



**Community Action Partnership of Madera County, Inc.  
Board of Directors Meeting**

**Agenda**

**Thursday, June 12, 2025  
CAPMC Conference Room 1 / 1a  
1225 Gill Avenue  
Madera, CA 93637  
5:30 pm**

*Supporting documents relating to the items on this agenda that are not listed as “Closed Session” are available for inspection during the normal business hours at Community Action Partnership of Madera County, Inc., 1225 Gill Avenue, Madera, CA 93637. Supporting documents relating to the items on the agenda that are not listed as “Closed Session” may be submitted after the posting of the agenda and are available at Community Action Partnership of Madera County, Inc. during normal business hours. Please visit [www.maderacap.org](http://www.maderacap.org) for updates.*

**CALL TO ORDER BOARD OF DIRECTORS**

**ROLL CALL** – Kelly Ryan

**PLEDGE OF ALLEGIANCE** – Judge Eric LiCalsi, *Chairperson*

**A. PUBLIC COMMENT**

The first ten minutes of the meeting are reserved for members of the public to address the Board of Directors on items of interest to the public that are within the subject matter jurisdiction of the agency. Speakers shall be limited to three minutes. Attention is called to the fact that the Board is prohibited by law from taking any action on matters discussed that are not on the agenda, and no adverse conclusion should be drawn if the Board does not respond to the public comments at this time.

**B. ADOPTION OF THE AGENDA**

**B-1 ADDITIONS TO THE AGENDA:** Items identified after posting the Agenda for which there is a need to take immediate action and cannot reasonably wait for the next regularly scheduled Board meeting. Two-third vote, or unanimous vote if quorum is less than full board, required for

consideration. (Government code 54954.2(g) (2)) Any items added to the agenda will be heard following all Discussion/Action Items (Section E).

**B-2 ADOPTION OF AGENDA:** Adoption of agenda as presented or with approved additions.

**C. TRAINING/ADVOCACY ISSUES**

None

**D. CONSENT ITEMS**

All items listed under the Consent Calendar are considered to be routine and will be enacted by one motion. For discussion of any Consent Item, it will be made a part of the Discussion Items at the request of any member of the Board or any person in the audience.

D-1 Review and consider approving the Minutes of the Regular Board of Directors Meeting – May 8, 2025.

D-2 Review and consider approving the Minutes for the Madera Migrant and Seasonal Head Start Policy Council Committee Meeting – April 8, 2025

D-3 Review and consider approving the Minutes for the Fresno Migrant and Seasonal Head Start Policy Council Committee Meeting – April 9, 2025

D-4 Review and consider accepting the Bank of America Credit Card Statements:

- May 2025

D-5 Review and consider accepting the America Express and All Other Credit Card Statements:

- January 2025
- March 2025
- April 2025
- May 2025

D-6 Review and consider approving the following **Madera Migrant and Seasonal Head Start** Reports:

- In-Kind Report – March and April 2025

D-7 Review and consider approving the following **Fresno Migrant and Seasonal Head Start** Reports:

- Monthly Enrollment Report – May 2025
- In-Kind Report – March and April 2025

D-8 Ratify the submission of the California Department of Social Services (CDSS), Child Care and Development Division Program Self-Evaluation (PSE) Survey.

D-9 Review and consider approving the Community Action Partnership of Madera County, Inc. Organizational Charts Revised May 2025 (Informational Only)

D-10 Review and consider approving the 2025 Community Needs Assessment for Community Action Partnership of Madera County.

- D-11 Review and consider approving the final submission of the 2026/2027 Community Needs Assessment and Community Action Plan.
- D-12 Review and consider approving the job description for Outreach Navigator.
- D-13 Review and approve the proposed one-time stipend to non-Head Start programs.
- D-14 Review the Child Care Alternative Payment and Resource & Referral Program Report for June 2025. (Informational Only).
- D-15 Review the Community Services Program Report for May 2025. (Informational Only).
- D-16 Review the Homeless Engagement for Living Program (H.E.L.P) Center Report for May 2025. (Informational Only).
- D-17 Review the Victim Services Report for May 2025. (Informational Only)
- D-18 Review the Madera County Child Advocacy Center Report for June 2024. (Informational Only)

**E. DISCUSSION ITEMS**

- E-1 Review and consider authorization of an application for the Business Standard Credit Card available from Community West Bank through its business partner, TIB Nationwide Association.
- E-2 Authorize opening a Certificate of Deposit account at Community West Bank in the amount of \$400,000 for a 6-month term with 2.0% APY with unrestricted net assets from the Victim Services Department.
- E-3 To review and consider approving Memorandum of Understanding (collective bargaining agreement) negotiated between CAPMC and Service Employees International Union (SEIU), Local 521.
- E-4 Review and consider approving the Chief Financial Officer appointment.

**F. ADMINISTRATIVE/COMMITTEE REPORTS TO THE BOARD OF DIRECTORS**

- F-1 Finance Committee Report – None
- F-2 Personnel Committee Report – June 9, 2025
- F-3 Executive Director Monthly Report – June 2025
- F-4 Financial Statements – March, April, and May 2025
- F-5 Head Start Policy Council/Committee Reports
- F-6 Work Related Injury Report – May 2025
- F-7 CAPMC Board of Directors Attendance Report – May 8, 2025.
- F-8 Staffing Changes Report for May 1, 2025 – May 31, 2025

**G. CLOSED SESSION**

- G-1 Government Code Section 54956.9(d)(2), (d)(1)

CONFERENCE WITH LEGAL COUNSEL – Counsel with CAPMC legal counsel regarding Grand Jury Report and Response

G-2 Government Code Section 54956.9(d)(2), (d)(1)

CONFERENCE WITH LEGAL COUNSEL – UPDATE ON LITIGATION

Keith W. Trout vs. County of Madera, et al. (Community Action Partnership of Madera County identified in Government Claim Form)

**H. CORRESPONDENCE**

H-1 Correspondence from Administration for Children and Families regarding the Expanding Educational Freedom and Opportunities for Families in Head Start Programs

**I. ADJOURN**

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I, Kelly Ryan, Executive Director Support / Grant Management and Compliance Administrator, declare under penalty of perjury that I posted the above agenda for the regular meeting of the CAPMC Board of Directors for June 12, 2025, in the Lobby of CAPMC as well as on the agency website by 5:00 p.m. on June 6, 2025.

Kelly Ryan

Executive Director Support / Grant Management and Compliance Administrator

**COMMUNITY ACTION PARTNERSHIP OF MADERA COUNTY, INC.**  
**Regular Board of Directors Meeting**  
**May 8, 2025**  
**1225 Gill Ave, Madera, CA 93637**

**ACTION SUMMARY MINUTES**

The Board of Directors Meeting was called to order at 5:31 p.m. by Chairperson Judge Eric LiCalsi.

**Members Present**

Chairperson Judge Eric LiCalsi  
Vice-Chairperson David Hernandez  
Secretary/Treasurer Sheriff Tyson Pogue  
Chairwomen Supervisor Leticia Gonzalez  
Councilmember Steve Montes  
Debi Bray  
Donald Holley  
Martha Garcia  
Richard Gutierrez  
Molly Hernandez

**Members Absent**

Deborah Martinez  
Councilmember Jeff Troost  
Otilia Vasquez  
Diana Palmer  
Aurora Flores

**Personnel Present**

Mattie Mendez  
Kelly Ryan  
Irene Yang  
Maritza Gomez

**Public – Others Present**

None

**A. PUBLIC COMMENT**

None

**B. ADOPTION OF THE AGENDA**

**ADDITIONS TO THE AGENDA:** Items identified after posting of the Agenda for which there is a need to take immediate action and cannot reasonably wait for the next regularly scheduled Board meeting. Two-thirds vote, or unanimous vote if quorum is less than full board, required for consideration. (Government Code 54954.2(g) (2)) Any items added to the agenda will be heard following all Discussion/Action Items (Section E).

**ADOPTION OF THE AGENDA:** Adoption of the agenda.

Motion: APPROVED AS PRESENTED

Moved by Vice-Chairperson David Hernandez, Seconded by Donald Holley

Vote: Carried Unanimously

**C. TRAINING/ADVOCACY ISSUES**

None

**D. BOARD OF DIRECTOR'S CONSENT CALENDAR**

All items listed under Consent Calendar are considered to be routine and will be enacted by one motion. For discussion of any Consent Item, it will be made a part of the Discussion Items at the request of any member of the Board or any person in the audience.

- D-1 Review and consider approving the Minutes of the Regular Board of Directors Meeting – April 10, 2025.
- D-2 Review and consider approving the Minutes for the Madera Regional & Early Head Start Policy Council Committee Meeting – March 6, 2025
- D-3 Review and consider accepting the Bank of America Credit Card Statements:
  - February 2025
  - March 2025
- D-4 Review and consider accepting the America Express and All Other Credit Card Statements:
  - January 2025
  - February 2025
  - March 2025
  - April 2025
- D-5 Review and consider approving the following **Madera Regional Head Start** Reports:
  - Monthly Enrollment Report – March 2025
  - In-Kind Report – February 2025
  - CACFP Program Report – February and March 2025
- D-6 Review and consider approving the following **Madera Regional Early Head Start** Reports:
  - Monthly Enrollment Report – March 2025
  - In-Kind Report – February 2025
- D-7 Review the Child Care Alternative Payment and Resource & Referral Program Report for May 2025. (Informational Only).
- D-8 Review the Community Services Program Report for April 2025. (Informational Only).
- D-9 Review the Homeless Engagement for Living Program (H.E.L.P) Center Report for January 2025. (Informational Only).
- D-10 Review the Victim Services April Awareness Events 2025. (Informational Only)

Motion: APPROVE AS PRESENTED

Moved by Donald Holley, Seconded by Vice-Chairperson David Hernandez

Vote: Carried Unanimously

**E. DISCUSSION / ACTION ITEMS**

- E-1 Review and consider approving the Community Action Partnership of Madera County 2024-2025 CSPP Budget Revisions to Stanislaus County Office of Education. Comparison Budgets included.**

Martiza Gomez-Zaragoza, Head Start Program Director, presented regarding the 2024-2025 California State Preschool Program (CSPP) Budget Revision. Stanislaus County Office of Education awarded CAPMC additional CSPP to include the Oakhurst center. A budget

comparison based on agency's funding allocations for the 2024-2025 guidance and amounts received from Stanislaus County Office of Education has been prepared for review and approval. The 2024-2025 California State Preschool Program (CSPP) Budget Revision will be presented to the Policy Council for review and approval on May 1, 2025.

Motion: APPROVE AS PRESENTED

Moved by Secretary/Treasurer Sheriff Tyson Pogue, Seconded by Councilmember Steve Montes

Vote: Carried Unanimously

Board Member Martha Garcia entered the room.

**E-2 Review and consider approving the proposal to provide a Retention Stipend to Head Start, Early Head Start, and Migrant Seasonal Head Start Staff.**

Martiza Gomez-Zaragoza, Head Start Program Director, presented regarding the proposal to provide a one time Retention Stipend to Head Start, Early Head Start, and Migrant Seasonal Head Start staff. CAPMC is proposing a Retention Stipend of \$1,200 that will be paid out to staff on May of 2025 following Board approval. If approved the one time stipend will be distributed as a separate payroll check. CAPMC hopes that the stipend will encourage staff to remain with the program and avoid any lapses in services to the children and families due to vacancies. Funds for the Retention Stipend have been allocated to all 2024-2025 Head Start budgets.

Motion: APPROVE THE PROPOSAL TO PROVIDE AN ADDITIONAL PAY AND STIPEND TO HEADSTART WITH THE CONSIDERATION OF CHANGEING THE NAME TO SOMETHING TO SHOW APPRCCIATION OVER RETENTION.

Moved by Debi Bray, Seconded by Martha Garcia

Vote: Carried Unanimously

**E-3 Review and consider approving the submission of the CAPMC Welfare Benefit 2024 Form 5500 tax return by the Chief Financial Officer.**

Mattie Mendez, Executive Director, presented regarding submission of the CAPMC Welfare Benefit 2024 Form 5500 tax return by the Chief Financial Officer. CAPMC must file an annual return for its Health and Welfare Benefit plan each calendar year. Heffernan Insurance Brokers have prepared the Form 5500 for the CAPMC Health and Welfare Benefit Plan. The Welfare Benefit Plan is less complicated than the audit 403(b) Form 5500 and was completed by Heffernan Insurance Brokers for no additional fee.

Motion: APPROVE AS PRESENTED

Moved by Councilmember Steve Montes, Seconded by Secretary/Treasurer Sheriff Tyson Pogue

AYES: Chairperson Judge Eric LiCalsi, Vice-Chairperson David Hernandez, Secretary/Treasurer Sheriff Tyson Pogue, Chairwomen Supervisor Leticia Gonzalez, Councilmember Steve Montes, Debi Bray, Martha Garcia, Richard Gutierrez, Molly Hernandez

NOES: Donald Holley

Vote: Carried by Majority Vote

**E-4 Review and consider approving the Workers' Compensation coverage under Service American Indemnity Company and broker's consulting fee.**

Mattie Mendez, Executive Director, presented regarding the Workers' Compensation coverage under Service American Indemnity Company and broker's consulting fee. CAPMC's Workers' Compensation Insurance Broker, Heffernan Insurance Brokers (HIB) recommended to consider accepting Service American Indemnity (Tangram Insurance Services) for the coverage effective June 1, 2025, to June 1, 2026. Funds are allocated in the appropriate budgets for the year 2025-2026.

Motion: APPROVE AS PRESENTED

Moved by Donald Holley, Seconded by Debi Bray

Vote: Carried Unanimously

**E-5 Review and consider approving the CAPMC 2024 Impact Report.**

Mattie Mendez, Executive Director, presented regarding the CAPMC 2024 Impact Report. The 2024 Annual Impact Report serves as a comprehensive overview of the achievements, challenges, program participant success stories, and the overall impact of CAPMC. Through quantitative data and qualitative insights, the report showcases CAPMC's commitment to making a positive difference in the communities we serve. The report serves as a valuable tool for staff, community partners, and stakeholders to understand the breadth and depth of CAPMC's impact.

Motion: APPROVE AS PRESENTED

Moved by Donald Holley, Seconded by Chairwomen Supervisor Leticia Gonzalez

Vote: Carried Unanimously

**F. ADMINISTRATIVE/COMMITTEE REPORTS TO BOARD OF DIRECTORS**

- F-1 Finance Committee Report – None
- F-2 Personnel Committee Report – None
- F-3 Executive Director Monthly Report – April 2025
- F-4 Financial Statements – March and April 2025
- F-5 Head Start Policy Council/Committee Reports
- F-6 Work Related Injury Report – April 2026
- F-7 CAPMC Board of Directors Attendance Report – April 10, 2025
- F-8 Staffing Changes Report for April 1, 2025 – April 30, 2025

**G. CLOSED SESSION**

None

**H. CORRESPONDENCE**

H-1 Flyer for CAPMC and Madera Food Bank Warehouse Parking Lot Miscellaneous Sale on Friday May 9, 2025, at 528 Noble Ave.

**I. ADJOURN**

Chairperson Judge Eric LiCalsi, adjourned the Board of Directors Meeting at 6:10 p.m.

Motion: APPROVE AS PRESENTED

Moved by Vice-Chairperson David Hernandez, seconded by Chairwomen Supervisor Leticia Gonzalez

Vote: Carried Unanimously

Community Action Partnership of Madera County  
Madera Migrant/Seasonal Head Start Policy Council Meeting  
Tuesday, April 8, 2025

**Minutes**

The Madera Migrant/Seasonal Head Start Policy Committee called to order at 5:33 p.m. by Catalina Venegas.

**Committee Members Present**

Yuritsi Ortiz  
Fabiola Rendon  
Catalina Venegas  
Juana Perez Lopez  
Samantha Jacobo  
Ramon Garcia  
Macaria Santiago

**Committee Members Absent**

Lucia Santiago-Hernandez

**Personnel Present**

Maribel Aguirre, Parent and Governance Specialist  
Jissel Rodriguez, Executive Administrative Assistant  
Maritza Gomez-Zaragoza, Program Director

**Others**

None

**A. Public Comment**

Ms. Aguirre asked the PC parents if they received the correct budget.

**B. Training**

None.

**C. Adoption of the Agenda**

**C-2** Catalina Venegas asked for a motion to approve the agenda as presented. Motion made by Yuritsi Ortiz, seconded motion by Macaria Santiago to approve the agenda as presented. The motion approved unanimously.

**D. Adjourn to Closed Session** - None

**E. Approval of Minutes**

**E-1** – Catalina Venegas requested a motion to approve the minutes of the meeting on February 18, 2025. Motion made by Guadalupe Galvez, seconded motion by Juana Lopez to approve the minutes of the meeting. The motion approved unanimously.

**F. Discussion / Action Items –**

**F-1** Review and approve Community Action Partnership of Madera County 2023-2025 One-Time Carryover Funds Comparison Budget Revision to Stanislaus County Office of Education – Ms. Gomez-Zaragoza mentioned this budget is an

amendment. The funds were allocated for repairs at Los Ninos. The second budget revision shows an increase in the in-kind budget.

Catalina Venegas requested a motion to approve Community Action Partnership of Madera County 2023-2025 One-Time Carryover funds comparison budget revision to Stanislaus County Office of Education. Yuritsi Ortiz made the first motion, seconded by Guadalupe Galvez. Motion carried unanimously.

**F-2** Review and consider approving updated hiring policies to ensure recruitment activities are consolidated to increase efficiency and update background verification processes to meet funding terms and conditions – Ms. Gomez-Zaragoza mentioned the agency has updated its hiring process to meet funding terms. The interview process will be one interview and a written test. This will help make the hiring process faster.

Catalina Venegas requested a motion to approve the updated hiring policies to ensure recruitment activities are consolidated to increase efficiency and update background verification processes to meet funding terms and conditions. Juana Perez Lopez made the first motion, seconded by Yuritsi Ortiz.

#### **G. Administrative Reports**

**G-1** Staff Changes (November 2024 February - March 2025) – Ms. Aguirre went over the staffing changes for November and February - March.

**G-2** Bank of America Credit Card Account Statement – Agency and other credit cards: (September 2024 & February & March 2025) – Ms. Aguirre reviewed the charges for the month. There were no questions about the charges.

**G-3** Budget Report (February 2025) – Ms. Aguirre went to over the budget for the month.

**G-4** In-kind Report (February 2025) – Ms. Aguirre reviewed the In-kind percentage.

**G-5** Report of enrollment in the program and attendance report (February 2025) – Ms. Aguirre went over the enrollment for the MHS programs and the attendance.

**G-6** CACFP Monthly Report (February 2025) – Ms. Aguirre reviewed CACFP and noted that the reimbursement for the month of February was \$17,589.66 for 4,998 meals. There were no questions.

**G-7** PIR Program Information Monthly Report (February 2025) – Ms. Aguirre went over the PIR report.

#### **H. Policy Committee Members Reports**

**H-1** Center Reports – None.

**H-2** Board of Directors Report – All the items for this month will be presented at the December meeting.

**H-3** Active Supervision, Challenges and Best Practices Report – None.

#### **I. Correspondence**

**I-1 Informational Memorandum** from the Office of Head Start regarding  
*Promoting Healthy Eating and Nutrition for Head Start Children and Families*,  
Issuance Date: 3/19/2025

**J. Future Agenda Items**

**J-1** CAPMC Audit

**J-2** Training: Family Data

**K. Adjournment**

Catalina Venegas requested a motion to adjourn the session. Motion made by Fabiola Rendon to adjourn the meeting at 6:13 p.m., in the afternoon, seconded by Samantha Jacobo. Motion approved unanimously.

Community Action Partnership of Madera County  
Fresno Migrant/Seasonal Head Start Policy Council Meeting  
Wednesday, April 9, 2025

**Minutes**

The Fresno Migrant/Seasonal Policy Committee called to order at 5:38 p.m. by Marianayelly Angeles.

**Committee Members Present**

Karina Garcia  
Marianayelly Angeles  
Jhoana Casillas Reynosa  
Rosalia Ceja  
Guillermo Garcia

**Committee Members Absent**

Patricia Garcia  
Aurora Flores

**Personnel Present**

Maritza Gomez-Zaragoza, Head Start Program Director  
Maribel Aguirre, Parent and Governance Specialist  
Jissel Rodriguez, Executive Administrative Assistant

**Others**

None

**A. Public Comment**

None.

**B. Training**

None.

**C. Adoption of the Agenda**

**C-2** Marianayelly Angeles asked for a motion to approve the agenda as presented. Motion made by Rosalie Ceja, seconded motion by Guillermo Garcia to approve the agenda as presented. The motion approved unanimously.

**D. Adjourn to Closed Session - None**

**E. Approval of Minutes**

**E-1** – Marianayelly Angeles requested a motion to approve the minutes of the meeting on November 13, 2024. Motion made Rosalia Ceja, seconded motion by Karina Garcia to approve the minutes of the meeting. The motion approved unanimously.

**F. Discussion / Action Items –**

**F-1** Review and consider approving the submission of CAPMC Fresno Migrant Seasonal Head Starts Basic Grant application – Ms. Gomez-Zaragoza reviewed basic, T&TA, and non-federal share budget for the new program year. No questions were asked.

Marianayelly Angeles requested a motion to approve the submission of CAPMC Fresno Migrant Seasonal Head Starts Basic Grant application. Guillermo Garcia made the first motion, seconded by Rosalia Ceja. Motion carried unanimously.

**F-2** Review and consider approving the Fresno Migrant Seasonal Head Start 5-year Grant Cycle's and Objectives – Ms. Gomez-Zaragoza mentioned the goals and objectives are based on identified needs of the family, child and program. The data is pulled from Community Assessment, Parent Surveys and Parent focus groups.

Marianayelly Angeles requested a motion to approve the Fresno Migrant Seasonal Head Start 5-year Grant Cycle's and Objectives. Guillermo Garcia made the first motion, seconded by Rosalia Ceja. Motion carried unanimously.

**F-3** Review and consider approving updated hiring policies to ensure recruitment activities are consolidated to increase efficiency and update background verification processes to meet funding terms and conditions -

Marianayelly Angeles requested a motion to approve the 2020-2025 Goals and Objectives updates for the Fresno Migrant Seasonal Head Start Program. Karina Garcia made the first motion, seconded by Rosalia Ceja. Motion carried unanimously.

**F-4** Review and approve Fresno Migrant/Seasonal Head Start's Recruitment and Selection Procedures for the 2025-2026 program year – Ms. Gomez-Zaragoza mentioned the agency has updated its hiring process to meet funding terms. The interview process will be one interview and a written test. This will help make the hiring process faster.

Marianayelly Angeles requested to approve the Fresno Migrant/Seasonal Head Start's Recruitment and Selection Procedures for the 2025-2026 program year. Rosalia Ceja made the first motion, seconded by Jhoana Casillas Reynosa. Motion carried unanimously.

**F-5** Review and approve the 2025 Community Needs Assessment Final Report for Community Action Partnership of Madera County – Fresno Migrant/Seasonal Head Start went over the community assessment that gathers information for the community.

Marianayelly Angeles requested to approve the 2025 Community Needs Assessment Final Report for Community Action Partnership of Madera County. Guillermo Garcia made the first motion, seconded by Jhoana Casillas Reynosa. Motion carried unanimously.

**F-6** Review Fresno Migrant and Seasonal Head Start's 2023-2024 Annual Report – Ms. Gomez-Zaragoza went over the Annual Report. Item is only informational.

## **G. Administrative Reports**

**G-1** Staff Changes (January-March 2025) – Ms. Aguirre went over the staffing changes.

**G-2** Bank of America Credit Card Account Statement – Agency and other credit cards: (January-March 2025) – Ms. Aguirre reviewed the charges for the month. There were no questions about the charges.

**G-3** Budget Report (February 2025) – Ms. Aguirre reviewed the budget.

**G-4** In-kind Report (February 2025) – Ms. Aguirre reviewed the In-kind percentage.

**G-5** Report of enrollment in the program and attendance report (February 2025) – Ms. Aguirre went over the enrollment for the FMHS programs and the attendance.

**G-6** CACFP Monthly Report (February 2025) – Ms. Aguirre reviewed CACFPs.

**H. Policy Committee Members Reports**

**H-1** Center Reports – None.

**H-2** Board of Directors Report – None.

**H-3** Active Supervision, Challenges and Best Practices Report – None.

**I. Correspondence**

**I-1 INFORMATION MEMORANDUM** from the Office of Head Start regarding *Fiscal Year 2025 Monitoring Process for Head Start Recipients*. Issuance date: 1/17/2025

**I-2 Program Instruction** from the Office of Head Start regarding *Promoting Healthy Eating and Nutrition for Head Start Children and Families*; Issuance Date: 3/19/2025

**J. Future Agenda Items**

**J-1** CAPMC Audit

**K. Adjournment**

Marianayelly Angeles requested a motion to adjourn the session. Motion made by Rosalia Ceja to adjourn the meeting at 6:34 p.m., in the afternoon, seconded by Guillermo Garcia. Motion approved unanimously.

**Bank of America Business Card  
Credit Card Charges**

# May 2025 Statement

Mattie Mendez / Administration

Date of Transaction	Name of Vendor	PO #	Description of Purchase	Amount of Purchase	Account Charged	Receipt
04/02/25	RED ROCK HOTEL	No	Credit from overpayment on credit card from lodging charge from Mattie Mendez for the Region 9 Board Meeting, Las Vegas, March 31. The initial charge on credit card was \$549.17, the actual charge is \$349.17.	(\$200.00)	200.0-6714-2.0-000-90	Yes
04/09/25	MAILCHIMP MISC	No	Mass Communication Software (IT)	\$60.00	200.0-6130-2.0-000-90	Yes
04/10/25	DD OSHIEXP	No	Board of Directors Meeting April 10, 2025	\$375.04	200.0-6121-2.0-000-90	Yes
04/16/25	DOUBLETREE BY HILTON	No	Lodging for Mattie Mendez for California NMSHSA Conference, Modesto CA, April 14-16.	\$748.08	200.0-6714-2.0-000-90	Yes
04/17/25	THE MADERA MAIL DROP	No	Notary Fee for Donna Tooley and Kelly Ryan for HUD ELOCCS Application	\$60.00	200.0-6850-2.0-000-90	Yes
04/22/25	MADERA DISTRICT CHAMBE	No	Madera Prayer Breakfast Tickets for Mattie Mendez, Ana Gudino, and Yolanda Shepard.	\$60.00	200.0-6121-2.0-000-90	Yes
			<b>Total</b>	<b>\$1,103.12</b>		

I certify that the items and charges above are true and correct and that the charges inquired have been for business purposes only. Receipts are attached (if available)

\_\_\_\_\_  
Mattie Mendez, Executive Director

Date: May 5, 2025

Bank of America Business Card  
Credit Card Charges

# May 2025 Statement 2

Mattie Mendez / Administration

Date of Transaction	Name of Vendor	PO #	Description of Purchase	Amount of Purchase	Account Charged	Receipt
5/19/2025	RR FRESNO	Yes	Emergency camera inspection and sewer line clean up at Firebaugh Head Start Center.	\$2,039.00	331.0-6432-3.3-023-00	Yes
5/16/2025	WALMART.COM	No	Chair for Mendota Head Start Center	\$173.24	331.0-6143-3.3-026-00	Yes
5/14/2025	TARGET.COM	No	Coffeemaker for Mendota Head Start Center	\$118.09	331.0-6122-3.3-026-00	Yes
5/12/2025	RR FRESNO	No	Inspection of sewer line and draining test at Firebaugh Head Start Center	\$504.65	331.0-6432-3.3-023-00	Yes
5/12/2025	MAILCHIMP MISC	No	Mass Communication Software (IT)	\$60.00	200.0-6130-2.0-000-90	Yes
5/9/2025	DD DOORDASH COMPAFRAN	No	Board of Directors Meeting	\$360.26	200.0-6121-2.0-000-90	Yes
			<b>Total</b>	<b>\$3,255.24</b>		

I certify that the items and charges above are true and correct and that the charges inquired have been for business purposes only.  
Receipts are attached (if available)

\_\_\_\_\_  
Mattie Mendez, Executive Director

Date: May 20, 2025

Bank of America Business Card  
Credit Card Charges

# May 2025 Statement

Irene Yang / Human Resources

Date of Transaction	Name of Vendor	PO #	Description of Purchase	Amount of Purchase	Account Charged	Receipt
4/10/2025	Biometrics4all Inc.	No	Livescan relay fee	0.75 0.75	200.0-6852-2.0-000-90 224.0-6852-2.0-000-00	Yes
<b>TOTAL:</b>				<b>1.50</b>		

**Bank of America Business Card ending 8462  
Credit Card Charges**

**May 2025 Statement**  
Ana Gudino / Community Services

Date of Transaction	Name of Vendor	PO #	Description of Purchase	Amount of Purchase	Account Charged	Receipt
4/4/2025	Hyatt Centric Sacramento		Advocacy Days hotel stay staff	720.86	218.0-6722-2.0-000-00	Yes
4/4/2025	Hyatt Centric Sacramento		Advocacy Days hotel stay staff	720.86	218.0-6722-2.0-000-00	Yes
4/4/2025	Hyatt Centric Sacramento		Advocacy Days hotel stay staff	720.86	218.0-6722-2.0-000-00	Yes
4/22/2025	Community Action Partnership DC		Registration for Annual Convention 2025	840.00	218.0-6742-2.0-000-00	Yes
4/30/2025	4TE RentVine		Application fee for Shunammite Place Resident	60.00	224.0-6850-2.0-000-00	Yes
			Total	\$3,062.58		

I certify that the items and charges above are true and correct, and that the charges inquired have been for business purposes only. Receipts are attached (if available)

May 5, 2025

Ana Gudino, Program Manager  
Community Services





**COSTCO Credit Card Charges**

**MARCH 2025 Statement**

<b>Card Holder</b>	<b>Description</b>	<b>Card Amount</b>
Irene Yang	WELLNESS SNACK CART	291.42
Maritza Gomez-Zaragoza	SNACKS FOR CLIENTS/PROGRAM	1269.99
		1561.41

J

U/CARD MEMBER BOD

MBNA America Business Card  
 Credit Card Charges  
**April / abril 2025 Statement**  
**Maritza Gomez / Fresno Migrant Head Start**

Date of Transaction	Purchase Order #	Name of Vendor	Description	Amount	Account Charged	Receipt
03/21/2025	NA	Zoom	Video Conferencing system	\$15.99	331.0-6130-3.3-000-00	Yes
04/03/2025	NA	Venngage.com	Monthly subscription for flyer software	\$7.35	331.0-6130-3.3-000-00 30% (\$7.35)	No
<b>TOTAL</b>				<b>\$23.34</b>		

Comments: I certify that the items and charges above are true and correct and that the charges inquired have been for business purposes only. Receipts are attached (if available).

\_\_\_\_\_  
 Maritza Gomez, Head Start Director

\_\_\_\_\_  
 Date

**MBNA America Business Card**  
**Credit Card Charges**  
**May / mayo 2025 Statement**  
**Maritza Gomez / Fresno Migrant Head Start**

Date of Transaction	Purchase Order #	Name of Vendor	Description	Amount	Account Charged	Receipt
04/06/2025	NA	Lyft	Transportation from airport to hotel – InterAct Summit	\$22.89	330.0-6714-3.3-000-00	Yes
04/10/2025	NA	Lyft	Transportation form hotel to airport – InterAct Summit	\$23.84	330.0-6714-3.3-000-00	Yes
04/14/2025	NA	Double Tree	Hotel Hold Returned – California Migrant Conf.	\$1.00	330.0-6714-3.3-000-00	No
04/14/2025	NA	Double Tree	Hotel Hold – California Migrant Conf.	-\$1.00	330.0-6714-3.3-000-00	No
04/15/2025	NA	Joann	Fabric to redo a bulletin board	\$10.13	331.0-6130-3.3-000-00 30%	Yes
04/15/2025	NA	Hobby Lobby	Purchase of bulletin board for office break room	\$16.40	331.0-6130-3.3-000-00 30%	No
04/21/2025	NA	Zoom	Video Conferencing system	\$15.99	331.0-6130-3.3-000-00	Yes
04/24/2025	NA	Pita House	Lunch for Fresno/Madera Migrant Center Directors Pre-service	\$78.48	330.0-6121-3.3-000-00	Yes
<b>TOTAL</b>				<b>\$167.73</b>		

Comments: I certify that the items and charges above are true and correct and that the charges incurred have been for business purposes only. Receipts are attached (if available).

\_\_\_\_\_  
 Maritza Gomez, Head Start Director

\_\_\_\_\_  
 Date

# Credit Card Charges

## January 2025

Fiscal

Name of Vendor	Description	Amount	Amount charged to MHS	Amount charged to FMHS	Receipt
Home Depot	Supplies for centers	3873.93	1053.42	1526.18	Yes
Wex Bank (Valero)	Fuel	1724.07	350.86	326.03	Yes
Walmart	Supplies for centers	2586.40	119.51	0.00	Yes
					Yes
	<b>Totals</b>	<b>\$8,184.40</b>	<b>\$1,523.79</b>	<b>\$1,852.21</b>	LA

04/25  
J

# Card Member Service

## Credit Card Charges

COSTCO

### January 2025 Statement

Card Holder	Description	Card Amount	Amount charged to MHS	Amount charged to FMHS
Irene Yang	Items for program Wellness Cart	294.44	83.39	0.00
		<b>Total \$294.44</b>	<b>Total \$</b>	<b>Total \$0.00</b>

J  
U/CARD MEMEBR BOD

# January 2025 Statement

Name of Vendor	Description	Amount	Amount Charged to MHS	Amount Charged to FMHS	Receipt
ATT	Telephone	17535.89	5307.52	3039.41	Yes
Comcast	Net service	1245.29	0.00	0.00	
Community Playthings	Supplies for centers	0.00	0.00	0.00	Yes
Discount School Supply	Supplies for centers	1212.09	0.00	0.00	Yes
Fedex	Postage	142.57	0.00	0.00	Yes
Lakeshore	Supplies for centers	2026.17	1582.31	50.87	Yes
Matson Alarm	Alarm service	751.24	71.95	56.44	Yes
Verizon	Wireless devices	5617.78	616.54	787.59	Yes
Office Depot	Supplies for office/center	0.00	0.00	0.00	Yes
	<b>TOTAL</b>				1/28/25 LA
		<b>\$28,531.03</b>	<b>\$7,578.32</b>	<b>\$3,934.31</b>	

**MBNA America Business Card  
Credit Card Charges  
April / abril 2025 Statement  
Maritza Gomez / Madera Migrant Head Start**

Date of Transaction	Purchase Order #	Name of Vendor	Description	Amount	Account Charged	Receipt
03/04/2025	27314	Red Cross	First Aid CPR kits	\$233.43	321.0-6742-3.2-000-00	Yes
03/04/2025	NA	BB Diner Madera	Breakfast for Advocate preservice	\$269.81	320.0-6121-3.2-000-00	Yes
03/07/2025	NA	Lyft	Transportation from airport to hotel – National Migrant Conf.	\$60.08	320.0-6714-3.2-000-00	Yes
03/09/2025	NA	Lyft	Transportation from airport to hotel – National Migrant Conf.	\$51.86	320.0-6714-3.2-000-00	Yes
03/10/2025	NA	Lyft	Transportation from airport to hotel – National Migrant Conf.	\$60.36	320.0-6714-3.2-000-00	Yes
03/10/2025	NA	Lyft	Transportation from airport to hotel – National Migrant Conf.	\$77.67	320.0-6714-3.2-000-00	Yes
03/13/2025	NA	Hilton Hotel	National Migrant conference hotel - hold	\$1,677.78	320.0-6714-3.2-000-00	No
03/13/2025	NA	Hilton Hotel	National Migrant conference hotel - refund	-\$1,677.78	320.0-6714-3.2-000-00	No
03/14/2025	NA	Lyft	Transportation from hotel to airport – National Migrant Conf.	\$71.55	320.0-6714-3.2-000-00	Yes
03/14/2025	NA	Lyft	Transportation from hotel to airport – National Migrant Conf.	\$68.16	320.0-6714-3.2-000-00	Yes
03/14/2025	NA	Lyft	Transportation from hotel to airport – National Migrant Conf.	\$71.44	320.0-6714-3.2-000-00	Yes
03/14/2025	NA	Lyft	Transportation from hotel to airport – National Migrant Conf.	\$44.99	320.0-6714-3.2-000-00	Yes
03/15/2025	NA	Eventbrite	2025 April Child Abuse Prevention Month Training	\$91.00	320.0-6742-3.2-000-00	Yes
03/19/2025	NA	Zoom	Video Conferencing system	\$8.00	321.0-6130-3.2-000-00 <b>50%</b>	Yes
03/18/2025	NA	Hyatt Regency	Hotel reservation for Advocacy Day	\$517.91	320.0-6714-3.2-000-00	Yes
03/18/2025	NA	Hyatt Regency	Hotel reservation for Advocacy Day	\$506.24	320.0-6714-3.2-000-00	Yes
03/18/2025	NA	Hyatt Regency	Parking fees for Advocacy Day	\$12.50	320.0-6714-3.2-000-00	Yes
03/18/2025	NA	Hyatt Regency	Hotel reservation for Advocacy Day	\$258.96	320.0-6714-3.2-000-00	Yes
04/03/2025	NA	Venngage.com	Monthly subscription for flyer software	\$8.58	321.0-6130-3.2-000-00 <b>35%</b>	No
<b>TOTAL</b>				<b>\$2,412.54</b>		

Comments: I certify that the items and charges above are true and correct and that the charges incurred have been for business purposes only. Receipts are attached (if available).

