



DATE June 10, 2026  
TIME 12:00 pm  
LOCATION CAPK Administrative Office  
Board Room  
1300 18<sup>th</sup> Street, 3<sup>rd</sup> Floor  
Bakersfield, CA 93301

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## Program Review & Evaluation Committee Agenda

### 1. Call to Order

### 2. Roll Call

Gina Martinez (Chair)	Maria Reyes
Marget Willer	Rebecca Banke

### 3. Public Comments

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

### 4. Program Presentation

- a. WIC Program by Marissa Ortiz-Cortez, WIC Program Administrator **(p. 4-23)**

### 5. New Business

- a. Shafter Youth Center CRC Community Needs Assessment Final Presentation – **Info Item (p. 24-47)**  
Angie Nelson, Program Manager  
Daniel Polk, Research and Evaluation Associate-HARC, Inc.
- b. May 2026 Program Reports – **Action Item (p. 48-87)**  
Pritika Ram, Chief Business Development Officer
  1. Housing & Supportive Services
    - Coordinated Entry Services (CES)
    - M Street Homeless Navigation Center
    - CalAIM – Homeless Services
    - CalAIM – Enhanced Care Management
    - Adult Re-entry Program
  2. Veterans & Supportive Services
  3. Health & Nutrition Services
    - Food Bank
    - Migrant Childcare Alternative Payment (MCAP)
    - Women Infant and Children (WIC)
  4. Youth & Community Services
    - East Kern Family Resource Center (EKFRC)
    - Oasis Family Resource Center
    - Energy, Weatherization & Utility Assistance
    - Friendship House Community Center (FHCC)
    - Volunteer Income Tax Assistance (VITA)
    - 211 Kern Call Center

- 5. Operations
  - Maintenance
  - Information Technology
  - Data Services
  - Risk Management
- 6. Community Development
  - Grant Development
  - CAPK Foundation
  - Outreach & Marketing

- c. May 2026 Application Status Report & Funding Profiles – **Action Item (p. 88-97)** Karen Vazquez, Senior Grant Analyst
  - a. Application Status Report
    - i. University of California, San Francisco Center for Health Equity – Community Innovation Pilot Awards (CIPA) Program.
    - ii. City of Bakersfield – Community Vitality Unit: Intensive Case Management Services
    - iii. Internal Revenue Service – Volunteer Income Tax Assistance
    - iv. FHL Bank San Francisco – 2026 Access to Housing Economic Assistance Development (AHEAD) Program
  - b. Small Funding Profiles (\$50,000 and under)
- d. May 2026 Head Start/State Child Development Division/Program Monthly Activity Report – **Action Item (p. 98-99)** Carol Hendricks, Enrollment and Attendance Manager
- e. 2027-2028 Head Start Program Goals and Objectives - **Action Item (p. 100-110)** Rosa Guerrero, Administrative Analyst
- f. Approval of 2026-2027 Early Head Start/Head Start School Readiness Goals – **Action Item (p. 111-132)** Cynthia Rodriguez, Education Manager
- g. Strategic Priority B – Partnerships - **Info Item (p. 133-139)** Freddy Hernandez, Director of Youth and Community Services

**6. Committee Member Comments**

**7. Next Scheduled Meeting**

Program Review & Evaluation Committee  
12:00 pm  
August 12, 2026  
CAPK Administrative Office, Board Room  
1300 18<sup>th</sup> Street, 3<sup>rd</sup> Floor  
Bakersfield, CA 93301

**8. Adjournment**

*This is to certify that this Agenda Notice was posted in the lobby of the CAPK Administrative Office at 1300 18<sup>th</sup> Street, 3<sup>rd</sup> Floor Bakersfield, CA and online at [www.capk.org](http://www.capk.org) by 12:00 pm, June 5, 2026. Annelisa Corona, Community Development Supervisor.*



*Helping People... Changing Lives.*

# WIC Program

PRESENTED BY: MARISSA ORTIZ-CORTEZ

TITLE: WIC PROGRAM ADMINISTRATOR



# Program Overview

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# Program Summary

The program provides nutrition education, breastfeeding support, and food to supplement diets at no cost to participants.

#### CDPH Assigned Caseload

- Serve 14,910 participants monthly

#### Clients served includes:

- Pregnant Women
- Infants and children up to 5 years of age
- Breastfeeding women up to 1 year postpartum
- Non-breastfeeding women up to 6 months postpartum
- All foster children under 5 years of age
- Fathers, grandparents, and caretakers may receive WIC food benefits for **eligible infants and children**
- Women who had a pregnancy loss
- Migrants and military families





**Breastfeeding  
Support**

**Nutrition  
Education**

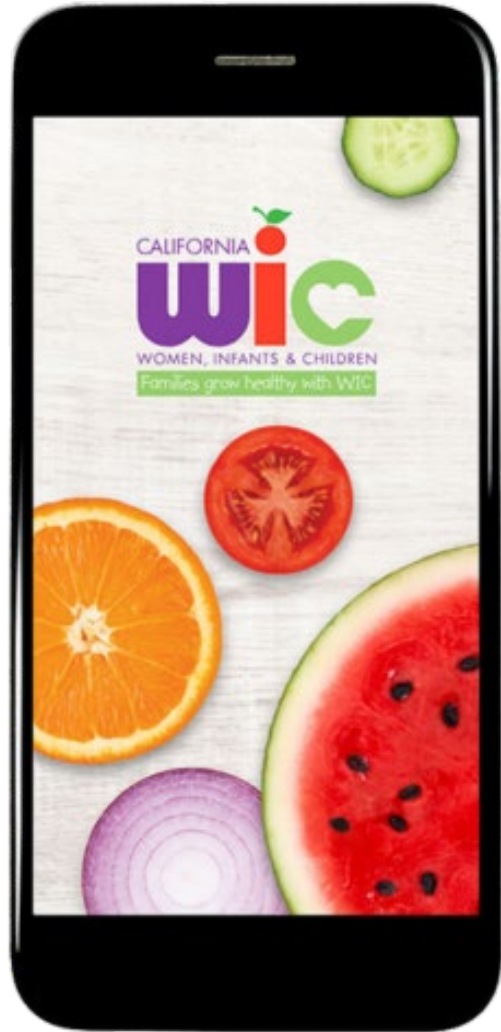
**Nutritious  
food at no  
cost**

**Referrals**

**Improving  
Birth  
Outcomes**



2019



- **12 total sites in Kern County**
- **3 sites in San Bernardino County (Needles, Crestline, Adelanto)**
- **WIC olive office (new site)**



14,134 Unduplicated clients in CY 2025

**MAY Data**

Newborns & Children up to age 5	11,791
Pregnant, Breastfeeding, and Postpartum women	2,148





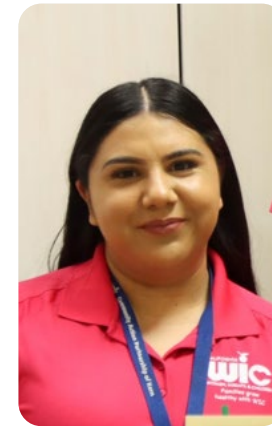
# Breastfeeding Peer Counselor Program



**Ashley Trevino**  
10 years of service



**Irita Davis**  
25 years of service



**Lourdes Mendoza**  
3 years of service

# International Board Certified Lactation Consultant (IBCLC)

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Total Number of IBCLCs Worldwide: **39,374** as of January 22, 2026

There were approximately **12.8 to 13 million** medical doctors globally in 2024



**Terriva Porter**



# Storytime Kern County Library x CAPK WIC





# Time to Sign x CAPK WIC





# American Heart Association x WIC Partnership Blood Pressure Hubs

## Kern County Perinatal Health Indicators

	Kern	CA	State Comparison	Healthy People 2030	
Birth Rate	12.6	10.0	27% higher	None established	
Infant Mortality	5.1	3.9	30% higher	≤5.0	Not Met
Low Birth Weight	7.8%	7.4%	5% higher	None established	
Preterm Births	9.9%	9.0%	10% higher	≤9.4%	Not Met
Births to Adolescents	12.7	6.9	84% higher	≤31.4	Met
Early Prenatal Care	73.3%	82.6%	11% lower	≥80.5%	Not Met

KERN  
COUNTY  
PUBLIC HEALTH





capk  
Community Action Partnership  
of Kern

CALIFORNIA  
wic  
WOMEN, INFANTS & CHILDREN  
Families grow healthy with WIC









Questions?





# Shafter Community Resiliency Center Needs Assessment Final Results

June 10, 2026

Daniel Polk, PhD

# Community Needs Assessment

- ▶ Existing Data
- ▶ Survey Results
- ▶ Interview Results
- ▶ Recommendations

# Existing Data

# Age and Language Data

- ▶ Average (median) age: 29.0 years (38.4 years statewide)
- ▶ 65+ population: 7.3% (16.5% statewide)
- ▶ Spanish at home: 57.1% (28.8% statewide)

# Race/Ethnicity Data

- ▶ Latino/Hispanic: 77.5% (39.4% statewide)
- ▶ White (non-Hispanic): 16.8% (34.7% statewide)
- ▶ Black/African American: 2.4% (5.4% statewide)

# Socio-Economic Data

- ▶ Student eligible for free/reduced meals: 87.5% (59.0% statewide)
- ▶ People under poverty level: 21.5% (11.8% statewide)
- ▶ Bachelor's education or higher: 9.9% (34.1% statewide)

# Environmental Data

- ▶ Extreme heat days per year: 26.6 days (18.2 days statewide)
- ▶ Tree canopy: 2.1% (7.6% statewide)
- ▶ PM2.5: 13.9 ug/m<sup>3</sup> (10.2 ug/m<sup>3</sup> statewide)



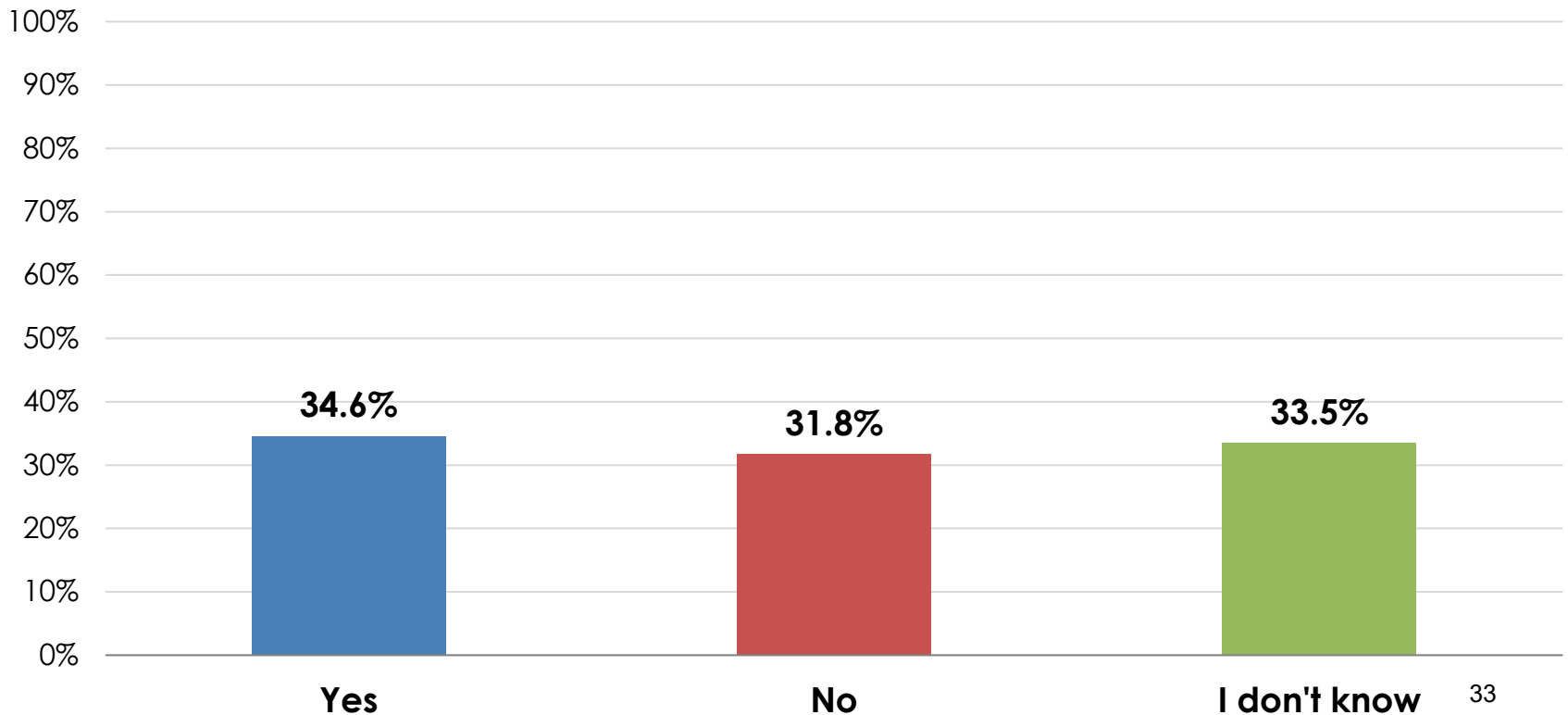
# Survey Results

# Survey Method

- ▶ 1,938 total valid survey responses
  - ▶ 360 mailed surveys
  - ▶ 1,578 in-person surveys

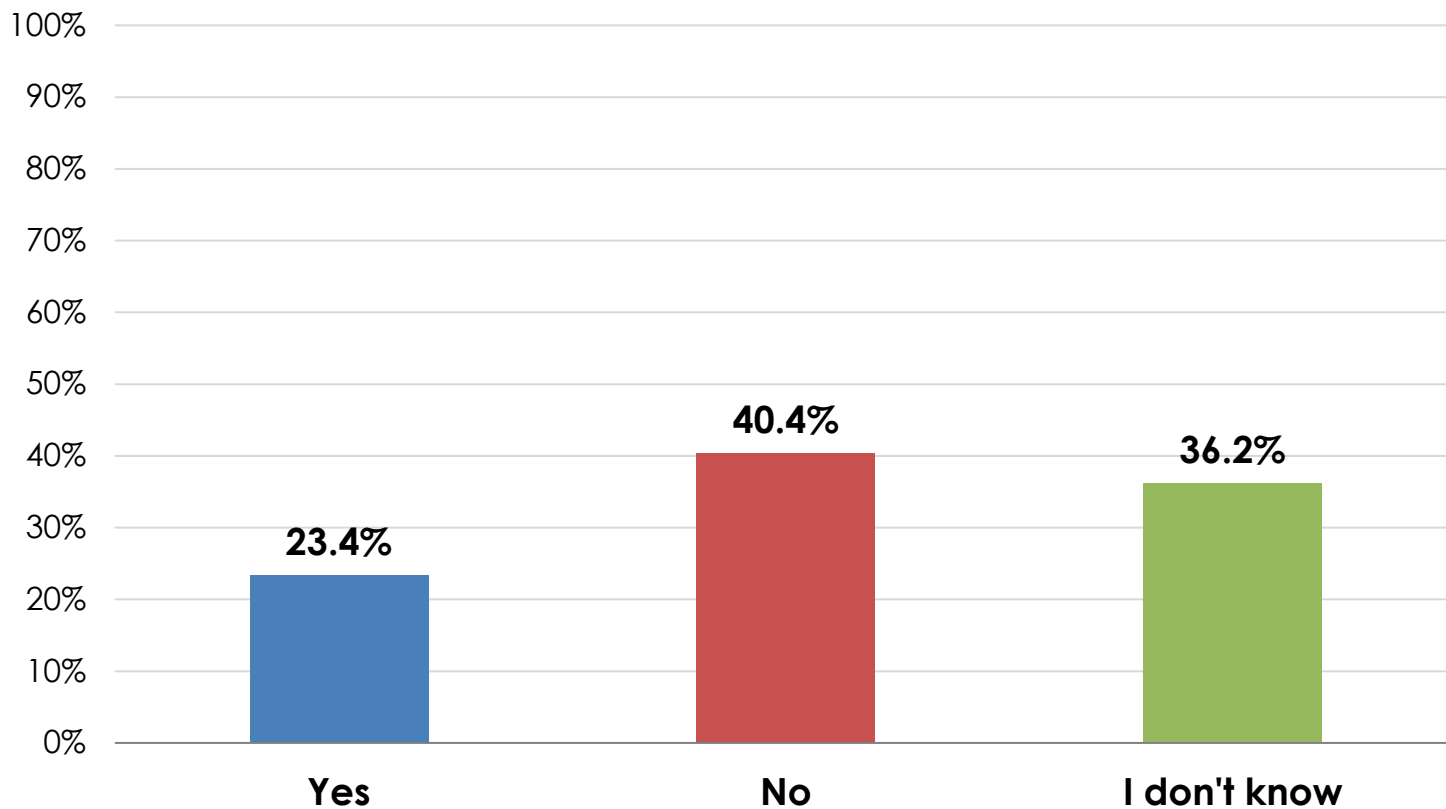
# Services for Children

“Does the community have enough services for children aged 6 to 13?”



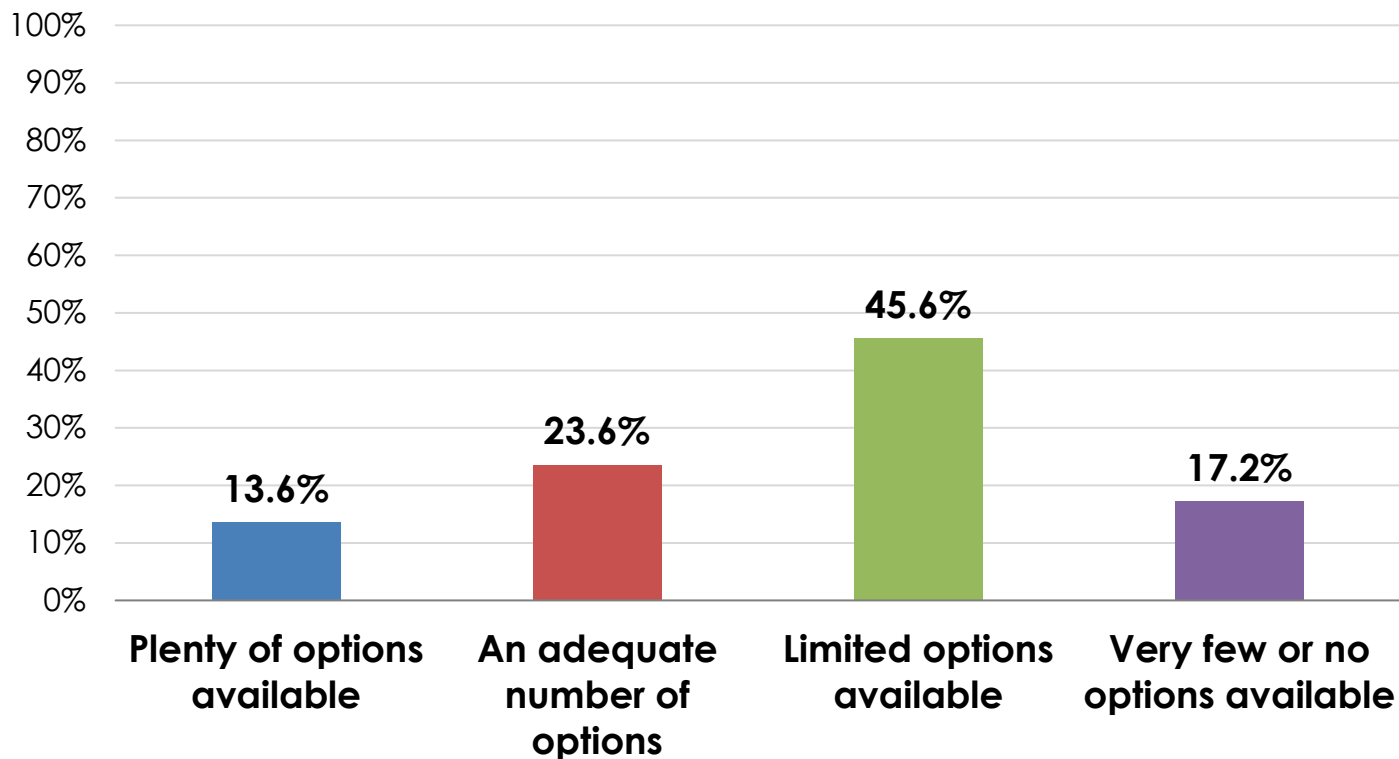
# Services for Children

“Does the community have enough services for children aged 14 to 18 years?”



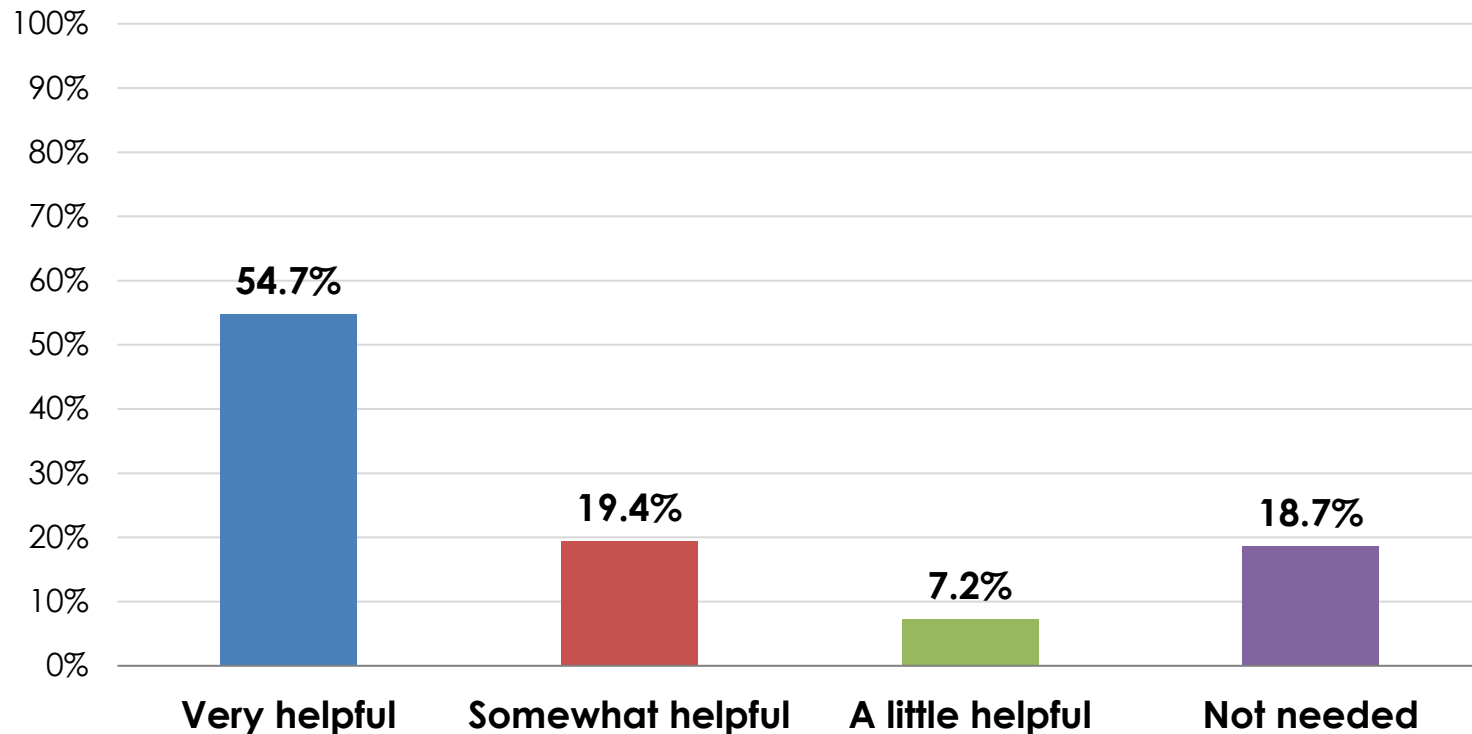
# Family-Friendly Activities

“How would you rate the availability of affordable, family-friendly activities in your local area? (For example, sports games, movies, theater shows, live music, parks, etc.)”



