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|--------------|--|
| DATE         | September 29, 2021   |
| TIME         | 12:00 pm   |
| LOCATION     | Teams Meeting /<br>5005 Business Park North<br>Bakersfield, CA 93309 |
| TEAMS LINK   | <a href="#">Click here to join the meeting</a>                       |
| PHONE NUMBER | (213) 204-2374 / ID: 413 329 442#                                    |

## Board of Directors Meeting Agenda

Per Governor's Executive Order N-29-20, Meeting to be held via Tele-Conference. Members of the public may join the tele-conference or listen to the call from the CAPK office at 5005 Business Park North, Bakersfield, CA 93309

### ***The Promise of Community Action***

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

### **I. Call to Order**

#### **a. Roll Call**

Curtis Floyd (Chair)  
Janea Benton  
Jimmie Childress  
Joe Garcia  
Craig Henderson

Nila Hogan  
Michelle Jara-Rangel  
Maritza Jimenez  
Mike Maggard  
Jonathan Mullings

Yolanda Ochoa  
Marian Panos  
Guadalupe Perez  
Fred Plane  
Ana Vigil

### **II. Public Comments**

*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.*

### **III. Special Presentation**

### **IV. Consent Agenda**

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

- a. **Minutes from the August 25, 2021 Board of Directors Meeting (p. 4-9)**
- b. **Minutes from the September 8, 2021 Personnel & Affirmative Action Committee Meeting (p. 10-11)**
- c. **Revised Job Description for the Director of Health & Nutrition (p. 12-16)**
- d. **Reclassification of Service Clerk Position to an Enrollment Technician Position (p. 17-21)**
- e. **Agenda Items from the September 15, 2021 Program Review & Evaluation Committee**
- f. **August 2021 Program Reports (p. 22-54)**
- g. **Application Status Reports & Funding Requests (p. 55-57)**
- h. **August 2021 Head Start / State Child Development Enrollment Update & Meals Report (p. 58-59)**
- i. **Proposal Submission: Request for Proposal for United Way Stanislaus Coordinated Entry System (p. 60)**
- j. **City of Bakersfield Transformative Climate Communities (TCC) Call for Projects (p. 61)**

- k. Fresno County Head Start & Early Head Start Application for Funding Update (*p. 62-66*)
- l. Follow-up Items from the August 11, 2021 Meeting (*p. 67*)
- m. **Minutes from the September 16, 2021 Executive Committee Meeting (*p. 68-69*)**
- n. Closed Session: Conference with Real Property Negotiators pursuant to Section 54956.8
- o. **Minutes from the September 22, 2021 Budget & Finance Committee Meeting (*p. 70-72*)**
- p. Head Start / Early Head Start Budget to Actual Reports (*p. 73-89*)
- q. Subcontracts for the CalFresh Healthy Living Program (*p. 90-97*)
- r. Gardening & Maintenance Contract Location Additions (*p. 98-99*)
- s. August 2021 Financial Statements (*p. 100-153*)
- t. Health Insurance Broker Renewal Update for the 2022 Plan Year (*p. 154-175*)

#### V. New Business

- |   |  |
|---|--|
| a. Health Insurance Proposal for the 2022 Plan Year – <b>Action Item</b><br>( <i>p. 176-199</i> )   | Lisa McGranahan, Director of HR<br>Tracy Webster, Chief Financial Officer  |
| b. Amendment to the CAPK Head Start Policy Council Bylaws – <b>Action Item</b><br>( <i>p. 200-202</i> )   | Lisa Gonzales, Program Governance<br>Coordinator   |
| c. Governing Board Bylaws Review – <b>Action Item</b> ( <i>p. 203-221</i> )   | Pritika Ram, Director of Administration  |
| d. Community Development Financial Institution (CDFI) and Community<br>Development Corporation (CDC) Study Update – <b>Action Item</b><br>( <i>p. 222-257</i> ) | Pritika Ram, Director of Administration  |
| e. 2021-2025 Strategic Plan – <b>Action Item</b> ( <i>p. 258-320</i> )  | Pritika Ram, Director of Administration  |
| f. County of Kern Emergency Solutions Grant (ESG) – <b>Action Item</b><br>( <i>p. 321-325</i> )   | Vanessa Cortez, Senior Community<br>Development Specialist   |
| g. Selection of Food Bank Metal Building Contractor – <b>Action Item</b><br>( <i>p. 326-328</i> )   | Emilio Wagner, Director of Operations  |
| h. Construction Update Presentation – <b>Info Item</b> ( <i>p. 329-346</i> )  | Emilio Wagner, Director of Operations  |
| i. Head Start Enrollment Update– <b>Info Item</b> ( <i>p. 347-354</i> )   | Jerry Meade, HS Assistant Director –<br>Program<br>Robert Espinoza, Program Design and<br>Management Administrator |

#### VI. CAPK Foundation Report

- |   |   |
|---|---|
| a. CAPK Foundation Report – <b>Action Item</b>                  | Pritika Ram, Director of Administration |
| 1. September 2021 CAPK Foundation Report ( <i>p. 355</i> )      |   |
| 2. Minutes from the June 22, 2021 Meeting ( <i>p. 356-357</i> ) |   |

#### VII. Advisory Board Reports

- |   |                               |
|---|-------------------------------|
| a. Head Start Policy Council Report – <b>Action Item</b>        | Nila Hogan, PC Representative |
| 1. September 2021 Policy Council Report ( <i>p. 358</i> )       |                               |
| 2. August 24, 2021 Policy Council Minutes ( <i>p. 359-364</i> ) |                               |

**VIII. Chief Executive Officer Report**

- a. CEO Report for September 2021 – *Info Item (Verbal Report)*  
1. COVID-19 Update

Jeremy Tobias, Chief Executive Officer

**IX. Board Member Comments**

**X. Closed Session**

- a. Conference with Real Property Negotiators pursuant to Section 54956.8:

Property Address: 1300 18<sup>th</sup> Street, Bakersfield, CA 93301  
Agency Negotiator: Jeremy Tobias, Tracy Webster, Traco Matthews, Emilio Wagner, and Jeff Andrew  
Negotiating Parties: Lee Development Group c/o Bynum & Associates  
Under Negotiation: Concerning price and terms

- b. Reconvene into Open Session

**XI. Closed Session Report**

**XII. Next Scheduled Meeting**

Board of Directors Meeting  
12:00 pm  
Wednesday, October 27, 2021  
5005 Business Park North  
Bakersfield, CA 93309

**XIII. 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](http://www.capk.org) by 12:00 pm, September 24, 2021. Paula Daoutis, Administrative Coordinator.*



|              |  |
|--------------|--|
| DATE         | August 25, 2021  |
| TIME         | 12:00 pm   |
| LOCATION     | Teams Meeting /<br>5005 Business Park North<br>Bakersfield, CA 93309 |
| TEAMS LINK   | <a href="#">Click here to join the meeting</a>                       |
| PHONE NUMBER | (213) 204-2374 / ID: 705 659 001#                                    |

## Board of Directors Meeting Minutes

Per Governor's Executive Order N-29-20, Meeting to be held via Tele-Conference. Members of the public may join the tele-conference or listen to the call from the CAPK office at 5005 Business Park North, Bakersfield, CA 93309

### I. Call to Order

Vice Chairman Fred Plane called the meeting to order at 12:01 pm via Tele-Conference with opportunity for the public to join at the Community Action Partnership of Kern Administrative Building, located at 5005 Business Park North, Bakersfield, CA.

#### a. Roll Call was taken with a quorum present:

Present: Curtis Floyd (Chair – arrived at 12:28 pm), Janea Benton, Jimmie Childress, Joe Garcia, Craig Henderson (arrived at 12:08), Nila Hogan, Michelle Jara-Rangel, Maritza Jimenez, Yolanda Ochoa, Guadalupe Perez (left at 1:12 pm), Fred Plane, and Ana Vigil

Absent: Mike Maggard, Jonathan Mullings, Marian Panos

Others present: Jeremy Tobias, Chief Executive Officer; Lorraine Casillas, Director of Finance; Yolanda Gonzales, Director of Head Start / State Child Development; Freddy Hernandez, Director of Youth & Community Services; Traco Matthews, Chief Program Officer; Pritika Ram, Director of Administration; Emilio Wagner, Director of Operations; Tracy Webster, Chief Financial Officer; other CAPK staff.

### II. Public Comments

No one addressed the Board.

### III. Special Presentation

There was no presentation.

### IV. Consent Agenda

The Board Vice Chair advised the members that there were two revisions to the agenda and asked members of the Board and the Public if they would like to remove any items from the Consent Agenda for further discussion.

Motion was made and seconded to approve all items on the Consent Agenda as amended. Carried by unanimous vote (Panos/Hogan).

### V. Regular Business

#### a. Request to Consolidate Head Start Grants – Jerry Meade, Assistant Director of Head Start: Program – **Action Item**



Jerry Meade presented the above action item and requested approval to consolidate the Head Start and Early Head Start grants across Kern County and San Joaquin County. Because each award has a distinct budget cycle, annual funding amount, funded enrollment level and designated service area, consolidating the grants will benefit CAPK by streamlining administrative requirements and removing duplicative efforts. Additionally, the accounting structure will allow flexibility to adjust funds without an approved budget modification from the Office of Head Start and the grant management will be more efficient.

Michelle Jara-Rangel asked if there is an option to change delivery / program options. Jerry said we can do it in the application process or budget revision process. The program options will be maintained as they are until the next application. Michelle asked if staff is thinking of changing program options and Jerry replied that staff will submit the application with the existing programs.

Marian Panos said this is a great option and asked if this option can be used to change the enrollment numbers. Jerry, said that there is no flexibility for enrollment with the consolidation as it still requires approval by Office of Head Start, however, there is flexibility within the budget.

Motion was made and seconded to approve the submittal of the letter of intent to consolidate the Head Start Grants. Carried by unanimous vote (Jara-Rangel/Hogan).

- b. Resolution to Approve the Submission of the Application to the Bakersfield-Kern Regional Homeless Collaborative for One-Time State Funding for Homeless Housing, Assistance and Prevention Program (HHAP2) – Lisa McKay, Senior Community Development Specialist - **Action Item**

Lisa McKay presented the above action item requesting approval to submit the Bakersfield-Kern Regional Homeless Collaborative for one-time state funding in the amount of \$1,800,000 for Homeless Housing, Assistance & Prevention Program (HHAP2).

Motion was made and seconded to approve staff's recommendation. Carried by a vote of 9 in favor and 1 abstention (Panos/Perez).

- c. Information Technology Strategic Plan & Policy Update – Emilio Wagner, Director of Operations – **Action Item**

Emilio Wagner presented the above action item and requested approval of the 2021 IT Strategic Plan and Revised IT Policies.

Motion was made and seconded to approve staff's recommendation. Carried by unanimous vote (Benton/Jimenez).

- d. Head Start Lease Agreement 5 Real Road – Emilio Wagner, Director of Operations – **Action Item**

Emilio Wagner introduced Michael Herrera, Contract Specialist, who presented the above action item for approval and provided a summary of the proposed lease agreement with First Congregational Church with the estimated cost of \$235,000 in improvements to be fully operational. The initial lease is for 8 years with a base rent of \$4,647.57 annually with a 2.5% annual escalation and staff recommends the Board of Directors authorize the Chief Executive Officer to finalize and execute the lease, along with any subsequent lease amendments.

Michelle Jara-Rangel asked how many Head Start slots are available at this location. Michael said there are 60 Head Start slots available and a toddler room with 8 slots. All slots are full-day, full-year slots. Michelle asked when the school district plans to take back the existing site and Jerry Meade said it appears that the sites will close in May 2022.

Marian Panos asked if the funds are state blended, and Jerry Meade confirmed that they are.

Fred Plane asked if CAPK has the flexibility to get out of the 8-year lease if something happens. Emilio Wagner replied that we do have the option to exit the lease with appropriate notice.

Motion was made and seconded to approve staff's recommendation. Carried by unanimous vote (Panos/Vigil).

e. Construction Progress Update – **Info Item**

Emilio Wagner provided an update on the various construction projects, including

- Head Start –
  - Harvey Hall completed septic tank, CA water has run water service, come to a stand-still. Civil Engineer has certified but pending a building permit due to inefficiencies in building dept. and architect. In the process of resubmitting request for permit.
  - Martha J Morgan – on hold until building permits are completed
  - Sterling – on hold until building permits are completed
  - Pete H Parra began rough grading, had to move exit door and a modification has been submitted to the City of Bakersfield and waiting approval.
  - Shared project schedule for all 4 sites.
- Food Bank Expansion Project
  - Emilio Wagner reported that the City of Bakersfield is requesting that CAPK pay for the widening for Washington Street curb and sidewalk. The construction documents are 50% complete and noted that there is a high demand for fabricated buildings and could take up to 6 months with an additional 3 months for the engineering documents. The schedule has been pushed out to June 2022 for completion. The groundbreaking will also be pushed back to later this year.

f. Approval of the Renewal of Kings, Tulare, and Stanislaus Counties United Way Contract for Services Agreements – Martha Gonzalez, 211 Program Supervisor – **Info Item**

Martha Gonzalez presented the above action item for approval and stated that the Agency enters into contracts with Kings, Tulare, and Stanislaus Counties United Way through a Contract for Services Agreement and recommended the Board authorize the Chief Executive Officer to execute the Contract for Services Agreements for all.

Motion was made and seconded to approve staff's recommendation. Carried by unanimous vote (Panos/Jara-Rangel).

g. Approval of the Application for Re-accreditation of the Alliance of Information and Referral Systems (AIRS) – Martha Gonzalez, 211 Program Supervisor – **Action Item**

Martha Gonzalez presented the above action item for approval and stated that 2-1-1 Kern is accredited by the National Alliance of Information and Referral Systems (AIRS) and the I&R service procedures used by CAPK have been established according to AIRS standards. Securing re-accreditation allows 2-1-1 Kern to provide evidence of achievement in the areas of service quality, effectiveness, community involvement, and organizational stability and staff recommends the Board approve the submittal of the AIRS re-accreditation application via the signature of the Board of Directors Chair.

Motion was made and seconded to approve staff's recommendation. Carried by unanimous vote (Benton/Vigil).

**VI. CAPK Foundation Report**

a. CAPK Foundation Report for June 2021 – Pritika Ram, Director of Administration – ***Action Item***

1. August 2021 CAPK Foundation Report
2. Minutes from the June 25, 2021 Meeting

Pritika Ram provided the CAPK Foundation Report and reported that all items presented at the June 25, 2021 Foundation Board Meeting were information items and that she is actively recruiting for the Director of Development position. Pritika also stated that the 90-day engagement with CCS Fundraising has ended.

Motion was made and seconded to approve the August 2021 CAPK Foundation Board report and all items. Carried by unanimous vote (Henderson/Childress).

**VII. Advisory Board Reports**

a. Head Start Policy Council Report – Nila Hogan, Policy Council Representative – ***Action Item***

1. August 2021 Policy Council Report
2. June 22, 2021 Policy Council Minutes

Nila Hogan provided a summary report of the above Policy Council and recommended Board approval of the above action item.

Motion was made and seconded to approve the August 2021 Policy Council report and all items. Carried by unanimous vote (Benton/Jimenez).

**VIII. Chief Executive Officer Report**

a. CEO Report for June 2021 – Jeremy Tobias, Chief Executive Officer – ***Info Item***

1. COVID-19 Update

Jeremy Tobias provided the COVID-19 update to the Board and stated there has been an uptick in cases at CAPK, as well as throughout the County and staff has made amendments to the COVID policies, with vaccinated staff having to wear masks again. Anyone that travels via air, or other means are required to be tested before returning to the office. Jeremy reported that there are approximately 4-6 positive tests per week. We are approaching 60% for vaccination rates for employees, and management is continuing to educate staff on the importance of vaccination. Jeremy also reported that there have been a few reported breakthrough cases for vaccinated staff, but the symptoms are mild.

Craig Henderson asked if any staff has been hospitalized due to COVID infection. Tracy Webster did say a couple of employees were hospitalized during previous surge, but are doing well now. No staff currently hospitalized that we are aware of.

2. Update on Administrative Facilities & Central Kitchen

The Angela Martinez Center has opened escrow and there are some conditions to clarify, and additional inspections needed before closing. It is expected that escrow will close at the end of October.

A building in the downtown area is being investigated as an option to move the Administrative Building and staff is working with financial advisors to seek tax-exempt financing. A series of events are coming together that may make this an opportunity a reality for the agency, one that had not been previously available.

Jeremy reported that the Central Kitchen is in need of repair and there has been renewed interest in the current site due to the purchase of the former East Hills Mall. There may be an option to sell and relocate the Central Kitchen to a larger facility.

3. Update on Partnerships with Kern Community College District

The Kern Community College District asked for a meeting with CAPK where the Chancellor expressed interest in forming a stronger partnership with CAPK. They are intentionally partnering with a select few community organizations, and CAPK is one they want to partner with. Priorities were outlined to include a regional collaboration around health care and work force development, and the CDFI proposal we are working on. The district stressed that they want to achieve pathways for greater advancement for people currently in low-paying jobs. Jeremy feels there may be several opportunities to partner with them, and he will provide updates as discussions move forward.

4. Update on City of Bakersfield Call for Projects – Transformative Climate Communities (TCC) Plan

CAPK has been invited to apply for funding for the City of Bakersfield Transformative Climate Communities (TCC) Plan, which is funded through the state Cap & Trade program. The City is currently working on outreach and planning through funding they received from an earlier planning grant. Part of the planning grant includes work on community outreach to identify projects that impact particular areas of the community. The City is looking for conceptual projects to submit for larger funding for project implement. They are focusing in areas around southeast Bakersfield, Old Town Kern, Downtown, etc. CAPK is submitting several proposals including job training activities around our Energy program on 19<sup>th</sup> Street, public improvements in southeast Bakersfield, office space for a potential CDFI, looking at affordable housing in the downtown and Old Town Kern areas, as well as a Food Hub project for the Central Kitchen that would include a community partnership component.

Jeremy said the deadline to submit is this coming Friday and staff will provide updates to the Board when available.

Jeremy also reported that staff decided not to submit a bid on the NOR CTSA public transit program. The program is outside of CAPK's area of technical expertise and there was not enough time to complete an adequate evaluation.

**IX. Board Member Comments**

- Marian Panos thanked Nila Hogan and the Policy Council and said they are doing such a good job to educate the parents.

- Fred Plane asked Traco Matthews to comment on his upcoming presentation for the Kegley Institute. Traco Matthews said that he is presenting on “How to Lead Ethically through Trust & Mentorship”. The presentation takes place virtually on Wednesday, September 15 at 6:00 pm.

**X. Next Scheduled Meeting**

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

**XI. Adjournment**

The meeting was adjourned at 1:39 pm.



|              |  |
|--------------|--|
| DATE         | September 8, 2021  |
| TIME         | 12:00 pm   |
| LOCATION     | Teams Meeting /<br>5005 Business Park North<br>Bakersfield, CA 93309 |
| TEAMS LINK   | <a href="#">Click here to join the meeting</a>                       |
| PHONE NUMBER | (213) 204-2374 / ID: 215 613 119#                                    |

## Personnel & Affirmative Action Committee Minutes

### 1. Call to Order

Committee Chair Fred Plane called the meeting to order at 12:03 pm via Tele-Conference with opportunity for the public to join at the Community Action Partnership of Kern administrative building, located at 5005 Business Park North, Bakersfield, CA.

### 2. Roll Call

Roll Call was taken with a quorum present.

Present: Fred Plane (Chair), Jimmie Childress, Craig Henderson, Michelle Jara-Rangel

Absent: Yolanda Ochoa

Others present: Jeremy Tobias, Chief Executive Officer; Lorraine Casillas, Director of Finance; Yolanda Gonzales, Director of Head Start / State Child Development; Lisa McGranahan, Director of Human Resources; Traco Matthews, Chief Program Officer; Pritika Ram, Director of Administration; Tracy Webster, Chief Financial Officer; and other CAPK staff.

### 3. Public Comments

No one addressed the Committee.

### 4. Regular Business

- a. Revised Job Description for the Director of Health & Nutrition – Traco Matthews, Chief Program Officer – **Action Item**

Traco Matthews presented the above action item and explained that the requirement for the position to hold a Registered Dietician (RD) certification is being removed from the job description to allow for a more robust selection of candidates. The responsibilities performed by the RD is currently being outsourced and an RFP has been issued for this service on a permanent basis.

Motion was made and seconded to approve staff's recommendation. Carried by unanimous vote (Jara-Rangel/Childress).

- b. Reclassification of Service Clerk Position to an Enrollment Technician Position – Susana Magana, MCAP Program Administrator – **Action Item**

Susana Magana presented the above action item for approval and explained that the current title and job description does not adequately describe the responsibilities of the position and is requesting approval of the recommended change. Susana also stated that the increase in salary can be absorbed within the current budget.

Motion was made and seconded to approve staff's recommendation. Carried by unanimous vote (Jara-Rangel/Henderson).

**5. Committee Member Comments**

- No Comments

**6. Next Scheduled Meeting**

Personnel & Affirmative Action Committee  
12:00 pm  
Wednesday, October 6, 2021  
5005 Business Park North  
Bakersfield, CA 93309


**7. Adjournment**

The meeting was adjourned at 12:10 pm.



## MEMORANDUM

To: Personnel Committee

From:   
Traco Matthews, Chief Program Officer

Date: September 8, 2021

Subject: *Agenda Item 4a*: Revised Job Description for Director of Nutrition – **Action Item**

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Historically, the Director of Nutrition role has required a Registered Dietician (RD) certification due to oversight of grants that require oversight by a Registered Dietician or nutrition expert. This required certification has significantly reduced the number of applicants who might be eligible to fill the Director of Nutrition position, making recruitment for the role extremely challenging. With the recent retirement of Carmen Segovia (who held the RD certification), the opportunity to reimagine the position has emerged. Via numerous conversations with the Executive team and Nutrition Programs requiring the RD certification, the CPO has determined that removal of the RD certification from the Director of Nutrition position will expand, enrich, and strengthen the candidate pool.

The expert nutrition services required for the CalFresh, Head Start, and WIC programs will be outsourced to a certified vendor moving forward. The expected budgetary impact to Head Start is between \$5,000-\$10,000 annually based on 80-100 hours of annual work. The process of receiving proposals for a certified vendor has already commenced and received verbal interest from multiple sources. CAPK has also procured the services of a local Registered Dietician to provide emergency services until a longer-term relationship can be established. Pursuant to this adjustment, the language related to approval of menus, review of special diets, diet modifications, and oversight of high-risk diets would be removed from the Director of Nutrition job description.

There would be no change to CAPK's organizational structure. The Director of Nutrition would continue to report to the CPO and oversee the following programs: CalFresh, Central Kitchen, Food Bank, MCAP, and WIC. There would also be no additional changes to the annual budget or salary grade (Grade 14) for the position. The job description was reviewed by our Human Resources Department to confirm the appropriate grade and salary range. It remains aligned with other Director positions within the Agency and similar programs within the State. The plan is to post the position internally and externally due to the small modification of duties.

### **Recommendation:**

Staff recommends the Personnel Committee approve the newly revised job description for the Director of Nutrition and authorize HR to post the position.

### ***Attachments:***

Director of Nutrition Job Description





## Director of Health & Nutrition

*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 14

**FLSA Status:** Exempt

**Date Approved:** 08/11/2021

### **SUMMARY:**

Under the direction of the Chief Program Officer (CPO), the Director of Health & Nutrition Services will monitor all Agency contracts and/or grants pertaining to health, health education, and nutrition to ensure programmatic compliance with Federal and State laws and/or regulations and any other requirements specific to the contracts and/or programs.

Provides oversight for the CalFresh, Central Kitchen, Food Bank, Migrant Childcare Alternative Payment, and WIC programs.

### **SUPERVISION RECEIVED:**

Receives supervision from the Chief Program Officer.

### **SUPERVISION EXERCISED:**

CalFresh Program Administrator, Central Kitchen Administrator, Food Bank Administrator, Migrant Childcare Alternative Payment (MCAP) Program Administrator, and WIC Program Administrator.

### **DUTIES AND RESPONSIBILITIES:**

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

#### **Essential Job Specific Duties:**

- Responsible for monitoring federal, state and county funds to ensure funds are allocated and expended in accordance with guidelines set by applicable funding sources and appropriate federal/state regulations.
- Responsible for the overall operation of the programs including planning, developing, implementing and monitoring policies and procedures to ensure compliance with program/contract goals and objectives, in accordance with the funding sources requirements and scope of work.
- Oversees the development, implementation, and monitoring of programs budgets for the Division.
- Oversees program operations to ensure effective use of funds and compliance with rules and regulations set forth by the funding source.
- Interprets and applies state and federal laws, contract rules and regulations, and policies appropriate to program operations.
- Develops funding concepts and grants for implementation and project management of programs and services. Provides support in the preparation and submission of funding applications to meet the program's goals and objectives.
- Identifies problems with program performance regarding agency contracts and/or grants; makes recommendations for corrective actions.

- Assists personnel with the implementation of solutions to identified performance problems with agency contracts, including the evaluation of work performance on a timely basis, and providing administrative and human resources support.
- In conjunction with the CAPK's Chief Financial Officer, develops and maintains an effective system of financial management and budget development that controls funds within the Division and meets all necessary financial management requirements and applicable regulations.
- Apprises the CPO of the status of agency contracts/program performance on a periodic basis.
- Assist the CPO with presentations to the Board of Directors and its subcommittees, elected officials, private and public agencies and the community.
- Works in collaboration with other agencies, organizations and/or local government that support and enhance services provided by the Partnership.
- Establishes and maintains positive working relationships with staff, board members, the community, other organizations, and elected officials as well as state and federal funding representatives.
- Responsible for ensuring that internal controls are developed and implemented to safeguard confidential information and documents, the disclosure of which could have an adverse effect on the agency's relationships with other individuals and/or organizations.
- Performs special assignments/projects and other duties as assigned by the CPO.

**Other Job Specific Duties:**

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

**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:**

- Principles and practices of non-profit administration, budgeting, fiscal oversight, grant and project management and HR/employee practices.
- Federal, State, and local programs, laws and regulations pertaining to the operation of the program.
- Agency policies and procedures.
- Applicable federal, state, and local laws, codes, and regulations.
- Departmental policies and procedures.
- Modern office practices, methods, procedures and equipment, including computers.
- Word processing, spreadsheet, database, and other related software applications

**Ability to:**

- Work independently while managing competing demands.
- Gather and analyze data and make comprehensive reports and recommendations.
- Prepare clear and concise reports.

- Analyze demographic and program statistical data to effectively plan program goals and objectives.
- Establish and maintain effective working relationships.
- Deal with conceptual matters.
- Plan, organize, allocate, and control substantial resources.
- Communicate effectively, verbally and in writing.
- Demonstrate good interpersonal skills.
- Attend evening and weekend meetings.
- Effectively present program information to the general public.
- Establish professional working relationships with staff, agencies and parents.
- Bilingual language fluency (Spanish/English) desirable.

### **EDUCATION AND EXPERIENCE:**

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

- B.S./B.A. degree from an accredited institution with a major in public administration, business administration, or closely related field.
- Possession of an advance degree is desirable and may be substituted for one (1) year of required experience.
- Five (5) years' senior management level experience, including supervision, in directing, organizing and coordinating the administrative activities within a division, department, or program within a public agency or private non-profit organization
- Public speaking experience and media relations is desirable.
- Any equivalent combination of education and/or experience may be acceptable.

### **OTHER REQUIREMENTS**

- Possession of a valid California driver's license and state automobile insurance with an acceptable driving record, substantiated by a DMV printout.
- Must be fingerprinted and have such records filed with the State Department of Social Services.
- Completion of physical and substance abuse screening upon offer of employment.
- Successful completion of TB screening upon employment and annually thereafter.

### **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 Director of Health & Nutrition |               |                  |                               |                         |
|---|---------------|------------------|-------------------------------|-------------------------|
| Activity                                      | Hours Per Day | NEVER<br>0 HOURS | OCCASIONALLY<br>UP TO 4 HOURS | FREQUENTLY<br>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<br>0 HOURS | OCCASIONALLY<br>UP TO 4 HOURS | FREQUENTLY<br>4-8 HOURS | NEVER<br>0 HOURS | OCCASIONALLY<br>UP TO 4 HOURS | FREQUENTLY<br>4-8 HOURS |
| 0-10 lbs   |                  |                               | X                       |                  |                               | X                       |
| 11-25 lbs  |                  | X                             |                         |                  | X                             |                         |
| 26-50 lbs  |                  | X                             |                         |                  | X                             |                         |
| 51-75 lbs  | X                |                               |                         | X                |                               |                         |
| 76-100 lbs | X                |                               |                         | X                |                               |                         |
| 100+ lbs   | X                |                               |                         | X                |                               |                         |



## MEMORANDUM

To: Personnel Committee

From: Susana R. Magana, Migrant Childcare Program Administrator

Date: September 8, 2021

Subject *Agenda Item 4b*: Reclassification of Service Clerk Position to an Enrollment Technician Position – **Action**

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In September 2021, CAPK Migrant Childcare Program (MCAP) staff had a discussion with Human Resources (HR) that led to the reclassification of the Service Clerk position to an Enrollment Technician position. When the Services Clerk position was created in 2016, the position was to fulfill clerical and front office receptionist duties for MCAP's main office. In reviewing the actual job duties performed by the Service Clerk, it was found that the Service Clerk performs the clerical and reception duties along with the initial eligibility determination for new families, as well as determines the eligibility for the childcare providers applying to participate in the MCAP program. Included with this memo is the new Enrollment Technician job description that has been reviewed, pointed by HR and is being presented to the Committee for approval to replace the Service Clerk position.

Currently, the position is vacant. The plan is to recruit for this position in the upcoming weeks, using the reclassified job description. HR staff has determined the Enrollment Technician position to be a grade 5 with a salary range starting at \$32,427.20. Funding for this position is included in the MCAP's current FY 21-22 \$9,584,682.00 contract from the California Department of Social Services (DSS). The impact on the CAPK MCAP budget is projected to be sustainable.

The updated job descriptions coincide with the CAPK Strategic Goal that will give the program a more engaged staff and better retention. This is an ongoing project to revise all the job descriptions of the CAPK MCAP program to help curve the high turnover rate. The next step will be the approval of the attached job description and salary grade & range for the Enrollment Technician.

### **Recommendation:**

Staff recommends approval of the CAPK MCAP Enrollment Technician description and salary grade & range.

### **Attachment:**

*MCAP Enrollment Technician Job Description*



## Enrollment Technician - Migrant Childcare Alternative Payment Program

*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 05

**FLSA Status:** Non-Exempt

**Date Approved:** Draft

### **SUMMARY:**

Under the supervision of the Family Services Coordinator, the Enrollment Technician performs duties related to eligibility, screening, and enrollment for Migrant Childcare Alternative Payment program (MCAPP) for both families and childcare providers. The Enrollment Technician is also responsible for reception and general clerical support services for the Program.

### **SUPERVISION RECEIVED:**

Receives direct supervision from Family Services Coordinator.

### **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:**

1. Maintain computerized database management system (NOHO) for federal and state programs, including but not limited to completing, entering, updating, and auditing applications.
2. Create and deliver correspondence, as needed.
3. Track and monitor all areas of eligibility for the federal and state programs.
4. Audit and review federal and state family and provider files to ensure compliance with regulations.
5. Accepts and enrolls families into the federal and state program.
6. Review eligibility information provided by families and childcare providers for federal and state programs.
7. Communicates with public and staff in a tactful, courteous, and professional manner.
8. Responsible for keeping front desk area, waiting lobby, central meeting area, and conference room in an organized and professional manner.
9. Answers program's toll free hotline for enrollment and recruitment, and routes calls to all 6 MCAP offices.
10. Provides support to the Subsidized Reimbursement department by screening, clearing and enrolling of childcare providers for program participation.
11. Generate, monitor, and maintain an organized filing system for the reports needed to track eligibility, recruitment, selection, and enrollment.
12. Data entry of centralized eligibility list and the servicing, monitoring, and maintenance of associated files.
13. Furnishes general information to the public, and program entry information to applicants and assists in completing the applications for MCAP

14. Provide training, when necessary, in a large group, small group or one-on-one settings.
15. Works closely with other agencies or organizations in the community as part of the collaborative efforts to boost recruitment and enrollment
16. Types correspondence, documents, and reports of a general/routine nature.
17. Data entry of Centralized Eligibility List and servicing, monitoring, and maintenance of associated files.
18. Provides general clerical support such as faxing, photocopying, binding, filing, mail pick up and distribution, as needed by the program.
19. Conducts family and provider home visits, when assigned.

**B. Other Job Specific Duties:**

1. Works on special projects as assigned.
2. Conducts and attends meetings, trainings and professional growth activities, as required.
3. Works alternative hours as required, including nights and weekends.
4. Maintains a safe and functional work environment.
5. Is assertive in the effort to recruit and enroll families that qualify for MCAPP.
6. Performs any other like duties as assigned.

**MINIMUM QUALIFICATIONS:**

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

**Knowledge of:**

Agency policies and procedures.  
 Applicable federal, state, and local laws, codes, and regulations.  
 Departmental policies and procedures.  
 Understanding of socially and economically challenged families.  
 Modern office procedures and equipment, including computers.  
 Word processing and related software applications.  
 Knowledge of proper grammar in written communication.

**Ability to:**

Prepare clear, concise reports.  
 Plan, organize and allocate resources.  
 Exercise sound, independent judgment within general policy guidelines.  
 Communicate effectively, verbally and in writing in both English and Spanish  
 Provide guidance and explain policies and procedures  
 Analyze problems and identify alternative solutions.  
 Work with accuracy and attention to detail.  
 Operate and use modern office equipment.  
 Effectively organize and prioritize assigned work.  
 Establish and maintain effective working relationships with staff, agencies, families, childcare providers.

**EDUCATION AND EXPERIENCE:**

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

- High school diploma or equivalent.

- One (1) year of experience in social services or related field.
- Two (2) year of clerical/receptionist experience.

#### **OTHER REQUIREMENTS:**

- Possession of a valid California driver's license and state automobile insurance with an acceptable driving record, substantiated by a DMV printout.
- Completion of a live scan, physical TB, and substance abuse screening upon offer of employment.
- **Must be fully fluent in English and Spanish (read, write, and speak)**

#### **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 Enrollment Technician - MCAPP |               |                  |                               |                         |
|--|---------------|------------------|-------------------------------|-------------------------|
| Activity                                     | Hours Per Day | NEVER<br>0 HOURS | OCCASIONALLY<br>UP TO 4 HOURS | FREQUENTLY<br>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<br>0 HOURS | OCCASIONALLY<br>UP TO 4 HOURS | FREQUENTLY<br>4-8 HOURS | NEVER<br>0 HOURS | OCCASIONALLY<br>UP TO 4 HOURS | FREQUENTLY<br>4-8 HOURS |
| 0-10 lbs   |                  |                               | X                       |                  |                               | X                       |
| 11-25 lbs  |                  | X                             |                         |                  | X                             |                         |
| 26-50 lbs  |                  | X                             |                         |                  | X                             |                         |
| 51-75 lbs  | X                |                               |                         | X                |                               |                         |
| 76-100 lbs | X                |                               |                         | X                |                               |                         |
| 100+ lbs   | X                |                               |                         | X                |                               |                         |



## **August 2021 Program Monthly Reports**

PRE Committee

September 2021



## **Community Development**

2-1-1 Kern Call Center

Coordinated Entry Services

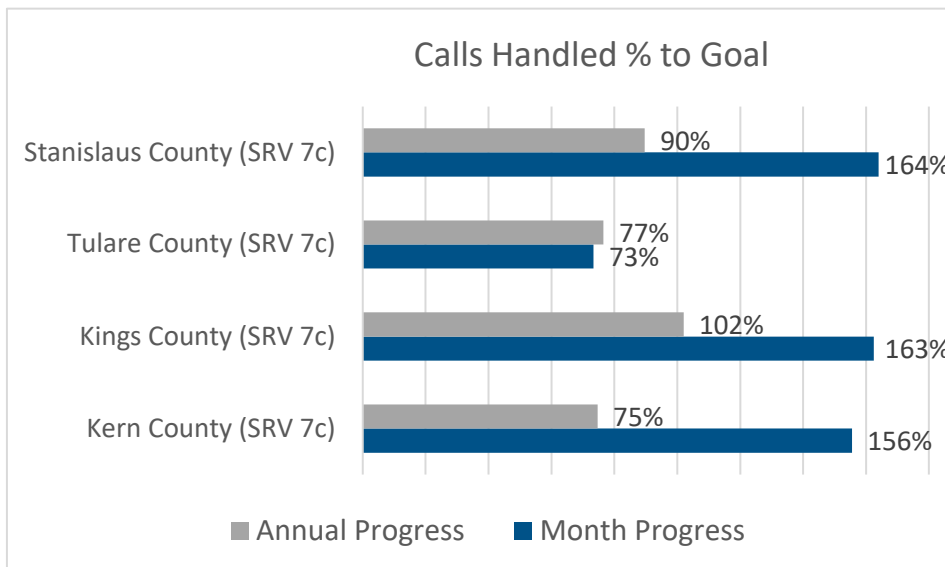
M Street Homeless Navigator Center

**Community Action Partnership of Kern  
Monthly Report 2021**

|  |                                     |                   |                  |  |                       |                   |
|--|-------------------------------------|-------------------|------------------|--|-----------------------|-------------------|
| Month  | August                              | Program/Work Unit |                  | 211 Kern                               |                       |                   |
| Division/Director  | Traco Matthews, CPO<br>CDO Interim  |                   | Program Manager  | Jennifer Jordan, Program Administrator |                       |                   |
| Reporting Period   | January 1, 2021 - December 31, 2021 |                   |                  |  |                       |                   |
| Program Description  |                                     |                   |                  |  |                       |                   |
| 2-1-1 Kern is a 24/7 information and referral service that provides local residents with comprehensive information and links to community health and human services at no cost. 2-1-1 Kern has a database of 1,500 social service agencies that are available to the public through the 2-1-1 Kern Online Resource Directory at www.211KernCounty.org. |                                     |                   |                  |  |                       |                   |
| Most Requested Services  | Utility Service Payment             |                   | Health Insurance |  | Food Assistance       |                   |
| Top 3 Unmet Needs  | Homelessness Assistance             |                   | Rent Payment     |  | Financial Assistance  |                   |
| Information and Referral Services Calls Handled (Referred)   |                                     | Month             | YTD              | Annual Goal                            | Month Progress        | Annual Progress   |
| Kern County (SRV 7c)   |                                     | 9,330             | 53,747           | 72,000                                 | 156%                  | 75%               |
| Kings County (SRV 7c)  |                                     | 325               | 2,448            | 2,400                                  | 163%                  | 102%              |
| Tulare County (SRV 7c)   |                                     | 1,100             | 13,771           | 18,000                                 | 73%                   | 77%               |
| Stanislaus County (SRV 7c)   |                                     | 1,968             | 12,911           | 14,400                                 | 164%                  | 90%               |
| Total  |                                     | 12,723            | 82,877           | 106,800                                | 139%                  | 78%               |
| Staffing vs. Call Volume   |                                     |                   |                  | Current Staff                          | Staff Needed Per Call | Staff Over/ Short |
| Staff dedicated of Kern calls handled. Expectation is 42 calls per staff for an 8 hour shift.  |                                     |                   |                  | 18                                     | 2.2                   | (21.93)           |
| Grant Funded Services  |                                     | Month             | YTD              | Annual Goal                            | Month Progress        | Annual Progress   |
| CalFresh Application (SRV 7b & SRV 7c)   |                                     | 9                 | 211              | 300                                    | 36%                   | 70%               |
| Medi-Cal Application (SRV 7b & SRV 7c)   |                                     | 4                 | 72               | 100                                    | 48%                   | 72%               |
| Ages & Stages New Children Screened (SRV 5c, SRV 7b & SRV 7c)  |                                     | 30                | 147              | 300                                    | 120%                  | 49%               |
| Website Visitors   |                                     | Month             | YTD              | Annual Goal                            | Month Progress        | Annual Progress   |
| Duplicated   |                                     | 19,838            | 155,140          | 200,000                                | 119%                  | 78%               |
| Other Calls  |                                     | Month             | YTD              | Annual Goal                            | Month Progress        | Annual Progress   |
| LIHEAP (SRV 7b & SRV 7c)   |                                     | 5,275             | 28,243           | 42,000                                 | 151%                  | 67%               |
| Mental Health (SRV 7c)   |                                     | 301               | 2,325            | 2,400                                  | 151%                  | 97%               |
| Health and Human Service Referrals   |                                     | 10,185            | 73,548           | 100,000                                | 122%                  | 74%               |
| Explanation (Over/Under Goal Progress)   |                                     |                   |                  |  |                       |                   |
| CalFresh and Medi-Cal applications substantially decreased due to unforeseen staffing changes. Senior I&R Specialist is currently overseeing project responsibilities.   |                                     |                   |                  |  |                       |                   |

**Community Action Partnership of Kern  
Monthly Report 2021**

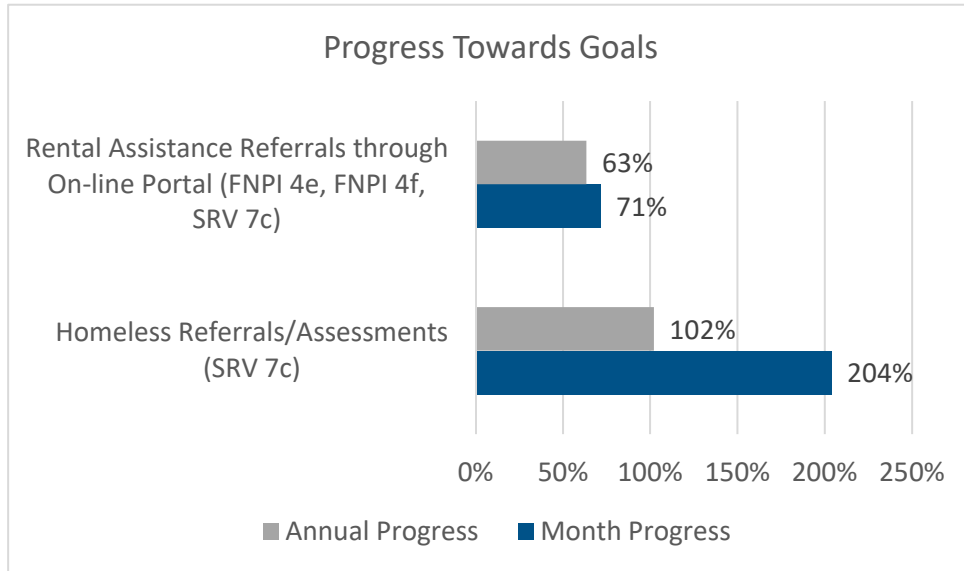
| Month                        | August | Program/Work Unit  | 211 Kern |
|------------------------------|--------|--|----------|
| Program Strategic Goals      |        | Progress Towards Goal  |          |
| 1. Fill Staff Vacancies      |        | Hired and onboarded new Program Administrator. Actively recruiting for a qualified candidate to fill the Program Specialists position and the Help Me Grow Care Coordinator position.                |          |
| 2. Retain Staff              |        | Program Administrator has scheduled one-on-one meetings with all staff members to gain further knowledge of the 211 program.   |          |
| 3. Contingency Staffing Plan |        | 211 leadership will create a formal Contingency Staffing Plan, this will include a plan of action for an unexpected call handling circumstances which may have a critical impact on the call center. |          |



**Community Action Partnership of Kern  
Monthly Report 2021**

| Month   | August                              | Program/Work Unit     |                 | Coordinated Entry Services (CES) |                |                 |
|---|-------------------------------------|-----------------------|-----------------|----------------------------------|----------------|-----------------|
| Division/Director   | Traco Matthews, CPO, CDO Interim    |                       | Program Manager | Rebecca Moreno                   |                |                 |
| Reporting Period  | January 1, 2021 - December 31, 2021 |                       |                 |                                  |                |                 |
| Program Description   |                                     |                       |                 |                                  |                |                 |
| Serves as the Kern County point of entry for assessment and referral to homeless services. Coordinated Entry Services (CES) works with all Bakersfield Kern Regional Homeless Collaborative partners to maximize member resources. CES is also the entry point for COVID related rental assistance. |                                     |                       |                 |                                  |                |                 |
| Referrals/Assessments   |                                     | Month                 | YTD             | YTD Goal                         | Month Progress | Annual Progress |
| Homeless Referrals/Assessments (SRV 7c)   |                                     | 1,020                 | 6,127           | 6,000                            | 204%           | 102%            |
| Rental Assistance Referrals through On-line Portal (FNPI 4e, FNPI 4f, SRV 7c)   |                                     | 119                   | 1,268           | 2,000                            | 71%            | 63%             |
| Total Calls   |                                     | 1,139                 | 7,395           | 8,000                            | 171%           | 92%             |
| Performance   |                                     | Month                 | YTD             | YTD Goal                         | Month Progress | Annual Progress |
| Number of applicants who received a response within 24 Hours  |                                     | 1,061                 | 3,739           | 100%                             | 93%            | 51%             |
| Number of Households receiving Homeless Prevention (Rental Assistance) Funds  |                                     | 0                     | 4               | 300                              | 0%             | 1%              |
| Pending Assessments   |                                     | Month                 | YTD             | YTD Goal                         | Month Progress | Annual Progress |
| Pending Homeless  |                                     | 0                     | 0               | 15                               | -              | -               |
| Pending Rental Assistance   |                                     | 0                     | 0               | 15                               | -              | -               |
| Explanation (Over/Under Goal Progress)  |                                     |                       |                 |                                  |                |                 |
| Pending Assessments are supposed to be 0.<br>RA was at 0 for the month of August due the County has a very restircitve allowable service area.  |                                     |                       |                 |                                  |                |                 |
| Program Strategic Goals   |                                     | Progress Towards Goal |                 |                                  |                |                 |
| 1. Improve 24 hour call back response.  |                                     |                       |                 |                                  |                |                 |
| 2. Integrate Customer Relation Software (CRM).  |                                     |                       |                 |                                  |                |                 |
| 3. Build provider network support.  |                                     |                       |                 |                                  |                |                 |

**Community Action Partnership of Kern  
Monthly Report 2021**



**Community Action Partnership of Kern  
Monthly Report 2021**

| Month   | August                              | Program/Work Unit   |                 | M Street Navigation Center |                |                 |
|---|-------------------------------------|---|-----------------|----------------------------|----------------|-----------------|
| Division/Director   | Traco Matthews, CPO<br>CDO Interim  |   | Program Manager | Laurie Hughey              |                |                 |
| Reporting Period  | January 1, 2021 - December 31, 2021 |   |                 |                            |                |                 |
| Program Description   |                                     |   |                 |                            |                |                 |
| CAPK operates the 150-bed homeless Low Barrier Navigation Center in partnership with the County of Kern. This 24-hour shelter offers housing, meals and an array of mental health, medical care and economic resources to un- sheltered individuals with pets and partners. |                                     |   |                 |                            |                |                 |
| Shelter   |                                     | Month   | YTD             | YTD Goal                   | Month Progress | Annual Progress |
| Overnight Residents (Assigned Beds)<br><b>Month only</b> (COVID-19 Related, will review   |                                     | 149   | 844             | 150                        | 99%            |                 |
| Overnight Residents (Assigned Beds) (FNPI   |                                     | 111   | 646             | 600                        | 222%           | 108%            |
| Pets (Number)   |                                     | 3   | 35              | 40                         | 90%            | 88%             |
| Residents Under 90 days length of stay.   |                                     | 88  | 476             | 300                        | 352%           | 159%            |
| Exits to Permanent Housing (FNPI 4b)  |                                     | 8   | 46              | 120                        | 80%            | 38%             |
| Exits-Self  |                                     | 11  | 157             | 150                        | 88%            | 105%            |
| Exits-Involuntary   |                                     | 19  | 302             | 330                        | 69%            | 92%             |
| Case Management Services  |                                     | 1,204   | 1,510           | 500                        | 2890%          | 302%            |
| Critical Incidents  |                                     | 34  | 245             | 360                        | 113%           | 68%             |
| Shelter Residents Meals SRV 5ii   |                                     | 3,457   | 22,651          | 190,000                    | 22%            | 12%             |
| Number of Volunteers  |                                     | 24  | 78              | 120                        | 240%           | 65%             |
| Volunteers Hours  |                                     | 78  | 944             | 7,200                      | 13%            | 13%             |
| Explanation (Over/Under Goal Progress)  |                                     |   |                 |                            |                |                 |
| Due to the corona virus outbreak that occurred this month, volunteer hours were reduced to ensure safety of all at M Street, as well as Cityserve cut down on the number of volunteer training classes. Meals- Goal to be adjusted.   |                                     |   |                 |                            |                |                 |
| Program Strategic Goals   |                                     | Progress Towards Goal   |                 |                            |                |                 |
| 1. Offer walk-in client services.   |                                     | N/A   |                 |                            |                |                 |
| 2. Increase community Engagement i.e. volunteers, in-kind donations, non-operational special need items, etc.   |                                     | Chase Bank- presentation on Financial literacy; Cityserve served dinner on 8/29/21, Freezer donation from Lowes, Aug 7th, Kingdom Prayer provided dinner, Aug 21 Bible Study with Kingdom Prayer. |                 |                            |                |                 |
| 3. Develop and implement a job program  |                                     | Project Hire-up kicked off co-hort 4 5 residents participating, 1 resident attending BC of kinseology, BHC work program.  |                 |                            |                |                 |



**Community Action Partnership of Kern  
Monthly Report 2021**

| Month         | August     | Program/Work Unit | M Street Navigation Center |            |         |        |
|---------------|------------|-------------------|----------------------------|------------|---------|--------|
| Age           | Month      |                   | Zipcode                    | Number     | Zipcode | Number |
| 18 - 24       | 7          |                   | 93301                      | 23         |         |        |
| 25 - 34       | 16         |                   | 93304                      | 8          |         |        |
| 35 - 44       | 21         |                   | 93305                      | 9          |         |        |
| 45 - 54       | 25         |                   | 93306                      | 4          |         |        |
| 55 - 61       | 24         |                   | 93307                      | 5          |         |        |
| 62+           | 18         |                   | 93308                      | 13         |         |        |
| <b>Total:</b> | <b>111</b> |                   | 93309                      | 5          |         |        |
|               |            |                   | 93311                      | 1          |         |        |
|               |            |                   | 93312                      | 3          |         |        |
|               |            |                   | 93313                      | 1          |         |        |
|               |            |                   | 93215                      | 1          |         |        |
|               |            |                   | 90044                      | 1          |         |        |
|               |            |                   | 95354                      | 1          |         |        |
|               |            |                   | 93555                      | 1          |         |        |
|               |            |                   | 93268                      | 2          |         |        |
|               |            |                   | 91356                      | 1          |         |        |
|               |            |                   | 96817                      | 1          |         |        |
|               |            |                   | 55420                      | 1          |         |        |
|               |            |                   | 78521                      | 1          |         |        |
|               |            |                   | 78521                      | 1          |         |        |
|               |            |                   | 98010                      | 1          |         |        |
|               |            |                   | unspecifie<br>d            | 66         |         |        |
|               |            |                   | <b>Total</b>               | <b>150</b> |         |        |

| Race Demographic                          | Month      |
|---|------------|
| American Indian or Alaska Native          | 8          |
| Asian                                     | 1          |
| Black or African American                 | 22         |
| Native Hawaiian or Other Pacific Islander | 0          |
| White                                     | 77         |
| Multiple races                            | 1          |
| Client Don't know / Refused               | 1          |
| No Answer                                 | 1          |
| <b>Total:</b>                             | <b>111</b> |

| Gender  | Month      |
|---|------------|
| Female  | 47         |
| Male  | 64         |
| Trans Female (MTF or Male to Female)                        |            |
| Trans Male (FTM or Female to Male)                          |            |
| Gender Non-Conforming (i.e. not exclusively male or female) |            |
| Client doesn't know   |            |
| Client refused  |            |
| No Answer   |            |
| <b>Total:</b>   | <b>111</b> |



## **Health and Nutrition Services**

Cal-Fresh Health Living Program

Food Bank

Migrant Childcare Alternative Payment

Women, Infant, and Children

**Community Action Partnership of Kern  
Monthly Report 2021**

|                          |                                     |                          |                            |
|--------------------------|-------------------------------------|--------------------------|----------------------------|
| <b>Month</b>             | August                              | <b>Program/Work Unit</b> | CalFresh Healthy Living    |
| <b>Division/Director</b> | Health & Nutrition Services/TBD     | <b>Program Manager</b>   | Alejandra Morales, Interim |
| <b>Reporting Period</b>  | January 1, 2021 - December 31, 2021 |                          |                            |

**Program Description**

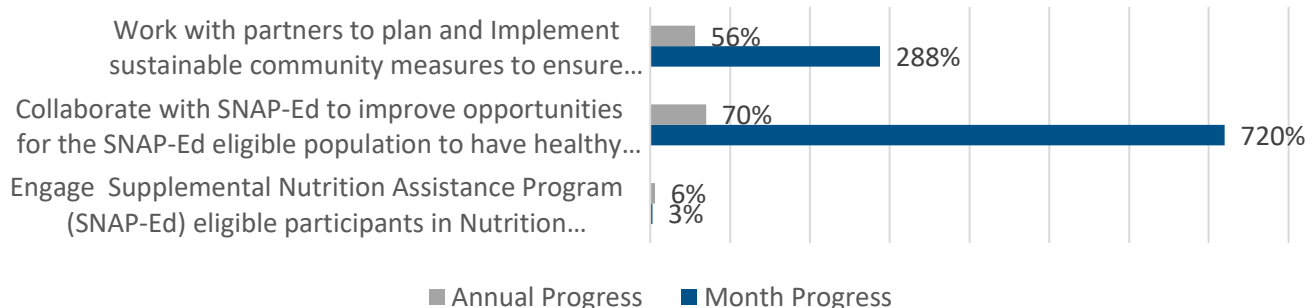
CAPK CalFresh Healthy Living improves the nutrition health of low-income Kern County residents by providing access to nutrition education, physical activity education, and training that will help build a healthy, knowledgeable community.

| Services   | Month | YTD   | YTD Goal | Month Progress | Annual Progress |
|--|-------|-------|----------|----------------|-----------------|
| Engage Supplemental Nutrition Assistance Program (SNAP-Ed) eligible participants in Nutrition Education (FNPI 5a) (SRV 5ff)                  | 100   | 2,672 | 45,000   | 3%             | 6%              |
| Collaborate with SNAP-Ed to improve opportunities for the SNAP-Ed eligible population to have healthy choices.                               | 6     | 7     | 10       | 720%           | 70%             |
| Work with partners to plan and Implement sustainable community measures to ensure changes that support healthy eating and physical activity. | 6     | 14    | 25       | 288%           | 56%             |

**Explanation (Over/Under Goal Progress)**

| Program Strategic Goals             | Progress   |
|-------------------------------------|--|
| 1. Retain Staff                     | Health Educators hosted National Farmers Market week in partnership with the F Street Farmers Market. Health Educators were engaged and participated in activities aligned with program goals. |
| 2. Create Contingency Staffing Plan | Actively recruiting to fill Program Administrator position.  |
| 3. Expand Social Media Presence     | Increased social media posts and used various media formats when posting content to increase participation.  |

**Progress Towards Goals**



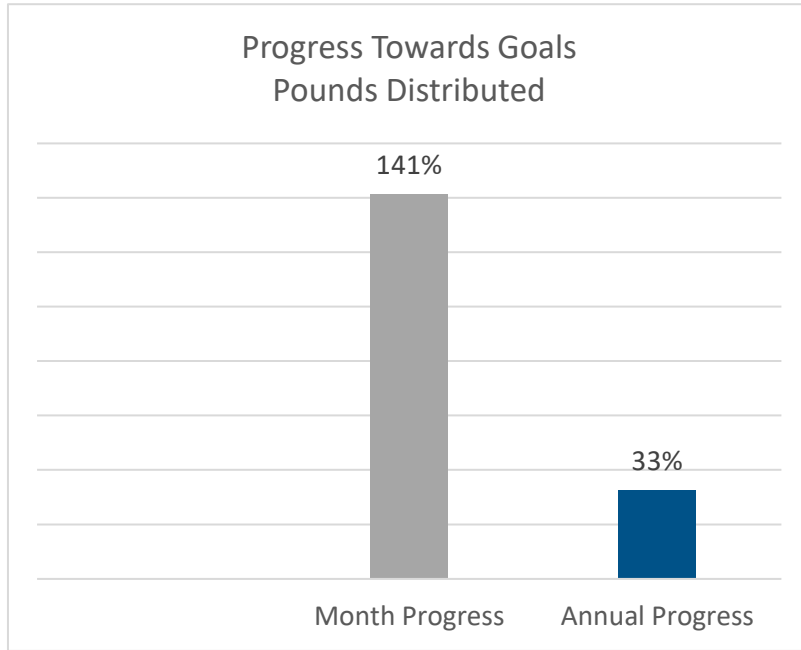
**Community Action Partnership of Kern  
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|   |                                     |                       |                         |                |                 |
|---|-------------------------------------|-----------------------|-------------------------|----------------|-----------------|
| Month   | August                              | Program/Work Unit     | Food Bank               |                |                 |
| Division/Director   | Health & Nutrition Services         | Program Manager       | Carrie Farwell, Interim |                |                 |
| Reporting Period  | January 1, 2021 - December 31, 2021 |                       |                         |                |                 |
| Program Description   |                                     |                       |                         |                |                 |
| Provides food assistance to low-income families and individuals through a network of more than 150 partnering food distribution sites throughout Kern County. The Food Bank also offers the Senior Food and Backpack Buddies program at CAPK youth centers, schools, and other community sites. |                                     |                       |                         |                |                 |
| Food Distributions  | Month                               | YTD                   | Annual Goal             | Month Progress | Annual Progress |
| Individuals Served ( Duplicated) (SRV 5jj)  |                                     | 231,828               | 650,000                 | 0%             | 36%             |
| Pounds Received   |                                     | 13,391,058            | 25,000,000              | 0%             | 54%             |
| Pounds Carried Over from Previous Month   |                                     |                       |                         |                |                 |
| Pounds Distributed  | 1,390,542                           | 6,678,230             | 22,000,000              | 76%            | 30%             |
| Senior Food   | Month                               | YTD                   | Month Goal              | Month Progress |                 |
| Individuals Served (SRV 5jj)  |                                     | 25,387                | 4,800                   | 0%             |                 |
| Pounds Distributed  | 160,930                             | 474,274               | 150,500                 | 107%           |                 |
| Free Farmers Markets  | Month                               | YTD                   | Annual Goal             | Month Progress | Annual Progress |
| Households Served (SRV 5jj)   |                                     | 7,806                 | 8,000                   | 0%             | 98%             |
| Pounds Distributed  | 50,320                              | 151,770               | 250,000                 | 242%           | 61%             |
| Total Pounds Distributed  | Month                               | YTD                   | Annual Goal             | Month Progress | Annual Progress |
| All Programs  | 1,601,792                           | 7,304,274             | 22,400,500              | 141%           | 33%             |
| Volunteers  | Month                               | YTD                   | Annual Goal             | Month Progress | Annual Progress |
| Volunteers who received job skill training SRV 6f   |                                     | 129                   | 60                      | 0%             | 215%            |
| Other Volunteers  |                                     | 346                   | 1,500                   | 0%             | 23%             |
| Explanation (Over/Under Goal Progress)  |                                     |                       |                         |                |                 |
|   |                                     |                       |                         |                |                 |
| Program Strategic Goals   |                                     | Progress Towards Goal |                         |                |                 |
| 1. Improve data collection and reporting methods.   |                                     |                       |                         |                |                 |
| 2. Fill newly created positions & train new employees.  |                                     |                       |                         |                |                 |

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|                                    |  |
|------------------------------------|--|
| 3. Increase numbers of volunteers. |  |
|------------------------------------|--|

|              |        |                          |           |
|--------------|--------|--------------------------|-----------|
| <b>Month</b> | August | <b>Program/Work Unit</b> | Food Bank |
|--------------|--------|--------------------------|-----------|



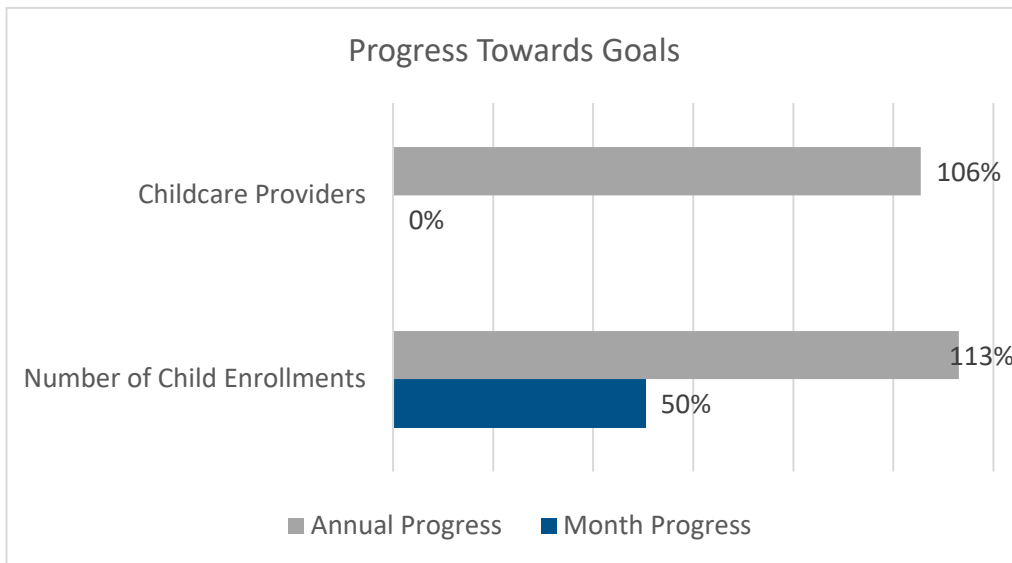
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| Month  | August  | Program/Work Unit   |                 | Migrant Childcare Alternative Payment (MCAP) |                |                 |
|--|---|---|-----------------|--|----------------|-----------------|
| Division/Director  | Health & Nutrition Services   |   | Program Manager | Susana Magana                                |                |                 |
| Reporting Period   | August 1 , 2021 - August 31, 2021 (MCAP Fiscal Year July 2021- June 2022) |   |                 |  |                |                 |
| Program Description  |   |   |                 |  |                |                 |
| The Migrant Childcare Alternative Payment (MCAP) program provides childcare subsidy to migrant, agriculturally working families. Families can apply for child care services in six entry counties: Kern, Kings, Madera, Merced, Tulare, and Fresno. Once a family is enrolled in the program, the family can migrate anywhere in California to follow agricultural work and their childcare services can continue.                                     |   |   |                 |  |                |                 |
| Services   |   | Month   | YTD             | Goal   | Month Progress | Annual Progress |
| Number of Child Enrollments  |   | 42  | 1,131           | 1,000  | 50%            | 113%            |
| Childcare Providers  |   | 0   | 211             | 200  | 0%             | 106%            |
| MCAP Subsidies July -June  |   | Month of July processed in August   | YTD             | Goal   | Month Progress | Annual Progress |
| Provider Payments-Subsidies Expended   |   | \$562,985   | \$ 562,985      | \$7,500,000                                  | 90%            | 8%              |
| Agriculture Childcare Program Kern Ends in July (Will not change Month to Month)   |   | Month   | YTD             | Goal   | Month Progress | Annual Progress |
| Number of Children Served  |   |   | 21              | 21   | 0%             | 100%            |
| Number of Childcare Providers  |   | -   | 9               | 9  | 0%             | 100%            |
| Explanation (Over/Under Goal Progress)   |   |   |                 |  |                |                 |
| The AG childcare program ended in July, and processed all payments/close-out in August 2021. Final reports are still being worked on, but full funding was expended. For MCAP, the program's fiscal year ended June 30th. CAPK earned 89% of the MCAP contract. The average earned by other AP contractors throughout CA for FY 20-21 was 60%. The new contract for FY 21-22 started July 1. Currently, the program is on track to earn full contract. |   |   |                 |  |                |                 |
| Program Strategic Goals  |   | Progress Towards Goal   |                 |  |                |                 |
| 1. Fill Staff Vacancies.   |   | Recruiting for Kings County satellite office is underway. Expecting to have position filled by end of September 2021. |                 |  |                |                 |

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|                              |   |
|------------------------------|---|
| 2. Retain Staff.             | Program Administrator worked with CAPPA CEO for close to a year to get a bill authored that would support the MCAP program funding structure to better serve the migrant community. Finally, SB393 was authored by Sen. Hurtado and filed on 2/11/2021. After 10 hearings, SB 393 was passed on 9/2/2021 and is headed to the Governor's office. Retaining staff was a key selling point in trying to get this bill passed. |
| 3. Contingency Staffing Plan | As program continues to update the policies and procedures to align with the recent state eligibility regulations, staff will be crossed trained to ensure compliance.  |

| Month | August | Program/Work Unit | Migrant Childcare Alternative Payment (MCAP) |
|-------|--------|-------------------|--|
|-------|--------|-------------------|--|



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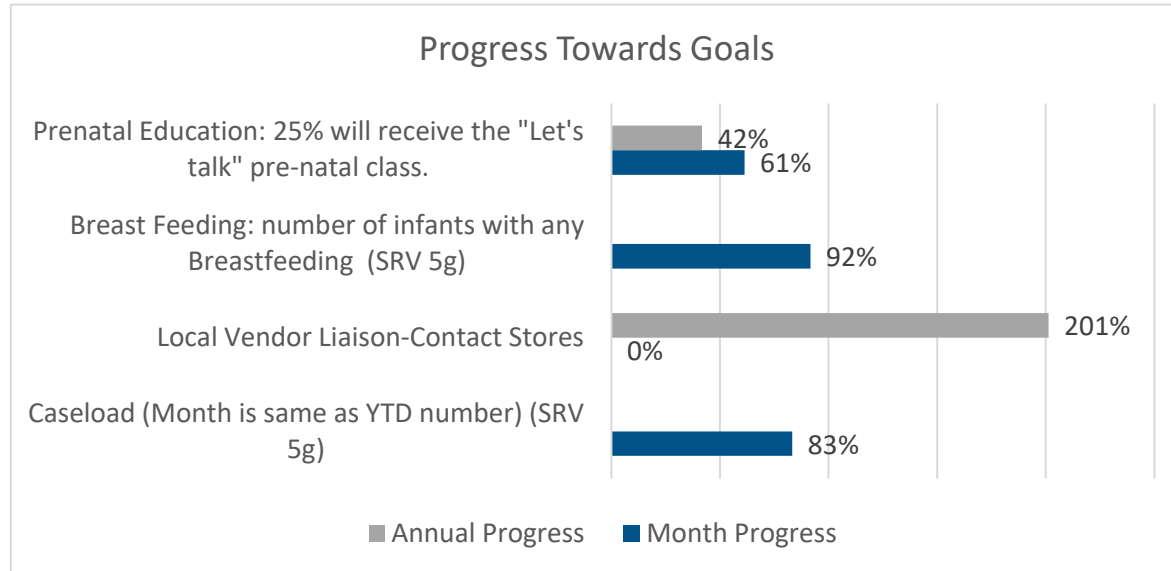
| Month  | August                              | Program/Work Unit |  | Women Infants & Children (WIC) Nutrition |                |                 |
|--|-------------------------------------|-------------------|--|--|----------------|-----------------|
| Division/Director  | Health & Nutrition Services         |                   | Program Manager  | Lorna Speight                            |                |                 |
| Reporting Period   | January 1, 2021 - December 31, 2021 |                   |  |  |                |                 |
| Program Description  |                                     |                   |  |  |                |                 |
| The WIC program provides education, breastfeeding support and food vouchers for families with infants, children up to age 5, and women who are pregnant, postpartum or breast feeding. CAPK WIC operates in 21 sites throughout Kern County, 5 locations in San Bernardino County, and through one mobile WIC clinic to reach hard-to-serve populations. |                                     |                   |  |  |                |                 |
| Services   |                                     | Month             | YTD  | Goal                                     | Month Progress | Annual Progress |
| Caseload (Month is same as YTD number) (SRV 5g)  |                                     | 13,467            |  | 16,160                                   | 83%            |                 |
| Local Vendor Liaison-Contact Stores  |                                     | 0                 | 143  | 71                                       | 0%             | 201%            |
| Breast Feeding: number of infants with any Breastfeeding (SRV 5g)  |                                     | 770               |  | 840                                      | 92%            |                 |
| Prenatal Education: 25% will receive the "Let's talk" pre-natal class.   |                                     | 69                | 564  | 1,350                                    | 61%            | 42%             |
| Outreach   |                                     | Month             | YTD  | Goal                                     | Month          | Annual          |
| Enrollment from Website Goal is 100% enrolled  |                                     | 194               | 1,584  | 1,400                                    | 166%           | 113%            |
| WIC Presentations and Outreach   |                                     | 2                 | 14   | 24                                       | 100%           | 58%             |
| Create one PSA for publication in newspaper, television, or social media.  |                                     | 1                 | 3  | 4  | 300%           | 75%             |
| Regional Breast Feeding  |                                     | Month             | YTD  | Goal                                     | Month Progress | Annual Progress |
| Outreach to stakeholders to increase Breast Feeding knowledge and WIC referrals.   |                                     | 1                 | 26   | 50                                       | 24%            | 52%             |
| Explanation (Over/Under Goal Progress)   |                                     |                   |  |  |                |                 |
| Regional Breastfeeding Liason resigned from position and position needs to be filled.  |                                     |                   |  |  |                |                 |
| Program Strategic Goals  |                                     |                   | Progress   |  |                |                 |
| 1. Develop Nutrition Topics on Facebook/Instagram.   |                                     |                   | New fall produce, farmers market and World Breast feeding month. |  |                |                 |
| 2. Develop nutrition course for new hires.   |                                     |                   | Complete   |  |                |                 |



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|  |   |
|--|---|
| 3. Implement Tele-Health for WIC appointments and counselling. | Readiness checklist & Pre-approval plan submitted to State WIC was approved. Tele-health licenses issued to WIC staff and staff is being trained on the new Tele-Health platform to begin in Oct 2021 |
|--|---|

|              |        |                          |                          |
|--------------|--------|--------------------------|--------------------------|
| <b>Month</b> | August | <b>Program/Work Unit</b> | Women Infants & Children |
|--------------|--------|--------------------------|--------------------------|





## **Youth and Community Services**

East Kern Family Resource Center

Oasis Family Resource Center

Energy, Weatherization, and Utility Assistance

Friendship House Community Center

Shafter Youth Center

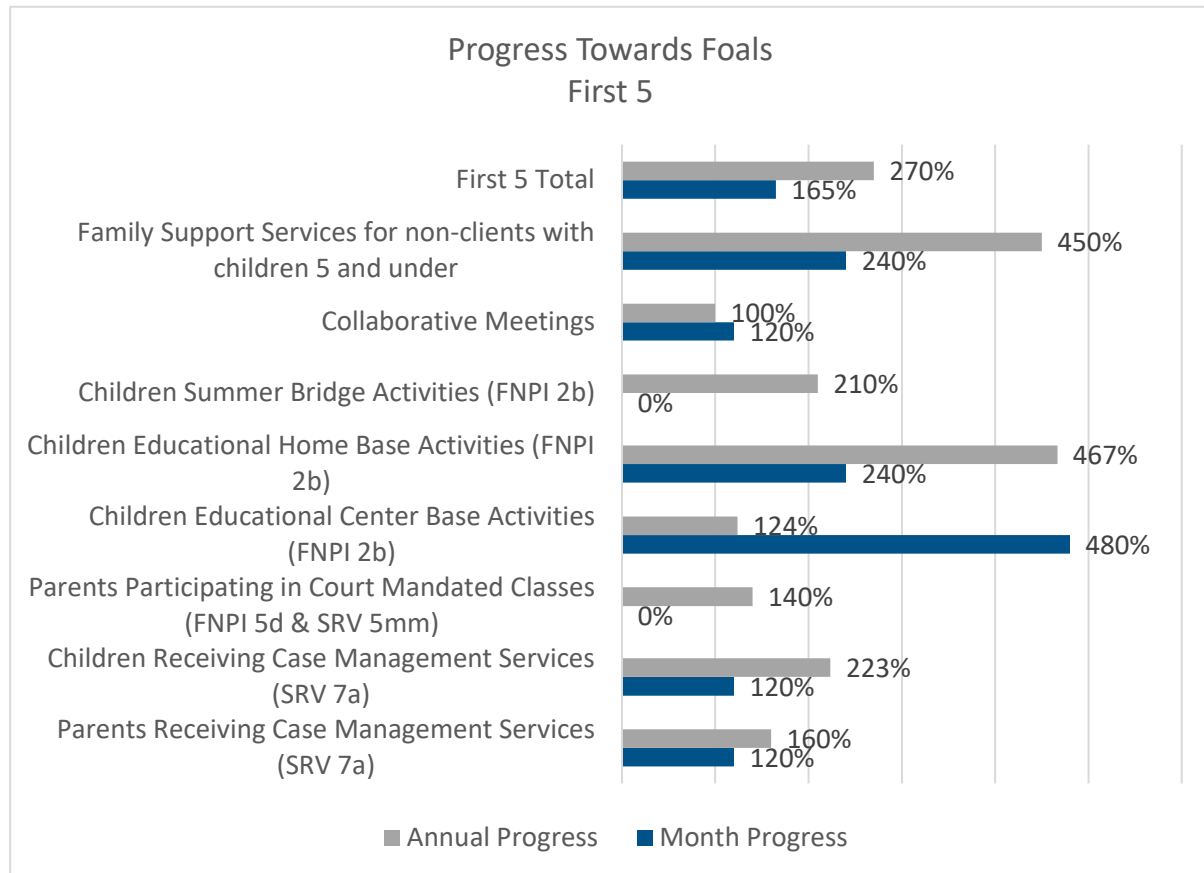
Volunteer Income Tax Assistance

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|   |  |                   |   |                |                 |
|---|--|-------------------|---|----------------|-----------------|
| Month   | August                                       | Program/Work Unit | East Kern Family Resource Center (EKFC) |                |                 |
| Division/Director   | Youth & Community Services<br>Fred Hernandez | Program Manager   | Matthew Buck                            |                |                 |
| Reporting Period  | January 1, 2021 - December 31, 2021          |                   |   |                |                 |
| Program Description   |  |                   |   |                |                 |
| East Kern Family Resource Center is a regional service center based in Mojave that assists individuals and families from the desert and Tehachapi Mountain communities, focusing on families with children who are at risk of abuse and neglect, or possibly unprepared to enter kindergarten successfully. |  |                   |   |                |                 |
| Differential Response   | Month  | YTD               | Annual Goal                             | Month Progress | Annual Progress |
| Provide One Time Referral Services to Families. (SRV 7c)  | 17   | 136               | 130                                     | 157%           | 105%            |
| Provide One Time Referral Services to Children. (SRV 7c)  | 44   | 288               | 300                                     | 176%           | 96%             |
| Case Management-Families. (SRV 7a)  | 12   | 56                | 90                                      | 160%           | 62%             |
| Case Management-Children. (SRV 7a)  | 37   | 114               | 210                                     | 211%           | 54%             |
| Differential Response Total   | 110  | 594               | 730                                     | 176%           | 81%             |
| First 5   | Month  | YTD               | Annual Goal                             | Month Progress | Annual Progress |
| Parents Receiving Case Management Services (SRV 7a)   | 3  | 48                | 30                                      | 120%           | 160%            |
| Children Receiving Case Management Services (SRV 7a)  | 3  | 67                | 30                                      | 120%           | 223%            |
| Parents Participating in Court Mandated Classes (FNPI 5d & SRV 5mm)   | 0  | 14                | 10                                      | 0%             | 140%            |
| Children Educational Center Base Activities (FNPI 2b)   | 10   | 31                | 25                                      | 480%           | 124%            |
| Children Educational Home Base Activities (FNPI 2b)   | 3  | 70                | 15                                      | 240%           | 467%            |
| Children Summer Bridge Activities (FNPI 2b)   | 0  | 21                | 10                                      | 0%             | 210%            |
| Collaborative Meetings  | 1  | 10                | 10                                      | 120%           | 100%            |
| Family Support Services for non-clients with children 5 and under   | 10   | 225               | 50                                      | 240%           | 450%            |
| First 5 Total   | 30   | 486               | 180                                     | 165%           | 270%            |
| Walk-In Services (Non-Clients)  | Month  | YTD               |   |                |                 |
| Food/Household Items  | 73   | 368               |   |                |                 |
| Referrals/Administrative Services   | 326  | 1455              |   |                |                 |
| Explanation (Over/Under Goal Progress)  |  |                   |   |                |                 |
|   |  |                   |   |                |                 |

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| Program Strategic Goals                                 | Progress Towards Goal |
|---|-----------------------|
| 1. Create client data base.                             | In Progress           |
| 2. Improve office internet connectivity.                | Done.                 |
| 3. Expand the influence of the East Kern Collaborative. | In Progress           |



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|  |  |                       |                              |             |                |                 |
|--|--|-----------------------|------------------------------|-------------|----------------|-----------------|
| Month  | August                                       | Program/Work Unit     | Oasis Family Resource Center |             |                |                 |
| Division/Director  | Youth & Community Services<br>Fred Hernandez | Program Manager       | Eric Le Barbe                |             |                |                 |
| Reporting Period   | January 1, 2021 - December 31, 2021          |                       |                              |             |                |                 |
| Program Description  |  |                       |                              |             |                |                 |
| The Oasis Family Resource Center provides resources, education, and crisis assistance to individuals, families, and children in Ridgcrest and surrounding communities. They focus on providing case management and educational support to families to build reseiliancy. |  |                       |                              |             |                |                 |
| First 5  |  | Month                 | YTD                          | Goal (6 Mo) | Month Progress | Progress (6 Mo) |
| Parents Receiving Case Management Services (SRV 7a)  |  | 4                     | 7                            | 30          | 80%            | 23%             |
| Children Receiving Case Management Services (SRV 7a)   |  | 7                     | 11                           | 30          | 140%           | 37%             |
| Parents Participating in Court Mandated Classes (FNPI 5d & SRV 5mm)  |  | 4                     | 4                            | 10          | 240%           | 40%             |
| Children Educational Center Base Activities (FNPI 2b)  |  | 0                     | 0                            | 25          | 0%             | 0%              |
| Children Educational Home Base Activities (FNPI 2b)  |  | 0                     | 0                            | 15          | 0%             | 0%              |
| Children Summer Bridge Activities (FNPI 2b)  |  | 0                     | 12                           | 10          | 0%             | 120%            |
| Collaborative Meetings   |  | 1                     | 6                            | 8           | 75%            | 75%             |
| Family Support Services for non-clients with children 5 and under  |  | 2                     | 5                            | 50          | 24%            | 10%             |
| First 5 Total  |  | 18                    | 45                           | 178         | 61%            | 25%             |
| Walk-In Services (Non-Clients)   |  | Month                 | YTD                          |             |                |                 |
| Food/Household Items   |  | 14                    | 18                           |             |                |                 |
| Referrals/Administrative Services  |  | 12                    | 21                           |             |                |                 |
| Explanation (Over/Under Goal Progress)   |  |                       |                              |             |                |                 |
|  |  |                       |                              |             |                |                 |
| Program Strategic Goals  |  | Progress Towards Goal |                              |             |                |                 |
| 1. Create client data base.  |  | Completed             |                              |             |                |                 |
| 2. Begin providing case management services.   |  | In progress           |                              |             |                |                 |
| 3. Implement and educational Homebase and Summer Program for children ages 0 - 5.  |  | Completed             |                              |             |                |                 |

