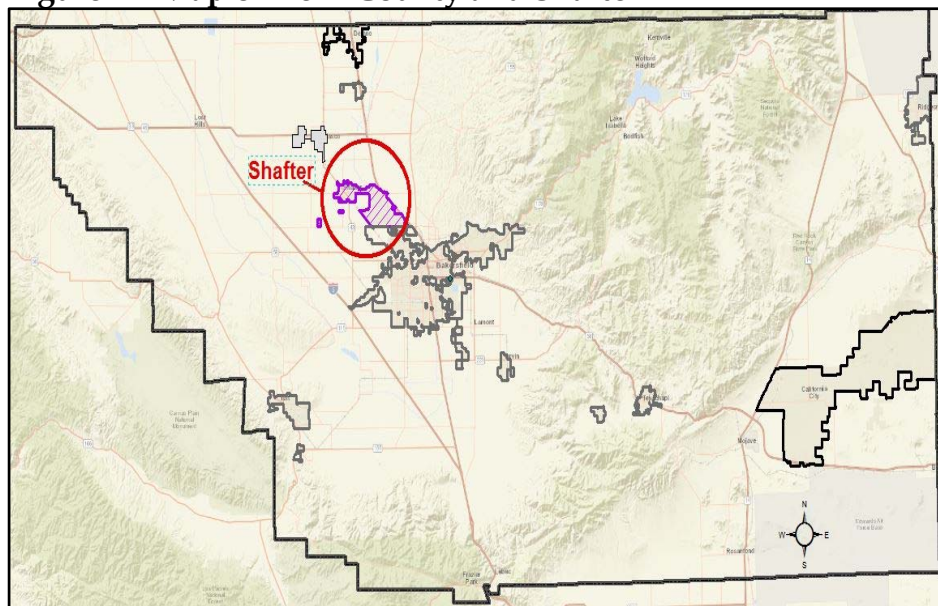
CAPK's Sunrise Villa Child Development Center in Wasco has slots for 34 children and has had a waiting list of over 80 children for the past several years. Although Transitional Kindergarten (TK) was implemented several years ago in California and has reduced enrollment in Head Start programs in some communities, many low-income Wasco families prefer placing their pre-school age children in the Head Start program, as evidenced by the long waiting list.

CAPK's HS/SCD Division is actively researching the feasibility of increasing its capacity in Wasco by developing a larger early childhood education and development center to help accommodate the unmet child care and child development needs of low-income families. While license-exempt home care is the best option for some parents, all parents should be given the opportunity to access affordable, quality licensed care for their pre-school age children to provide them with rich learning environments that will contribute to a successful transition to kindergarten.

20. Early Childhood Council of Kern, *Assessment of Early Child Education in Kern County*, submitted April 15, 2014.

Shafter, California²¹

Figure 4 – Map of Kern County and Shafter



Geography

Shafter is an incorporated rural city located 18 miles northwest of the city of Bakersfield. Historically, much of Shafter's economy has been based on agriculture and ag-related industry. Local crops include almonds, pistachios, cotton, grapes and alfalfa as well as some carrots, potatoes and other vegetables. Cotton and potatoes have a special historical significance for the town of Shafter as leading industries in the town's development. More recently Shafter has become a hub for manufacturing, logistics, and energy.

Demographics

For 2014 the estimated population of Shafter was 17,261, of which 51.0% were male and 49.0% were female. The estimated racial composition of Shafter includes 86.6% (14,944) White; 12.4% (2,136) Some other race; 2.1% (367) American Indian/ Alaskan Native; 1% (165) Black or African American; and 0.4% (67) Asian. Of the total population, 80.7% (13,938) are Hispanic or Latino. There was no significant increase in the Hispanic or Latino (any race) population between 2012 (13,993) and 2014 (13,938).

Ages categories and percentages of the Shafter population in 2014 were estimated as follows: 0-5 years (10%), 5-9 years (10.2%), 10-14 years (9.3%), 15-19 years (8.9%), 20-24 years (8.7%), 25-34 years (14.4%), 35-44 years (14.7%), 45-54 years (10.5%), 55-59 years (3.9%), 60-64 years (2.7%), 65-74 years (4.0%), 75-84 years (2.0%) and 85+ years (0.6%). The estimated number of children under 5 years of age decreased slightly from 1,899 in 2012 to 1,734 in 2014. The median age shows no significant change from an estimated 26.3 years in 2012.

21. Unless otherwise specified, data in this section is based on U.S. Census Bureau, 2010-2014 American Community Survey, 5-Year Estimates.

Economy and Income

The 2014 estimates of occupation by sex and median earnings during the last 12 months for residents age 16 and older, indicate that the primary occupation types for residents are natural resources (1,915), production and transportation (1,113) and sales and office (1,128). There was no significant change in the annual unemployment rate for Shafter from 2014 from (8.9%) to 2015.²² Of individuals 16 and over, 48.7% were employed, 42.4% were not in the labor force, 88.6% were private wage and salary workers, 7.2% were government workers, and 4.2% were self-employed.

There was no significant change in the median family income of \$41,862 in 2012 to 2014, compared to the Kern County median family earnings of \$51,767 for the same period. In 2014 approximately 12% of Shafter families had incomes below \$15,000 per year, which reflects a 3% increase over 2012. For 2014, of the families and people whose income in the past 12 months was below the poverty level, 23% had related children under the age of 5 years.

Child Care Facilities and Needs Assessment²³

According to the Kern County Superintendent of Schools Office, Community Connection for Child Care, as of July 3, 2014, there are four other licensed day care centers in Shafter in addition to the three CAPK Head Start and Early Head Start facilities. These non-Head Start centers are licensed for a combined total of 202 slots. According to Community Connection for Child Care, there are 13 licensed family child care providers in Shafter, with a combined total of 128 slots. The number of unlicensed child care providers in Shafter is unknown. According to the American Institutes of Research (AIRS) 2012 calculations, the number of children with all parents in the workforce in Shafter is 206 children ages 0-2 years and 749 children ages 3 to 5 years. The following Table 3 indicates the number of child care spaces in Shafter as of 2013.

Table 3 - Capacity of Early Childhood Programs in Shafter²⁴

Type of Child Care Environment	Capacity	
	Birth – 2 years	3 – 5 years
Non-Subsidized Center Capacity	0	77
Subsidized Full Day Center Capacity	17	82
Family Child Care Capacity	142	
Subsidized Enrichment Programs (Included in this category are all part-day/part-year Head Start programs and State Preschools. CAPK operates two Head Start centers and one Early Head Start center in Shafter with funded total enrollment of 76.)	0	88

22. California Employment Development Department, Labor Market Information Division.

23. Early Childhood Council of Kern, *Assessment of Early Child Education in Kern County*, submitted April 15, 2014.

24. Ibid.

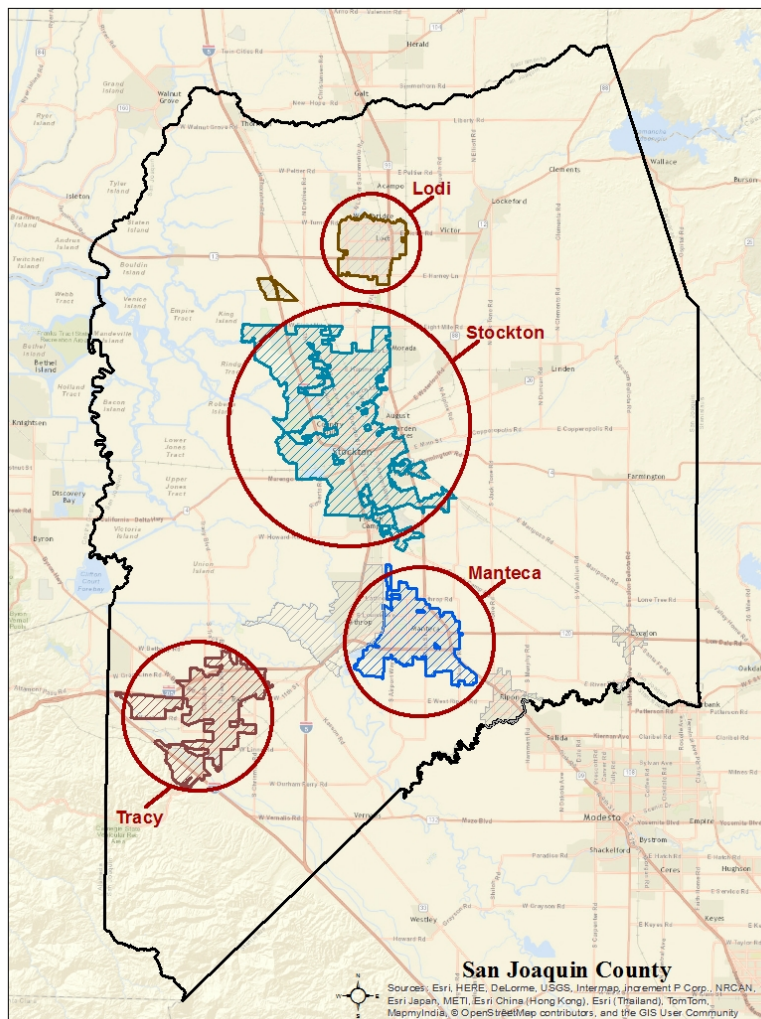
Evaluation/Recommendation

The Richland School District serves elementary school age children living in the city of Shafter and outlying areas. The District operates four schools that are located in the city: Golden Oak Elementary School (K-6), Redwood Elementary School (K-6), Sequoia Elementary School (K-6) and Richland Junior High School (7-8). Transitional kindergarten (TK) classes are offered at all three elementary schools. Currently, the Shafter area has a total of 60 funded enrollment slots allocated to Head Start and 16 to Early Head Start. The Head Start/Early Head Start centers have an average combined waiting list of 40 children, indicating that a clear need continues to exist for expanding Head Start/Early Head Start services in Shafter.

HS/SCD will conduct a cost analysis to determine the financial feasibility of building a new facility or expanding one of the currently existing facilities in Shafter to meet the growing need for Head Start/Early Head Start services. The City of Shafter may provide city-owned land next to one of the existing Early Head Start centers for the expansion project. Other assessments will also be conducted to determine families' interest in home-based options in Shafter.

San Joaquin County, California²⁵

Figure 5 - San Joaquin County, Lodi, Manteca, Tracy, and Stockton, California



San Joaquin County, California, is an area of approximately 1,400 square miles located in California's Central Valley and east of the San Francisco Bay Area. In 2015 the county was home to approximately 728,500 people,²⁶ of whom nearly 312,900 live in the city of Stockton,²⁷ the county seat.

San Joaquin County is located in the northwest section of California's Central Valley, an area

25. Unless otherwise specified, data in this section is based on U.S. Census Bureau, 2010-2014 American Community Survey, 5-Year Estimates.

26. California Department of Finance, Demographic Research Unit, E-6: Population Estimates and Components of Change by County—July 1, 2010-2015, and www.dof.ca.gov/research/demographic/.

27. California Department of Finance, Demographic Research Unit, E-1: City/County Population Estimates with Annual Percent Change January 1, 2015 and 2016.

known for its agriculture and hot, dry summers and mild winters. Compared to the rest of the Valley, however, San Joaquin County has a lower concentration of farm and government jobs, and a higher concentration of transportation and warehousing jobs. With five railroads, an airport that offers passenger and freight transport, and the Port of Stockton with channels that accommodate international shipping lines, San Joaquin County is considered a major transportation hub.

In 2015 CAPK was awarded the contract to provide Early Head Start services in San Joaquin County, California. During 2015, CAPK's HS/SCD Division embarked upon this significant project which will ultimately provide EHS services to 409 pregnant women, infants and toddlers and their families in several of the most disadvantaged communities in the county. CAPK will provide services through the following options:

- **Full-year home-based services**—The program will operate for 48 weeks a year, and provide 48 weekly home visits and twice a month socialization experiences. A unique aspect of the proposed program is that in addition to children, pregnant women will also receive weekly home visits and socialization experiences.
- **Full-day, full-year center-based services**—The program will provide 48 weeks of service, two annual home visits and two annual parent/teacher conferences.

The target populations for the proposed program include pregnant women; children in the child welfare system; families experiencing homelessness; children with disabilities; and children from low-income families.

San Joaquin County Early Head Start Locations

Start-up activities in San Joaquin County have included identifying EHS program sites; evaluating and addressing facilities' maintenance and repair issues; recruiting, hiring and training staff; conducting outreach into the community; recruiting families; and purchasing classrooms supplies and equipment.

As of July 2016, CAPK has opened two EHS centers in Stockton, one in Manteca, and one in Tracy. Two other Stockton sites and one in Lodi are projected to open later in 2016. In the meantime, EHS services are being provided through the home-based option until the centers are certified to open. Table 4 below shows CAPK's current center-based locations in San Joaquin County.

Table 4 - Current San Joaquin County EHS Options

CENTER-BASED OPTIONS	INFANTS 0-24 mo. Slots	TODDLERS 18-36 mo. Slots	HALF DAY/ EXTENDED DAY PROGRAM	HOME-BASED OPTION Slots
California St. EHS, Stockton	8	16	8:00-2:00	66
4th St. EHS, Stockton	8	24	TBA	0
St. Mary's EHS, Stockton	8	8	8:00-2:00	0
Kennedy EHS, Stockton	0	16	TBA	0
Walnut EHS, Manteca	6	14	8:00-2:00	12
Chrisman EHS, Tracy	6	24	7:30-4:00	12
Lodi United Christian Church (Lodi UCC) EHS, Lodi	8	16	TBA	44

Population

From 2008 to 2012, the U.S. Census Bureau reported that the median household income was just under \$54,000;²⁸ for families with children under age 18 years, the median household income is estimated at \$51,155.²⁹ According to the U.S. Census Bureau's 2011 – 2013 American Communities Survey, 21.6% of families with children under 18 years of age live in poverty in San Joaquin County. For families with children under 5 years of age, the family poverty rate increases to 24.3%. The American Communities Survey estimates that 28.6% of all children under age five years live in poverty at some point during a 12-month period.³⁰

The American Communities Survey further indicates that 15,038 children under the age of 5 years and 200 children ages 1 to 2 years live in poverty.³¹ Assuming that approximately 3,007 children are born in poverty each year, we estimate that there are approximately 9,021 EHS eligible children in San Joaquin County. These children are considered categorically eligible for the EHS program and constitute a family of just one – the child.

CAPK is targeting EHS services to the county's most populous communities of Stockton, Lodi, Manteca, and Tracy. In part this has been done to ensure continuity of services to families who are already enrolled in the program, as the former grantee provided services in Stockton, Lodi, Manteca, and Tracy. All four of these communities are indicated as high need because of high concentrations of poverty as shown on the following map and charts.

28. U.S. Census Bureau, 2010-2014 American Community Survey -Year Estimates. DP02: Selected Social Characteristics.

29. Head Start Child Development Council, Inc. *Assessing the Needs of Children and Families in San Joaquin County 2014*. <http://www.hscdc.org/pdf/SJCCA2014.pdf>.

30. U.S. Census Bureau, 2010-2014 American Community Survey 3-Year Estimates. DP02: Selected Social Characteristics.

31. Ibid.

The U.S. Census Bureau estimates that 31.9% of children under age 18 years received some form of public assistance in the prior 12 months, including Supplemental Security Income (SSI, which automatically qualifies the child for selection), Temporary Assistance for Needy Families (TANF, which also automatically qualifies the child), and/or the Supplemental Nutrition Assistance Program (SNAP or food stamps, which does not automatically qualify the child for EHS but does indicate that the family is low-income). In addition, approximately 322 children under the age of 3 years are living in foster care in San Joaquin County (122 children under the age of 1 year).

Estimated Number of Children Needing Full-day, Full-year Care

The last child care planning council assessment was conducted in 2009. At that time, the number of infant child care slots was significantly less than the number of preschool slots as noted in the table below. Just 932 spaces were available for infant care, but the number of children under the age of 2 years in need of care at the same time was 15,638.³² This means approximately 5% of children from birth to age 2 years requiring child care were able to access care.

Table 5 - Estimated # of Children Needing Full-day, Full-year Care

Type of Facility	# of licensed facilities	# of spaces	Percent among center-based
Infant	41	932	6.9%
Preschool	228	10,639	78.8%
School-Age	36	1,926	14.4%
Family Child Care	793	7,315	N/A
Total	1,098	20,812	

The estimated average annual cost of center-based infant care in San Joaquin County is \$12,388 and \$7,989 for family child care.³³ Simultaneously, the estimates also indicate that there is only sufficient licensed child care to meet 18% of the demand in San Joaquin County.³⁴ In total, there are 10,200 center-based child care slots and 5,842 family child care spots available county-wide for all children.³⁵ In 2009, 39% of all requests for care that were recorded by the local child care planning council were for children from infancy through age 2 years.³⁶ Further, it estimated that between 45.8% of children ages 3 to 5 years are not enrolled in preschool, depending on the area of San Joaquin County.³⁷

According to the U.S. Census Bureau, 2011-2013 American Community Survey 3-year Estimates, in families with children under age 6 years, 63.6% of these families had both

32. Head Start Child Development Council, Inc. *Assessing the Needs of Children and Families in San Joaquin County 2014*.

<http://www.hscdc.org/pdf/SJCCA2014.pdf>

33. 2009 Child Care and Early Education Needs Assessment for San Joaquin County (July 2009).

http://lccpc.org/needs_assessment.pdf

34. Ibid.

35. Ibid.

36. Ibid.

37. Ibid.

parents working in the labor force. This underscores the importance of having affordable, accessible center-based care in San Joaquin County.

Education

The U.S. Census Bureau estimates that 26.2% of adults over the age of 25 in San Joaquin County are high school graduates, and just 12.4% hold a Bachelor's degree or higher. Nearly 12% of the population has less than a 9th grade education, and an additional 10.4% of the population stopped attending school between 9th and 12th grades. Parent education level is one of the single strongest predictors of children's eventual success in school themselves. It also has a strong impact on an individual's ability to move to self-sufficiency, as less education is associated with working lower wage jobs.

Households and Families

The U. S. Census Bureau estimates that there were 12,552,658 households in the state of California with an average household size of 2.97 persons. Of all households in the state, 32.2% had children under the age of 18 years. By comparison, the estimated total number of households in San Joaquin County was 217,343 for the same period, with an average household size of 3.15. Of all San Joaquin County households, 43.6% had children under age 18 years.

Grandparents

Multigenerational households are prevalent in San Joaquin County with an estimated 24,658 grandparents living with their grandchildren (under 18 years of age).³⁸ Of these grandparents, 6,800 (28%) had responsibility for their grandchildren.

Nativity and Foreign Born

According to the U.S. Census Bureau, 2010-2014 American Community Survey 5-year Estimates, 75.8% (531,585) of San Joaquin County's population was born in the United States, and 23.1% (161,686) were foreign born. Of the population who were born outside of the United States, 93.5% entered before 2010. The estimates also indicate that 54.7% of the county's foreign born population came from Latin America and 38.1% from Asia.

Language

San Joaquin County is well-known throughout California for its ethnic and racial diversity; an estimated 75 different languages are spoken throughout the county.³⁹ The U.S. Census Bureau estimates that 40% of the foreign born population of San Joaquin County speak a language other than English at home. The estimates indicate that 51.5% of children in San Joaquin County under age 17 years are of Hispanic or Latino decent. Many of these children are dual language learners who will enter HS/EHS with varying degrees of competency.

38. U.S. Census Bureau, 2010-2014 American Community Survey 5-year Estimates.

39. Head Start Child Development Council, Inc. *Assessing the Needs of Children and Families in San Joaquin County 2014*. <http://www.hscdc.org/pdf/SJCCA2014.pdf>.

The impacts of the challenge of parents' low education levels can be seen in educational outcomes for children from birth to age 8 in San Joaquin County. On a series of indicators about children's educational successes, the county's children lag behind their California peers. Early literacy is one of the single most important ways to close the achievement gap. In San Joaquin County, it is estimated that in 2014, 59% of children were read to every day, reflecting a decline from the last data point in 2012.⁴⁰ The most startling example of low performance is in the percentage of 3rd graders who read at grade level (36%) which places the county among the lowest performers in the state.

Persons with Disabilities

Among the San Joaquin County civilian noninstitutionalized population age 16 years and over in, 8% reported a disability.⁴¹ Of children under 18 years old, 3.4% are estimated to have a disability. According to the California Department of Education, December 1, 2014, Reporting Cycle, approximately 16,000 children ages 0-5 were enrolled in Special Education programs in San Joaquin County.⁴² According to the most recent data from the California Department of Education (December 2014), 190 children ages birth to 2 years are receiving services for special needs in San Joaquin County. The most common disabilities were hard of hearing (31), speech and language (36), orthopedic impairment (12), intellectual disability (12) and other health impairment (99).⁴³

The most current San Joaquin County Head Start Community Assessment shows that children with special needs are disproportionately located in very low-income areas as noted by the table below.⁴⁴

40. Ibid.

41. U.S. Census Bureau, 2010-2014 American Community Survey 5-year Estimates.

42. San Joaquin County Point-In-Time Homeless Count. (2011). http://www.co.san-joaquin.ca.us/commdev/cgi-bin/cdyn.exe/handouts- neighpresv_2011HomelessCountReport?grp=handouts-neighpresv&obj=2011HomelessCountReport

43. Head Start Child Development Council, Inc. *Assessing the Needs of Children and Families in San Joaquin County 2014*. <http://www.hscdc.org/pdf/SJCCA2014.pdf>

44. Children Now. *2014 – 2015 California County Scorecard*. <http://scorecard.childrennow.org/2014/county/san-joaquin/>.

Table 6 - Low-Income Children with Special Needs

Zip Code	City	Poverty Rate	Part C Reported Number of IFSPs
95202	Stockton	51.5%	13
95204	Stockton	19.10%	38
95205	Stockton	35.50%	102
95206	Stockton	25.60%	182
95207	Stockton	27.20%	108
95210	Stockton	27.90%	80
95215	Stockton	20.60%	40
95240	Lodi	23.00%	107
95336	Manteca	9.60%	36
95337	Manteca	10.90%	35
95376	Tracy	12.10%	31

Economy

According to the California Employment Development Department, Labor Market Information Division, for 2015, 52.5% of the San Joaquin County population age 16 and over were employed, compared to 56.4% for the state. Construction, leisure and hospitality, wholesale and retail trade, and government are the county's major employing industries.

Income, Poverty, and Participation in Governmental Programs

For 2014 the estimated median household income in San Joaquin County was \$53,253, and \$8,236 less than the California median household income of \$61,489. In 2014, 23% of all families in San Joaquin County had incomes below the poverty level, slightly higher than the 2012 estimate of 20%. In 2014, 22.8% of all families with children under 5 years of age had incomes below the poverty level, compared to the 2012 rate of 22.3%. Stockton gained national attention in 2012 when the city declared bankruptcy, making Stockton one of the only cities in history to do so.

According to the San Joaquin County 2015 Point-in-Time Unsheltered Homeless Count Report, the number of homeless individuals continues to demonstrate a continued downward trend. In January 2011, 23% of unsheltered homeless persons were children (606 of 2,641). In 2015 children made up 5% (26 of 541) of unsheltered homeless persons in San Joaquin County. In 2013 the total number of sheltered homeless individuals recorded the first week in January dropped to 1,278, and in 2015, the number declined to 1,209.⁴⁵

45. San Joaquin County Point-in-Time Homeless Count (2015).
<http://bloximages.chicago2.vip.townnews.com/goldenstatenewspapers.com/content/tncms/assets/v3/editorial/a/ef/aefb1d7a-4dcf-11e5-8a1a-8f04a1dc047a/55e0d99a7b93e.pdf.pdf>

Health Insurance

San Joaquin County children have some of the highest rates of health insurance in the state but have some of the poorest access to health care. As a result, a large number of children with asthma have not been given an asthma action plan as noted below, and children continue to suffer from chronic illnesses.⁴⁶

Table 7 - Children Access to Health Care

Indicator of Health and Wellness	2012	2010	California Ranking
Children who have health insurance for the entire year	94	94	9/58
Children with a usual source of health care	91	92	46/58
Children who have visited a dentist in the past year	92	87	3/58
Asthmatic children with an asthma management plan	25	38	35/58
Children who are healthy weight	53	NA	40/58

Asthma is a significant concern for families who live in the Central Valley, which is notorious for poor air quality. In 2011 a parent survey found that nearly 23% of children from ages 1 to 17 had been diagnosed with asthma, and in 2012, there were 103 hospitalizations of children under age 4 for an asthma-related incident.⁴⁷

The number of Head Start children who are considered overweight increased from 435 to 461, while the number of obese children decreased from 643 to 598. This demonstrates the significant health and wellness needs of children in the program. According to the Centers for Disease Control and Prevention, *“obese youth are more likely to have risk factors for cardiovascular disease, such as high cholesterol or high blood pressure. In a population-based sample of 5- to 17-year-olds, 70% of obese youth had at least one risk factor for cardiovascular disease.”*⁴⁸

46. Kidsdata.org, a Program of Lucille Packard Foundation for Children’s Health. <http://www.kidsdata.org/region>.

47. Centers for Disease Control and Prevention, Childhood Obesity Facts. <http://www.cdc.gov/HealthyYouth/obesity/facts.htm>.

48. Children Now, 2014 – 2015 California County Scorecard. <http://scorecard.childrennow.org/2014/county/san-joaquin/>.

4

Eligible Children and Their Families⁴⁹

1305.3(c)(1) The demographic make-up of Head Start eligible children and families, including their estimated number, geographic location, and racial and ethnic composition.

The main focus of the CAPK Head Start/Early Head Start is to provide services and programs that positively impact low-income children and their families. Income limits for eligibility to enroll into the Head Start/Early Head Start programs are set by current federal poverty guidelines. Additionally, disabled and homeless children, as well as those receiving TANF/CalWORKs assistance, are given priority.

Unless otherwise indicated in this chapter, the data source for the CAPK Head Start and Early Head Start programs are the 2014-2015 CAPK Head Start Program and Early Head Start Program Information Reports (PIR).

Kern County Households and Families⁵⁰

In 2014 there were an estimated 257,737 households in Kern County, California. The average household size was 3.22 people. Families made up 75.5% of the households in Kern County, California. This figure includes both married-couple families (51.1%) and other families (24.5%). Of other families, 16.6% are female householder families with no husband present. Nonfamily households made up 24.5% of all households in Kern County. Most of the nonfamily households were people living alone, but some were composed of people living in households in which no one was related to the householder. In Kern County, 46.2% of all households have one or more persons under the age of 18.

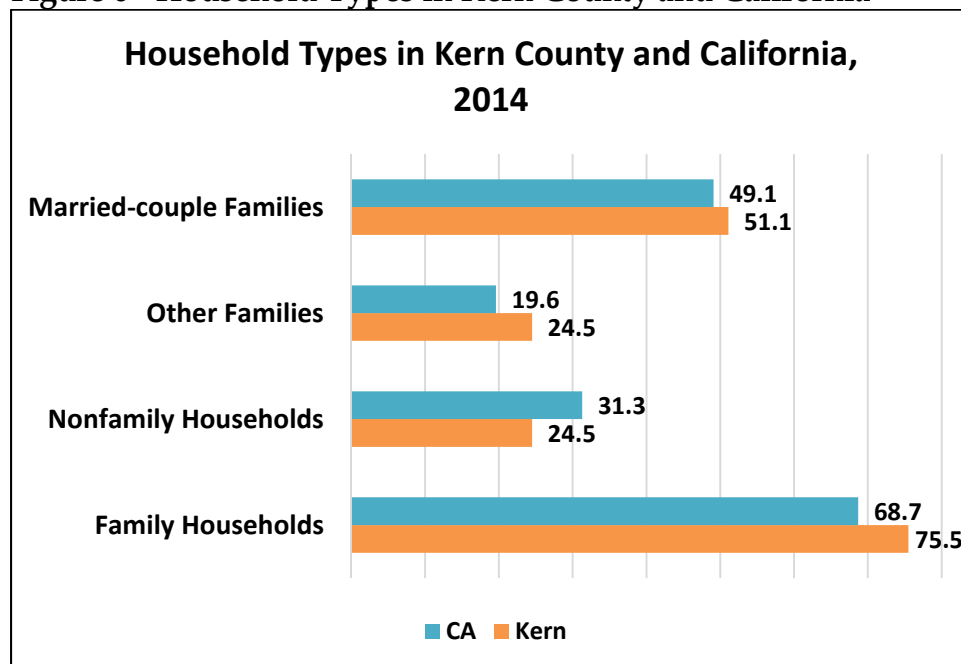
In the state of California, by comparison, there were an estimated 12,617,280 households in 2014, with families making up 68.7% of the households. The state's average family size was 2.97 persons. An estimated 32.2% households had their own children under age 18; 49.1% were married couple families with their own children under age 18; 13.6% were female

49. Unless otherwise specified herein, data referenced in this section is based on the U.S. Census Bureau, 2010 - 2014 American Community Survey 5-Year Estimates (DP05: ACS Demographic and Housing Estimates; DP02: Selected Social Characteristics in the United States; CP02: Selected Social Characteristics - California).

50. "Family household" is defined by American Community Survey as "A group of two or more people who reside together and who are related by birth, marriage, or adoption" (factfinder2.census.gov/help/en/american_factfinder_help.htm#glossary).

householder with no husband present, and 6.0% were male householder with no wife present. Figure 6 provides a comparison of household types between Kern County and California.

Figure 6 - Household Types in Kern County and California



Source: U. S. Census Bureau, 2014 American Community Survey 1-Year Estimates.

Grandparents Raising Children⁵¹

In Kern County, 27,718 grandparents lived with their grandchildren under 18 years old in 2014 and 10,069 (36%) of these grandparents had financial responsibility for their grandchildren. According to 2014 estimates, 10,628 Kern County children lived in the care of their grandparents, or 4% of all children under age 18 in county households. Of the children living with grandparents, 3,113 had no parents present in their grandparent's home, a 66% increase from 2013.

Head Start Age Children

In 2014, there were 85,476 children in Kern County *households* under the age of 6 years. Household data reflect that there were 42,637 children under 3 years of age and 42,839 children 3-5 years of age. The 0-5 age group constituted 9.9% of the *total county population*. Of the under-5-years age group, 43,593 were male and 41,883 were female.

Head Start Age Children - Race

From 2013 to 2014, there was little change in race/ethnicity characteristics of Kern County residents, with a slight increase in persons reported to be White, a 2.3% increase in the

51. Kern County Network for Children, 2016 Report Card.

number of persons who reported “Some other race.” Table 8 below shows Kern County’s population changes in more detail.

Table 8 - Kern County Race and Ethnicity

Race	2013		2014	
All Races	848,204		857,730	
Race	Percent	Number	Percent	Number
White	75.3	638,742	76.7	657,523
Black or African American	6.6	55,815	6.6	56,635
American Indian/Alaskan Native	2.3	19,536	2.3	19,344
Asian	5.3	44,540	5.4	45,944
Native Hawaiian and Other Pacific Islander	0.4	3,312	0.4	3,471
Some other race	14.1	119,407	12.4	106,739
Ethnicity: Hispanic or Latino				
Hispanic or Latino (of any race)	49.8	422,395	50.4	432,370

Source: U. S. Census Bureau, 2010-2014 American Community Survey 5-Year Estimates.

The following data (Table 9) from the Kern County Network for Children, *2016 Report Card*, provides the most current information for racial characteristics for children ages 0-5:

Table 9 - Head Start Age Children - By Racial/Ethnic Group

Age Group	African American	Caucasian	Latino	Asian/Pacific Islander	Native American	Multi-Race
Under 1	737	3,825	8,991	433	67	483
1 to 2	1,494	7,596	17,651	891	125	928
3 to 5	2,216	11,417	26,573	1,283	186	1330
Total	4,447	22,838	53,215	2,607	378	2,741

Homeless Children

Kern County homelessness continues to decline. The Kern County Homeless Collaborative (KCHC) conducts an annual Point-in-Time Count of homeless persons. The 2015 census revealed a total of 953 homeless persons, reflecting a 4% decline from 2014, and a 38% decrease since 2007 (according to the U.S. Department of Housing & Urban Development—HUD--definition of homelessness). Of the 2015 population, 71 were adults with children, and 160 were children ages 0-18 years. The highest number of homeless persons (809) was in Metro Bakersfield; 89% of all homeless children were in Metro Bakersfield. However, 22% of unsheltered children were located in rural areas of Kern County. According to representatives of the KCHC, the Point-in-Time count does not capture specific data for the 0-5 age group.

Income-Eligible Families and Children

Income-Eligible Families (Note: additional countywide household and family data can be found in Chapter 3 - *The Service Area*)

In 2014 there were 194,671 family households in Kern County, of which 131,617 were married-couple families and 42,708 were female householder families *with no husband present*. Of the 194,671 family households in Kern County, female headed families with related children⁵² had the highest rate of poverty, (53.5%) compared to all families in poverty (19.3%). Table 10 gives detailed information for poverty rates by family type.

Table 10 - Kern County Family Poverty Rates

Family Type	Total Number	Number in Poverty	Percent in Poverty
All families	194,671	37,572	19.3%
<i>With related children under 18 years</i>	115,612	31,793	27.5%
Married-couple family	131,617	13,812	10.5%
<i>With related children under 18 years</i>	71,212	10,895	15.3%
Female householder, no husband present, family	42,708	18,535	43.4%
<i>With related children under 18 years</i>	31,409	16,804	53.5%

Source: U. S. Census Bureau, 2010-2014 American Community Survey 5-Year Estimates

Household Income

The estimated median income of Kern County households in 2014 was \$48,574, up slightly from the 2013 median household income of \$48,552. In 2014, 7.9% of households received Supplemental Security Income (SSI), which was unchanged from 2013. In 2014, 7.2% of households received cash public assistance, which was slightly higher than 2013 at 7.0%.

Income Eligible Children

Of the estimated 857,730 persons living in Kern County in 2014, 23.4% or 200,709 were determined to have poverty status. Of these persons, 32.9% were under 18 years of age.⁵³ Of the children under 18 years of age who were in poverty, 35.8% or 24,729 were under 5 years of age.

CAPK Head Start/Early Head Start Programs - Eligible Children

Additional data is included in this section of the Community Assessment Update to provide a more detailed estimate of the number of Head Start/Early Head Start age- and income-eligible children in Kern County.

52. "Related children"- Includes all people in a household under the age of 18, regardless of marital status, who are related to the householder. Does not include householder's spouse or foster children, regardless of age (American Fact Finder Glossary, <http://factfinder2.census.gov>).

53. U. S. Census Bureau, 2014 American Community Survey 1-Year Estimates.

Age-Eligible Children

According to data from the Kern County Network for Children 2016 *Report Card*, in 2015 there were 86,783 Kern County children 5 years of age and under with approximately half (49.9%) in the 3 to 5 age group. Of those 61.7% were Latino and 26.49% were Caucasian. The following Table 11 further describes children 5 years of age and under.

Table 11 - Kern County Child Population by Age, Race, and Ethnicity, 2015

Age	African American	Caucasian	Latino	Asian/Pac. Islander	Native American	Multi-race	Total	% of 0-5
Under 1	737	3,825	8,991	433	67	483	14,536	16.9%
1 to 2	1,494	7,596	17,651	891	125	928	28,685	33.3%
3 to 5	2,216	11,417	26,573	1,283	186	1330	43,005	49.9%
Total Children	4,447	22,838	53,215	2,607	378	2,741	86,226	100.0%
Percent	5.16%	26.49%	61.72%	3.02%	0.44%	3.18%	100.00%	

Source: Kern County Network for Children, 2016 *Report Card*

Income-Eligible Children

Of the 86,783 children ages 0-5 years, approximately 29,849 are Head Start income eligible, based on poverty status (Table 12 below).

Table 12 - CAPK Head Start/Early Head Start Income-Eligible Children

Number children 0-5 years of age below poverty level*	Ages 0-2	Ages 3-5*
31,366	15,746 (50.2%)	15,620 (49.8%)

Sources: U.S. Census Bureau, 2014 American Community Survey 1 Year Estimates.

CAPK Head Start and Early Head Start Enrolled Children⁵⁴

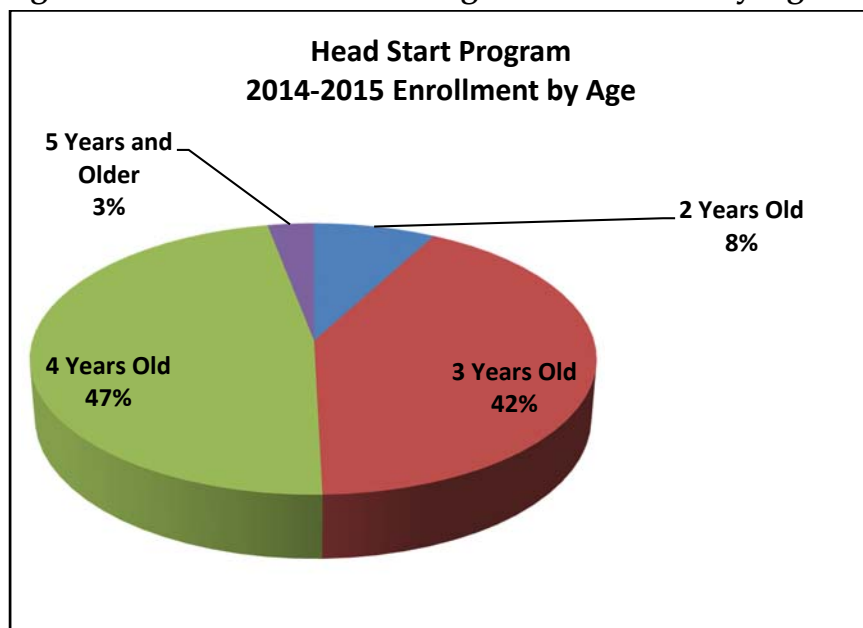
2014-2015 CAPK Head Start Program Information Reports (PIRs) provide a wide variety of information pertaining to children enrolled in Head Start and Early Head Start programs and their families. The following information is provided concerning enrollment by age, ethnicity, language, race, and body mass index.

Head Start Program – Enrollment by Age

Of the 2,900 children enrolled in the CAPK Head Start program during the 2014-2015 report year, 8% were 2 years old, 42% were 3 years old, 47% were 4 years old, and 3% were 5 years and older (see Figure 7 below).

54. CAPK 2014-2015 Head Start Program Information Report (PIR).

Figure 7 - CAPK Head Start Program Enrollment by Age



Head Start Program - Ethnicity

Children of Hispanic or Latino origin accounted for 76% of CAPK's Head Start enrollments, and 1,015 children (34%), were from families where Spanish is the primary language.

Head Start Program - Racial Characteristics

Of the children enrolled in the CAPK Head Start program during the 2014-2015 report year, 84% were White; 10% were Black or African American; 3% were Biracial or Multiracial; 1% were Asian; and Native Hawaiian/Pacific Islander and American Indian/Alaska Native represented less than 1%.

Table 13 - CAPK Head Start Enrollment - Racial Characteristics

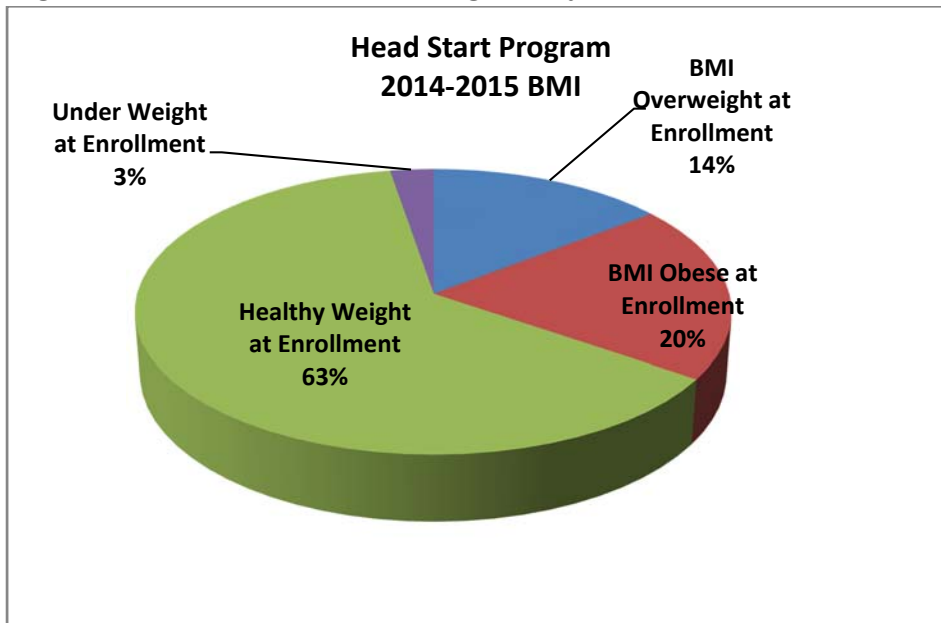
Race	Number Enrolled	%
Total Enrolled	2,900	100%
White	2,450	84%
Black or African American	296	10%
Biracial or Multiracial	95	3%
Asian	19	1%
Other Race	18	1%
American Indian/Alaska Native	14	.5%
Native Hawaiian/Pacific Islander	8	.3%

CAPK Head Start Program - Obesity

While 63% of children were at a healthy weight upon enrollment, overweight and obese children—determined by Body Mass Index or BMI--constituted 20% of children enrolled in CAPK's Head Start program in 2014-2015. This group continues to be a priority for

enrollment in the CAPK Head Start Program which currently utilizes the *I Am Moving, I Am Learning* curriculum in classrooms as an obesity prevention and intervention tool.

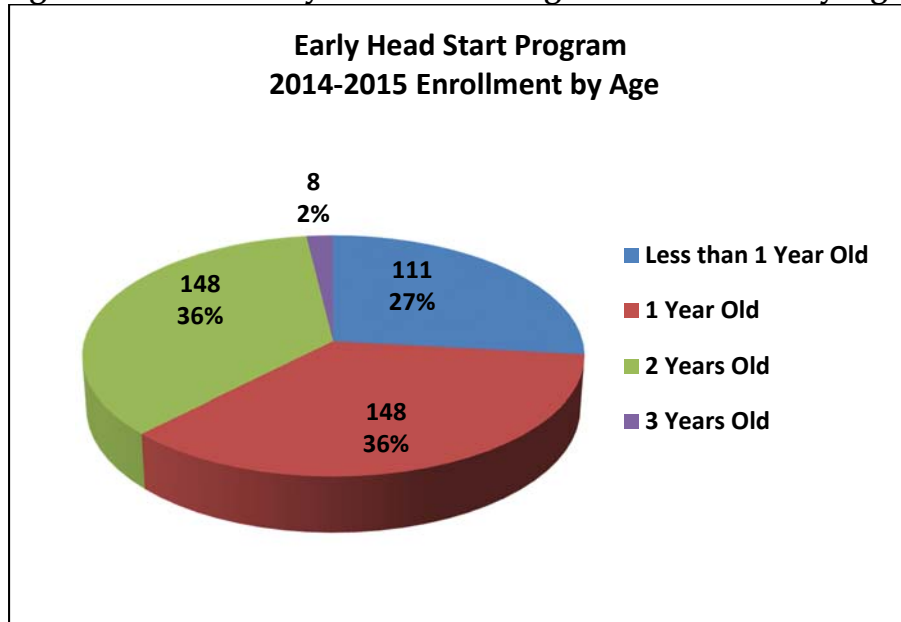
Figure 8 - CAPK Head Start Program by Children's BMI



CAPK Early Head Start Program - Age

Of the children enrolled in the CAPK Early Head Start program during the 2014-2015 report year, 27% (111) were less than 1 year old, 36% (148) were 1 year old, 36% (148) were 2 years old, and 2% (8) were 3 years old.

Figure 9 - CAPK Early Head Start Program Enrollment by Age



CAPK Early Head Start- Ethnicity

Of children enrolled in the CAPK Early Head Start Program in 2014-2015, 343 were of Hispanic/Latino origin, and 142 children (32%) were from families where Spanish is the primary language.

CAPK Early Head Start - Racial Characteristics

Of the children enrolled in the CAPK Early Head Start Program during the 2014-2015 report period, 84% were White; 12% were Black or African American; 2% were Bi-racial or Multi-racial; 1% were American Indian/Alaska Native; and Asian, Native Hawaiian/ Pacific Islander and Other Race represented less than 1%.

Table 14 - CAPK Early Head Start Enrollment - Racial Characteristics

Race	Number Enrolled	%
Total Enrolled	451	100%
White	380	84%
Black or African American	53	12%
Biracial or Multiracial	10	2%
American Indian/Alaska Native	6	1%
Asian	1	0%
Other Race	1	0%
Native Hawaiian/Pacific Islander	0	0%

5

HEAD START & OTHER CHILD CARE PROGRAMS

1305.3(c)(2) Other child development and child care programs that are serving Head Start eligible children, including publicly funded State and local preschool programs, and the approximate number of Head Start eligible children served by each.

Supply And Demand

The availability of quality, affordable child care is essential for working families. According to the Kern County Network for Children, *2016 Report Card*, licensed child care and school-age programs in Kern County are available for only 18% of children with working parents compared to 25% statewide. As the economy continues to improve, parents going back to work may have difficulty finding care that best fits the needs of their families.

Trends in Licensed Child Care Supply

Data from the *2015 Child Care Portfolio* (Child Care Resource & Referral Network, January 2012 and 2014), (see Table 15) show that between 2012 and 2014, the number of Licensed Child Care Center slots in Kern County decreased by 309 (2%). During this same period, the number of Family Child Care Home slots decreased by 890 (11%). These decreases may be attributed to the economy and higher than usual unemployment, which reduced the demand for child care and subsequently led to the close of a number of Licensed Family Child Care Homes.

Table 15 - Child Care Supply in Kern County

AGE AND TYPE	LICENSED CHILD CARE CENTERS			LICENSED FAMILY CHILD CARE HOMES		
	2012	2014	Change	2012	2014	Change
Total number of slots	12,561	12,252	-2%	8,086	7,196	-11%
Infant slots (under 2 years old)	613	563	-8%	.	.	.
Preschool slots (2-5 years old)	10,320	10,421	1%	.	.	.
School-age slots (6 years and older)	1,628	1,268	-22%	.	.	.
Total number of sites	192	186	-3%	788	685	-13%

Source: Child Care Resource & Referral Network, *2015 Child Care Portfolio*.

The *2015 Child Care Portfolio* also provided insight into the nature of child care requests countywide. The Portfolio shows that while 37% of requests for provider referrals were from parents seeking infant/toddler care, less than 5% of licensed center slots in Kern County were specifically for children under the age of 2 years.

Licensed Child Care Centers

The *2015 Child Care Portfolio* also shows that the total number of licensed preschool slots in Kern County was 10,984 in 2014. Of this total, approximately 2,592 were CAPK Head Start/Early Head Start center-based slots distributed as follows: 1,823 Part-Day/Part Year; 316 Full Day/Full Year; 15 Full Day/Part Year; and 148 Early Head Start Full Day/Full Year.⁵⁵

CAPK Head Start Program Enrollment⁵⁶

A variety of data is generated for each program year for Head Start and Early Head Start Programs through the Head Start Program Information Report (PIR). In the 2014-2015 report period, Head Start funded enrollments totaled 2,348. Cumulative enrollment (i.e., all children enrolled during the report year) of children ages 3-5 years was 2,900. Funded enrollment numbers were unchanged from the 2012-2013 Program Year.

2014-2015 cumulative enrollment data for CAPK's Head Start program is more specifically described in Table 16, and Early Head Start funded enrollment by program option is provided in Table 17.

Table 16 - CAPK Head Start Program Cumulative Enrollment

Cumulative Enrollment- 2014-2015 PIR Head Start Children by Age	Number Enrolled
2 Years Old	229
3 Years Old	1,209
4 Years Old	1,375
5 Years and Older	87
Total Enrollment	2,900

55. CAPK 2014-2015 Head Start and Early Head Start Program Information Reports (PIR).

56. CAPK 2014-2015 Head Start Program Information Reports (PIR).

Table 17 - CAPK Head Start Enrollment by Program Option

Program Option 2014-2015 PIR Enrollment Data	Number Enrolled
Head Start Total Funded Enrollment (Administration for Children and Families)	2,348
Center-based Option, Full Day	331
Center-based Option, Part Day	1,823
Home-based Option	194
Funded Enrollment at Child Care Partner	0
Total	2,348

2014-2015 Head Start Program Eligibility:

Of the children enrolled in Head Start during the 2014-2015 report year, 51% (1,470) were income eligible; 35% (1,017) were eligible based on their families' receipt of public assistance; 5% (131) were foster children; 2% (60) were homeless; 4% (108) were over income; and 4% (114) were from families who had incomes between 100% and 130% of poverty.

Early Head Start Program

In the 2014-2015 report period, Early Head Start funded enrollment was 244 and cumulative enrollment was 451 (415 children and 36 pregnant women).

Table 18 - Early Head Start Program Cumulative Enrollment

Cumulative Enrollment 2014-2015 PIR Children by Age	Number Enrolled
Less than 1 Year Old	111
1 Year Old	148
2 Years Old	148
3 Years Old	8
Total	415

The majority (148) of Early Head Start funded enrollment slots were for the center-based/ full-day option and 96 were for the home-based option.

