



DATE March 5, 2025
TIME 12:00 PM
LOCATION CAPK Administrative Office
Board Room
1300 18th Street, 3rd Floor
Bakersfield, CA 93301

Personnel Committee Agenda

1. Call to Order

2. Roll Call

Denise Boshers (Chair)	Guadalupe Perez
Jonathan Mullings	Lily Pimentel-Stratton

3. Public Forum

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

4. New Business

- | | |
|---|--|
| a. New Position: Safety Manager - Action Item (p. 2-6) | Lisa McGranahan, Chief Human Resources Officer |
| b. Human Resources Analytical Information CY 2024 - Info. Item (p.7-8) | Lisa McGranahan, Chief Human Resources Officer |
| c. Finalization of CAPK Job Descriptions as Related to the CVAF Merger – Info Item (p. 9-22) | Lisa McGranahan, Chief Human Resources Officer |
| d. Additional Accounting Technician: MCAP – Action Item (p. 23-27) | Tracy Webster, Chief Financial Officer |
| e. Head Start Personnel Update – Info Item (p. 28-29) | Robert Espinosa, Program Design and Management Administrator |

5. Committee Member Comments

6. Next Scheduled Meeting

Personnel Committee
12:00 pm
April 2, 2025
1300 18th Street, 3rd Floor
Bakersfield, CA 93301

7. Adjournment

This is to certify that this Agenda Notice was posted in the lobby of the CAPK Administrative Office at 1300 18th Street, Bakersfield, CA 93301, and online at www.capk.org by 12:00 pm, February 28, 2025, by Amy Tapia, Administrative Coordinator.



MEMORANDUM

To: Personnel Committee

A handwritten signature in blue ink, appearing to read 'Lisa McGranahan', is written over the 'To:' line.

From: Lisa McGranahan, Chief Human Resource Officer

Date: March 5, 2025

Subject: *Agenda Item 4(a)*: New Position - Safety Manager – **Action Item**

As workplace safety continues to be a top priority, especially given the diverse operations within CAPK, it is crucial that we enhance our safety protocols and management systems to mitigate potential risks. To support these efforts, we are proposing the creation of a dedicated Safety Manager position which will play a key role in developing and overseeing safety management programs, ensuring compliance with health and safety regulations, and maintaining a secure work environment for all employees.

After thoughtful collaboration between Operations, Human Resources, and CAPK leadership, it was determined that this position should reside within the Human Resources department. This alignment reflects our commitment to fostering a workplace culture that values both employee respect and accountability. The integration of the Safety Manager role within Human Resources ensures that safety remains a key component of our overall organizational goals.

In addition, the existing resources available within the Human Resources team will provide the necessary support for this role, ensuring that the Safety Manager has the tools and capacity to drive the ongoing culture shift toward a more safety-conscious workforce. By aligning our resources and expertise, we will be better positioned to address safety challenges, ensure compliance, and continuously improve our work environment. This partnership is crucial in driving a shift toward a more proactive workforce at CAPK.

Fiscal Impact:

This position is included in the March 1, 2025 fiscal year budget, approved on February 26, 2025.

Recommendation:

Staff recommend the Personnel Committee approve the addition of this position to the Human Resources Division, including the attached job description, and recommend approval by the full Board at the March 26, 2025 meeting.

Attachment:

Safety Manager Job Description



Safety Manager

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

Salary Range: Grade 12
Minimum: \$35.58
Midpoint: \$44.47
Maximum: \$53.37

FLSA Status: Exempt

Date Approved: TBD

SUMMARY:

Under the direct supervision of the Chief Human Resource Officer (CHRO), the Safety Manager will assist in coordinating and performing functions of CAPK's safety program, including occupational safety and health programs, Head Start Health & Safety.

SUPERVISION RECEIVED:

Receives direct supervision from Chief Human Resource Officer.

SUPERVISION EXERCISED:

None

DUTIES AND RESPONSIBILITIES:

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

Essential Job-Specific Duties:

- Assists in developing, implementing, and administering effective safety standards and programs for CAPK employees.
- Assists agency in establishing loss prevention programs, procedures, and in completing safety investigations and audits; works with employees in the field to identify unsafe working conditions or practices and recommends solutions to continuously improve the safety of CAPK.
- Reviews and evaluates injury reports; analyzes loss and accident reports to identify potential hazards; coordinates with departments to identify employee safety exposure and coordinates with Operations to identify and resolve necessary loss prevention measures.
- Monitors and assists in the development of modified work assignments to facilitate the return to work of injured employees and conducts Interactive Process Meetings.
- Performs ergonomic assessments and provides recommendations for correction and improvement.
- Assists in coordinating the CAPK's safety program; may participate in the Operational Risk Management Committee and may prepare agendas, reports and maintain minutes.
- Assists with coordinating safety training related to mitigating losses and assists divisions/departments with maintaining annual training calendars as needed.
- Researches, prepares statistics, and provides analysis and recommendations related to employee safety programs.
- Ensures safety program is following Cal-OSHA mandates and updates written Cal OSHA Programs as needed.



- Participates in tracking safety initiatives or programs such as Injury and Illness Prevention Program, Safety Training, and Safety Data Sheets (SDS).
- Assists in reviewing contracts, agreements, and insurance policies to determine applicable coverage.
- Assists with gathering data for preparation of insurance applications and assists with annual insurance policy renewals.