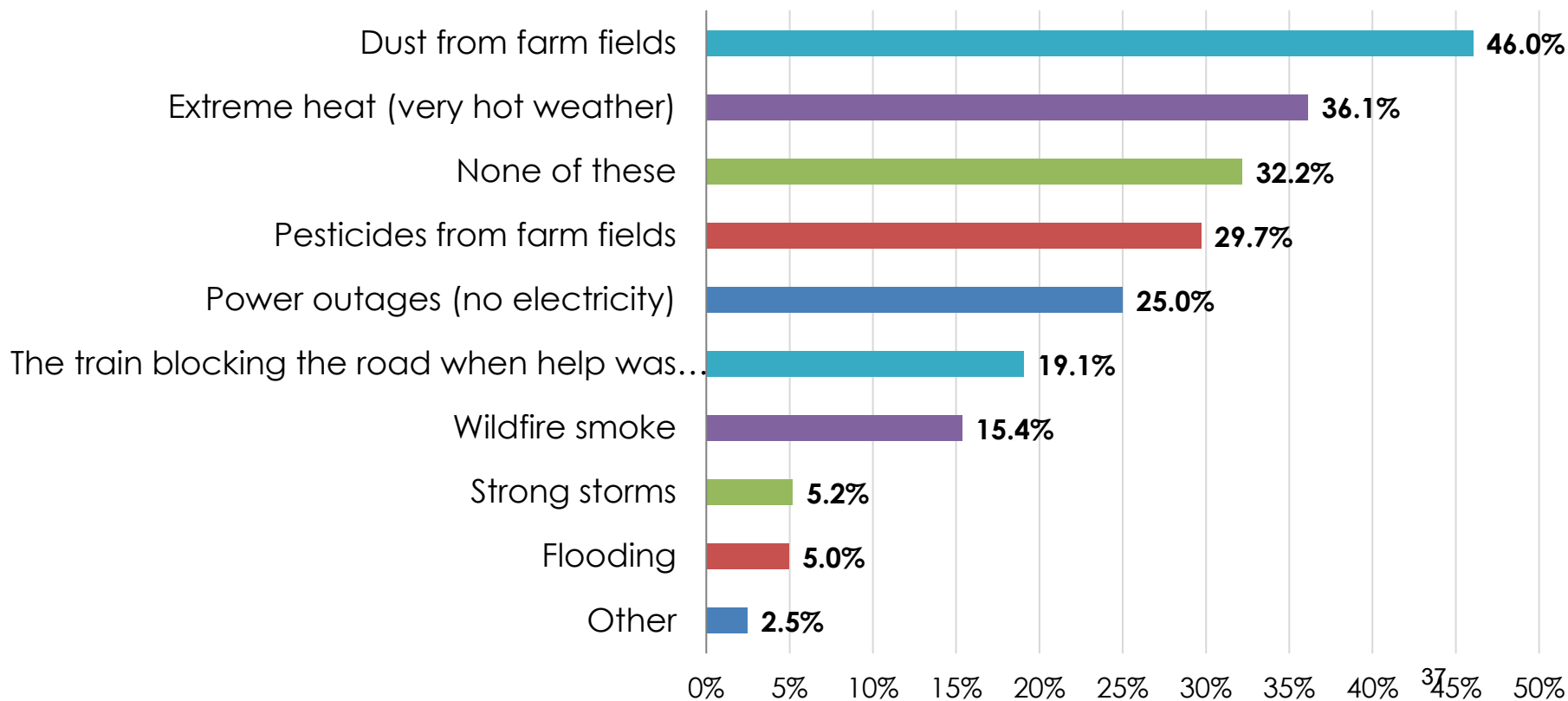
# Workforce Development

“CAPK may offer classes or support with workforce development, such as creating a resume and finding a job. How helpful would this be to you and your family?”



# Environmental Risks

“Have you or your family been locally affected by things like these?”





# Interview Results

# Shafter's Biggest Strengths

large faith-based community

city is growing

agriculture good schools

**people unite for the community**

good police dept/low crime

centrally located

financially secure city government

# Shafter's Biggest Needs

more parks/green space

services for immigrants transportation clinics/hospital/urgent care

food security affordable housing more/better jobs

youth programs

substance use services indoor facilities/space

more retail businesses

basic infrastructure

# Emergency/Disaster Needs

risk of train derailment

floods/heavy rains

fire power outages emergency shelter

**extreme heat**

emergency food/water disaster response hub

poor air quality earthquakes

disaster preparedness/education



# Recommendations

# Recommendations

- ▶ **Goal 1: Provide Wrap-Around Services**
  - ▶ **Youth/afterschool programs & family friendly events**
    - ▶ Partner with existing programs (e.g., RSD, Rec District, Learning Center, nonprofits, other schools, etc.)
    - ▶ Recreational space/programs for junior high or high school students
  - ▶ **Mental health/social support**
    - ▶ Partner with existing programs (e.g., local schools, County, etc.)
  - ▶ **Food distribution**

# Recommendations

- ▶ **Goal 1: Provide Wrap-Around Services (cont.)**
  - ▶ **Job training and resume/job search help**
    - ▶ Partner with existing programs (e.g., County, nonprofits, etc.)
    - ▶ Job training programs for youth and adults
  - ▶ **Transport for youth**
    - ▶ Explore approaches such as securing a vehicle that staff drive, using rideshare vouchers, or partnering with public transport
  - ▶ **Location for partners to provide services**
    - ▶ Explore leasing or rental options for partners to provide services

# Recommendations

## Goal 2: Provide Disaster/Emergency Response Services

- ▶ **Disaster response hub/coordination during emergencies**
  - ▶ Emergency food/water supplies
  - ▶ Backup electricity during outages
  - ▶ Emergency shelter
- ▶ **Disaster preparedness/environmental risk education**
- ▶ **Cooling center/clean air center**

A decorative graphic at the top of the slide consists of a dark purple horizontal bar with a wavy bottom edge. A vertical pink rectangle is positioned on the right side of the purple bar.

# Thank you!

*Thank you to CAPK staff, Community Collaborative members, and all residents who provided their input.*

# Questions?

*Daniel Polk, PhD*

*Senior Research & Evaluation Associate*

*HARC, Inc.*

[dpolk@harcdata.org](mailto:dpolk@harcdata.org)

*760-404-1945*





**June 2026 PRE Committee**

**May 2026 Program Monthly Reports**



## **Housing and Supportive Services**

Coordinated Entry Services  
M Street Homeless Navigator Center  
CaAIM - Homeless Services  
CaAIM - Enhanced Care Management  
Adult Re-entry Program

**Community Action Partnership of Kern  
Monthly Report 2026**

<b>Month</b>	May-26	<b>Program/Work Unit</b>			Coordinated Entry Services (CES)	
<b>Division/Director</b>	Rebecca Moreno			<b>Program Manager</b>	Joseph Aguilar	
<b>Reporting Period</b>	January 1, 2026 - December 31, 2026					
<b>Program Description</b>						
<p>Coordinated Entry Services (CES) is the system to assist communities in ending homelessness by providing a clear and systematic pattern for helping individuals to quickly access the most appropriate services available through standardized access, a standardized assessment process, and a coordinated referral (match) process for individuals to preventions, housing, and/or other related services. The following counties are currently being served by CAPK CES, Kern County.</p> <p>The Coordinated Entry System (CES) process will support the encampment proposal. The strategy will expedite the housing process by creating an Encampment by Name List and an encampment match call with collaborating partners to review status, barriers, and match encampment residents to permanent housing units and/or housing resources identified.</p>						
<b>Homeless Referrals/Assessments (SRV 7a)</b> (duplicated client counts)	<b>Month</b>	<b>YTD</b>	<b>YTD Goal</b>	<b>Month Progress</b>	<b>Annual Progress</b>	
Kern County	2,981	15,107	25,000	12%	60%	
<b>Number of applicants who received a response within 24 Hours</b> (duplicated client counts)	<b>Month</b>	<b>YTD</b>	<b>YTD Goal</b>	<b>Month Progress</b>	<b>Annual Progress</b>	
Kern County	2,875	14,330	20,000	14%	72%	
<b>Pending Assessments</b> (duplicated client counts)	<b>Month</b>	<b>YTD</b>	<b>YTD Goal</b>	<b>Month Progress</b>	<b>Annual Progress</b>	
Number of clients without initial contact by the end of the month.	7	28	200	4%	14%	
Among clients from the preceding month, the average duration (days) to reach those who are still pending.	3					
<b>Encampment Resolution (SRV 7a)</b> (duplicated client counts)	<b>Month</b>	<b>YTD</b>	<b>YTD Goal</b>		<b>Annual Progress</b>	
Number of Clients Served	Program is closed as of March 31, 2026	105	450		23%	
Matched to Housing Subsidy (i.e., voucher, rapid rehousing or physical location) (SRV 4m, 4o)	Program is closed as of March 31, 2026	15	70		21%	
HOUSED to permanent housing placement (SRV 4o)	Program is closed as of March 31, 2026	11				
<b>Explanation (Over/Under Goal Progress)</b>						
<b>Program Strategic Goals</b>	<b>Progress Towards Goal</b>					
1. Optimize the use of existing access points in rural areas of Kern County.	CES continues to work on improving system through CoC Strategic Plan. CES continues to offer trainings to new staff from partner agencies and community members. CES continues to work on the Roadmap to Housing tool. ☐					
2. Enhance recruitment initiatives to attract and hire well-qualified candidates. This includes enhancing employee retention and foster opportunities for professional growth.	Currently providing additional support and trainings facilitated by CoC partner agencies to improve retention. Program remains actively searching and communicating with stakeholders for funding opportunities.					
3. Among clients from the prior month, the average time taken to reach pending clients is currently 15 days, attributed to high call volume and limited staff. The objective is to achieve client contact within 5 days of the initial request.	Fully new trained staff is projected to provide the additional support needed.					
<b>Program Highlights</b>						

**Community Action Partnership of Kern  
Monthly Report 2026**

<b>Month</b>	May-26	<b>Program/Work Unit</b>	M Street Navigation Center		
<b>Division/Director</b>	Rebecca Moreno	<b>Program Manager</b>	Laurie Hughey		
<b>Reporting Period</b>	January 1, 2026 - December 31, 2026				
<b>Program Description</b>					
CAPK operates the 147-bed homeless Low Barrier Navigation Center in partnership with the County of Kern. This 24 hour shelter offers housing, meals, showers, laundry and an array of mental health, medical care, dental and economic resources to un-sheltered individuals with pets and partners.					
<b>Shelter Services</b>	<b>Month</b>	<b>YTD</b>	<b>YTD Goal</b>	<b>Month Progress</b>	<b>Annual Progress</b>
Overnight Residents (Assigned Beds) (FNPI 4a & SRV 7b, SRV 4m)	140	661	1,500	9%	44%
Total Clients Served	173	927	2,400	7%	39%
Pets (i.e., kennel, emotional support assistance and service pet)	11	63	75	15%	84%
Residents Under 90 days length of stay	69	302	800	9%	38%
Exits to Permanent Housing (FNPI 4b)	8	39	100	8%	39%
Exits-Self	23	58	150	15%	39%
Exits-Involuntary	3	142	700	0%	20%
Exits - Other	0	8	75	0%	11%
Case Management Services (SRV 7a)	132	1,457	8,000	2%	18%
Critical Incidents	39	217	250	16%	87%
Shelter Residents Meals (SRV 5ii)	62,148	77,806	70,000	89%	111%
Number of Volunteers ( <i>duplicated</i> )	169	800	100	169%	800%
Volunteers Hours ( <i>duplicated</i> )	153.00	823	3,000	5%	27%
<b>Safe Camping</b>	<b>Month</b>	<b>YTD</b>	<b>YTD Goal</b>	<b>Month Progress</b>	<b>Annual Progress</b>
Total clients served (SRV 7b)	49	282	500	10%	56%
Current client census	45	211	300	15%	70%
Meals (SRV 5ii)	12,643	16,658	20,000	63%	83%
Pets	9	46	75	12%	61%
Clients moved to Shelter (SRV 4m )	0	1	15	0%	7%
Exits to Permanent Housing (FNPI 4b)	3	9	20	15%	45%
Exits-Self	2	8	50	4%	16%
Exits-Involuntary	2	25	75	3%	33%
Exits - Other	3	5	75	4%	7%
Critical Incidents	4	17			
<b>Safe Parking</b>	<b>Month</b>	<b>YTD</b>	<b>YTD Goal</b>	<b>Month Progress</b>	<b>Annual Progress</b>
Total clients served	9	49	30	30%	163%
Current client census	9	37	25	36%	148%
Clients moved to Shelter (SRV 4m )	0	0	10	0%	0%
<b>Explanation (Over/Under Goal Progress)</b>					

**Community Action Partnership of Kern  
Monthly Report 2026**

Program Strategic Goals	Progress Towards Goal
1. Number of clients participating in job training program, (i.e., Project Hire-Up, financial Literacy, Recycling Lives, Open Door Network).	participating in the 18th co-hort of Project Hire-Up, and 7 clients are currently working out in the community performing various jobs such as Construction, Bolthouse, Padre Hotel, Hard Rock Casino, Dollar General and Western Security, fields and IT technology.
2. Increase job retention/recruitment at M street by (1) developing job descriptions that accurately reflect job performance and (2) regrading/classification of job descriptions.	Completed
3. Increase the number of clients who transition to permanent housing by 5% from the prior year (2024 - 73 clients) to 100 clients.	7 individuals were placed into housing this month, and one individual returned to New York to be with family.

**M Street Navigation Center - Client Demographic Information**

Race Demographic	Month
18 - 24	7
25 - 34	28
35 - 44	37
45 - 54	32
55 - 61	38
62+	31
<b>Total:</b>	<b>173</b>

Race Demographic	Month
American Indian or Alaska Native	2
Asian	2
Black or African American	34
Hispanic/Latina/e/o	38
White	70
Multiple races	27
Client Don't know / Refused	
No Answer	
<b>Total:</b>	<b>173</b>

Gender	Month
Female	66
Male	107
Trans Female and Male (Male to Female, Female to Male)	
Gender Non-Conforming (i.e. not exclusively male or female)	
Client doesn't know	
Client refused	
No Answer	
<b>Total:</b>	<b>173</b>

Zip Code	Month	Zip Code	Month
93203	1		
93301	69		
93304	8		
93305	7		
93306	10		
93307	8		
93308	25		
93309	6		
93311	2		
93312	3		
93313	3		
92225	1		
93505	2		
93215	1		
93225	1		
93245	1		
93555	3		
93560	1		
93561	1		
Not specified	20		
<b>Total</b>			<b>173</b>



**Community Action Partnership of Kern  
Monthly Report 2026**

<b>Month</b>	May-26	<b>Program/Division</b>	Enhanced Care Management
<b>Division/Director</b>	Rebecca Moreno	<b>Program Admin</b>	Carla Nieto
<b>Reporting Period</b>	January 1, 2026 - December 31, 2026		
<b>Program Description</b>			
<p>The Enhanced Care Management (ECM) program provides intensive, whole-person care coordination for Medi-Cal members with complex health and social needs, with a focus on individuals experiencing homelessness, high utilization, behavioral health conditions, or other identified risk factors. The program delivers person-centered services including outreach and engagement, comprehensive assessment, individualized care planning, care coordination, transitional care, and connection to community and social supports. Services are provided in close coordination with Kern Health Systems and community partners to improve continuity of care, address social drivers of health, and support improved health outcomes.</p>			
<b>Program Goals</b>			
	<b>Month</b>	<b>YTD</b>	<b>Annual Goal</b>
Number of enrolled members (SRV 7a)	7	54	225
Number of clients receiving services through CalAIM Housing and ECM	39	114	135
Number of clients receiving ECM and Day Services	38	91	169
Patient Engagement in Care Plans (Care Coordination)	39	133	113
Number of clients successfully completing program (self-sufficiency by 1 year)	0	0	15
<b>Referrals (SRV 7c)</b>			
	<b>Month</b>	<b>YTD</b>	
Food Assistance	129	487	
Transitional Housing Providers	0	2	
SSI/SSDI	1	4	
Outpatient Treatment	7	14	
Other	0	0	
<b>Referrals to Community Services</b>	<b>137</b>	<b>507</b>	
<b>Explanation (Over/Under Goal Progress)</b>			
<p>Due to an unforeseen staffing change (one of our Lead Care Managers resigned), we had to stop accepting new members during the month of May, related to our MCO's guidelines. This event resulted in our number of newly enrolled members being under the goal.</p>			
<b>Program Strategic Goals</b>		<b>Progress Towards Goal</b>	

**Community Action Partnership of Kern  
Monthly Report 2026**

<p>Increase Access to Care: Ensure that all patients, including underserved populations, have access to necessary healthcare services and support.</p>	<p>During the month of May, we partnered with our LBNC (M-Street) to provide Day Habilitation Services to their clients and, in the process, to provide support and linkage to healthcare, behavioral health, and substance use disorder services. This has resulted in an increased access to care for these underserved populations.</p>
<p>Improve Care Coordination: Promote collaboration among the various Cal-AIM services we provide to ensure clients receive comprehensive wraparound support, resulting in a seamless care experience and better communication.</p>	<p>More than half of the ECM Program Members also receive Cal-Aim housing services, with the members' assigned Community Health Worker providing both services. Our program has also continued to collaborate with other members of the Cal-Aim team as we strive to become subject matter experts in our Cal-Aim service delivery.</p>
<p>Patient Engagement: Increase patient involvement in their care plans and decision making processes</p>	<p>We continue to progress well towards this goal, with all program members completing their initial assessment and care planning in person. We continue to meet our members where they are at for monthly care plan update/Interdisciplinary Care Team Meetings to foster greater involvement in their care plans and decision making process.</p>

**Program Highlights**

Although we do not yet have the official results, we had our second quarterly audit with our MCO, Kern Health Systems, and the assigned clinical auditor reported that we did "very, very well," complimenting us on our diligence in keeping members engaged and the quality of work we do for each of our members. The ECM program has also now fully enveloped our Day Habilitation Services and our bi-weekly food pantry distribution activities and we have increased our reach and ability to provide education, resources, and food to our underserved populations.

**Community Action Partnership of Kern  
Monthly Report 2026**

<b>Month</b>	May-26	<b>Program/Work Unit</b>		California Advancing and Innovating Medi-Cal (CalAIM)	
<b>Division/Director</b>	Rebecca Moreno Director of Community Services	<b>Program Manager</b>	Joseph Aguilar		
<b>Reporting Period</b>	January 1, 2026 to December 31, 2026				
<b>Program Description</b>					
CalAIM is a new initiative by the Department of Health Care Services (DHCS) to improve the quality of life and health outcomes of Medi-Cal beneficiaries by implementing broad delivery of system, programmatic, and payment system reforms. A key feature of CalAIM is the introduction of a new menu of “in lieu of services” (ILOS), or Community Supports, which, at the option of a MediCal managed care health plan (MCP) and a Member, can substitute for covered Medi-Cal services as cost-effective alternatives. MCPs will be responsible for administering Community Supports. For this partnership, CAPK would serve as a Community Support providing rental assistance.					
<b>Housing Transition Navigation Services</b>	<b>Month</b>	<b>YTD</b>	<b>YTD Goal</b>	<b>Annual Progress</b>	
Number of Clients Currently Served	383	1,840	450	409%	
Number of Referrals Received (SRV 7c)	52				
Number of Enrollments	45				
Number of services per client per month (i.e., one-on-one case management, landlord engagement, obtaining vital documents) (SRV 7a)	1,118	5,531	8,100	14%	68%
<b>Housing &amp; Furnishing Deposits (SRV4d)</b>	<b>Month</b>	<b>YTD</b>	<b>YTD Goal</b>	<b>Month Progress</b>	<b>Annual Progress</b>
One-time use up-to \$5000 per client (includes housing deposits, furnishing, appliances)	17	52	100	17%	52%
<b>Housing Tenancy and Sustaining Services</b>	<b>Month</b>	<b>YTD</b>	<b>YTD Goal</b>	<b>Month Progress</b>	<b>Annual Progress</b>
Number of clients secured placement (SRV 4o)	14	46	75	19%	61%
<b>Transitional Rent</b>	<b>Month</b>	<b>YTD</b>			
Number of Clients Currently Enrolled	0	0			
<b>Explanation (Over/Under Goal Progress)</b>					
<b>Program Strategic Goals</b>			<b>Progress Towards Goal</b>		
1.) Enhance recruitment initiatives to attract and hire well-qualified candidates. This includes enhancing employee retention and foster opportunities for professional growth.			In the process of hiring, More interview to be scheduled.		
2.) Broaden CalAIM services by collaborating with existing and new managed care plans to diversify the program’s funding sources.			Proactively assisting Oasis and East Kern Resource Center develop and improve CalAIM services; exploring options to add additional ECM and CS services, submitted application to partner and become a CBO with Anthem.		
<b>Program Highlights</b>					



## **Veterans & Supportive Services**

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<b>Month</b>	May-26	<b>Program/Work Unit</b>	Veterans & Supportive Services		
<b>Division/Director</b>	Rebecca Moreno	<b>Program Manager</b>	Raul Jimenez		
<b>Reporting Period</b>	January 1, 2026 - December 31, 2026				
<b>Program Description</b>					
CVAF operates a 40 bed BRIDGE and Service Intensive Transitional housing program through the US Department of Veterans Affairs. This consists of two apartment complexes and two homes through the City of Bakersfield. This is a 24-hour per day, 365 day per year program that provides housing, case management, transportation, food, and laundry services. Staff also provides referrals to medical, mental health and community based service programs. CVAF also operates the Supportive Services for Veterans and Families Program through the US Department of Veterans Affairs which is a rapid rehousing/homeless prevention program for veterans households that are homeless or at risk of homelessness. The HHAP CM program provides case management services for HUD Emergency Housing Voucher clients through the Housing Authority. The HHAP YS programs provides scattered-site, low barrier shelter for youth aged 18 - 24.					
<b>Grant and Per Diem</b>	<b>Month</b>	<b>YTD</b>	<b>Annual Goal</b>	<b>Month Progress</b>	<b>Annual Progress</b>
BRIDGE: % Exit to Permanent Housing (> 75%) (SRV 4o)	3	9	10	30%	90%
BRIDGE: % Negative Program Exit (< 20%) (SRV 4m, 4n)	0	2	7	0%	29%
BRIDGE: % Employed at Exit (SRV1m)	0	2	3	0%	67%
SITH: % Exit to Permanent Housing (> 75%) (SRV 4o)	3	14	16	19%	88%
SITH: % Negative Program Exit (< 20%) (SRV 4m, 4n)	0	2	7	0%	29%
SITH: % Employed at Exit (SRV1m)	2	7	5	40%	140%
Total Households Served	5	35	85	6%	41%
<b>Supportive Services for Veteran Families (SSVF)</b>	<b>Month</b>	<b>YTD</b>	<b>Annual Goal</b>	<b>Month Progress</b>	<b>Annual Progress</b>
Total Households Served	9	108	150	6%	72%
Permanent Housing Placements	1	14	35	3%	40%
Rental Assistance Payments	22	181	475	5%	38%
Security Deposit	3	18	40	8%	45%
Bus Pass	2	12	35	6%	34%
Application Fees	0	4	15	0%	27%
General Housing Stability Assistance (GHSA)	6	23	35	17%	66%
Utility Payments	3	6	25	12%	24%
Late Fees	0	3	40	0%	8%
Moving Costs	1	3	7	14%	43%
Landlord Incentives	0	1	5	0%	20%
Tenant Incentives	3	4	5	60%	80%
Rental Arrears	1	6	10	10%	60%
<b>Permanent Supportive Housing (Park 20th/Residences at East Hills)</b>	<b>Month</b>	<b>YTD</b>	<b>Annual Goal</b>	<b>Month Progress</b>	<b>Annual Progress</b>
Number of Households served	1	36	25	4%	144%
<b>Covey Cottages</b>	<b>Month</b>	<b>YTD</b>	<b>Annual Goal</b>	<b>Month Progress</b>	<b>Annual Progress</b>
Number of Clients served	0	11	12	0%	92%
Vacancies	1	5	5	20%	100%
<b>Explanation (Over/Under Goal Progress)</b>					



## **Health and Nutrition Services**

Food Bank  
Migrant Childcare Alternative Payment  
Women, Infant, and Children

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<b>Month</b>	April-26	<b>Program/Work Unit</b>	Food Bank		
<b>Division/Director</b>	Health & Nutrition, Susana Magana	<b>Program Manager</b>	Kelly Lowery		
<b>Reporting Period</b>	January 1, 2026 - December 31, 2026 <i>(Note: The data represents information from two months earlier.)</i>				
<b>Program Description</b>					
<p>The Food Bank provides food assistance to low-income families and individuals through a network of more than 200 agency partner distribution sites across Kern County. The CAPK Food Bank is the primary organization responsible for distributing State and Federal emergency food assistance for Kern County neighbors in need. Additionally, the Food Bank is the Feeding America affiliate food bank for Kern, facilitating grocery rescue [Fresh Rescue Program] to support the network of more than 150 Pantries across the county. Every month, the Food Bank distributes between more than 1.5 and 2 million pounds of food, which reaches more than 100,000 Kern County food-insecure neighbors.</p>					
<b>The Emergency Food Assistance Program (TEFAP)</b>	<b>Month</b>	<b>YTD</b>	<b>Annual Goal</b>	<b>Month Progress</b>	<b>Annual Progress</b>
Neighbor Engagements	38,057	144,205	700,000	26%	21%
Pounds Distributed	742,079	3,156,406	10,000,000	24%	32%
<b>Pantry Program</b>	<b>Month</b>	<b>YTD</b>	<b>Annual Goal</b>	<b>Month Progress</b>	<b>Annual Progress</b>
Neighbor Engagements	100,320	303,956	1,250,000	33%	24%
Pounds Distributed	612,818	2,361,167	4,500,000	26%	52%
<b>CSFP (Senior Box) Program</b>	<b>Month</b>	<b>YTD</b>	<b>Annual Goal</b>	<b>Month Progress</b>	<b>Annual Progress</b>
Neighbor Engagements	5,356	20,809	66,000	26%	32%
Pounds Distributed	203,212	777,403	2,300,000	26%	34%
<b>Free Farmers Markets</b>	<b>Month</b>	<b>YTD</b>	<b>Annual Goal</b>	<b>Month Progress</b>	<b>Annual Progress</b>
Neighbor Engagements <i>(Not attached to distros)</i>	11,399	30,584	50,000	37%	61%
Pounds Distributed	59,750	209,667	750,000	28%	28%
<b>Brighter Bites</b>	<b>Month</b>	<b>YTD</b>	<b>Annual Goal</b>	<b>Month Progress</b>	<b>Annual Progress</b>
Neighbor Engagements	1,060	10,340	75,000	10%	14%
Pounds Distributed	23,405	86,873	275,000	27%	32%
<b>Community Events &amp; Other</b>	<b>Month</b>	<b>YTD</b>	<b>Annual Goal</b>	<b>Month Progress</b>	<b>Annual Progress</b>
Engagements	1,130	6,428	25,000	18%	26%
Pounds Distributed	85,914	732,423	1,500,000	12%	49%
<b>Totals</b>	<b>Month</b>	<b>YTD</b>	<b>Annual Goal</b>	<b>Month Progress</b>	<b>Annual Progress</b>
Total Engagements	157,322	516,321	2,166,000	30%	24%
Total Pounds Distributed (SRV 5jj)	1,727,178	7,323,939	19,325,000	24%	38%
<b>Volunteers (SRV 6f)</b>	<b>Month</b>	<b>YTD</b>	<b>Annual Goal</b>	<b>Month Progress</b>	<b>Annual Progress</b>

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Volunteers who received job skill training (e.g., paid partnership through service providers, duplicated)	44	128	450	34%	28%
Other Volunteers (i.e., general public, duplicated)	233	700	2,250	33%	31%

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

Total engagements are lower compared to historical numbers, as anticipated. With the deployment of Oasis, some are opting out of support, while others are assuming that they can't visit additional sites since the CRM is in place (although we have not made any operational changes restricting access). Also, in previous years, agencies were potentially over-reporting. Now having neighbor level tracking in place, we are in a position to receive more accurate data moving forward.

