2021 Board of Directors

**Officers**
- Curtis Floyd  
  Vice Chair
- Fred Plane  
  Vice Chair
- Janea Benton  
  Treasurer
- Nila Hogan  
  Secretary

**Low Income Sector Representatives**
- Nila Hogan  
  Head Start Policy Council
- Maritza Jimenez  
  South Kern
- Yolanda Ochoa  
  East Kern
- Guadalupe Perez  
  Greater Bakersfield
- Ana Vigil  
  North Kern

**Private Sector Representatives**
- Jimmie D. Childress  
  Retired Teacher/Contractor
- Curtis Floyd  
  Law Offices of Curtis Floyd
- Craig Henderson  
  The Henderson Group
- Pastor Jonathan Mullings  
  Truth Tabernacle
- Warren Peterson  
  Warren Peterson Construction

**Public Sector Representatives**
- Janea Benton  
  32nd State Assembly District
- Joe Garcia  
  14th State Senate District
- Mike Maggard  
  Kern County Board of Supervisors
- Marian Panos  
  City of Bakersfield Mayor’s Office
- Fred A. Plane  
  23rd U.S. Congressional District
Moving Forward in a Changed World

Community Action Partnership of Kern (CAPK) is proud to share the story of 2021 with you through this annual report. It’s the story of a year when the COVID-19 pandemic became part of daily life for us, our employees, community partners, supporters, and the people we serve. It’s a story we all shared in 2021.

We are proud that CAPK was able to, once again, focus resources and efforts on expanding services to people who face poverty and economic disadvantage in the counties we serve in the San Joaquin Valley, in the Inland Empire and across California.

CAPK was able to begin new services geared towards alleviating the direct economic impacts that people experienced because of the pandemic. Programs like the Rental Assistance program connected renters facing eviction with a way to pay their bills and Housing for the Harvest experienced dramatic success in helping farmworkers limit the spread of COVID-19. In May 2021, CAPK opened the Oasis Family Resource Center in Ridgecrest to provide crisis assistance, education, and case management services so area families can build resilience, safety, and success. And CAPK worked with our employees and community partners to help people get vaccinated against the virus.

Our CAPK Foundation focused on increasing capacity and identifying alternative sources of funding to support efforts like the Food Bank capital expansion. In December 2021, CAPK broke ground on a 40,000-square-foot expansion to the existing 20,000-square-foot Food Bank – a move that sets up our agency for success in the struggle against food insecurity for decades to come.

Together we also took proactive steps to fulfill CAPK’s updated mission with our new 2021-2025 Strategic Plan to “address underlying causes of poverty, alleviate the effects, and promote dignity and self-sufficiency in the communities we serve.”

These important responses to the needs of 2021 were just a part of what CAPK has achieved in the past year. We are proud of what we’ve accomplished and excited for what we’re going to accomplish next.

Thank you for letting us share CAPK’s story with you through this report.
The second year of the COVID-19 pandemic presented Community Action Partnership of Kern (CAPK) with opportunities to support our partners and clients as we worked together to adapt to modified lifestyles, be responsive to pandemic surges, and promote the rollout of COVID-19 vaccinations.

The needs of the people we serve each day were foremost in our minds. Families were able to rely on our Head Start centers for quality early childhood education in a safe environment. Our CAPK Food Bank trucks rolled out weekly to food distribution access points in every corner of Kern County.

CAPK employees and facilities also maintained COVID-19 protocols to ensure the safety of our employees and clients. We took steps to encourage our staff to receive COVID-19 vaccinations and promoted vaccination to our clients in partnership with other community organizations and health care providers. We distributed masks, hand sanitizer, and cleaning agents to our clients and partners to help prevent the spread of COVID.

And we provided services to the public that were critical to surviving the economic damage that so many of our families experienced with the loss of employment as well as the need to adapt to at-home schooling and remote work environments. We continued the Rental Assistance program – working to help people facing a loss of income handle their housing costs as months of bills piled up. We helped farmworkers with positive COVID-19 tests shelter at home, giving them the financial support needed to avoid spreading the disease to co-workers in the fields and packing houses. Additionally, through the use of federal and state stimulus funding, we provided extra help to people struggling to pay their utility bills or claim important tax credits by filing their no-cost tax returns.