\_\_\_\_\_  
Maritza Gomez, Head Start Director

\_\_\_\_\_  
Date

**MBNA America Business Card**  
**Credit Card Charges**  
**May / mayo 2025 Statement**  
**Maritza Gomez / Madera Migrant Head Start**

Date of Transaction	Purchase Order #	Name of Vendor	Description	Amount	Account Charged	Receipt
04/06/2025	NA	Lyft	Transportation from airport to hotel – InterAct Summit	\$22.98	320.0-6714-3.2-000-00	Yes
04/08/2025	NA	Panda Express	MHS PC Meal	\$131.66	321.0-7116-3.2-000-00	Yes
04/10/2025	NA	Lyft	Transportation from hotel to airport – InterAct Summit	\$23.83	320.0-6714-3.2-000-00	Yes
04/11/2025	27505	Dicicco’s Italian	Madera Migrant Lunch for Pre-service	\$811.07	320.0-6121-3.2-000-00	Yes
04/11/2025	27506	Dicicco’s Italian	Madera Migrant Lunch for Pre-service	\$892.09	320.0-6121-3.2-000-00	Yes
04/12/2025	NA	Panda Express	Rebate – MHS PC Meal	-\$5.27	321.0-7116-3.2-000-00	No
04/15/2025	NA	Joann	Fabric to redo a bulletin board	\$11.82	321.0-6130-3.2-000-00 35%	Yes
04/15/2025	NA	Hobby Lobby	Purchase of bulletin board for office break room	\$19.14	321.0-6130-3.2-000-00 35%	No
04/19/2025	NA	Zoom	Video Conferencing system	\$8.00	321.0-6130-3.2-000-00 50%	Yes
04/24/2025	NA	Pita House	Lunch for Fresno/Madera Migrant Center Directors Pre-service	\$78.48	320.0-6121-3.2-000-00	Yes
<b>TOTAL</b>				<b>\$1,993.80</b>		

Comments: I certify that the items and charges above are true and correct and that the charges incurred have been for business purposes only. Receipts are attached (if available).

\_\_\_\_\_  
 Maritza Gomez, Head Start Director

\_\_\_\_\_  
 Date

Community Action Partnership of Madera County, Inc.  
 1225 Gill Avenue  
 Madera, CA 93637  
 (559) 673-9173

**IN-KIND MONTHLY SUMMARY REPORT 2025-2026 / REPORTE SUMARIO MENSUAL DE IN KIND 2025-2026**

**MIGRANT AND SEASONAL HEAD START 2025-2026 MIGRANTE/TEMPORAL HEAD START 2025-2026**

Month-Year MARCH 2025/ Mes-Año MARZO 2025

CATEGORY	BUDGET Presupuesto	PREVIOUS/Previo TOTAL	CURRENT/Corriente TOTAL	Y-T-D/Asta ahora TOTAL	REMAINING IN-KIND NEEDED Resto de In Kind para recaudar
NON-FEDERAL CASH/EFFECTIVO NO FEDERAL					
Volunteer Services/Servicios Voluntarios	455,866.00	0.00	0.00	0.00	455,866.00
A. Professional Services/Servicios Profesionales	2,000.00	0.00	0.00	0.00	2,000.00
B. Center Volunteers/Voluntarios en el Centro	453,866.00	0.00	0.00	0.00	453,866.00
Other/Policy Council/Otro/Comité de Póliza	0.00	0.00	0.00	0.00	0.00
State Collaboration/Colaboracion de Estado	1,015,474.00	0.00	0.00	0.00	1,015,474.00
Donated Supplies/Materiales Donanos	1,000.00	0.00	0.00	0.00	1,000.00
Donated Food/Comida Donada	0.00	0.00	0.00	0.00	0.00
Donated Space/Sitio Donado	111,010.00	0.00	9,251.00	9,251.00	101,759.00
Transportation/Transportacion	0.00	0.00	0.00	0.00	0.00
<b>TOTAL IN-KIND/TOTAL DE IN KIND</b>	<b>1,583,350.00</b>	<b>0.00</b>	<b>9,251.00</b>	<b>9,251.00</b>	<b>1,574,099.00</b>

A. Y-T-D In-Kind / In-Kind asta ahora	9,251.00
B. Contracted In-Kind/ In-kind Contratado	1,583,350.00
C. Percent Y-T-D In-Kind/ Porcentaje de in-kind ásta ahora	
CONTRACT AMOUNT/CANTIDAD CONTRATADA	0.58%

## MIGRANT April 2025

### CENTER IN-KIND SUMMARY REPORT/REPORTE DE IN KIND DEL CENTRO

CENTER/Centro	BUDGET	PREVIOUS/ Previo	CURRENT/ Al Dia	Y-T-D/Hasta ahora	REMAINING IN KIND NEEDED	% Completed
	Presupuesto	TOTAL	TOTAL	TOTAL	Resto de In kind Para recaudar	% Completado
Eastin Arcola	\$ 37,472	\$ -		\$ -	\$ 37,472.00	0%
Los Ninos	\$ 37,472	\$ -		\$ -	\$ 37,472.00	0%
Mis Angelito's	\$ 70,780	\$ -		\$ -	\$ 70,780.00	0%
Pomona	\$ -	\$ -		\$ -	\$ -	#DIV/0!
Sierra Vista	\$ 98,884	\$ -		\$ -	\$ 98,884.00	0%
Valley West Kinder	\$ 1,000	\$ -		\$ -	\$ 1,000.00	0%
Eastside Kinder	\$ 1,000	\$ -		\$ -	\$ 1,000.00	0%
L.N. Winter	\$ 37,472	\$ -		\$ -	\$ 37,472.00	0%
M.A. Winter	\$ 70,780	\$ -		\$ -	\$ 70,780.00	0%
P.O. Winter	\$ -	\$ -		\$ -	\$ -	#DIV/0!
S.V. Winter	\$ 102,006	\$ -		\$ -	\$ 102,006.00	0%
State Collaboration	\$ 1,015,474	\$ -		\$ -	\$ 1,015,474.00	0%
Other/PCC & Professional	\$ -	\$ -		\$ -	\$ -	#DIV/0!
Rent	\$ 111,010	\$ 9,251.00	\$ 9,251.00	\$ 18,502.00	\$ 92,508.00	17%
<b>TOTAL IN-KIND</b>	<b>\$1,583,350</b>	<b>\$ 9,251.00</b>	<b>\$ 9,251.00</b>	<b>\$ 18,502.00</b>	<b>\$ 1,564,848.00</b>	

A. YTD In-Kind/Cantidad  
de In Kind al Dia **\$18,502.00**

B. Contracted In-  
Kind/Cantidad a  
Recaudar **\$1,583,350**

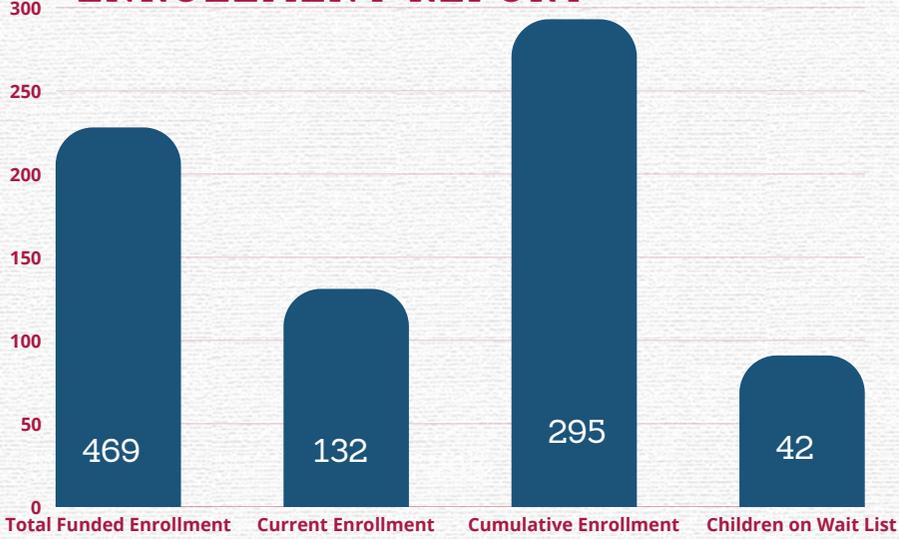
C. Percent YTD In- Kind/Porcentaje de In Kind al Dia	<div style="background-color: green; color: white; padding: 5px; display: inline-block;"><b>1.17%</b></div>
Contract Amount	

\*This total (A.) should equal the "YTD Total" of the

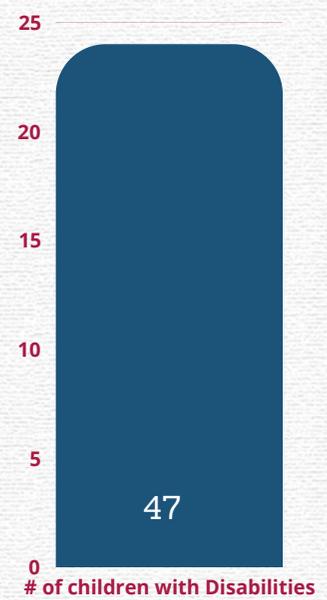


# Fresno Migrant Seasonal Head Start Monthly Enrollment Report May 2025

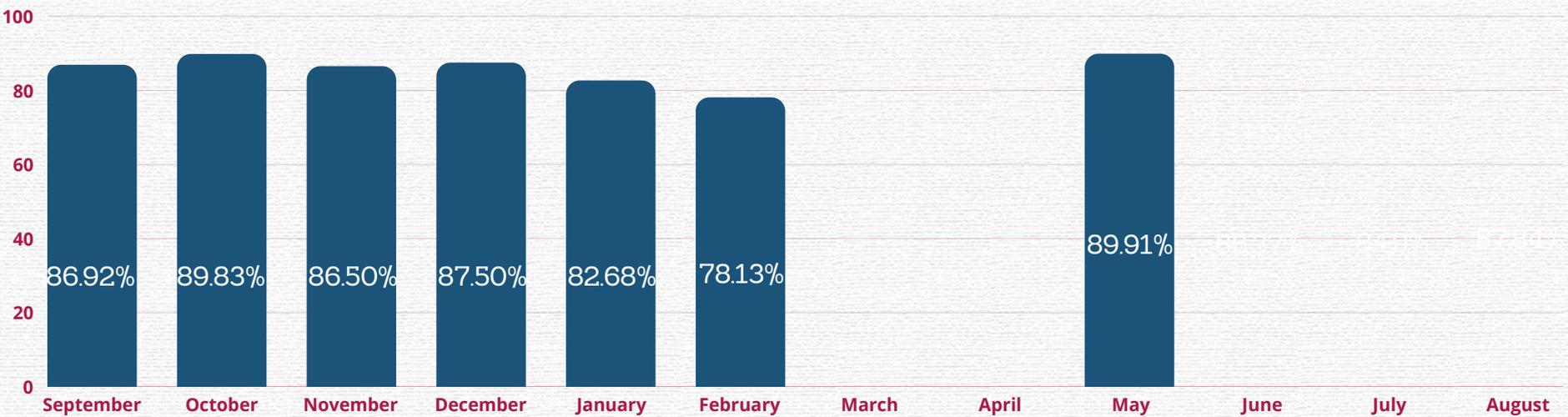
## ENROLLMENT REPORT



## TOTAL NUMBER OF CHILDREN WITH DISABILITIES



## ATTENDANCE REPORT



## IN-KIND MONTHLY SUMMARY REPORT

**Month**

**MARCH**

**Year**

**2025**

CATEGORY	BUDGET	PREVIOUS TOTAL	CURRENT TOTAL	Y-T-D TOTAL	REMAINING IN-KIND NEEDED
NON-FEDERAL CASH					
VOLUNTEER SERVICES	<b>1,436,988.48</b>	424,394.12	0.00	424,394.12	(1,012,594.36)
A. Professional Services	<b>0.00</b>	3,251.00		3,251.00	3,251.00
B. Center Volunteers	<b>1,434,094.08</b>	328,066.97		328,066.97	(1,106,027.11)
C. Policy Concl/Committee	<b>2,894.40</b>	93,076.15		93,076.15	90,181.75
OTHER - FOOD DONATION	<b>0.00</b>	0.00		0.00	0.00
DONATED SUPPLIES	<b>7,883.00</b>	1,135.00		1,135.00	(6,748.00)
DONATED EQUIPMENT	<b>0.00</b>	0.00		0.00	0.00
DONATED - BUS STORAGE	<b>0.00</b>	0.00		0.00	0.00
DONATED SPACE	<b>217,266.00</b>	83,451.48	<b>13,958.58</b>	97,410.06	(119,855.94)
TRANSPORTATION	<b>0.00</b>	0.00		0.00	0.00
<b>TOTAL IN-KIND</b>	<b>1,662,137.48</b>	508,980.60	<b>13,958.58</b>	522,939.18	<b>(1,139,198.30)</b>
C. Salarie & FB (First 5)	<b>0.00</b>	0.00		0.00	0.00
<b>Grand Total</b>	<b>1,662,137.48</b>	508,980.60	13,958.58	522,939.18	<b>(1,139,198.30)</b>

- A. Y-T-D In-Kind 522,939.18
- B. Contracted In-Kind 1,662,137.48
- C. Percent Y-T-D In-Kind 31.46%





# Report to the Board of Directors

Agenda Item Number: D-8

Board of Directors Meeting for: June 12, 2025

Author: Leticia Murillo

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DATE: June 12, 2025

TO: Board of Directors

FROM: Leticia Murillo – APP/R&R Program Manager

SUBJECT: California Department of Social Services – Child Care and Development Division Program Self – Evaluation for one (1) department.

A. Child Care Alternative Payment Program (APP)

**I. RECOMMENDATION:**

Ratify the submission of the California Department of Social Services (CDSS), Child Care and Development Division Program Self-Evaluation (PSE) Survey.

**II. SUMMARY:**

The PSE Report is comprised of the following: Survey – Program Self-Evaluation Process:

A. The APP Program is required to complete the PSE – Survey. The Program Manager completed the process using the monitoring instrument.

**III. DISCUSSION:**

1. The PSE Survey was completed utilizing CDSS Program Self-Evaluation Instrument, Item Report for all applicable domains and items.

2. The PSE will be submitted electronically to the CDSS website by the due date of June 2, 2025, by 5:00pm.

**IV. FINANCING:**

Funds are allocated in the budget.

# Fiscal Year 2024-2025 Program Self-Evaluation Survey for Child Care and Development Programs

## 2. Contractor Information

---

**1. Contractor name:**

Community Action Partnership of Madera County, Inc.

**2. Contractor vendor number:**

B509

**3. Program Director name:**

Mattie Mendez

**4. Program Director email:**

mmendez@maderacap.org

**5. Select all contract types held:**

Alternative Payment Programs (CAPP)  
California Work Opportunity and Responsibility to Kids (CalWORKs) Stage Two (C2AP)  
CalWORKs Stage Three (C3AP)

**6. One or more of the direct contracts held by the agency provide services through a Family Child Care Home Education Network. (CCTR, CMIG, or CFCC)**

No

**7. Select all age groups served:**

Infant (birth to 18 months)  
Toddler (18 to 36 months)  
Preschool (3 years old to enrollment in transitional kindergarten or kindergarten)  
School age (transitional kindergarten or kindergarten to 13 years old, or children with exceptional needs up to 21 years of age)

**8. Name of staff completing the survey:**

Leticia Murillo

**9. Email of staff completing the survey:**

lmurillo@maderacap.org

**10. Are you a contractor that serves in Los Angeles or Ventura County that has been impacted by the state of emergency related to the wildfires? Impacted is defined as contractors who were subject to the evacuation orders or warnings, and/or experienced a complete loss or significant damage to property as a result of the fire.**

No

## 3. Dimension I: Family Files

---

**11. Agency has completed a file review from each contract type held. If any of the files reviewed were missing eligibility or need criteria, the program shall include within their program action plan steps to adjust practices to ensure all documentation collected meets eligibility and need requirements.**

**Has the contractor met this requirement?**

Yes

**12. Describe the agency's internal procedures to review family data files continuously to ensure all documentation needed to certify families for services is collected and verified.**

## 4. Dimension I: Family Files

---

**13. Self-Certification.** Contractor has implemented internal procedures to ensure that payments to providers are made within 21 days of receipt of a complete and accurate record. Complete record contains name of the child receiving services, actual times child entered and left daily, and signatures of the provider and the parent at the end of the month attesting under penalty of perjury that the information provided on the attendance record or invoice is accurate.

Has the contractor met this requirement?

Yes

## 8. Dimension III. Program Quality

---

**14. Written information for families:** Program has provided written policies to child's parents or legal guardians of the limitations on disenrollment, including suspension and expulsion. This notification shall be in writing and shall inform parents on how they may file an appeal, to the department, in the event of the suspension or expulsion of a child. Has the contractor met this requirement

Yes

**15. Program has documentation of policies and procedures outlining suspension and expulsion and as to which behaviors would warrant an expulsion that meet the requirements outlined in the Child Care Bulletins for Expulsion And Suspension Procedures In Child Care And Development Programs**

Has the contractor met this requirement?

Yes

**16. Describe the training and resources provided to children, families, and providers (if applicable) to support the social emotional development of children in the program and inclusive practices used to help children exhibiting serious and persistent challenging behaviors.**

The Child Care Alternative Payment and Resource & Referral Program Manager will provide oversight to ensure all department staff strictly comply with CDSS/CCDD Title 5 Regulations, including the Funding Terms and Conditions for CAPP, C2AP, and C3AP programs. In addition, the Program Manager will work in closely with the Quality Assurance Associates to develop and implement strategies that strengthen staff training and technical support.

The Program Manager will also proactively identify and pursue professional development and training opportunities through CDSS/CCDD, Thriving Families California, and the R&R Network, promoting a culture of continuous improvement and excellence across the department.

## 9. Dimension III: Program Quality

---

**17. Each site/home has a current license issued by Community Care Licensing or Classroom/Family Childcare Home meets Criteria of License Exempt Status per Health & Safety Code Section 1596.792.**

Has the contractor met this requirement?

Yes

## 15. Dimension III. Program Quality

---

**18. Describe some of the staff development opportunities provided to staff/providers. Include the process for using data to identify the training opportunities provided to staff and/or providers. In the response include how Program Self-Evaluation and other data sources are used to determine the training needs of staff and/or providers.**

The Child Care Alternative Payment and Resource & Referral Program Manager will maintain comprehensive oversight to ensure full compliance with CDSS/CCDD Title 5 Regulations, including all applicable funding terms and conditions for CAPP, C2AP, and C3AP programs. In collaboration with the Quality Assurance Associates, the Program Manager will also lead the development and implementation of strategies to strengthen staff training and technical assistance.

The Quality Assurance Associates will also conduct regular one-on-one peer reviews and daily file checks to ensure services remain compliant and meet the highest standards.

In addition, the Program Manager will proactively identify and pursue professional development and training opportunities through CDSS/CCDD, Thriving Families California, and Every Child California--promoting a culture of continuous improvement, capacity building, and operational excellence across the department.

19. Program has a process for orienting new staff. Documentation is maintained on the training and resources provided to new staff and/or providers.

Yes

## 16. Dimension IV. Administrative

---

20. Contractor has a current inventory containing all the required elements listed in Funding Terms & Conditions (FT&Cs):

Description

Serial number or other identification number

The source of funding

The acquisition date

The cost

The location, use and condition

Any ultimate disposition date including date of disposal and sale price if applicable

Has the contractor met this requirement?

Yes

21. Program maintains documentation of most recent physical check of the inventory. If no purchases were made it is documented on the inventory form. An authorized representative signs the inventory record at least once every two years.

Has the contractor met this requirement?

Yes

22. For non-Local Education Agency (LEA): contractor has a procedure for competitive purchases of equipment and services.

Yes

## 17. Dimension IV. Administrative

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23. Describe two goals for your program. Include in your response; the data collected to identify the goal, and the action steps to be taken to improve the practice or program requirement.

Currently, Madera County's waitlist includes 146 families and 253 children, with ongoing enrollment from the waiting list. Our outreach efforts will remain a priority as we continue to attract new families and strength the waitlist. To support these families, we will maintain existing funding levels while actively seeking additional funding sources to expand program capacity and create more enrollment slots.

Enrollment for Stage 2 (C2AP) and Stage 3 (C3AP) will continue without interruption. We anticipate increase enrollment in the 2025-2026 fiscal year.

At the same time, we remain committed to delivering high-quality customer service and providing continuous professional development for staff. This includes monthly training and technical assistance to ensure staff are well-equipped to meet program standards and expectations.

To maintain audit readiness, we will continue conducting monthly Quality Assurance reviews. This process includes reviewing all family files prior to approving or denying services, as well as randomly selecting family and provider files to ensure compliance with contract requirements, agency policies, and key eligibility criteria such as need, income, and family fee assessments.

Lastly, providing exceptional service and operational excellence will remain at the core of our work moving forward.

**24. Parent Survey: Describe the results of the parent survey and the action plans to address the feedback received from parents.**

APP received positive feedback, with 83% of respondents reporting they were "very satisfied" and the remaining 17% indicating they were "satisfied". Respondents highlighted appreciation for materials and services such as the "Community & Family Services Child Care Resource & Referral and Alternative Payment" brochure & the "Parent & Provider Handbook of Written Policies". Families also valued access to community resources in parental choice options in Madera County, how to find other services in the community (e.g. employment and training opportunities, parenting classes, health care), and choosing quality care for your child.

However, concerns were raised regarding monthly parent and child activities, etc... and uniform complaint procedures. In response, our focus remains on delivering exceptional customer service and providing comprehensive support to both parents and providers.

We are committed to strengthening our educational resources and professional development opportunities for staff. During enrollment and recertification, we will ensure that families receive all required agency brochures and up-to-date community services information. We also plan to regularly review and update materials available in our lobby to ensure accessibility and relevance.

Our goal is to continually enhance program quality and operational processes to better serve our community. We sincerely appreciate the feedback received and remain committed to not only meeting but exceeding expectations.

**25. Briefly describe how staff and board members were a part of the self-evaluation process.**

The Family Services Associates, Quality Assurance Associates, & Provider Services Associates assisted in the collection of all parent surveys. Concurrently, the Program Manager ensured the completion and organization of all related materials. The Program Manager also oversees department-wide compliance with CDSS/CCDD Title 5 Regulations and Funding Terms and Conditions across all contracts.

In addition, the Program Manager remains committed to identifying and securing professional development and training opportunities for staff through CDSS/CCDD, Thriving Families CA, and EveryChild CA.

The Quality Assurance Associate provided ongoing training and technical assistance to staff and conducted monthly quality assurance reviews of family and provider files. These reviews help ensure compliance with Title 5 Regulations, provider participation requirements, and adherence to the Parent and Provider Handbook of Written Policies.

Lastly, the Board of Directors play a vital role in reviewing and approving the Program Self-Evaluation and the Continued Funding Application.

**21. Dimension V. Fiscal/Audit**

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**26. The program has submitted a report for each contract that is consistent with the laws for state and federal fiscal reporting.**

**Has the contractor met this requirement?**

**Resource:** [Fiscal Resources](#)

Yes

**27. How will the program continue to maximize enrollment to meet the child care needs of the community? Describe the procedures in place to increase enrollment in the program.**

By understanding our community needs by regularly assessing the child care needs of the community through parent surveys, collaboration with local services agencies, and review of demographic data. This ensures we align our service with family's needs and priorities.

In continuing to do outreach in the community in order to increase and maintain enrollment. We target areas such as community events, social media, and create multilingual flyers. We also collaborate with our Local Planning Committee, Live Well - Madera County, Madera Unified School District and Madera Superintendent of Schools.

We offer online waitlist applications, bilingual support, and flexible office hours. Additionally, staff provides one-on-one support to help families gather required documents and complete forms. We also maintain an active waitlist and follow up regularly with interested families. When slots become available, families are promptly contacted.

Lastly, by providing high-quality, culturally responsive care and conducting regular parent satisfaction surveys, we improve retention and attract new families through word-of-mouth referrals.

**22. Dimension V. Fiscal/Audit**

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28. The program has submitted an acceptable financial and compliance audit within the required timelines. Has the contractor met this requirement?

Resource: [Contracting Agencies Audit Guidelines & Resources](#)

Yes

29. If findings were identified through the annual audit process how is the program adjusting practices and processes to resolve the findings? If no findings were identified, please write N/A.

N/A

### 23. CCD 23 Child Development Reporting Data

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30. Contractor has notified their assigned consultant of any changes to the Executive Director, Program Director, Site Supervisor(s), headquarter address or sites. Sites includes any sub contracted facilities. Alternative Payment contracts do not include sites in CDMIS. Contracts operated through Family Child Care Home Education Networks have added all providers into their CDMIS profile.

Yes

31. Describe your plan to resolve and meet this requirement.

### 24. Optional: Celebrating Promising Practices

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32. Share your promising practices: Narrative

33. Upload your files here, if applicable.

**Desired Results Parent Survey  
Group Data Summary**

Parent	Question 1			Question 2			Question 3													
	VS	S	NS	VS	S	NS	A-Y	A-N	B-Y	B-N	C-Y	C-N	D-Y	D-N	E-Y	E-N	F-Y	F-N	G-Y	G-N
1	X			X			X		X		X		X		X		X		X	
2	X			X			X		X		X		X		X		X		X	
3	X			X			X		X		X		X		X		X		X	
4	X			X			X		X		X		X		X		X		X	
5		X			X		X		X		X		X		X		X		X	
6	X			X			X		X		X		X		X		X		X	
7	X			X			X		X		X		X		X		X		X	
8	X			X			X		X		X		X		X		X		X	
9	X			X			X		X		X		X		X		X		X	
10	X			X			X		X		X		X		X		X		X	
11		X			X		X		X		X		X		X		X		X	
12	X			X			X		X		X		X		X		X		X	
13	X			X			X		X		X		X		X		X		X	
14	X			X			X		X		X		X		X		X		X	
15	X			X			X		X		X		X		X		X		X	
16	X			X			X		X		X		X		X		X		X	
17		X			X		X		X		X		X		X		X		X	
18	X			X			X		X		X		X		X		X		X	
19	X			X			X		X		X		X		X		X		X	
20	X			X			X		X		X		X		X		X		X	
21	X			X			X		X		X		X		X		X		X	
22	X			X			X		X		X		X		X		X		X	
23	X			X			X		X		X		X		X		X		X	
24		X			X			X		X		X		X		X		X		X
25	X			X			X		X		X		X		X		X		X	
26		X			X		X		X		X		X		X		X		X	
27		X			X		X		X		X		X		X		X		X	
28		X			X		X		X		X		X		X		X		X	
29	X			X			X		X		X		X		X		X		X	
30	X			X			X		X		X		X		X		X		X	
31	X			X			X		X		X		X		X		X		X	
32	X			X			X		X		X		X		X		X		X	
33	X			X			X		X		X		X		X		X		X	
34	X			X			X		X		X		X		X		X		X	
35	X			X			X		X		X		X		X		X		X	
36	X			X			X		X		X		X		X		X		X	
37	X			X			X		X		X		X		X		X		X	
38	X			X			X		X		X		X		X		X		X	
39	X			X			X		X		X		X		X		X		X	
40	X			X			X		X		X		X		X		X		X	

**Question 1:**

How satisfied are you with the overall quality of the Alternative Payment Program? B - A brochure in Community & Family Services Child Care Resource & Referral and Alternative Payment Program Yes or No

VS -Very Satisfied

S -Satisfied

NS -Not Satisfied

C - A brochure in Child Care & Development Selections for Educational Experiences in Madera County Yes or No

D - Child Care Alternative Payment Program Parent & Provider Handbook of Written Policies Yes or No

E - CAPMC/Alternative Payment Program Subsidized Child Care Eligibility List Application Yes or No

F - A Brochure for California Background Check for In-Home Child Care – Trust Line Yes or No

G - How to find other services in the community (e.g., employment and training opportunities, parenting classes, health care)

**Question 2:**

How satisfied are you with the overall quality of Resource & Referral?:

VS -Very Satisfied

S -Satisfied

NS -Not Satisfied

**Question 3:**

Have you received information from the program about the following?

A -A brochure in Choosing Quality Care For Your Child

Yes or No

SUBTOTALS																						
Question 1			Question 2				Question 3															
40			40				0		39		30		39		39		39		36		39	
# VS	# S	# NS	# A-YES	# A-NO	# B-YES	# B-NO	# A-YES	# A-NO	# B-YES	# B-NO	# C-YES	# C-NO	# D-YES	# D-NO	# E-YES	# E-NO	# F-YES	# F-NO	# G-YES	# G-NO		
33	7	0	33	7	0	0	38	1	30	0	36	3	38	1	38	1	32	4	38	1		
VS	S	NS	A YES	A NO	B YES	B NO	A YES	A NO	B YES	B NO	C YES	C NO	D YES	D NO	E YES	E NO	F YES	F NO	G YES	G NO		
83%	18%	0%	83%	18%			97%	3%	100%	0%	92%	8%	97%	3%	97%	3%	89%	11%	97%	3%		
Total % 100%			Total % 100%				Total % 0%		Total % 100%													





**Desired Results Parent Survey  
Group Data Summary**

Question 6 cont.												Question 7												Question 8											
N-S	N-NS	O-VS	O-S	O-NS	P-VS	P-S	P-NS	Q-VS	Q-S	Q-NS																									
X		X	X		X	X		X	X		"NONE""NONE""ITS GREAT""NO""VERY IMPORTANT FOR ME TO KEEP MY JOB""THIS PROGRAM HAS HELPED ME THROUGHOUT THE YEARS FOR CHILD CARE. I AM VERY THANKFUL AND BLESSED TO CONTINUE WITH THIS PROGRAM.""NO""N/A""NO CONCERNS""THIS HAS BEEN A VERY HELPFUL PROGRAM FOR ME, DUE TO ME HAVING TO WORK AND FINDING PLACE TO CARE FOR MY CHILDREALLY MADE IT EASY, WORRY FREE.""THANK YOU""THIS PROGRAM IS SUPER HELPFUL.""FACILITY HAS AMAZING PEDIATRICIANIN THE SMALL MOUNTAIN COMMUNITY.""N/A""N/A""VERY THANKFUL FOR THIS PROGRAM"" IT KEEPS ME STRESS FREE KNOWING MY CHILDREN ARE WITH A PROVIDER THAT I KNOW AND TRUST AND ITRELIVES ME TO KNOW MY PROVIDER IS ALSO BEING PAID.""THE PROGRAM IS VERY HELPFUL AND HAS GIVEN ME THE OPPORTUNITY TO WORK AND PROVIDE FOR MY FAMILY.""EL PROGRAMA ASIDO DE MUCHA AYUDA PARA MI Y PARA MI NINA TENERLA SEGURA (THE PROGRAMA HAS HELPED ME AND MY DAUGHTER IN KEEP HER SAFE)""NO""NO""ESTOY SATISFECHA CON EL CUIDADO QUE LE DAN HA MIS HIJOS (I AM PLEASED WITH THE CARE MY CHILDREN ARE RECEIVING)""PUEDO TRABAJAR MAS SEGURA PORQUE TENGO DONDE DEJAR A MIS HIJOS GRACIAS (I AM ABLE TO WORK AND FEEL AT EASY BECAUSE I HAVE SOMEWHERE TO LEAVE MY CHILDREN. THANK YOU)"" FUERON MUY AMABLES Y ANTENTOS A MIS NECEDIDAS (THEY WERE VERY KIND AND ATTENTIVE TO MY NEEDS)""ninguna (NONE)""A ME AYUDADO EN MUCHO PARA IR A TRABAJAR Y DEJAR MIS NINOSIN PREOCUPACIONES Y EN UN LUGAR SEGURO Y PODER NO FALTARA MI TRABAJO PORQUE TENGO DONDE DEJAR A MIS NINOS (IT HELPED ME ALOT TO GO TO WORK AND LEAVE MY CHILDREN WITHOUT WORRIES AND IN A SAFE PLACE AND NOT BE ABLE TO MISS WORK BECAUSE I HAVE A PLACE TO LEAVE MY CHILDREN)""ME AYUDA MUCHO EL PROGRAMA ( THE PROGRAM HELPS ME A LOT)""EL PROGRAMA ME A BRINDADO UNA GRANAYUDA PARA EL CUIDADO DE MIS HIJOS (THE PROGRAM GAVE ME A GREAT HELP FOR THE CARE OF MY CHILDREN)""EL DESAROLLO Y CONVIVENCIA DE MI NINO A SIDO MEJOR. ME AYUDADO A COMPRAR UN POCO DE COMIDA PARA MI NINO AL NO TENER EL PAGO DEL CUIDADO DE MI NINO YA QUE MI INGRESOS ES POCO Y EL CUIDADO ES MUY CARO (MY CHILD'S DEVELOPMENT AND COEXISTENCE HAS BEEN BETTER. IT HAS HELPED TO BUY FOOD FOR MY CHILD SINCE MY INCOME IS LOW AND THE CARE IS VERY EXPENSIVE)""MUY AGRADECIDAD CON EL PROGRAMA POR EL FINANCIAMIENTO DE EL CUIDADO DE MI HIJO (VERY GRATEFUL TO THE PROGRAM FOR THE FINANCING OF MY SON'S CARE)""ME AYUDA MUCHO CON LOS TIEMPOS QUE CUIDAN A LOS NINOS (IT HELPS ME A LOT WITH THE TIMES OF CARE)""NO""NO""												"NONE""NOT AT THIS TIME""NO SUGGESTIONS AT THIS TIME""NO""N/A""NO SUGGESTION, EVERYTHING IS GREAT.""NO""GREAT PROGRAM NO NEED FOR IMPROVEMENT""N/A""I SAY MAYBE HELP ALL FAMILIES THAT AREIN NEED OF CHILD CARE AND WHO ARE ON THE WAITING LIST AND NOT JUST PRIORITIZE THOSE WHO ARE ON AID. ANOTHERSUGGESTION WOULD BE TO COMMUNICATE WITH THOSE WHO ARE ON THE CHILD CARE WAITING LIST, SUCH AS THE STATUS OF THEIR APPLICATION.""NO""NOT THAT I CAN THINK OF.""N/A""N/A""NO""I CURRENTLY HAVE NO COMPLAINTS ABOUT THE PROGRAM""NO""NO""MAS HORAS PARA EL SABADO DEBIDO A QUE TRABAJA EN EL CAMPO TENGO QUE BUSCAR CON DEJAR Y SE ME HACE DIFICIL PORQUE NO ENCUENTRO (I WOULD LIKE MORE HOURS ON SATURDAY DUE TO WORKING IN THE FIELDS. I NEED TOLOOK FOR A PLACE AND ITS BEEN HARD TO)""ES LA PRIMERA VES QUE VOY A RECIBIR AYUDA Y QUIERO RECIBIR LA MEJOR ATENCION DEUSTEDES Y YO PODER DAR LA MEJOR DE MI (IT IS THE FIRST TIME I AM GOING TO RECEIVE HELP AND I WANT TO RECEIVE THE BEST ATTENTION FROM YOU AND I CAN GIVE THE BEST OF MYSELF)""NO"" NO""NO NINGUNA (NONE AT THIS TIME)""NO""NO""ME GUSTARIA QUE CUANDO LA NINERA ASIGNADA ESTE INDISPUESTA OPTORAN POR DARNOS A ALGUIEN MAS SOLO PRA CUBRIRLA EN ESOS DIAS (I WOULD LIKE THAT WHEN THE ASSIGNED PROVIDER IS INDISPOSED THEY CHOOSE TO GIVE US SOMEONE ELSE JUST TO COVER HER ON THOSE DAYS)"												

ogram?

