



DATE | June 15, 2026
TIME | 8:00 am
LOCATION | CAPK Administrative Office
Executive Conference Room #382
1300 18th St., Suite 200
Bakersfield, CA 93301

Executive Committee Agenda

I. Call to Order

II. Roll Call

Maritza Jimenez (Chair)	Gina Martinez (Secretary)	Curtis Floyd
Denise Boshers (Vice Chair)	Fred Plane (Treasurer)	

III. 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.

IV. New Business

- | | |
|--|--|
| a. City of Bakersfield Community Vitality Unit Intensive Case Management Services Contract Approval – Action Item (p. 2-78) | Joseph Aguilar, Program Administrator - Client Services
Pritika Ram, Chief Business Development Officer |
| b. July 15, 2026 Executive Committee Meeting – Request to Amend Date of Meeting – Action Item (Verbal) | Jeremy Tobias, Chief Executive Officer |

V. Committee Member Comments

VI. Next Scheduled Meeting

Executive Committee
12:00 pm
To be Determined
CAPK Board Room
1300 18th St., Suite 300
Bakersfield, CA 93301

VII. Adjournment

This is to certify that this Agenda Notice was posted in the lobby of the CAPK Administrative Office at 1300 18th St., Suite 200 Bakersfield, CA and online at www.capk.org by 9:00 am, June 11, 2026. Paula Daoutis, Executive Assistant.



MEMORANDUM

To: Executive Committee

From: Joseph Aguilar, Program Administrator - Client Services
Pritika Ram
Pritika Ram, Chief Business Development Officer

Date: June 15, 2026

Subject: *Agenda Item IV(a)*: City of Bakersfield Community Vitality Unit Intensive Case Management Services Contract Approval – **Action Item**

Background

Community Action Partnership of Kern (CAPK) has received notice from the City of Bakersfield that the City intends to select CAPK as the contractor for the Board of State and Community Corrections (BSCC) Proposition 47 Community Vitality Unit (CVU) Intensive Case Management Services program. This program will serve 135 justice-impacted, chronically homeless individuals with mental health, substance abuse, or co-occurring disorders through high-touch, intensive case management services designed to reduce homelessness and recidivism in the City of Bakersfield.

The award period runs from July 1, 2026, through June 30, 2028, with a total proposed budget of \$630,000 fully funded by the City of Bakersfield.

Timeline and Funder Requirements

The City of Bakersfield has communicated that the executed contract must be submitted to the City Clerk before the upcoming City Council meeting. The absolute latest date by which CAPK must submit the signed agreement is June 17, 2026.

CAPK's standard internal process, the Board of Directors approves new funding through the funding profile presented at a PRE Committee, followed by Board ratification. However, given the compressed timeline imposed by the City of Bakersfield submission deadline, the standard Board approval cycle cannot be completed before the June 17th deadline.

A PRE Committee met on June 10, 2026, at which time the funding profile for this contract was approved¹. In light of the June 17th deadline, staff is requesting that the Executive Committee approve the contract and grant the Chief Executive Officer authority to sign the contract on behalf of CAPK.

Recommendation:

Staff recommend that the Executive Committee approve the City of Bakersfield Community Vitality Unit Intensive Case Management Services contract and authorize the Chief Executive Officer to execute the agreement and any subsequent amendments throughout the duration of the contract term.

Attachment:

City of Bakersfield Community Vitality Unit Intensive Case Management Services Contract

¹ [PRE-Committee-Agenda-6-10-26-1.pdf](#) reference page 92.

AGREEMENT NO. _____

INDEPENDENT CONTRACTOR'S AGREEMENT

[Over \$100,000]

This **INDEPENDENT CONTRACTOR'S AGREEMENT** ("Agreement") is made and entered into on _____, by and between the **CITY OF BAKERSFIELD**, a municipal corporation (referred to herein as "CITY"), and Community Action Partnership of Kern (CAPK) a Corporation authorized to do business in California (referred to herein as "CONTRACTOR").

RECITALS

WHEREAS, in October 2024, the Board of State and Community Corrections' (BSCC) awarded the City of Bakersfield a multi-year \$1,999,374 Proposition 47: Safe Neighborhoods and Schools Act Grant to support implementation of the Bakersfield Homeless Services and Prevention Initiative (the Initiative); and

WHEREAS, the Initiative addresses homelessness through targeted interventions, focusing on three main objectives: (1) addressing the parole to homeless pipeline; (2) strengthening support services; and (3) increasing transitions to permanent housing; and

WHEREAS, a key strategy of the Initiative is to facilitate intensive case management services for individuals with a history of mental health and substance use disorders; and

WHEREAS, on October 7, 2024, CITY issued a Request for Proposals (RFP) for the provision of intensive case management services for individuals identified as chronically homeless, and subsequently entered into an agreement with a service provider to perform such services; and

WHEREAS, the service provider notified CITY of its intent to terminate the agreement effective July 13, 2026; and

WHEREAS, on May 11, 2026, CITY issued a subsequent RFP for the continued provision of intensive case management services for individuals identified as chronically homeless, and CONTRACTOR submitted a proposal responsive to the RFP; and

WHEREAS, CONTRACTOR represents that CONTRACTOR is experienced, well qualified and a specialist in the field of homeless services and prevention.

NOW, THEREFORE, incorporating the foregoing recitals herein, CITY and CONTRACTOR mutually agree as follows:

1. **SCOPE OF WORK.** In exchange for the Compensation (defined below), CONTRACTOR shall perform the following: deliver intensive case management services for justice-impacted and chronically homeless individuals with mental health, substance use, or co-occurring disorders in alignment with Proposition 47

program objectives, Housing First principles, and the City of Bakersfield's Community Vitality initiative, as further detailed in **Exhibit A** attached hereto ("Scope of Work"). The Scope of Work shall include all items and procedures necessary to properly complete the task CONTRACTOR has been hired to perform, whether specifically included in the Scope of Work or not.

2. GOVERNING DOCUMENTS. All work performed under this agreement is subject to the rules, requirements, proposals, objectives, and guidelines set forth in the following documents and attached hereto as **Exhibit B**:

2.1 City of Bakersfield Local Evaluation Plan (LEP) – Bakersfield Homeless Services and Prevention Initiative (HSPI).

2.2 BSCC Proposition 47 Cohort 4 RFP.

2.3 BSCC Grant Award # BSCC 1314-24.

2.4 BSCC Grant Administration Guide.

2.5 Certification of Compliance with BSCC Policies Regarding Debarment, Fraud, Theft, and Embezzlement, and Criteria for Non-Governmental Organizations Receiving BSCC Grant Subawards.

3. COMPENSATION/PAYMENT PROCEDURE. Subject to the conditions of this section, CITY will pay CONTRACTOR as follows for performing the Scope of Work ("Compensation"):

On a time/material basis in accordance with the rates as shown on **Exhibit A**.

CITY will pay CONTRACTOR within thirty (30) days after CONTRACTOR submits an itemized invoice for the portions of the Scope of Work completed and that invoice is approved by CITY. CONTRACTOR shall submit an itemized invoice for services rendered during each billing period no later than the last day of the month immediately following the billing period. The Compensation will be the total amount paid to CONTRACTOR for performing the Scope of Work and includes, but is not limited to, all out-of-pocket costs and taxes. CITY will pay no other compensation to CONTRACTOR. **In no case will CITY compensate CONTRACTOR more than \$630,000.00 for performing the Scope of Work.**

4. GRANT PERIOD. The BSCC Proposition 47 Cohort 4 Grant Period is October 3, 2024 – June 30, 2028. The selected contractor shall remain under contract through June 30, 2028, solely to allow for fiscal and administrative closeout activities, including final billing and reporting. Active service delivery **must conclude by March 31, 2028**, and no reimbursement will be provided for services rendered after that date.

5. TERM. Unless terminated sooner, as set forth herein, this Agreement shall terminate

on **June 30, 2028.**

6. **TERMINATION.** Either party may terminate this Agreement after giving the other party written notice, as provided herein, ten (10) days before the termination is effective.
7. **ACCOUNTING RECORDS.** CONTRACTOR shall maintain accurate accounting records and other written documentation pertaining to all costs incurred in performance of this Agreement. Such records and documentation shall be kept at CONTRACTOR's office during the term of this Agreement, and for a period of three (3) years from the date of the final payment hereunder, and made available to CITY representatives upon request at any time during regular business hours.
8. **ASSIGNMENT.** Neither this Agreement nor any rights, interests, duties, liabilities, obligations or responsibilities arising out of, concerning or related in any way to this Agreement (including, but not limited to, accounts, actions, causes of action, claims, damages, demands, liabilities, losses, obligations, or reckonings of any kind or nature whatsoever, for compensatory or exemplary and punitive damages, or declaratory, equitable or injunctive relief, whether based on contract, equity, tort or other theories of recovery provided for by the common or statutory law) may be assigned or transferred by any party. Any such assignment is prohibited, and shall be unenforceable and otherwise null and void without the need for further action by the non-assigning party or parties.
9. **BINDING EFFECT.** The rights and obligations of this Agreement shall inure to the benefit of, and be binding upon, the parties to the Agreement and their heirs, administrators, executors, personal representatives, successors and assigns.
10. **COMPLIANCE WITH ALL LAWS.** CONTRACTOR shall, at CONTRACTOR's sole cost, comply with all of the requirements of municipal, state, and federal authorities now in force, or which may hereafter be in force, pertaining to this Agreement, and shall faithfully observe in all activities relating to or growing out of this Agreement all municipal ordinances and state and federal statutes, rules or regulations, and permitting requirements now in force or which may hereafter be in force including, without limitation, obtaining a City of Bakersfield business tax certificate (Bakersfield Municipal Code Chapter 5.02) where required.
11. **NON-DISCRIMINATION CLAUSE AND CIVIL RIGHTS COMPLIANCE.** During the performance of this Agreement, Contractor and its subcontractors shall not deny the contract's benefits to any person on the basis of race, religious creed, color, national origin, ancestry, physical disability, mental disability, medical condition, genetic information, marital status, sex, gender, gender identity, gender expression, age, sexual orientation, or military and veteran status, nor shall they discriminate unlawfully against any employee or applicant for employment because of race, religious creed, color, national origin, ancestry, physical disability, mental disability, medical condition, genetic information, marital status, sex, gender, gender identity, gender expression, age, sexual orientation, or military

and veteran status. Contractor shall insure that the evaluation and treatment of employees and applicants for employment are free of such discrimination. Contractor and subcontractors shall comply with the provisions of the Fair Employment and Housing Act (Gov. Code §12900 et seq.), the regulations promulgated thereunder (Cal. Code Regs., tit. 2, §11000 et seq.), the provisions of Article 9.5, Chapter 1, Part 1, Division 3, Title 2 of the Government Code (Gov. Code §§11135-11139.5), and the regulations or standards adopted by the awarding state agency to implement such article. Contractor shall permit access by representatives of the Department of Fair Employment and Housing and the awarding state agency upon reasonable notice at any time during the normal business hours, but in no case less than 24 hours' notice, to such of its books, records, accounts, and all other sources of information and its facilities as said Department or Agency shall require to ascertain compliance with this clause. Contractor and its subcontractors shall give written notice of their obligations under this clause to labor organizations with which they have a collective bargaining or other agreement. (See Cal. Code Regs., tit. 2, §11105.) Contractor shall include the nondiscrimination and compliance provisions of this clause in all subcontracts to perform work under the Agreement.

12. **BOOKS AND RECORDS.** Maintain adequate fiscal and project books, records, documents, and other evidence pertinent to the subcontractor's work on the project in accordance with generally accepted accounting principles. Adequate supporting documentation shall be maintained in such detail so as to permit tracing transactions from the invoices to the accounting records, to the supporting documentation. These records shall be maintained for a minimum of three (3) years after the acceptance of the final grant project audit under the Grant Agreement and shall be subject to examination and/or audit by the BSCC or designees, state government auditors or designees, or by federal government auditors or designees.
13. **ACCESS TO BOOKS AND RECORDS.** Make such books, records, supporting documentations, and other evidence available to the BSCC or designee, the State Controller's Office, the Department of General Services, the Department of Finance, California State Auditor, and their designated representatives during the course of the project and for a minimum of three (3) years after acceptance of the final grant project audit. CONTRACTOR shall provide suitable facilities for access, monitoring, inspection, and copying of books and records related to the grant-funded project.
14. **PROJECT ACCESS.** CITY shall ensure that the BSCC, or any authorized representative, will have suitable access to project activities, sites, staff, and documents at all reasonable times during the grant period including those maintained by subcontractors. Access to program records will be made available by both the CITY and the CONTRACTOR for a period of three (3) years following the end of the grant period.
15. **CORPORATE AUTHORITY.** Each individual signing this Agreement on behalf of

entities represents and warrants that they are, respectively, duly authorized to sign on behalf of the entities and to bind the entities fully to each and all of the obligations set forth in this Agreement.

16. **COUNTERPARTS.** This Agreement may be executed in any number of counterparts, each of which shall be considered as an original and be effective as such.
17. **DIRECTION.** CONTRACTOR retains the right to control or direct the manner in which the services described herein are performed.
18. **EQUIPMENT.** CONTRACTOR will supply all equipment, tools, materials and supplies necessary to perform the services under this Agreement.
19. **EXECUTION.** This Agreement is effective upon the date first written above and is the product of negotiation and all parties are equally responsible for authorship of this Agreement. Section 1654 of the California Civil Code shall not apply to the interpretation of this Agreement.
20. **EXHIBITS.** In the event of a conflict between the terms, conditions or specifications set forth in this Agreement and those in exhibits attached hereto, the terms, conditions, or specifications set forth in this Agreement shall prevail. All exhibits to which reference is made in this Agreement are deemed incorporated in this Agreement, whether or not actually attached.
21. **FURTHER ASSURANCES.** Each party shall execute and deliver such papers, documents, and instruments, and perform such acts as are necessary or appropriate, to implement the terms of this Agreement and the intent of the parties to this Agreement.
22. **GOVERNING LAW.** The laws of the State of California will govern the validity of this Agreement and its interpretation and performance. Any litigation arising in any way from this Agreement shall be brought in Kern County, California.
23. **INCLUDED DOCUMENTS.** Any bid documents, including, without limitation, special provisions and standard specifications and any Request for Proposals, Request for Qualifications and responses thereto relating to this Agreement are incorporated by reference as though fully set forth herein.
24. **INDEMNITY.** CONTRACTOR shall indemnify, defend, and hold harmless CITY and CITY's officers, agents and employees against any and all liability, claims, actions, causes of action or demands whatsoever against them, or any of them, before administrative or judicial tribunals of any kind whatsoever, arising out of, connected with, or caused by CONTRACTOR or CONTRACTOR's employees, agents, independent contractors, companies, or subcontractors in the performance of, or in any way arising from, the terms and provisions of this Agreement whether or not caused in part by a party indemnified hereunder, except for CITY's sole active negligence or willful misconduct.

25. INDEPENDENT CONTRACTOR. This Agreement calls for CONTRACTOR's performance of the Scope of Work as an independent contractor. CONTRACTOR is not an agent or employee of CITY for any purpose and is not entitled to any of the benefits provided by CITY to its employees. This Agreement shall not be construed as forming a partnership or any other association with CONTRACTOR other than that of an independent contractor.

26. INSURANCE.

26.1 Types and Limits of Insurance. In addition to any other insurance or security required under this Agreement, CONTRACTOR must procure and maintain, for the duration of this Agreement, the types and limits of insurance below ("Basic Insurance Requirements").

26.1.1 Automobile liability insurance, providing coverage for owned, non-owned, and hired autos on an occurrence basis for bodily injury, including death, of one or more persons, property damage, and personal injury, with limits of not less than \$1,000,000 per occurrence.

26.1.2 Commercial general liability insurance, unless otherwise approved by CITY's Risk Manager, providing coverage on an occurrence basis for bodily injury, including death, of one or more persons, property damage, and personal injury, with limits of not less than \$1,000,000 per occurrence. The policy must:

26.1.2.1 Provide contractual liability coverage for the terms of this Agreement;

26.1.2.2 Provide products and completed operations coverage;

26.1.2.3 Provide premises, operations, and mobile equipment coverage; and

26.1.2.4 Contain an additional insured endorsement in favor of CITY and its mayor, council, officers, agents, employees, and designated volunteers.

26.1.3 Workers' compensation insurance with limits of not less than \$1,000,000 per occurrence. In accordance with the provisions of Labor Code Section 3700, every contractor will be required to secure the payment of compensation to his employees. Pursuant to Labor Code Section 1861, CONTRACTOR must submit to CITY the following certification before beginning any work on the Improvements:

I am aware of the provisions of Section 3700 of the Labor

Code which require every employer to be insured against liability for worker's compensation or to undertake self-insurance in accordance with the provisions of that code, and I will comply with such provisions before commencing the performance of the work of this contract.

By executing this Agreement, CONTRACTOR is submitting the certification required above.

The policy must contain a waiver of subrogation in favor of CITY and its mayor, council, officers, agents, employees, and designated volunteers.