Program Strategic Goals	Progress Towards Strategic Goals
In 2026, CAPK Food Bank will be deploying the CRM system OASIS to be used by all agency partners across the county to be able to report unduplicated amounts of neighbors served.	Almost 90% of agency partners are onboarded and active in Oasis. Additional meetings are being held and individual training given to agency partners who have specific challenges.
By Q3 2026, The CAPK Food Bank will implement a classification system for measuring, tracking, and increasing the nutrition level of the food distributed.	Training and updating receiving process to include nutrition value.
In 2026, the CAPK Food Bank will increase the percentage of fruits and vegetables provided to neighbors by 5% from the previous year.	We are anticipating additional CalFood funding which will allow for a greater procurement of fruits and vegetables in Q2-Q4.

**Program Highlights**

In April, Food Bank Administrator Kelly Lowery testified at the Capitol in Sacramento on behalf of SB 1025, the bill he is co-sponsoring with Senator Hurtado to establish the Office of Food Security & Affordability. Later in April, Kelly attended the annual Feeding America Conference in Dallas, Texas.

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<b>Month</b>	May-26	<b>Program/Work Unit</b>	Migrant Childcare Alternative Payment (MCAP)		
<b>Division/Director</b>	Susana Magana	<b>Program Administrator</b>	Laura Porta		
<b>Reporting Period</b>	January 01, 2026 to December 31, 2026				
<b>Program Description</b>					
The Migrant Childcare Alternative Payment (MCAP) program provides childcare subsidies to migrant, agriculturally working families. Once families are authorized, their services are certified based on their verified need for childcare services. MCAP maximizes parental choice for services and utilizes the approved childcare providers in our communities to satisfy the family's need for services. Families can apply for childcare services in six entry counties: Kern, Kings, Madera, Merced, Tulare, and Fresno. Once a family is enrolled in the program, they can migrate anywhere in California to follow agricultural work, and their childcare services can continue.					
<b>Program Reimbursements (CY Jan - Dec 2025)</b> Note: duplicated below for program fiscal year.	<b>Current Month</b>	<b>YTD</b>	<b>Goal</b>	<b>Annual Progress</b>	
Provider Payments-Subsidies Expended (SRV7e)	3,306,638	14,538,758	\$ 27,900,000	52%	
<b>Program FY Reimbursements Progress</b>	<b>Current Month</b>	<b>YTD</b>	<b>Goal</b>	<b>Annual Progress</b>	
Provider Payments-Subsidies Expended (SRV7e)	3,306,638	14,538,758	27,900,000	52%	
<b>Services</b>	<b>Current Month</b>				
Active Child Enrollment	3,592				
Active Childcare Providers (SRV 7f )	667				
	<b>Previous Month</b>	<b>Add (+)</b>	<b>Drop (-)</b>	<b>Current Month</b>	
Waiting List Totals (children)				0	
<b>Explanation (Over/Under Goal Progress)</b>					
The Migrant Childcare Alternative Payment Program (MCAP) Continues to make significant progress in meeting the set goals for the current Fiscal Year, 2025-2026. Currently the program is demonstrating exceptional progress toward all established goals for the current contract period. Performance indicators show that the team is not only on schedule to meet every target but has already achieved several record setting outcomes that significantly exceed preciously established benchmarks. This advancement reflects strong operational execution, effective team coordination, and a high level of commitment from staff. Key performance areas include service delivery, compliance accuracy and policy compliance with current regulatory requirements. The MCAP Team shows great skill and adaptability in handling all areas of the CMAP contract.					
	<b>Progress Towards Strategic Goal</b>				
1. Staff Recruitment & Retention – Develop and implement a staffing plan that supports recruitment, retention, and workforce development to meet the program's growing needs.	With the support of our Human Resources Department, the MCAP Team has been able to obtain temporary support to ensure our team has manageable workloads, and the goals of the contract are met as scheduled. Leadership continues with direct staff support and scheduled trainings to ensure constant support an oversight is provided on a timely manner.				
2. Program Growth & Sustainability – Strengthen program capacity by enhancing training, technology, and reporting systems to ensure efficient operations and sustainable growth.	Program leadership continues to support growth and sustainability by investing in consistent, and ongoing staff development initiatives, cross-training, and support opportunities. Recent achievements, including improved performance outcomes and enhanced operational practices, reflect a commitment to long-term stability and continuous improvement.				
<b>Program Highlights</b>					

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The MCAP Program achieved a major milestone this year, by successfully completing two separate CDSS State Audits with outstanding results. In both reviews, the program was verified to have a 0% error rate across all evaluated factors. This is an exceptional outcome that reflects the program's strong internal controls, consistent compliance practices, and commitment to high quality services delivery. This achievement not only demonstrates operational excellent but also sets a new performance standard for future audit cycles.



## **Youth and Community Services**

East Kern Family Resource Center  
Oasis Family Resource Center  
Energy, Weatherization, and Utility Assistance  
Friendship House Community Center  
Volunteer Income Tax Assistance  
2-1-1 Call Center

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<b>Month</b>	May-26	<b>Program/Work Unit</b>	East Kern Family Resource Center (EKFC)		
<b>Division/Director</b>	Fred Hernandez Youth & Community Services	<b>Program Manager</b>	Anna Saavedra		
<b>Reporting Period</b>	January 1, 2026 - December 31, 2026				
<b>Program Description</b>					
East Kern Family Resource Center (EKFC) is a regional resource center based in Mojave, Ca. The EKFC provides assistance to low-income individuals and families from the desert and Tehachapi Mountain communities. The primary focus is to assist individuals and families who are facing housing insecurities and to prepare children 0-5 years of age to enter kindergarten successfully. The EKFC also provides individuals and families with basic need services, clothing, diapers, food, household items, hygiene kits, blankets, business services, VITA, and assistance with HEAP applications.					
<b>Homeless Housing Assistance and Prevention (HHAP) Rural Drop-in Center</b>	<b>Month</b>	<b>YTD</b>	<b>Annual Goal</b>	<b>Month Progress</b>	<b>Annual Progress</b>
Case Management Services (SRV 7a)	0	13	60	0%	22%
Street Outreach and Education	35	140	75	47%	187%
<b>HHAP Linkages to Services (Referrals)</b>	<b>Month</b>	<b>YTD</b>			
California Driver's License (SRV 7j)	1	9			
Social Security Insurance (SSI) (SRV 7i)	2	11			
Medical Services (SRV 7c)	5	21			
Mental Services (SRV 7c)	2	11			
Housing Placement (e.g., transitional, temporary, permanent) (SRV 4m, 4n, 4o)	4	12			
Educational and Career Development (SRV 7c)	9	41			
<b>HHAP Distribution of Supplies</b>	<b>Month</b>	<b>YTD</b>			
Food Assistance (SRV 5jj)	106	562			
House Hold Items	15	105			
Hygiene Kits (SRV 5oo)	19	164			
Emergency Clothing (SRV 7n)	112	610			
Administrative Services & Copies	131	506			
Transportation Services (SRV 7d)	18	83			
Educational Supplies (SRV 2k)	3	16			

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Covid - 19 Supplies (SRV 5oo)	32	48			
<b>First 5 Kern</b>	<b>Month</b>	<b>YTD</b>	<b>Annual Goal</b>	<b>Month Progress</b>	<b>Annual Progress</b>
Parents Receiving Case Management Services (SRV 7a)	1	3	30	3%	10%
Children Receiving Case Management Services (SRV 7a)	1	4	30	3%	13%
Parents Participating in Court Mandated Classes (FNPI 5d & SRV 5mm)	1	4	10	10%	40%
Children Educational Center Base Activities (FNPI 2b)	5	12	30	17%	40%
Children Educational Home Base Activities (FNPI 2b)	1	2	30	3%	7%
Children Summer Bridge Activities (FNPI 2b)	0	0	15	0%	0%
Collaborative Meetings Participated	1	4	12	8%	33%
Family Support Services for non-clients with children 5 and under	19	76			
<b>First 5 Total</b>		<b>105</b>			
<b>First 5 Kern/ Department Health Services</b>	<b>Month</b>	<b>YTD</b>	<b>Annual Goal (12 Mo)</b>	<b>Month Progress</b>	<b>Annual Progress (12 Mo)</b>
Family Support Services for non-clients with children 6-18 (SRV 2e K-12)	18	68			
<b>CalCapa Diaper Supply Bank</b>	<b>Month</b>	<b>YTD</b>	<b>Annual Goal</b>	<b>Month Progress</b>	<b>Annual Progress</b>
Diaper Supply Management Enrollment <b>Unduplicated</b> (NPI5.2)	178	205	150	119%	137%
Monthly Diaper Kit Supply Delivery <b>Duplicated</b> (SRV5.nn)	7	664	1800	0%	37%
<b>Walk-In Community Services (Duplicated Clients &amp; Case Managed Clients)</b>	<b>Month</b>	<b>YTD</b>			
Administrative Services & Copies	315	1427			
Baby Supplies (SRV 2w)	100	568			
Covid - 19 Supplies (SRV 5oo)	50	96			
Court Mandated Parenting Correspondence (SRV 2w)	7	87			
Educational Supplies (SRV 2k)	5	39			
Emergency Clothing (SRV 7n)	260	1446			

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Food Assistance (SRV 7c)	280	1481	
Household Items (SRV 7c)	50	228	
Hygiene Kits (SRV 7c)	40	265	
Referrals (SRV 7c)	18	123	
Transportation Services (SRV 7d )	40	100	
<b>Explanation (Over/Under Goal Progress)</b>			
<b>Program Strategic Goals</b>		<b>Progress Towards Goal</b>	
1. Secure additional funding to cover operational costs and improve the delivery of services.			
2. Partner with private enterprises to boost program visibility and foster meaningful relationships.		During the month of May we met with the Chamber of Commerce to gather ideas regarding the Night Owl/Back Pack giveaway which is scheduled for August 4, 2026 at the Mojave Central Park.	
3. Improve on-site services to more effectively connect with the East Kern target population.		During the month of May we planned a Day at the Park. Chamber of Commerce, Elks Lodge, and CAPK collaborated together to have a fun event at the park. We provided 135 root beer floats to the East Kern	
<b>Program Highlights</b>			
During the Month of May we collaborated with the Southern Kern Unified School District and attended their Resource Fair at the Rosamond High School Gymnasium. We shared all about our services, gave out books from our Food Bank Book inventory and had the opportunity of meeting new organizations in the Community.			

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<b>Month</b>	May-26	<b>Program/Work Unit</b>	Oasis Family Resource Center		
<b>Division/Director</b>	Youth & Community Services Freddy Hernandez	<b>Program Manager</b>	Eric Le Barbé		
<b>Reporting Period</b>	January 1, 2026 - December 31, 2026				
<b>Program Description</b>					
The Oasis Family Resource Center provides resources, education, and crisis assistance to individuals, families, and children in Ridgecrest and surrounding communities. They focus on providing case management and educational support to families to build resilience.					
<b>First 5 Kern</b>	<b>Month</b>	<b>YTD</b>	<b>Annual Goal</b>	<b>Month Progress</b>	<b>Annual Progress</b>
Parents Receiving Case Management Services (SRV 7a)	2	22	25	8%	88%
Children Receiving Case Management Services (SRV 7a)	2	28	25	8%	112%
Parents Participating in Court Mandated Classes (FNPI 5d, and SRV 5mm)	0	4	10	0%	40%
Children Educational Home Base Activities (FNPI 2b)	2	28	15	13%	187%
Children Summer Bridge Activities (FNPI 2b)	0	0	10	0%	0%
Family Support Services for non-clients with children 5 and under (SRV 2w)	17	47			
<b>First 5 Total</b>	<b>23</b>	<b>129</b>			
<b>First 5 Kern/ Department Health Services</b> <i>(Term: Dec 2024 through Jun 2025)</i>	<b>Month</b>	<b>YTD</b>	<b>Annual Goal</b>	<b>Month Progress</b>	<b>Annual Progress</b>
Family Support Services for non-clients with children 6-18 (SRV 2e K-12)	19	82			
<b>CalCAPA Diaper Supply Bank</b>	<b>Month</b>	<b>YTD</b>	<b>Annual Goal (12 Mo)</b>	<b>Month Progress</b>	<b>Annual Progress (12 Mo)</b>
Diaper Supply Management Enrollment <b>Unduplicated</b> (NPI5.2)	18	188	150	12%	125%
Monthly Diaper Kit Supply Delivery <b>Duplicated</b> (SRV5.nn)	210	969	1800	12%	54%
<b>Rental Assistance Program</b>	<b>Month</b>	<b>YTD</b>			
Rental Assistance Program (estimated maximum \$2,000 per household)		0			
<b>Walk-In Community Services</b> <b>(Duplicated &amp; Non-First 5 Clients)</b>	<b>Month</b>	<b>YTD</b>			
Administrative Support (SRV 7c)	46	205			
Baby Supplies (SRV 2w)	186	721			
Copies	21	96			
Court Mandated Parenting Correspondence (SRV 2w)	0	20			
Educational Supplies (SRV 2k)	16	121			
Emergency Clothing (SRV 7n)	17	74			
Food (SRV 7c )	316	1404			

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Household Items (SRV 7c )	226	841	
Referrals(SRV 7c)	0	130	
Transportation Assistance (SRV 7d )	31	98	
<b>Total Community Services</b>	<b>859</b>	<b>3710</b>	

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

Program Strategic Goals	Progress Towards Goal
1. Apply for three funding opportunities that would help extend range of services outside First 5 clients for under served families (Parenting, Children 6-18, seniors, and homeless individuals).	The Oasis FRC applied for a digital literacy grant with Jan's Dream to provide laptops to low-income college students and tablets to low income seniors.
2. Participate in community outreach activities to promote CAPK & Oasis FRC services and seek donations from local business partners (in-kind and monetary).	The Oasis FRC participated in the Clarvida Mental Health Fair promoting its services to the community. The Oasis FRC received a set of brand new tires from Lee Schwab Tire for its SUV. The Oasis FRC raised \$632.50 from the Give Big Kern campaign.

**Program Highlights**

The Oasis Family Resource Center celebrated its five-year anniversary recognizing grantors, donors, volunteers, community partners, and staff. The HHAP Rental Support grant was reactivated in May after being on hold for 4 months. Jeanette was promoted from Office Assistant to Housing Navigator providing Cal AIM and CES services.

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<b>Month</b>	May-26	<b>Program/Work Unit</b>		Energy & Utility Assistance		
<b>Division/Director</b>	Freddy Hernandez	<b>Program Administrator</b>		Vipsassana Chawla		
<b>Reporting Period</b>	January 1, 2026 - December 31, 2026					
<b>Program Description</b>						
The Energy Program assists income-eligible Kern County residents with utility bill payment, free weatherization, and energy education at no cost to the participant. Weatherization services includes home repairs or the replacement of appliances to make the home more energy efficient.						
<b>Low-income Home Energy Program (LIHEAP) 2026</b>	<b>Month</b>	<b>YTD</b>	<b>Goal</b>	<b>Month Progress</b>	<b>Annual Progress</b>	
Households Served - Utilities Assistance	208	1,819	5,000	4%	36%	
Households Served - Weatherization	7	26	100	7%	26%	
<b>Department of Energy (DOE) Infrastructure Investment and Jobs Act (IIJA)</b>	<b>Month</b>	<b>YTD</b>	<b>Goal</b>	<b>Month Progress</b>	<b>Annual Progress</b>	
Households Served - Weatherization	1	18	160	1%	11%	
<b>Department of Energy (DOE) 2025 DOE WAP</b>	<b>Month</b>	<b>YTD</b>	<b>Goal</b>	<b>Month Progress</b>	<b>Annual Progress</b>	
Households Served - Weatherization	0	0	10	0%	0%	
<b>Total Homes - Weatherized &amp; Utility Assistance (Note: The data represents work submitted to CSD for reimbursement - delayed by 2 months)</b>	<b>Month</b>	<b>YTD</b>	<b>Goal</b>	<b>Month Progress</b>	<b>Annual Progress</b>	
<b>Total Households Served - Utility Assistance (FNPI 4z, SRV 4i, )</b>	<b>208</b>	<b>1,819</b>	<b>5,000</b>	<b>4%</b>	<b>36%</b>	
<b>Total Households Weatherized (FNPI 4h, SRV 4q, &amp; SRV 4t)</b>	<b>8</b>	<b>44</b>	<b>270</b>	<b>3%</b>	<b>16%</b>	
<b>City of Bakersfield - Transformative Climate Communities- Low Income Energy Efficiency Program</b>	<b>Month</b>	<b>YTD</b>	<b>Goal</b>	<b>Month Progress</b>	<b>Annual Progress</b>	
Households Served	1	1	16	6%	6%	
<b>City of Bakersfield - Home Repair and Weatherization Program</b>	<b>Month</b>	<b>YTD</b>	<b>Goal</b>	<b>Month Progress</b>	<b>Annual Progress</b>	
Households Served	0	6	11	0%	55%	
<b>Explanation (Over/Under Goal Progress)</b>						
<b>Program Strategic Goals</b>			<b>Progress Towards Goal</b>			
1.) Complete 40% of the units in Phase 1.			As of this reporting period, a total of 31 homes have been fully completed and reported to CSD. This reflects an increase of one additional home since the prior reporting period and represents approximately 27% of the Phase 1 target of 114 homes. While progress continues at a steady pace, the project team remains focused on maintaining production momentum and accelerating construction activities to stay aligned with the 40% completion benchmark for Phase 1 by June 2026.			

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<p>2.) Successfully implement the City of Bakersfield Weatherization program and meet the contract goals.</p>	<p>As of this reporting period, 1 additional weatherization project has been completed, bringing the total number of completed homes under this grant to 19. This most recent unit has not yet been reported to the City and will be included in the upcoming reporting cycle. Overall, program implementation continues to progress steadily, with the project team maintaining focus on timely reporting, compliance, and completion of all required units to ensure contract goals—both annual and grant-wide—are successfully achieved.</p>
<p>3.) Successfully implement the Transformative Climate Communities-Low Income Energy Efficiency Program and meet the program and contract goals.</p>	<p>The Transformative Climate Communities – Low-Income Energy Efficiency Program continues to advance in alignment with its program and contract objectives. As of this reporting period, a total of 2 homes have been fully completed under this grant, reflecting the completion of 1 additional home this month. Additionally, weatherization services have begun on 2 homes following completed assessments.</p>
<p><b>Program Highlights</b></p>	
<p>Program activity this month reflects continued progress across Energy Efficiency, Home Repair, and Weatherization initiatives serving elderly, disabled, and low income households in Bakersfield. The Phase 1 Energy Efficiency and Home Repair Program has reached 31 of 114 completed homes (27%), reflecting continued forward movement toward the 40% completion milestone. Under the City of Bakersfield Weatherization Program, 1 additional home was completed during this reporting period, bringing the total to 19 completed homes, with the most recent unit pending submission to the City. The TCC Low Income Energy Efficiency Program continues to advance, with a total of 2 homes completed to date following the completion of 1 additional home this month. In addition, 2 homes are actively receiving weatherization services, and 1 new household was enrolled during the reporting period.</p>	

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<b>Month</b>	May-26		Friendship House Community Center (FHCC)		
<b>Division/Director</b>	Fred Hernandez	<b>Program Administrator</b>	Lois Hannible		
<b>Reporting Period</b>	January 1, 2026 - December 31, 2026				
<b>Program Description</b>					
Located in Southeast Bakersfield, the program serves children, adults, and families through after-school, summer and mentor programs, nutrition education, sports, access to social services, and more.					
<b>Youth Programs</b>	<b>Month</b>	<b>YTD</b>	<b>YTD Goal</b>	<b>Month Progress</b>	<b>Annual Progress</b>
Youth Mentoring (FNPI 2c.2., FNPI 2c.3, SRV 2p)	3	86	100	3%	86%
<b>Summer Program</b> (SRV 2m)	N/A	N/A	50		
After School Program (FNPI 2c.2., FNPI 2c.3, SRV 2p)	3	41	50	6%	82%
<b>California Violence Intervention Program (CalVIP)</b>	<b>Month</b>	<b>YTD</b>			
<b>Reporting Period</b>	May 13, 2026 - December 31, 2026				
Incident Response (SRV 5w)	0	0			
Outcome/Case Managed Families (SRV 7a)	0	0			
Provided Food Assistance (SRV 7c)	0	0			
Subsidized Employment Program	0	0			
Provided Mentoring Services (SRV 2p, 7c)	0	0			
Assisted with relocation services/Deposit Payments (SRV 4d)	0	0			
Temporary Housing Placements (SRV 4m)	1	1			
<b>Community Youth Access Program</b>	<b>Month</b>	<b>YTD</b>	<b>YTD Goal</b>		
Program Participants	0	63	80		
Youth Leaders	0	12	12		
Field Trips	0	5	30		
<b>Explanation (Over/Under Goal Progress)</b>					
CAPK is facilitating services for CalVIP Cohort 5 as a subcontract with the City, as of May of 2026. During this three year grant term, CAPK will be providing Program Support Services for the program and will no longer be providing direct services to the participants. Therefore, the number of those served will be lower than reported in past years. In regard to the Community Youth Access (CYA) Program, there were no field trips or new participants/youth leaders added to the program in May. However, the current CYA youth leaders worked on a project together to create a presentation on Yosemite National Park, which they plan to present to youth participants attending the Friendship House Summer Program in June of 2026.					
<b>Program Strategic Goals</b>			<b>Progress Towards Strategic Goals</b>		
1. Organize and execute successful fundraising events in collaboration with the Friendship House (FHCC) Advisory Board to generate financial support and sustain programs at the youth center.			Friendship House Advisory Board will be hosting a car show fundraiser at the Friendship House on Saturday, October 17, 2026. The Friendship House Advisory Board will also be hosting a backpack giveaway at the Friendship House on Saturday, August 8th.		
2. Recruit and retain dedicated Advisory Board members with the skills, networks, and passion to raise funds and support initiatives for the Friendship House sustainability and growth.			The Friendship House Advisory Board is recruiting to fill two vacant Advisory Board positions. Those interested should contact Lois Hannible, Program Administrator at lhannib@capk.org .		