**Question 7:**  
Is there anything else you would like to say about how this meets your family's needs?

**Question 8:**  
Do you have any suggestions about how the Alternative Payment Program can improved?

**Question 9:**  
Do you have any suggestions about how the Resource and Referral can improve?

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TOTALS											
Question 6 cont.											
40		39			40			40			
# N-S	# N-NS	# O-VS	# O-S	# O-NS	# P-VS	# P-S	# P-NS	# Q-VS	# Q-S	# Q-NS	
13	0	25	13	1	29	11	0	29	11	0	
N	S	N	O	O	P	P	P	Q	Q	Q	
		VS	S	NS	VS	S	NS	VS	S	NS	
33%	0%	64%	33%	3%	73%	28%	0%	73%	28%	0%	
Total % 100%		Total % 100%			Total % 100%			Total % 100%			

Question 7												Question 8/9											
Trends for question no. 7:												Trends for question no. 8/9: "NONE""DOING GREAT""NONE""NO""N/A""MAYBE SEND FLYERS DAILY TO MAILING ADDRESS ENROLLED IN THEPROGRAM.""NO""N/A""N/A""NO COMMENTS""NO""NOT THAT I CAN THINK OF""N/A""N/A""NO"" I BELIEVE IT IS FINE AS IS. I HAVE NO COMPLAINTS.""NO""NO""NO""AHORITA NO. PUEDO A LO MEJOR MAS ADELNATE QUE ME DEN EL PROGRAMA YO PUEDA DAR UNA OPINION (RIGHT NOW I CAN'T MAYBE LATER THAT THEY GIVE ME THE PROGRAM I CAN GIVE AN OPINION)""NO""NO""NO NINGUNA (NONE AT THIS TIME)""NO""NO""ME GUSTARIA QUE NOS APOYARAN CON PANALES PARA LOS NINOS (I WOULD LIKE YOU TO SUPPORT US WITH DIAPERS FOR THE CHILDREN)											

**Desired Results Parent Survey**

**Overview Chart**

**Name of Agency: Community Action Partnership of Madera County, Inc. - Program: APP/R&R Date: 05/01/2025**

<b>Question 1 - How satisfied are you with the overall quality of Alternative Payment Program?</b>			
	<b>% Very Satisfied</b>	<b>% Satisfied</b>	<b>% Not Satisfied</b>
	83%	18%	0%
<b>Question 2 - How satisfied are you with the overall quality of Resource &amp; Referral Program?</b>			
	<b>% Very Satisfied</b>	<b>% Satisfied</b>	<b>% Not Satisfied</b>
	83%	18%	
<b>Question 3 - Have you received information from the program about the following?</b>			
	<b>% Yes</b>	<b>% No</b>	
<b>Section A</b> – A brochure in Choosing Quality Care for Your Child?	97%	3%	
<b>Section B</b> – A brochure in Community & Family Services Child Care Resource & Referral and Alternative Payment program?	100%	0%	
<b>Section C</b> – A brochure in Child Care & Development Selections for Educational Experiences in Madera County?	92%	8%	
<b>Section D</b> – Child Care Alternative Payment Program Parent & Provider Handbook of Written Policies?	97%	3%	
<b>Section E</b> – CAPMC/Alternative Payment Program Subsidized Child Care Eligibility List Application?	97%	3%	
<b>Section F</b> - A brochure for California Background Check for In-Home Child Care - Trust Line?	89%	11%	
<b>Section G</b> – How to find other services in the community (e.g., employment and training opportunities, parenting classes, health care)	97%	3%	
<b>Section H</b> – Parental Choice Child Care Options in Madera County?	97%	3%	
<b>Section I</b> - Where to report health/safety concerns and complaints?	87%	13%	
<b>Section J</b> - Uniform Complaint Procedures?	84%	16%	
<b>Section K</b> – Developing a relationship with your provider?	89%	11%	
<b>Question 4 - Would you like more information about finding a child care provider that will meet your needs?</b>			



<b>Question 5 - Has your child's enrollment in this program made it easier for you to:</b>			
	<b>% Yes</b>	<b>% No</b>	<b>% N/A</b>
<b>Section A</b> – Accept a job?	86%	3%	11%
<b>Section B</b> – Keep a job?	98%	3%	0%
<b>Section C</b> – Accept a better job?	63%	0%	38%
<b>Section D</b> – Attend educational or training programs?	61%	8%	31%
<b>Question 6 - How satisfied are you with these characteristics of the Alternative Payment and Resource &amp; Referral Program?</b>			
	<b>% Very Satisfied</b>	<b>% Satisfied</b>	<b>% Not Satisfied</b>
<b>Section A</b> – Hours of operation	73%	28%	0%
<b>Section B</b> – Location of program	85%	15%	0%
<b>Section C</b> – When visiting your office, someone was there in-person to greet me	73%	28%	0%
<b>Section D</b> – When visiting your office, the staff was knowledgeable and able to answer	78%	23%	0%
<b>Section E</b> – Languages spoken by staff	85%	15%	0%
<b>Section F</b> – How program staff communicate with you	88%	13%	0%
<b>Section G</b> – While visiting your office, I was treated with respect	83%	18%	0%
<b>Section H</b> – When visiting your office, I was treated in a friendly manner	83%	17%	0%
<b>Section I</b> – When visiting your office, the staff I dealt with was truly sincere about meeting my need(s)	73%	28%	0%
<b>Section J</b> – When visiting your office during the last 30-days, I was able to reach someone without leaving a voicemail message	65%	35%	0%
<b>Section K</b> – Resource & Referral equipment and materials	75%	25%	0%
<b>Section L</b> – Monthly parent & child activities, Let's Move Handout	63%	35%	3%
<b>Section M</b> – Online access to agency events	60%	40%	0%
<b>Section N</b> – Program Referral Complaint form	68%	33%	0%
<b>Section O</b> – Uniform Complaint form	64%	33%	3%
<b>Section P</b> – Health and safety policies and procedures	73%	28%	0%
<b>Section Q</b> – How the program promotes your child's learning and development	73%	28%	0%

**Question 7 - Is there anything else you would like to say about how this program meets your family's needs?**

"NONE""NONE""ITS GREAT""NO""VERY IMPORTANT FOR ME TO KEEP MY JOB""THIS PROGRAM HAS HELPED ME THROUGHOUT THE YEARS FOR CHILD CARE. I AM VERY THANKFUL AND BLESSED TO CONTINUE WITH THIS PROGRAM.""NO""N/A""NO CONCERNS""THIS HAS BEEN A VERY HELPFUL PROGRAM FOR ME, DUE TO ME HAVING TO WORK AND FINDING PLACE TO CARE FOR MY CHILDREALLY MADE IT EASY, WORRY FREE.""THANK YOU""THIS PROGRAM IS SUPER HELPFUL.""FACILITY HAS AMAZING PEDIATRICIAN IN THE SMALL MOUNTAIN COMMUNITY.""N/A""N/A""VERY THANKFUL FOR THIS PROGRAM"" IT KEEPS ME STRESS FREE KNOWING MY CHILDREN ARE WITH A PROVIDER THAT I KNOW AND TRUST AND IT RELIEVES ME TO KNOW MY PROVIDER IS ALSO BEING PAID.""THE PROGRAM IS VERY HELPFUL AND HAS GIVEN ME THE OPPORTUNITY TO WORK AND PROVIDE FOR MY FAMILY.""EL PROGRAMA ASIDO DE MUCHA AYUDA PARA MI Y PARA MI NINA TENERLA SEGURA (THE PROGRAMA HAS HELPED ME AND MY DAUGHTER IN KEEP HER SAFE)""NO""NO""ESTOY SATISFECHA CON EL CUIDADO QUE LE DAN HA MIS HIJOS (I AM PLEASED WITH THE CARE MY CHILDREN ARE RECEIVING)""PUEDO TRABAJAR MAS SEGURA PORQUE TENGO DONDE DEJAR A MIS HIJOS GRACIAS (I AM ABLE TO WORK AND FEEL AT EASY BECAUSE I HAVE SOMEWHERE TO LEAVE MY CHILDREN. THANK YOU)" "FUERON MUY AMABLES Y ANTENTOS A MIS NECEDIDAS (THEY WERE VERY KIND AND ATTENTIVE TO MY NEEDS)""NO""NINGUNA (NONE)""A ME AYUDADO EN MUCHO PARA IR A TRABAJAR Y DEJAR MIS NIÑOS SIN PREOCUPACIONES Y EN UN LUGAR SEGURO

**Question 8 - Do you have any suggestions on Alternative Payment and Resource & Referral Program can improve ?**

"NONE""NOT AT THIS TIME""NO SUGGESTIONS AT THIS TIME""NO""N/A""NO SUGGESTION, EVERYTHING IS GREAT.""NO""GREAT PROGRAM NO NEED FOR IMPROVEMENT""N/A""I SAY MAYBE HELP ALL FAMILIES THAT ARE IN NEED OF CHILD CARE AND WHO ARE ON THE WAITING LIST AND NOT JUST PRIORITIZE THOSE WHO ARE ON AID. ANOTHER SUGGESTION WOULD BE TO COMMUNICATE WITH THOSE WHO ARE ON THE CHILD CARE WAITING LIST, SUCH AS THE STATUS OF THEIR APPLICATION.""NO""NOT THAT I CAN THINK OF.""N/A""N/A""NO""I CURRENTLY HAVE NO COMPLAINTS ABOUT THE PROGRAM""NO""NO""NO""MAS HORAS PARA EL SABADO DEBIDO A QUE TRABAJO EN EL CAMPO TENGO QUE BUSCAR CON DEJAR Y SE ME HACE DIFICIL PORQUE NO ENCUENTRO (I WOULD LIKE MORE HOURS ON SATURDAY DUE TO WORKING IN THE FIELDS. I NEED TO LOOK FOR A PLACE AND ITS BEEN HARD TO)""ES LA PRIMERA VES QUE VOY A RECIBIR AYUDA Y QUIERO RECIBIR LA MEJOR ATENCION DE USTEDES Y YO PODER DAR LA MEJOR DE MI (IT IS THE FIRST TIME I AM GOING TO RECEIVE HELP AND I WANT TO RECEIVE THE BEST ATTENTION FROM YOU AND I CAN GIVE THE BEST OF MYSELF)""NO""NO""NO NINGUNA (NONE AT THIS TIME)""NO""NO""ME GUSTARIA QUE CUANDO LA NINERA ASIGNADA ESTE INDISPUESTA OPTORAN POR DARNOS A ALGUIEN MAS SOLO PRA CUBRIRLA EN ESOS DIAS (I WOULD LIKE THAT WHEN THE ASSIGNED PROVIDER IS INDISPOSED THEY CHOOSE TO GIVE US SOMEONE ELSE JUST TO COVER HER ON THOSE DAYS)"



# Report to the Board of Directors

Agenda Item Number: D-9

Board of Directors Meeting for: June 12, 2025

Author: Kelly Ryan

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DATE: May 29, 2025

TO: Board of Directors

FROM: Mattie Mendez, Executive Director

SUBJECT: Community Action Partnership of Madera County, Inc. (CAPMC) Organizational Charts Revised May 2025

**I. RECOMMENDATION:**

Review and consider approving the Community Action Partnership of Madera County, Inc. Organizational Charts Revised May 2025 (Informational Only)

**II. SUMMARY:**

CAPMC implements the use of Organizational Charts to clearly convey the structure of the agency, structure within departments, and the relationships between positions. The Organization Charts are used to help improve communication, increase productivity, and outline a clear line of authority.

**III. DISCUSSION:**

- CAPMC Organizational Charts have been revised and updated as of May 2025.
- Organizational Charts have been revised and updated to reflect reclassification approved by the Personnel Committee and the Board of Directors.

**IV. FINANCING:**

None

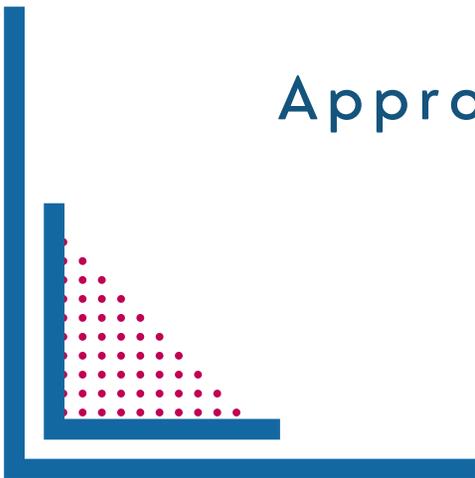


*Addressing the Needs of our Community Since 1965*

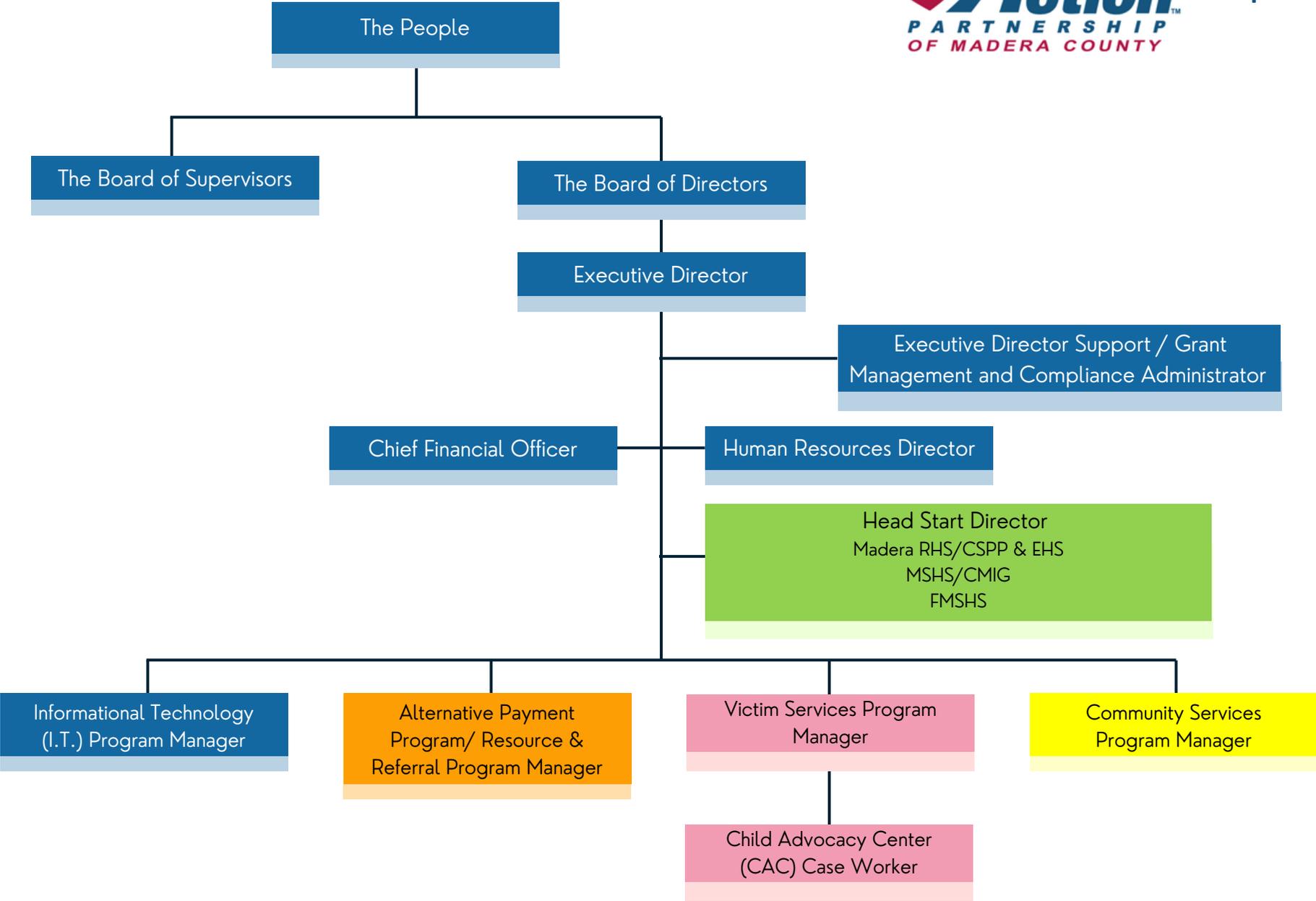


# Organizational Charts

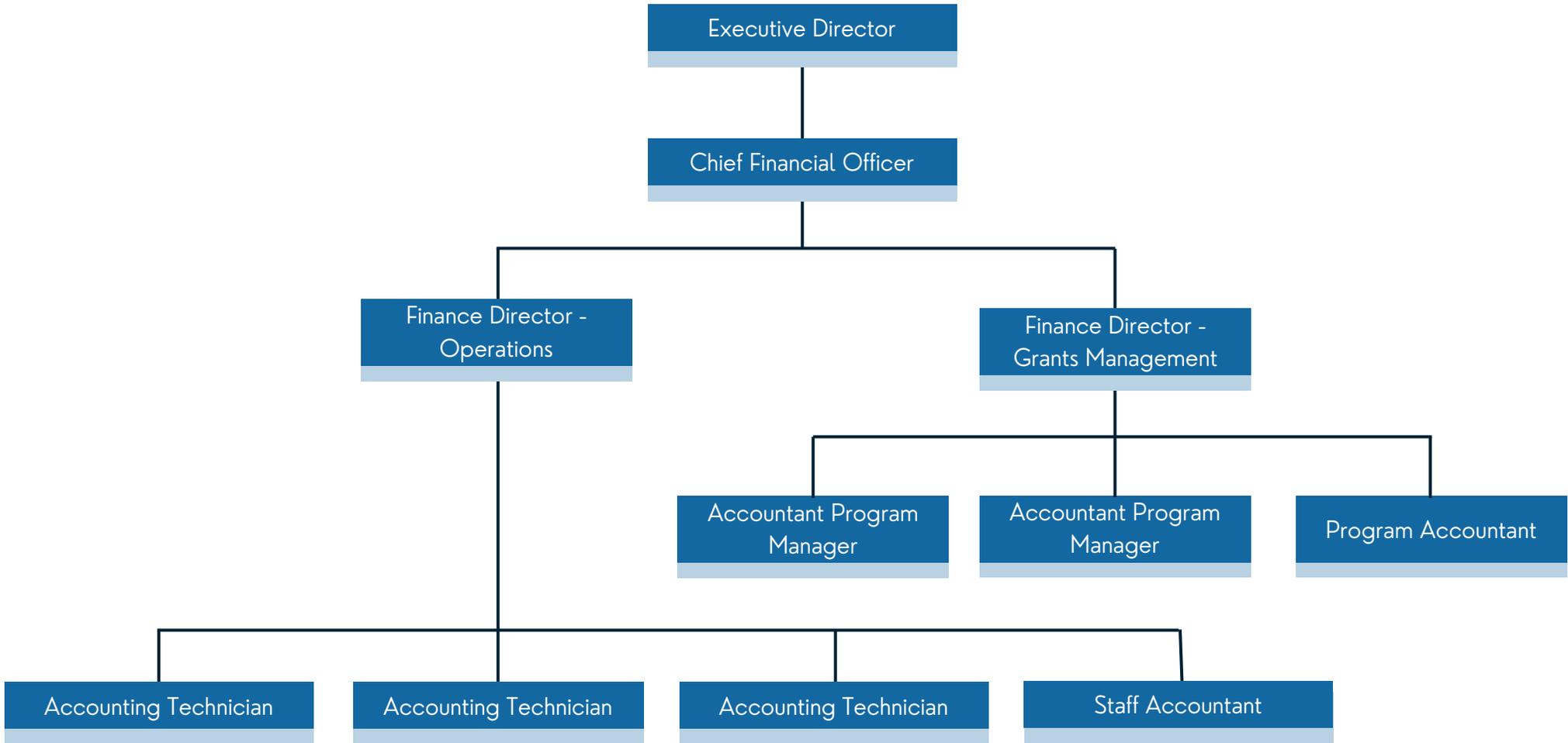
Approved by the Board of Directors: 2018  
Revised: May 2025



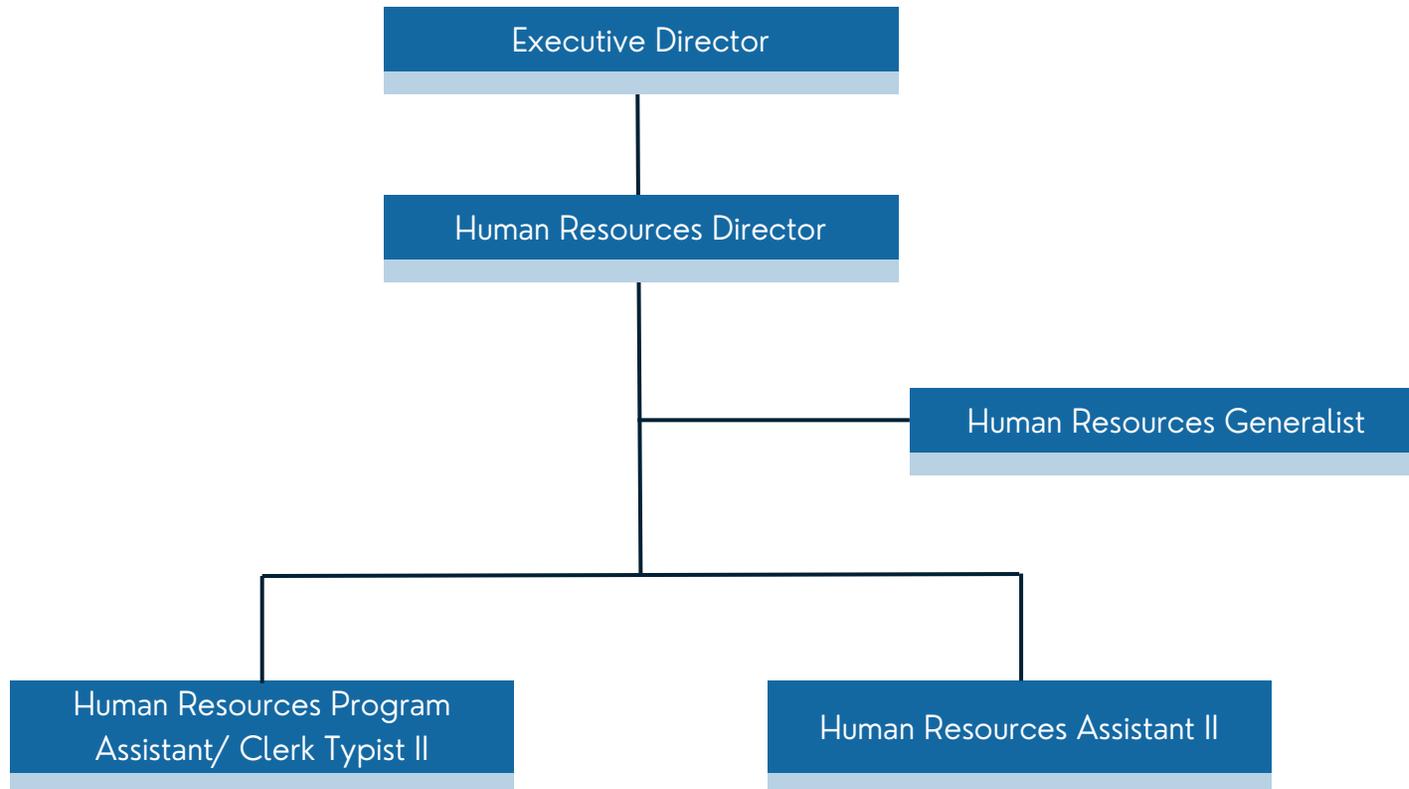
# Agency Structure



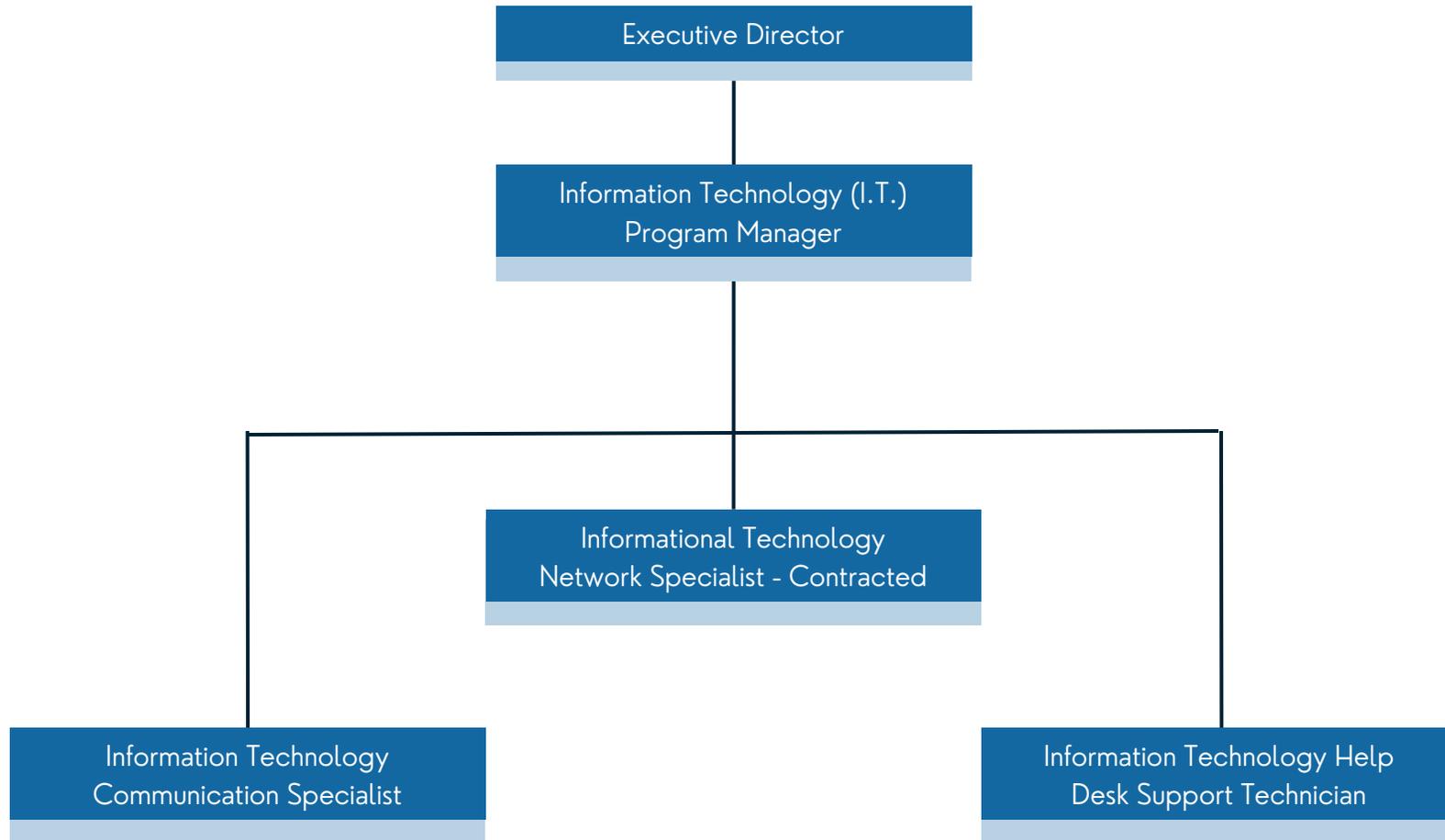
# Fiscal



# Human Resources

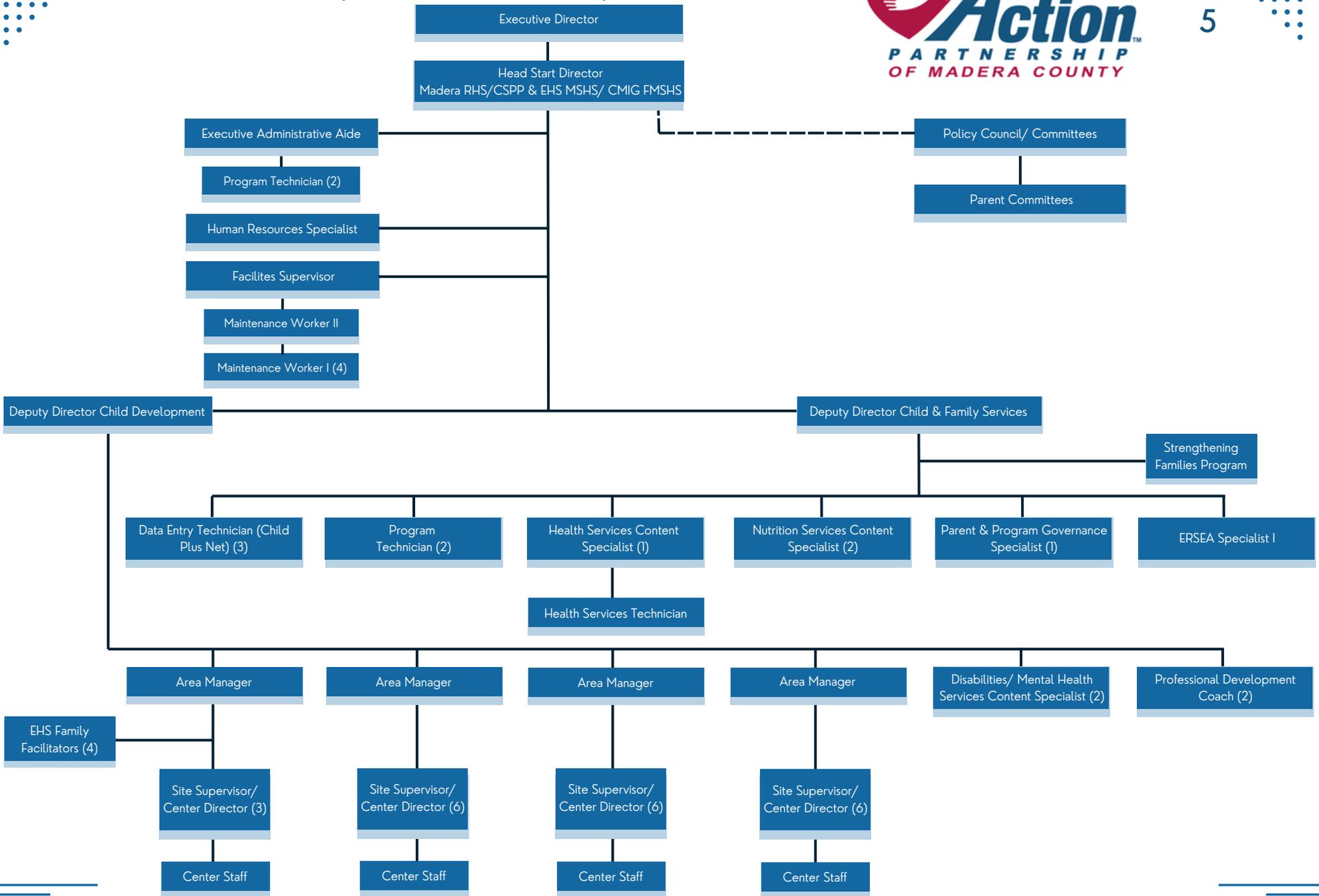


# Information Technology (I.T)



# Head Start

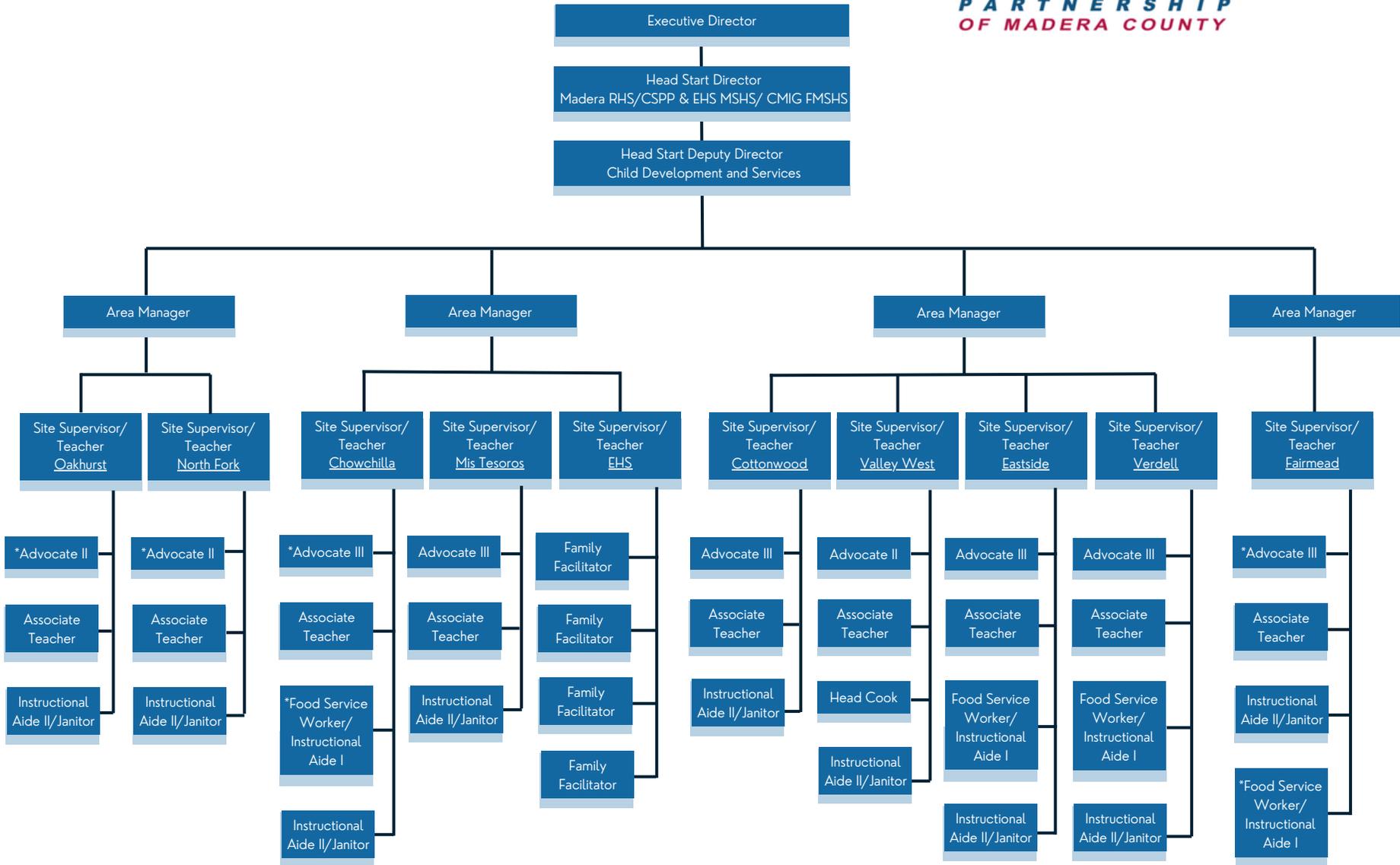
Madera RHS/CSPP & EHS, MSHS/CMIG, FMSHS



# Madera Regional Head Start



5A



**\*Shared Staff**

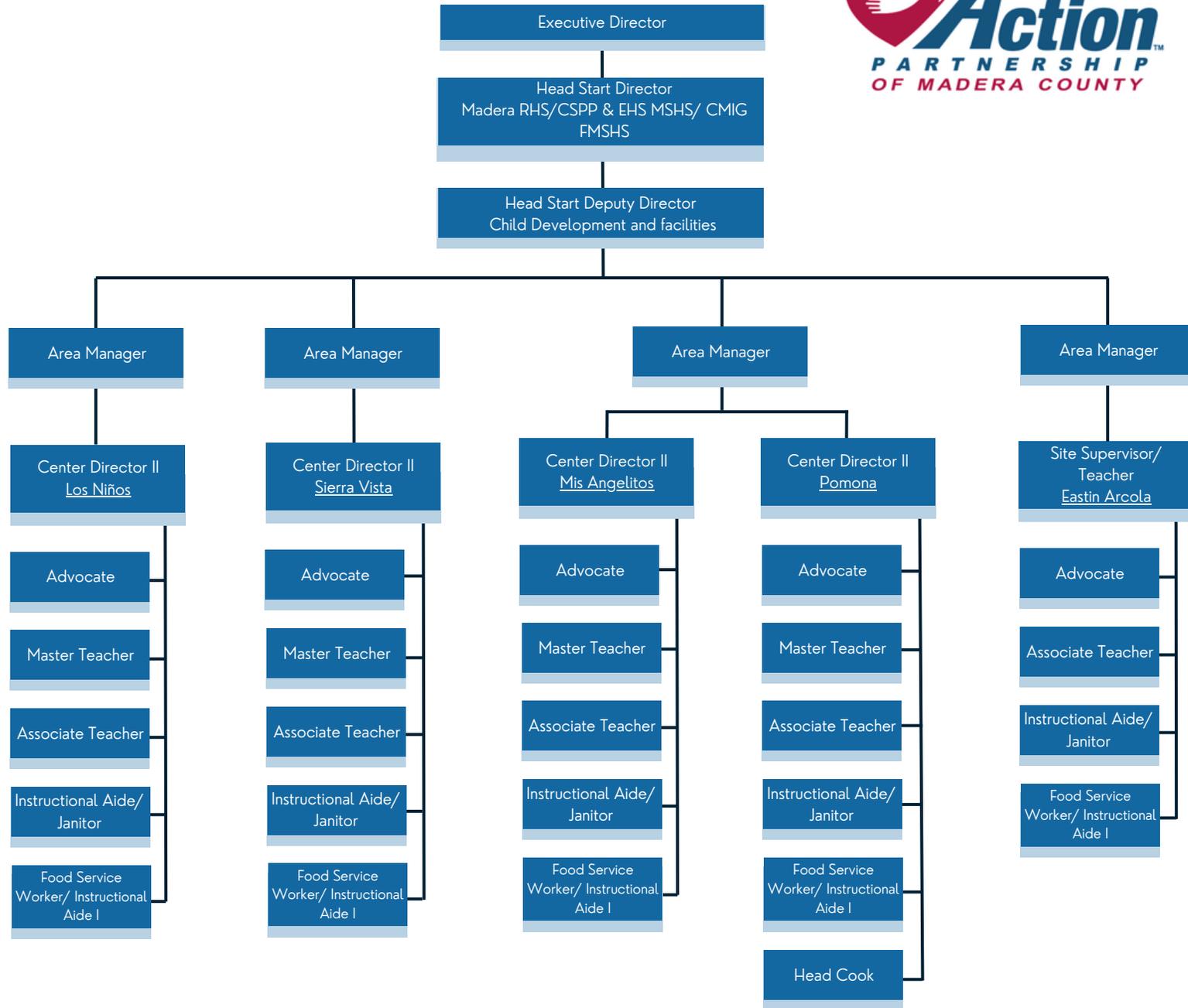
Chowchilla/ Fairmead: Advocate III & Food Service Worker  
 North Fork/ Oakhurst: Advocate II

