



DATE	August 2, 2023
TIME	12:00 pm
LOCATION	CAPK Administrative Office 5005 Business Park North Bakersfield, CA 93309

Personnel Committee Agenda

1. Call to Order

2. Roll Call

Maritza Jimenez (Chair)	Jonathan Mullings
Nila Hogan	Guadalupe Perez

3. Public Forum

The public may address the Committee on items not on the agenda but under the jurisdiction of the Committee. Speakers are limited to 3 minutes. If more than one person wishes to address the same topic, the total group time for the topic will be 10 minutes. Please state your name before making your presentation.

4. New Business

- | | |
|--|---|
| a. Head Start Personnel Update – Info Item (p. 3) | Jerry Meade, Assistant Director of Head Start, Program |
| b. 2023 Agency Wide Job Fair Presentation - Info Item (p. 4-11) | Lisa McGranahan, Director of Human Resources |
| c. 2023 Employee End of the Year Gift: Floating Holiday Workday Off - Action Item (p. 12) | Lisa McGranahan, Director of Human Resources |
| d. CalFresh Healthy Living Program New Outreach Specialist Job Description - Action Item (p. 13-19) | Alan Rodriguez, CalFresh Healthy Living Program Administrator |
| e. Proposal for Additional Food Bank Staff - Action Item (p. 20-25) | Kelly Lowery, Food Bank Administrator |
| f. Updated Housing & Supportive Services Job Descriptions - Action Item (p. 26-38) | Rebecca Moreno, Director of Housing & Supportive Services |
| g. Head Start Retention and Recruitment Incentive Proposal - Info Item (p. 39-40) | Jerry Meade, Assistant Director of Head Start, Program |

5. Committee Member Comments

6. Next Scheduled Meeting

Personnel Committee
12:00 pm
September 6, 2023
5005 Business Park North
Bakersfield, CA 93309

7. Adjournment

This is to certify that this Agenda Notice was posted in the lobby of the CAPK Administrative Office at 5005 Business Park North, Bakersfield, CA and online at www.capk.org by 12:00 pm, July 28, 2023. Margaret Frazier-Sanchez, Assistant to the Director of Human Resources.



MEMORANDUM

To: Personnel Committee

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

Date: August 2, 2023

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

The Head Start and State Child Development Division is committed in continuing to provide an ongoing update regarding personnel challenges affecting the Head Start program.

For the months of June and July 2023, the following information is provided to the Personnel Committee:

- 586 staff employed.
- 115 vacant positions.
- Onboarded 14 staff.
- 23 resignations (21 direct services staff and two administrative positions).
- 4 days of interviews for four (4) open direct service positions in Kern County.
- 17 interviews conducted and three (3) staff onboarded in San Joaquin County.

Job postings are still being featured on the Head Start California website. Program staff continue to explore strategies to build the Head Start workforce to support full enrollment. In June, job fairs were conducted in both counties (Metro Kern, East Kern, and San Joaquin County) and staff attended the Bitwise Employee Resource Fair to recruit staff.

Program staff have created an action plan to address the risks of an Office of Head Start Under Enrollment Plan of Action. The primary cause of the under enrollment relates to staff vacancies. Staff will introduce and update the Board of Directors on the progress of said action plan.



Helping People... Changing Lives.



CAPK 2023 Agency-Wide Job Fair



CAPK Job Fair: Strategic Plan 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.



Details:

- Friday, June 23, 2023
- 9 AM to 1 PM
- 4 Points Sheraton on California Avenue
- Eight (8) programs with open positions represented
 - Head Start
 - Early Head Start
 - Home Visiting Initiative (HVI)
 - Home Base
 - WIC
 - Food Bank
 - 2-1-1
 - Outreach & Marketing
- Over 50 on-the-spot interviews with 17 active offers
- **Over 350+ job seekers attended**







**A big thank you to all the departments
and programs involved that helped make
the 2023 CAPK Job Fair a success!**



MEMORANDUM

To: Personnel Committee

From: Lisa McGranahan, Director of Human Resources

Date: August 2, 2023

Subject: *Agenda Item 4(c):* 2023 Employee End-of-the-Year Gift: Floating Holiday Workday Off – **Action Item**

As we near the end of 2023, CAPK Management has begun discussing ways to acknowledge and reward our staff's accomplishments and hard work throughout the year. Based on staff feedback, Management has agreed to again offer a floating holiday workday off with pay to eligible staff. We hope this will allow us to highlight and reward employees for their service and dedication during the year.

CAPK Management recommends a floating holiday workday off with pay to all eligible employees with a hire/rehire date of October 26, 2023, or earlier, with the number of hours granted coinciding with their regular daily schedule. Eligible employees consist of full-time, part-time, and substitutes and temporary staff on a consistent schedule. Employees may not use this time during a continuous leave period.

OMB Uniform Guidance allows our governing body to set benefits at its discretion. This one-time, floating holiday workday off is being granted on October 30, 2023, and must be used by March 3, 2024. Employees must work with their supervisors to coordinate the time off to ensure proper coverage and not interrupt regular business operations. Additionally, this must be used during an employee's active status and during a scheduled workday. The benefit has no cash value and may not be cashed out upon exit from employment. Any unused amount remaining at the end of the period is forfeited. The floating holiday must be used in its entirety and may not be split. Lastly, the floating holiday cannot be used during a resignation period.

In accordance with our Strategic Plan Goal 4.2, the benefits of this initiative will increase staff morale, retention, and continue to incentivize staff to continue contributing to the agency's success.

Recommendation:

Staff recommends that the Board of Director's approve the one-time, full regular workday off to all eligible employees to be used for the period of October 30, 2023, through March 3, 2024.