Each of CAPK’s 16 programs worked hard to make sure people facing poverty had services that would stabilize them and give them hope for the future. Although the pandemic has had a devastating effect on families and individuals that we serve, CAPK is proud that we’ve been able to soften the setbacks and help thousands of people feel a little more stable even as the ground has shifted unpredictably under their feet.
2-1-1 Kern is a 24/7 information and referral service that provides residents with comprehensive information and links to community health and human services at no cost. The dedicated 2-1-1 staff are ready to connect callers to a database of over 1,500 social service resources that are available to the public through the 2-1-1 Kern Online Resource Directory at www.211KernCounty.org. With over 15 years of experience, staff has been able to serve as a life-line to these vital services for the thousands of individuals that reside in the communities we serve. 2-1-1 Kern currently serves multiple communities in the Central Valley including Kings, Tulare, Stanislaus, Fresno, and Madera.
The Energy Program assists income-eligible Kern County residents with utility bill payments, weatherizing their homes, and providing energy education at no cost. When a resident weatherizes their home, they are creating a more energy-efficient environment as well as improving the indoor atmosphere for a healthier and cleaner home. Homeowners and renters can contact the energy program to schedule an assessment for home improvements and suggestions. Some of these improvements can include weather stripping; repair or replacement of windows and doors; replacement or repair of heating and cooling appliances, stoves, refrigerators, and more. By utilizing these services and increasing the overall energy efficiency of their homes, families have been able to save hundreds of dollars each year and in turn, improve their overall quality of life.

8,734 Homes Received Utility Bill Assistance

$6.4 Million in Utility Payments Were Made

149 Households Received Repair and Weatherization Services
CAPK operates two family resource centers in Kern County. These are East Kern Family Resource Center in Mojave and Oasis Family Resource Center in Ridgecrest. Both centers serve as a hub of resources for families in eastern Kern to obtain educational support, crisis assistance, and a range of other services. Both sites put a focus on case management and education support in order to build resilient families and children.

3,277 Individuals Who Received Walk-in Services
967 Referrals to Differential Response only at East Kern County Resources Center
33 Children Enrolled in Summer Bridge Activities These numbers were greatly reduced due to the COVID-19 pandemic
773 Individuals Received Emergency Food and Household Items
California consists of a flourishing, diverse community of agricultural workers who struggle to find quality childcare for their children. CAPK’s MCAP program removes this barrier by offering families free or low-cost childcare services as they migrate throughout California following their seasonal work duties. These services are available to agriculture-related workers in six entry counties: Kern, Kings, Madera, Merced, Tulare, and Fresno. Once a family has enrolled in the MCAP program, the family can migrate anywhere in California for work and their childcare and support services will migrate seamlessly alongside them.

**Migrant Childcare Alternative Payment (MCAP)**

- **1,309** Children Served
- **647** Families Served
- **$8,387,788** Reimbursed to Childcare Providers
- **$3,666,555** Reimbursed to Childcare Providers in Kern County
- **253** Childcare Providers Enrolled
Homeless Services

The Street Navigation Center, in its second year of operation, provided shelter and wrap-around social services and health care for 1,069 overnight residents in collaboration with the Bakersfield-Kern Regional Homeless Collaborative. Residents have access to care from a nurse practitioner, social worker and mental health counselor who provide medical, educational, employment, and counseling services. The 24-hour shelter offers housing, meals, financial literacy education, substance abuse assistance, employment training and economic resources to un-sheltered individuals with pets and partners. The main goal for staff of the navigation center is for individuals experiencing homelessness to use these services to identify and remove barriers to obtaining permanent and sustainable housing.

116 Residents Moved Into Permanent Housing
35,485 Meals Delivered
57 Pets Served
2,601 Case Management Services Delivered
The Coordinated Entry System (CES) serves as Kern County’s point of entry for individuals seeking assessment and referral to homeless services. In partnership with 2-1-1 Kern County, individuals and families are referred to CES Homeless Navigators who then connect individuals experiencing homelessness with service providers within the Bakersfield-Kern Regional Homeless Collaborative. Those providers help callers obtain shelter, supportive services and – eventually – permanent housing. Coordinated Entry also helps individuals who are at risk of homelessness obtain rental assistance payments so they can maintain their housing.