Revised: May 2025

# Madera Migrant and Seasonal Head Start



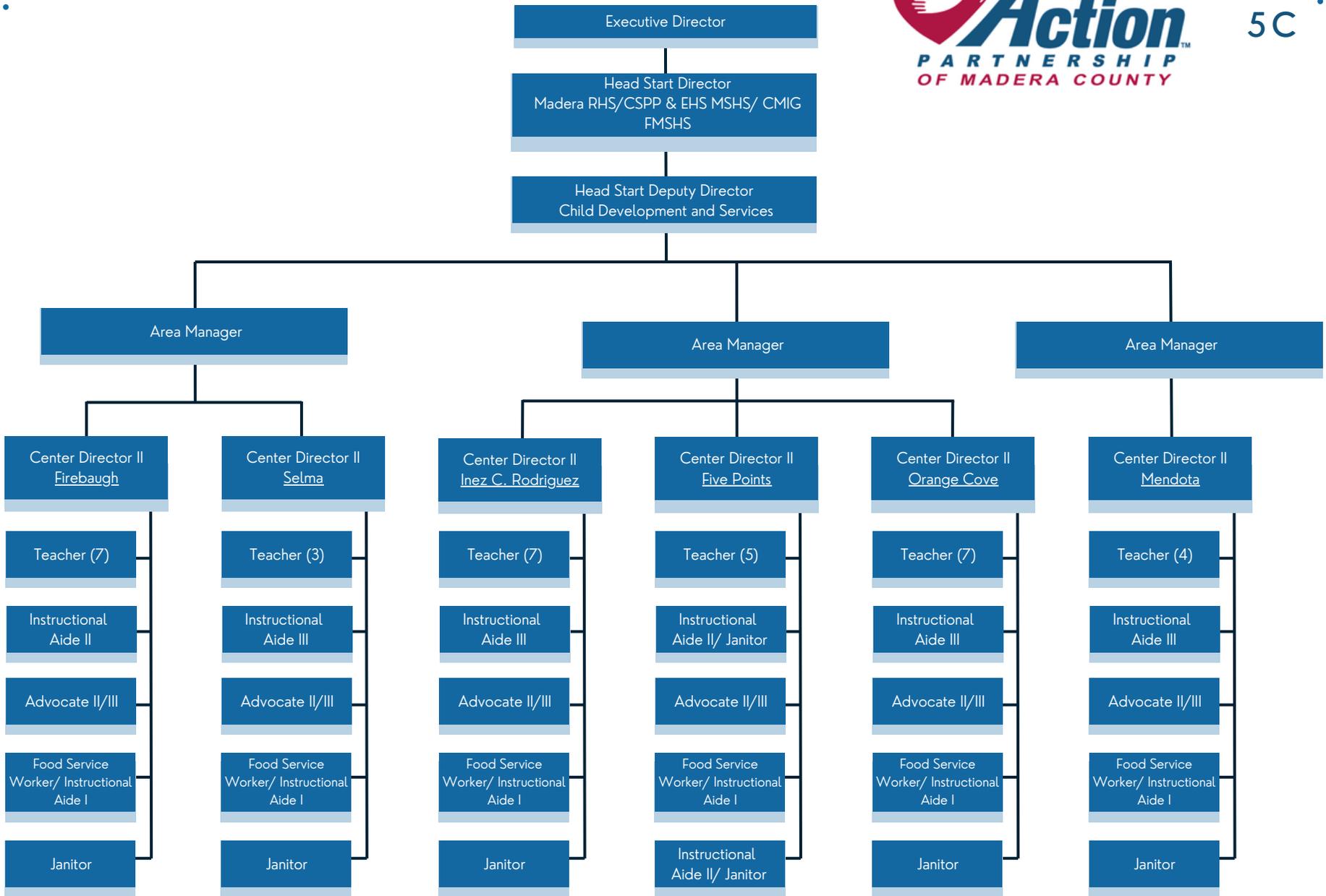
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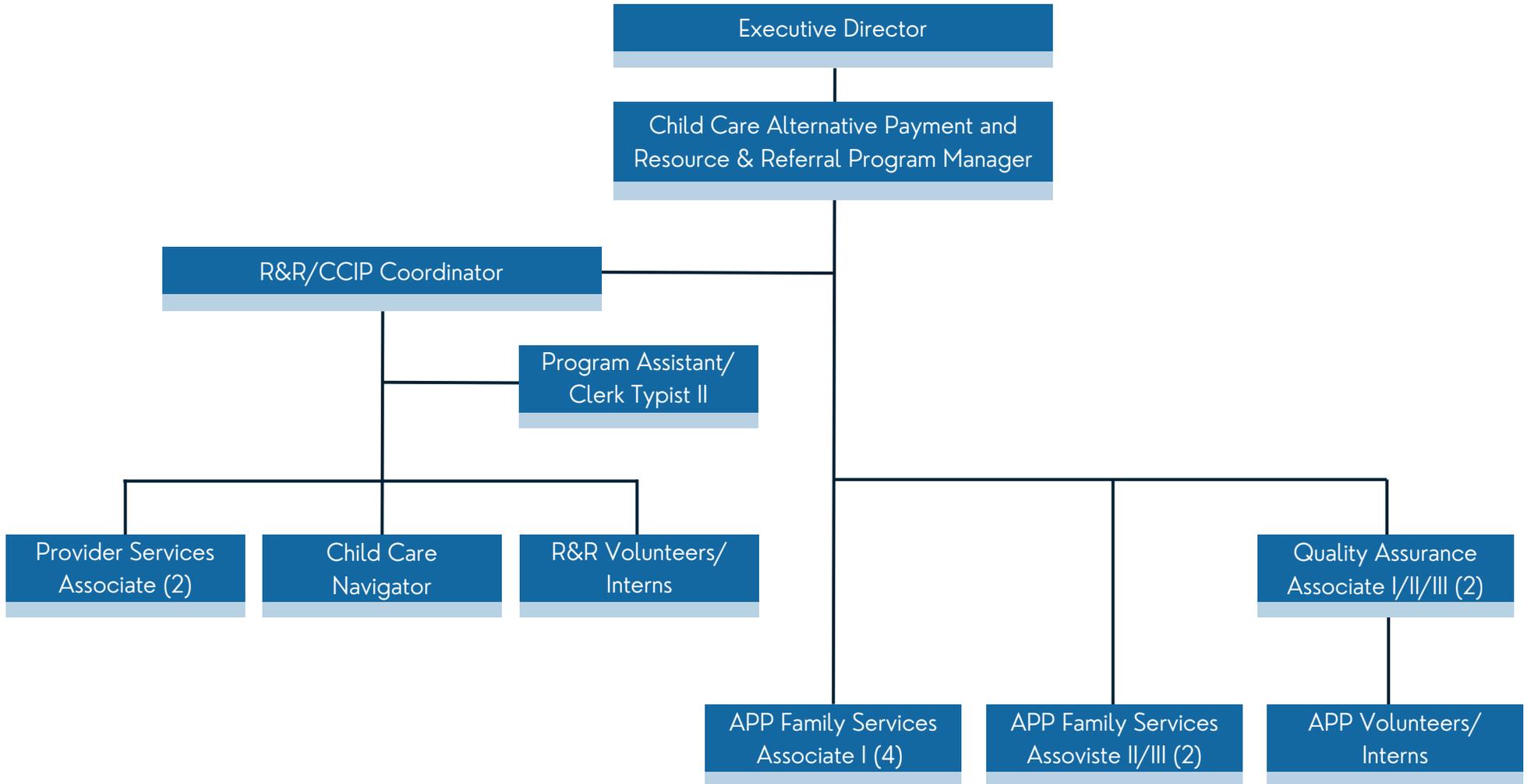
# Fresno Migrant and Seasonal Head Start



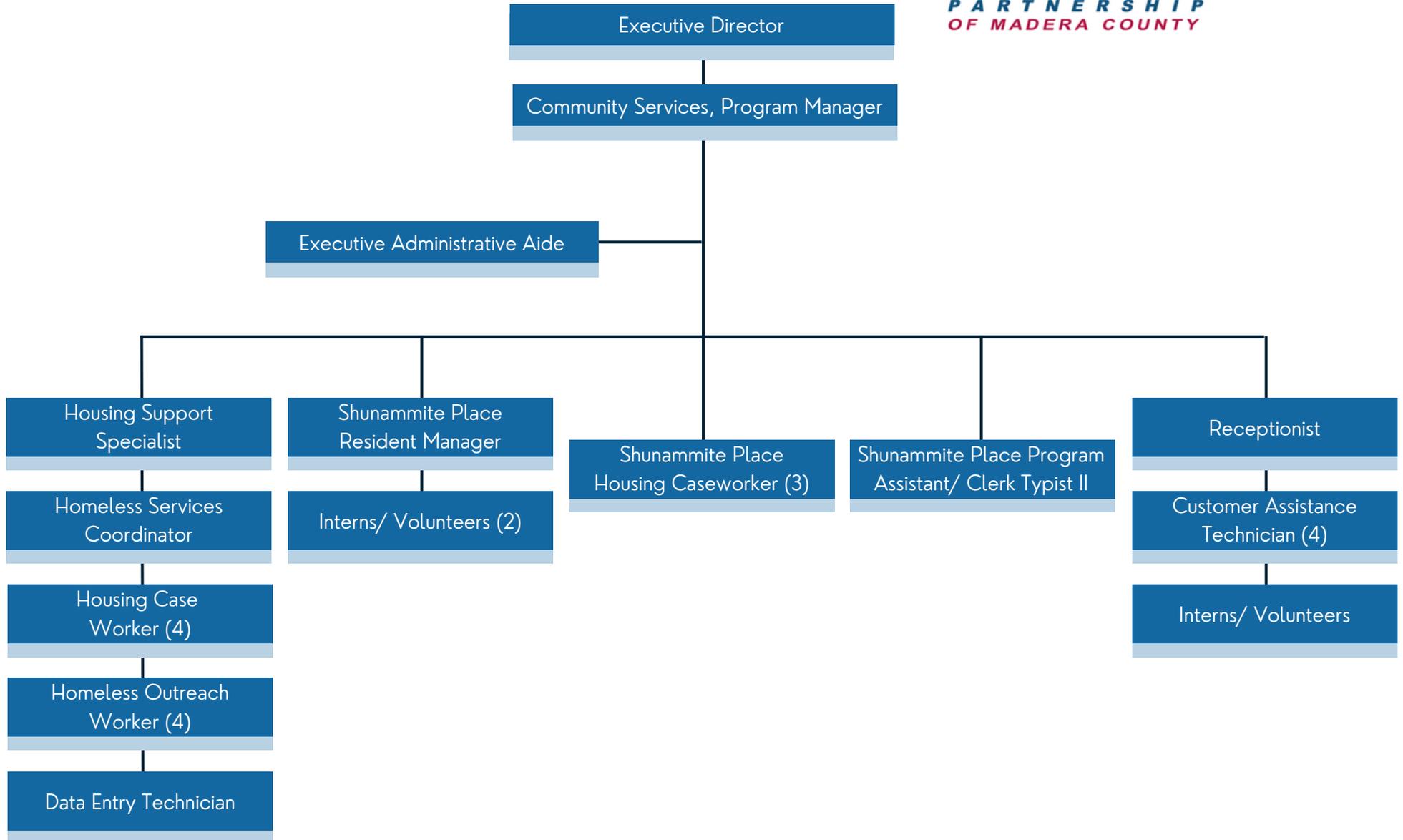
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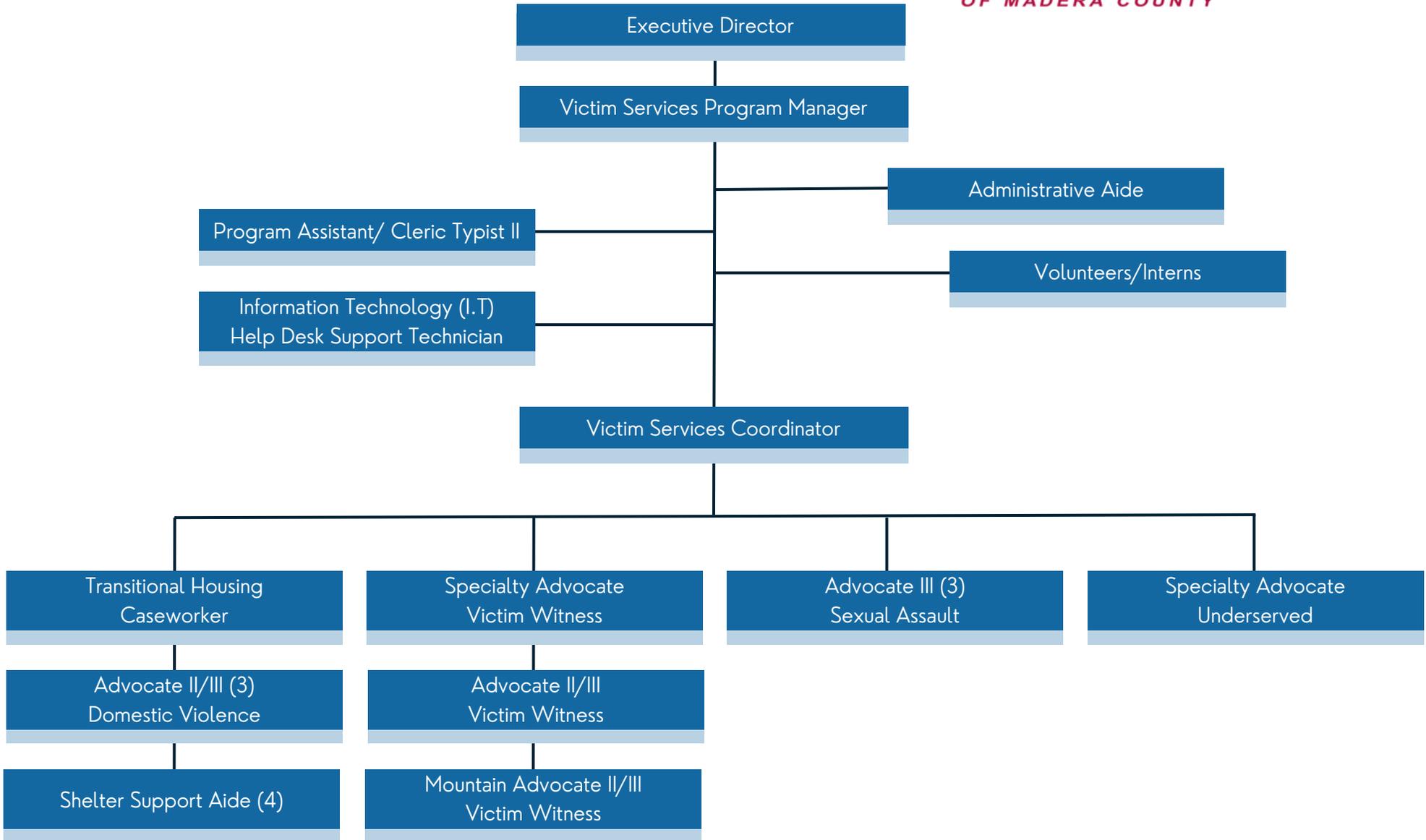
# Child Care Alternative Payment and Resource & Referral (APP/R&R)



# Community Services



# Victim Services





# Report to the Board of Directors

Agenda Item Number: D-10

Board of Directors Meeting for: June 12, 2025

Author: Jeannie Stapleton

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DATE: June 3, 2025

TO: Board of Directors

FROM: Ana Gudino

SUBJECT: 2025 Community Needs Assessment for Community Action Partnership of Madera County final report.

**I. RECOMMENDATION:**

Review and Approve of the 2025 Community Needs Assessment (CNA) for Community Action Partnership of Madera County.

**II. SUMMARY:**

The Community Needs Assessment for Community Action Partnership of Madera County describes and reviews the geographic area, the economy, characteristics of the residents and the needs of families in Madera County. The assessment also highlights the status of affordable housing, employment rates, safety, and the drought problem in Madera County. The Community Needs Assessment is a useful tool in establishing agency priorities and justifying the need for funding on current and future grant applications.

**III. DISCUSSION:**

- A. Community Action Partnership of Madera County, Inc.'s (CAPMC'S) Community Needs Assessment describes the needs of residents with low incomes living within the service area, which will assist in mapping program priorities through 2025.
- B. The Executive Summary, located on page 1 through 3 of the Community Needs Assessment for Community Action Partnership of Madera County provides an overview of the report.
- C. Included with this agenda is a copy of the Community Needs Assessment Community Action Partnership of Madera County.
- D. The findings in that report were used to develop the 2025 Community Action Plan.
- E. Community Action Plan (CAP). The CAP is discussed in a separate agenda item.
- F. The Community Needs Assessment Community Action Partnership of Madera County report will be posted on CAPMC'S website and will be available to anyone who would be interested in reviewing the data. Staff is requesting approval of the CNA.

**IV. FINANCING:**

N/A

# COMMUNITY NEEDS ASSESSMENT

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*Data About the Demographics, Economic Features, and Resources in Madera County*



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***June 2025***

*Community Action Partnership of Madera County, Inc.  
1225 Gill Avenue  
Madera, CA 93637*

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## **EXECUTIVE SUMMARY**

Community Action Partnership of Madera County, Inc.'s (CAPMC's) Community Needs Assessment describes the needs of people with low income from our service area which have led to priorities for the 2022-2023 program years. A cross-sectoral approach was taken, ensuring input from staff, community organizations, and community residents with low incomes. CAPMC did extensive research into secondary sources of information about our region and analyzed responses from surveys and focus groups completed with staff, community organizations, and adult constituents with lower incomes. A special thanks to the Live Well Madera County Steering Committee and the Madera County Public Health Department for the tremendous work on the May 2024 Community Health Improvement Plan and the data collected in previous assessments. Data collected from the Steering Committee and the Madera County Public Health Department was utilized in collaboration to the internal and external data collected by the CAPMC Community Needs Assessment and helps describe the community needs and priorities. Additional data was collected from multiple sources to make the analysis. The primary sources are gathered from the American Community Survey and U.S. Census.

## **DEMOGRAPHICS**

The population estimate for Madera County in 2024 was 165,432 according to the U.S. Census Bureau American Community Survey with the City of Madera holding 41% of the total county residents. Most residents are Hispanic/Latino with a percentage of 61.3%, while 30.3% are Caucasian/White, 4.2% are African American, 4.6% are American Indian/Alaska Native 4.6%, with 3.2% Asian, and 2.9% identify as two or more races. Additional demographic highlights include:

- The percentage of children in Madera County under 5 years old living in poverty was 23.60% in 2023, higher than the California state value of 16.8%.
- Madera County residents reported speaking a language other than English at home was 69.9% according to the U.S. Census Bureau.
- The homeless community remains an at-risk and vulnerable population, and the total homeless count for Madera County is 681 homeless persons based off the 2023 Point-In-Time Count.
- According to the American Community Survey, there are currently 30,257 senior citizens in Madera County (60 years and older). 17,356 live in geographically isolated areas and 4,625 live alone, according to the California Department of Aging's most recent data in 2024.

These demographic changes have a significant impact for an agency dedicated to providing services to low-income individuals as an exacerbated disparity of need versus available resources. Demands for services and resources cannot stand up to the increase in population of those needing services in Madera County, especially with the added economic and health stressors of 2024. CAPMC continues to seek creative and diverse funding opportunities and relies on a dynamic network of community partners with the common goal of alleviating the effects of poverty.

## **ECONOMICS**

As of April 2024 14.4%, of the workforce in Madera County is in the agriculture industry, but the number of farm workers has declined steadily over the past 25 years. This is due to changes in migration patterns, the mechanization of many agricultural processes, and drought-related job shifts. The median household

income is \$75,496, which according to the California Budget Project is about \$3,000 short of the amount needed to make ends meet in Madera County, as a two-working-parent family. In June 2024,

The unemployment rate in Madera County was 7.4%, a higher rate than the state average of 5.4% for the same time period.

The Living Wage Calculation for Madera County reports that for a family comprised of two working adults, supporting one preschooler and one school-age child, a working adult would need to make \$17.12 per hour, or \$72,311 combined, to meet all their basic needs. The 2021 Federal Poverty Level for a family of four was \$26,500, and 200% of the poverty rate (an eligibility threshold for many services) is \$53,000. According to the U.S.Census, in 2020, 18.0% of the people in Madera County live in poverty.

## **QUALITY OF LIFE OF MADERA COUNTY RESIDENTS**

The quality of life of Madera County residents can be a difficult metric to measure, but customarily considers educational resources, health, nutrition, public safety, parks and recreation, and community participation.

### Education

- According to the California Department of Education, only 83.6% of students graduated in 2020-2021.
- In 2023, 27% of the Madera County population over the age of 25 did not have a GED or high school diploma according to the 2023 Census of Madera County.

### Health Wellness & Nutrition

- The 2023 Community Health Assessment (Madera Community Hospital, and the Hospital Council of Northern & Central California) documented twelve priorities and needs in the community. The priorities in order of rank are: No change
  - CVD/Stroke
  - Access to Care
  - Asthma
  - Economic Security
  - Climate and Health
  - Violence and Injury Prevention
  - Oral Health
  - Obesity/HEAL/Diabetes
  - Maternal and Infant Health
  - Substance Abuse/Tobacco
  - Mental Health
  - HIV/AIDS/STIs/Cancer
- Based on the 2023 Madera County Community Health Assessment, Madera County's Primary Care Provider Rate per 100,000 Population was 40.0, compared to the State of California's rate of 78.0.
- Based on the May 2023 Madera County Community Health Assessment the leading causes of death in Madera County as 1) COVID-19, 2) ischemic heart disease, 3) Alzheimer's Disease, 4) Hypertensive Heart Disease, 5) Stroke, 6) Chronic Obstructive Pulmonary Disease, 7) Kidney Disease, 8) Drug Overdoes (poisoning/substance use disorder) 9) Lung Cancer, 10) Other Malignant Neoplasms.

## Public Safety

- According to the California Department of Justice, the most prevalent type of crime in Madera County in the past three years was larceny-theft, and the second was burglary.

As part of Madera County Child Advocacy Center,

- 99 forensic interviews were conducted in 2024.
- There were 17 male children interviewed, and 82 female children interviewed.
- Out of the 99 CFIT interviews, 90 were sexual assault related.

### Homelessness

The results of the most recent Homeless Point-In-Time (PIT) Count conducted in January 2023 enumerated 205 unsheltered homeless in the City of Madera, and 140 in the rest of Madera County, for 345. There were 336 sheltered individuals in Madera. Although Madera County does not have a vast homeless population compared to larger cities, housing solutions continue to be limited, especially permanent supportive housing programs.

The biggest challenge to addressing the homelessness in Madera County is the lack of affordable housing. There is almost a 0% vacancy rate in rental properties. Homeless individuals often had poor credit, poor job skills, and evictions on their records. When a vacancy becomes available, they cannot compete with individuals and families that do not have these barriers to housing.

At least 390 additional housing units are needed to house those enumerated during the 2023 Homeless Point-In-Time Count. Most of the homeless need either subsidized housing or permanent supportive housing.

According to [Worldpopulationreview.com](http://Worldpopulationreview.com), in 2024, there are approximately 650,000 homeless individuals in the United States. California has the highest homeless population of all the states with about 187,084 homeless individuals. Madera County's location on the Highway 99 Corridor makes it easy for homeless people to travel north and south along the highway. CAPMC's Homeless Outreach Workers have indicated they encounter new individuals when conducting outreach across the county. So far, in 2024, CAPMChas assisted 68 homeless individuals with transportation costs to reunite with family out of the area, who would otherwise become stranded in Madera County.

The issue of homelessness is complicated. While acknowledging the hardships it places on individuals, it is also taxing community resources. Many of the homeless reside on the riverbank of the Fresno River, where fires occur regularly. Drug use and crime are also connected with increased homelessness.

In April 2021, the City of Madera and County of Madera entered an MOU with an ongoing project to clean up the trash in the Fresno Riverbed. In 2022, 136 tons of trash was removed from the riverbed. And any brush along the bridge area was removed within 150 feet of the bridges in Madera. The scheduled cleanup of the Fresno River addressed the area from Raymond Road to west of Westberry Blvd. Although, previous clean-up efforts had made great strides addressing the blight in the community of Madera, there was still much work to do in cleaning the homeless encampments. Normally, cleanup of this nature is ongoing, but code enforcement efforts ceased since 2020 due to COVID-19.

### Veterans

According to the California Association of County Veterans Service Officers, Inc.'s 2024 Annual Report, Madera County has 5,937 veterans. Of the veterans who reside in Madera County, 1,954 of them have opened compensation or pension cases, resulting in a utilization rate of 30.23%.

## COMMUNITY RESOURCES

### Primary Health Care

The Darin M. Camarena Health Center, Madera County's only federally qualified health center, expanded facilities to include clinics on the campus of two of the three high schools within City limits. Madera South High School and the new Matilda Torres High School. The school-based community health centers provide a full range of health care services including medical, dental, behavioral health, and health education services. In addition to those centers, and the main 6<sup>th</sup> Street Health Center, Camarena Health Centers offers one location in Chowchilla, three in the mountain areas of Coarsegold and Oakhurst, and eight in Madera.

Madera Community Hospital is a non-profit community health resource in Madera. Madera Community Hospital abruptly closed in 2023. The Madera Community Hospital recently reopened on March 18, 2025, under the direction of Adventist Health Care. There are 106 acute care beds, a 16-bed Emergency Department, and a 10-bed intensive care unit, in addition to other rural health sites and family services buildings. Despite broadening services, Madera Community will become a growing number of hospitals in the state that no longer provide maternity care like labor and delivery services.

The closure of Madera Community Hospital in early 2023 had a profound impact on the community of Madera County, California. As the county's only general hospital, its shutdown left approximately 160,000 residents without immediate access to emergency and routine healthcare services. This forced many to travel to neighboring counties, such as Fresno, for medical care, placing additional strain on already overburdened healthcare facilities. The closure also resulted in the loss of over 700 healthcare jobs, exacerbating economic challenges in a region where 20% of the population lives in poverty. Public health programs suffered as well; as many linked to the hospital services, including referrals for programs like WIC and home visitation services. The absence of the hospital disrupted these critical connections, making it more difficult for families to access the necessary support.

The reopening of Madera Community Hospital in March 2025 marked a significant milestone in restoring healthcare access to the region. With the aid of a \$57 million interest-free loan from the state's Distressed Hospital Loan Program, the hospital was able to resume operations, bringing back essential services to the community. The reopening not only reinstated emergency and routine medical care but also provided employment opportunities for healthcare workers who had been displaced by the closure. Local leaders and residents expressed relief and optimism, viewing the hospital's return as a restoration of hope and security. The event underscored the importance of accessible healthcare facilities in rural communities and highlighted the resilience of Madera County in overcoming significant challenges to meet the needs of its residents.

Valley Children's Healthcare (VHC) was ranked by the U.S. News & World Report as one of the nation's best children's hospitals in neonatology in 2024/2025 in the following eight pediatric specialties: Neonatology, Pediatric Cancer, Pediatric Diabetes & Endocrinology, Pediatric Gastroenterology & Gastrointestinal Surgery, Pediatric Orthopedics, Pediatric Pulmonary & Lung Surgery, and Pediatric Urology.

### Parent Education and Support

The Strengthening Families Program (SFP) continues to offer family skill training to families and parents through referrals from the Madera County Department of Social Services and Madera County Probation.

Feedback from families is overwhelmingly positive. Parents and families continuously inquire about and express the need for family skills courses in the community. Many of the families who participated in the parenting program share that the classes provide an opportunity to build parenting confidence and skills. Families that complete the program state they are more consistent in promoting positive behavior and setting limits to help promote good behavior and self-control in their children. Due to the COVID-19 Pandemic, the number of graduates decreased, as in-person classes were not conducted due to safety purposes. From July 2, 2023, through June 30, 2024, 109 participants graduated from the Strengthening Families Program, of which 71 were adults and 38 were children.

The Parent Project is a community-based parenting skills program adopted in Madera County as a partnership between the City of Madera Police Department, Madera County Sheriff's Office Madera Ministerial Association, Madera Unified School District, and CAPMC. The Parent Project works directly with parents to help them improve adolescent children's school attendance and performance, reduce family conflict, curb drug and alcohol use, prevent runaways, stop violent behavior, and develop strong in-home prevention and intervention strategies for youth gang prevention. The Parent Project serves parents with children ages five through ten, and 11 and up.

## Community Directory

Madera Unified School District in collaboration with CAPMC developed a comprehensive Resource Directory of Community Services for Madera County that informs parents and community members of resources that are available in Madera County. The guide may be viewed online or downloaded as a pdf file at <https://www.madera.k12.ca.us/Page/13830>

Madera Adult School continues to offer English as Second Language (ESL) classes, adult basic education, General Education and Development (GED) and computer skills, all with limited availability. Some classes are available in both English and Spanish. In 2021/2022, 114 individuals successfully graduated with a GED from Madera Adult School, according to the Adult Education Pipeline Score Card.

Other Madera County higher education resources include the public community college located in Madera and Oakhurst, and the private junior college of San Joaquin Valley College.

## Child Care

Childcare continues to be one of the largest expenses for working families. Childcare subsidies offer vital financial relief to eligible families, ensuring access to high-quality care while parents work, search for employment, or pursue their education. The Community Action Partnership of Madera County, Inc. - Child Care Alternative Payment and Resource & Referral Program is dedicated to addressing this critical need.

In the 2023-2024 fiscal year, the Resource & Referral Program received funding from the American Rescue Plan – Child Care Initiative Project Expansion. This funding aimed to support Licensed Family Child Care Providers and Family, Friends, and Neighbors (FFN) in the effective operation of their services. The primary goal was to enhance the quality of childcare by offering training and technical assistance, increasing capacity (particularly for infant and toddler slots), and expanding in-home childcare options. This included support for FFN caregivers, nannies, prospective providers, already-licensed FCC providers, and FCC providers who wish to grow their programs. Additionally, the funds were used to provide stipends for purchasing essential items or equipment that promote business development and operational efficiency.

## Employment

Madera County Workforce Assistance Center continues to be the main avenue through which employment services are offered in Madera County. The Workforce Assistance Center's self-help computer lab offers free computer use for job searching and resume development, and a plethora of resources. Its recent move to a larger facility is beneficial, as the facility houses several different agencies now under one roof, making it a one-stop-shop for many in the community. Madera Adult School, and Employment Development Department and the Welfare to Work Program are housed at the location.

## Transportation

Public transportation was a recurring topic at many community forums and surveys. The Madera Area Express (MAX), Chowchilla Area Transit Express, and many other options such as Dial-A-Ride, provide services to community members who require transportation. Madera Metro services have been modified during 2020 and 2021 due to COVID-19, including waved fares for passengers until further notice.

## Housing

The Housing Authority of the City of Madera (HACM) administers 741 tenant-based vouchers and has a wait list of 767 households as of February 2025. HACM also administers 16 project-based vouchers, 708 tenant-based vouchers, 54 Veterans Affairs Supporting Vouchers, and 17 Family Unification Program special purpose vouchers. In addition, HACM also operates 244 low-income rental units in the Public Housing Program.

Madera County Department of Social Services (DSS) offers two programs to CalWORKs recipients who are homeless or at-risk of homelessness. Housing Assistance (HA) and Housing Support Program (HSP) work together to provide housing and promote housing stability for families in the CalWORKs program.

Shunammite Place, a CAPMC program under the Community Services Department, houses 47 individuals with chronic homelessness and disabilities in permanent supportive housing. Intended to end the cycle of homelessness, the program has been designed to assist and encourage a lifestyle free from addiction, helping with issues of mental and physical health by encouraging structure, improvement, dedication, and goal achievement.

Sugar Pine Village, in partnership with Self-Help Enterprises, located at 203 East Lewis Street, houses 52 new apartments for individuals and families struggling with housing insecurity and homelessness. Apartments range from 20 one bedroom, 16 two bedroom and 16 three-bedroom apartments. Rent is set according to income and ranges between \$168 and \$1,012 per month.

The new veterans and family housing facility was constructed in the City of Madera downtown district. The 48-unit community consists of two three-story buildings constructed on publicly owned parcels, featuring 18 studios, 10 one-bedroom, 12 two-bedroom, and 8 three-bedroom units. The project provided much-needed housing, transportation amenities, and on-site services for the housing development residents and the surrounding community.

## Homeless Services

The community resources available to homeless individuals and families in Madera County are limited and do not meet the needs of the growing homeless population. The Madera Rescue Mission offers a faith-based program, which provides emergency food and shelter for the homeless in Madera County. They can serve up to 40 men and have 19 total beds to serve women and children. The Victory Outreach program offers a faith-based transitional program that can serve up to 10 men. Sometimes the homeless choose not to utilize these programs because of faith-based requirements. Community Action Partnership of Madera County, Inc. offers five housing programs that serve men, women, children, and domestic violence victims. The Martha Diaz Shelter has four emergency shelter units, which can serve up to 18 domestic violence victims, who many times are at risk of becoming homeless. Victim Services operates a transitional housing program for victims of domestic violence that has two units, which can house two families year-round. Shunammite Place offers permanent supportive housing for 47 chronically homeless individuals with disabilities. Turning Point operates Serenity Village, a permanent supportive housing program for chronically homeless men located in Oakhurst and has the capacity to house seven individuals. CAPMC also has a rapid rehousing program that can help pay rent for up to 18 months (about 1 and a half years) for homeless individuals and families who need help getting reestablished in housing.

CAPMC has received additional funding for sheltering about 20 vulnerable homeless persons in hotel rooms seasonally when the Madera Rescue Mission is at capacity while they look for permanent housing. In March 2025, the Madera Rescue Mission had an Open House to share with the community the six 2-bedroom tiny house units on their campus. The tiny houses will be used to assist people in need due to the loss of their home, sleeping on someone's couch, or in a garage. Through case management, this will help individuals and families get back on their feet and accomplish the goal within 3 to 6 months. According to the City of Madera Consolidated Plan 2020-2024, there is a need for additional transitional housing especially for individuals who have left homeless shelters but are on the waitlist for a housing Choice Voucher. There is also a need for more emergency shelter beds especially for men and the increasing number of returning veterans. The community needs that were identified by participants and survey respondents were prioritized based in part on approaches supported by the Office of Community Planning and Development of the U.S. Department of Housing and Urban Development (HUD), the Center for Disease Control and Prevention, the National Community Development Association, and others.

A new Respite Center has come to fruition for the Madera Rescue Mission. The Respite Center has a 6-bed capacity to serve homeless individuals who are recovering from surgery or other medical procedures.

During 2020, CAPMC established a one-stop shop called the Homeless Engagement for Living Program (H.E.L.P.) Center. The center serves as a hub for helping individuals and families who are homeless or at risk of becoming homeless. Community members meet biweekly to hear updates on individuals being assisted by the H.E.L.P. Center staff. Individuals who contact the H.E.L.P. Center will receive assistance with connecting to community resources, including housing. Depending on the client's needs, the housing solutions offered are emergency shelter, rapid re-housing, and permanent supportive housing.

In addition to assisting (or supporting) homeless individuals transition from homelessness into housing the H.E.L.P. Center provides services such as assistance with successfully enrolling into a substance abuse program, assistance with securing mental health, medical, dental, and or vision services. The H.E.L.P. Center also assists with obtaining legal documents (i.e., social security cards, identification cards, and birth certificates), assistance with transportation for reunification with family who resides out of the area,

assistance with enrolling in education programs or work programs often through Madera Workforce Assistance, and referrals to the Veterans' Administration. Transportation to appointments is available upon request. Staff will also attend appointments with clients if the client requests Advocacy Services. The H.E.L.P. Center is the only center in Madera County that provides such services to individuals experiencing homelessness or at-risk of becoming homeless.

## INTRODUCTION TO THE NEEDS ASSESSMENT

Community Action Partnership of Madera County, Inc. (CAPMC), the largest 501(c)(3) non-profit social services agency with Madera County has dedicated its programs and services to address the needs of the low-income population for over the past five decades. Although Madera County is the primary focus of service delivery, CAPMC has also been awarded funds to expand Head Start services in Mariposa and Fresno counties.

### VISION

CAPMC will be recognized as a premier social service agency that eliminates the effects of poverty by helping people obtain knowledge and skills to achieve self-reliance and economic stability...one life at a time.

### MISSION

Helping people, changing lives and making our community a better place to live by providing resources and services that inspire personal growth and independence.

### COMMUNITY ACTION PROMISE

Community Action changes people's lives, embodies the spirit of hope, improves communities, and makes America a better place to live, help themselves and each other.

### HISTORY

Community Action originated with the passage of the Economic Opportunities Act of 1964 as a part of President Lyndon B. Johnson's "War on Poverty." The act established a federal Office of Economic Opportunity headed by Sargent Shriver, and created organizations called Community Action Agencies that would develop strategies to "eliminate the paradox of poverty in the midst of plenty." Community Action Partnership of Madera County, Inc., formerly the Madera County Action Committee, Inc., was chartered in 1965 and falls under the direction of the Madera County Board of Supervisors.

### STRUCTURE

The Madera County Board of Supervisors has designated the governance and fiduciary responsibility of CAPMC to a 15-member tri-partite Board of Directors. The Board was established to allow residents of the community where they live and work to make local decisions. The Board's configuration consists of five members from elected public officials, five members from the private sector (one seat dedicated to a Policy Council Member from Madera Regional Head Start), and five members from low-income target areas of the community. In compliance with the Head Start Act, there is community representation on the board from (1) a fiscal manager or accountant, (2) an expert in early childhood education and development, and (3) a licensed attorney.

Reporting directly to the Board of Directors is the Executive Director, who ensures the successful and efficient completion of all aspects of agency operations and objectives. This includes proper execution or implementation of Board policies and all appropriate local, state, and federal laws and regulations.

The agency is a non-profit public benefit corporation organized under the Nonprofit Public Benefit

Corporation Law – State of California Corporation for public and charitable purposes. CAPMC employs more than 300 employees annually.

## PROGRAM OFFERINGS

CAPMC manages almost \$39,449,170 dollars per year in federal, state, local and private funds. Community Action Partnership of Madera County, Inc. helps remove barriers to self-sufficiency through the following programs:

- Early Childhood Programs
  - Regional Head Start
  - Migrant/Seasonal Head Start
  - Early Head Start
  - Child Care Alternative Payment Program
  - Child Care Resource & Referral Program
- Community Services
  - Emergency and Utility Programs
    - Low Income Home Energy Assistance Program
    - Energy Assistance
  - Homeless Programs
    - Permanent Supportive Housing
    - Homeless Engagement for Living (H.E.L.P)
    - Emergency Shelter
    - Rapid Rehousing
    - Homeless Prevention/Rental Assistance
- Weatherization Program
- Victim Services
  - Domestic Violence Services
  - Victim and Witness Services
  - Rape/Sexual Assault Services
  - Emergency Shelter
  - Unserved Underserved Victim Advocacy
- Strengthening Families Program
- Madera County Child Advocacy Center

## GEOGRAPHIC CHARACTERISTICS

Madera County is a small county located in the heart of California's agricultural center – the San Joaquin Valley. Fresno County borders to the south, Mariposa, Merced Counties to the north, and Mono County to the east. It is located approximately 20 miles from the Fresno Metropolitan Area, 166 miles from the San Francisco Bay Area, 240 miles from Los Angeles, and only 88 miles from our gem, Yosemite National Park (Figure 3). Madera County is known to be the geographic center of the State of California (Figure 1), stretching from the rich San Joaquin Valley to the Sierra Nevada Mountains, home to Mt. Whitney, the highest point in the contiguous United States.

The County is approximately one-half urban and one -half rural and is a major source of agricultural production (Figure 2). The City of Madera is designated as the only urban area, composing the largest portion of the population, with nearly 41.1%. The City of Chowchilla is approximately 11.6% of the population, and the balance is dispersed throughout the unincorporated areas, such as Madera Ranchos, Bass Lake, Berenda, Coarsegold, Fairmead, North Fork, Oakhurst, O'Neil, Raymond, and Hensley Lake.

Madera County has enjoyed tremendous progress in areas such as education, health, longevity, family composition, and economic growth. However, the likelihood that a child will be born into poverty, or a marginally poor family, or a family without health insurance has also increased.

Many of the challenges Madera County faces are deeply influenced by these conditions of poverty. Social, material, and health disparities between groups have persisted, and in some cases, widened. These challenges are intensified by State and Federal budgets lacking the resources to fully fund human service agencies that service local needs, as well as recent funding cutbacks. With these shortfalls, curtailment of support to health and human services, public education, and higher education seems insurmountable. Madera County finds itself operating within these limitations.

FIGURE 1



FIGURE 2



FIGURE 3



Temperatures range from the low 37°F in the winter months, to highs between 97°F and 110°F for the months of July through September. There are approximately 264 sunny days per year. The first frost typically occurs in late November, with spring arriving in early March. Precipitation levels are below the national average, with roughly two inches per month from December through March, little to no rainfall from June through September.