Other Job-Specific Duties:

- Conducts and attends meetings, training, and professional growth activities, as required.
- Works alternative hours as required, including nights and weekends.
- Performs any other like duties as assigned.

MINIMUM QUALIFICATIONS:

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

Knowledge of:

- Safety regulations and practices involved in operations and safety laws regarding the public sector.
- Administrative practices and procedures involved in insurance and risk management programs, claims investigations, and processing.
- Principles and practices of various insurance policies.
- Basic medical terminology related to safety and risk policies and practices.
- Pertinent federal, state, and local laws, codes, and regulations.
- Principles and practices of record keeping.
- Principles of effective presentation and public speaking.
- Customer service and public relations methods and techniques.
- Office procedures, methods, and equipment, including computers and applicable software.
- Agency policies and procedures.

Ability to:

- Understand, interpret, and explain the application of policies, procedures, and requirements pertaining to assigned areas of responsibility.
- Interpret and explain CAPK's workers' compensation policies and procedures.
- Implement and administer safety programs and safety-related training activities.
- Analyze problems, evaluate alternatives, and make sound, appropriate recommendations.
- Establish, foster, and maintain effective working relationships with internal and external stakeholders.
- Gather, research, analyze, organize, and disseminate data.
- Exercise sound independent judgment and initiative within established guidelines.
- Plan and organize work to meet changing priorities and deadlines.
- Prepare clear, concise, and accurate analytical reports, correspondence, and other written materials.
- Effectively present to large groups of individuals.
- Exercise tact and diplomacy in dealing with sensitive, complex, and confidential personnel issues and employee situations.



- Operate a computer using relevant word processing and spreadsheet software.
- Communicate effectively, verbally and in writing.
- Supervise employees effectively to achieve professional and organizational goals.
- Work collaboratively

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
- Four (4) years demonstrated experience in safety and/or building maintenance/construction.
- Bilingual language fluency (English/Spanish) preferred but not required.

OTHER REQUIREMENTS:

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

WORK ENVIRONMENT:

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

- Work is performed indoors and outdoors.
- Noise level is quiet to moderate.
- Hazards are minimal.

ESSENTIAL PHYSICAL DEMANDS:

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

POSITION TITLE		Safety Manager		
ACTIVITY	(HOURS PER DAY)	NEVER 0 HOURS	OCCASIONALLY UP TO 4 HOURS	FREQUENTLY 4-8 HOURS
Sitting				X
Walking				X
Standing				X
Bending (neck)				X
Bending (waist)				X
Squatting			X	
Climbing		X		



Kneeling		X	
Crawling	X		
Twisting (neck)			X
Twisting Waist			X
Is repetitive use of hand required?			X
Simple Grasping (right hand)			X
Simple Grasping (left hand)			X
Power Grasping (right hand)		X	
Power Grasping (left hand)		X	
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	
51-75lbs	X			X		
76-100lb	X			X		
100lbs+	X			X		



MEMORANDUM

To: Personnel Committee

From: Lisa McGranahan, Chief Human Resources Officer

Date: March 5, 2025

Subject: *Agenda Item 4(b)*: Human Resources Analytical Information CY 2024 – **Info Item**

Below is a chart showing CAPK's year-over-year turnover rates for years 2021-2024:

Year	Involuntary Rate	Voluntary Rate	Total Turnover Rate
2021	2.41%	21.78%	24.19%
2022	3.25%	20.70%	23.95%
2023	3.25%	21.56%	24.81%
2024	3.36%	11.10%	14.46%