26.2 General Provisions Applying to All Insurance Types.

- 26.2.1** All policies required of CONTRACTOR must be written on a first-dollar coverage basis, or contain a deductible provision. Subject to CITY's advance approval, CONTRACTOR may utilize a self-insured retention in any or all of the policies provided, but the policy or policies may not contain language, whether added by endorsement or contained in the policy conditions, that prohibits satisfaction of any self-insured provision or requirement by anyone other than the named insured or by any means including other insurance or which is intended to defeat the intent or protection of an additional insured.
- 26.2.2** All policies required of CONTRACTOR must be primary insurance as to CITY and its mayor, council, officers, agents, employees, or designated volunteers and any insurance or self-insurance maintained by CITY and its mayor, council, officers, agents, employees, and designated volunteers must be excess of CONTRACTOR's insurance and must not contribute with it.
- 26.2.3** The insurance required above, except for workers' compensation insurance, must be placed with insurers with a Best's rating as approved by CITY's Risk Manager, but in no event less than A-:VII. Any deductibles, self-insured retentions, or insurance in lesser amounts, or lack of certain types of insurance otherwise required by this Agreement, or insurance rated below Best's A-:VII, must be declared prior to execution of this Agreement and approved by CITY in writing.
- 26.2.4** The insurance required in this section must be maintained until the Scope of Work is satisfactorily completed as evidenced by CITY's written acceptance. All policies must provide that there will be continuing liability thereon, notwithstanding any recovery on any policy.
- 26.2.5** Full compensation for all premiums which CONTRACTOR is

required to pay to satisfy the Basic Insurance Requirements shall be considered as included in the prices paid for the performance of the Scope of Work, and no additional allowance will be made therefor or for additional premiums which may be required by extensions of the policies of insurance.

26.2.6 It is further understood and agreed by CONTRACTOR that its liability to CITY will not in any way be limited to or affected by the amount of insurance obtained and carried by CONTRACTOR in connection with this Agreement.

26.2.7 Unless otherwise approved by CITY, if any part of the Scope of Work is subcontracted, the Basic Insurance Requirements must be provided by, or on behalf of, all subcontractors even if CITY has approved lesser insurance requirements for CONTRACTOR, and all subcontractors must agree in writing to be bound by the provisions of this section.

- 27. INTERPRETATION.** Whenever the context so requires, the masculine gender includes the feminine and neuter, and the singular number includes the plural.
- 28. KEY PERSONNEL.** At request of CITY, CONTRACTOR shall name all key personnel to be assigned to the work set forth herein. CITY reserves the right to approve key personnel, which approval shall not be unreasonably withheld. Once the key personnel are approved CONTRACTOR shall not change such personnel without the approval of CITY.
- 29. LICENSES.** CONTRACTOR shall, at its sole cost and expense, keep in effect or obtain at all times during the term of this Agreement any licenses, permits and approvals which are legally required for CONTRACTOR to practice its profession and perform the Scope of Work. If CONTRACTOR is a corporation, at least one (1) officer or key employee shall hold the required licenses or professional degrees. If CONTRACTOR is a partnership, at least one (1) partner shall hold the required licenses or professional degrees.
- 30. MERGER AND MODIFICATION.** This Agreement sets forth the entire agreement between the parties and supersedes all other oral or written representations. This Agreement may be modified only in a writing approved by the City Council and signed by all the parties.
- 31. NO WAIVER OF DEFAULT.** The failure of any party to enforce against another party any provision of this Agreement shall not constitute a waiver of that party's right to enforce such a provision at a later time and shall not serve to vary the terms of this Agreement.
- 32. NON-INTEREST.** No CITY officer or employee shall hold any interest in this Agreement (California Government Code section 1090).

33. **NOTICES.** All notices relative to this Agreement shall be given in writing and shall be personally served or sent by certified or registered mail and be effective upon actual personal service or depositing in the United States mail. The parties shall be addressed as follows, or at any other address designated by notice:

**CITY: CITY OF BAKERSFIELD
CITY HALL
1600 Truxtun Avenue
Bakersfield, California 93301**

**CONTRACTOR: COMMUNITY ACTION PARTNERSHIP OF KERN
1300 18th Street, Suite 200
Bakersfield, CA 93301**

34. **RESOURCE ALLOCATION.** All CITY obligations under the terms of this Agreement are subject to the appropriation and allocation of resources by the City Council.

35. **SB 854 COMPLIANCE.** To the extent Labor Code Section 1771.1 applies to this Agreement, a contractor or subcontractor shall not be qualified to bid on, be listed in a bid proposal, be subject to the requirements of Section 4104 of the Public Contract Code, or engage in the performance of any contract for public work, as defined in this chapter, unless currently registered and qualified to perform public work pursuant to Labor Code Section 1725.5. It is not a violation of Labor Code Section 1771.1 for an unregistered contractor to submit a bid that is authorized by Section 7029.1 of the Business and Professions Code or by Section 10164 or 20103.5 of the Public Contract Code, provided the contractor is registered to perform public work pursuant to Labor Code Section 1725.5 at the time the contract is awarded. The prime contractor is required to post job site notices in compliance with California Code of Regulations, Title 8, Section 16451. This project is subject to compliance monitoring and enforcement by the California Department of Industrial Relations.

36. **STANDARD OF PERFORMANCE.** The Scope of Work shall be performed in conformity with all legal requirements and industry standards observed by a specialist of CONTRACTOR's profession in California.

37. **STARTING WORK.** CONTRACTOR shall not begin work until authorized to do so in writing by CITY. No work will be authorized before the date first written above.

38. **TAX NUMBERS.**

CONTRACTOR's Federal Tax ID Number 95-2402760

CONTRACTOR is a corporation? Yes X No _____

(Please check one.)

39. **THIRD-PARTY CLAIMS.** In the case of public works contracts, CITY will timely notify CONTRACTOR of third-party claims relating to this Agreement. CITY shall be allowed to recover from CONTRACTOR, and CONTRACTOR shall pay on demand,

all costs of notification.

40. TITLE TO DOCUMENTS. All documents, plans, and drawings, maps, photographs, and other papers, or copies thereof prepared by CONTRACTOR pursuant to the terms of this Agreement, shall, upon preparation, become CITY property.

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be executed as of the date first written above.

"CITY"
CITY OF BAKERSFIELD

"CONTRACTOR"
NAME OF CONTRACTOR

By: _____
KAREN GOH
Mayor

By: _____
JEREMY TOBIAS
Chief Executive Officer

APPROVED AS TO CONTENT:
POLICE SERVICES

By: _____
BRENT STRATTON
Police Chief

APPROVED AS TO FORM:

COUNTERSIGNED:

(Deputy) City Attorney: _____
ASHLEY ZAMBRANO

Finance Director: _____
RANDY MCKEEGAN

Insurance: _____

Attachment(s): Exhibit A
Exhibit B

PROPOSAL IN RESPONSE TO
REQUEST FOR PROPOSALS (RFP)
City of Bakersfield – Community Vitality Unit

Proposition 47 Cohort 4 Grant Program
Homeless Services and Prevention Initiative
Intensive Case Management Services for Justice-Impacted, Chronically Homeless



Submitted by:
Community Action Partnership of Kern (CAPK)
Friday, May 22, 2026, at 6:00 PM
300 19th Street, Suite 200, Bakersfield, CA 93301 | www.capk.org

May 21, 2026

Jamie Achterberg, Assistant to the City Manager
City of Bakersfield, City Manager's Office
1600 Truxtun Avenue, Fifth Floor
Bakersfield, CA 93301

Re: Proposal — Proposition 47 Cohort 4, Intensive Case Management Services for Justice-Impacted, Chronically Homeless Individuals

Dear Ms. Achterberg and Members of the Review Committee:

Community Action Partnership of Kern (CAPK) is pleased to submit this proposal in response to the City of Bakersfield's Request for Proposals for Intensive Case Management Services for Justice-Impacted, Chronically Homeless Individuals with Mental Health, Substance Abuse, or Co-Occurring Issues under the Proposition 47 Cohort 4 Grant Program.


CAPK is Kern County's federally designated Community Action Agency, a California 501(c)(3) nonprofit organization established in 1965 and headquartered at 300 19th Street, Bakersfield, CA 93301 (www.capk.org). With more than 60 years of experience addressing poverty, health inequity, and family instability across the region, and serving over 137,000 low-income residents annually through an integrated continuum of programs, CAPK is among the largest and most operationally diverse human services organizations in the Central Valley. We are fully committed to the City's vision of reducing homelessness and recidivism through sustained, relationship-based, and trauma-informed intervention.

CAPK is uniquely positioned to deliver the intensive, field-based case management services this program requires. Our existing BSCC Adult Re-entry Grant (ARG) contracts, CalAIM whole-person care programs, co-located SUD treatment partnership with STEPS, Inc., and active management of the M Street Navigation Center collectively demonstrate both our direct experience with the target population and our administrative capacity to meet Proposition 47's rigorous compliance and reporting standards. Critically, CAPK can mobilize on July 1, 2026, with no lapse in service. Three experienced Navigators currently employed under our ARG program will transition directly into this contract on day one.

The total proposed cost for services under this agreement is \$630,000, covering the active service period of July 1, 2026, through March 31, 2028, and administrative closeout through June 30, 2028.

We look forward to the opportunity to serve as a trusted partner to the City's Community Vitality Unit in support of Bakersfield's coordinated homelessness response.

Sincerely,

A blue ink signature of Jerem T. Tobias, consisting of a stylized 'J' and 'T' followed by a horizontal line.

Jerem T. Tobias
Chief Executive Officer
(661) 336-5236 | jtobias@capk.org

Section 2 | Organizational Overview and Capacity

2a. Organizational History, Mission, and Service Experience

Community Action Partnership of Kern (CAPK) is one of the largest and most established nonprofit human services organizations in Kern County, California. Founded in 1965 as part of the national Community Action Agency network established under the Economic Opportunity Act, CAPK has served as Kern County's designated Community Agency for more than five decades. Our mission is to address poverty through direct services, advocacy, and locally driven solutions that promote dignity and self-sufficiency in the communities we serve. Today, CAPK serves more than 137,000 low-income Kern County residents annually through a broad array of programs across several interconnected service domains, including housing and homelessness services, Head Start and early childhood education, veteran support services and housing, migrant programs, nutrition programs, and energy assistance. This multi-sector presence allows CAPK to address the intersecting and compounding needs of individuals experiencing poverty, homelessness, behavioral health challenges, and justice system involvement. The precise population this RFP seeks to serve.

Relevant to this proposal, CAPK's core program portfolio includes the following:

Adult Re-Entry Grant (ARG) BSCC Cohorts 3 and 4

CAPK currently operates active contracts with the California Board of State and Community Corrections (BSCC) under the Adult Re-entry Grant (ARG) program for both Cohort 3 and Cohort 4. These contracts fund targeted services for individuals existing the criminal justice system who face barriers to stable housing, employment, and community reintegration. Under the ARG program, CAPK provides intensive case management, housing navigation, rental assistance, emergency hotel placement, and coordination of supportive services for individuals who are justice-impacted and at risk of or experiencing homelessness. This direct operational experience with BSCC grant administration, including performance reporting, HMIS data collection, file documentation, fiscal compliance, and audit readiness, directly parallels the requirements of the grant and ensures CAPK is fully prepared to meet the City's administration expectations.

CalAIM — Enhanced Care Management (ECM), Community Supports, and Day Habilitation

CAPK delivers California Advancing and Innovating Medi-Cal (CalAIM) funded services through whole-person care contracts with both Anthem Blue Cross and Kern Family Healthcare (also known as Kern Health Systems). Our CalAIM program lines include Enhanced Care Management (ECM), Community Supports, and Day Habilitation, each designed to address the complex, intersecting needs of Medi-Cal beneficiaries with significant social determinants of health. In addition to its full staffing profile, the CalAIM programs are professionally staffed by

2.0 Full-Time Equivalent Registered Nurses (RNs) and one (1.0 FTE) Master of Social Work (MSW), providing robust clinical and case management capacity that is integrated into our service delivery model and available to support the individuals served under this proposal.

The whole-person care approach embedded in CalAIM, addressing medical, behavioral health, housing, and social needs in a coordinated, client-centered manner, aligns directly with the Housing First and trauma-informed service model required under this grant. CAPK's clinical team regularly coordinates with behavioral health providers, primary care, Medi-Cal, and housing agencies to ensure that clients receive seamless, integrated support across systems.

Prospective CalAIM - Justice-Involved Program Development

In addition to the ARG program, CAPK is actively developing an expanded justice-involved services program anticipated to launch within the next twelve (12) months under the umbrella of CalAIM services. This initiative will further deepen our organizational expertise in serving individuals with justice-system involvement and strengthen our relationships with the Bakersfield Police Department, Kern County courts, probation, and re-entry service providers, all of whom are key partners in the referral and coordination infrastructure envisioned under this contract.

Behavioral Health and SUD Services — STEPS, Inc. Partnership

CAPK has established a formal Memorandum of Understanding with STEPS, Inc., a California nonprofit and DHCS-licensed provider of Outpatient Drug-Free (ODF) substance use disorder counseling, DUI programs, and community outreach support. Under this MOU, STEPS provides co-located ODF treatment services at CAPK's facility, enabling CAPK clients, including those enrolled in case management programs, to access individual counseling, group counseling, and psychoeducational groups without transportation barriers or referral delays. This partnership reflects CAPK's commitment to integrated, on-site behavioral health care and creates a seamless connection between social services and SUD treatment that is critical for the justice-impacted population targeted by this RFP. Cross-referral protocols and information-sharing procedures are established within the MOU in compliance with HIPAA and 42 CFR Part 2.

Rental Assistance and Emergency Housing Placement

Through the ARG program, CAPK directly administers rental assistance and emergency hotel placement services for justice-impacted individuals at risk of or experiencing homelessness. This includes management of direct financial assistance funds, landlord engagement, hotel voucher coordination, and follow-up housing stabilization support. CAPK's experience managing client incentive and direct assistance funds in compliance with BSCC grant requirements, including documentation, prior authorization, and expenditure tracking processes, directly supports our ability to administer the client incentive and supportive item components of this contract.

Program Performance Highlights

The following summary captures key outcome indicators across CAPK's relevant program portfolio. Specific metrics should be inserted prior to submission.

Program	Key Services / Activities	Outcomes to Insert
ARG Cohort 3 & 4	Justice-impacted ICM Housing navigation Rental assistance Emergency hotel placement BSCC reporting & compliance	<p>In 2025, the ARG Program provided intensive support services to 304 justice-impacted individuals, successfully assisting 56 participants in securing stable housing and completing more than 300 referrals to critical community resources. Through a highly coordinated, client-centered approach, participants were connected to mental health services, medical care, employment resources, transportation assistance, and housing stabilization supports.</p> <p>The program continues to demonstrate a strong commitment to reducing barriers for justice-involved populations by expanding access to emergency motel placements, rental and deposit assistance, and individualized intensive case management. ARG's comprehensive service model promotes long-term housing stability, increased self-sufficiency, and successful community reintegration while strengthening participant engagement and overall quality of life.</p>
CalAIM ECM / Community Supports (Anthem & KHS)	Enhanced Care Management Community Supports Day Habilitation RN and MSW integration	<p>CalAIM currently provides intensive case management to 450 clients with complex housing needs. Through collaboration, housing navigation, ECM coordination, community support, and day habilitation services, the program delivers coordinated whole-person care designed to improve long-term health and housing outcomes.</p> <p>Over the past several years, the program has achieved significant growth in housing stability outcomes, increasing from 19.1% in 2023 to 41.1% in 2025. This measurable improvement reflects the program's effectiveness in connecting vulnerable populations to sustainable housing solutions, improving care coordination, and increasing participant stability and independence across multiple domains of care.</p>

<p>HHAP Program</p>	<p>Direct housing assistance Stabilization services Rapid rehousing support</p>	<p>ECM currently serves 69 members with high medical, behavioral needs. All clients receiving care case management through the use of carefully crafted client-centered care plans to track client progression in achieving health goals, as of today, 40% of our clients have successfully met or exceeded these plans.</p> <p>The HHAP Program continues to serve as a critical homelessness response and housing stabilization resource within the community, providing direct housing assistance, rapid rehousing support, and stabilization services to individuals and families experiencing homelessness. In 2026, the program served 1,460 households, with 68% of participants successfully exiting into positive or permanent housing situations, including independent rental housing, subsidized units, and permanent family reunification placements.</p> <p>The program has also strengthened system accessibility and responsiveness through the launch of an enhanced CES campaign and improved coordinated entry processes. Average CES call wait times have been reduced to approximately 4.5 minutes, while average callback response times have improved to within 1–3 business days. These enhancements have increased community access to services, improved engagement with vulnerable populations, and reinforced the program’s commitment to timely, equitable, and effective housing interventions.</p>
<p>CalVIP Grant</p>	<p>Violence intervention Community outreach Coordinated response, in-person crisis response, and intensive case management</p>	<p>Annually serves approximately 19 at-risk individuals and their families in communities disproportionately impacted by gun violence, homicides, shootings, and aggravated assaults. Through coordinated outreach, in-person crisis response, and intensive case management, the program supports participants in reducing involvement in violent activity and connecting to stabilizing community resources.</p>

2b. Experience Serving Justice-Impacted and Chronically Homeless Populations

CAPK's experience serving justice-impacted and chronically homeless individuals is grounded in years of direct service delivery through the ARG program and a robust network of community partnerships. Our navigators and case managers regularly work with individuals who have multiple prior incarcerations, active probation or parole conditions, outstanding legal matters, and co-occurring mental health and substance use disorders, the precise profile of individuals the City seeks to serve through this contract.