FIGURE 4 stayed the same

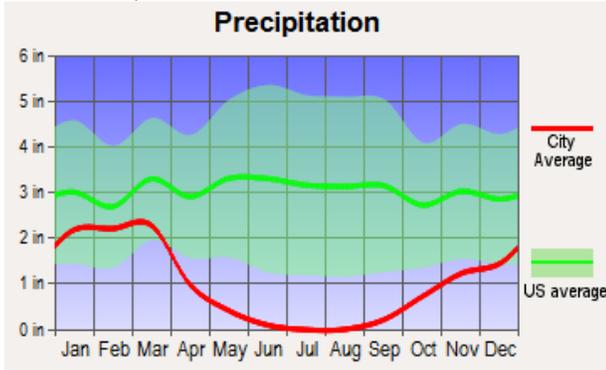
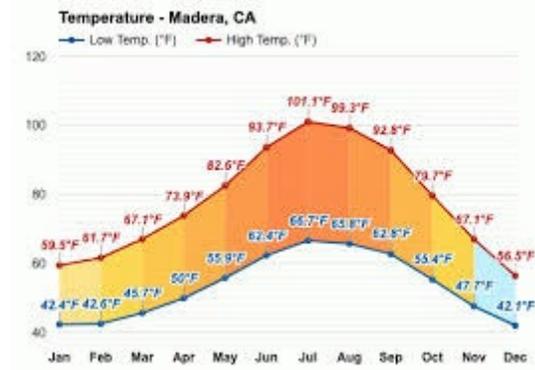


FIGURE 5



## DEMOGRAPHIC FEATURES

### POPULATION

The American Community Survey revealed the most recent population for Madera County in 2023 is 158,716 (Five Year Estimates are used on most cases, as it is most reliable). The population is increasing despite the region being mostly rural and offering fewer employment opportunities. Agriculture attracts a substantial flow of immigrants from Mexico and Central America, as well as a small steady flow of Asian and Eastern Asian groups to our area. In addition, the inflated cost of housing in large, populated cities (Los Angeles, San Francisco Bay Area) drives people to seek more affordable homes in our community. Insert a new table – under research

TABLE 1

Madera County Population by Zip Code, 2023 Five Year Estimates		
Area (Zip Code)	Population	Population Percentage
<b>Madera County</b>	158,716	100%
<b>93638</b>	51,502	32.44%
<b>93637</b>	42,278	26.63%
<b>93610*</b>	24,088	*15.17%
<b>93636</b>	14,777	9.31%
<b>93614</b>	11,144	7.02%
<b>93622*</b>	10,335	*
<b>93644</b>	6,490	4.08%
<b>93643</b>	2,778	1.75%
<b>93626*</b>	3,039	*1.91%
<b>93601*</b>	1,248	*0.78%
<b>93653*</b>	1,314	*0.82%
<b>93604</b>	58	0.036%
<b>93645</b>	1,082	0.068%
<b>93669</b>	297	0.018%

*Source: American Community Survey 2023, US Census Bureau. B01003.*  
*\* ZIP Code Tabulation Areas (ZCTAs) that exceed county boundaries and contain population from another county. The population percentage was not calculated for those ZCTAs.*

TABLE 2

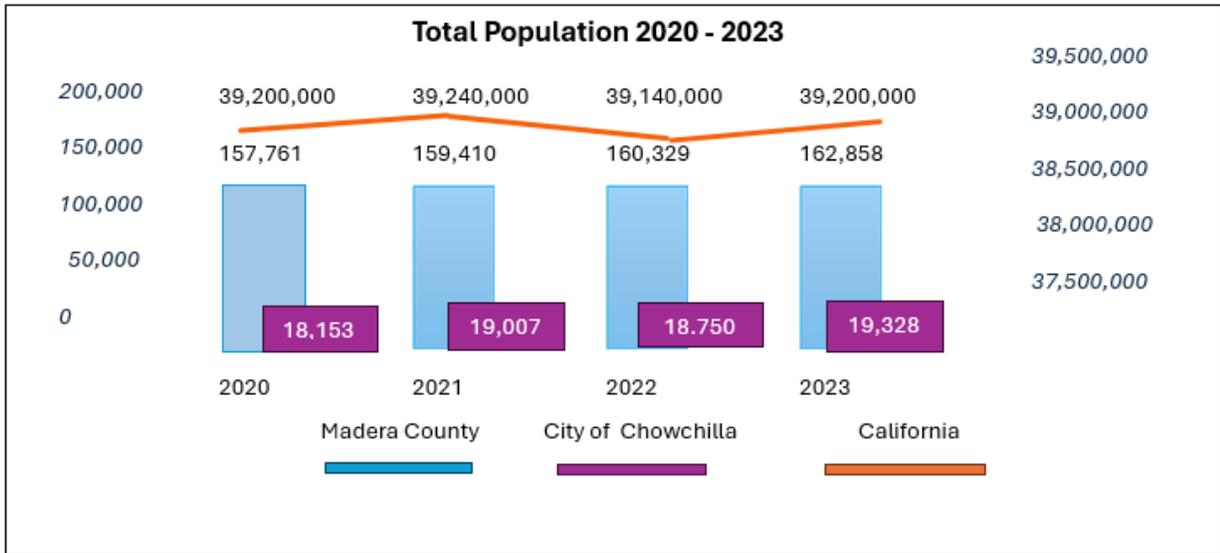


Table 2

Source: U.S. Census Bureau, American Community Survey 2020 - 2023, 4-Year Estimates. B01003

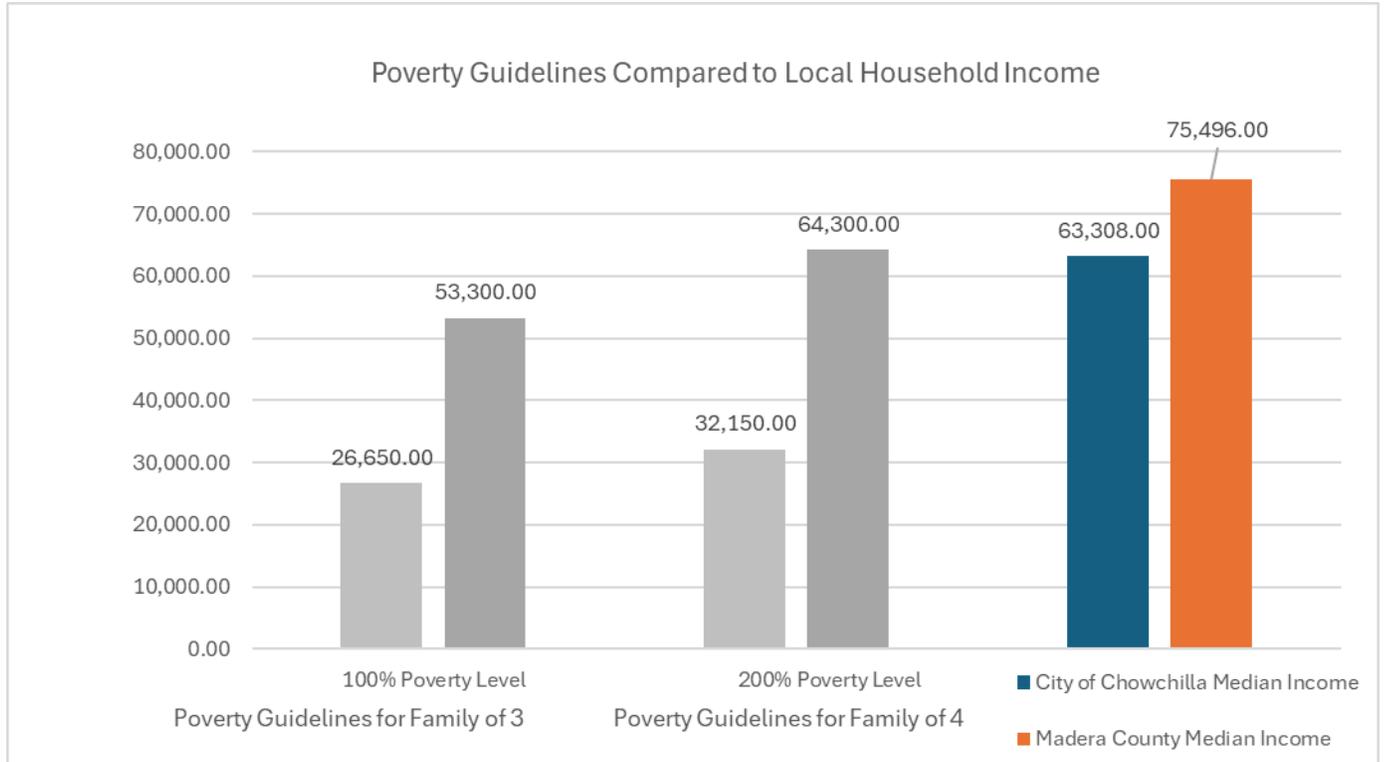
Demographic data also indicates the following for Madera County, compared with the City of Chowchilla, neighboring Fresno County, the State of California:

**TABLE 3**

	Madera County	City of Chowchilla	Fresno County	State of California
Median Resident Age	34.6	34.6	33.2	39.2
Median Household Income	\$75,496	\$63,308	\$71,434	\$96,334
Total Households	44,513	4,011	322,163	13,434,847
Average Household Size	3.42	3.35	3.08	2.86
Average Family Size	3.28	2.67	3.09	3.52
Median Value of Owner-Occupied Housing Unit	\$367,700	\$331,500	\$362,600	\$695,400
Percent of Persons Below Poverty Level	19.9%	22.2%	18.7%	12%

Source: U.S. Census Bureau, American Community Survey 2024, Data USA 5-Year Estimates. B01002, DP02, DP03, DP04.

**TABLE 4**



Source: U.S. Department of Health & Human Services, and U.S. Census Bureau, American Community Survey 2023

POPULATION OF 0-5 YEAR OLDS

According to the American Community Survey, the number of children aged 0-5 in Madera County shows a slight decrease over time from 2019 to 2023. Although the overall county population shows an increase of 0.82%, the children aged 0-5 show a population decrease of 0.34% for the same period.

Table 5 below displays the data available.

TABLE 5

Population of Children Under 5 Years (and Percent of Total Population)					
	2019	2020	2021	2022	2023
<b>Madera County</b>					
Under 5 Years	11,611	11,384	11,243	10,836	10,763
<b>City of Chowchilla</b>					
Under 5 Years	912	1,030	1,088	1,157	1,286
<b>Fresno County</b>					
Under 5 Years	77,711	76,364	76,081	72,890	72,049
<b>State of California</b>					
Under 5 Years	2,451,528	2,409,082	2,350,335	2,258,308	2,214,141

Source: U.S. Census Bureau, American Community Survey 2019 - 2023, 5-Year Estimates. DP05.

In Madera County, the 0-5 age group population living in poverty was 6.8% in 2023, higher than the California state value of 6.0%, according to the American Community Survey (U.S. Census Bureau, American Community Survey 2019 - 2023, 5-Year Estimates. S1701).

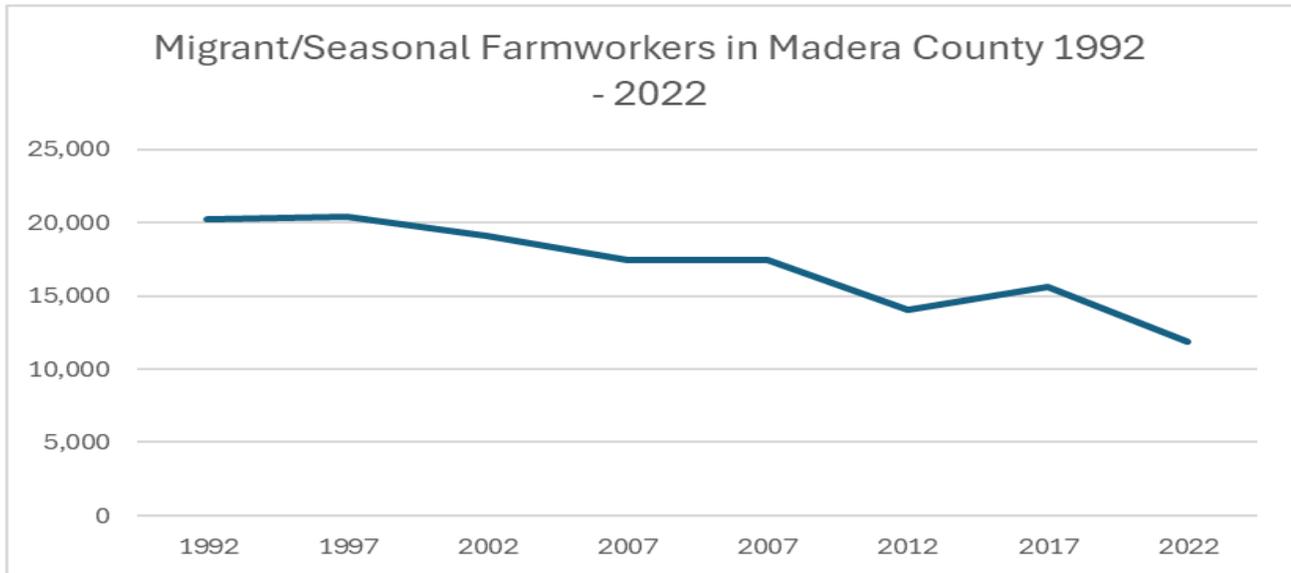
POPULATION OF MIGRANT/SEASONAL FARMWORKERS

The agriculture industry is prolific in the San Joaquin Valley, which means migrant/seasonal farmworkers find their home here for much of the year. Estimates for the number of migrant/seasonal farmworkers in Madera County are based on the number of workers who worked less than 150 days from the 2017 U.S. Census of Agriculture. See Table 6 below.

Data collection for this elusive population is not an easy task. Enumeration counts are the most accurate but are not repeated regularly, providing a solid historical perspective. The U.S. Census of Agriculture is completed every five years, and relies on farm managers being forthright and honest about a work force which may or may not have legal status to work in the U.S.

The data shows a decrease of over 55% over the last 25 years, which may be explained by a shift of many agricultural processes to machines. Over 37% of the harvested acreage is for fruit and nut trees, according to the Madera County 2019 Annual Crop Report, which has mechanized many processes.

TABLE 6



Source: U.S. Census of Agriculture County Data, 1992 – 2022, Vol 1, Chapter 2, Table 7; 1992, Table 5, 1997; Table 7, 2002; Table 7, 2007; Table 7, 2012; Table 7, 2017; Table 7, 2022

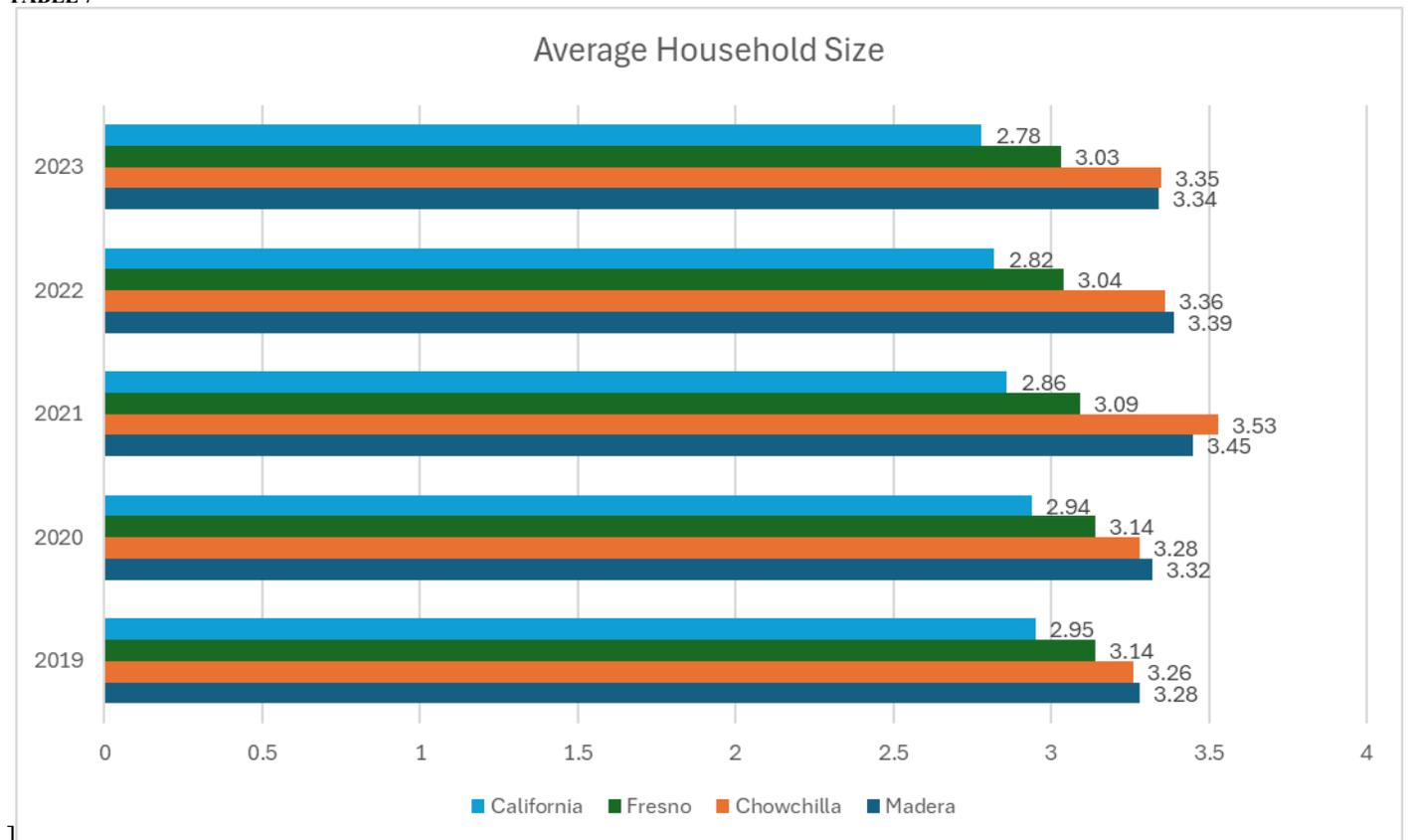
A factor often overlooked regarding migrant/seasonal farmworkers in Madera County is that many farmworkers migrate with their entire family, including their children. Reports conducted by California State University Fresno suggest that 70% of these families are unauthorized residents living in the area with children. The context of having a parent, sibling, or relative without documentation is a unique stressor to this population. Families with members who are undocumented often “live in the shadows,” experiencing a lack of safety and fear of deportation. In today’s political climate, this has shown to be a real threat to many of the families served in Madera County, causing low participation in social service programs out of fear of deportation or legal problems.

## FAMILIES AND HOUSEHOLDS

### HOUSEHOLD SIZE

According to the 2023 American Community Survey, the average household size in Madera County 3.34 people, a 1.02 increase since 2019’s value of 3.28.

TABLE 7



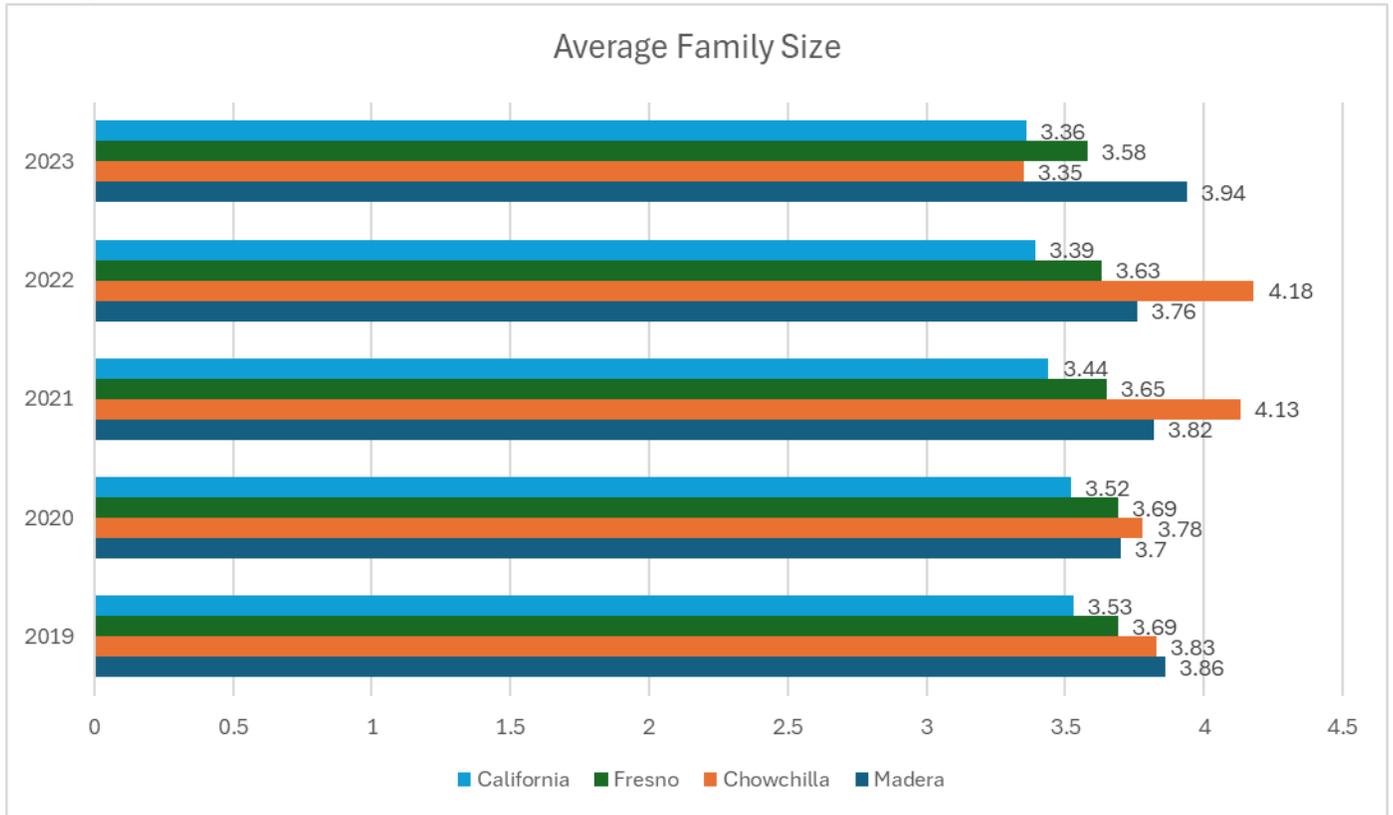
Source: U.S. Census Bureau, American Community Survey 2019 - 2023 5-Year Estimates. S1101

The table below displays the household size and type of comparison between Madera County and the State of California.

**FAMILY SIZE AND TYPE**

According to the American Community Survey, the average family size in 2023 in Madera County was 3.94 people, a 1.07% increase since 2019’s value of 3.86.

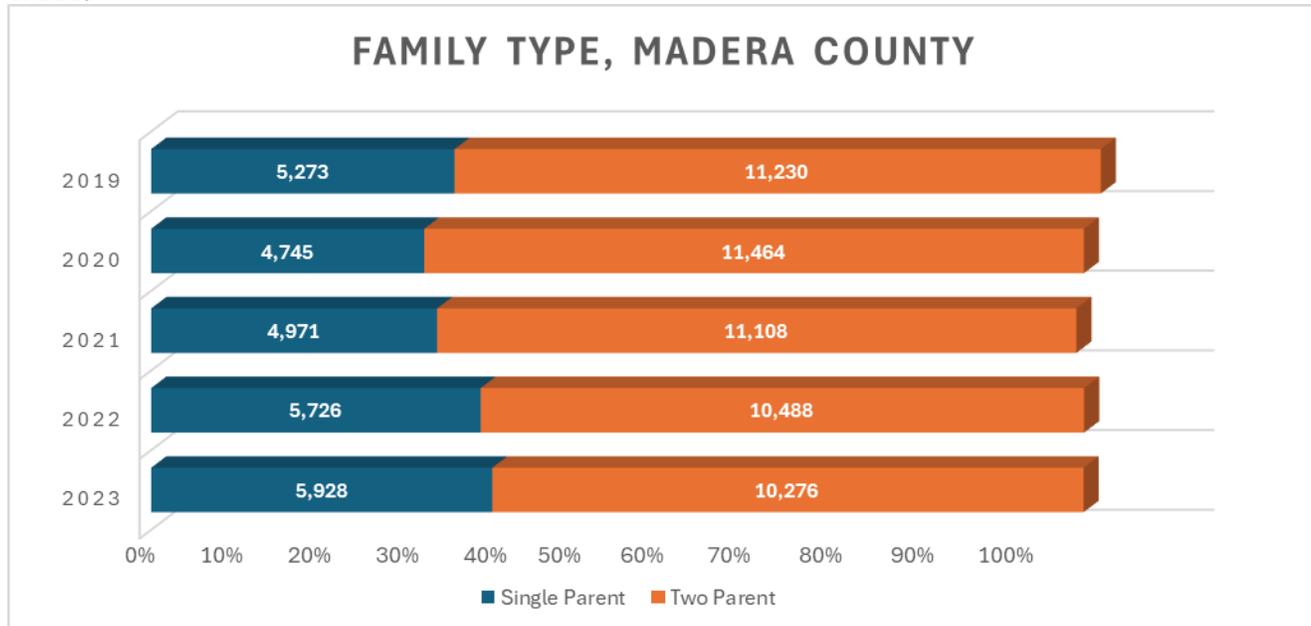
**TABLE 8**



Source: U.S. Census Bureau, American Community Survey 2019 –2013 , 5-Year Estimates. DP02.

Table 9 displays family types of the Madera County population with children less than 18 years of age. The data shows a slight trend towards two-parent families from 2015 to 2019 in Madera County.

**TABLE 9**

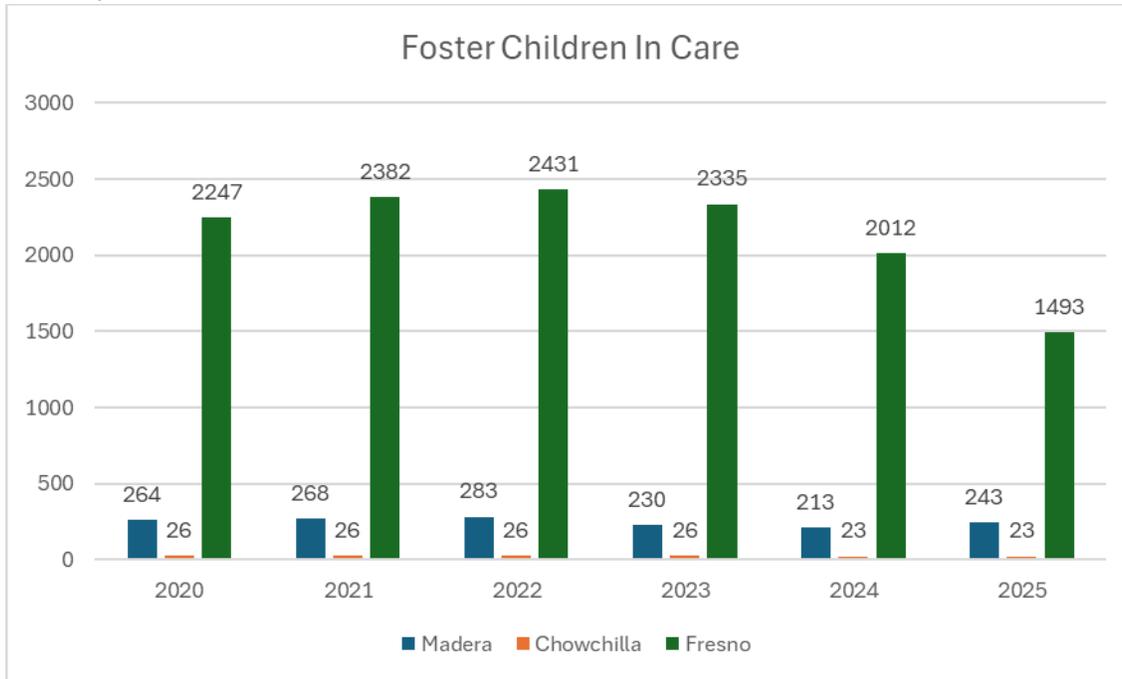


*Source: U.S. Census Bureau, American Community Survey 2019 - 2023, 5 Year Estimates. B11003.*

## FOSTER CHILDREN

The number of foster children varies by geographical area, as displayed in Table 10 below.

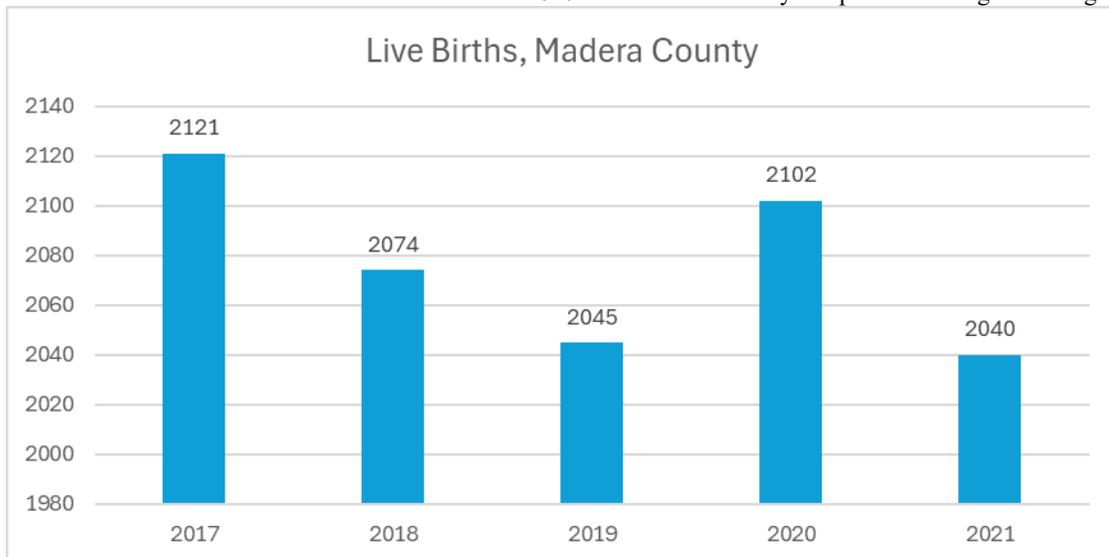
TABLE 10



Source: U.C. Berkley 2020 - 2025

**BIRTHS TO MADERA COUNTY RESIDENTS** – Madera Community Hospital closed in 2022 and reopened March 18, 2025. The hospital will not have labor and delivery services.

Table 11 Below shows that birth rates have decreased since 2017. Madera Community Hospital is no longer offering labor and delivery.



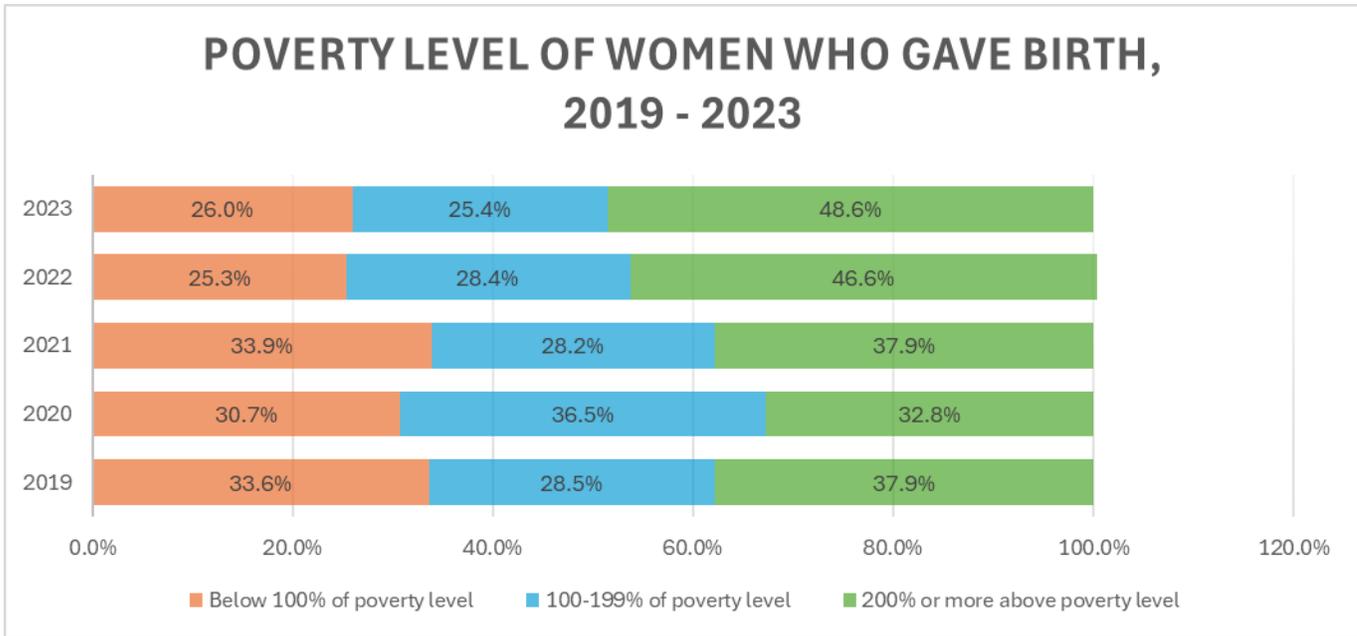
Source: Kids Data 2017 - 2021

## BIRTHS TO WOMEN IN POVERTY

Women who live in poverty often have multiple risk factors, making it difficult to meet the basic needs of both the mother and the child. According to data from the American Community Survey in 2023, 51.4% of women who gave birth in 2023 in Madera County lived below 200% of the poverty level.

**TABLE 12**

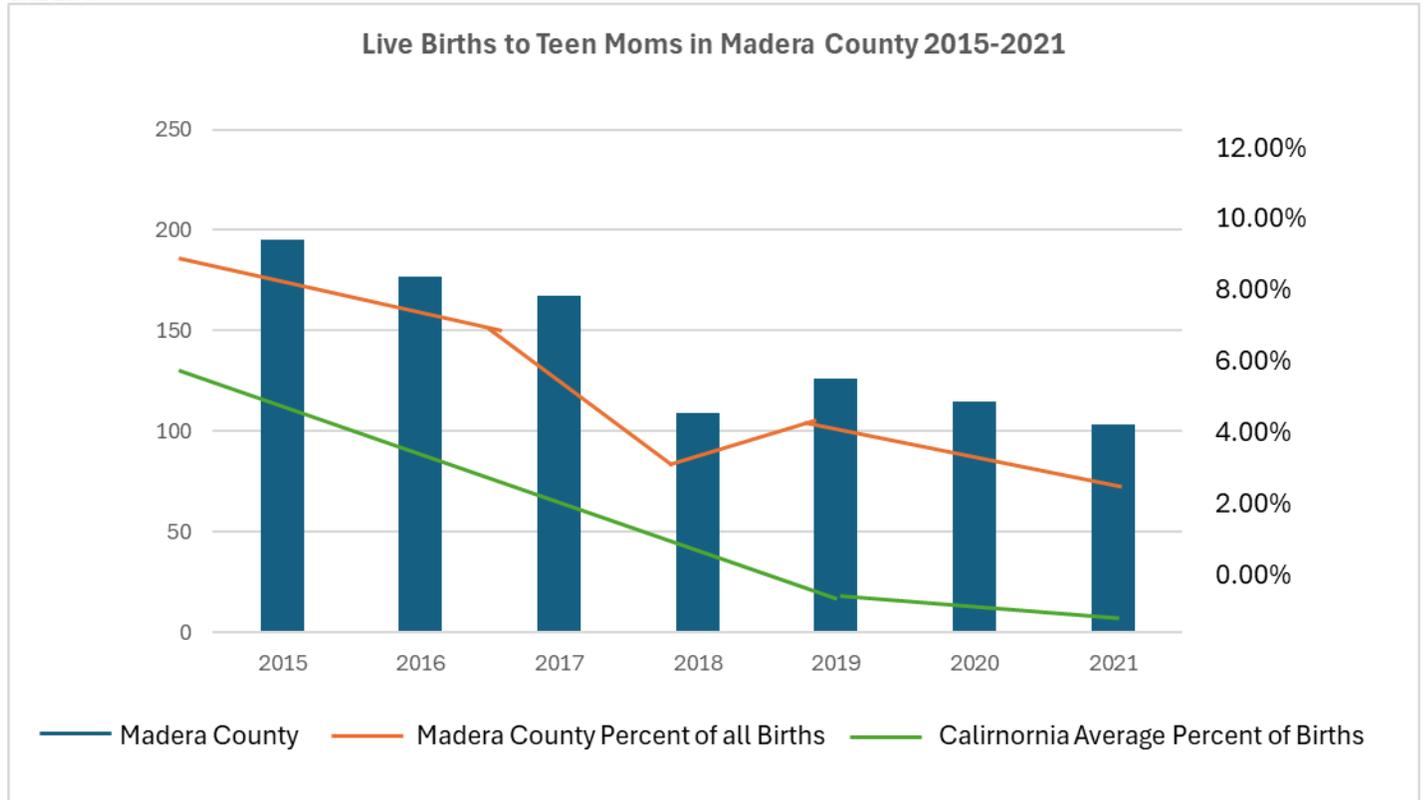
Source: U.S. Census Bureau, American Community Survey 2019 - 2023, 5-Year Estimates. S1301.



TEEN PREGNANCY

Teen pregnancy has been a long-standing issue in Madera County, with rates consistently surpassing many California counties. Although rates are decreasing, Madera County still has one of the highest rates of teen pregnancy in the state.