MEMORANDUM

To: Personnel Committee

From: Alan Rodriguez, CalFresh Healthy Living Administrator

Date: August 2, 2023

Subject: *Agenda Items 4(d):* CalFresh Healthy Living Program New Outreach Specialist Job Description – **Action Item**

The CalFresh Healthy Living (CFHL) program provides nutrition education, physical activity education, training, and assists other community agencies in developing policies and systems that help build a healthy, food-secure, and knowledgeable community. CFHL also supports state and county efforts by implementing a comprehensive program that includes building partnerships, collaborating with other community agencies to provide social services, and providing researched based educational opportunities that help enrich the lives of the residents of Kern County.

Summary of Proposed Changes

Historically, CFHL Health Educator positions(s) have organized, promoted, and taught nutrition education classes. Additionally, Health Educators are assigned tasks around project management, program design, and special projects that require attention to detail, ability to learn new skills, including strategic planning, integration of Customer Relationship Management, and implementing continuous improvement models and data reporting.

In March 2023, the CFHL Administrator, Director of Health and Nutrition, and Chief Financial Officer met to discuss the needs of the CFHL Program. It was identified that an Outreach Specialist would increase program quality as well as allow the Health Educators to focus more on Direct Education, Policy Systems and Environmental Changes (PSE), and indirect education. The focus of the Outreach Specialist would be to attend community events, build partnerships, and establish new connections within Kern County as well as focus on rebranding of the CFHL program, creating visibility, and focus on increasing social media presence.

In May 2023, the CFHL Administrator discussed the idea of the Outreach Specialist position with the program's state consultant and added it to the CFHL budget. The position was determined to be allowable, and the budget revision was approved, allowing the program to continue the process in creating a new job description.

The job description was evaluated by Human Resources (HR) in July 2023, and it was pointed at a Grade 8. The position aligns with similar internal structures and positions within CAPK.

- **Outreach Specialist** (Grade 8) (NEW). This position designs and manages the creation of all CAPK physical and digital promotional materials and oversees planning and executing all social media communications for CAPK and working with CAPK programs to enhance and strengthen their individual social media presences. This role also includes performing professional and administrative work in support of organizational needs, coordinating, and attending community resource fairs.

Strategic Plan and Development

As part of the 2021-25 Strategic Plan, specifically under Goal 4: *CAPK seeks to be an employer of choice and attract and retain a high-quality workforce to achieve the organization's desired results*, and as part of following objectives, the proposal supports staff development, growth, and retention:

- Objective 4.1: Enhance leadership capacity, effectiveness, and sustainability.
 - 4.1.1 Establish a process of workforce development for succession and knowledge transfer plans and oversee implementation; (a) Analyze department metrics (i.e., length of service, knowledge gaps, areas of interest) to identify the necessary skills sets for each position; (b) Identify or create evidence-based workforce development strategies to address needs of the department, and (c) Incorporate development opportunities as part of the employee review process.
- Objective 4.2: Increase employee engagement, morale, and retention.
 - 4.2.1 Conduct an internal and external equity analysis to evaluate the labor market and fiscal impacts; (b) Complete development and consolidation of revised job descriptions.

Fiscal Impact and Timeframe

The proposed reorganization would result in a fiscal increase to the CFHL budget of approximately \$55,915.26. This change was also incorporated and approved by CDPH for the current and upcoming FY 2023/24 budget. Once this is Board approved, CFHL staff will begin recruitment for the new position which will be housed at the current CFHL office at 2323 16th St. Suite 302, Bakersfield CA 93301.

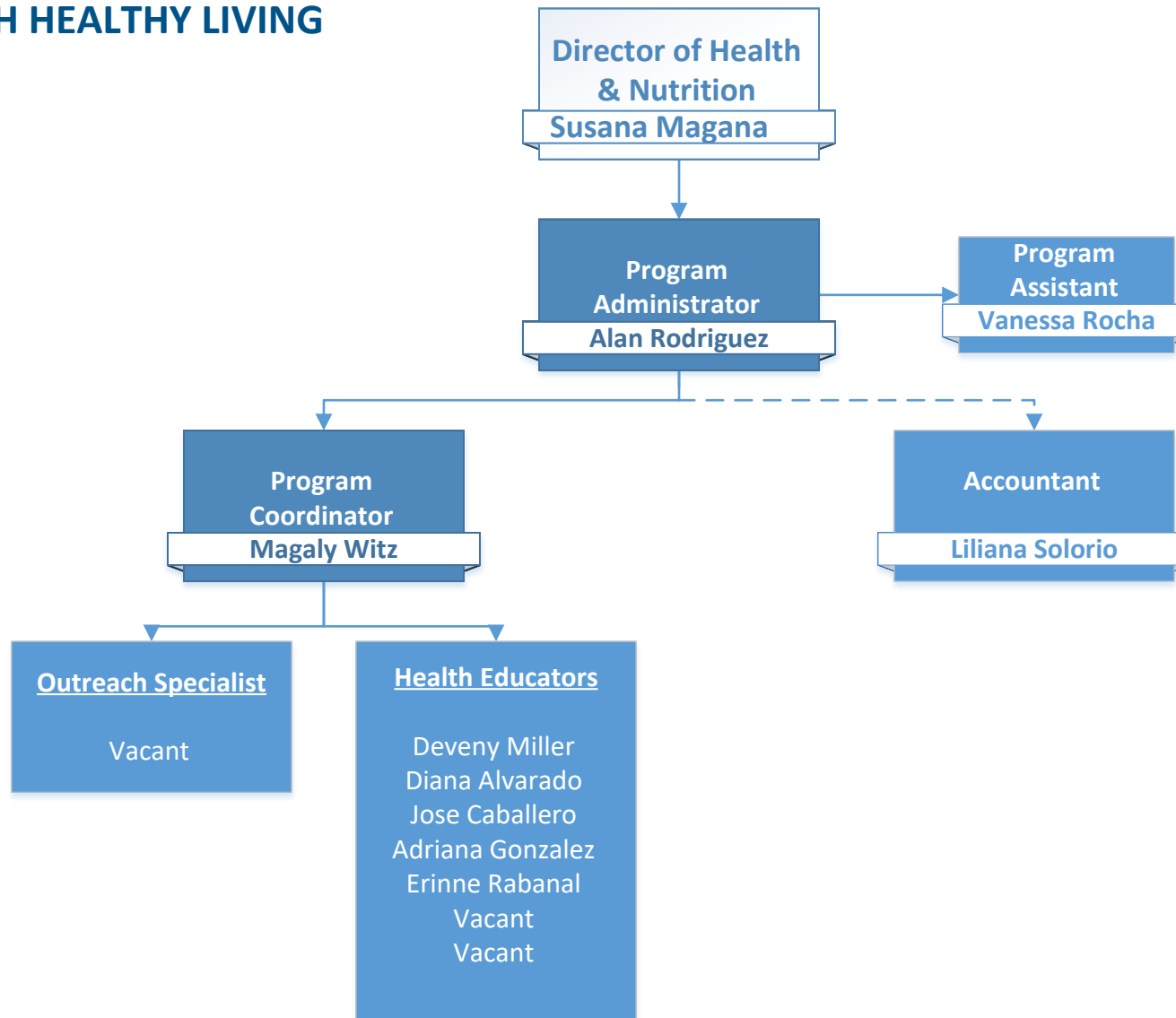
Recommendation:

Staff recommend the Personnel Committee approve the above-mentioned job description and organizational change for the CFHL program.

Attachments:

Organizational Chart
Outreach Specialist Job Description

CALFRESH HEALTHY LIVING





Outreach Specialist (CalFresh Healthy Living)

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: 08

FLSA Status: Non-Exempt

Date Approved: TBD

SUMMARY:

Under general direction of the CalFresh Healthy Living Program (CFHL) Coordinator, designs and manages creation of all CFHL physical and digital promotional materials including newsletters, social media postings, flyers, signs, mailings, resources, announcements, and other materials according to the CFHL branding Guidelines as needed. The Outreach Specialist is also in charge of planning and executing all social media communications for CFHL and planning, preparing, and attending community events, and creating outreach materials that follow the USDA Dietary Guidelines for Americans. This role also includes performing professional and administrative work in support of programmatic needs such as scheduling Direct Education classes, Organization Indirect Education Materials

SUPERVISION RECEIVED:

Receives supervision from CalFresh Healthy Living Program 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 accommodation may be made to enable individuals with disabilities to perform essential functions.

Essential Job Specific Duties:

- Under the direction of the CalFresh Healthy Living Program Coordinator, assists with the dissemination of information to agency staff, clients, and the public through a variety of communication strategies, including, but not limited to, newsletters, website, social media, advertising, and community events.
- Produces newsletters, social media content, event advertising and external communications.
- Coordinates and executes outreach projects including assessing community needs based on internal and external data reports such as PEARS, annual reports, and state and local data.
- Attend internal/external resource fairs and other community events to ensure representation of the program as needed including planning information for dissemination and coordinating with other staff and clients.
- Creates regular, engaging posts and activity for the CFHL social media accounts including resources from CDPH, CDSS and other relevant sources.
- Prepare reports and metrics to evaluate the effectiveness of outreach efforts and the progress of partnering with agencies to complete goals on the CFHL Integrated Work Plan.
- Develops and maintains the CAPK social media calendar and submits content for editorial review.



- Serves as CFHL social media expert and offers support and training to program-level staff. Coordinates and works with CAPK Outreach staff to ensure uniformity of messages and language.
- Establish and maintain effective working relationships with staff, clients, and community leaders.
- Maintains an up-to-date understanding of industry best practices in graphic design and social media marketing.
- Prepares for and Speaks to the media and public on behalf of the organization in Spanish and English if needed to support team leadership.
- Assists with planning of media and public events hosted by CFHL and other CAPK programs.
- Works collaboratively with the CAPK Staff on various video and photo projects to highlight CAPK, CFHL and partners as needed.
- Assist the CAPK Foundation with any collateral or digital needs.
- Takes on project management work as assigned by the CalFresh Healthy Living Program Coordinator or Administrator as needed.
- Attend/present at all meetings, training, events, and collaboratives as needed.

Other Job Specific Duties:

- Assists with the development of communications-related SharePoint and CFHL projects as needed.
- Improve branding of CFHL program in Kern County.
- Create and maintain a community contact list for external partners.
- Assist with CFHL referrals including coordination of services and classes.
- Organizes the CFHL program staff training and coordinates for those events when needed.
- Manages projects and strategic efforts in support of the CFHL team.
- Prepares, and loads equipment needed for outreach events as needed.
- Work alternative hours as required, including nights and weekends.
- Network-wide travel as needed.
- Performs related duties as required.

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:

- Professional level graphic design
- Fundamentals of good grammar, spelling, and punctuation.
- Social Media platforms and marketing (Facebook, Twitter, Instagram, LinkedIn, etc.).
- Social media best policies and practices.
- Written, digital and photo editing.
- Creative design, print publication, advertising, and commercial print processing.
- Digital content creation software including Adobe Creative Suite, Canva, FinalCutPro, Photoshop and others.
- Photograph and videography.
- Digital and communication trends.
- Microsoft Office programs, including PowerPoint, Excel, Word, and Publisher.