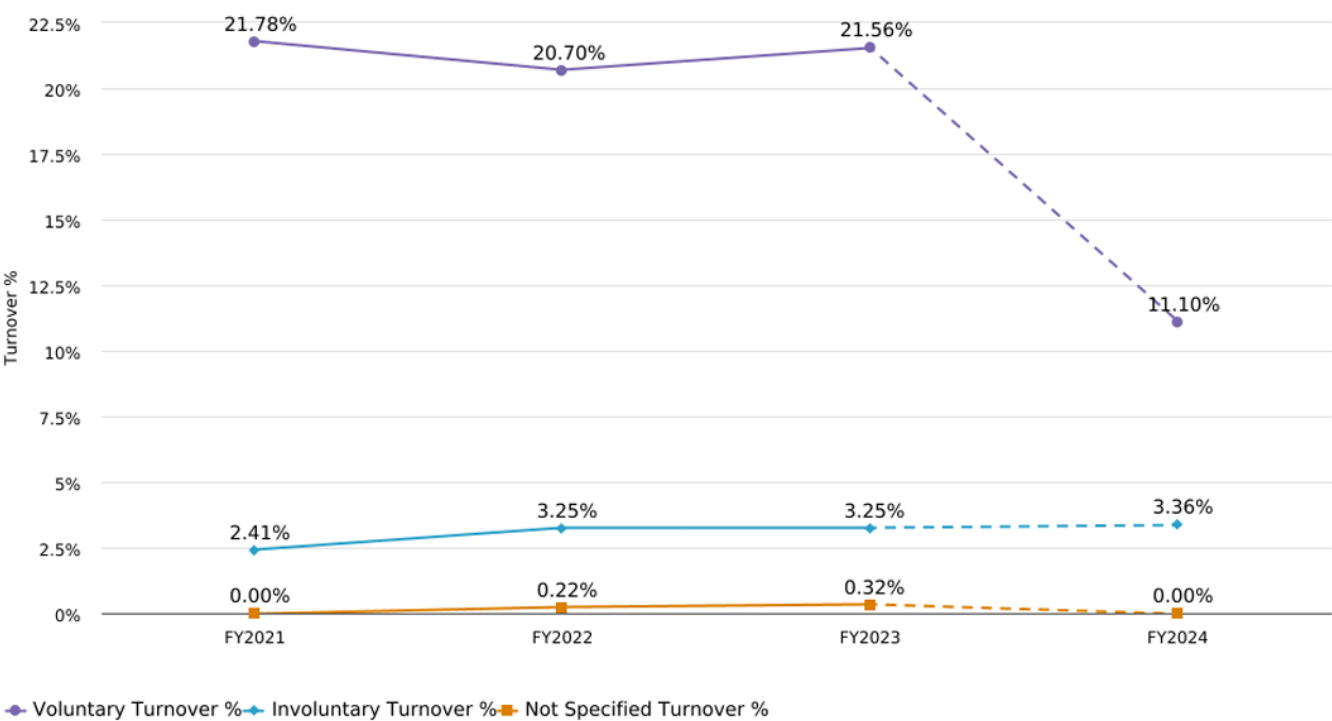
A key focus of our recent efforts has been conducting a comprehensive pay equity analysis across all CAPK departments to ensure all employees receive fair and competitive compensation. This initiative reflects our dedication to promoting fairness and addressing any potential pay disparities. This was accomplished by using our Compease tool; the purchase of which was approved by this committee and the Board alike.

In addition, we have redesigned our medical plan offerings to provide more robust coverage, competitive pricing, and better support for the diverse healthcare needs of our employees. These improvements include expanded options and benefits, ensuring our employees have access to the care they need to maintain their health and well-being.

Together, these initiatives reflect our ongoing commitment to both employee retention and recruitment. By offering enhanced benefits and equitable pay, we continue to attract top talent while creating an environment where our workforce can thrive. We believe these efforts have helped us build a stronger, more engaged team, working together toward our shared success. In summary, it is apparent that these efforts have been successful and have had the intended positive impact on our agency turnover rate.

For purposes of this targeted discussion regarding turnover, the voluntary rate for the agency in calendar year 2023 was 21.56%. However, in comparison, the agency saw a significant reduction in turnover for calendar year 2024, with a voluntary turnover rate of 11.10%. This improvement reflects a 49% decrease in turnover from the previous year.

We believe the substantial decrease in voluntary turnover directly reflects the pay and benefit improvements made over the past year(s) as evidenced in the graph below:



Successfully addressing high turnover rates requires a comprehensive approach, combining strategic Human Resources initiatives with a strong focus on cultivating a positive workplace culture. We appreciate the Committee and Board’s ongoing support of these proposed initiatives which have enabled us to make a significant reduction in voluntary turnover. Human Resources will continue to propose initiatives that support our CAPK culture and that reflect current market data.



MEMORANDUM

To: Personnel Committee

From: 
Lisa McGranahan, Chief Human Resources Officer

Date: March 5, 2025

Subject: *Agenda Item 4(c)*: Finalization of CAPK Job Descriptions as Related to the CVAF Merger –
Info Item

As initially presented at the January 8, 2025 Personnel Committee meeting, then subsequently approved at the February 26, 2025 Board meeting, wherein the CVAF merger of staff and programs were proposed and discussed, this action item serves as the finalization of the impacted CAPK job descriptions as related to this process.

These job descriptions have been carefully reviewed and updated to align with the new organizational structure and responsibilities resulting from the merger, ensuring clarity and consistency in roles moving forward. This step is crucial in supporting the seamless integration of staff and ensuring all employees are aligned with the updated expectations and duties associated with their positions. Although critical, the changes are minimal and relate only to reporting structure.

Fiscal Impact:

None

Attachments:

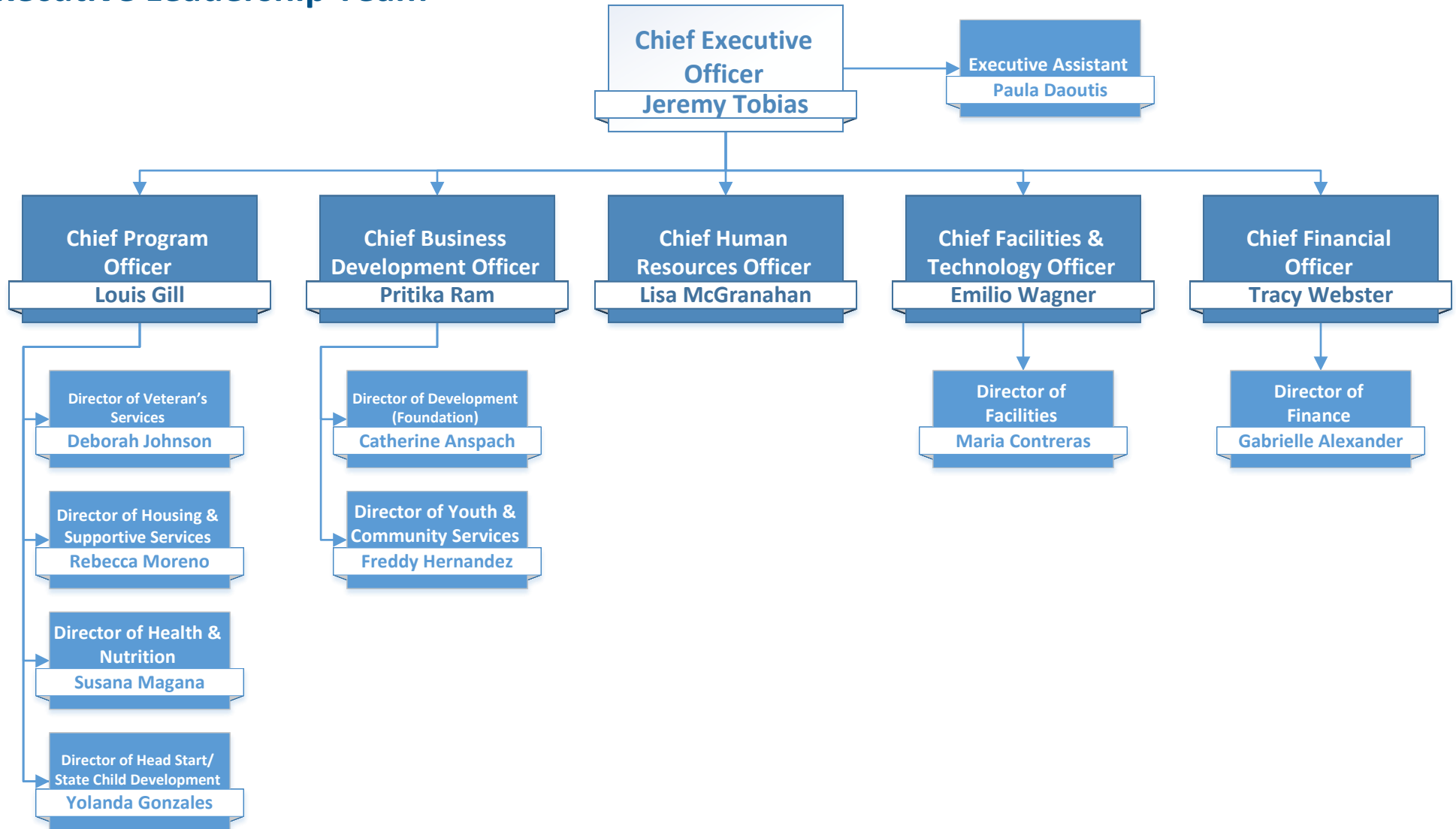
Executive Team Organization Chart 03-25

Administrative Chief Business Development Officer Job Description

Administrative Chief Program Officer Job Description

Administrative Director of Youth and Community Services Job Description

Executive Leadership Team





Chief Business Development Officer

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

Salary Range: Grade 17

FLSA Status: Exempt

Date Approved: 11/25/2024

SUMMARY:

The Chief Business Development Officer drives agency-wide initiatives, develops new service lines, and expands existing programs to enhance CAPK's impact. This position oversees and coordinates the Community Development Division, which includes the 2-1-1 Call Center, Marketing & Outreach, Grant Development, and the CAPK Foundation, ensuring alignment with agency goals and funding strategies. Additionally, this role provides oversight for the Youth and Community Services Division, which encompasses Family Resource Centers, Youth Centers, Energy Services, and Tax Assistance, ensuring high-quality service delivery and community engagement. The CBDO also leads strategic partnerships, special projects, and agency fundraising while overseeing compliance with Results Oriented Management and Accountability (ROMA), National Performance Standards, and Community Services Block Grant (CSBG) reporting.

SUPERVISION RECEIVED:

Receives supervision from Chief Executive Officer.

SUPERVISION EXERCISED:

Director of Development, Director of Youth and Community Services, 2-1-1 Program Administrator, Grant Administrator, Advocacy & Public Relations Manager, and Community Development Supervisor.

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:

- Provides direct oversight of program services, including the Youth and Community Services Division, 2-1-1 Call Center and related contracts; school-based case managing services. Direct oversight of the Youth and Community Services Division, which encompasses Family Resource Centers, Youth Centers, Energy Services, and Tax Assistance. Also includes oversight of the CAPK Foundation to support fund development and program needs.
- Co-lead efforts on universal data reporting and case management, including performance management and improvement.
- Provides leadership, project management, technical expertise, and ongoing supervision on assigned initiatives and projects.
- Takes the lead or co-lead on new projects and initiatives, develops a plan of action and corresponding timelines to ensure successful completion.
- Proactively communicates with staff, management, the Board of Directors, and other stakeholders, as appropriate, to ensure successful rollout and implementation of initiatives.
- Analyzes complex situations and gathers information in formulating plans, timelines, and proposals for assigned initiatives and projects.