11,998 Calls Received for Assistance
10,137 Referrals to Homeless Services
1,861 Referrals to Rental Assistance
Volunteer Income Tax Assistance (VITA)

Filing taxes can be an expensive, annual chore for thousands of low and middle-income Kern County residents. VITA changes that with the help of volunteers who are trained and IRS-certified to provide quality tax preparation and e-filing to people who struggle to find hundreds of dollars to hire a tax-preparer or buy online software. They don’t pay any fees to have VITA prepare their taxes. VITA also connects low-income workers with special tax credits like the Earned Income Tax Credit that can help them bring in hundreds and thousands of extra dollars to stabilize their finances and help them build a better financial future.

4,661 Tax Returns Completed

$2,697,220 Federal and State Earned Income Tax Credit

$7,762,288 Total Federal Tax Refunds

$1,249,200 Total State Tax Refunds
The Food Bank is the central hub of an 8,000-square-mile network of food distribution sites that are the front line of defense against hunger for tens of thousands of people who struggle to know where their next meal is coming from. Kern County experiences rates of food insecurity that sharply exceed the United States and California averages. Every month Food Bank trucks carry nearly two million pounds of food to the volunteer organizations across Kern County who help connect our food to those who need it in an effort to change Kern County’s story of hunger for the better.

| 23,754,763 | Pounds of Food Distributed |
| 503,058   | Pounds of Fresh Produce Delivered at Farmers’ Markets |
| 50,754    | Total Senior Food Boxes Distributed in 2021 |
| 1.7 Million | Total Pounds of Senior Food Delivered |
Youth and Community Centers

CAPK operates two community centers which provide a welcoming, safe environment for youth and families to exercise, play, learn, create art and build friendships. The Shafter Youth Center serves the people of the rural Shafter area in northwestern Kern County. The historic Friendship House Community Center serves the neighborhoods of southeast Bakersfield. At both locations children and their families find afterschool programs, summer youth programs, healthy meals, mentorship sports and tutoring. These centers also provide CAPK and community partners locations where social services like food distribution, WIC services and family services can be provided to individuals and families.

50 Summer Program Participants
74 Learning Pod Participants
78 Positive Youth Mentor Participants
25 Community Events
APK operates a Special Supplemental Nutrition Program for Women, Infants, and Children (WIC) in Kern and San Bernardino counties. Our WIC team helps eligible pregnant and postpartum women, infants, and children under age 5 obtain important skills and resources that allow these families to grow strong and healthy. Services include breastfeeding support, access to quality food, referral to health and community services and nutrition education that helps families make healthier choices. The CAPK WIC program improves birth outcomes and positively influences lifetime nutrition and health behaviors.
CalFresh Healthy Living is focused on supporting communities which face the biggest challenges to health by promoting healthy eating, physical activity, and access to high-quality food. CalFresh Healthy Living offers nutrition education workshops that provide low-income individuals and their families across Kern County with the tools to create healthy and active lifestyles. CalFresh Healthy Living is funded by the Nutrition Education and Obesity Prevention Branch (NEOPB) of the California Department of Public Health (CDPH) through the United States Department of Agriculture (USDA) Supplemental Nutrition Assistance Program (SNAP).

<table>
<thead>
<tr>
<th>Direct Education Clients Served</th>
<th>Nutrition Education Classes</th>
<th>Clients Contacted Through Outreach</th>
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</thead>
<tbody>
<tr>
<td>10,616</td>
<td>515</td>
<td>49,958</td>
</tr>
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</table>
Head Start/State Child Development

A Program of CAPK
Early Education

School Readiness

The Head Start Approach to School Readiness means that families are ready to support their children’s learning, children are ready for school, and schools are ready for children. Historically, Head Start often has led the early childhood development field with a clear and comprehensive focus on all aspects of healthy development. We achieve this by observing research-based strategies, curricula and philosophies.