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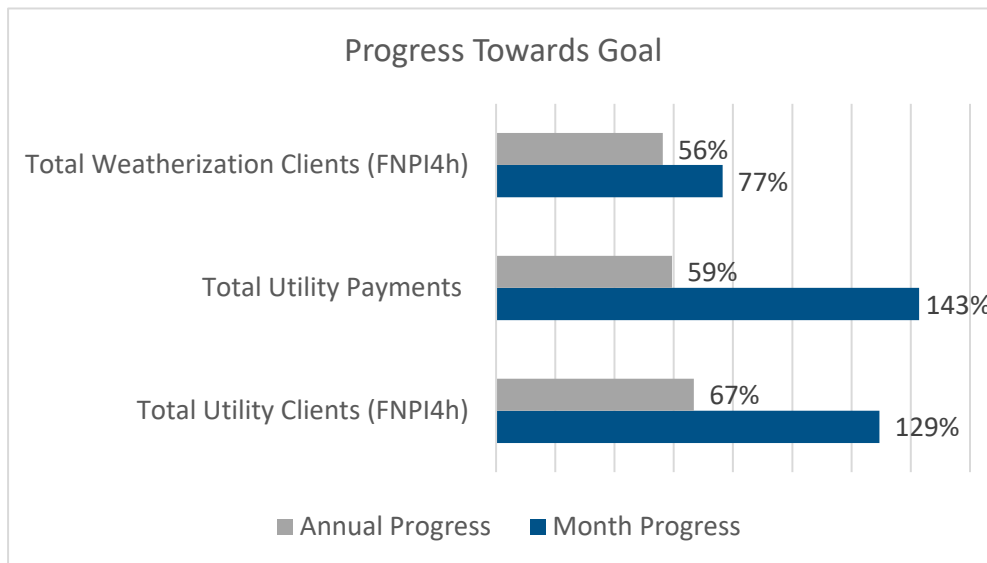
| Month   | August                                       | Program/Work Unit |                 | Energy & Utility Assistance                    |                |                 |
|---|--|-------------------|-----------------|--|----------------|-----------------|
| Division/Director   | Youth & Community Services<br>Fred Hernandez |                   | Program Manager | Wilfredo Cruz, Loretta Andrews,<br>Ruben Minor |                |                 |
|   | January 1, 2021 - December 31, 2021          |                   |                 |  |                |                 |
| Program Description   |  |                   |                 |  |                |                 |
| 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, refrigerators, and more. |  |                   |                 |  |                |                 |
| Low-income Home Energy Program (LIHEAP) 2021 Ends June 30, 2022   |  | Month             | YTD             | Goal   | Month Progress | Annual Progress |
| Clients Served Utilities Assistance   |  | 652               | 1,790           | 3,845  | 203%           | 47%             |
| Utility Payments  |  | \$461,516         | 1,335,583       | \$2,999,043                                    | 185%           | 45%             |
| Clients Served Weatherization   |  | 8                 | 55              | 150  | 64%            | 37%             |
| Low-income Home Energy Program (LIHEAP) 2020 Ends December 31,  |  | Month             | YTD             | Goal   | Month Progress | Annual Progress |
| Clients Served Utilities Assistance   |  | 3                 | 2,088           | 2,476  | 1%             | 84%             |
| Utility Payments  |  | \$993             | \$1,545,107     | \$1,545,423                                    | 1%             | 100%            |
| Clients Served Weatherization   |  | 0                 | 1               | 74   | 0%             | 1%              |
| Discorgement Assistance Program (DAP) Ends December 31, 2021  |  | Month             | YTD             | Goal   | Month Progress | Annual Progress |
| Clients Served Utilities Assistance   |  | 40                | 251             | 260  | 185%           | 97%             |
| Utility Payments  |  | 36,978            | \$182,134       | \$182,000                                      | 244%           | 100%            |
| Clients Served Weatherization   |  | 4                 | 27              | 29   | 166%           | 93%             |
| CARES ACT Ends September 30, 2021   |  | Month             | YTD             | Goal   | Month Progress | Annual Progress |
| Clients Served Utilities Assistance   |  | 0                 | 2,090           | 2,077  | 0%             | 101%            |
| Utility Payments  |  | \$0               | \$916,192       | \$916,186                                      | 0%             | 100%            |
| Department Of Energy (DOE) Weatherization   |  | Month             | YTD             | Goal   | Month Progress | Annual Progress |
| Clients Served Weatherization   |  | 0                 | 0               | 10   | 0%             | 0%              |
| Totals  |  | Month             | YTD             | Goal   | Month Progress | Annual Progress |
| Total Utility Clients (FNPI4h)  |  | 692               | 4,131           | 6,182  | 129%           | 67%             |
| Total Utility Payments  |  | \$498,494         | \$ 2,433,909    | \$ 4,097,229                                   | 143%           | 59%             |
| Total Weatherization Clients (FNPI4h)   |  | 12                | 148             | 263  | 77%            | 56%             |

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**Explanation (Over/Under Goal Progress)**

1. LIHEAP 2020/Utility Assistance - We did not meet our production goal because the average utility payment exceeded the estimated payment due to the Pandemic; however, we have encumbered all of our utility assistance funding for this program year.
2. DAP 2020/Utility Assistance - We did not meet our production goal because the average utility payment exceed the estimated payment due to the Pandemic; however, we have encumbered all of our utility assistance funding for this program year.
3. LIHEAP 2020 Reminder - all pending jobs in LIHEAP 2020 were moved to LIHEAP 2021
4. LIHEAP 2021 Reminder - LIHEAP 2021 contact runs through June 2022

| Month  | August | Program/Work Unit   | Energy & Utility Assistance |
|--|--------|---|-----------------------------|
| Program Strategic Goals  |        | Progress Towards Goal   |                             |
| 1. Expedite assistance to client by increasing efficiency in paperwork (Weatherization). |        | No updates at this time.  |                             |
| 2. Implement a digital inventory system.   |        | No updates at this time.  |                             |
| 3. Improve our outreach methods.   |        | We are currently working with our Executive Division on a comprehensive marketing campaign to include radio, TV, billboards, flyers, and brochures. |                             |

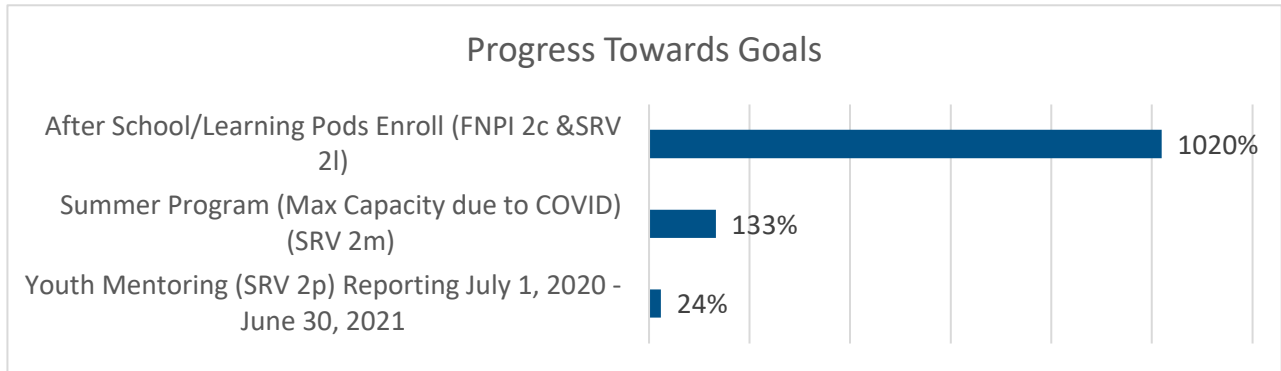


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|   |  |   |       |  |                |                 |
|---|--|---|-------|--|----------------|-----------------|
| Month   | August                                       | Program/Work Unit                               |       | Friendship House Community Center (FHCC) |                |                 |
| Division/Director   | Youth & Community Services<br>Fred Hernandez | Program Manager                                 |       | Lois Hannible                            |                |                 |
| Reporting Period  | January 1, 2021 - December 31, 2021          |   |       |  |                |                 |
| Program Description   |  |   |       |  |                |                 |
| Located in Southeast Bakersfield, the program serves children, adults, and families through youth after-school, summer and pre-employment programs, parenting classes, nutrition education, sports, access to social services, and more.  |  |   |       |  |                |                 |
| Youth Programs  | Current Enrolled                             | Month (Added)                                   | YTD   | YTD Goal                                 | Month Progress | Annual Progress |
| Youth Mentoring (SRV 2p) Reporting July 1, 2020 - June 30, 2021   | 31   | 2   | 79    | 100                                      | 24%            | 79%             |
| Summer Program (Max Capacity due to COVID) (SRV 2m)   | 25   | 2   | 31    | 18                                       | 133%           | 172%            |
| After School/Learning Pods Enroll (FNPI 2c &SRV 2I)   | 17   | 17  | 40    | 20                                       | 1020%          | 200%            |
| Medi-Cal Outreach   |  | Month (Added)                                   | YTD   | YTD Goal                                 | Month Progress | Annual Progress |
| Social media emails and impressions   |  | 67  | 2414  | 3,000                                    | 27%            | 80%             |
| Canvasing phone calls and flyers  |  | 5540  | 25772 | 15,000                                   | 443%           | 172%            |
| Explanation (Over/Under Goal Progress)  |  |   |       |  |                |                 |
| Since the pandemic, there has been a high need for youth services, which is why the After-Schhol/Learning Pods progress goal is increased. Also, due to COVID, booth based outreach for the Medi-Cal Health Navigator program has not been possible. Therefore, flyer distributions and phone calls has increased, which seems to be the best outreach method at this time. The Mentor Program enrolled two new students in August, and is actively recruiting for additional participants. |  |   |       |  |                |                 |
| Program Strategic Goals   |  | Progress  |       |  |                |                 |
| 1. Develop and implement an education and tutoring program.   |  | The FHCC tutoring program has been implemented. |       |  |                |                 |
| 2. Strengthen technical infrastructure to increase tech based services for youths such as STEM and distance learning.   |  | Completed                                       |       |  |                |                 |
| 3. Create Advisory Board Recruitment Plan.  |  | A recruitment plan is being developed.          |       |  |                |                 |



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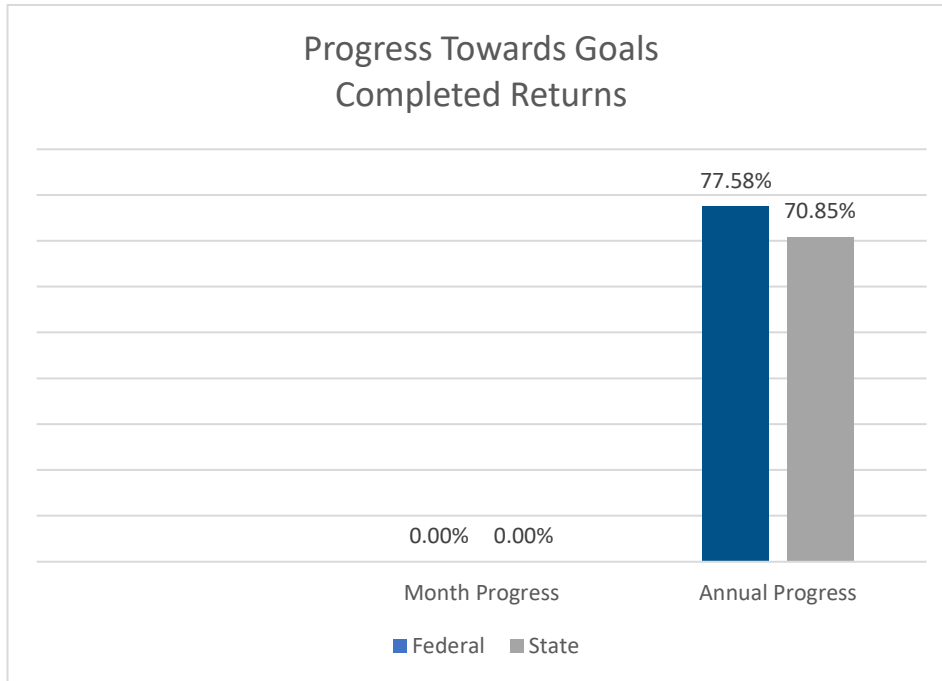


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| Month   | August                                       | Program/Work Unit | Volunteer Income Tax Assistance (VITA) |                   |                |                 |
|---|--|-------------------|--|-------------------|----------------|-----------------|
| Division/Director   | Youth & Community Services<br>Fred Hernandez |                   | Program Manager                        | Jacqueline Guerra |                |                 |
| Reporting Period  | January 1, 2021 - December 31, 2021          |                   |  |                   |                |                 |
| Program Description   |  |                   |  |                   |                |                 |
| VITA offers no-cost tax preparation and e-filing for low and moderate-income individuals and families. VITA also assists eligible clients to take advantage of the Earned Income Tax Credit (EITC), increasing their tax return and boosting the local economy. All VITA services are provided by IRS-certified staff and volunteers. |  |                   |  |                   |                |                 |
| Completed Returns   |  | Month             | YTD                                    | Goal              | Month Progress | Annual Progress |
| Federal   |  |                   | 4,655                                  | 6,000             | 0%             | 78%             |
| State   |  |                   | 4,251                                  | 6,000             | 0%             | 71%             |
| Total Returns (State included with Federal) (SRV 3o)  |  | 0                 | 4,655                                  | 6,000             | 0%             | 78%             |
| Refunds and Credits   |  | Month             | YTD                                    | Goal              | Month Progress | Annual Progress |
| Federal Refunds   |  |                   | \$5,776,494                            | \$3,500,500       | 0%             | 165%            |
| State Refunds   |  |                   | \$862,353                              | \$730,000         | 0%             | 118%            |
| Federal EITC (SRV 3o)   |  |                   | \$2,164,707                            | \$2,300,000       | 0%             | 94%             |
| CalEITC (SRV 3o)  |  |                   | \$363,443                              | \$350,000         | 0%             | 104%            |
| Total Refunds and Credits   |  | \$0               | \$9,166,997                            | \$6,880,500       | 0%             | 133%            |
| Individual Taxpayer Identification Number (ITIN)  |  | Month             | YTD                                    | Goal              | Month Progress | Annual Progress |
| Applications  |  |                   | 62                                     | 25                | 0%             | 248%            |
| Explanation (Over/Under Goal Progress)  |  |                   |  |                   |                |                 |
|   |  |                   |  |                   |                |                 |
| Program Strategic Goals   |  |                   | Progress Towards Goal                  |                   |                |                 |
| 1. Develop and implement site expansion plan.   |  |                   |  |                   |                |                 |
| 2. Build community awareness of VITA services.  |  |                   |  |                   |                |                 |
| 3. Develop and implement volunteer retainment plan.   |  |                   |  |                   |                |                 |

**Community Action Partnership of Kern  
Monthly Report 2021**

|              |        |                          |  |
|--------------|--------|--------------------------|--|
| <b>Month</b> | August | <b>Program/Work Unit</b> | Volunteer Income Tax Assistance (VITA) |
|--------------|--------|--------------------------|--|





## **Operations**

Business Services

Maintenance

Information Technology

Risk Management

**Community Action Partnership of Kern  
Monthly Report 2021**

| Month   | August   | Program/Work Unit |                    | Operations: Business Services, Maintenance, Information Technology, Risk Management |                       |                      |
|---|--|-------------------|--------------------|---|-----------------------|----------------------|
| Division/Director   | Operations/Emilio Wagner/Todd Payne Assistant Director |                   | Program Managers   | Dan Ripoli, Douglas Dill, Kerri Davis, Laurie Sproule                               |                       |                      |
| Reporting Period  | January 1, 2021 - December 31, 2021                    |                   |                    |   |                       |                      |
| Division Description  |  |                   |                    |   |                       |                      |
| Facility repair and maintenance, procurement, information technology, risk insurance, vehicle registration, contracts, facility leases and facility planning. |  |                   |                    |   |                       |                      |
| Business Services   |  |                   |                    |   |                       |                      |
| Activity  | Requested  | In Progress       | Processed          | Processed YTD   | Average Response Time | Response Time Target |
| Purchase Orders   |  |                   | 220                | 1329  | TBD                   | TBD                  |
| Contracts   | 6  | 25                | 7                  | 87  | TBD                   | TBD                  |
| Leases  | 5  | 22                | 0                  | 13  | TBD                   | TBD                  |
| Requests for Proposals  | 1  | 3                 | 0                  | 6   | TBD                   | TBD                  |
| Maintenance & Operations  |  |                   |                    |   |                       |                      |
| Activity  | Received   | In Progress       | Processed          | Processed YTD   | Average Response Time | Response Time Target |
| Facility Work Orders  | 308  | 99                | 209                | 1699  | TBD                   | TBD                  |
| Information & Technology  |  |                   |                    |   |                       |                      |
| Activity  | Received   | In Progress       | Processed          | Processed YTD   | Average Response Time | Response Time Target |
| Help Desk Work Orders   | 366  | 102               | 268                | 2244  | TBD                   | TBD                  |
| Risk Management   |  |                   |                    |   |                       |                      |
| Workers Comp Claims   | Reported   | Reported YTD      | Other              |   | Reported              | Reported YTD         |
| First Aid (Reported only)   | 3  | 33                | General Liability  |   | 0                     | 2                    |
| First Aid   | 2  | 21                | Property Incidents |   | 2                     | 19                   |
| Medical Treatment   | 0  | 2                 | Vehicle Incidents  |   | 0                     | 10                   |
| Modified Duty   | 1  | 3                 | Litigated          |   | 0                     | 3                    |
| Lost Time   | 0  | 0                 |                    |   |                       |                      |
| Non-Industrial (not work related)   | 2  | 3                 |                    |   |                       |                      |
| Under Investigation   | 0  | 0                 |                    |   |                       |                      |
| Confirmed Work Related COVID  | 0  | 28                |                    |   |                       |                      |

## Community Action Partnership of Kern

# Monthly Report 2021

[illegible]

## Community Action Partnership of Kern Monthly Report 2021

[illegible]



## **Administration**

Grant Development

CAPK Foundation

Outreach & Marketing

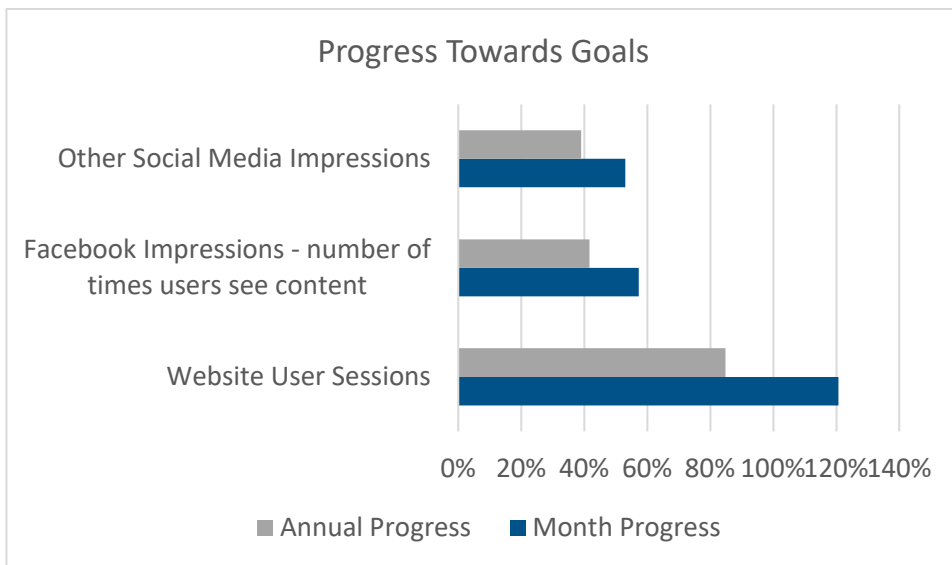


**Community Action Partnership of Kern  
Monthly Report 2021**

|   |                                     |  |  |             |                |                 |
|---|-------------------------------------|--|--|-------------|----------------|-----------------|
| Month   | August                              | Program/<br>Work Unit                                      | Grant Development, CAPK Foundation, and Outreach |             |                |                 |
| Division/Director   | Executive/Pritika Ram               | Program Manager  | N/A  |             |                |                 |
| Reporting Period  | January 1, 2021 - December 31, 2021 |  |  |             |                |                 |
| Program Description   |                                     |  |  |             |                |                 |
| Grant research on funding resources and opportunities, proposal preparation, and special projects. Media and public relations, agency and program promotional materials, advocacy, social media and website management, special events and fundraising, English-Spanish translations. |                                     |  |  |             |                |                 |
| Outreach Social Media   |                                     | Month  | YTD  | Annual Goal | Month Progress | Annual Progress |
| Website User Sessions   |                                     | 18,098   | 152,759  | 180,000     | 121%           | 85%             |
| Facebook Impressions - number of times users see content  |                                     | 42,959   | 374,959  | 900,000     | 57%            | 42%             |
| Other Social Media Impressions  |                                     | 9,726  | 85,855   | 220,000     | 53%            | 39%             |
| Outreach Advocacy   |                                     | Outreach Special Projects                                  |  |             |                |                 |
| CalCAPA Hearing with Sen. Hurtado   |                                     | Coordinated Facebook Live with 2-1-1 for PG&E              |  |             |                |                 |
| Supported CEO in preparation for Joint  |                                     | grant.   |  |             |                |                 |
| Sen/Assembly Committee Hearing on CSBG.   |                                     | Drafted flyer for Utility Assistance outreach              |  |             |                |                 |
| Organized Congressman David Valadao visit to CAPK Food Bank.  |                                     | Developed Vaccination Promotions advertising plan for KGET |  |             |                |                 |
| Organized Valadao staff visit to Angela   |                                     | Developed monthly onboarding training on grants            |  |             |                |                 |
| Martinez HS Center, 300 M Street Programs and Friendship House Community Center.  |                                     | outreach and CSBG/Roma for new CAPK staff                  |  |             |                |                 |
|   |                                     | Developed messaging on return of office masks              |  |             |                |                 |
|   |                                     | Developed CalWater shoe donation effort                    |  |             |                |                 |
|   |                                     | Coordinate return of Feed the Need at Fair in Sept.        |  |             |                |                 |
| Grants In Progress/Research   |                                     | Projects   |  |             |                |                 |
| see grants listing  |                                     | Small Business Development                                 |  |             |                |                 |
| Donor Engagement re Food Bank Capital Expansion   |                                     | Strategic Plan 2021-2025                                   |  |             |                |                 |
|   |                                     | Training and Onboarding Series                             |  |             |                |                 |
|   |                                     | CRM buildout under Volunteer Management and                |  |             |                |                 |
|   |                                     | Interagency Referral Management                            |  |             |                |                 |
|   |                                     | Site Tours with the City of Bakersfield                    |  |             |                |                 |
|   |                                     |  |  |             |                |                 |
|   |                                     |  |  |             |                |                 |
| CSBG  |                                     | ROMA   |  |             |                |                 |
| 2021 Performance and Service Indicators   |                                     | Developing Standardized Training                           |  |             |                |                 |
|   |                                     |  |  |             |                |                 |
|   |                                     |  |  |             |                |                 |
| Foundation  |                                     |  |  |             |                |                 |
| Director of Development Recruitment   |                                     |  |  |             |                |                 |
| Capital Campaign Workgroups (Community Engagement and Fundraising)  |                                     |  |  |             |                |                 |

**Community Action Partnership of Kern  
Monthly Report 2021**

|   |  |
|---|--|
|   |  |
| <b>Explanation (Over/Under Goal Progress)</b>   |  |
|   |  |
| <b>Program Strategic Goals</b>  | <b>Progress Towards Goal</b>                                       |
| Customer Relationship Management Projects, including Volunteer Management and Referral Management | Staff anticipate these projects will be completed by November 2021 |
| Strategic Plan 2021-2025  | Final Review<br>Digitize the Plan using a cloud-base dashboard     |



| Name  | Description  | Funder   | Date Submitted | Amount Requested | Status  |
|---|--|--|----------------|------------------|---------|
| 2021 Homeless Housing, Assistance and Prevention Program (HHAP 2) | Youth Outreach/Emergency Shelter/Case Management                                   | Bakersfield Kern Regional Homeless Collaborative | 8/31/2021      | \$ 638,725       | Pending |
| 2021 Homeless Housing, Assistance and Prevention Program (HHAP 2) | Coordinated Entry System (CES) Point of Entry and Intake Support (Non-Competitive) | Bakersfield Kern Regional Homeless Collaborative | 8/31/2021      | \$ 325,782       | Pending |
| 2021 Homeless Housing, Assistance and Prevention Program (HHAP 2) | Case Management for Permanent Supportive Housing Solutions                         | Bakersfield Kern Regional Homeless Collaborative | 8/31/2021      | \$ 710,335       | Pending |

# Community Action Partnership of Kern Multiple Funding Requests

August 2021

| Funding Information |  |                   |                              |
|---------------------|--|-------------------|------------------------------|
| Funding Type        | Corporation  | CAPK Program      | M Street                     |
| Funding Agency      | Target   | Project Name      | M Street Hire Up Program     |
| CFDA                |  | Target Population | M Street residents           |
| Request             | \$2,500  | Division Director | Traco Matthews               |
| Award Period        | 2021-2022  | Program Manager   | Laurie Hughey                |
| Description         | With funding from Target, M Street will be able to provide classroom incentives, support residents in job searches, and guidance in obtaining employment.  |                   |                              |
| Funding Information |  |                   |                              |
| Funding Type        | Private  | CAPK Program      | Oasis Family Resource Center |
| Funding Agency      | WACOM Thrift Store   | Project Name      |                              |
| CFDA                |  | Target Population | Ridgecrest Community         |
| Estimated Request   | \$1,000 (\$500 every 6 months)   | Division Director | Freddy Hernandez             |
| Award Period        | 2021-2022  | Program Manager   | Eric Le Barbe                |
| Description         | Through the proposed funding, will take the stress off families and provide emergency services to remain together. Some of the emergency items include formula, diapers, and educational toys for infants and toddlers; for children it includes food and clothing; and for guardians and parents gas cards will be purchased to remove the barrier of unreliable transportation in the area.  |                   |                              |
| Funding Information |  |                   |                              |
| Funding Type        | Foundation   | CAPK Program      | Food Bank                    |
| Funding Agency      | Wonderful Company  | Project Name      | Delano Free Farmers Market   |
| CFDA                |  | Target Population | Delano Community             |
| Estimated Request   | \$50,000   | Division Director | Traco Matthews               |
| Award Period        | 2021-2022  | Program Manager   | Carrie Farwell               |
| Description         | With funding from Wonderful, Community Action Partnership of Kern (CAPK) will be able to provide free farmers markets in the underserved community of Delano. These free farmers markets will offer a range of nutritional food at no cost to the community that is plagued by severe food insecurity. By addressing the barrier of food insecurity, the high rates of hunger, obesity, and health related issues will also benefit individuals and families living in this area.  |                   |                              |
| Funding Information |  |                   |                              |
| Funding Type        | Foundation   | CAPK Program      | Food Bank                    |
| Funding Agency      | Wonderful Company  | Project Name      | Shafter Free Farmers Market  |
| CFDA                |  | Target Population | Shafter Community            |
| Estimated Request   | \$50,000   | Division Director | Traco Matthews               |
| Award Period        | 2021-2022  | Program Manager   | Carrie Farwell               |
| Description         | With funding from Wonderful, Community Action Partnership of Kern (CAPK) will be able to provide free farmers markets in the underserved community of Shafter. These free farmers markets will offer a range of nutritional food at no cost to the community that is plagued by severe food insecurity. By addressing the barrier of food insecurity, the high rates of hunger, obesity, and health related issues will also benefit individuals and families living in this area. |                   |                              |

# Community Action Partnership of Kern Multiple Funding Requests

August 2021

| Funding Information      |  |                          |                             |
|--------------------------|--|--------------------------|-----------------------------|
| <b>Funding Type</b>      | Foundation   | <b>CAPK Program</b>      | Food Bank                   |
| <b>Funding Agency</b>    | Wonderful Company  | <b>Project Name</b>      | Shafter Free Farmers Market |
| <b>CFDA</b>              |  | <b>Target Population</b> | Shafter Community           |
| <b>Estimated Request</b> | \$50,000   | <b>Division Director</b> | Traco Matthews              |
| <b>Award Period</b>      | 2021-2022  | <b>Program Manager</b>   | Carrie Farwell              |
| <b>Description</b>       | With funding from Wonderful, Community Action Partnership of Kern (CAPK) will be able to provide free farmers markets in the underserved community of Wasco. These free farmers markets will offer a range of nutritional food at no cost to the community that is plagued by severe food insecurity. By addressing the barrier of food insecurity, the high rates of hunger, obesity, and health related issues will also benefit individuals and families living in this area. |                          |                             |

## Date Presented/Approved

Policy Council: \_\_\_\_\_
     
 PRE Presentation: \_\_\_\_\_
     
 B&F Approval: \_\_\_\_\_
     
 Board Approval: \_\_\_\_\_

## DIVISION/PROGRAM MONTHLY ACTIVITY REPORT

|   |  |
|---|--|
| <b>Division/Director:</b> Head Start/State Child Development/Yolanda Gonzales   | <b>Month/Year:</b> August 2021                                   |
| <b>Program/Work Unit:</b> Head Start/Early Head Start   | <b>Program Manager/Supervisor:</b> Ginger Mendez/Robert Espinosa |
| <b>Services:</b> Head Start and Early Head Start childhood education for low-moderate income children ages 0-5 in center-based, part-day or full-day environments and home-based options. |  |

| Program  | Funded Enrollment                             | Reportable Enrollment | Percentage | Enrollment Breakdown                                       | Disabilities  | Over Income |
|--|---|-----------------------|------------|--|---|-------------|
| Head Start Kern<br><br>*Part Year Program began 8/16/2021  | 1317  | 570                   | 43%        |  | 2%  | 10%         |
| Early Head Start Kern<br><br><ul style="list-style-type: none"> <li>EHS Center Based</li> <li>EHS Home Based</li> <li>EHS Home Based-Interim</li> </ul>  | 446<br>243<br>123<br>80                       | 279                   | 63%        | 188/243<br>81/123<br>10/80                                 | 6%  | 10%         |
| Early Head Start San Joaquin   | 313   | 216                   | 69%        |  | 3%  | 10%         |
| Early Head Start Partnership<br><br><ul style="list-style-type: none"> <li>Angela Martinez</li> <li>Bakersfield College</li> <li>Blanton</li> <li>Garden Pathways</li> <li>Taft College</li> <li>Escuelita Hernandez</li> <li>Seeking Partner</li> </ul> | 152<br>24<br>32<br>16<br>11<br>42<br>16<br>11 | 79                    | 52%        | 10 /24<br>16 /32<br>12/16<br>8/11<br>29/42<br>4/16<br>0/11 | 17%<br>42%<br>50%<br>75%<br>73%<br>69%<br>25%<br>0% | 10%         |

**HIGHLIGHTS:****Head Start:**

Recruitment efforts include:

- All staff engaging in recruitment efforts.
- Recruitment flyers in our lobbies, available for staff and the public.
- Recruitment flyers sent in bulk to each center to be readily available for disbursement
- All centers have two new banners.
- Updated banners are being created through our Outreach department to incorporate social media connection, including a QR code.
- Administration and site staff are actively using social media to reach out to targeted populations.
- Collaboration with our Outreach department to focus on ERSEA, including photos of children, stories from families and staff on our social media platforms.
- Collaboration with Education's social media outreach to parents to include our recruitment flyer.
- Collaboration with Governance; adding recruitment as a standing agenda item for parent meetings.
- Ongoing grassroots efforts are being conducted to reach families, as well as word of mouth efforts to promote the services provided.

- Collaboration with Community Connection for Child Care to update our enrollment opportunities for each center monthly.
- Analysis of ERSEA data to identify pockets of under-identified eligible children.
- Staff participated in the “Head Start Forward” training series to create national collaboration in recruitment efforts and strategies to build to full enrollment by January 2022.

#### Early Head Start Partnership Enrollment Updates:

Slot Reallocation: Approval pending from Office of Head Start.

Escuelita Hernandez: Permit has been received and expected ate for completion is 10/7/21.

| Home Visiting Program | Cumulative Enrollment | Contract Enrollment Target |
|-----------------------|-----------------------|----------------------------|
|                       | 158                   | 204                        |

| Division Staffing  |                  |                         |                           |
|--------------------|------------------|-------------------------|---------------------------|
| Currently Employed | Vacant Positions | Continuous Family Leave | Intermittent Family Leave |
| 646                | 99               | 21                      | 106                       |

#### HIGHLIGHTS:

3 onboarded in the month of August.

Interviews were conducted for multiple positions and offers have been made to 25 passed applicants to begin the pre-employment process in Human Resource.

#### Compliance

The Office of Head Start (OHS) Program Information Reports (PIR) were submitted to OHS on August 31, 2021, for all four grants. PIR is a requirement for OHS and is the principal source of basic information about the operating characteristics of Head Start programs and the services they provide. This report provides comprehensive data on the services, staff, children, and families served by Head Start and Early Head Start programs. The data drawn from PIR reports will help identify trends statewide and nationally.

Staff collect and monitor PIR data throughout the year; however, in July and August, this data undergoes final management review and analysis prior to submission.

| Central Kitchen<br>August 2021 |                  |           |        |        |
|--------------------------------|------------------|-----------|--------|--------|
| Meals & Snacks                 | Total # Prepared | Breakfast | Lunch  | Snack  |
| Center Totals                  | 51,549           | 18,797    | 16,909 | 15,843 |

#### HIGHLIGHTS:

Food Service Manager position is vacant and currently seeking candidates.

#### CACFP

##### July 2021

| Total Meals Delivered |              |             | Meals Allocated |        | # of Meals Served | % of Meals Served |
|-----------------------|--------------|-------------|-----------------|--------|-------------------|-------------------|
| Central Kitchen       | Vendor Meals | Total Meals | CACFP/USDA      | HS/EHS |                   |                   |
| 40,957                | 10,740       | 51,697      | 22,860          | 28,837 | 57,053            | 55%               |



## MEMORANDUM

To: Program Review and Evaluation Committee

A handwritten signature in blue ink, appearing to read 'Rebecca Moreno', is written over the 'From:' line.

From: Rebecca Moreno, CES Program Supervisor

Date: September 15, 2021

Subject: *Agenda Item 5d*: Proposal Submission: Request for Proposal for United Way Stanislaus Coordinated Entry System- **Info Item**

---

The United Way of Stanislaus and the Department of Human Services for Stanislaus County approached the CAPK Coordinated Entry System (CES) with a Request for Proposal. They are seeking assistance with providing services including staffing, software/call center technology, and all related infrastructure to successfully assist their Coordinated Entry System in relieving bottlenecks in their current process flow and inquired about expanding operations to their service area. After reviewing the request for proposal, discussion with leadership, and the CAPK Coordinated Entry System staff, the agency has responded to the RFP with a formal submission. Currently, our 2-1-1 Kern Call Center provides back-office support to the United Way of Stanislaus.

Based on our successful operation of the Kern County Coordinated Entry System, in partnership with the Kern CoC Bakersfield-Kern Regional Homeless Collaborative and local homeless service providers, it is reasonable to expand our CES network to an existing partner and service area. For reference, Stanislaus County reported for their 2019 Point in Time Count 1,923 persons experiencing homelessness. Kern County reported 1,330 persons experiencing homelessness for that same year.

| 2019 Stanislaus County Point-In-Time Count |              |            |             |       |
|--|--------------|------------|-------------|-------|
| Sheltered                                  |              |            | Unsheltered | Total |
| Emergency                                  | Transitional | Safe Haven |             |       |
| 662  | 173          | 0          | 1,068       | 1,923 |

The number of persons reported for Stanislaus is similar to Kern County's reported data, however, we anticipate with the successful award, we will experience an increase in call volume with shorter wait times for services and improvement in process flow. The proposal includes additional 2-1-1 Information and Referral Specialist, along with new team of CES to handle the expansion contract. The amount proposed for a one-year period is \$450,000.00, and if awarded, the contract duration is up to three years.

Overall, the opportunity to expand to a new county through a trusted partner like the United Way, will allow CAPK to apply our quality of service through the CES program to better serve the community in Stanislaus. Staff will provide an update on the outcome in the coming weeks. The expected notice of award is scheduled for early September 2021.





## MEMORANDUM

To: Program Review and Evaluation Committee  
*Pritika Ram*

From: Pritika Ram, Director of Administration

Date: September 15, 2021

Subject: *Agenda Item 5e*: City of Bakersfield Transformative Climate Communities (TCC)  
Call for Projects – **Info Item**

---

The City of Bakersfield is working on several ways to revitalize its downtown and surrounding neighborhoods. In 2018, the City adopted a vision plan (<http://makingdowntownbakersfield-4939d-cob.opendata.arcgis.com/>), that included community-led goals and projects for downtown revitalization with a focus on walkability improvements, developing under-utilized or vacant properties, bike and transit improvements, enhanced sustainability, livability and a sense of place, and of course secure funding for implementation.

An opportunity for funding to accomplish some of the vision plan goals is through the Transformative Climate Communities (TCC) Program (<http://sgc.ca.gov/programs/tcc/>). The City received a TCC planning grant and recently completed community engagement phase. They have started review of projects and planning efforts in preparation for the next round of TCC Implementation funds in 2021-2022. The first part of the TCC Planning grant was to receive projects that impact the target areas, which include portions of Downtown, Old Town Kern, Oleander, Sunset, and Lakeview communities. However, there is flexibility in the identified service area. The Bakersfield Transformative Climate Communities (TCC) Plan is part of California Climate Investments, a statewide initiative that puts billions of Cap-and-Trade dollars to work reducing greenhouse gas emissions, strengthening the economy, and improving public health and the environment – particularly in disadvantaged communities. There is a focus on transformation including Housing, Mobility, workforce, and job creation.


In late August 2021, CAPK submitted conceptional ideas, which do not require details (i.e., contracts, detailed budget, renderings – engineer plans, identified partners, etc.). The projects submitted were the following:

- Southeast Bakersfield area – Food Bank and Friendship House Community Center
  - Sidewalk improvement, lighting, urban greening
  - Transportation
- 19<sup>th</sup> Street location
  - Workforce development training program around the Energy program (i.e., weatherization training)
- New Office space for the Community Development Financial Institutions (CDFI)/ Community Development Corporations (CDC) programs
- Affordable Housing Development
- Food Hub, including the relocation of the central kitchen
- We also were asked to be part of project led by ShePower/MLK Community through Arleana Waller. The proposal for a Food Co-op.
  - “Salt and Pepper Farm Food (SPFF) Co-op will build a commUNITY profitable cooperatively owned and operated Farm, Commissary Kitchen, and Grocery Market that brings residents together to build a stronger, healthier, and more sustainable commUNITY in Southeast Bakersfield, CA. SPFF Co-op will include a variety of multi seasonal vegetables, fruit and nut trees, herbs, and other urban greenery to enhance the environment.

The next step is for the City is to review the projects and hold a community-based meeting to help prioritize community projects for the TCC Plan in mid-September, followed by a second round of review in October, then a submission to the State in December 2021.



## MEMORANDUM

**To:** Program Review & Evaluation Committee  
  
**From:** Yolanda Gonzales, Director of Head Start/State Child Development  
**Date:** September 15, 2021  
**Subject:** *Agenda Item 5f:* Fresno County Head Start and Early Head Start Application for Funding Update – **Info Item**

---

On November 18, 2020, the Head Start and State Child Development obtained Board approval for the submission of the application for funding of Head Start and Early Head Start Fresno HHS-2021-ACF-OHS-CH-R09-1860 for the 2021-2026 budget periods. The Fresno Economic Opportunities Commission contract was placed under open competition under the Designation Renewal System (DRS).

The intent of the application was to support the local community by restoring the delivery of local Head Start services. CAPK submitted a detailed and comprehensive application on December 30, 2020 requesting \$41,700,206 to submit a program delivery option with centers and home-based services across the county.

At the June 30, 2021, Board of Directors Meeting, Jeremy shared that Fresno Economic Opportunities Commission announced they were awarded their full Head Start contract. At that point, CAPK had not heard anything official about the award of the contract from Region IX. Board members, Fred Plane and Marian Panos were thanked for assisting with the application and submittal.

On July 22, 2021, Head Start and State Child Development received a response from Administration and Families (ACF) informing us that our organization was not selected for funding. The OHS Grant Review Final Panel Summary Report was enclosed. ACF thanked the program for our effort that went into the preparation of the application. Congratulations to Fresno EOC for obtaining their grant back

***Attachments:***

*ACF Grant Application CH21037148 Letter*  
*Applicant Final Panel Summary Report*



ADMINISTRATION FOR  
**CHILDREN & FAMILIES**

Office of Head Start | 330 C St., SW, 4<sup>th</sup> Floor, Washington DC 20201 | [eclkc.ohs.acf.hhs.gov](http://eclkc.ohs.acf.hhs.gov)

July 22, 2021

Yolanda Gonzales, Director of Head Start and State Child Dev.  
Community Action Partnership of Kern  
5005 Business Park North  
Bakersfield, California 93309

RE:      Announcement Number:      HHS-2021-ACF-OHS-CH-R09-1860  
         Announcement Title:      Head Start/Early Head Start Grantee -- Communities in the state of  
         California  
         Grant Application:      CH21037148

Dear Mrs. Yolanda Gonzales:

Thank you for submitting an application in response to the Administration for Children and Families, Office of Head Start (OHS) Head Start/Early Head Start Grantee -- Communities in the state of California funding opportunity announcement (FOA).

A panel of non-federal experts who have broad experience in the subject areas covered by the announcement carefully reviewed the applications received for this competition. The grant reviewers evaluated your application against the published evaluation in *Section V.1. Criteria* of the FOA and their assessments were part of the basis for the final decision.

Based on your application's response to *Section IV.2. Content and Form of Application Submission, The Project Description*, as well as the additional review and funding considerations included in *Section V. 2. Review and Selection Process* of the FOA, I regret to inform you that your organization was not selected for funding. The OHS Grant Review Final Panel Summary Report is enclosed for your review.

I appreciate the effort that went into the preparation of your application and for expressing an interest in becoming the Head Start and/or Early Head Start Grantee in California.

Sincerely,

*Shawna Pinckney*

Shawna Pinckney  
Director, Division of Grants  
Office of Head Start

Enclosure: OHS Grant Review Final Panel Summary Report

## Applicant Final Panel Summary Report

Score: 110.33

Application Number: CH21037148

Application Name: Community Action Partnership of Kern

State: CA City: Bakersfield

### **Criteria Name (Max Score)**

1. Demonstration of Need: Location, Population, and Service Delivery Options (20 Points)
2. Achieving Early Learning and Development Outcomes to Promote School Readiness for Children (30 Points)
3. Past Performance (20 Points)
4. Staffing and Supporting a Strong Early Learning Workforce (20 Points)
5. Planning and Implementation (15 Points)
6. Organizational Capacity and Governance (25 Points)
7. Budget and Budget Justification (20 Points)

**TOTAL: 150**

## Scoring Criteria

### **Criterion 1: Demonstration of Need: Location, Population, and Service Delivery Options**

#### **Strength:**

Page: -

The composition of the applicant's response is very good and above average. The application presents clear, documented and reasonably complete evidence in response to all requirements of the Section IV.2. of the FOA. It includes clear connection to the criterion with minimal irrelevant material. The application contained more strengths for this criterion than weaknesses.

**Weakness:**

## **Criterion 2: Achieving Early Learning and Development Outcomes to Promote School Readiness for Children**

**Strength:**

Page: -

The composition of the applicant's response is very good and above average. The application presents clear, documented and reasonably complete evidence in response to all requirements of the Section IV.2. of the FOA. It includes clear connection to the criterion with minimal irrelevant material. The application contained more strengths for this criterion than weaknesses.

**Weakness:**

## **Criterion 3: Past Performance**

**Strength:**

Page: -

The composition of the applicant's response is very good and above average. The application presents clear, documented and reasonably complete evidence in response to all requirements of the Section IV.2. of the FOA. It includes clear connection to the criterion with minimal irrelevant material. The application contained more strengths for this criterion than weaknesses.

**Weakness:**

## **Criterion 4: Staffing and Supporting a Strong Early Learning Workforce**

**Strength:**

Page: -

The composition of the applicant's response is very good and above average. The application presents clear, documented and reasonably complete evidence in response to all requirements of the Section IV.2. of the FOA. It includes clear connection to the criterion with minimal irrelevant material. The application contained more strengths for this criterion than weaknesses.

**Weakness:**

## **Criterion 5: Planning and Implementation**

### **Strength:**

Page: -

The applicant's response is organized, competently composed, and somewhat responsive to the requirements noted in Section IV.2. of the FOA. While some critical information is present, some key information may be missing. Application narratives are approaching satisfactory, but the Panel Team has identified some inconsistencies in content depth, justification, and documented evidence.

### **Weakness:**

## **Criterion 6: Organizational Capacity and Governance**

### **Strength:**

Page: -

The applicant's response is organized, competently composed, and somewhat responsive to the requirements noted in Section IV.2. of the FOA. While some critical information is present, some key information may be missing. Application narratives are approaching satisfactory, but the Panel Team has identified some inconsistencies in content depth, justification, and documented evidence.

### **Weakness:**

## **Criterion 7: Budget and Budget Justification**

### **Strength:**

Page: -

The composition of the applicant's response is very good and above average. The application presents clear, documented and reasonably complete evidence in response to all requirements of the Section IV.2. of the FOA. It includes clear connection to the criterion with minimal irrelevant material. The application contained more strengths for this criterion than weaknesses.

### **Weakness:**



## MEMORANDUM

To: Program Review and Evaluation Committee

From: Pritika Ram, Director of Administration

Date: September 15, 2021

Subject: *Agenda Item 6a*: Follow-Up Items from the August 11, 2021, Meeting – **Info Item**

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At the August 11, 2021, Program Review & Evaluation Committee meeting, committee members requested information on the following topics:

1. Friendship Advisory Council board member vacancy (Friendship House Community Center/Youth & Community Services Division)

Lois Hannible, Friendship House Community Center Program Manager, reported the following:

The board vacancy is currently listed on the CAPK website and staff are working alongside the outreach team to market the position to a larger group of interested parties. This includes creating a brief overview on the history of the Friendship House, roles and responsibility of an Advisory Council board member, and fundraising expectations. We currently have five (5) members and would like to increase the council to nine (9) over the course of 15 months.

2. Status update on the Mental Health Consultant for San Joaquin Early Head Start (Head Start/Child Development Division)

Jerry Meade, Head Start Assistant Director, reported the following:

The San Joaquin County (SJC) Program staff are in the process of negotiating a Mental Health Contract following CAPK's procurement procedures that started in February 2021. In the latest meeting to negotiate terms, the selected consultant requested to use interns for child/parent consultations. As per Head Start Program Performance Standards, consultation must be with a qualified Mental Health Professional. The selected consultant is not amenable to the terms required. SJC Personnel have begun discussions with another consultant to develop terms that are mutually beneficial. In the interim, SJC children and families will receive services virtually through the contracted mental health consultant for Kern County.



DATE September 16, 2021  
TIME 12:00 pm  
LOCATION Teams Meeting /  
5005 Business Park North  
Bakersfield, CA 93309  
TEAMS LINK [Click here to join the meeting](#)  
PHONE NUMBER (213) 204-2374 / ID: 814 891 383#

## Executive Committee Minutes

### 1. Call to Order

Committee Chair Curtis Floyd called the meeting to order at 12:01 pm via Tele-Conference with opportunity for the public to join at the Community Action Partnership of Kern administrative building, located at 5005 Business Park North, Bakersfield, CA.

### 2. Roll Call

Roll Call was taken with a quorum present.

Present: Curtis Floyd (Chair), Nila Hogan, Jonathan Mullings (joined at 12:05 pm), Guadalupe Perez (left the meeting at 1:40 pm), Fred Plane

Absent: Janea Benton

Others present: Jeremy Tobias, Chief Executive Officer; Emilio Wagner, Director of Operations; Tracy Webster, Chief Financial Officer; and Jeffrey Andrews from Cushman & Wakefield.

### 3. Public Comments

No one addressed the Committee.

### 4. Closed Session

Motion was made and seconded to convene into closed session. Carried by unanimous vote (Hogan/Plane).

#### a. Conference with Real Property Negotiators pursuant to Section 54956.8

Property Address: 1300 18<sup>th</sup> Street, Bakersfield, CA 93301  
Agency Negotiator: Jeremy Tobias, Tracy Webster, Emilio Wagner, and Jeff Andrew  
Negotiating Parties: Lee Development Group c/o Bynum & Associates  
Under Negotiation: Concerning price and terms

#### b. Reconvene into Open Session.

### 5. Closed Session Report

Jeremy Tobias issued the closed session report and stated that the Executive Committee authorized staff to issue a letter of intent to purchase the property located at 1300 18<sup>th</sup> Street for the purchase price of \$20 million.



**6. Next Scheduled Meeting**

Executive Committee  
12:00 pm  
Wednesday, December 15, 2021  
5005 Business Park North  
Bakersfield, CA 93309

**7. Adjournment**

The meeting was adjourned at 12:49 pm.



|              |  |
|--------------|--|
| DATE         | September 22, 2021   |
| TIME         | 12:00 pm   |
| LOCATION     | Teams Meeting /<br>5005 Business Park North<br>Bakersfield, CA 93309 |
| TEAMS LINK   | <a href="#">Click here to join the meeting</a>                       |
| PHONE NUMBER | (213) 204-2374 / ID: 426 096 563#                                    |

## Budget & Finance Committee Minutes

Per Governor's Executive Order N-2920, Meeting to be held via Tele-Conference. Members of the public may join the tele-conference or listen to the call from the CAPK office at 5005 Business Park North, Bakersfield, CA 93309

### 1. Call to Order

Committee Chair Janea Benton called the meeting to order at 12:02 pm via Tele-Conference with opportunity for the public to join at the Community Action Partnership of Kern Administrative Building, located at 5005 Business Park North, Bakersfield, CA.

### 2. Roll Call

Roll call was taken with a quorum present.

Present: Janea Benton (Chair), Jonathan Mullings, Guadalupe Perez, Fred Plane, Ana Vigil (joined at 12:13 pm)

Absent: None

Others present: Jeremy Tobias, Chief Executive Officer; Tracy Webster, Chief Financial Officer; Traco Matthews, Chief Program Officer; Lorraine Casillas, Director of Finance; Yolanda Gonzales, Director of Head Start/State Child Development; Freddy Hernandez, Director of Youth & Community Services; Lisa McGranahan, Director of Human Resources; Pritika Ram, Director of Administration; other CAPK staff, and Steve Hulbert and Danica Shaffer from USI Insurance.

### 3. Public Comments

No one addressed the Committee.

### 4. New Business

- a. Head Start / Early Head Start Budget to Actual Reports for August 2021 – Heather McCarley, Finance Administrator – **Info Item**

Tracy Webster presented the above informational reports to the Committee.

- b. Subcontracts for the CalFresh Healthy Living Program – Alejandra Morales, CalFresh Healthy Living Program Administrator – **Action Item**

Alejandra Morales presented the three CalFresh Healthy Living Subcontracts for renewal totaling \$1,491,998 for the 2022 budget period.

Motion was made and seconded approve staff's recommendation. Carried by unanimous vote (Plane/Perez).

c. Gardening & Maintenance Contract Location Additions – Michael Herrera, Business Contracts Specialist – **Action Item**

Michael Herrera presented the above action item for approval and stated that the proposed amendment to the contract would increase the not to exceed amount to \$255,300 annually.

Motion was made and seconded to approve staff's recommendation. Carried by unanimous vote (Plane/Mullings).

d. August 2021 Financial Statements – Tracy Webster, Chief Financial Officer – **Action Item**

Tracy Webster presented the August 2021 Financial statements and reported that it was not necessary to access the line of credit and also noted that the usage fees have been reduced.

Motion was made and seconded to approve the August 2021 Financial Statements. Carried by unanimous vote (Perez/Plane).

e. Health Insurance Broker Renewal Update for the 2022 Plan Year – Tracy Webster, Chief Financial Officer – **Info Item**

Tracy Webster provided a brief introduction and stated that based on communicated needs from staff, a survey was prepared and sent to staff regarding the current Aetna Health Plan. The results highlighted two important issues: 1) Staff did not feel that Aetna was serving their needs; 2) Premium costs were too high. Jeremy Tobias also added that he and HR have received numerous emails from staff with concerns about coverage and complaints about the Aetna Health Plan.

Tracy said that the Leadership team has addressed the staff concerns while paying attention to the overall budget and affordability, and together with the USI team, came up with a solution. Tracy introduced Steve Hulbert from USI who said that the Aetna service is sub-par, and their renewal bid came at an 11% increase over the 2021 plan year. Other carriers provided bids and Anthem Blue Cross provided the best overall plan and rates. With some adjustments to the plan, to make for a better overall plan for staff, the proposal comes in at an overall net cost increase to the agency of 6.6%. Steve also explained the details of the benefits and cost to CAPK and employees. It was noted that this is an information item to update and brief the committee, and the team will provide this information to the full board on September 29<sup>th</sup> as an action item.

Janea Benton expressed appreciation for management and USI for seeking options that will increase the benefits to employees and reduce costs. Tracy said they looked for high level of service and better value for employees.

Fred Plane asked staff to prepare answers to questions about budget impacts and how this increased cost would be paid for, and whether the programs be impacted. Also, he suggested we check with similar sized agencies about their coverage for comparative purposes.

## 5. Committee Member Comments

- Fred Plane thanked the staff for accommodating his schedule.
- Pastor Mullings expressed appreciation for management addressing the concerns of employees.
- Lupe Perez thanked management for conducting the staff survey regarding their feelings about the health insurance.

- Janea Benton said she appreciates management listening to the concerns of staff.

**6. Next Scheduled Meeting**

Budget & Finance Committee  
12:00 pm  
Wednesday, October 20, 2021  
5005 Business Park North  
Bakersfield, CA 93309

**7. Adjournment**

The meeting was adjourned at 12:50 pm.



## MEMORANDUM

To: Budget and Finance Committee  
From: *Heather McCarley*  
Heather McCarley, Finance Administrator  
Date: September 22, 2021  
Subject: *Head Start - Kern*  
Budget to Actual Report for the period ended August 31, 2021 – **Info Item**

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The Office of Head Start has awarded CAPK the full amount of its Head Start and Early Head Start grant for a five-year budget period, the third-year budget period is March 1, 2021 through February 28, 2022.

The following are highlights of the Kern Head Start Budget to Actual Report for the period of March 1, 2021 through August 31, 2021. Six months (50.0%) of the 12-month budget period have elapsed.

### **Base Funds**

Overall expenditures are at 42% of the budget, which is slightly greater than expenditures at this point in the prior budget period.

### **Training & Technical Assistance Funds**

Overall expenditures are at 47% of the budget.

### **Carryover Funds**

Overall expenditures are at 16% of the budget.

### **COVID Cares Funds**

Overall expenditures are at 71% of the budget.

### **Non-Federal Share (Head Start and Early Head Start combined)**

Non-Federal share is at 55% of the budget.

**Community Action Partnership of Kern**

**Head Start - Kern**

**Budget to Actual Report**

*Budget Period: March 1, 2021 - February 28, 2022*

*Report Period: March 1, 2021 - August 31, 2021*

*Month 6 of 12 (50.0%)*

Prepared 9/15/2021

| <b>BASE FUNDS</b>         | <b>BUDGET</b>     | <b>ACTUAL</b>    | <b>REMAINING</b>  | <b>% SPENT</b> | <b>% REMAINING</b> |
|---------------------------|-------------------|------------------|-------------------|----------------|--------------------|
| PERSONNEL                 | 10,000,522        | 3,800,922        | 6,199,600         | 38%            | 62%                |
| FRINGE BENEFITS           | 2,787,432         | 1,228,338        | 1,559,094         | 44%            | 56%                |
| TRAVEL                    | 0                 | 0                | 0                 |                |                    |
| EQUIPMENT                 | 0                 | 0                | 0                 |                |                    |
| SUPPLIES                  | 733,439           | 220,060          | 513,379           | 30%            | 70%                |
| CONTRACTUAL               | 148,506           | 46,783           | 101,723           | 32%            | 68%                |
| CONSTRUCTION              | 0                 | 0                | 0                 |                |                    |
| OTHER                     | 2,748,825         | 1,635,379        | 1,113,446         | 59%            | 41%                |
| INDIRECT                  | 1,583,809         | 661,071          | 922,738           | 42%            | 58%                |
| <b>TOTAL BASE FUNDING</b> | <b>18,002,533</b> | <b>7,592,553</b> | <b>10,409,980</b> | <b>42%</b>     | <b>58%</b>         |

**TRAINING & TECHNICAL ASSISTANCE**

|  |                |               |               |            |            |
|--|----------------|---------------|---------------|------------|------------|
| TRAVEL   | 41,904         | 5,144         | 36,760        | 12%        | 88%        |
| SUPPLIES   | 23,986         | 11,677        | 12,309        | 49%        | 51%        |
| CONTRACTUAL                                      | 22,800         | 24,818        | (2,018)       | 109%       | -9%        |
| OTHER  | 72,752         | 34,854        | 37,898        | 48%        | 52%        |
| INDIRECT   | 16,144         | 7,606         | 8,538         | 47%        | 53%        |
| <b>TOTAL TRAINING &amp; TECHNICAL ASSISTANCE</b> | <b>177,586</b> | <b>84,098</b> | <b>93,488</b> | <b>47%</b> | <b>53%</b> |

**CARRYOVER**

|                        |                  |                |                  |            |            |
|------------------------|------------------|----------------|------------------|------------|------------|
| SUPPLIES               | 2,294            |                | 2,294            | 0%         | 100%       |
| CONTRACTUAL            | 15,000           |                | 15,000           | 0%         | 100%       |
| CONSTRUCTION           | 2,276,903        | 417,336        | 1,859,567        | 18%        | 82%        |
| OTHER                  | 20,000           | 0              |                  |            |            |
| INDIRECT               | 231,443          | 0              | 231,443          |            |            |
| <b>TOTAL CARRYOVER</b> | <b>2,545,640</b> | <b>417,336</b> | <b>2,108,304</b> | <b>16%</b> | <b>84%</b> |

**COVID CARES**

|                          |                |                |                |            |            |
|--------------------------|----------------|----------------|----------------|------------|------------|
| PERSONNEL                |                | 80,843         | (80,843)       |            |            |
| FRINGE BENEFITS          |                | 52,540         | (52,540)       |            |            |
| SUPPLIES                 | 295,335        | 128,737        | 166,598        |            |            |
| OTHER                    | 155,558        | 60,068         | 95,489         |            |            |
| INDIRECT                 | 46,675         | 32,047         | 14,627         |            |            |
| <b>TOTAL COVID CARES</b> | <b>497,567</b> | <b>354,236</b> | <b>143,331</b> | <b>71%</b> | <b>29%</b> |

|                                     |                   |                  |                   |            |            |
|-------------------------------------|-------------------|------------------|-------------------|------------|------------|
| <b>GRAND TOTAL HS FEDERAL FUNDS</b> | <b>21,223,326</b> | <b>8,448,223</b> | <b>12,755,103</b> | <b>40%</b> | <b>60%</b> |
|-------------------------------------|-------------------|------------------|-------------------|------------|------------|

**HEAD START and EARLY HEAD START KERN NON-FEDERAL SHARE**

| <b>SOURCE</b>            | <b>BUDGET</b>    | <b>ACTUAL</b>    | <b>REMAINING</b> | <b>% SPENT</b> | <b>% REMAINING</b> |
|--------------------------|------------------|------------------|------------------|----------------|--------------------|
| IN-KIND                  | 1,567,638        | 850,806          | 716,832          | 54%            | 46%                |
| CALIF DEPT OF ED         | 5,193,619        | 2,876,194        | 2,317,425        | 55%            | 45%                |
| <b>TOTAL NON-FEDERAL</b> | <b>6,761,257</b> | <b>3,727,000</b> | <b>3,034,257</b> | <b>55%</b>     | <b>45%</b>         |

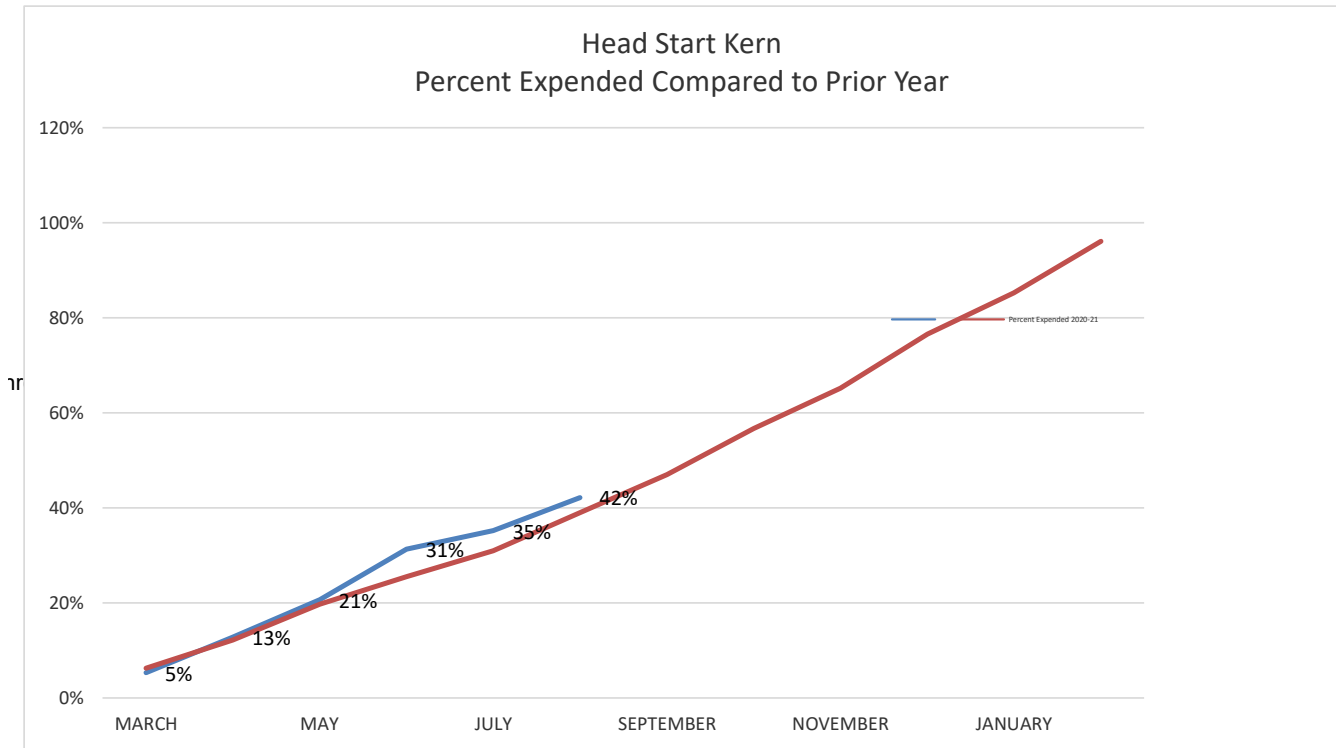
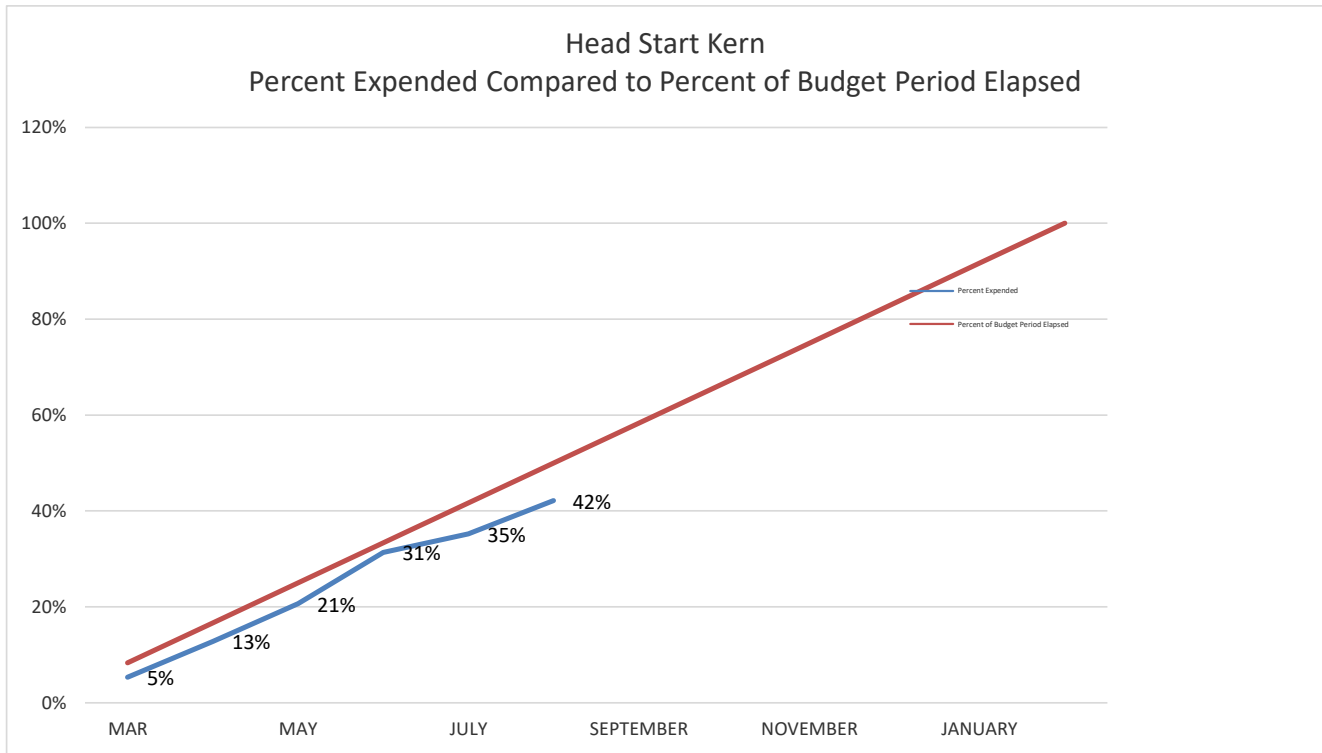
Budget reflects Notice of Award #09CH011132-03-01

Actual expenditures include posted expenditures and estimated adjustments through 8/31/2021

Administrative Cost for HS and EHS Kern **6.8%**

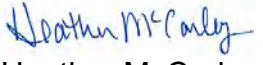
**Agency-Wide Credit Card Report**

|                                | <b>CURRENT</b> | <b>1 TO 30</b> | <b>31 TO 60</b> | <b>61 TO 90</b> | <b>TOTAL</b>  | <b>STATEMENT DATE</b> |
|--------------------------------|----------------|----------------|-----------------|-----------------|---------------|-----------------------|
| Wells Fargo                    | 15,440         |                |                 |                 | 15,440        | 9/15/2021             |
| Lowe's                         | 5,765.83       |                |                 |                 | 5,766.00      | 9/15/2021             |
| Smart & Final                  | 81.38          |                |                 |                 | 81            | 9/1/2021              |
| Save Mart                      | 3,565.02       |                |                 |                 | 3,565         | 9/1/2021              |
| Chevron & Texaco Business Card | 8,246          |                |                 |                 | 8,246         | 9/6/2021              |
| Home Depot                     | 5,191          |                |                 |                 | 5,191         | 9/5/2021              |
|                                | <b>38,290</b>  | <b>0</b>       | <b>0</b>        | <b>0</b>        | <b>38,289</b> |                       |





## MEMORANDUM

To: Budget and Finance Committee  
From:   
Heather McCarley, Finance Administrator  
Date: September 22, 2021  
Subject: *Early Head Start - Kern*  
Budget to Actual Report for the period ended August 31, 2021 – **Info Item**

---

The Office of Head Start has awarded CAPK the full amount of its Head Start and Early Head Start grant for a five-year budget period, the third-year budget period is March 1, 2021 through February 28, 2022.

The following are highlights of the Kern Early Head Start Budget to Actual Report for the period of March 1, 2021 through August 31, 2021. Sixth months (50.0%) of the 12-month budget period has elapsed.

### **Base Funds**

Overall expenditures are at 37% of the budget, which is on trend with where we were compared to last year at this time.

### **Training & Technical Assistance Funds**

Overall expenditures are at 45% of the budget.

### **Carryover Funds**

Overall expenditures are at 1% of the budget.

### **COVID Cares Funds**

Overall expenditures are at 100% of the budget.



**Community Action Partnership of Kern**  
**Early Head Start - Kern**  
**Budget to Actual Report**  
*Budget Period: March 1, 2021 - February 28, 2022*  
*Report Period: March 1, 2021 - August 31, 2021*  
 Month 6 of 12 (50.%)

Prepared 9/15/2021

| <b>BASE FUNDS</b>         | <b>BUDGET</b>    | <b>ACTUAL</b>    | <b>REMAINING</b> | <b>% SPENT</b> | <b>% REMAINING</b> |
|---------------------------|------------------|------------------|------------------|----------------|--------------------|
| PERSONNEL                 | 5,021,133        | 1,964,188        | 3,056,945        | 39%            | 61%                |
| FRINGE BENEFITS           | 1,751,175        | 547,866          | 1,203,309        | 31%            | 69%                |
| TRAVEL                    | 0                | 0                | 0                |                |                    |
| EQUIPMENT                 | 0                | 0                | 0                |                |                    |
| SUPPLIES                  | 483,444          | 144,794          | 338,650          | 30%            | 70%                |
| CONTRACTUAL               | 36,432           | 20,213           | 16,219           | 55%            | 45%                |
| CONSTRUCTION              | 0                | 0                | 0                |                |                    |
| OTHER                     | 920,158          | 394,092          | 526,066          | 43%            | 57%                |
| INDIRECT                  | 809,704          | 297,356          | 512,348          | 37%            | 63%                |
| <b>TOTAL BASE FUNDING</b> | <b>9,022,046</b> | <b>3,368,507</b> | <b>5,653,539</b> | <b>37%</b>     | <b>63%</b>         |

**TRAINING & TECHNICAL ASSISTANCE**

|  |                |               |               |            |            |
|--|----------------|---------------|---------------|------------|------------|
| TRAVEL   | 32,253         | 1,799         | 30,454        | 6%         | 94%        |
| SUPPLIES   | 6,807          | 3,916         | 2,891         | 58%        | 42%        |
| CONTRACTUAL                                      | 11,412         | 48,173        | (36,761)      | 422%       | -322%      |
| OTHER  | 102,788        | 14,397        | 88,391        | 14%        | 86%        |
| INDIRECT   | 15,326         | 6,815         | 8,511         | 44%        | 56%        |
| <b>TOTAL TRAINING &amp; TECHNICAL ASSISTANCE</b> | <b>168,586</b> | <b>75,099</b> | <b>93,487</b> | <b>45%</b> | <b>55%</b> |

**CARRYOVER**

|                        |                  |               |                  |           |            |
|------------------------|------------------|---------------|------------------|-----------|------------|
| SUPPLIES               |                  |               | 0                | #DIV/0!   | #DIV/0!    |
| CONTRACTUAL            |                  |               | 0                | #DIV/0!   | #DIV/0!    |
| CONSTRUCTION           | 4,208,158        | 51,802        | 4,156,356        | 1%        | 99%        |
| OTHER                  |                  | 0             | 0                |           |            |
| INDIRECT               | 117,543          | 0             | 117,543          |           |            |
| <b>TOTAL CARRYOVER</b> | <b>4,325,701</b> | <b>51,802</b> | <b>4,273,899</b> | <b>1%</b> | <b>99%</b> |

**COVID CARES**

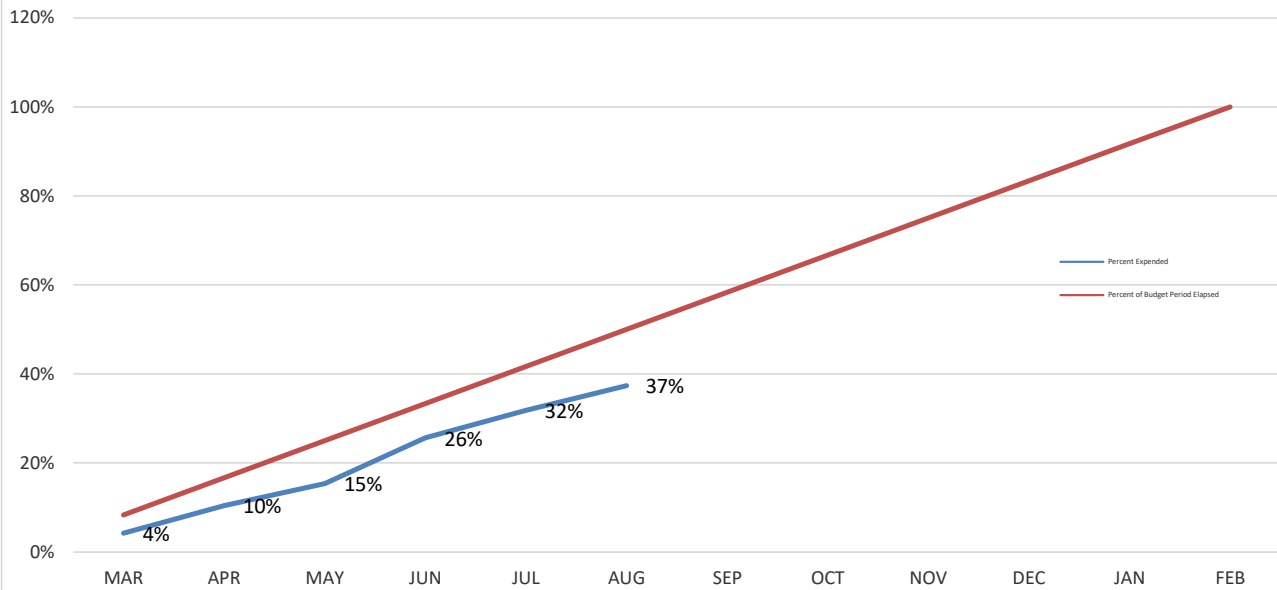
|                          |               |               |            |             |           |
|--------------------------|---------------|---------------|------------|-------------|-----------|
| PERSONNEL                |               | 35,102        | (35,102)   |             |           |
| FRINGE BENEFITS          |               | 28,570        | (28,570)   |             |           |
| SUPPLIES                 | 66,921        | 905           | 66,016     | 1%          | 99%       |
| OTHER                    | 18,194        | 18,524        | (330)      | 102%        | -2%       |
| INDIRECT                 | 9,068         | 11,082        | (2,014)    |             |           |
| <b>TOTAL COVID CARES</b> | <b>94,182</b> | <b>94,182</b> | <b>(0)</b> | <b>100%</b> | <b>0%</b> |

|                                      |                   |                  |                   |            |            |
|--------------------------------------|-------------------|------------------|-------------------|------------|------------|
| <b>GRAND TOTAL EHS FEDERAL FUNDS</b> | <b>13,610,515</b> | <b>3,589,590</b> | <b>10,020,925</b> | <b>26%</b> | <b>74%</b> |
|--------------------------------------|-------------------|------------------|-------------------|------------|------------|

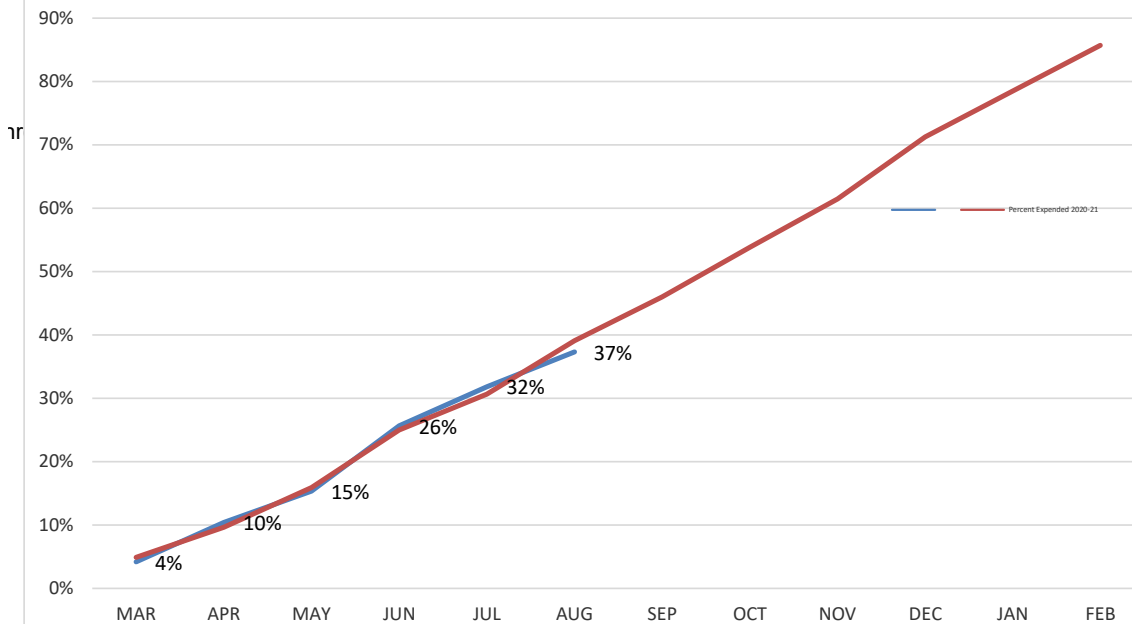
Budget reflects Notice of Award #09CH011132-03-01

Actual expenditures include posted expenditures and estimated adjustments through 8/31/2021

Early Head Start Kern  
Percent Expended Compared to Percent of Budget Period Elapsed



Early Head Start Kern  
Percent Expended Compared to Prior Year



**Community Action Partnership of Kern**  
**Head Start and Early Head Start Kern**  
**Year-to-Date Non-Federal Share and In-Kind Report**  
 Budget Period: March 1, 2021 through February 28, 2022  
 Report for period ending **August 31, 2021** (Month 6 of 12)

Page 1 of 1

Percent of budget period elapsed: **50%**

| LOCATION                      | Enroll-<br>ment | March          | April          | May            | June           | July           | Aug            | YTD<br>Totals    | IN-KIND<br>GOAL  | % OF<br>GOAL<br>MET |
|-------------------------------|-----------------|----------------|----------------|----------------|----------------|----------------|----------------|------------------|------------------|---------------------|
| Alberta Dillard               | 40              | 3,806          | 3,344          | 1,604          | 832            | 0              | 0              | 9,586            | 35,284           | 27%                 |
| Alicante                      | 20              | 2,759          | 2,527          | 2,754          | 3,695          | 1,994          | 0              | 13,729           | 17,642           | 78%                 |
| Angela Martinez               | 60              | 1,682          | 5,056          | 1,604          | 2,212          | 2,503          | 0              | 13,058           | 52,925           | 25%                 |
| Broadway                      | 40              | 9,072          | 8,492          | 6,658          | 0              | 0              | 0              | 24,222           | 35,284           | 69%                 |
| California City               | 34              | 7,513          | 7,727          | 3,833          | 0              | 0              | 0              | 19,073           | 29,991           | 64%                 |
| Cleo Foran                    | 23              | 15,779         | 14,629         | 14,352         | 12,627         | 8,483          | 6,362          | 72,232           | 20,288           | 356%                |
| Delano                        | 76              | 19,953         | 21,082         | 15,436         | 8,265          | 6,572          | 2,353          | 73,661           | 67,039           | 110%                |
| East California               | 52              | 14,322         | 16,129         | 16,718         | 15,278         | 15,044         | 6,912          | 84,403           | 45,869           | 184%                |
| Fairfax                       | 40              | 8,429          | 9,246          | 5,856          | 0              | 0              | 0              | 23,531           | 35,284           | 67%                 |
| Fairview                      | 40              | 7,209          | 8,499          | 5,236          | 5,291          | 4,000          | 0              | 30,236           | 35,284           | 86%                 |
| Harvey L. Hall                | 156             | 11,773         | 13,555         | 13,824         | 9,064          | 6,247          | 0              | 54,463           | 137,606          | 40%                 |
| Heritage                      | 20              | 5,914          | 6,825          | 3,362          | 0              | 0              | 0              | 16,101           | 17,642           | 91%                 |
| Home Base                     | 123             | 12,960         | 10,178         | 8,707          | 6,057          | 6,723          | 0              | 44,625           | 54,248           | 82%                 |
| Lamont                        | 20              | 3,352          | 4,009          | 406            | 1,055          | 1,485          | 0              | 10,306           | 17,642           | 58%                 |
| Martha J. Morgan              | 72              | 8,319          | 7,861          | 7,623          | 5,287          | 5,192          | 0              | 34,282           | 63,510           | 54%                 |
| McFarland                     | 20              | 2,099          | 2,182          | 1,391          | 0              | 0              | 0              | 5,672            | 17,642           | 32%                 |
| Mojave                        | 20              | 7,890          | 9,060          | 2,545          | 0              | 0              | 0              | 19,494           | 17,642           | 111%                |
| Oasis                         | 60              | 5,094          | 7,534          | 5,183          | 4,325          | 3,472          | 0              | 25,608           | 52,925           | 48%                 |
| Pete H. Parra                 | 128             | 9,302          | 10,728         | 9,209          | 0              | 0              | 0              | 29,238           | 112,907          | 26%                 |
| Planz                         | 20              | 0              | 1,168          | 0              | 0              | 0              | 0              | 1,168            | 17,642           | 7%                  |
| Primeros Pasos                | 78              | 13,394         | 9,779          | 8,252          | 2,597          | 3,316          | 1,118          | 38,456           | 68,803           | 56%                 |
| Rosamond                      | 80              | 5,024          | 6,643          | 2,972          | 1,649          | 0              | 0              | 16,288           | 70,567           | 23%                 |
| San Diego Street              | 40              | 2,566          | 2,282          | 2,970          | 2,501          | 1,268          | 0              | 11,588           | 35,284           | 33%                 |
| Seibert                       | 40              | 0              | 0              | 0              | 0              | 0              | 0              | 0                | 35,284           | 0%                  |
| Shafter                       | 20              | 3,661          | 2,948          | 2,292          | 1,198          | 0              | 0              | 10,099           | 17,642           | 57%                 |
| Shafter HS/EHS                | 25              | 1,137          | 2,606          | 2,500          | 2,453          | 2,067          | 376            | 11,139           | 22,052           | 51%                 |
| Sterling                      | 124             | 7,380          | 8,415          | 6,105          | 8,015          | 5,986          | 0              | 35,900           | 109,379          | 33%                 |
| Sunrise Villa                 | 20              | 2,328          | 1,874          | 651            | 1,718          | 0              | 0              | 6,572            | 17,642           | 37%                 |
| Taft                          | 63              | 4,500          | 5,261          | 3,946          | 0              | 0              | 0              | 13,708           | 55,572           | 25%                 |
| Tehachapi                     | 34              | 2,181          | 0              | 0              | 0              | 0              | 0              | 2,181            | 29,991           | 7%                  |
| Vineland                      | 20              | 4,160          | 2,420          | 923            | 1,009          | 1,100          | 0              | 9,611            | 17,642           | 54%                 |
| Virginia                      | 40              | 3,948          | 4,743          | 3,377          | 0              | 0              | 0              | 12,068           | 35,284           | 34%                 |
| Wesley                        | 60              | 27,407         | 27,036         | 13,247         | 0              | 0              | 893            | 68,582           | 52,925           | 130%                |
| Willow                        | 55              | 5,130          | 4,162          | 2,753          | 0              | 0              | 0              | 12,046           | 48,515           | 25%                 |
| Administrative Services       |                 | 0              | 0              | 0              | 0              | 0              | 0              | 0                | 0                | NA                  |
| Program Services              |                 | 23             | 130            | 119            | 0              | 0              | 0              | 272              | 66,765           | 0%                  |
| <b>SUBTOTAL IN-KIND</b>       | <b>1,763</b>    | <b>240,064</b> | <b>248,129</b> | <b>176,411</b> | <b>95,128</b>  | <b>75,453</b>  | <b>18,013</b>  | <b>853,197</b>   | <b>1,567,638</b> | <b>54%</b>          |
|                               |                 |                |                |                |                |                |                |                  |                  |                     |
| State General Child Care*     |                 | 218,706        | 214,532        | 221,798        | 216,097        | 167,020        | 182,708        | 1,220,860        | 2,713,001        | 45%                 |
| State Preschool*              |                 | 395,510        | 387,783        | 334,094        | 184,445        | 158,772        | 149,400        | 1,610,005        | 2,291,775        | 70%                 |
| State Migrant Child Care*     |                 | 9,413          | 9,710          | 9,016          | 9,016          | 4,013          | 4,161          | 45,329           | 125,833          | 36%                 |
| <b>SUBTOTAL CA DEPT of ED</b> |                 | <b>623,628</b> | <b>612,025</b> | <b>564,909</b> | <b>409,558</b> | <b>329,805</b> | <b>336,270</b> | <b>2,876,194</b> | <b>5,130,608</b> | <b>56%</b>          |
|                               |                 |                |                |                |                |                |                |                  |                  |                     |
| <b>GRAND TOTAL</b>            |                 | <b>863,692</b> | <b>860,154</b> | <b>741,320</b> | <b>504,686</b> | <b>405,258</b> | <b>354,283</b> | <b>3,729,391</b> | <b>6,698,246</b> | <b>56%</b>          |

\*May include estimates



## MEMORANDUM

To: Budget and Finance Committee

*Heather McCarley*

From: Heather McCarley, Finance Administrator

Date: September 22, 2021

Subject: *Early Head Start – San Joaquin*  
Budget to Actual Report for the period ended August 31, 2021 – **Info Item**

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The following are highlights of the San Joaquin Early Head Start Budget to Actual Report for the period of February 1, 2021 through August 31, 2021. Seven months (58.3%) of the 12-month budget period have elapsed.