CAPK staff are trained in trauma-informed engagement, motivational interviewing, and assertive outreach strategies, and have direct experience working in the field alongside law enforcement, outreach teams, and behavioral health providers in Bakersfield's homeless encampments, navigation centers, and emergency shelters. CAPK does not simply navigate Kern County's homelessness response system; we administer it. As the lead agency overseeing the Coordinated Entry System (CES), we partner closely with HMIS, the Brundage Lane Navigation Center, and the broader Continuum of Care (CoC) to ensure direct access to the systems, data, and relationships required to move clients efficiently from assessment to housing.

Our CalAIM clinical team brings additional capacity to serve individuals with complex behavioral health profiles, including engagement with individuals who are difficult to connect to traditional clinical services. The embedded RNs and MSW routinely coordinate care for individuals with severe mental illness, chronic physical health conditions, and active substance use, providing a level of clinical depth that complements and strengthens our case management model.

2c. Organizational Staffing Structure and Key Personnel

CAPK's proposed staffing structure for this program is built around a core team of experienced professionals, the majority of whom are currently employed by CAPK and will transition directly into this program. All staff funded through these grant funds will maintain Proposition 47-specific duty statements clearly identifying grant-related responsibilities and activities. Part-time staff will maintain functional time-keeping records in compliance with BSCC requirements, as applicable.

Position	FTE Allocation	Key Responsibilities
Justice-Involved Navigator 1 (transitioning from ARG)	1.0 FTE	Experienced Navigator (current ARG staff). Intensive case management, field-based outreach, housing navigation, referral coordination, crisis response, and client documentation. HMIS data entry and integrity, Proposition 47 reporting, documentation compliance, file audits, and grant support.

Justice-Involved Navigator 2 (transitioning from ARG)	1.0 FTE	Intensive case management, field-based outreach, housing navigation, client incentives coordination, and CES/HMIS data entry.
Justice-Involved Navigator 3 (transitioning from ARG)	1.0 FTE	Intensive case management, field-based outreach, community coordination, after-care follow-up support, and reporting.
STEPS, Inc. – Contract Services	1.50 FTE	STEPS, Inc. contracted staffing includes three positions totaling 1.50 FTE, which covers one full-time Licensed Therapist (LMFT/LCSW) and two part-time substances use disorder (SUD) Counselors, each at 0.25 FTE, with all positions including a 25% benefits rate.
IN-KIND Leveraged/Integrated Support		
Director of Housing and Supportive Services – Rebecca Moreno	0.20 FTE	Overall program oversight, staff supervision, City and BSCC compliance, quality assurance, reporting, and community partnership management.
Program Administrator	0.40 FTE	Overall program oversight, staff supervision, City and BSCC compliance, quality assurance, reporting, and community partnership management.
Registered Nurse (RN) as part of CalAIM	0.10 FTE (estimated)	Clinical assessment support, health coordination, coordination with behavioral health providers, and Medi-Cal navigation for dual-enrolled clients.
MSW / Clinical Coordinator as part of CalAIM	0.10 FTE (estimated)	Behavioral health coordination, co-occurring disorder support, trauma-informed practice consultation, and clinical supervision support.

A critical advantage of staffing for this program is CAPK's ability to onboard the three Navigator positions immediately on July 1, 2026. These individuals are current CAPK employees working within the ARG program, whose grant funding concludes on June 30, 2026. Because these staff are already employed by CAPK, trained in the organization's systems and compliance protocols, experienced with the target population, and familiar with Kern County's homelessness response network, they can be fully functional case managers on Day One of the contract, with no hiring lag, no onboarding delay, and no lapse in service to the community.

2d. Administrative and Operational Capacity

CAPK maintains a robust administrative infrastructure purpose-built to support complex, multi-funder grant programs with demanding compliance, documentation, fiscal, and reporting requirements. Our organizational capacity for grant management is not theoretical; it is demonstrated daily across an active portfolio of an estimated 85 state and federally funded contracts spanning housing, behavioral health, violence prevention, emergency services, and community development. A full inventory of CAPK's active grants and contracts is available for review in the May 2026 Budget and Finance Committee Agenda ([BF-Committee-Agenda-5.20.26-Comb-1.pdf](#) refer to pages 50-55).

Representative programs that reflect the depth and rigor of CAPK's grant management experience include:

- HUD Office of Community Planning and Development — Coordinated Entry System (CES): Multi-year administration of the region's Continuum of Care-wide coordinated intake and assessment system, requiring standardized data collection, HMIS compliance, interagency coordination, and HUD performance reporting across multiple partner organizations.
- M Street Low-Barrier Navigation Center and Safe Camping and Parking Grant — County of Kern: CAPK operates a 147-bed, 24-hour congregate shelter providing housing, meals, showers, laundry, and an onsite array of mental health, medical, dental, and economic services for unsheltered individuals, including those with pets and partners. The shelter is complemented by 42 safe camping spaces and 10 safe parking slots, offering additional low-barrier options for individuals not yet ready for indoor shelter. Operating a facility of this scale requires rigorous daily compliance with County contract standards, incident reporting protocols, client documentation requirements, and ongoing fiscal oversight.
- Homeless Housing Assistance and Prevention (HHAP) Program — City of Bakersfield, County of Kern, and Kern Regional Homeless Collaborative: Administration of direct financial assistance, client tracking, and compliance with HCD state program guidelines across multiple administering entities — requiring coordination of documentation standards, eligibility verification, and expenditure reporting across jurisdictions.
- California Violence Intervention and Prevention (CalVIP) Grant — City of Bakersfield (BSCC-administered): Performance reporting, outcome data collection, and community partnership coordination under a BSCC grant program — the same administrative framework governing Proposition 47 — demonstrating CAPK's direct familiarity with BSCC reporting expectations, allowable cost standards, and program compliance obligations.

- CalVIP Outreach Grant — City of Bakersfield: A companion BSCC-funded initiative supporting community-based gun violence reduction in areas disproportionately impacted by homicides, shootings, and aggravated assaults, requiring field-based outreach documentation, performance data collection, and coordinated reporting.

CAPK's administrative systems include dedicated fiscal staff experienced in grant fund accounting, allowable cost determination, and multi-funder expenditure reconciliation. Our data management team is an active HMIS participant, experienced with data collection and reporting standards associated with BSCC-funded programs. Internal quality assurance processes include regular file reviews, supervisor case audits, and documentation spot-checks. CAPK maintains a formal records retention policy consistent with state and federal requirements and has successfully navigated external monitoring visits and audits from multiple state and federal funders, establishing a track record of compliance readiness that directly supports our ability to meet all City and BSCC requirements under this Proposition 47 contract.

2e. Multidisciplinary Collaboration Experience

CAPK's work is inherently collaborative, and our programs are deliberately integrated into Kern County's broader human services, behavioral health, and criminal justice systems. Key existing partnerships that directly support this proposal include:

- Bakersfield Police Department (BPD): CAPK has an established working relationship with BPD through the ARG and CalVIP program, participating in coordinated outreach activities, receiving referrals from officers in the field, and collaborating on case conferences for individuals with repeated law enforcement contact.
- Kern County Behavioral Health and Recovery Services (KCBHRS): CAPK coordinates with KCBHRS on referrals to mental health services, crisis intervention support, and care coordination for clients with severe mental illness.
- Bakersfield Kern Regional Homeless Collaborative / Kern County Continuum of Care (CoC) and CES: CAPK is an active participant in the Kern CoC and Coordinated Entry System, with staff trained in CES intake, HMIS data entry, and housing prioritization processes. Currently, Rebecca Moreno, Director of Housing & Supportive Services, is the Chair of the Kern CoC.
- STEPS, Inc.: Formal MOU for co-located ODF/SUD treatment services, enabling warm referrals and coordinated care between CAPK case managers and STEPS clinical staff for clients with substance use disorders.
- Anthem Blue Cross and Kern Health Systems: Active CalAIM contracts creating a formal coordination framework between CAPK's social services and managed care health plans, enabling dual enrollment and cross-system care coordination.

- CAPK's M Street Low-barrier Navigation Center, the City's Brundage Lane Navigation Center, and Shelter Partners: Existing working relationships with shelter operators support rapid placement coordination and continuity of care for enrolled participants.
- Government and Public Agencies (Kern County DHSS, Social Security Administration): Established referral relationships and familiarity with public benefits enrollment processes, including Medi-Cal, CalFresh, and SSI/SSDI navigation.

Section 3 | Approach and Methodology

3a. High-Touch Intensive Case Management Service Model

CAPK's proposed service model for this program is grounded in a high-touch, field-based, and assertively relationship-driven approach to intensive case management, one that aligns directly with the City's 'relentless pursuit' model of outreach and stabilization. We understand that the individuals referred to this program have often experienced significant trauma, system failures, and repeated cycles of homelessness and incarceration. Engaging and retaining these individuals in meaningful, life-changing services requires more than a traditional office-based case management model. It requires persistent presence, a genuine relationship, and an unwavering commitment to each individual's potential for stability.

CAPK's case managers will function as the primary, consistent point of contact for each enrolled participant, maintaining a caseload of no more than fifteen (15) active clients per Case Manager in accordance with the City's requirements. Case managers will maintain a minimum of multiple meaningful contacts per week during active enrollment, including field-based outreach, in-person meetings, transportation assistance, accompaniment to appointments, wellness checks, crisis response, and coordination of supportive services. Contact frequency will be adjusted only upon demonstrated client stabilization and with prior approval from the Community Vitality Unit.

CAPK's model is built around five core principles: (1) Housing First: rapid connection to stable housing without preconditions; (2) Trauma-Informed Practice: services designed to minimize re-traumatization and promote safety, predictability, and healing; (3) Harm Reduction: meeting clients where they are and supporting incremental progress toward stability; (4) Whole-Person Care: addressing the full continuum of health, behavioral health, housing, legal, and social needs; and (5) Relentless Engagement: never closing a door on a participant, regardless of setbacks or missed contacts.

3b. Engagement Philosophy and Field-Based Outreach

CAPK's case managers bring direct, on-the-ground experience engaging Kern County's most difficult-to-reach individuals, those with repeated justice involvement, chronic homelessness, distrust of service systems, and active behavioral health challenges. Our staff are trained in and regularly practice the following evidence-based and trauma-responsive engagement strategies:

- Motivational Interviewing. Case managers use reflective listening, open-ended questioning, and collaborative goal setting to support clients in identifying their own motivations for change and building intrinsic momentum toward stability.
- Assertive Community Treatment (ACT) Principles: CAPK's outreach model mirrors ACT principles by bringing services directly to the client's location, whether on the street, at an encampment, in a shelter, or in the community, rather than expecting clients to come to us.
- CAPK will not disengage from a participant following missed contacts or setbacks. Case managers will make repeated, varied attempts at contact, including field visits, coordination with shelter staff, outreach through shared contacts, and coordination with BPD and partner agencies, to maintain engagement and prevent service dropout.
- Harm Reduction Orientation: CAPK's approach does not require sobriety, treatment participation, or behavioral compliance as a precondition for engagement. Clients are met where they are, and incremental progress is acknowledged and reinforced.
- Crisis Response Integration: Case managers are trained to recognize and respond to behavioral health crises, coordinating with KCBHRS crisis services, BPD, hospital emergency departments, and other crisis resources as needed. CAPK's embedded clinical staff (RNs and MSWs) provide a critical resource for crisis de-escalation and clinical consultation.

3c. Assessment Tools, Documentation, and Individualized Care Planning

Upon referral, CAPK case managers will initiate a comprehensive assessment process to determine program eligibility and establish a detailed understanding of each client's needs, barriers, strengths, and goals. Assessment domains include mental health status, substance use history and current use, physical health, housing history and stability, justice-system involvement, employment status, income, public benefits enrollment, and social support systems. Through the assessment process and CES, staff utilize the Vulnerability Index – Service Prioritization Decision Assistance Tool (VI-SPDAT) that is designed to be administered quickly in the field by outreach workers, shelter staff, etc., to determine vulnerability and housing intervention (e.g., diversion, rapid rehousing, permanent supportive housing).

Care Plans and client outcome documentation will be structured in alignment with the City's Local Evaluation Plan (LEP), ensuring that all data collected at intake, during service delivery, and at exit is consistent with the performance indicators, outcome measures, and reporting expectations established under this grant. Based on the comprehensive assessment, CAPK will develop an individualized care plan with each client. Care Plans are living documents that establish realistic, measurable, and achievable goals tailored to each individual's unique circumstances. Consistent with RFP requirements, all clients will have a minimum of two primary goal areas: (1) housing stability and/or employment, and (2) mental health stabilization

and/or substance use treatment or recovery. Additional goals will be established as appropriate based on individual needs and barriers.

The Care Plans will be updated regularly throughout service delivery, at a minimum at each significant milestone, upon any change in client circumstances, and at established review intervals. Case managers will monitor progress toward goals, document contacts and outcomes in CAPK's case management system and in HMIS and use Care Plan reviews as an opportunity to celebrate progress, adjust goals as circumstances evolve, and recalibrate engagement strategies when barriers arise.

3d. Coordination with City, BPD, Behavioral Health, Housing, and Community Partners

CAPK will serve as an active, engaged, and responsive partner within Bakersfield's coordinated homelessness response system. We will maintain proactive and consistent communication with the Community Vitality Unit, treating them as a core organizational partner rather than a contractual oversight entity. Key coordination commitments include:

- Bakersfield Police Department (BPD) and Community Vitality Unit (CVU): CAPK prioritize referrals generated by BPD and the Community Vitality Unit through field contacts, encampment engagement, and coordinated outreach. We will maintain open lines of communication with referring officers and CVU staff, providing timely updates on client status, referral outcomes, and service barriers.
- Behavioral Health Partners (KCBHRS, STEPS, Inc.): CAPK's MOU with STEPS enables direct, co-located ODF/SUD treatment referrals for enrolled clients. For clients requiring higher levels of mental health care, CAPK will coordinate with KCBHRS and other licensed behavioral health providers, facilitating warm referrals and maintaining coordinated communication with treatment teams.
- Housing Providers and Shelter Operators: CAPK will work closely with shelter operators, the Brundage Lane Navigation Center, and permanent supportive housing providers to facilitate rapid placement and maintain housing stability post-placement. Our existing relationships with these partners enable direct communication and timely coordination.
- CES and HMIS: CAPK administers the CES program and is a registered HMIS participant. Our staff will enter and maintain accurate, timely client data in HMIS, support CES referral and prioritization processes, and ensure that enrolled clients are appropriately documented within Kern County's coordinated entry system.
- CalAIM Health Plan Partners: For clients who are Medi-Cal beneficiaries, CAPK will coordinate with Anthem and Kern Health Systems to explore CalAIM ECM and Community Supports enrollment where appropriate, leveraging our existing relationships to create a whole-person care continuum for enrolled participants.

3e. Housing First Implementation and Housing Navigation

Housing First is a foundational principle of CAPK's service model, not merely a compliance requirement, but a genuine organizational value rooted in the belief that stable housing is the essential precondition for addressing all other barriers to self-sufficiency. CAPK will prioritize rapid connection to permanent housing for all enrolled participants without imposing preconditions related to sobriety, mental health treatment participation, income, or criminal history.

CAPK's housing navigation services will include: comprehensive assessment of housing barriers and needs; identification of appropriate housing options including emergency shelter, bridge housing, transitional housing, permanent supportive housing (PSH), and rapid re-housing opportunities; assistance with housing applications, documentation, background check remediation, and landlord negotiation; coordination with the City's Brundage Lane Navigation Center, CAPK's M Street Low-barrier Navigation Center, and other shelter resources for interim placement while permanent housing is secured; and post-placement stabilization support to promote long-term housing retention.

CAPK's experience with rental assistance and emergency hotel placement through the ARG program provides a direct operational foundation for the housing navigation and interim placement functions required under this contract. Our existing landlord relationships and familiarity with Kern County's affordable and supportive housing inventory will support more efficient and effective housing placement for enrolled participants.

3f. Referral Response Times and Client Engagement Protocols

CAPK is committed to rapid, responsive engagement with all referrals received from the Community Vitality Unit, Bakersfield Police Department, and partner agencies. Our referral response protocols are as follows:

- **Immediate Acknowledgment:** All referrals will be acknowledged to the referring party within one (1) business day of receipt, with assignment to a specific Case Manager confirmed.
- **Initial Contact Attempts:** Case managers will initiate outreach efforts immediately upon referral assignment, the same day when feasible, using all available contact information, field knowledge, and coordination with partner agencies.
- **In-Person Connection:** Case managers will establish an initial in-person connection with each new client within forty-eight (48) hours of referral, consistent with the City's expectation, whenever the client's location is known or can be determined through field coordination.
- **Ongoing Contact Frequency:** During active enrollment, case managers will maintain a minimum of multiple meaningful contacts per week with each client. Contact modalities

include field visits, in-person meetings at CAPK facilities or community locations, phone or video contact, and joint outreach with partner agencies.

- Documentation: All contacts, contact attempts, and their outcomes will be documented in CAPK's case management system and in HMIS within 24 hours of occurrence, ensuring a real-time record of engagement for City review and compliance purposes.