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3. Collaborate with the CAPK Executive Team to expand grant research and submission efforts for the CAPK Friendship House, ensuring resources align with and address the evolving needs of the community.	The Friendship House Program Administrator is currently seeking grant opportunities that can benefit the Friendship House.
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**Program Highlights**

In the month of May, CAPK provided emergency relocation hotel assistance to a high-risk CalVIP participant and his family due to immediate safety concerns. This intervention helped remove the individual and his family from an unsafe situation and provided temporary stability while seeking permanent housing in a safer location.

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<b>Month</b>	1-May	<b>Program/Work Unit</b>	Volunteer Income Tax Assistance (VITA)		
<b>Division/Director</b>	Fred Hernandez		<b>Program Administrator</b>	Jacqueline Guerra	
<b>Reporting Period</b>	January 1, 2026 - December 31, 2026				
<b>Program Description</b>					
The CAPK VITA program offers free tax preparation services. This service is available to low-to-moderate income individuals, the elderly, persons with disabilities, and limited English-speaking taxpayers. Additionally, the CAPK VITA program provides ITIN (Individual Taxpayer Identification Number) services through Certified Acceptance Agents (CAAs). CAAs are authorized by the IRS to assist individuals who do not qualify for a Social Security number but need an ITIN for tax filing purposes.					
<b>CAPK current year 2023-25 e-filed Tax Returns (SRV 3o)</b>	<b>Month</b>	<b>YTD</b>	<b>Goal</b>	<b>Month Progress</b>	<b>Annual Progress</b>
<b>Federal</b>	142	6,352	7,550	2%	84%
Social Security Number (SSN)	121				
Individual Taxpayer Identification Number (ITIN)	21				
<b>State (includes CFF State refund information)</b>	168	6,904			
Social Security Number (SSN)	121				
Individual Taxpayer Identification Number (ITIN)	47				
<b>CAPK 2020-25, Paper Filed Returns (total YTD added to Federal YTD) (SRV 3o)</b>	<b>Month</b>	<b>YTD</b>			
Paper-filed, and Prior year returns (federal)	48	310			
Social Security Number (SSN)	43				
Individual Taxpayer Identification Number (ITIN)	5				
Paper-filed, and Prior year returns (state)	48	310			
Social Security Number (SSN)	43				
Individual Taxpayer Identification Number (ITIN)	5				
<b>CAPK Refunds and Credits (SRV 3o)</b>	<b>Month</b>	<b>YTD</b>			
Federal Refunds	\$124,492.00	5,899,366			
State Refunds	\$74,143	2,430,162			
Federal Earned Income Tax Credit (EITC) <i>(income limit \$68,675 per household)</i>	\$74,209	4,095,937			
California Earned Income Tax Credit (CalEITC) <i>(income limit \$32,900 per household)</i>	\$20,780.00	1,130,241			
<b>Total Refunds and Credits</b>		<b>\$13,555,706</b>			

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Individual Taxpayer Identification Number (ITIN) (SRV 3o) Applications (Note: duplicate of Federal Tax Returns Completed)	Month	YTD	Goal Adjusted	Month Progress	Annual Progress
Applications (New/Renewal)	13	141	200	7%	71%
<b>Explanation (Over/Under Goal Progress)</b>					
is higher this month. This happens when ITIN applications are processed. Once an ITIN number is issued by the Federal (IRS), the State side of the tax return (FTB) can be submitted and processed. Also, State returns completed is higher due to the inability to separate tax returns using SIDN in order to calculate tax returns completed by California Farm workers Foundation (CFF) and be able to include it to their own report.					
<b>Program Strategic Goals</b>			<b>Progress Towards Goal</b>		
Persist in fostering connections within rural communities to extend outreach and engage with a larger number of clients.			VITA sites were extended in the following rural areas of Kern: Taft, Lamont, and Arvin. This allows for clients to receive support in their community with filing previous year returns, help responding to audits and letters from the IRS or FTB, and processing ITIN applications new and renewals.		
<b>Sub-contractor: United Way Central Eastern California e-filed returns 2023-25</b>	<b>Month</b>	<b>YTD</b>	<b>Goal Adjusted</b>	<b>Month Progress</b>	<b>Annual Progress</b>
Federal	26	2,805	3,250	0.008	86%
State	27	2,812			
<b>UWCEC 2020-22 Paper Filed, and Prior Year Returns (total YTD added to Federal YTD)</b>	<b>Month</b>	<b>YTD</b>			
Paper-filed, and Prior year returns (federal)	8	160			
Paper-filed, and Prior year returns (state)	10	137			
<b>Sub-contractor: United Way Central Eastern California Refunds and Credits</b>	<b>Month</b>	<b>YTD</b>			
Federal Refunds	\$14,834	\$ 2,493,235			
State Refunds	\$7,977	\$ 997,446			
Federal Earned Income Tax Credit (EITC) (income limit \$66,819 per household )	\$11,298	\$ 1,704,380			
California Earned Income Tax Credit (CalEITC) (income limit \$31,950 per household)	\$3,915	\$ 364,069			
<b>Total Refunds and Credits</b>	<b>\$38,024</b>	<b>\$5,559,130</b>			

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<b>Sub-contractor: MAOF 2023-25 e-filed returns</b>	<b>Month</b>	<b>YTD</b>	<b>Goal Adjusted</b>	<b>Month Progress</b>	<b>Annual Progress</b>
Federal		169	400	0	0.4225
State		165			
<b>MAOF 2020-22 Paper Filed, and Prior Year Returns (total YTD added to Federal YTD)</b>	<b>Month</b>	<b>YTD</b>			
Paper-filed, and Prior year returns (federal)		10			
Paper-filed, and Prior year returns (state)		9			
<b>Sub-contractor: MAOF Refunds and Credits</b>	<b>Month</b>	<b>YTD</b>			
Federal Refunds		262,642			
State Refunds		85,873			
Federal Earned Income Tax Credit (EITC) (income limit \$68,675 per household )		154,753			
California Earned Income Tax Credit (CalEITC) (income limit \$32,900 per household)		22,512			
<b>Total Refunds and Credits</b>		<b>\$525,780</b>			
<b>Sub-contractor: California Farmworkers Foundation (CFF) 2023-25 e-filed returns</b>	<b>Month</b>	<b>YTD</b>	<b>Goal Adjusted</b>	<b>Month Progress</b>	<b>Annual Progress</b>
Federal	2	479	300	0.006666667	1.596666667
<b>CFF 2020-22 Paper Filed Returns (total YTD added to Federal YTD)</b>	<b>Month</b>	<b>YTD</b>			
Paper-filed, and Prior year returns (federal)	5	47			
<b>Sub-contractor: CFF Refunds and Credits</b>	<b>Month</b>	<b>YTD</b>			
Federal Refunds	\$3,322	611,938			
Federal Earned Income Tax Credit (EITC) (income limit \$68,675 per household )	\$420	300,847			
<b>Total Refunds and Credits</b>	<b>\$3,742</b>	<b>\$912,785</b>			

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<b>Month</b>	1-May	<b>Program/Work Unit</b>	Tax Counseling for the Elderly (TCE)			
<b>Division/Director</b>	Fred Hernandez		<b>Program Administrator</b>	Jacqueline Guerra		
<b>Reporting Period</b>	January 1, 2026 - December 31, 2026					
<b>Program Description</b>						
The CAPK Tax Counseling for the Elderly (TCE) program provides free tax preparation and filing assistance to eligible taxpayers, with a primary focus on individuals age 60 or older. Services are designed to support seniors, persons with disabilities, and taxpayers with limited English proficiency by ensuring access to accurate tax preparation and information. Additionally, CAPK provides ITIN (Individual Taxpayer Identification Number) services through IRS Certified Acceptance Agents (CAAs). CAAs are authorized by the IRS to assist individuals who do not qualify for a Social Security number but need an ITIN for tax filing purposes.						
<b>(SRV 3o)</b>	<b>Month</b>	<b>YTD</b>	<b>Goal</b>	<b>Month Progress</b>	<b>Annual Progress</b>	
<b>Federal</b>	25	1,575	1,500	2%	105%	
Social Security Number (SSN)	24					
Individual Taxpayer Identification Number (ITIN)	1					
<b>State</b>	26	26				
Social Security Number (SSN)	25					
Individual Taxpayer Identification Number (ITIN)	1					
<b>CAPK 2020-22, Paper Filed Returns (total YTD added to Federal YTD) (SRV 3o)</b>	<b>Month</b>	<b>YTD</b>				
Paper-filed, and Prior year returns (federal)		16				
Social Security Number (SSN)						
Individual Taxpayer Identification Number (ITIN)						
Paper-filed, and Prior year returns (state)		16				
Social Security Number (SSN)						
Individual Taxpayer Identification Number (ITIN)						
<b>CAPK Refunds and Credits (SRV 3o)</b>	<b>Month</b>	<b>YTD</b>				
Federal Refunds	\$8,436.00	1,039,723				
State Refunds	\$3,689	2,091,074				
Federal Earned Income Tax Credit (EITC) <i>(income limit \$68-675 per household )</i>	\$1,510	317,317				
California Earned Income Tax Credit (CalEITC) <i>(income limit \$32,900 per household)</i>	\$1,356.00	2,906				
<b>Total Refunds and Credits</b>		<b>\$3,451,020</b>				

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<b>Month</b>	May-26	<b>Program/Division</b>		2-1-1 Call Center Program		
<b>Division/Director</b>	Freddy Hernandez	<b>Program Manager</b>		Sabrina Jones		
<b>Reporting Period</b>	January 1, 2026 - December 31, 2026					
<b>Program Description</b>						
The 2-1-1 Kern is a 24/7 information and referral service that provides local residents with comprehensive information and links to community health and human services at no cost. The 2-1-1 Kern has a database of 1,300 social service agencies that are available to the public through the 2-1-1 Kern Online Resource Directory at www.211KernCounty.org. The program has over 18 years of experience in providing and linking community members to vital services, and currently serves multiple communities in the Central Valley including Fresno and Madera, Kings, Merced, Stanislaus, and Tulare through the United Way partnerships.						
<b>Most Requested Services</b>	Food Pantries		Utility Payment Assistance		Homeless Diversion Programs	
<b>Top 3 Unmet Needs</b>	Specialty Food Providers		VITA Programs		Local Transit Passes	
<b>Information and Referral Services (I&amp;R) Calls Handled (SRV 7c)</b>						
	<b>Month</b>	<b>YTD</b>	<b>Annual Goal</b>	<b>Month Progress</b>	<b>Annual Progress</b>	
Fresno & Madera County	1928	18,962	40,000	5%	47%	
Kern County	2242	12,474	40,000	6%	31%	
Kings County	218	1,096	3,500	6%	31%	
Merced & Mariposa County	106	578	2,000	5%	29%	
Stanislaus County	906	5,457	13,000	7%	42%	
Tulare County	723	3,797	11,000	7%	35%	
<b>Total County-based I&amp;R Calls Handled</b>	<b>6,123</b>	<b>42,364</b>	<b>109,500</b>	<b>67%</b>	<b>39%</b>	
<b>Average Wait Time</b>	<b>1:18</b>					
<b>Average Handle Time</b>	<b>5:35</b>					
<b>Other Service Call Types Handled (SRV 7c)</b>						
	<b>Month</b>	<b>YTD</b>				
LIHEAP (SRV 7b)	1148	7,541				
Mental Health (SRV 7c)	88	201				
<b>Total County-based and Other Calls Handled</b>	<b>7,359</b>	<b>50,106</b>				
<b>Staffing vs. Call Volume</b>				<b>Current Staff</b>	<b>Staff Needed Per Call</b>	<b>Staff Over/Short</b>
2-1-1 staff designated for calls handled across all counties contracts with the expectation of 42 calls per staff for an 8-hour shift.				9	5.6	<b>3.43</b>
<b>Grant Funded Services</b>						
	<b>Activity</b>	<b>Month</b>	<b>YTD</b>	<b>Annual Goal</b>	<b>Month Progress</b>	<b>Annual Progress</b>
Cal-Fresh (SNAP) Application (SRV 3I)	36	7	129	350	2%	37%
KIC Referrals (SRV 7c)	221	211	463	1,200	18%	39%
<b>2-1-1 Website Visitors</b>						
	<b>Month</b>	<b>YTD</b>	<b>Annual Goal</b>	<b>Month Progress</b>	<b>Annual Progress</b>	
Duplicated Visitors (i.e., accessing 2-1-1 e-services and database resources)		57,028	225,000	0%	25%	
<b>Referrals</b>						
	<b>Month</b>	<b>YTD</b>				
Food-related Calls (SRV 7c)	399	2,539				
Health and Human Service Referrals (SRV 7c)	597	3,892				
Housing and Homelessness Calls (SRV 7c)	212	1,244				
Utility Assistance Calls- Discount Internet or Utility (SRV 7c)	108	799				
<b>Total Other Services</b>	<b>1,316</b>	<b>8,474</b>				

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Explanation (Over/Under Goal Progress)	
<p>Call volumes remained consistent in alignment with the influx of calls for tax preparation needs to support Fresno and Madera counties. The program continues to provide application assistance, assessments, and outreach to bring awareness of services within the community. Calls, applications, and assessments are monitored and reviewed to determine appropriate methods and material needed for outreach events. The program concluded one of its call handling contractual agreements on 5/30/2026, subsequently it is anticipated the call volume will decrease by more than 2,000 on a monthly basis. □</p> <p>□</p> <p>□</p>	
Program Strategic Goals	Progress Towards Goal
<p>1. Enhance recruitment initiatives to attract and hire well-qualified candidates. This includes enhancing employee retention and foster opportunities for professional growth.</p>	<p>The program seeks to acquire skilled candidates by streamlining the recruitment process of internal Human Resources. The program aims to offer competitive wages, language fluency and competency incentives, and opportunity for growth. 2-1-1 is staffed with twelve (12) Full Time Information and Referral (IR) Specialists to handle Low-Income Home Energy Assistance and standard calls. The program enriches employees through strategic schedule planning, honoring traditions, and celebrating achievements or milestones. Additionally, it supports opportunities for professional development and an incentive for IR's who obtain certification as a Community Resource Specialist. 2-1-1 has experienced staffing changes associated with its anticipation of the transition of the call handling contract for Fresno and Madera Counties. Currently, there are no existing vacancies.</p>
<p>2. Enhance the efficiency and effectiveness of our call center operations in the coming year by thoroughly evaluating and optimizing the use of our tools and technologies, including CRM systems. Focus will be placed on improving call handling performance, streamlining workflows, and identifying opportunities to align staffing levels with operational needs.</p>	<p>The program remains in collaboration with the Information-Systems (IS) and Technology (IT) Team to improve the database by optimizing technology through the implementation of automation to ease the process of system navigation, documentation of call outcomes, and the collection of caller satisfaction surveys. The IS Team has developed an Intelligent Virtual Agent process to test prior to the pilot for afterhours calls. The AI Agent will be devoted to guiding callers with non-complex needs that do not require high engagement, problem solving, advocacy, or continuous interaction.</p>
<p>3. Prioritize retaining existing contracts, such as partnerships with United Ways, while actively exploring and proposing new opportunities to better serve our community members. Leverage the full potential of the call center by pursuing additional fee-for-service contracts and expanding services to maximize impact and efficiency.</p>	<p>2-1-1 aims to uphold the program to high expectations to strengthen existing partnerships by effectively communicating and meeting with partners and contract grantors to share performance data and discuss progress relative to objectives, deliverables, and goals. The program makes an effort to meet reporting expectations of funding sources and maintaining trusting relationships to increase the opportunity for existing contracts to be retained. □</p>
Program Highlights	
<p>The program continues screening callers and submitting referrals to Kick It California (KIC). The initiative offers an incentive to the program as well as those who participate in the coaching processes to obtain treatment or other supports in the smoking cessation journey themselves or familiar individuals.</p>	



## **Operations**

Data Services  
Facilities & Maintenance  
Information Technology  
Information Systems  
Risk Management

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<b>Month</b>	May-26	<b>Program/Work Unit</b>	Operations Division	
<b>Division/Chief, Director</b>	Emilio Wagner CFTO, Maria Contreras Director of Facilities	<b>Program Managers</b>	Emilio Wagner, Maria Contreras, Rommel Almanza, Mohamed Ahmed, Laurie Sproule	
<b>Reporting Period</b>	January 1, 2026 - December 31, 2026			
<b>Division Description</b>				
The Operations Division is a dynamic and multifaceted division that plays a pivotal role in ensuring the seamless functioning of our organization. This division is responsible for spearheading new construction projects, overseeing fleet management, maintaining our physical facilities, mitigating risks, and managing all aspects of Information Technology (IT) and Information Systems (IS).				
<b>Information Systems</b>				
<b>Activity</b>	<b>Requested</b>	<b>In-Progress</b>	<b>Processed</b>	<b>Processed YTD</b>
IS Tickets	33	10	35	174
Paginated Reports/ Power bi reports/ Dashboards	9	5		17
Background Processes	11	1		31
Power App Enhancements	13	4		27
<b>Projects</b>		<b>Description of Status</b>		<b>Current % Status</b>
211 After Hours AI		In development		60%
Energy Intake Website		On Hold - pending 211 Completion		70%
Needs assessment survey and Report		In progress		80%
Head Start Parent Survey and Report		In progress		60%
VSS		Project Completed: data import in progress		90%
Sage Intaact to Primarius		In development		95%
Field Service		Project Scope expanded		20%
CDP Optimizations		In progress		60%
211 CalFresh Report		Script Completed		95%
Finance Timesheets Application		In testing		75%
<b>Facilities</b>				
<b>Activity</b>	<b>Requested</b>	<b>In-Progress</b>	<b>Processed</b>	<b>Processed YTD</b>
Facility Work Orders	433	712	389	1819
<b>Construction Projects</b>		<b>Description of Status</b>		<b>Current % Status</b>
Central Kitchen				
McFarland & Tehachapi Modulars				
Barnett House				
<b>Major Maintenance Projects</b>		<b>Description of Status</b>		<b>Current % Status</b>
MCAP Stine Second Floor		Additional leasing space/2nd floor for MCAP on Stine		95%
Stockdale HS		Signage		15%
Mojave Afghan Solar/Playard		Install shade structure and Solar to mobile park community		8%
Harvey Hall Phase 2 & 3		New Kitchen & Breakroom		25%
Sterling Block Wall		Property Line Site Survey		10%

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Alberta Dillard		Survey Complete Working of Property Line Discrepancy's		20%
SJC Tiny Powers		Facility Ready and Licensed Pending Children Sink Installation		95%
SJC Filipino Plaza		Fire & Alarm Monitoring Playard Mod		90%
SJC		University Park		40%
<b>Activity</b>	<b>Requested</b>	<b>In-Progress</b>	<b>Processed</b>	<b>Processed YTD</b>
Help Desk Work Orders	507	157	476	2447
<b>Information &amp; Technology Projects</b>		<b>Description of Status</b>		<b>Current % Status</b>
Yubikey Go Live		adopted - 100% (password less)		100%
E-Rate		In-Progress		90%
Absolute Software adoption		96 mobile devices adopted		60%%
<b>Risk Management</b>				
		<b>Reported</b>		<b>Reported YTD</b>
Students / Parents / Volunteers / Clients		0		1
Property		3		10
Vehicle Incident / Grand Theft Auto		0		3
Motor Vehicle Accident		0		2
Overdoses / Death		1		1
Workplace Violence		2		2
<b>Total</b>		<b>6</b>		<b>19</b>
<b>Program Strategic Goals</b>		<b>Progress Towards Goal</b>		
<b>Description</b>		<b>Description of Status</b>		<b>Current % Status</b>
Develop a facility deferred maintenance program.				
Develop and implement a Data Governance strategy.				
Improve the customer experience by assessing it through factors such as response time and customer sentiment.				
<b>Program Highlights</b>				



## **Community Development**

Grant Development  
CAPK Foundation  
Outreach & Marketing

**Community Action Partnership of Kern  
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<b>Month</b>	May-26	<b>Program</b>	Community Development
<b>Division/Director/Chief</b>	Pritika Ram	<b>Program Managers</b>	Savannah Oates
<b>Reporting Period</b>	January 1, 2026 - December 31, 2026		

**Program Description**

The services under the Community Development Division range from fund and grant development/research to outreach and media/public relations, as well as new business development. This includes project management of agency level initiatives, such as the 2025-2029 Strategic Plan and CAA-related plans, and special projects.

<b>Outreach Social Media</b>	<b>Month</b>	<b>YTD</b>	<b>Annual Goal</b>	<b>Annual Progress</b>
Website User Sessions	19,593	114,579	260,000	44%
Facebook Impressions (i.e., number of times users see content)	135,724	1,008,366	4,000,000	25%
Other Social Media Impressions	121,804	685,688	1,750,000	39%

**Highest Performing Post**

**Overview**  
Views: 8.1K  
Interactions: 79  
Link clicks: 1  
Followers: 0

Views from Facebook: 1,992  
Views from Instagram: 4,100

Interactions from Facebook: 32  
Interactions from Instagram: 47

Likes and reactions: 47  
Comments: 7  
Shares: 19  
Saves: 3

**A Webinar To Introduce the Kern Volunteer Collaborati...**

WEDNESDAY | JUNE 3RD | 10:30 - 11:30 AM

LINK IN BIO TO REGISTER

Boost

14 likes, 7 comments, 11 shares

<https://business.facebook.com/photo.php?fbid=1437540808401228&set=a.631032592385391&type=3>

**Outreach Special Projects**

Assisted with sharing board recruitment for East and North Kern
Vino Amore
Attend City/County board meetings to proclaim Community Action Month in: Delano, Tehachapi, Shafter, Ridgecrest, Arvin, Bakersfield, Kern County Board of Supervisors, Taft, McFarland
Bakersfield CAM proclamation
McFarland CAM proclamation
Met with Tejon Conservancy to share CAPK programming
Presented at Kern Health Systems School meeting to share CAPK programming
Hosted OASIS Family Resource Center 5 Year Anniversary
Continuing to support CAPK Foundation with program, agenda, and talking points materials for Gourmet for Good
EMCORE & CAPK AC Giveaway media support, press release, media interviews
Gourmet for Good Promo: Rooster's Cantina's Cocktails media highlights
June Event Calendar
Attended Ambassador Luncheon - chamber of commerce
Received 2 PRSSA Image Awards for 2025 Campaign of the year (Hunger Action Month) and Digital
M Street 6 Year Anniversary invite development, collateral development
Hosted Summer Blood Drive
Continued Revisions on 2025 Annual Report

**Community Action Partnership of Kern  
Monthly Report 2026**

WIC Summer Campaign - Concept
Completed MCAP revisions for collateral redevelopment
Home Depot donation to M St media support
Les Schwab OASIS FRC Tire Grant media support
Worked with Beacon studios to complete Mission Moment video for Gourmet for Good
America 250 & Canyon Hills Celebration media support
Attended Government Relations Committee Meeting
Attended KGET AI Lunch and Learn
Attended GET Bus call center grand opening
Documented Food Bank Agency Partners: Heart of Arvin & Bakersfield Hillcrest SDA
Attended and Collaborated with Children's first for annual east Bakersfield festival. 7 programs were in
Presented at Kern County Public Health and shared CAPK programming
<b>Outreach Advocacy</b>
Signed on to 211 Advocacy Coalition Support Letter: \$20M Emergency Budget Request 2026
Scheduled meetings and talking points for CALCAPA Advocacy day with Assm. Bains and Sen. Grove
Food Bank working with Senator Hurtado's off on SB1025
<b>Advocacy Watch-list</b>
HR 1 and potential effects
SB1025
CALFoods

**Community Action Partnership of Kern  
Monthly Report 2026**

<b>Month</b>	May-26	<b>Program</b>	CAPK Foundation
<b>Division/Director/Chief</b>	Pritika Ram	<b>Director</b>	Catherine Anspach
<b>Reporting Period</b>	January 1, 2026 - December 31, 2026		
<b>Program Description</b>			
The Community Action Partnership of Kern (CAPK) Foundation is the philanthropic arm of Community Action Partnership of Kern, established to strengthen and expand CAPK's impact across Kern County. As a 501(c)(3) supporting organization governed by its own independent Board of Directors, the Foundation focuses on fundraising, community outreach, and building long-term financial sustainability to advance CAPK's mission.			
<b>Program Category Funding</b>			
Homelessness & Housing	\$480		
Food Insecurity	\$61,785		
Veterans Supportive Services	\$0		
Youth & Families	\$15,025		
Other (VITA)	\$145		
Foundation (General)	\$36,866		
<b>External Events</b>			
Homelessness & Housing	Give Big Kern was held on May 5 and raised \$1009		
Food Insecurity	SLB Oil & Gas Virtual Food Drive being held May 1-31		
Veterans Supportive Services	none		
Youth & Families	none		
Other	none		
<b>Special Initiatives</b>			
Applied and was approved for the Food Bank to be the recipient of 2026 Holiday Season Giving Machine			
Meeting with Monarch Home Services regarding hosting a back-to-school drive for FHCC			
Designed and posted social media graphics for Gourmet for Good.			
Received notification of the Virginia and Alfred Harreld Award: \$10,000 awarded to OFRC.			
Continued coordination and logistics for Gourmet for Good. Developed event program and all other print materials. Coordinated Catering, Vendors, Auctioneer, Emcee & all Rentals.			
Worked on the 2026 Sprouts Healthy Communities Foundation grant to support the Food Bank. The application was completed and submitted for \$5,000.			
Raised additional sponsorship for Gourmet For Good with the total going into event at \$160,586			
Discovery meeting with Mitchell Coleman with Tejon Conservancy			
Scheduled a tour with the VITA program for Community West Bank representatives.			