### **Base Funds**

Overall expenditures are at 48% of the budget, which is slightly below where we were compared to last year at this time.

### **Training & Technical Assistance Funds**

Overall expenditures are at 58% of the budget. The combined personnel and fringe benefit expenses are at 58% of this budget.

### **Carryover Funds**

Overall expenditures are at 0% of the budget.

### **COVID Cares Funds**

Overall expenditures are at 100% of the budget.

### **Non-Federal Share**

Non-Federal share is at 81% of the budget.

**Community Action Partnership of Kern  
Early Head Start - San Joaquin County  
Budget to Actual Report**

Budget Period: February 1, 2021 - January 31, 2022

Report Period: February 1, 2021 - August 31, 2021

Month 7 of 12 (58.33%)

Prepared 9/15/2021

| <b>BASE FUNDS</b> | <b>BUDGET</b>    | <b>ACTUAL</b>    | <b>REMAINING</b> | <b>% SPENT</b> | <b>%<br/>REMAINING</b> |
|-------------------|------------------|------------------|------------------|----------------|------------------------|
| PERSONNEL         | 3,239,569        | 1,528,865        | 1,710,704        | 47%            | 53%                    |
| FRINGE BENEFITS   | 913,403          | 407,804          | 505,599          | 45%            | 55%                    |
| TRAVEL            | 0                | 8,775            | (8,775)          | 0%             | 0%                     |
| EQUIPMENT         | 45,000           | 31,190           | 13,810           |                |                        |
| SUPPLIES          | 130,220          | 67,402           | 62,818           | 52%            | 48%                    |
| CONTRACTUAL       | 9,500            | 9,646            | (146)            | 102%           | -2%                    |
| OTHER             | 720,292          | 402,689          | 317,603          | 56%            | 44%                    |
| INDIRECT          | 498,077          | 225,668          | 272,409          | 45%            | 55%                    |
| <b>TOTAL</b>      | <b>5,556,061</b> | <b>2,682,039</b> | <b>2,874,022</b> | <b>48%</b>     | <b>52%</b>             |

**TRAINING & TECHNICAL ASSISTANCE FUNDS**

|                 |                |               |               |            |            |
|-----------------|----------------|---------------|---------------|------------|------------|
| PERSONNEL       | 49,670         | 28,629        | 21,041        | 58%        | 42%        |
| FRINGE BENEFITS | 21,950         | 12,833        | 9,117         | 58%        | 42%        |
| TRAVEL          | 3,260          | 1,511         | 1,749         | 46%        | 54%        |
| SUPPLIES        | 6,815          | 723           | 6,092         | 11%        | 89%        |
| CONTRACTUAL     | 7,345          | 8,100         | (755)         | 110%       | -10%       |
| OTHER           | 19,301         | 11,249        | 8,052         | 58%        | 42%        |
| INDIRECT        | 10,834         | 6,299         | 4,535         | 58%        | 42%        |
| <b>TOTAL</b>    | <b>119,175</b> | <b>69,344</b> | <b>49,831</b> | <b>58%</b> | <b>42%</b> |

**CARRYOVER**

|              |                |          |                |           |             |
|--------------|----------------|----------|----------------|-----------|-------------|
| EQUIPMENT    | 21,035         | 0        | 21,035         | 0%        | 100%        |
| SUPPLIES     | 29,804         | 0        | 29,804         | 0%        | 100%        |
| CONTRACTUAL  | 8,000          | 0        | 8,000          | 0%        | 100%        |
| OTHER        | 381,242        | 0        | 381,242        | 0%        | 100%        |
| INDIRECT     | 41,905         | 0        | 41,905         | 0%        | 100%        |
| <b>TOTAL</b> | <b>481,986</b> | <b>0</b> | <b>481,986</b> | <b>0%</b> | <b>100%</b> |

**COVID CARES - Carried over from 2020-21**

|                 |                |                |          |             |           |
|-----------------|----------------|----------------|----------|-------------|-----------|
| PERSONNEL       |                | 19,203         | (19,203) | 0%          | 0%        |
| FRINGE BENEFITS |                | 3,331          | (3,331)  | 0%          | 0%        |
| SUPPLIES        | 72,943         | 42,873         | 30,070   | 59%         | 41%       |
| OTHER           | 24,314         | 29,715         | (5,401)  | 122%        | -22%      |
| INDIRECT        | 9,726          | 11,861         | (2,135)  | 122%        | -22%      |
| <b>TOTAL</b>    | <b>106,983</b> | <b>106,983</b> | <b>0</b> | <b>100%</b> | <b>0%</b> |

|                                      |                  |                  |                  |            |            |
|--------------------------------------|------------------|------------------|------------------|------------|------------|
| <b>GRAND TOTAL EHS FEDERAL FUNDS</b> | <b>6,264,205</b> | <b>2,858,366</b> | <b>3,405,839</b> | <b>46%</b> | <b>54%</b> |
|--------------------------------------|------------------|------------------|------------------|------------|------------|

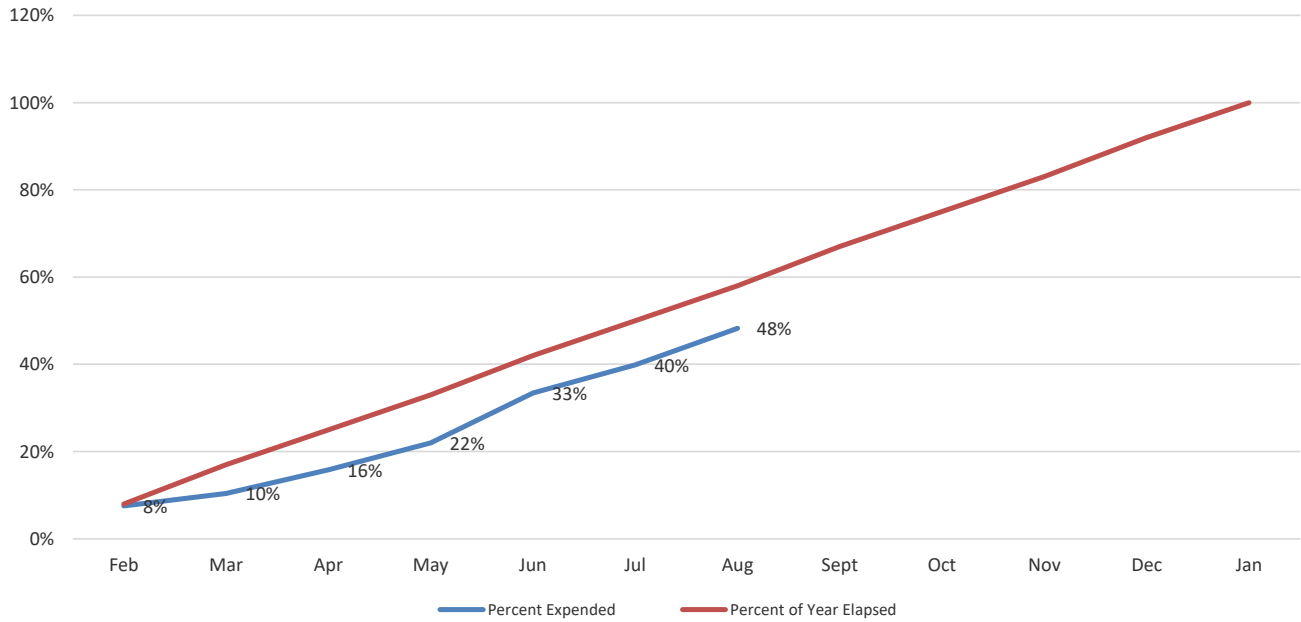
| <b>NON-FEDERAL SHARE</b>       | <b>BUDGET</b>    | <b>ACTUAL</b>    | <b>REMAINING</b> | <b>% SPENT</b> | <b>%<br/>REMAINING</b> |
|--------------------------------|------------------|------------------|------------------|----------------|------------------------|
| IN-KIND                        | 1,402,068        | 1,131,448        | 270,620          | 81%            | 19%                    |
| <b>TOTAL NON-FEDERAL FUNDS</b> | <b>1,402,068</b> | <b>1,131,448</b> | <b>270,620</b>   | <b>81%</b>     | <b>19%</b>             |

|                                  |             |
|----------------------------------|-------------|
| Centralized Administrative Cost  | 5.8%        |
| Program Administrative Cost      | 3.0%        |
| <b>Total Administrative Cost</b> | <b>8.9%</b> |

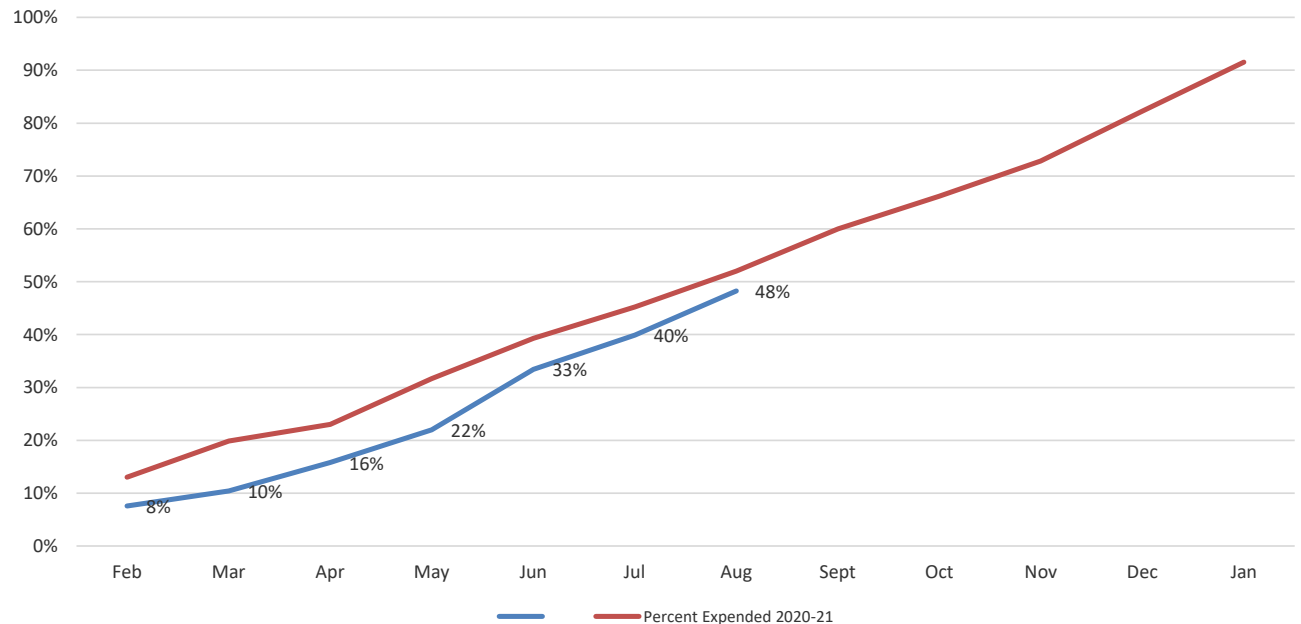
Budget reflects Notice of Award #09CH011406-02-02

Actual expenditures include posted expenditures and estimated adjustments through 8/31/2021

Early Head Start San Joaquin  
Percent Expended Compared to Percent of Year Elapsed



Early Head Start San Joaquin  
Percent Expended Compared to Prior Year



**Community Action Partnership of Kern**

**San Joaquin Early Head Start**

**Non-Federal Share and In-Kind Year-to-Date Report**

Budget Period: February 1, 2021 through January 31, 2022

Report for period ending July 31, **2021** (Month 6 of 12)

Percent of budget period elapsed: **50%**

| LOCATION                      | FUNDED<br>ENROLL-<br>MENT | Feb            | March          | April          | May            | June           | July           | YTD Totals       | IN-KIND<br>GOAL  | % OF<br>GOAL<br>MET |
|-------------------------------|---------------------------|----------------|----------------|----------------|----------------|----------------|----------------|------------------|------------------|---------------------|
| California Street             | 24                        | 2,654          | 2,912          | 2,136          | 1,330          | 0              | 0              | 9,032            | 39,646           | 23%                 |
| Chrisman                      | 20                        | 2,493          | 2,771          | 2,804          | 2,097          | 1,582          | 2,554          | 14,299           | 33,039           | 43%                 |
| Gianone                       | 16                        | 1,009          | 1,300          | 1,254          | 1,179          | 1,130          | 1,283          | 7,155            | 26,431           | 27%                 |
| Kennedy                       | 16                        | 1,188          | 858            | 927            | 699            | 844            | 0              | 4,516            | 26,431           | 17%                 |
| Lodi Home Base                | 35                        | 0              | 6,413          | 3,806          | 1,712          | 0              | 0              | 11,931           | 28,909           | 41%                 |
| Lodi UCC                      | 30                        | 3,271          | 3,946          | 2,019          | 2,649          | 2,934          | 2,945          | 17,764           | 49,558           | 36%                 |
| Manteca Home Base             | 12                        | 1,106          | 3,329          | 3,285          | 2,982          | 1,967          | 1,243          | 13,910           | 9,912            | 140%                |
| Marci Massei                  | 24                        | 2,453          | 3,257          | 2,521          | 1,766          | 2,170          | 0              | 12,167           | 39,646           | 31%                 |
| St. Mary's                    | 24                        | 3,029          | 2,929          | 3,172          | 2,203          | 1,244          | 1,483          | 14,059           | 39,646           | 35%                 |
| Stockton Home Base            | 90                        | 5,231          | 9,230          | 9,348          | 5,592          | 4,433          | 5,140          | 38,974           | 74,337           | 52%                 |
| Tracy Home Base               | 12                        | 0              | 0              | 0              | 0              | 0              | 1,654          | 1,654            | 9,912            | 17%                 |
| Walnut                        | 24                        | 3,004          | 3,300          | 4,579          | 5,262          | 2,716          | 3,673          | 22,534           | 39,646           | 57%                 |
| Administrative Services       |                           | 0              | 0              | 0              | 0              | 0              | 0              | 0                | 0                |                     |
| Program Services              |                           | 15,169         | 15,194         | 18,213         | 15,348         | 8,655          | 8,655          | 133,163          | 108,412          | 123%                |
| Policy Council                |                           | 0              | 0              | 0              | 0              | 0              | 0              | 0                | 1,000            | 0%                  |
| <b>SUBTOTAL IN-KIND</b>       | <b>327</b>                | <b>40,606</b>  | <b>55,437</b>  | <b>54,064</b>  | <b>42,819</b>  | <b>27,674</b>  | <b>28,630</b>  | <b>301,159</b>   | <b>526,525</b>   | <b>57%</b>          |
|                               |                           |                |                |                |                |                |                |                  |                  |                     |
| State General Child Care*     |                           | 120,553        | 164,511        | 162,164        | 150,886        | 151,577        | 80,599         | 830,289          | 1,175,152        | 71%                 |
| <b>SUBTOTAL CA DEPT of ED</b> |                           | <b>120,553</b> | <b>164,511</b> | <b>162,164</b> | <b>150,886</b> | <b>151,577</b> | <b>80,599</b>  | <b>830,289</b>   | <b>1,175,152</b> | <b>71%</b>          |
|                               |                           |                |                |                |                |                |                |                  |                  |                     |
| <b>GRAND TOTAL</b>            |                           | <b>161,159</b> | <b>219,948</b> | <b>216,228</b> | <b>193,705</b> | <b>179,251</b> | <b>109,229</b> | <b>1,131,448</b> | <b>1,701,677</b> | <b>66%</b>          |

\*May include estimates



## MEMORANDUM

To: Budget and Finance Committee  
From:  Heather McCarley, Finance Administrator  
Date: September 22, 2021  
Subject: *Early Head Start Child Care Partnerships*  
Budget to Actual Report for the period ended August 31, 2021 – **Info Item**

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The following are highlights of the Early Head Start Child Care Partnership Budget to Actual Report for the period of March 1, 2021 through August 31, 2021. Six months (50.0%) of the 12-month budget period have elapsed.

### **Base Funds**

Overall expenditures are at 30% of the budget, which is slightly above where we were compared to last year at this time.

### **Training & Technical Assistance Funds**

Overall expenditures are at 5% of the budget.

### **Carryover Funds**

Overall expenditures are at 1% of the budget.

### **COVID Cares Funds**

Overall expenditures are at 19% of the budget.

### **Non-Federal Share**

Non-Federal share is at 28% of the budget.



**Community Action Partnership of Kern  
Early Head Start Child Care Partnerships + Expansion  
Budget to Actual Report**

Budget Period: March 1, 2021 - February 28, 2022

Report Period: March 1, 2021 - August 31, 2021

Month 6 of 12 (50.0%)

Prepared 9/15/2021

| <b>BASE FUNDS</b>         | <b>BUDGET</b>    | <b>ACTUAL</b>  | <b>REMAINING</b> | <b>% SPENT</b> | <b>%<br/>REMAINING</b> |
|---------------------------|------------------|----------------|------------------|----------------|------------------------|
| PERSONNEL                 | 668,881          | 291,830        | 377,051          | 44%            | 56%                    |
| FRINGE BENEFITS           | 183,736          | 80,165         | 103,571          | 44%            | 56%                    |
| SUPPLIES                  | 37,083           | 36,661         | 422              | 99%            | 1%                     |
| CONTRACTUAL               | 1,091,504        | 131,761        | 959,743          | 12%            | 88%                    |
| OTHER                     | 231,300          | 129,053        | 102,247          | 56%            | 44%                    |
| INDIRECT                  | 215,164          | 63,968         | 151,196          | 30%            | 70%                    |
| <b>TOTAL BASE FUNDING</b> | <b>2,427,668</b> | <b>733,438</b> | <b>1,694,230</b> | <b>30%</b>     | <b>70%</b>             |

**TRAINING & TECHNICAL ASSISTANCE**

|  |               |              |               |           |            |
|--|---------------|--------------|---------------|-----------|------------|
| TRAVEL   | 5,294         | 106          | 5,188         | 2%        | 98%        |
| SUPPLIES   | 16,391        | 0            | 16,391        | 0%        | 100%       |
| OTHER  | 29,393        | 399          | 28,994        | 1%        | 99%        |
| INDIRECT   | 5,107         | 266          | 4,841         | 5%        | 95%        |
| <b>TOTAL TRAINING &amp; TECHNICAL ASSISTANCE</b> | <b>56,185</b> | <b>2,924</b> | <b>53,261</b> | <b>5%</b> | <b>95%</b> |

**CARRYOVER**

|                        |                  |               |                  |           |            |
|------------------------|------------------|---------------|------------------|-----------|------------|
| SUPPLIES               | 16,000           | 0             | 16,000           | 0%        | 100%       |
| CONSTRUCTION           | 2,458,581        | 0             | 2,458,581        | 0%        | 100%       |
| CONTRACTUAL            | 14,000           | 0             | 14,000           | 0%        | 100%       |
| OTHER                  | 14,121           | 35,000        | (20,879)         | 248%      | -148%      |
| INDIRECT               | 4,412            | 0             | 4,412            | 0%        | 100%       |
| <b>TOTAL CARRYOVER</b> | <b>2,507,114</b> | <b>35,000</b> | <b>2,472,114</b> | <b>1%</b> | <b>99%</b> |

**COVID CARES**

|                    |                |               |               |            |            |
|--------------------|----------------|---------------|---------------|------------|------------|
| PERSONNEL          | 0              | 3,622         | (3,622)       |            |            |
| FRINGE BENEFITS    | 0              | 579           | (579)         |            |            |
| SUPPLIES           | 77,735         | 6,917         | 70,818        | 9%         | 91%        |
| OTHER              | 24,361         | 7,926         | 16,435        | 33%        | 67%        |
| INDIRECT           | 10,206         | 1,904         | 8,302         | 19%        | 81%        |
| <b>TOTAL COVID</b> | <b>112,302</b> | <b>20,948</b> | <b>95,554</b> | <b>19%</b> | <b>81%</b> |

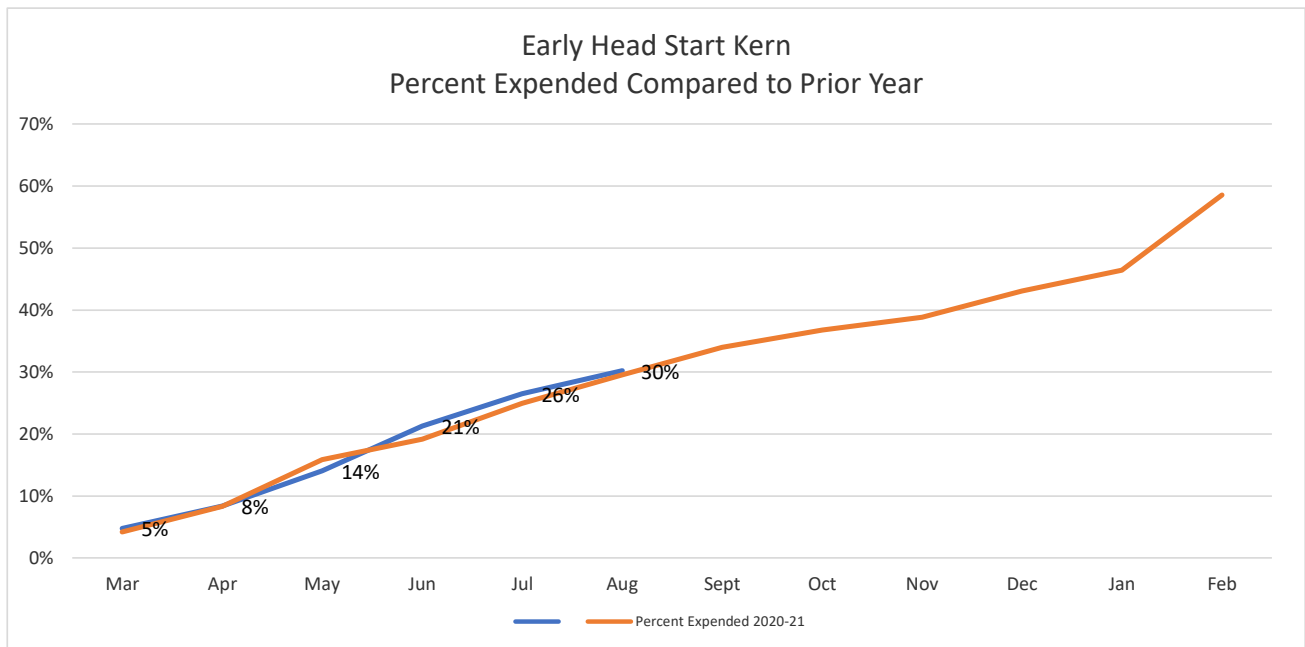
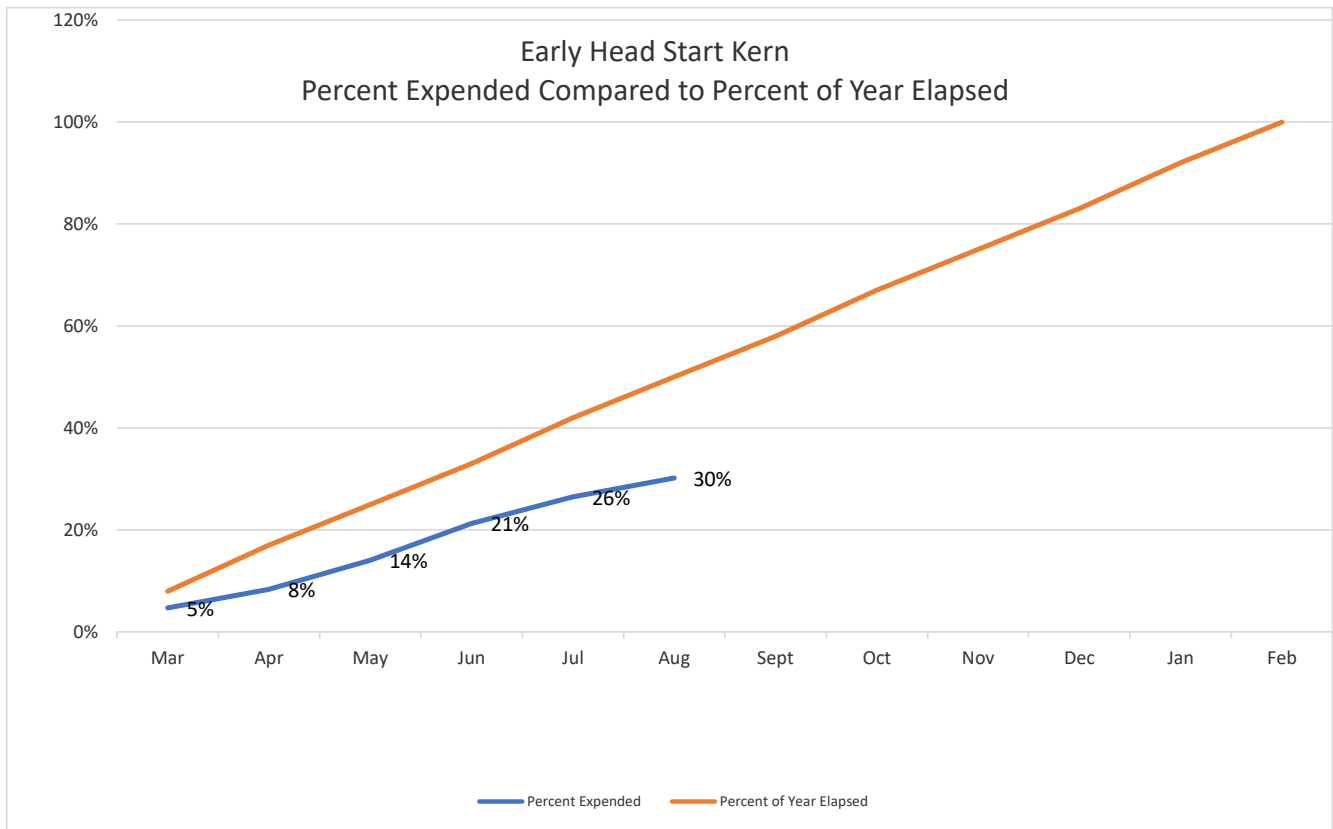
|                                      |                  |                |                  |            |            |
|--------------------------------------|------------------|----------------|------------------|------------|------------|
| <b>GRAND TOTAL EHS FEDERAL FUNDS</b> | <b>5,103,269</b> | <b>792,310</b> | <b>4,315,159</b> | <b>16%</b> | <b>84%</b> |
|--------------------------------------|------------------|----------------|------------------|------------|------------|

**NON-FEDERAL SHARE**

| <b>SOURCE</b>            | <b>BUDGET</b>  | <b>ACTUAL</b>  | <b>REMAINING</b> | <b>% SPENT</b> | <b>%<br/>REMAINING</b> |
|--------------------------|----------------|----------------|------------------|----------------|------------------------|
| IN-KIND                  | 588,256        | 164,028        | 424,228          | 28%            | 72%                    |
| <b>TOTAL NON-FEDERAL</b> | <b>588,256</b> | <b>164,028</b> | <b>424,228</b>   | <b>28%</b>     | <b>72%</b>             |

Budget reflects Notice of Award #09HP000163-03-02

Actual expenditures include posted expenditures and estimated adjustments through 8/31/2021





## MEMORANDUM

To: Budget and Finance Committee of the Policy Council

From:   
Heather McCarley, Finance Administrator

Date: September 21, 2021

Subject: *American Rescue Plan Funding*  
Budget to Actual Report for the period ended August 31, 2021 – **Info Item**

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The following are highlights of the American Rescue Plan Budget to Actual Report for the period of April 1, 2021 through August 31, 2021. Five months (41.67%) of the 12-month budget period have elapsed.

### **COVID**

Overall expenditures are at 100% of the budget. These funds are being utilized to support the Summer Bridge Program options.

### **American Rescue Plan Act**

Overall expenditures are at 14% of the budget. These funds are being utilized to support the Summer Bridge Program options.

# Community Action Partnership of Kern

## American Rescue Plan

### Budget to Actual Report

Budget Period: April 1, 2021 - March 31, 2023

Report Period: April 1, 2021 - August 31, 2021

Month 5 of 12 (41.67%)

Prepared 9/17/2021

| <b>COVID</b>    | <b>BUDGET</b>  | <b>ACTUAL</b>  | <b>REMAINING</b> | <b>% SPENT</b> | <b>%<br/>REMAINING</b> |
|-----------------|----------------|----------------|------------------|----------------|------------------------|
| PERSONNEL       | 0              | 502,095        | (502,095)        |                | 100%                   |
| FRINGE BENEFITS | 0              | 107,505        | (107,505)        |                | 100%                   |
| TRAVEL          | 0              | 0              | 0                | 0%             | 0%                     |
| EQUIPMENT       | 0              | 0              | 0                |                |                        |
| SUPPLIES        | 500,000        | 0              | 500,000          | 0%             | 100%                   |
| CONTRACTUAL     | 0              | 0              | 0                |                | 100%                   |
| OTHER           | 170,559        | 0              | 170,559          | 0%             | 100%                   |
| INDIRECT        | 0              | 60,959         | (60,959)         |                | 100%                   |
| <b>TOTAL</b>    | <b>670,559</b> | <b>670,559</b> | <b>0</b>         | <b>100%</b>    | <b>0%</b>              |

### American Rescue Plan Act

|                 |                  |                |                  |            |            |
|-----------------|------------------|----------------|------------------|------------|------------|
| PERSONNEL       | 763,438          | 281,848        | 481,590          | 37%        | 63%        |
| FRINGE BENEFITS | 251,934          | 85,873         | 166,061          | 34%        | 66%        |
| TRAVEL          | 0                | 0              | 0                |            | 100%       |
| SUPPLIES        | 553,540          | 34             | 553,506          | 0%         | 100%       |
| CONTRACTUAL     | 0                | 0              | 0                |            | 100%       |
| OTHER           | 830,310          | 0              | 830,310          | 0%         | 100%       |
| INDIRECT        | 266,580          | 0              | 266,580          | 0%         | 100%       |
| <b>TOTAL</b>    | <b>2,665,802</b> | <b>367,755</b> | <b>2,298,047</b> | <b>14%</b> | <b>86%</b> |

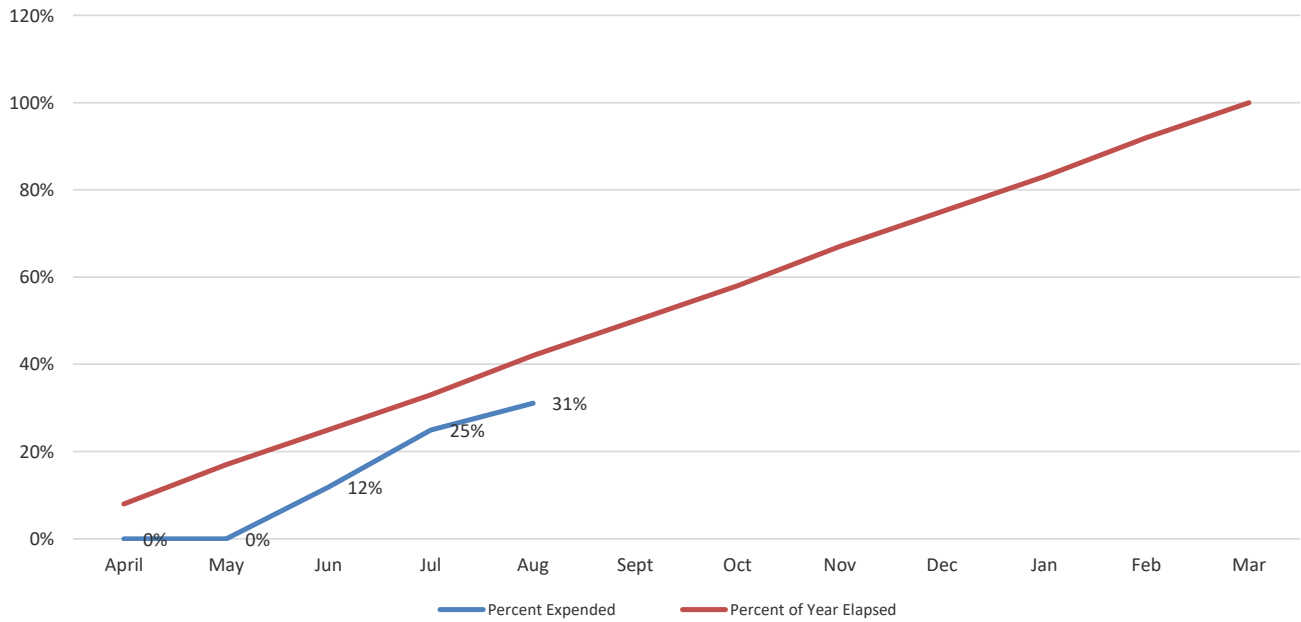
|                                      |                  |                  |                  |            |            |
|--------------------------------------|------------------|------------------|------------------|------------|------------|
| <b>GRAND TOTAL ARP FEDERAL FUNDS</b> | <b>3,336,361</b> | <b>1,038,314</b> | <b>2,298,047</b> | <b>31%</b> | <b>69%</b> |
|--------------------------------------|------------------|------------------|------------------|------------|------------|

|                                  |             |
|----------------------------------|-------------|
| Centralized Administrative Cost  | 5.9%        |
| Program Administrative Cost      | 0.0%        |
| <b>Total Administrative Cost</b> | <b>5.9%</b> |

Budget reflects Notice of Award #09HE000432-01-01

Actual expenditures include posted expenditures and estimated adjustments through 8/31/2021

Early Head Start San Joaquin  
Percent Expended Compared to Percent of Year Elapsed





## MEMORANDUM

To: Budget & Finance  
*a. morales*

From: Alejandra Morales, CalFresh Healthy Living Program Administrator

Date: September 22, 2021

Subject: **Agenda Item 4b: Subcontracts for the CalFresh Healthy Living Program – Action Item**

---

CAPK CalFresh Healthy Living Program's fiscal year is 10/1/2021 – 9/30/2022.

One of the requirements of the CalFresh Healthy Living contract is that at least 30% of the funds are subcontracted to partners who will assist with the delivery of services. The amount being allocated for subcontracts is \$553,361 which exceeds the CEO's authority, so Board approval is required. The subcontractors will continue to be Kernville Unified Schools, Kern County Superintendent of Schools, and Lamont Elementary School District.

The mission statement of the CAPK CalFresh Healthy Living program is to improve the nutritional health of low-income Californians by providing access to nutrition education, physical activity education, and leadership toward healthy community initiatives.

This three-year reimbursable grant will reach 90,000 unduplicated SNAP-Ed participants in over 161 eligible sites to build community partnerships and implement sustainable policies where participants live, shop, learn, play, and eat.

CAPK CalFresh Healthy Living is funded by the California Department of Public Health, Nutrition Education, and Obesity Prevention Branch (CDPH NEOPB) with the origin of funding being the USDA Supplemental Nutrition Assistance Program.

CAPK CalFresh Healthy Living subcontracts to meet the fiduciary responsibility as well as programmatic compliance. The subcontracted partners provide approved CalFresh Healthy Living activities for K-12 to meet nutrition standards for the CalFresh Healthy Living three-year scope of work. CAPK CalFresh Healthy Living staff monitor subcontractor monthly activities to ensure programmatic and fiscal compliance. Subcontractors report programmatic activities in the Program Evaluation and Reporting System (PEARS) to provide evaluation data and submit monthly invoicing to meet fiscal compliance.

The total FFY 2022 budget of \$1,491,998 will be allocated as follows:

Personnel Costs: \$704,242.34  
Operating Costs: \$85,165.62  
Subcontracts: \$553,361.08  
Indirect Costs: \$149,228.95

CAPK CalFresh Healthy Living program goals align with the CAPK strategic goal to meet the needs of its priority populations and actively educate and advocate for healthy eating and active living environments.

**Recommendation:**

Staff recommends Board approve the subcontracts with Kernville Unified School District, Lamont Elementary School District, and Kern County Superintendent of Schools for the period of October 1, 2021, to September 30, 2022, and authorizes the Chief Executive Officer, to act on behalf of the Board as CAPK's representative signatory with regard to the subcontracts and subsequent amendments during the contract period.

***Attachments:***

*Kernville Subcontract*

*Lamont Subcontract*

*Kern County Superintendent of Schools (KCSOS) Subcontract*



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

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**AMENDMENT II TO CONTRACT FOR SERVICES AGREEMENT**

This is Amendment II to the Contract for Services Agreement ("Agreement") dated August 23, 2019 by and between Kernville Union School District and Community Action Partnership of Kern ("CAPK"). The effective date for this Amendment II will be September 28, 2021.

**Sections 3 of the original Agreement read as follows:**

The period of performance for this Agreement is October 01, 2021 through September 30, 2022. CAPK may discharge Subcontractor at any time by written notice effective when such notice is received by Subcontractor. Unless specifically agreed to between Subcontractor and CAPK, Subcontractor will provide no further services and incur no further costs on CAPK's behalf upon receipt of the notice.

**Sections 5 of the original Agreement is revised to read as follows:**

Payment shall be made when CAPK has determined that the Scope of Work contained in **Attachment A** has been completed for the period of the relevant monthly invoice. Subcontractor will submit monthly invoices on the 20<sup>th</sup> of each month up to an aggregate sum not to exceed \$166,263.36 with supporting documentation of actual expenses. Invoices shall be provided to CAPK by the tenth day of the following month containing the signature of approval of the authorized to act on behalf of Subcontractor. Additionally, said invoices shall contain the following:

- a. Claim for Payment: Title of Program; Subcontractor's name and mailing address; period of service.
- b. General Ledger: Detail report for the period of service with copies of all bills, receipts, and all other support documentation.
- c. Personnel Documentation: Relevant Time Logs
- d. Indirect Costs: Documentation of indirect cost rates used to calculate reimbursement of said costs.
- e. Supporting Data: Any other supporting documentation necessary to convey costs for reimbursement.

Terms are Net 45 from the date the original invoice is received at CAPK's Finance Division.

Note: Subcontractor shall mail all invoices, with required detail, to: Community Action Partnership of Kern, Attn: Accounts Payable, 5005 Business Park North, Bakersfield, CA 93309.

**Section 8 of the original Agreement is revised to read as follows:**

Subcontractor shall perform the services provided for under this Agreement and shall keep CAPK informed of progress and developments and will respond within a reasonable time to CAPK's inquiries and communications. CAPK shall provide on a timely basis all information and documents necessary for Subcontractor's effective representation of CAPK's interests. For the entire duration of this Agreement, Subcontractor shall maintain proper and effective internet access at each of its sites to ensure Subcontractor maintains the ability to achieve the goals described in this Agreement under the Scope of Work found in **Attachment A**. Upon reasonable notice by CAPK, Subcontractor shall permit CAPK, its agents or other representatives, to examine, make copies, transcripts from all books and records, billings statements, invoices, records, and other data related to the services covered by this Agreement. Additionally, Subcontractor shall be required to furnish a copy of Subcontractor's most recent audited financial statements.



Both parties wish to extend and continue said agreement; it is agreed that said agreement is extended for (1) additional year now expiring on September 30, 2022.

All other terms of the original Agreement remain binding except where they contradict Amendment II, which shall prevail.

**VENDOR: KERNVILLE UNION SCHOOL DISTRICT**

**Signature:** \_\_\_\_\_

**Date:** \_\_\_\_\_

**Printed Name:** \_\_\_\_\_

**Title:** \_\_\_\_\_

**CAPK: COMMUNITY ACTION PARTNERSHIP OF KERN**

**Signed by:** \_\_\_\_\_

**Date:** \_\_\_\_\_

Jeremy T. Tobias, Chief Executive Officer



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**AMENDMENT II TO CONTRACT FOR SERVICES AGREEMENT**

This is Amendment II to the Contract for Services Agreement ("Agreement") dated September 23, 2019 by and between Lamont School District and Community Action Partnership of Kern ("CAPK"). The effective date for this Amendment II will be September 28, 2021.

**Section 3 of the original Agreement is revised to read as follows:**

The period of performance for this Agreement is October 01 2021, through September 30, 2022. CAPK may discharge Subcontractor at any time by written notice effective when such notice is received by Subcontractor. Unless specifically agreed to between Subcontractor and CAPK, Subcontractor will provide no further services and incur no further costs on CAPK's behalf upon receipt of the notice.

**Section 5 of the original Agreement is revised to read as follows:**

Payment shall be made when CAPK has determined that the Scope of Work contained in **Attachment A** has been completed for the period of the relevant monthly invoice. Subcontractor will submit monthly invoices on the 20<sup>th</sup> of each month up to an aggregate sum not to exceed \$148,500.35 with supporting documentation of actual expenses. Invoices shall be provided to CAPK by the tenth day of the following month containing the signature of approval of the authorized to act on behalf of Subcontractor. Additionally, said invoices shall contain the following:

- a. Claim for Payment: Title of Program; Subcontractor's name and mailing address; period of service.
- b. General Ledger: Detail report for the period of service with copies of all bills, receipts, and all other support documentation.
- c. Personnel Documentation: Relevant Time Logs
- d. Indirect Costs: Documentation of indirect cost rates used to calculate reimbursement of said costs.
- e. Supporting Data: Any other supporting documentation necessary to convey costs for reimbursement.

Terms are Net 45 from the date the original invoice is received at CAPK's Finance Division.

Note: Subcontractor shall mail all invoices, with required detail, to: Community Action Partnership of Kern,  
Attn: Accounts Payable, 5005 Business Park North, Bakersfield, CA 93309.

**Section 8 of the original Agreement is revised to read as follows:**

Subcontractor shall perform the services provided for under this Agreement and shall keep CAPK informed of progress and developments and will respond within a reasonable time to CAPK's inquiries and communications. CAPK shall provide on a timely basis all information and documents necessary for Subcontractor's effective representation of CAPK's interests. For the entire duration of this Agreement, Subcontractor shall maintain proper and effective internet access at each of its sites to ensure Subcontractor maintains the ability to achieve the goals described in this Agreement under the Scope of Work found in **Attachment A**. Upon reasonable notice by CAPK, Subcontractor shall permit CAPK, its agents or other representatives, to examine, make copies, transcripts from all books and records, billings statements, invoices, records, and other data related to the services covered by this Agreement. Additionally, Subcontractor shall be required to furnish a copy of Subcontractor's most recent audited financial statements.

Both parties wish to extend and continue said agreement; it is agreed that said agreement is extended for (1) additional year now expiring on September 30, 2022.

All other terms of the original Agreement remain binding except where they contradict Amendment II, which shall prevail.

**VENDOR: KERN COUNTY SUPERINTENDENT OF SCHOOLS**

**Signature:** \_\_\_\_\_

**Date:** \_\_\_\_\_

**Printed Name:** \_\_\_\_\_

**Title:** \_\_\_\_\_

**CAPK: COMMUNITY ACTION PARTNERSHIP OF KERN**

**Signed by:** \_\_\_\_\_  
Jeremy T. Tobias, Chief Executive Officer

**Date:** \_\_\_\_\_



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

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**AMENDMENT II TO CONTRACT FOR SERVICES AGREEMENT**

This is Amendment II to the Contract for Services Agreement ("Agreement") dated November 12, 2019 by and between Kern County Superintendent of Schools and Community Action Partnership of Kern ("CAPK"). The effective date for this Amendment II will be September 28, 2021.

**Sections 3 of the original Agreement read as follows:**

The period of performance for this Agreement is October 01, 2021 through September 30, 2022. CAPK may discharge Subcontractor at any time by written notice effective when such notice is received by Subcontractor. Unless specifically agreed to between Subcontractor and CAPK, Subcontractor will provide no further services and incur no further costs on CAPK's behalf upon receipt of the notice.

**Sections 5 of the original Agreement is revised to read as follows:**

Payment shall be made when CAPK has determined that the Scope of Work contained in **Attachment A** has been completed for the period of the relevant monthly invoice. Subcontractor will submit monthly invoices on the 20<sup>th</sup> of each month up to an aggregate sum not to exceed \$238,597.37 with supporting documentation of actual expenses. Invoices shall be provided to CAPK by the tenth day of the following month containing the signature of approval of the authorized to act on behalf of Subcontractor. Additionally, said invoices shall contain the following:

- a. Claim for Payment: Title of Program; Subcontractor's name and mailing address; period of service.
- b. General Ledger: Detail report for the period of service with copies of all bills, receipts, and all other support documentation.
- c. Personnel Documentation: Relevant Time Logs
- d. Indirect Costs: Documentation of indirect cost rates used to calculate reimbursement of said costs.
- e. Supporting Data: Any other supporting documentation necessary to convey costs for reimbursement.

Terms are Net 45 from the date the original invoice is received at CAPK's Finance Division.

Note: Subcontractor shall mail all invoices, with required detail, to: Community Action Partnership of Kern, Attn: Accounts Payable, 5005 Business Park North, Bakersfield, CA 93309.

**Section 8 of the original Agreement is revised to read as follows:**

Subcontractor shall perform the services provided for under this Agreement and shall keep CAPK informed of progress and developments and will respond within a reasonable time to CAPK's inquiries and communications. CAPK shall provide on a timely basis all information and documents necessary for Subcontractor's effective representation of CAPK's interests. For the entire duration of this Agreement, Subcontractor shall maintain proper and effective internet access at each of its sites to ensure Subcontractor maintains the ability to achieve the goals described in this Agreement under the Scope of Work found in **Attachment A**. Upon reasonable notice by CAPK, Subcontractor shall permit CAPK, its agents or other representatives, to examine, make copies, transcripts from all books and records, billings statements, invoices, records, and other data related to the services covered by this Agreement. Additionally, Subcontractor shall be required to furnish a copy of Subcontractor's most recent audited financial statements.

Both parties wish to extend and continue said agreement; it is agreed that said agreement is extended for (1) additional year now expiring on September 30, 2022.

All other terms of the original Agreement remain binding except where they contradict Amendment II, which shall prevail.

**VENDOR: KERN COUNTY SUPERINTENDENT OF SCHOOLS**

**Signature:** \_\_\_\_\_

**Date:** \_\_\_\_\_

**Printed Name:** \_\_\_\_\_

**Title:** \_\_\_\_\_

**CAPK: COMMUNITY ACTION PARTNERSHIP OF KERN**

**Signed by:** \_\_\_\_\_

**Date:** \_\_\_\_\_

Jeremy T. Tobias, Chief Executive Officer



## MEMORANDUM

**To:** Budget and Finance Committee  
  
**From:** Michael Herrera, Business Contracts Specialist  
**Date:** September 22, 2021  
**Subject:** *Agenda Item 4c:* Gardening & Maintenance Contract Locations Additions –  
**Action Item**

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### **Background**

On September 11, 2019, Michael K. Brown Landscape & Maintenance Company, Inc. was retained to provide gardening and maintenance service to various locations agency wide. There is now an identified need for additional service since the time of original contract formation.

The Head Start Program Jewett Center and the M. Street Navigation Center are requesting that our contracted vendor provide services at their operating sites on a monthly basis. The additional cost for services for both locations would increase the yearly contract total by \$38,400. Cost for services for Jewett Center is set at a rate of \$2,000 per month. Additionally, the cost for services at M. Street. Navigation Center is set at a rate of \$1,200.00 per month. The current not to exceed amount under the service agreement is \$213,000.00. The new not to exceed amount under the service agreement upon approval would be \$255,300 annually.

### **Recommendation**

Staff recommends that the Finance Committee authorize the Chief Executive Officer to execute an amendment the existing contract for services agreement with Michael K. Brown to add Jewett Center and M. Street Navigation Center to its list of service locations.

**Attachment:**  
*MKB Amendment III*



## Community Action Partnership of Kern

5005 Business Park North, Bakersfield, CA 93309

P: (661) 336-5236 F: (661) 336-5228

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### **AMENDMENT III TO CONTRACT FOR SERVICES AGREEMENT**

This is Amendment III to the Contract for Services Agreement ("Agreement") dated September 11, 2019 by and between Michael K. Brown Landscape & Maintenance Company, Inc. ("Vendor") and Community Action Partnership of Kern ("CAPK"). The effective date for this Amendment III will be October 1, 2021.

#### **Sections 3 of the original Agreement is revised to read as follows:**

Services shall be billed monthly at the service rate for all locations shown on the Bid Form located in **Attachment B**. Additionally Vendor is to provide services to 4032 Jewett Avenue, Bakersfield CA 93301 at a rate of \$2,000.00 per month and 2900 M. Street, Bakersfield CA 93301 at a rate of \$1,200.00 per month. Vendor will submit monthly invoices detailing locations and amounts billed by site, with the total amount under this Agreement not to exceed \$21,275.00 monthly. The total amount under this contract shall not exceed \$255,300.00. Terms are Net 45 from the date the original invoice is received at CAPK's Finance Department.

All other terms of the original Agreement remain binding except where they contradict Amendment III, which shall prevail.

**VENDOR: MICHAEL K. BROWN LANDSCAPE & MAINTENANCE COMPANY, INC.**

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Printed Name: \_\_\_\_\_

Title: \_\_\_\_\_

**CAPK: COMMUNITY ACTION PARTNERSHIP OF KERN**

Signed by: \_\_\_\_\_

Date: \_\_\_\_\_

Jeremy T. Tobias, Chief Executive Officer



## BUDGET AND FINANCE COMMITTEE

SEPTEMBER 22, 2021

### FINANCIAL REPORT

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**COMMUNITY ACTION PARTNERSHIP OF KERN  
SCHEDULE OF PROGRAMS (FUNDS)  
FOR THE PERIOD MARCH 1, 2021 THROUGH FEBRUARY 28, 2022**

| PROGRAM (COMPONENT)                               | AMOUNT     | CFDA # | GRANT NUMBER     | PROGRAM YEAR        | FUND#   | FUNDING SOURCE  |
|---|------------|--------|------------------|---------------------|---------|---|
| <b><u>UNRESTRICTED</u></b>                        |            |        |                  |                     |         |   |
| GENERAL FUND                                      |            |        | NOT APPLICABLE   | 03/01/21 - 02/28/22 | 501     | NOT APPLICABLE  |
| DISCRETIONARY FUND                                |            |        | NOT APPLICABLE   | 03/01/21 - 02/28/22 | 502     | NOT APPLICABLE  |
| FOOD BANK   |            |        | NOT APPLICABLE   | 03/01/21 - 02/28/22 | 504     | SHARED MAINTENANCE, MEMBERSHIP FEES, DONATIONS, ETC.  |
| ENERGY  |            |        | NOT APPLICABLE   | 03/01/21 - 02/28/22 | 524     | NOT APPLICABLE  |
| SHAFTER YOUTH CENTER                              |            |        | NOT APPLICABLE   | 03/01/21 - 02/28/22 | 527     | DONATIONS, RENTAL INCOME  |
| FRIENDSHIP HOUSE                                  |            |        | NOT APPLICABLE   | 03/01/21 - 02/28/22 | 531     | DONATIONS, RENTAL INCOME  |
| 211   |            |        | NOT APPLICABLE   | 03/01/21 - 02/28/22 | 536     | FEE FOR SERVICE   |
| M STREET NAVIGATION CENTER                        |            |        | NOT APPLICABLE   | 03/01/21 - 02/28/22 | 541     | DONATIONS   |
| FUND RAISING                                      |            |        | NOT APPLICABLE   | 03/01/21 - 02/28/22 | 595     | DONATIONS   |
| <b><u>RESTRICTED</u></b>                          |            |        |                  |                     |         |   |
| EARLY HEAD START EXPANSION                        | 2,454,592  | 93.600 | 09HP000163-03    | 03/01/21 - 02/28/22 | 107     | U S DEPT OF HEALTH & HUMAN SERVICES   |
| EARLY HEAD START EXPANSION - CARES ACT            | 133,579    |        | 09HP000163-02C3  | 03/01/20 - 02/28/21 |         |   |
| EARLY HEAD START/HEAD START                       | 27,045,025 | 93.600 | 09CH011132-03    | 03/01/21 - 02/28/22 | 108/109 | U S DEPT OF HEALTH & HUMAN SERVICES   |
| EARLY HEAD START/HEAD START - CARES ACT           | 1,549,338  |        | 09CH011132-02C3  | 03/01/20 - 02/28/21 |         |   |
| EARLY HEAD START SAN JOAQUIN                      | 5,608,269  | 93.600 | 09-CH011406-02   | 02/01/21 - 01/31/22 | 117     | U S DEPT OF HEALTH & HUMAN SERVICES   |
| EARLY HEAD START SAN JOAQUIN - CARES ACT          | 275,067    |        | 09-CH011406-01C3 | 02/01/20 - 01/31/21 |         |   |
| HUD - COORDINATED ENTRY SYSTEM                    | 236,838    | 14.267 | CA1799L9D041901  | 08/01/20 - 07/31/21 | 160     | U S DEPT OF HOUSING AND URBAN DEVELOPMENT<br>OFFICE OF COMMUNITY PLANNING AND DEVELOPMENT                   |
| VITA  | 166,842    | 21.009 | 21VITAA0243      | 10/01/20 - 09/30/21 | 149     | U S DEPT OF THE TREASURY - INTERNAL REVENUE SERVICE   |
| CSBG (COMMUNITY SERVICES BLOCK GRANT)             | 1,535,543  | 93.569 | 20F - 3015       | 01/01/20 - 05/31/21 | 103     | U S DEPT OF HEALTH & HUMAN SERVICES - STATE OF  |
|   | 1,535,543  |        | 21F - 4015       | 01/01/21 - 05/31/22 |         | DEPT OF COMMUNITY SERVICES AND DEVELOPMENT  |
| CSBG CARES ACT                                    | 2,082,493  | 93.569 | 20F - 3654       | 03/27/20 - 05/31/22 | 104     | U S DEPT OF HEALTH & HUMAN SERVICES - STATE OF<br>CALIFORNIA,<br>DEPT OF COMMUNITY SERVICES AND DEVELOPMENT |
| COUNTY OF KERN HOUSING FOR THE HARVEST CARES      | 1,000,000  | 93.391 |                  | 9/17/20 - 12/30/20  | 137     | COUNTY OF KERN, CARES ACT, CORONAVIRUS RELIEF FUND  |
| CSBG CARES ACT DISCRETIONARY (YOUTH CENTER CARES) | 40,370     | 93.569 | 20F - 3654       | 03/27/20 - 05/31/22 | 175/008 | U S DEPT OF HEALTH & HUMAN SERVICES - STATE OF<br>CALIFORNIA,<br>DEPT OF COMMUNITY SERVICES AND DEVELOPMENT |

A1

**COMMUNITY ACTION PARTNERSHIP OF KERN  
SCHEDULE OF PROGRAMS (FUNDS)  
FOR THE PERIOD MARCH 1, 2021 THROUGH FEBRUARY 28, 2022**

| PROGRAM (COMPONENT)   | AMOUNT                 | CFDA #           | GRANT NUMBER               | PROGRAM YEAR                               | FUND#            | FUNDING SOURCE  |
|---|------------------------|------------------|----------------------------|--|------------------|---|
| LIHEAP (LOW-INCOME HOME ENERGY ASSISTANCE PROGRAM)                | 9,606,069<br>9,323,755 | 93.568<br>93.568 | 20B - 2012<br>21B - 5012   | 10/01/19 - 06/30/21<br>11/01/20 - 06/30/22 | 122-30<br>122-30 | U S DEPT OF HEALTH & HUMAN SERVICES - STATE OF<br>DEPT OF COMMUNITY SERVICES AND DEVELOPMENT                                    |
| LIHEAP (LOW-INCOME HOME ENERGY ASSISTANCE PROGRAM)<br>CARES ACT   | 2,291,443              | 93.568           | 20U-2561                   | 07/01/20 - 04/30/21                        | 122-40           | U S DEPT OF HEALTH & HUMAN SERVICES - STATE OF<br>CALIFORNIA,<br>DEPT OF COMMUNITY SERVICES AND DEVELOPMENT                     |
| DOE   | 1,364,399<br>250,000   | 81.042<br>81.042 | 17C-4010<br>20C-6008       | 06/01/18 - 06/30/20<br>07/01/20 - 06/30/21 | 123-65<br>123-60 | U S DEPT OF HEALTH & HUMAN SERVICES - STATE OF<br>CALIFORNIA,<br>DEPT OF COMMUNITY SERVICES AND DEVELOPMENT                     |
| GENERAL CENTER CHILD CARE   | 600,085                | 93.575           | CCTR - 0052                | 07/01/20 - 06/30/21                        | 253              | U S DEPT OF HEALTH & HUMAN SERVICES - STATE OF<br>CALIFORNIA,<br>DEPT OF EDUCATION  |
| GENERAL CENTER CHILD CARE   | 275,855                | 93.596           | CCTR - 0052                | 07/01/20 - 06/30/21                        | 253              | U S DEPT OF HEALTH & HUMAN SERVICES - STATE OF<br>CALIFORNIA,<br>DEPT OF EDUCATION  |
| MIGRANT ALTERNATIVE PAYMENT                                       | 5,411,000<br>28,000    | 93.575           | CMAF - 9000<br>CMAF - 0000 | 07/01/20 - 06/30/21<br>07/01/20 - 06/30/21 | 261              | U S DEPT OF HEALTH & HUMAN SERVICES - STATE OF<br>CALIFORNIA,<br>DEPT OF EDUCATION  |
| CALIFORNIA STATE PRESCHOOL PROGRAM                                |                        | 93.575           | CSPP - 9121                | 07/01/20 - 06/30/21                        | 258              | U S DEPT OF HEALTH & HUMAN SERVICES - STATE OF<br>CALIFORNIA,<br>DEPT OF EDUCATION  |
| CALIFORNIA STATE PRESCHOOL PROGRAM                                | 0                      | 93.596           | CSPP - 9121                | 07/01/20 - 06/30/21                        | 258              | U S DEPT OF HEALTH & HUMAN SERVICES - STATE OF<br>CALIFORNIA,<br>DEPT OF EDUCATION  |
| NEOPB CAL FRESH HEALTHY LIVING                                    | 1,735,694              | 10.561           | 19-10324                   | 10/01/20 - 09/30/21                        | 145              | U S DEPT OF AGRICULTURE - STATE OF CALIFORNIA<br>DEPT OF PUBLIC HEALTH, NUTRITION EDUCATION AND<br>OBESITY PREVENTION BRANCH    |
| UNITED WAY STANISLAUS 211 RENTAL ASSISTANCE                       | 93,600                 | 21.023           |                            | 03/01/21 - 12/31/21                        | 185              | U.S. DEPT OF HEALTH & HUMAN SERVICES, COUNTY OF<br>STANISLAUS, UNITED WAY OF STANISLAUS   |
| 211 HOSPITAL PREPAREDNESS PROGRAM - EMERGENCY RESPONSE & SURGE CA | 10,000                 | 93.074           | 659 - 2017                 | PENDING                                    | 186              | U S DEPT OF HEALTH & HUMAN SERVICES - STATE OF<br>CALIFORNIA, DEPT OF HEALTH SERVICES, COUNTY OF KERN,<br>DEPT OF PUBLIC HEALTH |
| EFAP (EMERGENCY FOOD ASSISTANCE PROGRAM)                          | 388,468                | 10.568/.569      | 15 - MOU - 00118           | 10/01/20 - 09/30/21                        | 105/111          | U S DEPT OF AGRICULTURE - STATE OF CALIFORNIA,<br>DEPT OF SOCIAL SERVICES   |
| EFAP CARES ACT  | 20,205                 | 10.568/.569      |                            | 10/01/20 - 12/31/20                        | 105-094          | U S DEPT OF AGRICULTURE - STATE OF CALIFORNIA,<br>DEPT OF SOCIAL SERVICES   |

A2

**COMMUNITY ACTION PARTNERSHIP OF KERN  
SCHEDULE OF PROGRAMS (FUNDS)  
FOR THE PERIOD MARCH 1, 2021 THROUGH FEBRUARY 28, 2022**

A3

| PROGRAM (COMPONENT)   | AMOUNT                    | CFDA #           | GRANT NUMBER             | PROGRAM YEAR                               | FUND#      | FUNDING SOURCE  |
|---|---------------------------|------------------|--------------------------|--|------------|---|
| EFAP FAMILIES FIRST CORONAVIRUS RESPONSE ACT (FFCRA)                        | 113,134                   | 10.568/.569      |                          | 10/01/20 - 09/30/21                        | 105-095    | U S DEPT OF AGRICULTURE - STATE OF CALIFORNIA, DEPT OF SOCIAL SERVICES  |
| EFAP CORONAVIRUS RESPONSE AND RELIEF SUPPLEMENTAL APPROPRIATIONS ACT (CRRS) | 288,169                   | 10.568/.569      |                          | 10/01/20 - 09/30/21                        | 105-098    | U S DEPT OF AGRICULTURE - STATE OF CALIFORNIA, DEPT OF SOCIAL SERVICES  |
| SNFMP (SENIOR FARMERS MARKET NUTRITION PROGRAM)                             | 17,000                    | 10.576           |                          | 7/1/2020 - TBD                             | 113        | U S DEPT OF AGRICULTURE - STATE OF CALIFORNIA, DEPT OF SOCIAL SERVICES  |
| EF&S Phase 37   | 58,005                    | 97.024           |                          | 4/1/2020 - 5/31/2021                       | 114        | U S DEPT OF AGRICULTURE - STATE OF CALIFORNIA, DEPT OF SOCIAL SERVICES  |
| EF&S CARES Act  | 82,698                    | 97.024           |                          | 7/1/2020 - 3/31/2021                       | 114-094    | U S DEPT OF AGRICULTURE - STATE OF CALIFORNIA, DEPT OF SOCIAL SERVICES  |
| EF&S State Set Aside (SSA)  | 18,900                    | 97.024           |                          | 7/1/2020 - 3/31/2021                       | 114-097    | U S DEPT OF AGRICULTURE - STATE OF CALIFORNIA, DEPT OF SOCIAL SERVICES  |
| TRADE MITIGATION BONUS OFFERING   | \$1,992.62 PER TRUCK LOAD | 10.178           |                          | 10/01/20 - 09/30/21                        | 106        | U S DEPT OF AGRICULTURE - STATE OF CALIFORNIA, DEPT OF SOCIAL SERVICES  |
| ESG CARES ACT HOMELESS SERVICES   | 3,800,000                 | 14.231           | 752-2020                 | 3/1/2020 - 9/30/2022                       | 141        | U S DEPT OF HOUSING AND URBAN DEVELOPMENT, COMMUNITY PLANNING AND DEVELOPMENT, EMERGENCY SHELTER GRANTS PROGRAM CARES, COUNTY OF KERN             |
| ESG COORDINATED ENTRY SERVICES COVID-19                                     | 120,000                   |                  | 2021-017                 | 03/01/21 - 02/28/22                        | 143        | U S DEPT OF HOUSING AND URBAN DEVELOPMENT, COMMUNITY PLANNING AND DEVELOPMENT, EMERGENCY SHELTER GRANTS PROGRAM CARES, CITY OF BAKERSFIELD        |
| CSFP (COMMODITY SUPPLEMENTAL FOOD PROGRAM)                                  | 386,389                   | 10.565           | MOU-20-6003              | 10/01/20 - 09/30/21                        | 147        | 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           | 10/01/20 - 09/30/21                        | 112/139    | U S DEPT OF AGRICULTURE - STATE OF CALIFORNIA, DEPT OF EDUCATION  |
| WIC (WOMEN, INFANTS & CHILDREN)   | 4,001,061<br>4,001,061    | 10.557<br>10.557 | 19 - 10139<br>19 - 10139 | 10/01/20 - 09/30/21<br>10/01/21 - 09/30/22 | 115<br>115 | U S DEPT OF AGRICULTURE - STATE OF CALIFORNIA, DEPT OF PUBLIC HEALTH  |
| SUPPLEMENTAL NUTRITION ASSISTANCE PROGRAM (SNAP) AKA CALFRESH PROGRAM       | 96,442                    | 10.561           | 18 - 7012 - SUB - CAPK   | 10/01/20 - 09/30/21                        | 164        | U S DEPT OF AGRICULTURE - STATE OF CALIFORNIA, DEPT OF SOCIAL SERVICES, INFO LINE OF SAN DIEGO dba 211 SAN DIEGO                                  |
| SUPPLEMENTAL NUTRITION ASSISTANCE PROGRAM (SNAP) AKA CALFRESH PROGRAM SSI   | 43,513                    | 10.561           |                          | 10/01/20 - 09/30/21                        | 164-005    | U S DEPT OF AGRICULTURE - STATE OF CALIFORNIA, DEPT OF SOCIAL SERVICES, INFO LINE OF SAN DIEGO dba 211 SAN DIEGO                                  |
| QUALITY RATING AND IMPROVEMENT SYSTEM (QRIS) - SAN JOAQUIN                  | 20,000                    | 84.412           | N/A                      | 07/01/20 - 06/30/21                        | 117-005    | U.S. DEPT OF EDUCATION - STATE OF CALIFORNIA, DEPT OF EDUCATION - FIRST 5 CALIFORNIA, COUNTY OF SAN JOAQUIN, FIRST 5 SAN JOAQUIN, RACE TO THE TOP |
| SAN JOAQUIN COE GENERAL CHILD CARE (CCTR)                                   | 2,852,203                 |                  | N/A                      | 07/01/20 - 06/30/21                        | 248        | STATE OF CALIFORNIA, DEPT OF EDUCATION - SAN JOAQUIN COUNTY OFFICE OF EDUCATION, EARLY CHILDHOOD EDUCATION  |
| CSPP QRIS BLOCK GRANT   | 17,990                    |                  | N/A                      | 07/01/20 - 06/30/21                        | 258-005    | STATE OF CALIFORNIA, DEPT OF EDUCATION - KERN COUNTY SUPERINTENDENT OF SCHOOLS, KERN EARLY STARS  |

**COMMUNITY ACTION PARTNERSHIP OF KERN  
SCHEDULE OF PROGRAMS (FUNDS)  
FOR THE PERIOD MARCH 1, 2021 THROUGH FEBRUARY 28, 2022**

| PROGRAM (COMPONENT)  | AMOUNT                 | CFDA # | GRANT NUMBER   | PROGRAM YEAR                               | FUND#   | FUNDING SOURCE  |
|--|------------------------|--------|----------------|--|---------|---|
| MIGRANT ALTERNATIVE PAYMENT  | 4,173,683              |        | CMAF - 0000    | 07/01/20 - 06/30/21                        | 261     | STATE OF CALIFORNIA, DEPT OF EDUCATION  |
| GENERAL CENTER CHILD CARE  | 2,659,082              |        | CCTR - 0052    | 07/01/20 - 06/30/21                        | 253     | STATE OF CALIFORNIA, DEPT OF EDUCATION  |
| CALIFORNIA STATE PRESCHOOL PROGRAM   | 4,367,697              |        | CSPP-0126      | 07/01/20 - 06/30/21                        | 258     | STATE OF CALIFORNIA, DEPT OF EDUCATION  |
| MIGRANT CHILD CARE   | 262,661                |        | CMIG - 0004    | 07/01/20 - 06/30/21                        | 250     | STATE OF CALIFORNIA, DEPT OF EDUCATION  |
| MIGRANT SPECIALIZED SERVICES   | 39,399                 |        | CMSS - 0004    | 07/01/20 - 06/30/21                        | 252     | STATE OF CALIFORNIA, DEPT OF EDUCATION  |
| CAL EITC FREE TAX PREPARATION ASSISTANCE GRANT   | 348,000                |        | 19T - 9011     | 10/01/19 - 06/30/22                        | 234     | STATE OF CALIFORNIA, DEPT OF COMMUNITY SERVICES AND DEVELOPMENT                           |
| HOME VISIT INITIATIVE (COUNTY OF KERN)   | 3,460,624<br>4,227,141 |        | N/A            | 07/01/20 - 06/30/21<br>07/01/21 - 06/30/22 | 270     | STATE OF CALIFORNIA, DEPT OF HUMAN SERVICES, COUNTY OF KERN                               |
| POSITIVE YOUTH DEVELOPMENT SERVICES (COUNTY OF KERN)   | 70,000                 |        | 509-2019       | 07/01/20 - 06/30/21                        | 271     | STATE OF CALIFORNIA, DEPT OF HUMAN SERVICES, COUNTY OF KERN                               |
| POSITIVE YOUTH DEVELOPMENT SERVICES (COUNTY OF KERN) - MEDI-CAL                                    | 328,862                |        | 509-2019       | 07/01/20 - 06/30/21                        | 274     | STATE OF CALIFORNIA, DEPT OF HUMAN SERVICES, COUNTY OF KERN                               |
| CALIFORNIA EMERGENCY SOLUTIONS AND HOUSING PROGRAM   | 57,000                 |        | 18-CESH-12453  | 10/03/19 - 07/24/24                        | 272     | STATE OF CALIFORNIA, DEPT OF GENERAL SERVICES, UNITED WAY OF KERN                         |
| COUNTY OF KERN LOW BARRIER HOMELESS SHELTER OPERATIONAL  | 2,054,472              |        | 017-2020       | 07/01/20-06/30/21                          | 275-000 | STATE OF CALIFORNIA, DEPT OF SOCIAL SERVICES, COUNTY OF KERN                              |
| BAKERSFIELD KERN REGIONAL HOMELESS COLLABORATIVE HOMELESS HOUSING ASSISTANCE AND PREVENTION (HHAP) | 78,000                 |        | N/A            | 10/01/20 - 09/30/23                        | 276     | STATE OF CALIFORNIA, DEPT OF SOCIAL SERVICES, BAKERSFIELD REGIONAL HOMELESS COLLABORATIVE |
| CITY OF BAKERSFIELD HOMELESS HOUSING ASSISTANCE AND PREVENTION                                     | 42,000                 |        | 2020-213       | 10/01/20 - 09/30/22                        | 278     | STATE OF CALIFORNIA, DEPT OF SOCIAL SERVICES, CITY OF BAKERSFIELD                         |
| FOOD BANK CAPACITY PROGRAM   | 363,636                |        | SGRT-19-0012   | 06/01/20 - 06/30/22                        | 215     | STATE OF CALIFORNIA, DEPT OF SOCIAL SERVICES  |
| TAX CHECK - OFF (FOOD BANK)  | 13,749                 |        | 15 MOU - 00118 | 07/01/20 - 06/30/21                        | 216-000 | STATE OF CALIFORNIA, DEPT OF SOCIAL SERVICES  |

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**COMMUNITY ACTION PARTNERSHIP OF KERN  
SCHEDULE OF PROGRAMS (FUNDS)  
FOR THE PERIOD MARCH 1, 2021 THROUGH FEBRUARY 28, 2022**

| PROGRAM (COMPONENT)   | AMOUNT             | CFDA # | GRANT NUMBER   | PROGRAM YEAR                               | FUND#   | FUNDING SOURCE  |
|---|--------------------|--------|----------------|--|---------|---|
| STATE EMERGENCY FOOD ASSISTANCE (FOOD BANK)<br>CAL FOOD                     | 274,249            |        | 15 MOU - 00118 | 07/01/20 - 06/30/21                        | 216-087 | STATE OF CALIFORNIA, DEPT OF SOCIAL SERVICES  |
| STATE EMERGENCY FOOD COVID-19 DISASTER BOXES (FOOD BANK)                    | 10,667             |        | N/A            | 07/01/20 - 06/30/21                        | 216-093 | STATE OF CALIFORNIA, DEPT OF SOCIAL SERVICES  |
| DIFFERENTIAL RESPONSE SERVICES  | 219,006<br>230,726 |        | N/A            | 07/01/20 - 06/30/21<br>07/01/21 - 06/30/22 | 280     | OF KERN,<br>SUPERINTENDENT OF SCHOOLS, CHILD AND FAMILY<br>SERVICES AGENCY,<br>NETWORK FOR CHILDREN |
| FIRST 5 KERN - HELPLINE 211   | 82,149<br>87,948   |        | 2020.2.05      | 07/01/20 - 06/30/21<br>07/01/21 - 06/30/22 | 288     | KERN,<br>FIRST 5 KERN   |
| FIRST 5 KERN EAST KERN FAMILY RESOURCE CENTER                               | 138,262<br>142,167 |        | 2020.2.06      | 07/01/20 - 06/30/21<br>07/01/21 - 06/30/22 | 281     | STATE OF CALIFORNIA, FIRST 5 CALIFORNIA, COUNTY OF<br>KERN,<br>FIRST 5 KERN                         |
| FIRST 5 KERN - HELP ME GROW   | 156,092<br>163,032 |        | 2020.1.06      | 07/01/20 - 06/30/21<br>07/01/21 - 06/30/22 | 284     | STATE OF CALIFORNIA, FIRST 5 CALIFORNIA, COUNTY OF KERN,<br>FIRST 5 KERN                            |
| FIRST 5 KERN - RIDGECREST FAMILY RESOURCE CENTER                            | 90,717<br>154,174  |        | 2020.2.18      | 01/01/21 - 06/30/21<br>07/01/21 - 06/30/22 | 286     | STATE OF CALIFORNIA, FIRST 5 CALIFORNIA, COUNTY OF KERN,<br>FIRST 5 KERN                            |
| SIERRA FOUNDATION - ASTHMA MITIGATION                                       | 500,000            |        | N/A            | 08/01/20 - 05/15/23                        | 290     | STATE OF CALIFORNIA, DEPARTMENT OF HEALTH CARE SVCS,<br>SIERRA FOUNDATION                           |
| COUNTY OF KERN HELPLINE 211   | 45,000             |        | 669-2019       | 07/01/20 - 06/30/21                        | 389     | COUNTY OF KERN  |
| READY KERN  | 1,126              |        | N/A            | 07/01/20 - 06/30/21                        | 366     | COUNTY OF KERN, FIRE DEPT - OFFICE OF EMERGENCY SERV  |
| KAISER FOUNDATION - FOOD ASSISTANCE   | 95,000             |        | N/A            | TBD  | 419     | KAISER FOUNDATION   |
| FEEDING AMERICA SENIOR HUNGER   | 50,000             |        | 25618          | 11/01/20 - 01/31/22                        | 422     | FEEDING AMERICA SENIOR HUNGER, MULTI-PRIVATE<br>DONORS  |
| GOODWILL INDUSTRIES - CALIFORNIA STATEWIDE COVID-19 CALL CENTER<br>RESPONSE | 90,681<br>25,000   |        | N/A            | 03/30/20 - 03/29/21                        | 430     | GOODWILL INDUSTRIES OF SACRAMENTO & NORTHERN<br>NEVADA, INC.  |
| 211 ENERGY UPGRADE CA PROGRAM   | 30,000             |        | N/A            | 11/01/20 - 09/30/21                        | 432     | COMMUNITY RESOURCE PROJECT, INC.  |
| SVCF MIGRANT CHILDCARE ALTERNATIVE PAYMENT                                  | 250,000            |        | N/A            | 08/01/20 - 07/31/21                        | 451     | SILICON VALLEY COMMUNITY FOUNDATION   |
| SHAFTER YOUTH CENTER - COASTAL CLEAN-UP                                     | 4,000              |        | N/A            | 05/28/20 - 08/31/21                        | 527-261 | CALIFORNIA COASTAL COMMISSION, WHALE TAIL FUND<br>GRANT   |
| FRIENDSHIP HOUSE - COASTAL CLEAN-UP   | 4,000              |        | N/A            | 05/28/20 - 08/31/21                        | 531-261 | CALIFORNIA COASTAL COMMISSION, WHALE TAIL FUND  |

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**COMMUNITY ACTION PARTNERSHIP OF KERN  
SCHEDULE OF PROGRAMS (FUNDS)  
FOR THE PERIOD MARCH 1, 2021 THROUGH FEBRUARY 28, 2022**

| PROGRAM (COMPONENT)  | AMOUNT  | CFDA # | GRANT NUMBER | PROGRAM YEAR        | FUND#   | FUNDING SOURCE   |
|--|---------|--------|--------------|---------------------|---------|--|
| 211 KINGS COUNTY   | 22,868  |        | N/A          | 07/01/20 - 06/30/21 | 536-231 | KINGS UNITED WAY   |
| 211 TULARE COUNTY  | 63,017  |        | N/A          | 07/01/20 - 06/30/21 | 536-232 | UNITED WAY OF TULARE COUNTY  |
| 211 STANISLAUS COUNTY  | 70,019  |        | N/A          | 07/01/20 - 06/30/21 | 536-234 | UNITED WAY OF STANISLAUS COUNTY  |
| SOUTHERN CA EDISON - 211 CUSTOMER RELATIONS MANAGEMENT (CRM) DEVELOPMENT PROGRAM | 35,000  |        | N/A          | TBD                 | 429     | SOUTHERN CALIFORNIA EDISON   |
| EAST KERN EMERGENCY CLOSET   | PENDING |        | N/A          | PENDING             | 501-005 | FRIENDS OF MERCY FOUNDATION, SISTER PHYLLIS HUGHES ENDOWMENT FOR SPECIAL NEEDS                             |
| EAST KERN HEALTH LINK  | PENDING |        | N/A          | PENDING             | 454     | DIGNITY HEALTH   |
| FOOD BANK FREE FARMERS MARKET - WASCO  | 100,000 |        | N/A          | 01/01/20 - 12/31/20 | 467     | THE WONDERFUL COMPANY FOUNDATION   |
| DAP (DISGORGEMENT ASSISTANCE PROGRAM)  | 346,238 |        | 20D - 1012   | 10/01/19 - 12/31/20 | 484     | STATE OF CALIFORNIA, DEPARTMENT OF COMMUNITY SERVICES AND DEVELOPMENT, BARCLAY'S BANK SETTLEMENT WITH FETC |
| FARMWORKERS INITIATIVE   | 25,000  |        | N/A          | 01/01/18 - TBD      | 456     | BANK OF THE WEST   |

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**COMMUNITY ACTION PARTNERSHIP OF KERN**  
**FUNCTIONAL CLASSIFICATIONS BY FUND**  
**FISCAL YEAR 2021/22**

| Abila<br>Fund # | Fund Name                                   | PROGRAM SERVICES |           |                        |                       | SUPPORT SERVICES               |                    |
|-----------------|---|------------------|-----------|------------------------|-----------------------|--------------------------------|--------------------|
|                 |   | Education        | Nutrition | Energy<br>Conservation | Community<br>Services | Discretionary/<br>Fund Raising | General &<br>Admin |
| 103             | Community Services Block Grant (CSBG)       | X                | X         |                        | X                     |                                | X                  |
| 501             | General Fund                                |                  |           |                        | X                     |                                | X                  |
| 800             | GAAP Fund                                   |                  |           |                        |                       |                                | X                  |
| 910             | Community Development Pool                  |                  |           |                        | X                     |                                |                    |
| 915             | Operations Pool                             |                  |           | X                      | X                     |                                | X                  |
| 920             | Facilities Pool                             |                  |           |                        |                       |                                | X                  |
| 925             | Health & Nutrition Pool                     | X                | X         |                        | X                     |                                |                    |
| 999             | Indirect Fund                               |                  |           |                        |                       |                                | X                  |
| 502             | Discretionary Fund                          |                  |           |                        |                       | X                              |                    |
| 595             | Fund Raising                                |                  |           |                        |                       | X                              |                    |
| 107             | EHS Expansion                               | 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                |           |                        |                       |                                |                    |
| 248             | San Joaquin COE General Child Care (CCTR)   | X                |           |                        |                       |                                |                    |
| 250             | Migrant Child Care                          | X                |           |                        |                       |                                |                    |
| 252             | Migrant Specialized                         | X                |           |                        |                       |                                |                    |
| 253             | General Child Care                          | X                |           |                        |                       |                                |                    |
| 253-005         | CCTR - QRIS                                 | 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                |           |                        |                       |                                |                    |
| 270             | Home Visit Initiative                       | X                |           |                        |                       |                                |                    |
| 451             | SCVF Migrant Childcare Alternative Payment  | X                |           |                        |                       |                                |                    |
| 112             | Child Care Food Program (CACFP)             |                  | X         |                        |                       |                                |                    |
| 115             | Women, Infants & Children                   |                  | X         |                        |                       |                                |                    |
| 145             | NEOPB Cal Fresh                             |                  | X         |                        |                       |                                |                    |
| 139             | CACFP - San Joaquin                         |                  | X         |                        |                       |                                |                    |
|                 | Food Bank                                   |                  | X         |                        |                       |                                |                    |
| 105             | Emergency Food Assistance                   |                  | X         |                        |                       |                                |                    |
| 111             | USDA Commodities                            |                  | X         |                        |                       |                                |                    |
| 114             | Emergency Food & Shelter                    |                  | X         |                        |                       |                                |                    |
| 135             | County of Kern CARES Food Delivery Program  |                  | X         |                        |                       |                                |                    |
| 147             | Commodity Supplemental Food Program         |                  | X         |                        |                       |                                |                    |
| 175-032         | CSBG Discretionary - Ridgecrest             |                  | X         |                        |                       |                                |                    |
| 215             | Food Bank Capacity Project                  |                  | X         |                        |                       |                                |                    |
| 216-000         | Food Bank Tax Check-Off                     |                  | X         |                        |                       |                                |                    |
| 216-087         | State Emergency Food Assistance             |                  | X         |                        |                       |                                |                    |
| 413             | Resnick Foundation                          |                  | X         |                        |                       |                                |                    |
| 485             | Southern California Gas Company (Solar)     |                  | X         |                        |                       |                                |                    |
| 461             | CAFB Food Access for Farmworkers Initiative |                  | X         |                        |                       |                                |                    |
| 467             | Wonderful Company Foundation                |                  | X         |                        |                       |                                |                    |
| 504             | Food Bank                                   |                  | X         |                        |                       |                                |                    |

**COMMUNITY ACTION PARTNERSHIP OF KERN**  
**FUNCTIONAL CLASSIFICATIONS BY FUND**  
**FISCAL YEAR 2021/22**

| Abila<br>Fund # | Fund Name                                     | PROGRAM SERVICES |           |                        |                       | SUPPORT SERVICES               |                    |
|-----------------|---|------------------|-----------|------------------------|-----------------------|--------------------------------|--------------------|
|                 |   | Education        | Nutrition | Energy<br>Conservation | Community<br>Services | Discretionary/<br>Fund Raising | General &<br>Admin |
|                 | <u>Energy</u>                                 |                  |           |                        |                       |                                |                    |
| 122             | Low Income Home Energy Assistance             |                  |           | X                      |                       |                                |                    |
| 123             | Dept of Energy Weatherization                 |                  |           | X                      |                       |                                |                    |
| 241             | LIWP Solar PV Pilot                           |                  |           | X                      |                       |                                |                    |
| 245             | LIWP Single Family                            |                  |           | X                      |                       |                                |                    |
| 484             | DAP (Disgorgement Assistance Program)         |                  |           | X                      |                       |                                |                    |
| 494             | PG&E  |                  |           | X                      |                       |                                |                    |
| 524             | Energy  |                  |           | X                      |                       |                                |                    |
|                 | <u>VITA (Volunteer Income Tax Assistance)</u> |                  |           |                        |                       |                                |                    |
| 149             | Internal Revenue Service - VITA               |                  |           |                        | X                     |                                |                    |
| 234             | CalEITC                                       |                  |           |                        | X                     |                                |                    |
|                 | <u>Small Business Development</u>             |                  |           |                        |                       |                                |                    |
| 456             | Bank of the West                              |                  |           |                        | X                     |                                |                    |
|                 | <u>East Kern Family Resource Center</u>       |                  |           |                        |                       |                                |                    |
| 171             | Economic Empowerment                          |                  |           |                        | X                     |                                |                    |
| 280             | Differential Response                         |                  |           |                        | X                     |                                |                    |
| 281             | First 5 East Kern Family Resource             |                  |           |                        | X                     |                                |                    |
| 454             | Dignity Health East Kern Health Link          |                  |           |                        | X                     |                                |                    |
| 501-005         | EKFRC: KHS Emergency Closet                   |                  |           |                        | X                     |                                |                    |
| 533             | East Kern Family Resource Center              |                  |           |                        | X                     |                                |                    |
|                 | <u>Youth Services</u>                         |                  |           |                        |                       |                                |                    |
| 120             | Information & Education                       |                  |           |                        | X                     |                                |                    |
| 155             | Americorps                                    |                  |           |                        | X                     |                                |                    |
| 242             | Youth Authority                               |                  |           |                        | X                     |                                |                    |
| 246             | Realignment for Success                       |                  |           |                        | X                     |                                |                    |
| 271             | Positive Youth Development Svcs               |                  |           |                        | X                     |                                |                    |
| 274             | Positive Youth Development Svcs-Medi-Cal      |                  |           |                        | X                     |                                |                    |
| 335             | Gang Prevention                               |                  |           |                        | X                     |                                |                    |
| 444             | Starbucks Foundation                          |                  |           |                        | X                     |                                |                    |
| 448             | Wells Fargo Foundation                        |                  |           |                        | X                     |                                |                    |
| 527             | Shafter Youth Center                          |                  |           |                        | X                     |                                |                    |
| 527-068         | SYC - Robotics/STEM                           |                  |           |                        | X                     |                                |                    |
| 527-260         | SYC - KHS Make Bakersfield                    |                  |           |                        | X                     |                                |                    |
| 531             | Friendship House Community Center             |                  |           |                        | X                     |                                |                    |
| 531-068         | FHCC - Robotics/STEM                          |                  |           |                        | X                     |                                |                    |
| 531-070         | FHCC - Aggression Replacement Training        |                  |           |                        | X                     |                                |                    |
| 531-260         | FHCC - KHS Museum on the Move                 |                  |           |                        | X                     |                                |                    |
|                 | <u>Census</u>                                 |                  |           |                        |                       |                                |                    |
| 273             | County of Kern 2020 Census                    |                  |           |                        | X                     |                                |                    |
| 408             | Sierra Foundation 2020 Census                 |                  |           |                        | X                     |                                |                    |
| 409             | NALEO Education Foundation 2020 Census        |                  |           |                        | X                     |                                |                    |
|                 | <u>Homeless Services</u>                      |                  |           |                        |                       |                                |                    |
| 275             | County of Kern LBNC                           |                  |           |                        | X                     |                                |                    |
| 275-007         | County of Kern LBNC - Start-up                |                  |           |                        | X                     |                                |                    |



**COMMUNITY ACTION PARTNERSHIP OF KERN**  
**FUNCTIONAL CLASSIFICATIONS BY FUND**  
**FISCAL YEAR 2021/22**

| Abila<br>Fund # | Fund Name                                  | PROGRAM SERVICES |           |                        |                       | SUPPORT SERVICES               |                    |
|-----------------|--|------------------|-----------|------------------------|-----------------------|--------------------------------|--------------------|
|                 |  | Education        | Nutrition | Energy<br>Conservation | Community<br>Services | Discretionary/<br>Fund Raising | General &<br>Admin |
|                 | <u>2-1-1</u>                               |                  |           |                        |                       |                                |                    |
| 160             | HUD Coordinated Entry System               |                  |           |                        | X                     |                                |                    |
| 164             | Cal Fresh                                  |                  |           |                        | X                     |                                |                    |
| 164-005         | Cal Fresh (SSI)                            |                  |           |                        | X                     |                                |                    |
| 186             | 2-1-1 Hospital Preparedness Program        |                  |           |                        | X                     |                                |                    |
| 272             | United Way - CESH                          |                  |           |                        | X                     |                                |                    |
| 284             | First 5 Kern Help Me Grow                  |                  |           |                        | X                     |                                |                    |
| 288             | First 5 Kern 2-1-1                         |                  |           |                        | X                     |                                |                    |
| 366             | ReadyKern                                  |                  |           |                        | X                     |                                |                    |
| 389             | County of Kern 2-1-1                       |                  |           |                        | X                     |                                |                    |
| 428             | 2-1-1 United Way                           |                  |           |                        | X                     |                                |                    |
| 428-240         | United Way - Coordinate Entry System       |                  |           |                        | X                     |                                |                    |
| 429             | Southern CA Gas CRM Development Program    |                  |           |                        | X                     |                                |                    |
| 430             | Goodwill Industries - CA COVID-19 Call Ctr |                  |           |                        | X                     |                                |                    |
| 431             | United Way - COVID-19 Comm Resp & Relief   |                  |           |                        | 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                     |                                |                    |
| 536-234         | 2-1-1: Stanislaus County                   |                  |           |                        | X                     |                                |                    |
| 536-260         | 2-1-1: KHS Homeless Collaborative          |                  |           |                        | X                     |                                |                    |

COMMUNITY ACTION PARTNERSHIP OF KERN  
**LINE OF CREDIT ADVANCES AND REPAYMENTS**  
 FISCAL YEAR 2021/22

| Date     | Advance Amount | Repayment Amount | No. of Days Borrowed | Interest Expense | Interest Rate |
|----------|----------------|------------------|----------------------|------------------|---------------|
| 02/28/21 | n/a            |                  |                      |                  |               |
| 03/31/21 | n/a            |                  |                      |                  |               |
| 04/30/21 | n/a            |                  |                      |                  |               |
| 05/31/21 | n/a            |                  |                      |                  |               |
| 06/30/21 | n/a            |                  |                      |                  |               |
| 07/31/21 | n/a            |                  |                      |                  |               |
| 08/31/21 | n/a            |                  |                      |                  |               |

Note 1: Line of Credit agreement was entered into with Wells Fargo Bank as of January 15, 2021 for \$1.5 million during January , February, July, August 2021 and will increase to \$350,000 during March - June 2021, Sept - Dec 2021. This agreement will terminate on January 15, 2022.