Table 19 - Early Head Start Program Option ACF - Funded Enrollment

Program Option 2014-2015 PIR Enrollment Data	Number Enrolled
Early Head Start Total Funded Enrollment (Administration for Children and Families)	244
Center-based Option Full Day	148
Center-based Option Part Day	-
Home-based Option	96
Funded Enrollment of Pregnant Women	-
Total	244

Early Head Start Eligibility:

Of the children enrolled in Early Head Start during the 2014-2015 report year, 42% (189) were income eligible; 37% (166) were eligible based on their families' receipt of public assistance; 14% (62) were foster children; 4% (17) were homeless; 1% (6) were over income; and 2% (11) were from families who had incomes between 100% and 130% of poverty.

Additional Considerations⁵⁷

The U.S. Department of Health and Human Services recommends that parents not spend more than 10% of their family income on child care. Currently, the average annual cost of full-time care for an infant or toddler in Kern County is \$12,005 in a licensed center and \$7,834 in a family child care home. The cost of care for a preschooler is \$8,279 for a center and \$7,193 in a family child care home. With 19% of all families below the poverty level, there are many families in Kern County that cannot afford child care.

57. Kern County Network for Children, *2016 Report Card*.

6

Children with Disabilities

1305.3(c)(3) The estimated number of children with disabilities four years old or younger, including types of disabilities and relevant services and resources provided to these children by community agencies.

Kern County Special Education Enrollment Trends (2014)

The California Department of Education, Special Education Division, provided 1,994 children ages 0-5 with special education services according to the December 1, 2014, Reporting Cycle. This represents a decrease of 24 students reported in the December 1, 2013, Reporting Cycle. As noted in the 2011 Head Start and Early Head Start Community Assessment, Autism Spectrum Disorders (ASD) is the fastest growing serious developmental disability in California. For the December 1, 2014, Reporting Cycle, 20% children ages 0-5 had autism, compared to 15% for the December 1, 2013, Reporting Cycle, 13% for the December 1, 2012, Reporting Cycle, and 12% for the December 1, 2011, Reporting Cycle.

Current Kern County Children with Disabilities Data

The California Department of Education's Special Education Division provides data on the number of children enrolled in special education programs as well as the types of disabilities. Data is available by county, school district, and in some cases, school site.

Table 20 provides data with respect to Kern County children ages 0-5 with disabilities. According to the December 1, 2014, Reporting Cycle prepared by the California Department of Education, Special Education Division, an estimated total of 1,922 children ages 0-5 in Kern County were enrolled in Special Education Programs and had Individualized Education Programs (IEPs).

Table 20 - Kern County Children Ages 0-5 with Disabilities

* Denotes values under 11

Age	Mental Retardation	Hard of Hearing	Deaf	Speech or Language Impairment	Visual Impairment	Emotional Disturbance	Orthopedic Impairment	Other Health Impairment	Specific Learning	Deaf-Blindness	Multiple Disability	Autism	Traumatic Brain Injury	Total
0	*	12	0	*	0	0	0	12	0	0	0	0	*	>24
1	*	20	0	18	0	0	*	12	0	0	0	0	0	>50
2	22	18	*	83	*	0	*	12	0	0	0	0	0	>135
0-2	>22	50	>0	>101	0	0	>0	36	0	0	0	0	>0	>209
3	46	12	*	205	*	0	11	21	*	0	*	100	0	>395
4	63	13	*	289	*	*	*	26	14	0	*	148	*	>553
3-4	109	25	>0	494	>0	>0	>11	47	>14	0	>0	248	>0	>948
5	65	*	*	477	*	*	15	41	29	0	*	138	*	765
0-5	>196	>75	>0	>1,072	>0	>0	>26	>124	>43	0	>0	386	>0	>1,922

Source: California Department of Education, Special Education Division; Reporting Cycle: December 1, 2014

During the 2014 report period, over 209 children ages 0-2 were enrolled in Special Education programs in Kern County. Of these children, 101 (48%) had a speech or language impairment, and 36 (17%) had an "other" health impairment. There were 948 children ages 3-4 who were enrolled in Special Education programs in Kern County during the 2014 report period. Of these children, 494 (52%) had a speech or language impairment, 248 (26%) had autism, and 47 (5%) had "other health impairment."

CAPK Head Start Program Children with Disabilities⁵⁸

During the 2014-2015 Head Start program year, 215 (7%) of all enrolled children ages 3-5 had Individual Education Plans (IEP) and were receiving Disabilities Services. Approximately 88% of the children with IEPs were diagnosed with "Speech or Language Impairments" as their primary disability (see Table 21).

58. CAPK 2014-2015 Head Start Program Information Report (PIR).

Table 21 - CAPK Head Start Preschool Primary Disabilities

Disabilities Services	Total Enrolled
Children with Individual Education Plan (IEP)	215
Children with Speech Impairment	190
Children with Health Impairment	1
Children with Emotional Disturbance	1
Children with Intellectual Disabilities	8
Children with Hearing Impairment	0
Children with Orthopedic Impairment	1
Children with Visual Impairment	1
Children with Specific Learning Disabilities	4
Children with Autism	8
Children with Non-Categorical/Developmental Delay	1
Multiple Disabilities (excluding Deaf-blind)	0

Source: CAPK 2014-2015 Head Start Program Information Report (PIR).

CAPK Early Head Start Program Children with Disabilities

In the 2014-2015 Report Year, 39 children were enrolled in the Infant and Toddler Early Intervention Services Program and had Individualized Family Service Programs (IFSPs) as shown on Table 22.

Table 22 - CAPK Early Head Start Enrolled Children with Disabilities

Infant and Toddler Early Intervention Services – Children with Individualized Family Service Programs (IFSP)	Number
Children with an IFSP	39
Children with an IFSP – Determined Eligible Prior to Enrollment Year	32
Children with IFSP – Determined Eligible for Services During Enrollment Year	7
Children with an IFSP – Not Receiving Services	0

Source: CAPK 2014-2015 Early Head Start Program Information Report (PIR).

Other Resources

CAPK publishes a list of agencies that may offer information and support for people needing disability services. Several offer child care services, and others are support networks or county planning agencies. Annual updates of detailed disabilities and special education programs, including language services information, are accessible electronically and can be selected by county, school district, or school at: <http://www.cde.ca.gov/ds/>

Kern Regional Center

Kern Regional Center (KRC) provides early intervention services to infants between birth and three years of age who are believed to be at high risk of having a developmental disability. KRC is one of 21 private, nonprofit regional centers contracted by the State of California through the Department of Developmental Services (DDS) to coordinate community-based services and support for individuals with developmental disabilities and their families. KRC is the Administrative Unit for Kern Early Start Services, in collaboration with Bakersfield City Schools and the Kern County Superintendent of Schools. Early Start works with infants and toddlers and their families to increase skills and development through direct intervention, support, and consultation or assistance in accessing other services and agencies in the community. Children in this program are evaluated and have IFSPs developed to address their needs and describe the services that they will receive. Services are provided in the home, infant centers, and other environments suitable for that child and his or her family.⁵⁹

Kern County SELPAs

The Kern County Consortium Special Education Local Plan Area (SELPA) is a Multi-District/County Office SELPA. Currently 44 school districts, 3 charter schools, and the Kern County Superintendent of Schools Office are members of this SELPA which provides special education programs and services to over 10,000 students from birth until age 21 years.⁶⁰

Additional Considerations - Response to Intervention

In many areas of Kern County, there is increasing competition among publicly funded child care providers (public schools) to serve children with disabilities. While the situation may be advantageous for parents of children with disabilities, it creates a challenge for Head Start in meeting the requirement to serve at least 10% children with IEPs or IFSPs.

Kern County Superintendent of School's (KCSOS) SELPA has implemented the Response to Intervention (RTI) model. RTI is a method of academic intervention that is designed to provide early, effective assistance to children who are experiencing difficulty with learning. Local Education Agencies (LEA) in Kern County are expanding the use of these academic interventions at an earlier age, reducing the number of children that are referred for special education assessment. Therefore, a larger number of children may be held in an assessment period and in categories without an IEP/IFSP for longer periods of time, resulting in fewer children with official diagnoses than in the past.

The CAPK Head Start and Early Head Start programs seek to provide a minimum of 10% of enrollment opportunities to children with disabilities. The families of these children may participate in the county's multi-agency collaborative, which is designed to simplify the process of obtaining help by providing a one-stop referral and identification process to

59. Kern Regional Center Website: <http://www.kernrc.org>.

60. Kern County Superintendent of Schools: <http://kcsos.kern.org>

infants and toddlers from birth until age 3. CAPK Head Start/Early Head Start staff is invited by school districts to sit in on creation of most IEPs for preschool children. This means that the opportunity to enroll in Head Start or Early Head Start is presented to many children entering the SELPA system.

CAPK Head Start/Early Head Start staff is working with the children and will continue to incorporate IEP/IFSP goals into the individualized curriculum. Staff is also working with parents and will continue to provide information and education in a supporting and purposeful manner.

7

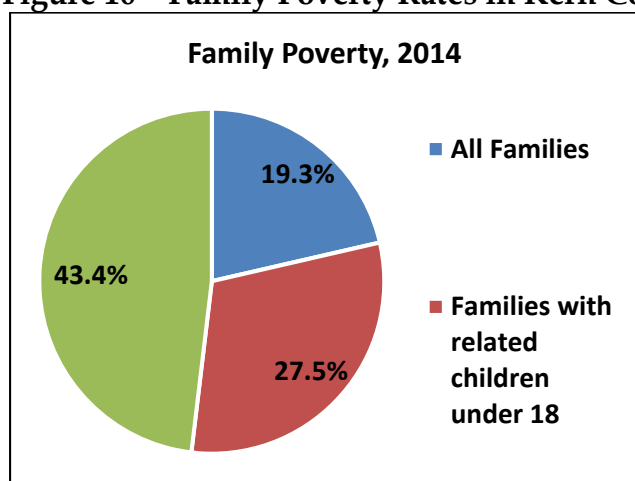
The Needs of Eligible Children and Their Families⁶¹

1305.3(c)(4) Data regarding the education, health, nutrition and social service needs of Head Start eligible children and their families.

Overview of Needs

Since the Great Recession of 2007, economic conditions in the country have led to record levels of unemployment and poverty as well as increases in applications for income assistance programs. The impact of poverty with respect to education, health, and well-being of children and their families cannot be understated. Although economic conditions are slowly stabilizing nationwide, there remain significant levels of poverty, unemployment, and food insecurity in Kern County, which affect Head Start-eligible children and their families. In 2014, 23.4% of persons in Kern County were in poverty, and 19.3% of all families had incomes under the poverty level.⁶² Poverty affects children and female householders at greater rates than other population groups. In 2014, 27.5% of families with related children under 18 were below the poverty level, compared with 7.6% of people 65 years old and over, and 43.4% of families with a female householder and no husband present had incomes below the poverty level.⁶³

Figure 10 – Family Poverty Rates in Kern County



61. Unless otherwise noted, data for this chapter is provided from the Children Now, *2014-2015 California County Scorecard*; website- <http://scorecard.childrennow.org/2012/county/kern/>.

62. According to the U. S. Department of Health & Human Services, 2015 Poverty Guidelines, the 2015 the Federal poverty level for a family of four was \$23,850.

63. U. S. Census Bureau, 2014 American Community Survey 1-Year Estimates, NP01: Population and Housing Narrative Profile.

Poverty and unemployment are inextricably linked. Although the local economy is showing signs of recovery, the annual unemployment rate for Kern County remained in double digits (10.2%) for 2015. Furthermore, in many of the county's outlying communities, such as Arvin and Delano, annual unemployment rates exceed 30%. Poverty and unemployment affect a family's ability to purchase nutritious and sufficient food. Despite the fact that Kern County is one of the world's most productive agricultural regions, Bakersfield ranks highest among major cities in the United States for food hardship. The Food Research & Action Center ranked Bakersfield as the No. 1 in the Top 20 MSAs with the Worst Food Hardship Rates in 2015⁶⁴. According to the USDA Economic Research Report ERR-155, *Household Food Security in the United States in 2012*, an estimated 14.5% of households in the United States were food insecure in 2012. If that percentage is applied to Kern County, 39,412 households in the county faced food insecurity at some point during the year. "That is, they were, at times, unable to acquire adequate food for one or more household members because they had insufficient money and other resources for food."

Education, Health, and Well-Being Indicators⁶⁵

Included in this chapter are comparisons of education, health, nutrition, and social service needs of Head Start eligible children and their families. The *2014-2015 California County Scorecard of Children's Well-Being* shows a current and comprehensive picture of children's condition in all of California's 58 counties and provides county-level data based on 28 key indicators of child well-being across three categories. Ratings reflect a county's relative performance in Health, Education, and Child Welfare and Economic Well-Being. A 5-star rating indicates that a county is among the top-performing counties in measures of the three indicators, while a 1-star rating indicates that a county is among the lowest-performing within these categories.

Overall, Kern County ranked as low performing (2 out of 5 stars) compared to all other California counties. Of the 28 Kern County indicators measured, the condition of children in Kern County is improving on 13 of the indicators, remained unchanged on 4 indicators, and grew worse on 7 indicators. The following Table 23 indicates Kern County's ranked performance according to indicators relevant to children served by the CAPK Head Start and Early Head Start programs.

64. Food Research & Action Center, National, State & Local Index of Food Hardship, June 2016, Top 20 MSAs with Worst Food Hardship Rates in 2015.

65. Children Now. *2014-2015 California County Scorecard of Children's Well-Being*.
<http://scorecard.childrennow.org/2014/county/kern/>.

Table 23 - Children Now 2014-2015 California County Scorecard - Kern County

Note: Data that are not available are noted as NA. The most frequent reasons for NAs include the unavailability of longitudinal data, fewer than 10 cases (low number events), and statistically unstable estimates.

	Indicators	Data Across Counties	Data Over Time		
Education		2014 Rank	2014	2012	Change
1.	Young children who are read to everyday.	14	66%	67%	↓
2.	3- and 4-year-olds who attend preschool.	48	32%	34%	↓
3.	3rd graders who read at grade level.	44	36%	37%	↓
Health		2014 Rank	2014	2012	Change
1.	Women who receive early prenatal care.	39	76%	75%	↑
2.	Newborns who are exclusively breastfed while in the hospital.	49	50%	38%	↑
3.	Children who have health insurance for the entire year.	50	87%	92%	↓
4.	Children with a usual source of health care.	33	92%	90%	↑
5.	Children who have visited a dentist in the last year.	53	82%	87%	↓
6.	Children who have been given an asthma management plan.	NA	NA	37%	NA
7.	Children who are in a healthy weight zone.	52	49%	NA	NA
8.	Children who are low income and eat free or reduced price meals during the school year.	28	35%	34%	↑
9.	Children who are low income and eat free or reduced price meals during the summer.	17	16%	7%	↑
Child Welfare & Economic Well-being		2014 Rank	2014	2012	Change
1.	Young children, ages 0-3, who do not experience recurring neglect or abuse.	33	90%	89%	↑
2.	Children in the child welfare system who have stability in their placement.	51	76%	71%	↑
3.	Children in the child welfare system who have a medical exam in the last year.	15	94%	94%	-
4.	Children in the child welfare system who exit to permanency within three years.	13	91%	92%	↓
5.	Children who are not living in communities of concentrated poverty.	56	69%	NA	NA

CAPK Head Start Program Indicators-Families and Children

The CAPK 2014-2015 Head Start and Early Head Start Program Information Reports (PIR) provides additional information on the needs of enrolled children and families. Indicators for education, well-being, and other parameters are summarized below. (Note: PIR enrollment data and other PIR-generated information concerning Head Start and Early Head Start children are presented and discussed in Chapter 5 - Head Start and Other Child Care Programs.)

CAPK Head Start/Early Head Start Programs - Educational Attainment - Parent/Guardian
The 2014-2015 PIRs collected educational attainment data of CAPK's Head Start and Early Head Start programs' parents/guardians. Table 24 shows that 46% of Head Start/Early Head Start program parents/guardians had a high school diploma or a GED; 28% had less than a high school diploma or GED; 24% had an Associate's Degree or degree from a vocational school, and 2% had an advanced or baccalaureate degree.

Table 24 - CAPK Head Start/Early Head Start Program - Parent/Guardian Education

Educational Level	Head Start	Early Head Start	Total	Percent
Advanced or Baccalaureate Degree	54	12	66	2%
Associates Degree, Vocational School, College	673	113	786	27%
High School Graduate or GED	1,278	174	1,452	50%
Less than High School Graduate	725	93	818	28%

CAPK Head Start/Early Head Start Programs -- Family Characteristics

Of CAPK's Head Start families enrolled in 2014-2015, 49% were two-parent families. Both parents were employed in only 11% of these families, and 22% had one parent employed. In 9% of all families, at least one parent was in training/school. A majority of the families enrolled in Head Start in 2014-2015 were receiving benefits from one or more "safety net" programs: 43% received TANF (Temporary Assistance to Needy Families) benefits; 84% received WIC (Women Infants and Children supplemental nutrition) benefits; and 55% received SNAP/CalFresh benefits (food stamps).

Table 25 - CAPK Head Start Program - Family Characteristics

Head Start Family Characteristics	Number	Percent
Total Number of Families	2,730	
Two Parent Families	1,350	49%
One Parent Families	1,380	51%
Both Parents Employed	292	22%
One Parent Employed	806	30%
Both Parents Not Working	252	9%
Parent Employed (single parent family)	594	43%
Parent Not Working (single parent family)	786	57%
Parent in Training/School	250	9%
Parent/Guardian in Military	18	1%
Receiving TANF Benefits	1,175	43%
Receiving SSI Benefits	188	7%
Receiving WIC Benefits	1,204	84%
Receiving SNAP Benefits	1,497	55%

The majority (56%) of Early Head Start families enrolled in 2014-2015 were one-parent families. In 50% of those families, the parent was employed. In 29% of the two-parent families, both parents were employed while 56% of those families had just one parent employed. In all families, 11% had one or both parents in school or training. A majority of the families enrolled in Early Head Start in 2014-2015 were receiving benefits from one or more safety net programs: 39% received TANF benefits; 95% received WIC benefits; and 52% received SNAP/CalFresh benefits.

Table 26 - CAPK Early Head Start Program - Family Characteristics

Early Head Start Family Characteristics	Number	Percent
Total Number of Families	392	
Two Parent Families	174	44%
One Parent Families	218	56%
Both Parents Employed	51	29%
One Parent Employed	97	56%
Both Parents Not Working	26	7%
Parent Employed	108	50%
Parent Not Working	110	51%
Parent in Training/School	43	11%
Parent/Guardian in Military	0	0%
Receiving TANF Benefits	154	39%
Receiving SSI Benefits	32	8%
Receiving WIC Benefits	371	95%
Receiving SNAP Benefits	202	52%

CAPK Head Start Program - Homeless Children/Families

During the 2014-2015 program year, 61 homeless families and 65 homeless children were served in the Head Start Program. Of these families, 37 acquired housing. In the Early Head Start Program, 16 homeless children and 16 homeless families were served. Of these families, 6 acquired housing.

CAPK Head Start Program - Foster Children/CPS Referral Children

During the 2014-2015 program year, 132 foster care children and 80 child welfare agency referral children were served in the Head Start Program. In the Early Head Start Program, 54 foster care children and 38 child welfare agency referral children were served. Further discussion of child safety and foster care needs and services is provided in Chapter 8 - Needs Defined by Parents and Other Community Sources Serving Young Children.

8

Needs As Defined By Parents and Other Community Sources Serving Young Children

School Readiness

The CAPK HS/SCD Division is committed to providing child-focused programs and fully embraces the effort of increasing school readiness of young children. This priority is also shared by public and private organizations, educational leaders, and concerned community members throughout Kern County. Implementation of Transitional Kindergarten (TK) programs in Kern County began in the fall of 2012 and has provided the first two-years of a kindergarten program for 4-year-olds who will turn 5 between September 2 and December 2.

"...research shows that kids who attend quality preschool have higher math and reading skills, are better prepared for kindergarten, behave better in class, and are more likely to graduate from high school and go to college."

First 5 California

CAPK continues to operate the East Kern Family Resource Center in Mojave, California, which provides two School Readiness Initiative programs: *Play and Learn* for up to 20 low-income children ages 3-5, and Summer Bridge, a three-week long program for up to 20 children who have never attended preschool and will be entering kindergarten in the fall.

The Kern County Superintendent of Schools Office started the *Ready to Start* program in 2002 with financial backing from local businesses. The program is designed to build social confidence and strengthen students' skill base in small group settings during the summer before entering kindergarten. The five-week program consists of 15 students per classroom and serves about 650 students each year in six Kern County school districts.⁶⁶

Family Engagement and Services

The role of parents as a child's first teacher cannot be overstated. We know that children learn from birth and that parents who routinely use everyday activities as learning opportunities are helping prepare their children for success in school and in life. Children with parents who read to them regularly and engage their children in conversation have remarkably greater language skills that translate into them being better prepared for school and reading. Part of the challenge for Kern County is that literacy levels among many of our parents are quite low, adding barriers for families to help their children be ready.

66. Kern County Superintendent of Schools. <http://kern.org/2015/10/ready-to-start/>.

As research suggests, parents and family members are more likely to become engaged in their young child's development and learning when they have positive and trusting relationships with those who support them. In Head Start and Early Head Start, these relationships focus on goals that families develop with the support of program leadership, staff, and engaged community partners. These goal-directed relationships are part of the two-generational approach of working with children and adult family members and distinguish Head Start and Early Head Start from other early childhood initiatives. They are most likely to take root within programs that take intentional steps to promote parent and family engagement.⁶⁷

Families play a critical role in helping their children to prepare for school and a lifetime of academic success. It matters when programs engage parents/caregivers and families in their children's development and learning. In fact, research indicates that:

- Children with supportive home learning environments show increased literacy development, better peer interactions, fewer behavior problems, and more motivation and persistence during learning activities.
- Among the youngest children, daily parent-child reading from infancy prompts cognitive skills as well as early vocabulary gains that lead to more reading and vocabulary growth, a pattern of growth that has been compared to a snowball.
- Continued family engagement is important through the school years. Longitudinal studies of low-income children show that high family involvement offsets the risks of children growing up in low-income households and in households with low parent education.

CAPK Head Start/Early Head Start Families - Needs and Services Provided

An integral part to Head Start/Early Head Start programs are family services. Information, referrals, and resources are provided to families in response to identified goals. Parent and Family Engagement programs build relationships with families that support family well-being and strong relationships between parents and their children. Since the *2015 Community Assessment*, CAPK's Head Start/Early Head Start programs have implemented concerted efforts to increase family engagement, particularly father involvement and improving methods of tracking those participation rates. CAPK's Head Start and Early Head Start programs each provided organized activities with father involvement, and 970 children participated with their fathers or a father figure, which is a significant increase (60%) over the number of children (607) reported for the 2012-2013 Head Start/Early Head Start report period.

67. Parent, Family, and Community Engagement Framework, Head Start Approach to School Readiness, <http://eclkc.ohs.acf.hhs.gov/hslc/sr/approach/pfcef>.

A total of 2,923 families received at least one family service/referral. Specific services are shown on the following Table 27.

Table 27 - CAPK Head Start/Early Head Start Program - Family Services

Family Services	Head Start	Early Head Start	Total
Emergency/Crisis Intervention	418	43	461
Housing Assistance	262	33	295
Mental Health Services	127	15	142
English as a Second Language (ESL) Training	331	31	362
Adult Education	1,347	160	1,507
Job Training	312	27	339
Substance Abuse Prevention	2	2	4
Substance Abuse Treatment	2	1	3
Child Abuse and Neglect Services	1	2	3
Domestic Violence Services	13	3	16
Child Support Assistance	10	3	13
Health Education	1,402	252	1,654
Assistance to Families of Incarcerated Individuals	4	3	7
Parenting Education	1,533	190	1,723
Relationship/Marriage Education	20	5	25
Received At Least One Family Service	2,571	352	2,923
Children with Participating Fathers	784	186	970

CAPK Head Start Program Adult Basic Education (ABE) and Literacy/English-as-a-Second-Language

PIR Summary Reports show that in 2014-2015, 28% of CAPK's enrolled Head Start and Early Head Start parents had less than a high school diploma or GED (see Table 24) and 66% of the families reported that Spanish was the primary language of the family at home. Adult basic education and literacy skills, therefore, remain a priority for Head Start families.

Table 28 - CAPK Head Start Program - Primary Language of Family in Home

Language	HS	EHS	Total	Percent
English	1,859	306	2,165	64.6%
Spanish	1,015	142	1,157	34.5%
Central/South American and Mexican Languages	0	0	0	0.0%
Caribbean Languages	0	0	0	0.0%
Middle Eastern/South Asian	7	1	8	0.2%
East Asian Languages	9	0	9	0.3%
Native North American/Alaskan Native Languages	0	0	0	0.0%
Pacific Island Languages	3	0	3	0.1%
European and Slavic Languages	0	0	0	0.0%
African Languages	1	0	1	0.0%
Other Languages	5	1	6	0.2%
Unspecified Languages	1	1	2	0.1%
Total	2,900	451	3,351	100.0%

Kern Adult Literacy Council Programs, Bakersfield Adult School, and United Way of Kern County

With an increase in family literacy, English proficiency, and basic skills development, children will, in turn, be more successful learners. Head Start families who need Adult Basic Education (ABE), General Education Development (GED), English-as-a-Second Language (ESL), or family literacy services are provided referrals to educational programs to assist them achieving their goals. The Kern Adult Literacy Council provides ABE tutoring, including basic reading, writing, arithmetic, and other skills required to function in society; tutoring in the six subjects of the GED curriculum; small classes or one-on-one instruction in ESL; and family literacy for families who wish to improve their children's grades with the help of a tutor and the parents. The Bakersfield Adult School also provides ABE instruction, GED preparation, and ESL classes. BAS students may also obtain a high school diploma and enroll in various vocational classes.

In addition, United Way of Kern County's *Raising A Reader* program serves more than 200 children at preschools in Bakersfield, Arvin, Shafter and Delano. The program's mission is to engage parents in a routine of daily "book cuddling" with their children from birth to age five to foster early brain development, parent-child bonding, and early literacy skills critical for school success. *Raising A Reader* rotates bright colored bags filled with award-winning books into children's homes on a weekly basis. The program focuses on 3- and 4-year-olds to prepare them to start kindergarten.⁶⁸

68. United Way of Kern County. <https://www.uwkern.org/raising-a-reader/>.

Child Well-Being Services

CAPK's Head Start and Early Head Start programs collaborate with many agencies, including the Kern County Department of Human Services, which provides a number of well-being services to children, including a 24-hour emergency response program, family maintenance, family reunification, permanent placement, and adoptions. In 2015, 3,492 Kern County children were found to have been victims of abuse and neglect after investigation by Child Protective Services – an average of 10 children per day.

Emergency Child Services

The Jamison Children's Center is a 24-hour emergency shelter and protective custody facility operated by the Kern County Department of Human Services. As the only emergency shelter in Kern County for abused, neglected, and exploited children, the Center temporarily houses children who are taken into protective custody by law enforcement agencies or social workers. The average length of stay at the center is five days. Children from infancy to 5 years old stay at the center no longer than six hours, requiring Human Services to constantly recruit for foster care homes. Table 29 indicates the year-to-date number of children admitted to and released from the facility as of December 2015, compared to the prior month and the month of December 2014.

Table 29 – Jamison Center Admissions⁶⁹

Jamison Center	Current Month	Prior Month	Year Ago	Fiscal YTD	% Change 1 Year
Number of Children Admitted	109	148	52	869	110%
Protective Custody/New Intakes	100	130	39	788	156%
Change of Placement	9	18	13	81	-31%
Children released from Jamison	129	173	84	862	54%
Average days in Jamison	3.9	4.7	5.2	26	-25%
Admissions by Age					
0-5 years	51	66	22	400	132%
6-12 years	34	42	7	247	386%
13-18 years	24	40	23	221	4%

Child Protective Services (CPS)

In addition to emergency services, the County of Kern Department of Human Services is also responsible for Family Maintenance, Family Reunification, and Permanent Placement Programs. The department is also a full-service adoption agency licensed by the State of California Department of Social Services. Family Maintenance services are provided under certain circumstances in order to maintain the child in his/her home.

69. County of Kern Department of Human Services, Child Protective Services Statistical Report December 2015, http://www.co.kern.ca.us/dhs/cps_rpts/f201512cwa.htm.

Family Reunification services are provided to reunite a child separated from his/her parents because of abuse, neglect, or exploitation. Permanent placement services are provided for children who cannot safely live with their parents and are not likely to return to their own homes.

Foster Care

As of July 2015, there were a total of 1,548 children ages 0-17 in the Kern County foster care system. Of these, 611 children were ages 0-5. Infants and toddlers experienced the highest in-care rates in Kern's foster care system. Table 30 provides a snapshot of the number of children in foster care in Kern County by age.

Table 30 - Children in Foster Care as of July 2015 - Kern County⁷⁰

Age Group	Total Child Population	In Care	Prevalence per 1,000 Children
Under 1	14,536	130	8.9
1 to 2	28,685	224	7.8
3 to 5	43,008	257	6.0
Total 0-5	86,229	611	7.1
6 to 10	72,489	374	5.2
11 to 15	68,394	371	5.4
16 to 17	27,287	192	7.0
Total	254,396	1,548	6.1

The majority of children ages 0-5 years who are currently in foster care have been placed in Foster Family Agencies. For those children living in foster care, the preservation of natural family relationships is important in maintaining a child's positive sense of identity and knowledge of cultural, personal, and familial histories.

Healthy Kern - Kern County Community Health Needs Assessment⁷¹

The CAPK 2015 Head Start and Early Head Start Community Assessment referenced an ongoing community-wide needs assessment that provides insight into current conditions and trends of various health indicators and identifies areas for improvement. The *2012/2013 Kern County Community Health Needs Assessment* was sponsored by Bakersfield Memorial Hospital, Boys & Girls Club of Kern County, Delano Regional Medical Center, GEMCare, Jesus Shack, Kaiser Permanente, Kern County Public Health Services Department, Kern Family Health Care, Mercy and Memorial Hospitals of Bakersfield, San Joaquin Community Hospital, St. Francis Parish, and United Way of Kern County and included a detailed examination of the following areas:

70. Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Rezvani, G., Wagstaff, K., Sandoval, A., Yee, H., Xiong, BBMason, F., Benton, C., Tobler, A., WhiteWhitePixton, E., Lou, C., Peng, C., King, B., & Lawson, J., & Kai, C. (2016).. (2014). *CCWIP reports*. Retrieved 8/12/201620166/29/2014, from University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare

71. www.HealthyKern.org - 2012/2013 Kern County Community Health Needs Assessment.

- Demographics & Socio-Economic Indicators
- Access to Quality Health Care
- Chronic Disease
- Physical Activity & Nutrition
- Infectious Disease
- Healthy Mothers, Babies & Children
- Mental Health & Substance Abuse
- Healthy Environment
- Injury

Overall, the high priority health issues for the community are:

- Childhood Immunizations
- Heart Disease & Stroke
- Cancer
- Diabetes
- Infant Mortality

The top priorities for the health systems that were identified included:

- Chronic disease related to issues of heart disease and stroke, cancer and diabetes, the preventative screenings related to these conditions, and overall access to health care.
- The issues of low birth weight, infant mortality, and asthma were identified as top issues that should be addressed in the community by entities and organizations other than hospitals or the health care system in general.

In response to these priority areas, and as indicated in the 2014-2015 PIRs, the CAPK Head Start and Early Head Start programs are continuing to provide children with access to preventative health screenings, referrals to health care services, healthy and nutritious snacks and meals, nutrition education, assisting with enrollment in children's health insurance, and ensuring that the children are engaged in activities that contribute to healthy development. In addition, families, including pregnant and breastfeeding mothers, are referred to community resources such as CAPK WIC and the CAPK Food Bank for assistance with supplemental food and nutrition education.

9

Analysis and Conclusion

This CAPK *Head Start and Early Head Start Programs 2016 Community Needs Assessment Update* and other needs assessments referenced herein, bring to the foreground the scope and depth of challenging social and economic issues facing CAPK's service delivery area and that also impact its youngest residents. Despite the many sobering disparities that exist, CAPK's HS/SCD Division sees opportunities to bring about improvements that will help vulnerable children and families achieve stability and self-sufficiency. These opportunities exist in the form of local, state, federal, and private sector support and resources for families raising young children and concerted efforts toward improvement in the areas of education, health, and well-being.

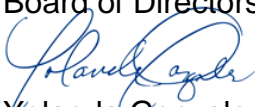
While certain socioeconomic indicators show gradual improvement in some areas, CAPK's service areas continue to face many challenges. Demographic information revealed through this assessment, such as persistent low educational achievement and high rates of childhood poverty and obesity, provide focus to CAPK's Head Start/Early Head Start programs will continue efforts in providing solutions and support to families to help them improve their quality of life and the future of the children.

With implementation of Response to Intervention (RTI) and TK programs, enrollment numbers for children with disabilities and the Head Start program, in general, may continue to be affected. Future investigations will be conducted for future Community Assessments to evaluate the possible impacts and identify strategies to address them.

Family engagement is a principal catalyst for successful early childhood learning and school readiness. Parents must continue to be involved and participate in their children's learning and development, and it will be incumbent upon teachers, administrators, and others to facilitate their progress. Moving forward, one of the biggest challenges to be met will be that of sustained communitywide collaboration and cooperation. CAPK's Head Start/Early Head Start programs and partnering agencies must continue to work together with parents and other primary caregivers to accomplish common objectives and goals to raise future generations of healthy, educated, and productive members of our community.

COMMUNITY ACTION PARTNERSHIP OF KERN

MEMORANDUM

To: Board of Directors

From: Yolanda Gonzales, Director of Head Start / State Child Development
Date: October 26, 2016
Subject: *Agenda Item VI(d)*: Resolution to approve the submission of the 2017-2018 Head Start & Early Head Start Application for Continued Funding – Action Item

The Head Start and State Child Development Division is requesting approval to submit an application for continued funding from March 1, 2017 through February 28, 2018 for the Head Start and Early Head Start Kern Grant# 09CH9041.

The application will include a request for continued funding to support 2041 children in Head Start and 328 children in Early Head Start. Total funding for both grants will total \$23,472,684 in base and training and technical assistance funds and support 2369 children in Kern County.

Recommendation

Staff recommends the Board of Directors approve the Head Start & Early Head Start Application for Continued Funding.

Attachment: 2016-19 Resolution for Application for Continued Funding
2017-2018 Kern Budget Summary

RESOLUTION # 2016-19

A Resolution of the Board of Directors of the Community Action Partnership of Kern Approving the submission of the Head Start and Early Head Start Application for Continued Funding

The Board of Directors of the Community Action Partnership of Kern located at 5005 Business Park North, Bakersfield, CA 93309, met on October 26, 2016, in Bakersfield, California at a scheduled Board meeting and resolved as follows:

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

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

WHEREAS, the Head Start / State Child Development Division to submit an application for continued funding for the Head Start and Early Head Start Kern Grant# 09CH9041 from March 1, 2017 through February 28, 2018, and

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

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

NOW, THEREFORE, be it resolved that the CAPK Board of Directors hereby authorizes Jeremy T. Tobias, Executive Director or Yolanda Gonzales, Director of Head Start / State Child Development, to act on behalf of the Board as CAPK’s representative signatory with regards to the submission of a continued funding application for the Head Start and Early Head Start Kern Grant# 09CH9041.

APPROVED by a majority vote of the Directors of the Community Action Partnership of Kern, this 26th day of October, 2016.

Garth Corrigan, Chair
Partnership Board of Directors

Date

**HEAD START & EARLY HEAD START
CALIFORNIA DEPARTMENT OF EDUCATION & CHILD AND ADULT CARE FOOD PROGRAM
2017-2018 BUDGET**

BUDGETED EXPENDITURES

Head Start/Early Head Start Program Operations/Training & Technical Assistance, California Department of Education, Child & Adult Care Food Program	2016-2017 BUDGET (Revised)	2017-2018 BUDGET	VARIANCE increase (decrease)	Comments
PERSONNEL	15,846,217	16,004,413	158,196	
FRINGE BENEFITS	4,750,000	4,800,942	50,942	
TRAVEL	54,012	54,012	0	
EQUIPMENT	120,000	0	(120,000)	No replacement vehicles planned for this year
SUPPLIES				
Office Supplies	282,500	299,471	16,971	Increased postage budget
Child and Family Services Supplies	975,281	835,482	(139,799)	Decreased furniture, playground, diapering
Food Services Supplies	80,000	108,900	28,900	Increased cost of supplies
Other Supplies	202,949	200,154	(2,795)	Decreased janitorial; increased T&TA
TOTAL SUPPLIES	1,540,730	1,444,007	(96,723)	
CONTRACTUAL				
Administrative Services	77,000	70,500	(6,500)	Decreased legal; increased software support
Training & Technical Assistance	30,174	30,174	0	
TOTAL CONTRACTUAL	107,174	100,674	(6,500)	
OTHER				
Rent	531,545	579,034	47,489	Wesley rent was prorated in 2016-17 budget
Mortgage	304,067	392,712	88,645	Campus mortgage was prorated in 2016-17 budget
Utilities, Telephone	883,400	879,500	(3,900)	Based on historical and projected
Building & Child Liability Insurance	119,700	121,100	1,400	Based on historical and projected
Building Maintenance/Repair	933,442	786,870	(146,572)	Decreased M/R for EHS, floor replacement for EHS, fall material for EHS
Local Travel (children)	48,580	46,780	(1,800)	Decreased for EHS
Nutrition Services	829,518	951,246	121,728	Increased cost of food
Child Services Consultants	20,500	20,500	0	
Volunteers	13,405	14,405	1,000	Increased budget for training
Parent Services	78,422	86,497	8,075	Increased budget for Parent Committee meeting refreshments
Publications/Advertising/Printing	100,000	98,800	(1,200)	Decreased printing
Training or Staff Development	116,484	116,984	500	Increased reimbursements to staff for college coursework
Other	547,350	549,750	2,400	Increased vehicle operating cost
TOTAL OTHER	4,526,413	4,644,178	117,765	
INDIRECT	2,264,674	2,277,920	13,246	Adjustment to Indirect calculation
BUDGETED EXPENDITURES	29,209,220	29,326,146	116,926	

**HEAD START & EARLY HEAD START
CALIFORNIA DEPARTMENT OF EDUCATION & CHILD AND ADULT CARE FOOD PROGRAM
2017-2018 BUDGET**

REVENUES

	2016-2017 BUDGET (Revised)	2017-2018 BUDGET	VARIANCE increase (decrease)	Comments
STATE & FEDERAL REVENUES				
Head Start Program Operations	19,280,336	19,280,336	0	
Head Start Training & Technical Assistance	145,350	145,350	0	
Early Head Start Program Operations	3,949,994	3,949,994	0	
Early Head Start Training & Technical Assistance	97,004	97,004	0	
Subtotal Head Start/Early Head Start	23,472,684	23,472,684	0	
Estimated Child & Adult Care Food Program	1,361,683	1,188,402	(173,281)	Decreased funded enrollment
Estimated California Department of Education	4,374,853	4,665,060	290,207	Increased Standard Reimbursement Rate
TOTAL STATE & FEDERAL REVENUES	29,209,220	29,326,146	116,926	

SUMMARY - 2017-2016

TOTAL REVENUES	29,326,146
TOTAL BUDGETED EXPENDITURES	29,326,146
DIFFERENCE	0

ESTIMATED ADMINISTRATIVE RATE **9.98%**

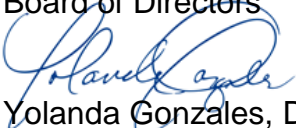
NOTES:

Child Education & Development Services uses California Department of Education and Child & Adult Care Food Program revenues to support Head Start & Early Head Start services; however, this application is for Head Start and Early Head Start funds only.

Non-federal share of funding required by Head Start and Early Head Start will be \$5,868,171. The state portion of California Department of Education funds, estimated at approximately **\$2,800,000**, will be used toward non-federal share. The remainder will be provided by volunteers, professionals, and other contributors.

COMMUNITY ACTION PARTNERSHIP OF KERN

MEMORANDUM

To: Board of Directors

From: Yolanda Gonzales, Director of Head Start / State Child Development
Date: October 26, 2016
Subject: *Agenda Item VI(e)*: Resolution to approve the submission of the Kern Head Start Duration Grant Application Revision – Action Item

In May 2016, the Board of Directors approved our request to submit an application for Head Start Duration funding. Since the application was submitted in June, 2016, our Head Start Regional Office Program Specialist informed us that the sum of all applicants exceeded available funding by 33%. As a result of this, we were asked to reduce our Duration application funding requests by 33% and resubmit.

Our revised Duration application will now support 255 children with a minimum of 1,020 hours of planned operation annually. The number of positions directly funded by this application is 21.

Head Start Funds Requested:	
Program Operations	\$ 764,269
Start-up (estimated)	<u>\$ 522,712</u>
Subtotal Federal Funding	\$1,286,981

CAP Kern will request a waiver of non-Federal Share on the start-up funds only.

Non Federal Share	<u>\$ 191,067</u>
Grand Total	\$1,478,048

Recommendation

Staff recommends that the Board of Directors approve the revised Duration grant application for supplemental funds available from the Office of Head Start (OHS) to extend the duration of services for our Head Start program.

Attachment: 2016-20 Resolution for Head Start Duration Grant Application Revision

RESOLUTION # 2016-20

A Resolution of the Board of Directors of the Community Action Partnership of Kern Approving the submission of the Head Start Duration Grant Application Revision

The Board of Directors of the Community Action Partnership of Kern located at 5005 Business Park North, Bakersfield, CA 93309, met on October 26, 2016, in Bakersfield, California at a scheduled Board meeting and resolved as follows:

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

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

WHEREAS, the Head Start / State Child Development Division is to submit an application for revision for the Duration Grant that will now support 225 children with a minimum of 1,020 hours of planned operation annually, and

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

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

NOW, THEREFORE, be it resolved that the CAPK Board of Directors hereby authorizes Jeremy T. Tobias, Executive Director or Yolanda Gonzales, Director of Head Start / State Child Development, to act on behalf of the Board as CAPK’s representative signatory with regards to the submission of an application for revision for the Duration Grant.

APPROVED by a majority vote of the Directors of the Community Action Partnership of Kern, this 26th day of October, 2016.

Garth Corrigan, Chair
Partnership Board of Directors

Date

COMMUNITY ACTION PARTNERSHIP OF KERN

MEMORANDUM

To: Board of Directors

From: 
Margaret L. Palmer, Business Manager

Date: October 26, 2016

Subject: *Agenda Item VI(f): Food Vendor Contract Amendments to Extend Contract Term – Action Item*

As you will recall, in June 2016, the Board approved aggregate amounts for the food service Preferred Vendor Agreements (the "Contracts") for Central Kitchen as set forth below. Each of those Contracts will expire on October 31, 2016. With a Contract termination date of October 31, 2016, staff is unable to request Blanket Purchase Orders that coincide with the CAPK quarter ending date(s) and the CAPK Fiscal Year end date of February 28, 2017.

In order to have a smooth transition between the CAPK Fiscal Year and the supplier Contracts, staff recommends amending each of the Contracts to extend the term until February 28, 2017. Prior to the end of the Fiscal Year, Business Services will issue Requests for Proposals soliciting bids from food vendors for contracting for the next three (3) year period. By entering into new contracts effective as of March 1, 2017, Purchase Orders will be more easily coordinated on a quarterly basis and will coincide with each Fiscal Year End.

Amendments to the following Contracts have been prepared in order to extend the current CAPK food service Contracts:

Vendor	Start Date	Amended Termination Date	Previous Aggregate Amount	New Proposed Aggregate Amount
Alpha Wholesale Produce	11/1/13	2/28/17	\$353,500	\$426,000
Producer's Dairy Food, Inc.	11/1/13	2/28/17	\$310,000	\$362,000
SupplyWorks	11/1/13	2/28/17	\$670,000	\$863,000
Sysco Food Service	11/1/13	2/28/17	\$1,601,000	\$1,870,000

Agenda Item VI(f):
Food Vendor Contract Amendments to
Extend Contract Term
October 26, 2016
Page 2 of 2

Recommendation:

Staff recommends the Board of Directors approve the proposed Contract extensions in the aggregate amounts as stated above for these four (4) vendors, and authorize the Executive Director to execute such Amendments.

Attachments: Amendments to Four (4) Vendor Contracts:

- Alpha Wholesale Produce, Inc.
- Producers Dairy Foods, Inc.
- SupplyWorks (formerly known as Cleansource)
- Sysco Food Services of Ventura



AMENDMENT II TO PREFERRED VENDOR AGREEMENT

This is an Amendment to the Preferred Vendor Agreement (the "Agreement") dated November 1, 2013, by and between: Alpha Wholesale Produce, Inc. ("Vendor") and Community Action Partnership of Kern ("CAPK"), as amended by Amendment I dated July 1, 2016. The effective date for this Amendment II will be October 31, 2016.

The section of the Agreement entitled "Agreement Period," reads as follows:

AGREEMENT PERIOD. This Agreement will be in effect from November 1st, 2013 through October 31st, 2016.

The section of the Agreement entitled "Quantities/Minimums," reads as follows:

QUANTITIES/MINIMUMS/MAXIMUM. CAPK does not guarantee a minimum dollar amount or quantity of items to be purchased over the period of this Agreement, and Vendor shall not hold CAPK to a required minimum quantity or dollar amount per order and/or delivery. The aggregate amount of purchases (the maximum sum of all orders) from Vendor shall not exceed **\$353,500.00** for the period of the Agreement.

These sections of the Agreement are revised to read as follows:

AGREEMENT PERIOD. This Agreement will be in effect from November 1st, 2013 through February 28th, 2017.

QUANTITIES/MINIMUMS/MAXIMUM. CAPK does not guarantee a minimum dollar amount or quantity of items to be purchased over the period of this Agreement, and Vendor shall not hold CAPK to a required minimum quantity or dollar amount per order and/or delivery. The aggregate amount of purchases (the maximum sum of all orders) from Vendor shall not exceed **\$426,000.00** for the period November 1st, 2013 to February 28th, 2017.

All other terms of the original Agreement, as amended, remain binding except where they contradict this Amendment II, which shall prevail.

VENDOR: **ALPHA WHOLESALE PRODUCE, INC.**

Signature: _____

Date: _____

Printed Name: _____

Title: _____

CAPK: **COMMUNITY ACTION PARTNERSHIP OF KERN**

Signature: _____
Jeremy T. Tobias, Executive Director

Date: _____

CAPK Staff INITIALS			



AMENDMENT II TO PREFERRED VENDOR AGREEMENT

This is an Amendment to the Preferred Vendor Agreement (the "Agreement") dated November 1, 2013, by and between: Producers Dairy Foods, Inc. ("Vendor") and Community Action Partnership of Kern ("CAPK"), as amended by Amendment I dated July 1, 2016. The effective date for this Amendment II will be October 31, 2016.

The section of the Agreement entitled "Agreement Period," reads as follows:

AGREEMENT PERIOD. This Agreement will be in effect from November 1st, 2013 through October 31st, 2016.

The section of the Agreement entitled "Quantities/Minimums," reads as follows:

QUANTITIES/MINIMUMS/MAXIMUM. CAPK does not guarantee a minimum dollar amount or quantity of items to be purchased over the period of this Agreement, and Vendor shall not hold CAPK to a required minimum quantity or dollar amount per order and/or delivery. The aggregate amount of purchases (the maximum sum of all orders) from Vendor shall not exceed **\$310,000.00** for the period of the Agreement.

These sections of the Agreement are revised to read as follows:

AGREEMENT PERIOD. This Agreement will be in effect from November 1st, 2013 through February 28th, 2017.

QUANTITIES/MINIMUMS/MAXIMUM. CAPK does not guarantee a minimum dollar amount or quantity of items to be purchased over the period of this Agreement, and Vendor shall not hold CAPK to a required minimum quantity or dollar amount per order and/or delivery. The aggregate amount of purchases (the maximum sum of all orders) from Vendor shall not exceed **\$362,000.00** for the period November 1st, 2013 to February 28th, 2017.

All other terms of the original Agreement, as amended, remain binding except where they contradict this Amendment II, which shall prevail.

VENDOR: **PRODUCERS DAIRY FOODS, INC.**

Signature: _____

Date: _____

Printed Name: _____

Title: _____

CAPK: **COMMUNITY ACTION PARTNERSHIP OF KERN**

Signature: _____
Jeremy T. Tobias, Executive Director

Date: _____

CAPK Staff INITIALS			



AMENDMENT II TO PREFERRED VENDOR AGREEMENT

This is an Amendment to the Preferred Vendor Agreement (the "Agreement") dated November 1, 2013, by and between: SupplyWorks (formerly known as Cleansource) ("Vendor") and Community Action Partnership of Kern ("CAPK"), as amended by Amendment I dated July 1, 2016. The effective date for this Amendment II will be October 31, 2016.

The section of the Agreement entitled "Agreement Period," reads as follows:

AGREEMENT PERIOD. This Agreement will be in effect from November 1st, 2013 through October 31st, 2016.