**Community Action Partnership of Kern  
Monthly Report 2026**

Connected with Eduardo Vargas, Recreation Program Administrator with Wonderful CSR - discussed opportunities to engage in future employee events to share information about CAPK and the Foundation.
Presented at the Arvin Kiwanis Club meeting - currently coordinating tours for M Street.
Developed Huggy Heart Campaign with Alta One for Summer Campaign
Applied for and received in-kind support from Home Depot in the amount of \$6,000 to benefit M Street
Applied for and received in-kind support from Les Schwab Tires for a set of new tires to benefit Oasis FRC Ford Explorer.
Met with Danette Hall of the KYA Group to tour Friendship House CC.

**Community Outreach**

Attended the CASA Derby fundraiser.
Attended the Make-A-Wish Foundation networking and luncheon event.
Attended the Oasis 5-Year Celebration.
Attended the East Bakersfield Festival

<b>Program Strategic Goals</b>	<b>Progress Towards Goal</b>
Expand Fundraising Capacity. Leverage the Board to establish a formal development committee and increase individual donor base by 40% through targeted campaigns and board-led cultivation events.	Engaging our board by tasking them with fundraising initiatives and goals. Adding program presentations at our board meetings to empower them to represent the Foundation in the community.
Launch Veterans Program Funding Campaign Secure \$40,000 in dedicated funding for our new Veterans (homeless or at-risk of homelessness) program through targeted outreach to veteran-focused foundations, corporate sponsors with military initiatives, and individual major donors with military connections. Establish 3-5 strategic partnerships with veteran service organizations by Q3 2026.	Continued networking with local contacts to expand our reach with donors
Supporting CAPK's Strategic Plan (2026–2029).	Leading monthly meetings with our team to stay on track for goal setting.

# Instrument Opportunities Report - June 4, 2026

Projects: Housing and Supportive Services, Health & Nutrition Services, Youth & Community Services, Community Development, and Veterans & Supportive Services

Statuses: Abandoned Declined Awarded - Active LOI In Progress LOI Submitted Application In Progress Application Submitted

Date Range: May 01, 2026 - May 31, 2026

## Status

<b>\$0</b> Awarded 0 opportunities	<b>\$1,738,188</b> Submitted 5 opportunities	<b>\$0</b> Declined 0 opportunities
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Displaying 8 opportunities

## FY 2026 March 1 - February 28

NAME	DEADLINE	STATUS	AMOUNT	NEXT TASK	NOTES
<b>May 2026</b>					
Grants for Transportation in Highly Rural Areas (361702) <a href="#">US Department of Veterans Affairs: VA... Veterans &amp; Supportive Services</a>	Archived	<span>Abandoned</span>	Up to US \$50,000		Abandoned opportunity due to ineligibility as only a Veterans Service Organization (VSO) recognized by the Secretary of Veterans...

<p>Make America Healthy Again – Enhancing Lifestyle and Evaluating Val...</p> <p>US Department of Health &amp; Human Servi... Health &amp; Nutrition Services</p>	<p>Archived</p>	<p>Abandoned</p>	<p>Up to US \$3,300,000</p>	<p>Abandoned due to the lack of capacity and infrastructure to implement an experimental randomized control trial.</p>
<p>Community Vitality Unit Proposition 47 Cohort 4 Grant Program Homel...</p> <p>City of Bakersfield Housing and Supportive Services</p>	<p>May 22, 2026</p>	<p>Application Submitted</p>	<p>Requesting \$630,000</p>	<p>Provide high-touch, intensive case management services to a targeted population of individuals identified as justice-impacted and...</p>
<p>2026 AHEAD Program</p> <p>FHL Bank San Francisco Community Development</p>	<p>May 27, 2026</p>	<p>Application Submitted</p>	<p>Requesting \$200,000</p>	<p>CAPK is requesting \$200,000 in AHEAD funds to assess and develop a scalable workforce social enterprise, the Good Neighbor Program, that...</p>
<p>Community Innovation Pilot Awards (CIPA) Program</p> <p>University of California San Francisc... Health &amp; Nutrition Services</p>	<p>May 27, 2026</p>	<p>Application Submitted</p>	<p>Requesting \$400,000</p>	<p>Under the WIC program, the Black Maternal Health Equity Navigation Model aims to reduce Black maternal and infant health disparities in Kern Count...</p>
<p>Volunteer Income Tax Assistance (VITA) Matching Grant - 2026</p> <p>US Internal Revenue Service (IRS) Youth &amp; Community Services</p>	<p>JG May 27, 2026</p>	<p>Application Submitted</p>	<p>Requesting \$468,188</p>	<p>This is a reapplication for the VITA program, 2026-2027 tax season.</p>
<p>Kern Community Foundation Farmworkers Grant</p> <p>Kern Community Foundation Health &amp; Nutrition Services</p>	<p>SM May 15, 2026 Letter of inquiry (due Apr 1, 2026) May 29, 2026 Full proposal (invite only)</p>	<p>Application Submitted</p>	<p>Requesting \$40,000</p>	<p>If awarded, this grant will assist farm worker families with emergency food and transportation vouchers under the MCAP program.</p>
<p>Tax Counseling for the Elderly (TCE)</p> <p>US Internal Revenue Service (IRS) Youth &amp; Community Services</p>	<p>May 29, 2026</p>	<p>Abandoned</p>	<p>Requesting \$20,000</p>	<p>VITA program decided not to pursue this grant due to its capacity to take on another grant during the new tax season.</p>

## Community Action Partnership of Kern Funding Profile

Funding Information			
<b>Funding Type</b>	Private	<b>CAPK Program</b>	WIC
<b>Funding Agency</b>	University of California San Francisco Center for Health Equity (UCSF-CHE)	<b>Project Name</b>	Community Innovation Pilot Awards (CIPA) Program
<b>CFDA</b>		<b>Target Population</b>	Black Mothers and families
<b>Reapplication (Y/N)</b>	No	<b>Number to be served</b>	300
<b>Estimated Request</b>	\$400,000.00	<b>Division Director</b>	Susana Magana
<b>Award Period</b>	July 1, 2026 to June 30, 2028	<b>Program Manager</b>	Marissa Ortiz-Cortez
<b>Project Goal (One sentence goal statement)</b>			
<p>The Black Maternal Health Equity Navigation Model aims to reduce Black maternal and infant health disparities in Kern County by providing culturally congruent, relationship-based navigation and wraparound support to Black pregnant and postpartum women and other birthing people throughout the full perinatal period. The project centers joy, dignity, and community belonging as active health interventions alongside cross-system coordination, directly addressing the chronic stress and structural inequities that drive adverse birth outcomes. If successful, this pilot will generate a replicable, community-based model for improving Black maternal and infant health in non-metropolitan, high-poverty communities across California.</p>			
<b>Project Description (Brief one paragraph description)</b>			
<p>The pilot will implement a two-year pilot serving 300 unduplicated Black pregnant and postpartum participants across Kern County through four integrated components: dedicated Maternal Health Equity Navigators providing individualized case coordination and cross-system referrals; Maternal Wellness Kits designed with community input to reduce material hardship; quarterly Joy-Centered Maternal Wellness Events co-designed with local Black artists and community partners; and wraparound navigation connecting participants to food, housing, financial, early childhood, and workforce resources through CAPK's integrated programs. Program oversight will be provided in-kind by Marissa Ortiz-Cortez, CAPK's WIC Program Administrator, whose 16-site network serves 14,134 clients annually, including 844 Black/African American participants.</p>			
<b>Estimated Budget Summary</b>			
<p>CAPK requests \$200,000 per year for a total of \$400,000 over the two-year award period, supporting two newly created Maternal Health Equity Navigator positions, Maternal Wellness Kits, participant engagement incentives, Wellness and Joy Events, and cross-system coordination infrastructure. Personnel represent 71.5% of direct costs per year with all remaining costs directed toward participant-facing materials, community programming, and field operations. At an estimated cost of \$1,333 per participant, this pilot delivers a strong return on investment relative to the documented medical and social costs of preventable adverse maternal and infant outcomes.</p>			
<b>Recommendation</b>			
<p>Staff recommends approval to submit the funding application and authorize the Chief Executive Officer to execute the contract if awarded, and any subsequent amendments throughout the duration of the contract term.</p>			

**Approvals:**

<b>1. Division Director</b>	Susana Magana	<b>Date:</b> 2026-05-28	<b>4. Chief Financial Officer</b>	Tracy Webster	<b>Date:</b> 2026-05-29
<b>2. Chief Business Development Officer</b>	Pritika Ram	<b>Date:</b> 2026-05-28	<b>5. Chief Facilities and Technology Officer</b>	Emilio Wagner	<b>Date:</b> 2026-05-29
<b>3. Chief Program Officer:</b>		<b>Date:</b>	<b>6. Chief Executive Officer</b>	Jeremy Tobias	<b>Date:</b> 2026-05-29

**Date Presented / Approved:**

PRE Approval: \_\_\_\_\_ B&F Approval: \_\_\_\_\_ Executive Approval: \_\_\_\_\_ Board Approval: \_\_\_\_\_

# Community Action Partnership of Kern

## Funding Profile

Funding Information			
<b>Funding Type</b>	Local	<b>CAPK Program</b>	CES
<b>Funding Agency</b>	City of Bakersfield	<b>Project Name</b>	Community Vitality Unit Intensive Case Management Services
<b>CFDA</b>		<b>Target Population</b>	Justice impacted and chronically homeless with mental health, substance abuse or co-occurring issues
<b>Reapplication (Y/N)</b>	No	<b>Number to be served</b>	45
<b>Estimated Request</b>	\$630,000.00	<b>Division Director</b>	Rebecca Moreno
<b>Award Period</b>	07/01/2026 to 06/30/2028	<b>Program Manager</b>	Joseph Aguilar
<b>Project Goal (One sentence goal statement)</b>			
<p>Funded through the California Board of State and Community Corrections (BSCC) Proposition 47 Cohort 4 Grant Program, this initiative prioritizes rehabilitation, housing stabilization, and long-term self-sufficiency through sustained, relationship-based intervention strategies tailored to the unique and complex needs of each participant. Success will be measured through sustained client engagement, successful permanent housing placement, housing retention, connection to behavioral health and substance use disorder treatment, and demonstrated reductions in criminal justice system involvement. CAPK's project goal is to serve forty-five (45) justice-impacted, chronically homeless individuals with mental health, substance abuse, or co-occurring disorders through high-touch, intensive case management services that reduce homelessness and recidivism in the City of Bakersfield.</p>			
<b>Project Description (Brief one paragraph description)</b>			
<p>CAPK will deploy three (3) full-time Justice-Involved Navigators to deliver comprehensive, field-based intensive case management services to justice-impacted and chronically homeless individuals referred primarily through the Bakersfield Police Department and the City's Community Vitality Unit, utilizing a trauma-informed, Housing First, and harm reduction-oriented framework that reflects the City's "relentless pursuit" model of engagement. Services include comprehensive assessment, individualized care planning, housing navigation, life skills development, crisis intervention, coordination of behavioral health resources, and post-placement stabilization support — ensuring each of the forty-five (45) participants receives the high-frequency, high-intensity engagement their complex needs require. CAPK's formal subcontract with STEPs, Inc. further ensures that all program participants have direct access to licensed clinical professionals, including a Licensed Therapist (LMFT/LCSW) and two Substance Use Disorder (SUD) Counselors, delivering intensive behavioral health and SUD services that extend well beyond the scope of traditional case management. With the current structure, staff is ready to be operational on July 1, 2026.</p>			
<b>Estimated Budget Summary</b>			
<p>The total proposed budget is \$630,000, fully funded by the City of Bakersfield, covering the service period of July 1, 2026 through March 31, 2028, with administrative closeout through June 30, 2028 — structured as \$333,713 in Year 1 and \$296,287 in Year 2. The budget supports three (3) full-time Justice-Involved Navigators at 1.0 FTE each (\$160,806 in direct salaries plus \$11,970 in stipends and \$86,893 in benefits), and a formal subcontract with STEPs, Inc. totaling \$141,179 (\$77,553 Year 1 / \$63,626 Year 2), funding one Licensed Therapist (LMFT/LCSW) at 0.90 FTE, two part-time SUD Counselors at 0.25 FTE each, and participant engagement support for all forty-five (45) program participants. Program operating costs include office space (\$19,000), meeting and client engagement expenses (\$2,339), and indirect costs calculated at the 12% de minimis rate (\$63,088) in accordance with 2 CFR §200.414, covering contract management, human resources, finance, facilities, and IT support. In-kind contributions, including executive oversight from the Director of Housing and Supportive Services (0.20 FTE, valued at \$29,648/year) and program administration from the Program Administrator (0.40 FTE, valued at \$37,964/year), both contributed at no cost to the grant.</p>			
<b>Recommendation</b>			
<p>Staff recommends approval to submit the funding application and authorize the Chief Executive Officer to execute the contract if awarded, and any subsequent amendments throughout the duration of the contract.</p>			

term.

**Approvals:**

<b>1.Division Director</b>	Rebecca Moreno	<b>Date:</b> 2026-05-26	<b>4.Chief Financial Officer</b>	Tracy Webster	<b>Date:</b> 2026-05-26
<b>2.Chief Business Development Officer</b>	Pritika Ram	<b>Date:</b> 2026-05-26	<b>5.Chief Facilities and Technology Officer</b>	Emilio Wagner	<b>Date:</b> 2026-05-26
<b>3.Chief Program Officer:</b>		<b>Date:</b>	<b>6.Chief Executive Officer</b>	Jeremy Tobias	<b>Date:</b> 2026-05-26

**Date Presented / Approved:**

PRE Approval: \_\_\_\_\_ B&F Approval: \_\_\_\_\_ Executive Approval: \_\_\_\_\_ Board Approval: \_\_\_\_\_

## Community Action Partnership of Kern Funding Profile

Funding Information			
<b>Funding Type</b>	Federal	<b>CAPK Program</b>	VITA
<b>Funding Agency</b>	Internal Revenue Service	<b>Project Name</b>	Volunteer Income Tax Assistance (VITA)
<b>CFDA</b>	21.009	<b>Target Population</b>	Low income individuals and families
<b>Reapplication (Y/N)</b>	Yes	<b>Number to be served</b>	12000
<b>Estimated Request</b>	\$468,188.00	<b>Division Director</b>	Freddy Hernandez
<b>Award Period</b>	Oct. 1, 2026 - Sept. 30, 2027	<b>Program Manager</b>	Jacqueline Guerra
<b>Project Goal (One sentence goal statement)</b>			
Complete 12,000 tax returns for the 2026-2027 tax season.			
<b>Project Description (Brief one paragraph description)</b>			
This is VITA's annual reapplication to provide free tax services to low-income individuals and families throughout Kern County. VITA aims to recruit 275 volunteers and partner with local organizations like United Way of Central Eastern California (UWCEC), The Mexican American Opportunity Foundation (MAOF), and more to provide tax assistance to the community. VITA also assists ITIN members.			
<b>Estimated Budget Summary</b>			
Proposed funds will be allocated as followed: personnel, \$170,000, fringe/benefits, \$69,700, subcontractors, \$177,500, other/space costs, \$16,224, and indirect costs, \$34,764.			
<b>Recommendation</b>			
Staff recommends approval to submit the funding application and authorize the Chief Executive Officer to execute the contract if awarded, and any subsequent amendments throughout the duration of the contract term.			

**Approvals:**

<b>1.Division Director</b>	Freddy Hernandez	<b>Date:</b> 2026-05-29	<b>4.Chief Financial Officer</b>	Tracy Webster	<b>Date:</b> 2026-05-29
<b>2.Chief Business Development Officer</b>	Pritika Ram	<b>Date:</b> 2026-05-29	<b>5.Chief Facilities and Technology Officer</b>	Emilio Wagner	<b>Date:</b> 2026-05-29
<b>3.Chief Program Officer:</b>		<b>Date:</b>	<b>6.Chief Executive Officer</b>	Jeremy Tobias	<b>Date:</b> 2026-05-29

**Date Presented / Approved:**

PRE Approval: \_\_\_\_\_ B&F Approval: \_\_\_\_\_ Executive Approval: \_\_\_\_\_ Board Approval: \_\_\_\_\_

## Community Action Partnership of Kern Funding Profile

Funding Information			
<b>Funding Type</b>	Private	<b>CAPK Program</b>	Community Development
<b>Funding Agency</b>	FHL Bank San Francisco	<b>Project Name</b>	Good Neighbor Workforce Social Enterprise Project
<b>CFDA</b>		<b>Target Population</b>	Workforce Development
<b>Reapplication (Y/N)</b>	No	<b>Number to be served</b>	15
<b>Estimated Request</b>	\$200,000.00	<b>Division Director</b>	Pritika Ram
<b>Award Period</b>	09/01/2026 to 03/31/2028	<b>Program Manager</b>	Pritika Ram
<b>Project Goal (One sentence goal statement)</b>			
CAPK's goal is to design and launch a sustainable workforce social enterprise, the Good Neighbor Program, that creates direct employment and skill-building opportunities for clients facing significant barriers to work, including individuals experiencing homelessness. By the end of the 18-month grant period, CAPK will have a validated business model, defined service lines, and an implementation-ready framework to connect clients from programs such as the homeless shelter, Head Start, Food Bank, and VITA to meaningful, fairly compensated work.			
<b>Project Description (Brief one paragraph description)</b>			
CAPK will use AHEAD funds to hire a part-time Workforce Development Coordinator and engage a consultant to assess the feasibility of a workforce social enterprise built around the existing Good Neighbor pilot at the M Street Low-Barrier Navigation Center. The consultant will evaluate service lines, including alley and backyard cleanup crews, janitorial services, and fleet washing, and develop the staffing, legal, financial, and operational framework needed to scale the model responsibly. Client stipends will compensate shelter participants for structured project-based work, ensuring the model is ethical, empowering, and designed to transition clients into unsubsidized employment.			
<b>Estimated Budget Summary</b>			
CAPK will use AHEAD funds over 18 months for the Good Neighbor Workforce Pathways Assessment. A part-time Workforce Development Coordinator (0.5 FTE) at \$30,000 salary + \$9,000 benefits will lead coordination and implementation readiness across CAPK programs including the homeless shelter, Head Start, Food Bank, and VITA. A consultant (\$100,000) will develop a workforce social enterprise program, evaluating service lines such as Good Neighbor cleanup crews, janitorial work, and fleet washing to create direct client employment pathways. Stipends/incentives (\$25,000 AHEAD; \$6,000 CAPK Foundation) compensate shelter participants in structured work. Equipment (\$10,000): cleaning tools, safety gear, field supplies. Instructional supplies (\$3,000): training and orientation materials. Marketing/outreach (\$1,500): employer and customer engagement. Consumable supplies (\$5,429): ongoing operational materials. Indirect costs (12%): \$16,071. Total AHEAD: \$200,000; Foundation: \$6,000; Total: \$206,000.			
<b>Recommendation</b>			
Staff recommends approval to submit the funding application and authorize the Chief Executive Officer to execute the contract if awarded, and any subsequent amendments throughout the duration of the contract term.			

**Approvals:**

<b>1.Division Director</b>	Pritika Ram	<b>Date:</b> 2026-06-04	<b>4.Chief Financial Officer</b>	Tracy Webster	<b>Date:</b> 2026-06-04
<b>2.Chief Business Development Officer</b>	Pritika Ram	<b>Date:</b> 2026-06-04	<b>5.Chief Facilities and Technology Officer</b>	Emilio Wagner	<b>Date:</b> 2026-06-04
<b>3.Chief Program Officer:</b>		<b>Date:</b>	<b>6.Chief Executive Officer</b>	Jeremy Tobias	<b>Date:</b> 2026-06-04

PRE Approval: \_\_\_\_\_ B&F Approval: \_\_\_\_\_ Executive Approval: \_\_\_\_\_ Board Approval: \_\_\_\_\_

**Community Action Partnership of Kern  
Small Funding Request (\$50,000 or less per year)**

**June 2025**

<b>Funding Type</b>	Foundation	<b>CAPK Program</b>	MCAP
<b>Funding Agency</b>	Kern Community Foundation	<b>Project Name</b>	Kern Community Foundation Farmworkers Grant
<b>CFDA</b>		<b>Target Population</b>	farm worker families
<b>Request</b>	40,000.00	<b>Division Director</b>	Susana Magana
<b>Award Period</b>	1 year	<b>Program Manager</b>	Laura Porta
<b>Description</b>	Through this grant, MCAP will provide emergency, culturally sensitive food assistance and transportation vouchers for farm worker families. During off-seasons or periods of reduced work hours, families often lack sufficient income to purchase food, while transitions between agricultural seasons place additional strain on household resources. At the same time, limited access to reliable transportation prevents many farmworkers from attending medical appointments, accessing essential services, and meeting basic health needs. These unmet needs disproportionately affect migrant farmworker families who rely on ridesharing or informal transportation and must prioritize work and childcare over healthcare and nutrition.		

<b>Recommendation</b>	Staff recommends approval to submit the small funding application(s) up to \$50,000 per year and authorize the Chief Executive Officer to execute the contract if awarded, and any subsequent amendments throughout the duration of the contract term.
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**Date Presented/Approved**


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

<b>Month</b>	Jun-26	<b>Program/Work Unit</b>	Head Start Preschool & Early Head Start			
<b>Division/Director</b>	Head Start/State Child Development Division/ Yolanda Gonzales	<b>Enrollment and Attendance Manager</b>	Carol Hendricks			
<b>Reporting Period</b>	May 1, 2026 - May 31, 2026					
<b>Program Description</b>						
Head Start provides high-quality, early childhood education to children ages zero to five years old through part-day, full-day, and home-based options. The program has a holistic approach, not only addressing the needs of the child but teaching parents to become advocates and skilled providers for their children through its Parent Policy Council and Family Engagement programs. CAPK offers Head Start and Early Head Start services throughout Kern and San Joaquin counties.						
<b>Early Head Start (ages 0-3) (FNPI 2a, 2b, 2c, 2c.1,2d, SRV 2b, 7a)</b>	<b>Month</b>	<b>Target</b>	<b>Annual Goal</b>	<b>Annual Progress</b>		
Reportable/Funded Enrollment	732	753	753	97%		
Disabilities	292	10%	10%	43%		
Over Income 101%-130% (up to 35%)	17	n/a	n/a	2%		
Over Income 131% and up (up to 10%)	52	n/a	n/a	7%		
<b>Head Start Preschool (ages 3-5) (FNPI 2a, 2b, 2c, 2c.1,2d,SRV 2b, 7a)</b>	<b>Month</b>	<b>Target</b>	<b>Annual Goal</b>	<b>Annual Progress</b>		
Reportable/Funded Enrollment	936	936	936	100%		
Disabilities	137	10%	10%	15%		
Over Income 101%-130% (up to 35%)	16	n/a	n/a	2%		
Over Income 131% and up (up to 10%)	70	n/a	n/a	7%		
<b>Head Start Preschool San Joaquin County Office of Education - (ages 3-5) (FNPI 2a, 2b, 2c, 2c.1,2d,SRV 2b, 7a)</b>	<b>Month</b>	<b>Target</b>	<b>Annual Goal</b>	<b>Annual Progress</b>		
Reportable/Funded Enrollment	68	153	153	44%		
Disabilities	9	n/a	n/a	13%		
Over Income 101%-130% (up to 35%)	5	n/a	n/a	7%		
Over Income 131% and up (up to 10%)	0	n/a	n/a	0%		
<b>Home Visiting Program (SRV 2cc, 7a)</b>	<b>Monthly</b>	<b>Year-To- Date</b>	<b>Annual Goal (Contract Limit 310)</b>	<b>Annual Progress (Calendar)</b>	<b>Annual Progress (Program Year)</b>	
Enrollment	190	450	308	42%	68%	
<b>Central Kitchen</b>	<b>Total Meals Delivered</b>		<b>Breakfast</b>	<b>Lunch</b>	<b>Snack</b>	
Meals and Snacks	52,111		18,187	15,737	18,187	
<b>Child and Adult Care Food Program (CACFP) (Note: The data represents information from April 2026)</b>	<b>Total Meals Delivered</b>		<b>Meals Allocated (CACFP/HS)</b>	<b># of Meals Served</b>	<b>% of Meals Served</b>	
Meals and Snacks (SRV 5ii)	78,461		56,202 / 22,259	62,002	79%	
Meals and Snacks - Kern Vendors	66,050		47,126 / 18,924	51,742	78%	
Meals and Snacks - SJC Vendors	12,411		9,076 / 3,335	10,260	83%	
Eligibility Determination (SRV 7b) (January 2025-December 2025)	54	353				
<b>Total Community Services</b>	<b>54</b>	<b>353</b>				
<b>Explanation (Over/Under Goal Progress)</b>						
CAPK Head Start and Early Head Start continue to meet the enrollment requirements set forth by the Office of Head Start. As we prepare for the new program year, ongoing efforts are underway to ensure we are fully enrolled when the part-year center re-open in August 2026.						