A varied amount decrease to better manage the cash flow need during peak months.

Note 2: 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)

| Period             | No. of Days in Period | Commitment Fee | Interest Rate |
|--------------------|-----------------------|----------------|---------------|
| 12/31/20 - 3/31/21 | 90 days               | \$ 1,781.05    | 0.25%         |
| 04/01/21 - 6/30/21 | 90 days               | \$ 1,349.36    | 0.25%         |

Note 3: The interest expense and commitment fee are automatically deducted from CAPK's operating bank account at Wells Fargo Bank.

| COMMUNITY ACTION PARTNERSHIP OF KERN<br>OPERATING CASH SUMMARY AS OF AUGUST 31, 2021 |                     |
|--|---------------------|
| PROGRAM (FUND)   | CASH BALANCE        |
| CHILD AND ADULT CARE FOOD PROGRAM  | (80,411.92)         |
| HEAD START/EARLY HEAD START  | (175,853.19)        |
| <b>SUBTOTAL</b>  | <b>(256,265.11)</b> |
| CHILD DEVELOPMENT RESERVE No. 1  | (752.30)            |
| CHILD DEVELOPMENT RESERVE No. 2  | 0.00                |
| GENERAL CHILD CARE   | 336,528.50          |
| MIGRANT A/P  | 2,626,711.72        |
| MIGRANT CHILD CARE   | 65,630.12           |
| MIGRANT SPECIALIZED SERVICES   | 9,850.00            |
| SAN JOAQUIN COE GENERAL CHILD CARE   | 383,266.83          |
| STATE PRESCHOOL  | 2,362,096.18        |
| <b>SUBTOTAL</b>  | <b>5,783,331.05</b> |
| ANTHEM BLUE CROSS FOOD BANK  | 17,349.79           |
| CAFB FOOD ACCESS FOR FARMWORKERS INITIATIVE  | 152,123.35          |
| COMMODITY SUPPLEMENTAL FOOD PROGRAM  | (55,189.91)         |
| EFAP   | (242,003.97)        |
| FEEDING AMERICA SENIOR HUNGER  | 67,403.35           |
| FOOD BANK  | 433,898.40          |
| FOOD BANK EXPANSION  | 22,690.29           |
| FOOD BANK CAPACITY PROGRAM   | 181,200.94          |
| FOOD BANK - STATE  | 192,542.41          |
| KAISER   | 95,000.00           |
| SENIOR FARMERS MARKET NUTRITION PROGRAM  | 22,064.00           |
| TRADE MITIGATION   | 169.86              |
| WONDERFUL FOUNDATION   | 6,142.25            |
| <b>SUBTOTAL</b>  | <b>893,390.76</b>   |
| ENERGY   | (188,496.61)        |
| DOE WAP  | (15,834.77)         |
| LIHEAP   | (573,215.88)        |
| PG&E   | (15,720.99)         |
| DAP (Disgorgement Assistance Program)  | (86,860.77)         |
| TRANSFER NEGATIVE BALANCE  | 880,129.02          |
| <b>SUBTOTAL</b>  | <b>0.00</b>         |
| CALIFORNIA ENDOWMENT   |                     |
| CENTRAL VALLEY SMALL BUSINESS DEVELOPMENT  | 2,000.00            |
| <b>SUBTOTAL</b>  | <b>2,000.00</b>     |
| 211  | 521,990.01          |
| 211 ENERGY UPGRADE CA PROGRAM  | (12,026.19)         |
| AMERICORPS - CALIFORNIA VOLUNTEERS   | (13.46)             |
| BKRHC HOMELESS HOUSING ASSISTANCE & PREVENTION                                       | (14,183.17)         |
| CAL FRESH  | (18,916.06)         |
| CALEITC  | (42,788.83)         |
| CAPK FOUNDATION  | (144,017.49)        |
| CITY OF BKFD HOMELESS HOUSING ASST & PREV (HHAP)                                     | (7,844.76)          |
| COST POOLS   | (3,915.57)          |
| COUNTY OF KERN HOUSING FOR THE HARVEST CARES   | (56,948.38)         |
| COUNTY OF KERN LOW BARRIER HOMELESS CENTER   | (95,450.23)         |
| CSBG   | 114,074.91          |
| CSBG CARES ACT   | 303,454.01          |
| CSBG DISCRETIONARY   | (1,854.58)          |
| DIFFERENTIAL RESPONSE  | (19,320.23)         |
| DIGNITY HEALTH   | 2,037.53            |
| DISCRETIONARY FUND   | 1,985,288.05        |
| ECONOMIC EMPOWERMENT   | (0.56)              |
| EAST KERN FAMILY RESOURCE CENTER   | 8,955.77            |
| ESG CARES ACT HOMELESS SERVICES  | (286,002.24)        |
| ESG COORDINATED ENTRY SERVICE - COVID19  | (11,195.02)         |
| FIRST 5 KERN 211   | (7,645.01)          |
| FIRST 5 KERN EAST KERN FAMILY RESOURCE CENTER  | (59,004.92)         |
| FIRST 5 HELP ME GROW   | (12,979.98)         |
| FIRST 5 RIDGECREST FAMILY RESOURCE CENTER  | (70,369.65)         |
| FRIENDSHIP HOUSE   | 6,336.65            |
| FUNDRAISING  | 275,059.44          |
| GAPP FUND  | 0.00                |
| GENERAL FUND   | (58,157.38)         |
| GOODWILL IND-CA State 211 COVID-19 Call Cntr Response                                | (7,113.93)          |
| Health Net   | 130,000.00          |
| HOME VISIT INITIATIVE (CO OF KERN)   | (505,835.27)        |
| HOUSING FOR THE HARVEST STATE  | (90,385.44)         |
| HUD-COORDINATED ENTRY SYSTEM   | (20,570.97)         |
| INDIRECT FUND  | 463,276.34          |
| IRS - VITA   | (2,715.55)          |
| M ST NAVIGATION CENTER   | 16,171.91           |
| NALEO - 2020 CENSUS  | 7,109.58            |
| NEOPB CAL FRESH HEALTHY LIVING   | (261,254.91)        |
| POSITIVE YOUTH DEV SVC   | (9,254.81)          |
| POSITIVE YOUTH M   | (36,837.07)         |
| SHAFTER YOUTH CENTER   | 24,747.31           |
| SIERRA FOUNDATION - ASTHMA MITIGATION  | 38,431.31           |
| SILICON VALLEY COM FOUND MIGRANT ALTERNATIVE PYMT                                    | (1,092.55)          |
| SO CA EDISON - 211 CUSTOMER RELATIONS  | (902.70)            |
| UNITED WAY 211   | 981.55              |
| UW STANTISLAUS 211 RENTAL ASSISTANCE   | (9,342.87)          |
| VIRGINIA & ALFRED HARRELL LITERACY PROGRAM   | 56,106.54           |
| WELLS FARGO FOUNDATION   | 46,981.80           |
| WIC  | (609,879.42)        |
| LESS: ENERGY NEGATIVE BALANCE  | (880,129.02)        |
| ADD: LINE OF CREDIT  |                     |
| <b>SUBTOTAL</b>  | <b>643,054.49</b>   |
| <b>TOTAL OPERATING CASH</b>  | <b>7,065,511.19</b> |

## **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 an interest bearing restricted bank account that holds cash reserved for the payment of accrued vacation for Head Start and Early Head Start employees.
3. CSD Advances Account: This is an interest bearing restricted bank account for CSBG and Energy grants. Advances on the Community Services Block Grant (CSBG), 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.
4. On-Line Donations Account: This is an interest bearing restricted bank account that is designated for internet donations to CAPK. The deposits are subsequently transferred to the Operating Account.
5. Child Development Reserve #1: This is an interest bearing 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.
6. Child Development Reserve #2: This is an interest bearing 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  
5005 BUSINESS PARK NORTH  
BAKERSFIELD, CA 93309-1651

BANK RECONCILIATION FOR THE MONTH ENDED  
August 31, 2021

WELLS FARGO BANK, N.A.  
P. O. BOX 63020  
SAN FRANCISCO, CA 94163

OPERATING ACCOUNT  
ACCOUNT NO: XXXXX-X2976

|                                    |          |              |              |
|------------------------------------|----------|--------------|--------------|
| BANK BALANCE AT                    | 08/31/21 |              | 7,333,190.95 |
|                                    |          |              |              |
|                                    |          |              |              |
|                                    |          |              |              |
| LESS: OUTSTANDING CHECKS           |          | 222,680.40   |              |
|                                    |          |              |              |
|                                    |          |              |              |
|                                    |          |              |              |
| ADJUSTED BANK BALANCE AT           | 08/31/21 |              | 7,110,510.55 |
|                                    |          |              |              |
| GENERAL LEDGER BALANCE AT          | 07/31/21 |              | 3,976,093.95 |
|                                    |          |              |              |
| ADD: DEPOSITS                      |          | 5,704,266.90 |              |
| US TREAS DRAWDOWNS                 |          | 2,646,206.26 |              |
| FUNDS FROM OTHER GRANTS            |          | 450,923.40   |              |
| TRANSFERS FROM RESTRICTED ACCOUNTS |          | -            |              |
| ADP /HEALTH EQUITY REFUND          |          | -            |              |
| REIMBURSEMENT OF ALTERED PAYEE     |          | 45,000.00    |              |
|                                    |          | -            |              |
|                                    |          | -            |              |
|                                    |          | -            |              |
|                                    |          |              |              |
|                                    |          |              |              |
|                                    |          |              |              |
|                                    |          |              |              |
|                                    |          |              |              |
|                                    |          |              |              |
|                                    |          |              |              |
|                                    |          |              |              |
|                                    |          |              |              |
| LESS: CHECKS                       |          | 1,156,949.94 |              |
|                                    |          |              |              |
| ADP PAYROLL 8/13/21                |          | 1,293,593.67 |              |
| ADP PAYROLL 8/27/21                |          | 1,456,405.54 |              |
| EFTS FOR HRA/HSA/ STD/403B         |          | 418,424.39   |              |
| REC LOAN PRINCIPAL/INT EXPENSES    |          | 31,072.59    |              |
|                                    |          |              |              |
| CREDIT CARD                        |          | 41,558.52    |              |
| BANK FEES                          |          | 1,263.79     |              |
| ACH VOUCHERS                       |          | 1,312,711.52 |              |
|                                    |          |              |              |
|                                    |          |              |              |
|                                    |          |              |              |
|                                    |          |              |              |
|                                    |          |              |              |
|                                    |          |              |              |
|                                    |          |              |              |
| GENERAL LEDGER BALANCE AT          | 08/31/21 |              | 7,110,510.55 |

DIFFERENCE: -

PREPARED BY: Naomi Ibarra

TITLE: Accountant

DATE: 09/07/2021

APPROVED BY: *Nancy Webster*

TITLE: Chief Financial Officer

DATE: Sep 8, 2021

**COMMUNITY ACTION PARTNERSHIP OF KERN  
HEADSTART ACCRUED VACATION\***

5005 BUSINESS PARK NORTH  
BAKERSFIELD, CA 93309-1651

BANK RECONCILIATION FOR MONTH ENDING  
**August 31, 2021**

WELLS FARGO BANK, N.A.  
P. O. BOX 63020  
SAN FRANCISCO, CA 94163

ACCOUNT NO.: XXXXX-X6256

|                               |                 |                     |
|-------------------------------|-----------------|---------------------|
| <b>BANK BALANCE ENDING:</b>   | <b>08/31/21</b> | <b>1,025,924.76</b> |
| DEPOSITS IN TRANSIT           |                 | 0.00                |
| OUTSTANDING CHECKS            |                 | 0.00                |
| OTHER                         |                 | 0.00                |
| <b>ADJUSTED BANK BALANCE:</b> | <b>08/31/21</b> | <b>1,025,924.76</b> |

|   |                 |                     |
|---|-----------------|---------------------|
| <b>BALANCE PER G/L</b>                  | <b>07/31/21</b> | <b>1,025,785.36</b> |
| ADD:                                    |                 |                     |
| DEPOSITS                                |                 | 0.00                |
| INTEREST                                |                 | 139.40              |
| ROUNDING ERROR                          |                 | 0.00                |
| 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                |
| <b>BALANCE PER G/L</b>                  | <b>08/31/21</b> | <b>1,025,924.76</b> |

DIFFERENCE: 0.00

\* This account changed name in March 2011 from "Discretionary Fund" to "Head Start Accrued Vacation".

PREPARED BY: Naomi Ibarra

TITLE: Accountant

DATE: 09/01/21

APPROVED BY: 

TITLE: Chief Financial Officer

DATE: Sep 7, 2021

**COMMUNITY ACTION PARTNERSHIP OF KERN  
CSD ADVANCES ACCOUNT\*\***

5005 BUSINESS PARK NORTH  
BAKERSFIELD, CA 93309-1651

**BANK RECONCILIATION FOR MONTH ENDING  
August 31, 2021**

WELLS FARGO BANK, N.A.  
P. O. BOX 63020  
SAN FRANCISCO, CA 94163

ACCOUNT NO.: XXXXX-X1095

**BANK BALANCE ENDING: 08/31/21 843,150.62**

DEPOSITS IN TRANSIT 0.00

OUTSTANDING CHECKS 0.00

OTHER 0.00

**ADJUSTED BANK BALANCE: 08/31/21 843,150.62**

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**BALANCE PER G/L 07/31/21 290,471.68**

ADD: DEPOSITS 552,617.67

INTEREST 61.27

BANK ACCOUNT TRANSFER FROM GENERAL FUND 0.00

LESS: CHECKS 0.00

CLIENT ANALYSIS SERVICE CHARGE 0.00

WIRE TRANSFER 0.00

BANK ACCOUNT TRANSFER TO GENERAL FUND 0.00

**BALANCE PER G/L 08/31/21 843,150.62**

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\* December 2009 name changed from Food Bank to DOE ARRA. DIFFERENCE: 0.00

\*\* January 2018 name changed from DOE ARRA to CSD Advances.

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PREPARED BY: Naomi Ibarra

TITLE: Accountant

DATE: 09/01/21

APPROVED BY: 

TITLE: Chief Financial Officer

DATE: Sep 7, 2021

**COMMUNITY ACTION PARTNERSHIP OF KERN**  
**ON-LINE DONATIONS ACCOUNT**  
 5005 BUSINESS PARK NORTH  
 BAKERSFIELD, CA 93309-1651

BANK RECONCILIATION FOR MONTH ENDING  
**August 31, 2021**

WELLS FARGO BANK, N.A.  
 P. O. BOX 63020  
 SAN FRANCISCO, CA 94163

ACCOUNT NO.: XXXXX-X1921

|                              |                 |                  |
|------------------------------|-----------------|------------------|
| <b>BANK BALANCE ENDING:</b>  | <b>08/31/21</b> | <b>84,901.88</b> |
| DEPOSITS IN TRANSIT          | 0.00            |                  |
| OUTSTANDING CHECKS           | 0.00            |                  |
| OTHER                        | 0.00            |                  |
| <b>ADJUSTED BANK BALANCE</b> | <b>08/31/21</b> | <b>84,901.88</b> |

|  |                 |                  |
|--|-----------------|------------------|
| <b>BALANCE PER GENERAL LEDGER</b>                  | <b>07/31/21</b> | <b>83,230.76</b> |
| ADD: DEPOSITS (Credit Card Donations & Shared Fee) | 0.00            |                  |
| ONLINE DONATIONS                                   | 1,728.61        |                  |
| PAYPAL DEPOSIT                                     | 0.00            |                  |
| INTEREST   | 11.45           |                  |
| LESS: APPLIED MERCHANT DEBITS                      | 0.00            |                  |
| CLIENT ANALYSIS SERVICE CHARGE                     | 17.45           |                  |
| BANKCARD FEES                                      | 51.49           |                  |
| CASH CONCENTRATION FEE                             | 0.00            |                  |
| FUND TRANSFER TO GENERAL FUND                      | 0.00            |                  |
|  | 0.00            |                  |
| <b>BALANCE PER GENERAL LEDGER:</b>                 | <b>08/31/21</b> | <b>84,901.88</b> |

\* October 2009 name changed from WIC Account to CSBG ARRA Account and is now interest-bearing.

Difference: 0.00

\*\* August 2010 name changed from CSBG ARRA Account to HOPE Program Account.

\*\*\* January 2018 name changed from HOPE Program Account to On-line Donations Account.

PREPARED BY: Naomi Ibarra

TITLE: Accountant

DATE: 09/08/21

APPROVED BY: 

TITLE: Chief Financial Officer

DATE: 09/08/21





**COMMUNITY ACTION PARTNERSHIP OF KERN**  
**CHILD DEVELOPMENT RESERVE #1**  
5005 BUSINESS PARK NORTH  
BAKERSFIELD, CA 93309-1651

BANK RECONCILIATION FOR MONTH ENDING  
**August 31, 2021**

WELLS FARGO BANK, N.A.  
P. O. BOX 63020  
SAN FRANCISCO, CA 94163

ACCOUNT NO.: XXXXX-X6264

|   |                 |              |
|---|-----------------|--------------|
| <b>BANK BALANCE ENDING:</b>             | <b>08/31/21</b> | <b>11.95</b> |
| DEPOSITS IN TRANSIT                     |                 | 0.00         |
| OUTSTANDING CHECKS                      |                 | 0.00         |
| OTHER                                   |                 | 0.00         |
| <b>ADJUSTED BANK BALANCE:</b>           | <b>08/31/21</b> | <b>11.95</b> |
| <hr/>                                   |                 |              |
| <b>BALANCE PER G/L</b>                  | <b>07/31/21</b> | <b>11.95</b> |
| ADD:                                    |                 |              |
| DEPOSITS                                |                 | 0.00         |
| INTEREST                                |                 | 0.00         |
| 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         |
| <b>BALANCE PER G/L</b>                  | <b>08/31/21</b> | <b>11.95</b> |
| <hr/>                                   |                 |              |
| DIFFERENCE:                             |                 | (0.00)       |

|   |                                       |                          |
|---|---------------------------------------|--------------------------|
| PREPARED BY: <u>Naomi Ibarra</u>  | TITLE: <u>Accountant</u>              | DATE: <u>09/01/21</u>    |
| APPROVED BY: <u></u> | TITLE: <u>Chief Financial Officer</u> | DATE: <u>Sep 7, 2021</u> |



**COMMUNITY ACTION PARTNERSHIP OF KERN**  
**CHILD DEVELOPMENT RESERVE #2**  
 5005 BUSINESS PARK NORTH  
 BAKERSFIELD, CA 93309-1651

BANK RECONCILIATION FOR MONTH ENDING  
**August 31, 2021**

WELLS FARGO BANK, N.A.  
 P. O. BOX 63020  
 SAN FRANCISCO, CA 94163

ACCOUNT NO.: XXXXX-X2049

**BANK BALANCE ENDING: 08/31/21 34,995.44**

DEPOSITS IN TRANSIT 0.00

OUTSTANDING CHECKS 0.00

OTHER 0.00

**ADJUSTED BANK BALANCE: 08/31/21 34,995.44**

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**BALANCE PER G/L 07/31/21 34,990.68**

ADD: DEPOSITS 0.00

INTEREST 4.76

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 08/31/21 34,995.44**

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DIFFERENCE: 0.00

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PREPARED BY: Naomi Ibarra TITLE: Accountant DATE: 09/01/21

APPROVED BY:  TITLE: Chief Financial Officer DATE: Sep 7, 2021



**COMMUNITY ACTION PARTNERSHIP OF KERN**  
**WELLS FARGO VISA SUMMARY**  
**STATEMENTS DATED August 1, 2021 - August 31, 2021**

| <b>Cardholder</b> | <b>Position</b>   | <b>Amount Charged</b> |
|-------------------|---|-----------------------|
| CAPK              | Accounts Payable  | \$ -                  |
| Gloria Barbero    | Administrator - EHS San Joaquin                                   | 388.48                |
| Yolanda Gonzales  | Director of Head Start/State Child Development Programs           | 1,790.34              |
| Freddy Hernandez  | Director of Youth and Community Services                          | 794.56                |
| Laurie Hughey     |   | -                     |
| Traco Matthews    | Chief Program Officer   | 3,600.48              |
| Lisa McGranahan   | Director of Human Resoures  | 11.25                 |
| Jerry Meade       | Assistant Director of Head Start/State Child Development Programs | 4,912.50              |
| Pritika Ram       | Director of Administration  | 897.13                |
| Carmen Segovia    | Director of Health & Nutrition Services                           | 62.43                 |
| Jeremy Tobias     | Chief Executive Officer   | 455.20                |
| Emilio Wagner     | Director of Operations  | 2,264.01              |
| Tracy Webster     | Chief Financial Officer   | 264.02                |
|                   | Total   | \$ 15,440.40          |
|                   |   |                       |



Reporting Period : 7/31/2021 - 8/31/2021

Statement Summary

|                  |                       |          |                                |
|------------------|-----------------------|----------|--------------------------------|
| Name             | Capk Ap               | Company  | Community Action Partnership O |
| Account #        | XXXX-XXXX-XXXX-7017   | Currency | US Dollar                      |
| Reporting Period | 7/31/2021 - 8/31/2021 |          |                                |

| Trans Date | Post Date | Merchant Name | Charge Codes | Approved | Receipt | Amount               |
|------------|-----------|---------------|--------------|----------|---------|----------------------|
|            |           |               |              |          |         | Transaction Count: 0 |
|            |           |               |              |          |         | Total: 0.00          |

Employee Signature \_\_\_\_\_ Date \_\_\_\_\_

Authorized Approver Signature \_\_\_\_\_ Date \_\_\_\_\_



Reporting Period : 7/31/2021 - 8/31/2021

**Statement Summary**

|                         |                       |                 |                                |
|-------------------------|-----------------------|-----------------|--------------------------------|
| <b>Name</b>             | Gloria Barbero        | <b>Company</b>  | Community Action Partnership O |
| <b>Account #</b>        | XXXX-XXXX-XXXX-7058   | <b>Currency</b> | US Dollar                      |
| <b>Reporting Period</b> | 7/31/2021 - 8/31/2021 |                 |                                |

| Trans Date  | Post Date | Merchant Name         | Charge Codes | Approved | Receipt | Amount |
|---|-----------|-----------------------|--------------|----------|---------|--------|
| 1 8/18/2021   | 8/19/2021 | Best Buy Mht 00005280 |              |          |         | 287.68 |
| Business credit card used to purchase DVI cables for SJC sites that didn't already have them.     |           |                       |              |          |         |        |
| <hr/>   |           |                       |              |          |         |        |
| 2 8/30/2021   | 8/31/2021 | Sq *kkw Ins Scvs &    |              |          |         | 100.80 |
| Gloria Barbero Business credit card used for Live scan and convenience fee - New hire Rene Dulco. |           |                       |              |          |         |        |
| <hr/>   |           |                       |              |          |         |        |

Transaction Count: 2

**Total: 388.48**

Employee Signature \_\_\_\_\_ Date \_\_\_\_\_

Authorized Approver Signature \_\_\_\_\_ Date \_\_\_\_\_



Reporting Period : 7/31/2021 - 8/31/2021

**Statement Summary**

|                         |                       |                 |                                |
|-------------------------|-----------------------|-----------------|--------------------------------|
| <b>Name</b>             | Yolanda Gonzales      | <b>Company</b>  | Community Action Partnership O |
| <b>Account #</b>        | XXXX-XXXX-XXXX-7009   | <b>Currency</b> | US Dollar                      |
| <b>Reporting Period</b> | 7/31/2021 - 8/31/2021 |                 |                                |

| Trans Date   | Post Date | Merchant Name | Charge Codes | Approved | Receipt | Amount |
|--|-----------|---------------|--------------|----------|---------|--------|
| 1 7/30/2021  | 8/2/2021  | American Air  |              |          |         | 858.40 |
| Travel--Flight for Yolanda Gonzales--Attending the 2021 NCAP Annual Convention in Boston.    |           |               |              |          |         |        |
| <hr/>  |           |               |              |          |         |        |
| 2 7/30/2021  | 8/2/2021  | American Air  |              |          |         | 14.24  |
| Flight Change Charge for Esperanza Contreras.  |           |               |              |          |         |        |
| <hr/>  |           |               |              |          |         |        |
| 3 7/30/2021  | 8/2/2021  | American Air  |              |          |         | 858.40 |
| Travel--Flight for Esperanza Contreras--Attending the 2021 NCAP Annual Convention in Boston. |           |               |              |          |         |        |
| <hr/>  |           |               |              |          |         |        |
| 4 7/30/2021  | 8/2/2021  | American Air  |              |          |         | 14.24  |
| Flight change charge for Yolanda Gonzales.   |           |               |              |          |         |        |
| <hr/>  |           |               |              |          |         |        |
| 5 8/6/2021   | 8/9/2021  | American Air  |              |          |         | 35.02  |
| Flight upgrade for Esperanza Contreras' travel--only flight available.                       |           |               |              |          |         |        |
| <hr/>  |           |               |              |          |         |        |

| Trans Date   | Post Date | Merchant Name | Charge Codes | Approved | Receipt | Amount               |
|--|-----------|---------------|--------------|----------|---------|----------------------|
| 6 8/6/2021   | 8/9/2021  | American Air  |              |          |         | 38.52                |
| Flight upgrade for Yolanda Gonzales' travel--only fight available. |           |               |              |          |         |                      |
|  |           |               |              |          |         |                      |
| 7 8/7/2021   | 8/9/2021  | American Air  |              |          |         | -14.24               |
| Flight change refund.  |           |               |              |          |         |                      |
|  |           |               |              |          |         |                      |
| 8 8/7/2021   | 8/9/2021  | American Air  |              |          |         | -14.24               |
| Flight change refund.  |           |               |              |          |         |                      |
|  |           |               |              |          |         |                      |
|  |           |               |              |          |         | Transaction Count: 8 |
|  |           |               |              |          |         | Total: 1,790.34      |

Employee Signature \_\_\_\_\_ Date \_\_\_\_\_

Authorized Approver Signature \_\_\_\_\_ Date \_\_\_\_\_



Reporting Period : 7/31/2021 - 8/31/2021

Statement Summary

|                  |                       |          |                                |
|------------------|-----------------------|----------|--------------------------------|
| Name             | Freddy Hernandez      | Company  | Community Action Partnership O |
| Account #        | XXXX-XXXX-XXXX-8850   | Currency | US Dollar                      |
| Reporting Period | 7/31/2021 - 8/31/2021 |          |                                |

| Trans Date  | Post Date | Merchant Name                                      | Charge Codes | Approved | Receipt | Amount               |
|-------------|-----------|--|--------------|----------|---------|----------------------|
| 1 7/30/2021 | 8/2/2021  | Vons #1969   |              |          | ✓       | 40.89                |
|             |           | Sympathy plant for Lois Hannible - Mother          |              |          |         |                      |
|             |           |  |              |          |         |                      |
| 2 8/20/2021 | 8/23/2021 | Weathertech Direct Llc                             |              |          | ✓       | 558.93               |
|             |           | Bed liners and floor mats for FHCC & SYC vehicles. |              |          |         |                      |
|             |           |  |              |          |         |                      |
| 3 8/20/2021 | 8/23/2021 | Weathertech Direct Llc                             |              |          | ✓       | 194.74               |
|             |           | Bed liner and floor mats for FHCC & SYC vehicles.  |              |          |         |                      |
|             |           |  |              |          |         |                      |
|             |           |  |              |          |         | Transaction Count: 3 |
|             |           |  |              |          |         | Total: 794.56        |

Employee Signature \_\_\_\_\_ Date \_\_\_\_\_

Authorized Approver Signature \_\_\_\_\_ Date \_\_\_\_\_





Reporting Period : 7/31/2021 - 8/31/2021

Statement Summary

|                  |                       |          |                                |
|------------------|-----------------------|----------|--------------------------------|
| Name             | Laurie Hughey         | Company  | Community Action Partnership O |
| Account #        | XXXX-XXXX-XXXX-9135   | Currency | US Dollar                      |
| Reporting Period | 7/31/2021 - 8/31/2021 |          |                                |

| Trans Date | Post Date | Merchant Name | Charge Codes | Approved | Receipt | Amount               |
|------------|-----------|---------------|--------------|----------|---------|----------------------|
|            |           |               |              |          |         | Transaction Count: 0 |
|            |           |               |              |          |         | Total: 0.00          |

Employee Signature \_\_\_\_\_ Date \_\_\_\_\_

Authorized Approver Signature \_\_\_\_\_ Date \_\_\_\_\_



Reporting Period : 7/31/2021 - 8/31/2021

**Statement Summary**

| Name   | Traco Matthews        |                 |              | Company  | Community Action Partnership O |        |  |
|--|-----------------------|-----------------|--------------|----------|--------------------------------|--------|--|
| Account #  | XXXX-XXXX-XXXX-3726   |                 |              | Currency | US Dollar                      |        |  |
| Reporting Period   | 7/31/2021 - 8/31/2021 |                 |              |          |                                |        |  |
| Trans Date   | Post Date             | Merchant Name   | Charge Codes | Approved | Receipt                        | Amount |  |
| 1 7/30/2021  | 8/2/2021              | Motel 6         |              |          | ✓                              | 89.59  |  |
| Motel accommodations for Covid positive M Street clients (BKHRC Motel Agreement) |                       |                 |              |          |                                |        |  |
|  |                       |                 |              |          |                                |        |  |
| 2 7/30/2021  | 8/2/2021              | Motel 6         |              |          | ✓                              | 927.23 |  |
| Motel accommodations for Covid positive M Street clients (BKHRC Motel Agreement) |                       |                 |              |          |                                |        |  |
|  |                       |                 |              |          |                                |        |  |
| 3 7/30/2021  | 8/2/2021              | Motel 6         |              |          | ✓                              | 89.59  |  |
| Motel accommodations for Covid positive M Street clients (BKHRC Motel Agreement) |                       |                 |              |          |                                |        |  |
|  |                       |                 |              |          |                                |        |  |
| 4 7/30/2021  | 8/2/2021              | 2021 Sjr Summit |              |          | ✓                              | 80.50  |  |
| San Joaquin Valley Affordable Housing Summit - Ian Sharples                      |                       |                 |              |          |                                |        |  |
|  |                       |                 |              |          |                                |        |  |
| 5 7/31/2021  | 8/2/2021              | Howard Johnson  |              |          | ✓                              | 270.00 |  |
| Motel accommodations for Covid positive M Street clients (BKHRC Motel Agreement) |                       |                 |              |          |                                |        |  |
|  |                       |                 |              |          |                                |        |  |

| Trans Date   | Post Date | Merchant Name       | Charge Codes | Approved | Receipt | Amount  |
|--|-----------|---------------------|--------------|----------|---------|---------|
| 6 7/31/2021  | 8/2/2021  | Howard Johnson      |              |          | ✓       | 270.00  |
| Motel accommodations for Covid positive M Street clients (BKHRC Motel Agreement)   |           |                     |              |          |         |         |
| 7 7/31/2021  | 8/2/2021  | Howard Johnson      |              |          | ✓       | 270.00  |
| Motel accommodations for Covid positive M Street clients (BKHRC Motel Agreement)   |           |                     |              |          |         |         |
| 8 7/31/2021  | 8/2/2021  | Hotelbookingservfee |              |          | ✓       | 14.99   |
| Vagabond Inn booking fee for motel accommodations for Covid positive M Street clients (BKHRC Motel Agreement). Reservation was cancelled, booking fee is non-refundable. |           |                     |              |          |         |         |
| 9 8/2/2021   | 8/4/2021  | Howard Johnson      |              |          |         | -100.00 |
| Refund of deposit for motel accommodations for Covid positive M Street clients (BKHRC Motel Agreement)   |           |                     |              |          |         |         |
| 10 8/2/2021  | 8/4/2021  | Howard Johnson      |              |          |         | -100.00 |
| Refund of deposit for motel accommodations for Covid positive M Street clients (BKHRC Motel Agreement)   |           |                     |              |          |         |         |
| 11 8/2/2021  | 8/4/2021  | Howard Johnson      |              |          |         | -100.00 |
| Refund of deposit for motel accommodations for Covid positive M Street clients (BKHRC Motel Agreement)   |           |                     |              |          |         |         |

| Trans Date   | Post Date | Merchant Name         | Charge Codes | Approved | Receipt | Amount                |
|--|-----------|-----------------------|--------------|----------|---------|-----------------------|
| 12 8/3/2021  | 8/5/2021  | Howard Johnson        |              |          | ✓       | 100.00                |
| Charge for guest disruption of motel during Covid quarantine (David Walden)      |           |                       |              |          |         |                       |
|  |           |                       |              |          |         |                       |
| 13 8/12/2021   | 8/13/2021 | Logcabinflorist       |              |          | ✓       | 54.07                 |
| Sympathy plant for Yolanda Gonzales - sister                                     |           |                       |              |          |         |                       |
|  |           |                       |              |          |         |                       |
| 14 8/17/2021   | 8/17/2021 | Hotel* Howard Johnson |              |          | ✓       | 961.81                |
| Motel accommodations for Covid positive M Street clients (BKHRC Motel Agreement) |           |                       |              |          |         |                       |
|  |           |                       |              |          |         |                       |
| 15 8/20/2021   | 8/23/2021 | Motel 6               |              |          |         | 772.70                |
| Motel accommodations for Covid positive M Street client (BKHRC Motel Agreement)  |           |                       |              |          |         |                       |
|  |           |                       |              |          |         |                       |
|  |           |                       |              |          |         | Transaction Count: 15 |
|  |           |                       |              |          |         | Total: 3,600.48       |

Employee Signature

Date

Authorized Approver Signature

Date



Reporting Period : 7/31/2021 - 8/31/2021

Statement Summary

|                  |                       |          |                                |
|------------------|-----------------------|----------|--------------------------------|
| Name             | Lisa McGranahan       | Company  | Community Action Partnership O |
| Account #        | XXXX-XXXX-XXXX-9914   | Currency | US Dollar                      |
| Reporting Period | 7/31/2021 - 8/31/2021 |          |                                |

| Trans Date  | Post Date | Merchant Name      | Charge Codes | Approved | Receipt | Amount |
|---|-----------|--------------------|--------------|----------|---------|--------|
| 1 8/10/2021   | 8/12/2021 | Biometrics4all Inc |              |          | ✓       | 11.25  |
| Relay Fees for running New Hire Fingerprints Invoice Period 06/01/2021-06/30/2021 Invoice Date 07/01/2021<br>Office - Other |           |                    |              |          |         |        |

Transaction Count: 1  
Total: 11.25

Employee Signature \_\_\_\_\_ Date \_\_\_\_\_

Authorized Approver Signature \_\_\_\_\_ Date \_\_\_\_\_



Reporting Period : 7/31/2021 - 8/31/2021

**Statement Summary**

| Name  | Jerry Meade           |                   |              | Company  | Community Action Partnership O |        |
|---|-----------------------|-------------------|--------------|----------|--------------------------------|--------|
| Account #   | XXXX-XXXX-XXXX-5025   |                   |              | Currency | US Dollar                      |        |
| Reporting Period  | 7/31/2021 - 8/31/2021 |                   |              |          |                                |        |
| Trans Date  | Post Date             | Merchant Name     | Charge Codes | Approved | Receipt                        | Amount |
| 1 8/2/2021  | 8/3/2021              | Fsp*kern Cpr, Llc |              |          |                                | 90.00  |
| Site Supervisor attended Preventative Health, Safety, and Nutrition Course for Community Care Licensing               |                       |                   |              |          |                                |        |
|   |                       |                   |              |          |                                |        |
| 2 8/2/2021  | 8/3/2021              | Paypal            |              |          |                                | 29.00  |
| Pyramid Model Training Registration for Karen Rios  |                       |                   |              |          |                                |        |
|   |                       |                   |              |          |                                |        |
| 3 8/2/2021  | 8/3/2021              | Paypal            |              |          |                                | 29.00  |
| Pyramid Model Training Registration for Caroline Kerwin   |                       |                   |              |          |                                |        |
|   |                       |                   |              |          |                                |        |
| 4 8/2/2021  | 8/3/2021              | Paypal            |              |          |                                | 29.00  |
| Pyramid Model Training Registration for Michelle Oliveros   |                       |                   |              |          |                                |        |
|   |                       |                   |              |          |                                |        |
| 5 8/6/2021  | 8/9/2021              | Grant Station Com |              |          |                                | 227.00 |
| Tracking InKIND, Collaborative Communications, Power Writing for Grants registration fees for Administrative Anaylst. |                       |                   |              |          |                                |        |
|   |                       |                   |              |          |                                |        |

| Trans Date   | Post Date | Merchant Name   | Charge Codes | Approved | Receipt | Amount   |
|--------------|-----------|---|--------------|----------|---------|----------|
| 6 8/9/2021   | 8/11/2021 | Sheraton Boston Hotel   |              |          |         | 1,258.70 |
|              |           | Hotel Accomodations for Partnership Administrator attending Natioanl CAP Conference.  |              |          |         |          |
| 7 8/10/2021  | 8/11/2021 | Wipfiillp   |              |          |         | 1,740.00 |
|              |           | Registratinn for Director and Partnership Administrator to attend WIPFLI OMB Uniform Guidance as part of the the Natioanl CAP Conference                          |              |          |         |          |
| 8 8/16/2021  | 8/17/2021 | A-B-Cpr & First Aid   |              |          |         | 24.95    |
|              |           | Lead Poison Prevention Training for Site Supervisor   |              |          |         |          |
| 9 8/16/2021  | 8/17/2021 | Fsp*kern Cpr, Llc   |              |          |         | 90.00    |
|              |           | Preventative Health, Safety, and Nutrition Course for Site Supervisor. "  |              |          |         |          |
| 10 8/16/2021 | 8/17/2021 | Cps Human Resource Servic   |              |          |         | 4.85     |
|              |           | CCL Operations and Record Keeping Training for Site Supervisor.   |              |          |         |          |
| 11 8/25/2021 | 8/26/2021 | Paypal  |              |          |         | 1,390.00 |
|              |           | Registration for PDM Administrator and Enrollment and Attendance Manager to attend ERSEA: Preparing for ERSEA Ramp Up Durning the Increase in Delta Varient Cases |              |          |         |          |

Transaction Count: 11

**Total: 4,912.50**

**Employee Signature**

**Date**

**Authorized Approver Signature**

**Date**





Reporting Period : 7/31/2021 - 8/31/2021

**Statement Summary**

|                  |                       |  |              |          |                                |         |
|------------------|-----------------------|--|--------------|----------|--------------------------------|---------|
| Name             | Pritika Ram           |  |              | Company  | Community Action Partnership O |         |
| Account #        | XXXX-XXXX-XXXX-7074   |  |              | Currency | US Dollar                      |         |
| Reporting Period | 7/31/2021 - 8/31/2021 |  |              |          |                                |         |
| Trans Date       | Post Date             | Merchant Name  | Charge Codes | Approved | Receipt                        | Amount  |
| 1 7/30/2021      | 8/2/2021              | Www.Thingsremembered.Com   |              |          |                                | 172.12  |
|                  |                       | Retirement Gift for Carmen Segovia, Director of Health & Nutrition         |              |          |                                |         |
|                  |                       |  |              |          |                                |         |
| 2 7/30/2021      | 8/2/2021              | Food-Ex  |              |          |                                | 160.00  |
|                  |                       | Business Lunch - Strategic Planning Meeting (see receipt for attendees)    |              |          |                                |         |
|                  |                       |  |              |          |                                |         |
| 3 8/4/2021       | 8/5/2021              | Dnh*godaddy.Com  |              |          |                                | 94.85   |
|                  |                       | Purchase of Domain Name "FeedKernNow.org"                                  |              |          |                                |         |
|                  |                       |  |              |          |                                |         |
| 4 8/4/2021       | 8/5/2021              | Eb 2021 Ncap Annual C  |              |          |                                | -545.00 |
|                  |                       | Partial Refund for P. Ram Registration Fee - NCAP Convention in Boston, MA |              |          |                                |         |
|                  |                       |  |              |          |                                |         |
| 5 8/6/2021       | 8/9/2021              | Sacbee Digital Subscript   |              |          |                                | 219.99  |
|                  |                       | Auto Renewal for the Sacramento Bee Digital Subscription Newspaper         |              |          |                                |         |
|                  |                       |  |              |          |                                |         |

| Trans Date  | Post Date | Merchant Name            | Charge Codes | Approved | Receipt | Amount               |
|---|-----------|--------------------------|--------------|----------|---------|----------------------|
| 6 8/6/2021  | 8/9/2021  | Fresno Bee Digital Subsc |              |          |         | 159.99               |
| Auto Renewal of Digital Subscription for the Fresno Bee Newspaper |           |                          |              |          |         |                      |
|   |           |                          |              |          |         |                      |
| 7 8/7/2021  | 8/9/2021  | Stk*shutterstock         |              |          |         | 29.00                |
| Monthly Fee for Stock Photos                                      |           |                          |              |          |         |                      |
|   |           |                          |              |          |         |                      |
| 8 8/8/2021  | 8/9/2021  | Coun Of Develop Finance  |              |          |         | 550.00               |
| CDFA Membership Fee   |           |                          |              |          |         |                      |
|   |           |                          |              |          |         |                      |
| 9 8/11/2021   | 8/12/2021 | Logcabinflorist          |              |          |         | 56.18                |
| Get Well Flowers for Foundation Board Member Chei Whitmore        |           |                          |              |          |         |                      |
|   |           |                          |              |          |         |                      |
|   |           |                          |              |          |         | Transaction Count: 9 |
|   |           |                          |              |          |         | Total: 897.13        |

Employee Signature \_\_\_\_\_ Date \_\_\_\_\_

Authorized Approver Signature \_\_\_\_\_ Date \_\_\_\_\_



Reporting Period : 7/31/2021 - 8/31/2021

Statement Summary

|                  |                       |          |                                |
|------------------|-----------------------|----------|--------------------------------|
| Name             | Carmen Segovia        | Company  | Community Action Partnership O |
| Account #        | XXXX-XXXX-XXXX-7025   | Currency | US Dollar                      |
| Reporting Period | 7/31/2021 - 8/31/2021 |          |                                |

| Trans Date | Post Date | Merchant Name                            | Charge Codes | Approved | Receipt | Amount |
|------------|-----------|--|--------------|----------|---------|--------|
| 1 8/2/2021 | 8/3/2021  | Lassens Natural Foods-Bk                 |              |          | ✓       | 62.43  |
|            |           | Central Kitchen - food for special diets |              |          |         |        |

Transaction Count: 1

Total: 62.43

Employee Signature \_\_\_\_\_ Date \_\_\_\_\_

Authorized Approver Signature \_\_\_\_\_ Date \_\_\_\_\_



Reporting Period : 7/31/2021 - 8/31/2021

Statement Summary

|                  |                       |          |                                |
|------------------|-----------------------|----------|--------------------------------|
| Name             | Jeremy Tobias         | Company  | Community Action Partnership O |
| Account #        | XXXX-XXXX-XXXX-7066   | Currency | US Dollar                      |
| Reporting Period | 7/31/2021 - 8/31/2021 |          |                                |

| Trans Date  | Post Date | Merchant Name   | Charge Codes | Approved | Receipt | Amount |
|-------------|-----------|---|--------------|----------|---------|--------|
| 1 8/12/2021 | 8/16/2021 | Arco #42435 Ampm  |              |          |         | 60.57  |
|             |           | Gasoline for CEO's Agency Vehicle   |              |          |         |        |
|             |           |   |              |          |         |        |
| 2 8/17/2021 | 8/20/2021 | Residence Inn Downtown  |              |          |         | 251.18 |
|             |           | Hotel Fee for J. Tobias in Sacramento, CA - Testified at Joint Hearing for the Assembly & Senate Human Services Committee for the 2022-2023 CSBG State Plan |              |          |         |        |
|             |           |   |              |          |         |        |
| 3 8/18/2021 | 8/19/2021 | Chevron 0207937   |              |          |         | 73.49  |
|             |           | Gasoline for CEO's Agency Vehicle   |              |          |         |        |
|             |           |   |              |          |         |        |
| 4 8/24/2021 | 8/26/2021 | Shell Oil 57445309107   |              |          |         | 69.96  |
|             |           | Gasoline for CEO's Agency Vehicle   |              |          |         |        |
|             |           |   |              |          |         |        |

Transaction Count: 4  
Total: 455.20

Employee Signature \_\_\_\_\_ Date \_\_\_\_\_

Authorized Approver Signature \_\_\_\_\_ Date \_\_\_\_\_



Reporting Period : 7/31/2021 - 8/31/2021

**Statement Summary**

| Name             | Emilio Wagner         |  |              | Company  | Community Action Partnership O |        |  |
|------------------|-----------------------|--|--------------|----------|--------------------------------|--------|--|
| Account #        | XXXX-XXXX-XXXX-7041   |  |              | Currency | US Dollar                      |        |  |
| Reporting Period | 7/31/2021 - 8/31/2021 |  |              |          |                                |        |  |
| Trans Date       | Post Date             | Merchant Name  | Charge Codes | Approved | Receipt                        | Amount |  |
| 1 8/16/2021      | 8/17/2021             | Msft * E0600ffqhh  |              |          |                                | 292.18 |  |
|                  |                       | Microsoft Azure - Software Support HS 6320-109/108-001-120-000-16-1-1                  |              |          |                                |        |  |
|                  |                       | 219.14/73.04   |              |          |                                |        |  |
| <hr/>            |                       |  |              |          |                                |        |  |
| 2 8/17/2021      | 8/23/2021             | Courtyard By Marriott  |              |          |                                | 669.81 |  |
|                  |                       | Lodging for BLopez Cardenas Stockton, CA August 17-20, 2021 6120-117-001-120-00-16-1-1 |              |          |                                |        |  |
| <hr/>            |                       |  |              |          |                                |        |  |
| 3 8/17/2021      | 8/23/2021             | Courtyard By Marriott  |              |          |                                | 647.37 |  |
|                  |                       | Lodging for RPhannavong Stockton, CA August 17-20, 2021 6120-117-001-120-00-16-1-1     |              |          |                                |        |  |
| <hr/>            |                       |  |              |          |                                |        |  |
| 4 8/19/2021      | 8/20/2021             | Onestepgpscom  |              |          |                                | 209.25 |  |
|                  |                       | Monthly subscription renewal order with OneStepGps.com 6667-524-000-147-000-000-3-1    |              |          |                                |        |  |
| <hr/>            |                       |  |              |          |                                |        |  |
| 5 8/20/2021      | 8/23/2021             | Mindbody   |              |          |                                | 445.40 |  |
|                  |                       | Premier Basic monthly charge and subscription fee for August 2021 service.             |              |          |                                |        |  |

Transaction Count: 5  
**Total: 2,264.01**

\_\_\_\_\_  
**Employee Signature** **Date**

\_\_\_\_\_  
**Authorized Approver Signature** **Date**



Reporting Period : 7/31/2021 - 8/31/2021

Statement Summary

|                  |                       |          |                                |
|------------------|-----------------------|----------|--------------------------------|
| Name             | Tracy Webster         | Company  | Community Action Partnership O |
| Account #        | XXXX-XXXX-XXXX-6993   | Currency | US Dollar                      |
| Reporting Period | 7/31/2021 - 8/31/2021 |          |                                |

| Trans Date  | Post Date | Merchant Name                       | Charge Codes | Approved | Receipt | Amount |
|-------------|-----------|-------------------------------------|--------------|----------|---------|--------|
| 1 8/24/2021 | 8/25/2021 | Target 00025247                     |              |          | ✓       | 264.02 |
|             |           | Special formula for Central Kitchen |              |          |         |        |

Transaction Count: 1  
Total: 264.02

Employee Signature \_\_\_\_\_ Date \_\_\_\_\_

Authorized Approver Signature \_\_\_\_\_ Date \_\_\_\_\_

**COMMUNITY ACTION PARTNERSHIP OF KERN  
CENTRAL KITCHEN - BUDGET TO ACTUAL  
FOR THE PERIOD MARCH 1, 2021 TO FEBRUARY 28, 2022 (6 OF 12 MONTHS OR 50.0%)**

| Line Item                            | 2021/22<br>Budget       | 3/1/21 - 2/28/22<br>Actual | %<br>Expended | Available<br>Budget   |
|--------------------------------------|-------------------------|----------------------------|---------------|-----------------------|
| USDA Revenue (Note A)                | 1,272,351               | 412,499                    | 32.4%         | 859,852               |
| Head Start Subsidy                   | <u>623,738</u>          | <u>594,052</u>             | 95.2%         | <u>29,686</u>         |
| Total Revenue                        | <u><u>1,896,089</u></u> | <u><u>1,006,551</u></u>    | 53.1%         | <u><u>889,538</u></u> |
| Expenditures (Note B)                |                         |                            |               |                       |
| Salaries                             | 605,614                 | 253,308                    | 41.8%         | 352,306               |
| Benefits                             | 187,409                 | 85,054                     | 45.4%         | 102,355               |
| Vehicle Gasoline, Repair/Maintenance | 51,300                  | 19,789                     | 38.6%         | 31,511                |
| Space Costs                          | 94,700                  | 52,626                     | 55.6%         | 42,074                |
| Supplies - Office & Food Service     | 86,000                  | 54,755                     | 63.7%         | 31,245                |
| Equipment Repair/Maintenance & Lease | 38,000                  | 4,229                      | 11.1%         | 33,771                |
| Communication                        | 13,000                  | 6,785                      | 52.2%         | 6,215                 |
| Risk Insurance                       | 12,700                  | 8,501                      | 66.9%         | 4,199                 |
| Printing                             | 1,000                   | 71                         | 7.1%          | 929                   |
| Hiring & Employee Costs              | 100                     | 321                        | 321.3%        | (221)                 |
| First Aid                            | 500                     | 267                        | 53.3%         | 233                   |
| Raw Food/Vended Meals                | <u>586,803</u>          | <u>419,692</u>             | 71.5%         | <u>167,111</u>        |
| Sub Total                            | 1,677,126               | 905,398                    | 54.0%         | 771,728               |
| Adult Meals Prepared                 | 51,251                  | 61,900                     | 120.8%        | (10,649)              |
| Indirect                             | <u>167,712</u>          | <u>39,253</u>              | 23.4%         | <u>128,459</u>        |
| Total Expenditures                   | <u><u>1,896,089</u></u> | <u><u>1,006,551</u></u>    | 53.1%         | <u><u>889,538</u></u> |

|  | Prior Period   | AUGUST 2021   | Cumulative     |
|--|----------------|---------------|----------------|
| Total Meals Prepared and Vended (Note C) | 278,445        | 55,399        | 333,844        |
| Total Meals Claimed                      | <u>159,657</u> | <u>18,902</u> | <u>178,559</u> |
| Difference                               | 118,788        | 36,497        | 155,285        |

|                                       |  |       |       |
|---------------------------------------|--|-------|-------|
| Percentage Claimed to Prepared/Vended |  | 34.1% | 53.5% |
|---------------------------------------|--|-------|-------|

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 and homebase excluding adult prepared and adult meals vended. The total represents the number of meals available to be served to center and homebase children.



**COMMUNITY ACTION PARTNERSHIP OF KERN  
STATE DEPARTMENT OF EDUCATION CONTRACT - MIGRANT ALTERNATIVE PAYMENT  
FOR THE PERIOD 7/1/21 - 6/30/22 (1 OF 12 MONTHS = 8.33%)**

| Contract CMAP-1000                                      | July 2021          | Aug 2021          | Sept 2021         | Oct 2021          | Nov 2021          | Dec 2021          | Jan 2022          | Feb 2022          | Mar 2022          | Apr 2022          | May 2022          | June 2022         | Total             | %              | % Earned to MRA |
|---|--------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|----------------|-----------------|
| Provider Payments                                       | \$ 562,985         |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   | \$ 562,985        |                |                 |
| Add: Family Fees  | <u>13,000</u>      | <u>-</u>          | <u>-</u>          | <u>-</u>          | <u>-</u>          | <u>-</u>          | <u>-</u>          | <u>-</u>          | <u>-</u>          | <u>-</u>          | <u>-</u>          | <u>-</u>          | <u>13,000</u>     |                |                 |
| Net Provider Payments                                   | \$ 575,985         | \$ -              | \$ -              | \$ -              | \$ -              | \$ -              | \$ -              | \$ -              | \$ -              | \$ -              | \$ -              | \$ -              | \$ 575,985        | 65.98%         |                 |
| Maximum Reimbursable Amount (MRA) for Provider Payments |                    |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   | <b>7,907,363</b>  |                | <b>7.28%</b>    |
| <u>Administration &amp; Support Services Revenue</u>    |                    |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                |                 |
| Provider Payments                                       | \$ 575,985         | \$ -              | \$ -              | \$ -              | \$ -              | \$ -              | \$ -              | \$ -              | \$ -              | \$ -              | \$ -              | \$ -              | \$ 575,985        |                |                 |
| Reimbursement Rate                                      | <u>x 21.2121%</u>  | <u>x 21.2121%</u> | <u>x 21.2121%</u> | <u>x 21.2121%</u> | <u>x 21.2121%</u> | <u>x 21.2121%</u> | <u>x 21.2121%</u> | <u>x 21.2121%</u> | <u>x 21.2121%</u> | <u>x 21.2121%</u> | <u>x 21.2121%</u> | <u>x 21.2121%</u> | <u>x 21.2121%</u> |                |                 |
| Revenue Earned  | <u>\$ 122,178</u>  | <u>\$ -</u>       | <u>\$ -</u>       | <u>\$ -</u>       | <u>\$ -</u>       | <u>\$ -</u>       | <u>\$ -</u>       | <u>\$ -</u>       | <u>\$ -</u>       | <u>\$ -</u>       | <u>\$ -</u>       | <u>\$ -</u>       | <u>\$ 122,178</u> |                |                 |
| Program Administration/Support Services Costs           | 67,423             |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   | 108,484           | 175,907           | 20.15%         |                 |
| Indirect (10% x MTDC) Costs                             | 64,834             |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   | 78,255            | 143,089           | 13.87%         |                 |
| Transfer Indirect to CSBG                               | <u>-</u>           | <u>-</u>          | <u>-</u>          | <u>-</u>          | <u>-</u>          | <u>-</u>          | <u>-</u>          | <u>-</u>          | <u>-</u>          | <u>-</u>          | <u>-</u>          | <u>(22,012)</u>   | <u>(22,012)</u>   |                |                 |
| Total Operating Costs                                   | <u>\$ 132,257</u>  | <u>\$ -</u>       | <u>\$ -</u>       | <u>\$ -</u>       | <u>\$ -</u>       | <u>\$ -</u>       | <u>\$ -</u>       | <u>\$ -</u>       | <u>\$ -</u>       | <u>\$ -</u>       | <u>\$ -</u>       | <u>164,727</u>    | <u>296,984</u>    | 34.02%         |                 |
| Revenue Earned Over/(Under) Costs                       | <u>\$ (10,079)</u> | <u>\$ -</u>       | <u>\$ -</u>       | <u>\$ -</u>       | <u>\$ -</u>       | <u>\$ -</u>       | <u>\$ -</u>       | <u>\$ -</u>       | <u>\$ -</u>       | <u>\$ -</u>       | <u>\$ -</u>       | <u>(164,727)</u>  | <u>(174,805)</u>  |                |                 |
| TOTAL COSTS - NET OF FAMILY FEES                        | <u>\$ 708,242</u>  | <u>\$ -</u>       | <u>\$ -</u>       | <u>\$ -</u>       | <u>\$ -</u>       | <u>\$ -</u>       | <u>\$ -</u>       | <u>\$ -</u>       | <u>\$ -</u>       | <u>\$ -</u>       | <u>\$ -</u>       | <u>\$ 164,727</u> | <u>872,968</u>    | <u>100.00%</u> |                 |

Note 1: Administration and Support Services revenue is earned based on the amount of provider payments incurred. Example:

|                                    |                   |
|------------------------------------|-------------------|
| Provider payments                  | 575,985           |
| Reimbursement Rate (17.5% / 82.5%) | <u>x 21.2121%</u> |
| Revenue Earned                     | <u>122,178</u>    |

Note 2: The maximum reimbursable amount per the 2021/22 State contract is as follows:

|                                   |                  |                |
|-----------------------------------|------------------|----------------|
| Provider Payments                 | 7,907,363        | 82.50%         |
| Administration                    | 1,437,702        | 15.00%         |
| Support Services                  | <u>239,617</u>   | <u>2.50%</u>   |
| Maximum Reimbursable Amount (MRA) | <u>9,584,682</u> | <u>100.00%</u> |

**COMMUNITY ACTION PARTNERSHIP OF KERN**  
**STATE DEPARTMENT OF EDUCATION 2019/20 CONTRACTS - EARNED REVENUE**  
**FOR THE PERIOD 7/1/20 - 6/30/21 (2 OF 12 MONTHS = 16.67%)**

|   | Jul-21           | Aug-21           | Sep-21           | Oct-21           | Nov-21           | Dec-21           | Jan-22           | Feb-22           | Mar-22           | Apr-22           | May-22           | Jun-22           | TOTAL            | % Earned to MRA |
|---|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|-----------------|
| <u>GENERAL CHILD CARE (CCTR-0052)</u>           |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                 |
| Adjusted Days of Enrollment - Certified         | 4,482            | 4,818            |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  | 9,299            |                 |
| Reimbursement Rate per Child per Day            | <u>X \$49.54</u> | <u>X \$49.54</u> | <u>X \$49.54</u> | <u>X \$49.54</u> | <u>X \$49.54</u> | <u>X \$49.54</u> | <u>X \$49.54</u> | <u>X \$49.54</u> | <u>X \$49.54</u> | <u>X \$49.54</u> | <u>X \$49.54</u> | <u>X \$49.54</u> | <u>X \$49.54</u> |                 |
| Revenue Earned                                  | \$ 222,030       | \$ 238,661       | \$ -             | \$ -             | \$ -             | \$ -             | \$ -             | \$ -             | \$ -             | \$ -             | \$ -             | \$ -             | \$ 460,691       | 13.03%          |
| Maximum Reimbursable Amount (MRA)               |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  | \$3,535,022      |                 |
| <u>Flex Factor</u>                              |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                 |
| Attendance Percentage (Attendance/Enrollment)   | 99.13%           | 98.14%           |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  | 98.54%          |
| Five Percent Flexibility, Maximum = 100 Percent | 100.00%          | 100.00%          |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  | 100.00%         |
| <u>CALIFORNIA STATE PRESCHOOL (CSPP-0126)</u>   |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                 |
| Adjusted Days of Enrollment - Certified         | 2,937            | 2,997            |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  | 5,934            |                 |
| Reimbursement Rate per Child per Day            | <u>X \$49.85</u> | <u>X \$49.85</u> | <u>X \$49.85</u> | <u>X \$49.85</u> | <u>X \$49.85</u> | <u>X \$49.85</u> | <u>X \$49.85</u> | <u>X \$49.85</u> | <u>X \$49.85</u> | <u>X \$49.85</u> | <u>X \$49.85</u> | <u>X \$49.85</u> | <u>X \$49.85</u> |                 |
| Revenue Earned                                  | \$ 146,409       | \$ 149,384       | \$ -             | \$ -             | \$ -             | \$ -             | \$ -             | \$ -             | \$ -             | \$ -             | \$ -             | \$ -             | \$ 295,793       | 6.77%           |
| Maximum Reimbursable Amount (MRA)               |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  | \$4,367,697      |                 |
| <u>Flex Factor</u>                              |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                 |
| Attendance Percentage (Attendance/Enrollment)   | 98.27%           | 99.21%           |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  | 98.68%          |
| Five Percent Flexibility, Maximum = 100 Percent | 100.00%          | 100.00%          |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  | 100.00%         |
| <u>MIGRANT CHILD CARE (CMIG-0004)</u>           |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                 |
| Adjusted Days of Enrollment - Certified         | 93               | 84               |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  | 177              |                 |
| Reimbursement Rate per Child per Day            | <u>X \$49.54</u> | <u>X \$49.54</u> | <u>X \$49.54</u> | <u>X \$49.54</u> | <u>X \$49.54</u> | <u>X \$49.54</u> | <u>X \$49.54</u> | <u>X \$49.54</u> | <u>X \$49.54</u> | <u>X \$49.54</u> | <u>X \$49.54</u> | <u>X \$49.54</u> | <u>X \$49.54</u> |                 |
| Revenue Earned                                  | \$ 4,620         | \$ 4,139         | \$ -             | \$ -             | \$ -             | \$ -             | \$ -             | \$ -             | \$ -             | \$ -             | \$ -             | \$ -             | \$ 8,759         | 3.44%           |
| Maximum Reimbursable Amount (MRA)               |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  | \$254,377        |                 |
| <u>Flex Factor</u>                              |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                 |
| Attendance Percentage (Attendance/Enrollment)   | 100.00%          | 100.00%          |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  | 99.10%          |
| Five Percent Flexibility, Maximum = 100 Percent | 100.00%          | 100.00%          |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  | 100.00%         |

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 2021/22 State contracts.

**Division/CFO:** Tracy Webster, CFO  
**Program/Work Unit:** Not Applicable

**Month/Year:** August-2021  
**Director of Finance:** Lorraine Casillas

**Services:** Overall financial and accounting functions of the organization

| Activities  | August-2021 |           | Year to Date<br>03/1/21 -8/31/21 |            |
|---|-------------|-----------|----------------------------------|------------|
| Description                                       | Number      | Amount    | Number                           | Amount     |
| Bank Deposits                                     | 5           | 5,694,267 | 77                               | 17,085,757 |
| Wire Deposits                                     | 15          | 539,654   | 66                               | 3,052,884  |
| Head Start/IRS Drawdowns                          | 3           | 2,615,476 | 25                               | 16,224,922 |
| Vendor Checks Issued                              | 661         | 860,253   | 3,634                            | 9,507,379  |
| Payroll Disbursed                                 |             | 2,749,999 |                                  | 18,447,714 |
| Grant Reports Prepared                            | 33          |           | 196                              |            |
| CalFresh Outreach                                 |             |           |                                  |            |
| CalFresh SSI                                      |             |           |                                  |            |
| CalFresh Healthy Living                           |             |           |                                  |            |
| CALEITC   |             |           |                                  |            |
| City of Bakersfield Homeless Housing & Prevention |             |           |                                  |            |
| CSBG 2020   |             |           |                                  |            |
| CSBG Cares  |             |           |                                  |            |
| CSBG Discretionary                                |             |           |                                  |            |
| CSBG 2021   |             |           |                                  |            |
| DAP   |             |           |                                  |            |
| DOE 2021  |             |           |                                  |            |
| Differential Response                             |             |           |                                  |            |
| Energy Upgrade CA Program - 211                   |             |           |                                  |            |
| ESG CARES Act Homeless                            |             |           |                                  |            |
| First 5 Kern – Help Me Grow                       |             |           |                                  |            |
| First 5 Kern – Ridgecrest Family Resource         |             |           |                                  |            |
| Friendship House - Coastal Commission             |             |           |                                  |            |
| Goodwill  |             |           |                                  |            |
| Homeless LBNC                                     |             |           |                                  |            |
| Home Visit Program                                |             |           |                                  |            |
| Homeless Housing Assistance & Prevention          |             |           |                                  |            |
| Housing for the Harvest                           |             |           |                                  |            |
| HUD   |             |           |                                  |            |
| LIHEAP 2020                                       |             |           |                                  |            |
| LIHEAP 2021                                       |             |           |                                  |            |
| LIHEAP CARES                                      |             |           |                                  |            |
| MCAP Fiscal Report & Caseload                     |             |           |                                  |            |
| Postive Youth                                     |             |           |                                  |            |
| Postive Youth Medi-Cal                            |             |           |                                  |            |
| San Joaquin COE General Child Care                |             |           |                                  |            |
| VITA  |             |           |                                  |            |
| UW STANTISLAUS 211 RENTAL ASSISTANCE              |             |           |                                  |            |
| WIC   |             |           |                                  |            |

**Total Division Staffing** 21 positions + 1 Temp

CFO  
Director of Finance  
Finance Administrator  
Payroll/HRIS Manager  
Accounting Manager  
Accounting Manager - Energy  
Accountant (4)

Accounting Technician (4)  
Accounting Specialist  
Benefits Specialist  
Benefits Technician  
Fiscal Technician (2)  
Payroll Specialists (3)  
Administrative Assistant to CFO

# Community Action of Partnership of Kern Agency Total

## STATEMENT OF POSITION (UNAUDITED) AS OF FEBRUARY 28, 2021

### ASSETS

|                                 |                  |
|---------------------------------|------------------|
| Cash in Bank                    | 6,762,684        |
| Cash - Vacation Reserve         | 977,652          |
| Petty Cash                      | -                |
| Accounts Receivable             | 2,241,320        |
| Travel Advance                  | -                |
| Prepaid Expense                 | 357,118          |
| Inventory                       | 1,338,009        |
| Net Fixed Assets - Unrestricted | 1,342,146        |
| Net Fixed Assets - Restricted   | <u>9,072,807</u> |

**Total Assets** 22,091,737

### LIABILITIES AND NET ASSETS

|                  |                |
|------------------|----------------|
| Accounts Payable | 2,204,730      |
| Accrued Expenses | 797,616        |
| Accrued Vacation | 1,663,810      |
| Line of Credit   | -              |
| Note Payable     | 1,473,224      |
| Advance Payable  | 327,594        |
| Deferred Revenue | <u>648,051</u> |

**Total Liabilities** 7,115,025

**Total Net Assets** 14,976,712

**Total Liabilities and Net Assets** 22,091,737

## STATEMENT OF OPERATIONS (UNAUDITED) FOR THE PERIOD MARCH 1, 2020 TO FEBRUARY 28, 2021

### REVENUE

|               |                |
|---------------|----------------|
| Grant Revenue | 73,692,438     |
| Donations     | 41,912,199     |
| Other Revenue | 1,668,435      |
| In-Kind       | <u>361,570</u> |

**Total Revenue** 117,634,644

### EXPENDITURES

|                              |                |
|------------------------------|----------------|
| Salaries                     | 32,643,960     |
| Benefits                     | 9,275,266      |
| Travel                       | 264,341        |
| Space Costs                  | 6,351,747      |
| Supplies                     | 3,024,270      |
| Consultant/Contract Services | 2,328,920      |
| Other Costs                  | 2,942,357      |
| Program Costs                | 52,934,800     |
| Capital Expenditures         | -              |
| Indirect                     | 6,430,645      |
| In-Kind                      | <u>361,570</u> |

**Total Expenditures** 116,557,877

**Net Change in Assets** 1,076,767

**Net Assets, beginning** 13,899,945

**Net Assets, ending** 14,976,712

# Community Action of Partnership of Kern Agency Total

## STATEMENT OF POSITION (UNAUDITED) AS OF AUGUST 31, 2021

### ASSETS

|                                 |                  |
|---------------------------------|------------------|
| Cash in Bank                    | 8,026,790        |
| Cash - Vacation Reserve         | 1,025,925        |
| Petty Cash                      | -                |
| Accounts Receivable             | 0                |
| Travel Advance                  | 1,917            |
| Prepaid Expense                 | 555,976          |
| Inventory                       | 1,339,287        |
| Net Fixed Assets - Unrestricted | 1,180,860        |
| Net Fixed Assets - Restricted   | <u>8,703,421</u> |

**Total Assets** 20,834,176

### LIABILITIES AND NET ASSETS

|                  |                  |
|------------------|------------------|
| Accounts Payable | 1,346,493        |
| Accrued Expenses | 147,579          |
| Accrued Vacation | 977,532          |
| Line of Credit   | -                |
| Note Payable     | 1,311,938        |
| Advance Payable  | 235,551          |
| Deferred Revenue | <u>1,997,078</u> |

**Total Liabilities** 6,016,170

**Total Net Assets** 14,818,005

**Total Liabilities and Net Assets** 20,834,175

## STATEMENT OF OPERATIONS (UNAUDITED) FOR THE PERIOD MARCH 1, 2021 TO AUGUST 31, 2021

### REVENUE

|               |                  |
|---------------|------------------|
| Grant Revenue | 35,568,297       |
| Donations     | 137,075          |
| Other Revenue | 3,439,711        |
| In-Kind       | <u>4,074,205</u> |

**Total Revenue** 43,219,287

### EXPENDITURES

|                              |                  |
|------------------------------|------------------|
| Salaries                     | 17,085,457       |
| Benefits                     | 4,885,123        |
| Travel                       | 178,563          |
| Space Costs                  | 3,552,452        |
| Supplies                     | 1,442,863        |
| Consultant/Contract Services | 1,434,818        |
| Other Costs                  | 1,664,020        |
| Program Costs                | 5,174,203        |
| Capital Expenditures         | 772,065          |
| Indirect                     | 3,114,227        |
| In-Kind                      | <u>4,074,205</u> |

**Total Expenditures** 43,377,995

**Net Change in Assets** (158,707)

**Net Assets, beginning** 14,976,712

**Net Assets, ending** 14,818,005

COMMUNITY ACTION PARTNERSHIP OF KERN  
BUDGET TO ACTUAL  
FOR THE PERIOD 03-01-21 TO 08-31-21 (50.0%)

|                              | AGENCY TOTAL     |              |                     |                        |
|------------------------------|------------------|--------------|---------------------|------------------------|
|                              | ANNUAL<br>BUDGET | EXPENDITURES | BUDGET<br>AVAILABLE | PERCENTAGE<br>EXPENDED |
| EXPENDITURES                 |                  |              |                     |                        |
| SALARIES                     | 38,932,538       | 14,819,465   | 24,113,073          | 38%                    |
| BENEFITS                     | 11,352,568       | 4,306,864    | 7,045,704           | 38%                    |
| TRAVEL                       | 723,003          | 182,639      | 540,364             | 25%                    |
| SPACE COST                   | 8,679,577        | 3,010,096    | 5,669,481           | 35%                    |
| SUPPLIES                     | 2,639,488        | 1,367,104    | 1,272,384           | 52%                    |
| EQUIPMENT                    | 291,353          | 555,335      | (263,982)           | 191%                   |
| CONSULTANT/CONTRACT SERVICES | 4,224,507        | 1,069,524    | 3,154,983           | 25%                    |
| OTHER COSTS                  | 2,571,193        | 1,378,919    | 1,192,274           | 54%                    |
| PROGRAM COSTS                | 11,336,024       | 5,047,318    | 6,288,706           | 45%                    |
| INDIRECT                     | 7,471,110        | 2,963,537    | 4,507,573           | 40%                    |
| TOTAL                        | 88,221,361       | 34,700,801   | 53,520,560          | 39%                    |

COMMUNITY ACTION PARTNERSHIP OF KERN  
BUDGET TO ACTUAL  
FOR THE PERIOD 03-01-21 TO 08-31-21 (50.0%)

|                              | EDUCATION        |              |                     |                        |
|------------------------------|------------------|--------------|---------------------|------------------------|
|                              | ANNUAL<br>BUDGET | EXPENDITURES | BUDGET<br>AVAILABLE | PERCENTAGE<br>EXPENDED |
| EXPENDITURES                 |                  |              |                     |                        |
| SALARIES                     | 28,385,371       | 11,216,930   | 17,168,441          | 40%                    |
| BENEFITS                     | 8,621,872        | 3,355,492    | 5,266,380           | 39%                    |
| TRAVEL                       | 481,785          | 93,999       | 387,786             | 20%                    |
| SPACE COST                   | 6,895,025        | 1,972,461    | 4,922,564           | 29%                    |
| SUPPLIES                     | 1,650,819        | 953,189      | 697,630             | 58%                    |
| EQUIPMENT                    | 249,000          | 66,190       | 182,810             | 27%                    |
| CONSULTANT/CONTRACT SERVICES | 1,383,171        | 302,624      | 1,080,547           | 22%                    |
| OTHER COSTS                  | 1,134,919        | 623,549      | 511,370             | 55%                    |
| PROGRAM COSTS                | 7,854,382        | 3,903,692    | 3,950,690           | 50%                    |
| INDIRECT                     | 4,918,173        | 2,178,577    | 2,739,596           | 44%                    |
| TOTAL                        | 61,574,517       | 24,666,703   | 36,907,814          | 40%                    |

COMMUNITY ACTION PARTNERSHIP OF KERN  
BUDGET TO ACTUAL  
FOR THE PERIOD 03-01-21 TO 08-31-21 (50.0%)

|                              | NUTRITION        |              |                     |                        |
|------------------------------|------------------|--------------|---------------------|------------------------|
|                              | ANNUAL<br>BUDGET | EXPENDITURES | BUDGET<br>AVAILABLE | PERCENTAGE<br>EXPENDED |
| EXPENDITURES                 |                  |              |                     |                        |
| SALARIES                     | 3,972,150        | 1,501,498    | 2,470,652           | 38%                    |
| BENEFITS                     | 1,132,141        | 420,252      | 711,889             | 37%                    |
| TRAVEL                       | 98,318           | 45,719       | 52,599              | 47%                    |
| SPACE COST                   | 698,065          | 428,022      | 270,043             | 61%                    |
| SUPPLIES                     | 310,315          | 226,598      | 83,717              | 73%                    |
| EQUIPMENT                    | -                | 419,946      | (419,946)           | Not budgeted           |
| CONSULTANT/CONTRACT SERVICES | 594,403          | 205,165      | 389,238             | 35%                    |
| OTHER COSTS                  | 392,841          | 226,562      | 166,279             | 58%                    |
| PROGRAM COSTS                | 1,451,836        | 876,892      | 574,944             | 60%                    |
| INDIRECT                     | 728,776          | 323,220      | 405,556             | 44%                    |
| TOTAL                        | 9,378,845        | 4,673,875    | 4,704,970           | 50%                    |



COMMUNITY ACTION PARTNERSHIP OF KERN  
BUDGET TO ACTUAL  
FOR THE PERIOD 03-01-21 TO 08-31-21 (50.0%)

|                              | ENERGY CONSERVATION |              |                     |                        |
|------------------------------|---------------------|--------------|---------------------|------------------------|
|                              | ANNUAL<br>BUDGET    | EXPENDITURES | BUDGET<br>AVAILABLE | PERCENTAGE<br>EXPENDED |
| EXPENDITURES                 |                     |              |                     |                        |
| SALARIES                     | 1,936,728           | 745,679      | 1,191,049           | 39%                    |
| BENEFITS                     | 443,603             | 187,803      | 255,800             | 42%                    |
| TRAVEL                       | 62,566              | 8,258        | 54,308              | 13%                    |
| SPACE COST                   | 228,147             | 95,606       | 132,541             | 42%                    |
| SUPPLIES                     | 95,424              | 30,476       | 64,948              | 32%                    |
| EQUIPMENT                    | 8,603               | -            | 8,603               | 0%                     |
| CONSULTANT/CONTRACT SERVICES | 1,623,380           | 336,156      | 1,287,224           | 21%                    |
| OTHER COSTS                  | 796,060             | 281,688      | 514,372             | 35%                    |
| PROGRAM COSTS                | 722,281             | 109,120      | 613,161             | 15%                    |
| INDIRECT                     | 590,819             | 174,351      | 416,468             | 30%                    |
| TOTAL                        | 6,507,611           | 1,969,136    | 4,538,475           | 30%                    |

COMMUNITY ACTION PARTNERSHIP OF KERN  
BUDGET TO ACTUAL  
FOR THE PERIOD 03-01-21 TO 08-31-21 (50.0%)

|                              | COMMUNITY SERVICES |              |                     |                        |
|------------------------------|--------------------|--------------|---------------------|------------------------|
|                              | ANNUAL<br>BUDGET   | EXPENDITURES | BUDGET<br>AVAILABLE | PERCENTAGE<br>EXPENDED |
| EXPENDITURES                 |                    |              |                     |                        |
| SALARIES                     | 3,352,398          | 864,824      | 2,487,574           | 26%                    |
| BENEFITS                     | 801,121            | 201,918      | 599,203             | 25%                    |
| TRAVEL                       | 33,264             | 27,126       | 6,138               | 82%                    |
| SPACE COST                   | 687,660            | 370,584      | 317,076             | 54%                    |
| SUPPLIES                     | 483,773            | 103,018      | 380,755             | 21%                    |
| EQUIPMENT                    | 33,750             | 69,198       | (35,448)            | 205%                   |
| CONSULTANT/CONTRACT SERVICES | 275,443            | 118,220      | 157,223             | 43%                    |
| OTHER COSTS                  | 153,543            | 212,534      | (58,991)            | 138%                   |
| PROGRAM COSTS                | 1,276,858          | 107,490      | 1,169,368           | 8%                     |
| INDIRECT                     | 690,452            | 189,152      | 501,300             | 27%                    |
| TOTAL                        | 7,788,262          | 2,264,064    | 5,524,198           | 29%                    |

COMMUNITY ACTION PARTNERSHIP OF KERN  
BUDGET TO ACTUAL  
FOR THE PERIOD 03-01-21 TO 08-31-21 (50.0%)

|                              | CSBG             |              |                     |                        |
|------------------------------|------------------|--------------|---------------------|------------------------|
|                              | ANNUAL<br>BUDGET | EXPENDITURES | BUDGET<br>AVAILABLE | PERCENTAGE<br>EXPENDED |
| EXPENDITURES                 |                  |              |                     |                        |
| SALARIES                     | 1,193,191        | 441,823      | 751,368             | 37%                    |
| BENEFITS                     | 334,364          | 129,120      | 205,244             | 39%                    |
| TRAVEL                       | 28,920           | 7,537        | 21,383              | 26%                    |
| SPACE COST                   | 168,480          | 143,429      | 25,051              | 85%                    |
| SUPPLIES                     | 80,157           | 52,652       | 27,505              | 66%                    |
| EQUIPMENT                    | -                | -            | -                   | 0%                     |
| CONSULTANT/CONTRACT SERVICES | 285,610          | 41,656       | 243,954             | 15%                    |
| OTHER COSTS                  | 49,420           | 26,793       | 22,627              | 54%                    |
| PROGRAM COSTS                | 30,667           | 50,125       | (19,458)            | 163%                   |
| INDIRECT                     | 517,047          | 84,906       | 432,141             | 16%                    |
| TOTAL                        | 2,687,856        | 978,040      | 1,709,816           | 36%                    |

COMMUNITY ACTION PARTNERSHIP OF KERN  
BUDGET TO ACTUAL  
FOR THE PERIOD 03-01-21 TO 08-31-21 (50.0%)

|                              | DISCRETIONARY & FUND RAISING |              |                     |                        |
|------------------------------|------------------------------|--------------|---------------------|------------------------|
|                              | ANNUAL<br>BUDGET             | EXPENDITURES | BUDGET<br>AVAILABLE | PERCENTAGE<br>EXPENDED |
| EXPENDITURES                 |                              |              |                     |                        |
| SALARIES                     | 92,700                       | 48,710       | 43,990              | 53%                    |
| BENEFITS                     | 19,467                       | 12,279       | 7,188               | 63%                    |
| TRAVEL                       | 18,150                       | -            | 18,150              | 0%                     |
| SPACE COST                   | 2,200                        | (5)          | 2,205               | 0%                     |
| SUPPLIES                     | 19,000                       | 1,171        | 17,829              | 6%                     |
| EQUIPMENT                    | -                            | -            | -                   | 0%                     |
| CONSULTANT/CONTRACT SERVICES | 62,500                       | 65,702       | (3,202)             | 105%                   |
| OTHER COSTS                  | 44,410                       | 7,794        | 36,616              | 18%                    |
| PROGRAM COSTS                | -                            | -            | -                   | 0%                     |
| INDIRECT                     | 25,843                       | 13,331       | 12,512              | 52%                    |
| TOTAL                        | 284,270                      | 148,983      | 135,287             | 52%                    |

**COMMUNITY ACTION PARTNERSHIP OF KERN**  
**INDIRECT FUND - FY 2021/22**  
**BUDGET TO ACTUAL - 03/01/21 TO 08/31/21 (6 OF 12 MONTHS = 50.0%)**

|                                | Budget                     | Actual                     | %<br>Earned/<br>Expended | Available<br>Balance       |
|--------------------------------|----------------------------|----------------------------|--------------------------|----------------------------|
| <b>Revenue</b>                 | <b>\$ 7,471,110</b>        | <b>\$ 3,114,268</b>        | <b>41.7%</b>             | <b>\$ 4,356,842</b>        |
| Expenditures                   |                            |                            |                          |                            |
| Salaries                       | 3,983,144                  | 1,783,477                  | 44.8%                    | 2,199,667                  |
| Benefits @ 23.6% actual        | <u>931,312</u>             | <u>406,839</u>             | <u>43.7%</u>             | <u>524,473</u>             |
| Total Personnel Costs          | 4,914,456                  | 2,190,316                  | 44.6%                    | 2,724,140                  |
| Operating Costs                |                            |                            |                          |                            |
| Travel                         | 62,350                     | 17,646                     | 28.3%                    | 44,704                     |
| Space Costs                    | 206,370                    | 172,970                    | 83.8%                    | 33,400                     |
| Supplies                       | 150,200                    | 71,428                     | 47.6%                    | 78,772                     |
| Equipment                      | 196,000                    | 216,730                    | 110.6%                   | (20,730)                   |
| Consultant/Contract            | 956,000                    | 403,129                    | 42.2%                    | 552,871                    |
| Other Operating Costs          | <u>352,750</u>             | <u>281,366</u>             | <u>79.8%</u>             | <u>71,384</u>              |
| Total Operating Costs          | 1,923,670                  | 1,163,268                  | 60.5%                    | 760,402                    |
| <b>Total Expenditures</b>      | <b><u>\$ 6,838,126</u></b> | <b><u>\$ 3,353,584</u></b> | <b><u>49.0%</u></b>      | <b><u>\$ 3,484,542</u></b> |
| <b>Excess Indirect Revenue</b> | <b><u>\$ 632,984</u></b>   | <b><u>\$ (239,316)</u></b> |                          |                            |

| RECAP BY SUPPORT DIVISION | Budget                     | Actual                     | %<br>Expended       | Available<br>Balance       |
|---------------------------|----------------------------|----------------------------|---------------------|----------------------------|
| HR                        | \$ 1,262,307               | \$ 478,260                 | 37.9%               | \$ 784,047                 |
| Operations                | 2,324,790                  | 1,250,300                  | 53.8%               | 1,074,490                  |
| Executive                 | 1,133,815                  | 636,579                    | 56.1%               | 497,236                    |
| Program Administration    | 330,664                    | 116,147                    | 35.1%               | 214,517                    |
| Finance                   | <u>1,786,550</u>           | <u>872,298</u>             | <u>48.8%</u>        | <u>914,252</u>             |
|                           | <b><u>\$ 6,838,126</u></b> | <b><u>\$ 3,353,584</u></b> | <b><u>49.0%</u></b> | <b><u>\$ 3,484,542</u></b> |

Prepared Date: 09/15/2021



**To:** Budget & Finance Committee

*Tracy Webster*

**From:** Tracy Webster, Chief Financial Officer

**Date:** September 22, 2021

**Subject:** *Agenda Item IV(e):* Health Insurance Broker Renewal Update for the 2022 Plan Year- **Info Item**

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For the 2022 plan year, our health insurance broker, USI, will be presenting the employee health insurance renewal update. CAPK leadership is recommending a carrier change from Aetna to Anthem Blue Cross.