DUAL LANGUAGE LEARNERS
CAPK celebrates the linguistic, ethnic, and cultural diversity that exists among all of our families. This is done in the spirit of ensuring the best early education experience possible.

All assessments are performed in a culturally and linguistically inclusive manner, whereby children are assessed in their preferred language. The majority of our students are English Language Learners, therefore, CAPK makes a strong effort to hire bilingual team members, supporting both children and families with the preservation of the home language, while also helping families develop in their use of English.

SCHOOL READINESS FOR ALL CHILDREN
Our program observes the House Framework for effective everyday practices. The house illustrates four integral elements of quality teaching and learning. In this framework, these elements correspond, respectively, to parts of a house - the foundation, two pillars, and a roof - and when connected with one another, they form a single structure surrounding the family in the center, fostering children’s learning and development.

HIGHLY INDIVIDUALIZED TEACHING AND LEARNING
Implementing research-based curriculum and teaching practices

SCREENING AND ONGOING CHILD ASSESSMENT
Parent/family engagement

NURTURING, RESPONSIVE, AND EFFECTIVE INTERACTIONS AND ENGAGING ENVIRONMENTS
POSITIVE BEHAVIOR SUPPORT
Relationships, both in and out of the classroom, shape the way children learn, interpret, and connect with others. A child’s first years of school are filled with wondrous moments and it’s a time of tremendous physical, and intellectual development. Children are also developing self-regulation - the ability to calm themselves when they are upset, and this process can lead to some challenging moments for both adults and children.

The Pyramid Model’s Positive Behavior Support framework offers proven strategies that support the learning and engagement of all children, giving teachers and parents strategies for promoting children’s healthy social and emotional development.

The Pyramid Model builds upon a tiered public health approach to providing universal support to all children to promote wellness, targeted services to those who need more support, and intensive services to those who need them.

**Effective Workforce**
Systems and policies promote and sustain the use of evidence-based practices.

**Nurturing & Responsive Relationships**
Supportive responsive relationships among adults and children is an essential component to promote healthy social and emotional development.

**High-Quality Support Environments**
High-quality early childhood environments promote positive outcomes for all children.

**Targeted Social Emotional Supports**
Systematic approaches to teaching social skills can have a preventive and remedial effect.

**Intensive Intervention**
Assessment-based intervention that results in individualized behavior support plans.
Parent and Family Engagement in Head Start is about building relationships with families that support family well-being, strong family relationships, as well as ongoing learning and development for both parents and children. The Parent, Family, and Community Engagement (PFCE) Framework is our road map for achieving those kinds of outcomes which lead to positive and enduring change for children and families.

Parent and family engagement activities are grounded in positive, goal-oriented relationships with families. When parent and family engagement activities are systemic and integrated across program foundations, family engagement outcomes are achieved, resulting in children who are healthy and ready for school. For example, correlations between our parent surveys and DRDP outcomes show a significant increase in the Cognition, Math, Science, and the Self-Regulation ELOF central domains.

Parents are the primary educators of their children, and research shows engagement activities at home are paramount to their child’s success. To that end, CAPK adopted ReadyRosie, a research-based parenting curriculum which provides families with customized parenting videos and activities to reinforce learning initiatives from the classroom, while away from the classroom.

ReadyRosie builds on parents’ knowledge, harnessing the power of video modeling and mobile technology to build powerful partnerships between families and educators, resulting in Ready Families, Ready Educators, Ready Children.

Twelve workshops were provided to 58 parents and families to guide them on the use of the Ready Rosie mobile application.

907 parents and families were registered to use the Ready Rosie mobile service during the 2020-2021 School Year.
Join Us

- Monthly Parent Policy Council and Sub-Committee Meetings, including Planning, School Readiness, Finance and By-Laws committee meetings.
- Quarterly Regional Parent Committee Meetings;
- Health, Nutrition and the Disabilities Advisory Committee Meetings;
- Center Family Engagement and School Readiness Parent Activities;
- Family Education Night (Open House);
- Monthly VIP Parent Meetings;
- Workshops such as Families as Partners, You Can Make A Difference, and Relationship Matters;
- Annual School Readiness Resource Fair.