- Provides written reports in follow-up to assigned projects and initiatives.
- Develops budgets and program and administrative strategies to ensure the success of CAPK overall.
- Represents the Agency at local, regional, state, and federal venues to maintain open dialog and successful communication strategies with stakeholders, funders, etc.
- Oversees Agency communications and outreach activities, including governmental affairs.
- Directs grant writing activities to include research, analytics, and coordination with appropriate agency strategic objectives
- Prepares oral and written presentations to community groups, staff, funders, Board of Directors, etc.
- Assists with strategic planning process and related projects and initiatives.
- Serve as primary support staff contact to the Program Review and Evaluation Committee of the Board of Directors.

Other Job Specific Duties:

- Attends all meetings, trainings, and conferences as assigned.
- Maintains a safe and functional work environment.
- Works alternative hours as required, including nights and weekends.
- Is proactive in the effort to recruit and enroll families that qualify for CAPK programs.
- Performs any other like duties as assigned.
- Frequent out-of-town travel, for the day or multiple days, representing the Agency, as needed.

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 and departmental policies and procedures.
- Applicable federal, state, and local laws, codes, and regulations.
- Modern office practices, methods, procedures, and equipment, including computers.
- Word processing, spreadsheets, database, PowerPoint, and related software applications.

Ability to:

- Manage the CEO's financial and administrative operations.
- Provide guidance and direction to division directors, managers, and staff.
- Prioritize and schedule work to meet established deadlines.
- Motivate and supervise subordinates in day-to-day operations.
- Solve problems, mediate disputes, and deal with issues before they are brought to the CEO.
- Lead group meetings and collaborative decision processes.
- Communicate effectively in person, in writing, and on video to staff, Board of Directors, and the public.
- Work independently, while managing competing demands.
- Assure compliance with a variety of state and federal regulations, laws, and reporting requirements.



- Demonstrate good interpersonal skills.
- Be organized and meet goals and deadlines.
- Attend evening and weekend meetings.
- Establish professional working relationships with staff, agencies, clients, and the public.

EDUCATION AND EXPERIENCE:

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

- Bachelor's degree from an accredited institution with a major in public administration, business administration, or closely related field. A master's degree in business administration or public administration is preferred. Possession of an advanced degree is desirable and may be substituted for one (1) year of required experience.
- Five (5) years' senior management level experience, including supervision, in directing, organizing, and coordinating the administrative activities within a division, department, or program within a public agency or private non-profit organization.
- Minimum of ten (10) years of progressive management experience with a non-profit organization or governmental entity is desirable, including familiarity with governmental accounting standards and regulations.

OTHER REQUIREMENTS:

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

WORK ENVIRONMENT:

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

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

ESSENTIAL PHYSICAL DEMANDS:

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



POSITION TITLE Chief Business Development Officer				
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		



Chief Program Officer

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 17

FLSA Status: Exempt

Date Approved: 11/25/2024

SUMMARY:

The Chief Program Officer is responsible for coordinating the activities of the divisions of Head Start/State Child Development, Health & Nutrition, Housing & Supportive Services, and California Veteran's Services. Responsible for planning, organizing, and guiding efficiencies and compliance to appropriately serve Agency clients toward self-sufficiency. Guides subordinates with data driven decisions to achieve successful outcomes for clients of the Agency.

SUPERVISION RECEIVED:

Receives supervision from Chief Executive Officer (CEO).

SUPERVISION EXERCISED:

Director of Head Start/State Child Development, Director of Health & Nutrition, Director of Housing & Supportive Services, CVAF President, Process Improvement Manager, and Administrative Coordinator.

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:

- Plan, organize, coordinate, guide, and control the overall program objectives of subordinate divisions.
- Ensure that internal quality control activities are conducted to monitor and evaluate the progress of contracts to ensure that the goals and objectives of the contracts and/or grants are being met within required time frames and to prepare for audits/programmatic quality reviews from external agencies.
- Review and coordinate division budget preparation, monitor expenditures and revenues for assigned programs/contracts, and coordinate required periodic program reporting as required.
- Initiate, direct, and evaluate division program activities and effectiveness, e.g., compliance with funding conditions, meeting program priorities, ensuring quality of services, and making recommendations, as appropriate.
- Ensure that data driven decisions are made for each division in the direction of efforts and resources.
- Monitor, establish, and maintain strategies, objectives, and priorities for respective programs/contracts and apprise the Chief Executive Officer of the status of Agency contracts/program performance on a periodic basis.
- Identify problems with program performance regarding Agency contracts and/or grants and make recommendations for/implement corrective actions.
- In conjunction with the Chief Financial Officer, develop and maintain an effective system



of financial management and budget development that controls funds within the division and meet all necessary financial management requirements and applicable regulations including funding guidelines.

- Interpret and apply state and federal laws, contract rules, and regulations and policies appropriate to program operations.
- Prepare and present monthly, quarterly, and annual programmatic reports that accurately reflect the program efforts of the organization.
- Prepare management analyses and reports on various contracts/programs for strategic planning purposes and presentations to appropriate policy bodies.
- Identify and present program issues and makes recommendations for appropriate action for resolution.
- Act as a liaison with funding sources in resolving program and reporting issues.
- Work in collaboration with other agencies, organizations, and/or local government that support and enhance services provided by the Agency.
- Establish and maintain positive working relationships with staff, board members, the community, other organizations, and elected officials, as well as state and federal funding representatives.
- Perform special assignments/projects and other duties as assigned by the Chief Executive Officer.
- Monitor progress toward key measurable client outcomes and goals.