***Attachment***

*USI 2022 Renewal Update*



September 22, 2021

PARTNERSHIP FOR HEALTH AND WELFARE BENEFITS MANAGEMENT

# COMMUNITY ACTION PARTNERSHIP OF KERN

2022 – Board Meeting

Steve Hulbert | Danica L. Shafer | Javier Jaramillo  
[www.usi.com](http://www.usi.com)





## 2022 Renewal & Marketing Discussion

- Medical Renewal & Marketing Results
- Ancillary Renewal & Marketing Results
- 2022 Timeline
- Next Steps





# Renewal & Marketing Results



# Executive Summary

## Incumbent Renewals

### CAPK Employee Benefit Plans – 2022 Renewals

- The Aetna medical renewal was delivered at the 2nd-year rate cap of +11.1% (or \$657,226 annually). The loss ratio is over 90% in 2021.
- The Aetna dental renewal was delivered at +8.0% for the DHMO and +5.5% for the DPPO for an overall increase of +6.7% (\$15,901 annually).
- The vision, life and disability plans will renew in 2022 at current rates.

### Overall Totals

- The overall premium impact for existing plans is an increase of +10.7% or \$673,127.
- CAPK shares health plan costs with employees with a 70% to 78% subsidy depending on family tier. Based on this formula, employee costs will increase by nearly 11% for 2022.
- The net impact to CAPK of the final renewal after employee contributions are considered, is an increase of 10.7% or \$497,320.
- The CAPK experience with the Aetna medical and dental plans has been below expectations. The service has been poor, and employees have had difficulty accessing care.



# Executive Summary

## Medical RFP

### Medical Marketing Process

Based on poor service results with the Aetna medical plan, USI conducted an RFP to seek a high-quality and cost-effective replacement. We have received several attractive offers from quality insurance companies. The most compelling option was produced by Anthem.

- Anthem offers the most compelling health insurance program for 2022 with overall anticipated costs slightly below current premiums.
  - Anthem offers a broad provider network in Bakersfield. The Anthem HMO network includes every provider currently utilized by CAPK employees both in Bakersfield and Stockton. The HMO network also adds additional provider option in Bakersfield (BFMC) and in the Los Angeles area.
  - Anthem offered a second smaller network as an option. This option does not include the Dignity Health/GemCare provider group. The CAPK team does not believe adding a second HMO option would reduce the value of the benefit plan and does not recommend this option.
  - The Anthem HMO plans feature an 80% benefit level with an out-of-pocket limit of \$2,000 per individual. This enhanced benefit should allow CAPK to eliminate the existing HRA benefit.
  - Anthem provides a competitive PPO/HSA plan for CAPK.
- USI also received uncompetitive insured quotes from Kaiser and HealthNet. These options are not presented in this report due to the additional cost of these proposals.
- USI received several attractive self-funded proposals. The most competitive self-funded quote was delivered by Dignity/BRMS. This option features a direct contract with Dignity Health in Kern County which includes reduced reimbursement rates for local facilities. We anticipate the cost impact of this option to be just over 5% above current premium levels. We will continue to evaluate the Dignity/BRMS option for consideration in future years.



# Executive Summary

## Dental and Employee Contributions

### Other Renewal Options

- In addition to the marketing for the medical program, USI received offers for dental insurance and life/disability.
  - USI received competitive dental quotes UCCI and Anthem.
  - Anthem will reduce medical premiums by an additional 2% if the dental is bundled with the medical plans.
  - We have provided both dual option (DHMO & DPPO) and a DPPO only option for the dental plans.
  - CAPK has experienced significant service and access issues with the DHMO benefit. There are few quality dentists participating in local DHMO networks. For this reason, CAPK would like to eliminate the DHMO benefit and offer only the DPPO plan. The proposed DPPO plan will include an orthodontic benefit for covered children.
  - The additional cost of eliminating the DHMO plan in favor of a DPPO is approximately \$120,000.

### Employee Contributions

- The CAPK employee costs have increased in each of last several years. The employee costs are uncompetitive.
- CAPK has seen employees leave CAPK for other local employers – particularly local school districts. Exit interviews indicate that the cost of the CAPK benefit plan is a significant issue for families.
- To ensure the plan remains an asset and competitive, CAPK proposes to reduce employee costs for the medical and dental plans in 2022. The current target subsidy for benefit plan costs is a 75%/25% split between the agency and employees.
- For 2022, CAPK proposes the following subsidies for the medical and dental plans:
  - 90% of single HMO medical costs and 75% of medical HMO medical costs for families.
  - Employee costs for the HDHP/HSA plan will mirror the HMO plan costs.
  - 90% of single dental cost and 50% of the dental costs for families.
  - 90% of single vision cost and 75% of the vision cost for families.



# Executive Summary

## Recommendation and Net Costs

### Net Cost Impact of Benefit Plan Changes

- USI and CAPK staff recommend the following action:
  - Implement the Anthem insured HMO / HDHP plan to replace the Aetna medical plans
  - Eliminated the HRA program.
  - Replace the Aetna dental plans with an Anthem DPPO plan.
  - Reduce employee costs for HMO, HDHP/HSA, Dental, and Vision plans.
  - Total “gross” costs with this option will reduce by \$41,757 or 0.7%
  - As a result of the reduced employee contributions, “net” CAPK costs for 2022 will increase by \$310,295 or 6.6%





# Cost Summary – Roll Up (similar EE costs)

| Carriers                            | Current            | Renewal            | Option 1                | Option 2                |
|-------------------------------------|--------------------|--------------------|-------------------------|-------------------------|
| Medical                             | Aetna Inc          | Aetna Inc          | <b>Anthem (One HMO)</b> | <b>Anthem (One HMO)</b> |
| Dental                              | Aetna Inc          | Aetna Inc          | <b>Anthem (Dual)</b>    | <b>Anthem DPPO Only</b> |
| Vision                              | EyeMed             | EyeMed             | EyeMed                  | EyeMed                  |
| Life / AD&D                         | Hartford           | Hartford           | Hartford                | Hartford                |
| Short Term Disability               | Hartford           | Hartford           | Hartford                | Hartford                |
| Long Term Disability                | Hartford           | Hartford           | Hartford                | Hartford                |
| <b>Total Annual Cost</b>            |                    |                    |                         |                         |
| Medical                             | \$5,920,956        | <b>\$6,578,182</b> | <b>\$5,785,583</b>      | <b>\$5,785,583</b>      |
| HRA Budget                          | \$69,200           | \$69,200           | <b>\$0</b>              | <b>\$0</b>              |
| Dental                              | \$236,294          | <b>\$252,194</b>   | <b>\$214,455</b>        | <b>\$399,109</b>        |
| Vision                              | \$54,222           | \$54,222           | \$54,222                | \$54,222                |
| Life / AD&D                         | \$50,479           | \$50,479           | \$50,479                | \$50,479                |
| Short Term Disability               | \$3,213            | \$3,213            | \$3,213                 | \$3,213                 |
| Long Term Disability                | \$17,789           | \$17,789           | \$17,789                | \$17,789                |
| <b>Annual Total</b>                 | <b>\$6,352,152</b> | <b>\$7,025,279</b> | <b>\$6,125,740</b>      | <b>\$6,310,395</b>      |
| Change from Current                 |                    | \$673,127          | -\$226,411              | -\$41,757               |
| Percentage Change                   |                    | 10.6%              | -3.6%                   | -0.7%                   |
| <b>Net Employer Annual Total</b>    |                    |                    |                         |                         |
| Less Employee Payroll Contributions | -\$1,643,207       | -\$1,819,014       | -\$1,596,214            | -\$1,652,607            |
| <b>Net Employer Annual Total</b>    | <b>\$4,708,945</b> | <b>\$5,206,264</b> | <b>\$4,529,526</b>      | <b>\$4,657,788</b>      |
| Change from Current                 |                    | \$497,320          | -\$179,418              | -\$51,157               |
| Percentage Change                   |                    | 10.6%              | -3.8%                   | -1.1%                   |

## Notes

\*Anthem medical rates include 2% discounts for enrolling dental;  
Contributions– CAPK funds 75% of the medical plan and 50% of PPO Dental costs



# Cost Summary – Roll Up (lower EE costs)

| Carriers              | Current   | Renewal   | Option 1                | Option 2                |
|-----------------------|-----------|-----------|-------------------------|-------------------------|
| Medical               | Aetna Inc | Aetna Inc | <b>Anthem (One HMO)</b> | <b>Anthem (One HMO)</b> |
| Dental                | Aetna Inc | Aetna Inc | <b>Anthem (Dual)</b>    | <b>Anthem DPPO Only</b> |
| Vision                | EyeMed    | EyeMed    | EyeMed                  | EyeMed                  |
| Life / AD&D           | Hartford  | Hartford  | Hartford                | Hartford                |
| Short Term Disability | Hartford  | Hartford  | Hartford                | Hartford                |
| Long Term Disability  | Hartford  | Hartford  | Hartford                | Hartford                |

## Total Annual Cost

|                       |                    |                    |                    |                    |
|-----------------------|--------------------|--------------------|--------------------|--------------------|
| Medical               | \$5,920,956        | <b>\$6,578,182</b> | <b>\$5,785,583</b> | <b>\$5,785,583</b> |
| HRA Budget            | \$69,200           | \$69,200           | \$0                | \$0                |
| Dental                | \$236,294          | <b>\$252,194</b>   | <b>\$214,455</b>   | <b>\$399,109</b>   |
| Vision                | \$54,222           | \$54,222           | \$54,222           | \$54,222           |
| Life / AD&D           | \$50,479           | \$50,479           | \$50,479           | \$50,479           |
| Short Term Disability | \$3,213            | \$3,213            | \$3,213            | \$3,213            |
| Long Term Disability  | \$17,789           | \$17,789           | \$17,789           | \$17,789           |
| <b>Annual Total</b>   | <b>\$6,352,152</b> | <b>\$7,025,279</b> | <b>\$6,125,740</b> | <b>\$6,310,395</b> |
| Change from Current   |                    | \$673,127          | -\$226,411         | -\$41,757          |
| Percentage Change     |                    | 10.6%              | -3.6%              | -0.7%              |

## Net Employer Annual Total

|                                     |                    |                    |                    |                    |
|-------------------------------------|--------------------|--------------------|--------------------|--------------------|
| Less Employee Payroll Contributions | -\$1,643,207       | -\$1,819,014       | -\$1,221,002       | -\$1,291,069       |
| <b>Net Employer Annual Total</b>    | <b>\$4,708,945</b> | <b>\$5,206,264</b> | <b>\$4,904,739</b> | <b>\$5,019,326</b> |
| Change from Current                 |                    | \$497,320          | \$195,794          | \$310,381          |
| Percentage Change                   |                    | 10.6%              | 4.2%               | 6.6%               |

## Notes

\*Anthem medical rates include 2% discounts for enrolling dental

Contributions – CAPK Funds 90% of EE Medical costs, 75% of Family Medical costs, 90% of EE Dental costs and 50% of Family Dental costs, 90% of EE Vision costs and 75% of Family Vision costs.



# 2022 Aetna Medical / Anthem Medical

## Fully-Insured (Full Network HMO only / PPO-HSA)

| Benefit Outline                               | Narrow HMO              | Full HMO  | Current<br>HDHP/HSA           | Full HMO   | Option<br>HDHP/HSA                                  |
|---|-------------------------|---|-------------------------------|--|---|
| Carrier                                       | Aetna Inc               | Aetna Inc   | Aetna Inc                     | Anthem   | Anthem  |
| Plan Type, Name, Network                      | AVN HMO                 | Medical HMO<br>Full HMO                                 | Medical POS HDHP<br>OAMC HDHP | Value HMO 35/40/40%<br>California Care HMO                   | PPO HSA-H 1500/2800/3000<br>Prudent Buy PPO Network |
| Deductible (Individual / Family)              | \$0 / \$0               | \$0 / \$0   | \$1,500 / \$2,800 / \$3,000   | \$0 / \$0  | \$1,500 / \$2,800 / \$3,000                         |
| Deductible Embedded / Non-Embedded            | Embedded                | Embedded  | Embedded                      | N/A  | Embedded  |
| Out-of-Pocket Maximum (Individual / Family)   | \$2,000 / \$4,000       | \$2,000 / \$4,000                                       | \$3,000 / \$6,000             | \$2,000 / \$4,000  | \$3,000 / \$6,000                                   |
| Annual HRA Contribution (Individual / Family) | \$500 / \$1,000         | \$500 / \$1,000   | N/A                           | \$500 / \$1,000  | N/A   |
| In-Network Coinsurance                        | 60%                     | 60%   | 90%                           | 60%  | 90%   |
| Wellness / Preventive Care                    | 100%                    | 100%  | 100% (dw) <sup>1</sup>        | 100%   | 100% (dw)   |
| Primary Care Office Visit                     | \$35 copay              | \$35 copay  | 90%                           | \$35 copay   | 90%   |
| Specialist Office Visit                       | \$35 copay              | \$40 copay  | 90%                           | \$40 copay   | 90%   |
| Walk-In / Urgent Care Visit                   | \$35 copay              | \$35 copay  | 90%                           | \$35 copay   | 90%   |
| Emergency Room                                | \$200 copay             | \$200 copay   | 90%                           | \$200 copay  | 90%   |
| Acupuncture / Chiropractic                    | Chiro: \$15 / 20 visits | Chiro: \$15 / 20 visits<br>Acu & Chiro: 90% / 20 visits |                               | Acu: \$35 copay / 20 visits<br>Chiro: \$15 copay / 20 visits | Acu & Chiro: 90% / 20 visits                        |
| Outpatient Lab / X-Ray                        | 100%                    | 100%  | 90%                           | Office / Freestanding: \$0<br>Hospital: 90%                  | 90%   |
| Complex Imaging (MRI, CAT, PET, et al.)       | 90%                     | 90%   | 90%                           | 90%  | 90%   |
| Outpatient Surgical Facility                  | 60%                     | 60%   | 90%                           | 80%  | 90%   |
| Inpatient Hospital Facility                   | 60%                     | 60%   | 90%                           | 80%  | 90%   |
| Non-Network Coinsurance                       | N/A                     | N/A   | 70%                           | N/A  | 70%   |
| Non-Network Deductible (Individual / Family)  | N/A                     | N/A   | \$2,800 / \$5,600             | N/A  | \$2,800 / \$5,600                                   |
| Non-Network OOP Max (Individual / Family)     | N/A                     | N/A   | \$8,000 / \$16,000            | N/A  | \$8,000 / \$16,000                                  |
| Retail Prescription Drug Copays               | \$15 / \$30 / \$50      | \$15 / \$30 / \$50                                      | \$10 / \$30 / \$50            | \$15 / \$30 / \$50   | \$0 - \$10 / \$0 - \$30 / \$50                      |
| Mail Order Prescription Drug Copays           | \$30 / \$60 / \$100     | \$30 / \$60 / \$100                                     | \$20 / \$60 / \$100           | \$30 / \$60 / \$100  | \$20 / \$60 / \$100                                 |
| Specialty Prescription Drugs                  | According to tier       | According to tier                                       | 30% to \$250 maximum          | According to Tier  | 30% to \$250 maximum                                |

### Notes

<sup>1</sup>(dw) = deductible waived





# 2022 Aetna Medical / Anthem Medical

## Fully-Insured (Full Network HMO only / PPO-HSA)

| Benefit Outline                         | Narrow HMO    |             |              | Full HMO    |            |            | Current<br>HDHP/HSA | Full HMO    |              |             | Option<br>HDHP/HSA |
|---|---------------|-------------|--------------|-------------|------------|------------|---------------------|-------------|--------------|-------------|--------------------|
| Rates & Total Cost                      | Narrow<br>HMO | Full<br>HMO | HDHP/<br>HSA |             |            |            |                     | Full<br>HMO | HDHP/<br>HSA |             |                    |
| Employee                                | 282           | 8           | 15           | \$575.87    | \$797.03   | \$727.01   |                     | 290         | 15           | \$565.38    | \$634.80           |
| Employee + Spouse                       | 62            | 1           | 2            | \$1,266.94  | \$1,753.45 | \$1,599.34 |                     | 63          | 2            | \$1,187.30  | \$1,333.08         |
| Employee + 1 Child                      | 27            | 0           | 1            | \$1,266.94  | \$1,753.45 | \$1,599.34 |                     | 27          | 1            | \$1,187.30  | \$1,333.08         |
| Employee + Family                       | 108           | 3           | 5            | \$1,641.22  | \$2,271.45 | \$2,072.20 |                     | 111         | 5            | \$1,696.14  | \$1,904.40         |
| <b>Total Employees</b>                  | <b>479</b>    | <b>12</b>   | <b>23</b>    |             |            |            |                     | <b>491</b>  | <b>23</b>    |             |                    |
| Annual Subtotal                         |               |             |              | \$5,428,857 | \$179,328  | \$312,770  |                     |             |              | \$5,509,063 | \$276,520          |
| \$ Change by Plan                       |               |             |              |             |            |            |                     |             |              | -\$99,122   | -\$36,250          |
| % Change by Plan                        |               |             |              |             |            |            |                     |             |              | -1.8%       | -11.6%             |
| <b>Annual Premium Total (w/out HRA)</b> |               |             |              |             |            |            | <b>\$5,920,956</b>  |             |              |             | <b>\$5,785,583</b> |
| Change from Current                     |               |             |              |             |            |            |                     |             |              |             | -\$135,372         |
| Percentage Change                       |               |             |              |             |            |            |                     |             |              |             | -2.3%              |

### Notes

Anthem rates include 2% discount for enrolling dental



# 2022 Medical Contributions

## Current Aetna vs. Proposed Anthem (Full Network HMO / PPO-HSA)

### CAPK Subsidy of 75%

|                     | Enroll | Premiums    | ER Cost     | ER % | Current<br>EE Cost | EE % | EE per Pay<br>Period | Enroll       | Premiums    | ER Cost     | ER % | EE Cost     | EE % | Anthem Option<br>\$ EE Change | EE per Pay<br>Period |  |  |              |
|---------------------|--------|-------------|-------------|------|--------------------|------|----------------------|--------------|-------------|-------------|------|-------------|------|-------------------------------|----------------------|--|--|--------------|
| Narrow Network HMO  |        |             |             |      |                    |      |                      | Semi-Monthly |             |             |      |             |      |                               |                      |  |  |              |
| Employee            | 282    | \$575.87    | \$437.78    | 76%  | \$138.09           | 24%  | \$69.05              |              |             |             |      |             |      |                               |                      |  |  |              |
| Employee + Spouse   | 62     | \$1,266.94  | \$927.21    | 73%  | \$339.73           | 27%  | \$169.87             |              |             |             |      |             |      |                               |                      |  |  |              |
| Employee + 1 Child  | 27     | \$1,266.94  | \$927.21    | 73%  | \$339.73           | 27%  | \$169.87             |              |             |             |      |             |      |                               |                      |  |  |              |
| Employee + Family   | 108    | \$1,641.22  | \$1,201.69  | 73%  | \$439.53           | 27%  | \$219.77             |              |             |             |      |             |      |                               |                      |  |  |              |
| Annual Subtotal     | 479    | \$5,428,857 | \$4,029,098 | 74%  | \$1,399,759        | 26%  |                      |              |             |             |      |             |      |                               |                      |  |  |              |
| Full Network HMO    |        |             |             |      |                    |      |                      | Semi-Monthly |             |             |      |             |      |                               |                      | Anthem Full Network (includes Dignity) |  | Semi-Monthly |
| Employee            | 8      | \$797.03    | \$467.72    | 59%  | \$329.31           | 41%  | \$164.66             | 290          | \$565.38    | \$424.04    | 75%  | \$141.35    | 25%  | \$3.26                        | \$70.68              |  |  |              |
| Employee + Spouse   | 1      | \$1,753.45  | \$990.68    | 56%  | \$762.77           | 44%  | \$381.39             | 63           | \$1,187.30  | \$890.47    | 75%  | \$296.82    | 25%  | (\$42.91)                     | \$148.42             |  |  |              |
| Employee + 1 Child  | 0      | \$1,753.45  | \$990.68    | 56%  | \$762.77           | 44%  | \$381.39             | 27           | \$1,187.30  | \$890.47    | 75%  | \$296.82    | 25%  | (\$42.91)                     | \$148.42             |  |  |              |
| Employee + Family   | 3      | \$2,271.45  | \$1,283.96  | 57%  | \$987.49           | 43%  | \$493.75             | 111          | \$1,696.14  | \$1,272.10  | 75%  | \$424.03    | 25%  | (\$15.50)                     | \$212.02             |  |  |              |
| Annual Subtotal     | 12     | \$179,328   | \$103,012   | 57%  | \$76,317           | 43%  |                      | 491          | \$5,509,063 | \$4,131,797 | 75%  | \$1,377,266 | 25%  |                               |                      |  |  |              |
| HDHP (PPO) / HSA    |        |             |             |      |                    |      |                      | Semi-Monthly |             |             |      |             |      |                               |                      |  |  | Semi-Monthly |
| Employee            | 15     | \$727.01    | \$588.92    | 81%  | \$138.09           | 19%  | \$69.05              | 15           | \$634.80    | \$493.46    | 78%  | \$141.35    | 22%  | \$3.26                        | \$70.68              |  |  |              |
| Employee + Spouse   | 2      | \$1,599.34  | \$1,259.61  | 79%  | \$339.73           | 21%  | \$169.87             | 2            | \$1,333.08  | \$1,036.26  | 78%  | \$296.82    | 22%  | (\$42.91)                     | \$148.42             |  |  |              |
| Employee + 1 Child  | 1      | \$1,599.34  | \$1,259.61  | 79%  | \$339.73           | 21%  | \$169.87             | 1            | \$1,333.08  | \$1,036.26  | 78%  | \$296.82    | 22%  | (\$42.91)                     | \$148.42             |  |  |              |
| Employee + Family   | 5      | \$2,072.20  | \$1,632.67  | 79%  | \$439.53           | 21%  | \$219.77             | 5            | \$1,904.40  | \$1,480.37  | 78%  | \$424.03    | 22%  | (\$15.50)                     | \$212.02             |  |  |              |
| Annual Subtotal     | 23     | \$312,770   | \$249,312   | 80%  | \$63,458           | 20%  |                      | 23           | \$276,520   | \$214,950   | 78%  | \$61,570    | 22%  |                               |                      |  |  |              |
| Annual Total        | 514    | \$5,920,956 | \$4,381,422 | 74%  | \$1,539,534        | 26%  |                      | 514          | \$5,785,583 | \$4,346,748 | 75%  | \$1,438,836 | 25%  |                               |                      |  |  |              |
| Change from Current |        |             |             |      |                    |      |                      |              | (\$135,372) | (\$34,674)  |      | (\$100,698) |      |                               |                      |  |  |              |
| Percentage Change   |        |             |             |      |                    |      |                      |              | -2.3%       | -0.8%       |      | -6.5%       |      |                               |                      |  |  |              |



# 2022 Medical Contributions

## Current Aetna vs. Proposed Anthem (Full Network HMO / PPO-HSA)

### CAKP Subsidy of 90% EE/ 75% Family

|                     | Current |             |             |      |             |      | EE per Pay Period | Anthem Option                          |             |             |      |             |      |              |  | EE per Pay Period |
|---------------------|---------|-------------|-------------|------|-------------|------|-------------------|--|-------------|-------------|------|-------------|------|--------------|--|-------------------|
|                     | Enroll  | Premiums    | ER Cost     | ER % | EE Cost     | EE % |                   | Enroll                                 | Premiums    | ER Cost     | ER % | EE Cost     | EE % | \$ EE Change |  |                   |
| Narrow Network HMO  |         |             |             |      |             |      | Semi-Monthly      |  |             |             |      |             |      |              |  |                   |
| Employee            | 282     | \$575.87    | \$437.78    | 76%  | \$138.09    | 24%  | \$69.05           |  |             |             |      |             |      |              |  |                   |
| Employee + Spouse   | 62      | \$1,266.94  | \$927.21    | 73%  | \$339.73    | 27%  | \$169.87          |  |             |             |      |             |      |              |  |                   |
| Employee + 1 Child  | 27      | \$1,266.94  | \$927.21    | 73%  | \$339.73    | 27%  | \$169.87          |  |             |             |      |             |      |              |  |                   |
| Employee + Family   | 108     | \$1,641.22  | \$1,201.69  | 73%  | \$439.53    | 27%  | \$219.77          |  |             |             |      |             |      |              |  |                   |
| Annual Subtotal     | 479     | \$5,428,857 | \$4,029,098 | 74%  | \$1,399,759 | 26%  |                   |  |             |             |      |             |      |              |  |                   |
| Full Network HMO    |         |             |             |      |             |      | Semi-Monthly      | Anthem Full Network (includes Dignity) |             |             |      |             |      |              |  | Semi-Monthly      |
| Employee            | 8       | \$797.03    | \$467.72    | 59%  | \$329.31    | 41%  | \$164.66          | 290                                    | \$565.38    | \$508.84    | 90%  | \$56.54     | 10%  | (\$81.55)    |  | \$28.27           |
| Employee + Spouse   | 1       | \$1,753.45  | \$990.68    | 56%  | \$762.77    | 44%  | \$381.39          | 63                                     | \$1,187.30  | \$890.47    | 75%  | \$296.82    | 25%  | (\$42.91)    |  | \$148.41          |
| Employee + 1 Child  | 0       | \$1,753.45  | \$990.68    | 56%  | \$762.77    | 44%  | \$381.39          | 27                                     | \$1,187.30  | \$890.47    | 75%  | \$296.82    | 25%  | (\$42.91)    |  | \$148.41          |
| Employee + Family   | 3       | \$2,271.45  | \$1,283.96  | 57%  | \$987.49    | 43%  | \$493.75          | 111                                    | \$1,696.14  | \$1,272.10  | 75%  | \$424.03    | 25%  | (\$15.50)    |  | \$212.02          |
| Annual Subtotal     | 12      | \$179,328   | \$103,012   | 57%  | \$76,317    | 43%  |                   | 491                                    | \$5,509,063 | \$4,426,927 | 80%  | \$1,082,137 | 20%  |              |  |                   |
| HDHP (PPO) / HSA    |         |             |             |      |             |      | Semi-Monthly      |  |             |             |      |             |      |              |  | Semi-Monthly      |
| Employee            | 15      | \$727.01    | \$588.92    | 81%  | \$138.09    | 19%  | \$69.05           | 15                                     | \$634.80    | \$578.27    | 90%  | \$56.54     | 9%   | (\$81.55)    |  | \$28.27           |
| Employee + Spouse   | 2       | \$1,599.34  | \$1,259.61  | 79%  | \$339.73    | 21%  | \$169.87          | 2                                      | \$1,333.08  | \$1,036.26  | 78%  | \$296.82    | 22%  | (\$42.91)    |  | \$148.41          |
| Employee + 1 Child  | 1       | \$1,599.34  | \$1,259.61  | 79%  | \$339.73    | 21%  | \$169.87          | 1                                      | \$1,333.08  | \$1,036.26  | 78%  | \$296.82    | 22%  | (\$42.91)    |  | \$148.41          |
| Employee + Family   | 5       | \$2,072.20  | \$1,632.67  | 79%  | \$439.53    | 21%  | \$219.77          | 5                                      | \$1,904.40  | \$1,480.37  | 78%  | \$424.03    | 22%  | (\$15.50)    |  | \$212.02          |
| Annual Subtotal     | 23      | \$312,770   | \$249,312   | 80%  | \$63,458    | 20%  |                   | 23                                     | \$276,520   | \$230,216   | 83%  | \$46,305    | 17%  |              |  |                   |
| Annual Total        | 514     | \$5,920,956 | \$4,381,422 | 74%  | \$1,539,534 | 26%  |                   | 514                                    | \$5,785,583 | \$4,657,142 | 80%  | \$1,128,441 | 20%  |              |  |                   |
| Change from Current |         |             |             |      |             |      |                   |  | (\$135,372) | \$275,720   |      | (\$411,093) |      |              |  |                   |
| Percentage Change   |         |             |             |      |             |      |                   |  | -2.3%       | 6.3%        |      | -26.7%      |      |              |  |                   |



## Ancillary Renewal & Marketing Results



# 2022 Aetna Dental & Marketing

## Fully-Insured Options

|   |                      |                 | Current              | Renewal         | Option                     |                 | Option              |            |           |
|---|----------------------|-----------------|----------------------|-----------------|----------------------------|-----------------|---------------------|------------|-----------|
| Benefit Outline                         |                      | DHMO            | DPPO                 | DHMO            | DPPO                       | DHMO            | DPPO                | DPPO Only  |           |
| Carrier                                 | Aetna Inc            | Aetna Inc       | Aetna Inc            | Aetna Inc       | Anthem                     | Anthem          | Anthem              |            |           |
| Plan Type                               | Managed Dental       | Dental PPO      | Managed Dental       | Dental PPO      | Dental Net 3000C \$0 copay | Dental PPO      | Dental PPO          |            |           |
| Deductible (Individual / Family)        | \$0 / \$0            | \$50 / \$150    | \$0 / \$0            | \$50 / \$150    | \$0 / \$0                  | \$50 / \$150    | \$50 / \$150        |            |           |
| Waived For Preventive                   | Yes                  | Yes             | Yes                  | Yes             | Yes                        | Yes             | Yes                 |            |           |
| Annual Maximum                          | N/A                  | \$1,000         | N/A                  | \$1,000         | N/A                        | \$1,000         | \$1,000             |            |           |
| Max Rollover                            | Not Included         | Not Included    | Not Included         | Not Included    | Not Included               | Not Included    | Not Included        |            |           |
| Preventive Services                     | Various copays apply | 100%            | Various copays apply | 100%            | Various copays apply       | 100%            | 100%                |            |           |
| Basic Services                          | Various copays apply | 80%             | Various copays apply | 80%             | Various copays apply       | 80%             | 80%                 |            |           |
| Major Services                          | Various copays apply | 50%             | Various copays apply | 50%             | Various copays apply       | 50%             | 50%                 |            |           |
| Endodontics / Periodontics              | Various copays apply | Basic           | Various copays apply | Basic           | Various copays apply       | Basic           | Basic               |            |           |
| Implants                                | Various copays apply | Major           | Various copays apply | Major           | Various copays apply       | Major           | Major               |            |           |
| Orthodontia                             | Various copays apply | Not covered     | Various copays apply | Not covered     | Various copays apply       | Not covered     | 50 to \$1k, CH only |            |           |
| Eligibility                             | Adult and Child      | N/A             | Adult and Child      | N/A             | Adult and Child            | N/A             | N/A                 |            |           |
| Lifetime Maximum                        | N/A                  | N/A             | N/A                  | N/A             | N/A                        | N/A             | N/A                 |            |           |
| Waiting Periods (Prev. / Basic / Major) | 0 / 0 / 0            | 0 / 0 / 0       | 0 / 0 / 0            | 0 / 0 / 0       | 0 / 0 / 0                  | 0 / 0 / 0       | 0 / 0 / 0           |            |           |
| Non-Network                             | Not Covered          | 90th UCR        | Not Covered          | 90th UCR        | Not Covered                | 90th UCR        | 90th UCR            |            |           |
| Deductible (Individual / Family)        | N/A                  | \$75 / \$225    | N/A                  | \$75 / \$225    | N/A                        | \$75 / \$225    | \$75 / \$225        |            |           |
| Annual Maximum                          | N/A                  | \$750           | N/A                  | \$750           | N/A                        | \$750           | \$750               |            |           |
| Prev. / Basic / Major                   | N/A                  | 80% / 80% / 50% | N/A                  | 80% / 80% / 50% | N/A                        | 80% / 80% / 50% | 80% / 80% / 50%     |            |           |
| Rate Guarantee                          | Until 1/1/2022       | Until 1/1/2022  | Until 1/1/2023       | Until 1/1/2023  | Until 1/1/2024             | Until 1/1/2024  | Until 1/1/2024      |            |           |
| Rates & Total Cost                      |                      |                 | DHMO                 | DPPO            |                            |                 |                     |            |           |
| Employee                                | 216                  | 89              | \$13.08              | \$36.57         | \$14.13                    | \$38.58         | \$11.28             | \$32.75    | \$32.75   |
| Employee + Spouse                       | 54                   | 27              | \$24.22              | \$70.73         | \$26.16                    | \$74.62         | \$22.56             | \$63.35    | \$66.58   |
| Employee + 1 Child                      | 25                   | 16              | \$24.22              | \$70.73         | \$26.16                    | \$74.62         | \$22.56             | \$63.35    | \$66.58   |
| Employee + Family                       | 125                  | 38              | \$39.24              | \$98.72         | \$42.38                    | \$104.15        | \$37.23             | \$88.42    | \$92.93   |
| Total Employees                         | 420                  | 170             |                      |                 |                            |                 |                     |            |           |
| Annual Subtotal                         |                      |                 | \$115,724            | \$120,570       | \$124,995                  | \$127,200       | \$106,470           | \$107,985  | \$399,109 |
| Percent Change by Plan                  |                      |                 |                      |                 | 8.0%                       | 5.5%            | -8.0%               | -10.4%     |           |
| Annual Total                            |                      |                 |                      | \$236,294       |                            | \$252,194       |                     | \$214,455  | \$399,109 |
| Change From Current                     |                      |                 |                      |                 |                            | \$15,901        |                     | (\$21,839) | \$162,816 |
| Percentage Change                       |                      |                 |                      |                 |                            | 6.7%            |                     | -9.2%      | 68.9%     |





# 2022 Dental Contributions

## Proposed Anthem (Dual Option Current Subsidy)

|                     |        |           |          |      | Current   |      | EE per Pay |              |           |      |            |      |              |         | Anthem | EE per Pay   |  |
|---------------------|--------|-----------|----------|------|-----------|------|------------|--------------|-----------|------|------------|------|--------------|---------|--------|--------------|--|
|                     | Enroll | Premiums  | ER Cost  | ER % | EE Cost   | EE % | Period     | Premiums     | ER Cost   | ER % | EE Cost    | EE % | \$ EE Change | Period  |        |              |  |
| Aetna Dental HMO    |        |           |          |      |           |      |            | Semi-Monthly |           |      |            |      |              |         |        | Semi-Monthly |  |
| Employee            | 216    | \$13.08   | \$4.09   | 31%  | \$8.99    | 69%  | \$4.50     | \$11.28      | \$3.53    | 31%  | \$7.75     | 69%  | (\$1.24)     | \$3.88  |        |              |  |
| Employee + Spouse   | 54     | \$24.22   | \$10.67  | 44%  | \$13.55   | 56%  | \$6.78     | \$22.56      | \$9.94    | 44%  | \$12.62    | 56%  | (\$0.93)     | \$6.32  |        |              |  |
| Employee + 1 Child  | 25     | \$24.22   | \$10.67  | 44%  | \$13.55   | 56%  | \$6.78     | \$22.56      | \$9.94    | 44%  | \$12.62    | 56%  | (\$0.93)     | \$6.32  |        |              |  |
| Employee + Family   | 125    | \$39.24   | \$17.47  | 45%  | \$21.77   | 55%  | \$10.89    | \$37.23      | \$16.58   | 45%  | \$20.65    | 55%  | (\$1.12)     | \$10.33 |        |              |  |
| Annual Total        | 420    | \$115,724 | \$46,921 | 41%  | \$68,802  | 59%  |            | \$106,470    | \$43,427  | 41%  | \$63,043   | 59%  |              |         |        |              |  |
| Change from Current |        |           |          |      |           |      |            | (\$9,254)    | (\$3,494) |      | (\$5,760)  |      |              |         |        |              |  |
| Percentage Change   |        |           |          |      |           |      |            | -8.0%        | -7.4%     |      | -8.4%      |      |              |         |        |              |  |
| Aetna Dental PPO    |        |           |          |      |           |      |            | Semi-Monthly |           |      |            |      |              |         |        | Semi-Monthly |  |
| Employee            | 89     | \$36.57   | \$7.98   | 22%  | \$28.59   | 78%  | \$14.30    | \$32.75      | \$7.15    | 22%  | \$25.60    | 78%  | (\$2.99)     | \$12.81 |        |              |  |
| Employee + Spouse   | 27     | \$70.73   | \$22.66  | 32%  | \$48.07   | 68%  | \$24.04    | \$63.35      | \$20.30   | 32%  | \$43.05    | 68%  | (\$5.02)     | \$21.53 |        |              |  |
| Employee + 1 Child  | 16     | \$70.73   | \$22.66  | 32%  | \$48.07   | 68%  | \$24.04    | \$63.35      | \$20.30   | 32%  | \$43.05    | 68%  | (\$5.02)     | \$21.53 |        |              |  |
| Employee + Family   | 38     | \$98.72   | \$23.90  | 24%  | \$74.82   | 76%  | \$37.41    | \$88.42      | \$21.41   | 24%  | \$67.01    | 76%  | (\$7.81)     | \$33.51 |        |              |  |
| Annual Total        | 170    | \$120,570 | \$31,114 | 26%  | \$89,456  | 74%  |            | \$107,985    | \$27,866  | 26%  | \$80,119   | 74%  |              |         |        |              |  |
| Change from Current |        |           |          |      |           |      |            | (\$12,585)   | (\$3,247) |      | (\$9,337)  |      |              |         |        |              |  |
| Percentage Change   |        |           |          |      |           |      |            | -10.4%       | -10.4%    |      | -10.4%     |      |              |         |        |              |  |
| Annual Total        | 590    | \$236,294 | \$78,035 | 33%  | \$158,259 | 67%  |            | \$214,455    | \$71,293  | 33%  | \$143,162  | 67%  |              |         |        |              |  |
| Change from Current |        |           |          |      |           |      |            | (\$21,839)   | (\$6,742) |      | (\$15,097) |      |              |         |        |              |  |
| Percentage Change   |        |           |          |      |           |      |            | -9.2%        | -8.6%     |      | -9.5%      |      |              |         |        |              |  |



# 2022 Dental Contributions

## Current Aetna vs. Proposed Anthem (DPPO Only 50% Subsidy)

|                     | Enroll     | Premiums         | ER Cost         | ER %       | Current<br>EE Cost | EE %       | EE per Pay<br>Period | Premiums         | ER Cost          | ER %       | EE Cost          | EE %       | Anthem DPPO Only<br>\$ EE Change | EE per Pay<br>Period |
|---------------------|------------|------------------|-----------------|------------|--------------------|------------|----------------------|------------------|------------------|------------|------------------|------------|----------------------------------|----------------------|
| Aetna Dental HMO    |            |                  |                 |            |                    |            |                      | Semi-Monthly     |                  |            |                  |            |                                  |                      |
| Employee            | 216        | \$13.08          | \$4.09          | 31%        | \$8.99             | 69%        | \$4.50               | \$32.75          | \$16.38          | 50%        | \$16.38          | 50%        | \$7.39                           | \$8.19               |
| Employee + Spouse   | 54         | \$24.22          | \$10.67         | 44%        | \$13.55            | 56%        | \$6.78               | \$66.58          | \$33.29          | 50%        | \$33.29          | 50%        | \$19.74                          | \$16.65              |
| Employee + 1 Child  | 25         | \$24.22          | \$10.67         | 44%        | \$13.55            | 56%        | \$6.78               | \$66.58          | \$33.29          | 50%        | \$33.29          | 50%        | \$19.74                          | \$16.65              |
| Employee + Family   | 125        | \$39.24          | \$17.47         | 45%        | \$21.77            | 55%        | \$10.89              | \$92.93          | \$46.47          | 50%        | \$46.47          | 50%        | \$24.70                          | \$23.24              |
| <b>Annual Total</b> | <b>420</b> | <b>\$115,724</b> | <b>\$46,921</b> | <b>41%</b> | <b>\$68,802</b>    | <b>59%</b> |                      | <b>\$287,401</b> | <b>\$143,700</b> | <b>50%</b> | <b>\$143,700</b> | <b>50%</b> |                                  |                      |
| Change from Current |            |                  |                 |            |                    |            |                      | \$171,677        | \$96,779         |            | \$74,898         |            |                                  |                      |
| Percentage Change   |            |                  |                 |            |                    |            |                      | 148.4%           | 206.3%           |            | 108.9%           |            |                                  |                      |
| Aetna Dental PPO    |            |                  |                 |            |                    |            |                      | Semi-Monthly     |                  |            |                  |            |                                  |                      |
| Employee            | 89         | \$36.57          | \$7.98          | 22%        | \$28.59            | 78%        | \$14.30              | \$32.75          | \$16.38          | 50%        | \$16.38          | 50%        | (\$12.22)                        | \$8.19               |
| Employee + Spouse   | 27         | \$70.73          | \$22.66         | 32%        | \$48.07            | 68%        | \$24.04              | \$66.58          | \$33.29          | 50%        | \$33.29          | 50%        | (\$14.78)                        | \$16.65              |
| Employee + 1 Child  | 16         | \$70.73          | \$22.66         | 32%        | \$48.07            | 68%        | \$24.04              | \$66.58          | \$33.29          | 50%        | \$33.29          | 50%        | (\$14.78)                        | \$16.65              |
| Employee + Family   | 38         | \$98.72          | \$23.90         | 24%        | \$74.82            | 76%        | \$37.41              | \$92.93          | \$46.47          | 50%        | \$46.47          | 50%        | (\$28.36)                        | \$23.24              |
| <b>Annual Total</b> | <b>170</b> | <b>\$120,570</b> | <b>\$31,114</b> | <b>26%</b> | <b>\$89,456</b>    | <b>74%</b> |                      | <b>\$111,708</b> | <b>\$55,854</b>  | <b>50%</b> | <b>\$55,854</b>  | <b>50%</b> |                                  |                      |
| Change from Current |            |                  |                 |            |                    |            |                      | (\$8,861)        | \$24,741         |            | (\$33,602)       |            |                                  |                      |
| Percentage Change   |            |                  |                 |            |                    |            |                      | -7.3%            | 79.5%            |            | -37.6%           |            |                                  |                      |
| <b>Annual Total</b> | <b>590</b> | <b>\$236,294</b> | <b>\$78,035</b> | <b>33%</b> | <b>\$158,259</b>   | <b>67%</b> |                      | <b>\$399,109</b> | <b>\$199,555</b> | <b>50%</b> | <b>\$199,555</b> | <b>50%</b> |                                  |                      |
| Change from Current |            |                  |                 |            |                    |            |                      | \$162,816        | \$121,520        |            | \$41,296         |            |                                  |                      |
| Percentage Change   |            |                  |                 |            |                    |            |                      | 68.9%            | 155.7%           |            | 26.1%            |            |                                  |                      |



# 2022 Dental Contributions

## Proposed Anthem (DPPO Only 90%/50% Subsidy)

|                     | Enroll | Premiums  | ER Cost  | ER % | Current   |      | EE per Pay Period | Anthem DPPO Only |           |      |            |      |              | EE per Pay Period |
|---------------------|--------|-----------|----------|------|-----------|------|-------------------|------------------|-----------|------|------------|------|--------------|-------------------|
|                     |        |           |          |      | EE Cost   | EE % |                   | Premiums         | ER Cost   | ER % | EE Cost    | EE % | \$ EE Change |                   |
| Aetna Dental HMO    |        |           |          |      |           |      |                   | Semi-Monthly     |           |      |            |      |              |                   |
| Employee            | 216    | \$13.08   | \$4.09   | 31%  | \$8.99    | 69%  | \$4.50            | \$32.75          | \$29.48   | 90%  | \$3.28     | 10%  | (\$5.72)     | \$1.64            |
| Employee + Spouse   | 54     | \$24.22   | \$10.67  | 44%  | \$13.55   | 56%  | \$6.78            | \$66.58          | \$33.29   | 50%  | \$33.29    | 50%  | \$19.74      | \$16.65           |
| Employee + 1 Child  | 25     | \$24.22   | \$10.67  | 44%  | \$13.55   | 56%  | \$6.78            | \$66.58          | \$33.29   | 50%  | \$33.29    | 50%  | \$19.74      | \$16.65           |
| Employee + Family   | 125    | \$39.24   | \$17.47  | 45%  | \$21.77   | 55%  | \$10.89           | \$92.93          | \$46.47   | 50%  | \$46.47    | 50%  | \$24.70      | \$23.24           |
| Annual Total        | 420    | \$115,724 | \$46,921 | 41%  | \$68,802  | 59%  |                   | \$287,401        | \$177,656 | 62%  | \$109,745  | 38%  |              |                   |
| Change from Current |        |           |          |      |           |      |                   | \$171,677        | \$130,734 |      | \$40,943   |      |              |                   |
| Percentage Change   |        |           |          |      |           |      |                   | 148.4%           | 278.6%    |      | 59.5%      |      |              |                   |
| Aetna Dental PPO    |        |           |          |      |           |      |                   | Semi-Monthly     |           |      |            |      |              |                   |
| Employee            | 89     | \$36.57   | \$7.98   | 22%  | \$28.59   | 78%  | \$14.30           | \$32.75          | \$29.48   | 90%  | \$3.28     | 10%  | (\$25.32)    | \$1.64            |
| Employee + Spouse   | 27     | \$70.73   | \$22.66  | 32%  | \$48.07   | 68%  | \$24.04           | \$66.58          | \$33.29   | 50%  | \$33.29    | 50%  | (\$14.78)    | \$16.65           |
| Employee + 1 Child  | 16     | \$70.73   | \$22.66  | 32%  | \$48.07   | 68%  | \$24.04           | \$66.58          | \$33.29   | 50%  | \$33.29    | 50%  | (\$14.78)    | \$16.65           |
| Employee + Family   | 38     | \$98.72   | \$23.90  | 24%  | \$74.82   | 76%  | \$37.41           | \$92.93          | \$46.47   | 50%  | \$46.47    | 50%  | (\$28.36)    | \$23.24           |
| Annual Total        | 170    | \$120,570 | \$31,114 | 26%  | \$89,456  | 74%  |                   | \$111,708        | \$69,845  | 63%  | \$41,863   | 37%  |              |                   |
| Change from Current |        |           |          |      |           |      |                   | (\$8,861)        | \$38,731  |      | (\$47,593) |      |              |                   |
| Percentage Change   |        |           |          |      |           |      |                   | -7.3%            | 124.5%    |      | -53.2%     |      |              |                   |
| Annual Total        | 590    | \$236,294 | \$78,035 | 33%  | \$158,259 | 67%  |                   | \$399,109        | \$247,501 | 62%  | \$151,609  | 38%  |              |                   |
| Change from Current |        |           |          |      |           |      |                   | \$162,816        | \$169,466 |      | (\$6,650)  |      |              |                   |
| Percentage Change   |        |           |          |      |           |      |                   | 68.9%            | 217.2%    |      | -4.2%      |      |              |                   |





# 2022 EyeMed Vision

## Fully-Insured

| Benefit Outline                     |                                | Current                        | Renewal                        |
|-------------------------------------|--------------------------------|--------------------------------|--------------------------------|
| Carrier                             |                                | EyeMed Vision Care             | EyeMed Vision Care             |
| Exam Copay                          |                                | \$10                           | \$10                           |
| Materials Copay                     |                                | \$25                           | \$25                           |
| Exam                                |                                | 100%                           | 100%                           |
| Lenses                              |                                |                                |                                |
| Single                              |                                | 100%                           | 100%                           |
| Bifocal                             |                                | 100%                           | 100%                           |
| Trifocal                            |                                | 100%                           | 100%                           |
| Lenticular                          |                                | 100%                           | 100%                           |
| Frames                              | 100% to \$130; 20% Off Balance | 100% to \$130; 20% Off Balance | 100% to \$130; 20% Off Balance |
| Elective Contacts                   | 100% to \$130; 15% Off Balance | 100% to \$130; 15% Off Balance | 100% to \$130; 15% Off Balance |
| Lasik Surgery Discount              | Discount available             | Discount available             | Discount available             |
| Benefit Frequencies (E / L / F / C) | 12 / 12 / 24 / 12              | 12 / 12 / 24 / 12              | 12 / 12 / 24 / 12              |
| Non-Network Benefits                | Scheduled                      | Scheduled                      | Scheduled                      |
| Rate Guarantee                      | Until 1/1/2022                 | Until 1/1/2026                 | Until 1/1/2026                 |

### Rates & Total Cost

|                        |            |                 |                 |
|------------------------|------------|-----------------|-----------------|
| Employee               | 307        | \$4.59          | \$4.59          |
| Employee + Spouse      | 81         | \$8.72          | \$8.72          |
| Employee + 1 Child     | 42         | \$8.72          | \$8.72          |
| Employee + Family      | 159        | \$12.81         | \$12.81         |
| <b>Total Employees</b> | <b>589</b> |                 |                 |
| <b>Annual Total</b>    |            | <b>\$54,222</b> | <b>\$54,222</b> |
| Change From Current    |            |                 | \$0             |
| Percentage Change      |            |                 | 0.0%            |



# 2022 Vision Contributions

## Current/Renewal – Current & 90%/75% Subsidy

|                    |     |          |          |         |          |         | Current      | EE per Pay Period |              | Renewal with 90%/75% Subsidy |         |          |         |        | EE per Pay Period |
|--------------------|-----|----------|----------|---------|----------|---------|--------------|-------------------|--------------|------------------------------|---------|----------|---------|--------|-------------------|
|                    |     | Enroll   | Premiums | ER Cost | ER %     | EE Cost | EE %         |                   |              | Premiums                     | ER Cost | ER %     | EE Cost | EE %   |                   |
| VSP                |     |          |          |         |          |         | Semi-Monthly |                   | Semi-Monthly |                              |         |          |         |        |                   |
| Employee           | 307 | \$4.59   | \$3.48   | 76%     | \$1.11   | 24%     | \$0.56       |                   | \$4.59       | \$4.13                       | 90%     | \$0.46   | 10%     | \$0.23 |                   |
| Employee + Spouse  | 81  | \$8.72   | \$6.37   | 73%     | \$2.35   | 27%     | \$1.18       |                   | \$8.72       | \$6.54                       | 75%     | \$2.18   | 25%     | \$1.09 |                   |
| Employee + 1 Child | 42  | \$8.72   | \$6.37   | 73%     | \$2.35   | 27%     | \$1.18       |                   | \$8.72       | \$6.54                       | 75%     | \$2.18   | 25%     | \$1.09 |                   |
| Employee + Family  | 159 | \$12.81  | \$9.32   | 73%     | \$3.49   | 27%     | \$1.75       |                   | \$12.81      | \$9.61                       | 75%     | \$3.20   | 25%     | \$1.61 |                   |
| Annual Subtotal    | 589 | \$54,222 | \$40,005 | 74%     | \$14,217 | 26%     |              |                   | \$54,222     | \$43,203                     | 80%     | \$11,019 | 20%     |        |                   |
| Annual Total       | 589 | \$54,222 | \$40,005 | 74%     | \$14,217 | 26%     |              |                   | \$54,222     | \$43,203                     | 80%     | \$11,019 | 20%     |        |                   |



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## MEMORANDUM

To: Board of Directors

From: Lisa McGranahan, Director of Human Resources

Tracy Webster, Chief Financial Officer

Date: September 29, 2021

Subject: *Agenda Item V(a)*: Health Insurance Proposal for the 2022 Plan Year – **Action Item**

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Each year, the Leadership team engage in preparatory discussions with our Health Insurance broker, USI, to initiate the Health Insurance renewal process. Traditionally, this engagement is a review of the current vendor's rates for the coming year, trends in healthcare, and both short and long-term wellness planning for CAPK's employees. Also, in prior years, this discussion has included premium increases to both the Agency and to our employees.

The Human Resources team has spent a considerable amount of time in the last year addressing continuous employee concerns regarding service and access to care with the current Aetna plan. Therefore, CAPK leadership conducted a survey in June 2021 to assess employee satisfaction with health benefits. The feedback from employees pointed out two specific areas of concern:

- Sub-par levels of service and access to care with the Aetna plan
- Concern about the high level of employee contribution to premiums.

This year, like prior years, the renewal rates as offered by Aetna included a significant increase in premium to CAPK agency and employees. This increase was originally quoted at approximately \$673,127 or 10.6%.

Accordingly, USI engaged in market research to determine if another plan, comparable in benefits and provider network, could be identified. As a result of USI's outreach efforts, Anthem Blue Cross provided a renewal offer with a decrease of 3.8% or \$226,411 annually. Based upon the employee survey results, the CAPK leadership team has proposed to modify the employer contribution towards the overall premium. The proposed plan for 2022 offers the single employee a 90% employer contribution to health benefits and a 75% employer contribution to the employee and their dependents. These changes result in an increase in the plan of 6.6%.

This increase in cost has a very minimal effect on each program's budget. The 6.6% cost increase is within industry norms for health plan cost increases. Annually, program leaders project increases in health benefit costs along with other personnel costs. These projected increases are within those assumptions built into the budget planning documents presented at the beginning of each year and that have been approved in the current year budget. Also, our largest contracts for Head Start/Early Head Start have included COLA contract increases to cover overall inflationary increases to the contracts.

| Department                        | 2021 Employer Cost | 2022 Employer Cost | Increase (Decrease) | %            |
|-----------------------------------|--------------------|--------------------|---------------------|--------------|
| 211 Kern                          | 44,601             | 48,849             | 4,248               | 9.52%        |
| Administration                    | 100,331            | 94,739             | (5,592)             | -5.57%       |
| Cal Fresh Health Living           | 21,013             | 24,424             | 3,411               | 16.23%       |
| Central Kitchen                   | 87,867             | 94,644             | 6,777               | 7.71%        |
| Child Development                 | 2,632,933          | 2,796,259          | 163,326             | 6.20%        |
| EHS San Joaquin                   | 375,798            | 405,501            | 29,702              | 7.90%        |
| Energy                            | 104,948            | 110,049            | 5,101               | 4.86%        |
| Family Resource Center            | 30,800             | 32,057             | 1,257               | 4.08%        |
| Finance                           | 97,589             | 100,280            | 2,691               | 2.76%        |
| Food Bank                         | 70,627             | 72,580             | 1,953               | 2.76%        |
| Friendship House                  | 21,013             | 24,424             | 3,411               | 16.23%       |
| Homeless Services                 | 74,167             | 83,959             | 9,792               | 13.20%       |
| Human Resources                   | 80,573             | 83,405             | 2,832               | 3.52%        |
| Migrant Child Alternative Payment | 36,054             | 38,163             | 2,109               | 5.85%        |
| Operations                        | 181,677            | 192,564            | 10,887              | 5.99%        |
| Shafter Youth Center SYC          | 23,015             | 21,371             | (1,643)             | -7.14%       |
| Volunteer Income Tax Assistance   | 5,253              | 6,106              | 853                 | 16.23%       |
| Women, Infants and Children WIC   | 270,492            | 277,552            | 7,061               | 2.61%        |
| <b>TOTAL</b>                      | <b>4,258,751</b>   | <b>4,506,927</b>   | <b>248,176</b>      | <b>5.83%</b> |

USI completed a review of employer contributions by multiple industries. CAPK's employer contribution level fell below similar industries prior to the proposed change. The increase to employer contribution will allow CAPK to be more competitive in recruitment and retention of staff.

Anthem will offer to include discounts for selecting their dental coverage as well (current vendor is Aetna). Vision coverage has a flat rate renewal and would stay with current vendor EyeMed. As the proposal reflects the Full Network HMO and a PPO option, the provider disruption with Anthem Blue Cross would be very minimal as the Dignity network of physicians is offered in the full network.

In support of Strategic Plan item #5; CAPK will have an engaged and retained workforce, we are recommending the Anthem Blue Cross option.

**Recommendation:**

Staff recommends Board approval of the Anthem Blue Cross medical and dental proposal and renewal with EyeMed vision for the 2022 plan year.

***Attachment:***

*USI 2022 Renewal Report*



September 22, 2021

PARTNERSHIP FOR HEALTH AND WELFARE BENEFITS MANAGEMENT

# COMMUNITY ACTION PARTNERSHIP OF KERN

2022 – Board Meeting

Steve Hulbert | Danica L. Shafer | Javier Jaramillo  
[www.usi.com](http://www.usi.com)







## 2022 Renewal & Marketing Discussion

- Medical Renewal & Marketing Results
- Ancillary Renewal & Marketing Results
- 2022 Timeline
- Next Steps





## Renewal & Marketing Results



# Executive Summary

## Incumbent Renewals

### CAPK Employee Benefit Plans – 2022 Renewals

- The Aetna medical renewal was delivered at the 2nd-year rate cap of +11.1% (or \$657,226 annually). The loss ratio is over 90% in 2021.
- The Aetna dental renewal was delivered at +8.0% for the DHMO and +5.5% for the DPPO for an overall increase of +6.7% (\$15,901 annually).
- The vision, life and disability plans will renew in 2022 at current rates.

### Overall Totals

- The overall premium impact for existing plans is an increase of +10.7% or \$673,127.
- CAPK shares health plan costs with employees with a 70% to 78% subsidy depending on family tier. Based on this formula, employee costs will increase by nearly 11% for 2022.
- The net impact to CAPK of the final renewal after employee contributions are considered, is an increase of 10.7% or \$497,320.
- The CAPK experience with the Aetna medical and dental plans has been below expectations. The service has been poor, and employees have had difficulty accessing care.



# Executive Summary

## Medical RFP

### Medical Marketing Process

Based on poor service results with the Aetna medical plan, USI conducted an RFP to seek a high-quality and cost-effective replacement. We have received several attractive offers from quality insurance companies. The most compelling option was produced by Anthem.

- Anthem offers the most compelling health insurance program for 2022 with overall anticipated costs slightly below current premiums.
  - Anthem offers a broad provider network in Bakersfield. The Anthem HMO network includes every provider currently utilized by CAPK employees both in Bakersfield and Stockton. The HMO network also adds additional provider option in Bakersfield (BFMC) and in the Los Angeles area.
  - Anthem offered a second smaller network as an option. This option does not include the Dignity Health/GemCare provider group. The CAPK team does not believe adding a second HMO option would reduce the value of the benefit plan and does not recommend this option.
  - The Anthem HMO plans feature an 80% benefit level with an out-of-pocket limit of \$2,000 per individual. This enhanced benefit should allow CAPK to eliminate the existing HRA benefit.
  - Anthem provides a competitive PPO/HSA plan for CAPK.
- USI also received uncompetitive insured quotes from Kaiser and HealthNet. These options are not presented in this report due to the additional cost of these proposals.
- USI received several attractive self-funded proposals. The most competitive self-funded quote was delivered by Dignity/BRMS. This option features a direct contract with Dignity Health in Kern County which includes reduced reimbursement rates for local facilities. We anticipate the cost impact of this option to be just over 5% above current premium levels. We will continue to evaluate the Dignity/BRMS option for consideration in future years.



# Executive Summary

## Dental and Employee Contributions

### Other Renewal Options

- In addition to the marketing for the medical program, USI received offers for dental insurance and life/disability.
  - USI received competitive dental quotes UCCI and Anthem.
  - Anthem will reduce medical premiums by an additional 2% if the dental is bundled with the medical plans.
  - We have provided both dual option (DHMO & DPPO) and a DPPO only option for the dental plans.
  - CAPK has experienced significant service and access issues with the DHMO benefit. There are few quality dentists participating in local DHMO networks. For this reason, CAPK would like to eliminate the DHMO benefit and offer only the DPPO plan. The proposed DPPO plan will include an orthodontic benefit for covered children.
  - The additional cost of eliminating the DHMO plan in favor of a DPPO is approximately \$120,000.

### Employee Contributions

- The CAPK employee costs have increased in each of last several years. The employee costs are uncompetitive.
- CAPK has seen employees leave CAPK for other local employers – particularly local school districts. Exit interviews indicate that the cost of the CAPK benefit plan is a significant issue for families.
- To ensure the plan remains an asset and competitive, CAPK proposes to reduce employee costs for the medical and dental plans in 2022. The current target subsidy for benefit plan costs is a 75%/25% split between the agency and employees.
- For 2022, CAPK proposes the following subsidies for the medical and dental plans:
  - 90% of single HMO medical costs and 75% of medical HMO medical costs for families.
  - Employee costs for the HDHP/HSA plan will mirror the HMO plan costs.
  - 90% of single dental cost and 50% of the dental costs for families.
  - 90% of single vision cost and 75% of the vision cost for families.



# Executive Summary

## Recommendation and Net Costs

### Net Cost Impact of Benefit Plan Changes

- USI and CAPK staff recommend the following action:
  - Implement the Anthem insured HMO / HDHP plan to replace the Aetna medical plans
  - Eliminated the HRA program.
  - Replace the Aetna dental plans with an Anthem DPPO plan.
  - Reduce employee costs for HMO, HDHP/HSA, Dental, and Vision plans.
  - Total “gross” costs with this option will reduce by \$41,757 or 0.7%
  - As a result of the reduced employee contributions, “net” CAPK costs for 2022 will increase by \$310,295 or 6.6%





# Cost Summary – Roll Up (similar EE costs)

| Carriers                            | Current            | Renewal            | Option 1                | Option 2                |
|-------------------------------------|--------------------|--------------------|-------------------------|-------------------------|
| Medical                             | Aetna Inc          | Aetna Inc          | <b>Anthem (One HMO)</b> | <b>Anthem (One HMO)</b> |
| Dental                              | Aetna Inc          | Aetna Inc          | <b>Anthem (Dual)</b>    | <b>Anthem DPPO Only</b> |
| Vision                              | EyeMed             | EyeMed             | EyeMed                  | EyeMed                  |
| Life / AD&D                         | Hartford           | Hartford           | Hartford                | Hartford                |
| Short Term Disability               | Hartford           | Hartford           | Hartford                | Hartford                |
| Long Term Disability                | Hartford           | Hartford           | Hartford                | Hartford                |
| <b>Total Annual Cost</b>            |                    |                    |                         |                         |
| Medical                             | \$5,920,956        | <b>\$6,578,182</b> | <b>\$5,785,583</b>      | <b>\$5,785,583</b>      |
| HRA Budget                          | \$69,200           | \$69,200           | <b>\$0</b>              | <b>\$0</b>              |
| Dental                              | \$236,294          | <b>\$252,194</b>   | <b>\$214,455</b>        | <b>\$399,109</b>        |
| Vision                              | \$54,222           | \$54,222           | \$54,222                | \$54,222                |
| Life / AD&D                         | \$50,479           | \$50,479           | \$50,479                | \$50,479                |
| Short Term Disability               | \$3,213            | \$3,213            | \$3,213                 | \$3,213                 |
| Long Term Disability                | \$17,789           | \$17,789           | \$17,789                | \$17,789                |
| <b>Annual Total</b>                 | <b>\$6,352,152</b> | <b>\$7,025,279</b> | <b>\$6,125,740</b>      | <b>\$6,310,395</b>      |
| Change from Current                 |                    | \$673,127          | -\$226,411              | -\$41,757               |
| Percentage Change                   |                    | 10.6%              | -3.6%                   | -0.7%                   |
| <b>Net Employer Annual Total</b>    |                    |                    |                         |                         |
| Less Employee Payroll Contributions | -\$1,643,207       | -\$1,819,014       | -\$1,596,214            | -\$1,652,607            |
| <b>Net Employer Annual Total</b>    | <b>\$4,708,945</b> | <b>\$5,206,264</b> | <b>\$4,529,526</b>      | <b>\$4,657,788</b>      |
| Change from Current                 |                    | \$497,320          | -\$179,418              | -\$51,157               |
| Percentage Change                   |                    | 10.6%              | -3.8%                   | -1.1%                   |

## Notes

\*Anthem medical rates include 2% discounts for enrolling dental;  
Contributions– CAPK funds 75% of the medical plan and 50% of PPO Dental costs



# Cost Summary – Roll Up (lower EE costs)

| Carriers              | Current   | Renewal   | Option 1                | Option 2                |
|-----------------------|-----------|-----------|-------------------------|-------------------------|
| Medical               | Aetna Inc | Aetna Inc | <b>Anthem (One HMO)</b> | <b>Anthem (One HMO)</b> |
| Dental                | Aetna Inc | Aetna Inc | <b>Anthem (Dual)</b>    | <b>Anthem DPPO Only</b> |
| Vision                | EyeMed    | EyeMed    | EyeMed                  | EyeMed                  |
| Life / AD&D           | Hartford  | Hartford  | Hartford                | Hartford                |
| Short Term Disability | Hartford  | Hartford  | Hartford                | Hartford                |
| Long Term Disability  | Hartford  | Hartford  | Hartford                | Hartford                |

## Total Annual Cost

|                       |                    |                    |                    |                    |
|-----------------------|--------------------|--------------------|--------------------|--------------------|
| Medical               | \$5,920,956        | <b>\$6,578,182</b> | <b>\$5,785,583</b> | <b>\$5,785,583</b> |
| HRA Budget            | \$69,200           | \$69,200           | \$0                | \$0                |
| Dental                | \$236,294          | <b>\$252,194</b>   | <b>\$214,455</b>   | <b>\$399,109</b>   |
| Vision                | \$54,222           | \$54,222           | \$54,222           | \$54,222           |
| Life / AD&D           | \$50,479           | \$50,479           | \$50,479           | \$50,479           |
| Short Term Disability | \$3,213            | \$3,213            | \$3,213            | \$3,213            |
| Long Term Disability  | \$17,789           | \$17,789           | \$17,789           | \$17,789           |
| <b>Annual Total</b>   | <b>\$6,352,152</b> | <b>\$7,025,279</b> | <b>\$6,125,740</b> | <b>\$6,310,395</b> |
| Change from Current   |                    | \$673,127          | -\$226,411         | -\$41,757          |
| Percentage Change     |                    | 10.6%              | -3.6%              | -0.7%              |

## Net Employer Annual Total

|                                     |                    |                    |                    |                    |
|-------------------------------------|--------------------|--------------------|--------------------|--------------------|
| Less Employee Payroll Contributions | -\$1,643,207       | -\$1,819,014       | -\$1,221,002       | -\$1,291,069       |
| <b>Net Employer Annual Total</b>    | <b>\$4,708,945</b> | <b>\$5,206,264</b> | <b>\$4,904,739</b> | <b>\$5,019,326</b> |
| Change from Current                 |                    | \$497,320          | \$195,794          | \$310,381          |
| Percentage Change                   |                    | 10.6%              | 4.2%               | 6.6%               |

## Notes

\*Anthem medical rates include 2% discounts for enrolling dental

Contributions – CAPK Funds 90% of EE Medical costs, 75% of Family Medical costs, 90% of EE Dental costs and 50% of Family Dental costs, 90% of EE Vision costs and 75% of Family Vision costs.