Scan here to learn more!

Follow @CapKHeadStart on Facebook, Instagram, Twitter, and Pinterest to see how much fun your child could have while learning in our programs.

Through Social Media, CAPK Head Start shares a variety of activities, learning materials, and helpful tips that families can use at home for remote learning, or to enhance what children are discovering while in class.
Did You Know

65% We are funded to serve 1,915 children and families each day. Our cumulative enrollment during the 2020-2021 School Year was 1,840 children and families. Our monthly enrollment, as a percentage of funded enrollment, was 65%1.

100% One hundred percent of clients were income or categorically eligible. Categorical eligibility includes children in foster care, families receiving certain forms of Public Assistance, or who are experiencing homelessness.

64% Sixty-four percent of all children served this school year received a professional medical exam. Exams include Preschool Physical Exams, as well as Well Baby Checks for Infants and Toddlers.

68% Sixty-eight percent of preschool children, including those who are enrolled in Medicaid or CHIP, received a professional dental exam during the 2020-2021 School Year.

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1. Student enrollment continues to be heavily impacted by the COVID-19 pandemic. During the 2020-2021 school year, much of our student body received services in a remote or virtual capacity to best comply with state and federal health requirements. However, through a combination of staff shortages, families requiring childcare in order to maintain employment, and those not able to both work remotely and participate in virtual preschool services, Head Start programs across the nation struggle to meet full enrollment.
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Program Operations

Accountability

FEDERAL MONITORING REVIEW
From May 10 to May 14, 2021, the Administration for Children and Families conducted a Focus Area One Monitoring Review of the CAPK Head Start Program. Based on the information gathered during this review, our program was found to have met the requirements of all applicable Head Start Program Performance Standards, consisting of Program Management, Governance, Financial Management and Enrollment practices. The review team was pleased with our service delivery, which includes Education and Development Program Services, Health Services, and Family and Community Engagement Program Services.

EXTERNAL FINANCIAL AUDIT
The annual independent audit for fiscal year ending January 31, 2021, concluded there were deficiencies in two areas of financial oversight.

Controls over Cash Disbursements
As one of its key controls over the cash disbursement process, the Organization [CAPK] has established that all check stubs be stamped “mailed” to document the completion of the cash disbursement process and that the check was mailed by an individual other than the person signing the checks. For four of forty cash disbursement transactions tested it was noted that the check stubs were not stamped “mailed.” We recommend the Organization provide a training course for all finance staff regarding the established policies and procedures over the cash disbursements transaction cycle. This additional training will serve as a reminder to all finance staff regarding key controls which help to strengthen the Organization’s documented policies and procedures over the cash disbursements transaction cycle.

Controls over Payroll
There was no written documentation that the payroll manager had reviewed and approved the payroll register prior to the processing of payroll. Payroll is the Organization’s largest expenditure. We recommend that the Organization develop and implement policies and procedures whereby the payroll registers are reviewed and approved by the payroll manager as evidenced by initials on the respective payroll registers. The implementation of this procedure will help to strengthen the Organization’s controls over payroll.

- Daniells Phillips Vaughan & Bock, CPAs & Advisors, November 10, 2021

CAPK management has implemented measures to correct all deficiencies itemized in the 2021 External Financial Audit.
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### Program Operations

<table>
<thead>
<tr>
<th>Head Start</th>
<th>Federal Funding</th>
<th>$17,951,903</th>
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<tr>
<td>Total</td>
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<th>Early Head Start</th>
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<tr>
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<td>$27,512,122</td>
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<td>Total</td>
</tr>
<tr>
<td>$17,512,122</td>
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</table>

| In-Kind $7,857,191 |

| Personnel $18,038,500 |

| Contractual, $657,515 |

| Equipment & Supplies $1,473,962 |

| Local Funding (incl. In-Kind) $7,363,859 |

| Early Head Start Federal Funding | $17,962,557 |

| Head Start Federal Funding | $22,258,734 |

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<th>Projected Budget</th>
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<tbody>
<tr>
<td>Early Head Start</td>
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<tr>
<td>Projected Budget</td>
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Housing for the Harvest (H4H) provides workers in the agriculture and food production industry support as they quarantine after exposure to the COVID-19 virus. Workers, for who the loss of work can be economically devastating, receive financial support of up to $1,000 to encourage them to remain home and limit the risk of exposure for co-workers, family members and friends. The goal of H4H is to protect California’s food supply, and the workers who are vital to the agricultural industry, by limiting the spread of the virus in this vulnerable community of people. A total of 1,363 people participated in the program in 2021 across 12 participating counties. The Kern County program administered by CAPK had 814 participants accounting for 60% of the statewide participation.
Project HireUp