Goals	Progress Towards Goal
<p>Goal 1 Workforce: To enhance onboarding, recruitment, and retention of staff by implementing programs that embrace pathways for learning, professional development, succession planning, and a positive culture to obtain and retain staff.</p>	<p>Objective A: Develop a structured onboarding process that introduces new employees to the organization's culture, values and expectations, and provide them with the necessary tools, resources, and training to quickly integrate into their roles.  Progress: A Learning Management System (LMS) is currently being developed and will serve as the new platform for onboarding and training. Collaboration with Human Resources is underway to support the integration and implementation of this system within the Head Start Division.</p>
<b>Program Description</b>	
<p>1.May 4, 2026 - Mental Health Resource Fair at Independence High School  2.May 6, 13, 20, 27, 2026 – Application Clinic, 1300 18th Street, Enrollment and Attendance Department  3.May 8, 2026 – Holloway Gonzalez Library, Pregnant Women and Children Event  4.May 15, 2026 – Crescent Elementary Resource Fair  5.May 16, 2026 – East Bakersfield Festival  *With the Summer Days upon us, the Education Team would like to share that they have started the summer months’ themes. Children are exploring music, boxes, gardening, and pets.*</p>	



## MEMORANDUM

To: PRE Committee  
From: Rosa Guerrero, Administrative Analyst  
  
Date: June 10, 2026  
Subject: *Agenda Item 5e.*: 2027-2028 Program Goals and Objectives – **Action Item**

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The Head Start & State Child Development Division is requesting approval of the 2027–2028 Program Goals and Objectives to submit with the Head Start/Early Head Start grant #09CH012489. This update is part of the Division’s annual program planning process, during which Program Goals and Objectives are continuously monitored to ensure that progress is recorded, and challenges are addressed in alignment with the objectives set for the five-year grant cycle.

As the program enters its fourth grant year, staff continue making strides towards its Workforce, Health and Safety, and School Readiness goals. Notable highlights of the third grant year include:

- Collaborating with Human Resources to integrate the Learning Management System (LMS) in support of new-hire onboarding and training practices.
- Using Active Supervision boards to reinforce health and safety practices by streamlining safety reporting and communication among center staff;
- Achieving benchmarks in dual language-training and piloting Loose Parts/STEM curriculum across Head Start Preschool and Early Head Start centers; and
- Fortifying parent letters to strengthen support for Head Start Preschool children and parents’ transition to Kindergarten;

Through sustained collaboration and consistent progress monitoring, Program is well positioned to continue advancing these goals through the end of the grant cycle in 2029.

### **Recommendation**

Staff recommends the PRE Committee approve the 2027-2028 Program Goals and Objectives for the Head Start /Early Head Start grant #09CH012489.

*Attachments:*  
*2027-2028 Program Goals and Objectives*

**Head Start and Early Head Start 09CH012489  
2027-2028 Program Goals and Objectives**

<b>Goal I</b>			
<b>Workforce:</b> To enhance onboarding, recruitment, and retention of staff by implementing programs that embraces pathways for learning, professional development, succession planning, and a positive culture to obtain and retain staff.			
	<b>Objectives</b>	<b>Action Steps</b>	<b>Progress/Challenges</b>
<b>HS &amp; EHS Kern Measurable Objectives/ Outcomes</b>	<b>Objective A:</b> Develop a structured onboarding process that introduces new employees to the organization’s culture, values, and expectations. Provide them with the necessary tools, resources, and training to quickly integrate into their roles.	<ol style="list-style-type: none"> <li>1. During new hire orientation, conduct an official welcome session to introduce them to key team members, managers, and colleagues.</li> <li>2. Provide an overview of the organizational structure, departments, and how their roles fit within the broader picture.</li> <li>3. Provide job-specific training that covers the tasks, responsibilities, and expectations associated with their position.</li> <li>4. Conduct hands-on training, workshops, or online courses to enhance their understanding of job functions, tools, and systems they will be using.</li> </ol>	<p align="center"><b>In Progress</b></p> <p>New Hire Training presentations and materials are being updated to more effectively illustrate department information to new hires (ex: offering videos of real-life examples). Overview of the organization, the department, and employees’ roles are provided at new-hire orientation. (1,2)</p> <p>Job-specific training is provided at new-hire training. Through collaboration with Human Resources (HR), Program will be integrating the Learning Management System (LMS) as the division’s training platform. (3,4)</p>
	<b>Objective B:</b> Develop, implement, and evaluate a mentorship program for new staff onboarding to ensure comprehension, knowledge, and	<ol style="list-style-type: none"> <li>1. Identify experienced and knowledgeable employees who can serve as mentors.</li> <li>2. Provide mentorship training to help mentors understand</li> </ol>	<p align="center"><b>COMPLETE</b></p> <p>Mentors identified by level of position, experience, or leadership skills. (1,2)</p>

**Head Start and Early Head Start 09CH012489  
2027-2028 Program Goals and Objectives**

	<p>understanding of their position by gathering feedback from the mentors and mentees, assessing goal attainment, retention, and promotion rates, and measuring the level of engagement between the mentees and mentors in the program.</p>	<p>their roles, effective communication techniques, and the importance of fostering a positive learning environment.</p> <ol style="list-style-type: none"> <li>3. During orientation, introduce mentors and mentees to each other and provide an overview of the mentorship program.</li> <li>4. Assign a mentor who could provide guidance and support to new hires.</li> <li>5. Set clear expectations and goals for both mentors and mentees via policies and procedures.</li> <li>6. Evaluation and Feedback: Regularly assess the mentorship program’s effectiveness through surveys, feedback sessions, or focus groups. Questions regarding the satisfaction with the program, the quality of the mentoring relationship, and whether the goals were met. An inquiry about specific aspects such as communication, supportiveness, and knowledge transfer</li> </ol>	<p>Mentorship orientations are ongoing in Kern and San Joaquin County with at least 10 conducted in since July 2024. (3,4)</p> <p>Policies and procedures for the mentorship program have been established. (5)</p> <p>Surveys are provided to mentees during the first and last meeting of each cohort group. Mentor contact cards were introduced to improve communication between mentors and mentees. (6,7,8)</p> <p>A total of 82% of new hires who attended their initial mentorship orientation returned for the follow-up mentorship meeting, four to five months following initial orientation. (9)</p> <p>The level of engagement between mentors are continuously measured through pre-and post-surveys. Survey feedback is analyzed and incorporated to improve mentorship dynamics (i.e. communication between mentors and mentees). (10)</p>
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		<p>will be documented as well. The questions will be in quantitative format; however, a qualitative portion will be included to determine if there are any themes that need to be addressed.</p> <p>7. Gather input from mentors and mentees to identify strengths and areas for improvement.</p> <p>8. Continuously review and update the mentorship program to ensure its alignment with evolving organizational needs and changing employee demographics.</p> <p>9. Retention and Promotion rates: Monitor the retention rates of mentees within the organization. Additionally, track the number of mentees who have been promoted or advanced in their careers as an indication of the program's impact on their professional development.</p> <p>10. Measure the level of engagement of both mentees and mentors.</p>	
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**Head Start and Early Head Start 09CH012489  
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	<p><b>Objective C:</b> Incorporate incentive or reward programs to empower all staff to be directly involved in the recruitment and retention process that would shift the culture of the division.</p>	<ol style="list-style-type: none"> <li>1. Develop a reward program that will incentivize staff recruitment. The incentive would be based on the position recruited and obtained when the recruit passes their probationary period.</li> </ol>	<p align="center"><b>COMPLETE</b></p> <p>Recruitment incentive ended December 31st, 2024. Retention incentive is complete.</p>
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**Goal II**  
**Program Options:** To develop and implement program options that coincide with the needs of the community and ensure eligible families receive services that provide a strong foundation for their children’s academic journey.

<b>HS &amp; EHS</b>	<b>Objectives</b>	<b>Action Steps</b>	<b>Progress/Challenges</b>
<p><b>Kern Measurable Objectives/ Outcomes</b></p>	<p><b>Objective A:</b> Develop and implement program options that tailor to the community’s unique needs and characteristics.</p>	<ol style="list-style-type: none"> <li>1. Develop and implement a Home Base option for children eligible for Head Start services.</li> <li>2. Develop and implement a Family Childcare Option (FCC) to reach families that are receiving services in the private sector while ensuring it upholds the Head Start Performance Standards.</li> <li>3. Provide opportunities that allow for more 3-year-old designated classrooms to reach a</li> </ol>	<p align="center"><b>COMPLETE</b></p> <p>Head Start Home Base is now available as a program option. (1)</p> <p>The Family Childcare Program contracted with six FCC sites for services in its second program year 25-26. (2)</p> <p>Upon review of the 2025 Head Start Community Assessment, the program allocated FCC slots to serve families experiencing homelessness and domestic violence. The Stockdale center, along with other centers, have also allotted additional</p>

**Head Start and Early Head Start 09CH012489  
2027-2028 Program Goals and Objectives**

		<p>needed population in the community.</p> <p>4. Explore the need to create more Early Head Start classrooms to facilitate the needs of the community for the specific demographic.</p>	<p>classrooms for 3-year-olds. (3,4)</p>
<p><b>Goal III</b>  <b>Health and Safety:</b> Strengthen standards of practice for mitigating risk through expanding our culture of child health and safety.</p>			
<p><b>HS &amp; EHS</b>  <b>Kern</b>  <b>Measurable Objectives/ Outcomes</b></p>	<p><b>Objectives</b></p>	<p><b>Action Steps</b></p>	<p><b>Progress/Challenges</b></p>
	<p><b>Objective A:</b>  The program will expand tools and resources necessary to ensure we have a standard of practice focused on protecting child safety and preventing and identifying child abuse before August 2026. For example, iLookOut training, a free online professional development course focused on protecting child safety and preventing and identifying child abuse.</p>	<p>1. Explore new resources to enhance protecting children by recognizing the signs and symptoms of suspected child abuse or neglect, understanding the responsibilities of a mandated reporter, and supporting families when filing a mandated report.</p> <p>2. 20% of program staff will complete the iLookOut training by year 3.</p>	<p><b>In Progress</b></p> <p>At present, 10% of staff have completed iLookOut training. Additional staff from select sites as well as Site Supervisors will also be assigned to take this training. Program expects to reach 25% of staff trained in iLookOut by the end Program Year 3, or June 30, 2026. (1,2)</p>
	<p><b>Objective B:</b> The program will establish a system of fidelity for implementing a child health and safety environment, including reporting of all incidents for all</p>	<p>1. Administration will partner with program to enhance system on the importance of seamless reporting.</p> <p>2. The program will set clear expectations on the importance of reporting</p>	<p><b>COMPLETE</b></p> <p>Policies and procedures for health and safety incidents were vetted by the Head Start Training and Technical Assistance Team. The language in these policies and</p>

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	<p>program options prior to the 2024 school year.</p>	<p>health and safety incidents.</p> <p>3. The program will develop a data system to track and report child health and safety incidents.</p>	<p>procedures will continue based on continued monitoring and evaluation of health and safety practices. Weekly email check-ins from center staff were also implemented to streamline incident monitoring (1,2).</p> <p>A Power BI dashboard focused on internal monitoring was developed to identify incidents or areas of noncompliance for administrative staff's viewing. The availability of this dashboard will assist leadership, and program managers identify sites in need of additional training, support and attention. (3)</p>
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**Head Start and Early Head Start 09CH012489  
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	<p><b>Objective C:</b> The program will implement a CIR (Critical Incident Review) system to establish a culture of active supervision to support ongoing health and safety improvement prior to the Year 3 funding period.</p>	<ol style="list-style-type: none"> <li>1. Gather input from program and admin staff to identify strengths and areas for improvement.</li> <li>2. Develop and implement a Critical Review System and ensure it upholds the Community Care Licensing and Head Start Program Performance Standards.</li> <li>3. Continuously review and update the system to ensure fidelity and quality with evolving organizational needs.</li> </ol>	<p align="center"><b>In Progress</b></p> <p>The CIR system is continuously reviewed to ensure consistent implementation and alignment with organizational needs. Updates are made following staff feedback as well as recommendations following incident reports, CIR's, internal reviews, and federal/state audits. (1,3)</p> <p>Program has implemented Active Supervision boards in all of Kern's center-based sites to streamline safety reporting and communication among center staff. Federal and state auditors have commended the program's Active Supervision boards for its "promising practice" in its consistent use and facilitating communication among staff. Peer-to-peer assistance is also provided to center staff to mitigate incident reporting. (2)</p>
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**Head Start and Early Head Start 09CH012489  
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<b>Goal IV</b>			
<b>School Readiness:</b> Increase families and staff capacity to support children’s school readiness and to implement a quality program by enhancing an inclusive environment to strengthen teacher and child interactions.			
<b>HS &amp; EHS</b>	<b>Objectives</b>	<b>Action Steps</b>	<b>Progress/Challenges</b>
<b>Kern Measurable Objectives/ Outcomes</b>	<b>Objective A:</b> The program will redesign indoor/outdoor environments to reflect the children’s culture, promote curiosity, diversity, equity, inclusion, and safety.	<ol style="list-style-type: none"> <li>1. 10% of the program staff will attend Loose Parts and STEM training by year 1.</li> <li>2. The program will pilot 15% of centers in a Loose Parts / STEM curriculum enhancement implementation by Year 2.</li> <li>3. The program will increase male participation and involvement to enhance learning environments.</li> </ol>	<p align="center"><b>COMPLETE</b></p> <p>All staff attending pre-service were trained in Loose Parts/STEM. (1)</p> <p>Five of the program’s thirty-three sites have piloted the Loose Parts/STEM curriculum thereby reaching 15% of the program’s centers. Additional sites have been identified for further curriculum expansion. (2)</p> <p>The 3<sup>rd</sup> Annual Fatherhood Conference took place in January 2026. Data also reveals an increase in male participation in family engagement events, year to year. (3)</p>
	<b>Objective B:</b> The program will develop a dual-language framework and will strengthen the ability of staff to work with dual-language learners.	<ol style="list-style-type: none"> <li>1. The program will provide training to 15% of staff to increase their knowledge of best practices that support dual language learners and bilingualism by Year 3.</li> <li>2. The program will partner with families in the importance of maintaining their home language by Year 3.</li> </ol>	<p align="center"><b>COMPLETE</b></p> <p>Total percentage of program staff who completed training in dual language is 70%. Staff will continue to engage in training and professional development opportunities to sustain dual language learning and bilingualism. (1)</p> <p>Using enrollment and assessment information on the home language, staff</p>

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			<p>continuously discuss language benchmarks with families during parent meetings. Dual language staff are purposefully assigned to centers with dual language need. Center staff partner with parents to learn and integrate the home language in the classroom when resources on the home language aren't readily available. (2)</p>
	<p><b>Objective C:</b> The program will elevate children's social-emotional development and strengthen teacher-child interactions.</p>	<ol style="list-style-type: none"> <li>1. The program will have 4 train-the-trainers on Pyramid Model, Trauma Informed Care, and CLASS by end of year 3.</li> <li>2. 85% of education and support services staff will be trained in Pyramid Model by the end of Year 3.</li> <li>3. 50% of newly hired staff will participate in Pyramid Model and Trauma Informed Care training through professional development opportunities.</li> <li>4. The program will modify the number of mentor coaches to include curriculum specialists to further enhance quality interactions.</li> </ol>	<p align="center"><b>In Progress</b></p> <p>A total of three additional staff is needed to complete train-the-trainer certification among all categories. Three staff also trained in the Desired Results Development Profiled (DRDP). (1)</p> <p>82% of education and support services staff are trained in Pyramid Model. (2)</p> <p>Approximately 75% of all new hires participated in Pyramid Model training during PY 2024-25. Approximately 15% had TIC coaching. (3)</p> <p>The program added two curriculum specialist positions in the 26-27 program year. They will contribute to professional development opportunities by providing training in strengthening teacher-</p>

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		<p>5. The program will implement an annual Family Workshop to increase Social Emotional Awareness in young children.</p>	<p>child interactions and social-emotional learning, while ensuring curriculum fidelity to drive school readiness outcomes. (4)</p> <p>The second annual Family Workshop is scheduled for May 2026. (5)</p>
	<p><b>Objective D:</b> The program will secure MOU's with 25% of school districts to provide specialized services to children served, including transitions for school readiness.</p>	<p>1. The program will collaborate with community agencies to support transitions by participating in collaborative meetings and community resource fairs.</p> <p>2. The program will provide ongoing series of parents' roles in transitions and developmental milestones.</p> <p>3. The program will develop a data system to track transitions across program options.</p>	<p align="center"><b>In Progress</b></p> <p>MOU was sent to SELPA (Special Education Local Plan Areas) in April following final edits (1).</p> <p>School Readiness committee, Smore's newsletters, and school readiness checklists shared with parents during parent conferences are used to prepare parents and children for transitions. (2)</p> <p>Program transition letters were updated to better facilitate Head Start Preschool children's end of year transition to kindergarten. Additional information will be recorded in ChildPlus and staff will undergo data entry and transition training to supplement these changes in the 26-27 program year. (3)</p>



## MEMORANDUM

**To:** Program Review & Evaluation Committee

**From:** Cynthia Rodriguez, Education Manager

**Date:** June 10, 2026

**Subject:** *Agenda Item 5f.*: Approval of 2026-2027 Early Head Start/Head Start School Readiness Goals– **Action Item**

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The Head Start/State Child Development Division develops School Readiness Goals annually using the program's year-end Desired Results Developmental Profile 2015 child assessment data to guide high-quality teaching and learning. These goals support families and teaching staff in fostering a comprehensive learning environment that addresses children's academic and social-emotional development and promotes positive learning outcomes.

The School Readiness Goals are organized into five core domains aligned with the Desired Results Developmental Profile and the Head Start Early Learning Outcomes Framework: Approaches to Learning, Social-Emotional Development, Language and Literacy Development, Cognitive Development, and Physical Development. To support consistent implementation, a printed copy is provided in each classroom, partnership setting, and Family Child Care Provider site, as well as to Early Childhood Educators and are aligned with our Creative Curriculum School Readiness Schedule.

### **Recommendation:**

Staff recommend that the Program Review & Evaluation Committee approves the 2026-2027 Early Head Start/Head Start School Readiness Goals.

### **Attachment:**

*Proposed 2026-2027 Early Head Start/Head Start School Readiness Goals.*



Head Start & Early Head Start  
School Readiness Goals  
2026-2027

Policy Council Approval  
Pending

Board of Directors Approval  
Pending



# School Readiness Plan 2026-2027

## Head Start and State Child Development Education Division

### OVERVIEW

Program staff will support Early Head Start and Head Start in an effort to strengthen school readiness for children and families. We will achieve this by following the Head Start Early Learning Outcomes Framework (HSELOF), Parent, Family, and Community Engagement Framework (PFCE), California's Early Learning Development System, and child data sources from screenings and assessments. The HSELOF foundations are written for each domain based on research and evidence, and are enhanced with expert practitioners' suggestions and examples; their purpose is to promote understanding of children's learning and to guide instructional practice. Teachers, administrators, parents, and policymakers will use the HSELOF as a springboard to augment efforts to enable all young children to acquire the competencies that will prepare them for success in school.

Our School Readiness goals are developed using current data and ongoing child assessments, including the DRDP 2015 and A Developmental Continuum from Early Infancy to Kindergarten Entry, which were implemented in the classroom during the 2025-2026 school year. The primary goals were determined by analyzing and comparing children's data from the Spring Assessment (2025-2026), which aggregated all three (3) assessment periods (Fall, Winter & Spring). School Readiness Goals will reflect successful learning across five key areas of learning and development: Approaches to Learning, Social-Emotional Development, Language and Literacy, Cognition, and Physical Development. The outcomes will be measured following data collection with the DRDP 2025 assessment.

Program staff will work in partnership with families to promote Parent, Family, and Community Engagement Outcomes that support school readiness goals. The partnership between parents and Head Start/Early Head Start staff is fundamental to children's current and future success in school readiness and beyond.

Our Program and partners will continue to research and stay up to date on the latest information on school readiness for **Early Head Start, Head Start, and Home-Based options**. To promote inclusion, we implement educational goals for all children with established Individualized Educational Plans (IEPs) or Individualized Family Service Plans (IFSPs), with input from our **Content Area Specialists** and **Local Education Agencies**. The School Readiness Goals are also used to help identify training topics to support professional development. Training will be offered during pre-services and throughout the upcoming program year.

## DATA ANALYSIS AND REFLECTION

Each program year, we design our professional development to support individualized learning and improve teaching practices, including family engagement. This is accomplished by identifying trends in children’s development during the end-of-the-year DRDP 2015 data aggregation. All developmental domains are planned for the year to improve teaching practices and promote higher learning outcomes. During the year 2026-2027 program, we have selected key findings to develop skills and practices that will continue to strengthen the following domains:

Age Group	Domain	Key Finding	DRDP 2025 Alignment
Infants 6 weeks to 7 months	Cognition, Including Math and Science	COG 3 Number Sense of Quantity	MATH 3: Number and Counting
Older Infants 8 months to 17 months	Cognition, including Math and Science	COG 3 Number Sense of Quantity	MATH 3: Number and Counting
Toddlers 18 months to 36 months	Cognition, including Math and Science	COG 3 Number Sense of Math Operations	MATH 3: Number and Counting
Preschool 3-year-olds	MATH	MATH 3 Number Sense of Math Operations	MATH 4: Number Operations
Preschool 4-year-olds	Literacy Development	LIT 8 Phonological Awareness	FLD 4: Foundational Literacy Skills

## BACKGROUND

Data Aggregation is a key element for ensuring good practices when designing or identifying program improvements. Head Start / State Child Care has utilized the following data sources: ChildPlus Net, Developmental Screening, ASQ-3, ASQ: SE-2, Child Care Results, Desired Results Developmental Profile (2015), CLASS, ECERS, and ITERS.

Recognizing that collaboration is vital for children's success, the following representatives analyzed, planned, reviewed, and shared their recommendations for the development of the **Early Head Start & Head Start School Readiness Goals**:

**Phase One:** April 2026  
2025-2026 School Readiness Data Aggregation/Analysis.

**Phase Two:** April 23, 2026  
Collaborative School Readiness Meeting.

**Phase Three:** May 13, 2026  
School Readiness Education Team Meeting.

**Phase Four:** May 21, 2026 School Readiness Sub-Committee Collaboration and Feedback.

**Phase Five:** May 26, 2026  
2026 – 2027 School Readiness Goals Policy Council Approval.

**Phase Six:** June 2026  
2026 – 2027 School Readiness Goals Board of Directors Approval.

**Phase Seven:** July-November 2026-2027  
Implementation following the School Readiness Schedule

# Framework for Effective Practice: Supporting School Readiness for all Children

Parent, Family,  
& Community Engagement



Head Start Early Learning Outcomes Framework  
What Children Learn

	CENTRAL DOMAINS				
	APPROACHES TO LEARNING	SOCIAL AND EMOTIONAL DEVELOPMENT	LANGUAGE AND LITERACY	COGNITION	PERCEPTUAL, MOTOR, AND PHYSICAL DEVELOPMENT
▲ INFANT/TODDLER DOMAINS	Approaches to Learning	Social and Emotional Development	Language and Communication	Cognition	Perceptual, Motor, and Physical Development
● PRESCHOOLER DOMAINS	Approaches to Learning	Social and Emotional Development	Language and Communication Literacy	Mathematics Development Scientific Reasoning	Perceptual, Motor, and Physical Development

# Early Head Start/Head Start 2026-2027 School Readiness Goals

## **Approaches to Learning**

**Goal:** Children will exhibit observable knowledge, skills, and behaviors essential for school readiness and success.

## **Social and Emotional Development**

**Goal:** Children will exhibit skills, and behaviors essential to young children’s ability to understand themselves and others.

## **Foundational Language Development**

**Goal:** Children will exhibit knowledge, skills, and behaviors essential for the progress of all children in developing foundational language and literacy skills.

## **English Language Development**

**Goal:** Children will exhibit knowledge, skills, and behaviors essential for the progress of children who are multilingual learners, including dual language learners, and who are learning spoken English as an additional language.