3g. Onboarding and Transition Planning

CAPK understands the critical importance of a smooth and disruption-free transition at the program's launch. Given that the target population is highly vulnerable and that disruptions in service relationships can have significant negative consequences, including loss of engagement, housing instability, and increased risk of recidivism, CAPK is prepared to prioritize continuity of care above all else during the transition and onboarding period.

CAPK's transition plan takes advantage of a unique structural asset: our three transitioning Navigator staff are current CAPK employees who will move directly from the ARG program into this contract on July 1, 2026. Because they are already active members of Bakersfield's homeless response network, known to partner agencies, shelter staff, BPD officers, and many of the individuals who will be referred to this program, the relational continuity that is so critical to effective engagement with this population is preserved from Day One.

During the anticipated two-week transition and onboarding period, CAPK will:

- participate in collaborative transition planning meetings with the Community Vitality Unit and any outgoing service provider; review and receive appropriate transfer of existing client records and service plans (subject to applicable confidentiality requirements).
- conduct warm handoff coordination for any currently enrolled participants transitioning to our care; complete staff orientation specific to program requirements, City reporting standards, and program-specific protocols; and
- establish all operational systems, including HMIS access, documentation templates, client intake forms, and referral intake workflows, prior to or concurrent with service delivery launch.

3h. Staffing Structure and Continuity Planning

CAPK's staffing structure for this program is designed to ensure supervision, accountability, and continuity of service delivery throughout the contract period. The Program Administrator will provide regular individual supervision to all Case Managers, conduct regular case reviews, ensure documentation compliance, participate in City-required meetings and case conferences, and serve as the primary escalation point for complex client situations or compliance concerns.

With three (3) dedicated full-time Justice-Involved Navigators and a maximum caseload of fifteen (15) active clients per Navigator, CAPK is positioned to serve a total of forty-five (45)

unduplicated clients over the grant period. The caseloads will be managed by the CAPK team, as the lead entity, with the Program Administrator providing oversight, to ensure equitable distribution based on client acuity, geographic concentration, and staff capacity, ensuring each client receives the high-frequency, high-intensity engagement that justice-involved individuals transitioning from incarceration require for successful housing stabilization and community reintegration. Complementing direct case management, STEPs, Inc. will provide all forty-five (45) program participants with access to licensed clinical professionals, delivering more intensive and complex services including Substance Use Disorder (SUD) counseling, behavioral health intervention, and therapeutic support, ensuring that clients with the highest levels of need receive specialized, professional-level care beyond the scope of traditional case management.

Staff continuity is a priority. In the event of a vacancy, extended absence, or other staffing disruption, CAPK will provide written notification to the Community Vitality Unit within one business day and will implement contingency protocols, including temporary caseload redistribution, use of organizational on-call staff, and expedited recruitment, to minimize any disruption to client services. CAPK's broader organizational staffing base provides a depth of coverage and institutional support that smaller, single-program organizations cannot offer.

3i. Administrative Capacity and Compliance

CAPK's administrative infrastructure for this program leverages the same organizational systems and personnel that have successfully supported our BSCC ARG Cohorts 3 and 4 contracts and CalAIM programs. Key administrative capacity elements include:

- **HMIS Participation and Data Management:** CAPK is an active HMIS participant with trained staff experienced in data entry, data quality standards, and HMIS reporting requirements. We will ensure timely, accurate, and complete data entry for all enrolled participants and generate reports on the formats required by the City and BSCC.
- **Grant Compliance and Documentation:** CAPK's compliance team conducts regular internal file reviews and documentation audits to ensure consistency with grant requirements. All client files will contain required intake, assessment, care plan, contact log, referral, and outcome documentation in accordance with Proposition 47 and City standards.
- **Fiscal Tracking and Accountability:** CAPK's finance department maintains grant fund accounting systems that track expenditures by budget category, generate monthly budget-to-actual reports, and support invoice preparation and submission. All client incentive and direct assistance expenditures will be subject to prior City approval and documented in accordance with BSCC allowable cost guidelines.
- **Reporting:** CAPK will submit all required reports, including monthly, quarterly, and annual performance reports, on schedule and in the formats specified by the City and BSCC. We will designate a specific staff member responsible for reporting coordination.

CAPK will ensure all data collection, documentation, and reporting activities align with the City's Local Evaluation Plan (LEP), including adherence to LEP-defined outcome measures, data elements, and evaluation timelines. Staff will be trained on LEP requirements prior to program launch, and internal quality assurance processes will include regular review of LEP compliance.

3j. Trauma-Informed, Culturally Responsive, and Harm Reduction-Oriented Service Delivery

CAPK's service philosophy recognizes that the vast majority of individuals served through this program have experienced significant, often complex and multi-generational trauma, including trauma associated with incarceration, victimization, homelessness, family disruption, substance use, and systemic marginalization. Trauma-informed practice is embedded throughout our organizational culture and program design, not simply a training checkbox.

Key elements of CAPK's trauma-informed, culturally responsive, and harm reduction approach include:

- **Safety, Trustworthiness, and Transparency:** All client interactions prioritize physical and emotional safety. Case managers are transparent about program expectations, client rights, and the limits of confidentiality, fostering trust from the first contact.
- **Cultural Responsiveness:** CAPK serves a diverse Kern County community with significant Latino, Indigenous, Black, and other underrepresented populations among the chronically homeless and justice involved. Our staff reflect the communities we serve, and bilingual services (English/Spanish) are available. Program materials, outreach approaches, and communication styles are adapted to the cultural contexts of the individuals we serve.
- **Strengths-Based Practice:** Case managers are trained to identify and build on client strengths, capacities, and existing support networks, not merely to catalogue deficits and barriers.
- **Harm Reduction:** CAPK does not require abstinence or behavioral compliance as a condition of service. Clients are supported by taking incremental steps toward stability, and case managers are trained to respond to relapses and setbacks with compassion, not judgment.
- **Peer Support Consideration:** CAPK recognizes the value of lived experience in building trust with this population and will explore opportunities to incorporate peer support elements into the service model as appropriate.

Section 4 | Work Plan and Timeline

4a. Key Activities, Milestones, and Implementation Timeline

The following work plan reflects CAPK's proposed implementation timeline, beginning with transition and onboarding activities and extending through administrative closeout on June 30, 2028.

Phase / Milestone	Target Date	Key Activities
Pre-Launch / Transition Period	July 1–14, 2026	Participate in City-led transition planning meetings; coordinate warm handoffs with outgoing providers; finalize staff assignments and caseload structure; establish HMIS access and program documentation systems; complete Proposition 47 program orientation; finalize referral intake protocols with CVU and BPD; confirm partner agency coordination agreements.
Program Launch — Active Service Delivery	July 1, 2026	Begin accepting referrals from CVU and BPD; initiate immediate outreach to newly referred clients; complete comprehensive assessments and develop initial Individualized Care Plans; begin HMIS data entry for all enrolled participants; initiate weekly case conferencing with CVU.
Month 1–3 Operations	July–Sept. 2026	Establish caseloads at full target capacity; maintain multiple contacts per week per client; submit first monthly report to City; conduct first internal documentation audit; participate in bi-weekly case conferencing with CVU; initiate housing navigation for all enrolled clients; complete first quarterly performance report.
Mid-Year Program Review	December 2026 / Jan. 2027	Conduct internal mid-year program evaluation; review client outcome data and progress toward goals; submit mid-year performance report; adjust engagement strategies for clients with limited progress; identify training or capacity gaps; confirm staffing continuity and report any changes to CVU.
Year 2 Continuation	July 2027 – March 2028	Maintain full caseloads and high-frequency engagement; continue housing navigation and stabilization; begin transitioning clients completing 12-month ICM phase to after-care follow-up support (up to 12 months); submit quarterly performance reports; maintain HMIS data currency and accuracy; support CVU-directed evaluation activities.

After-Care Support Phase (selected clients)	Ongoing per client timeline	Periodic follow-up contacts (monthly or as directed); monitoring of housing retention and behavioral health stability; crisis response as needed; support linkage to community services for long-term self-sufficiency; documentation of after-care contacts and outcomes in HMIS.
Active Service Delivery Conclusion	March 31, 2028	Complete all active client services; transition enrolled participants to community services or after-care support; submit final program performance report; ensure all HMIS records are current and complete; provide CVU with final client status summary.
Administrative Closeout	April 1 – June 30, 2028	Complete final billing and invoice reconciliation; submit final fiscal report; conduct final file review and documentation audit; respond to any CVU or BSCC requests; archive all program records in compliance with grant retention requirements.

4b. Program Management, Supervision, and Evaluation

CAPK will manage this program through a structured supervision and quality assurance framework. The Program Administrator will hold weekly individual supervision sessions with each Case Manager, conduct monthly case reviews for a sample of active client files, and convene quarterly all-staff program review meetings to assess performance data, discuss challenges, and identify opportunities for improvement. Monthly budget-to-actual reviews will ensure fiscal compliance and early identification of any expenditure concerns.

CAPK will use HMIS data and internal tracking spreadsheets to monitor real-time progress toward performance targets, including client enrollment numbers, housing placement rates, housing retention rates, engagement frequency, and reduction in recidivism indicators. Performance data will be shared with the Program Administrator and CVU in monthly reports and discussed at bi-weekly case conferences.

Program performance will be monitored and evaluated in accordance with the City's Local Evaluation Plan (LEP), with HMIS data and internal tracking systems configured to capture all LEP-required data elements and outcome indicators, including housing placement rates, housing retention, sustained client engagement, and reductions in recidivism.

4c. Onboarding and Transition Plan

CAPK's transition plan is a critical organizational advantage and is designed to ensure that enrolled clients experience no disruption in supportive services during the program's launch. Key elements of the transition plan include:

- **Staff Continuity:** Three existing CAPK ARG Navigators will transition directly into Case Manager roles on July 1, 2026. Their familiarity with the local service system, established relationships with referral partners, and existing knowledge of many of the individuals who will be referred to this program eliminates the ramp-up period that new hires would require.
- **Warm Handoff Coordination:** CAPK will actively participate in any warm handoff processes facilitated by the Community Vitality Unit, reviewing existing client records, meeting with clients currently enrolled with any outgoing provider, and ensuring that current service plans are understood and honored from the beginning.
- **Partner Agency Notifications:** CAPK will notify key referral and coordination partners, including BPD, KCBHRS, STEPS, shelter operators, and housing providers, of the program launch and our role as the new service provider, ensuring that referral pathways are established and functioning from the first day of service delivery.
- **Operational System Setup:** Before July 1, CAPK will complete all HMIS access setup, case management system configuration, documentation template finalization, and intake workflow establishment to ensure that administrative systems are fully operational at launch.

4d. Hiring, Onboarding, and Startup Timeline

CAPK's startup timeline is streamlined by the availability of three experienced ARG Navigators who will transition directly into this program. The primary hiring activities will focus on any supervisory or administrative positions not currently filled by existing staff. CAPK anticipates the following pre-launch activities:

- **Weeks prior to July 1:** Finalize program position descriptions, confirm staff assignments, and complete any necessary personnel actions for staff transitioning from ARG to this program.
- **June-July 2026:** Complete program-specific orientation and training for all assigned staff, including grant requirements, City reporting standards, documentation protocols, HMIS procedures, and program-specific intake workflows. Establish all operational agreements and coordination MOUs with partner agencies.
- **July 1, 2026:** Full program launch, no ramp-up period required. Case managers are ready to accept referrals, conduct outreach, and begin comprehensive assessments.

4e. Multidisciplinary Collaboration and Case Conferencing

CAPK is fully committed to active and consistent participation in the collaborative structures established by the Community Vitality Unit (CVU). Specifically, CAPK will:

- Participate in weekly or bi-weekly case conferencing meetings with the CVU and partner agencies, as directed by the City, providing timely case updates, raising service barriers, and coordinating complex client situations.
- Designate the Program Administrator as the primary point of contact for the CVU for all administrative, compliance, and operational matters.
- Continue to participate in the Bakersfield-Kern Regional Homeless Collaborative – Continuum of Care (CoC) meetings, referral network coordination meetings, and other community meetings as directed by the CVU.
- Maintain a shared tracking mechanism or communication protocol with the CVU to ensure real-time visibility into client referral status, enrollment, and outcomes.
- Respond to CVU communications, data requests, and status inquiries within one business day as a standard operating protocol.

Section 5 | Resumes, References, and Organizational Experience

5a. Key Personnel — Summary of Qualifications

Full resumes for all key personnel are attached as **Exhibit A** to this proposal. Summaries of qualifications for positions proposed for this program are provided below.

Rebecca Moreno, Director of Community Development (In-Kind)

Rebecca Moreno brings over 10 years of homeless services experience and 7 years of supervisory leadership, currently overseeing all agency contracts and grants related to housing and homelessness, including direct supervision of the Coordinated Entry System (CES), M Street Navigation Center, Housing, Re-Entry programs, and the newly added Veteran Supportive Services Division. Rebecca is an active leader within Kern County's homelessness response system, serving as a Governing Board Officer of the Bakersfield-Kern Regional Homeless Collaborative (BKRHC) as the Chairperson and participating in multiple community working groups, including the Built for Zero Campaign and Connected Community Network. Her expertise spans HMIS, VI-SPDAT assessments, trauma-informed care, program budget oversight, federal and state compliance, and community outreach. Rebecca will contribute 0.20 FTE to this program as an in-kind resource, providing executive oversight, program leadership, and quality assurance at no cost to the grant.

Joseph Aguilar — Program Administrator (In-Kind)

Joseph Aguilar brings more than five years of progressive leadership within CAPK's homeless services division and eight-plus years of total program supervision experience, currently serving as CES Program Manager overseeing CAPK's Coordinated Entry System, CalAIM, and Day Habilitation programs. In this role, he manages all staff supervision, stakeholder reporting,

community partnerships, and compliance with programs that have collectively processed over 800 KHS referrals and ensured more than 10,000 clients were contacted within CES's 24-hour response standard. Mr. Aguilar was instrumental in launching both the CalAIM and Day Habilitation programs at CAPK and serves as Chair of the CES Committee within the Bakersfield-Kern Regional Homeless Collaborative (BKRHC), where he provides HMIS data quality training to CoC partners across Kern County. He is trained in motivational interviewing, VI-SPDAT/PR-SPDAT/VITAY assessment tools, and HUD homelessness definitions, and is bilingual in English and Spanish. Mr. Aguilar holds a Leadership certificate from Bakersfield College, was accepted into the Bakersfield Chamber of Commerce Leadership Program (2024) and is a candidate for the Certified Community Action Professional (CCAP) credential.

Veronica Ramos — Justice-involved Navigator

Veronica Ramos is a bilingual (English/Spanish) housing and homelessness services professional with over 7 years of progressive experience in Kern County's homelessness response system. Currently serving as a Program Specialist at Community Action Partnership of Kern (CAPK), she brings deep expertise in Coordinated Entry System (CES) operations, HMIS data management, HUD compliance, housing navigation, and cross-agency collaboration.

Throughout her career, Veronica has demonstrated a strong ability to manage complex, multi-program environments — simultaneously supporting CES operations, the Encampment Resolution Fund (ERF), and the KHS CalAIM Housing Navigation Program. Her direct contributions include helping house 126 of 164 households matched to a housing subsidy under the ERF program, launching CalAIM housing navigation services as one of the program's first navigators, and providing ongoing technical assistance and compliance guidance to community providers across Kern County. Prior to CAPK, Veronica served as a Lead Case Manager at the Bakersfield Homeless Center, where she delivered intensive case management through the CalWORKs Housing Support Program, coordinated housing placements, and trained incoming staff on HMIS and program compliance. Her core competencies include CES match coordination, data quality oversight, policy development, staff training, housing inspections, crisis intervention, trauma-informed care, and public presentations. She holds certifications in Trauma-Informed Care, SOAR Works, the 16-Hour NSPIRE Physical Inspection course, and multiple Asthma Education credentials.

Cesar Serrano — Justice-involved Navigator

Cesar Serrano is a bilingual (English/Spanish) social services professional with a background spanning justice-involved navigation, behavioral intervention, and youth advocacy. His experience reflects a consistent commitment to serving vulnerable and underserved populations through trauma-informed, culturally sensitive, and person-centered approaches.

Currently serving as a Justice Involved Navigator at Community Action Partnership of Kern (CAPK), Cesar provides intensive case management and outreach to justice-involved individuals experiencing homelessness, conducting assessments, developing individualized support plans, and coordinating access to housing, healthcare, and community resources. He works closely with multidisciplinary teams, law enforcement, correctional facilities, and social service providers to support successful client reintegration.

Before CAPK, Cesar worked as a Behavior Interventionist with Maxim Healthcare Services, where he implemented Behavior Intervention Plans, supported students in crisis, and contributed to collaborative education team efforts through data tracking and progress monitoring. Earlier, as a Youth Advocate and Community Liaison with the Child Abuse Prevention Center, he managed a caseload of Foster and McKinney-Vento youth involved in the juvenile justice system throughout Kern County, connecting clients to grants, programs, and educational pathways to support their transition back into society.

Cesar holds two Associate of Arts degrees from Bakersfield College in Communication and Liberal Studies, and his core competencies include crisis intervention, care coordination, trauma-informed care, leadership, and bilingual service delivery in English and Spanish.