Project HireUp program, operated in collaboration with CityServe and Bakersfield College, is an educational support track for residents at the M Street Navigation Center. This program is aimed at providing skills that remove barriers homeless individuals face when trying to rejoin the workforce and build economic stability. Many of these individuals, while learning basic life skills and employment techniques, gain access to not only confidence within themselves, but a network of support they never thought was attainable. Some of the courses being offered include Culinary Arts, Welding, Basic Office Skills, Screen Printing, and Agriculture. Once the participant completes the course, they not only receive a certificate of completion, but are also guided on the full process of job placement in our community.

FOUR
Completed Cohorts

TWELVE
Student Graduates
Food Bank Expansion

Food continues to be the top unmet need in Kern County. The CAPK Food Bank, located in southeast Bakersfield, 93307, is the largest emergency food distributor in Kern County, serving the nutritional needs of the county’s most vulnerable residents—low-income and poor children, families, single-parent households, disabled persons, seniors, the homeless and others. The program has been working diligently to answer that call since its creation by providing food, hope, and assistance each year to those who do not have the financial ability to provide adequate food for themselves and their families.

In the past 3 years, the Food Bank has been operating at maximum capacity and the pandemic exacerbated the facility’s limitations. Food Bank operations also experienced a substantial increase in the pounds of food distributed in 2020, reaching 33 million pounds of food during the pandemic, an increase of 9.6 million pounds compared to the year prior.

In December 2021, CAPK broke ground on a 40,000 sq. ft. expansion to the existing warehouse and construction is expected to be completed in the first quarter of 2023. This expansion will more than triple the square footage, providing the space needed to source & distribute larger quantities of food in a safer and more efficient way, including incorporating continuous improvement principles to improve the process of products, services. Expanding this location will increase CAPK’s ability to do more, with the determination & vision to alleviate hunger across the communities we serve.
The CAPK Foundation was created in 2020 to advance the goals and missions of the Community Action Partnership of Kern through fundraising and community building. The CAPK Foundation Board of Directors is made up of leaders from Kern County business, non-profit and government sectors.

The CAPK Foundation is dedicated to Community Action—the idea that people working together can craft a better version of their community. They believe we can make a place where poverty is rare, homelessness is brief and temporary, the hungry are nourished, all children have equal access to learning, and everyone has the chance to reach their full potential.

The 2021-2025 Plan 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. It includes revised Mission and Vision statements for CAPK that grew out of our core organizational values of Respect, Teamwork, Transparency, Continuous Improvement and Servant Leadership.

**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.
Affordable Housing

The need for Affordable Housing in California is dire. According to the California Housing Partnership’s 2021 Affordable Housing Needs Report for Kern County more than 25,550 families in Kern County don’t have access to an affordable home.

These individuals and families are CAPK’s clients. We are committed to helping develop the resources they need to find a safe, affordable place to live which will allow them to expand their economic opportunity and develop sustainable lives.

CAPK, to that end, is actively working to develop plans, partnerships and resources which will allow us to create affordable housing for the people we serve and enhance the overall economic resiliency and strength of Kern County.

Workforce Development

Jobs are another key part of building economic solutions for low-income and economically disadvantaged individuals, families and communities. As Kern County struggles with challenges to its two largest economic engines – oil production and agriculture – building new jobs and economic sectors will be critical to the future of the entire county.
CAPK has connected with the City of Bakersfield, the County of Kern and the B3K economic collaborative to become a part of the workforce development efforts that will shape those new jobs and industries. The resources that CAPK can bring to bear on behalf of workers – and our commitment to growing our impact on the health and economic well-being of our communities – will help us take part in this critical effort to help people and change lives in Kern County and beyond.