## **Cognition** (Infant and Toddlers)

**Goal:** Children will exhibit knowledge, skills, and behaviors essential for the development of foundational cognitive skills.

## **Math (preschool)**

**Goal:** Children will exhibit knowledge, skills, and behaviors essential for children’s development of early mathematical concepts.

## **Science (preschool)**

**Goal:** Children will exhibit knowledge, skills, and behaviors essential for young children’s development of observation, exploration, and investigation of people, objects, and concepts.

## **Physical Development**

**Goal:** Children will exhibit knowledge, skills, and behaviors essential for how children move and control their bodies and interact with objects, whether independently or with the use of adaptive equipment or other supports.

## **Health**

**Goal:** Children will exhibit the capacity to understand safety and overall health and wellness and engage in personal care routines.



## EARLY HEAD START

### Approaches to Learning (ATL)

**Goal:** Children will exhibit increased skills in approaches to learning, including self-comforting, attention maintenance, and self-control of feelings and behaviors.

**Objective:** Infants and toddlers will develop the capacity to comfort and soothe themselves in response to stress by Spring 2027.

**Measure:** ATL 2: Self-Comforting (DRDP 2015) - DRDP 2025 Measure SED 5 Emotional Knowledge and Regulation

**Head Start Early Learning Outcome:** Goal IT-ATL 1

Young Infants 0-9 months	Older Infants 9-18 months	Toddlers
48% will be at the "Responding Later" level or above in measure ATL 2	58% will be at the "Exploring Earlier" level or above in measure ATL 2	48% will be at the "Exploring Later" level or above in measure ATL 2

**Families as Learners:** Families learn about their child’s personality, development, and learning style. They will also advance their own learning interests through education, training, and other experiences that support their parenting, careers, and life goals, spring 2027.

#### Early Head Start Home-Based Effective Home Visiting Strategies, Educators will:

- Provide face-matching games using happy, sad, or pictures with scared facial expressions.
- Provide materials to develop favorite stories for flannel stories and engaging storytelling.
- Assist families in developing age-appropriate expectations for daily routines and transitions.
- Demonstrate calming techniques, such as blowing out candles, taking belly breaths, or pretending to blow a flower, to help children manage their emotions

#### Early Head Start Center-Based Effective Teaching Strategies, Teachers will:

- Provide a designated quiet corner with comfort objects such as sensory materials and soft pillows.
- Provide accessible pictures of children and their families in the classroom environment (family books, family trees, or posters "all about me").
- Demonstrate calming techniques, such as blowing out candles, taking belly breaths, or pretending to blow a flower, to help children manage their emotions.
- Provide self-comforting objects as needed and learn which items best support each child.

#### Learning Experiences for Families at Home, Families may:

- Sing cultural songs in the family’s home language and incorporate finger play chants.
- Acknowledge child’s efforts made to manage feelings and emotions.
- Select comfort items to help child self-soothe.
- Provide self-comforting objects as needed and learn which items best support your child.



# HEAD START

## Approaches to Learning (ATL)

**Goal:** Children will exhibit increased skills in approaches to learning, including self-comforting, imitation, attention maintenance, and self-control of feelings and behaviors.

**Objective:** Children will increasingly develop the capacity to pay attention to their surroundings and comfort or soothe themselves in response to distress from stimulation, by Spring 2027.

**DRDP Measure:** ATL 5: Self Control of Feelings and Behavior - DRDP 2025  
Measure SED 5 Emotional Knowledge and Regulation

**Head Start Early Learning Outcome:** Goal P-ATL 4, 5, 6, 7

### Preschool 3-year-olds

### Preschool 4-year-olds

32% will be at the "Building Middle" level or above in measure ATL 5

44% will be at the "Building Later" level or above in measure ATL 5

**Families as Learners:** Families learn about their child's personality, development and learning style. They will also advance their own learning interests through education, training, and other experiences that support their parenting, careers, and life goals spring 2027.

### Head Start Home-Based Effective Home Visiting Strategies, Educators will:

Provide age-appropriate puzzles and support the child's development by gradually introducing more challenging levels of difficulty as their skills progress.  
Use puppets or stories to introduce problem-solving skills, appropriate behaviors, and feelings.  
Model calming strategies, like deep breathing and allow time for children to regulate their emotions with support.  
Introduce chants and songs for successful transitions such (Mighty Minutes).

### Head Start Center-Based Effective Teaching Strategies, Teachers will:

Encourage children to engage in problem-solving independently while providing supportive guidance as needed.  
Brainstorm the use of solution cards in both small and large groups by providing scenarios and providing solutions as a group.  
Prepare children for transitions by providing clear, advanced warnings and use the Mighty Minutes with consistency (example visuals)  
Follow the children's interests and provide open-ended materials that invite children to create freely.

### Learning Experiences for Families at Home, Families may:

Role-play problem-solving scenarios with the family and teach appropriate ways to express emotions.  
Play turn-taking games to build social-emotional skills and provide transition warnings.  
Encourage independence by allowing children to do things for themselves, such as feeding or dressing.  
Organize an area in the home to identify feelings throughout the day.



# EARLY HEAD START

## Social and Emotional Development (SED)

**Goal:** Children will exhibit improved awareness of identity of self in relation to others and social emotional understanding.

**Objective:** Infants and toddlers will become increasingly aware of self as distinct from and also related to others by Spring 2027.

**DRDP Measure:** SED 2: Social and Emotional Understanding – DRDP 2025  
**Measure SED 2: Social Awareness**

**Head Start Early Learning Outcome:** Goal IT-SE 6, IT-SE 7

### Young Infants 0-9 months

### Older Infants 9-18 months

### Toddlers

52% will be at the "Responding Later" level or above in measure SED 2

58% will be at the "Exploring Earlier" level or above in measure SED 2

52% will be at the "Exploring Later" level or above in measure SED 2

**Families as Learners:** Families learn about their child’s personality, development and learning style. They will also advance their own learning interests through education, training, and other experiences that support their parenting, careers, and life goals spring 2027.

### Early Head Start Home-Based Effective Home Visiting Strategies, Educators will:

- Develop arrival routines to recognize feelings upon arrival, then check in at the end of the visit to update feelings and emotions and use emotional literacy books or visual resources.
- Support families in using social-emotional language in everyday activities and create sensory calming bottles.
- Encourage children to offer and share toys or food.
- Describe familiar people and places and bring their focus to new people or places offering safety and reassurance.

### Early Head Start Center-Based Effective Teaching Strategies, Teachers will:

- Create sensory calming bottles with materials like water, oil, sand, and food coloring.
- Create opportunities for children to play side by side and use parallel talk to describe what children are doing.
- Use books or photos about feelings to help children identify and discuss emotions.
- Place a mirror at children's eye level so they can observe their facial expressions and practice making different faces.

### Learning Experiences for Families at Home, Families may:

- Narrate and acknowledge emotions throughout the day.
- Create a family picture album, look through the pictures and label emotions.
- Assist children in understanding and naming their feelings by saying, for example, "I wonder if you're feeling frustrated because the blocks fell down."
- Guide children to express emotions safely, such as suggesting, "If you feel mad and want to hit something, you can hit this cushion."



# HEAD START

## Social and Emotional Development (SED)

**Goal:** Children will demonstrate improved awareness of identity of self in relation to others and social and emotional understanding.

**Objective:** Children will develop an understanding of people’s behavior, feelings, and thoughts as well as increased awareness of self as distinct from others by Spring 2027.

**DRDP Measure:** SED 2: Social and Emotional Understanding – DRDP 2025  
Measure SED 2: Social Awareness

**Head Start Early Learning Outcome:** Goals P-SE7 P-SE6 P-SE 9

**Preschool 3-year-olds**

**Preschool 4-year-olds**

33% will be at the “Building Middle” level or above in measure SED 2

44% will be at the “Building Later” level or above in measure SED 2

**Families as Learners:** Families learn about their child’s personality, development and learning style. They will also advance their own learning interests through education, training, and other experiences that support their parenting, careers, and life goals spring 2027.

### Head Start Home-Based Effective Home Visiting Strategies, Educators will:

Support families in recognizing and labelling emotions, provide examples such as excitement, happiness, and sadness.  
Encourage families to model social emotional expressions in appropriate ways.  
Create a family emotional book and take turns telling the story of family members and the feelings and emotions they are expressing.  
Use descriptive language to describe personal feelings and feelings of others.

### Head Start Center-Based Effective Teaching Strategies, Teachers will:

Facilitate emotion identification games such as emotion charades and emotion bingo.  
Engage in role plays and discuss possible feelings and emotions as you prepare to visit the doctor, dentist, or cook.  
Displaying self-portraits, a classroom emotion greeting board, or singing songs that discuss emotions during daily routines.  
Encourage children to express their feelings throughout the day.

### Learning Experiences for Families at Home, Families may:

Create an all-about-me book for each family member, focusing on feelings and emotions.  
Play turn-taking games such as playing catch.  
Read books that explore feelings and emotions and ask questions about how they are feeling.  
Encourage your child to describe the feelings of others and ask your child how they felt in a similar situation.



## EARLY HEAD START

### Language and Literacy Development (LLD)

**Goal:** Children will demonstrate improved communication and responsiveness to language.

**Objective:** Infants and toddlers will communicate or act in response to language and respond to increasingly complex language, by Spring 2027.

**DRDP Measure:** LLD 4: Reciprocal Communication and Conversation – **DRDP 2025 Measure** FLD 3: Shared Communication and Conversation

Head Start Early Learning Outcome: Goal IT-LC1 & IT-LC2

Young Infants 0-9 months	Older Infants 9-18 months	Toddlers
60% will be at the “Responding Later” level or above in measure LLD 4	44% will be at the “Exploring Earlies” level or above in measure LLD 4	37% will be at the “Exploring Later” level or above in measure LLD 4

**Families as Learners:** Families learn about their child’s personality, development and learning style. They will also advance their own learning interests through education, training, and other experiences that support their parenting, careers, and life goals spring 2027.

#### Early Head Start Home-Based Effective Home Visiting Strategies, Educators will:

Introduce labels with pictures of the family’s home items to initiate conversations about where to find that item and what it is used for.  
 Use self and parallel talk to describe the personal actions and actions observed.  
 Use words and gestures to engage in back-and-forth communication.  
 Introduce basic signs or phrases for specific daily routines, such as 'all done,' 'more,' 'nap time,' etc.

#### Early Head Start Center-Based Effective Teaching Strategies, Teachers will:

Read books and follow up with an engaging activity for children to join in finger plays or felt stories.  
 Ask open-ended questions while pausing for children to respond verbally and non- verbally.  
 Add children's favorite books into the classroom environment.  
 Use songs during transition activities to facilitate smooth transitions, such as Mighty Minutes from Creative Curriculum.

#### Learning Experiences for Families at Home, Families may:

Go on a nature walk and discuss what children see and hear. Focus on pedestrian safety signs and nature items.  
 Establish a bedtime routine that includes reading books together.  
 Sing songs and rhymes and makeup your own silly songs and rhymes that relate to your family and routines.  
 Narrate routines and activities, for instance, “I see you stacking the blocks, you are doing a great job balancing the red and yellow blocks.”



# HEAD START

## Language and Literacy Development (LLD)

**Goal:** Children will demonstrate improved communication, language, phonological awareness, and letter and word knowledge.

**Objective:** Children will engage in back-and-forth communication and increase awareness of letters in the environment, including their relationship to sounds, by Spring 2027.

**DRDP Measure:** LLD 9 Letter and Word Knowledge  
**DRDP 2025 Measure** FLD 5: Alphabetics and Print Knowledge\*

**Head Start Early Learning Outcome:** Goal

**Preschool 3-year-olds**

**Preschool 4-year-olds**

38% will be at the "Building Earlier" level or above in measure LLD 4

41% will be at the "Building Later" level or above in measure LLD 4

**Families as Learners:** Families learn about their child’s personality, development and learning style. They will also advance their own learning interests through education, training, and other experiences that support their parenting, careers, and life goals spring 2027.

### Head Start Home-Based Effective Home Visiting Strategies, Educators will:

Introduce early literacy skills such as recognizing logos, symbols, and the first letter of the child’s name.  
Use collage sticks or playdough to create single letters.  
Draw children’s attention to different features of print in books (read from left to right and point out the author and illustrator of the book).  
Provide different kinds of print in the environment and in children’s home language.

### Head Start Center-Based Effective Teaching Strategies. Teachers will:

Provide language-rich environments with labels, letter bingo games, magnetic letters, and books, engage children in sounding out letters in their name, and incorporate rhyming.  
Create games where children may discover letters in the sensory table, matching games, or under cups.  
Encourage writing by providing tools and paper in various areas such as pencils, crayons, and markers.  
Encourage children to write their names on their work and document what they say about it.

### Learning Experiences for Families at Home, Families may:

Describe your surroundings when exploring the community and focus on familiar letters or words to encourage your child to do the same.  
Model writing and explain to your child what you are writing and why for instance, a grocery list.  
Encourage your child to write and provide tools such as crayons, pencils, paper, and chalk.  
Use environmental print- like labels, mail, signs, and store names- to help your children understand how letters form words and how print is used.



# HEAD START

## English Language Development (ELD)

**Goal:** Children will demonstrate increasing understanding of symbols, letters, and print words in English/Spanish and communicate in English.

**Objective:** Children will show increasing progress towards fluency in speaking English, by Spring 2027.

**DRDP Measure:** ELD 4: Symbol, Letter, and Print Knowledge in English  
**DRDP 2025 Measure:** ELD 3: Understanding and Responding to English Literacy Activities

**Head Start Early Learning Outcome:** Goal P-LIT 3

**Preschool 3-year-olds**

**Preschool 4-year-olds**

33% will be at the "Building English" level or above in measure ELD 4

37% will be at the "Building English" level or above in measure ELD 4

**Families as Learners:** Families learn about their child's personality, development and learning style. They will also advance their own learning interests through education, training, and other experiences that support their parenting, careers, and life goals spring 2027.

### Head Start Home-Based Effective Home Visiting Strategies, Educators will:

Support families in expanding children's language by adding details to what the child says.  
 Model combining Spanish and English by repeating and extending in the language that the child is using.  
 Encourage families to tell stories from past experiences so the child can relate the English language to recent experiences.  
 Play games that promote letter and symbol recognition, use the English language to describe the letters and symbols.

### Head Start Center-Based Effective Teaching Strategies, Teachers will:

Encourage children to retell stories in English using full sentences and reacting the stories.  
 Ask open-ended questions like "Why do you think that happened?"  
 Introduce the letter of the week in English and the languages spoken by other children in the classroom.  
 Label the child's materials with their name and picture.

### Learning Experiences for Families at Home, Families may:

Read books together and ask your child questions.  
 Talk about daily activities using complete sentences.  
 Ask your child "who, what, where, and why" questions.  
 Sing songs and talk about the meaning using new vocabulary words.



"The Head Start Approach to School Readiness means that children are ready for school, families are ready to support their children's learning, and schools are ready for children."



## EARLY HEAD START

### Cognition Including Math and Science (COG)

**Goal:** Children will demonstrate improved general cognitive skills including number sense of quantity.

**Objective:** Infants and toddlers will show an increasing ability to compare, match, and sort objects into groups according to their attributes. They will also develop an understanding of numbers and quantity, by Spring 2027.

**DRDP Measure:** COG 3: Number Sense of Quantity  
**DRDP 2025 Measure:** MATH 3: Number and Counting

**Head Start Early Learning Outcome:** Goal ITC-8,9 ITC-10

Young Infants 0-9 months	Older Infants 9-18 months	Toddlers
65% will be at the “Responding Later” level or above in measure COG 3	54% will be at the “Exploring Earlier” level or above in measure COG 3	65% will be at the “Exploring Later” level or above in measure COG 3

**Families as Learners:** Families learn about their child’s personality, development and learning style. They will also advance their own learning interests through education, training, and other experiences that support their parenting, careers, and life goals spring 2027.

#### Early Head Start Home-Based Effective Home Visiting Strategies, Educators will:

Point to physical objects and to objects in books and count while pointing at each one.  
 Count body parts such as fingers, toes, and hands while pointing at them.  
 Share a rattle and count the number of shakes (counting to 5).

#### Early Head Start Center-Based Effective Teaching Strategies, Teachers will:

Use a small basket to gather items to count (2-5), count as you take them out, then create subgroups to count smaller quantities.  
 Introduce songs and chants with numbers using numbers 1-5.  
 Point to things that you can count so children can see the number, for example, 1 apple, 2 apples.  
 Provide a discovery box to count how many items are inside as you or the child takes them out.

#### Learning Experiences for Families at Home, Families may:

During daily routines, take the opportunity to count as you wait, wash hands, or sort out clothes.  
 Introduce numbers and words related to size, such as “small and big.”  
 When putting away groceries, count out loud to demonstrate number sequences.  
 Make a discovery box with children’s favorite items and count how many items are inside as you or your child takes them out.



## HEAD START

### Cognition Including Math and Science (COG)

**Goal:** Children will demonstrate improved general cognitive skills including spatial relationships, sorting, and patterning skills.

**Objective:** Children will show an increasing ability to add and subtract small quantities of objects and show an understanding of how objects move outside of space or fit in different spaces, by Spring 2027.

**DRDP Measure:** COG 4: Number Sense of Math Operations  
**DRDP 2025 Measure:** MATH 4: Number Operations

**Head Start Early Learning Outcome:** Goal P-Math 3, P-Math 4, P-Math 8, and P-Math 10

**Preschool 3-year-olds**

**Preschool 4-year-olds**

35% will be at the "Building Earlier" level or above in measure COG 4

39% will be at the "Building Later" level or above in measure COG 4

**Families as Learners:** Families learn about their child's personality, development and learning style. They will also advance their own learning interests through education, training, and other experiences that support their parenting, careers, and life goals spring 2027.

#### Head Start Home-Based Effective Home Visiting Strategies, Educators will:

Create A and B patterns using kitchen items, such as utensils.  
 Count during mealtimes, the number of participants in the visit, and family members.  
 Sort clothes or shoes by size and or appropriate clothes for hot/cold weather.  
 Provide opportunities for sensory exploration with playdough to manipulate and create big and small balls and roll out multiple balls to count.

#### Head Start Center-Based Effective Teaching Strategies, Teachers will:

During mealtimes, count the food, such as the number of peaches, chicken nuggets, and, when possible, introduce measurements (1 Cup, ½ cup).  
 Introduce songs with clapping patterns and rhythms, and add additional steps such as stomp, clap, double clap, etc.  
 Set up manipulatives that offer opportunities to sort into multiple categories and subgroups (colors, sizes, shapes, etc.).  
 Provide opportunities for children to predict and chart responses, such as how many children are in attendance, voting for favorite books or songs, etc., and discuss the results.

#### Learning Experiences for Families at Home, Families may:

Sort laundry, specifically socks, by color and size.  
 Use plates, cups, forks, and spoons to sort and count.  
 Provide opportunities to explore bowls, pots, and pans, to stack and fill them, and then discuss their sizes and the weight of each item, both empty and full.  
 Encourage your child to set the table, count the number of family members that are going to eat, and ask them to get one spoon or fork for each person.



## EARLY HEAD START

### Physical Development Health (PD-HLTH)

**Goal:** Children will demonstrate improved personal care routines and knowledge of safety.

**Objective:** Infants and toddlers will demonstrate awareness of safety and increasingly demonstrate knowledge of safety skills when participating in daily activities, by Spring 2027.

**DRDP Measure:** PD-HLTH 5: Safety  
**DRDP 2025 Measure:** HLTH 1: Safety

**Head Start Early Learning Outcome:** Goal IT-PMP 9,10

Young Infants 0-9 months	Older Infants 9-18 months	Toddlers
49% will be at the “Responding Later” level or above in measure PD-HLTH 5	33% will be at the “Exploring Middle” level or above in measure PD-HLTH 5	52% will be at the “Exploring Later” level or above in measure PD-HLTH 5

**Families as Learners:** Families learn about their child’s personality, development and learning style. They will also advance their own learning interests through education, training, and other experiences that support their parenting, careers, and life goals spring 2027.

#### Early Head Start Home-Based Effective Home Visiting Strategies, Educators will:

Encourage families to share and discuss pedestrian safety practices in their community.  
 Introduce safety practices for young children as they explore the floor and as they lift to stand from furniture.  
 Discuss the importance of developing a family evacuation plan and an emergency contact list.  
 Offer pretend play with scenarios that promote better understanding of safety practices.

#### Early Head Start Center-Based Effective Teaching Strategies, Teachers will:

Discuss and post safety rules for each area, for instance, in the block area, we build up to this height, in the art area, we use scissors this way, etc.  
 Encourage and model counting during transitions for children.  
 When walking outside, teach children safety rules, such as walking feet and following the line.  
 Establish simple classroom rules such as “Teacher opens the door.”

#### Learning Experiences for Families at Home, Families may:

Practice fire drills and discuss safety practices to prevent incidents.  
 Identify a safe storage space for chemicals, out of reach of children.  
 When going for walks, remind your child to hold your hand for safety and look both ways before crossing the street.  
 Establish simple household rules such as “Parent opens the door.”



## HEAD START

### Physical Development Health (PD-HLTH)

**Goal:** Children will demonstrate improved fine motor skills and an awareness of safety.

**Objective:** Children will demonstrate knowledge of safety skills and increasing precision, strength, and coordination of fine motor skills, by Spring 2027.

**DRDP Measure:** PD-HLTH4 Fine Motor Manipulative Skills  
**DRDP 2025 Measure:** PD 4: Fine Motor Manipulative Skills

**Head Start Early Learning Outcome:** P-PMP 3

#### Preschool 3-year-olds

#### Preschool 4-year-olds

32% will be at the "Building Middle" level or above in measure PD-HLTH 4

41% will be at the "Building Later" level or above in measure PD-HLTH 4

**Families as Learners:** Families learn about their child's personality, development and learning style. They will also advance their own learning interests through education, training, and other experiences that support their parenting, careers, and life goals spring 2027.

#### **Head Start Home Base Effective Home Visiting Strategies, Educators will:**

Encourage parents to promote grasping activities such as using scissors, spoons, and tongs to practice using the thumb and index finger.  
 Encourage parents to offer children opportunities to manipulate their own cups to drink from.  
 Provide opportunities to explore paper to tear and introduce scissors to make snips and eventually cut through the following lines.

#### **Head Start Center-Based Effective Teaching Strategies, Teachers will:**

Introduce self-help, such as dressing using zippers and buttons appropriately.  
 Provide playdough with tools such as rollers and scissors for children to manipulate and explore.  
 Encourage children to peel and or cut fruits and vegetables, offering nutritional experiences.  
 Provide a variety of materials that promote fine motor skills, such as scissors, spray bottles, droppers, lacing beads, and Legos.

#### **Learning Experiences for Families at Home, Families may:**

Provide opportunities to explore art with markers, crayons, and pencils to promote understanding and strengthen skills in manipulating writing tools.  
 Encourage your child to use self-help skills such as self-feeding, peeling bananas, or inserting straws in juice boxes.  
 Incorporate fine motor practice into daily routines such as folding socks, brushing teeth, or picking flowers.  
 Provide your child an opportunity to explore bowls with lids so they can practice removing and putting lids on.