Other Job Specific Duties:

- Attend all meetings, trainings, and conferences as assigned.
- Maintain a safe and functional work environment.
- Work alternative hours as required, including nights and weekends.

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:

- Resource and fund development.
- Research techniques and resources.
- Applicable federal, state, and local laws, codes, and regulations.
- Departmental policies and procedures.
- Modern office practices, methods, procedures and equipment, including computers.
- Word processing, spreadsheet, general ledger database, and other related software applications.
- General knowledge of human resources and operations (IT, facilities, construction).

Ability to:

- Deal with conceptual matters.
- Plan, organize, allocate, and control confidential data and organizational resources.
- Communicate effectively, verbally and in writing.
- Supervise diverse staff.
- Attend evening and weekend meetings
- Effectively work in group settings with other Directors, Managers, Board of Directors, and others.



- Effectively present program information to the public.
- Establish professional working relationships with staff, service providers and partners, and the community.
- Work under frequent time pressures or deadlines.

EDUCATION AND EXPERIENCE:

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

- Bachelor's degree from an accredited institution with a major in public administration, business administration, or closely related field. A master's degree in business administration or public administration is preferred. Possession of an advanced degree is desirable and may be substituted for one (1) year of required experience.
- Five (5) years' senior management level experience, including supervision, in directing, organizing, and coordinating the administrative activities within a division, department, or program within a public agency or private non-profit organization.
- Minimum of ten (10) years of progressive management experience with a non-profit organization or governmental entity is desirable, including familiarity with governmental accounting standards and regulations.

OTHER REQUIREMENTS:

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

WORK ENVIRONMENT:

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

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

ESSENTIAL PHYSICAL DEMANDS:

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

POSITION TITLE Chief Program Officer				
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		



Director of Youth & Community Services

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

Salary Range: Grade 16

FLSA Status: Exempt

Date Approved: 10/30/2024

SUMMARY:

Under the general direction of the Chief Business Development Officer, the Director of Youth and Community Services will direct, supervise, and monitor all Agency contracts and/or grants pertaining to family development and self-sufficiency services ensuring programmatic compliance with federal and state laws and/or regulations and any other requirements specific to the contracts/programs. The Director will also be responsible for all necessary CSBG program reporting. Provides oversight for the Family Resource Centers, Shafter Youth Center, Friendship House and Energy and VITA programs.

SUPERVISION RECEIVED:

Receives supervision from the Chief Business Development Officer.

SUPERVISION EXERCISED:

Energy Program Administrator, Friendship House Administrator, Family Resource and Youth Center Program Managers, Vita Program Manager, Administrative Assistant.

DUTIES AND RESPONSIBILITIES:

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

Essential Job Specific Duties:

- Responsible for monitoring federal, state, county and city grants to ensure funds are allocated and expended in accordance with guidelines set by applicable funding sources and appropriate federal/state regulations.
- Performs internal quality control activities to monitor and evaluate the progress of contracts to ensure that the goals and objectives of the contracts and/or grants are being met within required time frames and to prepare for audits/programmatic quality reviews from external agencies.
- Reviews and coordinates budget preparation, expenditures, and revenues for assigned programs/contracts.
- Project management of programs and services.
- Initiates, directs, and evaluates program activities and effectiveness, e.g., compliance with funding conditions, meeting program priorities, ensuring quality of services, and making recommendations, as appropriate.
- Monitors, establishes, and maintains strategies, objectives, and priorities for respective programs/contracts and appraises the CPO of the status of Agency contracts/program performance on a periodic basis.
- Identifies problems with program performance regarding Agency contracts and/or grants, makes recommendations, and implements corrective actions.
- In conjunction with the Chief Financial Officer and Chief Program Officer, develops and maintains an effective system of financial management and budget development that



controls funds within the division and meets all necessary financial management requirements and applicable regulations, including funding guidelines.

- Interprets and applies state and federal laws, contract rules and regulations, and policies appropriate to program operations.
- Assists the CPO in providing effective presentations to the Board of Directors and its subcommittees, elected officials, private and public agencies, and the community.
- Conduct monthly program review and evaluation to assess progress, identify challenges, and ensure alignment with goals. Works in collaboration with other agencies, organizations, and local government that support and enhance services provided by CAPK.
- Establishes and maintains positive working relationships with staff, board members, the community, other organizations, and elected officials, as well as state and federal funding representatives.
- Advocates for Programmatic needs at the city, County, State and Federal level as needed.
- Assist and support the development and preparation of the basic grant refunding application and any supplemental applications as required by contracts.
- Work closely with the Finance Department to supply information to auditors. Monitors procedures to meet grant compliance in relationship to auditing standards. Ensures compliance and responses to CAPK audits.
- Performs special assignments/projects and other duties as assigned by the CPO.

Other Job Specific Duties:

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

MINIMUM QUALIFICATIONS:

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

Knowledge of:

- Principles and practices of non-profit administration, budgeting, fiscal oversight, grant and project management and HR/employee practices.
- Local programs.
- Agency policies and procedures.
- Applicable federal, state, and local laws, codes, and regulations.
- Modern office practices, methods, procedures, and equipment.
- Word processing, spreadsheet, database, and related software applications.