**Ability to:**

- Plan, develop, and present mixed media presentations.
- Write creatively and clearly for general and specialized audiences.
- Meet schedules and timelines.
- Work with diverse community population including low-income, people of color, and other marginalized communities.
- Work with individuals from diverse backgrounds.
- Communicate effectively, verbally and in writing.
- Prepares, and loads equipment needed for outreach events as needed.
- Establish professional working relationships with staff and agencies.
- Create and execute strategic plans for communications campaigns.
- Develop short, medium, and long-term plans for events, publications, social media and other communications products.
- Conduct media interviews and maintain professional standards of media relations.
- Work independently with little direction.
- Work with accuracy and attention to detail.
- Plan, organize, and allocate resources.

EDUCATION AND EXPERIENCE:

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

- Bachelor's degree in marketing, communications, journalism, or related field preferred.
- A minimum of two (2) years of experience in outreach, communications, and/or marketing.
- Expertise in graphic design and social media management required.
- An equivalent combination of education and/or experience that provides the capabilities to perform the job's duties may be accepted.

OTHER REQUIREMENTS:

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

WORK ENVIRONMENT:

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

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

ESSENTIAL PHYSICAL DEMANDS:

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

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

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



MEMORANDUM

To: Personnel Committee

From: Kelly Lowery, Food Bank Administrator

Date: August 2, 2023

Subject: *Agenda Item 4(e)*: Proposal for Additional Food Bank Staff – **Action Item**

As we near the completion of the Food Bank expansion, Food Bank leadership recognizes that the staffing needs of the program have changed. Earlier this year, we changed the pantry program to a hybrid online approach. As a result of this enhancement, we were faced with an administrative staff surplus. However, we anticipated a need for additional support in the operations and agency relations departments. Therefore, we re-directed two administrative staff to positions in these departments resulting in a no-net increase in the overall staff number.

Summary of Proposed Changes

Now, with three times the capacity, we are looking at ways to expand services. The main element needed to unlock the potential growth is additional drivers who can both pick up donated loads as well as deliver food to every community in Kern County. Our current Warehouse Specialist positions are split between driving and conducting warehouse operations such as building orders, moving pallets around the warehouse, etc. Therefore, we are proposing the addition of three warehouse technicians to conduct warehouse operations that would free our drivers to take additional routes for pick-up and deliveries.

Through our employment development volunteer programs, we retain volunteers often for months at a time. Many of these volunteers gain experience diligently working with us in the warehouse before moving on to other employment. The Food Bank is proposing hiring some of these volunteers as warehouse technicians. This would enable us to fill a need with individuals who already understand our process and are capable of the work. These individuals would fulfill most of the internal warehouse needs allowing us to expand services by adding routes for our current warehouse specialists.

In addition to the three warehouse technicians, we are requesting the addition of another warehouse coordinator. Currently, we have one warehouse coordinator. The Operations Department needs additional support due to the expansion of the pantry program, bringing the CSFP program in-house, growing the Farmers Market Program to ten (10) sites, and several other projects and plans still unfolding such as the home delivery program.

Position Title	Proposed Changes
Warehouse Coordinator	Adding one (1) position for a total of two (2) coordinators
Warehouse Technicians	New: Creating three (3) new positions for a total of three (3) technicians

Fiscal Impact and Timeframe

For the warehouse coordinator position, Finance has determined that the additional position would be supported by the current budget as there is currently a vacant position (pantry technician) that is no longer needed. There is a slight difference in the pay grade of the vacant position and the warehouse coordinator position; however, Finance has determined that it is a minimal difference that will be covered by the currently available budget.

For the three warehouse technician positions, the funding would come from proceeds from the Drought Food Assistance Program (DFAP). The positions would be part-time, 29 hours per week. The DFAP would provide enough funding for the creation of three warehouse technicians for 12 months.

The need for the warehouse technicians will become urgently necessary as our current volunteers' hours are set to be completed within a month.

The need for an additional warehouse coordinator is currently critical as operations are strained from the daily construction challenges and projects needed for completion, the expansion of services, and the maintenance of current services.

Strategic Plan Impact

As part of the 2021-25 Strategic Plan, specifically under Goal 1: *Increased access to healthy affordable food to support the health of the communities we serve*. These changes would allow us to create additional access points across the County.

As part of the 2021-25 Strategic Plan, specifically under Goal 4: *CAPK seeks to be an employer of choice and attract and retain a high-quality workforce to achieve the organization's desired results*. The proposed changes will allow the Food Bank to operate efficiently by giving job opportunities to individuals trained on-site. Additionally, we can retain current staff and promote longevity through balanced, efficient operations.

Recommendation:

Staff recommends the Personnel Committee approve the new Warehouse Technician position and the addition of an additional Warehouse Coordinator position to the organizational structure.

Attachments:

Food Bank Warehouse Technician Job Description
Food Bank Organizational Chart



Warehouse Technician (Food Bank)

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 03

FLSA Status: Non-Exempt

Date Approved: TBD

SUMMARY:

Under the direction of the Warehouse Coordinator, the Warehouse Technician is responsible for conducting and maintaining inventory control for the Food Bank. Ensures that food is properly stored and monitors the quality and freshness of goods. Works collaboratively with the Warehouse Coordinator to monitor the maintenance and operation of the refrigerator/freezer, forklift, vehicles, and other equipment.

SUPERVISION RECEIVED:

Receives supervision from the Warehouse 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.

Essential Job Specific Duties:

- Accept deliveries, verify the accuracy of deliveries, and verify completed documentation.
- Accurately identify products for storage and distribution.
- Rotate food storage, ensuring a first in first out system.
- Record transfer of food to different programs.
- Ensure accurate warehouse releases in a timely manner for pick-up and delivery and for the documentation of any changes made to the warehouse release.
- Conduct and maintain inventory control, ensuring checks and balances are in place.
- Load and off-load products with the use of a forklift.
- Receive and follow work assignments as given by Warehouse Coordinator and as written on the assignment board.
- Responsible for documenting accurate weights for products that are off-loaded.
- When necessary, assist with maintaining the warehouse in a clean and safe condition.
- Use Warehouse Management System (WMS) for documentation and traceability.
- Use personal protective equipment (PPE), as necessary, for health and safety precautions.
- Always wear appropriate warehouse attire.