Claudia E. Huerta — Justice-involved Navigator

Claudia E. Huerta is a bilingual (English/Spanish) social services professional with a bachelor's degree in criminal justice from California State University, Bakersfield, and a dedicated career focused on housing navigation, case management, and community reintegration for justice-involved and vulnerable populations throughout Kern County.

Currently serving as a Justice Involved Navigator at Community Action Partnership of Kern (CAPK), Claudia provides intensive, client-centered case management to individuals transitioning from incarceration into stable housing. Her work includes developing individualized housing plans, coordinating vital document procurement, facilitating CES referrals, conducting outreach in CDCR facilities, and providing aftercare case management to support long-term housing sustainability and recidivism reduction. She maintains strong partnerships with Adult Probation, the Department of Corrections, and community service providers.

Prior to her current role, Claudia served as a CalAIM Case Manager at CAPK, where she conducted VI-SPDAT and QRT assessments, managed HMIS documentation, coordinated housing deposits, conducted housing inspections, and supported clients through 30, 60, and 90-day follow-up intervals. Earlier, as an Outreach Specialist at CAPK, she supported food bank coordination, community partnerships, donor database management, and emergency financial assistance programs.

Her core competencies include trauma-informed care, intensive case management, housing stabilization, CES navigation, HMIS documentation, crisis intervention, and bilingual service delivery in English and Spanish.

5b. Primary Program Manager and City Point of Contact

Name: Joseph Aguilar
 Title: Program Administrator, Housing & Supportive Services
 Address: 1631 30th Street, Bakersfield, CA 93301
 Email: jaguilar@capk.org
 Phone: 661-336-5236

5c. Comparable Contracts and Organizational Experience

The following table summarizes CAPK's current and recent contracts for comparable intensive case management, homeless services, re-entry services, behavioral health coordination, and housing stabilization programs.

Program / Contract	Funder	Services Provided
Adult Re-Entry Grant (ARG) Cohort 3	BSCC	Intensive case management, housing navigation, rental assistance, emergency hotel placement, and coordinated services for justice-impacted, homeless individuals.
Adult Re-Entry Grant (ARG) Cohort 4	BSCC	Same as Cohort 3; expanded capacity and service enhancements based on Cohort 3 learnings.
CaAIM ECM / Community Supports / Day Habilitation — Anthem	Anthem Blue Cross	Enhanced Care Management, Community Supports, and Day Habilitation services for Medi-Cal beneficiaries with complex health and social needs.
CaAIM ECM / Community Supports — Kern Health Systems	Kern Health Systems	Enhanced Care Management and Community Supports for KHS Medi-Cal beneficiaries; whole-person care coordination with 2.0 FTE RNs and 1.0 FTE MSW.
Homeless Housing Assistance and Prevention (HHAP)	CA HCD	Direct financial assistance, housing navigation, and stabilization services for individuals and families experiencing or at risk of homelessness.

California Violence Intervention and Prevention (CaVIP)	BSCC-City of Bakersfield	Target communities that are disproportionately impacted by homicides, shootings, and aggravated assaults. CAPK provides in-person response and case management.
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5d. Professional References (Minimum 3)

1. Kern Family Health Care

Name: Adriana Salinas
 Title: Director of Community and Social Services
 Phone: 661-426-7711
 Email: Adriana.Salinas@khs-net.com
 Agency website: www.kernfamilyhealthcare.com

CAPK maintains an active contractual relationship with Kern Health Systems through its CalAIM program, delivering Enhanced Care Management (ECM) and Community Supports services to KHS Medi-Cal beneficiaries under a whole-person care model. Ms. Salinas can speak directly about CAPK's performance, clinical coordination capacity, and responsiveness as a managed care partner.

2. County of Kern

Name: Stacy Kuwahara
 Title: Assistant Chief Administrative Officer
 Phone: 661-868-3169
 Email: KuwaharaS@kerncounty.com
 Agency website: <https://www.kerncounty.com>

CAPK partners with the County of Kern across multiple homeless response contracts, including operation of the M Street Low-Barrier Navigation Center and Safe Camping and Parking program, the Homeless Housing Assistance and Prevention (HHAP) program, the Homeless Drop-In Center in Mojave, and ongoing Continuum of Care coordination. Ms. Kuwahara can speak to CAPK's contract compliance, operational performance, and collaborative role within Kern County's homelessness response system.

3. Kern County Public Defenders Office

Name: Peter Kang
 Title: Public Defender
 Phone: 661-868-4799
 Email: kangp@kerncounty.com
 Agency website: <https://www.kerncounty.com/government/departments/public-defender>

The M Street Navigation Center maintains a collaborative partnership with the Kern County Public Defender’s Office to help address legal barriers that often contribute to homelessness and housing instability. Through this partnership, individuals experiencing homelessness are connected to legal support services designed to improve their ability to secure and maintain permanent housing, employment, and overall stability.

Public Defender representatives work in coordination with the M Street case management staff to assist participants with resolving outstanding warrants, addressing court obligations, navigating Homeless Court processes, and pursuing expungement opportunities when appropriate. This collaboration helps reduce barriers that may otherwise prevent individuals from qualifying for housing programs, employment opportunities, or supportive services. By incorporating legal advocacy into the continuum of care, the M Street team is able to provide more comprehensive stabilization services and improve long-term housing outcomes for vulnerable populations. This coordinated approach strengthens system-wide collaboration between homeless services providers and the justice system while supporting participants in achieving self-sufficiency, reducing recidivism, and successfully transitioning into permanent housing.

Section 6 | Proposed Budget

6a. Budget Alignment with Narrative, Work Plan & Service Model

The proposed budget totals \$630,000 over the full grant period, fully funded by the City of Bakersfield. All expenditures are directly aligned with Intensive Case Management (ICM) service delivery, program administration, and subcontracted substance use disorder (SUD) clinical services through STEPs, Inc. The budget supports three full-time Justice-Involved Navigators, program oversight, and a comprehensive array of client-centered services consistent with the program narrative, work plan, staffing plan, and proposed service model.

Period	Amount
Year 1 (July 1, 2026 – June 30, 2027)	\$333,713
Year 2 (July 1, 2027 – March 31, 2028, + Closeout)	\$296,287
TOTAL GRANT AWARD	\$630,000

6b. Service Period & Administrative Closeout

The budget covers the full-service period from July 1, 2026, through March 31, 2028. Year 2 incorporates three months of administrative closeout (April 1 – June 30, 2028), with costs limited to activities necessary for grant closeout, including HMIS data management, reporting, and fiscal reconciliation, consistent with BSCC Administrative Grant Guide requirements.

6c. Budget Narrative & Calculations

Personnel — CAPK | \$317,501 Total (Salaries + Stipends) + \$86,893 Benefits

Three (3) full-time Justice-Involved Navigators are budgeted at 1.0 FTE each at an hourly rate of \$25.77 (\$53,602 annually per navigator), providing direct case management, housing navigation, and reintegration support to justice-involved individuals experiencing homelessness throughout Kern County. Direct-charge salary total: \$160,806 (Year 1) across all three navigators.

Employee stipends are included at \$75/month per staff for cell phone reimbursement and \$100/month per staff for bilingual pay across 3.0 FTE, totaling \$11,970 over the grant period (\$6,300 Year 1 / \$5,670 Year 2). Benefits are calculated at 28% of base salary, totaling \$86,893 over the grant period (\$45,020 Year 1 / \$41,873 Year 2).

The following positions are contributed as in-kind and charged at no cost to the grant:

- Rebecca Moreno, Director of Housing & Supportive Services — 0.20 FTE at \$71.27/hr (\$29,648 annually) 100% **In-Kind**
- Joseph Aguilar, Program Administrator — 0.40 FTE at \$45.63/hr (\$37,964 annually) 100% **In-Kind**

Contract Services — STEPs, Inc. | \$141,179 Total

CAPK has contracted with STEPs, Inc. to provide Substance Use Disorder (SUD) clinical and counseling services as a subcontractor under this grant. STEPs, Inc. will deliver evidence-based SUD assessment, individual and group counseling, therapeutic services, and participant engagement support to program clients. The subcontract is budgeted at \$77,553 in Year 1 and \$63,626 in Year 2, totaling \$141,179 over the grant period.

Position	FTE	Base Salary	Benefits (25%)	Total
Licensed Therapist (LMFT/LCSW)	0.90 FTE	\$80,943	\$20,236	\$101,179
SUD Counselor #1	0.25 FTE	\$15,000	\$3,750	\$18,750
SUD Counselor #2	0.25 FTE	\$15,000	\$3,750	\$18,750
Participant Engagement (Snacks/Food/Coffee)				\$2,500 (est.)
TOTAL — STEPs, Inc. (Grant-Funded Portion)	1.40 FTE			\$141,179

The Licensed Therapist (LMFT/LCSW) is budgeted at 0.90 FTE under this grant; the remaining 0.10 FTE is supported through STEPs, Inc. organizational funding.

Space Costs | \$19,000 Total

Office space is calculated at \$2.31/SF x 120 SF x 12 months x 3.0 FTE staff, totaling \$10,000 in Year 1 and \$9,000 in Year 2. This provides a dedicated workspace for Justice-Involved Navigators to conduct client meetings, case documentation, and coordination activities.

Other Operating Costs | \$2,339 Total

Other operating costs support the full range of program operations and community engagement, including:

- Meeting Expenses: Partner coordination, match calls, and case conferencing. Client engagement and meeting support. One-on-One & Group Meeting Supplies/Snacks (\$1,231 Year 1 / \$1,108 Year 2)

Indirect Costs | \$63,088 Total

Indirect costs are calculated at a 12% de minimis rate covering contract management, human resources, general administrative support, finance, facilities, and IT support. Year 1: \$32,803 | Year 2: \$30,285.

Category	Year 1	Year 2	Total
Salaries & Stipends	\$167,106	\$150,395	\$317,501
Benefits (28%)	\$45,020	\$41,873	\$86,893
Space Costs	\$10,000	\$9,000	\$19,000
Contract Services — STEPs, Inc.	\$77,553	\$63,626	\$141,179
Other Operating Costs Meeting Expenses (Direct)	\$1,231	\$1,108	\$2,339
Indirect (12% de minimis)	\$32,803	\$30,285	\$63,088
TOTAL	\$333,713	\$296,287	\$630,000

6d. Allowable Budget Line Items

All proposed budget line items fall within allowable categories as defined in the BSCC Administrative Grant Guide, including:

- Personnel & Payroll Taxes / Fringe Benefits
- Space Costs
- Contract Services (STEPs, Inc. Subcontract)
- Other Direct Costs (Outreach, Meetings, Printing, Postage, Employee Costs)
- Indirect Costs (12% de minimis rate)

Reference the sections above for a detailed budget description.

6e. Staffing & Administrative Sufficiency

CAPK’s staffing structure provides sufficient capacity to sustain all service delivery, compliance, reporting, case coordination, HMIS data management, and administrative requirements associated with Proposition 47-funded services throughout the grant period. Three full-time Justice-Involved Navigators, Veronica Ramos, Cesar Serrano, and Claudia Huerta, each bring specialized expertise in CES operations, housing navigation, justice-involved populations, and HMIS compliance. The Program Administrator (0.40 FTE, in-kind) ensures operational compliance, grant reporting, and coordination with the City, while executive oversight from the Director of Housing & Supportive Services (0.20 FTE, in-kind) provides program leadership and accountability at no cost to the grant.

6f. Client Incentives & Supportive Items

STEPS, Inc. has budgeted approximately \$2,500 for participant engagement items, including snacks, food, and coffee, to support client participation and retention in SUD counseling and group sessions. Additionally, CAPK’s Other Operating Costs include \$2,339 for one-on-one and group meeting supplies and snacks to support client engagement in case management activities. All client incentive and supportive item expenditures will be tracked through itemized receipts, documented in program files, and submitted for City approval in compliance with applicable grant requirements and BSCC guidelines before expenditure.

6g. Leveraged Staffing, In-Kind Contributions & Partnerships

CAPK contributes substantial in-kind resources that significantly enhance program capacity beyond grant-funded activities:

Name	Position	Contribution	Est. Value	Role in Program
Rebecca Moreno	Director of Housing & Supportive Svcs.	0.20 FTE In-Kind	\$29,648/yr	Executive oversight & program leadership
Joseph Aguilar	Program Administrator	0.40 FTE In-Kind	\$37,964/yr	Compliance, reporting & admin coordination

Beyond staffing, CAPK’s role as the lead administrator of Kern County’s Coordinated Entry System (CES) and HMIS, and its operation of the Brundage Lane Navigation Center and partnership within the Continuum of Care (CoC), provides unmatched infrastructure support for this program at no additional cost to the grant. Justice-Involved Navigators will have immediate access to real-time housing availability data, established referral pathways, and cross-system coordination across all homeless service providers in Kern County from day one.

STEPS, Inc.'s broader organizational resources, including clinical supervision infrastructure, licensed behavioral health staff, and established SUD community partnerships, further extend program capacity beyond the grant-funded subcontract allocation, ensuring clients receive a comprehensive continuum of care.

Section 7 | Insurance Requirements

CAPK confirms its ability and intent to obtain and maintain all insurance coverages required under the City of Bakersfield's Professional Services Agreement as a condition of contract award. CAPK currently maintains organizational insurance coverage appropriate to our operational scale and programming activities, and will ensure that all required coverage, at the specified limits and with the required endorsements, is in place before contract execution.

Refer to **EXHIBIT B** for evidence of insurance compliance.

Section 8 | Independent Contractor Agreement Acknowledgement

Refer to **EXHIBIT C** for the signed independent contractor agreement acknowledgement form.

Section 9 | Non-Collusion Affidavit

Refer to **EXHIBIT D** for the non-collusion affidavit.

Exhibit A: Section 5 | Resumes, References, and Organizational Experience

Rebecca Moreno

2601 Auburn Ct Bakersfield, CA 93306 | 661-376-7568 | morenorebecca30@gmail.com

Objective

My objective as the Program Director is to take my current knowledge and experience in program development, implementation, developing policies and procedures, leadership skills, management abilities, established partnerships, and willingness to learn and apply it, in accordance and alignment with federal, state, local policies as well as those of the Community Development division and Community Action Partnership of Kern, to assist those in our community that are currently in need of services.

Skills & Ability

- Microsoft Office
- HMIS
- Public Speaking
- 10 years in Homeless Services
- Coordinated Entry System
- Motivational Interviewing
- Trauma Informed Care
- Data Driven Outcomes
- Program Budget Oversight
- Community Outreach
- Excellent Communication Skills
- Written and Oral Presentations
- Program Development and Growth
- 6 years of Supervision Experience
- Microsoft Dynamics- D365
- Federal, State, Local Compliance

Experience

11/2021- Current Director of Community Development, Community Action Partnership of Kern

Directs, supervises, and monitors all Agency contracts and/or grants that pertain to homeless and housing services. Ensures program compliance with federal, state, and local regulations. Provides direct supervision and oversight to the Coordinated Entry System (CES), M Street Navigation Center, Housing, and Re-Entry programs. Performs internal quality control activities to monitor and evaluate the progress of contracts to ensure that the goals and objectives of the contracts are being met within required timeframes. Develops, reviews, and coordinates budget preparation, monitors expenditures and revenues for assigned program/contracts. Evaluates program effectiveness, compliance, and makes recommendations as needed. Serves as a liaison on the county-wide homeless collaborative to ensure that the needs of the homeless population are being met. Provide effective presentations to the Board of Directors and its subcommittees, elected officials, private and public agencies, and the community.

10/2018- 10/2021 Coordinated Entry System (CES) Program Supervisor, Community Action Partnership of Kern

The Coordinated Entry System (CES) is responsible for providing oversight, leadership, and direction for the Bakersfield-Kern Regional Homeless Collaborative CES. As the Program Supervisor, I was responsible for program development, implementation, management, and evaluation of a newly established

program. I developed Policies and Procedures in accordance with federal, state, and local guidelines. Established and coordinated program services, policies, and procedures to ensure compliance with data quality requirements and conformity with federal, state, and local regulations, as well as best practices. Evaluate programs using outcome data to determine effectiveness of program components. Provide quarterly presentations to the CAPK Board of Directors as well as the BKRHC Governing Board. CES is also responsible for providing training for the entire CoC on HMIS, the Vulnerability Index Service Prioritization Decision Tool (VI-SPDAT) and the Quick Referral Tool (QRT). During my time with CES, we were able to grow the program from one funding source to seven funding sources and have increased the budget from \$237,000 with 3 FTEs to \$618,224 and 10 FTE's. Responsible for interviewing, hiring, training, evaluating, and mentoring staff, volunteers, and service providers, as appropriate.