Ability to:

- Work independently while managing competing demands.
- Prepare accurate and concise reports and budgets.
- Establish and maintain effective working relationships.
- Analyze demographic and program statistical data to report outcomes, and effectively plan program goals and objectives.
- Deal with conceptual matters.
- Plan, organize, allocate, and control substantial resources.



- Attend evening and weekend meetings
- Effectively present program information to the public.
- Coordinate and ensure timely reporting for contractual obligations.
- Ability to exercise sound judgment and consistently act to the betterment of our clients.
- Work with diverse personnel and communities to foster cultural competencies within population, including low-income, and other marginalized groups.

EDUCATION AND EXPERIENCE:

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

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

OTHER REQUIREMENTS:

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

WORK ENVIRONMENT:

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

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

ESSENTIAL PHYSICAL DEMANDS:

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

POSITION TITLE Director of Youth & Community Services				
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: Tracy Webster, Chief Financial Officer *Tracy Webster*
Susana Magana, Director of Health and Nutrition Services *Susana Magana*

Date: March 5, 2025

Subject: *Agenda Item 4(d)*: Additional Accounting Technician: MCAP – **Action Item**

Executive Summary

Migrant Childcare Alternative Payment Program (MCAP) has grown by 388% in the last five years. MCAP is mandated by Title 5 Regulations to reimburse childcare providers 21 days from the receipt of an invoice. At the same time, the providers performing services for MCAP are now represented by a union. Historically, CAPK has processed two accounts payable check runs per month for MCAP. The union that represents childcare providers has been engaged in pressuring the state to mandate increasing the number of payment cycles to ensure compliance with the 21-day reimbursement mandate.

In order to improve the timeliness of provider payments, and adhere to the current regulation mandate, MCAP would like to change the payment schedule for provider payments to four times a month instead of two times a month. MCAP has the budget capacity to fund an additional Accounting Technician, dedicated to the processing of Provider Payments, and facilitating the escalation of payment cycles.

Proposal

In response to MCAP's proposed payment schedule, Finance is seeking to add an additional Accounting Technician. This position will be directly funded by MCAP.

Fiscal Impact and Timeframe

The fiscal impact has been recognized in the March 1, 2025 fiscal year budget, which was approved February 26, 2025.

Recommendation

Staff recommend the Personnel Committee approve an additional Accounting Technician in Finance to be directly funded by MCAP, and recommend approval by the Board of Directors at the March 26, 2025 meeting.

Attachment:

Accounting Technician Job Description



Accounting Technician

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 Grade: Grade 08 **FLSA Status:** Non-exempt **Date approved:** 05/29/2024

SUMMARY:

Responsible for the accounting activities to include, but not limited to, accounts payable and accounts receivable.

SUPERVISION RECEIVED:

Receives supervision from the Accounts Payable Supervisor.

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:

- Establish, balance, verify, adjust, and maintain accounting and fiscally related records and reports.
- Process a variety of documents pertaining to financial transactions.
- Prepare documents to support bank transactions.
- Process general ledger data entry transaction into the accounting system.
- Analyze travel advances and liquidations for compliance with organization policies and procedures.
- Allocate transactions and prepare journal entries as needed.
- Maintain filing system for grants, contract service agreements, leases, journal entries, and other financial documents.
- Prepare audit schedules as needed.
- Assist in the preparation of financial schedules and reports.
- Make complex arithmetical calculations and verify computations.
- Aid in compiling cash receipts and general ledger supporting documentation for funding source monitors and auditors.
- May perform accounts payable and/or accounts receivable functions.
- Match purchase requisitions, purchase orders, receiving documents, and vendor invoices.
- Receive, review, and verify financial documents and reports for accuracy and adherence to legal mandates, policies, and operational guidelines.
- Review accuracy of coding for disbursement and receipt transactions using the established chart of accounts.



- Prepare checks and disbursement packages.
- Ensure that the aging of accounts payable is within the organization guidelines.
- Reconcile vendor statements and resolve any discrepancies in a timely manner.
- Maintain a filing system for all unpaid invoices.
- Research and resolve any problems or inquiries associated with disbursement transactions.
- Assist in compiling cash disbursement supporting documentation for funding source monitors and auditors.

Other Job Specific Duties

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

MINIMUM QUALIFICATIONS:

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

Knowledge of:

- Methods, practices, and procedures of accounting and fiscally related record management systems.
- Auditing, account and fund monitoring, and reconciliation processes.
- Organization and Finance Division policies and procedures.
- Modern office practices, methods, procedures, and equipment,
- Word processing, spreadsheet, general ledger database, and other related software applications.

Ability to:

- Perform detailed accounting functions.
- Audit, review, and prepare financial reports, records, and related summaries.
- Make mathematical calculations with speed and accuracy.
- Work under frequent time pressures or deadlines.
- Use good organizational methods and procedures.
- Communicate effectively, verbally and in writing.
- Follow instructions given by supervisor.
- Maintain effective working relationships with co-workers.