Other Job-Specific Duties:

- Maintain a safe and functional work environment.
- Work alternative hours as required, including nights and weekends.
- Attend and participate in staff meetings and training programs.
- Perform any other like duties as assigned.

**MINIMUM QUALIFICATIONS:**

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

Knowledge of:

- Agency policies and procedures.
- Applicable federal, state, and local laws, codes, and regulations.
- Departmental policies and procedures.

Ability to:

- Relate to volunteers, other employees and agency partners.
- Maintain equipment.
- Complete reports as needed.
- Work cooperatively with staff to carry out program goals and objectives.

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.
- Must have forklift experience.

OTHER REQUIREMENTS:

- Bilingual language fluency (Spanish/English) desirable.
- Must be fingerprinted and pass the pre-employment background check.
- Successful completion of physical, substance abuse screening, TB, and all required vaccinations.

WORK ENVIRONMENT:

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

- Work is primarily performed indoors.
- Noise level is quiet to moderate ~~ly quiet~~.
- Hazards are minimal.

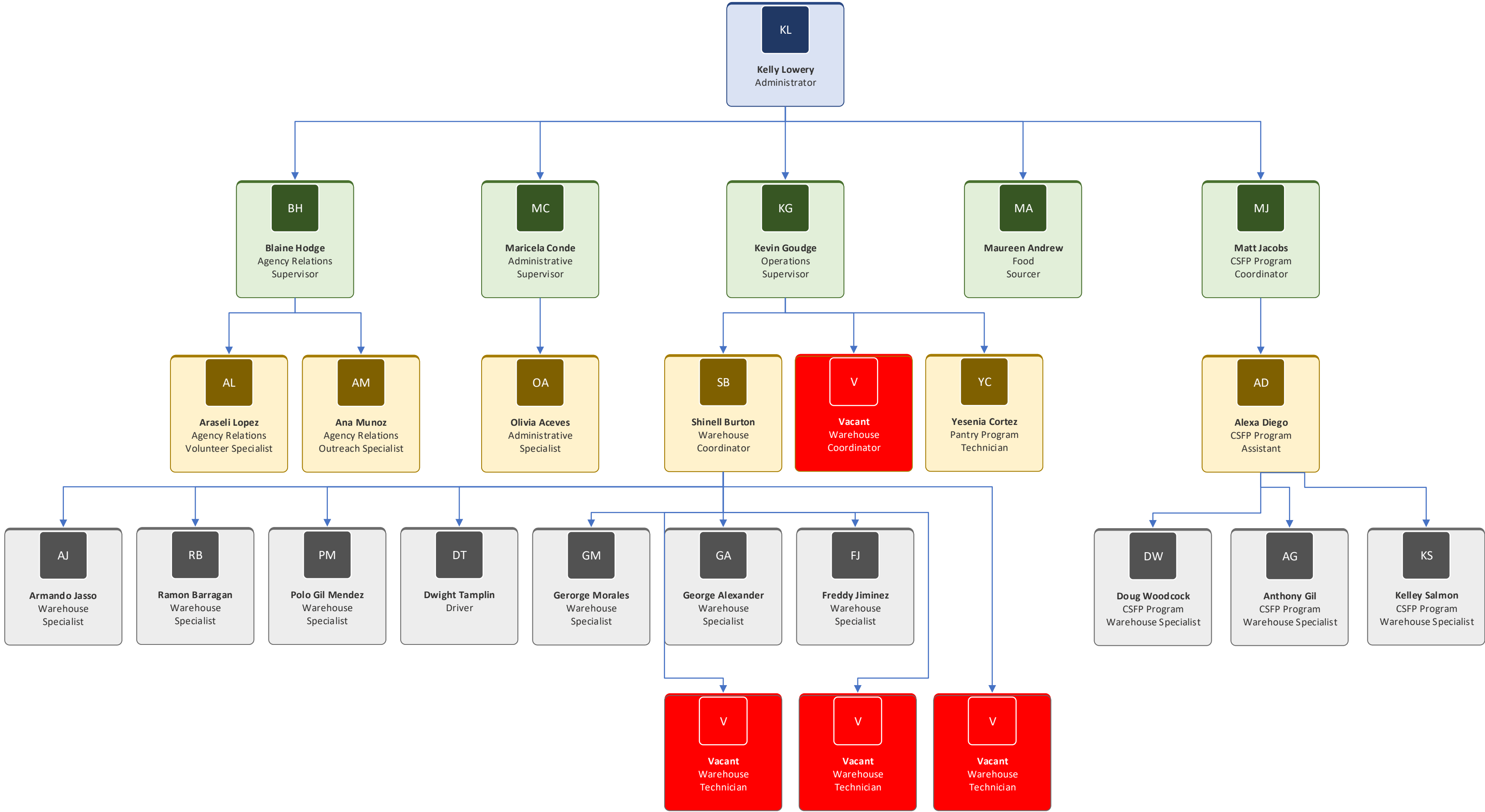
ESSENTIAL PHYSICAL DEMANDS:

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 Warehouse Technician (Food Bank)				
Activity	Hours Per Day	NEVER 0 HOURS	OCCASIONALLY UP TO 4 HOURS	FREQUENTLY 4-8 HOURS
Sitting				X
Walking				X
Standing				X
Bending (neck)				X
Bending (waist)				X
Squatting			X	

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

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





MEMORANDUM

To: Personnel Committee

A handwritten signature in blue ink, appearing to read 'Rebecca Moreno'.