The section of the Agreement entitled "Quantities/Minimums," reads as follows:

QUANTITIES/MINIMUMS/MAXIMUM. CAPK does not guarantee a minimum dollar amount or quantity of items to be purchased over the period of this Agreement, and Vendor shall not hold CAPK to a required minimum quantity or dollar amount per order and/or delivery. The aggregate amount of purchases (the maximum sum of all orders) from Vendor shall not exceed **\$670,000.00** for the period of the Agreement.

These sections of the Agreement are revised to read as follows:

AGREEMENT PERIOD. This Agreement will be in effect from November 1st, 2013 through February 28th, 2017.

QUANTITIES/MINIMUMS/MAXIMUM. CAPK does not guarantee a minimum dollar amount or quantity of items to be purchased over the period of this Agreement, and Vendor shall not hold CAPK to a required minimum quantity or dollar amount per order and/or delivery. The aggregate amount of purchases (the maximum sum of all orders) from Vendor shall not exceed **\$863,000.00** for the period November 1st, 2013 to February 28th, 2017.

All other terms of the original Agreement, as amended, remain binding except where they contradict this Amendment II, which shall prevail.

VENDOR: **SUPPLYWORKS** _____

Signature: _____

Date: _____

Printed Name: _____

Title: _____

CAPK: **COMMUNITY ACTION PARTNERSHIP OF KERN** _____

Signature: _____

Jeremy T. Tobias, Executive Director

Date: _____

CAPK Staff INITIALS			



AMENDMENT II TO PREFERRED VENDOR AGREEMENT

This is an Amendment to the Preferred Vendor Agreement (the "Agreement") dated November 1, 2013, by and between: Sysco Food Services of Ventura ("Vendor") and Community Action Partnership of Kern ("CAPK"), as amended by Amendment I dated July 1, 2016. The effective date for this Amendment II will be October 31, 2016.

The section of the Agreement entitled "Agreement Period," reads as follows:

AGREEMENT PERIOD. This Agreement will be in effect from November 1st, 2013 through October 31st, 2016.

The section of the Agreement entitled "Quantities/Minimums," reads as follows:

QUANTITIES/MINIMUMS/MAXIMUM. CAPK does not guarantee a minimum dollar amount or quantity of items to be purchased over the period of this Agreement, and Vendor shall not hold CAPK to a required minimum quantity or dollar amount per order and/or delivery. The aggregate amount of purchases (the maximum sum of all orders) from Vendor shall not exceed **\$1,601,000.00** for the period of the Agreement.

These sections of the Agreement are revised to read as follows:

AGREEMENT PERIOD. This Agreement will be in effect from November 1st, 2013 through February 28th, 2017.

QUANTITIES/MINIMUMS/MAXIMUM. CAPK does not guarantee a minimum dollar amount or quantity of items to be purchased over the period of this Agreement, and Vendor shall not hold CAPK to a required minimum quantity or dollar amount per order and/or delivery. The aggregate amount of purchases (the maximum sum of all orders) from Vendor shall not exceed **\$1,870,000.00** for the period November 1st, 2013 to February 28th, 2017.

All other terms of the original Agreement, as amended, remain binding except where they contradict this Amendment II, which shall prevail.

VENDOR: **SYSKO FOOD SERVICES OF VENTURA**

Signature: _____

Date: _____

Printed Name: _____

Title: _____

CAPK: **COMMUNITY ACTION PARTNERSHIP OF KERN**

Signature: _____

Date: _____

Jeremy T. Tobias, Executive Director

CAPK Staff INITIALS			

COMMUNITY ACTION PARTNERSHIP OF KERN

MEMORANDUM

To: Board of Directors

From: Carmen Segovia, Director of Health and Nutrition

Date: October 26, 2016

Subject: *Agenda Item VI(g):* Resolution to approve the submission of the Community Development Block Grant (CDBG) Application to the City of Bakersfield and the County of Kern for Property and Security Improvements at the Food Bank – Action Item

Background

CAPK wishes to request approximately \$80,000 in funding from the City of Bakersfield and the County of Kern in Community Development Block Grant (CDBG) Funding to support needed improvements at the CAPK Food Bank. The funding will cover the cost of purchasing and installing wrought iron fencing, lighting, and manual rolling gates, as well as paving improvements at the CAPK Food Bank. These property improvements will enhance security and limit losses from theft, and increase the safety of CAPK staff, volunteers, and the community we serve. The applications will be completed and submitted to the City of Bakersfield by October 28, 2016, and the County of Kern by November 23, 2016.

Recommendation

Staff recommends the Board of Directors approve the Resolution to approve the submission of the Community Development Block Grant (CDBG) Application to the City of Bakersfield and the County of Kern for Property and Security Improvements at the Food Bank.

Attachment: 2016-21 Resolution to apply for CDBG Funds with City of Bakersfield
2016-22 Resolution to apply for CDBG Funds with County of Kern

RESOLUTION # 2016-21

A Resolution of the Board of Directors of the Community Action Partnership of Kern Approving the submission of application for 2017-2018 City of Bakersfield Community Development Block Grant (CDBG) Funds

The Board of Directors of the Community Action Partnership of Kern, owners of the CAPK Food Bank, located at 1807 Feliz Drive, Bakersfield, CA 93307 met on October 26, 2016 at a scheduled Board meeting located at 5005 Business Park North, Bakersfield, CA 93309, and resolved as follows:

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

WHEREAS, CAPK is charged with the responsibility of continuing the battle to alleviate poverty in Bakersfield by developing and implementing creative and innovative programs, and

WHEREAS, CAPK has adopted the philosophical position of “Helping People, Changing Lives,” in its quest to assist people in need and families with minimal or no resources, and

WHEREAS, the CAPK Board of Directors has determined that there is a need for anti-poverty programs to meet the needs of the low-income residents of the City of Bakersfield, and

NOW, THEREFORE, be it resolved that the CAPK Board of Directors hereby authorizes staff to submit an application to the City of Bakersfield, and hereby requests the City of Bakersfield to provide financial assistance and the obligations that accompany said funds for the purpose of property and security improvements at the CAPK Food Bank. Be it further resolved that Jeremy T. Tobias, Executive Director, and/or, Christine Anami, Director of Finance, are hereby authorized to request this course of action by completing any and all application documents for submittal to the City of Bakersfield on behalf of Community Action Partnership of Kern.

APPROVED by a majority vote of the Directors of the Community Action Partnership of Kern, this 26th day of October, 2016.

Garth Corrigan, Chair
Partnership Board of Directors

Date

RESOLUTION # 2016-22

**A Resolution of the Board of Directors
of the Community Action Partnership of Kern
Approving the submission of application for 2017-2018
County of Kern Community Development Block Grant (CDBG) Funds**

The Board of Directors of the Community Action Partnership of Kern, owners of the CAPK Food Bank, located at 1807 Feliz Drive, Bakersfield, CA 93307 met on October 26, 2016 at a scheduled Board meeting located at 5005 Business Park North, Bakersfield, CA 93309, and resolved as follows:

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

WHEREAS, CAPK is charged with the responsibility of continuing the battle to alleviate poverty in Kern County by developing and implementing creative and innovative programs, and

WHEREAS, CAPK has adopted the philosophical position of “Helping People, Changing Lives,” in its quest to assist people in need and families with minimal or no resources, and

WHEREAS, the CAPK Board of Directors has determined that there is a need for anti-poverty programs to meet the needs of the low-income residents of Kern County,

NOW, THEREFORE, be it resolved that the CAPK Board of Directors hereby authorizes staff to submit an application to the County of Kern, and hereby requests the County of Kern to provide financial assistance and the obligations that accompany said funds for the purpose of property and security improvements at the CAPK Food Bank. Be it further resolved that Jeremy T. Tobias, Executive Director, and/or, Christine Anami, Director of Finance, are hereby authorized to request this course of action by completing any and all application documents for submittal to the City of Bakersfield on behalf of Community Action Partnership of Kern.

APPROVED by a majority vote of the Directors of the Community Action Partnership of Kern, this 26th day of October, 2016.

Garth Corrigan, Chair
Partnership Board of Directors

Date

COMMUNITY ACTION PARTNERSHIP OF KERN

MEMORANDUM

To: Board of Directors

From: Michele Nowell, Director of Human Resources MN

Date: October 26, 2016

Subject: *Agenda Item VI(h): 2017 Agency Holiday Schedule - Action Item*

Below is the Agency Holiday Schedule for 2017 and staff recommends the Boards approval.

2017 Holiday Schedule

Date	Holiday
Monday, January 2, 2017	New Year's Day (Sunday, January 1 st)
Monday, January 16, 2017	Martin Luther King Jr. Day
Monday, February 13, 2017	Lincoln's Birthday (Sunday, February 12 th)
Monday, February 20, 2017	President's Day
Monday, May 29, 2017	Memorial Day
Tuesday, July 4, 2017	Independence Day
Monday, September 4, 2017	Labor Day
Friday, November 10, 2017	Veteran's Day (Saturday, November 11 th)
Thursday, November 23, 2017	Thanksgiving Day
Friday, November 24, 2017	Day after Thanksgiving
Friday, December 22, 2017	Christmas Eve (Sunday, December 24 th)
Monday, December 25, 2017	Christmas Day
Friday, December 29, 2017	New Years' Eve (Sunday, December 31 st)


Date	Holiday
Monday, January 1, 2018	New Year's Day

Recommendation:

Staff recommends the Board of Directors approve the 2017 agency holiday schedule.

COMMUNITY ACTION PARTNERSHIP OF KERN

MEMORANDUM

To: Board of Directors

From: Ralph Martinez, Director of Community Development
Date: October 26, 2016
Subject: *Agenda Item VI(i):* Community Development Division Reorganization – Action Item

At the beginning of 2016, the Community Development Division (CD) replaced the Planning, Research, and Development Division (PRD). The change in name was accompanied by a number of new responsibilities, including oversight of the Community Services Block Grant (CSBG) contracts and supervision of the Friendship House Community Center and Shafter Youth Center.

In addition, CD embarked on several significant agency-wide initiatives, including: developing and implementing the CAPK 2016-2021 Strategic Plan; implementing and monitoring of the new Organizational Standards; and the Results Orientated Management and Accountability (ROMA) tool. The Outreach and Advocacy Manager has been directed to coordinate internal and external communications; develop and implement a CAPK communications plan; and increase CAPK's advocacy efforts. These critical undertakings have resulted in increased responsibilities and duties for all CD staff. In order to effectively manage the new workload, staff proposes three changes to the CD organizational chart, which will not require the addition of positions to the Division:

1. Rename “Administrative Analyst” title as “Community Development Specialist”

The “Administrative Analyst” title causes confusion not only with other CAPK staff but also external stakeholders, who are unsure of what it involves. “Community Development Specialist” more accurately describes the scope of this position, which incorporates grant writing, program development, and research both within the agency and in the community.

2. Convert “Research & Administrative Support Assistant” position to “Community Development Specialist”

The increased workload of the Grants & Research unit has resulted in this position having to take on greater responsibilities in grant writing and research, with minimal time spent on administrative tasks. Elevating the position will also allow CD to attract more experienced, higher quality applicants in the future, which has been a struggle with the current position.

3. Replace “Grant & Research Supervisor” position with “Outreach & Grant Administrator”

Expanding this position to work with both the Grants & Research and the Outreach & Advocacy units will allow focused attention and a more cohesive approach to these distinct but interrelated areas of work. The change will also enable the Director of Community Development to devote greater attention to the two youth centers, the CSBG contracts, and the aforementioned agency-wide special initiatives.

Recommendation:

Staff recommends the Board of Directors approves the reorganization of the Community Development Division as outlined above.

Attachments: Outreach and Grant Administrator Job Description
 Community Development Specialist Job Description
 Community Development Organization Chart (Proposed and Current)

COMMUNITY ACTION PARTNERSHIP of KERN Outreach and Grant 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:**

SUMMARY:

Responsible for all aspects of raising support from foundations, corporations, and government entities to renew restricted project funding and to build unrestricted operating revenue. Coordinate research to support program expansion and development, and lead community needs assessments and agency surveys. Strengthen community outreach/advocacy efforts and internal/external communication strategies.

SUPERVISION RECEIVED:

Receives supervision from the Director of Community Development

SUPERVISION EXERCISED:

Grants and Research Unit - 3 *Community Development Specialists*

Outreach and Advocacy Unit - 1 *Outreach and Advocacy Manager*, 2 *Resource and Outreach Coordinators*

DUTIES AND RESPONSIBILITIES:

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

A. Essential Job Specific Duties:

Grants and Research:

- Identify quality funding prospects, including corporate, foundation, and government grants
- Work with Directors and Managers to identify and prioritize program needs and match with appropriate funding opportunities
- Assign staff to complete funding proposals, project reports and evaluations
- Assign staff to assist in applications for renewed funding for existing contracts/programs
- Coordinate research to support program expansion and development, and lead community needs assessments and agency surveys
- Draft proposals to expand CAPK's mission through special projects, such as a kitchen incubator, job training, asset accumulation, and housing initiatives
- Oversee administration of the Community Services Block Grant contract, including Organizational Standards, ROMA and the Community Action Plan
- Work with key CAPK staff to establish a timeline and meet objectives identified in the CAPK Strategic Plan

Outreach and Advocacy:

- Develop a strong network by fostering good relationships with community members, and key staff/board members at funding institutions, government entities, and local non-profits
- Represent CAPK at key events and conferences, making speeches or presentations when required

- Oversee outreach, advocacy, PR efforts, and internal communication strategy
- Ensure quality and consistency of promotional materials, press releases, quarterly newsletters, annual reports, as well as website and social media content
- Direct the organization of CAPK's Annual Humanitarian Awards Banquet & Fundraiser

B. Other Job Specific Duties:

- Attends all meetings, trainings, events and conferences/trainings as assigned
- Works alternative hours as required
- Maintain safe and functional work environment
- 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:

- Fundraising and grant writing
- Research methods, program design, and evaluation tools
- 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 fast-paced environment
- Lead a team of staff with diverse skills and backgrounds
- Establish strong working relationships with other CAPK staff
- Communicate respectfully and effectively with CAPK clients, external stakeholders, media, and the general public

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
- Five (5) years of progressive and related experience in a management position, overseeing fundraising, research, and program development
- Experience in a non-profit or government agency is desirable, including familiarity with grant writing, community development, and outreach

OTHER REQUIREMENTS:

- Possession of a valid California Driver's License and State automobile insurance, and acceptable driving record substantiated by a DMV printout
- Completion of a physical and substance abuse screening upon offer of employment
- Must have a background check

WORK ENVIRONMENT:

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

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

ESSENTIAL PHYSICAL DEMANDS:

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

POSITION TITLE Outreach and Grant Administrator			
ACTIVITY (HOURS PER DAY)	NEVER 0 HOURS	OCCASION ALLY UP TO 4 HOURS	FREQUEN TLY 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	OCCASI ONALLY UP TO 4 HOURS	FREQU ENTLY 4-8 HOURS	NEVER 0 HOURS	OCCASI ONALLY UP TO 4 HOURS	FREQUE NTLY 4-8 HOURS
0-10 lbs			x			x
11-25 lbs		x			x	
26-50 lbs		x			x	
51-75lbs	x			x		
76-100lb	x			x		
100lbs+	x					

COMMUNITY ACTION PARTNERSHIP of KERN Community Development Specialist

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: 9 **FLSA Status:** Exempt **Date Approved:**

SUMMARY:

Responsible for supporting CAPK programs and initiatives through proposal writing, research projects, generating reports, and other related activities as part of the Grants & Research unit of the Community Development Division. Work with and support the efforts of the Outreach & Advocacy unit.

SUPERVISION RECEIVED:

Receives supervision from the Outreach & Grant Administrator

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.

A. Essential Job Specific Duties:

- Identify and pursue appropriate sources of federal, state, local, and private funding in support of CAPK goals, objectives, and programs
- Work with individual programs and assist in developing, writing, and/or reviewing grant applications and program proposals, including program design, budget development, evaluations, and other funding request components
- Conduct and/or assist with agency and community needs assessments and analyses, including annual surveys, CSBG Community Action Plan, and Head Start Community Assessment
- Participate in the development, monitoring or updating of the CAPK Strategic Plan
- Develop, gather, and provide information and assistance to collaborating partners, funding sources, policy makers, and the general public regarding CAPK programs and initiatives
- Conduct and/or assist in making effective presentations on behalf of the agency to the Board of Directors, collaborative partners and the general public
- Research and report on changing socioeconomic and political conditions, and seek other relevant data to help CAPK and the community anticipate and address new issues

B. Other Job Specific Duties:

- Attends all meetings, trainings, events and conferences/trainings as assigned
- Works alternative hours as required
- Maintain safe and functional work environment
- 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
- Principles and practices of program development, project management, budgeting, research methods, and strategic planning
- Computers and basic software systems, including Microsoft Outlook, Word, Excel, and PowerPoint
- Standard Written English, including word choice, word order, punctuation and spelling
- Standard office procedures
- Basic accounting principles

Ability to:

- Organize and prioritize workload to meet deadlines
- Communicate respectfully and effectively with all levels of staff
- Write compelling and effective grant proposals, reports, and correspondence
- Develop effective programs, incorporating thorough research and program input
- Establish and maintain professional working relationships with CAPK clients, local elected officials, and funding sources
- Speak clearly and effectively in public to a variety of audiences
- Read and comprehend complex documents, including legislative analyses and government regulations

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
- 3 - 5 years of progressively responsible administrative/program management experience
- Demonstrated experience in proposal/report writing and research projects
- Any equivalent combination of related education and/or experience may be acceptable.

OTHER REQUIREMENTS

- Possession of a valid California Driver's License and State automobile insurance, and acceptable driving record substantiated by a DMV printout.
- Completion of a physical and substance abuse screening upon offer of employment.
- Must be fingerprinted if required by funding source or state licensing and have such records filed with the State Department of Social Services, Community Care Licensing.

WORK ENVIRONMENT:

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

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

ESSENTIAL PHYSICAL DEMANDS:

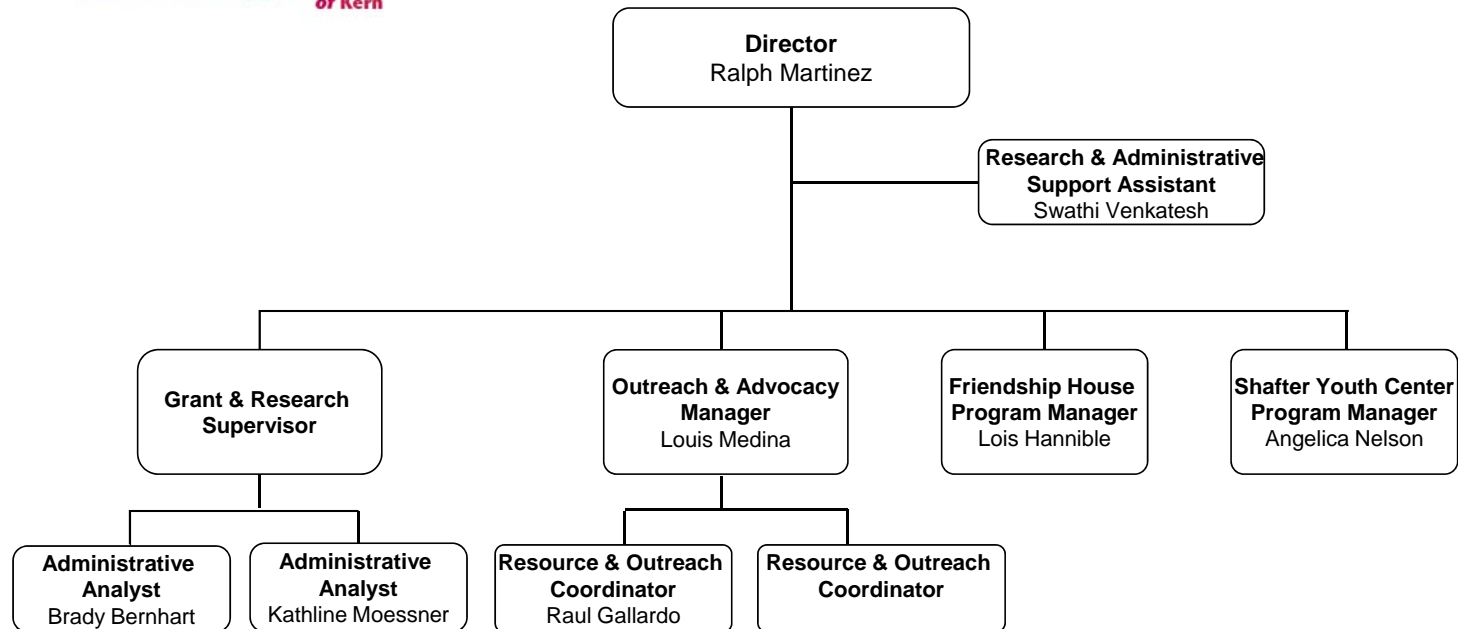
The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of the job. Reasonable accommodations may be made to enable employees with disabilities to perform the essential duties.

POSITION TITLE Community Development Specialist			
ACTIVITY (HOURS PER DAY)	NEVER 0 HOURS	OCCASION ALLY UP TO 4 HOURS	FREQUEN TLY 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		
	NEVE R 0 HOU RS	OCCASI ONALLY UP TO 4 HOURS	FREQU ENTLY 4-8 HOURS	NEVE R 0 HOU RS	OCCASI ONALLY UP TO 4 HOURS	FREQU ENTLY 4-8 HOURS
0-10 lbs			x			x
11-25 lbs		x			x	
26-50 lbs		x			x	
51-75lbs	x			x		
76-100lb	x			x		
100lbs+	x					



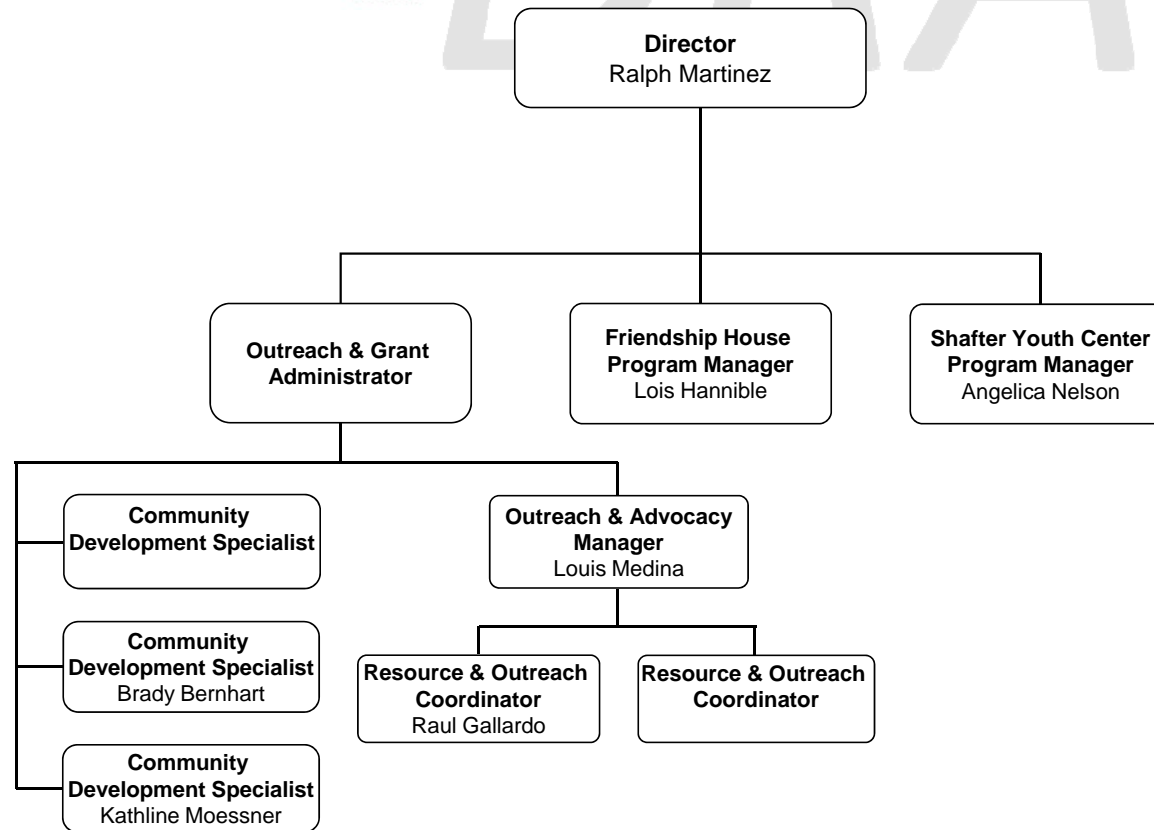
Community Development (current)



Revised 07/2016



Community Development (proposed)



Revised 10/2016

COMMUNITY ACTION PARTNERSHIP OF KERN
FUNDING REQUESTS AND APPLICATION STATUS REPORT
PENDING - September 2016

Date Approved	Date of App. Submission	Funding Source	Program/Proposal	Amount Requested
2/17/2016 (B&F)	2/25/2016	AstraZeneca	FHCC & SYC/Grow Fit Program	\$ 175,198
5/25/2016 (Board)	5/31/2016	U.S Dept of Treasury/ IRS	VITA/Kern VITA Partnership - Year 2*	\$ 223,315
6/22/2016 (B&F)	6/28/2016	Best Buy Foundation	FHCC/Winners Program	\$ 9,800
6/29/2016 (Board)	7/12/2016	Cy Pres CRT Settlement Fund	East Kern Family Resource Center/Computers, Internet Service, Printer	\$ 65,539
8/10/2016	7/26/2016	County of Kern (Community Corrections Partnership)	FHCC/Workforce Development Services for Ex-offenders	\$ 354,840
8/17/2016 (B&F)	8/8/2016	Southern California Gas Company	Food Bank/ Solar Energy Improvement Project	\$ 25,000
8/17/2016 (B&F)	8/24/2016	Wonderful Foundation	Food Bank/ BackPack Buddies - Wasco	\$ 24,661
9/21/2016 (B&F)	8/31/2016	Wonderful Foundation	VITA/ Wasco	\$ 18,600
8/17/2016 (B&F)	8/12/2016	U.S Dept of Housing & Urban Development	2-1-1 Kern/ Kern County Homeless Coordinated Entry System	\$ 178,000
8/17/2016 (B&F)	8/23/2016	U.S Dept. of Labor/ Fresno Regional Workforce Development Board (MOU)	Program TBD/ America's Promise Job Driven Grant Program	\$ 50,000
9/21/2016 (B&F)	9/1/2016	U.S Dept. of Agriculture/ California Department of Social Services	Food Bank/ Commodity Supplemental Food Program	\$ 444,000
9/21/2016 (B&F)	10/14/2016	Kern County Network for Children	EKFRC/ Differential Response Services	\$ 209,094
9/21/2016 (B&F)	10/8/2016	Dignity Health	FHCC & SYC/ Grow Fit Families Program	\$ 75,000

*Received notification of IRS funding for Year 1 of request; Year 2 notification pending.

COMMUNITY ACTION PARTNERSHIP OF KERN
FUNDING REQUESTS AND APPLICATION STATUS REPORT
AWARDED - September 2016

Date Approved	Date of Notification	Funding Source	Program/Proposal	Amount Requested	Amount Awarded	Funding Period
1/13/2016 (PRE)	3/24/2016	California Department of Public Health	FHCC & SYC/Sexual Health Information & Education (I&E) Program	\$ 115,000	\$ 80,000	7/1/2016 - 6/30/2017
1/13/2016 (PRE)	5/23/2016	United Way of Kern County (Emergency Food & Shelter)	Food Bank/Food	\$ 85,000	\$ 84,507	1/16/2015 - 12/31/2016
5/11/2016 (PRE)	6/20/2016	Kern Family Health Care	East Kern Family Resource Center/ Emergency Supplies Closet	\$ 2,000	\$ 2,000	7/1/2016 - 6/30/2017
2/10/2016 (PRE)	6/23/2016	Kaiser Permanente Kern County	FHCC/Grow Fit Program	\$ 13,181	\$ 10,000	7/1/2016 - 6/30/2017
6/22/2016 (B&F)	7/1/2016	PG&E	FHCC/Computer Lab Upgrade	\$ 3,000	\$ 3,000	7/1/2016 - 6/30/2017
5/25/2016 (Board)	7/11/2016	Target	SYC/Art Smart Program	\$ 2,500	\$ 2,500	10/1/2016 - 9/30/2017
6/22/2016 (B&F)	7/13/2016	The Starbucks Foundation	FHCC & SYC/PREP Works	\$ 49,606	\$ 40,000	1/1/2017 - 6/30/2017
3/30/2016 (Board)	8/11/2016	Chevron 2016 Social Investment Program	FHCC & SYC/STEM Program	\$ 21,500	\$ 21,500	7/1/2016 - 6/31/2017
7/13/2016 (Exec)*	8/10/2016	Wells Fargo	Community Development/Financial Literacy & Microloan Program	\$ 30,000	\$ 20,000	7/1/2016 - 12/31/2016
5/25/2016 (Board)	9/15/2016	U.S Dept of Treasury/ IRS	VITA/Kern VITA Partnership - Year 1	\$ 222,723	\$ 84,815	8/1/2016 - 7/31/2017
8/17/2016 (B&F)	9/6/2016	Bank of America	Food Bank/ BackPack Buddies - Lamont	\$ 25,000	\$ 9,000	1/1/2017 - 12/31/2017
8/17/2016 (B&F)	9/6/2016	United Way of Stanislaus County	2-1-1 Kern/ Call Answering Services	\$ 45,000	\$ 40,500	10/1/2016 - 6/30/2017
					\$ 397,822	
				TOTAL		

*On hold pending final Board approval.

COMMUNITY ACTION PARTNERSHIP OF KERN
FUNDING REQUESTS AND APPLICATION STATUS REPORT
DECLINED - September 2016

Date Approved	Date of Notification	Funding Source	Program/Proposal	Amount Requested
10/21/2015 (B&F)	1/8/2016	Wonderful Foundation	SYC/PREP Works	\$ 49,000
10/28/15 (Board)	2/1/2016	California Coastal Commission	FHCC & SYC/Marine Studies Program	\$ 15,888
2/10/2016 (PRE)	3/31/2016	Walmart State Giving Program	Food Bank/Pickup Truck	\$ 30,000
1/13/2016 (PRE)	5/23/2016	Junior League of Bakersfield	East Kern Family Resource Center/ Emergency Supplies Closet	\$ 5,000
5/25/2016 (Board)	5/26/2016	First 5 Kern	211 Kern/Developmental Screening and Care Coordination	\$ 332,859
6/22/2016 (B&F)	7/1/2016	United Way of Fresno and Madera Counties	2-1-1 Kern/After-hours & Weekend Call Answering	\$ 39,756
7/16/2016 (Exec)	8/31/2016	Walmart State Giving Program	Food Bank/Equipment	\$ 34,350
12/9/2015 (Exec)	9/22/2016	USDA/National Institute of Food and Agriculture (NIFA)	Food Bank/Kern Nutrition on Wheels Program	\$ 329,500

Community Action Partnership of Kern Funding Request Profile

Source of Funds: Private

CFDA # N/A

Project Name: Delano Fall Food Drive

Division Director: Carmen Segovia

Funder Name: Sempra Energy-SoCal Gas Co.

Program Manager: Glen Ephrom

Grant Program Name: CAPK Food Bank

Funding Period: 11/1/2016 – 11/30/2016

☐ **New Funding**

☒ **Re-Application**

A. Narrative description of funding request, including goals:

CAPK was invited by Southern California Gas Company to apply for \$2,000 to support the 2016 Delano Fall Food Drive. CAPK Food Bank, in partnership with Congressman David Valadao, will hold the Delano Fall Food Drive in the Delano Walmart parking lot on November 12th, 2016. Food and cash donations will be collected at this annual one-day event. The 2015 Delano Fall Food Drive, also supported by SoCalGas, resulted in 679 pounds of food donations. CAPK Food Bank expects to collect about 750 pounds of food this year that will benefit approximately 1,400 low-income and food-insecure individuals and families in Delano.

B. Use of Funds:

The requested funds of \$2,000, and any proceeds from the Delano Fall Food Drive, will be used to provide food for Delano residents in need.

C. Approvals:

1. Carmen Segovia 10/3/16
Division Director Date

3. Christine Anami 10/3/16
Director of Finance Date

2. Glen Ephrom
Director of Community Development Date

4. J.T.P. 10/5/16
Executive Director Date

D. Board:

☐ Policy Council
Date: _____

☐ PRE Presentation
Date: _____

☐ B&F Approval
Date: _____

☐ Board Approval
Date: _____

Community Action Partnership of Kern Funding Request Profile

Source of Funds: Private

CFDA # N/A

Project Name: General Support

Division Director: Carmen Segovia

Funder Name: TJX Foundation

Program Manager: Glen Ephrom

Grant Program Name: CAPK Food Bank

☒ **New Funding**

Funding Period: 1/1/2017 – 12/31/2017

☐ **Re-Application**

A. Narrative description of funding request, including goals:

CAPK is applying for \$5,000 from the TJX Foundation (of the TJ Maxx, HomeGoods, Marshalls retail group). The funds will support the CAPK Food Bank in the procurement of fresh fruits and vegetables to distribute at county-wide food distributions to improve nutrition of low-income and food-insecure households.

B. Use of Funds:

The requested funds will be used for purchasing fresh fruits and vegetables and the related in-bound freight charges.

C. Approvals:

1. <u>Carmen Segovia</u> <u>10/3/16</u> Division Director Date	3. <u>Christine Anemic</u> <u>10/3/16</u> Director of Finance Date
2. <u>Ralph Matus</u> <u>10-3-16</u> Director of Community Development Date	4. <u>[Signature]</u> <u>10/5/16</u> Executive Director Date

D. Board:

<input type="checkbox"/> Policy Council Date: _____	<input type="checkbox"/> PRE Presentation Date: _____	<input type="checkbox"/> B&F Approval Date: _____	<input type="checkbox"/> Board Approval Date: _____
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Community Action Partnership of Kern Funding Request Profile

Source of Funds: Private

CFDA # N/A

Project Name: General Support

Division Director: Carmen Segovia

Funder Name: Walmart Community Grants Program

Program Manager: Glen Ephrom

Grant Program Name: CAPK Food Bank

☒ **New Funding**

Funding Period: 1/1/2017 – 12/31/2017

☐ **Re-Application**

A. Narrative description of funding request, including goals:

The manager of a new Walmart Neighborhood Market opening this November on Allen Road invited the CAPK Food Bank to apply for \$2,500 from the Walmart Community Grants Program. When the CAPK Food Bank receives donations of fresh fruits and vegetables from farms throughout Kern County, it incurs the related transportation and distribution expenses of getting the food to the warehouse. The requested funds will help the CAPK Food Bank collect donations and bring fresh produce to the food-insecure individuals and families we serve in Kern County.

B. Use of Funds:

The requested funds of \$2,500 will be used for transportation and distribution costs, such as inbound freight charges, gasoline, and vehicle maintenance.

C. Approvals:

1. C Segovia 10/3/16
Division Director Date

3. Christine Anami 10/3/16
Director of Finance Date

2. Ruth M. M. M. M. 10/3/16
Director of Community Development Date

4. G. T. P. 10/5/16
Executive Director Date

D. Board:

☐ Policy Council
Date: _____

☐ PRE Presentation
Date: _____

☐ B&F Approval
Date: _____

☐ Board Approval
Date: _____

Community Action Partnership of Kern Funding Request Profile

Source of Funds: Private

Project Name: General Support

Funder Name: United Way of Kern County

Grant Program Name: CAPK Food Bank

Funding Period: 1/1/2017 – 12/31/2017

CFDA # N/A

Division Director: Carmen Segovia

Program Manager: Glen Ephrom

☐ **New Funding**

☒ **Re-Application**

A. Narrative description of funding request, including goals:

CAPK is applying for \$50,000 from the United Way of Kern County for the 2017 Hunger and Homelessness funding cycle. The funds will be used to cover the CAPK Food Bank's increasing operational costs resulting from increasing services and special distributions to meet the growing need for food assistance. This opportunity will also help the Food Bank procure and transport fresh fruits and vegetables to provide healthier and more nutritious food boxes to low-income and food-insecure individuals and families in Kern County.

B. Use of Funds:

The requested funds will be used to increase fresh fruits and vegetables in food assistance packages and to cover freight, personnel, and other operational costs.

C. Approvals:

1. <u>Carmen Segovia</u> <u>10/5/16</u> Division Director Date	3. <u>Christine Anamici</u> <u>10/5/16</u> Director of Finance Date
2. <u>Ralph Wiley</u> Director of Community Development Date	4. <u>J. T. [Signature]</u> <u>10/6/16</u> Executive Director Date

D. Board:

☐ Policy Council
Date: _____

☐ PRE Presentation
Date: _____

☐ B&F Approval
Date: _____

☐ Board Approval
Date: _____

Community Action Partnership of Kern Funding Request Profile

Source of Funds: Private

CFDA # N/A

Project Name: First Aid, Emergency Preparedness &
Healthy Hygiene

Division Director: Ralph Martinez

Funder Name: Kern Family Health Care

Program Manager: Lois Hannible
Angelica Nelson

Grant Program Name: Friendship House Community Center
Shafter Youth Center

☒ **New Funding**
☐ **Re-Application**

Funding Period: 1/1/2017 – 12/31/2017

A. Narrative description of funding request, including goals:

CAPK is applying for \$1,500 from Kern Family Health Care to offer first aid, emergency preparedness, and healthy hygiene classes to 150 children and youths at the FHCC and SYC. The First Aid for Students is a free two-hour class taught by a certified Red Cross instructor. Children will learn skills on the following topics: Before Giving Care and Checking an Injured or Ill Person; Soft Tissue Injuries; and Injuries to Muscles, Bones and Joints. The "Mickey & Friends Disaster Preparedness Activity Book" in English and Spanish will be used to teach children how to prepare for emergencies, such as earthquakes, thunderstorms, floods, and fires. The books also include safety plans that the children can complete with their parents. The American Red Cross "Scrubby Bear" program will be used to teach good personal hygiene to prevent the spreading of germs and illness.

B. Use of Funds:

The requested funds of approximately \$1,500 will be used to cover personnel costs for two activity specialists for 25 hours each and hygiene kits for participants at FHCC and SYC.

C. Approvals:

1. _____
Division Director Date

2. Ralph Martinez 10-11-16
Director of Community Development Date

3. _____
Director of Finance Date

4. Christine Anami 10/11/16
Executive Director Date

[Signature] 10/12/16

D. Board:

☐ Policy Council
Date: _____

☐ PRE Presentation
Date: _____

☐ B&F Approval
Date: _____

☐ Board Approval
Date: _____

Community Action Partnership of Kern Funding Request Profile

Source of Funds: Private

Project Name: Volunteer Income Tax Assistance (VITA)

Funder Name: Bank of the West

Grant Program Name: VITA

Funding Period: 2016 Tax Season (Fall 2016-Spring 2017)

CFDA # N/A

Division Director: Romala Ramkissoon

Program Manager: Sandi Truman

☒ **New Funding**

☐ **Re-Application**

A. Narrative description of funding request, including goals:

Bank of the West recently invited CAPK to apply for \$2,500 in funding to support the Volunteer Income Tax Assistance (VITA) program. VITA's plans for the 2016 Tax Season include the following services:

- Achieving a total of 4,600 tax returns filed in Kern County for the 2016 season;
- Continuing EITC outreach efforts in Delano, Shafter, Wasco, and McFarland;
- Seeking support to increase the days and hours services are offered in Wasco;
- Training 7 Spanish-only volunteer tax preparers for the first time, in addition to the existing bilingual volunteers; and
- Continuing partnerships with financial institutions to provide unbanked clients with on-site linkages to preloaded debit cards and savings/checking accounts opened with income tax and EITC refunds.

B. Use of Funds:

The requested funds of \$2,500 will be used to help cover the VITA program's general operating costs.

C. Approvals:

1. Romala Ramkissoon 10/18/16
Division Director Date

3. Christine Aramici 10/18/16
Director of Finance Date

2. Rylee Matney 10-18-16
Director of Community Development Date

4. _____
Executive Director Date

D. Board:

☐ Policy Council
Date: _____

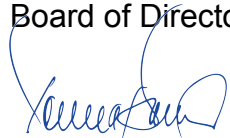
☐ PRE Presentation
Date: _____

☐ B&F Approval
Date: _____

☐ Board Approval
Date: _____

COMMUNITY ACTION PARTNERSHIP OF KERN

MEMORANDUM

To: Board of Directors

From: Donna Holland, Fiscal Manager
Subject: Agenda Item VI(k): Kern Head Start & Early Head Start Budget to Actual for the Period Ending September 30, 2016
Date: October 26, 2016

The following are highlights of the Head Start/Early Head Start Budget to Actual Report for the period March 1, 2016 through September 30, 2016.

Budget Revision

Approval of CAPK's request to revise the budget is pending. The budget revision will incorporate the 10% De Minimis Indirect Cost Rate.

Personnel & Fringe Benefits

Head Start personnel expenditures are on track at this point in the year.

Early Head Start personnel and fringe benefits expenditures are less than expected at this point in the year.

- These costs are partially offset by earned revenues from CAPK's California Department of Education (CDE) General Child Care contract. Revenues trended upward during the spring and early summer months, and historically have decreased over the winter months.
- Pay increases were budgeted for EHS Teacher, but were not effective until September 12 (after approval of the SEIU contract).

Staff continuously monitor for savings in these categories that may be used elsewhere in the program.

Equipment

Funds in this category were budgeted for the purchase of four program vehicles and three playground/shade structures. The budget revision will move the cost of playgrounds to the Supplies category. Staff are in the process of preparing the Request for Proposals to purchase the program vehicles.

Supplies

Purchases of supplies are on track at this point in the program year. For Head Start, purchasing has increased with the onset of the new school year.

Contractual

- The annual cost of software support and maintenance for the Head Start/Early Head Start child tracking data base is paid in full at the beginning of the fiscal year.
- Legal fees during the SEIU contract negotiation process were somewhat more than estimated.

Other

Expenditures in this category are on track at this point in the program year.

Training & Technical Assistance (T&TA)

Head Start T&TA funds are almost fully expended. Additional funds are budgeted in the base grant for planned training expenses in excess of T&TA funding.

Early Head Start T&TA expenditures are on track at this point in the program year.

Non-Federal Share

With 58% of the budget period elapsed, total Non-Federal Share (the sum of California Department of Education funding and in-kind) is at 63% of budget.

- California Department of Education
Actual and estimated non-federal revenues through September 2016 are at 65% of budget.
- In-Kind
Year-to-date in-kind is at 61% of budget.

The five centers with the highest percentage of goal met were Fairfax, Franklin, Planz, San Diego, and Sunrise Villa. A total of 26 out of 44 centers and groups met or exceeded 58% of goal.

The five centers with the lowest percentage of goal met were Stella Hills, Heritage, Pioneer, Rosamond, and Mojave.

**Community Action Partnership of Kern
Head Start and Early Head Start - Kern
Budget to Actual Report**

Budget Period: March 1, 2016 - February 28, 2017
Report Period: March 1, 2016 - September 30, 2016
Month 7 of 12 (58%)

Prepared 10/10/2016

	HEAD START				
BASE FUNDS	BUDGET	ACTUAL	REMAINING	% SPENT	% REMAINING
PERSONNEL	9,675,827	5,434,839	4,240,988	56%	44%
FRINGE BENEFITS	3,135,316	1,995,668	1,139,648	64%	36%
TRAVEL	0	0	0		
EQUIPMENT	255,000	0	255,000	0%	100%
SUPPLIES	1,095,095	424,985	670,110	39%	61%
CONTRACTUAL	82,680	84,445	(1,765)	102%	-2%
CONSTRUCTION	0	0	0		
OTHER	3,558,572	2,000,877	1,557,695	56%	44%
TOTAL BASE FUNDING	17,802,491	9,940,814	7,861,677	56%	44%

	HEAD START				
TRAINING & TECHNICAL ASSISTANCE	BUDGET	ACTUAL	REMAINING	% SPENT	% REMAINING
PERSONNEL	0	0	0		
FRINGE BENEFITS	0	0	0		
TRAVEL	30,627	25,349	5,278	83%	17%
SUPPLIES	20,935	16,466	4,469	79%	21%
CONTRACTUAL	18,484	7,706	10,778	42%	58%
OTHER	75,304	89,283	(13,979)	119%	-19%
TOTAL TRAINING & TECHNICAL ASSISTANCE	145,350	138,804	6,546	95%	5%

INDIRECT	1,477,845	1,030,248	447,596	70%	30%
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GRAND TOTAL HS/EHS FEDERAL FUNDS	19,425,686	11,109,866	8,315,820	57%	43%
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	EARLY HEAD START				
	BUDGET	ACTUAL	REMAINING	% SPENT	% REMAINING
	2,266,371	679,247	1,587,124	30%	70%
	715,929	240,584	475,345	34%	66%
	0	0	0		
	65,000	0	65,000		
	232,070	160,181	71,889	69%	31%
	14,320	12,618	1,702	88%	12%
	0	0	0		
	381,247	276,094	105,153	72%	28%
TOTAL	3,674,936	1,368,724	2,306,212	37%	63%

	EARLY HEAD START				
	0	(59)	59		
	0	715	(715)		
	36,382	11,562	24,820	32%	68%
	22,981	2,415	20,566	11%	89%
	11,689	12,204	(515)	104%	-4%
	25,952	16,322	9,630	63%	37%
TOTAL	97,004	43,159	53,845	44%	56%

	275,058	69,694	205,364	25%	75%
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GRAND TOTAL HS/EHS FEDERAL FUNDS	4,046,998	1,481,577	2,565,421	37%	63%
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HEAD START and EARLY HEAD START NON-FEDERAL SHARE					
SOURCE	BUDGET	ACTUAL	REMAINING	% SPENT	% REMAINING
CALIF DEPT OF ED	2,805,361	1,815,202	990,159	65%	35%
IN-KIND	3,062,811	1,860,798	1,202,013	61%	39%
TOTAL NON-FEDERAL	5,868,172	3,676,000	2,192,172	63%	37%

Centralized Administrative Cost	6.8%
Program Administrative Cost	3.2%
Total Administrative Cost	10.0%

Community Action Partnership of Kern Agency-Wide Credit Card Report *

	CURRENT	1 TO 30	31 TO 60	61 TO 90	OVER 90
Bank of America	13,595				
Lowe's	3,259				
Save Mart	4,214	194			
Smart & Final	0				
Chevron & Texaco Business Card	7,389				
Home Depot	11,052				
TOTAL	39,509	194	0	0	0

CREDITS	TOTAL	STATEMENT DATE
	13,595	9/21/2016
	3,259	9/25/2016
	4,408	9/25/2016
	0	No activity
	7,389	10/5/2016
	11,052	10/5/2016
TOTAL	39,703	

* Expenditure details are included in the CAPK Financial Report

Budget reflects Notice of Award #09CH9142-03-01

Actual expenditures include posted expenditures and estimated adjustments through 9/30/2016.