TABLE 13

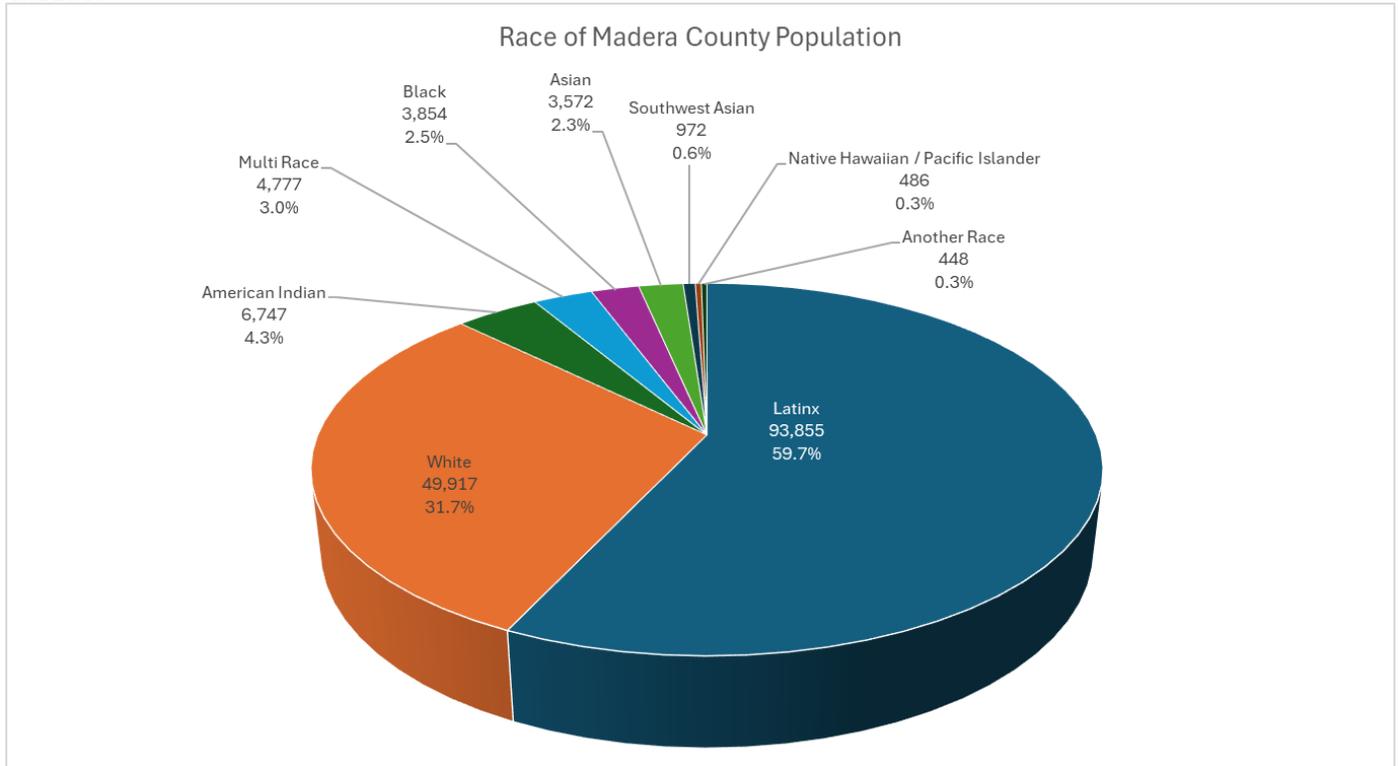


Source: State of California, Department of Public Health, Birth Records.

## RACE/ETHNICITY

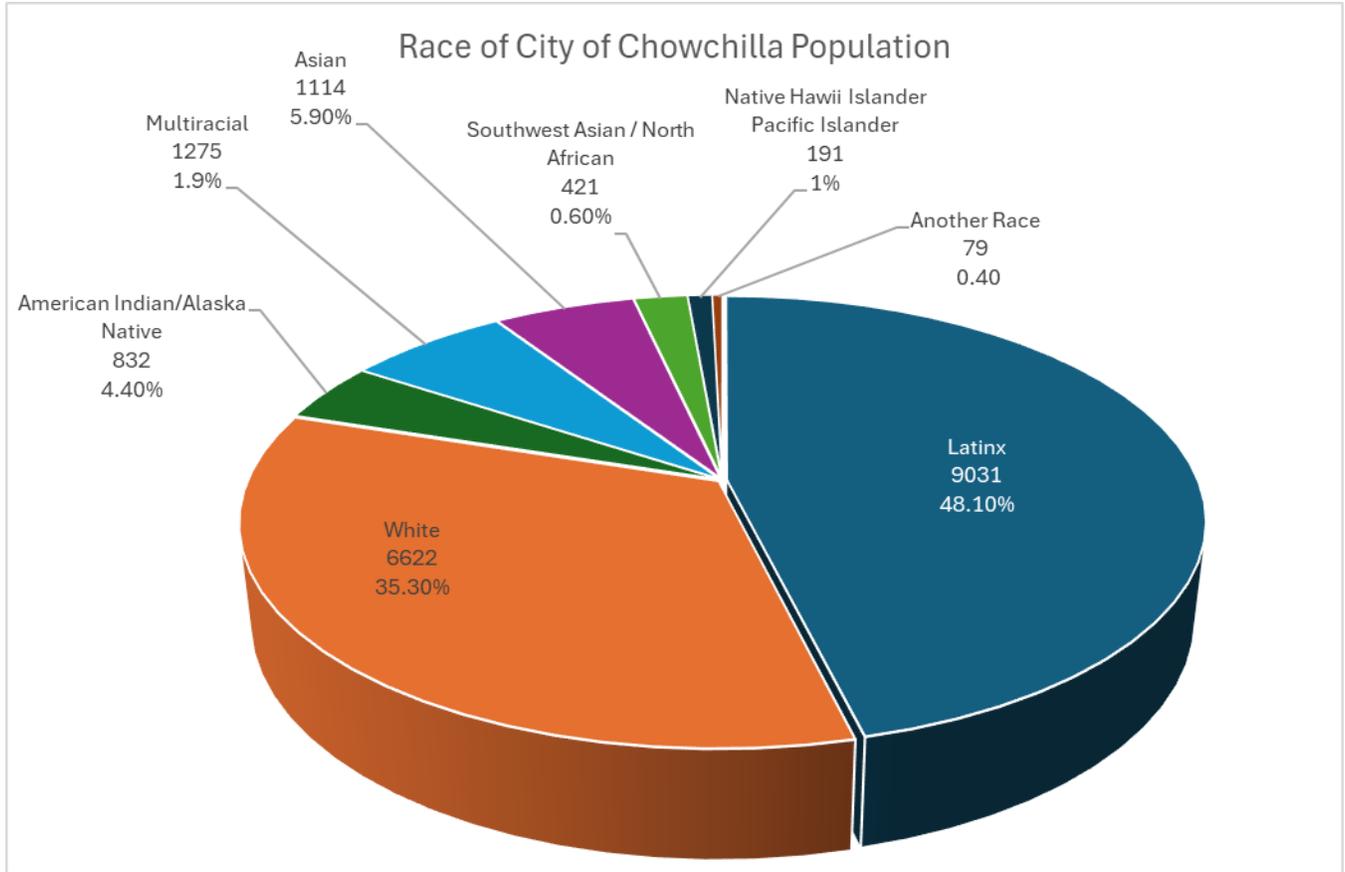
The white non-Hispanic population has continuously declined while the Hispanic/Latino population has increased. In 2010, the percentage of Hispanic/Latinos accounted for 52.8% of the population, and in the most recent data (2023), they account for over 59.7%.

TABLE 14



Source: U.S. Census, American Community Survey, 2023 5-Year Estimates. C03002.

TABLE 15

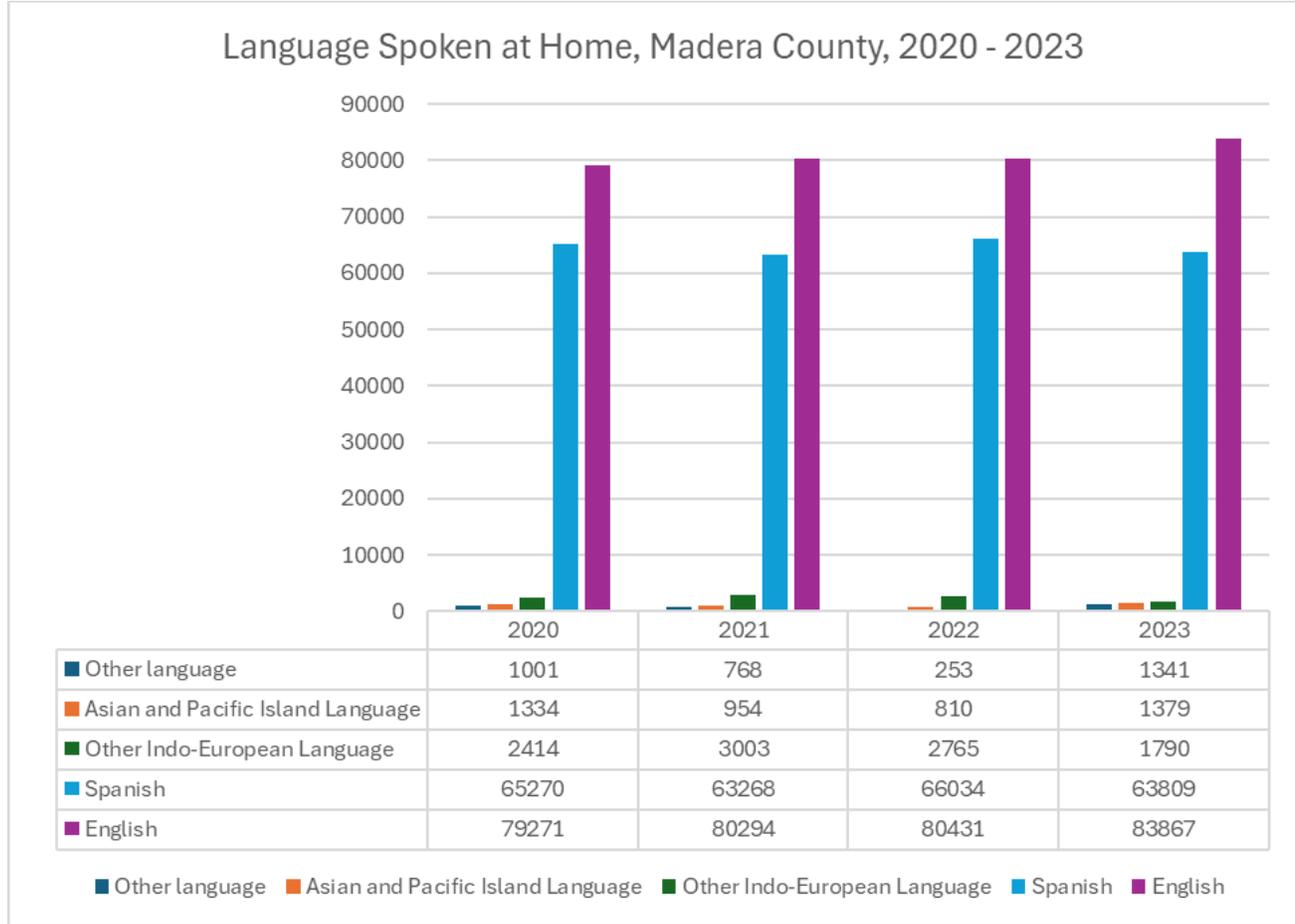


Source: U.S. Census, American Community Survey, 2023 5-Year Estimates. C03002.

## LANGUAGE

The English language is still the primary language spoken at home for over 50% of the population in Madera County.

TABLE 16



Source: U.S. Census, American Community Survey, 2020 - 2023 4-Year Estimates. S1601.

## HOMELESSNESS

Although Madera is not a dense urban location where homeless populations typically dwell, recent county-wide enumerations have revealed Madera’s homeless/transient population as a concern from the standpoints of social service, public safety, and quality of life. A biennial Homeless Point-In-Time Count (PIT) Report presents a snapshot of the number of people who are experiencing homelessness on a given day. The Fresno/Madera Continuum of Care (FMCoC) is a consortium of partners that includes homeless service providers, advocacy groups, government agencies and people who are experiencing homelessness that works together to address the housing and support service needs of homeless in our two-county region. The last PIT Count for which the report is completed was in January 2023 and there were 390 homeless individuals in Madera County.

TABLE 17

Unsheltered Homeless Count	January 2023
County of Madera	345
<b>TOTAL</b>	<b>345</b>

*Source: Fresno Madera Continuum of Care, 2023 Results of Point in Time Count [www.fresnomaderahomeless.org](http://www.fresnomaderahomeless.org).*

CAPMC works closely with FMCoC to help address homelessness reaching a functional zero. Currently FMCoC has a by-name registry list that includes all homeless individuals that are willing to complete a Vulnerability-Index Service Prioritization Decision Tool survey. The survey prioritizes the vulnerability of the individual based on chronic homelessness, medical history, mental health issues, substance use history, veteran status, and various other factors. The goal is to place the most vulnerable and chronic homeless in housing program vacancies. FMCoC currently operates the Multi-Agency Access Program Point, located in Fresno, a one-stop service and referral for all homeless.

During 2020, CAPMC established a one-stop shop called the Homeless Engagement for Living Program (H.E.L.P.) Center. The center serves as a hub to assist individuals and families who are homeless or at-risk of becoming homeless. Individuals who contact the H.E.L.P. Center will receive assistance with connecting to community resources, including housing. CAPMC is in the process of being approved through the FMCoC for the Help Center to serve as a homeless coordinated entry site for Madera County. Approval is expected to be received by July 2021.

In addition to assisting (or supporting) homeless individuals transition from homelessness into housing the H.E.L.P Center provides services such as assistance with successfully enrolling into a substance abuse program, assistance with securing mental health, medical, dental, and or vision services. The H.E.L.P Center also assists with obtaining legal documents (i.e. social security cards, identification cards, and birth certificates), assistance with transportation for reunification with family who resides out of the area, assistance with enrolling in education programs or work programs often through Madera Workforce Assistance, and referrals to the Veterans' Administration. Transportation to appointments is available upon request. Staff will also attend appointments with clients if the client requests Advocacy Services.

In April 2021, the City of Madera and County of Madera entered an MOU and is an ongoing effort to clean up the riverbed. This work will address garbage only. The scheduled cleanup of the Fresno River will address the area from Raymond Road to West of Westberry Blvd. Although, recent clean-up efforts have made great strides in addressing the blight in the community of Madera, there is still much work to do in cleaning the homeless encampments.

One of the greatest challenges to addressing the issue of homelessness in Madera County is the lack of affordable housing. There is almost a 0% vacancy rate in rental properties. It is common for an individual experiencing homelessness to have poor credit, poor job skills, and evictions on their records. When a vacancy becomes available, an individual experiencing homelessness cannot compete with other individuals and families that do not have these barriers to housing.

The issue of homelessness was a reoccurring conversation during the CAPMC public hearings and focus groups, and for the Live Well Madera Steering Committee. Homelessness is a community priority but also affects and is affected by issues such as mental health, substance use/abuse, unemployment, and immigration status.

Madera County Public Health County Homeless Health Assessment: Access and Barriers to Care published in April 2021 the following data:

- 84.5% of individuals experiencing homelessness have at least one ongoing health or mental health condition that puts them at elevated risk for poorer health outcomes. This could be an issue with physical health (diabetes, hypertension, smoking, etc.), mental health (depression, behavioral disorders, psychiatric symptoms, schizophrenia, etc.), or substance abuse (alcohol abuse, substance abuse, etc.)
- 32% of individuals experiencing homelessness were prior victims of domestic violence.
- The most predominant barriers to access to health care are lack of transportation, and lack of formal identification.
- The three largest medical care needs were
  - Basic health screening
  - Dental Care
  - STD/HIV testing
- There are eight proposed interventions. Community members were asked for input regarding the impact and feasibility of each. Interventions include:
  - A mobile Health Program providing in-person health services
  - Sobering and Detox Center aimed to provide medical oversight/observation to ensure nonegative outcomes related to intoxication occur
  - Crisis Stabilization Unit that would provide short-term community-based supportive care and treatment for individuals with psychiatric or psychosocial crisis
  - Recovery beds for homeless individuals who recently were discharged from inpatient care
  - One-Stop-Shop for Medi-Cal or SSI enrollment, appointments, and transportation
  - Venue-Intensive Vaccines for Adults to offer rapid immunizations to the homeless populations
  - Substance Use Support Groups for individuals experiencing homelessness
  - Centralized Homeless Data

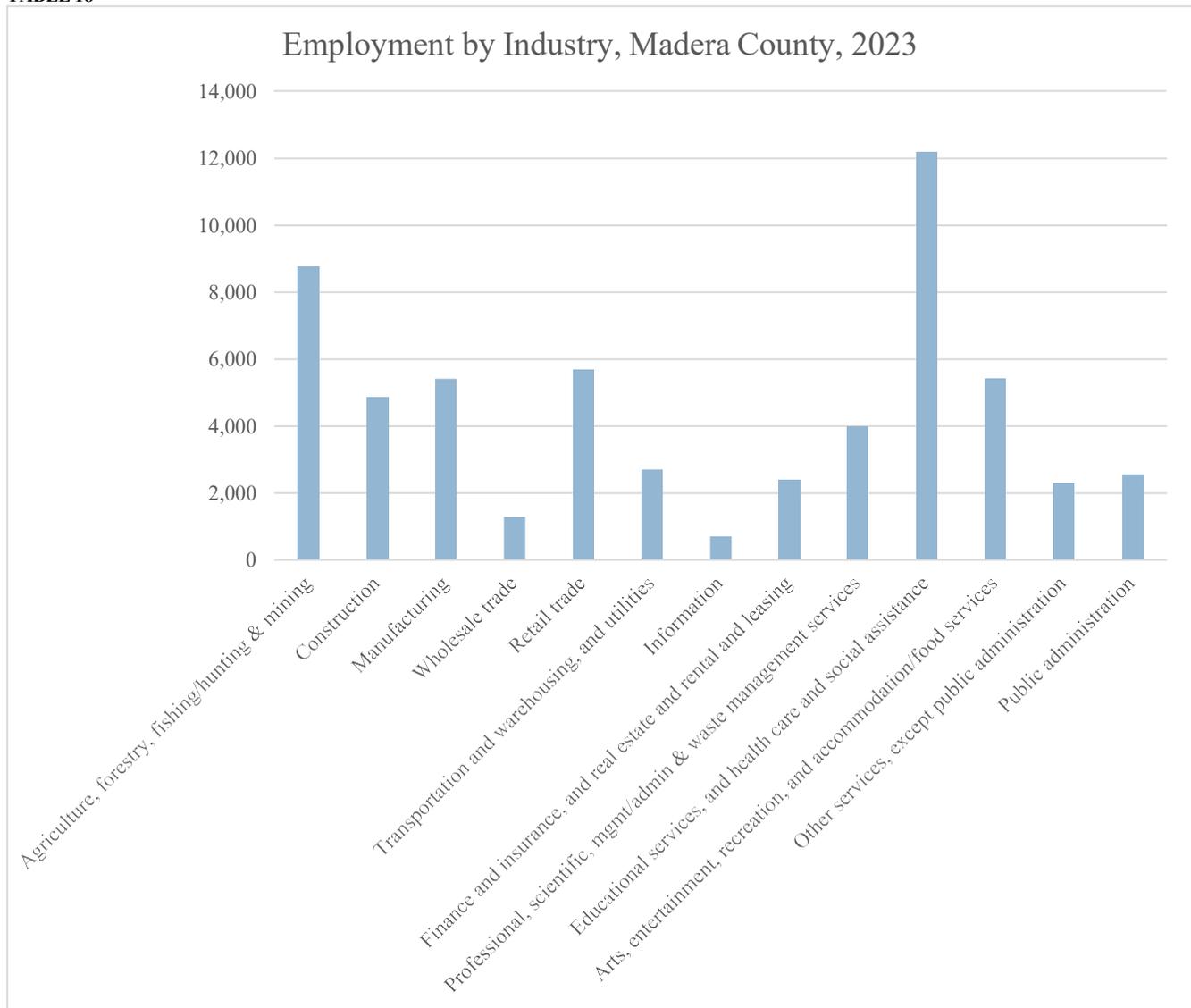
# ECONOMIC FEATURES

## EMPLOYMENT BY

## INDUSTRY

According to the California Employment Development Department, the top three industries in Madera County for 2024 were services provided, agriculture, and private services, followed by G. The major employers in Madera County (those with 1,000 to 4,999 employees) are Madera Unified School District, Valley Children’s Healthcare, and Central California Women’s Facility.

**TABLE 18**



Source: U.S. Census Bureau, American Community Survey 2023, 5-Year Estimates. C24030

OCCUPATIONS WITH PROJECTED GROWTH

California Economic Development Department estimates that the following six occupations will experience over 43% growth from 2016 to 2026:

- Taxi Drivers and Chauffeurs
- Woodworkers
- Painters, Construction and Maintenance
- Helpers, Construction Trades
- Personal Care Aides
- Protective Service Workers

THE AGRICULTURE INDUSTRY

In 2023, Madera County was ranked 11<sup>th</sup> among counties in California (California Agricultural Statistics Review, 2023) with the leading commodities being almonds, milk, pistachios, and grapes (wine). The total acreage in Madera County is 1,366,925, and of that, 720,930 or 52.74%, is harvested. Below is a table of the top ten leading crops in Madera County.

TABLE 19

Commodity	2023 Rank	2019 Dollar Value	2022 Rank
Almonds, Nuts & Hulls	1	\$451,814,000	1
Milk	2	\$346,435,000	2
Pistachio	3	\$264,252,000	3
Grapes	4	\$252,817,000	4
Cattles & Calves	5	\$ 79,986,000	5
Pollination	6	\$ 60,600,000	6
Mandarins & Tangerine	7	\$ 48,286,000	7
Replacement Heifers	8	\$ 42,840,000	9
Tomatoes, processed	9	\$ 41,606,000	**
Figs, All	10	\$ 40,523,000	10

Source: Madera County Crop Report, Ten Leading Crops, Madera County, 2023.

Madera County’s agricultural production value continues to grow, as evidenced by the table below.

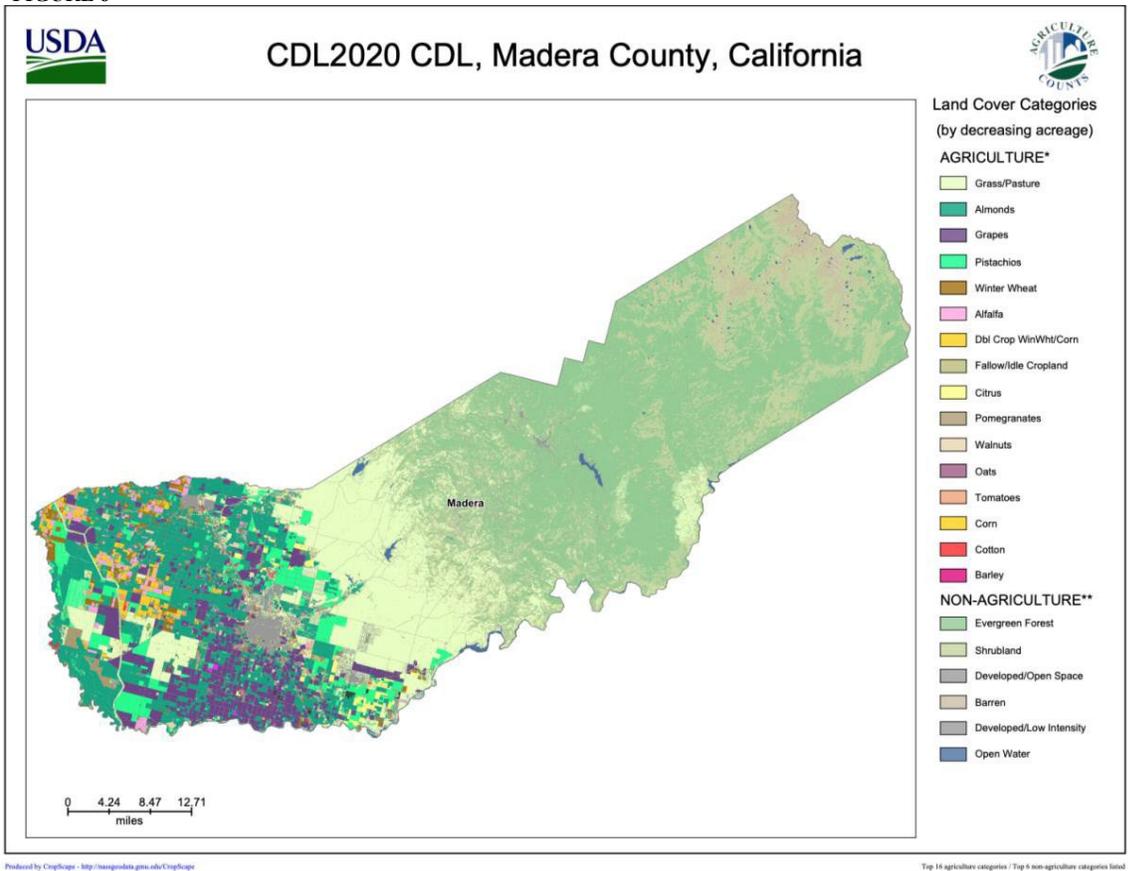
**TABLE 20**

<b>Madera County</b>	
<i>Year</i>	<i>Agricultural Value</i>
2010	\$1.3 billion
2011	\$1.6 billion
2012	\$1.7 billion
2013	\$1.9 billion
2014	\$2.3 billion
2015	\$2.0 billion
2016	\$1.8 billion
2017	\$2.0 billion
2018	\$2.1 billion
2019	\$1.4 billion
2020	\$1.9 billion
2021	\$2.0 billion
2022	\$1.9 billion
2023	\$1.9 billion

*Source: Madera County Crop Reports, 2010 - 2023*

The United States Department of Agriculture mapped land cover categories according to 2020 data below.

**FIGURE 6**



*Source: US Department of Agriculture. Land Cover Categories. 2020.*

Madera County is home to some of the most fertile and productive land in the United States, evidenced by the \$1.6 billion (about \$4.9 per person in the US) (about \$4.9 per person in the US) agricultural value in 2023. Despite that, many Madera County growers are faced with significant challenges in agriculture. The continuing issues are urbanization, regulations, and importation of agricultural products to continue to batter farm families. In addition to those continuing issues that have plagued farmers over the years, the following concerns emerged:

- California High-Speed Rail: California's approved high-speed railway will have a route through Madera County, as of the latest information in April 2021. There was quite a hefty battle as to where the path would be, as growers in the county did not want the tracks to become a part of their land. Between lawsuits, environmental studies, and lobbyists for both sides, the issue is a hot button and could have an everlasting impact on farming in Madera County. There is still much uncertainty of the specifics, and it is sure to remain an issue of importance for those in agriculture. This section remains the same.
- The High-Speed Rail is scheduled to begin services in 2030 to 2033. Phase 2 will be to expand the platform and add an overhead pedestrian crossing along with a wildlife crossing extension. The location will be moved from North of Madera to Avenue 12 close to Highway 99 to allow easier access for customers. As of January 2025, 119 miles of track were built, leaving 22 miles of guideway completed, making the sections of track ready to be laid out. There is still a remainder of 119 miles and should be completed by December 2026. The High-Speed Rail will run from San Francisco to Los Angeles and eventually to Las Vegas.
- Immigration reform: The debate over E-Verify, high workers compensation insurance rates have come to the forefront over the past few years, and the farming community continues to track these issues.
- Minimum Wage Increase: By 2025, California's minimum wage has increased to \$16.50 an hour, while overtime pay for farm workers will kick in after 40 hours, instead of 60, where it was two years ago. That cost will be passed onto consumers.
- In Madera County as of January 1, 2025, a new near complete ban on agricultural burning is in effect, with limited exceptions for certain crops and in cases of disease prevention. The San Joaquin Valley Unified Air Pollution Control District is implementing this phase-out strategy, supported by the California Air Resources Board and an extensive public process. The district is offering incentives through the Ag Burn Alternatives Grant Program to help growers transition to alternative Disposal methods.
- Ground water sourcing, costly water delivery, and continued drought conditions: According to the California Nevada Drought Outlook's April 2024 Report:
  - Much of California and Nevada received near normal precipitation throughout the 2024 Water Year. After a dry start, the region benefited from late season storms in February and March.
  - Despite recent dryness, reservoir levels throughout the region remain at or above historical levels.
  - The 2024 fire season thus far was higher than 2023, but below recent averages. Elevated risk for significant wildland fire remains along southern coastal California.

- The start of Water Year 2025 has been dry, building on the preexisting conditions. Current outlooks indicate a wet pattern in the short term and equal chances of above-normal, normal, or below-normal precipitation in the long term. Regularly tracking the forecast and outlooks will be important as we move into wetter months.

- Groundwater: Typical groundwater sources are aquifers or basins used to make up for the surface water shortfall. The figures below display the capacity and current conditions of major reservoirs throughout the state, along with the conditions for January 2023 (two years ago).

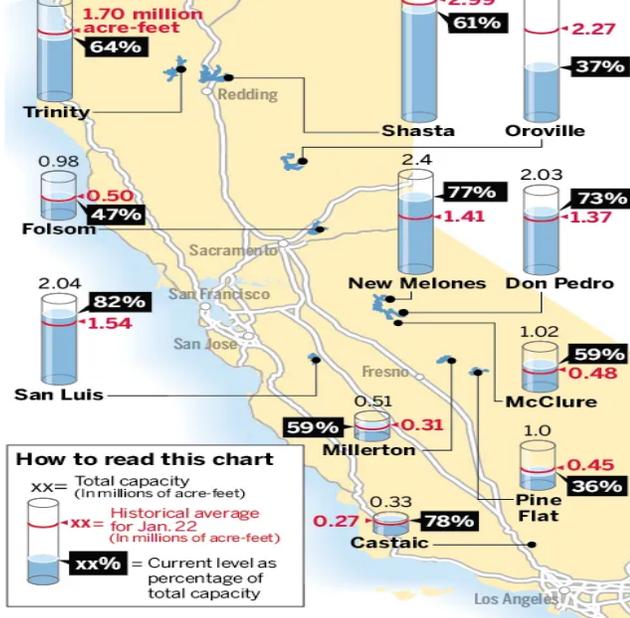
FIGURE 7

**RESERVOIR LEVELS**

Here are the current levels of major reservoirs around California and their historic average for Jan. 22.

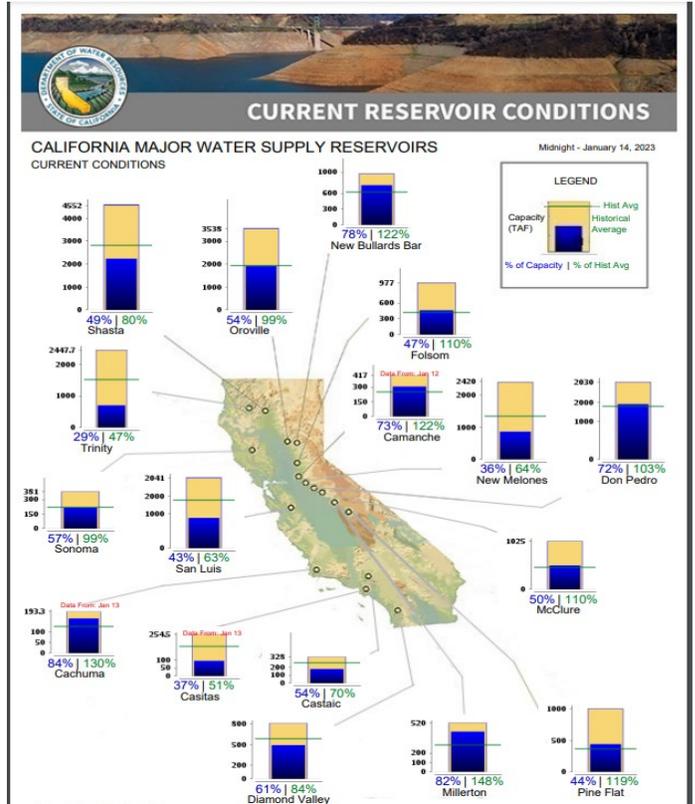
Figures as of midnight Tuesday

2.45 million acre-feet



Source: California Department of Water Resources BAY AREA NEWS GROUP

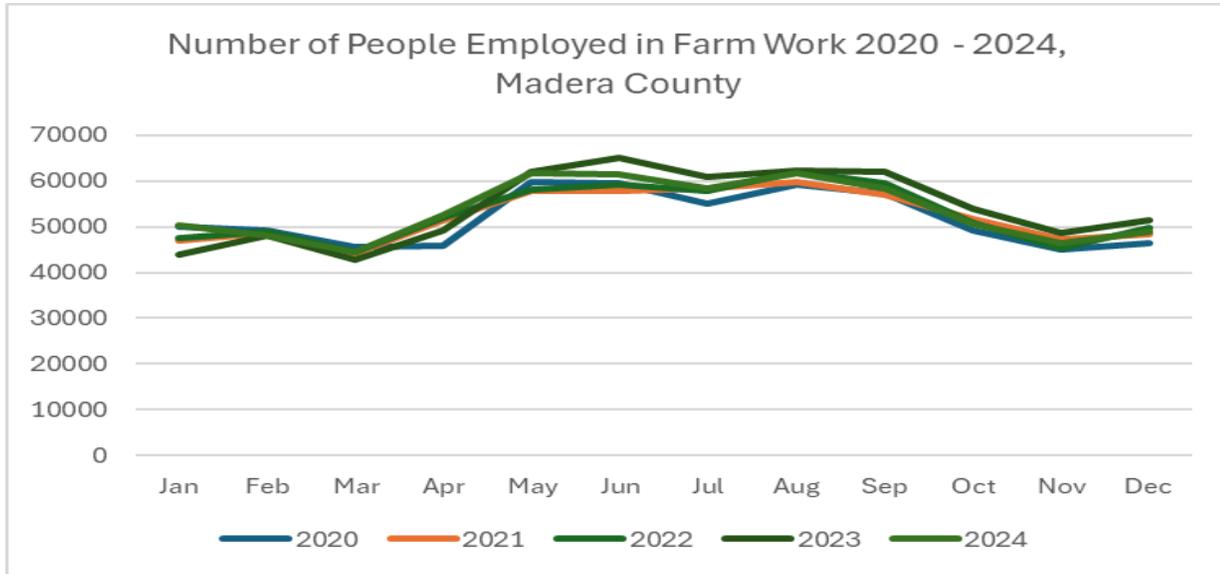
FIGURE 8



AGRICULTURAL JOBS

Table 21 displays the number employed in farm work in Madera County over the past three years.

TABLE 21



Source: State of California Employment Development Department, Employment by industry 2020-2024.

According to the City of Madera's Work Plan 2020-2024, a special report prepared for the Madera Housing Authority and Darin M. Camarena Health Centers Inc. provides information on the needs of farm workers in Madera County. The study concludes that the exceptionally low wages paid to agricultural workers, the seasonal farm workers, and the rising housing costs in the Central Valley pose serious constraints on the ability of Madera's agricultural workers to secure decent and affordable housing. The ineligibility of undocumented workers for government-sponsored housing programs is a fundamental problem as well.

Findings from this special study include the following:

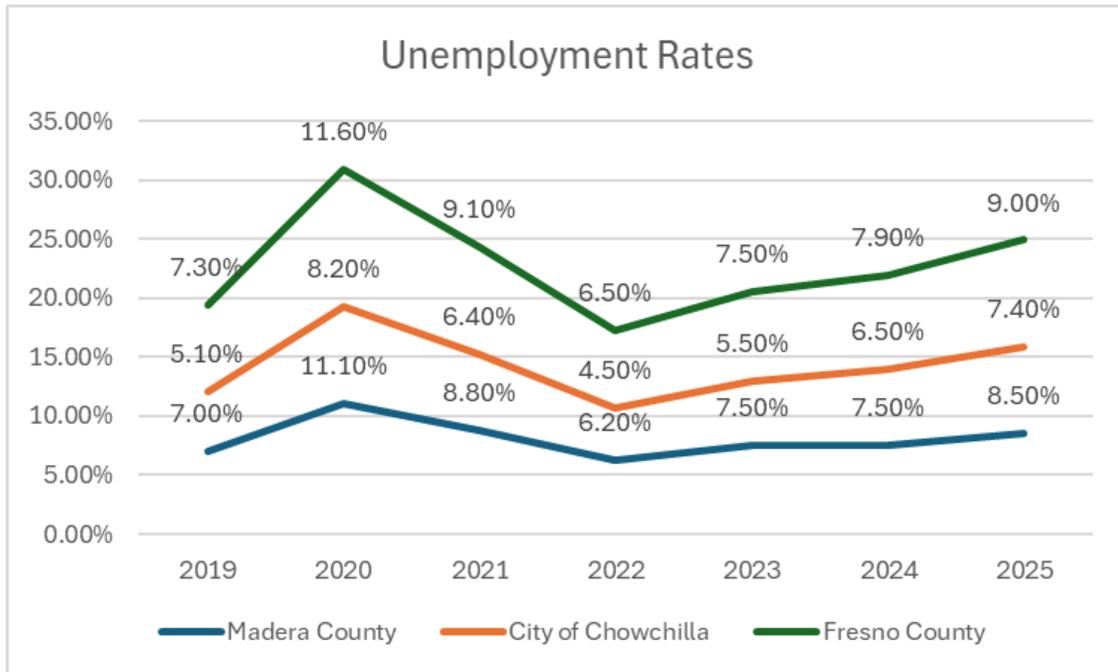
- Large and Growing Families – Staff have found anywhere from 10 to 20 residents in a single unit and adjacent sheds.
- Housing Quality - These circumstances present serious health and safety concerns and substandard housing conditions.
- Lack of Affordable Housing - The need for more affordable housing options, such as apartment complexes or homes, was the focus of much of the discussion at the three focus group meetings.
- Exploitation by Landlords - With their low incomes and in some cases undocumented status, many workers are vulnerable to being exploited by proprietors. Proprietors may fail to make necessary repairs, leaving tenants to make repairs on their own. In addition, rental deposits are often excessive.

The study concluded that the exceptionally low wages paid to agricultural workers, the seasonal nature of farm labor, and the rising housing costs in the Central Valley pose serious constraints on the ability of Madera's agricultural workers to secure decent and affordable housing. The ineligibility of undocumented workers for government-sponsored housing programs is a fundamental problem as well. City and County staff routinely receive complaints of single-family units being occupied by groups of farm laborers or families. Investigations by staff previously showed as many as 10 to 20 residents in a single unit and adjacent sheds. These circumstances present serious health and safety problems and substandard housing conditions, such as electrical hazards and inadequate toilet, shower, heating, and kitchen facilities.

## UNEMPLOYMENT

The unemployment rate in Madera County was 8.5% in March 2025, up from 7.0% in January 2019, according to the EDD Labor Market Information. This compares with an unadjusted unemployment rate of 9.0% for Fresno in March 2025. The chart below displays the annual unemployment data since 2019. The spike in 2020 was an indication of the COVID Pandemic.