From: Rebecca Moreno, Director of Housing & Supportive Services

Date: August 2, 2023

Subject: *Agenda Item 4(f)*: Updated Housing & Supportive Services Job Descriptions
- **Action Item**

The M Street Navigation Center is requesting approval of the updated job descriptions to the Homeless Services Lead Transport Driver, Homeless Services Volunteer Coordinator, and the Homeless Services Program Coordinator.

Summary of Proposed Changes

After operating the low barrier navigation center for over three years, and with the addition of the Safe Camping/Parking projects, we have identified the need to include additional responsibilities and requirements. The updated job descriptions were approved by Human Resources (HR) and were pointed at a grade 8 (previously a grade 6) in the compensation schedule for the Homeless Services Program Coordinator and Homeless Services Volunteer Coordinator. The updated job description for the Transport Driver was approved by Human Resources and was pointed at a grade 3 (previously a grade 1) and renamed to Lead Transport Driver.

Position Title	Proposed Changes	Current Grade	New Grade
Homeless Services Volunteer Coordinator	Grade Change	6 Min: \$18.10 Mid: \$21.31 Max: \$24.50	8 Min: \$21.09 Mid: \$26.34 Max: \$31.61
Homeless Services Program Coordinator	Grade Change	6 Min: \$18.10 Mid: \$21.31 Max: \$24.50	8 Min: \$21.09 Mid: \$26.34 Max: \$31.61
Lead Transport Driver	Grade and Title Change	1 Min: \$15.50 Mid: \$15.50 Max: \$17.05	3 Min: \$15.50 Mid: \$17.15 Max: \$19.74

Fiscal Impact and Timeframe

The M Street leadership team has been working with HR, Finance, and the County's CAO's office to promote staff retention and ensure that the great work the M Street

Navigation staff have done continues. A proposed Personnel Budget with the reclassifications was sent to the CAO's office for approval. The proposed changes would increase the annual staffing budget of \$1,098,925 to \$1,196,659, which includes an annual merit increase of 3% and the projected COLA increase of 5.6%, for a total increase of \$97,734.00.

Strategic Plan Impact

This agreement aligns with CAPK's enduring mission to address critical needs in the community and Strategic Goal #4, Objective 4.2 to increase employee engagement, morale, and retention.

Recommendation:

Staff recommends that the Personnel Committee approve the Homeless Services Program Coordinator, Homeless Services Volunteer Coordinator, and Homeless Services Lead Transport Driver updated job descriptions.

Attachment:

Homeless Services Lead Transport Driver Job Description

Homeless Services Program Coordinator Job Description

Homeless Services Volunteer Coordinator Job Description



Homeless Services Lead Transport Driver

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 03

FLSA Status: Non-Exempt

Date Approved: TBD

SUMMARY:

Under the direction of the Homeless Services Program Administrator, safely operates shelter vehicle to transport homeless resident passengers and their belongings to various appointments during established transport hours. Develops and covers established routes, follows schedules, maintains orderliness, ensures passenger safety, and helps passengers in and out of the vehicle. Responsible for keeping records of passenger drop-off and pick-up and established routes. Keeps the vehicle in clean and good working condition and follows established transport procedures and policies.

SUPERVISION RECEIVED:

Homeless Services Program Administrator

SUPERVISION EXERCISED:

None

DUTIES AND RESPONSIBILITIES:

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

Essential Job Specific Duties:

- Responsible for establishing transport routes and schedules.
- Performs primary vehicle operational maintenance.
- Maintains orderliness and ensures passenger safety at pick-up and drop-off.
- Schedules regular operating maintenance, safety, and inspections.
- Data collection and reporting of transport activities in a timely manner.
- Monitors related and/or assigned reports to ensure all mandatory requirements are met.
- Works in collaboration with staff, providers, volunteers, and clients to implement transport strategies, techniques, and/or recommendations.
- Responsible for requisitioning appropriate supplies and materials for the vehicle transport program.
- Ensures records, files, daily logs, trip plans, gas receipts, and service delivery statistics are maintained in an accurate and timely manner.
- Ensures ongoing and consistent communication with the M Street leadership team.
- Work collaboratively with food prep staff, custodial staff, shelter staff, internal and external stakeholders.

Other Job Specific Duties:

- Works alternative hours as required, including nights, weekends, and holidays.
- Prepares, conducts, and attends all meetings, trainings, and conferences, as assigned.
- Maintains a safe and functional work environment.



- Is proactive, in cooperation with other divisions and Agency staff, partners, vendors, volunteers, and clients in achieving the transport program goals.
- Performs other tasks as assigned to ensure efficient operation of the comprehensive, integrated transport program.

MINIMUM QUALIFICATIONS:

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

Knowledge of:

- Correspondence and report writing practices and procedures.
- Current problems of the homeless and socially and economically challenged families.
- Modern office practices, methods, procedures, and equipment, including computers.
- Word processing, spreadsheet, database, and related software applications.
- Essential driver safety techniques.
- Navigation applications and proficiency in navigation skills.

Ability to:

- Demonstrate good interpersonal skills.
- Work independently
- Demonstrate time management and organizational skills.
- Verbally deescalate clients who are at risk for aggression.
- Work collaboratively as a productive team member.
- Communicate effectively, verbally and in writing.
- Work with conceptual matters.
- Plan, organize, and allocate resources.
- Effectively present housing program services to the public.
- Establish professional working relationships with staff, vendors, partners, and volunteers.
- Reasonably obtain knowledge of applicable federal, state, and local laws, codes, and regulations.
- Reasonably obtain knowledge of Agency and departmental policies and procedures.

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.
- At least two (2) years of passenger driver experience.
- Knowledge of and/or experience working with the homeless and/or economically challenged.

OTHER REQUIREMENTS:

- Bilingual language fluency (English/Spanish) desired.
- Possession of a valid California Driver's license, current automobile insurance, and acceptable driving record substantiated by a DMV printout.
- Successful completion of live scan, physical, substance abuse screening, TB, and all required vaccinations.