1/2020-6/2021 Homeless Program Supervisor, Community Action Partnership of Kern

Responsible for the monitoring of day-to-day operations and staff specifically related to CES and HMIS, case management, services providers, and client support to ensure compliance with federal, state, and local regulations. Ensured ongoing communication to center staff in a timely manner. Monitored related and/or assigned electronic reports to ensure all mandatory requirements are met. Prepared and submitted accurate and timely reports, assessments, and correspondence as required. Ensured maintenance of required program files. Worked in collaboration with shelter staff to implement strategies, techniques, and/or recommendations. Was responsible for providing document planning and program implementation. Provided technical assistance and guidance to shelter staff, service providers and community/volunteers. Conducted performance evaluations based on measurable and objective criteria. Ensured that personal and professional development plans are implemented for supervised staff. Completed disciplinary plans of action as identified to maintain program compliance. Assisted in interviewing, hiring, training, evaluating, and mentoring staff, volunteers, and service providers, as appropriate. Ensured client records, individual case files, daily log and service statistics were maintained in an accurate and timely manner. Prepared, conducted, and attended all meetings, trainings, and conferences as assigned. Maintained safe and functional work environment. Was proactive in cooperation with other center staff, partners, volunteers, and clients in achieving the monthly shelter and program goals. In the 13 months of operation, under my supervision and the direction of the program manager, the Housing Navigators were able to successfully place 56 residents in permanent housing.

04/2017-10/2018- Case Manager- Supportive Services for Veterans and Families (SSVF), California Veterans Assistance Foundation

Assessed housing needs of clients and developed a Housing Stability Plan, assisted clients in the process of obtaining and maintaining housing. Assisted clients in securing income, review monthly budget, assist clients with job searches, resumes, and mock interviews. Conducted housing inspections, provided outreach to the community, worked closely with, and developed relationships with property managers, document case notes, and reported client progress in HMIS and client files, assessed and made referrals on client's behalf to available community resources. During my time at CVAF, I assisted with the following: 40 clients with permanent housing, 7 clients achieved full time employment, 7 clients with successful award of VA benefits, and 4 clients with SSI/SSDI.

12/2015-4/2017- Member Service Representative, Nationwide Mutual Insurance Company

Assisted Nationwide members via inbound calls, servicing homeowner/auto insurance policies. Able to answer complex billing questions, processed requests for changes to policies and answered any other inquiries. During my time at Nationwide, I was able to achieve the following stats: After call work @ 25% or below (business unit is @ 32%) Average Handle Time @ 550 seconds (business unit is @ 650) Voice of Customer Rating 100%

08/2008-03/2014- Program Manager, New Arising Destiny Center (NADC)

Established, organized, and maintained record keeping, tax preparation, obtained 501(c)3 status, coordinated and oversaw programmatic budgeting and fiscal reporting. Community outreach, advocacy, and public education. Established and maintained effective working relationships with diverse agencies, service providers, community groups such as Kern County Superintendent of Schools (Project 180), Kern Juvenile Probation Department, and the City Anti-Gang Committee and Safe Streets Projects. Was responsible for program development, implementation, and management. Developed policies and procedures, case management, and program guidelines. Supervised, trained, and evaluated program staff and House Manager. Practiced conflict resolutions and problem-solving techniques. Establish and maintain program budget.

10/2002-08/2008- Reimbursement Representative, Pacific Pulmonary Services

04/1998-10/2002- Rehab Tech II/Medical Records Clerk/Outpatient Receptionist, HealthSouth Rehabilitation Hospital

Working Groups

Housing Outreach Partnership Inc. Board Member- the mission of the Housing Outreach Partnership Inc. is to engage in outreach towards landlords and property owners to educate them on the benefits, programs, and strategies for renting to homeless individuals.

Bakersfield-Kern Regional Homeless Collaborative (BKRHC) Governing Board Officer- The work of the BKRHC is maintained and conducted by a twenty-one-member Governing Board, authorized by the Voting Members of the collaborative to conduct the work and structure defined in BKRHC's Governance Charter. The Governing Board directs the work of BRHKC, the U.S. Department of Housing and Urban Development (HUD) Continuum of Care (CoC) program and Emergency Solutions Grant (ESG) program support.

Built for Zero Campaign, Community Solution -Builds and maintains standardized By Name lists for Veterans and Chronically Homeless to ensure the most up-to-date information from outreach, HMIS, shelters, and homelessness stakeholder providers, and maximize Housing First connections.

Connected Community Network (CCN) - The purpose of the CCN is to create linkages between hospitals, clinics, and local community organizations that provide services vital to underserved populations. The broader goal is to construct a community solution – consisting of a network of community partners to address the social determinants of health and link individuals to appropriate community resources. These resources meet a variety of social and economic needs, including stable and affordable housing; maternal, infant, and child health; chronic disease management programs, healthy food, and mental health and substance abuse counseling. Through Community Action Partnership of Kern and the

Coordinated Entry Program and 211 Call Center, we are a key role in linking populations to good health outcomes via linkages and referrals to social services.

Affordable Housing Project- Housing and Community Development (HCD) working group to research and discuss opportunities for housing available to low to moderate income families. Meets semiannually.

Homeless Action Planning, Adventist Health- The purpose of this workshop is to discuss data elements throughout our community and discuss how that data is being used.

KCNC Leadership Program 2020- The program focus is on skills-training to build the strength of local organizations and nurture natural leaders in communities where they are already engaged in local collaborative groups and citizen action mobilization efforts.

Bakersfield Chamber of Commerce Leadership Bakersfield Program 2022- Leadership Bakersfield is a 10-month program with a 33-year tradition that brings together a group of 32 individuals from across the city and asks them to step out of their daily lives, open their minds and imagine how they can help create a better Bakersfield. LB graduates will gain the knowledge and confidence to effectively lead Bakersfield into the future by meeting and interacting with current leaders, discover more about their own individual leadership styles study local issues and cultivate appreciation for differing perspectives.

Education

1997-1998- San Joaquin Valley College- Associates of Science-Rehab Nursing

2021- Current University of La Verne- Bachelor of Science- Public Administration

Joseph Aguilar

Background:

I am part of the transformative force in homeless services, serving as the Homeless Services CES Program Manager for five years at CAPK. Overseeing the Coordinated Entry System (CES) in partnership with the Bakersfield-Kern Regional Homeless Collaborative, I have played a vital role in streamlining services for individuals experiencing homelessness. Additionally, I have contributed significantly to the development and implementation of the Cal-Aim and Day Habilitation program in partnership with Kern Health System, demonstrating my commitment to comprehensive support. With over 8 years of program supervision expertise, I serve as the Chair of the CES committee, former secretary of the CES Committee, and proxy within the BKRHC Governing Board, showcasing my leadership and collaborative skills. A graduate of Bakersfield College's Leadership program and accepted into the Bakersfield Leadership program by the Chamber of Commerce. For the past five years, I have actively collaborated with community members and service providers on regional efforts to end homelessness, embodying a commitment to building a compassionate future for the Bakersfield community.

Skills:

- HMIS Knowledge and Information Input
 - Great Communication Skills and Reliable
 - HUD Homelessness Definitions and Guidelines
 - Bilingual - Spanish and English
 - Knowledge of Microsoft and Apple Programs
 - Coaching - One on One / Team
 - Homelessness Social Services and Agencies Knowledge
 - Outlook System Knowledge
 - Supervisory Experience
 - Hiring and Training Skills
 - Assessment Intake (VI-SPDAT/PR-SPDAT/VI-TAY)
 - Outreach and Client/Agency Interaction
 - Homeless, CAPK RA, and At-Risk Match Call and List Procedures and Policies
 - Confidential Data Protection
 - Program Guidelines and Policies Implementation
-

Experience:

Community Action Partnership of Kern

CES Program Manager

October 2022- Current

The Program Manager is responsible for supervising the day-to-day operations of CES, Calaim, and Day Habilitation housing navigators, CES Supervisor, volunteers, and paid-to-work interns. The manager works with community service providers to build relationships within the community, provide advocacy, and assists with promoting CES and Calaim connection to benefits and housing. The manager implements best practices for staff, training, coordination of outreach events, and works as part of the team within the Bakersfield Kern Regional Homeless Collaborative. The manager is responsible for all reporting and call center outcomes to be delivered to stakeholders, continuum of care, and agency directives.

- Proactively administered day-to day procedures, policies, and training of Capk Calaim, CES, and Day Habilitation Services.
- Coordinates with HMIS team to provide data standards affecting HUD reports as CES information is entered by all CoC partners.
- Provides trainings to all new hires and senior staff from other providers to ensure HMIS data quality standards within the Coordinated Entry System.
- Assisted in implementation and administration of the policies and procedures, guided by program's SWOT analysis.
- Effectively implemented and ensured that over 10,000 clients were contacted within our 24-hour time expectation.
- Provide monthly updates to BKRHC executive director and follow up with the narrative of our homeless response system, rental assistance program, and Calaim services.
- Provide training and support to new hire staff members and ensures continuous comprehensive training to the staff and ensuring best practices such as motivational interviewing is implemented.
- Aided in starting up the Cal-Aim Program within CAPK and ensured that intakes, questionnaires, and over the phone support was provided within a timely manner.

- Proactively assisted in growing Calaim in billable services, true member enrollments, and connecting clients into permanent housing.
- Grew Calaim capacity and effectively processed over 800 referrals from Kern Health System. Manage intake process, case management, and assist in effective communication with CBOs and KHS.
- Started the Day Habilitation program implementation of services as of April 2024.
- Provides feedback to call times, call processes, and coaching to over the phone navigators and case managers.
- Nominated as CES Secretary for the CES Committee Meeting and former Co-Chair for our HMIS Committee Meeting.
- Nominated into the CES Chair within the CES Committee Meeting in year 2023.
- Effectively implementing best practices in leadership and applying the leadership program from BC College to day-to-day operations.
- Part of Human Resources working group to assist in agency retention efforts and growing our staff.
- Ensured CES training to community members and CoC members, including but not limited to all Kern County DHS offices, Dignity Health, homeless providers, Kern County Superintendent of Schools, Family Resources Centers, and more.
- Accepted to participate in being a Certified Community Action Professional.
- Accepted into the Bakersfield Leadership program 2024.

Community Action Partnership of Kern
CES Program Supervisor

November 2021- September 2022

The Program Supervisor is responsible for supervising the day-to-day operations of CES homeless navigators. The supervisor works with community service providers to build relationships within the community, provide advocacy, and assists with promoting CES connection to benefits and housing. The supervisor implements best practices for staff, trainings, coordination of outreach events for CES, and work as part of the team within the Bakersfield Kern Regional Homeless Collaborative.

- Proactively administered day-to day CES procedures, policies, and training.
- Assisted in polices and administration of the CES policies and procedures, including SWOT analysis.
- Effectively implemented and ensured that over 10,000 clients were contacted within our 24-hour time expectation.
- Provide monthly updates to BKRHC executive director and followed up with the narrative of our homeless response system.
- Aided in the implementation of homeless verification to aid the efforts our street outreach providers.
- Provide training and support to new hire staff members and ensures continuous comprehensive training to the staff.
- Nominated as CES Secretary for the CES Committee Meeting and Co-Chair for our HMIS Committee Meeting.
- Effectively implementing best practices in leadership and applying the leadership program from BC College to day-to-day operations.
- Part of Human Resources working group to assist in agency retention efforts and growing our staff.
- Ensured CES trainings to community members and CoC members, including but not limited to all Kern County DHS offices, Dignity Health, homeless providers, Kern County Superintendent of Schools, Family Resources Centers, and more.
- Effectively implementing a continuous relationship with Stanislaus County and aiding Director of Community Development in setting process changes to take on Stanislaus County CES.
- Accepted to participate in being a Certified Community Action Professional.

Community Action Partnership of Kern
CES Program Specialist

November 2019- November 2021

The Program Specialist assesses individual client resource needs, strengths, and barriers. The specialist coordinates, refers, and delivers services to meet the short-term needs of individuals and families, which includes connection to housing

supports, emergency services, asset development programming, case coordination, and other resources that move individuals and families towards self-sufficiency.

- Aid CES Program Supervisor in administration of day-to day CES procedures, policies, and training.
- Assisted in polices and administration of the rental assistance program referral for CAPK, Housing Authority, and Bakersfield Homeless Center, including data collection and check request forms for finance.
- Evaluated over 10,000 clients as a direct result of COVID-19 pandemic and community needs of homeless, at risk, and rental assistance referrals.
- Aided in eligibility screening, check request submission, check request data management, gathering of documentation, and reviewing all documentation for CES Program Supervisor and Director approval.
- Aided in the opening of the M St. Low Barrier Navigation Center, providing intakes, case management, procedural updates, and advocacy for shelter services.
- Provide training and support to new hire staff members and ensures continuous comprehensive training to the staff.
- CES committee work within the CoC groups and actively part of the Homeless Outreach Committee, Youth BNL meetings, Youth and Veteran case conferences, Elderly BNL, and any other directed by CES Program Supervisor
- Assists with staff scheduling preparation of reports and participation in the design of new systems, as required.
- Implement call center policies, practices, and procedures related to the database management, QRT tracking excel sheet, CRM system, and CAPK Rental Assistance working excel sheet.
- Administrate, prioritize, and ensure CoC procedures are implemented on the Homeless and At-Risk Prioritization lists.
- Provide weekly reports directly to CoC to ensure compliance and data within CoC and to the public.
- Aid in CoC Homeless Collaborative trainings to all service providers and ensure that all HUD guidelines and procedures are implemented among all providers.

Community Action Partnership of Kern

Homeless Navigator

July 2019- November 2019

The Homeless Navigator works with the homeless community and assessment point service providers to build relationships with the homeless community, provide advocacy, and assist with connection to benefits and housing. The primary goal is to identify unsheltered homeless individuals through community referrals from direct homeless providers and social service agencies and permanent housing.

- Training to new members and proactively moving the QRT list daily.
- Provided motivational interviewing to facilitate clients' referrals based under HUD definition.
- Aided CES Program Specialist with community queue referrals, data quality, and document management.
- Exceeded call volume at 45-50 calls daily versus the average of 20-30.
- Aided in community outreach to promote education on CAPK homeless services.

Conduent

Supervisor

Nov 2015- June 2019

The Call Center Supervisor leads and manages all activities associated with the USAC Programs Call Center and Enrollment operations in order to meet and exceed contractual obligations to the client. Delivers all KPI's of the immediate team, including quality, productivity, and compliance parameters. The Supervisor is responsible for implementation of policies under different contractual obligations and analyzing best practices for continuous improvement.

- Developed and managed project plans to expand our current scope of support provided under contract with third party vendor.
- Trained end-users in best practices to minimize errors and protect key data such as client information, third party confidential resolution pages, and site plans for maximizing work force.
- Maintained quality-focused performance benchmarks and schedules when directing project teams of 30-40 team members.

- Exceeded business needs target goals such as team Customer Satisfaction goal of 96% (business team goal of 88%), After Call Work of 1.26 (business team goal of 2), Average Handle Time of 17.5 (business team goal of 19) and maintained Dissatisfied Surveys at a low of 4% (business average of 12%).
- Formed part of the hiring committee, which included hiring, training, and one-on-one coaching for new hires, placing them into one of the 22 teams. Successful employee retention rate was at 90% versus site average at 55%.
- Promoted from Supervisor I to Mac + Supervisor II within the first month of the Mac + program opening. Maintaining a continuous customer satisfaction of 90% versus the Mac site average of 71%.

Conduent

June 2015-Nov 2015

Call Center Advisor

The Call Center Representative supports the third-party vendor's customers as a first point of contact and resolving questions concerning their accounts. The representative actively listens to the clients' customers by utilizing customer service experience, passion, and creativity to meet their needs and deliver a world-class experience across every interaction they have with their clients. In this role they do not only help customers with their account issues via telephone, email and/or website inquiries, but also provide them with exceptional customer service.

- Maintained composure and patience in face of difficult customer situations, applying de-escalation techniques and positive customer support.
- Consulted via telephone to understand user problems, run through testing scripts, and ask probing questions to locate root causes.
- Drafted technical documents, including whitepapers, user manuals, implementation documentation and support base entries.
- Exceeded business expectations in the following areas: After Call Work at 0.75 (business average was 2), Customer Satisfaction Surveys at 92% (business average was at 82%), Average Call Times at 14.32 minutes (business average was at 18.2 minutes)

Education:

- Bakersfield College Summer 2022- June 2023
Bakersfield, California 93305
Intro To Leadership

Member of Subcommittee Groups:

- *Coordinated Entry Committee*- Facilitates Coordinated Entry and Assessment for Kern in compliance with HUD CoC requirements, and enveloping processes and procedures that maximize BKRHC member resources; collaborate with community partners and seeks to serve the full County of Kern. Annually reviews the Coordinated Entry and Assessment Plan for Board approval. **I have been the chair of this committee since Early 2023.**
- *Homeless Youth Committee*- Strategizes ways to engage, count and serve homeless youth 24 years and younger in Kern County. The Committee collaborates with school personnel, youth agencies, child welfare, law enforcement, and other agencies committed to ending youth homelessness. The committee conducts outreach and hosts events geared towards homeless youth. The committee collects data on homeless youth through surveys and focus groups.
- *Street Outreach Committee*- Strategies ways to engage and serve homeless clients within County of Kern. Assisting in planification for outreach to connect and/or educate clients to all homeless services within the CoC. The committee conducts outreach and hosts events geared towards community involvement and homelessness assistance.