**CRM Build Out**

CAPK spent much of 2021 working to develop a comprehensive digital CRM system for our agency. These systems, once fully implemented, will provide CAPK the ability to identify, track and be accountable for our efforts to assist specific clients and their families. It will enhance our ability to refer clients between our programs, providing them whole-person access to all of the support offered by our agency. It will also strengthen our ability to review and assess the efficiency and effectiveness of our work so we can identify and enact efforts to improve the quality of our service to the communities we are a part of.

This initiative will also include efforts to better track and engage with the hundreds of volunteers who are a part of our operations so we can honor their support and build our capacity to engage the community in the work we do.

Work on this CRM build out is expected to be completed and implemented in 2022.
### Agency Financial Report

#### ASSETS

<table>
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<tr>
<th>Description</th>
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<tr>
<td><strong>Current Assets:</strong></td>
<td></td>
</tr>
<tr>
<td>Cash</td>
<td>$7,143,419</td>
</tr>
<tr>
<td>Grants and contracts receivable (Note 2)</td>
<td>3,954,464</td>
</tr>
<tr>
<td>Inventory (Note 4)</td>
<td>1,212,729</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>600,015</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td>12,910,627</td>
</tr>
<tr>
<td><strong>Noncurrent Assets:</strong></td>
<td></td>
</tr>
<tr>
<td>Cash restricted for program use</td>
<td>$601,052</td>
</tr>
<tr>
<td>Property and equipment (Note 5)</td>
<td>10,440,221</td>
</tr>
<tr>
<td><strong>Total noncurrent assets</strong></td>
<td>11,041,273</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>23,951,900</td>
</tr>
</tbody>
</table>

#### LIABILITIES AND NET ASSETS

<table>
<thead>
<tr>
<th>Description</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current Liabilities:</strong></td>
<td></td>
</tr>
<tr>
<td>Current maturities of long-term debt (Note 7)</td>
<td>$389,169</td>
</tr>
<tr>
<td>Accounts payable</td>
<td>2,354,622</td>
</tr>
<tr>
<td>Accrued expenses</td>
<td>2,520,322</td>
</tr>
<tr>
<td>Advances payable</td>
<td>327,594</td>
</tr>
<tr>
<td>Deferred revenue (Note 10)</td>
<td>3,068,355</td>
</tr>
<tr>
<td><strong>Total current liabilities</strong></td>
<td>8,660,062</td>
</tr>
<tr>
<td><strong>Noncurrent Liabilities:</strong></td>
<td></td>
</tr>
<tr>
<td>Long-term debt, less current maturities (Note 7)</td>
<td>1,084,055</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td>9,744,117</td>
</tr>
<tr>
<td><strong>Net Assets:</strong></td>
<td></td>
</tr>
<tr>
<td>With Donor Restrictions (Note 11)</td>
<td>$118,491</td>
</tr>
<tr>
<td>Without Restrictions</td>
<td>977,652</td>
</tr>
<tr>
<td>Reserve for accrued vacation liability</td>
<td>13,111,640</td>
</tr>
<tr>
<td>Undesignated</td>
<td></td>
</tr>
<tr>
<td><strong>Total net assets</strong></td>
<td>14,207,783</td>
</tr>
<tr>
<td><strong>Total liabilities and net assets</strong></td>
<td>23,951,900</td>
</tr>
</tbody>
</table>
Revenue

- Federal Grants: $63,381,731 (53.8%)
- State/Local Grants: 16,905,020 (14.3%)
- Donations/Contributions: 36,191,285 (30.7%)
- Other: 1,422,293 (1.2%)
- Total: 117,900,329 (100%)

Expenses

- Childcare & Education: $46,744,681 (40.0%)
- Nutrition: 52,806,092 (45.2%)
- General & Administrative: 7,760,726 (6.6%)
- Energy Conservation: 3,766,067 (3.2%)
- Community Services: 5,824,005 (5%)
- Total: 116,923,571 (100%)
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.

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