- Must have reliable transportation during work hours.
- Must be able to obtain applicable certifications/licensing relating to homeless programming, as appropriate.
- CPR and Narcan training within 90 days of employment.

WORK ENVIRONMENT:

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

- Work is primarily performed indoors/outdoors.
- Noise level is moderate.
- Hazards are relevant to work environment.

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

	LIFTING			CARRYING		
	NEVER 0 HOURS	OCCASIONALLY UP TO 4 HOURS	FREQUENTLY 4-8 HOURS	NEVER 0 HOURS	OCCASIONALLY UP TO 4 HOURS	FREQUENTLY 4-8 HOURS
0-10 lbs			X			X



11-25 lbs		x			x	
26-50 lbs		x			x	
51-75 lbs	x			x		
76-100 lbs	x			x		
100+ lbs	x			x		

DRAFT



Homeless Services Program Coordinator

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 08

FLSA Status: Non-Exempt

Date Approved: TBD

SUMMARY:

Under the direction of the Homeless Services Program Administrator, the Program Coordinator provides a wide variety of administrative and clerical duties. Assists with budgets, prepares reports, conducts inventories, and assists with organization and implementation of special projects. The Program Coordinator will support the Homeless Services Program Administrator with conducting a wide variety of high-level external and internal business requiring specialized expertise in business administration, information systems, and personnel management. This includes the application and interpretation of relative federal, state, and local laws. Interacts with and supports the homeless shelter staff, partners, volunteers, and clients.

SUPERVISION RECEIVED:

Homeless Services Program Administrator

SUPERVISION EXERCISED:

None

DUTIES AND RESPONSIBILITIES:

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

Essential Job Specific Duties:

- Maintain program records and files.
- Acquire and apply knowledge of program guidelines and policies.
- Furnish general information to the public.
- Provide clerical and secretarial assistance to the Homeless Services Program Administrator.
- Communicate information, advice, and instructions as an agent for assigned administrator.
- Prioritize workflow, including handling routine matters such as business mail, faxing, and photocopying.
- Perform internal tracking of various budget line items and expenditures.
- Order, monitor, and maintain department stock, including office supplies and other materials.
- Efficient planning, organizing, and scheduling of work priorities.
- Support and assist shelter partners with various shelter needs.
- Work in collaboration with the Homeless Services Volunteer Coordinator.
- Ensures ongoing communication with M Street leadership and the CAPK Communications Team.
- Work in collaboration with shelter staff, providers, volunteers, law enforcement, code enforcement, and county officials to implement strategies, techniques, and/or recommendations.

Other Job Specific Duties:

- Work with Homeless Services team to identify program needs.
- Attend all meetings, trainings, and conferences as assigned.
- Maintain a safe and functional work environment.
- Work alternative hours, including nights and weekends.
- Performs other duties as assigned.

MINIMUM QUALIFICATIONS:

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

Knowledge of:

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

Ability to:

- Deal with conceptual matters.
- Multi-task in a fast paced, high energy work environment.
- Demonstrate strong leadership skills and work ethic.
- Verbally deescalate clients who are at risk for aggression.
- Plan, organize, and allocate resources.
- Communicate effectively, verbally and in writing.
- Demonstrate good interpersonal skills.
- Attend evening and weekend meetings as necessary.
- Effectively present Homeless Shelter program information to the public.
- Establish professional working relationships with staff, agencies, and parents.

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 working with vulnerable populations.
- Three (3) years of clerical experience preferred.

OTHER REQUIREMENTS:

- Possession of a valid California driver's license and state automobile insurance with an acceptable driving record, substantiated by a DMV printout.
- Successful completion of live scan, physical, substance abuse screening, TB, and all required vaccinations.
- Must be able to obtain Agency wide certification, including, but not limited to, CPR and ServSafe certification.
- Bilingual language fluency (English/Spanish) desirable.

WORK ENVIRONMENT:

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

- Work is primarily performed indoors/outdoors.
- Noise level is moderate.
- Hazards are relevant to the work environment.

ESSENTIAL PHYSICAL DEMANDS:

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

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

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



Homeless Services Volunteer Coordinator

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 08

FLSA Status: Non-Exempt

Date Approved: TBD

SUMMARY:

Under the direction of the Homeless Services Program Administrator, the Volunteer Coordinator is responsible for sourcing and recruiting volunteers, internal and external clients, and community members. The Volunteer Coordinator will oversee the Homeless Services Volunteer Program, data collection of availabilities and skills, and record volunteer hours served. This position also solicits food and clothing donations from the community at large.

SUPERVISION RECEIVED:

Homeless Services Program Administrator

SUPERVISION EXERCISED:

None

DUTIES AND RESPONSIBILITIES:

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

Essential Job Specific Duties:

- Develops and implements the Homeless Services Volunteer Program.
- Allocate responsibilities, supervise performance, and manage retention of volunteers.
- Disseminates information for upcoming needs and events.
- Keeps detailed records of volunteer information and assignments.
- Keeps detailed records of food, hygiene supplies, and clothing donations.
- Motivates and inspires community members to participate in the Homeless Services Volunteer Program and donate to the M Street Navigation Center.
- Oversight of volunteer teams for holidays and special events, as necessary.
- Must be able to work alternative schedules such as nights, weekends, and holidays.
- Provides leadership in the M Street Café by establishing and maintaining safety standards.
- Responsible for training and mentoring all volunteers.
- Ensures ongoing communication with M Street leadership and the CAPK Communications Team.
- Work in collaboration with shelter staff, providers, volunteers, law enforcement, code enforcement, and county officials to implement strategies, techniques, and/or recommendations.
- Aid and support food prep staff, custodial staff, shelter staff, and internal and external stakeholders.