Community Action Partnership of Kern
Head Start and Early Head Start
Non-Federal Share and In-Kind
Budget Period: March 1, 2016 through February 28, 2017
Report for period ending September 30, 2016 (Month 7 of 12)

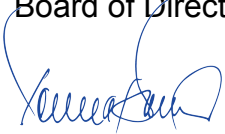
Percent of year elapsed: **58%**

LOCATION	FUNDED ENROLLMENT	March	April	May	June	July	Aug	Sep	YTD Totals	IN-KIND GOAL	% OF GOAL MET
Fairfax	40	24,746	25,251	18,439	0	0	8,929	8,876	86,241	51,839	166%
Franklin	24	6,049	6,281	6,607	4,113	3,364	2,518	2,329	31,260	31,103	101%
Planz	34	12,315	10,461	11,905	0	0	4,877	3,280	42,839	44,063	97%
San Diego Street	48	12,075	10,439	11,730	7,067	7,027	5,954	6,045	60,336	62,207	97%
Sunrise Villa	34	13,146	12,263	6,775	0	0	1,296	6,084	39,564	44,063	90%
Casa Loma	34	10,304	11,410	8,328	0	0	3,614	3,417	37,073	44,063	84%
Roosevelt	34	9,039	8,311	5,924	0	0	4,421	8,707	36,401	44,063	83%
Faith Avenue	34	8,435	8,879	5,748	0	0	3,408	9,539	36,009	44,063	82%
Delano	90	20,376	21,196	20,989	6,696	9,199	7,015	9,814	95,286	116,638	82%
Virginia	34	8,315	7,701	4,854	0	0	4,909	7,682	33,463	44,063	76%
Primeros Pasos	76	17,227	15,148	12,143	4,696	6,094	7,000	9,742	72,050	98,494	73%
Martha J. Morgan	83	22,338	20,744	13,606	0	0	7,735	14,138	78,561	107,566	73%
Stine Road	123	19,627	19,450	20,299	12,331	12,749	16,829	14,115	115,400	159,405	72%
Home Base	249	27,753	29,509	19,320	9,697	15,579	10,918	176	112,952	161,349	70%
Alicante	34	7,661	11,592	9,673	0	0	1,870	0	30,796	44,063	70%
McFarland	20	7,117	5,767	2,921	0	0	1,743	119	17,667	25,919	68%
Taft	54	11,902	13,717	8,130	0	0	5,322	8,322	47,393	69,983	68%
Williams	34	8,967	8,195	5,460	0	0	814	6,367	29,802	44,063	68%
Vineland	20	5,180	5,542	4,335	0	0	2,037	0	17,092	25,919	66%
Lost Hills	20	5,126	4,434	4,058	0	0	945	2,412	16,974	25,919	65%
Shafter	34	7,714	8,400	4,578	0	0	3,776	4,201	28,669	44,063	65%
East California	70	18,493	17,503	10,688	0	0	3,650	7,976	58,310	90,718	64%
Sterling	103	17,160	16,714	15,890	12,546	12,072	10,993	0	85,374	133,485	64%
Noble	34	9,834	9,519	4,957	0	0	2,902	0	27,211	44,063	62%
Cleo Foran	34	8,619	7,125	5,035	0	0	2,637	3,628	27,045	44,063	61%
Lamont	34	8,086	7,732	3,598	0	0	4,313	2,594	26,322	44,063	60%
Rafer Johnson	34	6,998	7,935	4,364	0	0	2,058	3,908	25,263	44,063	57%
Pacific	62	8,933	7,968	9,059	4,777	6,792	5,113	3,377	46,019	80,350	57%
Oasis	60	15,379	15,470	8,735	0	0	4,875	0	44,459	77,758	57%
Shafter HS/EHS	36	4,412	3,559	4,529	4,412	3,689	3,486	1,179	25,266	46,655	54%
Buttonwillow	20	4,372	4,107	1,356	0	0	514	3,171	13,521	25,919	52%
Alberta Dillard	68	10,211	11,434	6,909	0	0	4,533	12,446	45,532	88,126	52%
Fairview	34	6,551	2,381	10,537	0	0	2,134	771	22,374	44,063	51%
Willow	72	15,550	13,772	7,577	0	0	3,993	6,221	47,114	93,310	50%
Oildale	34	7,387	5,882	4,163	0	0	4,003	0	21,434	44,063	49%
Pete H. Parra	148	18,586	18,823	16,603	11,653	10,069	15,664	933	92,331	191,804	48%
California City	34	7,771	5,648	3,856	0	0	3,685	0	20,960	44,063	48%
Seibert	34	8,157	5,478	2,844	0	0	2,838	1,158	20,475	44,063	46%
Tehachapi	34	4,004	3,431	2,343	0	0	3,995	6,599	20,372	44,063	46%
Stella Hills	34	7,753	7,910	3,580	0	0	0	0	19,242	44,063	44%
Heritage Park	34	5,518	3,282	3,089	0	0	1,714	4,476	18,079	44,063	41%
Pioneer	34	4,152	5,201	3,267	0	0	554	2,280	15,454	44,063	35%
Rosamond	75	5,065	3,128	1,585	0	0	2,714	0	12,492	97,198	13%
Mojave	34	1,705	1,322	626	0	0	711	1,119	5,482	44,063	12%
Wesley	60								0	77,758	0%
Voorhies	0	6,800	4,740	3,424					14,964		
Wasco	0	4,131	3,928	1,346					9,405		
Administrative Services		0	0	0	0	0	0	0	0	0	NA
Program Services		5,049	4,464	4,138	4,168	4,156	4,106	4,115	30,195	102,764	29%
Policy Council and RPC		109	107	20	23	14	0	0	273	51,236	1%
SUBTOTAL IN-KIND	2,369	486,196	463,252	349,939	82,178	90,802	197,115	191,316	1,860,798	3,062,811	61%
State General Child Care*		119,619	118,092	117,337	112,660	80,901	97,966	91,197	737,772	1,031,472	72%
State Preschool*		153,811	147,815	148,975	113,839	124,822	135,161	151,671	976,094	1,680,926	58%
State Migrant Child Care*		15,718	13,870	14,146	11,867	13,484	16,366	15,885	101,336	92,963	109%
SUBTOTAL CA DEPT of ED		289,148	279,778	280,458	238,366	219,207	249,493	258,753	1,815,202	2,805,361	65%
GRAND TOTAL		775,344	743,030	630,397	320,544	310,009	446,608	450,069	3,676,000	5,868,172	63%

*May include estimates

COMMUNITY ACTION PARTNERSHIP OF KERN

MEMORANDUM

To: Board of Directors

From: Donna Holland, Fiscal Manager
Subject: Agenda Item VI(k): San Joaquin Early Head Start Budget to Actual for the
Period Ending September 30, 2016
Date: October 26, 2016

The following are highlights of the San Joaquin Early Head Start Budget to Actual Report for the period February 1, 2016 through September 30, 2016.

Budget Revision

Approval of CAPK's request to revise the budget is pending from Office of Head Start. The budget revision will accomplish the following:

- Incorporate the 10% De Minimis Indirect Cost Rate;
- Decrease the funded enrollment to 313.

Personnel & Fringe Benefits

The budget revision will decrease the budget in these categories; however, savings may be realized until all centers are in operation.

Travel

Expenditures for the purpose of supporting San Joaquin staff are higher than anticipated at this point in the program year. Staff are monitoring this line item and have identified savings in other areas to cover these costs.

Supplies

Expenditures for supplies are higher than anticipated at this point in the program year. Staff are monitoring this line item and have identified savings in other areas to cover these costs.

Contractual

The annual cost of software support and maintenance for the Head Start/Early Head Start child tracking data base is paid in full at the beginning of the fiscal year. In addition, the budget revision will increase the budget in this cost category; thus, expenditures are on track at this point in the year.

Other

Other expenditures are slightly less than anticipated at this point in the year.

Carryover

CAPK's request to carryover funds from the prior budget period was approved. The carryover funds will be used to make health and safety improvements to centers, and to purchase one program vehicle and playground equipment.

Training & Technical Assistance

Expenditures supporting training & technical assistance are on track for this point in the program year. Additional training has been planned for later in the budget period, and staff expect to fully expend these funds.

Non-Federal Share

With 67% of the budget period elapsed, the total Non-Federal Share is at 12% of budget. CAPK will request a waiver of Non-Federal Share, should it become necessary, closer to the end of the budget period.

The San Joaquin Early Head Start program has been challenged in meeting its Non-Federal Share budget for the following primary reasons:

- Not all of its centers are licensed and in operation;
- San Joaquin EHS has lost a number of qualified, trained employees to the San Joaquin Office of Education Head Start program.

**Community Action Partnership of Kern
Early Head Start - San Joaquin County
Budget to Actual Report**

Budget Period: February 1, 2016 - January 31, 2017
Report Period: February 1, 2016 - September 30, 2016
Month 8 of 12 (67%)

Prepared 10/10/2016

BASE FUNDS	BUDGET	ACTUAL	REMAINING	% SPENT	% REMAINING
PERSONNEL	3,264,964	1,848,545	1,416,419	57%	43%
FRINGE BENEFITS	765,792	417,588	348,204	55%	45%
TRAVEL	14,940	18,821	(3,881)	126%	-26%
EQUIPMENT	0	0	0		
SUPPLIES	191,905	195,409	(3,504)	102%	-2%
CONTRACTUAL	2,000	8,418	(6,418)	421%	-321%
CONSTRUCTION	0	0	0		
OTHER	653,976	339,717	314,259	52%	48%
TOTAL	4,893,577	2,828,498	2,065,079	58%	42%

CARRYOVER FUNDS

EQUIPMENT	150,000	0	150,000	0%	100%
SUPPLIES	90,000	10,498	79,502	12%	88%
OTHER	320,898	0	320,898	0%	100%
TOTAL	560,898	10,498	550,400		

TRAINING & TECHNICAL ASSISTANCE FUNDS

TRAVEL	17,981	1,877	16,104	10%	90%
SUPPLIES	15,700	(262)	15,962	-2%	102%
CONTRACTUAL	16,298	7,715	8,583	47%	53%
OTHER	31,918	11,284	20,634	35%	65%
TOTAL	81,897	20,614	61,283	25%	75%

INDIRECT	102,767	271,765	(168,998)	264%	-164%
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GRAND TOTAL EHS FEDERAL FUNDS	5,639,139	3,131,375	2,507,764	56%	44%
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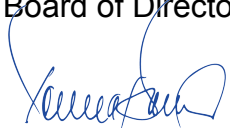
NON-FEDERAL SHARE	BUDGET	ACTUAL	REMAINING	% SPENT	% REMAINING
IN-KIND	1,415,810	176,745	1,239,065	12%	88%
TOTAL NON-FEDERAL FUNDS	1,415,810	176,745	1,239,065	12%	88%

Centralized Administrative Cost 8.2%
Program Administrative Cost 2.7%
Total Administrative Cost 10.9%

Budget reflects Notice of Award #09CH010071-02-03.

Actual expenditures include posted expenditures and estimated adjustments through 8/31/2016.

COMMUNITY ACTION PARTNERSHIP OF KERN MEMORANDUM

To: Board of Directors

From: Donna Holland, Fiscal Manager
Subject: Agenda Item VI(k): Partnerships Early Head Start Child Care Budget to Actual
for the Period Ending September 30, 2016
Date: October 26, 2016

The following are highlights of the Early Head Start Child Care Partnerships Budget to Actual Report for the period September 1, 2016 through September 30, 2016.

Base Funds

Personnel and Fringe Benefits costs are on track through the first month of the budget period. The amount spent seems high, as there were three pay dates during the month of September.

Carryover Funds

CAPK will submit a request to carryover unexpended prior-year funds in the amount of \$315,000.

Training & Technical Assistance (T&TA)

CAPK will submit a request to carry over unexpended prior-year funds in the amount of approximately \$40,400.

Non-Federal Share

With 8% of the year elapsed, total Non-Federal Share is at 0%. Documentation of Non-Federal share is expected to be received from the partners later in the month.

**Community Action Partnership of Kern
Early Head Start - Child Care Partnerships
Budget to Actual Report**

Budget Period: September 1, 2016 - August 31, 2017
Report Period: September 1, 2016 - September 30, 2016
Month 1 of 12 (8%)

Prepared 10/10/2016

BASE FUNDS	BUDGET	ACTUAL	REMAINING	% SPENT	% REMAINING
PERSONNEL	122,245	15,803	106,442	13%	87%
FRINGE BENEFITS	28,705	3,714	24,991	13%	87%
TRAVEL	0	0	0		
EQUIPMENT	0	0	0		
SUPPLIES	1,650	9	1,641	1%	99%
CONTRACTUAL	459,322	39,238	420,084	9%	91%
CONSTRUCTION	0	0	0		
OTHER	11,517	490	11,027	4%	96%
TOTAL BASE FUNDING	623,439	59,254	564,185	10%	90%

CARRYOVER FUNDS (pending Federal approval)	BUDGET	ACTUAL	REMAINING	% SPENT	% REMAINING
PERSONNEL	0	0	0		
FRINGE BENEFITS	0	0	0		
TRAVEL	0	0	0		
EQUIPMENT	0	0	0		
SUPPLIES	0	0	0		
CONTRACTUAL	0	0	0		
CONSTRUCTION	0	0	0		
OTHER	0	0	0		
TOTAL START-UP FUNDING	0	0	0		

TRAINING & TECHNICAL ASSISTANCE FUNDS	BUDGET	ACTUAL	REMAINING	% SPENT	% REMAINING
TRAVEL	5,294	0	5,294	0%	100%
SUPPLIES	3,506	0	3,506	0%	100%
OTHER	6,473	0	6,473	0%	100%
TOTAL TRAINING & TECHNICAL ASSISTANCE	15,273	0	15,273	0%	100%

INDIRECT	62,184	5,925	56,259	10%	90%
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GRAND TOTAL FEDERAL FUNDS	700,896	65,179	635,717	9%	91%
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NON-FEDERAL SHARE**	BUDGET	ACTUAL	REMAINING	% SPENT	% REMAINING
IN-KIND	175,224	0	175,224	0%	100%
TOTAL NON-FEDERAL FUNDS	175,224	0	175,224	0%	100%

Centralized Administrative Cost 9.1%
Program Administrative Cost 0.0%
Total Administrative Cost 9.1%

Budget reflects Notice of Award #09HP0036-02-00.

Actual expenditures include posted expenditures and estimated adjustments through 9/30/2016.

**COMMUNITY ACTION PARTNERSHIP OF KERN
DISCRETIONARY AND FUND RAISING FUNDS
FOR THE MONTH ENDED SEPTEMBER 30, 2016**

	03/01/16- 08/31/16	09/01/16- 09/30/16	TOTAL
BEGINNING BALANCE (NOTE 1)	402,432.61		402,432.61
CASH RECEIPTS			
2016 Awards Banquet Donations	58,265.00		58,265.00 a
Donations	1,999.75	43.86	2,043.61
Give Big Kern Donations (net)	1,532.45		1,532.45
Misc. Revenue	7,225.68		7,225.68
Less: Friendship House Quad	0.00	(15,000.00) b	(15,000.00)
Gain on Sale of Vehicles	7,837.43		7,837.43
Interest Income/Union Administrative Fee	538.94	99.00	637.94
TOTAL CASH RECEIPTS	77,399.25	(14,857.14)	62,542.11
CASH DISBURSEMENTS			
Line of Credit Interest Expense	235.82	37.41 c	273.23
Line of Credit Unused Commitment Fee	1,069.44	633.96 d	1,703.40
2016 Awards Banquet Expenses	20,871.89		20,871.89 a
Licensing Late Fees - Head Start	2,079.00	1,086.00 e	3,165.00
Fundraising	954.00	159.00	1,113.00
Miscellaneous Expenses	140.42	83.04	223.46
Indirect Costs	2,202.88		2,202.88
TOTAL CASH DISBURSEMENTS	27,553.45	1,999.41	29,552.86
CASH PROVIDED (USED)	49,845.80	(16,856.55)	32,989.25
ENDING BALANCE	452,278.41		435,421.86
		Discretionary Cash	225,419.56
		Fund Raising Cash	210,230.90
			435,650.46
		Add: Prepaid	10.40
		Less: AP	(239.00)
			435,421.86

NOTES

1. For the year ended 2/29/16, the net increase to the Discretionary/Fund Raising Funds was \$65,722.45.
- a. As of 9/30/16, net 2016 awards banquet gain is \$43,727.94 (@ FYE 2/29/16 = 6,334.83 + 37,393.11 for 2016/17).
- b. Approved at the 2/24/16 Board of Directors' meeting.
- c. Interest expense on operating line of credit advance for \$315,000 for one day.
- d. Commitment fee for the third quarter that the \$1 million line of credit was not used. The fee is equal to one-quarter percent (0.25%) per annum based on 360 day year.
- e. Licensing late fees for Taft and Willow centers.

Date Prepared: 10/8/16

COMMUNITY ACTION PARTNERSHIP OF KERN

BUDGET AND FINANCE COMMITTEE

FINANCIAL REPORT

OCTOBER 2016

COMMUNITY ACTION PARTNERSHIP OF KERN
BUDGET AND FINANCE COMMITTEE

October 19, 2016

FINANCIAL REPORT

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COMMUNITY ACTION PARTNERSHIP OF KERN
SCHEDULE OF PROGRAMS (FUNDS)
FOR THE PERIOD MARCH 1, 2016 THROUGH FEBRUARY 28, 2017

PROGRAM (COMPONENT)	AMOUNT	CFDA #	GRANT NUMBER	PROGRAM YEAR	FUND#	FUNDING SOURCE
UNRESTRICTED						
GENERAL FUND			NOT APPLICABLE	03/01/16 - 02/28/17	501	NOT APPLICABLE
DISCRETIONARY FUND			NOT APPLICABLE	03/01/16 - 02/28/17	502	NOT APPLICABLE
FOOD BANK			NOT APPLICABLE	03/01/16 - 02/28/17	504	SHARED MAINTENANCE, MEMBERSHIP FEES, DONATIONS, ETC.
ENERGY			NOT APPLICABLE	03/01/16 - 02/28/17	524	NOT APPLICABLE
SHAFTER YOUTH CENTER			NOT APPLICABLE	03/01/16 - 02/28/17	527	DONATIONS, RENTAL INCOME
FRIENDSHIP HOUSE			NOT APPLICABLE	03/01/16 - 02/28/17	531	DONATIONS, RENTAL INCOME
FUND RAISING			NOT APPLICABLE	03/01/16 - 02/28/17	595	DONATIONS
RESTRICTED						
EARLY HEAD START/HEAD START	23,472,684	93.600	09CH9142-03-00	03/01/16 - 02/28/17	108/109	U S DEPT OF HEALTH & HUMAN SERVICES
EARLY HEAD START CHILD CARE PARTNERSHIP	1,248,206 700,896	93.600	09HP0036-01 09HP0036-02	03/01/15 - 08/31/16 09/01/16 - 08/31/17	110	U S DEPT OF HEALTH & HUMAN SERVICES
EARLY HEAD START SAN JOAQUIN	5,556,344	93.600	08CH010071-02	02/01/16 - 01/31/17	117	U S DEPT OF HEALTH & HUMAN SERVICES
VITA	84,815	21.009	17VITA0187	08/01/16 - 07/31/17	149	U S DEPT OF THE TREASURY - INTERNAL REVENUE SERVICE
CSBG (COMMUNITY SERVICES BLOCK GRANT)	1,482,354	93.569	16F - 5015	01/01/16 - 12/31/16	103	U S DEPT OF HEALTH & HUMAN SERVICES - STATE OF CALIFORNIA, DEPT OF COMMUNITY SERVICES AND DEVELOPMENT
CSBG DISCRETIONARY (YOUTH EMPLOYMENT)	71,817	93.569	15F - 2415	06/30/15 - 05/31/16	175-173	U S DEPT OF HEALTH & HUMAN SERVICES - STATE OF CALIFORNIA, DEPT OF COMMUNITY SERVICES AND DEVELOPMENT
CSBG DISCRETIONARY (EITC)	32,078	93.569	16F - 5517	06/15/16 - 05/31/17	175-174	U S DEPT OF HEALTH & HUMAN SERVICES - STATE OF CALIFORNIA, DEPT OF COMMUNITY SERVICES AND DEVELOPMENT
LIHEAP (LOW-INCOME HOME ENERGY ASSISTANCE PROGRAM)	4,874,124 4,327,137 1,783,521	93.568	15B - 3013A3 16B - 4012 17B - 3012	01/01/15 - 06/30/17 01/01/16 - 01/31/17 10/01/16 - 12/31/17	122-35 122-36 122-37	U S DEPT OF HEALTH & HUMAN SERVICES - STATE OF CALIFORNIA, DEPT OF COMMUNITY SERVICES AND DEVELOPMENT
GENERAL CENTER CHILD CARE	327,802 269,081	93.575	CCTR - 5049 CCTR - 6049	07/01/15 - 06/30/16 07/01/16 - 06/30/17	253	U S DEPT OF HEALTH & HUMAN SERVICES - STATE OF CALIFORNIA, DEPT OF EDUCATION
GENERAL CENTER CHILD CARE	627,411 585,818	93.596	CCTR - 5049 CCTR - 6049	07/01/15 - 06/30/16 07/01/16 - 06/30/17	253	U S DEPT OF HEALTH & HUMAN SERVICES - STATE OF CALIFORNIA, DEPT OF EDUCATION
MIGRANT ALTERNATIVE PAYMENT	5,411,000 5,411,000	93.575	CMAP - 5000 CMAP - 6000	07/01/15 - 06/30/16 07/01/16 - 06/30/17	281	U S DEPT OF HEALTH & HUMAN SERVICES - STATE OF CALIFORNIA, DEPT OF EDUCATION
CALIFORNIA STATE PRESCHOOL PROGRAM	142,224 179,787	93.575	CSPP - 5110 CSPP - 6110	07/01/15 - 06/30/16 07/01/16 - 06/30/17	258	U S DEPT OF HEALTH & HUMAN SERVICES - STATE OF CALIFORNIA, DEPT OF EDUCATION
CALIFORNIA STATE PRESCHOOL PROGRAM	414,840 391,415	93.596	CSPP - 5110 CSPP - 6110	07/01/15 - 06/30/16 07/01/16 - 06/30/17	258	U S DEPT OF HEALTH & HUMAN SERVICES - STATE OF CALIFORNIA, DEPT OF EDUCATION
INFORMATION & EDUCATION	78,855 240,000	93.778	11 - 10281A4 11 - 10281	07/01/15 - 06/30/16 07/01/16 - 06/30/19	120	U S DEPT OF HEALTH & HUMAN SERVICES - STATE OF CALIFORNIA, DEPT OF PUBLIC HEALTH

COMMUNITY ACTION PARTNERSHIP OF KERN
SCHEDULE OF PROGRAMS (FUNDS)
FOR THE PERIOD MARCH 1, 2016 THROUGH FEBRUARY 28, 2017

	PROGRAM (COMPONENT)	AMOUNT	CFDA #	GRANT NUMBER	PROGRAM YEAR	FUND #	FUNDING SOURCE
	RESTRICTED cont'd.						
	BIOTERRORISM - I&R	10,000 10,000	93.283	N/A	10/16/15 - 04/29/16 PENDING - 04/28/17	187	U S DEPT OF HEALTH & HUMAN SERVICES - STATE OF CALIFORNIA, DEPT OF HEALTH SERVICES, COUNTY OF KERN, DEPT OF PUBLIC HEALTH
	SAP (SUBSTANCE ABUSE PROGRAM)	191,748	93.959	461 - 2015	07/01/15 - 09/30/16	118	U S DEPT OF HEALTH & HUMAN SERVICES - STATE OF CALIFORNIA, DEPT OF HEALTH SERVICES, COUNTY OF KERN, MENTAL HEALTH SYSTEM OF CARE
	EFAP (EMERGENCY FOOD ASSISTANCE PROGRAM)	170,808	10.568/569	15 - MOU - 00118	10/01/15 - 09/30/16	105/111	U S DEPT OF AGRICULTURE - STATE OF CALIFORNIA, DEPT OF SOCIAL SERVICES
	CHILD AND ADULT CARE FOOD PROGRAM (CACFP) - KERN & SAN JOAQUIN	BASED ON MEALS SERVED	10.558	15-1248-OJ	10/01/15 - 09/30/16	112/139	U S DEPT OF AGRICULTURE - STATE OF CALIFORNIA, DEPT OF EDUCATION
	SUMMER FOOD SERVICE PROGRAM	BASED ON MEALS SERVED	10.559	15 - 9150 - OS	06/08/16 - 07/29/16	133	U S DEPT OF AGRICULTURE - STATE OF CALIFORNIA, DEPT OF EDUCATION
	WIC (WOMEN, INFANTS & CHILDREN)	3,930,215 3,962,308	10.557	15 - 10064	10/01/15 - 09/30/16 10/01/16 - 09/30/17	115	U S DEPT OF AGRICULTURE - STATE OF CALIFORNIA,
	SUPPLEMENTAL NUTRITION ASSISTANCE PROGRAM (SNAP) AKA CALFRESH PROGRAM	32,881	10.561	14 - 3036	10/01/14 - 09/30/16	164	U S DEPT OF AGRICULTURE - STATE OF CALIFORNIA, DEPT OF SOCIAL SERVICES, INFO LINE OF SAN DIEGO dba 211 SAN DIEGO
	COMMUNITY DEVELOPMENT BLOCK GRANT - FOOD BANK SOLAR	132,000 117,000	14.218 14.218	PENDING PENDING	PENDING PENDING	126-250 126-251	U S DEPT OF HOUSING & URBAN DEVELOPMENT - CITY OF BAKERSFIELD U S DEPT OF HOUSING & URBAN DEVELOPMENT - COUNTY OF KERN
AN	DOE (DEPARTMENT OF ENERGY - WEATHERIZATION)	304,188 241,942	81.042	15C - 1012A1 16C - 6012	09/01/15 - 06/30/16 07/01/16 - 01/31/17	123-63 123-64	U S DEPT OF ENERGY - STATE OF CALIFORNIA, DEPT OF COMMUNITY SERVICES AND DEVELOPMENT
	EFSP (EMERGENCY FOOD & SHELTER PROGRAM)	84,507	97.024	PHASE 33	12/01/15 - 03/31/17	114	U.S. DEPT OF HOMELAND SECURITY - EMERGENCY FOOD AND SHELTER NATIONAL BOARD PROGRAM, UNITED WAY OF KERN COUNTY
	JUSTICE ASSISTANCE GRANT (JAG)	62,923 57,923	16.738	417-2015	01/01/16 - 12/31/16 01/01/17 - 12/31/17	130	U.S. DEPT OF JUSTICE - STATE OF CALIFORNIA, BOARD OF STATE AND COMMUNITY CORRECTIONS, COUNTY OF KERN, PROBATION DEPARTMENT
	QUALITY RATING AND IMPROVEMENT SYSTEM (QRIS) - SAN JOAQUIN	14,000	84.412	N/A	03/01/16 - 06/30/17	117-005	U.S. DEPT OF EDUCATION - STATE OF CALIFORNIA, DEPT OF EDUCATION - FIRST 5 CALIFORNIA, COUNTY OF SAN JOAQUIN, FIRST 5 SAN JOAQUIN
	CSPP QUALITY RATING AND IMPROVEMENT SYSTEM (QRIS) BLOCK GRANT	150,000	84.412	N/A	07/01/15 - 06/30/17	258-005	U S DEPT OF EDUCATION - STATE OF CALIFORNIA, DEPT OF EDUCATION - KERN COUNTY SUPERINTENDENT OF SCHOOL, KERN EARLY STARS
	LIWP (LOW INCOME WEATHERIZATION PROGRAM)	1,071,955		15K - 6006	01/01/15 - 12/31/16	221	STATE OF CALIFORNIA, DEPT OF COMMUNITY SERVICES AND DEVELOPMENT
	LIWP SOLAR PV PILOT	630,000			07/01/16 - 04/30/17	241	STATE OF CALIFORNIA - DEPT OF COMMUNITY SERVICES AND DEVELOPMENT, FRESNO ECONOMIC OPPORTUNITY COMMISSION
	MIGRANT ALTERNATIVE PAYMENT	540,828 540,828		CMAF - 5000 CMAF - 6000	07/01/15 - 06/30/16 07/01/16 - 06/30/17	261	STATE OF CALIFORNIA, DEPT OF EDUCATION
	GENERAL CENTER CHILD CARE	1,224,986 1,205,588		CCTR - 5049 CCTR - 6049	07/01/15 - 06/30/16 07/01/16 - 06/30/17	253	STATE OF CALIFORNIA, DEPT OF EDUCATION
	CALIFORNIA STATE PRESCHOOL PROGRAM	1,857,194 2,063,234		CSPP - 5110 CSPP - 6110	07/01/15 - 06/30/16 07/01/16 - 06/30/17	258	STATE OF CALIFORNIA, DEPT OF EDUCATION

COMMUNITY ACTION PARTNERSHIP OF KERN
SCHEDULE OF PROGRAMS (FUNDS)
FOR THE PERIOD MARCH 1, 2016 THROUGH FEBRUARY 28, 2017

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PROGRAM (COMPONENT)	AMOUNT	CFDA #	GRANT NUMBER	PROGRAM YEAR	FUND #	FUNDING SOURCE
RESTRICTED cont'd.						
MIGRANT CHILD CARE	199,084 209,306		CMIG - 5004 CMIG - 6004	07/01/15 - 06/30/16 07/01/16 - 06/30/17	250	STATE OF CALIFORNIA, DEPT OF EDUCATION
MIGRANT SPECIALIZED SERVICES	28,472 29,934		CMSS - 5004 CMSS - 6004	07/01/15 - 06/30/16 07/01/16 - 06/30/17	252	STATE OF CALIFORNIA, DEPT OF EDUCATION
TAX CHECK - OFF (FOOD BANK)	13,266		N/A	07/01/15 - 06/30/16	216-000	STATE OF CALIFORNIA, DEPT OF SOCIAL SERVICES
STATE DROUGHT FOOD ASSISTANCE (FOOD BANK)	480,753		N/A	05/01/14 - PENDING	216-088	STATE OF CALIFORNIA, DEPT OF SOCIAL SERVICES
STATE EMERGENCY FOOD ASSISTANCE (FOOD BANK)	54,112		N/A	07/01/16 - 06/30/17	216-087	STATE OF CALIFORNIA, DEPT OF SOCIAL SERVICES
DIFFERENTIAL RESPONSE SERVICES	194,099 201,769		N/A	07/01/15 - 06/30/16 07/01/16 - 06/30/17	280	STATE OF CALIFORNIA, DEPT OF SOCIAL SERVICES, COUNTY OF KERN, SUPERINTENDENT OF SCHOOLS, CHILD AND FAMILY SERVICES AGENCY, NETWORK FOR CHILDREN
FIRST 5 KERN - HELPLINE 211	86,287 90,006		2015.2.5	07/01/15 - 06/30/16 07/01/16 - 06/30/17	288	STATE OF CALIFORNIA, FIRST 5 CALIFORNIA, COUNTY OF KERN, FIRST 5 KERN
FIRST 5 KERN EAST KERN FAMILY RESOURCE CENTER	135,956 131,496		2015.2.6	07/01/15 - 06/30/16 07/01/16 - 06/30/17	281	STATE OF CALIFORNIA, FIRST 5 CALIFORNIA, COUNTY OF KERN, FIRST 5 KERN
ENERGY - WATER TANK INSTALLATION	BASED ON NO. OF TANKS		N/A	08/19/15 - 02/18/17	229	STATE OF CALIFORNIA, OFFICE OF EMERGENCY SERVICES, SELF-HELP ENTERPRISES
WHALE TAIL	8,932		WT - 14-15	03/01/15 - 06/30/16	232	CALIFORNIA COASTAL COMMISSION
COUNTY OF KERN HELPLINE 211	92,750 46,360		711 - 2015 1004 - 2016	07/01/15 - 06/30/16 07/01/16 - 06/30/17	389	COUNTY OF KERN
GANG PREVENTION	142,811 71,406		445 - 2015 673 - 2016	07/01/15 - 06/30/16 07/01/16 - 06/30/17	335	COUNTY OF KERN, DEPT OF HUMAN SERVICES
READY KERN - HELPLINE 211	1,000		N/A	07/01/15 - 06/30/16	366	COUNTY OF KERN, FIRE DEPARTMENT, OFFICE OF EMERGENCY SERVICES
HELPLINE 211 - UNITED WAY ALLOCATION	30,000		N/A	01/01/16 - 12/31/16	428	UNITED WAY OF KERN COUNTY
FOOD BANK - UNITED WAY ALLOCATION	10,000		N/A	01/01/16 - 12/31/16	504	UNITED WAY OF KERN COUNTY
FOOD BANK - HEALTHY EATING	60,000		20633829	10/01/13 - 04/30/16	419-086	KAISER FOUNDATION HOSPITALS
FHCC - NUTRITION EDUCATION	10,000 10,000		20644136 20650046	07/01/15 - 06/30/16 07/01/16 - 06/30/17	419-086	KAISER FOUNDATION HOSPITALS
ASSURANCE CELLULAR - 211	\$5 PER ENROLLMENT		N/A	N/A	470	SPRINT, LIFETECH
211 KINGS COUNTY	14,000		N/A	ANNUAL	536-231	KINGS UNITED WAY
211 TULARE COUNTY	54,000		N/A	ANNUAL	536-232	UNITED WAY OF TULARE COUNTY
211 MERCED COUNTY	6.46 PER CALL		N/A	FIRST 6 MONTHS	536-233	UNITED WAY OF MERCED COUNTY
FOOD POLICY	22,716		20121633	03/01/16 - 02/28/17	407-000	THE CALIFORNIA ENDOWMENT

COMMUNITY ACTION PARTNERSHIP OF KERN
SCHEDULE OF PROGRAMS (FUNDS)
FOR THE PERIOD MARCH 1, 2016 THROUGH FEBRUARY 28, 2017

A 4	PROGRAM (COMPONENT)	AMOUNT	CFDA #	GRANT NUMBER	PROGRAM YEAR	FUND #	FUNDING SOURCE
	RESTRICTED cont'd.						
	FHCC - LOCAL CONTROL & ACCOUNTABILITY PLAN	19,555		506828	05/15/15 - 08/14/16	407-069	THE CALIFORNIA ENDOWMENT, COUNTY OF KERN, SUPERINTENDENT OF SCHOOLS
	FOOD BANK SOLAR	100,000		N/A	N/A	443	THE BAKERSFIELD CALIFORNIAN FOUNDATION
	CALEITC4ME - VITA	16,000		N/A	01/19/16 - 04/30/16	468	CALEITC4ME AND GOLDEN STATE OPPORTUNITY FOUNDATION A PUBLIC-PRIVATE PARTNERSHIP
	VITA	1,500		N/A	03/01/16 - 06/30/16	103-022	BANK OF THE WEST
	VITA	2,500		N/A	03/01/16 - 06/30/16	103-022	TRI COUNTIES BANK
	FOOD BANK	50,000		N/A	01/01/16 - 06/30/16	413	RESNICK FOUNDATION
	HUMAN RESOURCES	25,000		N/A	01/01/16 - 12/31/16	501-006	BLUE SHIELD
	FRIENDSHIP HOUSE - COMPUTER LAB UPGRADE	3,500		N/A	03/01/16 - 02/28/17	531	HEFFERNAN FOUNDATION
	FRIENDSHIP HOUSE - COMPUTER LAB UPGRADE	3,000		N/A	07/01/16 - 06/30/17	531	PG&E
	PREP WORKS - YOUTH CENTERS	40,000		N/A	01/01/17 - 06/30/17	444	STARBUCKS
	SHAFTER YOUTH CENTER - ART SMART	2,500		N/A	10/01/16 - 09/30/17	527	TARGET

COMMUNITY ACTION PARTNERSHIP OF KERN
FUNCTIONAL CLASSIFICATIONS BY FUND
FISCAL YEAR 2016/17

Abila Fund #	Fund Name	PROGRAM SERVICES				SUPPORT SERVICES	
		Education	Nutrition	Energy Conservation	Community Services	Discretionary/ Fund Raising	General & Administrative
103	Community Services Block Grant (CSBG)	X	X		X		X
501	General Fund				X		X
800	GAAP Fund						X
925	Health & Nutrition Pool	X	X		X		X
930	Community Services Pool		X		X		X
999	Indirect						X
502	Discretionary Fund					X	
595	Fund Raising					X	
108	Early Head Start	X					
109	Head Start	X					
110	Early Head Start Child Care Partnership	X					
117	Early Head Start San Joaquin	X					
117-005	EHS San Joaquin QRIS	X					
250	Migrant Child Care	X					
252	Migrant Specialized	X					
253	General Child Care	X					
258	California State Preschool (CSPP)	X					
258-005	CSPP QRIS	X					
260	Child Care Facilities	X					
261	Migrant Alternative Payment	X					
262/265	Child Development Reserve	X					
112	Child Care Food Program (CACFP)		X				
115	Women, Infants & Children		X				
133	Summer Food		X				
139	CACFP - San Joaquin		X				
407-000	The California Endowment		X				
	<u>Food Bank</u>		X				
105	Emergency Food Assistance		X				
111	USDA Commodities		X				
114	Emergency Food & Shelter		X				
126-250	CDBG City of Bakersfield (Solar)		X				
126-251	CDBG County of Kern (Solar)		X				
216-000	Food Bank Tax Check-Off		X				
216-087	State Emergency Food Assistance		X				
216-088	State Drought Food Assistance		X				
413	Resnick Foundation		X				
419-086	Kaiser-Healthy Eating		X				
443	Bakersfield Californian Foundation (Solar)		X				
504	Food Bank		X				
122	Low Income Home Energy Assistance			X			
123	Dept of Energy Weatherization			X			
221	Low Income Weatherization Program			X			
229	Water Tank Installation			X			
241	LIWP Solar PV Pilot			X			
524	Energy			X			

COMMUNITY ACTION PARTNERSHIP OF KERN
FUNCTIONAL CLASSIFICATIONS BY FUND
FISCAL YEAR 2016/17

Abila Fund #	Fund Name	PROGRAM SERVICES				SUPPORT SERVICES	
		Education	Nutrition	Energy Conservation	Community Services	Discretionary/ Fund Raising	General & Administrative
118	Substance Abuse				X		
	<u>VITA (Volunteer Income Tax Assistance)</u>						
149	Internal Revenue Service - VITA				X		
175-174	CSBG Discretionary-EITC				X		
468	CalEITC4Me (VITA)				X		
	<u>East Kern Family Resource Center</u>						
280	Differential Response				X		
281	First 5 East Kern Family Resource				X		
	<u>Youth Services</u>						
120	Information & Education				X		
130	Justice Assistance Grant (JAG)				X		
175-173	CSBG Discretionary-Youth Employment				X		
232	California Coastal Commission				X		
242	Youth Authority				X		
335	Gang Prevention				X		
407-069	The California Endowment - LCAP				X		
419-066	Kaiser - FHCC Nutrition Education				X		
444	Starbucks Foundation				X		
527	Shafter Youth Center				X		
531	Friendship House Community Center				X		
531-068	FHCC - Robotics/STEM				X		
	<u>2-1-1</u>						
164	Cal Fresh				X		
187	Bioterrorism 2-1-1				X		
288	First 5 Kern 2-1-1				X		
366	ReadyKern				X		
389	County of Kern 2-1-1				X		
428	United Way 2-1-1				X		
470	Assurance Cellular				X		
536-230	2-1-1: LA County				X		
536-231	2-1-1: Kings County				X		
536-232	2-1-1: Tulare County				X		
536-233	2-1-1: Merced County				X		

COMMUNITY ACTION PARTNERSHIP OF KERN
LINE OF CREDIT ADVANCES AND REPAYMENTS
FISCAL YEAR 2016/17

Date	Advance Amount	Repayment Amount	No. of Days Borrowed	Interest Expense	Interest Rate
02/29/16	700,000				
03/01/16		700,000	1 day	81.48	4.19050%
03/31/16	875,000				
04/01/16		875,000	1 day	101.78	4.18725%
04/29/16	n/a	n/a			
05/31/16	50,000				
06/01/16		50,000	1 day	5.86	4.21885%
06/30/16	n/a	n/a			
07/29/16	132,000				
08/01/16		132,000	3 days	46.70	4.24590%
08/31/16	315,000				
09/01/16		315,000	1 day	37.41	4.27489%
09/30/16	470,000				
10/03/16		470,000	3 days	167.67	4.28111%
Total				440.90	

Note: Interest expense is calculated at 3.75% above daily one month LIBOR.

LINE OF CREDIT COMMITMENT FEE (Based on the daily unused amount of the line of credit calculated quarterly)

Date	No. of Days in Quarter	Commitment Fee	Interest Rate
03/31/16	90 days	525.52	0.25%
06/30/16	91 days	625.52	0.25%
09/30/16	92 days	633.96	0.25%
12/31/16			0.25%
Total		1,785.00	

Note: The interest expense and commitment fee are automatically deducted from CAPK's operating bank account at Wells Fargo Bank.

COMMUNITY ACTION PARTNERSHIP OF KERN OPERATING CASH SUMMARY AS OF SEPTEMBER 30, 2016	
PROGRAM (FUND)	09/30/16 CASH BALANCE
CHILD AND ADULT CARE FOOD PROGRAM	(110,881.31)
HEAD START/EARLY HEAD START	(94,391.29)
STATE PRESCHOOL	205,272.60
SUBTOTAL	0.00
CHILD CARE FACILITIES	(3,616.67)
CHILD DEVELOPMENT RESERVE No. 2	19,488.45
GENERAL CHILD CARE	145,645.75
MIGRANT A/P	916,458.67
MIGRANT CHILD CARE	44,853.28
MIGRANT SPECIALIZED SERVICES	9,726.58
STATE PRESCHOOL	342,908.16
SUBTOTAL	1,475,464.22
EF&S	42,253.50
EFAP	(44,124.23)
FOOD BANK	307,135.74
FOOD BANK - STATE	182,503.67
RESNICK FOUNDATION	26,234.54
SUBTOTAL	514,003.22
ENERGY	(192,812.17)
DOE WAP	(8,962.70)
LIHEAP	190,511.71
LIWP	94,003.85
LIWP SOLAR PV	(14,355.98)
WATER TANK	2,884.31
SUBTOTAL	71,269.02
BAKERSFIELD CALIFORNIAN FOUNDATION	100,000.00
CALIFORNIA ENDOWMENT	21,400.22
SUMMER FOOD	12,886.61
STARBUCKS FOUNDATION	40,000.00
SUBTOTAL	174,286.83
211	42,343.51
BIOTERRORISM	(169.20)
CALEITC4Me	5,676.63
CAL FRESH	(3,138.65)
CALIFORNIA COASTAL COMMISSION	(348.20)
COST POOLS	(13,327.33)
CSBG	(142,192.25)
CSBG DISCRETIONARY	(5,265.62)
DIFFERENTIAL RESPONSE	(40,045.30)
DISCRETIONARY FUND	225,419.56
FIRST 5 KERN 211	12,787.10
FIRST 5 KERN EAST KERN FAMILY RESOURCE CENTER	8,176.24
FRIENDSHIP HOUSE	(53,325.82)
FUNDRAISING	210,230.90
GANG PREVENTION	(5,811.05)
GENERAL FUND	12,412.23
INDIRECT POOL	(42,233.19)
INFORMATION & EDUCATION	(17,349.67)
JUSTICE ASSISTANCE GRANT	(13,653.23)
KAISER	7,280.32
KERN COUNTY 211	23,352.83
SAP	(17,211.91)
SHAFTER YOUTH CENTER	16,442.85
UNITED WAY 211	(56,527.58)
WIC	(618,062.71)
ADD: LINE OF CREDIT	470,000.00
SUBTOTAL	5,460.46
TOTAL OPERATING CASH	2,240,483.75

COMMUNITY ACTION PARTNERSHIP OF KERN (CAPK)

WELLS FARGO BANK ACCOUNTS

1. Operating Account: Used to make all CAPK disbursements and for deposits of all cash receipts unless there are requirements to deposit cash to a restricted bank account.
2. Head Start Accrued Vacation: This is a restricted bank account that holds cash reserved for the payment of accrued vacation for Head Start and Early Head Start employees.
3. CAPK Accrued Vacation: This is a restricted bank account that holds cash reserved for the payment of accrued vacation for Women, Infants and Children (WIC) employees.
4. DOE ARRA Account: This is a restricted bank account for Energy grants. Advances on the Department of Energy – Weatherization Assistance Program (DOE WAP) and Low Income Home Energy Assistance Program (LIHEAP) grants are required to be deposited to a restricted bank account until there is an immediate need for the cash. Once the immediate need is determined, the cash is transferred to the Operating Account to make disbursements.
5. HOPE Program Account: This is a restricted bank account that is designated for internet donations to CAPK. The deposits are subsequently transferred to the Operating Account.
6. Child Development Reserve #1: This is a restricted bank account that is required by the California Department of Education for center-based contracts, such as General Child Care (CCTR), State Preschool (CSPP) and State Migrant (CMIG) for the purpose of holding revenue earned in excess of costs. When the revenue is used, the cash is transferred to the Operating Account to make disbursements.
7. Child Development Reserve #2: This is a restricted bank account that is required by the California Department of Education for alternative payment contracts, such as Migrant Childcare Alternative Payment (CMAP) for the purpose of holding revenue earned in excess of costs. When the revenue is used, the cash is transferred to the Operating Account to make disbursements.

Note: All CAPK bank accounts are with Wells Fargo Bank.

**COMMUNITY ACTION PARTNERSHIP OF KERN
HEADSTART ACCRUED VACATION***
5005 BUSINESS PARK NORTH
BAKERSFIELD, CA 93309-1651

BANK RECONCILIATION FOR MONTH ENDING
September 30, 2016

WELLS FARGO BANK, N.A.
P. O. BOX 63020
SAN FRANCISCO, CA 94163

ACCOUNT NO.: XXXXX-X6256

BANK BALANCE ENDING:	09/30/16	800,352.37
DEPOSITS IN TRANSIT		0.00
OUTSTANDING CHECKS		0.00
OTHER		0.00
ADJUSTED BANK BALANCE:	09/30/16	800,352.37
<hr/>		
BALANCE PER G/L	08/31/16	800,293.33
ADD:		
DEPOSITS		0.00
INTEREST		59.04
BANK ACCOUNT TRANSFER FROM GENERAL FUND		0.00
LESS:		
CHECKS		0.00
CLIENT ANALYSIS SERVICE CHARGE		0.00
BANK ACCOUNT TRANSFER TO GENERAL FUND		0.00
BALANCE PER G/L	09/30/16	800,352.37
<hr/>		
DIFFERENCE:		0.00

* This account changed name in March 2011 from "Discretionary Fund" to "Head Start Accrued Vacation".

PREPARED BY: R Wm. Richmond

TITLE: Accountant

DATE: 10/03/16

APPROVED BY: C Anami

TITLE: Director of Finance

DATE: 10/4/16

gg 10/4/16

COMMUNITY ACTION PARTNERSHIP OF KERN
CAPK ACCRUED VACATION*
5005 BUSINESS PARK NORTH
BAKERSFIELD, CA 93309-1651

BANK RECONCILIATION FOR MONTH ENDING
September 30, 2016

WELLS FARGO BANK, N.A.
P. O. BOX 63020
SAN FRANCISCO, CA 94163

ACCOUNT NO.: XXXXX-X3267

BANK BALANCE ENDING:	09/30/16	0.00
DEPOSITS IN TRANSIT		0.00
OUTSTANDING CHECKS		0.00
OTHER		0.00
ADJUSTED BANK BALANCE:	09/30/16	0.00

BALANCE PER G/L	08/31/16	0.00
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ADD:	DEPOSITS	0.00
	INTEREST	0.00
	BANK ACCOUNT TRANSFER FROM GENERAL FUND	0.00
LESS:	CHECKS	0.00
	BANK ACCOUNT TRANSFER TO GENERAL FUND	0.00

BALANCE PER G/L	09/30/16	0.00
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DIFFERENCE:	0.00
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* Name changed from Parks & Recreation to CAPK Accrued Vacation effective November 1, 2011.

PREPARED BY: Wm. Richmond

TITLE: Accountant

DATE: 10/03/16

APPROVED BY: C Anami

TITLE: Director of Finance

DATE: 10/4/16

10/04/16

**COMMUNITY ACTION PARTNERSHIP OF KERN
DOE ARRA ACCOUNT***

5005 BUSINESS PARK NORTH
BAKERSFIELD, CA 93309-1651

**BANK RECONCILIATION FOR MONTH ENDING
September 30, 2016**

WELLS FARGO BANK, N.A.
P. O. BOX 63020
SAN FRANCISCO, CA 94163

ACCOUNT NO.: XXXXX-X1095

BANK BALANCE ENDING:	09/30/16	664,118.25
DEPOSITS IN TRANSIT	0.00	
OUTSTANDING CHECKS	0.00	
OTHER	0.00	
ADJUSTED BANK BALANCE:	09/30/16	664,118.25

BALANCE PER G/L	08/31/16	1,343,207.85
ADD:		
DEPOSITS	0.00	
INTEREST	16.82	
BANK ACCOUNT TRANSFER FROM GENERAL FUND	0.00	
LESS:		
CHECKS	0.00	
CLIENT ANALYSIS SERVICE CHARGE	106.42	
BANK ACCOUNT TRANSFER TO GENERAL FUND	679,000.00	

BALANCE PER G/L	09/30/16	664,118.25
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* December 2009 name changed from Food Bank to DOE ARRA.

DIFFERENCE: 0.00

PREPARED BY: Wm. Richmond

TITLE: Accountant

DATE: 10/03/16

APPROVED BY: C. Anami

TITLE: Director of Finance

DATE: 10/4/16

10/04/16

D 6

COMMUNITY ACTION PARTNERSHIP OF KERN
HOPE PROGRAM ACCOUNT*
5005 BUSINESS PARK NORTH
BAKERSFIELD, CA 93309-1651

BANK RECONCILIATION FOR MONTH ENDING
September 30, 2016

WELLS FARGO BANK, N.A.
P. O. BOX 63021
SAN FRANCISCO, CA 94163

ACCOUNT NO.: XXXXX-X1921

BANK BALANCE ENDING:	09/30/16	1,496.03
DEPOSITS IN TRANSIT (CREDIT CARD)		0.00
OUTSTANDING CHECKS		0.00
OTHER		0.00
ADJUSTED BANK BALANCE	09/30/16	1,496.03

BALANCE PER GENERAL LEDGER	08/31/16	1,533.91
ADD:		
DEPOSITS (Credit Card Donations & Shared Fee)		0.00
BANKCARD DEPOSIT		0.00
PAYPAL DEPOSIT		0.00
INTEREST		0.02
LESS:		
APPLIED MERCHANT DEBITS		
CLIENT ANALYSIS SERVICE CHARGE		27.95
BANKCARD FEES		9.95
CASH CONCENTRATION FEE		0.00
FUND TRANSFER TO GENERAL FUND		0.00
BALANCE PER GENERAL LEDGER:	09/30/16	1,496.03

* October 2009 name changed from WIC Account to CSBG ARRA Account and is now interest-bearing.
August 2010 name changed from CSBG ARRA Account to HOPE Program Account.