# 2022 Aetna Medical / Anthem Medical

## Fully-Insured (Full Network HMO only / PPO-HSA)

| Benefit Outline                               | Narrow HMO              | Full HMO  | Current<br>HDHP/HSA           | Full HMO   | Option<br>HDHP/HSA                                  |
|---|-------------------------|---|-------------------------------|--|---|
| Carrier                                       | Aetna Inc               | Aetna Inc   | Aetna Inc                     | Anthem   | Anthem  |
| Plan Type, Name, Network                      | AVN HMO                 | Medical HMO<br>Full HMO                                 | Medical POS HDHP<br>OAMC HDHP | Value HMO 35/40/40%<br>California Care HMO                   | PPO HSA-H 1500/2800/3000<br>Prudent Buy PPO Network |
| Deductible (Individual / Family)              | \$0 / \$0               | \$0 / \$0   | \$1,500 / \$2,800 / \$3,000   | \$0 / \$0  | \$1,500 / \$2,800 / \$3,000                         |
| Deductible Embedded / Non-Embedded            | Embedded                | Embedded  | Embedded                      | N/A  | Embedded  |
| Out-of-Pocket Maximum (Individual / Family)   | \$2,000 / \$4,000       | \$2,000 / \$4,000                                       | \$3,000 / \$6,000             | \$2,000 / \$4,000  | \$3,000 / \$6,000                                   |
| Annual HRA Contribution (Individual / Family) | \$500 / \$1,000         | \$500 / \$1,000   | N/A                           | \$500 / \$1,000  | N/A   |
| In-Network Coinsurance                        | 60%                     | 60%   | 90%                           | 60%  | 90%   |
| Wellness / Preventive Care                    | 100%                    | 100%  | 100% (dw) <sup>1</sup>        | 100%   | 100% (dw)   |
| Primary Care Office Visit                     | \$35 copay              | \$35 copay  | 90%                           | \$35 copay   | 90%   |
| Specialist Office Visit                       | \$35 copay              | \$40 copay  | 90%                           | \$40 copay   | 90%   |
| Walk-In / Urgent Care Visit                   | \$35 copay              | \$35 copay  | 90%                           | \$35 copay   | 90%   |
| Emergency Room                                | \$200 copay             | \$200 copay   | 90%                           | \$200 copay  | 90%   |
| Acupuncture / Chiropractic                    | Chiro: \$15 / 20 visits | Chiro: \$15 / 20 visits<br>Acu & Chiro: 90% / 20 visits |                               | Acu: \$35 copay / 20 visits<br>Chiro: \$15 copay / 20 visits | Acu & Chiro: 90% / 20 visits                        |
| Outpatient Lab / X-Ray                        | 100%                    | 100%  | 90%                           | Office / Freestanding: \$0<br>Hospital: 90%                  | 90%   |
| Complex Imaging (MRI, CAT, PET, et al.)       | 90%                     | 90%   | 90%                           | 90%  | 90%   |
| Outpatient Surgical Facility                  | 60%                     | 60%   | 90%                           | 80%  | 90%   |
| Inpatient Hospital Facility                   | 60%                     | 60%   | 90%                           | 80%  | 90%   |
| Non-Network Coinsurance                       | N/A                     | N/A   | 70%                           | N/A  | 70%   |
| Non-Network Deductible (Individual / Family)  | N/A                     | N/A   | \$2,800 / \$5,600             | N/A  | \$2,800 / \$5,600                                   |
| Non-Network OOP Max (Individual / Family)     | N/A                     | N/A   | \$8,000 / \$16,000            | N/A  | \$8,000 / \$16,000                                  |
| Retail Prescription Drug Copays               | \$15 / \$30 / \$50      | \$15 / \$30 / \$50                                      | \$10 / \$30 / \$50            | \$15 / \$30 / \$50   | \$0 - \$10 / \$0 - \$30 / \$50                      |
| Mail Order Prescription Drug Copays           | \$30 / \$60 / \$100     | \$30 / \$60 / \$100                                     | \$20 / \$60 / \$100           | \$30 / \$60 / \$100  | \$20 / \$60 / \$100                                 |
| Specialty Prescription Drugs                  | According to tier       | According to tier                                       | 30% to \$250 maximum          | According to Tier  | 30% to \$250 maximum                                |

### Notes

<sup>1</sup>(dw) = deductible waived





# 2022 Aetna Medical / Anthem Medical

## Fully-Insured (Full Network HMO only / PPO-HSA)

| Benefit Outline                         | Narrow HMO    |             |              | Full HMO    |            |            | Current<br>HDHP/HSA | Full HMO    |              |             | Option<br>HDHP/HSA |
|---|---------------|-------------|--------------|-------------|------------|------------|---------------------|-------------|--------------|-------------|--------------------|
| Rates & Total Cost                      | Narrow<br>HMO | Full<br>HMO | HDHP/<br>HSA |             |            |            |                     | Full<br>HMO | HDHP/<br>HSA |             |                    |
| Employee                                | 282           | 8           | 15           | \$575.87    | \$797.03   | \$727.01   |                     | 290         | 15           | \$565.38    | \$634.80           |
| Employee + Spouse                       | 62            | 1           | 2            | \$1,266.94  | \$1,753.45 | \$1,599.34 |                     | 63          | 2            | \$1,187.30  | \$1,333.08         |
| Employee + 1 Child                      | 27            | 0           | 1            | \$1,266.94  | \$1,753.45 | \$1,599.34 |                     | 27          | 1            | \$1,187.30  | \$1,333.08         |
| Employee + Family                       | 108           | 3           | 5            | \$1,641.22  | \$2,271.45 | \$2,072.20 |                     | 111         | 5            | \$1,696.14  | \$1,904.40         |
| <b>Total Employees</b>                  | <b>479</b>    | <b>12</b>   | <b>23</b>    |             |            |            |                     | <b>491</b>  | <b>23</b>    |             |                    |
| Annual Subtotal                         |               |             |              | \$5,428,857 | \$179,328  | \$312,770  |                     |             |              | \$5,509,063 | \$276,520          |
| \$ Change by Plan                       |               |             |              |             |            |            |                     |             |              | -\$99,122   | -\$36,250          |
| % Change by Plan                        |               |             |              |             |            |            |                     |             |              | -1.8%       | -11.6%             |
| <b>Annual Premium Total (w/out HRA)</b> |               |             |              |             |            |            | <b>\$5,920,956</b>  |             |              |             | <b>\$5,785,583</b> |
| Change from Current                     |               |             |              |             |            |            |                     |             |              |             | -\$135,372         |
| Percentage Change                       |               |             |              |             |            |            |                     |             |              |             | -2.3%              |

### Notes

Anthem rates include 2% discount for enrolling dental



# 2022 Medical Contributions

## Current Aetna vs. Proposed Anthem (Full Network HMO / PPO-HSA)

### CAPK Subsidy of 75%

|                        | Enroll     | Premiums           | ER Cost            | ER %       | Current<br>EE Cost | EE per Pay<br>Period<br>EE % |              | Enroll                                 | Premiums           | ER Cost            | ER %       | EE Cost            | EE %       | Anthem Option<br>\$ EE Change | EE per Pay<br>Period |
|------------------------|------------|--------------------|--------------------|------------|--------------------|------------------------------|--------------|--|--------------------|--------------------|------------|--------------------|------------|-------------------------------|----------------------|
| Narrow Network HMO     |            |                    |                    |            |                    |                              | Semi-Monthly |  |                    |                    |            |                    |            |                               |                      |
| Employee               | 282        | \$575.87           | \$437.78           | 76%        | \$138.09           | 24%                          | \$69.05      |  |                    |                    |            |                    |            |                               |                      |
| Employee + Spouse      | 62         | \$1,266.94         | \$927.21           | 73%        | \$339.73           | 27%                          | \$169.87     |  |                    |                    |            |                    |            |                               |                      |
| Employee + 1 Child     | 27         | \$1,266.94         | \$927.21           | 73%        | \$339.73           | 27%                          | \$169.87     |  |                    |                    |            |                    |            |                               |                      |
| Employee + Family      | 108        | \$1,641.22         | \$1,201.69         | 73%        | \$439.53           | 27%                          | \$219.77     |  |                    |                    |            |                    |            |                               |                      |
| <b>Annual Subtotal</b> | <b>479</b> | <b>\$5,428,857</b> | <b>\$4,029,098</b> | <b>74%</b> | <b>\$1,399,759</b> | <b>26%</b>                   |              |  |                    |                    |            |                    |            |                               |                      |
| Full Network HMO       |            |                    |                    |            |                    |                              | Semi-Monthly | Anthem Full Network (includes Dignity) |                    |                    |            |                    |            |                               | Semi-Monthly         |
| Employee               | 8          | \$797.03           | \$467.72           | 59%        | \$329.31           | 41%                          | \$164.66     | 290                                    | \$565.38           | \$424.04           | 75%        | \$141.35           | 25%        | \$3.26                        | \$70.68              |
| Employee + Spouse      | 1          | \$1,753.45         | \$990.68           | 56%        | \$762.77           | 44%                          | \$381.39     | 63                                     | \$1,187.30         | \$890.47           | 75%        | \$296.82           | 25%        | (\$42.91)                     | \$148.42             |
| Employee + 1 Child     | 0          | \$1,753.45         | \$990.68           | 56%        | \$762.77           | 44%                          | \$381.39     | 27                                     | \$1,187.30         | \$890.47           | 75%        | \$296.82           | 25%        | (\$42.91)                     | \$148.42             |
| Employee + Family      | 3          | \$2,271.45         | \$1,283.96         | 57%        | \$987.49           | 43%                          | \$493.75     | 111                                    | \$1,696.14         | \$1,272.10         | 75%        | \$424.03           | 25%        | (\$15.50)                     | \$212.02             |
| <b>Annual Subtotal</b> | <b>12</b>  | <b>\$179,328</b>   | <b>\$103,012</b>   | <b>57%</b> | <b>\$76,317</b>    | <b>43%</b>                   |              | <b>491</b>                             | <b>\$5,509,063</b> | <b>\$4,131,797</b> | <b>75%</b> | <b>\$1,377,266</b> | <b>25%</b> |                               |                      |
| HDHP (PPO) / HSA       |            |                    |                    |            |                    |                              | Semi-Monthly |  |                    |                    |            |                    |            |                               | Semi-Monthly         |
| Employee               | 15         | \$727.01           | \$588.92           | 81%        | \$138.09           | 19%                          | \$69.05      | 15                                     | \$634.80           | \$493.46           | 78%        | \$141.35           | 22%        | \$3.26                        | \$70.68              |
| Employee + Spouse      | 2          | \$1,599.34         | \$1,259.61         | 79%        | \$339.73           | 21%                          | \$169.87     | 2                                      | \$1,333.08         | \$1,036.26         | 78%        | \$296.82           | 22%        | (\$42.91)                     | \$148.42             |
| Employee + 1 Child     | 1          | \$1,599.34         | \$1,259.61         | 79%        | \$339.73           | 21%                          | \$169.87     | 1                                      | \$1,333.08         | \$1,036.26         | 78%        | \$296.82           | 22%        | (\$42.91)                     | \$148.42             |
| Employee + Family      | 5          | \$2,072.20         | \$1,632.67         | 79%        | \$439.53           | 21%                          | \$219.77     | 5                                      | \$1,904.40         | \$1,480.37         | 78%        | \$424.03           | 22%        | (\$15.50)                     | \$212.02             |
| <b>Annual Subtotal</b> | <b>23</b>  | <b>\$312,770</b>   | <b>\$249,312</b>   | <b>80%</b> | <b>\$63,458</b>    | <b>20%</b>                   |              | <b>23</b>                              | <b>\$276,520</b>   | <b>\$214,950</b>   | <b>78%</b> | <b>\$61,570</b>    | <b>22%</b> |                               |                      |
| <b>Annual Total</b>    | <b>514</b> | <b>\$5,920,956</b> | <b>\$4,381,422</b> | <b>74%</b> | <b>\$1,539,534</b> | <b>26%</b>                   |              | <b>514</b>                             | <b>\$5,785,583</b> | <b>\$4,346,748</b> | <b>75%</b> | <b>\$1,438,836</b> | <b>25%</b> |                               |                      |
| Change from Current    |            |                    |                    |            |                    |                              |              |  | (\$135,372)        | (\$34,674)         |            | (\$100,698)        |            |                               |                      |
| Percentage Change      |            |                    |                    |            |                    |                              |              |  | -2.3%              | -0.8%              |            | -6.5%              |            |                               |                      |



# 2022 Medical Contributions

## Current Aetna vs. Proposed Anthem (Full Network HMO / PPO-HSA)

### CAKP Subsidy of 90% EE/ 75% Family

|                        | Enroll     | Premiums           | ER Cost            | ER %       | Current<br>EE Cost | EE per Pay<br>Period<br>EE % |              | Enroll                                 | Premiums           | ER Cost            | ER %       | EE Cost            | EE %       | Anthem Option<br>\$ EE Change | EE per Pay<br>Period |
|------------------------|------------|--------------------|--------------------|------------|--------------------|------------------------------|--------------|--|--------------------|--------------------|------------|--------------------|------------|-------------------------------|----------------------|
| Narrow Network HMO     |            |                    |                    |            |                    |                              | Semi-Monthly |  |                    |                    |            |                    |            |                               |                      |
| Employee               | 282        | \$575.87           | \$437.78           | 76%        | \$138.09           | 24%                          | \$69.05      |  |                    |                    |            |                    |            |                               |                      |
| Employee + Spouse      | 62         | \$1,266.94         | \$927.21           | 73%        | \$339.73           | 27%                          | \$169.87     |  |                    |                    |            |                    |            |                               |                      |
| Employee + 1 Child     | 27         | \$1,266.94         | \$927.21           | 73%        | \$339.73           | 27%                          | \$169.87     |  |                    |                    |            |                    |            |                               |                      |
| Employee + Family      | 108        | \$1,641.22         | \$1,201.69         | 73%        | \$439.53           | 27%                          | \$219.77     |  |                    |                    |            |                    |            |                               |                      |
| <b>Annual Subtotal</b> | <b>479</b> | <b>\$5,428,857</b> | <b>\$4,029,098</b> | <b>74%</b> | <b>\$1,399,759</b> | <b>26%</b>                   |              |  |                    |                    |            |                    |            |                               |                      |
| Full Network HMO       |            |                    |                    |            |                    |                              | Semi-Monthly | Anthem Full Network (includes Dignity) |                    |                    |            |                    |            |                               | Semi-Monthly         |
| Employee               | 8          | \$797.03           | \$467.72           | 59%        | \$329.31           | 41%                          | \$164.66     | 290                                    | \$565.38           | \$508.84           | 90%        | \$56.54            | 10%        | (\$81.55)                     | \$28.27              |
| Employee + Spouse      | 1          | \$1,753.45         | \$990.68           | 56%        | \$762.77           | 44%                          | \$381.39     | 63                                     | \$1,187.30         | \$890.47           | 75%        | \$296.82           | 25%        | (\$42.91)                     | \$148.41             |
| Employee + 1 Child     | 0          | \$1,753.45         | \$990.68           | 56%        | \$762.77           | 44%                          | \$381.39     | 27                                     | \$1,187.30         | \$890.47           | 75%        | \$296.82           | 25%        | (\$42.91)                     | \$148.41             |
| Employee + Family      | 3          | \$2,271.45         | \$1,283.96         | 57%        | \$987.49           | 43%                          | \$493.75     | 111                                    | \$1,696.14         | \$1,272.10         | 75%        | \$424.03           | 25%        | (\$15.50)                     | \$212.02             |
| <b>Annual Subtotal</b> | <b>12</b>  | <b>\$179,328</b>   | <b>\$103,012</b>   | <b>57%</b> | <b>\$76,317</b>    | <b>43%</b>                   |              | <b>491</b>                             | <b>\$5,509,063</b> | <b>\$4,426,927</b> | <b>80%</b> | <b>\$1,082,137</b> | <b>20%</b> |                               |                      |
| HDHP (PPO) / HSA       |            |                    |                    |            |                    |                              | Semi-Monthly |  |                    |                    |            |                    |            |                               | Semi-Monthly         |
| Employee               | 15         | \$727.01           | \$588.92           | 81%        | \$138.09           | 19%                          | \$69.05      | 15                                     | \$634.80           | \$578.27           | 90%        | \$56.54            | 9%         | (\$81.55)                     | \$28.27              |
| Employee + Spouse      | 2          | \$1,599.34         | \$1,259.61         | 79%        | \$339.73           | 21%                          | \$169.87     | 2                                      | \$1,333.08         | \$1,036.26         | 78%        | \$296.82           | 22%        | (\$42.91)                     | \$148.41             |
| Employee + 1 Child     | 1          | \$1,599.34         | \$1,259.61         | 79%        | \$339.73           | 21%                          | \$169.87     | 1                                      | \$1,333.08         | \$1,036.26         | 78%        | \$296.82           | 22%        | (\$42.91)                     | \$148.41             |
| Employee + Family      | 5          | \$2,072.20         | \$1,632.67         | 79%        | \$439.53           | 21%                          | \$219.77     | 5                                      | \$1,904.40         | \$1,480.37         | 78%        | \$424.03           | 22%        | (\$15.50)                     | \$212.02             |
| <b>Annual Subtotal</b> | <b>23</b>  | <b>\$312,770</b>   | <b>\$249,312</b>   | <b>80%</b> | <b>\$63,458</b>    | <b>20%</b>                   |              | <b>23</b>                              | <b>\$276,520</b>   | <b>\$230,216</b>   | <b>83%</b> | <b>\$46,305</b>    | <b>17%</b> |                               |                      |
| <b>Annual Total</b>    | <b>514</b> | <b>\$5,920,956</b> | <b>\$4,381,422</b> | <b>74%</b> | <b>\$1,539,534</b> | <b>26%</b>                   |              | <b>514</b>                             | <b>\$5,785,583</b> | <b>\$4,657,142</b> | <b>80%</b> | <b>\$1,128,441</b> | <b>20%</b> |                               |                      |
| Change from Current    |            |                    |                    |            |                    |                              |              |  | (\$135,372)        | \$275,720          |            | (\$411,093)        |            |                               |                      |
| Percentage Change      |            |                    |                    |            |                    |                              |              |  | -2.3%              | 6.3%               |            | -26.7%             |            |                               |                      |



## Ancillary Renewal & Marketing Results



# 2022 Aetna Dental & Marketing

## Fully-Insured Options

|   |                      |                 | Current              | Renewal         | Option                     |                 | Option              |            |           |
|---|----------------------|-----------------|----------------------|-----------------|----------------------------|-----------------|---------------------|------------|-----------|
| Benefit Outline                         | DHMO                 | DPPO            | DHMO                 | DPPO            | DHMO                       | DPPO            | DPPO Only           |            |           |
| Carrier                                 | Aetna Inc            | Aetna Inc       | Aetna Inc            | Aetna Inc       | Anthem                     | Anthem          | Anthem              |            |           |
| Plan Type                               | Managed Dental       | Dental PPO      | Managed Dental       | Dental PPO      | Dental Net 3000C \$0 copay | Dental PPO      | Dental PPO          |            |           |
| Deductible (Individual / Family)        | \$0 / \$0            | \$50 / \$150    | \$0 / \$0            | \$50 / \$150    | \$0 / \$0                  | \$50 / \$150    | \$50 / \$150        |            |           |
| Waived For Preventive                   | Yes                  | Yes             | Yes                  | Yes             | Yes                        | Yes             | Yes                 |            |           |
| Annual Maximum                          | N/A                  | \$1,000         | N/A                  | \$1,000         | N/A                        | \$1,000         | \$1,000             |            |           |
| Max Rollover                            | Not Included         | Not Included    | Not Included         | Not Included    | Not Included               | Not Included    | Not Included        |            |           |
| Preventive Services                     | Various copays apply | 100%            | Various copays apply | 100%            | Various copays apply       | 100%            | 100%                |            |           |
| Basic Services                          | Various copays apply | 80%             | Various copays apply | 80%             | Various copays apply       | 80%             | 80%                 |            |           |
| Major Services                          | Various copays apply | 50%             | Various copays apply | 50%             | Various copays apply       | 50%             | 50%                 |            |           |
| Endodontics / Periodontics              | Various copays apply | Basic           | Various copays apply | Basic           | Various copays apply       | Basic           | Basic               |            |           |
| Implants                                | Various copays apply | Major           | Various copays apply | Major           | Various copays apply       | Major           | Major               |            |           |
| Orthodontia                             | Various copays apply | Not covered     | Various copays apply | Not covered     | Various copays apply       | Not covered     | 50 to \$1k, CH only |            |           |
| Eligibility                             | Adult and Child      | N/A             | Adult and Child      | N/A             | Adult and Child            | N/A             | N/A                 |            |           |
| Lifetime Maximum                        | N/A                  | N/A             | N/A                  | N/A             | N/A                        | N/A             | N/A                 |            |           |
| Waiting Periods (Prev. / Basic / Major) | 0 / 0 / 0            | 0 / 0 / 0       | 0 / 0 / 0            | 0 / 0 / 0       | 0 / 0 / 0                  | 0 / 0 / 0       | 0 / 0 / 0           |            |           |
| Non-Network                             | Not Covered          | 90th UCR        | Not Covered          | 90th UCR        | Not Covered                | 90th UCR        | 90th UCR            |            |           |
| Deductible (Individual / Family)        | N/A                  | \$75 / \$225    | N/A                  | \$75 / \$225    | N/A                        | \$75 / \$225    | \$75 / \$225        |            |           |
| Annual Maximum                          | N/A                  | \$750           | N/A                  | \$750           | N/A                        | \$750           | \$750               |            |           |
| Prev. / Basic / Major                   | N/A                  | 80% / 80% / 50% | N/A                  | 80% / 80% / 50% | N/A                        | 80% / 80% / 50% | 80% / 80% / 50%     |            |           |
| Rate Guarantee                          | Until 1/1/2022       | Until 1/1/2022  | Until 1/1/2023       | Until 1/1/2023  | Until 1/1/2024             | Until 1/1/2024  | Until 1/1/2024      |            |           |
| Rates & Total Cost                      |                      |                 | DHMO                 | DPPO            |                            |                 |                     |            |           |
| Employee                                | 216                  | 89              | \$13.08              | \$36.57         | \$14.13                    | \$38.58         | \$11.28             | \$32.75    | \$32.75   |
| Employee + Spouse                       | 54                   | 27              | \$24.22              | \$70.73         | \$26.16                    | \$74.62         | \$22.56             | \$63.35    | \$66.58   |
| Employee + 1 Child                      | 25                   | 16              | \$24.22              | \$70.73         | \$26.16                    | \$74.62         | \$22.56             | \$63.35    | \$66.58   |
| Employee + Family                       | 125                  | 38              | \$39.24              | \$98.72         | \$42.38                    | \$104.15        | \$37.23             | \$88.42    | \$92.93   |
| Total Employees                         | 420                  | 170             |                      |                 |                            |                 |                     |            |           |
| Annual Subtotal                         |                      |                 | \$115,724            | \$120,570       | \$124,995                  | \$127,200       | \$106,470           | \$107,985  | \$399,109 |
| Percent Change by Plan                  |                      |                 |                      |                 | 8.0%                       | 5.5%            | -8.0%               | -10.4%     |           |
| Annual Total                            |                      |                 |                      | \$236,294       |                            | \$252,194       |                     | \$214,455  | \$399,109 |
| Change From Current                     |                      |                 |                      |                 |                            | \$15,901        |                     | (\$21,839) | \$162,816 |
| Percentage Change                       |                      |                 |                      |                 |                            | 6.7%            |                     | -9.2%      | 68.9%     |





# 2022 Dental Contributions

## Proposed Anthem (Dual Option Current Subsidy)

|                         | Enroll              |  | Premiums         | ER Cost         | ER %       | Current<br>EE Cost | EE %       | EE per Pay<br>Period | Premiums            | ER Cost         | ER %       | EE Cost          | EE %       | Anthem<br>\$ EE Change | EE per Pay<br>Period |
|-------------------------|---------------------|--|------------------|-----------------|------------|--------------------|------------|----------------------|---------------------|-----------------|------------|------------------|------------|------------------------|----------------------|
| <b>Aetna Dental HMO</b> | <b>Semi-Monthly</b> |  |                  |                 |            |                    |            |                      | <b>Semi-Monthly</b> |                 |            |                  |            |                        |                      |
| Employee                | 216                 |  | \$13.08          | \$4.09          | 31%        | \$8.99             | 69%        | \$4.50               | \$11.28             | \$3.53          | 31%        | \$7.75           | 69%        | (\$1.24)               | \$3.88               |
| Employee + Spouse       | 54                  |  | \$24.22          | \$10.67         | 44%        | \$13.55            | 56%        | \$6.78               | \$22.56             | \$9.94          | 44%        | \$12.62          | 56%        | (\$0.93)               | \$6.32               |
| Employee + 1 Child      | 25                  |  | \$24.22          | \$10.67         | 44%        | \$13.55            | 56%        | \$6.78               | \$22.56             | \$9.94          | 44%        | \$12.62          | 56%        | (\$0.93)               | \$6.32               |
| Employee + Family       | 125                 |  | \$39.24          | \$17.47         | 45%        | \$21.77            | 55%        | \$10.89              | \$37.23             | \$16.58         | 45%        | \$20.65          | 55%        | (\$1.12)               | \$10.33              |
| <b>Annual Total</b>     | <b>420</b>          |  | <b>\$115,724</b> | <b>\$46,921</b> | <b>41%</b> | <b>\$68,802</b>    | <b>59%</b> |                      | <b>\$106,470</b>    | <b>\$43,427</b> | <b>41%</b> | <b>\$63,043</b>  | <b>59%</b> |                        |                      |
| Change from Current     |                     |  |                  |                 |            |                    |            |                      | (\$9,254)           | (\$3,494)       |            | (\$5,760)        |            |                        |                      |
| Percentage Change       |                     |  |                  |                 |            |                    |            |                      | -8.0%               | -7.4%           |            | -8.4%            |            |                        |                      |
| <b>Aetna Dental PPO</b> | <b>Semi-Monthly</b> |  |                  |                 |            |                    |            |                      | <b>Semi-Monthly</b> |                 |            |                  |            |                        |                      |
| Employee                | 89                  |  | \$36.57          | \$7.98          | 22%        | \$28.59            | 78%        | \$14.30              | \$32.75             | \$7.15          | 22%        | \$25.60          | 78%        | (\$2.99)               | \$12.81              |
| Employee + Spouse       | 27                  |  | \$70.73          | \$22.66         | 32%        | \$48.07            | 68%        | \$24.04              | \$63.35             | \$20.30         | 32%        | \$43.05          | 68%        | (\$5.02)               | \$21.53              |
| Employee + 1 Child      | 16                  |  | \$70.73          | \$22.66         | 32%        | \$48.07            | 68%        | \$24.04              | \$63.35             | \$20.30         | 32%        | \$43.05          | 68%        | (\$5.02)               | \$21.53              |
| Employee + Family       | 38                  |  | \$98.72          | \$23.90         | 24%        | \$74.82            | 76%        | \$37.41              | \$88.42             | \$21.41         | 24%        | \$67.01          | 76%        | (\$7.81)               | \$33.51              |
| <b>Annual Total</b>     | <b>170</b>          |  | <b>\$120,570</b> | <b>\$31,114</b> | <b>26%</b> | <b>\$89,456</b>    | <b>74%</b> |                      | <b>\$107,985</b>    | <b>\$27,866</b> | <b>26%</b> | <b>\$80,119</b>  | <b>74%</b> |                        |                      |
| Change from Current     |                     |  |                  |                 |            |                    |            |                      | (\$12,585)          | (\$3,247)       |            | (\$9,337)        |            |                        |                      |
| Percentage Change       |                     |  |                  |                 |            |                    |            |                      | -10.4%              | -10.4%          |            | -10.4%           |            |                        |                      |
| <b>Annual Total</b>     | <b>590</b>          |  | <b>\$236,294</b> | <b>\$78,035</b> | <b>33%</b> | <b>\$158,259</b>   | <b>67%</b> |                      | <b>\$214,455</b>    | <b>\$71,293</b> | <b>33%</b> | <b>\$143,162</b> | <b>67%</b> |                        |                      |
| Change from Current     |                     |  |                  |                 |            |                    |            |                      | (\$21,839)          | (\$6,742)       |            | (\$15,097)       |            |                        |                      |
| Percentage Change       |                     |  |                  |                 |            |                    |            |                      | -9.2%               | -8.6%           |            | -9.5%            |            |                        |                      |



# 2022 Dental Contributions

## Current Aetna vs. Proposed Anthem (DPPO Only 50% Subsidy)

|                     | Enroll     | Premiums         | ER Cost         | ER %       | Current<br>EE Cost | EE %       | EE per Pay<br>Period | Premiums         | ER Cost          | ER %       | EE Cost          | EE %       | Anthem DPPO Only<br>\$ EE Change | EE per Pay<br>Period |
|---------------------|------------|------------------|-----------------|------------|--------------------|------------|----------------------|------------------|------------------|------------|------------------|------------|----------------------------------|----------------------|
| Aetna Dental HMO    |            |                  |                 |            |                    |            |                      | Semi-Monthly     |                  |            |                  |            |                                  |                      |
| Employee            | 216        | \$13.08          | \$4.09          | 31%        | \$8.99             | 69%        | \$4.50               | \$32.75          | \$16.38          | 50%        | \$16.38          | 50%        | \$7.39                           | \$8.19               |
| Employee + Spouse   | 54         | \$24.22          | \$10.67         | 44%        | \$13.55            | 56%        | \$6.78               | \$66.58          | \$33.29          | 50%        | \$33.29          | 50%        | \$19.74                          | \$16.65              |
| Employee + 1 Child  | 25         | \$24.22          | \$10.67         | 44%        | \$13.55            | 56%        | \$6.78               | \$66.58          | \$33.29          | 50%        | \$33.29          | 50%        | \$19.74                          | \$16.65              |
| Employee + Family   | 125        | \$39.24          | \$17.47         | 45%        | \$21.77            | 55%        | \$10.89              | \$92.93          | \$46.47          | 50%        | \$46.47          | 50%        | \$24.70                          | \$23.24              |
| <b>Annual Total</b> | <b>420</b> | <b>\$115,724</b> | <b>\$46,921</b> | <b>41%</b> | <b>\$68,802</b>    | <b>59%</b> |                      | <b>\$287,401</b> | <b>\$143,700</b> | <b>50%</b> | <b>\$143,700</b> | <b>50%</b> |                                  |                      |
| Change from Current |            |                  |                 |            |                    |            |                      | \$171,677        | \$96,779         |            | \$74,898         |            |                                  |                      |
| Percentage Change   |            |                  |                 |            |                    |            |                      | 148.4%           | 206.3%           |            | 108.9%           |            |                                  |                      |
| Aetna Dental PPO    |            |                  |                 |            |                    |            |                      | Semi-Monthly     |                  |            |                  |            |                                  |                      |
| Employee            | 89         | \$36.57          | \$7.98          | 22%        | \$28.59            | 78%        | \$14.30              | \$32.75          | \$16.38          | 50%        | \$16.38          | 50%        | (\$12.22)                        | \$8.19               |
| Employee + Spouse   | 27         | \$70.73          | \$22.66         | 32%        | \$48.07            | 68%        | \$24.04              | \$66.58          | \$33.29          | 50%        | \$33.29          | 50%        | (\$14.78)                        | \$16.65              |
| Employee + 1 Child  | 16         | \$70.73          | \$22.66         | 32%        | \$48.07            | 68%        | \$24.04              | \$66.58          | \$33.29          | 50%        | \$33.29          | 50%        | (\$14.78)                        | \$16.65              |
| Employee + Family   | 38         | \$98.72          | \$23.90         | 24%        | \$74.82            | 76%        | \$37.41              | \$92.93          | \$46.47          | 50%        | \$46.47          | 50%        | (\$28.36)                        | \$23.24              |
| <b>Annual Total</b> | <b>170</b> | <b>\$120,570</b> | <b>\$31,114</b> | <b>26%</b> | <b>\$89,456</b>    | <b>74%</b> |                      | <b>\$111,708</b> | <b>\$55,854</b>  | <b>50%</b> | <b>\$55,854</b>  | <b>50%</b> |                                  |                      |
| Change from Current |            |                  |                 |            |                    |            |                      | (\$8,861)        | \$24,741         |            | (\$33,602)       |            |                                  |                      |
| Percentage Change   |            |                  |                 |            |                    |            |                      | -7.3%            | 79.5%            |            | -37.6%           |            |                                  |                      |
| <b>Annual Total</b> | <b>590</b> | <b>\$236,294</b> | <b>\$78,035</b> | <b>33%</b> | <b>\$158,259</b>   | <b>67%</b> |                      | <b>\$399,109</b> | <b>\$199,555</b> | <b>50%</b> | <b>\$199,555</b> | <b>50%</b> |                                  |                      |
| Change from Current |            |                  |                 |            |                    |            |                      | \$162,816        | \$121,520        |            | \$41,296         |            |                                  |                      |
| Percentage Change   |            |                  |                 |            |                    |            |                      | 68.9%            | 155.7%           |            | 26.1%            |            |                                  |                      |



# 2022 Dental Contributions

## Proposed Anthem (DPPO Only 90%/50% Subsidy)

|                     | Enroll | Premiums  | ER Cost  | ER % | Current   |      | EE per Pay Period | Anthem DPPO Only |           |      |            |      | EE per Pay Period |              |
|---------------------|--------|-----------|----------|------|-----------|------|-------------------|------------------|-----------|------|------------|------|-------------------|--------------|
|                     |        |           |          |      | EE Cost   | EE % |                   | Premiums         | ER Cost   | ER % | EE Cost    | EE % |                   | \$ EE Change |
| Aetna Dental HMO    |        |           |          |      |           |      |                   | Semi-Monthly     |           |      |            |      |                   |              |
| Employee            | 216    | \$13.08   | \$4.09   | 31%  | \$8.99    | 69%  | \$4.50            | \$32.75          | \$29.48   | 90%  | \$3.28     | 10%  | (\$5.72)          | \$1.64       |
| Employee + Spouse   | 54     | \$24.22   | \$10.67  | 44%  | \$13.55   | 56%  | \$6.78            | \$66.58          | \$33.29   | 50%  | \$33.29    | 50%  | \$19.74           | \$16.65      |
| Employee + 1 Child  | 25     | \$24.22   | \$10.67  | 44%  | \$13.55   | 56%  | \$6.78            | \$66.58          | \$33.29   | 50%  | \$33.29    | 50%  | \$19.74           | \$16.65      |
| Employee + Family   | 125    | \$39.24   | \$17.47  | 45%  | \$21.77   | 55%  | \$10.89           | \$92.93          | \$46.47   | 50%  | \$46.47    | 50%  | \$24.70           | \$23.24      |
| Annual Total        | 420    | \$115,724 | \$46,921 | 41%  | \$68,802  | 59%  |                   | \$287,401        | \$177,656 | 62%  | \$109,745  | 38%  |                   |              |
| Change from Current |        |           |          |      |           |      |                   | \$171,677        | \$130,734 |      | \$40,943   |      |                   |              |
| Percentage Change   |        |           |          |      |           |      |                   | 148.4%           | 278.6%    |      | 59.5%      |      |                   |              |
| Aetna Dental PPO    |        |           |          |      |           |      |                   | Semi-Monthly     |           |      |            |      |                   |              |
| Employee            | 89     | \$36.57   | \$7.98   | 22%  | \$28.59   | 78%  | \$14.30           | \$32.75          | \$29.48   | 90%  | \$3.28     | 10%  | (\$25.32)         | \$1.64       |
| Employee + Spouse   | 27     | \$70.73   | \$22.66  | 32%  | \$48.07   | 68%  | \$24.04           | \$66.58          | \$33.29   | 50%  | \$33.29    | 50%  | (\$14.78)         | \$16.65      |
| Employee + 1 Child  | 16     | \$70.73   | \$22.66  | 32%  | \$48.07   | 68%  | \$24.04           | \$66.58          | \$33.29   | 50%  | \$33.29    | 50%  | (\$14.78)         | \$16.65      |
| Employee + Family   | 38     | \$98.72   | \$23.90  | 24%  | \$74.82   | 76%  | \$37.41           | \$92.93          | \$46.47   | 50%  | \$46.47    | 50%  | (\$28.36)         | \$23.24      |
| Annual Total        | 170    | \$120,570 | \$31,114 | 26%  | \$89,456  | 74%  |                   | \$111,708        | \$69,845  | 63%  | \$41,863   | 37%  |                   |              |
| Change from Current |        |           |          |      |           |      |                   | (\$8,861)        | \$38,731  |      | (\$47,593) |      |                   |              |
| Percentage Change   |        |           |          |      |           |      |                   | -7.3%            | 124.5%    |      | -53.2%     |      |                   |              |
| Annual Total        | 590    | \$236,294 | \$78,035 | 33%  | \$158,259 | 67%  |                   | \$399,109        | \$247,501 | 62%  | \$151,609  | 38%  |                   |              |
| Change from Current |        |           |          |      |           |      |                   | \$162,816        | \$169,466 |      | (\$6,650)  |      |                   |              |
| Percentage Change   |        |           |          |      |           |      |                   | 68.9%            | 217.2%    |      | -4.2%      |      |                   |              |





# 2022 EyeMed Vision

## Fully-Insured

| Benefit Outline                     |                                | Current                        | Renewal                        |
|-------------------------------------|--------------------------------|--------------------------------|--------------------------------|
| Carrier                             |                                | EyeMed Vision Care             | EyeMed Vision Care             |
| Exam Copay                          |                                | \$10                           | \$10                           |
| Materials Copay                     |                                | \$25                           | \$25                           |
| Exam                                |                                | 100%                           | 100%                           |
| Lenses                              |                                |                                |                                |
| Single                              |                                | 100%                           | 100%                           |
| Bifocal                             |                                | 100%                           | 100%                           |
| Trifocal                            |                                | 100%                           | 100%                           |
| Lenticular                          |                                | 100%                           | 100%                           |
| Frames                              | 100% to \$130; 20% Off Balance | 100% to \$130; 20% Off Balance | 100% to \$130; 20% Off Balance |
| Elective Contacts                   | 100% to \$130; 15% Off Balance | 100% to \$130; 15% Off Balance | 100% to \$130; 15% Off Balance |
| Lasik Surgery Discount              | Discount available             | Discount available             | Discount available             |
| Benefit Frequencies (E / L / F / C) | 12 / 12 / 24 / 12              | 12 / 12 / 24 / 12              | 12 / 12 / 24 / 12              |
| Non-Network Benefits                | Scheduled                      | Scheduled                      | Scheduled                      |
| Rate Guarantee                      | Until 1/1/2022                 | Until 1/1/2026                 | Until 1/1/2026                 |

### Rates & Total Cost

|                        |            |                 |                 |
|------------------------|------------|-----------------|-----------------|
| Employee               | 307        | \$4.59          | \$4.59          |
| Employee + Spouse      | 81         | \$8.72          | \$8.72          |
| Employee + 1 Child     | 42         | \$8.72          | \$8.72          |
| Employee + Family      | 159        | \$12.81         | \$12.81         |
| <b>Total Employees</b> | <b>589</b> |                 |                 |
| <b>Annual Total</b>    |            | <b>\$54,222</b> | <b>\$54,222</b> |
| Change From Current    |            |                 | \$0             |
| Percentage Change      |            |                 | 0.0%            |



# 2022 Vision Contributions

## Current/Renewal – Current & 90%/75% Subsidy

|                    |     |          |          |         |          |         | Current | EE per Pay Period | Renewal with 90%/75% Subsidy |         |          |         |        | EE per Pay Period |  |
|--------------------|-----|----------|----------|---------|----------|---------|---------|-------------------|------------------------------|---------|----------|---------|--------|-------------------|--|
|                    |     | Enroll   | Premiums | ER Cost | ER %     | EE Cost | EE %    |                   | Premiums                     | ER Cost | ER %     | EE Cost | EE %   |                   |  |
| VSP                |     |          |          |         |          |         |         | Semi-Monthly      |                              |         |          |         |        | Semi-Monthly      |  |
| Employee           | 307 | \$4.59   | \$3.48   | 76%     | \$1.11   | 24%     | \$0.56  | \$4.59            | \$4.13                       | 90%     | \$0.46   | 10%     | \$0.23 |                   |  |
| Employee + Spouse  | 81  | \$8.72   | \$6.37   | 73%     | \$2.35   | 27%     | \$1.18  | \$8.72            | \$6.54                       | 75%     | \$2.18   | 25%     | \$1.09 |                   |  |
| Employee + 1 Child | 42  | \$8.72   | \$6.37   | 73%     | \$2.35   | 27%     | \$1.18  | \$8.72            | \$6.54                       | 75%     | \$2.18   | 25%     | \$1.09 |                   |  |
| Employee + Family  | 159 | \$12.81  | \$9.32   | 73%     | \$3.49   | 27%     | \$1.75  | \$12.81           | \$9.61                       | 75%     | \$3.20   | 25%     | \$1.61 |                   |  |
| Annual Subtotal    | 589 | \$54,222 | \$40,005 | 74%     | \$14,217 | 26%     |         | \$54,222          | \$43,203                     | 80%     | \$11,019 | 20%     |        |                   |  |
| Annual Total       | 589 | \$54,222 | \$40,005 | 74%     | \$14,217 | 26%     |         | \$54,222          | \$43,203                     | 80%     | \$11,019 | 20%     |        |                   |  |



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## MEMORANDUM

To: Board of Directors

From: Lisa Gonzales, Program Governance Coordinator

Date: September 29, 2020

Subject: *Agenda Item V(b)*: Amendment to CAPK Head Start Policy Council Bylaws  
– **Action Item**

---

During a review of the CAPK Head Start Policy Council Bylaws and in alignment with Article VIII, Section 8(3)(5) of the document, the Policy Council Bylaws Committee has identified an area of the bylaws for revision. As per the Head Start Act, Section 642 Item 16(E) the proposed amendment is hereby presented to CAPK Board of Directors for approval.

The Policy Council Bylaws Committee met on several occasions during the 2020-2021 term for annual review of the Policy Council Bylaws. During this process the committee noted a difference between the Head Start Performance Standards and that of the Policy Council Bylaws as it pertains to Policy Council member term limits. Head Start Performance Standard §1301.3(d)(3) indicate members may serve up to, but not to exceed five (5) one-year terms. The CAPK Head Start Policy Council Bylaws in Article III, Section 7, state members are limited to three (3) one-year terms. A copy of the 2020 approved bylaws will be made available upon request.

The proposed Policy Council Bylaws amendment seeks to revise Article III *Membership*, Section 7 *Term of Membership* from three (3) one-year terms to five (5) one-year terms. This change would better align with term limits as stated in the Head Start Performance Standards as well as provide an opportunity to those who have participated on Policy Council to potentially extend their years of service.

The Policy Council Bylaws Committee met as scheduled on August 10, 2021, at which time the proposed amendment was approved.

**Recommendation:**

Staff recommends Board approval of the proposed amendment to the 2020 Policy Council Bylaws.

**Attachment:**

Excerpt from Head Start Performance Standards §1301.3

## 1301.3 Policy council and policy committee.

---

 [eclkc.ohs.acf.hhs.gov/policy/45-cfr-chap-xiii/1301-3-policy-council-policy-committee](https://eclkc.ohs.acf.hhs.gov/policy/45-cfr-chap-xiii/1301-3-policy-council-policy-committee)

(a) *Establishing policy councils and policy committees.* Each [agency](#) must establish and maintain a policy council responsible for the direction of the Head Start program at the agency level, and a policy committee at the delegate level. If an agency delegates operational responsibility for the entire Head Start or Early Head Start program to one delegate agency, the policy council and policy committee may be the same body.

(b) *Composition.* (1) A program must establish a policy council in accordance with section [642\(c\)\(2\)\(B\)](#) of the Act, or a policy committee at the delegate level in accordance with section [642\(c\)\(3\)](#) of the Act, as early in the program year as possible. Parents of children currently enrolled in each program option must be proportionately represented on the policy council and on the policy committee at the delegate level.

(2) The program must ensure members of the policy council, and of the policy committee at the delegate level, do not have a conflict of interest pursuant to sections [642\(c\)\(2\)\(C\)](#) and [642\(c\)\(3\)\(B\)](#) of the Act. Staff may not serve on the policy council or policy committee at the delegate level except parents who occasionally substitute as staff. In the case of tribal grantees, this exclusion applies only to tribal staff who work in areas directly related to or which directly impact administrative, fiscal, or programmatic issues.

(c) *Duties and responsibilities.* (1) A policy council is responsible for activities specified at section [642\(c\)\(2\)\(D\)](#) of the Act. A policy committee must approve and submit to the delegate agency its decisions in each of the following areas referenced at section [642\(c\)\(2\)\(D\)\(i\)](#) through (vii) of the Act.

(2) A policy council, and a policy committee at the delegate level, must use ongoing monitoring results, data on [school readiness goals](#), other information described in [§1302.102](#), and information described in section [642\(d\)\(2\)](#) of the Act to conduct its responsibilities.

(d) *Term.* (1) A member will serve for one year.

(2) If the member intends to serve for another year, s/he must stand for re-election.

(3) The policy council, and policy committee at the delegate level, must include in its bylaws how many one-year terms, not to exceed five terms, a person may serve.

(4) A program must seat a successor policy council, or policy committee at the delegate level, before an existing policy council, or policy committee at the delegate level, may be dissolved.

(e) *Reimbursement.* A program must enable low-income members to participate fully in their policy council or policy committee responsibilities by providing, if necessary, reimbursements for reasonable expenses incurred by the low-income members.



## MEMORANDUM

To: Board of Directors

From: Pritika Ram, Director of Administrator

Date: September 29, 2021

Subject: *Agenda Item V(c)*: Governing Board Bylaws Review – **Action Item**

---

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

Vision and Direction -Category 5: Board Governance

- Standard 5.3 The organization's bylaws have been reviewed by an attorney within the past 5 years.
  - Guidance
    - There is no requirement that the attorney be paid.
    - Final reviews by attorneys on the board or on staff are not recommended but are not disallowed.
- Standard 5.4 The organization documents that each governing board member has received a copy of the bylaws within the past 2 years.
  - Guidance
    - Distribution may be accomplished through electronic or hard copy distribution.
    - Acknowledgement of receipt may be accomplished through a signed and dated written acknowledgement, email acknowledgement, board minutes documenting receipt for those in attendance, etc.

Past revisions of the Bylaws have included changes to establish consistency, delete duplicative language, or provide further clarity. Our last review and approval of the Bylaws was during the August 17, 2019, Board Retreat. Since that time in April 2021, legal has reviewed the bylaws pertaining to a conflict-of-interest matter, and as part of that review, suggested changes around the use of language and consistency of references (i.e., Elections Committee and Ad Hoc Elections Committee). Further, there has been discussions on the terms of representations. To fully review and meet criteria, staff request an Ad Hoc Committee be assembled.

**Recommendation:**

Staff recommends the Board Chairman select an Ad Hoc Committee to work alongside staff to review and make recommendations to the Governing Board Bylaws.

**Attachment:**

*Community Action Partnership of Kern Bylaws (approved 08/17/2019)*

**BYLAWS**  
**OF THE**  
**COMMUNITY ACTION PARTNERSHIP OF**  
**KERN**

**Adopted by  
The Board of Directors on**

**May 12, 1965**

**Amended August 23, 2017**

**Resolution #2017-05**

**Board Review August 17, 2019**



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# **COMMUNITY ACTION PARTNERSHIP OF KERN**

## **BYLAWS**

This private nonprofit corporation's name shall be the Community Action Partnership of Kern. It shall act as the official Community Action Agency for Kern County, California, in conformity with the standards and regulations set forth by Public Law 88-452 (The Economic Opportunity Act), the Omnibus Reconciliation Act of 1981, Public Law 97-35, the Coates Human Services Reauthorization Act of 1998, Public Law 105-285, the Community Services Block Grant (CSBG) Act, and State and Federal statutes regulating private nonprofit corporations. The principal place for the transaction of business of the corporation is located in Bakersfield, California. The Community Action Partnership of Kern (CAPK or Agency) shall primarily serve Kern County but may also serve other areas needing assistance or programs as approved by the Board of Directors. For the purposes of being a Community Housing Development Organization (CHDO), Community Action Partnership of Kern considers its primary service area, Kern County, as a 'community' which is equivalent to the definition contained within the federal HOME regulation 24 CFR 92.2(8)(i).

## **PURPOSE AND FUNCTIONS**

The purpose and functions of the organization shall include the following:

1. To identify and diagnose areas and causes of poverty in Kern County and/or other areas.
2. To develop a comprehensive plan to alleviate or eliminate poverty in Kern County and/or other areas.
3. To develop, conduct, and administer programs or oversee the conduct and administration of anti-poverty programs, as established under provisions of Public Law 88-452, The Economic Opportunity Act of 1964 and subsequently repealed and replaced with the Omnibus Reconciliation Act and Coates Human Services Reauthorization Act.
4. To encourage, stimulate, and assist in the development of anti-poverty projects by public, private nonprofit, voluntary organizations and indigenous low-income groups to meet the needs of the low-income population.
5. To provide quality housing that is affordable to low-income and moderate-income persons, in accordance with its charter, articles of incorporation, resolutions or bylaws.

## **ARTICLE I**

### **MEMBERSHIP AND COMPOSITION OF BOARD OF DIRECTORS**

The Board of Directors shall hereinafter be referred to as the "Board."

Section 1. The authorized number of Directors of the Corporation shall be fifteen (15) unless amended by specific action of a simple majority of a quorum of the Board.

Section 2. Board seats shall be allotted on a tripartite basis and shall include at least one member who shall have a background and expertise in fiscal management or accounting; and at least one member who shall have a background and expertise in early childhood education and development; and at least one member who shall be a licensed attorney familiar with the issues that come before the Board of Directors. If the Board is unable to recruit individuals to serve on the Board with these qualifications, then the Board shall use consultants or other individuals with the expertise to work with the Board in an advisory capacity. The Directors shall be drawn primarily from the following spheres of community activity in Kern County:

1. Public Official Representatives hereinafter referred to as Category I.

- a. In accordance with Public Law 105-285 Section 676B, Community Services Block Grant (CSBG) Act, one-third of the Board are elected public officials, currently holding office, or their representatives, except that if the number of elected officials reasonably available and willing to serve is less than one-third of the memberships of the Board, membership on the board of appointive public officials may be counted in meeting such one-third requirement; and
- b. In accordance with 24 CFR Section 92.2, (5); "...the governmental entity may not have the right to appoint more than one-third of the membership of the organization's governing body and no more than one-third of the board members may be public officials or employees of governmental entity. Board members appointed by a governmental entity may not appoint the remaining two-thirds of the board members. The officers or employees of a governmental entity may not be officers or employees of a community housing development organization;" and
- c. In accordance with qualification as a Community Housing Development Organization (CHDO) under the HOME Program no more than one-third of the Board of Directors (or CHDO Board) or five (5) members of the Board of Directors can be elected or appointed public officials or persons appointed by a public official.

2. Low-Income Representatives, hereinafter referred to as Category II:

- a. In accordance with Public Law 105-285 Section 676B, Community Services Block Grant (CSBG) Act, at least one-third of the members are persons chosen in accordance with democratic selection procedures adequate to assure that they are representatives of the low-income in the area served. Low-income representatives must reside in the area they represent; and
- b. In accordance with Public Law 105-285 Section 676B and 24 CFR Section 92.2, the Board of Directors shall maintain at least one-third of its membership for residents of low-income neighborhoods, other low-income community residents, or elected representatives of low-income neighborhood organizations.

- c. Low income residents shall be defined as those persons living in the low-income community and whose incomes fall within the Federal Poverty Guidelines as being low-income, are an elected representative of a low-income neighborhood organization, e.g. block groups, town watch organizations, civic associations, neighborhood church groups and NeighborhoodWorks® organizations. Low income representatives must not be elected or appointed public officials, or persons appointed by a public official.

3. Private Sector/Community Representatives, hereinafter referred to as Category III.

In accordance with Public Law 105-285 Section 676B(a)(2)(C), the remainder of the members are officials or members of business, industry, labor, religious, law enforcement, education, or other major groups and interests in the community.

All channels of communication will be utilized to inform the public of a Board vacancy. Such communication channels will include bilingual printed and electronic media, along with Community Action Partnership of Kern staff, programs and members of the Board of Directors. In order to provide representation from various parts of the private sector and/or community, representation shall be selected from the following types of organizations, including but not limited to: business, industry, labor, religious, civic, welfare/social service organizations, education, media or other major groups and interests in the community.

Section 3. The procedure for selecting Directors shall be as follows:

1. General Procedures

The name and a brief biography of the candidate shall be submitted to the Board. This shall become a part of the permanent files of the Corporation. The candidate shall then be invited to appear before the Board at a public meeting for formal seating by the Board.

2. Specific Procedures

- A. Category I - (Five Seats). The Board shall determine the public officials who shall serve on the Board. The five elected public officials shall include one Kern County representative each from a U.S. Congressional district; one representative from the State of California Senate, and Assembly, one representative from the Kern County Board of Supervisors, along with one representative from the City of Bakersfield Mayor.

Each public official selected may choose one (1) representative to serve on the Board in his/her place. Representatives of public officials may not themselves select alternates to serve on the Board.

Term of Representation - (Category I). There shall be no tenure restrictions of public officials so designated by the Board. However, the term of public officials or their representatives shall be simultaneous with the term of the public official. The U.S.

Congressional, State Senate, and State Assembly representatives shall rotate as they leave office. The rotation of office shall alternate between the two districts that have the highest number of Kern County residents in their district. The Chairman of the Kern County Board of Supervisors shall designate the representative to the CAPK Board. The Mayor of Bakersfield shall designate the representative to the Board.

- B. Category II - (Five Seats). Low-income representatives shall be selected through the democratic process of holding elections in four (4) areas of the county as defined by the Kern County Superior Court Regional Divisions: Metropolitan Bakersfield, East Kern, North Kern, and South Kern. In addition, one (1) representative in Category II 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 Kern County PC representative for one year. Representatives must reside in the respective area. Voting shall be limited to residents of the respective area who are 18 years of age, or older. Those elected need not themselves be low-income, but they must be elected in a manner that will ensure that they truly represent the low-income. The procedures to be followed in holding these elections will be in conformity with Federal and State regulations, including a certificate that must be signed by the candidate certifying that he/she meets all eligibility requirements and pledges to represent the low-income community. Community Action Partnership of Kern Election Rules and Procedures, and an official petition form, shall be provided to candidates. Elections shall be held on weekdays that do not occur on a Federal, State, or local holiday.

Low-income residents shall be defined as those persons determined by the Federal Poverty Guidelines as meeting low-income requirements. Low-Income verification will be done by having the resident sign a self-certification proclaiming themselves to be low-income or pledging to represent the low-income community. The Ad Hoc Election Committee may extend the deadline for receipt of the petitions if no candidates have filed by the required date and time. If fewer than two (2) candidates file nomination papers by the extended deadline date, the Board has the right to waive the election and appoint a representative for the Regional Division consistent with eligibility criteria.

If a duly elected representative of the low-income category fails to complete his/her term of office, the Board will have the option of appointing a successor to complete the term. The successor shall be from the same District as the representative being replaced and shall meet the requirements for a low-income representative as set forth above.

Terms of Representation (Category II). The Directors in Category II shall serve a consecutive five (5) year term. After serving five (5) consecutive years, a Director's seat will be opened up for election. If the Director wishes to remain on the Board, (s) he must run for re-election and meet all requirements as set forth in the Election Rules & Procedures. There will be no limit set on the number of terms a person may serve as a Category II Representative. The period of Board service for this category will begin at the regularly scheduled Board meeting following the election or appointment.

- C. Category III - (Five Seats). At the direction of the Board Chairperson, Community Action Partnership of Kern staff shall correspond with appropriate community organizations and businesses inviting them to select one (1) Representative from their organization or

business. Those individuals selected by their organization, business, etc. will be given an application to be completed and returned to the Agency.

The Elections Committee shall hold a meeting to review all applications to determine eligibility of the applicants. The Committee will prepare recommendations for the Board, giving priority to candidates who best facilitate the Agency goal of equal representation of community organizations and businesses to represent a cross section of Kern County.

The full Board shall have the opportunity to review all applications at the time the Elections Committee makes its recommendations. A vote of Board will then be taken to determine which candidates, if any, will be invited to sit on the Board. Seating of invited candidates will take place at the next regularly scheduled Board Meeting.

Terms of Representation (Category III). Every five (5) years the composition of Category III may be rotated. The method for rotation shall be as follows:

Upon receipt of a private organization's interest in serving on the Board, and after the organization is determined to be a duly representative organization based upon criteria set forth above, the organization may replace an existing organization. The requesting organization may replace an existing organization after the existing organization has served a period of five (5) years consecutively. If there is no organization of the same "type" to replace the existing organization, another "type" of organization may be selected for the seat. When there are more organizations willing to serve than there are seats available, then priority shall be given to those organizations that can provide a balance to the community and best meet the criteria established in this section. The Board shall make final determination as to the organization that shall serve.

Section 4. Conflict of Interest. No person who serves on the Board may be employed by CAPK nor may they have a financial conflict of interest with the agency. The responsibilities of the Board and its committees shall be independent of the staff. Individuals leaving the Board who wish to apply for Agency positions may do so after a waiting period of six months from the time they leave the position. No person may sit on the Board who is an officer or an employee of, or has a direct or indirect ownership or profit participation in an organization contracting to perform a component of any CAPK program. No employee of the Department of Community Services and Development (CSD) may serve on the Board.

No person shall be employed with Community Action Partnership of Kern while a member of his/her family, or a roommate serves on the Board, Head Start Policy Council, or any non-staff committee or delegate division of the Agency.

For purposes of this section, a member of the immediate family shall include any of the following:

|               |                |                         |
|---------------|----------------|-------------------------|
| Spouse        | Step Sister    | Sister-in-law           |
| Parents       | Brother        | Daughter-in-law         |
| Step-Parents  | Step-Brother   | Son-in-law              |
| Children      | Father-in-law  | Grandparents            |
| Step-Children | Mother-in-law  | Common-law spouse (as   |
| Sister        | Brother-in-law | defined by the State of |
|               |                | California)             |

The Conflict of Interest Policy shall be reviewed and signed by the Board on an annual basis.

Section 5. Policy for Receiving Agency Services. Board members who meet all eligibility requirements may access Agency services. The Agency shall not under any circumstances give Board members preferential treatment. In addition, Board members must provide all required documentation and follow contract guidelines before the Agency will provide assistance or allow access to programs. No Board member, if qualified for services, may participate in processing his or her own application for services or provide direction to staff on personal application processing.

Section 6. Limitations. No person may serve as a Director who has been convicted within the past five (5) years of a crime involving moral turpitude. As used herein, the term “moral turpitude” shall include, but not be limited to, conduct contrary to justice, honesty, modesty, or good morals. The minimum age of a Director shall be eighteen (18) years of age.

#### Section 7. Vacancies.

##### 1. Definition

A vacancy shall occur when:

- A. Board member is notified of his/her removal by action of the Board for cause;
- B. Death of a Board member;
- C. A Board member notified the Board of his/her resignation;
- D. A public official leaves office;
- E. Low-income representative moves out of respective area he/she represents;
- F. Term expires.

##### 2. Filling Vacant Seats of Public Officials

The Board shall select another public official to fill the seat or solicit the newly elected public official to make an appointment as soon as reasonably possible.

##### 3. Filling Vacant Seats of Representatives of the Low-Income

Elections will be held in accordance with Community Action Partnership of Kern Election Rules and Procedures.

##### 4. Filling Vacant Seats of Representatives of the Private Sector/Community

The Board may request the organization to name a new representative or refer to process in Article I: Section 3 (Selection of Directors) to fill the seat.

#### Section 8. Removal

##### 1. Grounds. The following shall constitute grounds for removal:

- A. Conviction of a crime involving moral turpitude. As used herein, the term “moral turpitude” shall include, but not be limited to, conduct contrary to justice, honesty, modesty, or good morals.
- B. Absences from three (3) consecutive regularly scheduled Board meetings.
- C. Absences from five (5) regularly scheduled Board meetings in any consecutive twelve (12) month period.
- D. Absences may be grounds for removal under Items B and C above; however, the Board will consider the nature of absences when making a determination or consideration of removal.
- E. Low-income representative moves out of area he/she represents.
- F. The Board member engages in conduct that is unlawful, unethical, or in any way brings the organization into disrepute. Said Board member shall be entitled to a due process hearing before a simple majority of a quorum of the Board of Directors, which shall include the right to call witnesses and be represented by counsel. Upon a finding of good cause for removal under this section by a two-thirds (2/3) majority of a quorum of the Board, a Board member can be removed.

## 2. Procedure

A Board member may be removed by a majority vote of a simple majority of a quorum of the Board for any ground listed in Article I: Section 8.1, Subsections A-D.

Prior to removal, the Board member shall be notified in writing of the grounds for removal (including specific facts, dates, times, and places) and shall be given an opportunity to be heard by the Board. The representative organization (if any) shall also be notified of the grounds for removal.

Private Sector/Community representatives and public official representatives may be replaced by the appointing organization, or public official he/she represents, if the Board member no longer commands the support and/or confidence of the agency, organization, group, or individual represented. The group shall give the Board member prior notice for an opportunity to be heard. Directors dropped from membership on the Board for any of the above listed reasons will be notified in writing of their termination, as will the sponsoring organization after an opportunity for a fair hearing has been afforded.

Section 9. Petitions for Category III Representation. Provision is hereby made for a fair hearing for any community, private sector firm, or representative group that may feel inadequately represented on the Board to petition for such representation. To prevent frivolous petitions or those coming from very small groups, it is hereby established that no less than twenty-five (25) signatures of persons who belong to or who serve the petitioning group will be required on each such petition. The Board shall make a written statement of reasons supporting the action taken on the petition and communicate its decision to the petitioners. In the event a petition is presented to the Board and deemed meritorious, the Board, by procedures set forth in Article 1: Section 3 (Selection of Directors), shall provide a



seat for such organization and shall adjust the size of the Board as necessary to maintain its tripartite structure. These Bylaws shall be amended to reflect such change.

## **ARTICLE II**

### **FUNCTIONS AND RESPONSIBILITIES OF THE DIRECTORS**

Section 1. Directors shall be concerned with all problems of poverty in Kern County, as well as in their respective areas, and shall be responsible for reporting back to their organization and areas where required. The Board is also responsible for determining overall plans and priorities of the agency as well as for evaluating the progress against performance.

The Board shall have the power to enter into legally binding agreements with any Federal, State, or local agency, or with any private funding organization for the purpose of administering programs or providing services.

In addition, the Board shall exercise the following specific powers:

1. Approve personnel policies and procedures, including policies and procedures regarding the hiring, evaluation, compensation (at least every five years), and termination of the Chief Executive Officer (3, Head Start/ State Child Development Services Director, Human Resources Director, Chief Finance Officer, and any other person in an equivalent position with CAPK;
2. Appoint, evaluate (each calendar year), discipline, and/or remove the Chief Executive Officer of CAPK;
3. Approve personnel, organization, fiscal and program policies, including job descriptions at least every five years;
4. Determine overall program plans and priorities for CAPK including evaluating progress against performance by reviewing and analyzing results each calendar year;
5. Approve all program proposals and budgets, including the creation of an annual agency wide budget. Ensure the annual audit is completed and presented by a CPA and formally accepted by the Board. Ensure any prior year findings are assessed and addressed by the agency;
6. Enforce compliance with all conditions of grants;
7. Oversee the extent and the quality of the participation of the low-income in programs of CAPK through a systematic approach for collecting, analyzing and reporting customer satisfaction;
8. Elect the officers of the Board;
9. Head Start Duties. In accordance with the Head Start Act, the Board has the following specific duties and responsibilities with regard to the Head Start programs operated by CAPK:

- Assume legal and fiscal responsibility for administering and overseeing all Head Start programs, including the safeguarding of Federal funds;
- Approve practices that assure active, independent and informed governance of the Head Start program and full participation in the development, planning and evaluation of Head Start programs;
- Ensure compliance with Federal and State laws and regulations that are in any way related to the operation of the Head Start program;
- Approve procedures and criteria for recruitment, selection and enrollment of children in the Head Start programs;
- Review all applications for funding and amendments to application for funding for CAPK's Head Start programs;
- Approve procedures guidelines for accessing and collecting information regarding programs planning, policies and Head Start program operations as defined in the Head Start Act;
- Approve all major policies of the Agency, including an annual self-assessment, financial audit, progress in carrying out the programmatic and fiscal provisions of CAPK's grant application(s), including implementation of any necessary or suggested corrective actions, and personnel policies regarding the hiring, evaluation, termination and compensation of the agency employees.
- Approve procedures for the selection of members of the policy councils and policy committees;
- Approve all financial management, accounting, reporting policies, and legal and regulatory compliance with regard to financial matters relating to Head Start operations, including approval of all major financial expenditures, annual approval of the operating budget, selection of independent auditors, and monitoring of CAPK's actions to correct any audit findings;
- Review results from program monitoring, including appropriate follow-up activities;
- As necessary and appropriate, establish advisory committees to oversee key responsibilities related to program governance and improvement of CAPK Head Start programs.

Section 2. The Board shall schedule no less than ten (10) monthly meetings in a calendar year period for the purpose of transacting the business of the Corporation. Between meetings of the Board, the Executive Committee of the Board or in certain circumstances the Chairperson of the Board (see Article IV, Committees) may act on behalf of the full Board to ensure continuity of Agency business. The Executive Committee or Chairperson shall report any action taken pursuant to this paragraph to the full Board of Directors at the next regular Board meeting for consideration and ratification by the Board.

Section 3. The Chairperson or a group of five or more active Directors may call a special meeting by complying with the Brown Act notice and agenda requirements for special meetings.

Section 4. Notification. Notice of all regular and special Board meetings shall be made in accordance with the Brown Act, including notice to each Board member.

Section 5. Minutes. The Board shall keep minutes for each meeting. Minutes of the previous meeting shall be distributed to all members before the next meeting and shall be made available to the public, upon request. Written translations of the minutes in areas where a significant portion of the poverty population does not speak English shall be made available upon request.

Section 6. Quorum. A quorum shall consist of at least fifty percent (50%) of the non-vacant seats on the Board.

Section 7. Committees. Each Board member shall be a member of at least one committee identified in Article IV, Section 2.

### **ARTICLE III**

#### **OFFICERS**

Section 1. The Board shall have the following officers: Chairperson, Vice-Chairperson, Secretary, and Treasurer. No person may hold two or more offices concurrently.

Section 2. The duties of the Chairperson shall be to preside over the meetings of the Board as Chairperson, serve as the supervisor of the Chief Executive Officer, and perform those duties customarily performed by the Chairperson of the Board of a nonprofit corporation. The Chairperson shall have the power to make committee appointments as set forth in Article IV below.

Section 3. The duties of the Vice Chairperson shall be to fulfill the duties of the Chairperson in his/her absence, and other duties as required.

Section 4. The duties of the Secretary shall be to keep, or cause to be kept, in the office of the Corporation, the official records and minutes of the Board meetings.

Section 5. The Treasurer shall keep, or cause to be kept, the records of the receipt, care and disbursement of funds of Community Action Partnership of Kern. In carrying out these functions, the Treasurer shall work with the Chief Financial Officer and his/her assistants who shall perform the day-to-day accounting functions for CAPK.

Section 6. In the absence of the Chairperson, the chain-of-command will be as follows: 1) Vice Chairperson; 2) Secretary; 3) Treasurer; 4) Senior Board Member by years served on the Board.

Section 7. Officer Terms. No Chairperson shall serve as Chairperson for more than three (3) consecutive terms of one (1) year each during their overall Board term limitation. A Board member may serve as the Vice Chairperson, Secretary, and/or Treasurer (in accordance with Article III: Section 1) up to their overall Board term limitation.

Section 8. Election of Officers.

1. Officers will be elected for one (1) year terms at the first Board meeting of each calendar year.
2. Only Directors present may participate.
3. Interim officer elections will be held at the next regular meeting following notice of vacancy. Less than a six (6) month term of service shall not constitute a full term. A simple majority vote of a quorum of the Board shall be necessary to fill the vacant officer position.

## **ARTICLE IV**

### **COMMITTEES**

Section 1. All Standing Committees shall include at least one (1) Board member from each category and shall generally reflect the composition of the full Board. Committee Chairpersons shall be appointed by the Board Chairperson. The quorum requirements for such Committees shall be a simple majority (3 of 5) of the total membership of the Committee. All committee meetings shall be conducted in accordance with the open meeting requirements of the Brown Act.

Section 2.

1. The Executive Committee shall be comprised of the Officers and up to two (2) Directors appointed annually by the Chairperson.
  - A. The Executive Committee shall act on behalf of the Community Action Partnership of Kern Board between regular Board meetings. The Executive Committee shall report to the Board any actions it has taken in the interim between regular meetings.
  - B. In the event that the Executive Committee cannot convene within the timeframe required for action to be taken, the Chairperson of the Board may act on behalf of the Board of Directors. The Chairperson shall report any action taken pursuant to this paragraph to the full Board of Directors at the next regular Board meeting for consideration and ratification by the Board.
  - C. The Executive Committee shall determine its own meeting schedule.
2. The Personnel/Affirmative Action Committee shall be comprised of the Vice Chairperson who shall serve as the Chairperson of the Committee and up to five (5) Directors appointed annually by the Board Chairperson.
  - A. The Personnel/Affirmative Action Committee shall act as arbitrator in any labor or personnel disputes not resolved by the Chief Executive Officer.
  - B. The Personnel/Affirmative Action Committee shall review, monitor and recommend for approval the Community Action Partnership of Kern Personnel Policies.

- C. The Personnel/Affirmative Action Committee shall obtain information concerning employment practices including, but not limited to, overtime, vacations, wage and hour issues, and other relevant concerns and shall keep the Board of Directors apprised as to significant trends and make recommendations regarding future policy changes.
- D. The Personnel/Affirmative Action Committee shall determine its own meeting schedule.
3. The Budget and Finance Committee shall be comprised of the Treasurer, who shall serve as its Chairperson, and up to five (5) Directors. The Committee shall cause to have made (in accordance with scheduled board meetings) a review of the financial position of all component programs, and report their findings to the Board. The Committee will also review and comment upon each new budget before its submission to the respective funding sources.
4. The Program Review and Evaluation Committee shall be comprised of the Secretary, who shall serve as its Chairperson, and up to five (5) Directors. The Committee shall review all program ideas and project proposals and report their reactions and recommendations to the Board. This Committee shall also be responsible for recommending overall plans and priorities for the Agency and for making periodic examinations of projects underway and reporting to the Board where, in their judgment, each project is achieving its stated goals.
5. The Audit Committee and Pension Committee shall be comprised of the Chairperson, who shall be appointed by the Board Chairperson, and up to five (5) Directors. The Chairperson of the Audit Committee and Pension Committee may not be a member of the Budget & Finance Committee, nor may the Budget & Finance Committee members constitute more than 49% of the total membership of the Audit Committee. The Committee shall recommend the retention and termination of the independent auditor, may negotiate the compensation of the auditor on behalf of the Board, shall confer with the auditor to satisfy the Committee members that the financial affairs of the Partnership are in order, shall review and determine whether to accept the audit, and shall approve performance of any non-audit services to be provided by the auditing firm.

The Audit and Pension Committee shall oversee and monitor the administrative and fiduciary responsibilities of our retirement programs. They will do so by meeting on a regular and ad-hoc basis and will receive regular presentations from our retirement plan provider(s).

Section 3. Special Ad-Hoc Committees may be established by the Chairperson to investigate, review and/or make recommendations in areas, matters, or problems not covered by Standing Committees. In establishing committees and appointing members thereof, the Chairperson may draw upon citizens who utilize the services of Community Action Partnership of Kern and/or who have demonstrated concern with poverty and have special training or experience that can be employed in effectuating the purpose for which the Corporation is organized.

The number of Directors on any Committee may not constitute a quorum of the Board.

## **ARTICLE V**

### **CHIEF EXECUTIVE OFFICER RESPONSIBILITIES**

Section 1. The Board shall appoint the Chief Executive Officer who shall serve at the discretion of the Board of Directors as the Administrative Officer of Community Action Partnership of Kern.

Section 2. The Chief Executive Officer shall be responsible for the conduct and administration of approved programs and delegate programs within the authority of policies established by the Officers and Board of Directors of Community Action Partnership of Kern.

Section 3. The Chief Executive Officer shall be responsible to the Board of Directors for implementing and enforcing all employment policies and procedures and guidelines established by CSD and the Community Action Partnership of Kern Board of Directors.

Section 4. The Chief Executive Officer shall be responsible to the Board of Directors for ensuring compliance with the open meeting requirements of the Brown Act.

## **ARTICLE VI**

### **OPERATING PROCEDURES**

Section 1. CAPK shall be governed by Robert's Rules of Order, Revised, except where modified or limited by these Bylaws and subsequent amendments and the open meeting requirements of the Brown Act.

Proxy voting by any Board members is prohibited at meetings of the Board and its Committees.

Section 2. Compensation. The following reimbursements are permitted:

- ❖ Child care reimbursement for low-income representatives.
- ❖ Mileage reimbursement for all Board members.
- ❖ Accommodation and meal costs for the East Kern low-income representative to attend meetings in person when teleconferencing is not available or personal attendance is required.
- ❖ Agency-related business expense reimbursement for all Board members.
- ❖ Regular compensation is prohibited.

Section 3. Teleconferencing. The East Kern Board of Director representative may use teleconferencing to attend Board meetings. The teleconferencing facility shall be fully accessible to the public to address the Board during times allotted for public comment. Teleconferences may take place from a CAPK owned physical location or privately rented facility to accommodate the Board member participation. The Board shall establish the location for the teleconference. All requirements of California Government Code Section 54953 shall be followed. If teleconferencing is used in East Kern County, Community

Action Partnership of Kern staff shall post the meeting agenda and allow public comment in accordance with California Government Code Section 54953 and the Brown Act.

## **ARTICLE VII**

### **AMENDMENTS**

Section 1. These Bylaws may be amended by a majority vote of the total membership of the Board at any legal meeting of the regular Board. Written copies of the proposed amendments shall be provided to all Board members at least ten (10) days prior to the consideration of the amendment(s).

Most recent previous revision:

April 27, 2011

**CERTIFICATE BY SECRETARY**

I DO HEREBY CERTIFY AS FOLLOWS:

That I am the duly elected, qualified and acting Secretary of Community Action Partnership of Kern and that the foregoing Bylaws were amended as the Bylaws of said corporation at a regularly scheduled meeting of the Board of Directors on August 23, 2017 in accordance with the Articles of Incorporation and Bylaws of said corporation.

IN WITNESS WHEREOF, I have hereunto set my hand this 23 day of August 2017.

  
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Fred Plane, Secretary



## RESOLUTION # 2017-05

### **A Resolution of the Board of Directors of the Community Action Partnership of Kern Approving the Bylaws of the Agency**

The Board of Directors of the Community Action Partnership of Kern located at 5005 Business Park North, Bakersfield, CA 93309, met on August 23, 2017, in Bakersfield, California at a regularly 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 Agency Bylaws are required to be updated, reviewed by an attorney and approved by the governing Board at least once every five years as indicated by US Health and Human Services Informational Memorandum 138 dated January 26, 2015, for CSBG Eligible Entities under 678B of the CSBG Act, 42 U.S.C. § 9914; and

**WHEREAS**, the CAPK Board of Directors has determined that there is a need for updated Bylaws that are reviewed by an attorney at least once every five years; and

**NOW, THEREFORE**, be it resolved that the CAPK Board of Directors hereby approves and adopts the CAPK Agency Bylaws as presented on August 23, 2017.

**APPROVED** by a majority vote of the Board of Directors of Community Action Partnership of Kern, this 23<sup>rd</sup> day of August, 2017.

  
Garth Corrigan, Chair  
CAPK Board of Directors

8/23/17  
Date



## MEMORANDUM

To: Board of Directors

From: Pritika Ram, Director of Administration

Date: September 29, 2021

Subject: *Agenda Item V(d)*: Community Development Financial Institution (CDFI) and Community Development Corporation (CDC) Study Update— **Action Item**

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Since the last update on July 31, 2021, during the Executive Committee meeting, FUND Consulting, has prepared a preliminary assessment, enclosed in this packet, consisting of the phases below. The preliminary assessment includes a market analysis of Kern County, including interviews from stakeholders, and survey results of client, community members and staff.

- Data Collection
- Market Needs Assessment
- Organizational Assessment

As outlined on page 4-5 of the assessment, there is limited CDFI activity in Kern County, households are unbanked or underbanked, and there is a need for financial developmental services. Among the findings, lending trends are described on pages 17-19 based on Transaction Level Report (TLR) and loan purpose. The report reviews the CDFI lending activities from 2017-2019 in Kern County compared to State trends, including lending for women or minority-owned business. On page 22-24, FUND outlines CAPK's readiness on CDFI and CDC formation, which includes a simple readiness marker. Currently, our Board composition and programs services do not meet the CDFI criteria. "...as its predominant business activity is not the provision of Financial Products, Development Services, and/or other similar financing."

Based on the findings and discussions with leadership, the following service lines were identified as areas of need along with development services (i.e., financial education and planning):

- Small Business
- Consumer/Small Dollar
- Down Payment Assistance loan products.

The analysis shows the most viable option for pursuing CDFI Certification is through a new entity. To meet criteria, CAPK will need to begin preparing a series of activities to become eligible for CDFI Certification, as described on page 22. Further to help support the financial obligations and obtain expert guidance, there is technical assistance funding available for entities forming CDFI's with a focus on supporting the economic stability of Black, Indigenous, and People of Color (BIPOC) small business owners, microentrepreneurs, and families in the short term, while building the capacity of Black- and Brown-led nonprofit organizations in the long term.

As part of the next phases, Financial Modeling and Capitalization Plan, FUND will move forward with financial modeling for CAPK based on a new CDFI entity and will focus on service lines listed above.

While staff is recommending moving forward with additional tasks along the path of potentially establishing a CDFI, that decision will come before the Board at a later date once all research and analysis is complete.

**Recommendation**

Staff recommends the Board of Directors authorize staff to engage with legal counsel on research with the intent of forming a Community Development Financial Institution (CDFI) entity, and pursuing funding to support the development phases.

**Attachment**

*Community Action Partnership of Kern – Market and Organizational Assessment Memo August 2021*

# **COMMUNITY ACTION PARTNERSHIP OF KERN MARKET & ORGANIZATIONAL ASSESSMENT MEMO**

**AUGUST 2021**

**FUND CONSULTING, LLC**

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## INTRODUCTION & METHODOLOGY

Community Action Partnership of Kern (CAPK) has engaged Fund Consulting to complete a CDC & CDFI Needs Assessment. The project consists of the following phases: Data Collection, Market Needs Assessment, Organizational Assessment, Financial Modeling, Capitalization Planning, and Report and Implementation Plan Development. All phases are designed to help answer the following Key Research Questions:

1. What is the need and demand for CDC and CDFI products and services in the market?
2. How can CAPK best address identified need and demand in the market?
3. What resources will be needed to position CAPK to address identified need and demand in the market?

FUND Consulting is pleased to present the following report, which highlights key findings from the Market Needs Assessment and Organizational Assessment phases of the project.

## METHODOLOGY

At the onset of the project, the FUND Consulting project team held a kick-off call with the CAPK project team on May 26, 2021 to identify the key research questions and project timeline.

FUND Consulting then conducted a scan of CAPK's internal and external environments which included:

- Review of organizational documents. FUND Consulting requested the following documents from the CAPK project team.
  - Copy of current business or strategic plans
  - Most recent audit and year-to-date internal financials
  - Description of CAPK's current service offerings and initiatives
  - List of current staff and board members
  - Copy of current org chart
  - Documented policies and procedures
    - Bylaws
    - Articles of Incorporation
    - EIN/501c3 verification
    - Marketing plans
    - HR related policies and procedure manuals/guides
    - Employee Handbook
    - Recruiting materials/policies/procedures
  - Mission statement, if not included in bylaws or other organizational documents
  - Information on partnerships with government entities and copies of existing agreements/contracts, if any
  - Any additional documentation the CAPK team thinks would be helpful for FUND's assessment of the organization

- Collection of secondary data including information on market demographics, economy, competitive landscape, CDC & CDFI products, services, organizational structure, and policies and procedures.
- Interviews with 20 key stakeholders to gain insight on need, latent demand, and market gaps.
- Online customer survey, distributed via SurveyMonkey in English and Spanish to CAPK organization contacts and staff members.

FUND Consulting used the data collected as part of the environmental scan to complete a Market Needs Assessment and Organizational Assessment.

The Market Needs Assessment focused on identification of economic distress, competitive landscape, and gaps in the market that will speak to need and demand for CDC and CDFI services and products.

The Organizational Assessment focused on the following:

- Analysis of all seven CDFI Certification tests.
- Analysis of activities to determine potential CDFI Target Market(s) and board members to confirm Accountability.
- Analysis of current agency programs, initiatives, financials, and staffing to determine best fit for CDC or CDFI activities, organizational structure, and staffing recommendations.
- Benchmark analysis of CDC and CDFI best practices, identification of operations and fundraising strengths and challenges.

## CONCLUSIONS

Based on the Market Needs and Organizational assessments, FUND Consulting has found the following:

What is the need and demand for CDC and CDFI products and services in the market?

- There is limited CDFI activity present in Kern County.
- There is significant need for affordable financial products available to the high percentage of households in Kern County that are unbanked or underbanked and earn incomes below the poverty level.
- There is need and demand for financial education and credit counseling services offered in multiple languages to reach all populations in the county.
- There is need and demand for all types of financing with a particular interest in small business financing under \$100,000 and consumer financing that would increase the financial readiness of borrowers.
- There is expressed need for partnership building across the county, beyond the Bakersfield metro area to ensure access to and awareness of available products and services.

How can CAPK best address identified need and demand in the market?

- CAPK is a financially strong organization with robust staff and resources, making the organization well-positioned to facilitate CDFI and CDC activity in Kern County either directly or in partnership with other organizations.
- Small business and consumer financial products and corresponding development services available to residents and business owners across Kern County would best address identified need and demand in the market.
- With current service offerings, CAPK is well-positioned to provide financial education and technical assistance in line with market need and demand.

What resources will be needed to position CAPK to address identified need and demand in the market?

- Should CAPK choose to directly provide financial products and development services to the market, the organization will need to establish a new entity through which it can achieve CDFI Certification.
  - CAPK will need to dedicate staff support and financial resources to establish the new entity and begin lending activity in line with CDFI Certification requirements. The Financial Modeling and Capitalization Planning phases of the project will help CAPK identify portfolio, financial, and operations projections based on up to three loan products and identify prospective funding sources for the organization.
- Staff support and operational resources will need to be dedicated to expanding CAPK's reach beyond the Bakersfield Metro area to ensure access and awareness of available products and services across Kern County.



## MARKET NEEDS ASSESSMENT

This section includes key findings from the interviews conducted, customer survey completed, and secondary data collected as part of CAPK's environmental scan.

### INTERVIEW KEY FINDINGS

#### WHAT IS THE NEED AND DEMAND FOR CDC AND CDFI PRODUCTS AND SERVICES IN THE MARKET?

- The majority of interviewees were familiar with the concept of CDFIs and expressed great interest in a new CDFI dedicated to serving Kern County.
- Many interviewees named business development and small business support as top priorities.
  - Many interviewees stated there were organizations available to offer support in the logistics of starting a business, but the area does not have a consistent financial partner to help business owners move from concept to actually starting their business.
  - Further, interviewees stated there is a particular lack of institutions offering business loans under \$100k.
  - Several interviewees noted that while some financial products are available to businesses, low-income individuals face challenges in accessing financing from traditional lending institutions.
  - Interviewees noted a variety of business financing needs, including start-up capital, operating funds, agriculture lending, microenterprise finance, and emergency pandemic assistance.
- Some interviewees noted that evictions and housing insecurity are top priorities for their work. They shared that home purchase assistance, both financial and educational, is needed.
- Some interviewees felt that fair and accessible financing is available, but the communities who most need these services may not be aware of these opportunities.
  - Other interviewees felt differently and shared that available financing, particularly for businesses, is not fair and accessible.
- Some interviewees noted that while demand for capital was depressed during the COVID-19 pandemic (apart from forgivable PPP loans), they have seen renewed interest in business and home lending.
  - Other interviewees felt demand for commercial financing is still low because businesses were leery of taking on more debt, especially in light of ongoing pandemic relief programs.
- Some interviewees also noted high levels of demand for consumer and home purchase lending. They suggested that demand has already rebounded after the pandemic.
  - Other interviewees felt that mortgage demand is low due to a lack of safe and affordable housing units and the fact that much demand had already been met during a preceding period of relatively low interest rates.

- Some interviewees felt that while demand for mortgage financing is high, this is not reflected in the number of mortgages being extended. They suggested this is due in part to an increase in housing prices during the pandemic.

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#### HOW CAN CAPK BEST ADDRESS IDENTIFIED NEED AND DEMAND IN THE MARKET?

- Interviewees agreed that many residents, particularly those from low-income communities, are not aware of all the resources currently available throughout Kern County .
  - Several interviewees noted that Hispanic/Latino communities have lower rates of awareness of financial services in the community due to ongoing language barriers.
  - Interviewees also noted that geography can be a barrier, particularly for those who live in more rural parts of the county. Specifically, they noted East Bakersfield, Lamont, Arvin, Weedpatch, Eastern Sierra, Button Willow, as areas in need of greater investment.
  - Several interviewees noted there is a gap in economic outcomes between different parts of the county. While the more affluent areas in western Kern County are generally able to access financial products and services, the eastern parts of the county have more trouble.
- Interviewees shared that communities that have not traditionally been well-served by government services are distrustful of new programs. The Native American and Hispanic/Latino communities were both mentioned as examples of groups where trust must be built for new initiatives to succeed.
  - Interviewees also noted that digital literacy and lack of English proficiency can be barriers for individuals who want to access financial education and capital.
  - Further, communities that do not trust traditional finance often turn to expensive and predatory alternatives, which are readily available throughout Kern County.
- Interviewees frequently noted that additional education and ongoing support is needed to help people take advantage of existing and new capital sources.

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#### WHAT RESOURCES WILL BE NEEDED TO POSITION CAPK TO ADDRESS IDENTIFIED NEED AND DEMAND IN THE MARKET?

- Several interviewees noted that the relative wealth of pandemic emergency assistance was very helpful, but they are worried about what will happen when the new programs expire.
- Many interviewees noted a lack of familiarity with existing resources. They suggested that a range of financial education is needed to support residents.
  - Once again, availability in multiple languages was noted as a key consideration for successful education programs. Interviewees also suggested that courses should be delivered by trusted communicators who represent the communities they serve.
  - Some interviewees also noted a relative lack of education being delivered by people who represent the communities most in need of support: leadership tends to be wealthier and less diverse, which limits their ability to build trust in different communities.
- Most interviewees were familiar with some aspect of CAPK's work. Often, respondents noted that they had had very positive interactions with CAPK and hoped to continue the relationship.

- Interviewees praised CAPK staff at the executive, administrative, and direct services levels.
- Some interviewees also praised CAPK's relationships with a range of other organizations. They felt CAPK did a good job of reaching out to partner organizations.
- Other interviewees felt that outreach in outlying parts of the county has been lacking. They suggested that CAPK's reach is primarily focused on Bakersfield.
- Some interviewees felt that CAPK has not done enough to reach out to the Black community in Kern County .
- Some interviewees also noted that while CAPK's programs are well-known, not all users are familiar with the organization itself.
- Several interviewees added that CAPK is an expansive organization with many programs/resources beyond what they are currently aware of. This was true both of staff and residents. Interviewees added that there is not another organization in the area capable of the same scope of work.
- Many interviewees expressed enthusiasm at the idea of a de novo CDFI in Kern County and felt that CAPK is well-positioned to steer the creation of this entity.
  - Interviewees felt that CAPK's existing relationships with a range of other community organizations would facilitate the creation of a CDFI.
- Many interviewees were interested in the outcomes of CAPK's Needs Assessment. They expressed the wish that this report would help the county prioritize specific types of lending or financial support services.