**Table 22**



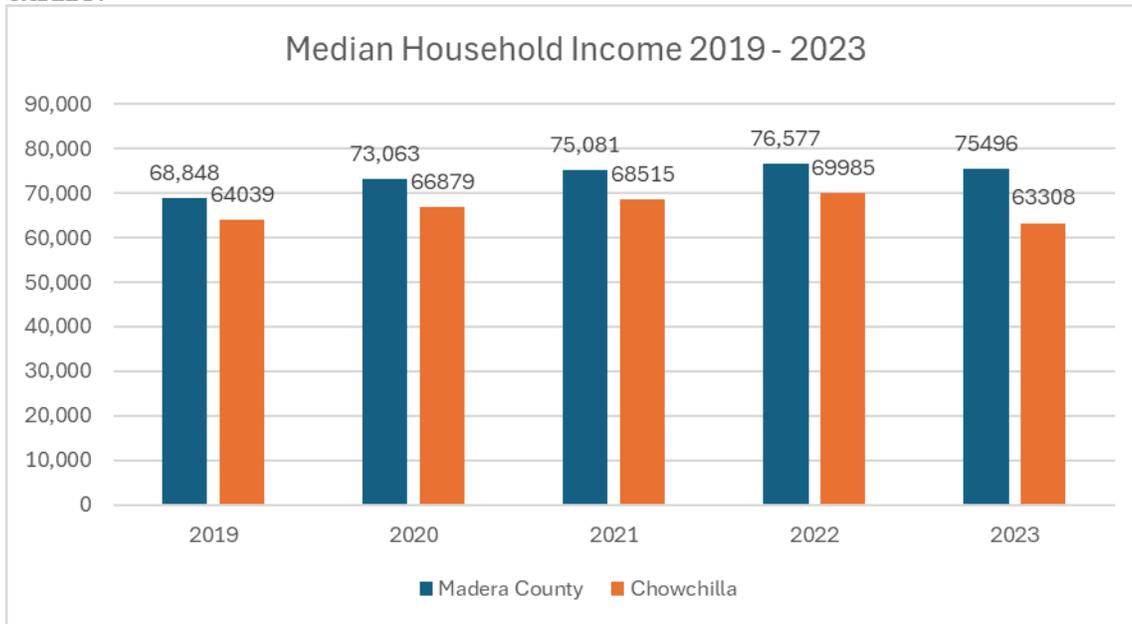
*Source: California Economic Development Department, Labor Market Division, Annual Labor Data 2019 - 2025. Report 400C*

# INCOME

## HOUSEHOLD INCOME LEVELS

The income levels for the service area fluctuated slightly from 2019 to 2025. With agricultural changes, industry adjustments, and business closures, families are affected. Unemployment also plays a significant role in the median income level.

TABLE 24

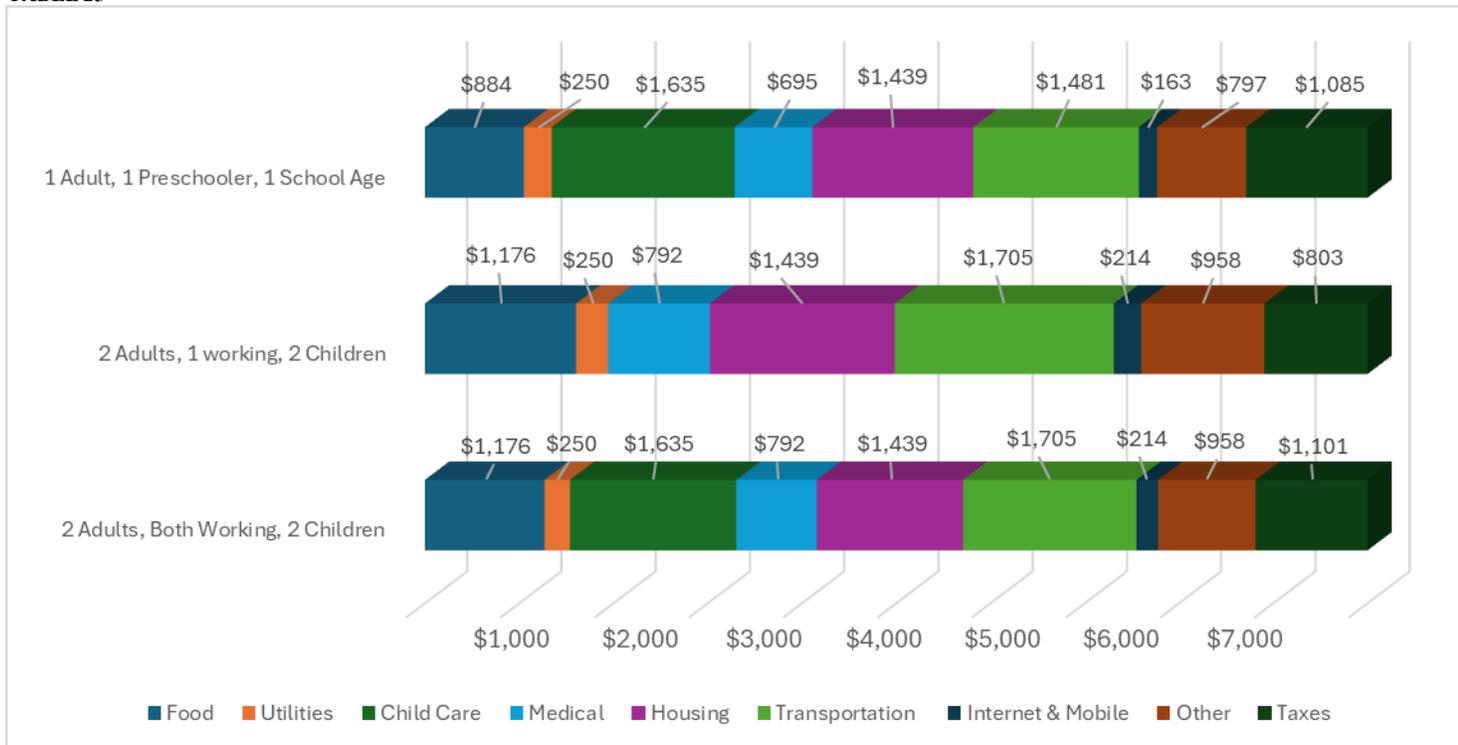


Source: U.S. Census Bureau, American Community Survey 2019 - 2023, 5-Year Estimates. B19013.

## COST OF LIVING

The Family Needs Calculator measures how much income is needed for a family of a certain composition living in a particular county to adequately meet its basic needs. It is based on the costs families face regularly: housing, food, out-of-pocket medical expenses, transportation, and other necessary spending. Below is a chart of the estimated monthly basic need expenses in Madera County.

TABLE 25



Source: Living Wage Calculator for Madera County ([livingwage.mit.edu](http://livingwage.mit.edu) 2025)

Two adults working to support one preschooler and one school-age child each need to make \$17.12 per hour, or \$72,311 combined, to meet all their basic needs. A single-parent household with children of the same age would need to make \$29.78 to provide those needs for his/her family.

TABLE 26

Expenses	Family Composition		
Type	2 Adults, 1 Infant, 1 Preschooler	2 Adults, 1 Preschooler, 1 School age	1 Adult, 1 Preschooler, 1 School-age
Housing	\$1,439	\$1,439	\$1,439
Utilities	\$250	\$250	\$250
Child Care	\$1,635	\$1,544	\$1,635
Food	\$1,176	\$1,176	\$884
Transportation	\$1,705	\$1,705	\$1,481
Health Care	\$792	\$792	\$695
Miscellaneous	\$958	\$958	\$797
Taxes	\$1,101	\$803	\$1,085
Earned Income Tax Credit	\$0	\$0	\$0
Child Care Tax Credit	(\$100)	(\$100)	(\$100)
Child Tax Credit	(\$333)	(\$333)	(\$333)
<b>Self-Sufficiency Wage: The salary needed to earn enough to be self-sufficient.</b>			
<b>Hourly Per Adult</b>	<b>\$18.97</b>	<b>\$17.12</b>	<b>\$29.78</b>
<b>Monthly</b>	<b>\$6,676</b>	<b>\$6,026</b>	<b>\$5,242</b>
<b>Annually</b>	<b>\$80,112</b>	<b>\$72,311</b>	<b>\$62,904</b>

Source: Living Wage Calculator for Madera County ([livingwage.mit.edu](http://livingwage.mit.edu) 2025)

## POVERTY

The economy in California has been turbulent over the past several years and has left many individuals without jobs, and families with reduced or no income. The cost of food, health care, childcare and other basic needs have increased, causing many Madera County residents to struggle to survive. Below are the 2024 Poverty Guidelines released by the U.S. Department of Health & Human Services.

TABLE 27

2024 POVERTY GUIDELINES		
PERSONS IN FAMILY	100% POVERTY GUIDELINE	200% POVERTY (Eligible for many social services)
1	\$15,060	\$30,120
2	\$20,440	\$40,880
3	\$25,820	\$51,640
4	\$31,200	\$62,400
5	\$36,580	\$73,160
6	\$41,960	\$83,920
7	\$47,340	\$94,680
8	\$52,720	\$105,440
For families/households with more than 8 persons, add \$5,380 for each additional person.		For families/households with more than 8 people, add \$10,760 for each additional person.

DEMOGRAPHIC INFORMATION OF THOSE IN POVERTY

TABLE 28

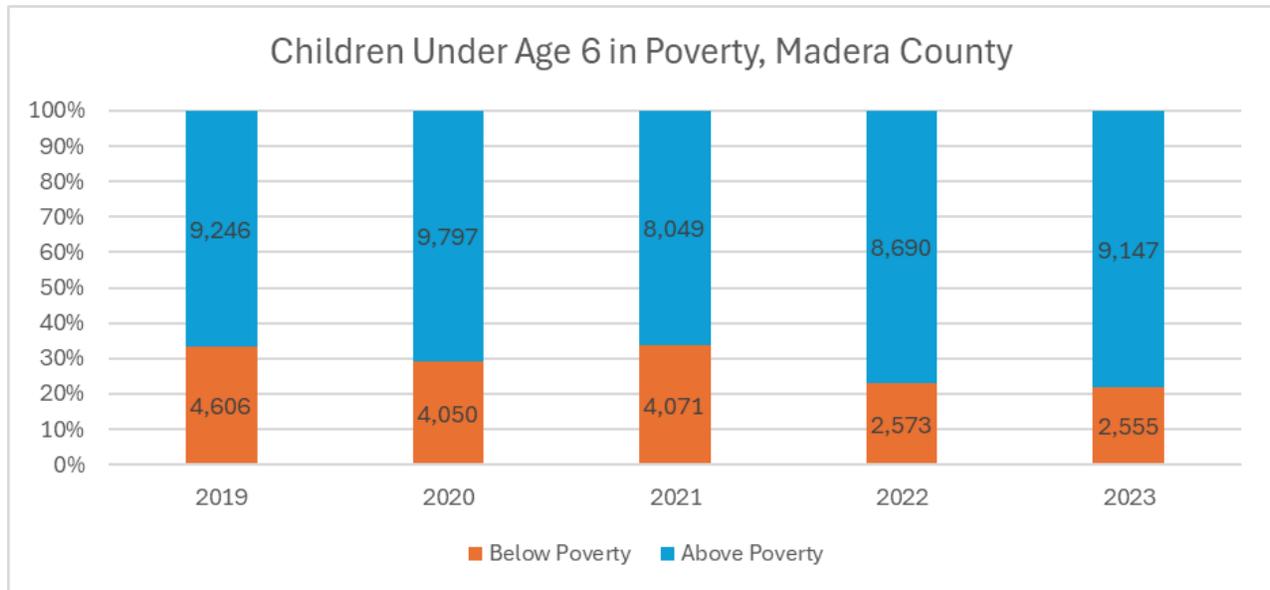
	Madera County	City of Chowchilla	Fresno County	State of California
Total Number in Poverty	32,244	3,471	218,254	5,149,742
Total Percent in Poverty	19.9%	20.2%	22.5%	13.4%
<b>POVERTY AND SEX</b>				
Men in Poverty	17.8%	17.7%	21.0%	12.3%
Women in Poverty	22.0%	22.7%	24.1%	14.4%
<b>POVERTY AND AGE</b>				
Under 5 Years	31.0%	20.6%	36.0%	18.6%
Ages 5 to 17	29.0%	28.2%	30.8%	18.0%
Ages 18 to 34	20.2%	20.6%	23.0%	14.9%
Ages 35 to 64	16.0%	16.5%	17.5%	10.7%
Age 65 and over	9.6%	13.0%	12.8%	10.2%
<b>POVERTY AND RACE/ETHNICITY</b>				
Hispanic or Latino, of any race	25.0%	26.7%	28.1%	17.7%
White alone, not Hispanic/Latino	11.5%	13.4%	11.8%	9.1%
Black or African American	24.2%	11.7%	35.3%	20.5%
Asian	12.5%	20.6%	19.8%	10.2%
Native Hawaiian	0.0%	0.0%	32.0%	13.3%
Other Race	28.8%	24.4%	28.1%	18.7%
Two or More Races	21.1%	59.1%	19.2%	12.4%

Source: U.S. Census Bureau, American Community Survey 2023, 5-Year Estimates. S1701. (this is the most current information – 2024 is not released yet)

## CHILDREN IN POVERTY

Over the past decade there has been a growing concern with the overall poverty rate in Madera County, but of highest concern are children living in poverty. Based on information gathered from the U.S. Census, children under the age of six have a poverty rate of over 30%, which means that more than 1 in 3 children in Madera County live in poverty.

TABLE 29



Source: U.S. Census Bureau, American Community Survey 2019 – 2023, 5-Year Estimates. B17006.

The number of children who live in poverty in Madera County has declined since 2019. In 2023, 16% children under the age of 18 lived in poverty (*American Community Survey, Table S1701*).

## CHILDREN ELIGIBLE FOR FREE & REDUCED-PRICE MEALS

The number of children who participate in the Free & Reduced Lunch Program is a conventionally accepted metric of the need in a community. With data from the California Department of Education’s DataQuest specifying that more than 3 out of every 4 children are eligible to receive free and reduced lunches, it is clear that Madera County is a community with severe needs. Madera Unified School District provides breakfast and lunch, free of charge, to all students every day.

TABLE 30

School Year	Madera County	Chowchilla Elementary	State of California
2019-2020	82.7%	79.6%	59.3%
2020-2021	89.8%	84.3%	58.9%
2021-2022	89.4%	85.7%	59.8%
2022-2023	89.8%	87.9%	59.9%
2023-2024	90.5%	88.6%	61.7%

Source: California Department of Education DataQuest Madera County / California

## PUBLIC BENEFITS USAGE

The usage of public benefits is helpful information in understanding those in need. The Supplemental Nutritional Assistance Program (SNAP) provides financial assistance to low-income individuals to purchase eligible food in authorized food retail stores.

TABLE 31

	Madera County	City of Chowchilla	Fresno County	State of California
Percent Households Utilizing SNAP	21.4%	26.7%	20.5%	11.4%

Source: U.S. Census Bureau, American Community Survey 2023, 5-Year Estimates. S2201.

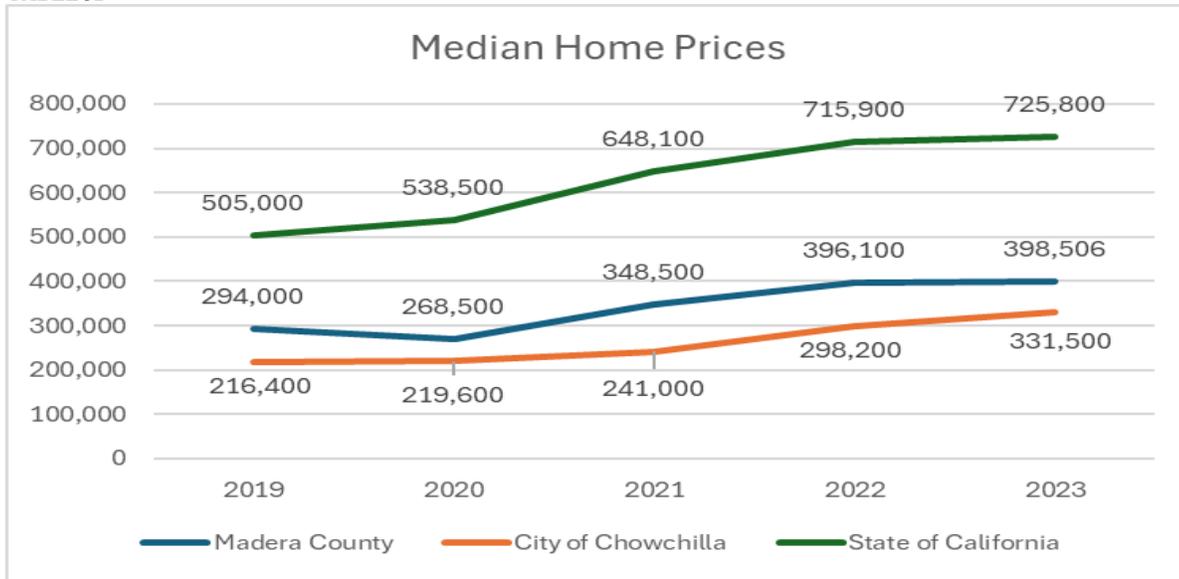
## HOUSING ENVIRONMENT AND CONDITIONS

According to the 2025 Housing Element, conducted by the City of Madera, substandard housing is federally defined as having at least one of the following: 1) incomplete plumbing facilities, 2) incomplete kitchen facilities, 3) more than 1.01 occupants per room, 4) selected owner costs of greater than 30% of monthly income, or 5) gross rent of greater than 30% of monthly income.

## MEDIAN HOME PRICES

The median home values in Madera County have increased 11.71% over the period 2019-2023.

TABLE 32

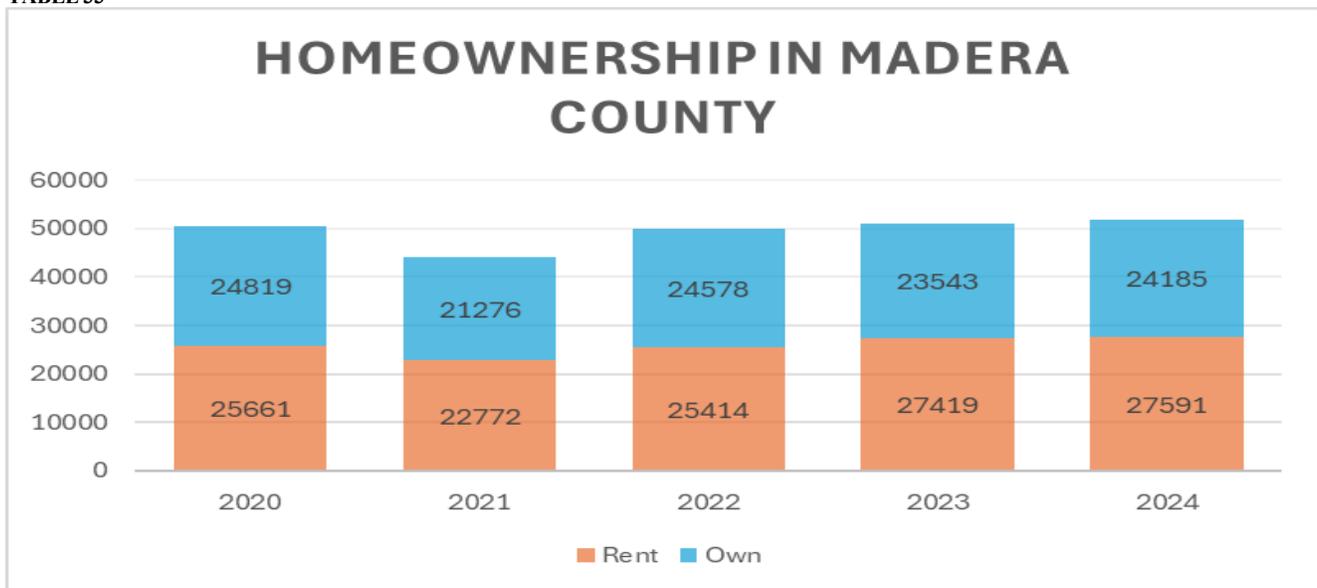


Source: U.S. Census Bureau, American Community Survey 2019-2023, 5-Year Estimates.

## HOMEOWNERSHIP

According to the American Community Survey, 64% of homes in Madera County are owner-occupied.

TABLE 33

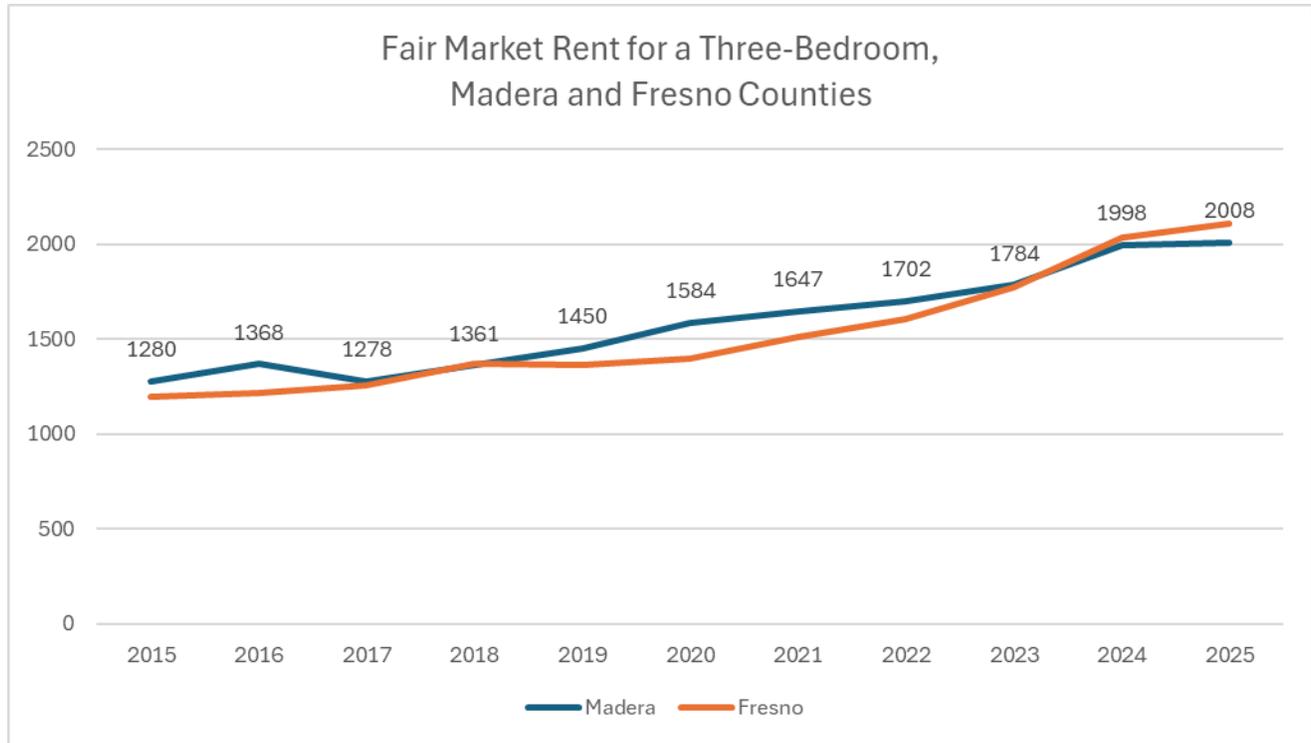


Source: U.S. Census Bureau, American Community Survey 2020 - 2024, 5-Year Estimates, DP04.

## FAIR MARKET RENT

Economic factors have caused individuals and families to lose their homes, and forced them to find alternative housing, causing the fair market rent value to increase from 2015 to 2025.

TABLE 34



Source: U.S. Department of Housing and Urban Development. Fair Market Rents, 3-bedroom.

## HOUSING RESOURCES

Section 8 housing provides rent subsidy to eligible low-income families. The Housing Authority of the City of Madera (HACM) administers 741 vouchers in the City and County of Madera. The waiting list consists of 767 applicants as of May 2025. HACM also administers 16 project-based vouchers, 708 tenant-based vouchers, 54 Veterans Affairs Supporting Vouchers, and 17 Family Unification Program special purpose vouchers. In addition, HACM owns 244 units ranging from apartments to single-family homes scattered throughout the City of Madera.

Madera County Department of Social Services offers two programs to CalWORKs recipients who are homeless or at-risk of becoming homeless. The Housing Assistance and Housing Support Program works together to provide housing and promote stability for families in the CalWORKs program.

Shunammite Place, a CAPMC program, houses 53 individuals with disabilities in permanent supportive housing.

Sugar Pine Village, in partnership with Self-Help Enterprises, is developing a 50–60-unit apartment complex targeting low- to exceptionally low-income renters. The project will have 16 units dedicated as supportive housing for people referred from Madera County Behavioral Health.

A new downtown veterans and family housing facility is currently under construction in the City of

Madera downtown district. The 48-unit community will consist of two three-story buildings constructed on publicly owned vacant infill parcels, featuring 18 studios, 10 one-bedroom, 12 two-bedroom, and 8 three-bedroom units.

#### HOUSING BURDEN

According to the City of Madera Housing Authority's 2016-2024 Housing Element Update, the City of Madera has a projected need of 676 extremely low-income units, and 6,099 units to meet the housing need.

**EXISTING CHILD CARE PROGRAMS SERVING ELIGIBLE CHILDREN**

Table 35 Below displays the childcare and development programs in Madera County with the children ages 0-5, and 0-12 served in 2024.

**TABLE 35**

<b>Child Care Program</b>	<b>Number of Children 0-12 Served</b>
CalWORKs Stage 1	2,612
CAPMC Alternative Payment Program (CalWORKs Stages 2 & 3, and General AP)	2,488
Cal-Safe	9
Head Start/Migrant Head Start/Early Head Start Programs	264 preschoolers 509 infants/toddlers
State Preschool	795 preschoolers
Transitional Kindergarten	677
<b>TOTAL CHILDREN SERVED</b>	<b>7,354</b>

TRANSITIONAL KINDERGARTEN

Transitional Kindergarten accepts children that a few years ago would have been served by a preschool program such as State Preschool, Head Start, or a private program. A pattern has emerged, in which older four-year olds are enrolling in State Preschool, leaving three-year olds in the Head Start centers.

TABLE 36

<b>Transitional Kindergarten Enrollment 2022-2023</b>	
<b>Alview-Dairyland Union Elementary:</b>	11
<b>Bass Jake Joint Union Elementary:</b>	23
<b>Chawanakee Unified:</b>	24
<b>Chowchilla Elementary:</b>	65
<b>Golden Valley Unified:</b>	93
<b>Madera County Office of Education:</b>	6
<b>Madera Unified School District:</b>	412
<b>Raymond-Knowles Unified:</b>	4
<b>Yosemite Unified:</b>	39
<b>TOTAL FOR MADERA COUNTY:</b>	<b>677</b>

*Source: CDE DataQuest, Enrollment Data, Transitional Kindergarten Program Participation, 2022-2023*

## QUALITY OF LIFE

### EDUCATION

Schools across the nation measure their investment towards education by comparing per-pupil spending. In the most recent data (Fiscal Year 2022), California spent \$19,964, just above the national US average of \$18,232. (Source: National Center for Education Statistics, Revenues and Expenditures for Public Elementary and Secondary Education.

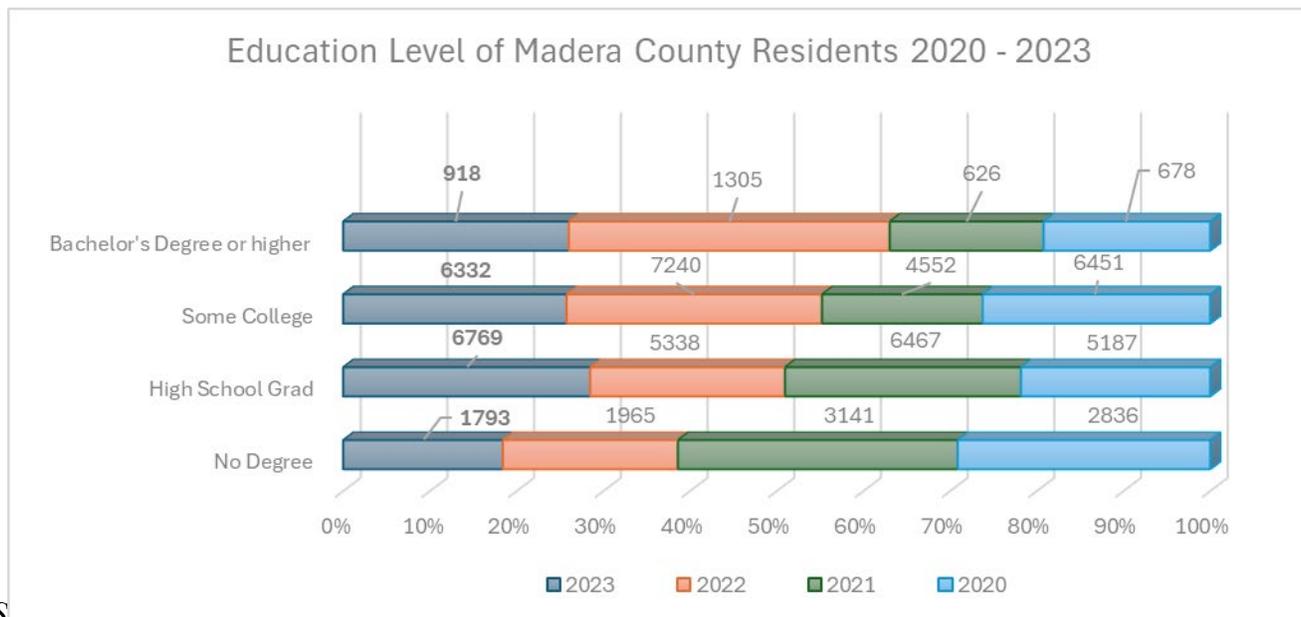
#### HIGH SCHOOL GRADUATION RATES

According to Kid’s Data 2021, 83.6% of high schoolers graduated high school on time in 2020, a decrease from 86% in 2019.

#### EDUCATIONAL ATTAINMENT

In Madera County, the rate of educational attainment of high school graduates is 73.0% and those with a higher education is 17.1%, according to the American Community Survey. Although higher education is available to all students, the cost of college in California has been a deterrent to many who might otherwise pursue it.

TABLE 37



Source: U.S. Census Bureau, American Community Survey 2020 -2023, 5-Year Estimates. S1501.

#### EDUCATIONAL INSTITUTIONS

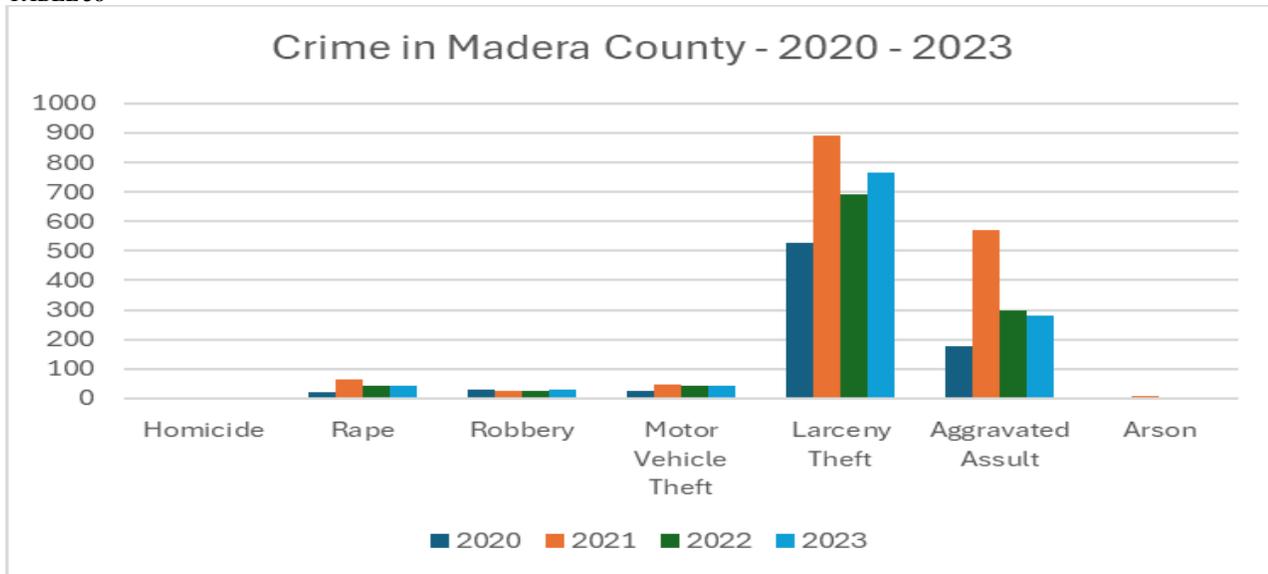
There are a variety of higher education institutions available to the communities in the CAPMC service area that include state run local community colleges, private for-profit and non-profit colleges, and universities. The two educational facilities in Madera County are Madera Community College and its satellite campus in Oakhurst. In July 2020, Madera Community College became the 116<sup>th</sup> campus in the community college system. Fresno City College, California State University Fresno and Fresno Pacific University are in the metropolitan area of Fresno, and the University of California-Merced is in Merced

County. Many students from the surrounding areas attend these large universities or attend the local community college to transfer to the larger universities.

## PUBLIC SAFETY

Table 38 displays the most current official crime statistics from the DOJ database from 2020 through 2023.

TABLE 38



Source: DOJ, Crime Statistics - Uniform Crime Reports. Crime reported by Madera County Sheriff Department, Madera Police Department, Chowchilla Police Department, and California Highway Patrol

## CHILD ABUSE

Community Action Partnership of Madera County, Inc. oversees the Madera County Child Advocacy Center, (CAC) Madera County's first and only CAC. The National Children's Alliance (NCA) Board of Directors as an NCA Accredited Child Advocacy Center and the only accredited CAC in the Central Valley recently acknowledged the Madera County CAC. Accredited CACs have undergone a rigorous process to meet the standards set forth in place to ensure children receive the highest quality services possible and that the Multidisciplinary Team operates under best practices. The Madera County Child Forensic Interview Team (CFIT) is a multidisciplinary team that consists of a partnership between Law Enforcement (inclusive of Madera Police Department, Chowchilla Police Department, and the Madera County Sheriff's Office), the District Attorney's Office, the Madera County Child Protective Services through the Madera County Department of Social Services, and the CAPMC Victim Services Center and Administration Department. The team is also inclusive of Madera County Behavioral Health Services, Valley Children's Health Care, and Central Valley Forensic Nurse Specialist. Together, the team can conduct interviews with children when an allegation of sexual assault, domestic violence, are witnesses to domestic violence or abuse has been presented. The team's goal is to prevent the child's re-traumatization and from testifying, with a recorded interview of the child's statement considered valid testimony.

In 2020:

- Alongside first responders, partners in law enforcement, District Attorney's Office, and child welfare, the Madera County CAC kept its doors open to respond first to kids in crisis. Even in a crisis, all Child Forensic Interviews resumed in person.
- 99 Child Forensic Interviews were conducted in 2024, compared to 664 in 2023.

- There were 17 male children interviewed while there were 82 female children interviewed.
  - The ages of children were broken down into age groups: there were 10 children 0-6 years of age interviewed, 53 children ages 7-12, and 36 children ages 13-18 were interviewed.
  - Out of the 99 interviews, 90 were sexual assault related, 5 were physical abuse related. 4 witnesses to violence/other.
  - Jurisdiction was as follows: 27 cases were led by Madera Police Department, 14 cases were led by Chowchilla Police Department, 55 cases were led by Madera Sheriff's Office, and of the 99, 3 cases were courtesy interviews for children who reside outside of Madera County.
- Via the CAC's Caregiver Survey, caregivers noted their appreciation for the way they "felt comfortable since the moment we first arrived" and how "clean and safe" the CAC is for children.
  - Via the Kid/Teen Participant Survey, participants expressed gratitude for "how the rooms are prepared and how the people are so kind, helpful, and understanding" and for making them feel heard and believed.

The CAC also began providing on-site trauma-focused, evidence-supported mental health treatment services to children who underwent the Forensic Interview process and their families at little to no cost through a Memorandum of Understanding with North Star Wellness Center.

Number of CFIT Interviews completed in 2020, compared to previous years:

TABLE 39

Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Totals
2024	7	7	13	14	11	7	13	12	13	5	4	2	98
2023	8	17	27	37	44	53	64	69	75	79	94	97	664
2022	10	17	26	33	42	56	61	68	79	93	100	104	689
2021	7	13	26	36	55	68	82	89	95	108	122	140	841
2020	9	10	11	13	11	12	13	6	3	8	8	6	110

Source: CAPMC Child Advocacy Center Report.

TABLE 40

Source: CAPMC Child Advocacy Center Report.

Relationship	Parent	Stepparent	Parent's GF/BF	Other Relative	Other Known person	Unknown
2024	19	5	6	25	30	5
2023	23	8	2	42	24	5
2022	18	7	1	45	37	1
2021	26	18	11	61	39	4

## SPECIAL INVESTIGATIONS

The City of Madera Police Department's Special Investigations Unit (SIU) is a team that focuses on reducing crime, fear, and disorder through proactive policing strategies. They work closely with the narcotics team, as many gang members are involved with drugs. The team's primary focus is gang-related crimes, high-risk offenders, drug trafficking and stolen vehicles. The focus is to strive to enhance the quality of life for Madera residents and minimize crime.