Difference: 0.00

PREPARED BY: Wm. Richmond

TITLE: Accountant

DATE: 10/03/16

APPROVED BY: C. Anami

TITLE: Director of Finance

DATE: 10/4/16

js 10/04/16

D 7

COMMUNITY ACTION PARTNERSHIP OF KERN
CHILD DEVELOPMENT RESERVE #1
5005 BUSINESS PARK NORTH
BAKERSFIELD, CA 93309-1651

BANK RECONCILIATION FOR MONTH ENDING
September 30, 2016

WELLS FARGO BANK, N.A.
P. O. BOX 63020
SAN FRANCISCO, CA 94163

ACCOUNT NO.: XXXXX-X6264

BANK BALANCE ENDING: 09/30/16 0.00

DEPOSITS IN TRANSIT 0.00

OUTSTANDING CHECKS 0.00

OTHER 0.00

ADJUSTED BANK BALANCE: 09/30/16 0.00

BALANCE PER G/L 08/31/16 0.00

ADD: DEPOSITS

INTEREST 0.00

BANK ACCOUNT TRANSFER FROM GENERAL FUND

LESS: CHECKS 0.00

CLIENT ANALYSIS SERVICE CHARGE 0.00

BANK ACCOUNT TRANSFER TO GENERAL FUND 0.00

BALANCE PER G/L 09/30/16 0.00

DIFFERENCE: 0.00

PREPARED BY: Wm. Richmond

TITLE: Accountant

DATE: 10/03/16

APPROVED BY: C. Mami

TITLE: Director of Finance

DATE: 10/4/16

98 10/04/16

COMMUNITY ACTION PARTNERSHIP OF KERN
CHILD DEVELOPMENT RESERVE #2
5005 BUSINESS PARK NORTH
BAKERSFIELD, CA 93309-1651

BANK RECONCILIATION FOR MONTH ENDING
September 30, 2016

WELLS FARGO BANK, N.A.
P. O. BOX 63020
SAN FRANCISCO, CA 94163

ACCOUNT NO.: XXXXX-X2049

BANK BALANCE ENDING:	09/30/16	19,174.01
DEPOSITS IN TRANSIT		0.00
OUTSTANDING CHECKS		0.00
OTHER		0.00
ADJUSTED BANK BALANCE:	09/30/16	19,174.01

BALANCE PER G/L	08/31/16	19,172.75
ADD:		
DEPOSITS		84.94
INTEREST		0.29
BANK ACCOUNT TRANSFER FROM GENERAL FUND		0.00
LESS:		
CHECKS		0.00
CLIENT ANALYSIS SERVICE CHARGE		83.97
BANK ACCOUNT TRANSFER TO GENERAL FUND		0.00
BALANCE PER G/L	09/30/16	19,174.01

DIFFERENCE: 0.00

PREPARED BY: Wm. Richmond

TITLE: Accountant

DATE: 10/05/16

APPROVED BY: C Anemi

TITLE: Director of Finance

DATE: 10/5/16

Community Action Partnership of Kern
Cash Journal - Check Register for Board Packet
From 9/1/2016 Through 9/30/2016

<u>Check Date</u>	<u>Check No.</u>	<u>Name</u>	<u>Disbursements</u>	<u>Class</u>
9/13/2016	150253	2-1-1 CALIFORNIA	<u>1,715.46</u>	NON-PROFIT
		Total 2-1-1 CALIFORNIA	1,715.46	
9/1/2016	149905	5905 NILES ST LLC	<u>4,159.67</u>	FOR PROFIT
		Total 5905 NILES ST LLC	4,159.67	
9/7/2016	149964	ABRAN GONZALEZ	127.50	EMPLOYEE
9/21/2016	150395	ABRAN GONZALEZ	<u>60.39</u>	EMPLOYEE
		Total ABRAN GONZALEZ	187.89	
9/21/2016	150396	ACME SAW & SUPPLY INC	<u>68.42</u>	FOR PROFIT
		Total ACME SAW & SUPPLY INC	68.42	
9/21/2016	150397	ACTION GLASS INC	<u>426.69</u>	FOR PROFIT
		Total ACTION GLASS INC	426.69	
9/12/2016	150079	ADELA JAIMES	<u>1,679.22</u>	PROVIDER
		Total ADELA JAIMES	1,679.22	
9/13/2016	150255	ADP SCREENING AND SELECTION SERVICES. INC	<u>108.00</u>	
		Total ADP SCREENING AND SELECTION SERVICES...	108.00	
9/7/2016	149965	ADP, LLC.	1,975.58	FOR PROFIT
9/13/2016	150254	ADP, LLC.	1,388.63	FOR PROFIT
9/21/2016	150398	ADP, LLC.	<u>1,562.85</u>	FOR PROFIT
		Total ADP, LLC.	4,927.06	
9/1/2016	149906	AGEE VII LLC	<u>10,420.01</u>	FOR PROFIT
		Total AGEE VII LLC	10,420.01	
9/12/2016	150080	AGUSTINA MORENO	<u>1,314.39</u>	PROVIDER
		Total AGUSTINA MORENO	1,314.39	
9/29/2016	150614	AIDA AMADOR	<u>60.48</u>	EMPLOYEE
		Total AIDA AMADOR	60.48	
9/12/2016	150081	AIDA SALAZAR PACHECO	<u>609.04</u>	PROVIDER
		Total AIDA SALAZAR PACHECO	609.04	
9/29/2016	150615	ALEJANDRA MADRIGAL	<u>98.28</u>	EMPLOYEE
		Total ALEJANDRA MADRIGAL	98.28	
9/12/2016	150082	ALEJANDRA PULIDO DE MORENO	<u>1,034.48</u>	PROVIDER
		Total ALEJANDRA PULIDO DE MORENO	1,034.48	
9/29/2016	150616	ALEXANDRA RAMIREZ	<u>124.20</u>	EMPLOYEE

Community Action Partnership of Kern
Cash Journal - Check Register for Board Packet
From 9/1/2016 Through 9/30/2016

<u>Check Date</u>	<u>Check No.</u>	<u>Name</u>	<u>Disbursements</u>	<u>Class</u>
		Total ALEXANDRA RAMIREZ	124.20	
9/12/2016	150083	ALICIA DE LA CRUZ	<u>1,244.67</u>	PROVIDER
		Total ALICIA DE LA CRUZ	1,244.67	
9/12/2016	150084	ALIDA MERCADO DE GARNICA	<u>1,887.66</u>	PROVIDER
		Total ALIDA MERCADO DE GARNICA	1,887.66	
9/7/2016	149966	ALL AMERICAN CARPET	<u>30.51</u>	FOR PROFIT
		Total ALL AMERICAN CARPET	30.51	
9/12/2016	150085	ALMA E PEREZ	<u>1,026.76</u>	PROVIDER
		Total ALMA E PEREZ	1,026.76	
9/7/2016	149967	ALPHA WHOLESALE PRODUCE INC	3,160.83	FOR PROFIT
9/21/2016	150399	ALPHA WHOLESALE PRODUCE INC	<u>7,789.78</u>	FOR PROFIT
		Total ALPHA WHOLESALE PRODUCE INC	10,950.61	
9/7/2016	149968	ALTERNATE ENERGY TECHNOLOGIES, LLC	<u>3,333.00</u>	FOR PROFIT
		Total ALTERNATE ENERGY TECHNOLOGIES, LLC	3,333.00	
9/7/2016	149969	AM CONSERVATION GROUP INC	<u>6,025.37</u>	FOR PROFIT
		Total AM CONSERVATION GROUP INC	6,025.37	
9/29/2016	150617	AMANDA ESPITIA	<u>20.52</u>	EMPLOYEE
		Total AMANDA ESPITIA	20.52	
9/21/2016	150400	AMERICAN BUSINESS MACHINES	287.58	FOR PROFIT
9/28/2016	150511	AMERICAN BUSINESS MACHINES	<u>299.08</u>	FOR PROFIT
		Total AMERICAN BUSINESS MACHINES	586.66	
9/21/2016	150401	AMERIGAS LAKE ISABELLA	<u>403.00</u>	FOR PROFIT
		Total AMERIGAS LAKE ISABELLA	403.00	
9/29/2016	150618	AMY WILLEY	<u>46.44</u>	EMPLOYEE
		Total AMY WILLEY	46.44	
9/12/2016	150086	ANA BERTHA BALLESTEROS JAIME	<u>881.07</u>	PROVIDER
		Total ANA BERTHA BALLESTEROS JAIME	881.07	
9/29/2016	150619	ANA E HERNANDEZ	<u>324.00</u>	EMPLOYEE
		Total ANA E HERNANDEZ	324.00	
9/7/2016	149970	ANA LUNA	17.72	PARENT
9/28/2016	150512	ANA LUNA	<u>16.20</u>	PARENT
		Total ANA LUNA	33.92	

Community Action Partnership of Kern
Cash Journal - Check Register for Board Packet
From 9/1/2016 Through 9/30/2016

<u>Check Date</u>	<u>Check No.</u>	<u>Name</u>	<u>Disbursements</u>	<u>Class</u>
9/12/2016	150087	ANA MARIA NAVARRO DE GUTIERREZ	<u>3,578.19</u>	PROVIDER
		Total ANA MARIA NAVARRO DE GUTIERREZ	3,578.19	
9/12/2016	150088	ANA MARTINEZ	<u>50.31</u>	PROVIDER
		Total ANA MARTINEZ	50.31	
9/29/2016	150620	ANA MARTINEZ GONZALEZ	<u>26.46</u>	EMPLOYEE
		Total ANA MARTINEZ GONZALEZ	26.46	
9/12/2016	150089	ANA ROSA M SANCHEZ	<u>2,321.05</u>	PROVIDER
		Total ANA ROSA M SANCHEZ	2,321.05	
9/29/2016	150621	ANA SOLORIO	<u>97.20</u>	EMPLOYEE
		Total ANA SOLORIO	97.20	
9/29/2016	150622	ANASTASIA RUIZ	<u>124.20</u>	EMPLOYEE
		Total ANASTASIA RUIZ	124.20	
9/29/2016	150623	ANDRALETTE I WILSON	<u>12.96</u>	EMPLOYEE
		Total ANDRALETTE I WILSON	12.96	
9/28/2016	150513	ANDREA KNUDTSON	<u>4.38</u>	PARENT
		Total ANDREA KNUDTSON	4.38	
9/12/2016	150090	ANDREA N BUENROSTRO	<u>2,129.48</u>	PROVIDER
		Total ANDREA N BUENROSTRO	2,129.48	
9/14/2016	150379	ANDREA RODRIGUEZ	43.85	EMPLOYEE
9/29/2016	150624	ANDREA RODRIGUEZ	<u>36.40</u>	EMPLOYEE
		Total ANDREA RODRIGUEZ	80.25	
9/29/2016	150627	ANGEL PEREZ AREVALO	<u>40.50</u>	EMPLOYEE
		Total ANGEL PEREZ AREVALO	40.50	
9/21/2016	150402	ANGELA BEYER	<u>325.00</u>	PROVIDER
		Total ANGELA BEYER	325.00	
9/28/2016	150514	ANGELA FLORATOS	<u>85.74</u>	EMPLOYEE
		Total ANGELA FLORATOS	85.74	
9/12/2016	150091	ANGELA MARIE CORTEZ	<u>1,087.64</u>	PROVIDER
		Total ANGELA MARIE CORTEZ	1,087.64	
9/12/2016	150092	ANGELICA MARES	<u>1,087.72</u>	PROVIDER
		Total ANGELICA MARES	1,087.72	

Community Action Partnership of Kern
Cash Journal - Check Register for Board Packet
From 9/1/2016 Through 9/30/2016

Check Date	Check No.	Name	Disbursements	Class
9/13/2016	150256	ANGELICA R NELSON	200.00	EMPLOYEE
9/21/2016	150403	ANGELICA R NELSON	912.14	EMPLOYEE
9/28/2016	150515	ANGELICA R NELSON	0.00	EMPLOYEE
9/29/2016	150626	ANGELICA R NELSON	286.20	EMPLOYEE
9/30/2016	150766	ANGELICA R NELSON	843.14	EMPLOYEE
		Total ANGELICA R NELSON	2,241.48	
9/29/2016	150625	ANGELICA REZENDEZ	118.26	EMPLOYEE
		Total ANGELICA REZENDEZ	118.26	
9/12/2016	150093	ANGELINA M GARZA	3,869.96	PROVIDER
		Total ANGELINA M GARZA	3,869.96	
9/12/2016	150094	ANGELINA VASQUEZ	7,505.48	PROVIDER
		Total ANGELINA VASQUEZ	7,505.48	
9/29/2016	150628	ANTHONY RIVERA	119.34	EMPLOYEE
		Total ANTHONY RIVERA	119.34	
9/12/2016	150095	ANTONIA PANIAGUA ROSALES	3,263.61	PROVIDER
		Total ANTONIA PANIAGUA ROSALES	3,263.61	
9/7/2016	149971	APPLE ONE EMPLOYMENT SERVICES	597.44	FOR PROFIT
9/28/2016	150516	APPLE ONE EMPLOYMENT SERVICES	2,134.86	FOR PROFIT
		Total APPLE ONE EMPLOYMENT SERVICES	2,732.30	
9/12/2016	150096	ARACELI AVILA	166.47	PROVIDER
		Total ARACELI AVILA	166.47	
9/30/2016	150767	ARACELI CASILLAS	1,552.99	EMPLOYEE
		Total ARACELI CASILLAS	1,552.99	
9/12/2016	150097	ARACELI RANGEL	3,569.99	PROVIDER
		Total ARACELI RANGEL	3,569.99	
9/7/2016	149972	ARAMARK UNIFORM SERVICES	51.87	FOR PROFIT
9/21/2016	150404	ARAMARK UNIFORM SERVICES	51.87	FOR PROFIT
9/28/2016	150517	ARAMARK UNIFORM SERVICES	51.87	FOR PROFIT
		Total ARAMARK UNIFORM SERVICES	155.61	
9/1/2016	149928	ARIAS LATINO MARKET INC	6,365.40	FOR PROFIT
		Total ARIAS LATINO MARKET INC	6,365.40	
9/1/2016	149907	ARREDONDO VENTURES INC	2,786.00	FOR PROFIT
		Total ARREDONDO VENTURES INC	2,786.00	
9/7/2016	149974	ARTURO H SIERRA	162.35	FOR PROFIT

Community Action Partnership of Kern
Cash Journal - Check Register for Board Packet
From 9/1/2016 Through 9/30/2016

<u>Check Date</u>	<u>Check No.</u>	<u>Name</u>	<u>Disbursements</u>	<u>Class</u>
9/21/2016	150406	ARTURO H SIERRA	490.30	FOR PROFIT
9/28/2016	150518	ARTURO H SIERRA	<u>1,604.73</u>	FOR PROFIT
		Total ARTURO H SIERRA	2,257.38	
9/7/2016	149973	ARVIN COMMUNITY SERVICE DISTRICT	<u>76.00</u>	FOR PROFIT
		Total ARVIN COMMUNITY SERVICE DISTRICT	76.00	
9/29/2016	150629	ASHLEY VELASQUEZ	<u>145.80</u>	EMPLOYEE
		Total ASHLEY VELASQUEZ	145.80	
9/7/2016	149975	ASHLEY WOMACK	<u>7.02</u>	PARENT
		Total ASHLEY WOMACK	7.02	
9/28/2016	150519	ASSOCIATION OF CALIFORNIA COMMUNITY AND ...	<u>260.00</u>	NON-PROFIT
		Total ASSOCIATION OF CALIFORNIA COMMUNITY...	260.00	
9/7/2016	149976	AT&T	234.19	FOR PROFIT
9/7/2016	149977	AT&T	400.98	FOR PROFIT
9/13/2016	150257	AT&T	1,054.02	FOR PROFIT
9/13/2016	150258	AT&T	45.05	FOR PROFIT
9/21/2016	150407	AT&T	353.43	FOR PROFIT
9/21/2016	150497	AT&T	793.90	FOR PROFIT
9/21/2016	150501	AT&T	1,208.11	FOR PROFIT
9/21/2016	150503	AT&T	773.82	FOR PROFIT
9/21/2016	150505	AT&T	546.66	FOR PROFIT
9/28/2016	150520	AT&T	2,114.83	FOR PROFIT
9/28/2016	150521	AT&T	511.23	FOR PROFIT
9/28/2016	150522	AT&T	<u>74.65</u>	FOR PROFIT
		Total AT&T	8,110.87	
9/12/2016	150098	AUDELIA PEREZ RIOS	<u>309.82</u>	PROVIDER
		Total AUDELIA PEREZ RIOS	309.82	
9/23/2016	150506	AURELIA CRUZ	<u>1,618.87</u>	EMPLOYEE
		Total AURELIA CRUZ	1,618.87	
9/29/2016	150630	AURORA CONSTANZA	<u>62.64</u>	EMPLOYEE
		Total AURORA CONSTANZA	62.64	
9/29/2016	150631	AURORA GARCIA LARES	<u>26.46</u>	EMPLOYEE
		Total AURORA GARCIA LARES	26.46	
9/12/2016	150099	AYDE JAIME	<u>5,665.14</u>	PROVIDER
		Total AYDE JAIME	5,665.14	
9/7/2016	149978	BAKERSFIELD ARC INC	<u>40.00</u>	NON PROFIT
		Total BAKERSFIELD ARC INC	40.00	

Community Action Partnership of Kern
Cash Journal - Check Register for Board Packet
From 9/1/2016 Through 9/30/2016

<u>Check Date</u>	<u>Check No.</u>	<u>Name</u>	<u>Disbursements</u>	<u>Class</u>
9/7/2016	149979	BAKERSFIELD GLASS & WINDOW INC	<u>579.35</u>	FOR PROFIT
		Total BAKERSFIELD GLASS & WINDOW INC	579.35	
9/1/2016	149908	BAKERSFIELD PHYSICIANS ALLIANCE LLC	<u>950.00</u>	FOR PROFIT
		Total BAKERSFIELD PHYSICIANS ALLIANCE LLC	950.00	
9/1/2016	149909	BEAR MOUNTAIN RECREATION & PARK DISTRICT	<u>2,800.00</u>	FOR PROFIT
		Total BEAR MOUNTAIN RECREATION & PARK DIS...	2,800.00	
9/1/2016	149910	BEAR VALLEY COMMUNITY HEALTHCARE DISTRICT	<u>150.00</u>	HEALTH
		Total BEAR VALLEY COMMUNITY HEALTHCARE DI...	150.00	
9/29/2016	150632	BELVINDER BIRING	<u>4.86</u>	EMPLOYEE
		Total BELVINDER BIRING	4.86	
9/21/2016	150408	BENZ PROPANE INC	<u>802.00</u>	FOR PROFIT
		Total BENZ PROPANE INC	802.00	
9/21/2016	150409	BERKSHIRE HATHAWAY HOMESTATE CO	<u>100,167.97</u>	FOR PROFIT
		Total BERKSHIRE HATHAWAY HOMESTATE CO	100,167.97	
9/21/2016	150416	BERNICE WEILBURG	<u>715.00</u>	FOR PROFIT
		Total BERNICE WEILBURG	715.00	
9/7/2016	149980	BERTA A RIVERA	<u>400.78</u>	EMPLOYEE
		Total BERTA A RIVERA	400.78	
9/12/2016	150131	BERTHA B GONZALEZ	<u>2,000.33</u>	PROVIDER
		Total BERTHA B GONZALEZ	2,000.33	
9/12/2016	150100	BERTHA CAMPOS	<u>635.14</u>	PROVIDER
		Total BERTHA CAMPOS	635.14	
9/12/2016	150101	BERTHA MORENO	<u>1,194.21</u>	PROVIDER
		Total BERTHA MORENO	1,194.21	
9/28/2016	150523	BEVERLY CALVO	<u>4.92</u>	PARENT
		Total BEVERLY CALVO	4.92	
9/21/2016	150410	BILL WRIGHT TOYOTA INC	<u>304.51</u>	FOR PROFIT
		Total BILL WRIGHT TOYOTA INC	304.51	
9/28/2016	150524	BLAINE LAW GROUP P.C.	<u>553.00</u>	FOR PROFIT
		Total BLAINE LAW GROUP P.C.	553.00	
9/12/2016	150102	BLANCA EVELIA RUIZ DE SOLORIO	<u>1,926.76</u>	PROVIDER

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		Total BLANCA EVELIA RUIZ DE SOLORIO	1,926.76	
9/12/2016	150103	BLANCA LOURDES GONZALEZ	4,139.11	PROVIDER
		Total BLANCA LOURDES GONZALEZ	4,139.11	
9/1/2016	149911	BORON BIBLE CHURCH	25.00	FAITH BASED
		Total BORON BIBLE CHURCH	25.00	
9/7/2016	149982	BRIGHT HOUSE NETWORKS	1,164.42	FOR PROFIT
9/13/2016	150259	BRIGHT HOUSE NETWORKS	219.75	FOR PROFIT
9/21/2016	150411	BRIGHT HOUSE NETWORKS	362.90	FOR PROFIT
9/28/2016	150525	BRIGHT HOUSE NETWORKS	130.74	FOR PROFIT
		Total BRIGHT HOUSE NETWORKS	1,877.81	
9/7/2016	149983	BRLEY'S A/C HEATING & HOME REPAIRS	1,526.90	FOR PROFIT
9/28/2016	150526	BRLEY'S A/C HEATING & HOME REPAIRS	489.35	FOR PROFIT
		Total BRLEY'S A/C HEATING & HOME REPAIRS	2,016.25	
9/13/2016	150260	BRONCO ELECTRIC INC	328.88	FOR PROFIT
9/28/2016	150527	BRONCO ELECTRIC INC	440.93	FOR PROFIT
		Total BRONCO ELECTRIC INC	769.81	
9/21/2016	150412	BROWN ARMSTRONG ACCOUNTANCY CORPORAT...	6,875.00	FOR PROFIT
		Total BROWN ARMSTRONG ACCOUNTANCY CORP...	6,875.00	
9/7/2016	149984	BUSINESS CARD	1,758.00	FOR PROFIT
9/13/2016	150261	BUSINESS CARD	82.80	FOR PROFIT
9/13/2016	150374	BUSINESS CARD	595.59	FOR PROFIT
9/13/2016	150376	BUSINESS CARD	1,440.86	FOR PROFIT
9/14/2016	150386	BUSINESS CARD	2,132.98	FOR PROFIT
9/14/2016	150388	BUSINESS CARD	2,319.43	FOR PROFIT
9/14/2016	150389	BUSINESS CARD	2,254.67	FOR PROFIT
		Total BUSINESS CARD	10,584.33	
9/1/2016	149912	BUTTONWILLOW UNION SCHOOL DISTRICT	85.00	NON PROFIT
		Total BUTTONWILLOW UNION SCHOOL DISTRICT	85.00	
9/13/2016	150262	CA ASSOCIATION OF FOOD BANKS	3,126.00	NON PROFIT
		Total CA ASSOCIATION OF FOOD BANKS	3,126.00	
9/13/2016	150263	CALIFORNIA DEPT OF EDUCATION	3,616.67	LOCAL GOVT
9/21/2016	150413	CALIFORNIA DEPT OF EDUCATION	286.56	LOCAL GOVT
		Total CALIFORNIA DEPT OF EDUCATION	3,903.23	
9/13/2016	150264	CALIFORNIA MEDICAL RECORDS STORAGE INC	143.25	FOR PROFIT
		Total CALIFORNIA MEDICAL RECORDS STORAGE ...	143.25	
9/13/2016	150265	CALIFORNIA PHYSICIANS SERVICE	4,252.56	NON-PROFIT
9/28/2016	150528	CALIFORNIA PHYSICIANS SERVICE	368,876.89	NON-PROFIT

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		Total CALIFORNIA PHYSICIANS SERVICE	373,129.45	
9/7/2016	149985	CALIFORNIA WATER SERVICE COMPANY	3,088.91	FOR PROFIT
9/13/2016	150266	CALIFORNIA WATER SERVICE COMPANY	380.49	FOR PROFIT
9/13/2016	150267	CALIFORNIA WATER SERVICE COMPANY	383.55	FOR PROFIT
9/21/2016	150414	CALIFORNIA WATER SERVICE COMPANY	796.24	FOR PROFIT
9/28/2016	150529	CALIFORNIA WATER SERVICE COMPANY	87.06	FOR PROFIT
		Total CALIFORNIA WATER SERVICE COMPANY	4,736.25	
9/28/2016	150530	CANON FINANCIAL SERVICES, INC.	1,487.26	FOR PROFIT
		Total CANON FINANCIAL SERVICES, INC.	1,487.26	
9/29/2016	150633	CARLEEN BENCOMA	238.14	EMPLOYEE
		Total CARLEEN BENCOMA	238.14	
9/12/2016	150104	CATALINA RIVERA DE ESPINOZA	2,645.05	PROVIDER
		Total CATALINA RIVERA DE ESPINOZA	2,645.05	
9/13/2016	150268	CATHARYN LAURIE SPROULE	288.00	EMPLOYEE
9/13/2016	150269	CATHARYN LAURIE SPROULE	982.48	EMPLOYEE
		Total CATHARYN LAURIE SPROULE	1,270.48	
9/28/2016	150585	CCIS MORTGAGE SERVICES	1,386.00	FOR PROFIT
		Total CCIS MORTGAGE SERVICES	1,386.00	
9/21/2016	150415	CDW GOVERNMENT LLC	358.14	FOR PROFIT
		Total CDW GOVERNMENT LLC	358.14	
9/12/2016	150106	CECILIA ZAMORA	1,035.44	PROVIDER
		Total CECILIA ZAMORA	1,035.44	
9/12/2016	150105	CECILIA ZARATE	2,152.04	PROVIDER
		Total CECILIA ZARATE	2,152.04	
9/29/2016	150634	CELENA JIMENEZ	207.90	EMPLOYEE
		Total CELENA JIMENEZ	207.90	
9/29/2016	150635	CHANTHA SENG	52.38	EMPLOYEE
		Total CHANTHA SENG	52.38	
9/7/2016	149981	CHARLES T WATSON	139.30	FOR PROFIT
		Total CHARLES T WATSON	139.30	
9/1/2016	149954	CHARTER COMMUNICATIONS HOLDING COMPAN...	109.98	FOR PROFIT
9/7/2016	149986	CHARTER COMMUNICATIONS HOLDING COMPAN...	109.98	FOR PROFIT
9/13/2016	150270	CHARTER COMMUNICATIONS HOLDING COMPAN...	219.96	FOR PROFIT
		Total CHARTER COMMUNICATIONS HOLDING CO...	439.92	

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9/29/2016	150636	CHELSEY M NIELSEN	46.44	PARENT
		Total CHELSEY M NIELSEN	46.44	
9/13/2016	150271	CHEVRON AND TEXACO BUSINESS CARD SERVICES	6,649.28	FOR PROFIT
9/28/2016	150531	CHEVRON AND TEXACO BUSINESS CARD SERVICES	121.04	FOR PROFIT
		Total CHEVRON AND TEXACO BUSINESS CARD SE...	6,770.32	
9/28/2016	150532	CHEVRON AND TEXACO UNIVERSAL CARD	3,502.41	FOR PROFIT
		Total CHEVRON AND TEXACO UNIVERSAL CARD	3,502.41	
9/28/2016	150533	CHRIS SCOTT PERCIVAL	35.00	FOR PROFIT
		Total CHRIS SCOTT PERCIVAL	35.00	
9/7/2016	149987	CHRISTINA BATES	7.88	PARENT
		Total CHRISTINA BATES	7.88	
9/7/2016	149988	CHRISTINA SHORT	67.50	EMPLOYEE
9/16/2016	150391	CHRISTINA SHORT	0.00	EMPLOYEE
9/26/2016	150509	CHRISTINA SHORT	2,622.01	EMPLOYEE
		Total CHRISTINA SHORT	2,689.51	
9/7/2016	149989	CHRISTINE HERNANDEZ	7.02	PARENT
		Total CHRISTINE HERNANDEZ	7.02	
9/29/2016	150637	CHRISTY MACHADO	15.66	EMPLOYEE
		Total CHRISTY MACHADO	15.66	
9/21/2016	150417	CINTAS CORPORATION #668	70.00	FOR PROFIT
9/28/2016	150534	CINTAS CORPORATION #668	492.20	FOR PROFIT
		Total CINTAS CORPORATION #668	562.20	
9/21/2016	150418	CITY HARDWARE	9.65	FOR PROFIT
		Total CITY HARDWARE	9.65	
9/1/2016	149914	CITY OF ARVIN	500.00	LOCAL GOVT
9/14/2016	150387	CITY OF ARVIN	45.00	LOCAL GOVT
		Total CITY OF ARVIN	545.00	
9/21/2016	150419	CITY OF BAKERSFIELD	5,249.82	LOCAL GOVT
		Total CITY OF BAKERSFIELD	5,249.82	
9/7/2016	149991	CITY OF DELANO	651.55	LOCAL GOVT
		Total CITY OF DELANO	651.55	
9/13/2016	150273	CITY OF SHAFTER	657.98	LOCAL GOVT
		Total CITY OF SHAFTER	657.98	

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9/28/2016	150535	CITY OF STOCKTON	20.14	LOCAL GOV'T
		Total CITY OF STOCKTON	20.14	
9/13/2016	150274	CITY OF WASCO	240.76	LOCAL GOV'T
		Total CITY OF WASCO	240.76	
9/13/2016	150275	CLARK PEST CONTROL	420.00	FOR PROFIT
9/13/2016	150276	CLARK PEST CONTROL	95.00	FOR PROFIT
		Total CLARK PEST CONTROL	515.00	
9/12/2016	150107	CLAUDIA ZARAGOZA DE RODRIGUEZ	6,749.11	PROVIDER
		Total CLAUDIA ZARAGOZA DE RODRIGUEZ	6,749.11	
9/7/2016	149992	COMCAST CORPORATION	145.97	FOR PROFIT
9/13/2016	150277	COMCAST CORPORATION	222.57	FOR PROFIT
9/21/2016	150420	COMCAST CORPORATION	232.57	FOR PROFIT
		Total COMCAST CORPORATION	601.11	
9/29/2016	150638	CORA CRUZ	54.00	EMPLOYEE
		Total CORA CRUZ	54.00	
9/13/2016	150279	COSTCO #643 SW BAKERSFIELD	2,987.94	FOR PROFIT
		Total COSTCO #643 SW BAKERSFIELD	2,987.94	
9/7/2016	149993	COUNTY FAIR MARKET	39.50	FOR PROFIT
		Total COUNTY FAIR MARKET	39.50	
9/7/2016	149994	COUNTY OF KERN PUBLIC WORKS	49.00	LOCAL GOVERNMENT.
9/28/2016	150537	COUNTY OF KERN PUBLIC WORKS	923.40	LOCAL GOVERNMENT.
		Total COUNTY OF KERN PUBLIC WORKS	972.40	
9/7/2016	149995	CREATIVE CHILD CARE, INC.	9,862.00	NON PROFIT
		Total CREATIVE CHILD CARE, INC.	9,862.00	
9/21/2016	150421	CREATIVE CONCEPTS	2,982.41	FOR PROFIT
		Total CREATIVE CONCEPTS	2,982.41	
9/29/2016	150639	CRISEL AVELAR	45.90	EMPLOYEE
		Total CRISEL AVELAR	45.90	
9/28/2016	150575	CUSTODIAN OF CEDS PETTY CASH	158.42	NON PROFIT
		Total CUSTODIAN OF CEDS PETTY CASH	158.42	
9/29/2016	150640	CYNTHIA BUCHANAN	28.08	EMPLOYEE
		Total CYNTHIA BUCHANAN	28.08	
9/19/2016	150393	CYNTHIA RANDOLPH	205.21	EMPLOYEE

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		Total CYNTHIA RANDOLPH	205.21	
9/29/2016	150641	CYNTHIA RITCHEA	254.34	EMPLOYEE
		Total CYNTHIA RITCHEA	254.34	
9/29/2016	150642	DALIA REYES	44.82	EMPLOYEE
		Total DALIA REYES	44.82	
9/29/2016	150643	DEBBIE CONNOLLY	10.80	EMPLOYEE
		Total DEBBIE CONNOLLY	10.80	
9/7/2016	149996	DEBORAH MARTINEZ	6.48	PARENT
		Total DEBORAH MARTINEZ	6.48	
9/2/2016	149957	DEDRELYNN CAIN	3,357.85	EMPLOYEE
		Total DEDRELYNN CAIN	3,357.85	
9/29/2016	150644	DELIA SANCHEZ	37.80	EMPLOYEE
		Total DELIA SANCHEZ	37.80	
9/29/2016	150645	DELORES PATRICIO	34.02	EMPLOYEE
		Total DELORES PATRICIO	34.02	
9/21/2016	150422	DELTA LIQUID ENERGY	560.00	FOR PROFIT
		Total DELTA LIQUID ENERGY	560.00	
9/2/2016	143063	DEPARTMENT OF MOTOR VEHICLES	(114.00)	LOCAL GOVT
9/7/2016	149997	DEPARTMENT OF MOTOR VEHICLES	750.00	LOCAL GOVT
9/7/2016	149998	DEPARTMENT OF MOTOR VEHICLES	121.00	LOCAL GOVT
9/7/2016	149999	DEPARTMENT OF MOTOR VEHICLES	271.00	LOCAL GOVT
9/7/2016	150000	DEPARTMENT OF MOTOR VEHICLES	116.00	LOCAL GOVT
9/7/2016	150001	DEPARTMENT OF MOTOR VEHICLES	108.00	LOCAL GOVT
9/7/2016	150002	DEPARTMENT OF MOTOR VEHICLES	108.00	LOCAL GOVT
9/7/2016	150003	DEPARTMENT OF MOTOR VEHICLES	585.00	LOCAL GOVT
9/7/2016	150004	DEPARTMENT OF MOTOR VEHICLES	209.00	LOCAL GOVT
9/7/2016	150005	DEPARTMENT OF MOTOR VEHICLES	209.00	LOCAL GOVT
9/7/2016	150006	DEPARTMENT OF MOTOR VEHICLES	209.00	LOCAL GOVT
9/7/2016	150007	DEPARTMENT OF MOTOR VEHICLES	107.00	LOCAL GOVT
9/28/2016	150538	DEPARTMENT OF MOTOR VEHICLES	100.00	LOCAL GOVT
		Total DEPARTMENT OF MOTOR VEHICLES	2,779.00	
9/7/2016	150008	DEPARTMENT OF SOCIAL SERVICES	1,386.00	LOCAL GOVT
9/7/2016	150009	DEPARTMENT OF SOCIAL SERVICES	1,144.00	LOCAL GOVT
9/7/2016	150010	DEPARTMENT OF SOCIAL SERVICES	935.00	LOCAL GOVT
		Total DEPARTMENT OF SOCIAL SERVICES	3,465.00	
9/21/2016	150423	DIAMOND TECHNOLOGIES, INC	240.00	FOR PROFIT
		Total DIAMOND TECHNOLOGIES, INC	240.00	

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9/12/2016	150108	DIANA G MARTINEZ	<u>2,609.51</u>	PROVIDER
		Total DIANA G MARTINEZ	2,609.51	
9/12/2016	150109	DINA BEATRIZ GONZALEZ	<u>2,008.34</u>	PROVIDER
		Total DINA BEATRIZ GONZALEZ	2,008.34	
9/7/2016	150017	DINGO ENTERPRISES INC	195.20	FOR PROFIT
9/21/2016	150433	DINGO ENTERPRISES INC	<u>264.97</u>	FOR PROFIT
		Total DINGO ENTERPRISES INC	460.17	
9/21/2016	150425	DISCOUNT SCHOOL SUPPLY	<u>186.30</u>	FOR PROFIT
		Total DISCOUNT SCHOOL SUPPLY	186.30	
9/1/2016	149915	DIVERSIFIED PROJECT SERVICES INTERNATIONAL...	<u>3,540.00</u>	FOR PROFIT
		Total DIVERSIFIED PROJECT SERVICES INTERNA...	3,540.00	
9/13/2016	150280	DOD CONSTRUCTION	<u>149,900.00</u>	FOR PROFIT
		Total DOD CONSTRUCTION	149,900.00	
9/12/2016	150110	DORA APARICIO RENTERIA	<u>1,147.86</u>	PROVIDER
		Total DORA APARICIO RENTERIA	1,147.86	
9/12/2016	150111	DOROTHY KATHERINE CRANDELL	<u>578.52</u>	PROVIDER
		Total DOROTHY KATHERINE CRANDELL	578.52	
9/29/2016	150646	DOUG HANSHEW	<u>82.62</u>	EMPLOYEE
		Total DOUG HANSHEW	82.62	
9/7/2016	150011	EARLYCHILDHOOD LLC	<u>629.73</u>	FOR PROFIT
		Total EARLYCHILDHOOD LLC	629.73	
9/1/2016	149916	EAST HILLS ROADWAY ASSOCIATION	<u>416.99</u>	FOR PROFIT
		Total EAST HILLS ROADWAY ASSOCIATION	416.99	
9/21/2016	150426	EAST NILES COMMUNITY SERVICES DIST	906.14	FOR PROFIT
9/28/2016	150539	EAST NILES COMMUNITY SERVICES DIST	<u>82.10</u>	FOR PROFIT
		Total EAST NILES COMMUNITY SERVICES DIST	988.24	
9/13/2016	150281	ECOLAB FOOD SAFETY SPECIALTIES	116.88	FOR PROFIT
9/21/2016	150427	ECOLAB FOOD SAFETY SPECIALTIES	<u>255.77</u>	FOR PROFIT
		Total ECOLAB FOOD SAFETY SPECIALTIES	372.65	
9/12/2016	150112	EDITH DE LEON	529.02	PROVIDER
9/30/2016	150768	EDITH DE LEON	<u>742.35</u>	PROVIDER
		Total EDITH DE LEON	1,271.37	
9/21/2016	150428	EDUCATION TRAINING AND RESEARCH ASSOCIA...	<u>300.00</u>	FOR PROFIT

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		Total EDUCATION TRAINING AND RESEARCH ASS...	300.00	
9/12/2016	150113	ELBA MARGARITA JIMENEZ	<u>369.93</u>	PROVIDER
		Total ELBA MARGARITA JIMENEZ	369.93	
9/29/2016	150647	ELIA GUZMAN	<u>85.32</u>	EMPLOYEE
		Total ELIA GUZMAN	85.32	
9/12/2016	150114	ELIDIA O RANGEL	<u>3,600.00</u>	PROVIDER
		Total ELIDIA O RANGEL	3,600.00	
9/12/2016	150130	ELISA GONZALES	<u>1,915.73</u>	PROVIDER
		Total ELISA GONZALES	1,915.73	
9/29/2016	150648	ELIZABETH CISNEROS	<u>64.80</u>	EMPLOYEE
		Total ELIZABETH CISNEROS	64.80	
9/12/2016	150115	ELIZABETH CORTES DE CEDENO	<u>3,331.22</u>	PROVIDER
		Total ELIZABETH CORTES DE CEDENO	3,331.22	
9/12/2016	150116	ELIZABETH LOPEZ	<u>1,798.30</u>	PROVIDER
		Total ELIZABETH LOPEZ	1,798.30	
9/12/2016	150117	ELIZABETH MARTINEZ	<u>147.23</u>	PROVIDER
		Total ELIZABETH MARTINEZ	147.23	
9/29/2016	150649	ELIZABETH MARTINEZ MEDINA	<u>10.80</u>	EMPLOYEE
		Total ELIZABETH MARTINEZ MEDINA	10.80	
9/12/2016	150118	ELIZABETH SALINAS	<u>391.58</u>	PROVIDER
		Total ELIZABETH SALINAS	391.58	
9/28/2016	150540	ELIZABETH TOLLEY	<u>294.00</u>	EMPLOYEE
		Total ELIZABETH TOLLEY	294.00	
9/29/2016	150650	ELIZABETH WILLIAMS	<u>51.30</u>	EMPLOYEE
		Total ELIZABETH WILLIAMS	51.30	
9/12/2016	150119	ELOISA LEMUS	<u>121.31</u>	PROVIDER
		Total ELOISA LEMUS	121.31	
9/13/2016	150282	EMILIO WAGNER	<u>982.48</u>	EMPLOYEE
		Total EMILIO WAGNER	982.48	
9/29/2016	150651	ENRIQUETA MOSQUEDA	<u>11.34</u>	EMPLOYEE
		Total ENRIQUETA MOSQUEDA	11.34	

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9/12/2016	150120	ENRIQUETA VELAZQUEZ	539.47	PROVIDER
		Total ENRIQUETA VELAZQUEZ	539.47	
9/7/2016	150039	ERICK ALBERT PUENTE	1,685.00	FOR PROFIT
		Total ERICK ALBERT PUENTE	1,685.00	
9/29/2016	150652	ERNESTINA FLORES	39.96	EMPLOYEE
		Total ERNESTINA FLORES	39.96	
9/7/2016	150072	ESG REPUBLIC	300.00	FOR PROFIT
		Total ESG REPUBLIC	300.00	
9/12/2016	150121	ESPERANZA B TOBAR	1,517.81	PROVIDER
		Total ESPERANZA B TOBAR	1,517.81	
9/12/2016	150122	ESTHER GUADALUPE SALAMANCA	3,898.60	PROVIDER
		Total ESTHER GUADALUPE SALAMANCA	3,898.60	
9/12/2016	150126	EVANGELINA GARNELO TORREALVA	1,662.08	PROVIDER
		Total EVANGELINA GARNELO TORREALVA	1,662.08	
9/7/2016	150012	EVERGREEN CONSTRUCTION	510.00	FOR PROFIT
		Total EVERGREEN CONSTRUCTION	510.00	
9/7/2016	150013	EXCEPTIONAL FAMILY CENTER	110.00	NON PROFIT
		Total EXCEPTIONAL FAMILY CENTER	110.00	
9/1/2016	149917	FAIRFAX SCHOOL DISTRICT	4,538.00	SCHOOL DISTRICT
		Total FAIRFAX SCHOOL DISTRICT	4,538.00	
9/29/2016	150653	FEATHER GARCIA	90.18	EMPLOYEE
		Total FEATHER GARCIA	90.18	
9/13/2016	150283	FEDEX	173.03	FOR PROFIT
9/21/2016	150429	FEDEX	159.50	FOR PROFIT
		Total FEDEX	332.53	
9/12/2016	150123	FELISITA GOMEZ DE GOMEZ	1,272.66	PROVIDER
		Total FELISITA GOMEZ DE GOMEZ	1,272.66	
9/21/2016	150430	FERGUSON ENTERPRISES INC #1350	24.85	FOR PROFIT
9/28/2016	150541	FERGUSON ENTERPRISES INC #1350	428.40	FOR PROFIT
		Total FERGUSON ENTERPRISES INC #1350	453.25	
9/1/2016	149918	FIRST 5 MADERA COUNTY	1,980.87	NON-PROFIT
		Total FIRST 5 MADERA COUNTY	1,980.87	

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9/13/2016	150284	FIVE9 INC	6,338.36	FOR PROFIT
		Total FIVE9 INC	6,338.36	
9/7/2016	150014	FLOWERS BAKING CO OF HENDERSON LLC	428.08	FOR PROFIT
9/21/2016	150431	FLOWERS BAKING CO OF HENDERSON LLC	444.72	FOR PROFIT
		Total FLOWERS BAKING CO OF HENDERSON LLC	872.80	
9/7/2016	150015	FLOYD'S GENERAL STORES	3.76	FOR PROFIT
9/21/2016	150432	FLOYD'S GENERAL STORES	438.51	FOR PROFIT
		Total FLOYD'S GENERAL STORES	442.27	
9/7/2016	150016	FLYERS ENERGY LLC	1,206.62	FOR PROFIT
9/28/2016	150542	FLYERS ENERGY LLC	1,046.84	FOR PROFIT
		Total FLYERS ENERGY LLC	2,253.46	
9/13/2016	150278	FOOD OPPORTUNITIES ORGANIZATION & DISTRI...	5,838.04	FOR PROFIT
9/28/2016	150536	FOOD OPPORTUNITIES ORGANIZATION & DISTRI...	2,700.00	FOR PROFIT
		Total FOOD OPPORTUNITIES ORGANIZATION & D...	8,538.04	
9/7/2016	150018	FOUR POINTS HOTEL SHERATON	22,052.30	FOR PROFIT
9/21/2016	150434	FOUR POINTS HOTEL SHERATON	100.98	FOR PROFIT
		Total FOUR POINTS HOTEL SHERATON	22,153.28	
9/29/2016	150654	FRANCIS VEGA	156.60	EMPLOYEE
		Total FRANCIS VEGA	156.60	
9/29/2016	150655	FRANK BERKEBILE	108.54	EMPLOYEE
		Total FRANK BERKEBILE	108.54	
9/28/2016	150601	FRANKS PHONE INC	120.00	FOR PROFIT
		Total FRANKS PHONE INC	120.00	
9/13/2016	150285	FRONTIER CALIFORNIA INC	345.99	FOR PROFIT
9/21/2016	150435	FRONTIER CALIFORNIA INC	753.12	FOR PROFIT
9/28/2016	150543	FRONTIER CALIFORNIA INC	867.33	FOR PROFIT
		Total FRONTIER CALIFORNIA INC	1,966.44	
9/12/2016	150124	GABRIELA GARCIA DE RODRIGUEZ	1,870.79	PROVIDER
		Total GABRIELA GARCIA DE RODRIGUEZ	1,870.79	
9/21/2016	150436	GABRIELA SOTO	564.70	EMPLOYEE
9/29/2016	150656	GABRIELA SOTO	75.60	EMPLOYEE
		Total GABRIELA SOTO	640.30	
9/7/2016	150020	GARY STEVES	127.50	EMPLOYEE
		Total GARY STEVES	127.50	

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9/28/2016	150578	GERRY OCHOA	<u>940.00</u>	FOR PROFIT
		Total GERRY OCHOA	940.00	
9/12/2016	150127	GLADIS FAVIOLA RIOS DE MEDINA	<u>605.16</u>	PROVIDER
		Total GLADIS FAVIOLA RIOS DE MEDINA	605.16	
9/29/2016	150657	GLEN A EPHROM	<u>81.54</u>	EMPLOYEE
		Total GLEN A EPHROM	81.54	
9/12/2016	150129	GLORIA LEMUS DE LEMUS	<u>1,384.83</u>	PROVIDER
		Total GLORIA LEMUS DE LEMUS	1,384.83	
9/29/2016	150658	GLORIA LLANES	<u>317.52</u>	EMPLOYEE
		Total GLORIA LLANES	317.52	
9/12/2016	150128	GLORIA M PENA	<u>1,127.66</u>	PROVIDER
		Total GLORIA M PENA	1,127.66	
9/1/2016	149919	GREENFIELD UNION SCHOOL DISTRICT	<u>152.00</u>	SCHOOL DISTRICT
		Total GREENFIELD UNION SCHOOL DISTRICT	152.00	
9/29/2016	150659	GREGORIA BENAVIDES	<u>22.68</u>	EMPLOYEE
		Total GREGORIA BENAVIDES	22.68	
9/29/2016	150660	GUADALUPE A VILLASANA	<u>21.60</u>	EMPLOYEE
		Total GUADALUPE A VILLASANA	21.60	
9/12/2016	150132	GUILLERMINA RAMIREZ	<u>2,445.45</u>	PROVIDER
		Total GUILLERMINA RAMIREZ	2,445.45	
9/13/2016	150349	H.N.W. BUILDING MAINTENANCE, INC.	<u>1,050.00</u>	FOR PROFIT
		Total H.N.W. BUILDING MAINTENANCE, INC.	1,050.00	
9/29/2016	150661	HAZEL RICHMAN	<u>76.68</u>	EMPLOYEE
		Total HAZEL RICHMAN	76.68	
9/21/2016	150438	HEARTLAND PAYMENT SYSTEMS, INC	<u>657.00</u>	FOR PROFIT
		Total HEARTLAND PAYMENT SYSTEMS, INC	657.00	
9/1/2016	149920	HEARTS & LIVES	<u>400.00</u>	NON-PROFIT
		Total HEARTS & LIVES	400.00	
9/13/2016	150360	HERBERT MITCHELL ELLIOTT	<u>40.00</u>	FOR PROFIT
		Total HERBERT MITCHELL ELLIOTT	40.00	
9/12/2016	150133	HERLINDA NOLASCO DE GONZALEZ	<u>102.65</u>	PROVIDER