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 and six (6) semester units of post high school coursework in general accounting, bookkeeping, business math, and/or accounting related courses.
- Three (3) years of increasingly responsible experience in fiscal record keeping, accounting, and reporting, including computer-assisted processes.
- One (1) year of demonstrated experience working with spreadsheet applications.



- Accounting experience in a non-profit or governmental entity is desirable.

OTHER REQUIREMENTS:

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

WORK ENVIRONMENT

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

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

ESSENTIAL PHYSICAL DEMANDS:

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

POSITION TITLE Accounting Technician				
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	
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	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 'Jerry Meade'.

From: Jerry Meade, Assistant Director of Program

A handwritten signature in blue ink, appearing to read 'Robert Espinosa'.

Robert Espinosa, Program Design and Management Administrator

Date: March 5, 2025

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

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

For the month of February 2025, the following information is provided to the Personnel Committee:

- 646 Staff employed.
- 21 Vacant Positions.
- Onboard 6 new staff members.
- One (1) staff member rehired.
- Five (5) Resignations.
- Three (3) days of interviews were conducted for four (4) direct service requisitions.

Job opportunities are continuously posted on the Head Start California website, accompanied by dedicated recruitment efforts for our direct service positions. With the recent approval of the Head Start expansion in San Joaquin County, we will see an increase in hiring in the coming weeks.

Attached is a document that details the closed classrooms and staff vacancies for the closed and open classrooms as of February 26, 2025.

Attachment:

Enrollment Staffing Data Sheet

Enrollment Staffing Data Sheet

Site	Funded	Reportable Enrollment	% Enrolled	Budgeted Staffed	Currently Staffed	Staff Vacancies	% Staffed
Alberta Dillard (PY)	34	34	100%	6	6	0	100%
Alicante	20	20	100%	2	2	0	100%
Angela Martinez EHS	24	24	100%	9	9	0	100%
Angela Martinez HS	51	51	100%	9	8	1	89%
Bakersfield College	32	25	78%				
Blanton	16	12	75%				
Broadway (PY)	37	40	108%	6	6	0	100%
California City (PY)	17	20	118%	2	2	0	100%
California Street	24	25	104%	9	9	0	100%
Cleo Foran EHS	8	8	100%	3	3	0	100%
Cleo Foran HS	15	15	100%	3	3	0	100%
Delano (PY)	60	60	100%	12	12	0	100%
Escuelita Hernandez	16	16	100%				
Fairfax (PY)	34	34	100%	6	5	1	83%
Family Childcare EHS	20	24	120%				
Family Childcare HS	10	18	180%				
Garden Pathways	11	12	109%				
Gianone	16	16	100%	3	3	0	100%
Harvey L. Hall EHS	68	69	101%	24	24	0	100%
Harvey L. Hall	74	79	107%	9	8	1	89%
Heritage (PY)	17	20	118%	2	2	0	100%
Kennedy	16	16	100%	6	5	1	83%
Lathrop	24	24	100%	9	9	0	100%
Lodi	32	33	103%	9	9	0	100%
M. Massei	24	23	96%	9	9	0	100%
MJM EHS	16	17	106%	6	6	0	100%
MJM HS	34	33	97%	6	6	0	100%
Oasis EHS (PY)	4	4	100%	3	2	1	67%
Oasis (PY)	34	25	74%	6	5	1	83%
Pete Parra EHS	48	47	98%	15	14	1	93%
Pete Parra HS	68	62	91%	8	8	0	100%
Primeros Pasos EHS	16	16	100%	6	6	0	100%
Primeros Pasos HS	51	45	88%	9	9	0	100%
Rosamond (PY)	51	51	100%	9	9	0	100%
San Diego EHS	32	34	106%	12	12	0	100%
Shafter EHS	24	25	104%	9	9	0	100%
Shafter	17	19	112%	3	3	0	100%
TBD	8	0	0%	3	3	0	100%
Stockdale HS	45	31	69%	12	9	3	75%
Sterling EHS	72	58	81%	26	22	4	85%
Sterling HS	53	52	98%	9	9	0	100%
Sunrise Villa (PY)	17	20	118%	3	3	0	100%
Taft (PY)	51	57	112%	15	15	0	100%
Taft College	22	17	77%				
Tehachapi (PY)	15	15	100%	2	2	0	100%
Vineland (PY)	17	16	94%	2	2	0	100%
Virginia (PY)	17	20	118%	2	2	0	100%
Willow (PY)	37	37	100%	9	9	0	100%
Home Base Kern 160	160	161	101%	16	16	0	100%
SJC EHS HB 80	80	78	98%	8	8	0	100%
Total	1689	1658	98%	337	323	14	96%

Closed Classrooms	Funded Enrollment	Staff Vacancies
Stockdale HS ~ 45		
Class A	8	3
Sterling EHS ~ 80		
Class 8	8	1
Class 9	9	2
SJC HB ~ 10		
Stockton 3	10	1
TBD~ 8		
Class 1	8	0
Classrooms Fully	Total Slots	Staff Vac.
5	43	7

* TBD- St. Mary's- slots pending

	Slots	Staff Vac.
Closed Enrollment	3%	50.00%
Open Enrollment	97%	50.00%

Funded Enrollment	1689	1658 98%
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Active Enrollment	1646	1658 101%
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