## SURVEY KEY FINDINGS

### SURVEY RESPONDENT PROFILE

- The typical survey respondent:
  - identified as female (76.2%) and Latino or Hispanic (45.1%);
  - preferred to complete the survey in English (92.2%);
  - was approximately 46 years old;
  - had an annual household income less than \$39,270 (50.7%);
  - held a high school degree or GED (39.4%);
  - was employed full-time (62.07%);
  - had a credit score above 700 (29.4%).
- The highest proportion of respondents identified as an individual (47.2%) or a developer (42.6%). Only 3.4% of respondents identified as a business owner.
- The highest proportion of residents lived in the following zip codes: 93307 (11.5%), 93301 (9.5%), and 93306 (8.0%).
- The majority of survey respondents (61.4%) shared that their financial goals had not been affected by COVID-19.

### ACCESS TO FINANCIAL PRODUCTS AND SERVICES

- The majority of respondents (89.5%) had access to a checking or savings account.

- Roughly equal proportions of respondents disagreed/strongly disagreed (36.5%) or agreed/strongly agreed (34.2%) that, “they were able to access loan products with affordable and manageable rates and terms in their community.”
- Most respondents (73.4%) had not ever taken a financial education course.
  - Most respondents also disagreed/strongly disagreed that, “financial education opportunities are readily available and accessible in their community” (44.0%). A further 36.2% were neutral.
- Respondents were most interested in financial education courses covering retirement planning (38.7%), personal finance/savings (35.8%), one-on-one financial counseling (29.5%), or homeownership (27.1%). 30.9% of respondents were not interested in any financial education courses.

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## FINANCING NEED AND DEMAND

- The highest proportion of respondents were primarily interested in saving for an emergency (40.3%), saving for retirement (36.7%), and saving to buy a house (28.5%).
- The majority of respondents (55.9%) were not interested in buying a home or starting a business.
- More than half of respondents (53.1%) did not plan to apply for a loan or line of credit in the next three years.
  - Of those who wanted to apply for a loan, roughly equal proportions were interested in a loan less than \$5,000 (18.8%), \$5,001 - \$25,000 (17.8%), and \$200,001 - \$500,000 (17.8%).
- Almost two-thirds of respondents (60.8%) had not applied for a loan with any financial institution in the last three years. Of those who did apply for a loan, most applied:
  - at a bank (31.7%) or a mortgage company (34.1%);
  - for a home mortgage (29.6%) or a personal line of credit/credit card (22.2%);
  - for a loan ranging from \$5,001 - \$25,000 (33.3%);
  - and were approved (84.5%) for a loan ranging from \$5,001 - \$25,000 (38.5%);
  - and agreed/strongly agreed that, “the loan they received included affordable and manageable rates and terms” (65.7%);
- Of those who were turned down for a loan, the majority (63.6%) thought they were turned down due to lack of credit history/bad credit or low/no credit score.

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## FAMILIARITY WITH CAPK

- Of the respondents familiar with CAPK, the highest proportion (27.2%) heard about the organization from a friend or family member.
- A further 17.9% of respondents had been referred to the organization by a community partner and 15.3% heard about CAPK through the organization’s website.
- Almost a quarter of respondents (24.3%) had not heard of CAPK prior to completing the survey.

- 56.7% of respondents had previously utilized CAPK services.
  - Of those who had utilized CAPK services, the highest proportion had used Early Head Start/Head Start/Head Start Home Base/State Child Development (41.2%), Woman Infants Children (35.1%), and 2-1-1 Kern County (35.1%).

## SECONDARY DATA KEY FINDINGS

### POPULATION

According to 2019 American Community Survey (ACS) data, Kern County has the following demographic breakdown: 74.4% White, 53.3% Hispanic/Latino, 5.5% Black, and 4.7% Asian. The City of Bakersfield has a similar breakdown, though with fewer White residents than Kern County : 50.2% Hispanic/Latino, 32.5% White, 7.6% Black, and 7.4% Asian. Both Kern County and the City of Bakersfield have a notably higher proportion of Hispanic/Latino residents than the State of California (39.0%) and the United States (18%).

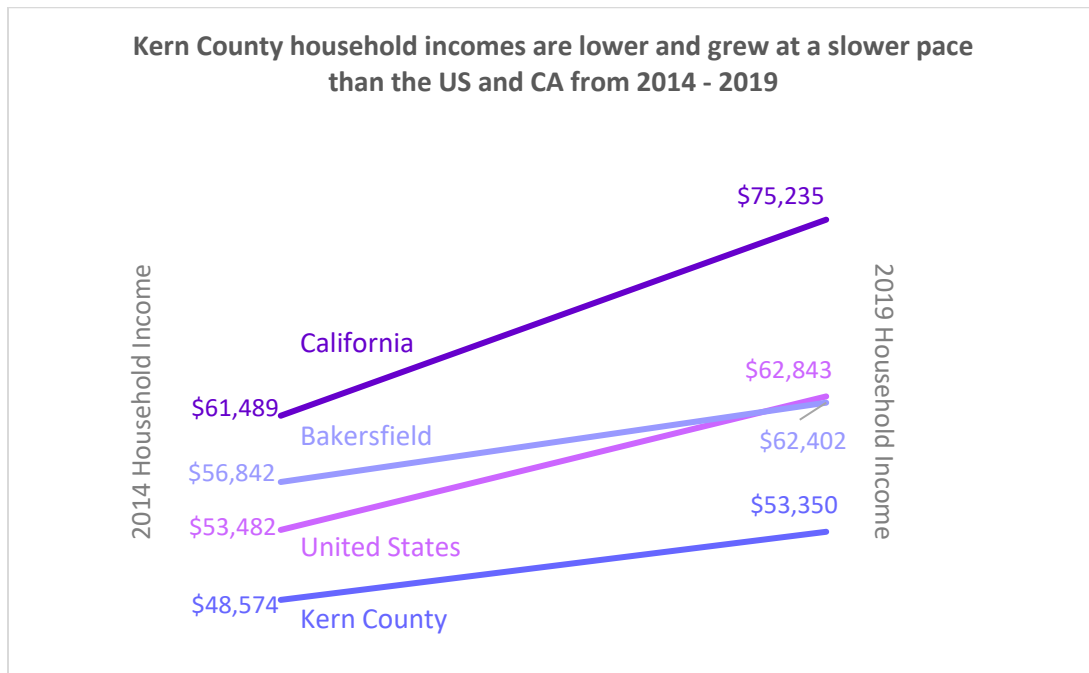
Both Kern County and Bakersfield have seen growth in their Hispanic/Latino population since 2014, with 5.8% and 7.0% growth in these populations respectively, which is in line with the national trend of 6.6% growth of Hispanic/Latino populations in the same time period. Both geographies have also seen growth in their Asian populations (7.4% in Kern County and 12.1% in Bakersfield), compared to 10.4% growth nationally. Bakersfield also saw a 9.2% drop in the City's White population from 2014-2019, compared to 1.8% loss nationally during the same time.

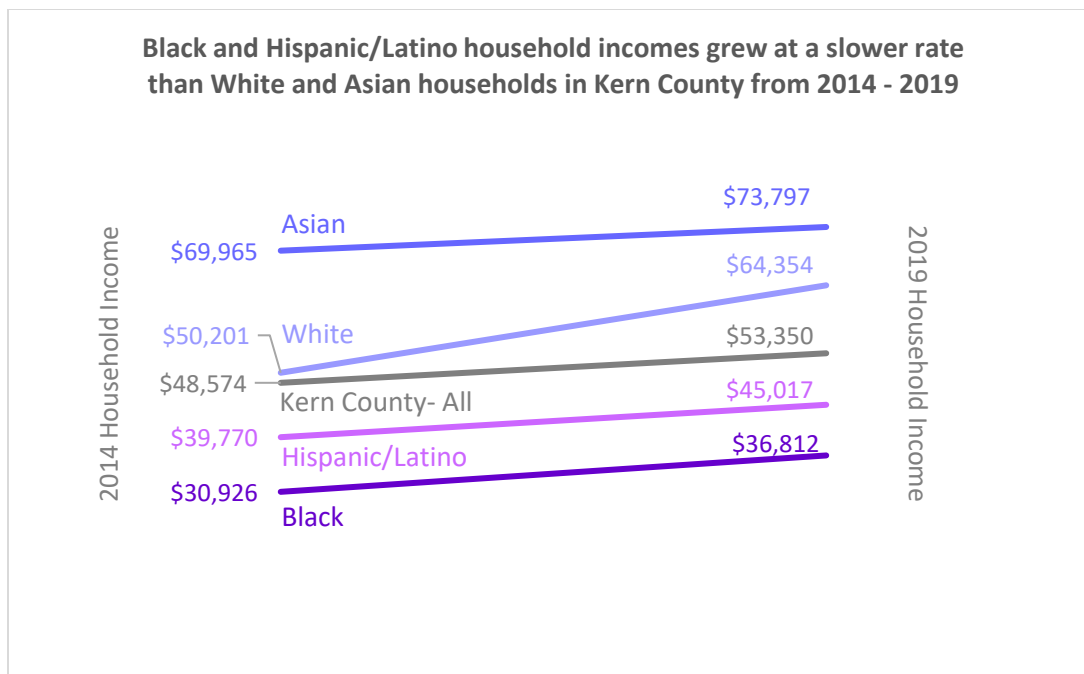
| 2019 Population Totals |             |       |       |       |          |
|------------------------|-------------|-------|-------|-------|----------|
|                        | Total Pop.  | White | Black | Asian | Hisp/Lat |
| United States          | 324,697,795 | 72.5% | 12.7% | 5.5%  | 18%      |
| California             | 39,283,497  | 59.7% | 5.8%  | 14.5% | 39.0%    |
| Kern County            | 887,641     | 74.4% | 5.5%  | 4.7%  | 53.3%    |
| Bakersfield            | 377,917     | 32.5% | 7.6%  | 7.4%  | 50.2%    |

| % Change in Population Between 2014 and 2019 |            |        |       |       |          |
|--|------------|--------|-------|-------|----------|
|  | Total Pop. | White  | Black | Asian | Hisp/Lat |
| United States                                | 3.4%       | -1.80% | 0.8%  | 10.4% | 6.6%     |
| California                                   | 3.2%       | -3.90% | -2.6% | 7.5%  | 2.2%     |
| Kern County                                  | 3.5%       | 0.90%  | -3.1% | 7.4%  | 5.8%     |
| Bakersfield                                  | 5.4%       | -9.2%  | -7.3% | 12.1% | 7.0%     |

## POVERTY, INCOME, AND UNEMPLOYMENT

According to 2019 ACS data, Kern County (\$53,350) as a whole had a lower Median Household Income (MHI) than the City of Bakersfield (\$62,402), though the latter is in line with the national average during that time (\$62,843). However, the State of California had a MHI of \$75,235 during the same time period, which is more than 40% higher than Kern County and more than 20% higher than Bakersfield. Further, Kern County and Bakersfield MHI (both 10%) grew at roughly half the rate of US (18%) and CA (22%) from 2014-2019. These differences are further exacerbated when MHI is evaluated by race and ethnicity, with Black and Hispanic/Latino households earning notably less than White and Asian households:





ACS data shows 2019 poverty rates were also higher in Kern County (21%) and the City of Bakersfield (17.4%) than the State of California and the United States (both 13.4%). Both Kern County (-10.3%) and Bakersfield (-13.0%) have seen decreases in their poverty rates since 2014, but the rate has dropped less than California (-18.3%) and the United States (-14.1%). These differences are further nuanced when poverty rate is disaggregated by race and ethnicity. White households saw their poverty rates increase from 2014-2019 across all geographies, including a jump of 38.4% poverty for White households in Kern County. Asian households generally saw large decreases in poverty rate in CA and the US (both -56%) and Kern County (-53%), but saw a modest increase of 12.8% in Bakersfield. However, poverty rates still remain higher for Black and Hispanic/Latino households across all geographies, with Kern County and Bakersfield rates exceeding California and the United States. 20.5% of Black and 17.7% of Hispanic/Latino households were below the poverty line in California in 2019, compared to 35.1% and 24.9% of Black and Hispanic/Latino households in Kern County respectively. In comparison, 20.2% of White households and 14.0% of Asian households were below the poverty line, compared to 21.0% of total Kern County households. Bakersfield saw similar poverty rates in 2019, with 31.1% of Black households and 20.5% of Hispanic/Latino households below the poverty line, compared to 10.6% of White households, 13.2% of Asian households, and 17.4% of total households below the poverty line.

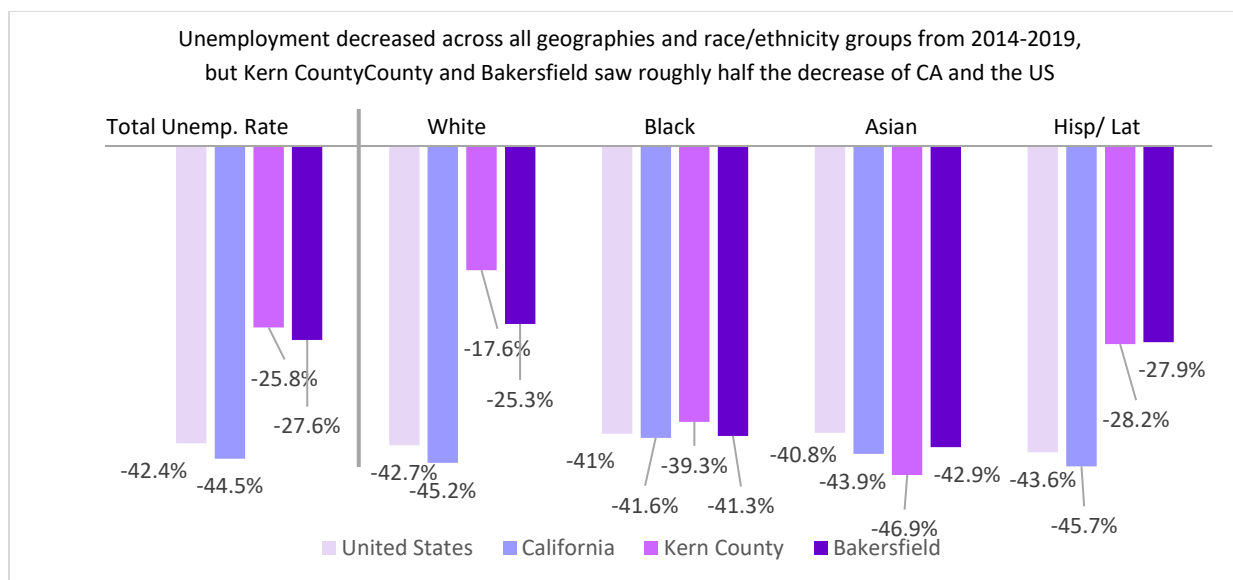
| 2019 % Population Below Poverty Line |       |       |       |       |                 |
|--------------------------------------|-------|-------|-------|-------|-----------------|
|                                      | Total | White | Black | Asian | Hispanic/Latino |
| United States                        | 13.4% | 11.1% | 23.0% | 10.9% | 19.6%           |
| California                           | 13.4% | 12.2% | 20.5% | 10.2% | 17.7%           |
| Kern County                          | 21.0% | 20.2% | 35.1% | 14.0% | 24.9%           |
| Bakersfield                          | 17.4% | 10.6% | 31.1% | 13.2% | 20.5%           |

| % Change in Poverty Rate Between 2014 and 2019 |        |       |        |       |                 |
|--|--------|-------|--------|-------|-----------------|
|  | Total  | White | Black  | Asian | Hispanic/Latino |
| United States                                  | -14.1% | 2.8%  | -15.8% | -56%  | -21.0%          |
| California                                     | -18.3% | 19.6% | -17.3% | -56%  | -23.4%          |
| Kern County                                    | -10.3% | 38.4% | -1.1%  | -53%  | -15.9%          |
| Bakersfield                                    | -13.0% | -4.5% | -3.1%  | 12.8% | -22.3%          |

ACS data further shows 2019 unemployment rates were higher in Kern County (9.8%) and Bakersfield (8.4%) compared to California (6.1%) and United States (5.35). While unemployment has dropped in all geographies since 2014, the drop in Kern County (-25.8%) and Bakersfield (-27.6%) is roughly half that of California (-44.5%) and the United States (-42.4%). Further nuances are seen when the data is disaggregated by race and ethnicity. Black households saw the greatest consistent drop in unemployment rates, with rates ranging from -39.3% in Kern County to -41.6% in California. Hispanic/Latino households saw unemployment drop in the US and CA (-43.6% and -45.7% respectively) but Kern County and Bakersfield only saw roughly half this drop in unemployment rates (-28.2% and -27.9% respectively). Asian households followed similar trends to Black households, ranging from -40.8% in the US to -46.9% in Kern County. White households saw similar outcomes to Hispanic/Latino households, with larger drops in unemployment in the US and CA (-42.7% and -45.2% respectively) compared to Kern County (-17.6% and -25.3% respectively). It is important to note that despite the differences in unemployment rate change, Black (11.9%) and Hispanic/Latino (8.4%) households averaged higher unemployment rates across all geographies compared to White (6.0%) and Asian (4.5%) households in 2019.

| Unemployment Rate |       |                      |       |                      |       |                      |       |                      |                 |                      |
|-------------------|-------|----------------------|-------|----------------------|-------|----------------------|-------|----------------------|-----------------|----------------------|
|                   | Total |                      | White |                      | Black |                      | Asian |                      | Hispanic/Latino |                      |
|                   | 2019  | % Change 2014 - 2019 | 2019  | % Change 2014 - 2019 | 2019  | % Change 2014 - 2019 | 2019  | % Change 2014 - 2019 | 2019            | % Change 2014 - 2019 |
| United States     | 5.3%  | -42.4%               | 4.3%  | -42.7%               | 9.5%  | -41.0%               | 4.2%  | -40.8%               | 6.2%            | -43.6%               |
| California        | 6.1%  | -44.5%               | 5.1%  | -45.2%               | 10.4% | -41.6%               | 4.6%  | -43.9%               | 6.9%            | -45.7%               |
| Kern County       | 9.8%  | -25.8%               | 8.4%  | -17.6%               | 15.0% | -39.3%               | 5.1%  | -46.9%               | 10.7%           | -28.2%               |
| Bakersfield       | 8.4%  | -27.6%               | 6.2%  | -25.3%               | 12.8% | -41.3%               | 4.0%  | -42.9%               | 9.8%            | -27.9%               |





## EDUCATION

Both Kern County (16.4%) and Bakersfield (21.9%) have a smaller proportion of residents with Bachelor's degrees or higher compared to CA (33.9%) and the US (32.1%). These differences are further highlighted when the data is disaggregated by race, with a higher proportion of White and Asian residents obtaining bachelor's degrees compared to their Black and Hispanic/Latino counterparts across all geographies (2019 ACS).

| Educational Attainment by Race- Bachelor's Degree or Higher |            |       |       |       |           |
|---|------------|-------|-------|-------|-----------|
|   | Total Pop. | White | Black | Asian | Hisp/ Lat |
| United States   | 32.1%      | 35.8% | 21.6% | 54.3% | 16.4%     |
| California  | 33.9%      | 44%   | 25.7% | 53.0% | 13.3%     |
| Kern County   | 16.4%      | 23.6% | 15.4% | 37.2% | 7.4%      |
| Bakersfield   | 21.9%      | 29.2% | 20.1% | 43.5% | 11.1%     |

High school graduation rates are lower in CA (83.3%) and across Kern County (74.1%) and Bakersfield (80.1%) compared to the US (88.0%). When disaggregated by race/ ethnicity, Hispanic/Latino individuals lag other groups, with an average of 64.6% across all geographies obtaining a high school degree, compared to 92.5% of White individuals, 85.9% of Black individuals, and 84.1% of Asian individuals obtaining high school degrees (2019 ACS).

| Educational Attainment by Race- High School Graduates |            |       |       |       |          |
|---|------------|-------|-------|-------|----------|
|   | Total Pop. | White | Black | Asian | Hisp/Lat |
| United States   | 88.0%      | 92.9% | 86%   | 87.1% | 68.7%    |
| California  | 83.3%      | 94.9% | 89.8% | 87.9% | 64.5%    |
| Kern County   | 74.1%      | 89.6% | 82.8% | 80.3% | 57.9%    |
| Bakersfield   | 80.1%      | 92.6% | 85.0% | 80.9% | 67.3%    |

## HOUSING

2019 ACS data showed Kern County and Bakersfield both have lower median rents than the US and CA and have seen a smaller increase in median rent from 2014 – 2019. However, despite lower median rent, 2018 Prosperity Now data show that a higher proportion of Kern County (54.2%) and Bakersfield (53%) residents are rent burdened, paying more than 30% of their income for rent, compared to the US (49.7%), though these figures are in line with CA (54.6%). A higher proportion of homeowners in Kern County (33.6%) and Bakersfield (32.9%) are also cost burdened compared to the national rate (27.7%), though slightly lower than CA (38.2%). Housing cost burden data are not available disaggregated by race and ethnicity at the local level, but in both the US and CA, a greater percentage of Black and Hispanic/Latino households are cost burdened as both renters and owners compared to White and Asian households.

| Homeowner Cost Burden |       |       |       |       |                 |
|-----------------------|-------|-------|-------|-------|-----------------|
|                       | All   | White | Black | Asian | Hispanic/Latino |
| US                    | 27.7% | 25.1% | 36.1% | 34.8% | 37.2%           |
| California            | 38.2% | 35.4% | 45.5% | 38.7% | 43.3%           |
| Kern County           | 33.6% | -     | -     | -     | -               |
| Bakersfield           | 32.9% | -     | -     | -     | -               |

| Renter Cost Burden |       |       |       |       |        |
|--------------------|-------|-------|-------|-------|--------|
|                    | All   | White | Black | Asian | Latino |
| US                 | 27.7% | 25.1% | 36.1% | 34.8% | 37.2%  |
| California         | 38.2% | 35.4% | 45.5% | 38.7% | 43.3%  |
| Kern County        | 33.6% | -     | -     | -     | -      |
| Bakersfield        | 32.9% | -     | -     | -     | -      |

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## SMALL BUSINESS

According to 2020 Youreconomy.org data, Kern County (71.9%) has a comparable proportion of small businesses as a share of total business establishments when compared with the US (70.6%) and CA (75%). 2019 Small Business Administration data show that Kern County received 0.2% of the total dollar amount of small business loans under \$250k, which is comparable to the proportion of the US population living in Kern County (0.27%). However, Kern County received only 0.1% of the total dollar amount of small business loans ranging from \$250K - \$1MM, which is less than its population share would predict. It is important to remember that past investment does not predict future need for small business financing.

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## UN/UNDERBANKED HOUSEHOLDS

Unbanked refers to individuals who do not use or do not have access to any traditional financial services including savings accounts, credit cards, or personal checks. Underbanked refers to individuals who have a checking or savings account but often rely on alternative financial services such as money orders, check-cashing services, and payday loans to meet all their capital needs. According to 2017 data from Prosperity Now, both Kern County and Bakersfield have higher proportions of unbanked households (11.4% and 12.7% respectively) than the US (6.5%) and CA (7.4%). Similarly, more households in Kern County (20.1%) and Bakersfield (20.6%) are underbanked than the US (18.7%) and CA (17.6%). These differences are further highlighted when disaggregated by race and ethnicity, with higher proportions of Black and Hispanic/Latino households both unbanked and underbanked across all geographies compared to White and Asian households.

| Unbanked Households |         |       |       |       |             |
|---------------------|---------|-------|-------|-------|-------------|
|                     | Overall | White | Black | Asian | Hisp/Latino |
| United States       | 6.5%    | 3.0%  | 16.9% | 2.5%  | 14.0%       |
| California          | 7.4%    | 2.6%  | 20.5% | 1.9%  | 14.5%       |
| Kern County         | 11.4%   | 4.0%  | 20.2% | 3.4%  | 19.5%       |
| Bakersfield         | 12.7%   | 3.5%  | 20.4% | 3.2%  | 19.2%       |

| Underbanked Households |         |       |       |       |             |
|------------------------|---------|-------|-------|-------|-------------|
|                        | Overall | White | Black | Asian | Hisp/Latino |
| United States          | 18.7%   | 14.1% | 30.4% | 17.5% | 28.9%       |
| California             | 17.6%   | 12.9% | 25.4% | 11.5% | 26.6%       |
| Kern County            | 20.1%   | 15.4% | 30.8% | 17.3% | 24.0%       |
| Bakersfield            | 20.6%   | 14.9% | 31%   | 17.5% | 24%         |

## CDFI INDUSTRY DATA

### CDFI COMPETITOR SUMMARY

According to a full list of Certified CDFIs compiled by FUND Consulting, there were 79 CDFIs actively working in California: 53 loan funds, 13 credit unions, 11 banks, and 2 venture capital funds. There was one CDFI credit union in Kern County. On average, CDFIs in CA had 27 total staff members, median total assets of \$281,161, median total portfolio outstanding of \$151,772, and offered an average of 4 financial products. The CDFI credit union in Kern County had 3 employees, \$32,727 median total assets, \$18,718 median total portfolio outstanding, and offered 7 financial products.

CDFIs tend to specialize their lending more than traditional financial institutions. This strategy allows CDFIs to form a nuanced understanding of community financing needs and build the expertise to make loans that traditional financial institutions consider to be too much of a risk.

| Types of Financial Products    |            |             |
|--------------------------------|------------|-------------|
|                                | California | Kern County |
| Depository Services            | 26         | 1           |
| Auto Loan                      | 17         | 1           |
| Personal/Consumer Loans        | 25         | 1           |
| Small Business Loans           | 48         | 1           |
| First Mortgages                | 27         | 1           |
| Second Mortgages               | 13         |             |
| Affordable Housing Development | 22         |             |
| Agriculture Loans              | 5          |             |
| Commercial Real Estate         | 25         |             |
| Credit Builder Loan            | 5          |             |
| Community Facilities           | 14         |             |
| Health Facilities              | 3          |             |
| Healthy Foods                  | 2          |             |
| Microenterprise Loans          | 28         |             |
| Green/Energy Efficiency Loans  | 5          | 1           |
| Nonprofit                      | 13         |             |
| Other                          | 18         | 1           |

### LENDING TRENDS

CDFIs who receive Financial Assistance (FA) awards from the CDFI fund must complete a Transaction Level Report (TLR) that provides information on all transactions originated in a given year. TLR data is primarily analyzed in the aggregate to help the CDFI Fund understand CDFI industry trends and report out on CDFI activities. FUND consulting reviewed TLR data from 2019 and 2017 in order to understand awardee activity and trends over time.

According to 2019 TLR data, 11 CDFIs who received FA awards were active in Kern County. The average loan size among these CDFIs was \$197,749, with an average interest rate of 7.7% and an average loan term of 146 months.

TLR data showed that CDFIs in California made 21,983 loans to women-owned businesses (WOB), with 11 loans made in Kern County. The average loan amount for WOBs in CA was \$9,643, with an average interest rate of 17.8% and an average term of 7 months. In Kern County, the average loan to a WOB was \$55,103, with an average interest rate of 12.6% and an average term of 52 months. While these differences seem notable, it is important to consider the small sample size for lending in Kern County among CDFIs who received FA awards in 2019.

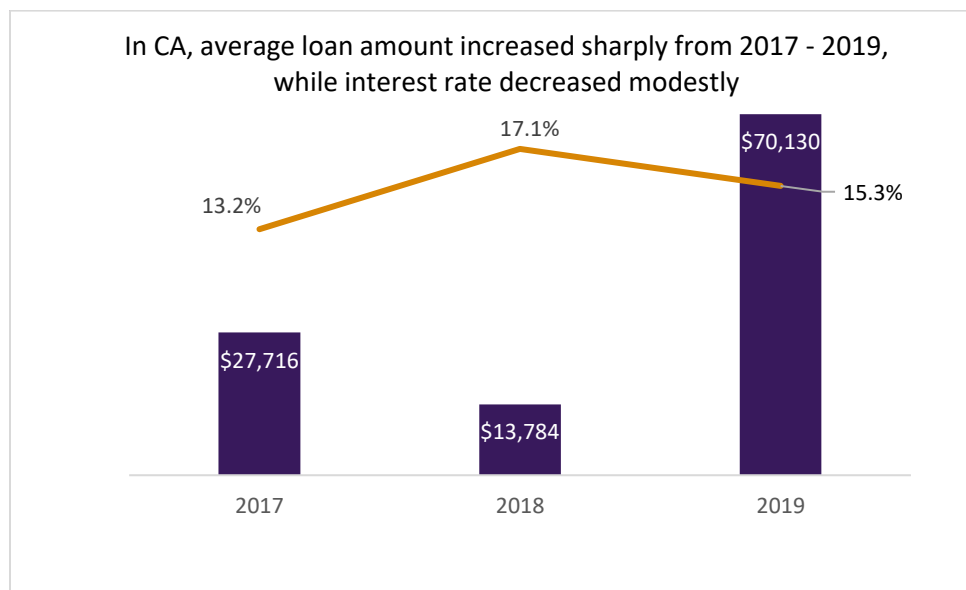
TLR data also showed that CDFIs in California made 10,306 loans to minority-owned businesses (MOB), with 29 loans in Kern County. The average loan amount for MOB in CA was \$24,189, with an average interest rate of 17.1%. In Kern County, the average loan to a WOB was \$75,372, with an average interest rate of 11.8%. In addition to the previous note regarding sample size in Kern County, it is also important to note that there is overlap between WOB and MOB, so the apparent differences in loan size and terms should be considered in that context.

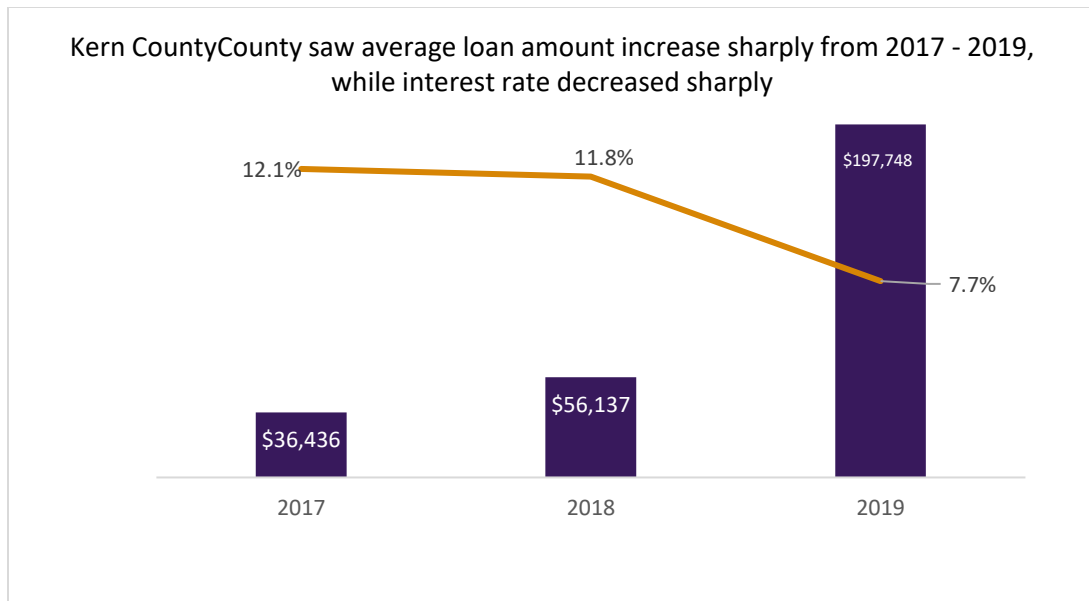
TLR data also provides information regarding loan purpose, which is captured in the following table. Not all loan types occurred in Kern County in 2019, so some rows are left intentionally blank. A key for loan types follows this table.

| Loan Purpose |                        |                                 |                          |                                 |                          |                                   |
|--------------|------------------------|---------------------------------|--------------------------|---------------------------------|--------------------------|-----------------------------------|
| Loan Purpose | Average Loan Amount CA | Average Loan Amount Kern County | Average Interest Rate CA | Average Loan Amount Kern County | Average Term (months) CA | Average Term (months) Kern County |
| BUSINESS     | \$154,071              | \$306,125                       | 10.49                    | 11.31                           | 56                       | 56                                |
| CONSUMER     | \$1,431                | -                               | 3.11                     | -                               | 15                       | -                                 |
| HOMEIMP      | \$63,193               | \$37,935                        | 6.52                     | 6.75                            | 270                      | 300                               |
| HOMEPURCH    | \$355,831              | \$157,675                       | 3.97                     | 5.28                            | 307                      | 346                               |
| MICRO        | \$3,918                | \$29,890                        | 17.79                    | 12.22                           | 7                        | 47                                |
| OTHER        | \$174,143              | -                               | 6.87                     | -                               | 173                      | -                                 |
| RECOCOM      | \$2,453,931            | \$872,700                       | 5.21                     | 5.50                            | 75                       | 48                                |
| RECOMULTI    | \$3,003,869            |                                 | 6.00                     |                                 | 30                       |                                   |
| RECSINGLE    | \$2,532,335            | \$750,000                       | 5.96                     | 5.35                            | 33                       | 48                                |
| RERHCOM      | \$1,526,728            |                                 | 5.54                     |                                 | 74                       |                                   |
| RERHMULTI    | \$2,067,954            | \$608,000                       | 5.40                     | 6.25                            | 68                       | 312                               |
| RERHSINGLE   | \$271,923              |                                 | 5.47                     |                                 | 34                       |                                   |

| TLR Loan Type Key |  |
|-------------------|--|
| BUSINESS          | Non-real estate business financing   |
| CONSUMER          | Personal loan to one or more individuals   |
| HOMEIMP           | Renovation or other improvement of an owner-occupied home  |
| HOMEPURCH         | Purchase of a primary residence  |
| MICRO             | Non-Real Estate Microenterprise  |
| OTHER             | Any loan not covered in another category   |
| RECOCOM           | Predevelopment financing, construction or permanent financing, or acquisition without rehabilitation of office, retail, manufacturing, or community facility space |
| RECOMULTI         | Predevelopment financing, or construction of multifamily housing   |
| RECOSINGLE        | Predevelopment financing, or construction of single family housing   |
| RERHCOM           | Financing to rehabilitate office, retail, manufacturing, or community facility space   |
| RERHMULTI         | Financing to rehabilitate or acquire multifamily housing   |
| RERHSINGLE        | Financing to rehabilitate or acquire single family housing   |

Comparison of trends between the 2017 and 2019 TLR data sets revealed a shift toward higher average loan amounts and longer terms over time. Interest rates for Kern County have been declining, with a sharp decline between 2018 and 2019, while average loan amounts increased during the same time. Loan amounts in Kern County have consistently been higher than average loan amounts across the state, while interest rates for Kern County have consistently been lower than California. The gap between Kern County and the state widened significantly between 2018 and 2019.





## CDC INDUSTRY ACTIVITY

FUND Consulting also examined Community Development Corporation (CDC) activity in California and the Bakersfield Metro area to help CAPK understand the landscape of existing CDC activity. CDC is a more relaxed categorization than CDFI, so there is greater variation in organizational structure and type of activities.

According to a directory of CDCs compiled by Cause IQ, there are 16 CDCs operating in the Bakersfield Metro area. These organizations had average annual revenues of \$740,788 and average annual assets of \$484,986. Unfortunately most CDCs did not share employee information, so it was not possible to form a picture of average organization size. The CDCs in the Bakersfield Metro area serve a wide range of populations across a variety of needs:

| CDC  | About   |
|--|---|
| <a href="#">The Greater Tehachapi Economic Development Council</a> | The Greater Tehachapi Economic Development Council is located in Tehachapi, CA with a focus on economic development and tourism in the greater Tehachapi area.  |
| <a href="#">California Highway Patrolman's Club of Kern County</a> | California Highway Patrolman's Club of Kern County is located in Bakersfield, CA and supports highway patrolmen injured in the line of duty.  |
| <a href="#">Hub of Bakersfield</a>                                 | Hub of Bakersfield is located in Bakersfield, CA, and is focused on revitalizing Bakersfield's urban core.  |
| <a href="#">Friends of Californians with Disabilities</a>          | Friends of Californians with Disabilities is located in Kern County with a mission to: Continue our leadership in developing local, statewide, and national partnerships that increase employment and independent living opportunities for people with Disabilities.                                    |
| <a href="#">Kernville Community Events and Projects</a>            | Kernville Community Events and Projects is located in Kernville, CA and promotes awareness of local events in the Kernville area.   |
| <a href="#">Junior Livestock Friends</a>                           | Junior Livestock Friends is located in Inyokern, CA with a focus on youth programs and events.  |
| <a href="#">Support Stallion Springs Foundation</a>                | Support Stallion Springs Foundation is a community organization created to provide support for public park facilities, recreation programs and public safety programs which benefit the residents of Stallion Springs and the Greater Tehachapi area.   |
| <a href="#">Bakersfield Sister City Project Corporation</a>        | The Bakersfield Sister City Project promotes peace by providing opportunities for the residents of Greater Bakersfield to experience different cultures through education, social, and economic interaction.  |
| <a href="#">Greater Bakersfield Vision 2020</a>                    | Greater Bakersfield Vision 2020 has a mission to develop a broad base collaborative process to research and identify the strengths and weaknesses of greater Bakersfield and to identify a vision for the future of the community and implementation of a plan to attract new industries and jobs.      |
| <a href="#">Del Amo Action Committee</a>                           | Del Amo Action Committee is located in Rosamond, CA with a mission of: Community advocacy group regarding toxic waste and neighborhood contamination.   |
| <a href="#">Blessings in Advance Corporation</a>                   | Blessings in Advance Corporation is located in Bakersfield, CA with a mission to serve California residents who have become overlooked and undervalued by society through giving back.  |
| <a href="#">Rosamond Rotary Foundation</a>                         | Rosamond Rotary Foundation is located in Rosamond, CA and is a local rotary branch focused on life-changing, sustainable projects in the Rosamond area.   |
| <a href="#">Shafter Civic Improvement Corporation</a>              | Shafter Civic Improvement Corporation is located in Shafter, CA. Details on the organization's focus in the Shafter area could not be located.  |
| <a href="#">Mojave Foundation</a>                                  | The Mojave Foundation is a nonprofit 501c3 organization registered in the state of California dedicated to making Mojave a safe and desirable place to live, work and do business.  |
| <a href="#">Kern County Taxpayers Association</a>                  | Kern County Taxpayers Association has a mission to monitor county/city government, provide guidance and recommendations on reduction of fees and expenditures of revenue, assist in the development of county programs, and save tax dollars, providing service for all county taxpayers and residents. |
| Community Clean Sweep  | Community Clean Sweep is an environmental beautification and open space in Bakersfield, CA, which was founded in 1992.  |



## ORGANIZATIONAL ASSESSMENT

This section of the report includes an overview of CAPK's CDFI readiness, identified CDFI Target Markets, CDC formation, findings from CAPK's internal document review, and best practices in establishing CDFI loan policies.

### CDFI TARGET MARKET(S) & CERTIFICATION READINESS ASSESSMENT

In order to submit a CDFI Certification application, an organization must meet **ALL** of the following seven Certification criteria at the time the application is submitted to the CDFI Fund for review.

- Be a **legal entity**;
- Have a **primary mission** of promoting community development;
- Be a **financing entity**;
- Primarily serve one more **target markets**;
- Provide **development services** in conjunction with its financing activities;
- Maintain **accountability** to its defined target market; and
- Be a **non-government entity** and not be under control of any government entity (tribal governments typically excluded).

FUND Consulting reviewed CAPK's potential for CDFI Certification and determined the parent organization is not eligible for CDFI Certification as its **predominant** business activity is not the provision of Financial Products, Development Services, and/or other similar financing. The analysis shows the most viable option for pursuing CDFI Certification is through a new entity.

Currently, CAPK meets three of the seven tests for CDFI Certification as outlined in the table below:

| CDFI Certification Test | CAPK Status |
|-------------------------|-------------|
| Legal Entity            | Yes         |
| Primary Mission         | No          |
| Financing Entity        | No          |
| Target Market(s)        | No          |
| Development Services    | Yes         |
| Accountability          | No          |
| Non-government Entity   | Yes         |

A new entity would not meet any of the seven tests and would need to obtain a valid EIN, develop a mission statement, dedicate 51% or more of its staff-time to Financing and Development Services activities, offer Development Services in association with its Financial Products either directly or through partnership with CAPK, establish a Governing and/or Advisory Board accountable to the identified Target Market(s), and establish a lending track record of at least one year prior to applying for CDFI Certification.

An example timeline for CDFI Certification through a new entity beginning in January 2022 is provided below.

| <b>CDFI Certification Criteria</b>   | <b>Timeframe for Implementation</b> |
|--------------------------------------|-------------------------------------|
| Legal Entity Requirement             | January 2022                        |
| Primary Mission Requirement          | January 2022                        |
| Financing Entity Requirement         | January – December 2022             |
| Target Market Requirement            | January – December 2022             |
| Development Services Requirement     | January – December 2022             |
| Accountability Requirement           | January 2022                        |
| Non-government Entity Requirement    | January – December 2022             |
| Certification Application Submission | January 2023                        |

The CDFI Fund designates three (3) types of Target Markets for CDFI Certification: 1) Investment Area; 2) Low-Income Targeted Population; 3) Other Targeted Population.

1) **Investment Areas** meet at least one of the following economic distress criteria and have significant unmet needs for Financial Products and Services, or are wholly located within an Empowerment Zone or Enterprise Community.

- Poverty Rate greater than 20%;
- Median Family Income (MFI) at 80% or below specific MFI benchmarks;
- Unemployment Rate 1.5 time the national average.

2) **Low-income Targeted Populations** for a specified geographic unit is comprised of individuals whose family income (adjusted for family size) is:

- For metropolitan areas, 80% of the area median family income; and
- For non-metropolitan areas, the greater of:
  - 80% of the area median family income; or
  - 80% of the statewide non-Metropolitan Area median family income.

3) **Other Targeted Populations** for a specified geographic unit:

- African American;
- Hispanic;
- Native American;
- Native Alaskan, residing in Alaska;
- Native Hawaiian, residing in Hawaii;
- Other Pacific Islander, residing in Other Pacific Islands; or
- Other.

Based on the Market Needs Assessment, FUND Consulting has identified the following potential Target Markets for CDFI Certification.

- An Investment Area centered on Kern County
  - This may include all Investment Area-qualified census tracts in Kern County or a select number of contiguous census tracts in Kern County.
- A Low-Income Targeted Population (LITP) in Kern County
- Other Targeted Populations (OTP) of Hispanic and African American borrowers in Kern County

Once the Target Market(s) have been determined for the CDFI entity and lending has begun, 60% of all loans originated by number and dollar amount each year will need to occur within the Target Market(s). Please note that either of the latter two Target Markets would require the CDFI entity to collect data on borrower race/ethnicity (OTP) or income (LITP) in order to properly analyze lending.

## CDC FORMATION

As mentioned in the introduction to this section, CDCs tend to vary widely by organization size and scope. CDCs are nonprofit, community-based organizations focused on revitalizing the areas in which they are located, typically low-income, underserved neighborhoods that have experienced significant disinvestment. While they are most commonly celebrated for developing affordable housing, they are usually involved in a range of initiatives critical to community health such as economic development, sanitation, streetscaping, and neighborhood planning projects, and oftentimes even provide education and social services to neighborhood residents. At least one-third of a CDC's board is typically composed of community residents, allowing for the possibility of direct, grass-roots participation in decision-making. (Community-Wealth.org)

There is no specific tax ID or certification that distinguishes a CDC from other non-profits. There are state and local associations that work with CDCs (ex California Community Economic Development Association), but there has been no national association directly representing CDCs since the National Congress for Community Economic Development (NCCED) dissolved in 2006. The National Alliance of Community Economic Development Associations (NACEDA) represents state and regional associations but does not directly represent CDCs.

Western City magazine, a free online publication provided by the League of California Cities put together a toolkit for prospective CDCs. They suggest the following steps, most of which will be familiar to CAPK from the organization's existing work:

- Create a business plan
- Create a board of directors: include some members with relevant expertise (real estate development, architecture, engineering, business, real estate financing, etc.)
- Get insurance: director and officer liability insurance that protects members of the board individually from legal issues and concerns
- Obtain tax exempt status
- Setup bank accounts
- Establish annual audits and bookkeeping

- Develop meeting procedures and minutes

As CAPK considers CDC designation, the most important question will be the role CAPK envisions for the new organization. As mentioned previously, there is no Certification or official designation for a CDC. Based on the analyses FUND has performed, the most crucial roles appear to be a central coordinating entity to help increase access to existing financial products and services, provide development services to other emerging CDFI entities, as well as connecting partners with existing resources and advocating for new resources throughout Kern County . The CAPK team will have to examine 1. whether they want the organization to take on this role, and 2. whether existing internal resources and structures are sufficient to meet this need or it is more advantageous to form a new affiliate CDC entity.

## INTERNAL DOCUMENT REVIEW

As part of its Environmental Scan, FUND Consulting requested pertinent documents to review background information from CAPK. FUND Consulting reviewed CAPK's documents against industry best practices. All documents were reviewed to understand how they help inform each of the Key Research Questions listed below.

- Board Roster Effective 2.5.21
- CAPK staff directory 6.02.21
- 2020-2021 Schedule of Programs
- Audit Report 2015 and 2016
- CAPK Financial Statements 2018-2019
- CAPK Financial Statements 2020
- 2017 Employee Policy Manual
- Agency One Sheet English and Spanish 2021
- CAPK Branding Manual 2020
- CAPK Strategic Plan 2016-2021
- Org charts
  - 211 Org Chart
  - AmeriCorps Org Chart
  - CalFresh Healthy Living Org Chart
  - Central Kitchen Org Chart
  - Community Development Division Org Chart
  - Director of Youth and Community Services Org Chart
  - EKFRFC Org Chart
  - Energy Org Chart
  - Executive Team Org Chart
  - Friendship House Org Chart
  - Healthy and Nutrition Division Org Chart
  - M Street Navigation Center Org Chart

- MCAP Org Chart
- SYC Org Chart
- VITA Org Chart
- WIC Org Chart
- Youth and Community Division Org Chart
- Other materials
  - California Department of Community Services and Development 2022/2023 Community Needs Assessment and Community Action Plan
  - B3K Prosperity Market Assessment Data Book and Findings March 2021
  - City Ministry Network- A vision for the future: to create and launch a new community development corporation

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#### WHAT IS THE NEED AND DEMAND FOR CDC AND CDFI PRODUCTS AND SERVICES IN THE MARKET?

- CAPK’s Strategic Plan identified an 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. Many of these needs could be met with creative CDFI products.
  - The Strategic Plan also identified an opportunity to position the organization as a leader in discussions around poverty and how to eradicate it. CAPK could focus on consumer and small business lending as one strategy to help eradicate poverty at the local level.
- The 2021 B3K Prosperity Market Assessment notes that Greater Bakersfield and East Kern County have different economies/ economic drivers that should be treated differently with tailored strategies and resources. The report also identified the following “opportunity industry sectors”, which may indicate an appetite for business lending in these sectors:
  - Renewable Fuels and Carbon Management
  - Aerospace
  - Advanced Manufacturing (chemicals, plastics, metalworking, and machinery)
  - Business Services Outsourcing

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#### HOW CAN CAPK BEST ADDRESS IDENTIFIED NEED AND DEMAND IN THE MARKET?

- CAPK’s Strategic Plan identified an opportunity for the organization to be a capacity builder for smaller nonprofit organizations throughout Kern County . Offering CDFI financing, or serving as a trusted referral partner to another CDFI entity, could take advantage of this opportunity.
- The strategic plan also identifies an opportunity to build alignment between CAPK services/goals and other providers to increase partnerships, services, outreach efforts, expand best practices and improve funding opportunities. Working to understand community needs and ensure efforts are not duplicated is important to position a CDFI in Kern County for success.
- CAPK’s organizational charts reflect the organization’s robust staff support. However, current staff is dedicated to the provision of existing programs.

## WHAT RESOURCES WILL BE NEEDED TO POSITION CAPK TO ADDRESS IDENTIFIED NEED AND DEMAND IN THE MARKET?

- CAPK's Strategic Plan noted that the organization lacks sufficient resources to respond to agency, family, and community needs. Further, the plan notes there is increased competition for uncertain federal and state funding streams. A Certified CDFI would have access to funding opportunities not available to existing entities in Kern County.
- Given current staff's focus on existing program delivery, CAPK will need to determine if there is existing staff capacity to assist with the development of a CDFI or CDC entity or if additional staff support will be needed. Currently, the CAPK team does not have dedicated CDFI support staff such as loan officers, underwriters, or dedicated development service providers.
- Current financial resources are dedicated to existing programs. If establishing a CDFI, financial resources will be needed to support operations and lending activity.

## LOAN POLICIES COMPARISON

As part of its Capacity Building initiative, the CDFI Fund compiled materials related to CDFI loan policies and procedures best practices. Additional information on the CDFI Fund's capacity building materials related to loan policies is available: [mycdfi.cdfifund.gov/whatwedo/PortfolioManagementResourceBank](https://mycdfi.cdfifund.gov/whatwedo/PortfolioManagementResourceBank)

The materials include a list of 12 elements of a comprehensive loan policy. Below, FUND has used these 12 elements and industry best practices to make recommendations for CAPK as the organization considers CDFI Certification. Since CAPK has not previously made loans, these recommendations are largely based on future planning rather than existing organizational documentation.

| Loan Policy Element          | Rationale for Inclusion  | Recommendations   |
|------------------------------|--|---|
| 1. Clear mission             | CDFIs are often referred to as "mission-driven lenders". CDFI lending is driven by a primary mission of promoting community development by providing activities directed towards improving the social or economic conditions of underserved people and/or residents of economically distressed communities. As such, it is important for CDFI loan policies to reference the organization's mission statement because it should be an important consideration in loan decisions. | As referenced in the CDFI Readiness Assessment, CAPK's current mission statement does not meet CDFI Fund guidelines. CAPK should ensure the mission statement of a new CDFI entity meets these guidelines.                                    |
| 2. Specify lending authority | Loan policies must include a clear explanation of the loan review and decision-making process, including a clear delineation of the people/ group who will make decisions. Many organizations form a loan committee comprised of members of a  | CAPK's future loan policies should include the following elements: <ul style="list-style-type: none"> <li>• clear procedures for regular loan review and approval</li> <li>• set an upper limit for approval of loans in committee</li> </ul> |

| Loan Policy Element   | Rationale for Inclusion  | Recommendations  |
|---|--|--|
|   | <p>Governing or Advisory Board for this purpose.</p>   | <ul style="list-style-type: none"> <li>• set a policy for approvals beyond the Loan Committee's limits to be referred to the Board for exceptions</li> <li>• set a limit on exposure to one borrower (either as a total dollar amount or percentage of total portfolio outstanding)</li> <li>• create a concentration breakdown across different loan products to limit exposure</li> </ul> <p>Some CDFIs designate loan approval authority beyond the Loan Committee, including allowing senior staff to approve smaller dollar loans based on the requested loan amount and the total exposure with a particular client. If CAPK chooses to pursue high-volume low-dollar products, e.g. consumer loans to rebuild credit, the organization may consider creating similar lending authority levels to streamline the closing process for smaller, less risky loans.</p> <p><b>Considerations/ questions:</b></p> <ul style="list-style-type: none"> <li>• How many people does it take to approve a loan?</li> <li>• Will one individual have loan authority?</li> <li>• What is approved by Loan Committee?</li> <li>• What must go to the Board for approval?</li> </ul> |
| <p>3. Delineate responsibilities for reporting loan information</p> | <p>It is crucial for both organizational record-keeping and reporting on any grants received from the CDFI Fund to maintain clear and accurate records of all supporting documentation for each loan transaction. To that end, loan policies should include a section that clearly outlines who is responsible for gathering loan information and how it will be recorded.</p> | <p>FUND recommends that as part of its decision-making regarding a CDFI affiliate, CAPK evaluate whether current staff have the capacity to collect and maintain loan documentation or if new staff will be required for this purpose.</p> <p><b>Considerations/ questions:</b></p> <ul style="list-style-type: none"> <li>• Will the organization have a shared database where lenders and staff</li> </ul>   |

| Loan Policy Element   | Rationale for Inclusion  | Recommendations  |
|---|--|--|
|   |  | <p>can read up on prospective borrowers? Existing borrowers?</p> <ul style="list-style-type: none"> <li>• Who is responsible for reviewing the loans on a regular basis for risk rating changes?</li> <li>• Will the organization create a watch list for at-risk loans that is regularly presented to the Loan Committee?</li> </ul>  |
| 4. Describe origination, underwriting criteria, and process | <p>In order to ensure loan decisions are made in the most fair and unbiased way possible, loan policies must include clear guidelines for screening potential borrowers. This ensures every loan applicant is considered in the same manner. Traditional financial institutions often rely on past income, credit history, and other factors that can disadvantage low income individuals or people of color. Many CDFIs have moved to a holistic screening process that uses ability to repay as the most important decision when making a fair and affordable loan that sets a borrower up for successful repayment.</p> | <p>FUND recommends underwriting guidelines are specified based on loan products to provide guidelines for staff and board members. Each loan product will likely have its own criteria to ensure borrowers are able to successfully manage the loan throughout its lifetime.</p> <p>Underwriting guidelines are unique and vary widely between institutions. At a minimum, FUND recommends that CAPK consider the following factors for each loan product the organization chooses to offer:</p> <ul style="list-style-type: none"> <li>• Required documentation: based on the requirements of each loan product, this could include proof of income, relevant financing from other sources, collateral to secure the loan, etc. Many CDFIs are moving to consider the minimum documentation required to make a decision in order to ease the burden on borrowers and reduce inequitable outcomes based on who has financial documentation readily available.</li> <li>• Steps for credit analysis when making a loan review decision: this will include gathering documentation, reviewing the information to determine credit limits and ability to repay, and possibly review by more than one individual to ensure fair and consistent decision making.</li> </ul> |



| Loan Policy Element  | Rationale for Inclusion  | Recommendations  |
|--|--|--|
|  |  | <ul style="list-style-type: none"> <li>• Timeline for decision making: it is important to set a desired timeline for loan review and decision making so borrowers know what to expect; timelines may vary based on the amount of review required for each loan product</li> </ul> <p><b>Considerations/ questions:</b></p> <ul style="list-style-type: none"> <li>• Will the organization specify different underwriting criteria for different types of loans?</li> <li>• Will the organization score loans numerically to derive the risk rating?</li> <li>• Is the scoring grid included in the policies?</li> <li>• How will the organization ensure lending criteria is equitable across all borrowers?</li> </ul>  |
| 5. Documentation for complete application and complete credit file | It is important to document exactly what information and supporting documentation are required in order to consider a loan application complete. Setting clear and consistent standards will help an organization ensure it is making the fairest decisions possible when reviewing loan applications. | <p>FUND recommends that CAPK determine what is required for each loan product in order to deem an application complete. Required information and supporting documentation will vary widely based on the financial product, and some lower-dollar products may require little to no documentation.</p> <p>FUND also recommends that the loan policies specify who is responsible for maintaining credit files and what checks will be implemented to ensure credit files are maintained correctly.</p> <p><b>Considerations/ questions:</b></p> <ul style="list-style-type: none"> <li>• What filing system will the organization employ?</li> <li>• Which of the following will you maintain? Credit files, collateral files, monitoring files, desk files <ul style="list-style-type: none"> <li>○ What goes in each file?</li> <li>○ Collateral files need to be in fireproof container</li> <li>○ Hard copy files or electronic files?</li> </ul> </li> </ul> |

| Loan Policy Element                 | Rationale for Inclusion  | Recommendations   |
|-------------------------------------|--|---|
| 6. State who maintains credit files | In addition to clear guidance on what is included in credit files, it is also important to clearly delineate who will be responsible for maintaining these files.  | <p>FUND recommends that as part of its decision-making regarding a CDFI affiliate, CAPK evaluate whether current staff have the capacity to collect and maintain loan documentation or if new staff will be required for this purpose.</p> <p><b>Considerations/ questions:</b></p> <ul style="list-style-type: none"> <li>• How to increase compliance with this requirement?</li> </ul>   |
| 7. Collateral guidelines            | Some loan products carry sufficient risk for an organization that they may require collateral in order to make a loan. It is important that loan policies specify under what circumstances collateral will be required and what forms of collateral will be accepted.  | <p>FUND recommends that for each loan product CAPK chooses to offer, the organization consider whether collateral will always be required, or under what specific circumstances it is necessary. The specifics of collateral requirements and acceptable forms will vary widely by loan product. CAPK should consider whether specific loan types, or loans above a certain dollar amount, require collateral in order for the loan committee to be comfortable committing to this level of risk.</p> <p><b>Considerations/ questions:</b></p> <ul style="list-style-type: none"> <li>• Is there consistency in applying collateral/security standards?</li> <li>• In keeping with a CDFI mission, where can the organization show flexibility?</li> <li>• When/ how will exceptions be made?</li> <li>• Who can approve an exception?</li> </ul> |
| 8. Loan rating and loss reserves    | While CDFIs are mission-driven lenders, they must balance this against appropriate levels of risk for the organization. To that end, loan policies should include a section that clarifies how loan risk will be assessed and the appropriate level of reserve capital needed to insulate the organization against loans that borrowers are not able to repay. | <p>FUND recommends that CAPK clearly define the standard reserve amounts for loans at closing. This will allow for systematic set asides of reserves and sufficient reserves.</p> <p><b>Considerations/ questions:</b></p> <ul style="list-style-type: none"> <li>• How often will the organization review risk ratings?</li> <li>• Whose responsibility is it?</li> <li>• Is the risk rating linked to the loan reserve?</li> </ul>  |

| Loan Policy Element   | Rationale for Inclusion   | Recommendations  |
|---|---|--|
|   |   | <ul style="list-style-type: none"> <li>If not, how often is the reserve calculated?</li> </ul>   |
| 9. How interest rates and fees are set                                | As part of a commitment to consistent loan application decisions, loan policies should include a discussion of appropriate interest rates and fees.   | <p>CAPK should consider appropriate interest rates and fees based on each loan product the organization chooses to offer.</p> <p><b>Considerations/ questions:</b></p> <ul style="list-style-type: none"> <li>Document how rates and fees are set and other pricing considerations are set.</li> <li>Is there a regular review of fees, rates, and terms?</li> </ul>   |
| 10. Preferred upper limit for total loans outstanding/ concentrations | In order to reduce risks in its portfolio resulting from various potential concentrations of loan volume, a CDFI should establish limits on the concentration of loans in different factors.  | <p>CAPK should consider its knowledge of the market and set limits to ensure loans are not too narrowly concentrated. Potential factors to consider when setting limits include:</p> <ul style="list-style-type: none"> <li>Loans to any one borrower</li> <li>Loans to any one type of business</li> <li>Loans secured by any one type of collateral</li> <li>Unsecured loans</li> <li>Loans in a specific geographic area</li> </ul> <p><b>Considerations/ questions:</b></p> <ul style="list-style-type: none"> <li>How will the organization define lending capital, borrowed capital, equity capital?</li> <li>Consider including a clause such as: CDFI may reconsider these limits from time to time due to product performance, or growth in capital available for lending, or other pertinent factors.</li> </ul> |
| 11. Describe trade area   | As part of maintain CDFI Certification, organizations must reapply annually to maintain their CDFI status. Part of this annual review includes an evaluation of the CDFI's lending activity in the preceding year, to ensure the CDFI exceeds the 60% threshold for lending in its target market. To that end, loan policies should include a section that outlines the geography or population from which most loans should originate. CDFIs can and often do lend | If CAPK decides to pursue CDFI Certification, the organization will need to determine a desired Target Market. As discussed in more detail in the CDFI Readiness Assessment, a CDFI may serve a combination of Target Markets, including an Investment Area, a Low-Income Targeted Population, or an Other Targeted Population. The organization's eventual Target Market should be noted in the loan policies.  |

| Loan Policy Element                                    | Rationale for Inclusion   | Recommendations  |
|--|---|--|
|  | outside of these parameters, but it is important to codify the parameters of an organization's desired lending outcomes.  | <b>Considerations/ questions:</b> <ul style="list-style-type: none"> <li>• How will the organization allow exceptions?</li> <li>• Will the organization follow an existing customer outside the existing service area?</li> <li>• How will the organization track and report exceptions?</li> </ul>  |
| 12. How to detect, analyze, and work out problem loans | Even with strong loan policies and procedures, some borrowers may eventually default on their debt. When this occurs, it is important to have clear procedures for detecting, analyzing, and working out problem loan situations. | <p>CDFIs are often able to offer extensions, amend repayment plans, or otherwise work with borrowers to resume loan payments. CAPK should consider policies that offer maximum flexibility while also clearing outlining the steps if repayment does not occur.</p> <b>Considerations/ questions:</b> <ul style="list-style-type: none"> <li>• Be specific when outlining procedures for problem loans</li> <li>• Who is responsible for collections?</li> <li>• Does the organization have a clear definition for extensions for restructured loans?</li> <li>• When does foreclosure begin?</li> <li>• When will the organization charge off delinquent loans?</li> <li>• Has the organization built in the flexibility that will be needed?</li> <li>• Who has authority to make the decision about next steps?</li> <li>• What reports does the Board see regularly to help them stay current with problem loans?</li> </ul> |

## NEXT STEPS

Based on the findings reviewed in this memo, FUND Consulting will assist CAPK with determining next steps as related to establishing a CDC or CDFI entity. Once identified, CAPK will determine the lines of business that will be the focus of the organization which will inform the Financial Modeling and subsequent Capitalization Planning phases of the project.

Once the Financial Modeling and Capitalization Planning phases of the project have been completed, FUND Consulting will synthesize information from all project phases, including the Market Needs and Organizational assessments discussed in this memo. The final deliverable will include the following:

- Report including comprehensive data collected and analyzed with key findings and recommendations to contain the following:
  - Secondary Data Analysis and Key Findings
  - Key Informant Interview Analysis and Key Themes
  - Survey Analysis and Key Findings
  - Overall Key Findings and Conclusions based on all data collected
  - Report outlining CDFI Certification Readiness, roadmap for becoming CDFI Certified, and next steps as needed.
  - Items for consideration related to staffing and organizational structure to establish CDC or CDFI activities and recommendation on products, services, and communities the organization should intentionally focus its CDC or CDFI efforts.
  - Recommendations on mitigating weaknesses, aligning the organization's lending and technical assistance activities to CDC and CDFI industry standards, and positioning the organization's lending and technical assistance activities to support strategic growth.
- Implementation Plan with:
  - Goals, strategies, and objectives with clear timelines, responsibilities, and guidelines for monitoring success.
  - Recommendations on creating policies and procedures that incorporate CDC and CDFI best practices to be reviewed by the CAPK HR and legal team.
- Financial Forecast Modeling Tool
- Capitalization Plan Final Report including Prospect List with Assessment of Potential.

FUND Consulting will send a draft of the final deliverable to the CAPK team and facilitate an online meeting to review the document noting any requested changes. After this review, FUND Consulting will deliver the final report document. A final recap of results of research, Market Needs Assessment, Organizational Assessment, Financial Modeling, and Capitalization Plan via online presentation will be provided.



## MEMORANDUM

To: Board of Directors

A handwritten signature in blue ink, appearing to read "Pritika Ram".

From: Pritika Ram, Director of Administration

Date: September 29, 2021

Subject: *Agenda Item V(e)*: 2021-2025 Strategic Plan– **Action Item**

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### **Background**

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

#### Vision and Direction - Category 6: Strategic Planning

- Standard 6.1 The organization has an agency-wide strategic plan in place that has been approved by the governing board within the past 5 years.
  - Guidance
    - This is intended to be an organization-wide document, not a list of individual program goals.
    - This would be met through the Board voting on a motion to accept the strategic plan at a regular board meeting and documenting this in the minutes.
- Standard 6.2 The approved strategic plan addresses reduction of poverty, revitalization of low-income communities, and/or empowerment of people with low incomes to become more self-sufficient.
  - Guidance
    - These are the purposes of CSBG as laid out in the Act.
    - These specific terms are not required, but the plan needs to include one or more of the themes noted in the standard.
- Standard 6.3 The approved strategic plan contains family, agency, and/or community goal
  - Guidance
    - These goals are set out as part of ROMA, referenced in IM 49, and provide the framework for the National Performance Indicators.
    - These specific terms are not required, but the plan must address one or more of these dimensions.
    - There is no requirement to address all three: family, agency, and community.
- Standard 6.4 Customer satisfaction data and customer input, collected as part of the community assessment, is included in the strategic planning process.
  - Guidance
    - This standard links the community assessment with strategic planning.

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

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

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

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

**Values:**

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

The plan identifies the work the agency does well and under the Critical Issues section, it carves out a path for service enhancements for programs like childcare and food accessibility, for

example. Further, it challenges us to look beyond our scope and expand into other service lines, such as affordable housing and community and economic development.

To ensure the plan remains in-action, goal groups will be established to include leadership, program managers, and board members. The communication plan to all staff will begin in October 2021, and the reporting will be streamlined using a digital dashboard for internal and external communication.

**Recommendation**

Staff recommends the Board of Directors approve the 2021-2025 Community Action Partnership of Kern Strategic Plan.

***Attachment:***  
*2021-2025 Strategic Plan*





# Strategic Plan 2021-2025





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## EXECUTIVE SUMMARY

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

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

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

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

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





## ORGANIZATIONAL OVERVIEW

Community Action Agencies care about the entire community and are dedicated to helping people help themselves and each other. Community Action Partnership of Kern (CAPK) operates within this framework as well as its specific vision and mission as provided below.

### MISSION

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

### VISION

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

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

### Organizational Values

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





## 10-YEAR AGENCY VISION

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



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





## INTRODUCTION

Since its establishment in 1965, Community Action Partnership of Kern County (CAPK) has been at the forefront of serving Kern County. Through an integrated network of services, CAPK administers close to a dozen programs aimed at assisting children, families and individuals at their point of need. One of more than 1,000 community action agencies nationwide, CAPK is one of Kern County's largest nonprofit 501(c)(3) corporations. Through a variety of programs and in collaboration with other community service agencies, CAPK operates programs that residents can utilize to give their children an empowering Head Start on their education, put healthy food on the table, reduce their energy bills, claim life-changing tax credits, connect with homelessness services, and find links to thousands of other community organizations that can also help them chart a path to success.

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

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

### **Head Start / State Child Development**

#### **Head Start & Early Head Start**

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

#### **Home Visiting Program**

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

### **Services to Families and the Community**

#### **2-1-1 Kern County**

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

#### **Homeless Services**

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

#### **Coordinated Entry System (CES)**

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

#### **Migrant Childcare**

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

#### **Energy Weatherization & Utility Assistance**

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

#### **Volunteer Income Tax Assistance (VITA)**

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

#### **East Kern and Oasis Family Resource Centers**

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

#### **Friendship House Community Center & Shafter Youth Center**

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

### **Health & Nutrition Services**

#### **Food Bank**

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

#### **Women, Infants, and Children (WIC)**

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

#### **Central Kitchen**

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

#### **CalFresh Healthy Living**

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



*Helping People... Changing Lives.*





## Organization of the Report

The report is made up of the following sections:

- ♦ **Organizational Overview:** In this section, information is presented to provide a general understanding of CAPK, which includes the vision and mission of the organization, current services, and progress toward previous strategic goals.
- ♦ **Methods & Approach:** This section outlines the methods and the approach to the strategic planning process through each phase of development.
- ♦ **Situational Analysis:** In this section, assessment findings provide a snapshot of the current social, health, and economic conditions and challenges faced by Kern County residents. This section also identifies the current issues that CAPK experiences as an organization, including internal strengths, areas for improvement, external opportunities, and potential threats.
- ♦ **Critical Issues:** Critical Issues as identified through the situational analysis are prioritized and presented for action in this section of the report.
- ♦ **Strategic Plan Goals & Objectives:** This section describes the short-term goals that the organization will embark upon between 2021 and 2025.
- ♦ **Evaluating & Updating the Plan:** This section describes how the organization will measure and report on its success and lessons learned.



## Previous Strategic Plan Implementation: 2016-2021

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

| 2016- 2021 Strategic Goals  | June 2021  | Key Accomplishments  |
|---|------------|--|
| <b>Goal 1.</b> CAPK will develop an agency-wide understanding of the needs of its priority populations and develop organizational goals that unify the efforts of programs throughout the agency. | 95%        | Completed three Community Needs Assessments. The most recent in May 2021, identified six priority areas which are being incorporated in the new Strategic Plan.  |
| <b>Goal 2.</b> CAPK will establish a system so that individuals and families can easily access the full spectrum of CAPK services.  | 96%        | The CRM system is being piloted in several programs. This is a long term and complex project. When completed, CAPK will be able to track client progress across programs and services and will be able to report stronger outcomes.  |
| <b>Goal 3.</b> There will be a general understanding of CAPK which drives people to access and support the organization's efforts.  | 99%        | Communication has greatly improved internally and externally through efforts including improved website; CAPK Communications Plan; CAPK Branding Manual; and Manager's Toolkit. Breaking down silos among programs is an ongoing task. Plans for maintaining and expanding this work are in place and systems that will be implemented in the next six months through the CAPK Communications Plan will create a long-term culture of cross-program communication. |
| <b>Goal 4.</b> CAPK will actively advocate on behalf of issues affecting its target populations.  | 82%        | Established communications channels with elected officials; track communications and have participated actively in support of legislative initiatives identified by state and national partners; work within the CAA network through partners like CSD, CalCAPA, and NCAF; an advocacy taskforce has been formed; and Executive Division staff are tasked with implementing advocacy efforts. Advocacy will be a key component in the next strategic plan.         |
| <b>Goal 5.</b> CAPK will have an engaged and retained workforce.  | 93%        | Many of the objectives were established and are ongoing. HR instituted ADP online application system; new orientation video and program materials so new staff have an increased awareness of who CAPK is; there is more consistency in job descriptions; and they have improved applicant screening criteria. Employee development and engagement will be a key focus area in the next strategic plan.  |
| <b>Goal 6.</b> CAPK will develop a strategic financing framework to ensure it is prepared for the future and has an adequate understanding of its financial position                              | 96%        | Agency has established the indirect fund; Finance staff continue monthly budget meetings with program managers and directors; directors and managers assist with annual budget creation; and finance works with staff in developing and approving new program budgets.   |
| <b>Total Completion</b>   | <b>94%</b> |  |

## CAPK 2021 Organizational SWOT Assessment Summary

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

### SWOT Data Collection & Methodology

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

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

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



## SWOT

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

### STRENGTHS

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

### WEAKNESSES

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

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

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

### OPPORTUNITY

### THREATS



## METHODS AND APPROACH

### Results-Oriented Management and Accountability (ROMA)

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

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

#### NATIONAL ROMA GOALS

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

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

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

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

GOAL 5: Agencies increase their capacity to achieve results.

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



## Phased Approach

The strategic planning process utilized a three-phase approach:

### PHASE 1: Assessment & Analysis

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

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



### PHASE 2: Strategic Planning

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

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



### PHASE 3: Documentation and Validation of Plan

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

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



## SITUATIONAL ANALYSIS

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

### Kern County

Kern County is in Central California at the southern end of the San Joaquin Valley and is the state’s third-largest county by land area. At 8,172 square miles,

Kern is larger than the states of Massachusetts, New Jersey, and Hawaii. Terrain varies dramatically within the county, from the valley lowlands, to the mountain peaks of the southern Sierra Nevada, to arid stretches of the Mojave Desert. Because of this geographic diversity, the county has a wide range of climates, determined largely by elevation and precipitation. Kern is primarily a rural county with one Standard Metropolitan Area (SMA), which includes the cities of Bakersfield and Delano. Other incorporated cities include Wasco, Taft, Shafter, Maricopa, McFarland, Arvin, Ridgecrest, Tehachapi, and California City. The county has 24 other unincorporated communities with populations over 1,000, statistically referred to as “Census Designated Places.”

### Demographic Information

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

Population %, Kern County 2019

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



## Kern County Population and Growth, 2019

### Population Projections

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

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

### County Snapshot

The *County Health Rankings* measure the health of nearly all counties in the nation. The data is compiled using county-level measures from a variety of national and state data sources. The data represented in the chart below are taken from the most recent data available (2020) . These measures are standardized and combined using scientifically informed weights.

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

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



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

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





### Community and Client Needs Assessment

As part of the Community Services Deveopment-Community Services Block Grant Organization Standards, CAPK conducts a Community Needs Assessment (CNA) every two years to identify current and emerging needs among low-income individuals and families within Kern County. Assessment findings guide the development of the agency’s Community Action Plan (CAP), inform strategic goals, and drive continuous improvement. The CNA utilizes the following data sources:

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

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

| Survey Group                | # Responses |
|-----------------------------|-------------|
| CAPK Clients                | 520         |
| Partners/Community Agencies | 130         |
| CAPK Staff & Board          | 98          |
| <b>Total Responses</b>      | <b>748</b>  |



## Major Findings:

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

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

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

### FOOD INSECURITY

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

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

### AFFORDABLE HOUSING

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

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

### CHILDCARE

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

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

### JOB SKILLS TRAINING

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

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





### SWOT Analysis

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

**CAPK Internal Assessment Participants**

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

### SWOT Results

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

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

## CRITICAL ISSUES

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

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

## Plan Goals/Objectives

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

### **CRITICAL ISSUE: Insufficient access to nutritious foods.**

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

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



## **CRITICAL ISSUE: Limited availability of affordable quality childcare.**

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

|   |   |
|---|---|
| <p>2.1 Expand access to services and resources for health and safety of children and youth by providing a safe environment.</p> | <p>2.1.1 Identify and leverage emerging funding opportunities to expand services for both early childcare and youth services.</p> <ul style="list-style-type: none"> <li>a) Assess needed investment required to increase opportunities for all families needing extended hours of service for children ages 0-17 years of age.</li> <li>b) Increase capacity to provide slots by taking advantage of emerging funding opportunities at the County, regional, State, and federal levels.</li> </ul> <p>2.1.2 Assess emerging needs in geographic areas not currently served by CAPK.</p> <ul style="list-style-type: none"> <li>a) Partner with school districts and childcare providers to identify emerging gaps, underserved communities and populations, and wraparound service needs for transitional kindergarten and supporting a universal preschool model.</li> <li>b) Utilize a variety of program data sources to identify pockets of underserved communities in metropolitan and rural areas that are currently not receiving CAPK services or receive limited services.</li> <li>c) Incorporate direct discussion/engagement with school districts into Head Start community needs assessment.</li> </ul> <p>2.1.3 Identify and secure additional funding to support facility and capacity development required to expand geographic coverage.</p> |
| <p>2.2 Support the quality and availability of non-traditional hours of service.</p>  | <p>2.2.1 Expand service area and services to families by partnerships with existing agencies serving the 0-17 population. Expand the number of home care childcare providers to support early childhood care and development.</p> <ul style="list-style-type: none"> <li>a) Seek new funding streams for increasing the capacity of family resource centers, youth centers, and childcare centers to support communities and facilities, including new partnerships.</li> <li>b) Partner with resource agencies to identify potential providers that would benefit from a CAPK partnership to advocate for the educational advancement for all children (i.e., resources, technical assistance, etc.).</li> </ul> <p>2.2.2 Continue to work with partners like the Community Connection referrals and partnerships for Childcare to increase capacity of existing and new provider networks.</p>  |

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



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

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

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



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|   | <p>3.1.5 Expand access to housing through increased affordable housing inventory.</p> <ul style="list-style-type: none"> <li>a) Support and participate in the CoC's goal of increasing the number of Permanent Supportive Housing (PSH) beds for impacted populations.</li> <li>b) Support and participate in the CoC's goal of increasing the number of Rapid Re-Housing (RRH) beds for impacted populations.</li> <li>c) Support and participate in the CoC's goal of increasing the number of Transitional Housing and Interim Housing beds for impacted populations.</li> </ul>   |
| <p>3.2 Increase CAPK's capacity to provide long-term affordable housing solutions for low-to-moderate income people and families.</p> | <p>3.2.1 Convene a Housing Taskforce to assess community housing needs as well as current CAPK capacity to address needs.</p> <ul style="list-style-type: none"> <li>a) Conduct (and/or) contract housing needs assessment, referencing existing assessments (i.e., Kern County 10 Year Plan), and identify key informants by leveraging collaborations, such as CKHC, to provide input.</li> <li>b) Conduct organizational capacity/readiness assessment, data collection.</li> <li>c) Create a committee to present initial assessment findings and recommendations to the Board.</li> </ul> <p>3.2.2 Identify and cultivate new strategic relationships with relevant nonprofit and corporate stakeholders active within the housing sector.</p> <ul style="list-style-type: none"> <li>a) Identify a diverse array of potential corporate partners and corporate support grants relevant to the housing sector.</li> <li>b) Leverage existing external collaborations (CKHC) to identify networking opportunities and new potential partners.</li> </ul> <p>3.2.3 Develop internal 10-year plan for becoming direct housing provider to low-to-moderate income residents within the Central Valley.</p> <ul style="list-style-type: none"> <li>a) Ensure alignment of plan to Kern County 10 Year plan to end homelessness.</li> <li>b) Plan to include investment and asset-building strategies.</li> </ul> |



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| 3.3 Increase opportunities and supports for clients to advance through career and education pathways. | <p>3.3.1 Strengthen and expand relationships with adult education providers (adult schools and community colleges), local employers, and industry leaders to build job skills and increase access to career and education pathways.</p> <ul style="list-style-type: none"> <li>a) Identify and map existing educational/career pathways and referral points.</li> <li>b) Send CAPK representatives to local Adult Education Consortium Steering Committee Meetings.</li> <li>c) Participate in local workforce development board meetings to identify entry points, opportunities, partnerships.</li> </ul>   |
|   | <p>3.3.2 Increase awareness of workforce development opportunities provided by community partners for clients and low-income residents.</p> <ul style="list-style-type: none"> <li>a) Market partners programs through CAPK programs, website, and social media platforms (internal and external).</li> <li>b) Strengthen and expand partnerships to increase external referrals (see 3.3.1).</li> </ul>  |
|   | <p>3.3.3 Expand and formalize internal pipeline program that supports unemployed clients to develop skills for employment.</p> <ul style="list-style-type: none"> <li>a) Target grant opportunities that allow CAPK to provide additional entry-level employment opportunities.</li> <li>b) Develop model, policies, procedures, and pathway/pipeline map that is inclusive of milestones, support mechanisms, and requirements.</li> </ul>   |
|   | <p>3.3.4 Host programs and events at Youth Center locations that support learning and access to education/professional development opportunities.</p> <ul style="list-style-type: none"> <li>a) Coordinate presentations from local adult schools, community colleges, and industry leaders to youth about opportunities and career/education pathways.</li> </ul>  |
| 3.4 Increase access to economic asset enhancement and financial educational opportunities.            | <p>3.4.1 Align and standardize current life skills training and financial services across CAPK programs.</p> <ul style="list-style-type: none"> <li>a) Develop agency-wide implementation for use of Your Money Your Goals program curriculum and integration into daily services.</li> <li>b) Identify/develop “minimum standard practices” to ensure clear expectations and oversight of implementation across all programs.</li> </ul>   |
|   | <p>3.4.2 Identify and pursue opportunities to address financial service gaps in Kern County including the possibility of developing new, standalone asset enhancement/ financial educational program(s).</p> <ul style="list-style-type: none"> <li>a) Complete ongoing assessment of financial service mapping and utilization (i.e., CDFI/CDC assessment] and identify potential gaps.</li> <li>b) Complete internal capacity assessment to evaluate the potential for delivery of new financial services.</li> <li>c) Based on assessment findings, the scope of need, and available funding, develop a service delivery model to establish a new program with a central focus on asset enhancement and financial education/support. CAPK will need to identify additional key action steps depending on the outcome of the assessment and the decision of the Board.</li> </ul> |

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

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

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| <p>4.1 Enhance leadership capacity, effectiveness, and sustainability.</p> | <p>4.1.1 Establish a process of workforce planning to develop succession and knowledge transfer plans and oversee implementation.</p> <ul style="list-style-type: none"> <li>a) Analyze department metrics (i.e., length of service, knowledge gaps, areas of interest) to identify the necessary skills sets for each position.</li> <li>b) Identify or create evidence-based workforce development strategies to address needs of the department.</li> <li>c) Incorporate development opportunities as part of the employee review process.</li> </ul> <p>4.1.2 Standardized onboarding and training plan</p> <ul style="list-style-type: none"> <li>a) Enhance experience of new hire orientation and refresher trainings, including agency-level presentations with program specific information.</li> <li>b) Create a development plan with training components specific to the position and scope of duties.</li> <li>c) Develop a learning management system to assign and track training plans, which can be incorporated into an employee's performance evaluation.</li> </ul> |
| <p>4.2 Increase employee engagement, morale, and retention.</p>            | <p>4.2.1 Conduct an internal and external equity analysis to evaluate the labor market and fiscal impacts.</p> <ul style="list-style-type: none"> <li>a) Conduct systematic market analysis of wages/benefits to identify needed adjustments.</li> <li>b) Complete development and consolidation of revised job descriptions.</li> </ul> <p>4.2.2 Refine employee performance review process, ensuring that creation and periodic review of staff professional development plan are integrated into the process.</p> <ul style="list-style-type: none"> <li>a) Incorporate agency-level guiding principles into the performance evaluations as part of an interactive engagement with leadership and staff on an ongoing basis.</li> <li>b) Develop competency-based job descriptions focusing on knowledge, skills, and abilities needed to meet or exceed the expectations of the position.</li> </ul> <p>4.2.3 Conduct staff engagement surveys to establish benchmarks and identify areas for improvement.</p>  |



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| 4.3 Increase the visibility of the Agency and create a unified CAPK identity.   | <p>4.3.1 Implement a branding and communication plan that is cohesive, instantly recognizable, and connects the agency and programs/services to clients, partners, and the community.</p> <ul style="list-style-type: none"> <li>a) Unify outreach efforts to develop opportunities for collaboration and to coordinate and support cross-program community outreach efforts.</li> <li>b) Coordinate outreach to other agencies, with consistent branded resources.</li> <li>c) Advance efforts to develop and implement new marketing and unified brand strategies.</li> </ul>  |
| 4.4 Build capacity to incorporate Diversity, Equity, and Inclusion (DEI) best practices at all levels of organization and services. | <p>4.4.1 Establish and convene a DEI Committee to identify, evaluate, and address organizational DEI needs across the agency, including client and partner engagement.</p> <ul style="list-style-type: none"> <li>a) Develop charter, bylaws, clear member duties, and clearly articulated methods of collaboration with leadership.</li> <li>b) Committee tasked with the development of recommendations and/or proposed DEI action plan to assess and address organizational needs.</li> <li>c) Develop a communications strategy to inform diverse populations of the organization's activities and encourage participation.</li> </ul> |

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

| <b>GOAL 5: Increase utilization of data-driven decision-making processes to improve organizational capacity to achieve results.</b> |  |
|---|--|
| 5.1 Enhance agency-wide capacity to implement continuous improvement framework.   | <p>5.1.1 Develop a multi-year Results-Oriented Management and Accountability (ROMA) implementation plan that includes the tiered rollout of engagement and capacity-building activities:</p> <ul style="list-style-type: none"> <li>a) Establish central ROMA implementation planning and implementation taskforce and program/department champions.</li> <li>b) Targeted engagement/training schedule: <ul style="list-style-type: none"> <li>Y1: Leadership and Division Champions</li> <li>Y2: Selected staff groups,</li> <li>Y3: Agency-wide implementation</li> </ul> </li> </ul> <p>5.1.2 Adopt and incorporate integrated workplan/training schedules into CAPK Board's operations and workflows.</p> <p>5.1.3 Provide training to all staff, leadership, and Board members on ROMA principles and practices.</p> <p>5.1.4 Develop and integrate shared ROMA language, values, and principles into all levels of organizational culture and activities.</p> <ul style="list-style-type: none"> <li>a) Post ROMA values/language throughout the agency.</li> <li>b) Integrate ROMA language into recruitment, review processes, and employee recognitions.</li> <li>c) Build ROMA language and processes into reporting templates and Board Agendas.</li> </ul> |

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

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

5.2.1 Establish Agency-wide data governance taskforce.

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

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

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

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

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

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

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

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



## CRITICAL ISSUE: Need for greater fiscal stability and health

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

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





## IMPLEMENTATION AND EVALUATION

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

### Ongoing Implementation

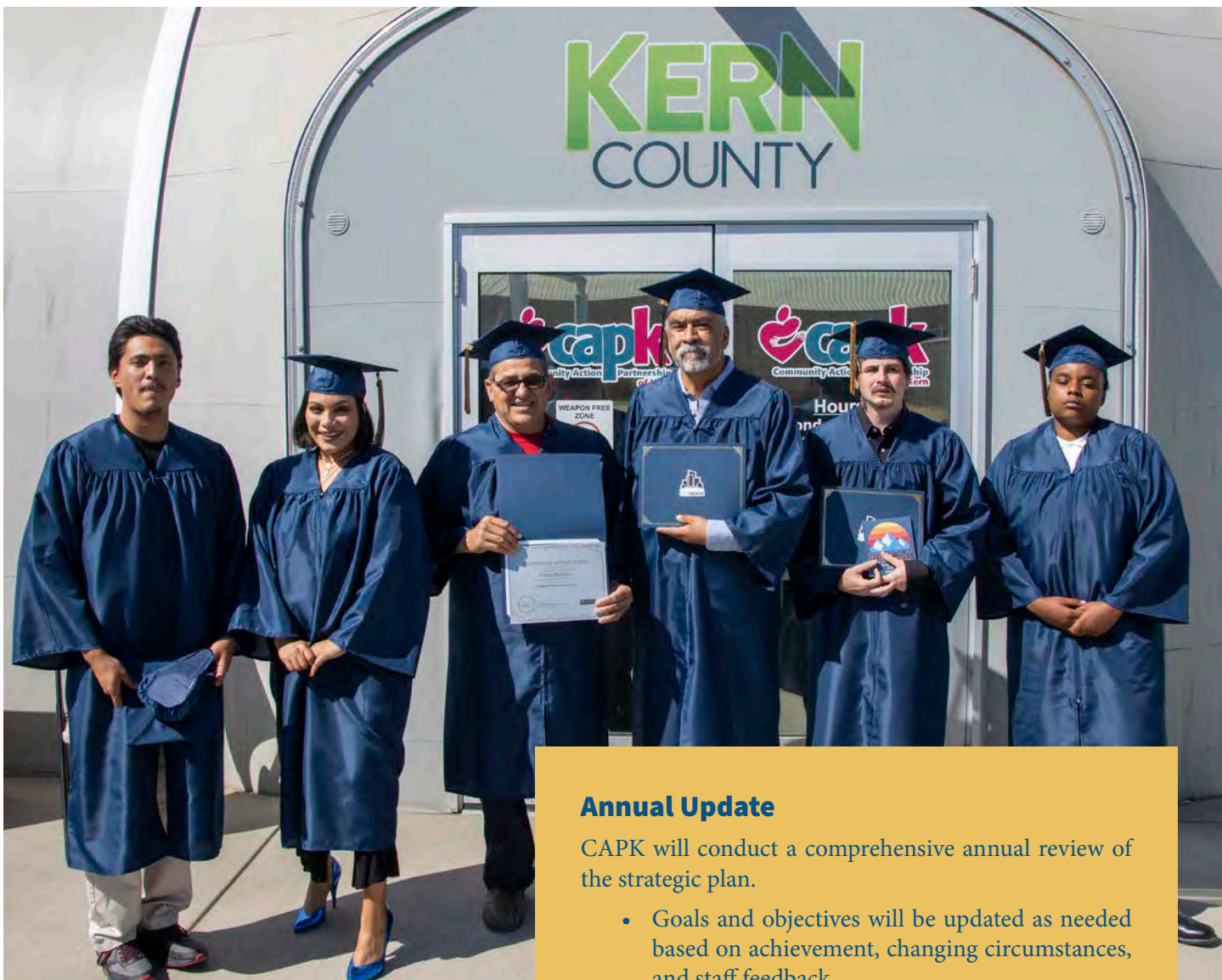
Following Board approval of the strategic plan, the Strategic Plan Oversight Committee will reconvene to review the plan and identify membership of Goal Workgroups (one workgroup per goal). Goal Workgroups will be responsible for ongoing implementation and coordination of their respective goal. Workgroups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

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

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

### Quarterly Review

A review of each active strategic goal/objective will occur at the Board level on a quarterly basis. To facilitate this process, each Goal Workgroup and/or strategy lead will be required to update and submit an implementation scorecard to the Oversight Committee prior to the quarterly meeting for review and compiling. The compiled score card will be presented to the Board and disseminated throughout the organization. This process will ensure that staff at every level and within each division/program of the organization are informed of progress being made and will offer an opportunity for those not directly associated with objective/activities to provide assistance and input. The quarterly reviews will be documented to capture the accomplishments and lessons learned throughout the process. Quarterly reviews will begin in January 2022.