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		Total HERLINDA NOLASCO DE GONZALEZ	102.65	
9/12/2016	150134	HERMELINDA VILLEDA	1,174.53	PROVIDER
		Total HERMELINDA VILLEDA	1,174.53	
9/7/2016	150021	HEWLETT-PACKARD FINANCIAL SERVICES CO.	603.03	FOR PROFIT
9/28/2016	150545	HEWLETT-PACKARD FINANCIAL SERVICES CO.	1,981.46	FOR PROFIT
		Total HEWLETT-PACKARD FINANCIAL SERVICES C...	2,584.49	
9/12/2016	150135	HILDA BARAJAS JUAREZ	685.82	PROVIDER
		Total HILDA BARAJAS JUAREZ	685.82	
9/21/2016	150439	HODEL'S DEVELOPMENT CORPORATION	3,729.23	FOR PROFIT
		Total HODEL'S DEVELOPMENT CORPORATION	3,729.23	
9/7/2016	150022	HOME DEPOT COMMERCIAL CREDIT	2,297.76	FOR PROFIT
9/13/2016	150286	HOME DEPOT COMMERCIAL CREDIT	609.67	FOR PROFIT
9/13/2016	150375	HOME DEPOT COMMERCIAL CREDIT	293.73	FOR PROFIT
9/13/2016	150377	HOME DEPOT COMMERCIAL CREDIT	446.62	FOR PROFIT
9/21/2016	150440	HOME DEPOT COMMERCIAL CREDIT	372.06	FOR PROFIT
9/21/2016	150498	HOME DEPOT COMMERCIAL CREDIT	500.07	FOR PROFIT
9/21/2016	150502	HOME DEPOT COMMERCIAL CREDIT	457.29	FOR PROFIT
9/21/2016	150504	HOME DEPOT COMMERCIAL CREDIT	247.02	FOR PROFIT
9/28/2016	150546	HOME DEPOT COMMERCIAL CREDIT	2,144.50	FOR PROFIT
		Total HOME DEPOT COMMERCIAL CREDIT	7,368.72	
9/7/2016	150024	HORACIO ROMERO	127.50	EMPLOYEE
		Total HORACIO ROMERO	127.50	
9/21/2016	150442	HUFFMAN & DOWNS MAINTENANCE	2,965.00	FOR PROFIT
		Total HUFFMAN & DOWNS MAINTENANCE	2,965.00	
9/7/2016	150067	IISCO INC	104.00	FOR PROFIT
9/13/2016	150369	IISCO INC	104.00	FOR PROFIT
9/21/2016	150493	IISCO INC	195.00	FOR PROFIT
		Total IISCO INC	403.00	
9/28/2016	150547	INDEPENDENT FIRE & SAFETY	64.23	FOR PROFIT
		Total INDEPENDENT FIRE & SAFETY	64.23	
9/28/2016	150548	INDIAN WELLS VALLEY WATER DISTRICT	505.78	FOR PROFIT
		Total INDIAN WELLS VALLEY WATER DISTRICT	505.78	
9/13/2016	150287	INSIGHT PUBLIC SECTOR, INC.	2,188.33	FOR PROFIT
		Total INSIGHT PUBLIC SECTOR, INC.	2,188.33	
9/2/2016	149958	INTERNAL REVENUE SERVICE	300.00	FED GOVT
		Total INTERNAL REVENUE SERVICE	300.00	

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9/12/2016	150136	IRENE SOLORZANO	<u>1,792.63</u>	PROVIDER
		Total IRENE SOLORZANO	1,792.63	
9/12/2016	150137	IRMA A DIAZ	<u>778.72</u>	PROVIDER
		Total IRMA A DIAZ	778.72	
9/12/2016	150138	IRMA AYALA CONTRERAS	<u>1,488.15</u>	PROVIDER
		Total IRMA AYALA CONTRERAS	1,488.15	
9/12/2016	150139	IRMA JIMENEZ CASTANEDA	<u>1,805.00</u>	PROVIDER
		Total IRMA JIMENEZ CASTANEDA	1,805.00	
9/12/2016	150140	IRMA YOLANDA MAGALLON	<u>860.83</u>	PROVIDER
		Total IRMA YOLANDA MAGALLON	860.83	
9/12/2016	150125	ISABEL C MEDINA DE GARCIA	<u>635.14</u>	PROVIDER
		Total ISABEL C MEDINA DE GARCIA	635.14	
9/28/2016	150549	JACKELINE FLORES	<u>7.16</u>	PARENT
		Total JACKELINE FLORES	7.16	
9/29/2016	150662	JACQUELINE BEAVER	<u>16.20</u>	EMPLOYEE
		Total JACQUELINE BEAVER	16.20	
9/12/2016	150141	JACQUELINE DIANE JARAMILLO GONZALEZ	<u>1,478.44</u>	PROVIDER
		Total JACQUELINE DIANE JARAMILLO GONZALEZ	1,478.44	
9/21/2016	150394	JACQUELINE MULLIN	<u>273.00</u>	FOR PROFIT
		Total JACQUELINE MULLIN	273.00	
9/7/2016	149990	JAMES E DEFRAIN	295.00	FOR PROFIT
9/13/2016	150272	JAMES E DEFRAIN	<u>295.00</u>	FOR PROFIT
		Total JAMES E DEFRAIN	590.00	
9/21/2016	150443	JAMES RAMIREZ	<u>20.70</u>	EMPLOYEE
		Total JAMES RAMIREZ	20.70	
9/29/2016	150663	JANET R MORALES	<u>162.00</u>	EMPLOYEE
		Total JANET R MORALES	162.00	
9/7/2016	150025	JANETH RIVERA	<u>17.52</u>	PARENT
		Total JANETH RIVERA	17.52	
9/29/2016	150664	JANEY FELSOCI	<u>209.52</u>	EMPLOYEE
		Total JANEY FELSOCI	209.52	

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9/7/2016	150026	JASON LEROY WARREN	10.65	EMPLOYEE
9/28/2016	150550	JASON LEROY WARREN	12.40	EMPLOYEE
		Total JASON LEROY WARREN	23.05	
9/6/2016	149962	JAVIER GUZMAN	1,443.83	EMPLOYEE
		Total JAVIER GUZMAN	1,443.83	
9/29/2016	150665	JEFFREY FAIT	86.94	EMPLOYEE
		Total JEFFREY FAIT	86.94	
9/7/2016	150040	JEFFREY ROSS CHRISMAN	5,098.92	FOR PROFIT
9/21/2016	150469	JEFFREY ROSS CHRISMAN	2,903.47	FOR PROFIT
9/28/2016	150579	JEFFREY ROSS CHRISMAN	19.03	FOR PROFIT
		Total JEFFREY ROSS CHRISMAN	8,021.42	
9/29/2016	150666	JENNIFER PONCE	118.26	EMPLOYEE
		Total JENNIFER PONCE	118.26	
9/21/2016	150444	JENNIFER STEGMANN	1,079.00	EMPLOYEE
9/29/2016	150667	JENNIFER STEGMANN	123.12	EMPLOYEE
		Total JENNIFER STEGMANN	1,202.12	
9/21/2016	150445	JERRY MEADE	291.04	EMPLOYEE
		Total JERRY MEADE	291.04	
9/29/2016	150668	JESSENIA HINOJOSA	21.60	EMPLOYEE
		Total JESSENIA HINOJOSA	21.60	
9/29/2016	150669	JESSICA HERNANDEZ	142.56	EMPLOYEE
		Total JESSICA HERNANDEZ	142.56	
9/29/2016	150670	JIMMEY K LIENBEE	29.16	EMPLOYEE
		Total JIMMEY K LIENBEE	29.16	
9/12/2016	150142	JOANNA GONZALEZ	1,809.33	PROVIDER
		Total JOANNA GONZALEZ	1,809.33	
9/29/2016	150671	JONI BARLOW	118.26	EMPLOYEE
		Total JONI BARLOW	118.26	
9/7/2016	150019	JORGE GALINDO RAMIREZ	825.00	FOR PROFIT
		Total JORGE GALINDO RAMIREZ	825.00	
9/13/2016	150332	JOSE ALBERTO GOMEZ	719.30	EMPLOYEE
		Total JOSE ALBERTO GOMEZ	719.30	
9/12/2016	150143	JOSEFA LICEA DE QUINTANILLA	363.71	PROVIDER

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Check Date	Check No.	Name	Disbursements	Class
		Total JOSEFA LICEA DE QUINTANILLA	363.71	
9/12/2016	150144	JUANA CORTEZ DE PEREZ	207.28	PROVIDER
		Total JUANA CORTEZ DE PEREZ	207.28	
9/12/2016	150145	JUANA RAMOS MUNOZ	459.10	PROVIDER
		Total JUANA RAMOS MUNOZ	459.10	
9/13/2016	150342	K SWANSON COMPANY	97.00	FOR PROFIT
9/28/2016	150565	K SWANSON COMPANY	247.00	FOR PROFIT
		Total K SWANSON COMPANY	344.00	
9/21/2016	150446	KAPLAN EARLY LEARNING CO	189.16	FOR PROFIT
9/28/2016	150551	KAPLAN EARLY LEARNING CO	872.65	FOR PROFIT
		Total KAPLAN EARLY LEARNING CO	1,061.81	
9/21/2016	150447	KARA K KOENIG	59.09	EMPLOYEE
9/29/2016	150672	KARA K KOENIG	132.30	EMPLOYEE
		Total KARA K KOENIG	191.39	
9/16/2016	150392	KARINA RODRIGUEZ	1.54	EMPLOYEE
		Total KARINA RODRIGUEZ	1.54	
9/1/2016	149921	KENNETH S. YU	550.00	FOR PROFIT
		Total KENNETH S. YU	550.00	
9/13/2016	150378	KENYA WHITE	844.90	EMPLOYEE
		Total KENYA WHITE	844.90	
9/28/2016	150553	KERN ASSOCIATION FOR THE EDUCATION OF YO...	130.00	NON PROFIT
		Total KERN ASSOCIATION FOR THE EDUCATION ...	130.00	
9/21/2016	150449	KERN COUNTY FIRE DEPARTMENT	180.00	LOCAL GOVERNMENT
9/28/2016	150554	KERN COUNTY FIRE DEPARTMENT	90.00	LOCAL GOVERNMENT
		Total KERN COUNTY FIRE DEPARTMENT	270.00	
9/21/2016	150450	KERN COUNTY SHERIFF'S OFFICE CIVIL SECTION	162.00	LOCAL GOVERNMENT
		Total KERN COUNTY SHERIFF'S OFFICE CIVIL SEC...	162.00	
9/1/2016	149922	KERN COUNTY SUPERINTENDENT OF SCHOOLS	2,200.00	SCHOOL DISTRICT
9/13/2016	150333	KERN COUNTY SUPERINTENDENT OF SCHOOLS	1,511.72	SCHOOL DISTRICT
9/21/2016	150451	KERN COUNTY SUPERINTENDENT OF SCHOOLS	477.55	SCHOOL DISTRICT
		Total KERN COUNTY SUPERINTENDENT OF SCHO...	4,189.27	
9/1/2016	149923	KERN RIVER PARTNERS, LLC.	2,224.00	FOR PROFIT
		Total KERN RIVER PARTNERS, LLC.	2,224.00	

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9/21/2016	150453	KERN RIVER PROPANE INC	<u>2,350.00</u>	FOR PROFIT
		Total KERN RIVER PROPANE INC	2,350.00	
9/7/2016	150027	KERN SECURITY SYSTEMS INC	<u>1,380.00</u>	FOR PROFIT
		Total KERN SECURITY SYSTEMS INC	1,380.00	
9/6/2016	149961	KIMBERLY NOLAN MOLINA	<u>978.43</u>	EMPLOYEE
		Total KIMBERLY NOLAN MOLINA	978.43	
9/29/2016	150675	KRISTI STEPHENS	<u>65.34</u>	EMPLOYEE
		Total KRISTI STEPHENS	65.34	
9/29/2016	150673	KRISTINA LEACH	<u>137.16</u>	EMPLOYEE
		Total KRISTINA LEACH	137.16	
9/29/2016	150674	KRISTINE WALP	<u>63.72</u>	EMPLOYEE
		Total KRISTINE WALP	63.72	
9/8/2016	150077	KRYSTLE WOODS	<u>478.39</u>	EMPLOYEE
		Total KRYSTLE WOODS	478.39	
9/7/2016	150028	LABOR READY SOUTHWEST, INC.	<u>302.72</u>	FOR PROFIT
		Total LABOR READY SOUTHWEST, INC.	302.72	
9/7/2016	150029	LAKESHORE EQUIPMENT COMPANY	1,183.87	FOR PROFIT
9/13/2016	150334	LAKESHORE EQUIPMENT COMPANY	4,183.54	FOR PROFIT
9/28/2016	150556	LAKESHORE EQUIPMENT COMPANY	20,984.37	FOR PROFIT
9/28/2016	150609	LAKESHORE EQUIPMENT COMPANY	<u>7,763.35</u>	FOR PROFIT
		Total LAKESHORE EQUIPMENT COMPANY	34,115.13	
9/13/2016	150335	LAMONT GENERAL STORE	4.71	FOR PROFIT
9/21/2016	150454	LAMONT GENERAL STORE	<u>58.03</u>	FOR PROFIT
		Total LAMONT GENERAL STORE	62.74	
9/13/2016	150336	LAMONT PUBLIC UTILITY DISTRICT	<u>317.82</u>	FOR PROFIT
		Total LAMONT PUBLIC UTILITY DISTRICT	317.82	
9/13/2016	150337	LAMONT SANITATION INC	<u>1,057.67</u>	FOR PROFIT
		Total LAMONT SANITATION INC	1,057.67	
9/1/2016	149924	LAMONT SCHOOL DISTRICT	<u>400.00</u>	SCHOOL DISTRICT
		Total LAMONT SCHOOL DISTRICT	400.00	
9/29/2016	150676	LAURA CORTEZ	<u>57.24</u>	EMPLOYEE
		Total LAURA CORTEZ	57.24	
9/14/2016	150380	LEAH SANCHEZ	<u>71.28</u>	EMPLOYEE

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		Total LEAH SANCHEZ	71.28	
9/29/2016	150677	LEARA L SPROTT	24.84	EMPLOYEE
		Total LEARA L SPROTT	24.84	
9/29/2016	150678	LESLIE BROWN	36.72	EMPLOYEE
		Total LESLIE BROWN	36.72	
9/7/2016	150030	LESLIE MITCHELL	27.58	EMPLOYEE
		Total LESLIE MITCHELL	27.58	
9/12/2016	150147	LETICIA FLORES	1,878.91	PROVIDER
		Total LETICIA FLORES	1,878.91	
9/12/2016	150148	LETICIA G HERNANDEZ	2,514.51	PROVIDER
		Total LETICIA G HERNANDEZ	2,514.51	
9/12/2016	150146	LETICIA LOPEZ DE CORONA	57.48	PROVIDER
		Total LETICIA LOPEZ DE CORONA	57.48	
9/12/2016	150149	LETICIA MARIA BOTELLO	1,959.20	PROVIDER
		Total LETICIA MARIA BOTELLO	1,959.20	
9/12/2016	150150	LETICIA MORALES	2,990.81	PROVIDER
		Total LETICIA MORALES	2,990.81	
9/12/2016	150151	LETICIA PEREZ GOMEZ	1,055.63	PROVIDER
		Total LETICIA PEREZ GOMEZ	1,055.63	
9/7/2016	150031	LIBIA GUTIERREZ	288.00	EMPLOYEE
		Total LIBIA GUTIERREZ	288.00	
9/12/2016	150152	LIDIA ALONDRA BRAVO DE MENDOZA	1,281.04	PROVIDER
		Total LIDIA ALONDRA BRAVO DE MENDOZA	1,281.04	
9/7/2016	150032	LIEBERT CASSIDY WHITMORE	10,692.50	FOR PROFIT
		Total LIEBERT CASSIDY WHITMORE	10,692.50	
9/12/2016	150153	LIGIA GUERRERO RAZO	1,787.94	PROVIDER
		Total LIGIA GUERRERO RAZO	1,787.94	
9/12/2016	150154	LILIA YASMIN JUAREZ	4,264.49	PROVIDER
		Total LILIA YASMIN JUAREZ	4,264.49	
9/29/2016	150679	LILLIAN URREA	25.92	EMPLOYEE
		Total LILLIAN URREA	25.92	

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9/12/2016	150155	LINDA ARISTA GUTIERREZ	<u>1,741.01</u>	PROVIDER
		Total LINDA ARISTA GUTIERREZ	1,741.01	
9/23/2016	150507	LINDA BLACKBURN	<u>1,083.09</u>	EMPLOYEE
		Total LINDA BLACKBURN	1,083.09	
9/28/2016	150557	LIZETH CALVO	<u>4.92</u>	PARENT
		Total LIZETH CALVO	4.92	
9/14/2016	150381	LIZETTE BRAVO	54.00	EMPLOYEE
9/29/2016	150680	LIZETTE BRAVO	<u>71.28</u>	EMPLOYEE
		Total LIZETTE BRAVO	125.28	
9/29/2016	150681	LOANA LUGO	<u>207.90</u>	EMPLOYEE
		Total LOANA LUGO	207.90	
9/29/2016	150682	LORENA LOPEZ	<u>10.80</u>	EMPLOYEE
		Total LORENA LOPEZ	10.80	
9/29/2016	150683	LORENA RAMOS MACIEL	<u>14.04</u>	EMPLOYEE
		Total LORENA RAMOS MACIEL	14.04	
9/29/2016	150684	LORENA RIVERA	<u>143.10</u>	EMPLOYEE
		Total LORENA RIVERA	143.10	
9/8/2016	149730	LORETTA ANDREWS	(78.84)	EMPLOYEE
9/8/2016	150078	LORETTA ANDREWS	78.84	EMPLOYEE
9/29/2016	150685	LORETTA ANDREWS	<u>96.66</u>	EMPLOYEE
		Total LORETTA ANDREWS	96.66	
9/28/2016	150558	LORNA SPEIGHT	294.00	EMPLOYEE
9/29/2016	150686	LORNA SPEIGHT	<u>158.22</u>	EMPLOYEE
		Total LORNA SPEIGHT	452.22	
9/28/2016	150559	LOS ANGELES UNIVERSAL PRESCHOOL	<u>11,250.00</u>	NON PROFIT
		Total LOS ANGELES UNIVERSAL PRESCHOOL	11,250.00	
9/1/2016	149925	LOST HILLS UNION SCHOOL DISTRICT	1,100.00	FOR PROFIT
9/28/2016	150560	LOST HILLS UNION SCHOOL DISTRICT	<u>644.00</u>	FOR PROFIT
		Total LOST HILLS UNION SCHOOL DISTRICT	1,744.00	
9/13/2016	150338	LOST HILLS UTILITY DISTRICT	<u>407.32</u>	FOR PROFIT
		Total LOST HILLS UTILITY DISTRICT	407.32	
9/12/2016	150156	LOURDES PEREZ DE GARCIA	<u>5,822.83</u>	PROVIDER
		Total LOURDES PEREZ DE GARCIA	5,822.83	

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9/7/2016	150033	LOWES COMPANIES INC	392.32	FOR PROFIT
9/13/2016	150339	LOWES COMPANIES INC	314.07	FOR PROFIT
9/21/2016	150455	LOWES COMPANIES INC	912.97	FOR PROFIT
9/28/2016	150561	LOWES COMPANIES INC	255.18	FOR PROFIT
9/28/2016	150610	LOWES COMPANIES INC	257.88	FOR PROFIT
		Total LOWES COMPANIES INC	2,132.42	
9/29/2016	150687	LUISA SALDANA DE FLORES	47.52	EMPLOYEE
		Total LUISA SALDANA DE FLORES	47.52	
9/29/2016	150688	LUZ C ALLEN	68.04	EMPLOYEE
		Total LUZ C ALLEN	68.04	
9/12/2016	150157	LUZ E VENEGAS	4,013.66	PROVIDER
		Total LUZ E VENEGAS	4,013.66	
9/12/2016	150158	LUZ MARIA RODRIGUEZ	1,046.78	PROVIDER
		Total LUZ MARIA RODRIGUEZ	1,046.78	
9/12/2016	150159	LYDIA VILLA	374.55	PROVIDER
		Total LYDIA VILLA	374.55	
9/14/2016	150382	M ESTELLA BENAVIDES	112.86	EMPLOYEE
9/29/2016	150709	M ESTELLA BENAVIDES	112.86	EMPLOYEE
		Total M ESTELLA BENAVIDES	225.72	
9/1/2016	149932	M-R PROPERTIES	4,020.00	FOR PROFIT
		Total M-R PROPERTIES	4,020.00	
9/12/2016	150207	MA RODRIGUEZ	4,433.90	PROVIDER
		Total MA RODRIGUEZ	4,433.90	
9/12/2016	150212	MA VIOLETA APARICIO DELGADO	2,018.94	PROVIDER
		Total MA VIOLETA APARICIO DELGADO	2,018.94	
9/29/2016	150689	MAGALY DIAZ	51.30	EMPLOYEE
		Total MAGALY DIAZ	51.30	
9/29/2016	150690	MAGDALENA ALFARO	48.06	EMPLOYEE
		Total MAGDALENA ALFARO	48.06	
9/13/2016	150340	MAILFINANCE INC	706.65	FOR PROFIT
		Total MAILFINANCE INC	706.65	
9/29/2016	150691	MANUAL WILSON	115.56	EMPLOYEE
		Total MANUAL WILSON	115.56	

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9/12/2016	150160	MARCELA GUTIERREZ	<u>2,646.70</u>	PROVIDER
		Total MARCELA GUTIERREZ	2,646.70	
9/29/2016	150692	MARCO A PALACIOS	<u>10.80</u>	EMPLOYEE
		Total MARCO A PALACIOS	10.80	
9/12/2016	150161	MARGARITA CASTILLO	<u>1,534.22</u>	PROVIDER
		Total MARGARITA CASTILLO	1,534.22	
9/12/2016	150162	MARGARITA CORTES DE BARAJAS	<u>1,371.90</u>	PROVIDER
		Total MARGARITA CORTES DE BARAJAS	1,371.90	
9/12/2016	150163	MARGARITA ESPINOZA	<u>1,741.52</u>	PROVIDER
		Total MARGARITA ESPINOZA	1,741.52	
9/2/2016	149959	MARGARITA NUNEZ	<u>1,282.86</u>	EMPLOYEE
9/13/2016	150341	MARGARITA NUNEZ	<u>177.12</u>	EMPLOYEE
		Total MARGARITA NUNEZ	1,459.98	
9/12/2016	150164	MARGARITA PADILLA BARAJAS	<u>5,154.83</u>	PROVIDER
		Total MARGARITA PADILLA BARAJAS	5,154.83	
9/12/2016	150165	MARGIE TIENDA	<u>618.56</u>	PROVIDER
		Total MARGIE TIENDA	618.56	
9/12/2016	150166	MARIA A RODRIGUEZ	<u>2,486.85</u>	PROVIDER
		Total MARIA A RODRIGUEZ	2,486.85	
9/12/2016	150167	MARIA AURELIA CABELLO DE DAVILA	<u>905.67</u>	PROVIDER
		Total MARIA AURELIA CABELLO DE DAVILA	905.67	
9/12/2016	150168	MARIA BEATRIZ FRANCO	<u>1,886.19</u>	PROVIDER
		Total MARIA BEATRIZ FRANCO	1,886.19	
9/28/2016	150612	MARIA BIBI ITANI	<u>2,615.14</u>	EMPLOYEE
9/28/2016	150613	MARIA BIBI ITANI	<u>880.74</u>	EMPLOYEE
		Total MARIA BIBI ITANI	3,495.88	
9/12/2016	150172	MARIA C SAENZ	<u>4,433.83</u>	PROVIDER
		Total MARIA C SAENZ	4,433.83	
9/29/2016	150693	MARIA C VARELA	<u>241.38</u>	EMPLOYEE
		Total MARIA C VARELA	241.38	
9/12/2016	150169	MARIA CARMEN MENDEZ	<u>548.25</u>	PROVIDER
		Total MARIA CARMEN MENDEZ	548.25	

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9/12/2016	150170	MARIA CARRILLO DE GUTIERREZ	<u>2,894.46</u>	PROVIDER
		Total MARIA CARRILLO DE GUTIERREZ	2,894.46	
9/12/2016	150171	MARIA CONCEPCION CEJA	<u>1,855.68</u>	PROVIDER
		Total MARIA CONCEPCION CEJA	1,855.68	
9/12/2016	150173	MARIA DE LA LUZ GARCIA	<u>1,066.32</u>	PROVIDER
		Total MARIA DE LA LUZ GARCIA	1,066.32	
9/12/2016	150174	MARIA DEL CARMEN BANDA	<u>819.41</u>	PROVIDER
		Total MARIA DEL CARMEN BANDA	819.41	
9/12/2016	150175	MARIA DOLORES AMAYA DE ROCHA	<u>534.72</u>	PROVIDER
		Total MARIA DOLORES AMAYA DE ROCHA	534.72	
9/12/2016	150177	MARIA E SANCHEZ DE GOMEZ	<u>1,274.41</u>	PROVIDER
		Total MARIA E SANCHEZ DE GOMEZ	1,274.41	
9/12/2016	150176	MARIA ELENA DOMINGUEZ	<u>1,484.79</u>	PROVIDER
		Total MARIA ELENA DOMINGUEZ	1,484.79	
9/12/2016	150178	MARIA F MARTINEZ	<u>875.00</u>	PROVIDER
		Total MARIA F MARTINEZ	875.00	
9/29/2016	150694	MARIA FELIX LIEVANOS	<u>124.20</u>	EMPLOYEE
		Total MARIA FELIX LIEVANOS	124.20	
9/12/2016	150179	MARIA G PEREZ	<u>1,105.00</u>	PROVIDER
		Total MARIA G PEREZ	1,105.00	
9/12/2016	150180	MARIA GUADALUPE JAYME	<u>1,115.21</u>	PROVIDER
		Total MARIA GUADALUPE JAYME	1,115.21	
9/12/2016	150181	MARIA GUADALUPE LEYVA	<u>436.44</u>	PROVIDER
		Total MARIA GUADALUPE LEYVA	436.44	
9/12/2016	150182	MARIA GUADALUPE LOPEZ CORZA	<u>4,717.77</u>	PROVIDER
		Total MARIA GUADALUPE LOPEZ CORZA	4,717.77	
9/12/2016	150183	MARIA GUADALUPE RESENDEZ	<u>6,625.49</u>	PROVIDER
		Total MARIA GUADALUPE RESENDEZ	6,625.49	
9/29/2016	150695	MARIA GUADIAN	<u>38.34</u>	EMPLOYEE
		Total MARIA GUADIAN	38.34	
9/12/2016	150184	MARIA I TOPETE	<u>646.37</u>	PROVIDER

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		Total MARIA I TOPETE	646.37	
9/12/2016	150185	MARIA LORENA SOLANO	<u>736.98</u>	PROVIDER
		Total MARIA LORENA SOLANO	736.98	
9/29/2016	150696	MARIA MAGDALENA R SOSA	<u>116.64</u>	EMPLOYEE
		Total MARIA MAGDALENA R SOSA	116.64	
9/29/2016	150697	MARIA MORALES ZARATE	<u>30.24</u>	EMPLOYEE
		Total MARIA MORALES ZARATE	30.24	
9/12/2016	150188	MARIA N LOZA DE CHAVEZ	<u>570.34</u>	PROVIDER
		Total MARIA N LOZA DE CHAVEZ	570.34	
9/29/2016	150698	MARIA OJEDA	<u>12.96</u>	EMPLOYEE
		Total MARIA OJEDA	12.96	
9/12/2016	150189	MARIA PAZ	<u>2,609.51</u>	PROVIDER
		Total MARIA PAZ	2,609.51	
9/12/2016	150190	MARIA PAZ RUIZ	<u>842.38</u>	PROVIDER
		Total MARIA PAZ RUIZ	842.38	
9/12/2016	150191	MARIA PICOS DE GARCIA	<u>1,819.25</u>	PROVIDER
		Total MARIA PICOS DE GARCIA	1,819.25	
9/29/2016	150699	MARIA PINANO	<u>52.92</u>	EMPLOYEE
		Total MARIA PINANO	52.92	
9/29/2016	150700	MARIA PIZANO	<u>50.22</u>	EMPLOYEE
		Total MARIA PIZANO	50.22	
9/12/2016	150194	MARIA R SEPULVEDA DE SALINAS	<u>2,627.78</u>	PROVIDER
		Total MARIA R SEPULVEDA DE SALINAS	2,627.78	
9/12/2016	150192	MARIA RITA RODRIGUEZ SALAZAR	<u>1,272.66</u>	PROVIDER
		Total MARIA RITA RODRIGUEZ SALAZAR	1,272.66	
9/12/2016	150193	MARIA RODRIGUEZ GARCIA	<u>1,372.39</u>	PROVIDER
		Total MARIA RODRIGUEZ GARCIA	1,372.39	
9/12/2016	150195	MARIA SALAZAR	<u>1,891.22</u>	PROVIDER
		Total MARIA SALAZAR	1,891.22	
9/12/2016	150196	MARIA SALOME IBARRA	<u>768.04</u>	PROVIDER
		Total MARIA SALOME IBARRA	768.04	

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9/12/2016	150197	MARIA SOCORRO GOMEZ	<u>458.92</u>	PROVIDER
		Total MARIA SOCORRO GOMEZ	458.92	
9/12/2016	150198	MARIA TAPIA	<u>3,405.30</u>	PROVIDER
		Total MARIA TAPIA	3,405.30	
9/12/2016	150199	MARIA TERESA JIMENEZ	<u>472.29</u>	PROVIDER
		Total MARIA TERESA JIMENEZ	472.29	
9/12/2016	150201	MARIA YOLANDA FERNANDEZ	<u>2,340.57</u>	PROVIDER
		Total MARIA YOLANDA FERNANDEZ	2,340.57	
9/12/2016	150202	MARIA Z RODRIGUEZ DE OCHOA	<u>426.19</u>	PROVIDER
		Total MARIA Z RODRIGUEZ DE OCHOA	426.19	
9/12/2016	150186	MARIANA NAVA	<u>1,827.41</u>	PROVIDER
		Total MARIANA NAVA	1,827.41	
9/12/2016	150187	MARIANELA G ORTIZ	<u>2,693.44</u>	PROVIDER
		Total MARIANELA G ORTIZ	2,693.44	
9/29/2016	150701	MARIBEL C GILLETTE	<u>13.50</u>	EMPLOYEE
		Total MARIBEL C GILLETTE	13.50	
9/12/2016	150203	MARICELA FERNANDEZ	<u>6,685.28</u>	PROVIDER
		Total MARICELA FERNANDEZ	6,685.28	
9/12/2016	150204	MARICELA SANCHEZ	<u>3,533.42</u>	PROVIDER
		Total MARICELA SANCHEZ	3,533.42	
9/29/2016	150702	MARIE GALAVIZ	<u>70.20</u>	EMPLOYEE
		Total MARIE GALAVIZ	70.20	
9/26/2016	150508	MARIE SANCHEZ	<u>1,260.95</u>	EMPLOYEE
		Total MARIE SANCHEZ	1,260.95	
9/12/2016	150205	MARILU GARZA	<u>5,955.66</u>	PROVIDER
		Total MARILU GARZA	5,955.66	
9/12/2016	150200	MARIPAZ ALVARADO PEREZ	<u>1,452.71</u>	PROVIDER
		Total MARIPAZ ALVARADO PEREZ	1,452.71	
9/12/2016	150206	MARISELA SANCHEZ GONZALEZ	<u>2,609.51</u>	PROVIDER
		Total MARISELA SANCHEZ GONZALEZ	2,609.51	
9/29/2016	150703	MARISOL PEREZ	<u>17.82</u>	EMPLOYEE

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		Total MARISOL PEREZ	17.82	
9/1/2016	149926	MARK AND HELENE MCELYEA	3,199.00	FOR PROFIT
		Total MARK AND HELENE MCELYEA	3,199.00	
9/29/2016	150704	MARLEN PELAYO	30.24	EMPLOYEE
		Total MARLEN PELAYO	30.24	
9/12/2016	150208	MARTHA A JAQUEZ	477.23	PROVIDER
		Total MARTHA A JAQUEZ	477.23	
9/12/2016	150209	MARTHA ALICIA MERANCIO HERNANDEZ	2,555.35	PROVIDER
		Total MARTHA ALICIA MERANCIO HERNANDEZ	2,555.35	
9/12/2016	150210	MARTHA ANGELICA SOLORIO DE ARCEO	1,852.39	PROVIDER
		Total MARTHA ANGELICA SOLORIO DE ARCEO	1,852.39	
9/29/2016	150705	MARY A LOPEZ	108.00	EMPLOYEE
		Total MARY A LOPEZ	108.00	
9/29/2016	150706	MARY ANN MOONEY	87.48	EMPLOYEE
		Total MARY ANN MOONEY	87.48	
9/1/2016	149927	MCFARLAND UNIFIED SCHOOL DISTRICT	100.00	SCHOOL DISTRICT
		Total MCFARLAND UNIFIED SCHOOL DISTRICT	100.00	
9/7/2016	150034	MCWILLIAMS & WALDEN INC	318.39	FOR PROFIT
9/21/2016	150456	MCWILLIAMS & WALDEN INC	2,717.81	FOR PROFIT
9/28/2016	150562	MCWILLIAMS & WALDEN INC	132.63	FOR PROFIT
		Total MCWILLIAMS & WALDEN INC	3,168.83	
9/28/2016	150563	MEDIACOM	355.80	FOR PROFIT
		Total MEDIACOM	355.80	
9/29/2016	150707	MELANIE CRAIG	193.86	EMPLOYEE
		Total MELANIE CRAIG	193.86	
9/21/2016	150457	MELISSA DEWITT	102.50	EMPLOYEE
9/29/2016	150708	MELISSA DEWITT	37.80	EMPLOYEE
		Total MELISSA DEWITT	140.30	
9/1/2016	149929	MERCED COUNTY OFFICE OF EDUCATION	250.00	FOR PROFIT
		Total MERCED COUNTY OFFICE OF EDUCATION	250.00	
9/1/2016	149930	MEYER OHANNESON PROPERTIES LLC	810.00	FOR PROFIT
		Total MEYER OHANNESON PROPERTIES LLC	810.00	

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9/29/2016	150710	MICHAEL E LACKMAN	157.57	EMPLOYEE
		Total MICHAEL E LACKMAN	157.57	
9/28/2016	150566	MICHAEL K BROWN LANDSCAPE & MAINTENANCE...	22,346.32	FOR PROFIT
		Total MICHAEL K BROWN LANDSCAPE & MAINTENANCE...	22,346.32	
9/21/2016	150459	MICHAEL MADDEN COMMERCIAL APPLIANCE SER...	125.00	FOR PROFIT
9/28/2016	150567	MICHAEL MADDEN COMMERCIAL APPLIANCE SER...	565.53	FOR PROFIT
		Total MICHAEL MADDEN COMMERCIAL APPLIANCE...	690.53	
9/21/2016	150460	MICHELE A NOWELL	352.00	EMPLOYEE
		Total MICHELE A NOWELL	352.00	
9/29/2016	150711	MICHELE C HOLIWELL	172.80	EMPLOYEE
		Total MICHELE C HOLIWELL	172.80	
9/29/2016	150712	MIRIAM V GUZMAN	374.22	EMPLOYEE
		Total MIRIAM V GUZMAN	374.22	
9/21/2016	150461	MITEL NETSOLUTIONS INC	13,390.37	FOR PROFIT
		Total MITEL NETSOLUTIONS INC	13,390.37	
9/13/2016	150343	MOJAVE SANITATION	236.67	FOR PROFIT
		Total MOJAVE SANITATION	236.67	
9/1/2016	149931	MOJAVE UNIFIED SCHOOL DISTRICT	415.00	SCHOOL DISTRICT
9/28/2016	150568	MOJAVE UNIFIED SCHOOL DISTRICT	935.00	SCHOOL DISTRICT
		Total MOJAVE UNIFIED SCHOOL DISTRICT	1,350.00	
9/13/2016	150355	MOLLY & BRUCE BUSACCA INC	57.00	FOR PROFIT
		Total MOLLY & BRUCE BUSACCA INC	57.00	
9/29/2016	150713	MONICA AYON	447.66	EMPLOYEE
		Total MONICA AYON	447.66	
9/12/2016	150211	MONICA MARTINEZ	1,484.62	PROVIDER
		Total MONICA MARTINEZ	1,484.62	
9/29/2016	150714	MONICA ROGERS KELLY	55.08	EMPLOYEE
		Total MONICA ROGERS KELLY	55.08	
9/29/2016	150715	MONICA VARGAS	64.80	EMPLOYEE
		Total MONICA VARGAS	64.80	
9/13/2016	150344	MOUNTAINSIDE DISPOSAL INC	263.92	FOR PROFIT
		Total MOUNTAINSIDE DISPOSAL INC	263.92	

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9/29/2016	150716	MYRA ZAMORA	<u>42.12</u>	EMPLOYEE
		Total MYRA ZAMORA	42.12	
9/29/2016	150717	NANCY G KRAFT	<u>63.72</u>	EMPLOYEE
		Total NANCY G KRAFT	63.72	
9/12/2016	150213	NANCY SARAI MARTINEZ	<u>1,237.12</u>	PROVIDER
		Total NANCY SARAI MARTINEZ	1,237.12	
9/7/2016	150063	NARAMA INC	<u>473.48</u>	FOR PROFIT
		Total NARAMA INC	473.48	
9/12/2016	150214	NATALIE GARCIA	<u>1,136.98</u>	PROVIDER
		Total NATALIE GARCIA	1,136.98	
9/28/2016	150569	NATIONAL TOXICOLOGY LABORATORIES INC.	<u>1,035.00</u>	FOR PROFIT
		Total NATIONAL TOXICOLOGY LABORATORIES INC.	1,035.00	
9/13/2016	150345	NESTLE WATERS NORTH AMERICA	259.89	FOR PROFIT
9/21/2016	150462	NESTLE WATERS NORTH AMERICA	452.65	FOR PROFIT
9/28/2016	150570	NESTLE WATERS NORTH AMERICA	<u>768.73</u>	FOR PROFIT
		Total NESTLE WATERS NORTH AMERICA	1,481.27	
9/28/2016	150571	NEW ATTITUDE CHILDREN'S FITNESS CENTER D...	<u>350.00</u>	
		Total NEW ATTITUDE CHILDREN'S FITNESS CENT...	350.00	
9/1/2016	149933	NEW LIFE COMMUNITY CHURCH	<u>2,954.00</u>	FAITH BASED
		Total NEW LIFE COMMUNITY CHURCH	2,954.00	
9/7/2016	150035	NEXTEL COMMUNICATIONS	<u>229.54</u>	FOR PROFIT
		Total NEXTEL COMMUNICATIONS	229.54	
9/29/2016	150718	NICOLE NINO	<u>104.22</u>	EMPLOYEE
		Total NICOLE NINO	104.22	
9/29/2016	150719	NIKOLA A JONES	<u>83.70</u>	EMPLOYEE
		Total NIKOLA A JONES	83.70	
9/29/2016	150720	NOELIA BUENO	<u>15.12</u>	EMPLOYEE
		Total NOELIA BUENO	15.12	
9/12/2016	150215	NORMA CONTRERAS RANGEL	<u>1,461.50</u>	PROVIDER
		Total NORMA CONTRERAS RANGEL	1,461.50	
9/12/2016	150216	NORMA JOSEFINA GUTIERREZ	<u>284.77</u>	PROVIDER
		Total NORMA JOSEFINA GUTIERREZ	284.77	

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9/12/2016	150217	NORMA LISA GUZMAN	76.58	PROVIDER
		Total NORMA LISA GUZMAN	76.58	
9/1/2016	149935	NORTH OF THE RIVER RECREATION & PARK DIS...	4,797.00	FOR PROFIT
		Total NORTH OF THE RIVER RECREATION & PAR...	4,797.00	
9/1/2016	149934	NORTHERN CALIFORNIA BAPTIST CONFERENCE	3,204.00	NON-PROFIT
9/13/2016	150346	NORTHERN CALIFORNIA BAPTIST CONFERENCE	133.00	NON-PROFIT
		Total NORTHERN CALIFORNIA BAPTIST CONFERE...	3,337.00	
9/7/2016	150036	OASIS AIR CONDITIONING	30,780.39	FOR PROFIT
9/13/2016	150347	OASIS AIR CONDITIONING	20,472.17	FOR PROFIT
9/28/2016	150572	OASIS AIR CONDITIONING	9,400.00	FOR PROFIT
		Total OASIS AIR CONDITIONING	60,652.56	
9/12/2016	150219	ODAIVA GUADALUPE CENTENO	235.81	PROVIDER
		Total ODAIVA GUADALUPE CENTENO	235.81	
9/12/2016	150220	OFELIA QUINTERO	3,960.80	PROVIDER
		Total OFELIA QUINTERO	3,960.80	
9/29/2016	150721	OFELIA TORRES	48.06	EMPLOYEE
		Total OFELIA TORRES	48.06	
9/7/2016	150037	OFFICE DEPOT	1,749.97	FOR PROFIT
9/21/2016	150463	OFFICE DEPOT	10,001.35	FOR PROFIT
		Total OFFICE DEPOT	11,751.32	
9/13/2016	150348	OILDALE MUTUAL WATER COMPANY	80.99	FOR PROFIT
		Total OILDALE MUTUAL WATER COMPANY	80.99	
9/12/2016	150221	OLIVIA VALENCIA	2,261.61	PROVIDER
		Total OLIVIA VALENCIA	2,261.61	
9/1/2016	149936	OLLIE SHANKLE TRUSTEE (LESSOR)	9,225.00	FOR PROFIT
		Total OLLIE SHANKLE TRUSTEE (LESSOR)	9,225.00	
9/1/2016	149937	OMNI FAMILY HEALTH	5,731.00	NON PROFIT
		Total OMNI FAMILY HEALTH	5,731.00	
9/12/2016	150222	ONOFRE ZAMORA	724.22	PROVIDER
		Total ONOFRE ZAMORA	724.22	
9/28/2016	150573	ORKIN PEST CONTROL	3,406.00	FOR PROFIT
		Total ORKIN PEST CONTROL	3,406.00	
9/13/2016	150350	PACIFICA STOCKTON HOTEL LLC	578.92	FOR PROFIT

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		Total PACIFICA STOCKTON HOTEL LLC	578.92	
9/28/2016	150574	PACIFICA STOCKTON SUITES LLC	1,337.36	FOR PROFIT
		Total PACIFICA STOCKTON SUITES LLC	1,337.36	
9/21/2016	150464	PAMALA ROBERTS	236.93	EMPLOYEE
9/29/2016	150722	PAMALA ROBERTS	250.02	EMPLOYEE
		Total PAMALA ROBERTS	486.95	
9/29/2016	150723	PAMELA PRITCHARD	50.76	EMPLOYEE
		Total PAMELA PRITCHARD	50.76	
9/1/2016	149938	PANAMA BUENA VISTA UNIFIED SCHL DIST	100.00	FOR PROFIT
		Total PANAMA BUENA VISTA UNIFIED SCHL DIST	100.00	
9/21/2016	150452	PAPER CONNECTION INC	4,529.62	FOR PROFIT
9/28/2016	150555	PAPER CONNECTION INC	5,516.70	FOR PROFIT
		Total PAPER CONNECTION INC	10,046.32	
9/29/2016	150724	PARAMJIT KAUR	190.62	EMPLOYEE
		Total PARAMJIT KAUR	190.62	
9/29/2016	150725	PATRICIA A HOSKINS	84.78	EMPLOYEE
		Total PATRICIA A HOSKINS	84.78	
9/12/2016	150223	PATRICIA H MARTINEZ	3,712.63	PROVIDER
		Total PATRICIA H MARTINEZ	3,712.63	
9/21/2016	150465	PATRICIA HINOJOSA	236.93	EMPLOYEE
		Total PATRICIA HINOJOSA	236.93	
9/29/2016	150726	PATRICIA LAMBERT	17.28	EMPLOYEE
		Total PATRICIA LAMBERT	17.28	
9/12/2016	150224	PATRICIA SANCHEZ	1,351.53	PROVIDER
		Total PATRICIA SANCHEZ	1,351.53	
9/29/2016	150727	PATRICIA VEGA	41.58	EMPLOYEE
		Total PATRICIA VEGA	41.58	
9/21/2016	150448	PATRIOTS INC	22.89	FOR PROFIT
9/28/2016	150552	PATRIOTS INC	75.86	FOR PROFIT
		Total PATRIOTS INC	98.75	
9/21/2016	150466	PAUL DOMINGUEZ	1,899.36	FOR PROFIT
		Total PAUL DOMINGUEZ	1,899.36	

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9/7/2016	150038	PG&E	5,300.95	FOR PROFIT
9/21/2016	150467	PG&E	14,525.54	FOR PROFIT
9/28/2016	150576	PG&E	17,998.76	FOR PROFIT
9/28/2016	150611	PG&E	8,040.96	FOR PROFIT
		Total PG&E	45,866.21	
9/21/2016	150437	PLAYCORE HOLDINGS INC	32,172.00	FOR PROFIT
		Total PLAYCORE HOLDINGS INC	32,172.00	
9/28/2016	150577	POSTMASTER LOST HILLS	66.00	FEDERAL GOVT
		Total POSTMASTER LOST HILLS	66.00	
9/29/2016	150728	PRECIOUS M JENKINS	19.44	EMPLOYEE
		Total PRECIOUS M JENKINS	19.44	
9/1/2016	149939	PREWITT FAMILY DECEDENTS TRUST	900.00	FOR PROFIT
		Total PREWITT FAMILY DECEDENTS TRUST	900.00	
9/13/2016	150351	PRICE DISPOSAL	277.66	FOR PROFIT
9/21/2016	150468	PRICE DISPOSAL	37.00	FOR PROFIT
		Total PRICE DISPOSAL	314.66	
9/28/2016	150580	PRIYAMVADA KHULLAR	294.00	EMPLOYEE
9/29/2016	150729	PRIYAMVADA KHULLAR	50.22	EMPLOYEE
		Total PRIYAMVADA KHULLAR	344.22	
9/7/2016	150041	PRODUCERS DAIRY FOODS INC	1,893.00	FOR PROFIT
9/28/2016	150581	PRODUCERS DAIRY FOODS INC	5,168.76	FOR PROFIT
		Total PRODUCERS DAIRY FOODS INC	7,061.76	
9/1/2016	149940	PROTEUS INC	737.00	FOR PROFIT
		Total PROTEUS INC	737.00	
9/21/2016	150424	R C CANNING ENTERPRISES LLC	253.91	FOR PROFIT
		Total R C CANNING ENTERPRISES LLC	253.91	
9/6/2016	149960	RABOBANK, N.A.	23,790.70	
		Total RABOBANK, N.A.	23,790.70	
9/29/2016	150730	RACHEL LECKKIRK	70.20	EMPLOYEE
		Total RACHEL LECKKIRK	70.20	
9/12/2016	150225	RAMONA LOPEZ	1,708.14	PROVIDER
		Total RAMONA LOPEZ	1,708.14	
9/7/2016	150042	RANDIK PAPER CO.	2,159.20	FOR PROFIT
9/13/2016	150352	RANDIK PAPER CO.	274.47	FOR PROFIT

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9/28/2016	150582	RANDIK PAPER CO.	<u>1,214.76</u>	FOR PROFIT
		Total RANDIK PAPER CO.	3,648.43	
9/7/2016	150043	RAY A MORGAN COMPANY	245.66	FOR PROFIT
9/21/2016	150470	RAY A MORGAN COMPANY	0.00	FOR PROFIT
9/28/2016	150583	RAY A MORGAN COMPANY	<u>160.00</u>	FOR PROFIT
		Total RAY A MORGAN COMPANY	405.66	
9/29/2016	150731	RAYJEAN STONE	<u>19.44</u>	EMPLOYEE
		Total RAYJEAN STONE	19.44	
9/29/2016	150732	REBECCA LOVE	<u>124.74</u>	EMPLOYEE
		Total REBECCA LOVE	124.74	
9/29/2016	150733	REBECCA REED	<u>214.92</u>	EMPLOYEE
		Total REBECCA REED	214.92	
9/29/2016	150734	RENEE LA RUE	<u>16.20</u>	EMPLOYEE
		Total RENEE LA RUE	16.20	
9/14/2016	150383	RITA M VILLACA	<u>23.76</u>	EMPLOYEE
		Total RITA M VILLACA	23.76	
9/21/2016	150405	ROBERT B MOSS JR	<u>83.26</u>	FOR PROFIT
		Total ROBERT B MOSS JR	83.26	
9/28/2016	150586	ROBERT HALF INTERNATIONAL, INC	<u>401.23</u>	FOR PROFIT
		Total ROBERT HALF INTERNATIONAL, INC	401.23	
9/12/2016	150226	ROCELIA OROZCO LEMUS	<u>1,844.76</u>	PROVIDER
		Total ROCELIA OROZCO LEMUS	1,844.76	
9/29/2016	150735	ROCHELLE VAN WORTH	<u>205.74</u>	EMPLOYEE
		Total ROCHELLE VAN WORTH	205.74	
9/13/2016	150353	ROMALA RAMKISSOON	<u>527.93</u>	EMPLOYEE
		Total ROMALA RAMKISSOON	527.93	
9/12/2016	150227	ROMELIA MORENO DE ESPINOZA	<u>593.85</u>	PROVIDER
		Total ROMELIA MORENO DE ESPINOZA	593.85	
9/1/2016	149913	RONALD SHELAN	<u>2,679.04</u>	FOR PROFIT
		Total RONALD SHELAN	2,679.04	
9/28/2016	150587	RONNETTE BUYARD	<u>31.18</u>	EMPLOYEE
		Total RONNETTE BUYARD	31.18	