- Case Conferencing (Multiple Populations)- Case conferencing work groups meet weekly to conference on different populations that we serve within Kern to help aid in client assessment and barriers to housing. The case conferencing is geared to help aid in stopping client homelessness chronicity in populations such as homeless youth, homeless veteran, elderly population, and homeless families.
- HMIS: Coordinates the BKRHC Homeless Management Information System (HMIS) processes including application implementation; facilitates staff training; prioritizes technical support issues; ensures data collection processes and quality are in accordance with HUD standards; reviews HMIS policies and recommends best practices on data quality collection; reporting; HIPAA Compliance, and security.
- CRM Work Group: Proactively worked with the WIPFLI team to integrate the CRM system within CES and CAPK Rental Assistance program. Aided in creating and resolving sandbox technical issues and made it more customer friendly. Aided in creating the rental assistance questionnaire and addressing both client and CAPK user-end concerns. Assisted in translating all questions and website statements from English to Spanish.
- Governing Board Meeting: directs the work of BKRHC, conducts hands-on work and facilitates committees and task groups necessary for the proper and efficient functioning of BKRHC, the U.S. Department of Housing and Urban Development (HUD) Continuum of Care (CoC) program (Bakersfield/Kern County CA-604) and Emergency Solutions Grants (ESG) program support. **I am a proxy of the CE chair.**

Veronica Ramos

Bakersfield, CA 93306 ramosveronica90@gmail.com • 661-431-5332

Professional Summary

Results-driven Coordinated Entry and Housing Services professional with 7+ years of experience in homelessness services, housing navigation, HUD compliance, HMIS data management, staff training, and cross-agency collaboration throughout Kern County. Proven leadership in Coordinated Entry System (CES) operations, CalAIM implementation, housing stabilization, and program development serving vulnerable populations experiencing homelessness, at-risk of homelessness and justice involved clients. Skilled in policy implementation, match coordination, data quality oversight, public presentations, intensive case management and training staff on CES workflows and HUD eligibility standards. Bilingual in English and Spanish.

Professional Experience

Community Action Partnership of Kern (CAPK) — Bakersfield, CA

Program Specialist- Coordinated Entry System | *December 2023- Present*

- Provide operational and administrative support across multiple homelessness response initiatives, including Coordinated Entry System (CES), CalAIM Housing Navigation and housing stabilization programs serving vulnerable populations such as those who are experiencing homelessness, at risk of homelessness and Justice Involved throughout Kern County.
- Working with justice-involved individuals experiencing homelessness or housing instability by coordinating housing referrals, community resources, and supportive services aimed at reducing barriers to housing stability and successful community reintegration.
- Collaborated with community providers, outreach teams, and partner agencies to support justice-involved clients in navigating housing programs, maintaining program compliance, and accessing stabilization resources following incarceration or system involvement. Coordinate cross-system collaboration between healthcare providers, homeless service agencies, outreach teams, housing providers, and local government partners to support successful housing placement and stabilization outcomes.
- Provide technical assistance and compliance guidance to community providers regarding HUD regulations, CES policies, HMIS documentation standards, housing referrals, and grant-specific eligibility requirements.
- Monitor and maintain HMIS data quality, program enrollments, referrals, exits, and housing outcomes to support compliance with our Continuum of Care (CoC), HUD, and state funding requirements.
- Assist with implementation and ongoing operational support of grant-funded housing initiatives, including workflow coordination, policy interpretation, reporting support, and community partner engagement.
- Support housing navigation efforts by assisting households experiencing homelessness or housing instability with housing applications, landlord engagement, community resource linkage, and housing stabilization planning.
- Conduct program presentations, provider trainings, and community outreach regarding Coordinated Entry processes, housing resources, grant requirements, and available supportive services.

- Assist management with identifying operational gaps, resolving complex provider or client concerns, and supporting continuity of services across multiple housing and homelessness programs.
- Track program performance measures, housing placement outcomes, and referral activity to support grant reporting, system coordination, and continuous quality improvement efforts.

Encampment Resolution Fund- Program Specialist | *December 2023 – April 2026*

- Assisted in the launch and implementation of the Encampment Resolution Fund (ERF) Program funded through the California Department of Housing and Community Development (HCD), supporting local jurisdictions in resolving encampments and transitioning individuals experiencing homelessness into safe and stable housing.
- Coordinated and facilitated bi-weekly by-name list meetings with community providers, housing partners, and local government agencies to support housing placements, case coordination, and program compliance.
- Provided technical assistance and compliance guidance to service providers regarding ERF eligibility requirements, housing navigation processes, and housing placement coordination.
- Supported cross-agency collaboration efforts to streamline referrals, housing matches, and housing stabilization services for vulnerable populations throughout Kern County.
- Contributed to positive housing outcomes for program participants, with 126 households successfully housed out of 164 clients matched to a housing subsidy.

KHS CaAIM CAPK Housing Navigator | *November 2022 – Present*

- Assisted in launching and implementing the KHS CaAIM CAPK Housing Program as one of the first Housing Navigators within the program.
- Coordinated housing navigation services for individuals and families experiencing homelessness or at-risk of homelessness while maintaining compliance with HUD and Kern Health Systems (KHS) requirements.
- Processed medical referrals through the KHS provider portal and verified member eligibility and insurance enrollment.
- Conducted client intakes, gathered vital documentation, completed homeless verifications, and maintained accurate HMIS records.
- Assisted clients with locating housing opportunities, completing housing applications, securing landlord engagement, and obtaining security deposit assistance.
- Collaborated with public and private housing providers, homeless service agencies, and community stakeholders throughout Kern County to support housing stabilization efforts.
- Trained incoming Housing Navigators on housing inspections, HMIS documentation standards, data collection, and best practices.
- Assisted with drafting and refining program policies and procedures to support operational consistency and compliance.
- Conducted housing inspections to ensure unit habitability and compliance with program standards.
- Maintained detailed case documentation, completed weekly reports, and ensured timely HMIS data entry.
- Assisted with community presentations regarding the KHS CaAIM CAPK Program and housing navigation services.

- Provided leadership support and workflow guidance to fellow Housing Navigators as needed.

Housing Services Navigator| *September 2021 – November 2022*

- Coordinated Entry System (CES) specialist responsible for assisting households experiencing homelessness or housing instability with connection to community resources and housing programs.
 - Processed CES assessments, direct referrals, and program matches in accordance with HUD and Bakersfield-Kern Regional Homeless Collaborative (BKRHC) guidelines.
 - Assisted with facilitation of weekly match calls involving community providers and housing programs.
 - Maintained and updated CES working lists, including At-Risk and Homeless SPDAT lists, ensuring accuracy and data quality compliance.
 - Ensured timely and accurate HMIS documentation, data entry, enrollments, exits, and referral tracking.
 - Assisted management with onboarding and training new Housing Navigators regarding CES policies, HMIS workflows, QRT procedures, CRM systems, Five9, Outlook, and iCarol.
 - Provided guidance to staff and community providers regarding HUD eligibility standards, CES policies, and housing referral processes.
 - Conducted outreach and community engagement activities to educate the public and service providers regarding CES and CAPK programs.
 - Assisted with presentations and trainings regarding Coordinated Entry operations and community housing resources.
 - Identified and escalated data quality concerns while supporting compliance with HMIS documentation standards.
 - Coordinated shelter, safe parking, safe camping, and housing referrals for vulnerable households.
-

Bakersfield Homeless Center Bakersfield, CA

Lead Case Manager| *September 2018 – July 2021*

- Provided intensive case management and housing stabilization services for families experiencing homelessness through the CalWORKs Housing Support Program (CWHSP).
- Coordinated housing placement activities including landlord engagement, housing inspections, home visits, rental assistance, utility assistance, and security deposit processing.
- Conducted HUD-compliant housing inspections and ensured units met habitability standards.
- Managed interagency communication with Department of Human Services (DHS), BKRHC providers, and community partners.
- Compiled and submitted monthly program reports and service data to leadership.
- Participated in CES match calls and coordinated referrals following client program matches.
- Trained incoming Case Managers and Assessors on program policies, HMIS data quality, housing inspections, and documentation standards.
- Conducted file audits to ensure compliance with program requirements and corrected documentation deficiencies.
- Assisted fellow Case Managers with landlord mediation, case compliance concerns, and housing retention strategies.

- Coordinated warm handoffs to aftercare services and community resources to support long-term housing stability.
- Provided transportation and field-based support services throughout Kern County.

Conduent, Bakersfield, CA

Technical Support Representative | April 2017 – September 2018

- Delivered technical support and customer service assistance in a high-volume call center environment.
- Assisted with troubleshooting software and hardware issues and coordinated repair appointments nationwide.
- Supported onboarding and training efforts for incoming advisors.
- Maintained strong customer satisfaction while meeting productivity and call volume metrics.

Education

Bakersfield College — Bakersfield, CA

Associate of Arts (A.A.)

2012 – 2014

Foothill High School — Bakersfield, CA

High School Diploma

2004 – 2008

Core Competencies

- Coordinated Entry System (CES)
- HMIS Data Management
- HUD Compliance
- Housing Navigation
- CalAIM Operations
- Program Coordination
- Staff Training & Development
- Data Quality Oversight
- Housing Stabilization
- Match Call Coordination
- Community Outreach
- Interagency Collaboration
- Policy & Procedure Development
- Crisis Intervention
- Trauma-Informed Care
- Public Speaking & Presentations
- Housing Inspections
- Case Management Leadership
- Bilingual English/Spanish

Certifications and Licenses

Trauma-Informed Care | September 2020 – Present

Strategies 2.0

Bilingual (Spanish/English) Oral Proficiency Examination | February 2023 – Present

Bakersfield College | Tier 1 & Tier 2 Spanish Proficiency

SOAR Works- Adult Curriculum | July 22, 2025

Substance Abuse and Mental Health Services Administration, Approval #886500698-9260

16-Hour NSPIRE Course and Comprehension Examination | July 24, 2025

National Standards Physical Inspection of Real Estate

Asthma Education for Community Health Workers | June 20, 2025

10 hours- Association of Asthma Educators

Asthma Basics-Respiratory Care | June 4, 2025

1.0 Hours -American Lung Association

Asthma Education Institute-Respiratory Care | June 10, 2025

14.0 hours -American Lung Association

Valid California Driver's License

CESAR SERRANO

SKILLS

Bilingual - Spanish
Crisis Intervention
Care Coordination
Trauma-informed Care
Leadership

CONTACT

5404 Milagro Drive
Bakersfield, CA 93307
661-864-6277
ceserrano23@gmail.com

EXPERIENCE

2025-PRESENT

JUSTICE INVOLVED NAVIGATOR

– COMMUNITY ACTION PARTNERSHIP OF KERN

- Provided intensive case management and outreach services to justice-involved individuals experiencing homelessness by conducting assessments, developing individualized support plans, and connecting clients with housing, healthcare, and community resources
- Collaborated with multidisciplinary teams, law enforcement agencies, correctional facilities, social service providers, and community organizations to coordinate care and support successful client reintegration
- Maintained accurate client documentation, case files, progress notes, and service records while ensuring compliance with program policies and timely follow-up services
- Built professional and supportive relationships with clients through trauma-informed care, crisis intervention, advocacy, and emotional support for individuals facing mental health, substance abuse, and housing instability challenges

BEHAVIOR INTERVENTIONIST

2024-2025

- MAXIM HEALTHCARE SERVICES

- Coordinated and executed Behavior Intervention Plans through the generalization of learned skills with students experiencing crisis escalations. Utilized social-emotional support skills to assist students transition to mainstream education settings.
- Extensive data entry and maintenance of case files for the analysis of student progress and encounters was pivotal for collaborative efforts with members of education team and monthly student goals.

- Used positive reinforcement and de-escalation techniques to manage challenging behaviors and collaborated with multiple tiers of team including teachers, classroom support and school administration.

YOUTH ADVOCATE/COMMUNITY LIAISON 2022-2023

– CHILD ABUSE PREVENTION CENTER

- As a Community Liaison through Youth2Leaders, managed a caseload consisting of Foster and McKinney-Vento Youth in juvenile detention centers throughout Kern County. Collaborated with Kern County Probation and Kern High School District to identify students in need of services on a case-by-case basis.
- Observed students' circumstances, as a mandated reporter, and acted as a liaison to connect clients with grants, programs and educational institutions for a smooth transition to society.
- Implemented strategic plans influenced by cultural sensitivity skills and knowledge on trauma-informed care.
- Conducted behavior intervention meetings utilizing check-in, check-out method with students identified by administrative team.

EDUCATION

BAKERSFIELD COLLEGE

2022

ASSOCIATE OF ARTS, COMMUNICATION

ASSOCIATE OF ARTS, LIBERAL STUDIES

Claudia E. Huerta

661-586-1195

Estrada043012@gmail.com

Bakersfield, Ca.

Summary

Compassionate and results-driven Justice-Involved Housing Navigator with experience assisting individuals transitioning from incarceration into stable housing and independent living. Skilled in coordinating housing placements, navigating complex systems, and connecting clients to essential community resources. Adept at building trust with justice-involved populations, advocating for client needs, and addressing barriers such as homelessness, mental health, and substance use challenges. Committed to promoting housing stability, reducing recidivism, and supporting successful community reintegration through a trauma-informed and client-centered approach.

Education

Cal State University of

Bakersfield,

Bachelor's Degree

Criminal Justice

May 2022

Awards &

acknowledgments

Bi-Lingual Tear 1 – Spanish

CPR Certification

Experience

Justice Involved Navigator

Community Action Partnership of Kern | Bakersfield, Ca.

April 2026 – Current

- Provide Intensive Case Management focusing on Self-Sufficiency and Individualized support with clients with complex needs.
- Provide clients with Job leads, Job Fairs, Resume building class, etc.
- Coordinate with clients to obtain documents such as ID, Health Insurance, Birth Certificate, Social Security Card, etc.
- Take part in outreach events in CDCR facilities to identify clients who experience homelessness at the time of release.
- Built a relationship with Partner Agencies, Community partner, Adult Probation, Department of Corrections, highlighting the importance of sympathy, intent listening and adaptability working with homeless community.
- Develop housing plans to reduce recidivism and overall well-being.

- Referrals for Emergency Shelters, Outreach Programs, Rehab Centers, Mental Health, Temporary Motel Placement Etc.
- Ensure clients who qualify are being processed by the CES process to find sustainable housing.
- Maintain client files which may include Vital Documents, Awards, Proof of income, Lease, Budget reviews, Housing plans, Progress notes, Etc.
- Providing After Care Case Management for clients who found housing to ensure clients are sustainable after program exit.

Motor Vehicle Representative

California Department of Motor Vehicle | Oakland, Ca.

June 2023 – December 2023

- Help clients resolve issues which may include department laws, regulations, policies, and procedures via the telephone
- Help clear pending registration transactions, issue receipt and accountable items.
- Provide in person assistance to the members of the public by inspecting documents, verifying customer identity, collecting appropriate fees, etc.
- Meet the quota of customer calls.
- File case documents when closed.
- update database as well as case documents.

CalAIM Case Manager

Community Action Partnership of Kern | Bakersfield, Ca.

April 2025 – May 2026

- Always maintain a courteous and professional demeanor, using program's best practices and trauma informed care, ensuring a positive client experience.
- Conducts appropriate assessments (QRT and VI-SPDAT) and enters client's information in HMIS, and processes appropriate referrals for shelter placement, street outreach, and other community resources. Monitor and document members' progress in maintaining stable housing to support their overall health and well-being.
- Coordinate Housing Deposits services, ensuring access to security deposits, rent, utility setup fees, and necessary medical accommodation for safe home environments.

- Reach out to clients, conduct housing inspections, shelter visits, home visits and coordinate the development of services by establishing a housing plan. Ensuring that follow up is completed every 30, 60, 90 days and recertifying if needed.
- Works directly with homeless service providers and designated community service providers. Assists with and participates in weekly conference calls with homeless service providers/others.
- Maintains case files, documentation, and forms. If applicable, ensure that all regulations and standards of care are followed by policy and procedures. Ensures program follow-up is completed in a timely manner

Outreach Specialist

Community Action Partnership of Kern | Bakersfield, Ca.

July 2021 – January 2023

- Maintains case files, documentation, and forms. If applicable, ensure that all regulations and standards of care are followed by policy and procedures. Ensures program follow-up is completed in a timely manner
- Assists with coordination of outreach activities for the Food Bank.
- Assists in identifying new partners for collaboration.
- Maintains a donor database
- Maintain CRM updated.
- Assist Agency Coordinator in maintaining Sub-ERA's and EFA7's up-to-state standards.
- Manage agency's incoming and outgoing complaint calls.
- Assist with Data Entry, Pantry Program, Logistics, Payroll.

Exhibit B: Section 7 | Insurance Requirements

K. Key and Lock Replacement – Janitorial Services Client Coverage

SECTION I – COVERAGES, SUPPLEMENTARY PAYMENTS – COVERAGES A AND B is amended to include the following:

We will pay for the cost to replace keys and locks at the “clients” premises due to theft or other loss to keys entrusted to you by your “client,” up to a \$10,000 limit per occurrence and \$10,000 policy aggregate.

We will not pay for loss or damage resulting from theft or any other dishonest or criminal act that you or any of your partners, members, officers, “employees”, “managers”, directors, trustees, authorized representatives or any one to whom you entrust the keys of a “client” for any purpose commit, whether acting alone or in collusion with other persons.