Other Job Specific Duties:



- Works with Homeless Services Food Prep staff to identify food needs.
- Works with the Homeless Services Operations and Program Services supervisors to identify client clothing and hygiene needs.
- Works with Homeless Services Food Prep staff to receive, inspect, and confirm the quantity and quality of food donations delivered.
- Attends and participates in in-service training programs, staff meetings, and safety meetings.
- Performs other duties as assigned.

MINIMUM QUALIFICATIONS:

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

Knowledge of:

- Agency policies and procedures.
- Applicable federal, state, and local laws, codes, and regulations.
- Organizational practices.
- Data collection and reporting.
- Windows based computers and working knowledge of Excel, PowerPoint, Microsoft Word, and Outlook.
- Organizational skills and working knowledge of databases.

Ability To:

- Multi-task in a fast paced, high energy work hectic environment.
- Demonstrate strong leadership skills and work ethic.
- Verbally deescalate clients who are at risk for aggression.
- Work with a diverse population.
- Work independently and in a team environment.
- Analyze problems and identify alternative solutions.
- Plan, organize, and allocate resources.
- Develop and arrange appropriate volunteer orientation and training.
- Prepare daily volunteer schedules for activities and follow up with volunteers and groups.
- Prepare clear and concise reports.
- Exercise sound, independent judgement within general policy guidelines.
- Operate and use modern office equipment, including a multi-line phone system.
- Effectively prioritize assigned work.
- Establish and maintain effective working relationships with other people.
- Communicate the mission of the Homeless Shelter, the need for food/clothing donations, and the need for volunteer assistance to a variety of local organizations and high schools.
- Coordinate and lead a team.

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 supervision in a volunteer or operations program.
- Experience volunteering locally.
- Experience recruiting through various channels.

OTHER REQUIREMENTS:

- Possession of a valid California driver's license and state automobile insurance with an acceptable driving record, substantiated by a DMV printout.
- Successful completion of live scan, physical, substance abuse screening, TB, and all required vaccinations.
- Must be able to obtain Agency-wide certification, including but not limited, to CPR and ServSafe certification.
- Bilingual language fluency (English/Spanish) desirable.

WORK ENVIRONMENT:

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

- Work is primarily performed indoors/outdoors.
- Noise level is moderate.
- Hazards are relevant to the work environment.

ESSENTIAL PHYSICAL DEMANDS:

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

POSITION TITLE Homeless Services Volunteer Coordinator				
Activity	Hours Per Day	NEVER 0 HOURS	OCCASIONALLY UP TO 4 HOURS	FREQUENTLY 4-8 HOURS
Sitting			X	
Walking				X
Standing				X
Bending (neck)				X
Bending (waist)				X
Squatting			X	
Climbing			X	
Kneeling			X	
Crawling		X		
Twisting (neck)				X
Twisting (waist)				X
Is repetitive use of hand required?				X
Simple Grasping (right hand)				X
Simple Grasping (left hand)				X
Power Grasping (right hand)			X	
Power Grasping (left hand)			X	




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

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



MEMORANDUM

To: Personnel Committee

From: Jerry Meade, Assistant Director of Head Start, Program


Date: August 2, 2023

Subject: *Agenda Item 4(g)*: Head Start Retention and Recruitment Incentive Proposal – **Informational Item**

The Office of Head Start announced in late 2022 that grant recipients will be subject to being placed on an Under Enrollment Plans of Action (POA) for chronic under enrollment. Under-enrollment is defined as not being at 100% enrollment for three consecutive months. The Head Start and State Child Development Division has recognized that the receipt of an Under Enrollment POA is eminent. With this pending POA, program staff have drafted an action plan to support reaching full enrollment.

The staffing challenges of the past year are one of the primary causes of under-enrollment. It is important to note that we do not have a hiring problem - we have a retention and recruitment problem. Recovering from the effects of the pandemic, as well as the increased costs for our benefit plan, the Head Start program faced increased levels of challenges and stressors as it relates to the retention of existing employees and the recruitment of new employees.

The first part of the action plan is to address staffing challenges. To reduce high employee turnover rates, decrease staff vacancies, and lengthen employees' service time with CAPK's Head Start program, staff developed the attached temporary Retention and Recruitment Incentive Policy.

As such, Program is proposing to implement an incentive plan that will apply to all Head Start employees as identified in the HS Budget detail, including full-time and part-time hires. This incentive mirrors the CAPK Retention Policy approved in 2022. Employees on active status on Date of Approval from the Board of Directors on August 30, 2023, and retained through November 27, 2023, will receive this incentive (Paid December 15, 2023). An incentive of \$2,500.00 will be paid to all eligible Head Start employees on the pay date in which the respective December 15, 2023, pay period is processed.

The incentive will be processed through Payroll and will be considered taxable wages. Incentives will be expensed to the Head Start program as this program receives the benefit of the retained employee. In partnership with the Finance Division, staff have identified savings in the current year Base funding and may also support this incentive in part with carry-over fund funding once approved by the Office of Head Start. At this

point in time, the estimated number of employees eligible for this incentive is approximately 600 employees, which equates to \$1.5 million in incentives for Head Start employees. As staff continue to work with Finance and HR, a final Head Start Retention and Recruitment Incentive Policy will be presented to the Board of Directors on August 30, 2023 and include the budget detail expected for this incentive.

Strategic Plan and Development

As part of the 2021-25 Strategic Plan, specifically under Goal 4: *CAPK seeks to be an employer of choice and attract and retain a high-quality workforce to achieve the organization's desired results*, this proposal supports staff development, growth, and retention by creating a pathway for current staff or new recruits to be placed in a supervisory position that will increase their knowledge base and provide experience in order to have the ability to promote within the organization.