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9/12/2016	150228	ROSA AYALA	<u>1,070.82</u>	PROVIDER
		Total ROSA AYALA	1,070.82	
9/29/2016	150736	ROSA DEL TORO	<u>109.62</u>	EMPLOYEE
		Total ROSA DEL TORO	109.62	
9/12/2016	150229	ROSA E GALVAN	<u>1,238.58</u>	PROVIDER
		Total ROSA E GALVAN	1,238.58	
9/29/2016	150737	ROSA LINDA CAVAZOS	<u>531.36</u>	EMPLOYEE
		Total ROSA LINDA CAVAZOS	531.36	
9/29/2016	150738	ROSA RABAGO	<u>282.42</u>	EMPLOYEE
		Total ROSA RABAGO	282.42	
9/12/2016	150230	ROSALBA GONZALEZ	<u>548.25</u>	PROVIDER
		Total ROSALBA GONZALEZ	548.25	
9/12/2016	150231	ROSALINDA B DUARTE	<u>155.00</u>	PROVIDER
		Total ROSALINDA B DUARTE	155.00	
9/12/2016	150218	ROSALINDA G OCHOA	<u>999.96</u>	PROVIDER
		Total ROSALINDA G OCHOA	999.96	
9/29/2016	150739	ROSARIO M NIETO	<u>48.60</u>	EMPLOYEE
		Total ROSARIO M NIETO	48.60	
9/29/2016	150740	ROSITA C CURRY	<u>19.44</u>	EMPLOYEE
		Total ROSITA C CURRY	19.44	
9/29/2016	150741	RUFFUS HARPER	<u>186.30</u>	EMPLOYEE
		Total RUFFUS HARPER	186.30	
9/28/2016	150588	RUTH BLISS	<u>294.00</u>	EMPLOYEE
		Total RUTH BLISS	294.00	
9/29/2016	150742	SALUD NICASIO	<u>246.24</u>	EMPLOYEE
		Total SALUD NICASIO	246.24	
9/7/2016	150044	SALVADOR ZAMBRANO	<u>7.02</u>	PARENT
		Total SALVADOR ZAMBRANO	7.02	
9/7/2016	150045	SANDATA TECHNOLOGIES LLC	<u>145.02</u>	FOR PROFIT
		Total SANDATA TECHNOLOGIES LLC	145.02	
9/7/2016	150046	SANDI TRUMAN	<u>1,330.22</u>	EMPLOYEE

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9/13/2016	150354	SANDI TRUMAN	<u>177.48</u>	EMPLOYEE
		Total SANDI TRUMAN	1,507.70	
9/12/2016	150232	SARA ESTELA POSADA	<u>1,636.79</u>	PROVIDER
		Total SARA ESTELA POSADA	1,636.79	
9/29/2016	150743	SARAH HODGES	<u>195.48</u>	EMPLOYEE
		Total SARAH HODGES	195.48	
9/7/2016	150047	SAVE MART SUPERMARKETS	1,145.49	FOR PROFIT
9/21/2016	150471	SAVE MART SUPERMARKETS	1,755.10	FOR PROFIT
9/21/2016	150499	SAVE MART SUPERMARKETS	339.94	FOR PROFIT
9/28/2016	150589	SAVE MART SUPERMARKETS	<u>521.92</u>	FOR PROFIT
		Total SAVE MART SUPERMARKETS	3,762.45	
9/21/2016	150472	SCHOOL HEALTH CORPORATION	<u>799.91</u>	FOR PROFIT
		Total SCHOOL HEALTH CORPORATION	799.91	
9/7/2016	150048	SEIU LOCAL 521	<u>5,932.01</u>	FOR PROFIT
		Total SEIU LOCAL 521	5,932.01	
9/29/2016	148716	SEQUOIA PAINT COMPANY	(21.67)	FOR PROFIT
9/30/2016	150769	SEQUOIA PAINT COMPANY	<u>21.67</u>	FOR PROFIT
		Total SEQUOIA PAINT COMPANY	0.00	
9/7/2016	150049	SEQUOIA SANDWICH CO	<u>309.00</u>	FOR PROFIT
		Total SEQUOIA SANDWICH CO	309.00	
9/13/2016	150356	SERGIO E HERNANDEZ	<u>406.10</u>	EMPLOYEE
		Total SERGIO E HERNANDEZ	406.10	
9/7/2016	149963	SHAJI MATHEW KALAYIL	2,250.00	FOR PROFIT
9/28/2016	150510	SHAJI MATHEW KALAYIL	<u>1,770.00</u>	FOR PROFIT
		Total SHAJI MATHEW KALAYIL	4,020.00	
9/29/2016	150744	SHARON BRIGGS	<u>68.04</u>	EMPLOYEE
		Total SHARON BRIGGS	68.04	
9/7/2016	150050	SHI INTERNATIONAL CORP	214.00	FOR PROFIT
9/28/2016	150590	SHI INTERNATIONAL CORP	<u>1,100.16</u>	FOR PROFIT
		Total SHI INTERNATIONAL CORP	1,314.16	
9/29/2016	150745	SHIRLEY PARK	<u>58.86</u>	EMPLOYEE
		Total SHIRLEY PARK	58.86	
9/21/2016	150473	SIERRA SANDS UNIFIED SCHOOL DIST	<u>3,348.00</u>	SCHOOL DISTRICT

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		Total SIERRA SANDS UNIFIED SCHOOL DIST	3,348.00	
9/12/2016	150233	SILVERIA BARAJAS AGUILAR	2,333.53	PROVIDER
		Total SILVERIA BARAJAS AGUILAR	2,333.53	
9/21/2016	150474	SILVIA HULSEY	102.50	EMPLOYEE
9/29/2016	150746	SILVIA HULSEY	25.38	EMPLOYEE
		Total SILVIA HULSEY	127.88	
9/12/2016	150234	SILVIA MEJIA	2,531.77	PROVIDER
		Total SILVIA MEJIA	2,531.77	
9/29/2016	150747	SIMITRIO GARZA	7.56	EMPLOYEE
		Total SIMITRIO GARZA	7.56	
9/12/2016	150235	SITLALI A RAMIREZ CRUZ	892.90	PROVIDER
		Total SITLALI A RAMIREZ CRUZ	892.90	
9/21/2016	150475	SMART & FINAL	163.19	FOR PROFIT
		Total SMART & FINAL	163.19	
9/7/2016	150051	SNIDERS	5.38	FOR PROFIT
9/13/2016	150357	SNIDERS	532.08	FOR PROFIT
9/21/2016	150476	SNIDERS	1,848.59	FOR PROFIT
9/28/2016	150591	SNIDERS	19.14	FOR PROFIT
		Total SNIDERS	2,405.19	
9/12/2016	150236	SOCORRO LARA DE GOVEA	292.29	PROVIDER
		Total SOCORRO LARA DE GOVEA	292.29	
9/12/2016	150237	SOLEDAD BEJAR HERNANDEZ	1,139.71	PROVIDER
		Total SOLEDAD BEJAR HERNANDEZ	1,139.71	
9/7/2016	150052	SOUTHERN CALIFORNIA EDISON	683.85	FOR PROFIT
9/13/2016	150358	SOUTHERN CALIFORNIA EDISON	674.58	FOR PROFIT
9/21/2016	150477	SOUTHERN CALIFORNIA EDISON	3,019.15	FOR PROFIT
		Total SOUTHERN CALIFORNIA EDISON	4,377.58	
9/21/2016	150478	SOUTHERN KERN UNIFIED SCHOOL DISTRICT	1,793.00	SCHOOL DISTRICT
		Total SOUTHERN KERN UNIFIED SCHOOL DISTRICT	1,793.00	
9/13/2016	150359	SPECIALTY TRIM AND AWNING INC	649.63	FOR PROFIT
		Total SPECIALTY TRIM AND AWNING INC	649.63	
9/1/2016	149941	SPRINGFIELD LLC	2,862.00	FOR PROFIT
		Total SPRINGFIELD LLC	2,862.00	

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9/28/2016	150595	ST. MARY'S DINING ROOM	<u>1,006.06</u>	NON-PROFIT
		Total ST. MARY'S DINING ROOM	1,006.06	
9/7/2016	150053	STAPLES ADVANTAGE	12,438.87	FOR PROFIT
9/13/2016	150361	STAPLES ADVANTAGE	990.48	FOR PROFIT
9/21/2016	150479	STAPLES ADVANTAGE	117.38	FOR PROFIT
9/28/2016	150592	STAPLES ADVANTAGE	<u>10,774.71</u>	FOR PROFIT
		Total STAPLES ADVANTAGE	24,321.44	
9/13/2016	150362	STATE BOARD OF EQUALIZATION	11.04	LOCAL GOV'T
9/28/2016	150593	STATE BOARD OF EQUALIZATION	<u>1,530.00</u>	LOCAL GOV'T
		Total STATE BOARD OF EQUALIZATION	1,541.04	
9/21/2016	150480	STATER BROS MARKETS	<u>7.98</u>	FOR PROFIT
		Total STATER BROS MARKETS	7.98	
9/7/2016	150023	STEPHEN WILLIFORD	325.00	FOR PROFIT
9/21/2016	150441	STEPHEN WILLIFORD	<u>2,693.00</u>	FOR PROFIT
		Total STEPHEN WILLIFORD	3,018.00	
9/7/2016	150054	STEVE TOWNSEND	<u>1,330.22</u>	EMPLOYEE
		Total STEVE TOWNSEND	1,330.22	
9/28/2016	150607	STEVE V POE	<u>8,775.00</u>	FOR PROFIT
		Total STEVE V POE	8,775.00	
9/13/2016	150363	STEWART ELECTRIC COMPANY	<u>10.75</u>	FOR PROFIT
		Total STEWART ELECTRIC COMPANY	10.75	
9/7/2016	150055	STINSON STATIONERS	1,041.12	FOR PROFIT
9/13/2016	150364	STINSON STATIONERS	14,462.27	FOR PROFIT
9/28/2016	150594	STINSON STATIONERS	<u>911.09</u>	FOR PROFIT
		Total STINSON STATIONERS	16,414.48	
9/29/2016	150748	SULINDA HYLES	<u>46.44</u>	EMPLOYEE
		Total SULINDA HYLES	46.44	
9/1/2016	149942	SUNRISE VILLA PARTNERS	<u>700.00</u>	FOR PROFIT
		Total SUNRISE VILLA PARTNERS	700.00	
9/13/2016	150365	SUPERIOR SANITATION SERVICE INC	<u>651.81</u>	FOR PROFIT
		Total SUPERIOR SANITATION SERVICE INC	651.81	
9/7/2016	150056	SUPPLYWORKS	8,791.19	FOR PROFIT
9/21/2016	150481	SUPPLYWORKS	2,899.65	FOR PROFIT
9/21/2016	150500	SUPPLYWORKS	5,233.26	FOR PROFIT
9/28/2016	150596	SUPPLYWORKS	<u>2,446.30</u>	FOR PROFIT

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		Total SUPPLYWORKS	19,370.40	
9/21/2016	150482	SUSANA M LOPEZ GONZALEZ	29.54	EMPLOYEE
		Total SUSANA M LOPEZ GONZALEZ	29.54	
9/21/2016	150483	SUSANA MAGANA	35.00	EMPLOYEE
		Total SUSANA MAGANA	35.00	
9/12/2016	150238	SUSANA SALAS DE CRUZ	1,214.69	PROVIDER
		Total SUSANA SALAS DE CRUZ	1,214.69	
9/29/2016	150749	SUSIE E MARTINEZ	38.34	EMPLOYEE
		Total SUSIE E MARTINEZ	38.34	
9/29/2016	150750	SWATHI VENKATESH	7.56	EMPLOYEE
		Total SWATHI VENKATESH	7.56	
9/7/2016	150057	SYSKO FOOD SERVICES OF VENTURA INC	13,938.16	FOR PROFIT
9/28/2016	150597	SYSKO FOOD SERVICES OF VENTURA INC	19,883.55	FOR PROFIT
		Total SYSKO FOOD SERVICES OF VENTURA INC	33,821.71	
9/1/2016	149943	TAFT CITY SCHOOL DISTRICT	2,714.00	SCHOOL DISTRICT
		Total TAFT CITY SCHOOL DISTRICT	2,714.00	
9/7/2016	150058	TEACHING STRATEGIES INC	8,650.12	FOR PROFIT
9/21/2016	150484	TEACHING STRATEGIES INC	89.24	FOR PROFIT
		Total TEACHING STRATEGIES INC	8,739.36	
9/7/2016	150059	TEL TEC SECURITY SYSTEMS INC	488.25	FOR PROFIT
9/21/2016	150486	TEL TEC SECURITY SYSTEMS INC	32.25	FOR PROFIT
9/28/2016	150598	TEL TEC SECURITY SYSTEMS INC	1,999.36	FOR PROFIT
		Total TEL TEC SECURITY SYSTEMS INC	2,519.86	
9/21/2016	150485	TELEPACIFIC COMMUNICATIONS	909.59	FOR PROFIT
		Total TELEPACIFIC COMMUNICATIONS	909.59	
9/12/2016	150239	TERESA ALANIS	4,555.42	PROVIDER
		Total TERESA ALANIS	4,555.42	
9/12/2016	150240	TERESA CAROLINA OROPEZA	3,796.46	PROVIDER
		Total TERESA CAROLINA OROPEZA	3,796.46	
9/12/2016	150241	TERESA DENIZ	1,023.00	PROVIDER
		Total TERESA DENIZ	1,023.00	
9/29/2016	150751	TERESA LARA	35.64	EMPLOYEE
		Total TERESA LARA	35.64	

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9/12/2016	150242	TERESA RAMOS RODRIGUEZ	931.10	PROVIDER
		Total TERESA RAMOS RODRIGUEZ	931.10	
9/12/2016	150243	TERESA Z CALDERON	433.62	PROVIDER
		Total TERESA Z CALDERON	433.62	
9/7/2016	150060	TERMINIX INTERNATIONAL	100.00	FOR PROFIT
		Total TERMINIX INTERNATIONAL	100.00	
9/21/2016	150487	THE BAKERSFIELD CALIFORNIAN	2,251.74	FOR PROFIT
		Total THE BAKERSFIELD CALIFORNIAN	2,251.74	
9/1/2016	149944	THE COPA GROUP	1,260.00	FOR PROFIT
		Total THE COPA GROUP	1,260.00	
9/7/2016	150061	THE GAS COMPANY	133.56	FOR PROFIT
9/28/2016	150599	THE GAS COMPANY	38.51	FOR PROFIT
		Total THE GAS COMPANY	172.07	
9/28/2016	150600	THE HARTFORD PRIORITY ACCOUNTS	8,796.43	FOR PROFIT
		Total THE HARTFORD PRIORITY ACCOUNTS	8,796.43	
9/1/2016	149945	THE HOUSING AUTHORITY OF THE COUNTY OF K...	630.00	LOCAL GOVERNMENT
		Total THE HOUSING AUTHORITY OF THE COUNT...	630.00	
9/13/2016	150366	THE WARDEN'S OFFICE	651.10	FOR PROFIT
9/21/2016	150488	THE WARDEN'S OFFICE	19.08	FOR PROFIT
		Total THE WARDEN'S OFFICE	670.18	
9/28/2016	150584	THINK SMALL	1,784.09	NON PROFIT
		Total THINK SMALL	1,784.09	
9/15/2016	150390	THREE-WAY CHEVROLET - CADILLAC	42,495.78	FOR PROFIT
		Total THREE-WAY CHEVROLET - CADILLAC	42,495.78	
9/29/2016	150752	TIA MCCOY	164.16	EMPLOYEE
		Total TIA MCCOY	164.16	
9/21/2016	150489	TINA NUNEZ	138.00	EMPLOYEE
9/29/2016	150753	TINA NUNEZ	164.70	EMPLOYEE
		Total TINA NUNEZ	302.70	
9/28/2016	150544	TK PACIFIC INC	108.79	FOR PROFIT
		Total TK PACIFIC INC	108.79	
9/29/2016	150754	TOMASA JARA	14.04	EMPLOYEE

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		Total TOMASA JARA	14.04	
9/29/2016	150755	TOMMIE SUE CORDOVA	153.90	EMPLOYEE
		Total TOMMIE SUE CORDOVA	153.90	
9/13/2016	150367	TOUT ABOUT TOYS	2,999.98	FOR PROFIT
		Total TOUT ABOUT TOYS	2,999.98	
9/29/2016	150756	TRACEY WHEAT	25.38	EMPLOYEE
		Total TRACEY WHEAT	25.38	
9/21/2016	150490	TRACY DELTA SOLID WASTE MANAGEMENT, INC.	221.14	FOR PROFIT
		Total TRACY DELTA SOLID WASTE MANAGEMENT...	221.14	
9/13/2016	150368	TRAFFIC MANAGEMENT, INC.	215.00	FOR PROFIT
9/28/2016	150603	TRAFFIC MANAGEMENT, INC.	48.38	FOR PROFIT
		Total TRAFFIC MANAGEMENT, INC.	263.38	
9/12/2016	150244	TRINIDAD TINOCO	585.00	PROVIDER
		Total TRINIDAD TINOCO	585.00	
9/1/2016	149946	TULARE COUNTY OFFICE OF EDUCATION	500.00	FOR PROFIT
		Total TULARE COUNTY OFFICE OF EDUCATION	500.00	
9/7/2016	150064	TURK'S KERN COPY, INC.	66.00	FOR PROFIT
9/28/2016	150604	TURK'S KERN COPY, INC.	465.40	FOR PROFIT
		Total TURK'S KERN COPY, INC.	531.40	
9/29/2016	150757	TYRONE TRAPP	102.60	EMPLOYEE
		Total TYRONE TRAPP	102.60	
9/21/2016	150492	U.S. HEALTHWORKS MEDICAL GROUP, P.C.	55.00	FOR PROFIT
		Total U.S. HEALTHWORKS MEDICAL GROUP, P.C.	55.00	
9/21/2016	150491	UC REGENTS OF SAN JOAQUIN COUNTY	114.00	NON PROFIT
		Total UC REGENTS OF SAN JOAQUIN COUNTY	114.00	
9/1/2016	149947	UNITED CONGREGATIONAL CHURCH OF LODI	4,450.00	FAITH BASED
		Total UNITED CONGREGATIONAL CHURCH OF LODI	4,450.00	
9/7/2016	150065	UNITED RENTALS INC	32.25	FOR PROFIT
		Total UNITED RENTALS INC	32.25	
9/7/2016	150066	UNITED WAY OF KERN COUNTY	500.00	NON-PROFIT
		Total UNITED WAY OF KERN COUNTY	500.00	
9/1/2016	149955	UNWIRED BROADBAND, INC.	399.95	PROFIT

Community Action Partnership of Kern
Cash Journal - Check Register for Board Packet
From 9/1/2016 Through 9/30/2016

<u>Check Date</u>	<u>Check No.</u>	<u>Name</u>	<u>Disbursements</u>	<u>Class</u>
		Total UNWIRED BROADBAND, INC.	399.95	
9/29/2016	150758	URSULA RIOS	213.30	EMPLOYEE
		Total URSULA RIOS	213.30	
9/14/2016	150384	VALERIE CAFFESE	75.06	EMPLOYEE
		Total VALERIE CAFFESE	75.06	
9/7/2016	150075	VALLEY GARBAGE SERVICE	180.37	FOR PROFIT
		Total VALLEY GARBAGE SERVICE	180.37	
9/7/2016	150068	VALLEY PROPANE SERVICE	204.24	FOR PROFIT
9/13/2016	150370	VALLEY PROPANE SERVICE	34.80	FOR PROFIT
		Total VALLEY PROPANE SERVICE	239.04	
9/29/2016	150759	VANESSA MONTES	62.10	EMPLOYEE
		Total VANESSA MONTES	62.10	
9/13/2016	150371	VARNER & SON INC	713.88	FOR PROFIT
		Total VARNER & SON INC	713.88	
9/21/2016	150494	VARNER BROS INC	286.40	FOR PROFIT
		Total VARNER BROS INC	286.40	
9/21/2016	150495	VERIZON WIRELESS	2,906.30	FOR PROFIT
		Total VERIZON WIRELESS	2,906.30	
9/21/2016	150458	VERNON SORENSON MD INC	3,749.82	FOR PROFIT
9/28/2016	150564	VERNON SORENSON MD INC	2,265.78	FOR PROFIT
		Total VERNON SORENSON MD INC	6,015.60	
9/12/2016	150245	VERONICA L ESCOBAR	297.11	PROVIDER
		Total VERONICA L ESCOBAR	297.11	
9/29/2016	150760	VERONICA M BALLESTEROS	95.04	EMPLOYEE
		Total VERONICA M BALLESTEROS	95.04	
9/1/2016	149956	VICKI HEPOKOSKI	2,521.57	EMPLOYEE
		Total VICKI HEPOKOSKI	2,521.57	
9/1/2016	149948	VINELAND SCHOOL DISTRICT	375.00	SCHOOL DISTRICT
		Total VINELAND SCHOOL DISTRICT	375.00	
9/12/2016	150246	VIRGINIA FERREIRA	4,724.89	PROVIDER
		Total VIRGINIA FERREIRA	4,724.89	
9/29/2016	150761	VIRGINIA LAYLAND	17.28	EMPLOYEE

Community Action Partnership of Kern
Cash Journal - Check Register for Board Packet
From 9/1/2016 Through 9/30/2016

Check Date	Check No.	Name	Disbursements	Class
		Total VIRGINIA LAYLAND	17.28	
9/12/2016	150247	VIRGINIA RANGEL	2,047.13	PROVIDER
		Total VIRGINIA RANGEL	2,047.13	
9/7/2016	150076	VISALIA NEWSPAPER	750.00	FOR PROFIT
		Total VISALIA NEWSPAPER	750.00	
9/7/2016	150073	W W GRAINGER INC	125.63	FOR PROFIT
9/28/2016	150608	W W GRAINGER INC	124.82	FOR PROFIT
		Total W W GRAINGER INC	250.45	
9/7/2016	150069	WASTE MANAGEMENT OF CALIFORNIA INC	473.30	FOR PROFIT
		Total WASTE MANAGEMENT OF CALIFORNIA INC	473.30	
9/7/2016	150070	WASTE MANAGEMENT OF CALIFORNIA, INC.	318.97	FOR PROFIT
		Total WASTE MANAGEMENT OF CALIFORNIA, INC.	318.97	
9/1/2016	149949	WAYSIDE CHAPEL COMMUNITY CHURCH, INC.	13,014.90	FAITH BASED
		Total WAYSIDE CHAPEL COMMUNITY CHURCH, INC.	13,014.90	
9/28/2016	150605	WELLS FARGO FINANCIAL LEASING	117.55	FOR PROFIT
		Total WELLS FARGO FINANCIAL LEASING	117.55	
9/7/2016	150062	WELLS FARGO VENDOR FINANCIAL SERVICES, LLC	654.22	FOR PROFIT
9/28/2016	150602	WELLS FARGO VENDOR FINANCIAL SERVICES, LLC	642.90	FOR PROFIT
		Total WELLS FARGO VENDOR FINANCIAL SERVIC...	1,297.12	
9/1/2016	149950	WESLEY UNITED METHODIST CHURCH	2,102.80	NON PROFIT
		Total WESLEY UNITED METHODIST CHURCH	2,102.80	
9/13/2016	150372	WESTSIDE WASTE MANAGEMENT CO INC	232.59	FOR PROFIT
		Total WESTSIDE WASTE MANAGEMENT CO INC	232.59	
9/7/2016	150071	WHIRLPOOL CORPORATION	3,508.80	FOR PROFIT
9/13/2016	150373	WHIRLPOOL CORPORATION	5,263.20	FOR PROFIT
		Total WHIRLPOOL CORPORATION	8,772.00	
9/29/2016	150762	WHITNEY HUGHES	211.68	EMPLOYEE
		Total WHITNEY HUGHES	211.68	
9/28/2016	150606	WIPFLI LLP	995.00	FOR PROFIT
		Total WIPFLI LLP	995.00	
9/1/2016	149951	XMC RENTAL MANAGEMENT ENTERPRISE	1,348.48	FOR PROFIT
		Total XMC RENTAL MANAGEMENT ENTERPRISE	1,348.48	

Community Action Partnership of Kern
Cash Journal - Check Register for Board Packet
From 9/1/2016 Through 9/30/2016

<u>Check Date</u>	<u>Check No.</u>	<u>Name</u>	<u>Disbursements</u>	<u>Class</u>
9/1/2016	149952	YABITO CORPORATION	824.00	FOR PROFIT
		Total YABITO CORPORATION	824.00	
9/29/2016	150763	YENI GALLARDO	136.51	EMPLOYEE
		Total YENI GALLARDO	136.51	
9/21/2016	150496	YOLANDA GONZALES	352.00	EMPLOYEE
		Total YOLANDA GONZALES	352.00	
9/12/2016	150248	YOLANDA GONZALEZ DE VARGAS	1,244.39	PROVIDER
		Total YOLANDA GONZALEZ DE VARGAS	1,244.39	
9/12/2016	150249	YOLANDA JUAREZ	3,616.67	PROVIDER
		Total YOLANDA JUAREZ	3,616.67	
9/14/2016	150385	YOLANDA K HUGHES	7.02	EMPLOYEE
		Total YOLANDA K HUGHES	7.02	
9/29/2016	150764	YOLANDA LOPEZ	18.36	EMPLOYEE
		Total YOLANDA LOPEZ	18.36	
9/12/2016	150250	YOLANDA MUNOZ	3,254.34	PROVIDER
		Total YOLANDA MUNOZ	3,254.34	
9/12/2016	150251	YOLANDA SALDANA MORENO	8,626.00	PROVIDER
		Total YOLANDA SALDANA MORENO	8,626.00	
9/12/2016	150252	YVETTE GONZALEZ	2,333.40	PROVIDER
		Total YVETTE GONZALEZ	2,333.40	
9/29/2016	150765	YVONNE SALDANA	16.20	EMPLOYEE
		Total YVONNE SALDANA	16.20	
9/7/2016	150074	ZONES INC	92.99	FOR PROFIT
		Total ZONES INC	92.99	
9/1/2016	149953	ZREP LLC	3,286.50	FOR PROFIT
		Total ZREP LLC	3,286.50	
Report Total			1,883,123.21	

**COMMUNITY ACTION PARTNERSHIP OF KERN
BANK OF AMERICA MASTERCARD SUMMARY
STATEMENTS DATED AUGUST 22 - SEPTEMBER 21, 2016**

Cardholder	Position	Amount Charged
Yolanda Gonzales	Director of Head Start/State Child Development Programs	487.47
Ralph Martinez	Director of Community Development	2,277.30
Jerry Meade	Head Start Program, Design & Management Administrator	4,541.51
Michele Nowell	Director of Human Resources	565.55
Romala Ramkissoon	Director of Community Services	2,456.18
Carmen Segovia	Director of Health & Nutrition Services	1,889.24
Jeremy Tobias	Executive Director	1,542.10
Emilio Wagner	Director of Operations	<u>315.00</u>
	Total	14,074.35



YOLANDA GONZALES

Platinum Plus® for Business

August 22, 2016 - September 21, 2016

Cardholder Statement

Account Information:

www.bankofamerica.com

Mail Billing Inquiries to:

BANK OF AMERICA
PO BOX 982238
EL PASO, TX 79998-2238

Mail Payments to:

BUSINESS CARD
PO BOX 15796
WILMINGTON, DE 19886-5796

Customer Service:

1.800.673.1044, 24 Hours

TTY Hearing Impaired:

1.888.500.6267, 24 Hours

Outside the U.S.:

1.509.353.6656, 24 Hours

For Lost or Stolen Card:

1.800.673.1044, 24 Hours

Business Offers:

www.bankofamerica.com/mybusinesscenter

Payment Information

New Balance Total \$487.47

Minimum Payment Due \$10.00

Payment Due Date 10/18/16

Late Payment Warning: If we do not receive your minimum payment by the date listed above. You may have to pay a fee based on the outstanding balance on the fee assessment date:

\$19.00 for balance less than \$100.01

\$29.00 for balance less than \$1,000.01

\$39.00 for balance less than \$5,000.01

\$49.00 for balance equal to or greater than \$5,000.01

Minimum Payment Warning: If you make only the minimum payment each period, you will pay more in interest and it will take you longer to pay off your balance.

Account Summary

Previous Balance \$595.59

Payments and Other Credits -\$595.59

Balance Transfer Activity \$0.00

Cash Advance Activity \$0.00

Purchases and Other Charges \$487.47

Fees Charged \$0.00

Finance Charge \$0.00

New Balance Total \$487.47

Credit Limit \$10,000

Credit Available \$9,512.53

Statement Closing Date 09/21/16

Days in Billing Cycle 31

Important Changes to Your Account Terms

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RECURRING PREAUTHORIZED TRANSACTIONS: Recurring preauthorized transactions occur when you authorize a merchant to automatically initiate a transaction using your account on a recurring basis. If we issue a new credit card with a different account number or expiration date to you, we may (but are not obligated to) provide your new card account number and expiration date to a merchant with whom you have set up a recurring preauthorized transaction in order to continue your recurring preauthorized transactions. There will be circumstances where you will have to contact the merchant.

0059559 0001000 0048747 5472063583985391

BUSINESS CARD
PO BOX 15796
WILMINGTON, DE 19886-5796

YOLANDA GONZALES
COMM ACTION PRTRSH KERN
COMM ACTION PRTRSH KERN
5005 BUSINESS PARK N
BAKERSFIELD, CA 93309-165105

Account Number:

August 22, 2016 - September 21, 2016

New Balance Total \$487.47

Minimum Payment Due \$10.00

Payment Due Date 10/18/16

Enter payment amount

\$

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www.bankofamerica.com



YOLANDA GONZALES

August 22, 2016 - September 21, 2016

Page 3 of 4

Transactions

Posting Date	Transaction Date	Description	Reference Number	Amount
		Payments and Other Credits		
09/15	09/15	CA Banking Center payment	25906005750006957543036	- 595.59
		TOTAL PAYMENTS AND OTHER CREDITS FOR THIS PERIOD		-\$595.59
		Purchases and Other Charges		
08/30	08/28	SHELL OIL 57445309008 BAKERSFIELD CA	55308766242547658041741	36.57
09/01	08/31	DOLLAR TREE STOCKTON CA	05436846245000215417506	79.57
09/05	09/01	7-ELEVEN 20632 STOCKTON CA	25415756246000143509971	35.00
09/08	09/06	JERSEY MIKE'S SUBS BAKERSFIELD CA	55488726251206199000054	76.45
09/12	09/10	HOMEWOOD STES LANCASTE LANCASTER CA	55541866255004030368367	259.88
		Arr: 09/07/16 Dep: 09/10/16 Inv: 000009606		
		TOTAL PURCHASES AND OTHER CHARGES FOR THIS PERIOD		\$487.47

Finance Charge Calculation

Your Annual Percentage Rate (APR) is the annual interest rate on your account.

	Annual Percentage Rate	Balance Subject to Interest Rate	Finance Charges by Transaction Type
PURCHASES	13.99%	\$0.00	\$0.00
CASH	24.49% V	\$0.00	\$0.00

V = Variable Rate (rate may vary), Promotional Balance = APR for limited time on specified transactions.

Important Messages

Your credit card now has an added security feature. To learn more about EMV chip card technology, visit bankofamerica.com/businesschipcard.



RALPH MARTINEZ

Platinum Plus® for Business

August 22, 2016 - September 21, 2016

Cardholder Statement

Account Information:
www.bankofamerica.com

Mail Billing Inquiries to:
BANK OF AMERICA
PO BOX 982238
EL PASO, TX 79998-2238

Mail Payments to:
BUSINESS CARD
PO BOX 15796
WILMINGTON, DE 19886-5796

Customer Service:
1.800.673.1044, 24 Hours

TTY Hearing Impaired:
1.888.500.6267, 24 Hours

Outside the U.S.:
1.509.353.6656, 24 Hours

For Lost or Stolen Card:
1.800.673.1044, 24 Hours

Business Offers:
www.bankofamerica.com/mybusinesscenter

Payment Information

New Balance Total \$2,267.40
Minimum Payment Due \$22.67
Payment Due Date 10/18/16

Late Payment Warning: If we do not receive your minimum payment by the date listed above. You may have to pay a fee based on the outstanding balance on the fee assessment date:
\$19.00 for balance less than \$100.01
\$29.00 for balance less than \$1,000.01
\$39.00 for balance less than \$5,000.01
\$49.00 for balance equal to or greater than \$5,000.01

Minimum Payment Warning: If you make only the minimum payment each period, you will pay more in interest and it will take you longer to pay off your balance.

Account Summary

Previous Balance \$1,440.86
Payments and Other Credits -\$1,450.76
Balance Transfer Activity \$0.00
Cash Advance Activity \$0.00
Purchases and Other Charges \$2,277.30
Fees Charged \$0.00
Finance Charge \$0.00

New Balance Total \$2,267.40
Credit Limit \$10,000
Credit Available \$7,732.60
Statement Closing Date 09/21/16
Days in Billing Cycle 31

Important Changes to Your Account Terms

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0144086 0002267 0226740 5472063582626731

BUSINESS CARD
PO BOX 15796
WILMINGTON, DE 19886-5796

RALPH MARTINEZ
COMM ACTION PRTRSH KERN
COMM ACTION PRTRSH KERN
5005 BUSINESS PARK N
BAKERSFIELD, CA 93309-165105

Account Number:
August 22, 2016 - September 21, 2016

New Balance Total \$2,267.40
Minimum Payment Due \$22.67
Payment Due Date 10/18/16

Enter payment amount

\$

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RALPH MARTINEZ

August 22, 2016 - September 21, 2016

Page 3 of 4

Transactions

Posting Date	Transaction Date	Description	Reference Number	Amount
Payments and Other Credits				
08/31	08/30	RBT RADISSON HOTEL FRE EasySavings NY	05587456243000000347048	- 4.95
09/02	09/01	RBT RADISSON HOTEL FRE EasySavings NY	05587456245000000255629	- 4.95
09/15	09/15	CA Banking Center payment	25906005760029957585540	- 1,440.86
TOTAL PAYMENTS AND OTHER CREDITS FOR THIS PERIOD				-\$1,450.76
Purchases and Other Charges				
08/29	08/18	RADISSON HOTEL FRESNO FRESNO CA	15134656241000013997262	123.72
Arr: 08/17/16 Dep: 08/18/16 Inv: 26309388				
08/31	08/18	RADISSON HOTEL FRESNO FRESNO CA	15134656243000014298353	123.72
Arr: 08/17/16 Dep: 08/18/16 Inv: 26309393				
09/01	08/31	FACEBK *P6HZC9AZ82 fb.me/ads CA	55432866244000369960515	20.00
09/02	09/01	CLASSY INC 6199611892 CA	55429506245894076659766	69.00
09/05	09/02	SQ *EWNUTU_REDAE@YAHOO Austin TX	55432866246000501039762	31.16
09/05	09/03	JW MARRIOTT AUSTIN AUSTIN TX	55432866247000296109118	920.20
Arr: 08/28/16 Dep: 09/03/16 Inv: 005479				
09/07	09/05	FRONTSTREAM RESTON VA	85180896250980166283790	90.00
09/16	09/14	GREATER BAKERSFIELD CH BAKERSFIELD CA	55421356259627140019893	850.50
09/16	09/15	IN *NXLEVEL EDUCATIONA 801-6335595 UT	55432866259000015290590	49.00
TOTAL PURCHASES AND OTHER CHARGES FOR THIS PERIOD				\$2,277.30

Finance Charge Calculation

Your Annual Percentage Rate (APR) is the annual interest rate on your account.

	Annual Percentage Rate	Balance Subject to Interest Rate	Finance Charges by Transaction Type
PURCHASES	13.99%	\$0.00	\$0.00
CASH	24.49% V	\$0.00	\$0.00

V = Variable Rate (rate may vary). Promotional Balance = APR for limited time on specified transactions.

Important Messages

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JERRY MEADE

Platinum Plus® for Business

August 22, 2016 - September 21, 2016

Cardholder Statement

Account Information:
www.bankofamerica.com

Mail Billing Inquiries to:
BANK OF AMERICA
PO BOX 982238
EL PASO, TX 79998-2238

Mail Payments to:
BUSINESS CARD
PO BOX 15796
WILMINGTON, DE 19886-5796

Customer Service:
1.800.673.1044, 24 Hours

TTY Hearing Impaired:
1.888.500.6267, 24 Hours

Outside the U.S.:
1.509.353.6656, 24 Hours

For Lost or Stolen Card:
1.800.673.1044, 24 Hours

Business Offers:
www.bankofamerica.com/mybusinesscenter

Payment Information

New Balance Total \$4,256.59
Minimum Payment Due **\$42.57**
Payment Due Date **10/18/16**

Late Payment Warning: If we do not receive your minimum payment by the date listed above. You may have to pay a fee based on the outstanding balance on the fee assessment date:
\$19.00 for balance less than \$100.01
\$29.00 for balance less than \$1,000.01
\$39.00 for balance less than \$5,000.01
\$49.00 for balance equal to or greater than \$5,000.01

Minimum Payment Warning: If you make only the minimum payment each period, you will pay more in interest and it will take you longer to pay off your balance.

Account Summary

Previous Balance **-\$284.92**
Payments and Other Credits \$0.00
Balance Transfer Activity \$0.00
Cash Advance Activity \$0.00
Purchases and Other Charges \$4,541.51
Fees Charged \$0.00
Finance Charge \$0.00

New Balance Total \$4,256.59

Credit Limit \$10,000
Credit Available \$5,743.41
Statement Closing Date 09/21/16
Days in Billing Cycle 31

Important Changes to Your Account Terms

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0458752 0004257 0425659 5472063583068156

BUSINESS CARD
PO BOX 15796
WILMINGTON, DE 19886-5796

JERRY MEADE
COMM ACTION PRTRSH KERN
COMM ACTION PRTRSH KERN
5005 BUSINESS PARK N
BAKERSFIELD, CA 93309-165105

Account Number:
August 22, 2016 - September 21, 2016

New Balance Total \$4,256.59
Minimum Payment Due **\$42.57**
Payment Due Date **10/18/16**

Enter payment amount

\$

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JERRY MEADE

August 22, 2016 - September 21, 2016

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Transactions				
Posting Date	Transaction Date	Description	Reference Number	Amount
Purchases and Other Charges				
08/23	08/22	HEALTHMARK INDUST 586-774-7600 MI	05436846236000212915131	794.40
08/24	08/23	GRAVIC INC 06106476250 PA	55499676236207911800015	545.00
08/24	08/23	SHERATON SAN JUAN PRI	55180066237152374262492	195.00
		Arr: 08/23/16 Dep: 08/23/16 Inv: 12078179		
08/24	08/23	SHERATON SAN JUAN PRI	55180066237152374262500	195.00
		Arr: 08/23/16 Dep: 08/23/16 Inv: 12078179		
08/24	08/23	SHERATON SAN JUAN PRI	55180066237152374262518	195.00
		Arr: 08/23/16 Dep: 08/23/16 Inv: 12078179		
08/24	08/23	SHERATON SAN JUAN PRI	55180066237152374262856	195.00
		Arr: 08/23/16 Dep: 08/23/16 Inv: 12078179		
08/24	08/23	SHERATON SAN JUAN PRI	55180066237152374262864	195.00
		Arr: 08/23/16 Dep: 08/23/16 Inv: 12078179		
08/24	08/23	SHERATON SAN JUAN PRI	55180066237152374263235	195.00
		Arr: 08/23/16 Dep: 08/23/16 Inv: 12078179		
09/16	09/14	RIO SUITES ADVANCE DEP 08662094732 NV	55310206260006026395321	79.52
		Arr: 09/14/16 Dep: 09/14/16 Inv: 0002639532		
09/16	09/14	RIO SUITES ADVANCE DEP 08662094732 NV	55310206260006026395412	79.52
		Arr: 09/14/16 Dep: 09/14/16 Inv: 0002639541		
09/16	09/14	RIO SUITES ADVANCE DEP 08662094732 NV	55310206260006026395479	79.52
		Arr: 09/14/16 Dep: 09/14/16 Inv: 0002639547		
09/16	09/14	RIO SUITES ADVANCE DEP 08662094732 NV	55310206260006026395495	79.52
		Arr: 09/14/16 Dep: 09/14/16 Inv: 0002639549		
09/16	09/14	RIO SUITES ADVANCE DEP 08662094732 NV	55310206260006026395503	79.52
		Arr: 09/14/16 Dep: 09/14/16 Inv: 0002639550		
09/16	09/14	RIO SUITES ADVANCE DEP 08662094732 NV	55310206260006026395560	79.52
		Arr: 09/14/16 Dep: 09/14/16 Inv: 0002639556		
09/16	09/14	RIO SUITES ADVANCE DEP 08662094732 NV	55310206260006026395602	79.52
		Arr: 09/14/16 Dep: 09/14/16 Inv: 0002639560		
09/16	09/14	RIO SUITES ADVANCE DEP 08662094732 NV	55310206260006026395685	79.52
		Arr: 09/14/16 Dep: 09/14/16 Inv: 0002639568		
09/16	09/14	RIO SUITES ADVANCE DEP 08662094732 NV	55310206260006026395727	79.52
		Arr: 09/14/16 Dep: 09/14/16 Inv: 0002639572		
09/19	09/16	ALLEGNT*TRAVEL 702-505-8888 NV	55432866260000609172953	440.66
09/21	09/20	ABB*BOUDIN CATERING 415-283-1230 CA	55432866264000855685670	875.77
TOTAL PURCHASES AND OTHER CHARGES FOR THIS PERIOD				\$4,541.51

Finance Charge Calculation

Your Annual Percentage Rate (APR) is the annual interest rate on your account.

	Annual Percentage Rate	Balance Subject to Interest Rate	Finance Charges by Transaction Type
PURCHASES	13.99%	\$0.00	\$0.00
CASH	24.49% V	\$0.00	\$0.00

V = Variable Rate (rate may vary), Promotional Balance = APR for limited time on specified transactions.

Important Messages

Your credit card now has an added security feature. To learn more about EMV chip card technology, visit bankofamerica.com/businesschipcard.



MICHELE NOWELL

Platinum Plus® for Business

August 22, 2016 - September 21, 2016

Cardholder Statement

Account Information:
www.bankofamerica.com

Mail Billing Inquiries to:
BANK OF AMERICA
PO BOX 982238
EL PASO, TX 79998-2238

Mail Payments to:
BUSINESS CARD
PO BOX 15796
WILMINGTON, DE 19886-5796

Customer Service:
1.800.673.1044, 24 Hours

TTY Hearing Impaired:
1.888.500.6267, 24 Hours

Outside the U.S.:
1.509.353.6656, 24 Hours

For Lost or Stolen Card:
1.800.673.1044, 24 Hours

Business Offers:
www.bankofamerica.com/mybusinesscenter

Payment Information

New Balance Total \$565.55
Minimum Payment Due \$10.00
Payment Due Date 10/18/16

Late Payment Warning: If we do not receive your minimum payment by the date listed above. You may have to pay a fee based on the outstanding balance on the fee assessment date:

\$19.00 for balance less than \$100.01
\$29.00 for balance less than \$1,000.01
\$39.00 for balance less than \$5,000.01
\$49.00 for balance equal to or greater than \$5,000.01

Minimum Payment Warning: If you make only the minimum payment each period, you will pay more in interest and it will take you longer to pay off your balance.

Account Summary

Previous Balance \$82.80
Payments and Other Credits -\$82.80
Balance Transfer Activity \$0.00
Cash Advance Activity \$0.00
Purchases and Other Charges \$565.55
Fees Charged **\$0.00**
Finance Charge **\$0.00**

New Balance Total \$565.55

Credit Limit \$10,000
Credit Available \$9,434.45
Statement Closing Date 09/21/16
Days in Billing Cycle 31

Important Changes to Your Account Terms

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RECURRING PREAUTHORIZED TRANSACTIONS. Recurring preauthorized transactions occur when you authorize a merchant to automatically initiate a transaction using your account on a recurring basis. If we issue a new credit card with a different account number or expiration date to you, we may (but are not obligated to) provide your new card account number and expiration date to a merchant with whom you have set up a recurring preauthorized transaction in order to continue your recurring preauthorized transactions. There will be circumstances where you will have to contact the merchant.

0008280 0001000 0056555 5472063578062719

BUSINESS CARD
PO BOX 15796
WILMINGTON, DE 19886-5796

MICHELE NOWELL
COMM ACTION PRTRSH KERN
COMM ACTION PRTRSH KERN
5005 BUSINESS PARK N
BAKERSFIELD, CA 93309-165105

Account Number:
August 22, 2016 - September 21, 2016

New Balance Total \$565.55
Minimum Payment Due \$10.00
Payment Due Date 10/18/16

Enter payment amount

\$

☐ Check here for a change of mailing address or phone numbers.
Please provide all corrections on the reverse side.

Mail this coupon along with your check payable to:
BUSINESS CARD,
or make your payment online at
www.bankofamerica.com



MICHELE NOWELL

August 22, 2016 - September 21, 2016

Page 3 of 4

Transactions

Posting Date	Transaction Date	Description	Reference Number	Amount
Payments and Other Credits				
09/15	09/15	CA Banking Center payment	25906005750006957490386	- 82.80
		TOTAL PAYMENTS AND OTHER CREDITS FOR THIS PERIOD		-\$82.80
Purchases and Other Charges				
09/02	09/01	INDEED 203-564-2400 CT	55432866245000105781935	27.52
09/19	09/16	INDEED 203-564-2400 CT	55432866260000616817327	501.33
09/20	09/19	76 - HILLCREST TRAVEL AVENAL CA	25483676263001897406302	36.70
		TOTAL PURCHASES AND OTHER CHARGES FOR THIS PERIOD		\$565.55

Finance Charge Calculation

Your Annual Percentage Rate (APR) is the annual interest rate on your account.

	Annual Percentage Rate	Balance Subject to Interest Rate	Finance Charges by Transaction Type
PURCHASES	13.99%	\$0.00	\$0.00
CASH	24.49% V	\$0.00	\$0.00

V = Variable Rate (rate may vary), Promotional Balance = APR for limited time on specified transactions.

Important Messages

Your credit card now has an added security feature. To learn more about EMV chip card technology, visit bankofamerica.com/businesschipcard.



ROMALA RAMKISSOON

Platinum Plus® for Business

August 22, 2016 - September 21, 2016

Cardholder Statement

Account Information:
www.bankofamerica.com

Mail Billing Inquiries to:
BANK OF AMERICA
PO BOX 982238
EL PASO, TX 79998-2238

Mail Payments to:
BUSINESS CARD
PO BOX 15796
WILMINGTON, DE 19886-5796

Customer Service:
1.800.673.1044, 24 Hours

TTY Hearing Impaired:
1.888.500.6267, 24 Hours

Outside the U.S.:
1.509.353.6656, 24 Hours

For Lost or Stolen Card:
1.800.673.1044, 24 Hours

Business Offers:
www.bankofamerica.com/mybusinesscenter

Payment Information

New Balance Total \$2,456.18
Minimum Payment Due **\$24.56**
Payment Due Date **10/18/16**

Late Payment Warning: If we do not receive your minimum payment by the date listed above. You may have to pay a fee based on the outstanding balance on the fee assessment date:

\$19.00 for balance less than \$100.01
\$29.00 for balance less than \$1,000.01
\$39.00 for balance less than \$5,000.01
\$49.00 for balance equal to or greater than \$5,000.01

Minimum Payment Warning: If you make only the minimum payment each period, you will pay more in interest and it will take you longer to pay off your balance.

Account Summary

Previous Balance \$2,254.67
Payments and Other Credits -\$2,254.67
Balance Transfer Activity \$0.00
Cash Advance Activity \$0.00
Purchases and Other Charges \$2,456.18
Fees Charged \$0.00
Finance Charge \$0.00
New Balance Total \$2,456.18

Credit Limit \$10,000
Credit Available \$7,543.82
Statement Closing Date 09/21/16
Days in Billing Cycle 31

Important Changes to Your Account Terms

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RECURRING PREAUTHORIZED TRANSACTIONS. Recurring preauthorized transactions occur when you authorize a merchant to automatically initiate a transaction using your account on a recurring basis. If we issue a new credit card with a different account number or expiration date to you, we may (but are not obligated to) provide your new card account number and expiration date to a merchant with whom you have set up a recurring preauthorized transaction in order to continue your recurring preauthorized transactions. There will be circumstances where you will have to contact the merchant.

0225467 0002456 0245618 5472063581414881

BUSINESS CARD
PO BOX 15796
WILMINGTON, DE 19886-5796

ROMALA RAMKISSOON
COMM ACTION PRTRSH KERN
COMM ACTION PRTRSH KERN
5005 BUSINESS PARK N
BAKERSFIELD, CA 93309-165105

Account Number: .
August 22, 2016 - September 21, 2016

New Balance Total \$2,456.18
Minimum Payment Due **\$24.56**
Payment Due Date **10/18/16**

Enter payment amount

\$

☐ Check here for a change of mailing address or phone numbers.
Please provide all corrections on the reverse side.