The following, when used on this coverage, are defined as follows:

- a. "Client" means an individual, company or organization with whom you have a written contract or work order for your services for a described premises and have billed for your services.
- b. "Employee" means:
 - (1) Any natural person:
 - (a) While in your service or for 30 days after termination of service;
 - (b) Who you compensate directly by salary, wages or commissions; and
 - (c) Who you have the right to direct and control while performing services for you; or
 - (2) Any natural person who is furnished temporarily to you:
 - (a) To substitute for a permanent "employee" as defined in Paragraph (1) above, who is on leave; or
 - (b) To meet seasonal or short-term workload conditions;
 while that person is subject to your direction and control and performing services for you.
 - (3) "Employee" does not mean:
 - (a) Any agent, broker, person leased to you by a labor leasing firm, factor, commission merchant, consignee, independent contractor or representative of the same general character; or
 - (b) Any "manager," director or trustee except while performing acts coming within the scope of the usual duties of an "employee."
- c. "Manager" means a person serving in a directorial capacity for a limited liability company.

L. Additional Insureds

SECTION II – WHO IS AN INSURED is amended as follows:

1. If coverage for newly acquired or formed organizations is not otherwise excluded from this

Coverage Part, Paragraph **3.a.** is deleted in its entirety and replaced by the following:

a. Coverage under this provision is afforded until the end of the policy period.

2. Each of the following is also an insured:

a. **Medical Directors and Administrators** – Your medical directors and administrators, but only while acting within the scope of and during the course of their duties as such. Such duties do not include the furnishing or failure to furnish professional services of any physician or psychiatrist in the treatment of a patient.

b. **Managers and Supervisors** – Your managers and supervisors are also insureds, but only with respect to their duties as your managers and supervisors. Managers and supervisors who are your “employees” are also insureds for “bodily injury” to a co-“employee” while in the course of his or her employment by you or performing duties related to the conduct of your business.

This provision does not change Item 2.a.(1)(a) as it applies to managers of a limited liability company.

c. **Broadened Named Insured** – Any organization and subsidiary thereof which you control and actively manage on the effective date of this Coverage Part. However, coverage does not apply to any organization or subsidiary not named in the Declarations as Named Insured, if they are also insured under another similar policy, but for its termination or the exhaustion of its limits of insurance.

d. **Funding Source** – Any person or organization with respect to their liability arising out of:

(1) Their financial control of you; or

(2) Premises they own, maintain or control while you lease or occupy these premises.

This insurance does not apply to structural alterations, new construction and demolition operations performed by or for that person or organization.

e. **Home Care Providers** – At the first Named Insured's option, any person or organization under your direct supervision and control while providing for you private home respite or foster home care for the developmentally disabled.

f. **Managers, Landlords, or Lessors of Premises** – Any person or organization with respect to their liability arising out of the ownership, maintenance or use of that part of the premises leased or rented to you subject to the following additional exclusions:

This insurance does not apply to:

(1) Any “occurrence” which takes place after you cease to be a tenant in that premises; or

(2) Structural alterations, new construction or demolition operations performed by or on behalf of that person or organization.

g. **Lessor of Leased Equipment – Automatic Status When Required in Lease Agreement With You** – Any person or organization from whom you lease equipment when you and such person or organization have agreed in writing in a contract or agreement that such person or organization is to be added as an additional insured on your policy. Such person or

organization is an insured only with respect to liability for "bodily injury," "property damage" or "personal and advertising injury" caused, in whole or in part, by your maintenance, operation or use of equipment leased to you by such person or organization.

A person's or organization's status as an additional insured under this endorsement ends when their contract or agreement with you for such leased equipment ends.

With respect to the insurance afforded to these additional insureds, this insurance does not apply to any "occurrence" which takes place after the equipment lease expires.

- h. Grantors of Permits** – Any state or political subdivision granting you a permit in connection with your premises subject to the following additional provision:
 - (1)** This insurance applies only with respect to the following hazards for which the state or political subdivision has issued a permit in connection with the premises you own, rent or control and to which this insurance applies:
 - (a)** The existence, maintenance, repair, construction, erection, or removal of advertising signs, awnings, canopies, cellar entrances, coal holes, driveways, manholes, marquees, hoist away openings, sidewalk vaults, street banners or decorations and similar exposures;
 - (b)** The construction, erection, or removal of elevators; or
 - (c)** The ownership, maintenance, or use of any elevators covered by this insurance.

- i. Vendors** – Only with respect to "bodily injury" or "property damage" arising out of "your products" which are distributed or sold in the regular course of the vendor's business, subject to the following additional exclusions:
 - (1)** The insurance afforded the vendor does not apply to:
 - (a)** "Bodily injury" or "property damage" for which the vendor is obligated to pay damages by reason of the assumption of liability in a contract or agreement. This exclusion does not apply to liability for damages that the vendor would have in the absence of the contract or agreement;
 - (b)** Any express warranty unauthorized by you;
 - (c)** Any physical or chemical change in the product made intentionally by the vendor;
 - (d)** Repackaging, except when unpacked solely for the purpose of inspection, demonstration, testing, or the substitution of parts under instructions from the manufacturer, and then repackaged in the original container;
 - (e)** Any failure to make such inspections, adjustments, tests or servicing as the vendor has agreed to make or normally undertakes to make in the usual course of business, in connection with the distribution or sale of the products;
 - (f)** Demonstration, installation, servicing or repair operations, except such operations performed at the vendor's premises in connection with the sale of the product;

m. State or Political Subdivisions – Any state or political subdivision as required, subject to the following provisions:

- (1) This insurance applies only with respect to operations performed by you or on your behalf for which the state or political subdivision has issued a permit, and is required by contract.
- (2) This insurance does not apply to:
 - (a) "Bodily injury," "property damage" or "personal and advertising injury" arising out of operations performed for the state or municipality; or
 - (b) "Bodily injury" or "property damage" included within the "products-completed operations hazard."

M. Duties in the Event of Occurrence, Claim or Suit

SECTION IV – COMMERCIAL GENERAL LIABILITY CONDITIONS, Paragraph 2. is amended as follows:

a. is amended to include:

This condition applies only when the "occurrence" or offense is known to:

- (1) You, if you are an individual;
- (2) A partner, if you are a partnership; or
- (3) An executive officer or insurance manager, if you are a corporation.

b. is amended to include:

This condition will not be considered breached unless the breach occurs after such claim or "suit" is known to:

- (1) You, if you are an individual;
- (2) A partner, if you are a partnership; or
- (3) An executive officer or insurance manager, if you are a corporation.

N. Unintentional Failure To Disclose Hazards

SECTION IV – COMMERCIAL GENERAL LIABILITY CONDITIONS, 6. Representations is amended to include the following:

It is agreed that, based on our reliance on your representations as to existing hazards, if you should unintentionally fail to disclose all such hazards prior to the beginning of the policy period of this Coverage Part, we shall not deny coverage under this Coverage Part because of such failure.

O. Transfer of Rights of Recovery Against Others To Us

SECTION IV – COMMERCIAL GENERAL LIABILITY CONDITIONS, 8. Transfer of Rights of

Recovery Against Others To Us is deleted in its entirety and replaced by the following:

If the insured has rights to recover all or part of any payment we have made under this Coverage Part, those rights are transferred to us. The insured must do nothing after loss to impair them. At our request, the insured will bring "suit" or transfer those rights to us and help us enforce them.

Therefore, the insured can waive the insurer's rights of recovery prior to the occurrence of a loss, provided the waiver is made in a written contract.

P. Liberalization

SECTION IV – COMMERCIAL GENERAL LIABILITY CONDITIONS, is amended to include the following:

If we revise this endorsement to provide more coverage without additional premium charge, we will automatically provide the additional coverage to all endorsement holders as of the day the revision is effective in your state.

Q. Bodily Injury – Mental Anguish

SECTION V – DEFINITIONS, Paragraph 3. Is deleted in its entirety and replaced by the following:

"Bodily injury" means:

- a. Bodily injury, sickness or disease sustained by a person, and includes mental anguish resulting from any of these; and
- b. Except for mental anguish, includes death resulting from the foregoing (Item a. above) at any time.

R. Personal and Advertising Injury – Abuse of Process, Discrimination

If **COVERAGE B PERSONAL AND ADVERTISING INJURY LIABILITY COVERAGE** is not otherwise excluded from this Coverage Part, the definition of "personal and advertising injury" is amended as follows:

1. **SECTION V – DEFINITIONS**, Paragraph 14.b. is deleted in its entirety and replaced by the following:

- b. Malicious prosecution or abuse of process;

2. **SECTION V – DEFINITIONS**, Paragraph 14. is amended by adding the following:

Discrimination based on race, color, religion, sex, age or national origin, except when:

- a. Done intentionally by or at the direction of, or with the knowledge or consent of:
 - (1) Any insured; or
 - (2) Any executive officer, director, stockholder, partner or member of the insured;
- b. Directly or indirectly related to the employment, former or prospective employment, termination of employment, or application for employment of any person or persons by an insured;

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

**ADDITIONAL INSURED
PRIMARY AND NON-CONTRIBUTORY INSURANCE**

This endorsement modifies insurance provided under the following:

**COMMERCIAL GENERAL LIABILITY COVERAGE PART
SCHEDULE**

Effective Date: 03/01/2026

Name of Person or Organization (Additional Insured):

Blanket As Required by Written Contract

SECTION II – WHO IS AN INSURED is amended to include as an additional insured the person(s) or organization(s) shown in the endorsement Schedule, but only with respect to liability for “bodily injury,” “property damage” or “personal and advertising injury” arising out of or relating to your negligence in the performance of “your work” for such person(s) or organization(s) that occurs on or after the effective date shown in the endorsement Schedule.

This insurance is primary to and non-contributory with any other insurance maintained by the person or organization (Additional Insured), except for loss resulting from the sole negligence of that person or organization.

This condition applies even if other valid and collectible insurance is available to the Additional Insured for a loss or “occurrence” we cover for this Additional Insured.

The Additional Insured’s limits of insurance do not increase our limits of insurance, as described in **SECTION III – LIMITS OF INSURANCE**.

All other terms, conditions, and exclusions under the policy are applicable to this endorsement and remain unchanged.

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

ADDITIONAL INSURED – DESIGNATED PERSON OR ORGANIZATION

This endorsement modifies insurance provided under the following:

COMMERCIAL GENERAL LIABILITY COVERAGE PART

SCHEDULE

Name Of Additional Insured Person(s) Or Organization(s):

As Required By Written Contract

Information required to complete this Schedule, if not shown above, will be shown in the Declarations.

A. Section II – Who Is An Insured is amended to include as an additional insured the person(s) or organization(s) shown in the Schedule, but only with respect to liability for "bodily injury", "property damage" or "personal and advertising injury" caused, in whole or in part, by your acts or omissions or the acts or omissions of those acting on your behalf:

1. In the performance of your ongoing operations; or
2. In connection with your premises owned by or rented to you.

However:

1. The insurance afforded to such additional insured only applies to the extent permitted by law; and
2. If coverage provided to the additional insured is required by a contract or agreement, the insurance afforded to such additional insured will not be broader than that which you are required by the contract or agreement to provide for such additional insured.

B. With respect to the insurance afforded to these additional insureds, the following is added to **Section III – Limits Of Insurance:**

If coverage provided to the additional insured is required by a contract or agreement, the most we will pay on behalf of the additional insured is the amount of insurance:

1. Required by the contract or agreement; or
2. Available under the applicable Limits of Insurance shown in the Declarations;

whichever is less.

This endorsement shall not increase the applicable Limits of Insurance shown in the Declarations.

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

CANCELLATION NOTICE TO SCHEDULED ADDITIONAL INSURED OR CERTIFICATE HOLDER

This endorsement modifies insurance provided under the following:

- COMMERCIAL GENERAL LIABILITY COVERAGE PART
- PROFESSIONAL LIABILITY COVERAGE PART
- COMMERCIAL CRIME COVERAGE PART
- COMMERCIAL INLAND MARINE COVERAGE PART
- COMMERCIAL PROPERTY COVERAGE PART
- COMMERCIAL AUTOMOBILE COVERAGE PART

SCHEDULE OF ADDITIONAL INSURED OR CERTIFICATE HOLDERS

AI or CH	Additional Insured or Certificate Holder	Address
AI	City of Bakersfield Office of Risk Management	1600 Truxtun Ave Bakersfield CA 93301

The following is added to **A. CANCELLATION** of the Common Policy Conditions of the above applicable coverage part:

- A.** In the event we cancel the policy in accordance with the policy's terms and conditions, we will endeavor to mail written notice of cancellation to Additional Insureds or Certificate Holders, shown in the above SCHEDULE within the time frame listed below. However, failure to mail such notice shall impose no obligation of any kind upon us, our agents or representatives.
 1. 30 days before the effective date of cancellation if we cancel for any reason other than for non - payment of premium.

As respects Additional Insureds, the above cancellation provision applies only when the Additional Insured shown in the above **SCHEDULE** is added to the policy by a separate additional insured endorsement as the **CANCELLATION NOTICE TO ADDITIONAL INSURED OR CERTIFICATE HOLDER** does not provide additional insured coverage.

**WAIVER OF OUR RIGHT TO RECOVER FROM OTHERS ENDORSEMENT-CALIFORNIA
BLANKET BASIS**

We have the right to recover our payments from anyone liable for an injury covered by this policy. We will not enforce our right against the person or organization named in the Schedule. (This agreement applies only to the extent that you perform work under a written contract that requires you to obtain this agreement from us.)

The additional premium for this endorsement shall be calculated by applying a factor of 2% to the total manual premium, with a minimum initial charge of \$350, then applying all other pricing factors for the policy to this calculated charge to derive the final cost of this endorsement.

This agreement shall not operate directly or indirectly to benefit anyone not named in the Schedule.

Schedule**Blanket Waiver****Person/Organization**

Blanket Waiver – Any person or organization for whom the Named Insured has agreed by written contract to furnish this waiver.

Job Description

All CA Operations

This endorsement changes the policy to which it is attached and is effective on the date issued unless otherwise stated.
(The information below is required only when this endorsement is issued subsequent to preparation of the policy.)

Endorsement Effective: 07/31/2025

Policy No.: COWC668513

Endorsement No.:

Insured:

Premium \$

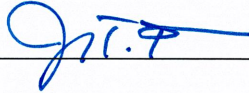
Insurance Company: Cypress Insurance Company

Countersigned by _____

**Exhibit C: Section 8 | Independent Contractor
Agreement Acknowledgement**

Exhibit A - page 28 only as referenced in the RFP (pp. 13/29)

"I have received and reviewed the sample Independent Contractor's Agreement, which was included in the City's RFP, including the Indemnity clause. My signature on the Sample Independent Contractor's Agreement signifies our firm's acceptance of said agreement if our firm is selected for awarding an agreement for the project as described in said RFP. This acceptance is made with the understanding that the Compensation clause will be modified to contain the amounts and dates established for this agreement."

Signature of Proposer:  Date: 5/21/2026

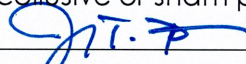
SUBMIT WITH PROPOSAL

Exhibit D: Section 9 | Non-Collusion Affidavit

Exhibit B – Non-Collusion Affidavit to be Executed by Contractor
NON-COLLUSION AFFIDAVIT

STATE OF CALIFORNIA }
 COUNTY OF KERN } SS

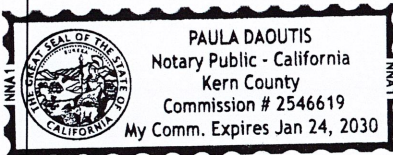
Jeremy T. Tobias, being first duly sworn, deposes and says that he or she is Chief Executive Officer (Title) of Community Action Partnership of Kern (company) the party making the foregoing proposal that the proposal is not made in the interest of, or on behalf of, any undisclosed person, partnership, company, association, organization, or corporation; that the proposal is genuine and not collusive or sham; that the proposal has not directly or indirectly induced or solicited any other proposal to put in a false or sham proposal, and has not directly or indirectly colluded, conspired, connived, or agreed with any proposal or anyone else to put in a sham proposal, or that anyone shall refrain from proposing; that the proposal has not in any manner, directly or indirectly, sought by agreement, communication, or conference with anyone to fix the proposal price of the proposer or any other proposal, or to fix any overhead, profit, or cost element of the proposal price, or of that of any other proposal, or to secure any advantage against the public body awarding the contract of anyone interested in the proposed contract; that all statements contained in the proposal are true; and, further, that the proposal has not, directly or indirectly, submitted his or her proposal price or any breakdown thereof, or the contents thereof, or divulged information or data relative thereto, or paid, and will not pay, any fee to any corporation, partnership, company, association, organization, proposal depository, or to any member or agent thereof to effectuate a collusive or sham proposal.


 Signature of Proposer
1300 18th St., Suite 200 Bakersfield, CA 93301
 Business Address


State of California }
 County of Kern }

On 5/21/2026 before me, Paula Daoutis, Notary Public personally appeared Jeremy T. Tobias

who proved to me on the basis of satisfactory evidence to be the person(s) whose name(s) is/are/ subscribed to the within instrument and acknowledged to me that he/she/they executed the same in his/her/their authorized capacity(ies), and that by his/her/their signature(s) on the instrument the person(s), or the entity upon behalf of which the person(s) acted, executed the instrument.



I certify under PENALTY OF PERJURY under the laws of the State of California that the foregoing paragraph is true and correct.


 NOTARY PUBLIC SIGNATURE

Notary Public Seal

SUBMIT WITH PROPOSAL