# Professional Development Opportunities

Objective	Teams Responsible	Timelines	Supporting Documents	Professional Development and Resources
<p><b>Practice-Based Coaching and TLC</b></p> <p>Support teaching staff to promote effective teaching practices and ensure the curriculum is implemented to fidelity, to strengthen CLASS with the emphasis on Instructional Support</p> <p><b>Desired Results Developmental Profile</b></p> <p>Support teaching staff and Early Childhood Educators to promote effective teaching practices and ensure that the evidence collected for assessment is authentic and reliable.</p> <p>Support teaching staff by establishing a year-long professional development plan focused on CLASS, specializing in a positive climate.</p> <p>Support identifying the High, Mid, and Low for Homebase</p>	<p>Education Managers Education Supervisors Mentor Coaches Data Analysts Site Supervisors Teaching Staff Home Based Manager Home Based Supervisors Early Childhood Educators Partnership and Family Child Care Manager</p>	<p>Ongoing July 2026-June 2027</p> <p>2x a year</p> <p>Ongoing July 2026-June 2027 Assessment on percentage timeline</p> <p>2x Year, Fall and Spring for HOVRS</p>	<p>Classroom Management Outcomes English Language Development (ELD) Data Outcomes CLASS Data Outcomes ECERS/ITERS Data Outcomes Curriculum Monitoring Tool Curriculum Mentoring Fidelity Tool Practice-Based Coaching Mentee Resource Folder DRDP 2015</p> <p>T/TA Support Plan Practice-Based Coaching</p> <p>PLC Newsletter</p>	<p>Creative Curriculum/Smart Teach Lesson Plan Implementation/Fidelity Classroom Assessment Scoring System Infant/Toddler/Pre-k myTeachstone CLASS Environments HSELOF Training Desired Results Developmental Profile DRDP Observation Training DRDP Rater Reliability Meaningful Observations ChildPlus Mobile Environmental Assessments Loose Parts Responsiveness to English-Language Learners Developmentally Appropriate Practices Peer to Peer training HOVRS PAT FCCERS</p>

Objective	Teams Responsible	Timelines	Supporting Documents	Professional Development and Resources
<p><b>Family Engagement</b></p> <p>Support parents in developing skills, attitudes, and behaviors that support and promote School Readiness practices in the home, continuing to promote families as learners.</p> <p>Support parents in completing surveys or other materials as needed to gain additional participation.</p>	<p>Family Engagement Inclusion Manager</p> <p>Family Engagement Specialists</p> <p>Program Governance Coordinator</p> <p>Site Supervisors</p> <p>Family Service Workers</p> <p>Home Based Educators</p>	<p>August 2026- Fall and Spring</p> <p>June 2027</p> <p>Annual</p>	<p>Very Important Parent (VIP) meetings</p> <p>Ready Rosie Workshops</p> <p>Parent Training &amp; Workshops</p> <p>Pre/Post Parent Surveys</p> <p>Fatherhood Conference</p> <p>Family Events</p> <p>FCC Newsletter</p>	<p>Very Important Parent (VIP) Meetings</p> <p>Regional Parent Committee Meetings</p> <p>Early Learning Outcomes Data Comparisons</p> <p>Parent Training &amp; Workshops to identify how social-emotional activities support School Readiness Goals.</p> <p>Boost School Readiness Through Family Engagement</p> <p>School Readiness Sub-Committee Meeting</p> <p>Pyramid Model Survey</p>
<p><b>Health &amp; Nutrition</b></p> <p>Support parents by promoting the importance of ongoing hearing, vision, and dental checkups for children to develop sounds, speech recognition, and the use of language.</p> <p>Encourage biannual dental visits to promote optimal oral health and follow-up care. Support parents by introducing diverse cultural foods for children through menus and meals.</p> <p>Train all staff/parents on infectious diseases and prevention practices, First Aid/Safety Practices, by providing research-based information and updates as necessary through parent meetings.</p>	<p>CAS- Health</p> <p>Family Service Workers</p> <p>Site Supervisors</p> <p>Teaching Staff</p> <p>CAS-Nutrition</p> <p>Central Kitchen Staff</p> <p>Family Service Workers</p> <p>Site Supervisors</p> <p>Teaching Staff</p>	<p>August 2026-June 2027</p> <p>August 2026</p> <p>Quarterly Meetings</p> <p>July 2026</p>	<p>Hearing, Vision, and Dental ChildPlus Data</p> <p>Parent Meetings</p> <p>Parent Handbook</p> <p>Reminder Letters</p> <p>Nutritional Experiences</p> <p>Nutritional Advisory Committee Meetings</p> <p>Supporting Special Diets</p>	<p>Parent Meetings</p> <p>CHDP Periodicity Schedule for Health Assessment Requirements by Age Groups</p> <p>Child Plus-Health Training</p> <p>CHDP Provider List</p> <p>Dental Roster</p> <p>Nutrition Books/Posters</p> <p>Site Supervisor Development training</p> <p>Family Service Worker Development Training</p> <p>CPR Training</p> <p>School Readiness Sub-Committee Meeting</p> <p>Sanitation</p>

Objectives	Teams Responsible	Timelines	Supporting Documentation	Professional Development and Resources
<p><b>Inclusion &amp; Wellness</b></p> <p>Support parents and teaching staff by training and implementing the Screening Ages and Stages Questionnaires (ASQ-3 &amp; ASQ: SE-2) to help identify children at risk for developmental/language delay who should be referred for further assessments by LEA.</p> <p>ASQ-3 &amp; ASQ: SE-2 will be used to identify children who are on schedule and those who do not meet the referral criteria but whose scores fall within the monitor areas of the ASQ-3 &amp; ASQ: SE-2.</p> <p>Family Wellness will strengthen relationships between teacher and parent by implementing strategies to enhance/support the social and emotional development of children with challenging behaviors.</p> <p>Family wellness will support staff by providing new training that supports dealing with challenging behaviors, physical aggression, and trauma-informed care.</p>	<p>Inclusion Specialists Family Service Workers Site Supervisors Teaching Staff</p> <p>CAS-Family Wellness Family Service Workers Site Supervisors Teaching Staff</p>	<p>August 2026- June 2027</p> <p>August 2026-June 2027</p> <p>Fall and Spring</p> <p>Monthly</p>	<p>ASQ-3 Questionnaire</p> <p>Implement the Teaching Pyramid</p> <p>ASQ-: SE-2 Questionnaire</p> <p>Teacher Support Planning Sheet</p> <p>Family Wellness Screening</p> <p>Behavior Incident Report (BIR)</p> <p>Social and Emotional Checklist</p>	<p>Classroom Expectations</p> <p>ASQ-3 &amp; ASQ:SE-2 Trainings</p> <p>Using Visuals in the Classroom Training</p> <p>Using the Solution Kit Training</p> <p>Onsite/Offsite Teacher Support</p> <p>ASQs Presentations</p> <p>Intra-agency Referral</p> <p>Effective Strategies for Social and Emotional Development</p> <p>Pyramid Model Positive Behavior Support Workshops</p> <p>Behavior Incident Report (BIR) Training</p> <p>Effective strategies to promote social-emotional development.</p> <p>Teacher Support Planning Sheet Training</p> <p>Trauma-Informed Care</p> <p>School Readiness Sub-Committee Meeting</p> <p>IFSP/IEP training</p> <p>Pyramid Model Leadership Meetings</p> <p>Mental Health Consultant Parent Meetings</p> <p>Mental Health Consultant Staff trainings</p>

<p><b>Data Analysis</b></p> <p>Data Analyst will support the Education Program Goals by providing aggregated DRDP reports, ELD Measures and IEP/IFSP Data.</p>	<p>Data Analyst</p>	<p>December 2026</p> <p>March 2027</p> <p>May 2027</p> <p>As Needed</p>	<p>ChildPlus</p> <p>Group Reports</p> <p>Administration report</p>	<p>How to enter DRDP into Child Plus</p> <p>Download reports from ChildPlus.</p> <p>Content and Child Plus area Support</p>
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<b>Resources:</b>		<b>Data Aggregation:</b>	
<p>Head Start Early Learning Outcomes Framework</p> <p>California Infant/Toddler Learning &amp; Development Foundations</p> <p>California Infant/Toddler Curriculum Framework</p> <p>California Preschool Curriculum Framework</p> <p>California Preschool Learning Foundations</p> <p>Parent, Family, and Community Engagement Framework</p> <p>Early Head Start/Head Start School Readiness Goals</p> <p>Pyramid Model Positive Behavior Support</p> <p>myTeachstone</p> <p>Ready Rosie</p> <p>Parenting Curriculum</p>		<p>DRDP (2015) A Developmental Continuum from Early Infancy to Kindergarten Entry</p> <p>CLASS/Environments</p> <p>ITERS/ECERS</p> <p>HOVRS</p> <p>myTeachstone</p> <p>Curriculum Fidelity</p>	
<b>Professional Development:</b>			
<b>Training Opportunities</b>	<b>Onsite Coaching Opportunities</b>	<b>Printed Materials</b>	
<p>California’s Early Learning Development Systems.</p> <p>DRDP (2015)</p> <p>CLASS/Environments</p> <p>ITERS/ECERS/FCCERS</p> <p>Creative Curriculum Systems and Fidelity</p> <p>Program for Infant/Toddlers Care</p> <p>Pyramid Model Positive Behavior Support</p> <p>MMCI</p> <p>PAT</p>	<p>Educational Webinars</p> <p>Practice-Based Coaching</p> <p>CLASS/ Environments</p> <p>MMCI</p> <p>ITERS/ECERS/ FCCERS</p> <p>Curriculum Fidelity</p> <p>myTeachstone</p>	<p>Management Bulletins</p> <p>School Readiness Goals</p> <p>School Readiness Timelines</p> <p>CLASS tips</p> <p>S’mores</p>	



## MEMORANDUM

To: Program Review & Evaluation Committee

From: Freddy Hernandez, Director of Youth & Community Services

Date: Wednesday, June 10, 2026

Subject: *Agenda Item 5g.*: Strategic Priority B – Partnerships - **Info Item**

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Strategic Priority B focuses on strengthening our communities by building and expanding strategic partnerships that enhance collaboration and support community-wide transformation. This priority is centered on developing meaningful partnerships that improve service delivery, expand reach, and increase overall organizational impact.

### **Key Goal 1 – Establish Key Strategic Partnerships for vulnerable programs by August 2029**

#### **Objective #1**

- Funding gaps are actively monitored through monthly Budget-to-Actual meetings, supported by the development of program financial dashboards to be fully implemented by the end of 2026.
- CNA is being developed to assess community needs and guide partnership priorities, alongside expanded (Launching October 2026).
- Foundation has expanded partnership efforts through targeted donor collateral, grant writing, and increased focus on external fundraising collaborations.

#### **Objective #2**

- Marketing, Foundation, and program teams are strengthening outreach through storytelling, testimonials, and campaign development to support CAPK Food Bank funding opportunities.
- Food Bank financial dashboard launching June 1, 2026, to support tracking of funding growth and performance.
- Inventory tracking is being developed to support capital and operational funding strategies, including creating a centralized system to manage donated goods and allow internal programs to access items through a formal ordering and billing process integrated with Primarius and SAGE.

#### **Objective #4**

- Actively engaged in Food Bank–related policy and advocacy efforts, including ongoing coordination with Senator Hurtado’s office on SB 1025, aiming to establish a statewide Office of Food Security and Affordability to address hunger and improve system coordination.
- Met with regional legislators (Lackey, Grove, and Bains) to advocate for key priorities such as CalFood funding, LIHEAP support, and 211 infrastructure.

### **Key Goal 2 - Expand our services by developing strategic partnerships that enhance existing programs, increase community reach, and strengthen service delivery by June 2028**

#### **Objective #1**

- The Energy Program has created a partnership with PG&E that would provide additional utility assistance to low-income families in our community.

- Oasis FRC has created a partnership with Kern Family Health Care to expand Cal Aim services to the city of Ridgecrest.

**Objective #2**

- The team is actively looking for new funding and partnership opportunities that would help enhance and expand current services.

**Key Goal 3 - Assess all agency partnerships on effectiveness, accountability, and return on investment by May 2027**

- We have scheduled a meeting for July 1, 2026, to define what we consider a return on investment when collaborating with community partners.

**Key Goal 4 - Increase our visibility by offering wraparound services to support individuals and families by July 2027**

- No information at the moment, will provide an update on the next meeting.

**Attachment:**

*Onstrategy 2026 Summary Report*

## Mission Statement

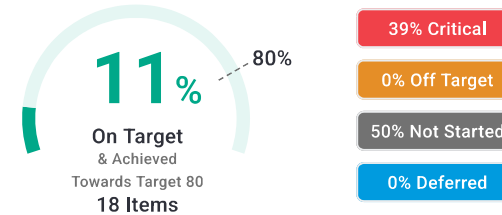
### Organizational Slogan

Community Action Partnership of Kern is committed to addressing poverty through direct services, advocacy, and locally driven solutions that promote dignity and self-sufficiency in the communities we serve.

## Vision Statement

Community Action Partnership of Kern will create resilient communities where every individual has opportunities to succeed and pursue their unique goals through the expansion and implementation of support services, partnerships, and resources.

### Vision Description



## My Items

Item	YTD Actual
2.1: Establish Key Strategic Partnerships for vulnerable programs by August 2029.	0%
2.1.1: Secure 2-3 partners to support our programs with diversified financial or in-kind contributions by December 2027.	0%
2.1.1.2: Assess vulnerable programs in relation to community needs, environmental impact, and agency mission.	24%
2.1.1.3: Prioritize vulnerable programs according to greatest need and agency alignment.	4%
2.1.1.4: Identify and establish strategic financial partnerships to sustainably support non-self-sufficient programs, ensuring ongoing operational...	10%
2.1.2: Secure new private and public funds to increase each vulnerable programs operational budget by at least 5% annually.	24%
2.1.2.3: Develop compelling proposals that outline the impact and benefits of supporting the FB.	24%
2.1.2.4: Implement a capital campaign to support the operating costs of the FB.	24%
2.1.2.5: Implement a system to track outreach, funding, and progress toward the 5% annual increase goal.	24%
2.1.2.6: Evaluate the effectiveness of the outreach strategy and implement necessary adjustments to enhance outcomes.	

Item	YTD Actual
2.1.3: Complete and execute an internal review to assess funding gaps and financial vulnerabilities to create a long-term funding roadmap for...	
2.1.3.2: Conduct research on sustainability strategies employed by similar organizations to identify effective solutions and applicable frameworks.	
2.1.3.3: Compile a report summarizing funding gaps, financial risks, and areas for improvement based on collected data.	
2.1.3.5: Develop a comprehensive funding plan to address our gaps and secure long-term financial sustainability.	
2.1.4: Identify sustainable funding that can support internal program services by increasing Advocacy Efforts at the City, County, and State...	
2.1.4.1: Actively participate in at least two county-level advocacy efforts per year.	
2.1.4.2: Prioritize policy changes that support our mission and vision.	
2.1.4.3: Prioritize policy changes that support our mission and vision.	

# Freddy Hernandez My Items for 2026

YTD Actual

09/01/25

08/31/29

Community Action...  
As of June 4, 2026

YTD Actual

09/01/25

08/31/29

Key Goal	Owner	Measure:	YTD Actual	09/01/25	08/31/29
<b>Establish Key Strategic Partnerships for vulnerable programs by August 2029. (2.1)</b> (Last updated: 01/15/26) Aligned to: #2 Partnerships	Freddy Hernandez	Percent Complete	0%		YTD Target: 70.2%
Objective <b>Secure 2-3 partners to support our programs with diversified financial or in-kind contributions by December 2027. (2.1.1)</b> (Last updated: 01/15/26)	Freddy Hernandez	Percent Complete	0%		YTD Target: 80.6%
Objective <b>Secure new private and public funds to increase each vulnerable programs operational budget by at least 5% annually. (2.1.2)</b> (Last updated: )	Freddy Hernandez	Percent Complete	0%		YTD Target: 92.9%
Objective <b>Complete and execute an internal review to assess funding gaps and financial vulnerabilities to create a long-term funding roadmap for our programs by June 2027. (2.1.3)</b> (Last updated: )	Freddy Hernandez	Percent Complete	0%		YTD Target: 92.9%
Objective <b>Identify sustainable funding that can support internal program services by increasing Advocacy Efforts at the City, County, and State levels by meeting with elected officials by August 2029. (2.1.4)</b> (Last updated: )	Freddy Hernandez	Percent Complete	0%		YTD Target: 11.2%

# Freddy Hernandez Contributing to for 2026

YTD Actual 01/01/26

08/31/29

Community Action...  
As of June 4, 2026

YTD Actual 01/01/26

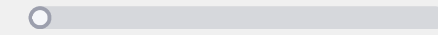
08/31/29

**Key Goal**  
Support the health and well-being of clients by expanding access to essential holistic services through Enhanced Care Management (ECM) by August 2029. (1.3) (Last updated: )  
Aligned to: #1 Community Investment

Owner  
Rebecca Moreno

Measure:  
Percent Complete

0%



YTD Target: 11.2%

YTD Actual 01/01/26

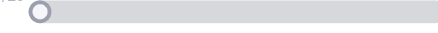
01/31/28

**Objective**  
Implement a quarterly assessment of food deserts for trends that improve our resource allocation and access to strengthen effective communities by August 2028. (1.3.1) (Last updated: )

Owner  
Rebecca Moreno

Measure:  
Percent Complete

0%



YTD Target: 11.2%

YTD Actual 01/01/26

08/31/29

**Sub-Objective**  
Develop a process to continuously collect food insecurity data and map outcomes. (1.3.1.1) (Last updated: )

Owner  
Rebecca Moreno

Measure:  
Percent Complete (Process Detailed)

0%



YTD Target: 19.7%

**Sub-Objective**  
Conduct surveys and map food deserts based on the developed process. (1.3.1.2) (Last updated: )

Owner  
Rebecca Moreno

Measure:  
Percent Complete (Quarterly Updated)

0%



YTD Target: 13.1%

YTD Actual 01/01/26

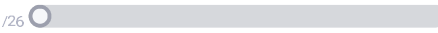
06/30/26

**Objective**  
Strengthen support for Mental Health and Substance Abuse Services by partnering with at least two mental health and substance abuse organizations and providing on-site support and referrals for clients facing barriers to become self-sufficient by April 2027. (1.3.2) (Last updated: )

Owner  
Rebecca Moreno

Measure:  
Percent Complete

0%



YTD Target: 11.2%

YTD Actual 04/01/26

04/30/27

**Sub-Objective**  
Identify mental health service gaps geographically throughout Kern County. (1.3.2.1) (Last updated: )

Owner  
Rebecca Moreno

Measure:  
Percent Complete (Gap Analysis)

0%



YTD Target: 83.3%

100%

**Sub-Objective**  
Identify mental health and substance abuse providers. (1.3.2.2) (Last updated: )

Owner  
Rebecca Moreno

Measure:  
Percent Complete (Providers Report)

0%



YTD Target: 83.3%

100%

YTD Actual 09/01/25

06/30/28

**Sub-Objective**  
Establish 2 MOUs for onsite services based on the geographic gaps identified. (1.3.2.3) (Last updated: )

Owner  
Rebecca Moreno

Measure:  
Percent Complete (Executed Mou's)

0%



YTD Target: 15.2%

YTD Actual 01/01/26

06/30/28

**Key Goal**  
Expand our services by developing strategic partnerships that enhance existing programs, increase community reach, and strengthen service delivery by June of 2028. (2.2) (Last updated: 01/14/26)  
Aligned to: #2 Partnerships

Owner  
Eric LeBarb

Measure:  
Percent Complete

55%

0%



YTD Target: 123.6%

YTD Actual 01/01/26

12/31/26

YTD Actual 01/01/26

12/31/26

**Objective**  
Integrate additional services into existing programs by establishing at least two new partnerships by December 2027. (2.2.1) (Last updated: 04/01/26)

Owner  
Eric LeBarb

Measure:  
Percent Complete

73%

0%



YTD Target: 80.4%

YTD Actual 01/01/26

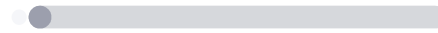
06/30/27

**Sub-Objective**  
Research and secure at least two new partnerships. (2.2.1.2) (Last updated: )

Owner  
Eric LeBarb

Measure:  
Percent Complete (New Partnerships)

0%



YTD Target: 122.5%

100%

**Sub-Objective**  
Collaborate with partners to design a seamless integration plan. (2.2.1.3) (Last updated: )

Owner  
Eric LeBarb

Measure:  
Percent Complete (Detailed Plan)

0%



YTD Target: 41.2%

100%

YTD Actual 01/01/26

06/30/26

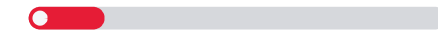
**Objective**  
Equip Program Managers with tools to build partnerships using a partnership development toolkit for Program Managers and Administrators by June 2027. (2.2.2) (Last updated: 04/01/26)

Owner  
Eric LeBarb

Measure:  
Percent Complete

5%

0%



YTD Target: 27.5%

YTD Actual 06/01/26

09/30/26

Sub-Objective <b>Survey/interview program managers to identify partnership challenges and needed tools (2.2.2.1)</b> (Last updated: 04/01/26) Last comment: Survey review and approved. (04/01/26)	Owner Eric LeBarb	Measure: Percent Complete (Survey)	YTD Actual 20%	09/01/26 0%		10/30/26 100%
Sub-Objective <b>Create resources on outreach, collaboration, and sustainability aligned with our goals. (2.2.2.2)</b> (Last updated: 01/14/26)	Owner Eric LeBarb	Measure: Percent Complete (Toolkit)	YTD Actual 5%	01/01/26 0%		12/31/27 100%
Sub-Objective <b>Test the toolkit with a small group of program managers and gather feedback to refine its content and usability. (2.2.2.3)</b> (Last updated: )	Owner Eric LeBarb	Measure: Percent Complete (Toolkit)	YTD Actual 0%	01/01/26 0%		06/30/26 100%
Objective <b>Increase community reach through strategic partnerships to expand service delivery by at least 5% for more unduplicated households annually. (2.2.3)</b> (Last updated: )	Owner Eric LeBarb	Measure: Percent Complete	YTD Actual 0%	01/01/26 0%		06/30/26 100%
Sub-Objective <b>Pinpoint underserved households and their specific needs by using data analysis and community feedback. (2.2.3.1)</b> (Last updated: )	Owner Eric LeBarb	Measure: Percent Complete (Surveys And Gis...)	YTD Actual 0%	01/01/26 0%		01/31/27 100%
Sub-Objective <b>Identify potential partners whose missions and resources align with our goals for reaching underserved communities. (2.2.3.2)</b> (Last updated: )	Owner Eric LeBarb	Measure: Percent Complete (Planning Document)	YTD Actual 0%	07/01/26 0%		06/30/27 100%
Sub-Objective <b>Collaborate with partners to design culturally relevant, accessible outreach for identified communities. (2.2.3.3)</b> (Last updated: )	Owner Eric LeBarb	Measure: Percent Complete (Planning Document)	YTD Actual 0%	07/01/26 0%		04/30/27 100%
Sub-Objective <b>Launch programs with new partners to expand services and track annual household growth. (2.2.3.4)</b> (Last updated: )	Owner Eric LeBarb	Measure: Percent Complete (Pre Report)	YTD Actual 0%	07/01/26 0%		04/30/27 100%

**Key Goal**  
**Assess all agency partnerships on effectiveness, accountability, and return on investment by May 2027. (2.3)** (Last updated: )  
Aligned to: #2 Partnerships

Objective <b>Implement a Partnership Evaluation Framework to assess partnership effectiveness, including financial contributions, service impact, and in-kind ROI by April 2027. (2.3.1)</b> (Last updated: )	Owner Jose Figueroa	Measure: Percent Complete	YTD Actual 0%	09/01/26 0%		12/31/26 100%
Sub-Objective <b>Establish a Partnership Evaluation Framework committee to develop a tool to evaluate partnership effectiveness. (2.3.1.1)</b> (Last updated: )	Owner Jose Figueroa	Measure: Percent Complete (Committee Formed)	YTD Actual 0%	10/01/25 0%		06/30/27 100%
Sub-Objective <b>Create clear metrics to assess the impact of each partnership on our programs, focusing on accessibility, quality, and program outcomes. (2.3.1.2)</b> (Last updated: )	Owner Jose Figueroa	Measure: Percent Complete (Partnership Metrics)	YTD Actual 0%	10/01/25 0%		06/30/27 100%

**Key Goal**  
**Increase our visibility by offering wraparound services to support individuals and families by July 2027. (2.4)** (Last updated: )  
Aligned to: #2 Partnerships

Objective <b>Develop and implement an all-program our commercial/ad in multiple languages by March 2027. (2.4.1)</b> (Last updated: )	Owner	Measure: Percent Complete	YTD Actual 0%	03/01/26 0%		05/30/26 100%
Sub-Objective <b>Allocate indirect funds for an agency awareness campaign. (2.4.1.1)</b> (Last updated: )	Owner	Measure: Percent Complete (Approval of Funds)	YTD Actual 0%	03/01/26 0%		05/30/26 100%
Sub-Objective <b>Add an evaluation metric to each program's intake form to measure awareness success. (2.4.1.2)</b> (Last updated: )	Owner	Measure: Percent Complete (Increase In Inquiries)	YTD Actual 0%	05/01/26 0%		08/31/26 100%

Sub-Objective  
**Conduct a focus group to gather feedback from all CAPK programs. (2.4.1.3)** (Last updated: )

Owner

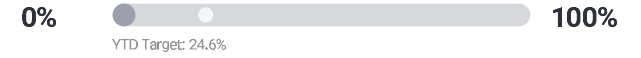
Measure:  
*Percent Complete  
(Feedback from Focus...*



Sub-Objective  
**Design agency-wide awareness campaign. (2.4.1.4)** (Last updated: )

Owner

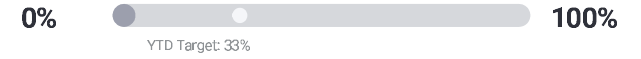
Measure:  
*Percent Complete  
(Design Development)*



Sub-Objective  
**Produce agency campaign(s) – commercial, sound bites, radio, etc. (2.4.1.5)** (Last updated: )

Owner

Measure:  
*Percent Complete  
(Approval of...*



Sub-Objective  
**Launch an agency-wide awareness campaign. (2.4.1.6)** (Last updated: )

Owner

Measure:  
*Percent Complete  
(Campaign Goes Live)*