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BUSINESS CARD,
or make your payment online at
www.bankofamerica.com



ROMALA RAMKISSOON

August 22, 2016 - September 21, 2016

Page 3 of 4

Transactions

Posting Date	Transaction Date	Description	Reference Number	Amount
Payments and Other Credits				
09/15	09/15	CA Banking Center payment	25906005750017957444661	- 2,254.67
		TOTAL PAYMENTS AND OTHER CREDITS FOR THIS PERIOD		-\$2,254.67
Purchases and Other Charges				
08/22	08/18	HOLIDAYINEXPRESS MERC MERCED CA Arr: 08/17/16 Dep: 08/18/16 Inv: 11311645	55536076232816045547516	219.03
08/22	08/18	HOLIDAYINEXPRESS MERC MERCED CA Arr: 08/17/16 Dep: 08/18/16 Inv: 11311647	55536076232816045543267	219.03
08/22	08/18	HOLIDAYINEXPRESS MERC MERCED CA Arr: 08/17/16 Dep: 08/18/16 Inv: 11311646	55536076232816045540677	202.52
08/23	08/22	MINDBODY, INC 805-4762700 CA	75454916236402900030564	443.27
08/30	08/29	SMARTNFINAL32610403269 BAKERSFIELD CA	05410196242929140018695	170.54
08/31	08/29	BARNES & NOBLE #2851 BAKERSFIELD CA	05436846243100054463637	193.50
09/05	09/02	BROCKS TRAILERS BAKERSFIELD CA	25247806246000179230655	86.00
09/05	09/02	UHI*U-HAUL-ABBYS-MINI- BAKERSFIELD CA	05436846247200074284348	44.64
09/05	09/02	UHI*U-HAUL-ABBYS-MINI- BAKERSFIELD CA	05436846247200074284421	50.20
09/09	09/08	BROCKS TRAILERS BAKERSFIELD CA	25247806252000791178333	86.00
09/09	09/08	EB CAIRS CONFERENCE 2 8014137200 CA	55429506252717557151716	212.18
09/19	09/16	BROCKS TRAILERS BAKERSFIELD CA	25247806260001607158154	86.00
09/21	09/20	MINDBODY, INC 805-4762700 CA	75454916265400500031325	443.27
		TOTAL PURCHASES AND OTHER CHARGES FOR THIS PERIOD		\$2,456.18

Finance Charge Calculation

Your Annual Percentage Rate (APR) is the annual interest rate on your account.

	Annual Percentage Rate	Balance Subject to Interest Rate	Finance Charges by Transaction Type
PURCHASES	13.99%	\$0.00	\$0.00
CASH	24.49% V	\$0.00	\$0.00

V = Variable Rate (rate may vary). Promotional Balance = APR for limited time on specified transactions.

Important Messages

Your credit card now has an added security feature. To learn more about EMV chip card technology, visit bankofamerica.com/businesschipcard.



CARMEN SEGOVIA

Platinum Plus® for Business

August 22, 2016 - September 21, 2016

Cardholder Statement

Account Information:
www.bankofamerica.com

Mail Billing Inquiries to:
BANK OF AMERICA
PO BOX 982238
EL PASO, TX 79998-2238

Mail Payments to:
BUSINESS CARD
PO BOX 15796
WILMINGTON, DE 19886-5796

Customer Service:
1.800.673.1044, 24 Hours

TTY Hearing Impaired:
1.888.500.6267, 24 Hours

Outside the U.S.:
1.509.353.8656, 24 Hours

For Lost or Stolen Card:
1.800.673.1044, 24 Hours

Business Offers:
www.bankofamerica.com/mybusinesscenter

Payment Information

New Balance Total \$1,889.24
Minimum Payment Due **\$18.89**
Payment Due Date **10/18/16**

Late Payment Warning: If we do not receive your minimum payment by the date listed above. You may have to pay a fee based on the outstanding balance on the fee assessment date:
\$19.00 for balance less than \$100.01
\$29.00 for balance less than \$1,000.01
\$39.00 for balance less than \$5,000.01
\$49.00 for balance equal to or greater than \$5,000.01

Minimum Payment Warning: If you make only the minimum payment each period, you will pay more in interest and it will take you longer to pay off your balance.

Account Summary

Previous Balance \$2,132.98
Payments and Other Credits -\$2,132.98
Balance Transfer Activity \$0.00
Cash Advance Activity \$0.00
Purchases and Other Charges \$1,889.24
Fees Charged \$0.00
Finance Charge \$0.00
New Balance Total \$1,889.24

Credit Limit \$20,000
Credit Available \$18,110.76
Statement Closing Date 09/21/16
Days in Billing Cycle 31

Important Changes to Your Account Terms

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0213298 0001889 0188924 5472069009053201

BUSINESS CARD
PO BOX 15796
WILMINGTON, DE 19886-5796

CARMEN SEGOVIA
COMM ACTION PRTRSH KERN
COMM ACTION PRTRSH KERN
5005 BUSINESS PARK N
BAKERSFIELD, CA 93309-165105

Account Number:
August 22, 2016 - September 21, 2016

New Balance Total \$1,889.24
Minimum Payment Due **\$18.89**
Payment Due Date **10/18/16**

Enter payment amount

\$

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BUSINESS CARD,
or make your payment online at
www.bankofamerica.com



CARMEN SEGOVIA

August 22, 2016 - September 21, 2016

Page 3 of 4

Transactions

Posting Date	Transaction Date	Description	Reference Number	Amount
Payments and Other Credits				
09/15	09/15	CA Banking Center payment	25906005750006957347768	- 2,132.98
		TOTAL PAYMENTS AND OTHER CREDITS FOR THIS PERIOD		-\$2,132.98
Purchases and Other Charges				
08/24	08/23	2013 BWBC CONF. 6613784707 CA	55429506236894846595861	257.50
08/31	08/30	BULK OFFICE SUPPLY 800-6581488 NY	85500396243900013625328	398.29
09/01	08/31	PANERA BREAD #601100 03149843970 CA	55263526244083183334228	145.71
09/16	09/14	ACADEMY - CDR 03128994886 IL	55447326259286126602132	364.00
09/16	09/14	ACADEMY - CDR 03128994886 IL	55447326259286126602157	242.00
09/19	09/17	WALMART.COM 08009666546 AR	55500366261083007639085	67.26
09/21	09/20	ALBERTSONS BAKERSFIELD CA	05140486264720025372322	210.64
09/21	09/20	WAL-MART #1624 BAKERSFIELD CA	55483826265091002271267	21.16
09/21	09/20	WAL-MART #1624 BAKERSFIELD CA	55483826265091002288048	32.04
09/21	09/20	WAL-MART #1624 BAKERSFIELD CA	55483826265091008714054	150.64
		TOTAL PURCHASES AND OTHER CHARGES FOR THIS PERIOD		\$1,889.24

Finance Charge Calculation

Your Annual Percentage Rate (APR) is the annual interest rate on your account.

	Annual Percentage Rate	Balance Subject to Interest Rate	Finance Charges by Transaction Type
PURCHASES	13.99%	\$0.00	\$0.00
CASH	24.49% V	\$0.00	\$0.00

V = Variable Rate (rate may vary), Promotional Balance = APR for limited time on specified transactions.

Important Messages

Your credit card now has an added security feature. To learn more about EMV chip card technology, visit bankofamerica.com/businesschipcard.



JEREMY T TOBIAS

Platinum Plus® for Business

August 22, 2016 - September 21, 2016

Cardholder Statement

Account Information:
www.bankofamerica.com

Mail Billing Inquiries to:
BANK OF AMERICA
PO BOX 982238
EL PASO, TX 79998-2238

Mail Payments to:
BUSINESS CARD
PO BOX 15796
WILMINGTON, DE 19886-5796

Customer Service:
1.800.673.1044, 24 Hours

TTY Hearing Impaired:
1.888.500.6267, 24 Hours

Outside the U.S.:
1.509.353.6656, 24 Hours

For Lost or Stolen Card:
1.800.673.1044, 24 Hours

Business Offers:
www.bankofamerica.com/mybusinesscenter

Payment Information

New Balance Total \$1,542.10
Minimum Payment Due **\$15.42**
Payment Due Date **10/18/16**

Late Payment Warning: If we do not receive your minimum payment by the date listed above. You may have to pay a fee based on the outstanding balance on the fee assessment date:
\$19.00 for balance less than \$100.01
\$29.00 for balance less than \$1,000.01
\$39.00 for balance less than \$5,000.01
\$49.00 for balance equal to or greater than \$5,000.01

Minimum Payment Warning: If you make only the minimum payment each period, you will pay more in interest and it will take you longer to pay off your balance.

Account Summary

Previous Balance \$2,319.43
Payments and Other Credits -\$2,319.43
Balance Transfer Activity \$0.00
Cash Advance Activity \$0.00
Purchases and Other Charges \$1,542.10
Fees Charged \$0.00
Finance Charge \$0.00

New Balance Total \$1,542.10
Credit Limit \$10,000
Credit Available \$8,457.90
Statement Closing Date 09/21/16
Days in Billing Cycle 31

Important Changes to Your Account Terms

Most of our customers with recurring transactions (that is, Same Charge/Every Month) are asking us to manage them more smoothly, and we have listened. From now on, your recurring transactions will continue even when your account number changes, except for certain merchants who insist on customer contact. Your agreement will reflect this change. Here is how your agreement is changing:

RECURRING PREAUTHORIZED TRANSACTIONS. Recurring preauthorized transactions occur when you authorize a merchant to automatically initiate a transaction using your account on a recurring basis. If we issue a new credit card with a different account number or expiration date to you, we may (but are not obligated to) provide your new card account number and expiration date to a merchant with whom you have set up a recurring preauthorized transaction in order to continue your recurring preauthorized transactions. There will be circumstances where you will have to contact the merchant.

0231943 0001542 0154210 5472063577914407

BUSINESS CARD
PO BOX 15796
WILMINGTON, DE 19886-5796

JEREMY T TOBIAS
COMM ACTION PRTRSH KERN
COMM ACTION PRTRSH KERN
5005 BUSINESS PARK N
BAKERSFIELD, CA 93309-165105

Account Number:
August 22, 2016 - September 21, 2016

New Balance Total \$1,542.10
Minimum Payment Due **\$15.42**
Payment Due Date **10/18/16**

Enter payment amount

\$

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Please provide all corrections on the reverse side.

Mail this coupon along with your check payable to:
BUSINESS CARD,
or make your payment online at
www.bankofamerica.com



JEREMY T TOBIAS

August 22, 2016 - September 21, 2016

Page 3 of 4

Transactions

Posting Date	Transaction Date	Description	Reference Number	Amount
Payments and Other Credits				
09/15	09/15	CA Banking Center payment	25906005750006957397144	- 2,319.43
		TOTAL PAYMENTS AND OTHER CREDITS FOR THIS PERIOD		-\$2,319.43
Purchases and Other Charges				
09/02	09/01	JW MARRIOTT AUSTIN AUSTIN TX Arr: 09/01/16 Dep: 09/01/16 Inv: 005888	55432866245000903593292	327.46
09/05	09/03	JW MARRIOTT AUSTIN AUSTIN TX Arr: 09/03/16 Dep: 09/03/16 Inv: 005866	55432866247000296110181	920.20
09/05	09/03	JW MARRIOTT AUSTIN AUSTIN TX Arr: 09/03/16 Dep: 09/03/16 Inv: 005888	55432866247000296110447	262.52
09/07	09/06	LA TIMES SUBSCRIPTION 08002529141 CA	55309596250026718443030	31.92
		TOTAL PURCHASES AND OTHER CHARGES FOR THIS PERIOD		\$1,542.10

Finance Charge Calculation

Your Annual Percentage Rate (APR) is the annual interest rate on your account.

	Annual Percentage Rate	Balance Subject to Interest Rate	Finance Charges by Transaction Type
PURCHASES	13.99%	\$0.00	\$0.00
CASH	19.99% V	\$0.00	\$0.00

V = Variable Rate (rate may vary). Promotional Balance = APR for limited time on specified transactions.

Important Messages

Your credit card now has an added security feature. To learn more about EMV chip card technology, visit bankofamerica.com/businesschipcard.



EMILIO WAGNER

Platinum Plus® for Business

August 22, 2016 - September 21, 2016

Cardholder Statement

Account Information:
www.bankofamerica.com

Mail Billing Inquiries to:
BANK OF AMERICA
PO BOX 982238
EL PASO, TX 79998-2238

Mail Payments to:
BUSINESS CARD
PO BOX 15796
WILMINGTON, DE 19886-5796

Customer Service:
1.800.673.1044, 24 Hours

TTY Hearing Impaired:
1.888.500.6267, 24 Hours

Outside the U.S.:
1.509.353.6656, 24 Hours

For Lost or Stolen Card:
1.800.673.1044, 24 Hours

Business Offers:
www.bankofamerica.com/mybusinesscenter

Payment Information

New Balance Total \$130.00
Minimum Payment Due \$10.00
Payment Due Date 10/18/16

Late Payment Warning: If we do not receive your minimum payment by the date listed above. You may have to pay a fee based on the outstanding balance on the fee assessment date:
\$19.00 for balance less than \$100.01
\$29.00 for balance less than \$1,000.01
\$39.00 for balance less than \$5,000.01
\$49.00 for balance equal to or greater than \$5,000.01

Minimum Payment Warning: If you make only the minimum payment each period, you will pay more in interest and it will take you longer to pay off your balance.

Account Summary

Previous Balance \$1,758.00
Payments and Other Credits -\$1,943.00
Balance Transfer Activity \$0.00
Cash Advance Activity \$0.00
Purchases and Other Charges \$315.00
Fees Charged **\$0.00**
Finance Charge **\$0.00**

New Balance Total \$130.00

Credit Limit \$10,000
Credit Available \$9,870.00
Statement Closing Date 09/21/16
Days in Billing Cycle 31

Important Changes to Your Account Terms

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0175800 0001000 0013000 5472063574508442

BUSINESS CARD
PO BOX 15796
WILMINGTON, DE 19886-5796

EMILIO WAGNER
COMM ACTION PRTRSH KERN
COMM ACTION PRTRSH KERN
5005 BUSINESS PARK N
BAKERSFIELD, CA 93309-165105

Account Number:
August 22, 2016 - September 21, 2016

New Balance Total \$130.00
Minimum Payment Due \$10.00
Payment Due Date 10/18/16

Enter payment amount

\$

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BUSINESS CARD,
or make your payment online at
www.bankofamerica.com



EMILIO WAGNER

August 22, 2016 - September 21, 2016

Page 3 of 4

Transactions

Posting Date	Transaction Date	Description	Reference Number	Amount
Payments and Other Credits				
08/29	08/26	BRONZE MONUMENTS 9544153338 FL	55429506239894925587299	- 185.00
09/08	09/08	CA Banking Center payment	25206005760037353505407	- 1,758.00
TOTAL PAYMENTS AND OTHER CREDITS FOR THIS PERIOD				-\$1,943.00
Purchases and Other Charges				
09/01	08/31	WIPFLILLP 7158437449 WI	55429506244894051975279	170.00
09/05	09/01	ADVANCED MINI STORAGE 2094664444 CA	85140516246900018000143	145.00
TOTAL PURCHASES AND OTHER CHARGES FOR THIS PERIOD				\$315.00

Finance Charge Calculation

Your **Annual Percentage Rate (APR)** is the annual interest rate on your account.

	Annual Percentage Rate	Balance Subject to Interest Rate	Finance Charges by Transaction Type
PURCHASES	13.99%	\$0.00	\$0.00
CASH	24.49% V	\$0.00	\$0.00

V = Variable Rate (rate may vary), Promotional Balance = APR for limited time on specified transactions.

Important Messages

Your credit card now has an added security feature. To learn more about EMV chip card technology, visit bankofamerica.com/businesschipcard.

**COMMUNITY ACTION PARTNERSHIP OF KERN
CHILD AND ADULT CARE FOOD PROGRAM (CACFP) - KERN
STATEMENT OF OPERATIONS
FOR THE MONTH OF SEPTEMBER 2016 (7 of 12 MONTHS - 58.33%)**

	03/01/16- 08/31/16	09/01/16- 09/30/16	Total
Revenue - USDA (Note A)	606,223	143,484	749,707
Expenditures (Note B)			
- Salaries	265,583	78,685	344,268
- Benefits	92,521	17,318	109,839
- Travel	26,694	3,960	30,654
- Space Costs	55,650	8,897	64,547
- Supplies	52,389	10,252	62,641
- Equipment Repair & Maintenance	2,207		2,207
- Other Costs	14,901	2,058	16,959
- Raw Food Costs	<u>371,509</u>	<u>85,304</u>	<u>456,813</u>
Total Operating Expenditures	881,454	206,474	1,087,928
Less: Adult Meals (at \$2.56 per meal) Transferred to HS	(94,323)	(23,749)	(118,072)
Less: Parent Activity Meals (labor only) Transferred to HS	<u>(16,544)</u>	<u>(3,909)</u>	<u>(20,453)</u>
Net Operating Expenditures (Note B)	770,587	178,816	949,403
Indirect (10%)	<u>56,958</u>	<u>13,043</u>	<u>70,001</u>
Total Expenditures	<u>827,545</u>	<u>191,859</u>	<u>1,019,404</u>
Excess Costs - Subsidy from Head Start/EHS	(221,322)	(48,375)	(269,697)
Head Start Budget			568,238

47.5%

Total Meals Prepared and Vended (Note C)	339,642	80,465	420,107
Total Meals Claimed	<u>264,240</u>	<u>62,552</u>	<u>326,792</u>
Difference	75,402	17,913	93,315

Percentage Claimed to Prepared/Vended	77.80%	77.74%	77.79%
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Note A: Source of USDA revenue is monthly report submitted to California Department of Education by Head Start/ State Child Development Program Division. Revenue is reimbursement for meals claimed.

Note B: Expenditures are for meals prepared, including vended meals.

Note C: Total number of meals delivered to the centers excluding adult prepared and adult and homebase meals vended. The total represents the number of meals available to be served to center based children.

**COMMUNITY ACTION PARTNERSHIP OF KERN
STATE DEPARTMENT OF EDUCATION 2016/17 CONTRACTS - EARNED REVENUE
FOR THE PERIOD 7/1/16 - 9/30/16 (3 OF 12 MONTHS = 25%)**

	July 2016	Aug 2016	Sept 2016	Total	% Earned to Total MRA
<u>GENERAL CHILD CARE (CCTR-6049)</u>					
Adjusted Days of Enrollment - Certified	3,748	4,322	4,024	12,094	
Reimbursement Rate per Child per Day	<u>X \$40.20</u>	<u>X \$40.20</u>	<u>X \$40.20</u>	<u>X \$40.20</u>	
Revenue Earned	\$150,670	\$173,744	\$161,765	\$486,179	23.60%
Maximum Reimbursable Amount (MRA)				\$2,060,487	
<u>CALIFORNIA STATE PRESCHOOL (CSPP-6110)</u>					
Adjusted Days of Enrollment - Certified	3,887	4,264	4,788	12,939	
Reimbursement Rate per Child per Day	<u>X \$38.53</u>	<u>X \$38.53</u>	<u>X \$38.53</u>	<u>X \$38.53</u>	
Revenue Earned	\$149,766	\$164,292	\$184,482	\$498,540	18.92%
Maximum Reimbursable Amount (MRA)				\$2,634,436	
<u>MIGRANT CHILD CARE (CMIG-6004)</u>					
Adjusted Days of Enrollment - Certified	352	407	395	1,154	
Reimbursement Rate per Child per Day	<u>X \$38.29</u>	<u>X \$38.29</u>	<u>X \$38.29</u>	<u>X \$38.29</u>	
Revenue Earned	\$13,478	\$15,584	\$15,125	\$44,187	21.11%
Maximum Reimbursable Amount (MRA)				\$209,306	

Note 1: Source of adjusted days of enrollment for certified children is the monthly attendance report prepared by the Fiscal Dept. of the Head Start/State Child Development Division.

Note 2: Source of reimbursement rate per child per day and maximum reimbursable amount is per the 2016/17 State contracts.

COMMUNITY ACTION PARTNERSHIP OF KERN
STATE DEPARTMENT OF EDUCATION CONTRACT - MIGRANT ALTERNATIVE PAYMENT
FOR THE PERIOD 7/1/16 - 8/31/16 (2 OF 12 MONTHS = 16.67%)

Contract CMAP-6000	July 2016	Aug 2016	Total	%	% Earned to MRA
Provider Payments	326,149	403,892	730,041		
Less: Parent Fees	<u>0</u>	<u>0</u>	<u>0</u>		
Net Provider Payments	326,149	403,892	730,041	78.20%	
Maximum Reimbursable Amount (MRA) for Provider Payments			5,162,372		14.14%
<u>Administration & Support Services Revenue</u>					
Provider Payments	326,149	403,892	730,041		
Reimbursement Rate	x <u>21.2121%</u>	x <u>21.2121%</u>	x <u>21.2121%</u>		
Revenue Earned	<u>69,183</u>	<u>85,674</u>	<u>154,857</u>		
Administrative Costs (includes 10% Indirect)	85,728	94,496	180,224	19.30%	
Support Services Costs	<u>10,561</u>	<u>12,779</u>	<u>23,340</u>	<u>2.50%</u>	
	<u>96,289</u>	<u>107,275</u>	<u>203,564</u>	21.80%	
Revenue Earned Over/(Under) Costs	<u>(27,106)</u>	<u>(21,601)</u>	<u>(48,707)</u>		
TOTAL COSTS	<u>422,438</u>	<u>511,167</u>	<u>933,605</u>	<u>100.00%</u>	14.92%

Note 1: Administration and Support Services revenue is earned based on the amount of provider payments incurred. Example:

Provider payments	730,041
Reimbursement Rate (17.5% / 82.5%)	x <u>21.2121%</u>
Revenue Earned	<u>154,857</u>

Note 2: The maximum reimbursable amount per the 2016/17 State contract is as follows:

Provider Payments	5,162,372	82.5%
Administration	938,613	15.0%
Support Services	<u>156,436</u>	<u>2.5%</u>
Maximum Reimbursable Amount (MRA)	<u>6,257,421</u>	<u>100.0%</u>

COMMUNITY ACTION PARTNERSHIP OF KERN
FINANCE DIVISION MONTHLY ACTIVITY REPORT

Division/Director: Finance/Christine Anami	Month/Year: September 2016
Program/Work Unit: Not Applicable	Assistant Director: Jeffry Looker
Services: Overall financial and accounting functions of the organization	

Activities	September 2016		Year to Date (3/1/16-9/30/16)	
Description	Number	Amount	Number	Amount
Accounting Transactions Processed	25,558		181,776	
Bank Deposits	5	1,623,797	45	13,014,945
Wire Deposits	4	129,973	25	552,461
Head Start Drawdowns	4	1,976,444	34	16,092,210
Vendor Checks Issued	865	1,883,123	7,495	14,418,970
Payroll Disbursed		3,270,683		15,738,950
Grant Reports Prepared in September 2016	11		109	
Cal Fresh Outreach				
CSBG				
CSBG Discretionary - EITC				
Differential Response				
DOE Weatherization				
Gang Prevention				
LIHEAP 2015				
LIHEAP 2016				
LIWP				
Substance Abuse				
WIC				

Other: Total Division Staffing: 12, no vacancies.

- Director
- Assistant Director
- Accounting Manager
- Accountant II
- Accountant
- Accounting Technician II (4)
- Accounting Technician I (2)
- Accounting Clerk

Community Action of Partnership of Kern
 Budget to Actual
 For the period 03/01/16 to 09/30/16 (58.33%)

	Agency Total			
	Annual Budget	Expenditures	Budget Available	Percentage Expended
Expenditures				
Salaries	24,549,558	13,076,096	11,473,462	53%
Benefits	7,012,093	4,051,799	2,960,294	58%
Travel	607,114	320,786	286,328	53%
Space Costs	3,306,125	2,064,684	1,241,441	62%
Supplies	2,048,617	1,007,382	1,041,235	49%
Consultant/Contract Services	1,083,702	543,985	539,717	50%
Other Costs	2,693,513	1,173,306	1,520,207	44%
Program Costs	8,495,023	3,615,260	4,879,763	43%
Capital Expenditures	992,500	385,222	607,278	39%
Indirect	5,094,512	2,623,852	2,470,660	52%
Total Expenditures	55,882,757	28,862,374	27,020,383	52%

Community Action of Partnership of Kern
 Budget to Actual
 For the period 03/01/16 to 09/30/16 (58.33%)

	Head Start / State Child Development			
	Annual Budget	Expenditures	Budget Available	Percentage Expended
Expenditures				
Salaries	18,417,084	9,428,701	8,988,383	51%
Benefits	5,339,436	3,098,644	2,240,792	58%
Travel	333,211	194,364	138,847	58%
Space Costs	2,165,601	1,456,471	709,130	67%
Supplies	1,521,627	793,691	727,936	52%
Consultant/Contract Services	703,252	371,648	331,604	53%
Other Costs	1,684,969	635,461	1,049,508	38%
Program Costs	1,756,386	378,755	1,377,631	22%
Capital Expenditures	320,000	25,000	295,000	8%
Indirect	3,192,157	1,638,273	1,553,884	51%
Total Expenditures	35,433,723	18,021,008	17,412,715	51%

Community Action of Partnership of Kern
 Budget to Actual
 For the period 03/01/16 to 09/30/16 (58.33%)

	211			
	Annual Budget	Expenditures	Budget Available	Percentage Expended
Expenditures				
Salaries	415,000	242,754	172,246	58%
Benefits	76,700	46,026	30,674	60%
Travel	5,000	5,193	(193)	104%
Space Costs	17,800	12,645	5,155	71%
Supplies	7,500	5,060	2,440	67%
Consultant/Contract Services	1,000	-	1,000	0%
Other Costs	60,500	36,986	23,514	61%
Program Costs	-	-	-	
Capital Expenditures	-	-	-	
Indirect	58,350	34,866	23,484	60%
Total Expenditures	641,850	383,530	258,320	60%

Community Action of Partnership of Kern
 Budget to Actual
 For the period 03/01/16 to 09/30/16 (58.33%)

	Energy			
	Annual Budget	Expenditures	Budget Available	Percentage Expended
Expenditures				
Salaries	1,400,000	896,065	503,935	64%
Benefits	420,000	266,612	153,388	63%
Travel	55,000	39,600	15,400	72%
Space Costs	200,000	117,102	82,898	59%
Supplies	180,000	71,117	108,883	40%
Consultant/Contract Services	350,000	129,719	220,281	37%
Other Costs	530,000	259,806	270,194	49%
Program Costs	1,000,000	546,138	453,862	55%
Capital Expenditures	-	-	-	
Indirect	413,500	232,616	180,884	56%
Total Expenditures	4,548,500	2,558,774	1,989,726	56%

Community Action of Partnership of Kern
 Budget to Actual
 For the period 03/01/16 to 09/30/16 (58.33%)

	VITA			
	Annual Budget	Expenditures	Budget Available	Percentage Expended
Expenditures				
Salaries	-	9,864	(9,864)	
Benefits	-	1,633	(1,633)	
Travel	-	652	(652)	
Space Costs	-	-	-	
Supplies	-	-	-	
Consultant/Contract Services	-	-	-	
Other Costs	-	245	(245)	
Program Costs	-	-	-	
Capital Expenditures	-	-	-	
Indirect	-	1,239	(1,239)	
Total Expenditures	-	13,633	(13,633)	

Community Action of Partnership of Kern
 Budget to Actual
 For the period 03/01/16 to 09/30/16 (58.33%)

	SAP			
	Annual Budget	Expenditures	Budget Available	Percentage Expended
Expenditures				
Salaries	62,934	41,788	21,146	66%
Benefits	15,204	11,075	4,129	73%
Travel	1,138	1,014	124	89%
Space Costs	4,021	2,909	1,112	72%
Supplies	583	1,477	(894)	253%
Consultant/Contract Services	-	-	-	
Other Costs	2,808	1,998	810	71%
Program Costs	4,142	3,899	244	94%
Capital Expenditures	-	-	-	
Indirect	9,083	6,416	2,667	71%
Total Expenditures	99,913	70,574	29,339	71%

Community Action of Partnership of Kern
 Budget to Actual
 For the period 03/01/16 to 09/30/16 (58.33%)

	Migrant Alternative Payment			
	Annual Budget	Expenditures	Budget Available	Percentage Expended
Expenditures				
Salaries	456,500	263,388	193,112	58%
Benefits	107,500	60,569	46,931	56%
Travel	10,000	5,429	4,571	54%
Space Costs	82,500	59,124	23,376	72%
Supplies	15,250	5,475	9,775	36%
Consultant/Contract Services	14,000	10,319	3,681	74%
Other Costs	67,814	43,919	23,895	65%
Program Costs	4,762,950	2,367,402	2,395,548	50%
Capital Expenditures	52,500	52,500	-	100%
Indirect	551,652	286,812	264,840	52%
Total Expenditures	6,120,666	3,154,936	2,965,730	52%

Community Action of Partnership of Kern
 Budget to Actual
 For the period 03/01/16 to 09/30/16 (58.33%)

	Child Care Food			
	Annual Budget	Expenditures	Budget Available	Percentage Expended
Expenditures				
Salaries	425,563	328,372	97,191	77%
Benefits	127,120	105,282	21,838	83%
Travel	35,000	13,975	21,025	40%
Space Costs	100,700	64,547	36,153	64%
Supplies	91,000	62,641	28,359	69%
Consultant/Contract Services	-	-	-	
Other Costs	50,400	37,241	13,159	74%
Program Costs	897,967	189,928	708,039	21%
Capital Expenditures	-	-	-	
Indirect	172,775	80,199	92,576	46%
Total Expenditures	1,900,525	882,184	1,018,341	46%

Community Action of Partnership of Kern
 Budget to Actual
 For the period 03/01/16 to 09/30/16 (58.33%)

	East Kern Family Resource Center			
	Annual Budget	Expenditures	Budget Available	Percentage Expended
Expenditures				
Salaries	197,500	98,279	99,221	50%
Benefits	47,150	23,824	23,326	51%
Travel	12,000	5,266	6,734	44%
Space Costs	27,250	12,058	15,192	44%
Supplies	4,000	3,968	32	99%
Consultant/Contract Services	1,000	-	1,000	0%
Other Costs	8,970	3,834	5,136	43%
Program Costs	2,180	1,714	466	79%
Capital Expenditures	-	-	-	
Indirect	36,144	14,894	21,250	41%
Total Expenditures	336,194	163,838	172,356	49%

Community Action of Partnership of Kern
 Budget to Actual
 For the period 03/01/16 to 09/30/16 (58.33%)

	Food Bank			
	Annual Budget	Expenditures	Budget Available	Percentage Expended
Expenditures				
Salaries	-	43,607	(43,607)	
Benefits	-	10,603	(10,603)	
Travel	55,000	4,896	50,104	9%
Space Costs	64,000	16,412	47,588	26%
Supplies	28,000	8,062	19,938	29%
Consultant/Contract Services	6,600	25,711	(19,111)	390%
Other Costs	72,100	21,093	51,007	29%
Program Costs	20,000	97,945	(77,945)	490%
Capital Expenditures	465,000	115,326	349,674	25%
Indirect	24,570	34,366	(9,796)	140%
Total Expenditures	735,270	378,021	357,249	51%

Community Action of Partnership of Kern
 Budget to Actual
 For the period 03/01/16 to 09/30/16 (58.33%)

	WIC			
	Annual Budget	Expenditures	Budget Available	Percentage Expended
Expenditures				
Salaries	2,158,785	1,231,663	927,122	57%
Benefits	624,807	297,038	327,769	48%
Travel	80,900	27,923	52,977	35%
Space Costs	415,171	188,622	226,549	45%
Supplies	142,300	22,156	120,144	16%
Consultant/Contract Services	1,000	-	1,000	0%
Other Costs	138,750	78,921	59,829	57%
Program Costs	5,500	535	4,966	10%
Capital Expenditures	-	42,496	(42,496)	
Indirect	465,519	188,935	276,584	41%
Total Expenditures	4,032,732	2,078,288	1,954,444	52%

Community Action of Partnership of Kern
 Budget to Actual
 For the period 03/01/16 to 09/30/16 (58.33%)

	Youth Centers			
	Annual Budget	Expenditures	Budget Available	Percentage Expended
Expenditures				
Salaries	279,594	120,976	158,618	43%
Benefits	51,603	31,188	20,415	60%
Travel	12,165	3,332	8,833	27%
Space Costs	6,400	14,238	(7,838)	222%
Supplies	10,357	17,926	(7,569)	173%
Consultant/Contract Services	6,850	4,375	2,475	64%
Other Costs	27,202	8,029	19,173	30%
Program Costs	43,498	22,934	20,564	53%
Capital Expenditures	155,000	149,900	5,100	97%
Indirect	43,767	37,290	6,477	85%
Total Expenditures	636,436	410,190	226,246	64%

Community Action of Partnership of Kern
 Budget to Actual
 For the period 03/01/16 to 09/30/16 (58.33%)

	CSBG			
	Annual Budget	Expenditures	Budget Available	Percentage Expended
Expenditures				
Salaries	736,598	370,639	365,959	50%
Benefits	202,573	99,305	103,268	49%
Travel	7,700	19,143	(11,443)	249%
Space Costs	222,682	120,557	102,125	54%
Supplies	48,000	15,810	32,190	33%
Consultant/Contract Services	-	2,214	(2,214)	
Other Costs	50,000	45,772	4,228	92%
Program Costs	2,400	6,011	(3,611)	250%
Capital Expenditures	-	-	-	
Indirect	126,995	67,945	59,050	54%
Total Expenditures	1,396,948	747,397	649,551	54%

COMMUNITY ACTION PARTNERSHIP OF KERN
INDIRECT FUND - 2016/17 FY
BUDGET TO ACTUAL - 3/1/16 TO 9/30/16 (7 OF 12 MONTHS = 58.33%)

	Revised Budget	Actual	% Expended	Available Balance
Salaries	2,400,911	1,317,321	54.9%	1,083,590
Benefits @ 24%	<u>576,218</u>	<u>287,261</u>	<u>49.9%</u>	<u>288,957</u>
Total Personnel Costs	2,977,129	1,604,583	53.9%	1,372,546
Operating Costs				
Travel	41,800	33,057	79.1%	8,743
Space Costs	123,000	100,708	81.9%	22,292
Supplies	115,000	69,292	60.3%	45,708
Consultant/Contract	702,500	407,556	58.0%	294,944
Other Operating Costs	<u>280,000</u>	<u>182,710</u>	<u>65.3%</u>	<u>97,290</u>
Total Operating Costs	1,262,300	793,322	62.8%	468,978
Total	<u>4,239,429</u>	<u>2,397,905</u>	<u>56.6%</u>	<u>1,841,524</u>

RECAP BY SUPPORT DIVISION	Revised Budget	Actual	% Expended	Available Balance
HR	985,536	559,680	56.8%	425,856
Operations	1,448,898	859,001	59.3%	589,897
Executive	376,245	222,471	59.1%	153,774
Community Development	456,804	244,188	53.5%	212,616
Finance	<u>971,946</u>	<u>512,564</u>	<u>52.7%</u>	<u>459,382</u>
	<u>4,239,429</u>	<u>2,397,905</u>	<u>56.6%</u>	<u>1,841,524</u>

COMMUNITY ACTION PARTNERSHIP OF KERN

MEMORANDUM

To: Board of Directors

From: Amanda Norman, Assistant to the Executive Director

Date: October 26, 2016

Subject: *Agenda Item VII:* Committee Reports – Info Item

The Program Review and Evaluation Committee meeting on October 12, 2016 was canceled due to lack of quorum.

The Budget & Finance Committee meeting on October 19, 2016 was canceled due to lack of quorum.



To: Board of Directors
From: Jason Warren, Policy Council Chairperson
Date: October 26, 2016
Subject: *Agenda Item VII(a):* Head Start Policy Council Report – Info Item

The Policy Council met on September 29th and quorum was established.

The Policy Council approved the following new business items: The Parent Activity Expenditures and the 2016 Community Assessment Update.

Donna Holland, Fiscal Manager, reported on behalf of Yolanda Gonzales. Ms. Holland thanked the Policy Council members for their dedication. She also mentioned that Yolanda as well as the rest of the administration team look forward in honoring the PC members in October. In closing, Ms. Holland shared that the team is preparing to have staff training in the upcoming months of October and November and thanked members for their participation.

Attachment: Policy Council minutes from September 29, 2016 meeting

COMMUNITY ACTION PARTNERSHIP OF KERN
POLICY COUNCIL MEETING MINUTES
September 29, 2016
5005 Business Park North
Conference Room 130

1. **Call to Order** – Jason Warren, Chairperson, called the meeting to order at 5:50 p.m.
 - a. Moment of Silence, Pledge of Allegiance
 - b. Reading of Promise of Community Action
“Community Action changes people’s lives, embodies the spirit of hope, improves communities, and makes America a better place to live. We care about the entire community, and we are dedicated to helping people help themselves and each other.”
2. **Roll Call/Set Quorum** – Ana Luna, Secretary. Quorum was established.
PC Members Present: Ana Luna, Janeth Rivera, Salvador Zambrano, Catherine Velasquez, Jason Warren, Gabriella McCutcheon, Christina Bates, Deborah Martinez, and Ana Vigil.
3. **Approval of Agenda** – Chairperson (**ACTION)
 - a. Request for approval of the PC Agenda dated September 29, 2016 with the addition of item 9d. Proposed Reassignment of Positions Organizational Chart. The Chairperson called for a motion to approve the agenda dated September 29, 2016 with the addition of item 9d. Motion was made by Salvador Zambrano; Ana Luna seconded; motion carried seven in favor and one abstain.
4. **Approval of Minutes** – Chairperson (**ACTION)
 - a. Request for approval of PC meeting minutes dated August 25, 2016.
The Chairperson called for a motion to approve the August 25, 2016 Policy Council minutes. Motion made by Janeth Rivera; Gabriella McCutcheon seconded; motion carried unanimously.
5. **Presentation of Guests/Public Forum**
The following guests were in attendance: Angela Zambrano; Itzel Zambrano; Rashli Strother, Family Services and Governance Specialist; Maura Sandoval, Staffing Specialist; Donna Holland, Fiscal Manager; Janelle Gonzalez, Governance Coordinator; Argelia Diaz, Family Services and Governance Program Assistant; Priscilla Hicks, Family Education Coordinator; Angela Adams, Family Education Coordinator; Elizabeth Williams, Program Manager; MaryAnn Mooney, Program Manager; LeTisha Brooks, Program Manager; Jackie Ballard, Professional Development Specialist; Michelle Nowell, Human Resource Manager; Rebecca Love, Center Director.
 - a. *(The public wishing to address the full Policy Council may do so at this time. Policy Council members may respond briefly to statements made or questions posed. However, the PC will take no action other than referring the item(s) to staff for study and analysis. Speakers are limited to five minutes each. If more than one person wishes to address the same topic, total group time for the topic will be 10 minutes. Please state your name before making your presentation. Thank you.)*
6. **Standing Committee Reports** (five minutes each)
 - a. Personnel Committee – Quorum was established. Committee reviewed the Human Resource Report for September. No applications were reviewed. It was shared that it was the last meeting of the year.
 - b. Planning Committee – No Report; Committee did not meet.
 - c. Finance Committee – Quorum was established. Committee reviewed the Budget and Finance reports. Committee also approved the spending of the unexpended funds from the Parent Activities Funds. The committee had its final meeting of the year.
 - d. By-Laws Committee – No report; Committee did not meet.

7. **Human Resources** (**ACTION)
- a. Maura Sandoval, Staffing Specialist, distributed the Human Resources Report. The Chairperson called for a motion to approve the September 2016 Human Resources Report. Motion made by Deborah Martinez; Ana Luna seconded; motion carried unanimously.
 - b. No Executive Session
8. **Presentations**
- a. **Greater Bakersfield Legal Assistance Inc.- Ana Vigil, Outreach Advocate & Homeless Court Coordinator**
Ms. Vigil gave a brief presentation in regards to the Greater Bakersfield Legal Assistance Organization (GBLA). There are currently twelve programs offered under GBLA all of which are free at cost to all U.S. citizens and Legal Residents of the United States. Some programs reviewed were Fair Housing Unit, Homeless Senior Law Center, Youth Law Program, and many more. All programs offer high quality legal assistance to low-income individuals. Pamphlets with additional information were handed out to the Policy Council. Janelle asked if Ms. Vigil is available to attend and present at center based parent meetings. Ms. Vigil stated she is available to attend and give a presentation at parent meetings. Ms. Vigil also mentioned that a program can be contacted to specifically to provide information on a certain unit or program within GBLA.
9. **New Business** – Chairperson (**ACTION)
- a. **Request to approve the Parent Activity Expenditures- Janelle Gonzalez, Program Governance Coordinator**
The non-expended funds of the Parent Activities was presented. Janelle explained that not all centers expended their full allotted amount for their parent activity event. Therefore, she is requesting the unexpended amount of \$3,518.30 go towards the purchase of next year's Policy Council t-shirts as well as a future educational parent workshop. In addition, Janelle shared that parents had the opportunity to partake in a survey during their parent activity event. She shared a few positive comments from the parents. Surveys also reflected that 87% of parents were involved in the decision making process of their parent activity event and 88% parents stated they learned something new to support their child in kindergarten. Chairperson call for a motion to approve the Parent Activity Expenditures. Motion made by Ana Luna; Christina Bates seconded. Motion carried unanimously.
 - b. **Request to approve the 2016 Community Assessment Update- Jerry Meade, Program Design Management Administration**
Jackie Escobar, Professional Development Specialist presented on behalf of Jerry Meade. A copy of the Community Assessment Update was handed out to all members. There were a few changes made to the Community Assessment as there were some center closures, for instance the Voorhies and Wasco Head Start Centers. There is also a need of services in Shafter and Wasco areas. This is determined based on the large waitlist that both areas have. The program is currently searching for new locations for the opportunity to meet the need within the areas previously mentioned. Jason Warren posed the questions as to why those centers were closed down. Jackie stated that the school in which the centers were located at requested their space, therefore resulting in center closure. Chairperson call for a motion to approve the 2016 Community Assessment Update. Motion made by Gabriella McCutcheon; Deborah Martinez seconded. Motion carried unanimously.
 - c. **Appoint Gabriella McCutcheon to share the PC verbal report to the Board on behalf of Jason Warren**
Due to the resignation of Ashley Womack, Jason Warren is now Chairperson for Policy Council Committee. However, due to Jason's working schedule he would like to request that Gabriella McCutcheon seat on the Board of Directors Meeting on his behalf to provide the verbal report. Chairperson called for a motion to appoint Gabriella McCutcheon to share the PC verbal report to the Board. Motion made by Deborah Martinez; Christina Bates seconded. Motion carried unanimously.

- d. **Proposed Reassignment of Positions: Organizational Chart- Yolanda Gonzales, Director of Head Start / State Child Development** Michelle Nowell, Human Resource Director presented on behalf of Yolanda Gonzales. There is a need to reassign some positions within the organizational chart due to new compliances outlined in the New Head Start Performance Standards. There will also be only one new position added, the Compliance Coordinator. The rest are shifts in positions, title changes and new job duties to meet compliance within the Performance Standards. These new changes are brought to the Policy Council for approval as well as the Board of Directors. There was a question posed by Catherine Velasquez in regards to why the changes are occurring at this time. Ms. Nowell explained that there has been an update to the Head Start Performance Standards which outlines new items that as a program we must ensure it is within our program structure in order for the program to run smoothly. The Chairperson called for a motion to approve the Proposed Reassignment of Positions: Organizational Chart. Motion made by Janeth Rivera; seconded by Gabriella McCutcheon. Motion carried unanimously.

10. **Consent Calendar** – Policy Council

- a. *Information concerning the Consent item(s) listed below has been forwarded to each Policy Council member for study for prior to this meeting. Unless a PC member, or member of the public, has a question concerning a particular item and asks that it may be withdrawn from the Consent Calendar, the items are approved at one time by the full Policy Council. If there are any PC members, or members of the public, wishing to remove any item from the Consent Calendar, please indicate at this time.*
- i. None

11. **Communications**

- a. Head Start & Early Head Start – Kern Budget vs. Actual Expenditures March 1, 2016 through August 31, 2016
 - b. Early Head Start – San Joaquin Budget vs. Actual Expenditures February 1, 2016 through August 31, 2016
 - c. Early Head Start Child Care Partnerships Budget vs. Actual Expenditures March 1, 2015 through August 31, 2016
 - d. Parent Local Travel & Child Care, March 1, 2016 through August 31, 2016 (English/Spanish)
 - e. Parent Activity Funds, March 1, 2016 through August 31, 2016(English/Spanish)
 - f. Parent Meals, March 1, 2016 through August 31, 2016 (English/Spanish)
 - g. Enrollment, Average Daily Attendance, and Child & Adult Care Food Program/Central Kitchen Report for HS/EHS Kern, EHS San Joaquin, and EHS Child Care Partnerships August 2016
 - h. A Healthy Start: Five Reasons to Encourage Families to Vaccinate Their Children. HHs/ACF/OHS and CDC. 08/26/16
 - i. An Exciting Day for Head Start. OHS/ACF/HHS. 09/02/16
 - j. Head Start Program Performance Standard (HSPPS) Final Rule ACF-PI-HS-16-04 09/01/16
 - k. Kern Literacy Council, Open Enrollment for 2016
 - l. Kern Autism Network Family & Sibling Support Group Meetings
 - m. Kern County Library Card Sign-Up Month
 - n. Monitoring Review Information- Classroom Assessment
 - o. Courageous Kids Climbing Organization- California Living Museum
- The Chairperson called for a motion to receive and file items a - o. Motion made by Salvador Zambrano.

12. **Program Governance Report/Training** – Janelle Gonzalez

Ms. Gonzalez shared a hand out with the members in regards to the importance of early literacy. She asked members to share with other parents at their centers. Janelle also mentioned she would like the members to take a moment and fill out a short two question survey as she would like to gather some data about Policy Council and how it's supporting parents in the program. Everyone received the final meeting invitation tonight to the last meeting being held at Hodel's Country Dining on October 13, 2016. Janelle mentioned that it will be a Great Gatsby theme once more. A few of the guest speakers are Leticia Perez, Supervisor 15 district; Jeremy Tobias, Director of CAPK and Yolanda Gonzales, Director of Head Start. At this time, Janelle asked Policy Council Members if they are receiving their Policy Council Packets on time. Members stated

they are receiving them. She asked that if anyone is not receiving them to please contact her and let her know.

13. **Community Representative Report** – Open

As position is currently open there is no report.

14. **Policy Council Chairperson Report** – Chairperson

Mr. Warren thanked the members for attending the meetings. He also thanked them for having him sit as the new Chairperson for the remainder of the Policy Council Term.

15. **Board of Directors Representatives Report** – Ana Vigil, Board of Director’s Representative

Ms. Vigil shared that the Board of Directors meeting did not meet quorum. However, she announced that the Kern County Fair Food Drive was very successful this year in the effort to collect non-perishable food items. She also announced that this will be her last term on Policy Council as she has served for the last three years. She thanked everyone for allowing her to do so.

16. **Director’s Report (Head Start/State Child Development)** – Yolanda Gonzales

Donna Holland, Fiscal Manager, reported on behalf of Yolanda Gonzales. Ms. Holland thanked the Policy Council members for their dedication. She also mentioned that Yolanda as well as the rest of the administration team look forward in honoring the PC members in October. In closing, Ms. Holland shared that the team is preparing to have staff training in the upcoming months of October and November.

17. **Announcements** –Chairperson

- a. Jason Warren thank the Policy Council. He shared that he participates on the parent sight council at his daughter’s school. They recently had elections and was voted into a position. Ana Luna also shared that she is on her child’s sight council as well. She thanked everyone especially Head Start for giving her the confidence to get involved. She also shared that she translated for her parent café with the Bakersfield City School District. It was an amazing experience.

18. **Adjournment** –Chairperson

- a. The meeting was adjourned at 6:56 p.m. by the Chairperson.

COMMUNITY ACTION PARTNERSHIP OF KERN

MEMORANDUM

To: Board of Directors
From: Jeremy T. Tobias, Executive Director
Date: October 26, 2016
Subject: *Agenda Item IX: Executive Director Report (Action Item)*

a) Report on the update to the agency By-Laws and the development of an agency Succession Plan

Staff is working on two noteworthy documents that will be coming before the Board of Directors soon. These two documents are: 1) update to the agency By-laws; and 2) Succession Plan. The development and update of these two documents is not only timely, but is also being required due to the requirements of the new Organizational Standards.

The By-laws update is currently in draft form and is under review by an ad hoc Board committee. We have historically reviewed and updated our By-laws as needed, the last amendment being April, 2011. It is timely to review the by-laws again, but this is also being required as part of the new Organizational Standards which requires a By-law review and approval a minimum of every 5 years. Staff expects that the final draft to come before the Board in November. Some of the significant discussion items and changes in the current draft document include: Board member term limits; Board meeting attendance policy; and policy on rotating the Elected Official seats.

The development of a Succession Plan has been discussed in the past, but is being pushed now by the new Organizational Standards. A draft plan is being circulated to the Executive Committee for initial feedback and will eventually be presented to the full Board for adoption. This initial policy would lay out the plan for a departure of the Executive Director, either planned or unplanned, and to ensure the continuation of agency business with as little disruption as possible. This initial policy will only cover the Executive Director position, but will eventually be amended and expanded to cover all executive level staff.

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