## Annual Update

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


- Goals and objectives will be updated as needed based on achievement, changing circumstances, and staff feedback.
- Revisions to the strategic plan will be presented to the board for review and adoption.
- The updated strategic plan will be distributed to internal and external stakeholders.
- Annual reviews will take place during the summer of every year covered by this plan.

## Annual Implementation Plan

An annual implementation plan will be developed collaboratively between the Oversight Committee and Goal Workgroups to guide the activities associated with each year covered by this strategic plan document. The implementation plan will be established following the annual update and will be completed by September 1 of each year covered by this plan.



## Appendix A: Implementation Plan

| <br><b>GOAL # 1: Increased access to healthy, affordable food to support the health of the communities we serve.</b> |   | <b>Org Std. 6.2, ROMA Goals: 1, 6</b><br><b>NPI: 1.2, 4.1, 6.2, 6.4, 6.5</b> <ul style="list-style-type: none"> <li>▪ Obtained food assistance</li> <li>▪ Pounds of food</li> <li>▪ Food boxes</li> <li>▪ Obtained skills/competencies required for employment</li> </ul> |          |
|---|---|---|----------|
| <b>[FAMILY]</b>   |   |   |          |
| Objectives  | Activities  | Indicator   | Timeline |
| <b>Objective 1.1</b><br><b>Enhance accessibility through expansion of food distribution sites and services.</b>   | <b>1.1.1 Conduct assessment to identify service gaps, food deserts, and emerging geographic pockets of food insecurity.</b> <ul style="list-style-type: none"> <li>a) Develop/update existing pantry site maps and include both CAPK and external programs to create robust GIS mapping (i.e., Map the Meal).</li> <li>b) Analyze food pantry maps against food security assessment to determine the extent to which needs are being met.</li> <li>c) Work with community partners to ensure assessment includes needs of frail, homebound older adults, and adults with disabilities and/or limited mobility.</li> </ul> | <ul style="list-style-type: none"> <li>▪ Completion of assessment, geographic analysis</li> <li>▪ # of potential new CAPK sites planned and established</li> </ul>  | Y1       |
|   | <b>1.1.2 Based upon assessment findings (1.1.1), identify new internal and external pantry sites that are strategically located at walkable locations and/or near public transit where needs are highest.</b>   | <ul style="list-style-type: none"> <li>▪ # of new sites located (external)</li> </ul>   | Y1       |
|   | <b>1.1.3 Secure additional funding to enhance existing food bank infrastructure, increase hours and days of operations, and support startup of new food pantry sites.</b>   | <ul style="list-style-type: none"> <li>▪ # grants submitted</li> <li>▪ Amount \$ raised</li> <li>▪ # of new sites</li> </ul>  | Y2 / Y3  |

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|  | <p><b>1.1.4 Develop food service delivery model and program plan to support increased food access for older adults and adults with disabilities.</b></p> <p><i>Plan to include:</i></p> <ul style="list-style-type: none"> <li>• Evidence-based program model</li> <li>• Partners that may support transportation</li> <li>• Potential funding sources</li> </ul>   | <ul style="list-style-type: none"> <li>▪ Completion of plan</li> </ul>   | Y2    |
| <p><b>Objective 1.2</b></p> <p><b>Leverage new and strengthened partnerships to reach additional families and communities.</b></p> | <p><b>1.2.1 Develop streamlined pathways for development of pantry partnerships, including capacity building.</b></p> <ul style="list-style-type: none"> <li>a) Create and disseminate materials that help service providers/partners to learn the process of becoming a partner.</li> <li>b) Proactive support and outreach to organizations to increase partnerships and sites.</li> <li>c) Identify opportunities and potential partnerships to improve transportation to healthy food sites and advocate for expanded public transit routes.</li> </ul> | <ul style="list-style-type: none"> <li>▪ # of new partnerships established</li> <li>▪ # of collaborative/work group memberships</li> </ul>   | Y1    |
|  | <p><b>1.2.2 Strengthen and expand partnerships with schools to reach additional children and families.</b></p> <ul style="list-style-type: none"> <li>a) Partner existing programs to support nutrition education and food distribution.</li> <li>b) Explore the potential to establish distribution sites at school sites.</li> </ul>  | <ul style="list-style-type: none"> <li>▪ # of participating schools in the Backpack Buddy</li> <li>▪ # of schools participating in Snack Attack program</li> </ul>                 | Y1/Y2 |
|  | <p><b>1.2.3 Increase food donations by expanding food sourcing partners and becoming a member of Feeding America.</b></p> <ul style="list-style-type: none"> <li>a) Target outreach to farmers outside of Kern County, corporations, and grocery chains.</li> </ul>   | <ul style="list-style-type: none"> <li>▪ # new partnerships</li> <li>▪ Feeding America application/ approval milestones</li> <li>▪ # of lbs. increase in food donations</li> </ul> | Y2/Y3 |



[FAMILY]

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


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

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

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

| Objectives   | Activities / Implementation Notes   | Indicator  | Timeline |
|--|---|--|----------|
| <b>Objective 2.1</b><br>Expand access to services and resources for health and safety of children and youth by providing a safe environment. | <b>2.1.1 Identify and leverage emerging funding opportunities to expand services for both early childcare and youth services.</b> <ul style="list-style-type: none"> <li>a) Assess needed investment required to increase opportunities for all families needing extended hours of service for children ages 0-17 years of age.</li> <li>b) Increase capacity to provide slots by taking advantage of emerging funding opportunities at the County, regional, State, and federal levels.</li> </ul>   | <ul style="list-style-type: none"> <li>▪ # of grant applications submitted</li> <li>▪ Amount of funding raised</li> <li>▪ # of new/converted full day options</li> </ul>   | Y2       |
|  | <b>2.1.2 Assess emerging needs in geographic areas not currently served by CAPK.</b> <ul style="list-style-type: none"> <li>a) Partner with school districts and childcare providers to identify emerging gaps, underserved communities and populations, and wrap-around service needs for transitional kindergarten and supporting a universal preschool model.</li> <li>b) Utilize a variety of program data sources to identify pockets of underserved communities in metropolitan and rural areas that are currently not receiving CAPK services or receive limited services.</li> <li>c) Incorporate direct discussion/engagement with school districts into Head Start community needs assessment.</li> </ul> | <ul style="list-style-type: none"> <li>▪ Completion of needs assessment</li> <li>▪ # of school districts engaged to identify needs/opportunities</li> <li>▪ # of collaborative/work group memberships</li> </ul> | Y2       |
|  | <b>2.1.3 Identify and secure additional funding to support facility and capacity development required to expand geographic coverage.</b>  | <ul style="list-style-type: none"> <li>▪ # of grant submissions</li> <li>▪ Funds raised</li> </ul>   | Y3       |

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

|  | <b>2.3.2 Establish a diverse workforce committee to formalize pathways and partnerships to entry level to advanced positions through comprehensive career fields.</b> <ul style="list-style-type: none"> <li>a) Develop and formalize internal pathway mapping inclusive of education/training to benefit clients and community members.</li> <li>b) Identify and implement mechanisms to provide ongoing support to participants.</li> </ul>   | <ul style="list-style-type: none"> <li>▪ # of parents hired internally</li> <li>▪ # of parents that obtain career readiness skills</li> </ul>   | Y2/Y3    |
|--|---|---|----------|
|  <p><b>GOAL # 3: Advance economic empowerment and financial stability for low-income people in the communities we serve.</b></p> <p>[COMMUNITY]</p> |   | <p><b>Org Std. 6.2, ROMA Goals: 1, 3, 6</b></p> <p><b>NPI: [2.1, 4.1, 6.2]</b></p> <ul style="list-style-type: none"> <li>▪ # obtained safe, affordable housing</li> <li>▪ # of households receiving HEAP</li> <li>▪ # affordable housing units preserved/improved by weatherization or construction</li> <li>▪ Obtained skills/competencies required for employment</li> </ul> |          |
| Objectives   | Activities  | Indicator   | Timeline |
| <b>Objective 3.1:</b><br>Increase housing stability for people experiencing or at risk of homelessness.  | <b>3.1.1 Strengthen community support for reducing homelessness in alignment with the “Home at Last! Kern County’s Plan to End Homelessness by 2028” 10-year plan.</b> <ul style="list-style-type: none"> <li>a) Expand the Coordinated Entry System (CES) to provide greater access to prioritized services for people who are experiencing homelessness or at-risk of becoming homeless.</li> <li>b) Improve the evaluation and data management components of CES.</li> <li>c) Improve economic security, health, and stability for people experiencing homelessness or at-risk of becoming homeless.</li> <li>d) In collaboration with Bakersfield Kern Regional Homeless Collaborative (BKRHC) and the Continuum of Care (CoC), support collective advocacy efforts at the local and State levels.</li> </ul> | <ul style="list-style-type: none"> <li>▪ # of additional staff</li> <li>▪ Faster prioritization of services</li> <li>▪ # of extra data points for clients; quality assessment</li> <li>▪ # of extra wraparound services</li> <li>▪ # of CoC reports to local/state leaders</li> </ul>   | Y1-Y4    |

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|  | <p><b>3.1.2 Reduce impact of homelessness by ensuring continued provision of sufficient emergency shelter assistance and referral services.</b></p> <ul style="list-style-type: none"> <li>a) Collaborate with BKRHC to assess and address temporary shelter needs on a perpetual basis.</li> <li>b) Increase funding streams to expand number of emergency beds/services as needed.</li> <li>c) Expand wraparound services to reduce the number of people who return to homelessness after receiving permanent housing.</li> <li>d) Expand upstream support to reduce the number of people who become homeless for the first time.</li> </ul>   | <ul style="list-style-type: none"> <li>▪ Developed process for ongoing assessments</li> <li>▪ # of extra contracts</li> <li>▪ # of additional wraparound services for clients</li> <li>▪ # of additional upstream services (i.e., Rental Assistance)</li> </ul> | Y1-Y4 |
|  | <p><b>3.1.3 Enhance outreach activities and marketing efforts to raise awareness and utilization of Coordinated Entry System (CES) and other housing and homelessness-related supports provided by CAPK and local partners.</b></p> <ul style="list-style-type: none"> <li>a) Update all appropriate external communication materials and messaging (i.e., burning platform) to include description of CES and access points.</li> <li>b) Include a “refresher training component” in staff trainings across CAPK about CES and other related housing supports.</li> <li>c) Coordinate with BKRHC to identify and engage with community gatekeepers who can potentially serve as referrers.</li> <li>d) Increase internal and external awareness of progress towards ending homelessness by informing and engaging local decision makers in regular conversations.</li> <li>e) Serve on decision-making roles in the CoC.</li> </ul> | <ul style="list-style-type: none"> <li>▪ Developed new communications content</li> <li>▪ % of communications materials updated</li> <li>▪ # of CAPK staff that receive refresher training</li> <li>▪ # of new community referrers established</li> </ul>        | Y2    |

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|   | <b>3.1.4 Boost prevention, case management, and barrier removal services to homelessness.</b> <ul style="list-style-type: none"> <li>a) Increase funding partners to support ongoing (CAPK) housing-related assistance.</li> <li>b) Identify opportunities to continue rental assistance program beyond CARES.</li> <li>c) Advocate to relaunch the BKRHC Resource Development Committee.</li> <li>d) Build upon existing programs and networks of homeless assistance partnerships for veterans, youth, and specific sub-populations.</li> <li>e) Increase education regarding tenants' rights and barrier removal services.</li> </ul> | <ul style="list-style-type: none"> <li>▪ # of grant applications submitted</li> <li>▪ Amount of funding awarded</li> <li>▪ # of new partnerships</li> <li>▪ # of community members trained on tenants' rights</li> </ul> | Y2-Y3 |
|   | <b>3.1.5 Expand access to housing through increased affordable housing inventory.</b> <ul style="list-style-type: none"> <li>a) Support and participate in the CoC's goal of increasing the number of Permanent Supportive Housing (PSH) beds for impacted populations.</li> <li>b) Support and participate in the CoC's goal of increasing the number of Rapid Re-Housing (RRH) beds for impacted populations.</li> <li>c) Support and participate in the CoC's goal of increasing the number of Transitional Housing and Interim Housing beds for impacted populations.</li> </ul>   | <ul style="list-style-type: none"> <li>▪ # of PSH beds added by CAPK</li> <li>▪ # of RRH beds added by CAPK</li> <li>▪ # of TH/IH beds added by CAPK</li> </ul>  | Y3-Y4 |
| <b>Objective 3.2</b><br><b>Increase CAPK capacity to provide long-term affordable</b> | <b>3.2.1 Convene a Housing Taskforce to assess community housing needs as well as current CAPK capacity to address needs.</b> <ul style="list-style-type: none"> <li>a) Conduct (and/or) contract housing needs assessment, referencing existing assessments (i.e., Kern County 10 Year Plan), and identify key informants by leveraging collaborations, such as CKHC, to provide input.</li> <li>b) Conduct organizational capacity/readiness assessment, data collection.</li> <li>c) Committee to present initial assessment findings and recommendations to the Board.</li> </ul>  | <ul style="list-style-type: none"> <li>▪ Convening of task force; completed NA; Y1 Readiness Study; External NA,</li> </ul>  | Y1    |

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| housing solutions for low-to-moderate income people and families.  | <b>3.2.2 Identify and cultivate new strategic relationships with relevant nonprofit and corporate stakeholders active within housing sector.</b> <ul style="list-style-type: none"> <li>a) Identify diverse array of potential corporate partners and corporate support grants relevant to housing sector.</li> <li>b) Leverage existing external collaborations (CKHC) to identify networking opportunities and new potential partners.</li> </ul>   | <ul style="list-style-type: none"> <li>▪ # identified potential partnerships</li> <li>▪ # of MOUs</li> <li>▪ \$ raised/planned for housing projects</li> </ul>           | Y2    |
|  | <b>3.2.3 Develop internal 10-year plan for becoming a direct housing provider to low-to-moderate income residents within the Central Valley.</b> <ul style="list-style-type: none"> <li>a) Ensure alignment of plan to Kern County 10 Year plan to end homelessness.</li> <li>b) Plan to include investment and asset-building strategies.</li> </ul>   | <ul style="list-style-type: none"> <li>▪ Completion of 10-Year Plan (including proposed number units, strategic partnerships)</li> </ul>                                 | Y3    |
| Objective 3.3: Increase opportunities and supports for clients to advance through career and education pathways. | <b>3.3.1 Strengthen and expand relationships with adult education providers (adult schools and community colleges), local employers, and industry leaders to build job skills and increase access to career and education pathways.</b> <ul style="list-style-type: none"> <li>a) Identify and map existing educational/career pathways and referral points.</li> <li>b) Send CAPK representatives to local Adult Education Consortium Steering Committee Meetings.</li> <li>c) Participate in local workforce development board meetings to identify entry points, opportunities, partnerships.</li> </ul> | <ul style="list-style-type: none"> <li>▪ # of new partnerships established</li> <li>▪ # of collaborative/work group memberships</li> </ul>                               | Y1-Y2 |
|  | <b>3.3.2 Increase awareness of workforce development opportunities provided by community partners for clients and low-income residents.</b> <ul style="list-style-type: none"> <li>a) Market partners programs through CAPK programs, website, and social media platforms (internal and external).</li> <li>b) Strengthen and expand partnerships to increase external referrals (see 3.3.1).</li> </ul>  | <ul style="list-style-type: none"> <li>▪ Addition of links, references to CAPK website</li> <li>▪ # of external referrals</li> </ul>                                     | Y3    |
|  | <b>3.3.3 Expand and formalize internal pipeline program that supports unemployed clients to develop skills for employment.</b> <ul style="list-style-type: none"> <li>a) Target grant opportunities that allow CAPK to provide additional entry level employment opportunities.</li> </ul>  | <ul style="list-style-type: none"> <li>▪ # of grant submissions, # of awards, \$ raised in awarded funding</li> <li>▪ # of certifications earned through VITA</li> </ul> | Y3-Y4 |



|  |   |  |         |
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|  | b) Develop model, policies, procedures, and pathway/pipeline map that is inclusive of milestones, support mechanisms, and requirements.   |  |         |
|  | <b>3.3.4 Host programs and events at Youth Center locations that support learning and access to education/professional development opportunities.</b><br>a) Coordinate presentations from local adult schools, community colleges, and industry leaders to youth re opportunities and career/education pathways.  | <ul style="list-style-type: none"> <li>▪ # of programs or events hosted</li> <li>▪ # of youth served,</li> <li>▪ # of youth that successfully meet educational/workforce milestones</li> </ul>                         | Y3      |
| <b>Objective 3.4:</b><br><b>Increase access to economic asset enhancement and financial educational opportunities.</b> | <b>3.4.1 Align and standardize current life skills training and financial services across CAPK programs.</b><br>a) Develop agency-wide implementation for use of Your Money Your Goals program curriculum and integration into daily services.<br>b) Identify/develop "minimum standard practices" to ensure clear expectations and oversight of implementation across all programs.  | <ul style="list-style-type: none"> <li>▪ Unemployed low-income people opened a bank account; developed budget; started emergency savings; obtained a job increased savings or other assets; improved credit</li> </ul> | Y1      |
|  | <b>3.4.2 Identify and pursue opportunities to address financial service gaps in Kern County including the possibility of developing new, standalone asset enhancement/ financial educational program(s).</b><br>a) Complete ongoing assessment of financial service mapping and utilization (i.e., CDFI/CDC assessment) and identify potential gaps.<br>b) Complete internal capacity assessment to evaluate potential for delivery of new financial services.<br>c) Based on assessment findings, scope of need, and available funding, develop service delivery model to establish new program with central focus on asset enhancement and financial education/support. Will need to identify additional key action steps depending on the outcome of assessment and decision of the Board. | <ul style="list-style-type: none"> <li>▪ Completion of assessment</li> <li>▪ Development of service delivery plan</li> </ul>   | Ongoing |



[AGENCY]

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

Org Std. 6.2, ROMA Goal: 5

NPI: [5.1]

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

| Objectives   | Activities  | Indicator  | Timeline |
|--|---|--|----------|
| <b>Objective 4.1:</b><br>Enhance leadership capacity, effectiveness, and sustainability. | <b>4.1.1 Establish a process of workforce development for succession and knowledge transfer plans.</b> <ul style="list-style-type: none"> <li>a) Analyze department metrics (i.e., length of service, knowledge gaps, areas of interest) to identify the necessary skills sets for each position.</li> <li>b) Identify or create evidence-based workforce development strategies to address needs of the department.</li> <li>c) Incorporate development opportunities as part of the employee review process.</li> </ul>       | <ul style="list-style-type: none"> <li>▪ # of positions with competencies and profiles defined</li> <li>▪ # of employees interested and integrated into pipeline</li> <li>▪ Completion of succession plan</li> <li>▪ # of leadership academy train sessions conducted</li> </ul> | Y2       |
|  | <b>4.1.2 Standardized onboarding and training plan.</b> <ul style="list-style-type: none"> <li>a) Enhance experience of new hire orientation and refresher trainings, including agency-level presentations with program specific information.</li> <li>b) Create a development plan with training components specific to the position and scope of duties.</li> <li>c) Develop a learning management system to assign and track training plans, which can be incorporated into an employee's performance evaluation.</li> </ul> | <ul style="list-style-type: none"> <li>▪ # employees trained</li> <li>▪ % of completed training</li> <li>▪ Employee engagement survey</li> </ul>   | Annual   |
| <b>Objective 4.2:</b><br>Increase employee engagement,                                   | <b>4.2.1 Conduct an internal and external equity analysis to evaluate the labor market and fiscal impacts.</b> <ul style="list-style-type: none"> <li>a) Conduct systematic market analysis of wages/benefit to identify needed adjustments.</li> <li>b) Complete development and consolidation of revised job descriptions.</li> </ul>   | <ul style="list-style-type: none"> <li>▪ Completion of assessment</li> <li>▪ # or % of agency positions adjusted</li> <li>▪ % increase in salaries</li> </ul>  | Y1/Y2    |

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| morale, and retention.   | <b>4.2.2 Refine employee performance review process, ensuring that creation and periodic review of staff professional development plan are integrated into the process.</b> <ul style="list-style-type: none"> <li>a) Incorporate agency-level guiding principles into the performance evaluation as part of an interactive engagement with leadership and staff on an ongoing basis.</li> <li>b) Develop competency-based job descriptions focusing on knowledge, skills, and abilities needed to meet or exceed the expectations of the position.</li> </ul>  | <ul style="list-style-type: none"> <li>▪ % of staff with a performance development plan</li> <li>▪ % of staff that have reviewed and updated professional plan within last 6 months</li> </ul> | Y3      |
|  | <b>4.2.3 Conduct staff engagement surveys to establish benchmarks and identify areas for improvement.</b>   | <ul style="list-style-type: none"> <li>▪ # of staff surveyed; pre/post employee survey results</li> </ul>  | Ongoing |
| <b>Objective 4.3</b><br>Increase the visibility of the Agency and create a unified CAPK identity.  | <b>4.3.1 Implement a branding and communication plan that is cohesive, instantly recognizable and connects the agency and programs/services to clients, partners, and the community.</b> <ul style="list-style-type: none"> <li>a) Unify outreach efforts and develop opportunities for collaboration and to coordinate and support cross-program community outreach efforts.</li> <li>b) Coordinate outreach to other agencies, consistency, branded resources.</li> <li>c) Advance efforts to develop and implement new marketing and unified brand strategies.</li> </ul>  | <ul style="list-style-type: none"> <li>▪ # of community outreach/engagement events conducted</li> <li>▪ establishment of dedicated % FTE of coordination lead</li> </ul>                       | Y1      |
| <b>Objective 4.4</b><br>Create strategies to incorporate Diversity, Equity, and Inclusion (DEI) best practices at all levels of the organization and services. | <b>4.4.1 Establish and convene a DEI Committee to identify and support organizational needs across the agency, including client and partner engagement.</b> <ul style="list-style-type: none"> <li>a) Develop charter, bylaws, clear member duties, and clearly articulated methods of collaboration with leadership.</li> <li>b) Committee tasked with development of recommendations and/or proposed DEI action plan to assess and address organizational needs.</li> <li>c) Develop a communications strategy to inform diverse populations of the organization's activities and encourage participation.</li> </ul> | <ul style="list-style-type: none"> <li>▪ Establishment of Committee; # of members onboarded, # of monthly convenings,</li> </ul>   | Y2      |



[AGENCY]

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

Org Std. 6.2, ROMA Goal: 5

NPI: [5.1]

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

| Objectives  | Activities  | Indicator   | Timeline |
|---|---|---|----------|
| <b>Objective 5.1:</b><br><br><b>Enhance agency-wide capacity to implement continuous improvement framework.</b> | <b>5.1.1 Develop multi-year Results Oriented Management and Accountability (ROMA) implementation plan that includes tiered rollout of engagement and capacity-building activities.</b><br><br>a) Establish central ROMA implementation planning and implementation taskforce and program/department champions.<br><br>b) Targeted engagement/training schedule:<br>Y1: Leadership and Division Champions<br>Y2: Selected staff groups<br>Y3: Agency-wide implementation | <ul style="list-style-type: none"> <li>▪ Completion of implementation plan</li> <li>▪ % of implementation milestones completed</li> <li>▪ # of ROMA champions identified and enrolled in ROMA Certification training</li> </ul> | Y1       |
|   | <b>5.1.2 Adopt and incorporate integrated work plan/training schedules into CAPK Board's operations and workflows.</b>  | <ul style="list-style-type: none"> <li>▪ Development of training schedule.</li> </ul>   | Y2       |
|   | <b>5.1.3 Provide training to all staff, leadership, and Board members on ROMA principles and practices.</b>   | <ul style="list-style-type: none"> <li>▪ # of Board Members, Leadership, Staff receive introduction to ROMA training</li> </ul>   | Y2-Y3    |

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|  | <b>5.1.4 Develop and integrate shared ROMA language, values, and principles into all levels of organizational culture and activities.</b> <ul style="list-style-type: none"> <li>a) Post ROMA values/language throughout the agency.</li> <li>b) Integration of ROMA language into recruitment, review processes, and employee recognitions.</li> <li>c) Build ROMA language and processes into reporting templates and Board Agendas.</li> </ul>   | <ul style="list-style-type: none"> <li>▪ # of dept/programs that update meeting materials/templates to include ROMA language</li> </ul>  | Y3 - Y4 |
| <b>Objective 5.2:</b><br><br><b>Enhance data governance structures and practices to support implementation of ROMA and to increase consistency, accuracy, and breadth of program reporting and data analytics.</b> | <b>5.2.1 Establish Agency-wide data governance taskforce.</b> <ul style="list-style-type: none"> <li>a) Develop charter, bylaws, member duties, and clearly articulated method of collaboration with Leadership.</li> <li>b) Develop recommendations to leadership/Board for needed capacity development, investment, and additional strategies to enhance data governance and support implementation of ROMA.</li> </ul>   | <ul style="list-style-type: none"> <li>▪ # of committee members onboarded</li> <li>▪ # monthly convenings</li> <li>▪ Creation of Governance document</li> </ul>  | Y1      |
|  | <b>5.2.2 Conduct agency-wide data governance assessment to identify most pressing needs and to inventory existing data processes and workflows.</b> <ul style="list-style-type: none"> <li>a) Identify challenges at program level around data collection and validation.</li> <li>b) Assess availability of analytic/reporting tools, capacity to utilize existing tools.</li> <li>c) Identify needed investment in data dashboards or tools to provide leadership with real time agency-wide outputs and demographic data.</li> </ul> | <ul style="list-style-type: none"> <li>▪ # completion of assessment</li> <li>▪ # of staff surveyed / interviewed</li> <li>▪ Identification and prioritization of top 3-5 strategic needs to address</li> </ul> | Y1- Y2  |
|  | <b>5.2.3 Standardize agency wide data definitions, standard operating procedures (SOPs), naming conventions, and data security protocols.</b> <ul style="list-style-type: none"> <li>a) Inventory existing reporting data points by program/ and grant.</li> <li>b) Aligned to ROMA National Performance Indicators, select key data points to be collected across all programs to support internal decision-making, advocacy efforts, fundraising, and strategic planning.</li> </ul>  | <ul style="list-style-type: none"> <li>▪ Completion of agency wide data guidebook document</li> </ul>  | Y3      |

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



[AGENCY]

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

Org Std. 6.2, ROMA Goal: 5

NPI: [5.1]

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

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

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| funding capacity.   | <p><b>6.2.2 Working with CAPK Foundation to broaden fundraising scope to support internal programs and cultivate new partnerships.</b></p> <p>a) Collaborate with Foundation to develop fundraising plans, informed by most pressing program/operational funding needs through case for support and fundraising tools.</p> <p>b) Developing a relationship development plan, including donor cultivation, prospecting, and stewardship for long-term support.</p> | <ul style="list-style-type: none"> <li>▪ # of new corporate partnerships</li> <li>▪ Amount of donations raised</li> </ul>  | Y1/Y2 |
| <p><b>Objective 6.3:</b></p> <p>Enhance agency administrative and operational infrastructure.</p> | <p><b>6.3.1 Create an alignment of a deferred maintenance program among the finance and operations department.</b></p> <p>a) Publish deferred maintenance plan reflecting CAPK sites and schedule of maintenance.</p>   | <ul style="list-style-type: none"> <li>▪ # and type of maintenance activities</li> <li>▪ Cost per activity</li> <li>▪ # completed activities</li> </ul>  | Y2    |
|   | <p><b>6.3.2 To support Goal 5, expand the information and technology department to support current and future needs.</b></p> <p>a) Contract IT needs assessment and develop and implementation plan in alignment with the agency budget.</p>  | <ul style="list-style-type: none"> <li>▪ # and type of IT and infrastructure projects</li> <li>▪ Cost per project</li> <li>▪ # completed projects</li> </ul>   | Y2    |
|   | <p><b>6.3.3 Explore accounting software with the ability to collaborate using a business management solution with automated workflows, compliance, and audit trails.</b></p> <p>a) Evaluate accounting software and select software that meets the agency's current and future needs.</p>   | <ul style="list-style-type: none"> <li>▪ # of viable platforms/system tools identified</li> <li>▪ Completion of cost/benefit analysis</li> <li>▪ Installation of new platform and data conversion</li> </ul> | Y2    |



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

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

To review the full document, please visit:

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

### 2022/2023 Community Needs Assessment and Community Action Plan

California Department of  
Community Services and Development

Community Services Block Grant



## APPENDIX C: CAPK SWOT ASSESSMENT

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

### A. CAPK MISSION AND VISION

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

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

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

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

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

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

CAPK's newly proposed Values are as follows:

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

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

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

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

### B. UNIFIED IDENTITY AND COLLABORATION

#### Strengths

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

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

## Challenges

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

## C. STAFF MORALE AND CULTURE

### Strengths

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



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

## Challenges

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

## D. FINANCIAL HEALTH, SYSTEMS, AND SUSTAINABILITY

### Strengths

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

### Challenges

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

### Opportunities:

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

## E. TECHNOLOGY AND OPERATIONAL MODERNIZATION

### Strengths

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



## Challenges:

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

## F. STRATEGIC PLANNING AND IMPLEMENTATION

### Challenges

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

### Opportunity

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



## G. CAPK BOARD ASSESSMENT

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

### Assets

#### MEMBERSHIP

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

#### FUNCTION

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

### Opportunity Area

#### LEADERSHIP

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

#### DIVERSITY OF VOICE

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

## Board Needs

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

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

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

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

### COMMUNITY BUILDING

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



## **Strategic Planning Key Terminology**

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

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

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

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

**Goals:** The broad targets within each strategic priority case.

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

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

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



## **CSBG Standards & National ROMA GOALS**

### **CSBG National Standards**

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

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

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

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

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

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

### **ROMA National Goals**

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

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

#### **SIX NATIONAL GOALS**

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

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

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

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

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

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









**CAPK Administration Office**

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Bakersfield, CA 93309  
(661) 336-5236

Visit us online  
[www.capk.org](http://www.capk.org)



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## MEMORANDUM

**To:** Board of Directors  
*Vanessa Cortez*

**From:** Vanessa Cortez, Senior Community Development Specialist

**Date:** September 29, 2021

**Subject:** *Agenda Item V(f):* County of Kern, Emergency Solutions Grant (ESG) – **Action Item**

The Executive Division is requesting approval from the Board of Director to pursue a competitive funding application made available by the County of Kern's Planning and Natural Resources Department (County PLNR). The intent of the application is to assist persons who are experiencing homelessness or are at-risk of homelessness within the Continuum of Care service area. The State of California estimates that approximately \$296,279 will be allocated to the County to be subsequently awarded to providers of services to the homeless or at risk of homeless. The PLNR requests the submission on or before October 8, 2021; approval from the Board of Directors is a required component.

A combination of social services proposed with this application provides a comprehensive service delivery plan that begins with preventative measures. If awarded, CAPK will focus program efforts on homeless prevention and rapid rehousing. A minimum of 40% of the funds awarded on an annual basis must be used for rapid re-housing activities. These initiatives support CAPK's mission and Goal 3 of the Strategic Plan. Goal 3 aims to, "Advance economic empowerment and financial stability for low-income people."

Noteworthy, a 103% match will be required. Matching contributions may be obtained from any source, including Federal sources other than the ESG program, as well as state, local, and private sources. This proposal will be formulated through multiple discussions with the M Street Navigation Center, as well as with members of our Finance team. Although we have not identified the specific match, at this point we are confident that we will be able to utilize one of our existing contracts and funding streams as the match.

### **Recommendation**

Staff recommends the Board of Directors approve, with resolution, the submission of the funding application for the County of Kern's Planning and Natural Resources Department Emergency Solutions Grants.

### ***Attachments:***

*Resolution #2021-18*

*Certifications and Signature Document*



## RESOLUTION

### **A Resolution of the Board of Directors of the Community Action Partnership of Kern Approving the Submission of the County of Kern's Emergency Solutions Grant**

The Board of Directors of Community Action Partnership of Kern located at 5005 Business Park North, Bakersfield, CA 93309, met remotely on September 29, 2021, at a scheduled Board meeting and resolved as follows:

**WHEREAS**, Community Action Partnership of Kern (CAPK) is a private, non-profit 501(c)(3) 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 Executive Division has requested to submit a competitive funding application to the County of Kern's Planning and National Resources Department for a two-year funding period; and

**WHEREAS**, the Executive Division requires that an authorized signatory be named for the Emergency Solutions Grant application; 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 an application to assist persons who are experiencing homelessness or are at-risk of homelessness within the Continuum of Care service area; and

**NOW, THEREFORE**, be it resolved that the CAPK Board of Directors hereby authorizes the Chief Executive Officer, Jeremy T. Tobias, to act on behalf of the Board as CAPK's representative signatory with regard to the submission the Emergency Solutions Grant funding application.

**APPROVED** by a majority vote of the Directors of Community Action Partnership of Kern, this 29<sup>th</sup> day of September 2021.

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Curtis E. Floyd, Chair  
CAPK Board of Directors

---

Date

| Fiscal Years   | Allocation | Expended | Goal for # Served | Actual # Served | Project Name/ Description |
|--|------------|----------|-------------------|-----------------|---------------------------|
| 2016-2017<br>ESG <input type="checkbox"/><br>CDBG <input type="checkbox"/> | \$         | \$       |                   |                 |                           |
| 2017-2018<br>ESG <input type="checkbox"/><br>CDBG <input type="checkbox"/> | \$         | \$       |                   |                 |                           |
| 2018-2019<br>ESG <input type="checkbox"/><br>CDBG <input type="checkbox"/> | \$         | \$       |                   |                 |                           |
| 2019-2020<br>ESG <input type="checkbox"/><br>CDBG <input type="checkbox"/> | \$         | \$       |                   |                 |                           |

Has the proposed project been previously funded by any ESG or Community Development Block Grant (CDBG) funds?

☐ Yes ☐ No ☐ N/A- New Program

If yes, please indicate the award year, allocation, expended amount, service goal/ actual, and project name/description in the above table.

## CERTIFICATIONS & SIGNATURE

### COMPLIANCE WITH DRUG-FREE WORKPLACE REQUIREMENTS

The undersigned acknowledges and certifies that the employees to be engaged in the performance of this grant at the Place or Places of Performance, hereinafter defined, will comply with the Drug-Free Workplace Act of 1988. The agency also agrees to obtain signed certifications by each employee and new hire that certifies that the employee will comply with the Act, and the agency will maintain these certifications on file and make them available for review pursuant to the terms and conditions relative to record keeping and monitoring, as will be defined in the resolution governing any future grant awards.

### COMPLIANCE WITH OTHER FEDERAL AND STATE REQUIREMENTS

The undersigned acknowledges and certifies that the organization will comply with all applicable State and Federal requirements as reflected in 24 CFR Part [576.404](#), [576.406](#), [576.407](#), and [576.408](#) regarding the following: Conflict of Interest; Lobbying Requirements, Uniform Administrative Requirements; Procurement of Recovered Materials; Displacement, Relocation and Acquisition; and Relocation Assistance for Displaced Persons.

In addition the undersigned acknowledges and certifies that the organization prohibits discrimination accordance with Title VI of the Civil Rights Act of 1964.

It is further certified that this organization has reviewed its projects, programs, and services for compliance with all applicable regulations contained in Section 504 of the Rehabilitation of 1973, as amended, and the Americans with Disabilities Act of 1990.

### CONFIDENTIALITY REQUIREMENTS

The undersigned certifies that the organization will adopt policies and procedures which meet at least the minimum standards for protecting the confidentiality of information as set forth in the State and Federal ESG requirements as reflected in [24 CFR Part 576.500](#).



## CERTIFICATION OF HOMELESS MANAGEMENT INFORMATION SYSTEMS (HMIS) PARTICIPATION REQUIREMENTS

The undersigned acknowledges and certifies that the organization will participate in the congressionally mandated HMIS database system that has been implemented by the CoC. It is further certified that this organization agrees to comply with Federal Register 4848-N-02, which states that recipients of McKinney-Vento HUD funds, including the ESG program, must provide certain data on homeless clients served through a centralized HMIS database. The organization understands that they will be contacted by the HMIS System Administrator to secure licenses, software and training for this database. The undersigned understands that participation in the HMIS database system will be at their own cost in order to meet this mandated requirement. (Note: Domestic Violence shelters will not be required to participate in the HMIS database system but must agree to enter client data into a comparable database as required by [24 CFR Part 576](#).)

## DISCHARGE PLANNING

Local governments receiving ESG funds must make every effort to develop, to the maximum extent practicable and where appropriate, practices and protocols to insure that publicly funded institutions, such as health care facilities, foster care and other jails/corrections programs located in the local government's jurisdiction do not discharge persons to the streets or otherwise result in homelessness for this vulnerable population.

## PERFORMANCE STANDARDS

The undersigned acknowledges and certifies that programs and services funded through the ESG program will be designed to assist the local CoC and County PLNR in meeting performance outcomes adopted by the CoC. The undersigned further understands that performance objectives, outcomes and measures will be used to demonstrate how activities funded with the ESG program are helping local CoC to meet their goals. The undersigned also agrees to provide County PLNR and the local CoC copies of reports obtained from HMIS which will be used to determine whether or not the agency is meeting objectives, and will provide completed Quarterly and Annual Reports to County PLNR upon request.

## CERTIFICATION OF SUBMISSION

The undersigned hereby acknowledges and certifies that the Board of Directors of the applying organization endorses this Application to be submitted to County PLNR and State HCD for funding consideration in the current Fiscal Year. The undersigned further certifies that the organization submitting this Application is: 1) a nonprofit, government, or faith based organization; 2) tax-exempt, if applicable; 3) incorporated in the State of California; and 4) has complied with all applicable laws and regulations pertaining to same. The undersigned hereby commits the organization to provide Eligible Activities in accordance with this Application for State HCD ESG program funds. The undersigned further commits that the organization will submit required reports and draw reimbursement requests within the timeframes provided by County PLNR once funds are awarded. The undersigned further commits that the organization will develop written policies and procedures, which include the written standards provided as part of this submission, prior to receiving State HCD ESG funds. The undersigned further commits that the organization will agree that all relevant federal, state and local regulations and other assurances as required by County PLNR, including all guidelines, definitions, and limitations set forth in ESG Program Guidelines, will be adhered to at all times. The undersigned hereby confirms that the organization is fully capable of fulfilling the obligations as cited in this Application, and that the organizations Board of Directors, or equivalent, has reviewed and approved submittal of this Application, as reflected in the Resolution to be submitted as Attachment A.

The undersigned further confirms that the organization understands that any approval of the Application is conditional pending the final approval of State HCD ESG funding by County PLNR, acceptance of the funding by the County of Kern, and execution of an agreement by the County with the organization. Applicant acknowledges that only an executed agreement with the County of Kern authorizes the initiation of project services or activities eligible for reimbursement. The undersigned certifies under penalty of perjury that all statements made in this proposal are true and correct to the best of the undersigned's knowledge.

Authorized Signature [Board Officer]

Typed Name

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Title

Date Signed



## MEMORANDUM

To: Board of Directors

A handwritten signature in blue ink, appearing to read 'Emilio G. Wagner'.

From: Emilio G. Wagner, Director of Operations

Date: September 29, 2021

Subject: *Agenda Item V(g)*: Selection of Food Bank Metal Building Contractor  
– Emilio Wagner, Director of Operations – **Action Item**

---

### Background

One of the major components for the Food Bank expansion is the 40,000 square foot metal building addition. It is not critical that we use the same manufacture of the existing building as any manufactures building system can be coupled. The construction schedule has time sensitive milestones to ensure a timely completion due to the current lead times of metal buildings. To secure engineered documents which are vital for the design of the structural concrete and permitting process we must select a contractor to order and erect the metal building.

As result of a prior bid opening of the same bid package on 8/25 we found the total project cost to be substantially above the budget of \$675,000 and exceeded the construction schedule of building delivery of April 1<sup>st</sup>. The original budget was determined on cost established in May and due to inflation of materials and labor, cost have dramatically increased. One fully qualified proposal and two unqualified proposals were received. Ultimately it was decided that a re-bid was necessary.

### Current Events

The original bid package contained a standing seam roof system, which is typically a higher cost. As an option to ascertain any potential savings the new bid package was designed with a ribbed panel roof as the base bid and a standing seam roof system as an alternate add, all other components of the bid package remained the same. On September 28<sup>th</sup> proposals were due and a qualified contractor selected based on low bid.

Since the bid date is one day prior to the meeting staff will present the selection at the Board of Directors meeting. We are anticipating cost between \$1.2 and \$1.5 MM. The budget has been modified to incorporate the adjusted cost. Current projections of available and future construction funds will accommodate the adjusted cost.

#### Summary of funds:

|                               |                    |                           |
|-------------------------------|--------------------|---------------------------|
| City CDBG CARES:              | \$1,200,000        | Contract Awarded          |
| County CDBG:                  | \$916,586          | Contract Awarded          |
| CDSS Food Capacity:           | \$4,859,606        | Allocation Kern - Pending |
| New Market Tax Credits:       | \$1,500,000        | Pending                   |
| <u>Federal appropriation:</u> | <u>\$3,000,000</u> | <u>Pending</u>            |
| Total Revenue                 | \$11,476,192       |                           |

Total Design Development Budget: \$9,885,751

**Recommendation:**

Staff recommends the Board of Directors give authority to the Chief Executive Officer to finalize and execute the notice to proceed and contract for the selected prime contractor.

***Attachment:***

*Notice to proceed*

## NOTICE TO PROCEED

---

Project Name: Food Bank Expansion

Project Location: 817 Feliz Dr, Bakersfield CA,

Project or Job Number: FB2020-002 CAPK

Type of Contract: Metal Building

Project Cost: \$ TBD

You are hereby notified to commence work on the referenced contract on or before September 29, 2021 and shall fully complete all work of said contract on or before September 30, 2022.

Dated this 29<sup>th</sup> day of September, 2021.

COMMUNITY ACTION PARTNERSHIP OF KERN  
(OWNER)

BY: \_\_\_\_\_  
Jeremy T. Tobias, CEO

### ACCEPTANCE OF NOTICE TO PROCEED

RECEIPT OF THE ABOVE NOTICE TO PROCEED IS HEREBY ACKNOWLEDGED.

BY: \_\_\_\_\_ TITLE: \_\_\_\_\_

THIS THE \_\_\_\_\_ DAY OF \_\_\_\_\_, 2021.



# Construction Update

September 29<sup>th</sup>, 2021



# Agenda

1. Head Start Expansion
  1. Progress
  2. Schedule
2. Food Bank Expansion
  1. Funding
  2. Progress

## Questions





## 01. Head Start Expansion

# Progress

## Harvey Hall

California Water Fire water tie in completed.

Onsite domestic and fire water lines installed and backfilled.

Storm drain inlets and underground installed.

Foundation footings dug.

## Pete Parra

Underground electrical conduit bored

Underground storm drain and inlets complete

Foundation footings dug

## Martha J Morgan

Pending building permit

## Sterling

Pending building permit



# Progress Harvey Hall





# Progress Harvey Hall





# Progress Harvey Hall





# Progress Harvey Hall





# Progress Harvey Hall





# Progress Pete Parra





Progress  
Pete Parra





# Progress Pete Parra





# Schedule Month of October

## Harvey Hall

- Underground utilities at slab.
- Foundation steel, wire and vapor barrier
- Concrete
- Under ground water retention

## Pete Parra

- Underground utilities at slab.
- Foundation steel, wire and vapor barrier
- Concrete

## Martha J Morgan

- Pre-construction meeting
- Site paving demolition
- Rough grading

## Sterling

- Pre-construction meeting
- Site paving demolition
- Rough grading



## 02. Food Bank Expansion

# Funding

|                       |   |
|-----------------------|---|
| Expected Project Cost | \$ 9,885,751  |
| City CDBG             | ( 1,200,000) – Immediately available  |
| County CDBG           | ( <u>916,586</u> ) – Immediately available  |
| Sub-total             | \$ 7,769,165  |
| Federal Funds         | ( 3,000,000) – Pending Senate approval (likely in December)                                       |
| CDSS Food Capacity    | ( 4,859,606) – Allocation amount received – Application Pending                                   |
| NMTC                  | ( <u>1,500,000</u> ) – Pending approval and allocation  |
| Total                 | 1,590,441 - If all allocations received excess revenue will be utilized for project enhancements. |

Due to the amount of pending grant and capital campaign funds staff is seeking a bridge loan to carry construction cost until funds are awarded.

Mission Bank, Wells Fargo and Pacific Bank are preparing responses.

# Progress

Received comments from City of Bakersfield Site plan review

- a) Onsite review of offsite improvements conducted.
  - Washington Street sidewalk curb gutter and street widening not required.

Construction documents at 75%

- a) Preparing for City plan check
- b) Building Department submittal 10/28
- c) Comments addressed by 12/8

Metal building bid and award

- a) Selection and award 9/29
- b) Contract award 9/30
- c) Order building 10/14
- d) Building engineered reactions 10/21
- f) Building slab 1/3/2022



# Schedule

## Public agency approval

- a) Grading/demo Permit – 10/29/2021
- b) Building Permit – 12/29/2021

## Metal Building Procurement/Engineering & Fabrication

- a) Selection and award 9/29
- b) Contract award 9/30
- c) Order building 10/14
- d) Building engineered reactions 10/21
- f) Building slab 1/3/2022

## Site construction

- a) Start mobilization 11/29/2021
- b) Earth work 12/6/2021

## Construction Completion

- a) Tentative September 2022



Questions

# HEAD START ENROLLMENT UPDATE

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JERRY MEADE- ASSISTANT DIRECTOR ~ PROGRAM

ROB ESPINOSA- PROGRAM DESIGN AND MANAGEMENT ADMINISTRATOR

# WHAT IS NEW FROM THE OFFICE OF HEAD START

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- Nationally

- Chronic under enrollment
- Staffing Crisis
- Community Fear
- Vaccine Mandate

- Locally (Kern & SJC)

- Chronic under enrollment
  - 9 Classrooms Pending Construction
  - Partner Projects/Funded Enrollment Reduction Pending
- Staffing Crisis
- Community Fear

# RECRUITMENT FLYERS AND BANNERS

- Recruitment flyers in our lobbies, available for staff and the public.
- Recruitment flyers sent in bulk to each center to be readily available for disbursement.
- Each center has two banners





# SOCIAL MEDIA

- Instagram and Facebook
- Parent Testimonials
- QR codes

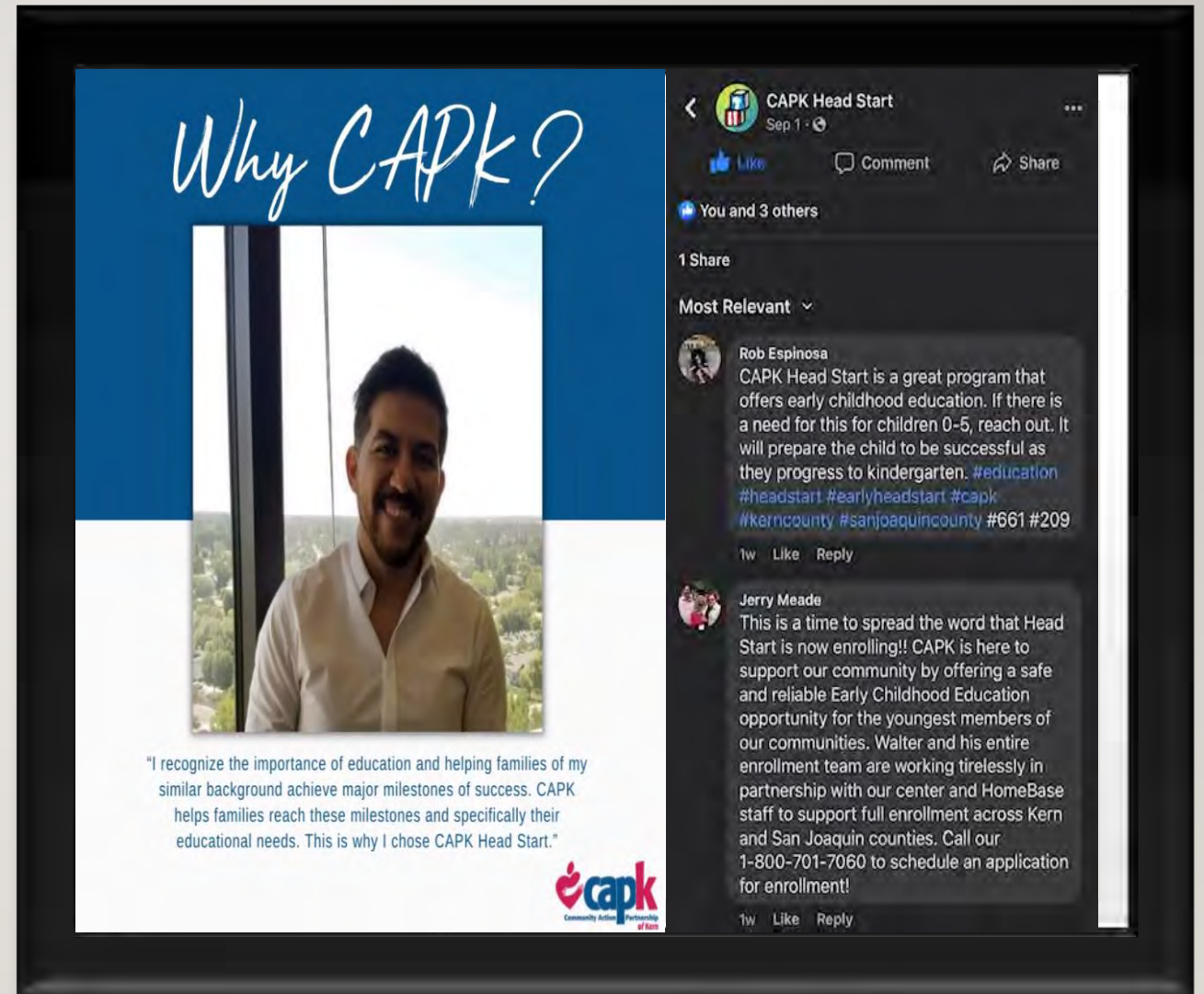




# STAFF AND RECRUITMENT

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- Administrative staff
- Center Staff



# COLLABORATION

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- Community Development Department
- Education Department
- Governance
- Community Connection
- Kern Department of Health / SJC Department of Health ~ Mobile Clinics

# GRASSROOTS

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- Word of Mouth
- Community Events
- Door-to-Door
- Recruitment Day(s)



# Questions?

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## MEMORANDUM

To: Board of Directors

From: Pritika Ram, Director of Administrator

Date: September 29, 2021

Subject: *Agenda Item VI(a)*: Community Action Partnership of Kern Foundation  
Update – **Action Item**

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On August 27, 2021, the Community Action Partnership of Kern (CAPK) Foundation Board held its monthly Board of Director's meeting. All items reported were information and consisted of an update on the Director of Development recruitment, the board six(6) month engagement review, a general presentation on CAPK's programs and services, and the Food Bank Capital Campaign.

**Recommendation:**

Staff recommends the Board of Directors approve Community Action Partnership of Kern Foundation Board of Directors Report and Minutes for June 25, 2021.

**Attachment:**

Community Action Partnership of Kern Foundation Approved Minutes from June 25, 2021.



|              |  |
|--------------|--|
| DATE         | June 25, 2021  |
| TIME         | 12:00 pm   |
| LOCATION     | Teams Meeting /<br>5005 Business Park North<br>Bakersfield, CA 93309 |
| TEAMS LINK   | <a href="#">Click here to join the meeting</a>                       |
| PHONE NUMBER | (213) 204-2374 / ID: 201 806 384#                                    |

## COMMUNITY ACTION PARTNERSHIP OF KERN FOUNDATION

### Board of Directors Meeting Minutes

#### I. Call to Order

Board Chair Kevin Burton called the meeting to order at 12:01 pm via Tele-Conference with opportunity for the public to join at the Community Action Partnership of Kern Administrative Building, located at 5005 Business Park North, Bakersfield, CA.

##### a. Roll Call

Roll Call was taken with a quorum present:

Present: Kevin Burton, Nila Hogan, Ariana Joven, Chase Nunneley, Fred Plane, Chei Whitmore

Absent: Michael Bowers, Don Bynum, Gina Pettit, Megan Silva, Michele Shain

Others Present: Jeremy Tobias, Chief Executive Officer; Traco Matthews, Chief Program Manager; Pritika Ram, Director of Administration; Emilio Wagner, Director of Operations; Tracy Webster, Chief Financial Officer; Kayla Wofford-Nelson, Associate Director of Development; other CAPK staff and Aashika Patel and Victor Vasquez from CCS Fundraising.

#### II. Public Comments

No one addressed the Board.

#### III. Consent Agenda

Motion was made and seconded to approve all items on the Consent Agenda. Carried by unanimous vote (Whitmore/Hogan).

#### IV. Regular Business

- a. Maximizing Your Impact as a Nonprofit Board Member – Pritika Ram, Director of Administration and Aashika Patel, Sr. Vice President of CCS Fundraising – **Info Item**

Aashika Patel provided detailed summary of the 10 key responsibilities of nonprofit board members, the essentials of developing annual individual work plans, and determining an accountability partner with staff to help meet your board member plans.

- b. Virtual Food Bank Tour – Emilio Wagner, Director of Operations – **Info Item**

Emilio Wagner presented a virtual tour of the Food Bank Expansion Project.



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

Pritika Ram provided the following updates:

- CCS Fundraising team has made a significant impact to build out the Foundation and has completed two months of the three-month commitment.
- Staff is building the case for support for the Foundation and will be completing the board solicitation and continue to research donor prospects.
- Staff is working alongside the Wonderful Company to customize a donor packet for their service area. The Wonderful Company liaison is interested in supporting at a mid-size donation.
- Staff visited the Fresno Food Bank to view their operations and logistics and inventory control systems.
- The American Rescue Plan Act (ARPA) has funds allocated to local government, and staff is staying in close communication with staff from both the City and County.
- Staff has been in communication with Congressman Valadao's office regarding a significant funding opportunity. Pritika Ram also stated that an award in the amount of \$130,000 was received for a refrigerated food truck for the Food Bank.
- Outreach events – The Kern County Fair will be returning and CAPK will be the recipient of the Annual Food Drive where Fair attendees can donate 5 cans of food in exchange for one day of entry to the Fair on September 29<sup>th</sup>. Members of the governing CAPK Board and the Foundation Board will be asked to participate.
- Pritika Ram stated that she is requesting a change for the date of the July Executive Committee meeting and stated that there is a need to push the timing up by one week due to time sensitivity.
- Pritika Ram reported that many Board Members have requested to begin in-person meetings soon. Hybrid meetings will be offered in August if COVID case numbers continue to decrease and if approved by CAPK leadership staff.

**VII. Board Member Comments**

No Comments.

**VIII. Next Scheduled Meeting**

Board of Directors Meeting  
12:00 pm  
Friday, August 27, 2021  
5005 Business Park North  
Bakersfield, CA 93309

**IX. Adjournment**

The meeting was adjourned at 12:59 pm



## MEMORANDUM

To: Board of Directors

From: Lisa Gonzales, Program Governance Coordinator

Date: September 29, 2021

Subject: *Agenda Item VII(a)*: September Policy Council Report – **Action Item**

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The Policy Council met on August 24, 2021, at which time quorum was established. This meeting was conducted via teleconference as per California Governor Executive Order N-25-20.

There were no action items brought to the Council for approval. Monthly standing committee reports were shared with members as were various program and staff reports. Additionally, an in-depth review of the Program Performance Summary Report regarding the Focus Area One (FA1) monitoring review was discussed.

The Council was also provided an insightful and informative presentation by Carrie Farwell, Interim Program Administrator for the CAPK Food Bank. This presentation provided food insecurity statistics in Kern County as well as highlighting some of the many programs and services offered through the Food Bank to combat this crisis. Members were encouraged to share this information with others and invited to tour the facility.

The next Policy Council meeting is scheduled for October 26, 2021, which will be the final meeting of the 2020-2021 term.

### **Recommendation:**

The Policy Council requests Board approval of the September Report and the Policy Council meeting minutes from August 24, 2021.

### **Attachment:**

*Policy Council Meeting Minutes from August 24, 2021*

**COMMUNITY ACTION PARTNERSHIP OF KERN  
POLICY COUNCIL COMMITTEE MEETING MINUTES  
August 24, 2021  
Teleconference ID: 716 798 637#  
Per Governor's Executive Order N-25-20**

1. Call to Order

Chairperson Andrea Martinez called the meeting to order at 5:33 p.m.

a. Chairperson Martinez conducted roll call; quorum was established.

Policy Council Members Present: Jimmie Childress, Samantha Collins, Brittany Dunbar, Teresa Fajardo, Laura Gonzales, Nila Hogan, Kaylonie Howard, Andrea Martinez, Ashley McAllister, Semeen Muhammad, Paola Sanchez

2. Public Comments

*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 Policy Council will take no action other than that referring the item(s) to staff for study and analysis. Speakers are limited to three 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.*

At this time, Andrea introduced Assistant Director, Jerry Meade who spoke to the Council. Jerry shared with members that Vanessa Cortez, Administrative Analyst and staff sponsor of the Policy Council Planning Committee is moving on within the agency and will no longer be the staff sponsor of the Planning Committee. He expressed appreciation for Vanessa as staff sponsor of the Planning Committee highlighting various items, she brought forth to the Council such as but not limited to, the Program Planning Calendar, Community Needs Assessment, Goals and Objectives. Jerry acknowledged **Vanessa's** professionalism, commitment, and relationships she built with the Planning Committee during this time. He also shared that moving forward the staff sponsor role will transition to Robert Espinosa, Program Design and Management Administrator. Jerry expressed confidence in the continuum of excellent work that has taken place thus far with the Planning Committee.

3. Standing Committee Reports

a. School Readiness Committee

The School Readiness committee met on August 12, 2021. Rashi Strother, San Joaquin Education Manager presented information as to how Early Head Start prepares families for transitioning to preschool. The importance of ensuring families are comfortable and aware of this six-month long process was shared. The various stages in this transition, which begins when the child is 28 months of age, were discussed with the committee. It was noted that staff meets informally with families to assist **them in identifying their child's strengths, needs and interests. They also partner with families to plan** and arrange a visit to a preschool within their community. The CAPK San Joaquin program collaborate with the San Joaquin County Office of Education and El Concilio Preschool Program. At 35 months of age a formal meeting takes place at which time the child is provided a transition backpack and/or materials for home activities to prepare the child for preschool. Rashi also discussed the importance of reading to children at home as it is fundamental in building cognitive skills and helps to **prepare children for the "next steps."** The next School Readiness Meeting will be held on October 14, 2021.

b. Planning Committee

Prior to sharing the Planning report, Vanessa thanked Jerry for his words and thanked the Council, specifically the Planning Committee for their support with the various action items brought forth during her time as staff sponsor. It was noted, the Planning Committee met on June 1, 2021. The Program Review and Evaluation report was shared with the committee. This included information regarding enrollment numbers across all programs as well as the Child Adult Care Food Program report. More than 44,200 meals were prepared by the Central Kitchen during the month of July. During this meeting information was shared with members regarding an equipment purchase of a walk-in freezer for the Central Kitchen. Additionally, information was shared regarding center (staff) reassignments. Staff were given the opportunity to remain at their current location or move to another facility, this was

based upon seniority. In closing, Vanessa again thanked Planning Committee members adding they will be in good hands with Robert as their new staff sponsor. She also thanked all her Head Start colleagues, noting it has been a great year working with everyone and that she is just "a phone call away."

c. Budget & Finance Committee

The Budget & Finance Committee met on August 17, 2021. Budget to actual financial documents for Head Start and Early Head Start were shared and discussed. A Notice of Award for CAPK Early Head Start Childcare Partnership was shared and discussed with members as well. All documents and reports can be found in the Policy Council Packet. The next PC Budget & Finance meeting will be held on September 21, 2021 at 5:30 p.m.

d. Bylaws Committee

The Bylaws Committee met on August 10, 2021. Various components of the Governance Leadership Module were shared with members. These modules included Head Start Vision, Values and Mission as well as Be a Leader and Your Team. Tips to assist in navigating these learning modules were also shared. The committee completed its review of the Policy Council Bylaws in its entirety. Discussion also resumed about Policy Council term limits and the difference between our bylaws and the Head Start Performance Standards. After discussion the committee voted and unanimously approved to amend the term limits in the bylaws from three one-year terms to five one-year terms. This amendment will also be presented to the CAPK Board of Directors for approval.

4. Presentations

a. CAPK Food Bank – Carrie Farwell, Interim Program Administrator

Carrie shared a brief overview of the positions she has held during her time with the Food Bank. She informed the group CAPK Food Bank acquires food and other resources to help alleviate hunger for economically disadvantaged individuals and families throughout Kern County. In 2020 the Food Bank distributed 2.8 million pounds of food each month through partner distribution sites. Carrie reported Kern County has the highest food hardship rate in the United States, with 23% of residents experiencing food insecurity and over 30% of children live below the poverty line. More than half of those served by the CAPK Food Bank are children. Carrie shared programs under the supervision of the Food Bank and provided an overview of such. These included, Emergency Food Assistance Program (EFAP), Pantry Food Program, Senior Food Program, Backpack Buddies and Snack Attack. She also shared each year the Food Bank is offered different grant opportunities and different programs. She exemplified the current partnership with PG&E noting if there is a disaster in any of our mountain regions or even in Eastern Kern such earthquake or fire the Food Bank has food items ready to provide within 24 hours. There are drivers in the warehouse who can get food to those PG&E clients in an emergency. Carrie shared the Food Bank receives donations from a variety of sources. Food is received from the government and the Food Bank also partners with local agricultural agencies such as Grimmway, Wonderful, Cal Organic, and more. She shared the program receives tons of donations from supermarkets and other retailers as well. It was noted that food drives have always been a wonderful way of receiving donations. Carrie also shared certain grants do allow for purchase of foods as well. There are about 147 distributions throughout Kern County. Throughout COVID the Food Bank has also been receiving meal kit boxes that are readily available for any schools or organizations that are in need. Carrie shared to qualify for food distribution, it is self-attestation, there are no documents or signature required at this time. She also stated no one is turned away. Carrie went on to share the Food Distribution Calendar which outlines the monthly distribution schedule and can be found on the CAPK website. Carrie spoke to effect of COVID-19 and how it impacted food distribution sites stating many of them closed and all the high schools were used for Food Bank distributions. This High School Emergency Food Drive and Pantry as it was called served nearly 692,000 boxes for people. Carrie shared that the Food Bank relies heavily on its volunteers and the Food Bank truly appreciates them. Carrie spoke about a new program, Food for Farmworkers Initiative. This program specifically is for farm and agricultural workers in California to provide them food resources. Thus far in 2021 over 16,600 workers have benefited receiving over 718,400 pounds of food. Other programs such as Food to Door, Stuff the Bus, Feed the Need, the Holiday Food Drive, and more were shared as well. In closing Carrie shared the need for volunteers and invited members to tour the facility both now and again after upcoming renovations have been completed. It was encouraged that information be shared with

others who may have a need, desire to volunteer or donate. Additionally, 2-1-1 may be called for more information on the Food Bank.

b. Office of Head Start Focus Area One Monitoring Review Report – Sylvia Ortega, Quality Assurance Administrator

Sylvia provided members a brief background on the Office of Head Start (OHS) Monitoring system. It was stated the OHS utilizes the monitoring system to measure the performance and accountability of Head Start programs and compliance with Head Start Performance Standards, the Head Start Act, and other regulations. Sylvia shared we have a five-year grant as members may know and along the way the OHS likes to capture snapshots to ensure the program is progressing adequately, or if we need any assistance, they are there to provide support as well. She also stated there are a total of three focus area reviews which take a systemic view of the services provided and the programs functions across the entire grant cycle. The first is CLASS, which is an observation instrument which assesses the quality of teacher/child interactions in center based preschool programs. The second is the Focus Area One Review. This covers how well we know the services needed in our area as well as the pockets of area that we may need to focus on. Sylvia shared that this review provides an opportunity to share how we design our program and make decisions about program services, staffing and structure all with the needs of the community in mind. The Community Assessment which is brought to Policy Council for approval is what we use to make informed program decisions. The third and final review is the Focus Area Two which understanding the performance for continuous program improvement. This ensures how effective we implement a program that achieves high quality outcomes for children and families. In recapping Sylvia stated the Focus Area One helps the Office of Head Start to understand the foundation of our programs, while Focus Area Two shows us as time goes by and things change, what **worked, what didn't**. It also shows how practice and data are driving progress and ensuring programs are measuring requirements as well as achieving outcomes. Sylvia stated on May 10-14, 2021 the Office of Head Start conducted a Focus Area One Monitoring Review adding the report, as found in the Policy Council packet highlights that the program complied with the regulations of the Office of Head Start Performance Standards. Sylvia stated in conducting the review the OHS focuses on five key areas which she reviewed in detail. One noteworthy area discussed was within Program Design, Management and Quality Improvement and that of Program Governance. This area speaks to the governance structure and **Policy Council's** active engagement in program decisions. Various examples of such were provided and it was noted the program used the commitment, expertise, and participation of the governing bodies (Board of Directors and Policy Council) to its advantage in its delivery of services. Sylvia thanked members for their contribution adding that participating in meetings and/or being a part of the review contributed to the program having an excellent review. Other areas discussed were Education and Child Development Program Services, Health Program Services, Family and Community Engagement Services. Information was shared as were examples of exemplary services in each of these areas. Sylvia shared the outcome of this review was exactly what we wanted it to be, a wonderful perfect review. She also reported notification was just received indicating that the Office of Head Start will be conducting a Focus Area Two review (which she spoke about earlier) for the program year 2021-2022. The Focus Area Two Review will be conducted on all three of our grants, Early Head Start San Joaquin, Early Head Start Child Care Partnership, and the Kern grant. Sylvia also shared that as we receive more information, they will learn more about this upcoming review.

5. Consent Agenda

\*ACTION

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

- a. Policy Council Meeting Minutes – June 22, 2021 (English/Spanish)
- b. School Readiness Committee Meeting Minutes – June 10, 2021 (English/Spanish)
- c. Budget & Finance Committee Meeting Minutes – June 15, 2021 (English/Spanish)
- d. Planning Committee Meeting Minutes – August 3, 2021
- e. Kern Early Head Start Budget vs. Actual Expenditures, March 1, 2021, to July 31, 2021

- f. Kern Head Start Budget vs. Actual Expenditures, March 1, 2021, to July 31, 2021
  - g. San Joaquin Early Head Start Budget vs. Actual Expenditures, February 1, 2021, to July 31, 2021
  - h. Early Head Start Child Care Partnerships Budget vs. Actual Expenditures, March 1, 2021, to July 31, 2021
  - i. American Rescue Funding Expenditures April 1, 2021 to July 31, 2021
  - j. Parent Local Travel & Childcare through July 31, 2021
  - k. Parent Activity Funds through July 31, 2021
  - l. Kern Head Start and Early Head Start Non-Federal Report, March 1, 2021, to July 31, 2021
  - m. San Joaquin Early Head Start Non-Federal Report, March 1, 2021, to July 31, 2021
  - n. Notice of Award 09CH000163-02 Amendment March 1, 2021, to February 28, 2022
  - o. Policy Council Termination Letter – Kenia Contreras, June 23, 2021
  - p. Head Start Program Review Evaluation (PRE) Report – July
  - q. How to Use Visual Schedules to Help Your Child Understand Expectations – Pyramid Model, Backpack Connection Series
  - r. **Children's Mobile Clinic – August 2021 (English/Spanish)**
  - s. CAPK Food Distribution Calendar – August 2021/September 2021
  - t. Kern County Library Bookmobile
  - u. **Kern County Farmers' Market**
  - v. **San Joaquin County Farmers' Market**
  - w. Back2Work – Community Services Employment Training
  - x. Monthly Parent Trainings with Dr. Kirk – Head Start Wellness
  - y. Walk for Peace & Family Resource Fair – September 25, 2021
  - z. School Readiness Subcommittee Meeting Dates
  - aa. Planning Subcommittee Meeting Dates
  - bb. Budget & Finance Subcommittee Meeting Dates
  - cc. Bylaws Subcommittee Meeting Dates
  - dd. Policy Council Meeting Dates
- Motion was made by Kaylonie Howard to approve consent items (a) through (dd); seconded by Ashley McAllister. Motion carried unanimously.

#### 6. New Business

\*ACTION

- a. None

#### 7. Standing Reports

- a. Program Governance – Lisa Gonzales, Program Governance Coordinator  
 Lisa thanked members for their attendance and shared that the hope was to be able to meet in person this month. However, because of everything still surrounding COVID-19 that was not the case and it does not appear to change for the balance of the term. She also shared that there are only two remaining meetings, (after this one) noting with the term winding down, attendance is still extremely important. **It was stated that while there wasn't any new business for the Council to act upon this meeting, there will be new business and other actions items requiring a vote next month.** Lisa stated **that she hoped everyone's schedules would allow for their attendance.** She also shared monthly parent meetings will be resuming and will be conducted virtually at the center level as well as through socializations for those enrolled in the home-based option. She added parent meeting packets are currently out to print for meetings which will begin in September. Lisa touched on a few informational items found in the Policy Council packet. She pointed out that the CAPK Food Bank Distribution Calendars which Carrie spoke about for August and September were in the packet. Information was **also shared regarding the "Market Match" which is designed to draw families who are receiving WIC benefits to shop at Farmers' Markets.** This program matches up to \$10 daily per family and is available in both Kern and San Joaquin Counties. Specific information including a list of Farmers Markets is in the August Policy Council Packet. It was stated monthly Family Wellness trainings with Dr. Kirk will also resume. As indicated in the packet, these trainings will begin in September, and members may contact Lisa for more information and/or for the link to attend. Lisa concluded her report by welcoming back part-year families and staff.



- b. **Community Representative – Nicole Cabe, Past Parent; Nila Hogan, Community Representative**  
Nila stated at this time there is seemingly an abundance of violence taking place in the (Kern) community specifically noting the many shootings that have taken place over the past month. In making mention of this Nila wanted to share an upcoming training opportunity taking place, August 25, 2021 at 9:00 a.m. This is an Adverse Childhood Experiences (ACEs) training, which will be held via Zoom sponsored by Kern County Network for Children. Nila stated all the experiences our children have daily whether it be through the community or home life shape them, their perception of things and how they are growing up. She added that information was sent to Lisa who will in turn forward to members. Nila stated that it is important that we protect our children as much as possible from any negative, traumatic experiences. These things can greatly impact them and effect their physical as well as mental health which may or may not be immediate but can occur down the road as they grow into teenagers and into adulthood. She acknowledged that some of these **experiences'** parent/caregivers have no control over and that is unfortunate but there are things we can do to prevent and help minimize adverse experiences for our children. **Nila shared that during tomorrow's ACEs Training,** prevention strategies will be discussed along with other relevant topics. She shared there is a test that can provide your ACEs score based upon your experiences. She encouraged members once they receive the information provided to take this test and perhaps be able to gauge what it means for them in their life as an adult and perhaps lend insight to themselves. Nila stated there is a lot of good information on the subject matter on the Center for Disease Control website as well. She reiterated the training is at 9:00 a.m. and shared that the link is located on the information being sent to members.
- c. **Early Head Start San Joaquin – Semeen Muhammad**  
Semeen shared the San Joaquin leadership meeting resumed this month. In early August information was shared which included a parent survey as well as Pyramid Model videos and Backpack Series flyers. Topics included the importance of positive praise as well as how to use a visual schedule to help your child understand expectations. The August **S'more newsletter was shared with families and has** received 199 views to date. Semeen stated staff are currently working on Desired Results Developmental Profile (DRDP) observations and will schedule conferences with parents to review this information. The Nutrition Department is implementing monthly food experiences in the classroom. A variety of fruits have been offered for children to experience and to talk about the differences in texture, color, and taste. In continuing with recruitment efforts, Semeen also shared; center-based enrollment is at 122 with the home-based option at 83 for a total program enrollment of 205. Additionally, the San Joaquin Early Head Start Program currently has 49 children with an IFSP which is 25% of the funded enrollment.
- d. **Early Head Start Partnership – Nicole Callahan, EHS Child Care Partnership Coordinator**  
Nicole informed members Taft College received a grant from the Office of Instruction to invest in center quality enhancements. Enhancement projects completed include new fencing around the site perimeter, creating a library for families, and installing audio and video in classrooms for observations. Nicole also shared, Garden Pathways and Escuelita Hernandez Centers recently held onsite graduation ceremonies for their families. Escuelita Hernandez had approximately 20 families participate while Garden Pathways had approximately 16 families. Partnership staff had the opportunity to participate in annual preservice training. This training included mandated reporting, Sudden Infant Death Syndrome (SIDS) and universal precautions. Child Care Partnership Advocates also attended back to school community events to support with recruitment.
- e. **Board of Directors – Jimmie Childress, CAPK Board Member**  
No report at this time.
- f. **Head Start/State Child Development – Yolanda Gonzales, Head Start/State Child Development Director**  
Yolanda thanked Policy Council members for their time and for investing in their partnership with Head Start. She shared that the new 2021 school year has begun, and we are continuing to make sure all sites are following best practices and protocols to ensure the safety of all children. Yolanda thanked parents for their patience as so many things are changing, and the program is continuing to get new information and new developments. She also thanked them for supporting and adhering to the safety protocols in place as this is so important as we continually ensure the safety of all. Yolanda spoke to the difficulty parents face at this time when deciding to bring their children to (in person) school. With that said, she would like to make sure parents know the program is doing everything possible to ensure maximum safety and are using proper equipment to consistently sanitize. Yolanda stated she would

like to ask for everyone to spread the word that Head Start is recruiting and still enrolling children. She shared enrollment is low and the program is working with staff to implement strategies to boost enrollment and to pass that information along throughout the community. It was stated there are recruitment flyers at the centers and parents were asked if they would support the program in this recruitment effort by taking flyers and handing them out into their neighborhoods, sharing at grocery stores, etc. to get the word out and let parents know that Head Start is actively recruiting. She emphasized; enrolling children is the continuous priority. Yolanda acknowledged parents may be hesitant to bring children to a classroom environment, however it is important for them to have the opportunity for in classroom teaching and instruction. She also spoke to the importance of such for socialization with other children to ensure they are ready for kindergarten when it is time for that transition. Yolanda thanked those parents whose children participated in the Summer Bridge program, adding it was very exciting to be able to keep our doors open over the summer and to serve children. She shared the summer program was very successful and how important it is for children to have a smooth transition to kindergarten. She spoke of hearing wonderful stories shared at the elementary school level by teachers noting they can recognize a child who has attended Head Start; they are ready to learn and have the knowledge they need to be able to do so. Members were thanked for their support of Policy Council, noting it is a lot to ask, taking time from their evening to meet however without their support the program **couldn't do this work**. Yolanda encouraged members to continue to stay safe, to continue to attend meetings and reminded them to take care of themselves, they are important.

8. Policy Council Chairperson Report

Andrea noted that a lot of great information was shared today. She also thanked everyone who provided a presentation and shared a report or other information this evening. Andrea stated that there has been a lot of tragic experiences as of late with some of this hitting close to home. With that she urged everyone to take care of themselves, adding just in case someone needs to hear it, if anyone has any concerns about anything, health or otherwise to please address it accordingly and call their doctor or other professional to make an appointment. Andrea stressed the importance of doing such adding that it could make a world of difference, so take care of yourself. In closing she thanked everyone for their time and attendance and hoped to have more cameras on at the next meeting to **"see" everyone**.

9. Policy Council Member Comments

There were no member comments shared.

10. Next Scheduled Meeting

The next meeting will be held on Tuesday, September 28, 2021 at 5:30 p.m.

11. Adjournment

Chairperson, Andrea Martinez adjourned the meeting at 6:49 p.m.