## RELATIONSHIP BUILDING WITHIN THE COMMUNITY

According to the City of Madera Police Department's 2024 Annual Report, "Not only is MPD interested in building relationships with our adult community members, but it is also important to build relationships with children of our community, as they will be our future residents and leaders. Our officers know that education is a key aspect in reducing crime and building community success and they are excited to help any way they can." Education and community-building programs offered by the City of Madera Police include the following:

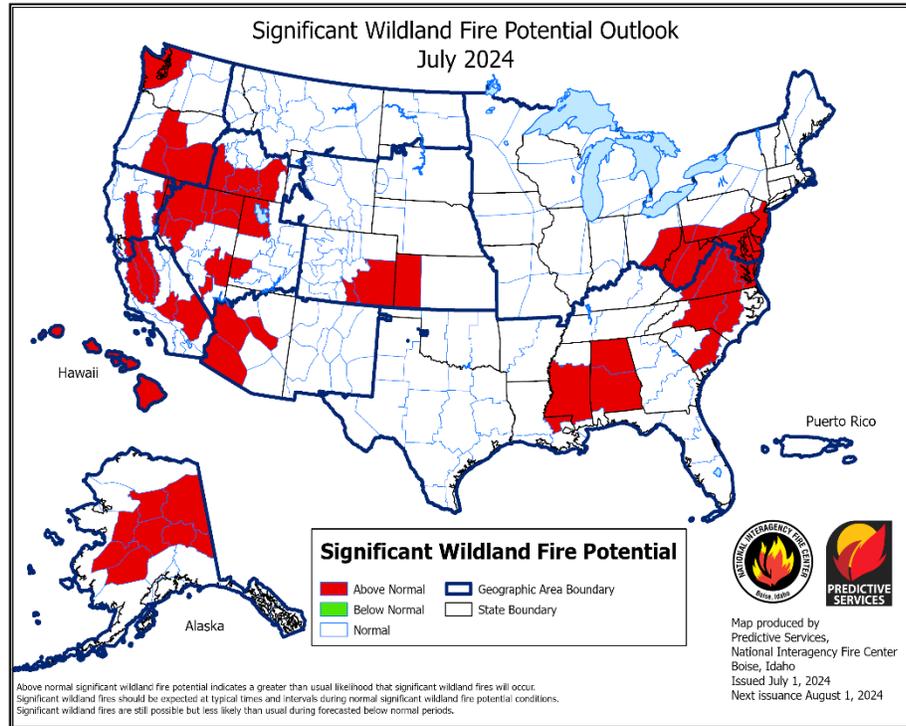
- Citizens Academy is a 13-week program offered to those that reside or work in the City of Madera, designed to provide a better understanding of the department's operations and the Madera County criminal justice system.
- Mad-Kids: a sports camp open to children in July of each year, meant to build lasting relationships and offer kids personal interaction with officers.
- The Explorer Program is designed for teens ages 14 to 21 interested in a career in the Criminal Justice System. Explorers experience a ride along to see firsthand the work that law enforcement does each day as well as assist in undercover operations to ensure local stores do not sell tobacco to minors.
- The Madera County S.W.A.T team is a multi-agency team operated by sworn officers from local law enforcement agencies such as Madera County Sheriff, Madera City Police, and Chowchilla Police Department. The team is dedicated to handling high risk situations requiring special skills and equipment.
- Code Enforcement is dedicated to enhancing the beautification and development of Madera. Ensuring the public nuisance complaints are addressed, commercial property violations in accordance with the Madera Municipal Code, abandoned vehicles, illegal dumping, and substandard housing. The Code Enforcement team also ensures that proper licensing and permits are in place.
- Community Response Team (CRT) is a new program launched in 2024 to enhance community outreach and address the complex challenges of unhoused encampments. The program is designed to bring together a stronger community with a focus on supporting a vulnerable population and to improve the livability of all residents.
- The Drone Program serves a range of purposes with the main objective of enhancing the public and officers' safety. The drones are deployed in critical situations where an officer may not be able to reach such as crime scenes and traffic investigations.
- The Madera Police Department's Canine "K9" Program is an essential role in assisting officers in their daily tasks. Currently there are three K9 Officers, Goose who is a six-year-old Belgian Malinois specializing in apprehension and narcotic detection. Ulf is a 4-year Black Labrador trained in narcotic detection, and his focus is work and the love of people. Bonnie is a 4-year-old Golden Retriever who also specializes in narcotic detection. Bonnie is a hit at schools and public gatherings.
- The mission of the Madera Police Department is: It is the mission of the Madera Police Department to be devoted to family and community through superior service and parentships. We will reduce crime while treating people with dignity and respect.

## FIRE SAFETY

Current conditions throughout the state, including dry weather, lack of snowpack, and hot temperatures have created unfavorable fire conditions (seen in the figure below). This poses a safety risk to residents of Eastern Madera County, especially, but it is also a drain on monetary and personnel resources.

The Fire Outlook for 2024 continues to be a threat, as dry conditions persist. See Figure 9 below.

FIGURE 9



Source: National Interagency Coordination Center – Fire. 8/1/2024

According to 2024 California Wildfire Report, the following occurred:

- 8,024 wildfires
- 1 civilian life was lost
- 1,176 structures were lost, 432 were damaged
- Over 1,050 million acres were consumed
- Specifically, the Firebaugh fire destroyed 1,300 acres, the Canal Fire destroyed 827 acres, the Tesoro Fire destroyed 108 acres, and the Valley Fire destroyed 55 acres.

## **VETERANS IN THE COMMUNITY**

According to the 2023 California Census Annual Report, Madera County has 5,847 veterans. Of the veterans who reside in Madera County, 1,954 of them have opened compensation or pension cases, resulting in a utilization rate of 26.7%. In the past few years, thanks to programs through Madera County Workforce Assistance Center and county services marketing to veterans, many are getting the help they need. Housing, however, seems to continue to be a need in the county.

## **HEALTH, WELLNESS & NUTRITION**

The importance of good health, wellness, and nutrition for any community is significant. These three hand-in-hand to many social and economic factors that affect Madera County residents, especially the low-income. Often, the limited linkage to preventative care or education on health issues leads to unstable or even life-threatening situations. Based on the 2023 Madera County Community Health Assessment, Madera County's Primary Care Provider Rate per 2,310:1, compared to the State of California's rate of 1,240:1. This means that in Madera County, there are almost half the primary care providers per population, compared to the state average.

### **ASTHMA**

The statistics for active asthma lifetime prevalence indicate Madera County rates (16%) to be higher than California (15.4%) among all ages, as found by the Madera County Asthma Profile released from the California Department of Public Health.

Madera has poor air quality and has received a grade of "F" for the number of high ozone days reported annually by the American Lung Association's 2025 State of the Air Report. Most people are medicated for this illness, but it can also lead to further, more serious respiratory issues.

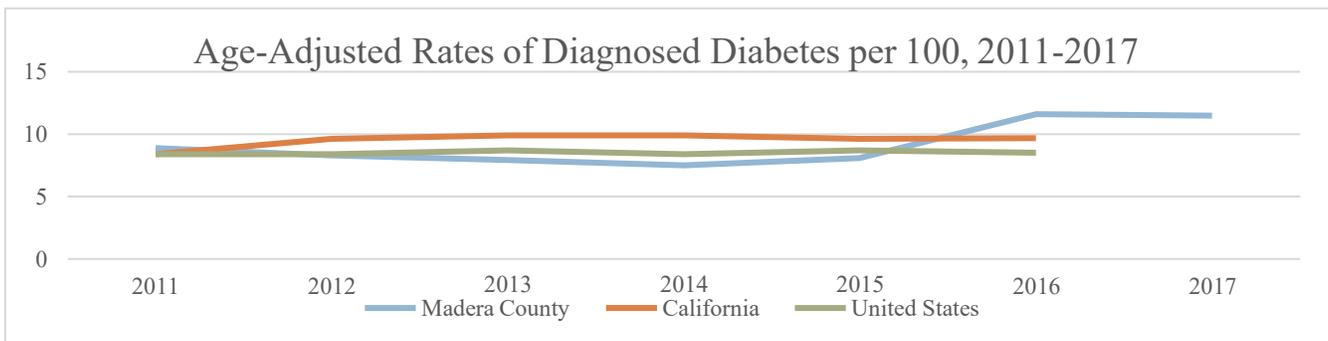
### **OBESITY**

According to Office of Head Start, Children in the Central Valley are five times as likely as average weight children to be overweight or obese as adults. Obesity leads to childhood and adult diabetes, heart disease, high blood pressure, and other obesity-related illnesses. More than 44 percent of children in Madera County are obese or overweight.

ACCESSIBILITY OF PROMOTED HEALTHY CHOICES

Although many programs promote healthy choices, some of those options are not available at neighborhood markets where families shop. WIC (Women, Infants & Children) has taken the lead in advocating for this issue. The Madera County Public Health Department sponsors a farmer’s market once a week during the summer months wherein CalFresh recipients may use their food vouchers for local fresh produce. In addition, the Madera County Public Health Department has reduced sugar-sweetened beverages in the county, including at CAPMC Head Start centers and in Madera Unified cafeterias. Madera County has a higher percentage of 14% diabetes than the state average of 9%.

Table 41

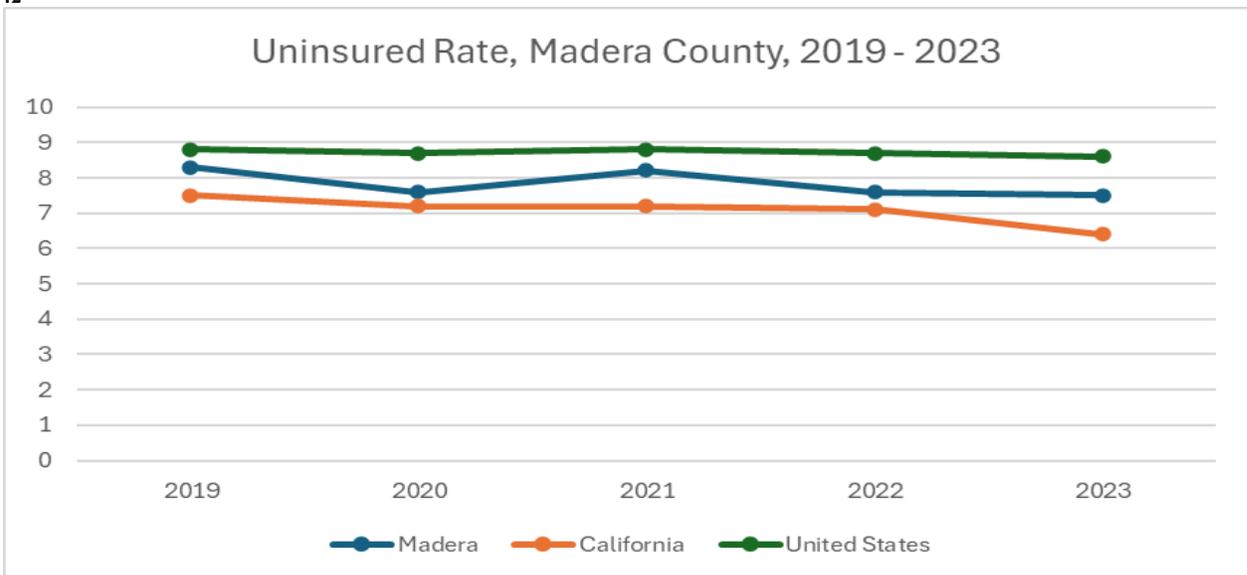


Source: CDC. Data & Statistics, Diabetes Data, 2011-2017.

HEALTH INSURANCE

The percentage of residents that are insured, by either public programs or private, is increasing. In 2023, 92.5% of Madera County residents were insured, compared to California’s rate for the same period of 93.6%. The trend is moving toward more people being insured in all three demographics: Madera County, California, and the United States.

TABLE 42



Source: U.S. Census Bureau, American Community Survey 2019 - 2023, 5 Year Estimates. S2701

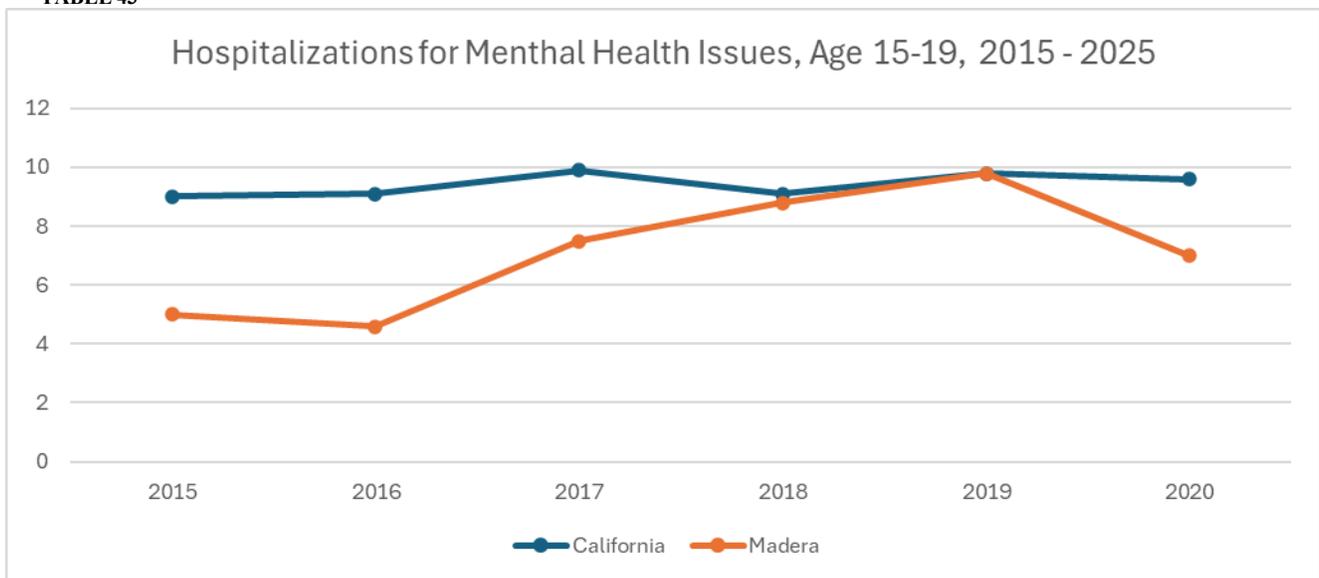
## MENTAL HEALTH

A long-standing Madera County need, which is receiving quite a bit more attention, is a strong network of mental health practitioners and/or a mental health hospital. The increase in mental health related education, awareness, and outreach does assist, but the community still feels this is a community-wide need that needs to remain at the forefront.

Madera County facts to keep in mind regarding mental health are:

- According to 2017 – 2021 Data collected from parents / caregivers, an estimated 12% of California children ages 3-17 had one or more provider-diagnosed mental health condition, attention deficit disorder (ADD) or attention –deficit/hyperactivity disorder (ADHD), anxiety problems, behavior or conduct problems, or depression. Just over half of the children received mental health treatment or some type of counseling.
- In 2017 – 2019 an estimated 30% of 7<sup>th</sup> graders, 33% of 9<sup>th</sup> graders, 37% of 11<sup>th</sup> graders, and 32% of 12<sup>th</sup> graders in California experienced depression related feelings, meaning they felt so sad or hopeless every day for two weeks or more that they stopped doing activities. Depression was more common among females than males. More than 67% of gay, lesbian, and bisexual youth had experienced depression-related feelings in 2017 – 2019 compared with fewer than 30% of their straight peers.

TABLE 43



Source: [www.kidsdata.org](http://www.kidsdata.org). Hospitalizations for Mental Health Issues, by Age Group, Incident Rate per 1,000.

## PHYSICAL ENVIRONMENT

According to the 2024 County Health Rankings released by the Robert Wood Johnson Foundation, Madera County ranked 48<sup>th</sup> (out of the 58 ranked counties in California) in “Physical Environment,” which rates Daily Fine Particulate Matter, Drinking Water Safety, Severe Housing Problems, Driving Alone to Work, and Commute.

Madera County’s unique geographical placement in the agriculture-rich but enclosed basin of the Central Valley means that air can be stagnant; cars and trucks (especially diesels) are major contributors to

particulate matter. Madera County received a failing grade for Particle Pollution (annual), Particle Pollution (24-hour), and Ozone, according to the American Lung Association's State of the Air 2021 report.

#### FOOD INSECURITY

An estimated 26,750 people in Madera County could not afford to put adequate food on the table, according to Feeding America's Map the Meal Gap. Displayed on the following page is food insecurity data for Madera County and the state.

FIGURE 10

\*Overall\* refers to all individuals, including children, regardless of race or ethnicity

## 2023 Food Insecurity In Madera County, California



FOOD INSECURE POPULATION IN MADERA COUNTY, CALIFORNIA

26,750



FOOD INSECURITY RATE IN MADERA COUNTY, CALIFORNIA



ESTIMATED PROGRAM ELIGIBILITY AMONG FOOD INSECURE PEOPLE IN MADERA COUNTY, CALIFORNIA



19% Above SNAP threshold

81% Below SNAP threshold of 200%

AVERAGE MEAL COST IN MADERA COUNTY, CALIFORNIA

\$4.15

ANNUAL FOOD BUDGET SHORTFALL

\$21,067,000

What is food insecurity and what does it look like in America?

How is food insecurity related to poverty and the nutrition safety net?

How do you estimate the food budget shortfall and cost of a meal?

What should I know about local estimates of food insecurity by subpopulation group?

## What is food insecurity and what does it look like in America?

**Food insecurity** occurs when a household cannot access enough food due to a lack of money and other essential resources. It is often linked to one or multiple factors that lead to food insecurity, creating a cycle that can be hard to break. These factors can be related to household income, expenses, access to affordable health care, the surrounding social and physical environment, and barriers to opportunity which play a role in preventing some households and communities from being food secure.

People disproportionately impacted by food insecurity include, but are not limited to, children, many communities of color, households with low incomes, immigrant communities, LGBTQ+ individuals, people with disabilities, people in certain geographies (e.g., rural areas, cities, the South), people who are formerly incarcerated, and single-parent households.

*Map the Meal Gap* shows food insecurity exists in every county and congressional district in the U.S., though the prevalence of food insecurity varies significantly across populations and places. The estimates from the study are at the individual level – reflecting the number of individuals who live in a food-insecure household. However, systems and policies play a critical role in preventing certain households and communities from being food secure. Select your state, county or district from our interactive map above and start learning more about food insecurity in your community as well as the food banks and federal programs that serve them. Access local food insecurity [data](#), learn about our [methodology](#), or read about [notable findings](#) from this year's study.

Source: Feeding America. *Map the Meal Gap, 2023*

MORBIDITY AND MORTALITY

Data about morbidity and mortality can tell us about the leading health conditions affecting Madera County residents. The table below displays the leading causes of death for Madera County.

TABLE 44

Madera County	Age Adjusted Rates per 100,000 Population	2023 Ranking
Ischemic Heart Disease	83.0	2
Alzheimer’s Disease	50.5	3
Hypertensive Heart Disease	44.7	4
Stroke	36.3	5
Chronic Obstructive Pulmonary Disease	31.2	6
Kidney Disease	26.5	7
Drug Overdoes	25.6	8
Lung Cancer	21.4	9
Other Malignant Neoplasms	20.1	10

*Source: California Department of Public Health, County Data: Leading Causes of Death, 2023, Madera County Community Health Assessment 2023*

HEALTH RESOURCES IN MADERA COUNTY

According to the U.S. News & World 2024-2025 Report, Valley Children’s Healthcare, located in Madera County, ranked in the top of these pediatric specialties:

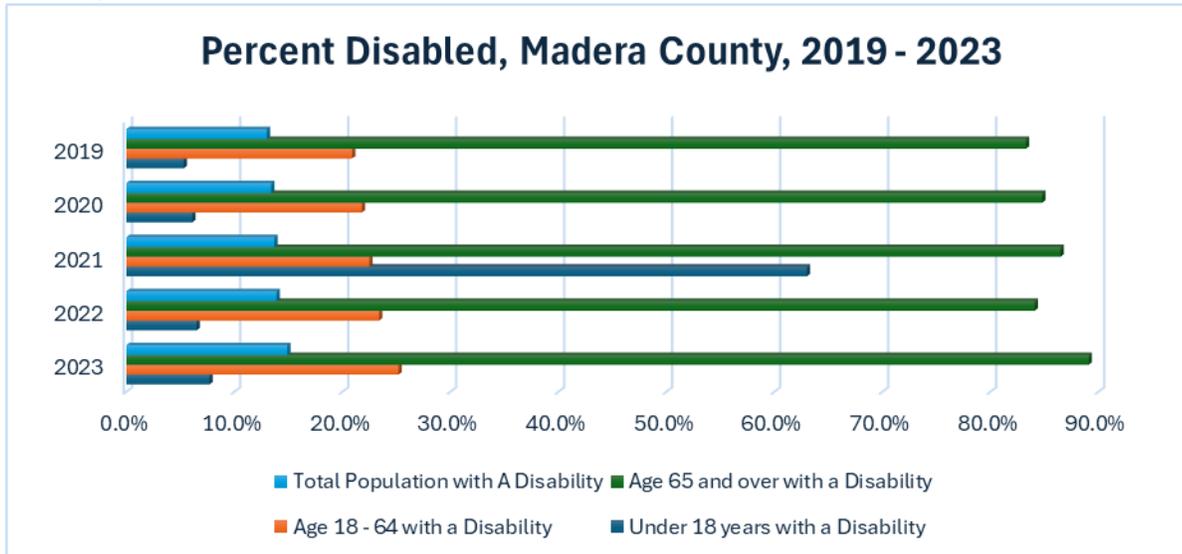
- Pediatric Orthopedics – delivers outstanding care for fractures, congenital deformities, and neuromuscular diseases
- Neonatology – delivers comprehensive array of services for critically ill newborns
- Pediatric Pulmonary & Lung Surgery - provides a range of comprehensive medical services for patients with congenital, genetic, and acquired lung and respiratory system disorders, from birth to age 21. Valley Children’s Hospital is a Cystic Fibrosis Foundation (CFF) Accredited Center affiliated with the CFF Core Center at Stanford Medical Center
- Pediatric Urology - provides expert diagnosis and management of complex genital and urological conditions and disorders in infants, children, and young adults

Valley Children’s Hospital houses 358 beds including 28 neonatal intensive care beds. The hospital plays a vital role in meeting the health care needs of children in a 12-county region.

**DISABILITIES**

The data about adults with disabilities in Madera County shows that 40% of adults aged 65 years and over have a disability, and that figure is decreasing.

TABLE 46



Source: U.S. Census Bureau, American Community Survey 2019 - 2023, 5 Year Estimates. S1810.

**TRANSPORTATION AND MOBILITY**

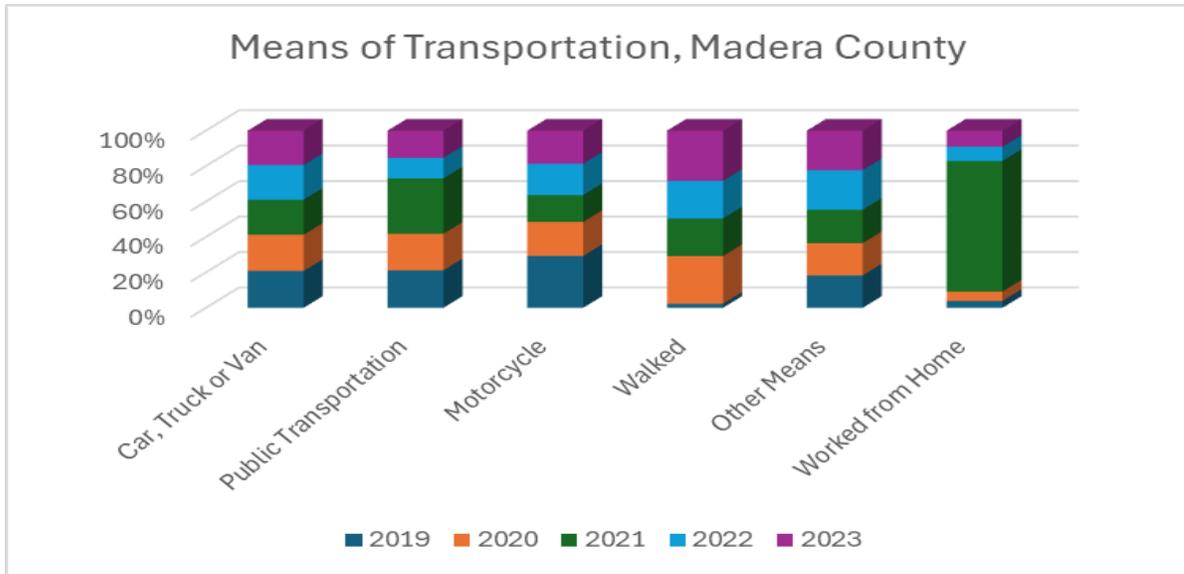
According to the American Community Survey, the number of Madera County individuals commuting to work has increased just over 24%, from 44,208 in 2015 to 54,942 in 2019.

Community resources in Madera include:

- Madera County Connection

- City of Madera Dial-a-Ride
- Madera Area Express

TABLE 47



Source: U.S. Census Bureau, American Community Survey 2019 - 2023, 5 Year Estimates. B08301.

As evident in the above chart, the percentage of individuals who commute to work in a vehicle is about 90% and is growing. Access to personal vehicles is a strength in the area. Although only a small portion of working individuals use public transportation (0.050% in 2023), some depend on that for primary mode of transportation. The most recent Transportation Report listed those individuals as the elderly, those living in poverty, and families without a vehicle in the home.

TABLE 48

SYSTEM	FISCAL YEAR								% CHANGE 13/14 - 18/19	% CHANGE 18/19 - 20/21
	13-14	14-15	15-16	16-17	17-18	18-19	19-20	20-21		
Madera Metro	143,710	131,493	108,391	103,002	111,564	126,868	82,716	55,734	-11.7%	-56.1%
Madera Dial-A-Ride	36,662	40,505	39,146	35,661	32,224	43,860	12,755	4,345	19.6%	-90.1%
CATX	13,962	14,851	11,855	11,442	15,337	17,027	12,079	7,563	22.0%	-55.6%
MCC	23,763	22,063	20,409	22,986	26,532	27,010	19,885	13,695	13.7%	-49.3%
MCC Madera Dial-A-Ride	NA	NA	NA	NA	NA	NA	2,714	2,479	NA	NA
MCC Chowchilla Dial-A-Ride	NA	NA	NA	NA	NA	NA	196	214	NA	NA
Senior Bus & Escort Service	4,486	3,949	3,707	4,145	4,504	4,348	2,295	2,210	-3.1%	-49.2%
<b>TOTAL</b>	<b>222,583</b>	<b>212,861</b>	<b>183,508</b>	<b>177,236</b>	<b>190,161</b>	<b>219,113</b>	<b>132,640</b>	<b>86,240</b>	<b>-1.6%</b>	<b>-60.6%</b>

Source: Madera County Transportation Commission, Final Short-Range Transit Development Plan, FY 2013/14 - 2026/27

The Madera County Transportation Commission is currently collecting data for the updated Development Plan, and the report is expected in the next year. In response to COVID-19, transportation

services have adjusted in the following ways:

- Public transportation seats are limited, to remain compliant with social distance regulations
- Some fares for services have been suspended

Another important project which will affect transportation in the region is the California High Speed Rail. According to the California High Speed Rail Authority, the rail was “inspired by successful high-speed train systems worldwide, California's electrically powered high-speed trains will help the state meet ever-growing demands on its transportation infrastructure.” With a planned route from San Francisco to Los Angeles/Anaheim via the Central Valley, high-speed trains will travel at speeds of up to 220 mph, and will interconnect with other transportation alternatives, providing an environmentally friendly option to

traveling by plane or car. Construction has commenced in the local area, affecting highway traffic. There is mixed messaging on whether the high-speed rail project will see its completion, as many local projects have come to a stalemate.

**SENIOR POPULATION**

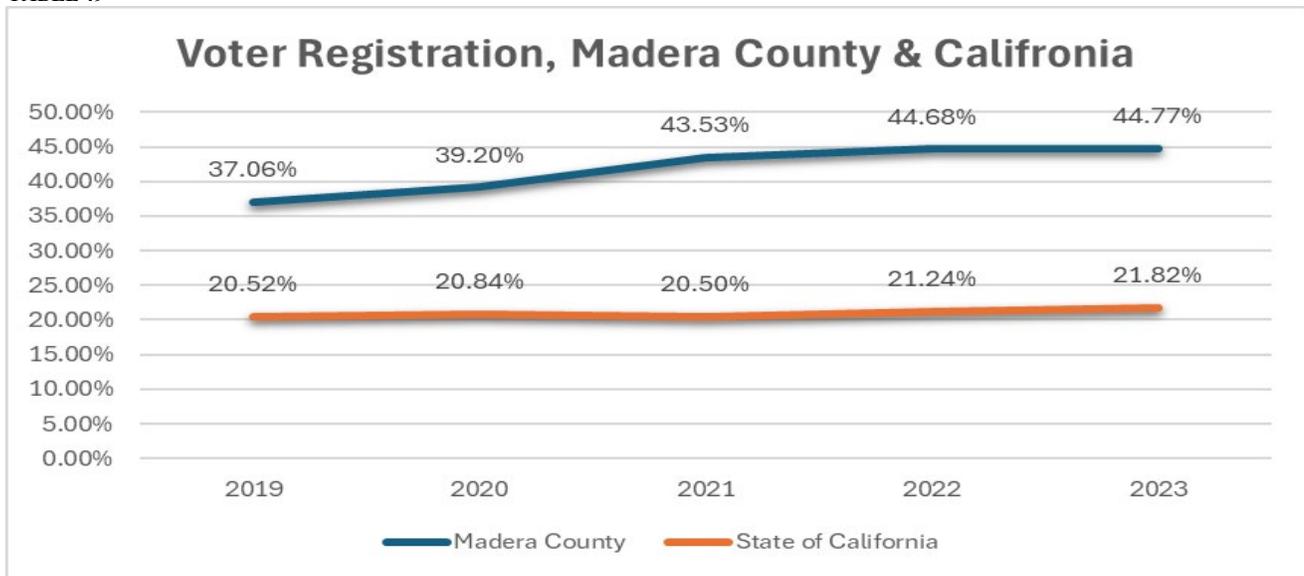
According to 2024 data from the California Department of Aging, Madera County has 30,257 senior citizens (60 years and older) with 17,356 seniors living in geographically isolated areas and 4,625 living alone.

Issues concerning the senior population of Madera County include transportation, health& wellness, food security, and veteran services.

**COMMUNITY PARTICIPATION**

Community participation amongst Madera County residents is difficult to assess, but through anecdotal information and data from countywide elections, the community involvement appears to be above the State level. The indicators that reflect this conclusion are based on the high turnout of registered voters in nonpresidential election years (Madera County is above the average for the State of California).

TABLE 49



Source: California Secretary of State, Voter Registration Statistics.

The City of Madera offers a Citizen’s Academy to individuals with an interest in local government. It is an eight-week training opportunity to learn from city administrators, elected officials, and volunteers. The city has maintained favorable enrollment in all recent offerings.



The County of Madera’s 311 calling and citizen information system. Using this system with live operators available during regular business hours, residents of Madera County can call or log onto a website to ask about accessing county resources. Residents may also make a complaint to animal control, roads, or other county departments. This has streamlined many complicated referral processes, as one central hub may give eligible individuals comprehensive information about multiple referral points, so long as the individual asks the appropriate questions.

## COVID-19 IN MADERA COUNTY

On March 16, 2020, an Emergency Declaration Order was issued in Madera County for residents with non-essential employment, in response to the COVID-19 global pandemic that was unfolding around the world. Local schools switched to distance learning, and many service providers temporarily closed their doors to public interfaces, struggling to find ways to still serve those in need. The first case of COVID-19 found in Madera County was on March 7, 2020, and since then, 16,357 cases have been reported, leading to 242 deaths. As of May 11, 2021, 42,382 full two-dose vaccines have been administered in Madera County.

In response to COVID-19, the following services have been offered to Madera County residents:

- Madera County Food Bank serves approximately 65,000 individuals per month, an increase from their pre-pandemic numbers of 45,000.
- Madera County Food Bank has distributed 500,000 pounds of food, compared to their regular 275,000 pounds per month.
- Madera Unified School District offered weekly meal distributions for all students.
- Valley Caregiver Resource Center offers weekly interactive call groups for seniors, where they learn health and wellness tips, safety, and socialize virtually with other area seniors.
- Madera County Economic Development Commission made available Small Business Pandemic Assistance Grants to local eligible small businesses, as a part of the CARES Act Funding.

Data about the impacts of the COVID-19 Pandemic is yet to come, as the business, medical, social, and educational systems, and the individuals that make up in Madera County struggle in countless ways.

## COMMUNITY INPUT

An integral part of the Community Needs Assessment is listening to Madera County residents, both those affected by the conditions of poverty, and those attempting to reduce them. CAPMC held the following focus groups and survey opportunities to hear from differing parts of Madera County:

- Online Surveys Distributed from April 1-April 26 to General Madera County population
- Head Start Parent Meeting on Thursday, April 15 at 2pm
- Shunammite Place Focus Group on Friday, April 23 at 9am
- Community Partner WebEx Forum on Friday, April 23 at 11am

**TABLE 50**

NEEDS PRIORITIZED BY INPUT GROUP				
Name	Online Survey	Focus Group	CAPMC Job Fair	Public Hear at CAPMC
Date		<i>February 3 at 5:30</i>	<i>February 19 at 2:00</i>	<i>May 19 4:40</i>
Participants	35	6	9	2
Target Population	Those who work or live in Madera County	Residents of Madera County	Residents of Madera County	Community Residents
Priorities	Affordable Housing	Affordable Housing	Health	Homeless
	Food Assistance	Food	Affordable Housing	Mental Health
	Employment	Employment	Transportation	Health Care
	Health	Transportation	Employment	Housing
	Community Events & Parks	Homelessness	Shopping/Stores	Employment
	Homeless		Homeless	Education/Schools
	Financial Health		Child Care	
	Transportation		Education/Schools	
	Child Care			
	Mental Health			

## **PRIORITIZATION PROCESS**

The Community Needs Assessment Team has collected the most current information available for more than 40 indicators in three impacted areas: demographic, economic, and quality of life conditions. Each impacted area has a set of indicators that provide information about the magnitude of certain needs, social problems or contributing factors; and the overall performance in the community in addressing issues, needs, or problems.

## **ALIGNMENT WITH LIVE WELL MADERA COUNTY**

The Madera County Public Health Department's accreditation process prompted the need to conduct a Community Health Assessment. This process began with a convening of individuals led by Madera County Public Health Department, representing various community-based organizations, faith-based organizations, private sector, public sector, and educational institutions. The group became known as the Mobilizing for Action through Planning and Partnerships (MAPP) Steering Committee in 2017 and has now been renamed Live Well Madera County. CAPMC is proud to have representatives on both the Steering Committee and Executive Committee.

The result of the data is the 2024 Community Health Assessment, which documented four priorities and needs in the community, confirmed by the 2024 Madera County Health Rankings Report. The four priorities are:

- Obesity & Diabetes
- Access to Health Care
- Alcohol & Drug Use
- Child Abuse & Neglect

The 2024 Community Health Improvement Plan monitored progress in two identified strategic health priorities: Diabetes and Obesity, and Child Abuse and Neglect, and strategies are under way to address those issues.

The CAPMC Community Needs Assessment aims to show linkage between data found from the Live Well Madera County Steering Committee and data from CAPMC to help address the priorities and factors contributing to these. Many of the contributing factors and effects of the priorities are being addressed by CAPMC services and program.

## CAPMC PRIORITIES

When deciding which needs to prioritize, an understanding of root causes is important. Poverty is so widespread throughout Madera County and has been for many years, it almost seems endemic. However, by understanding the stories of our residents, root causes can begin to be addressed. Most of the priorities listed below are root causes of poverty and contribute to the lineage of poverty that is often passed from one generation to the next.

Staff reviewed the concerns listed from the community focus groups, public hearings, community surveys, and then organized the data into categories or themes. Each time a participant mentioned an issue, it was tallied, and those were totaled together to form a list of the top needs in Madera County.

Coordinating priorities is essential when collaborating with local agencies. Although the priorities below look distinctively different in verbiage from those identified through LiveWell Madera, CAPMC will be addressing root causes of the four priority areas of the Live Well Madera Steering Committee (Obesity & Diabetes, Mental Health, Alcohol & Drug Use, and Child Abuse & Neglect). This collaboration, inclusive of strategic planning and a community-based approach, allows for collaboration, partnerships, and increased efficiency and effectiveness to serve the low-income residents and overall entire population of Madera County.

<b>CAPMC Identified Community Priorities</b>
<b>Affordable Housing</b>
<b>Access to Health Care</b>
<b>Employment</b>
<b>Food</b>
<b>Homeless Services</b>
<b>Transportation</b>
<b>Community Activities/Parks</b>
<b>Financial</b>
<b>Health</b>
<b>Child Care</b>
<b>Mental Health</b>

**Affordable Housing** means the ability to secure affordable rental housing and to become homeowners. CAPMC offers permanent supportive housing through Shunammite Place.

**Access to Health Care** – Madera County has half the primary care providers for our population, compared to the state average. CAPMC does not provide health care services, but assistance in obtaining Medi-Cal insurance is provided.

**Employment** – CAPMC offers volunteer opportunities, and this often leads to employment.

**Food** – CAPMC assists clients in signing up for Cal-Fresh benefits and in helping clients access food supplies offered by Madera County Food Bank.

**Homelessness Services** – CAPMC provides an array of services to support the homeless.

**Transportation** – CAPMC provides limited transportation for homeless individuals and families.

**Community Activities/Parks** – CAPMC does not build parks. This information has been forwarded to the City of Madera Parks & Recreation Department.

**Financial Health** – CAPMC provides Budget Development classes and Credit Repair classes for the Shunammite Place residents.

**Child Care** – CAPMC provides assistance in both finding quality childcare and in paying for childcare with the Child Care Alternative Payment and Resource & Referral Program. CAPMC’s Head Start program is also offered in Madera County.

**Mental Health** – CAPMC supports this priority by assisting clients with connecting to mental health services offered in Madera County.

# CAPMC AS A RESOURCE

## CLIENT DEMOGRAPHICS

According to the Community Services Block Grant (CSBG) All Characteristics Report for Community Action Partnership of Madera County, Inc., 6,295 individuals from unique households were served in 2024. Of those, the following demographics are available:

TABLE 51

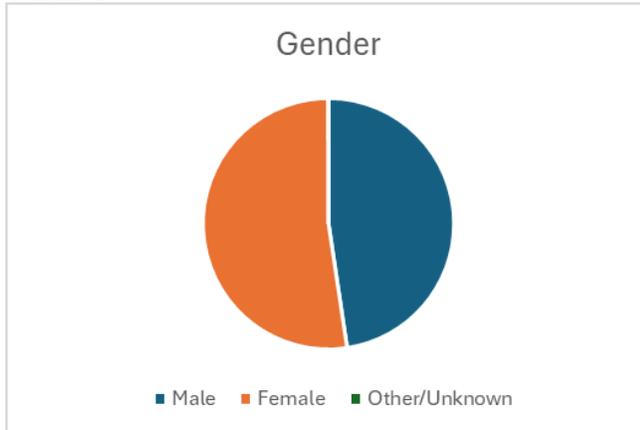


TABLE 52

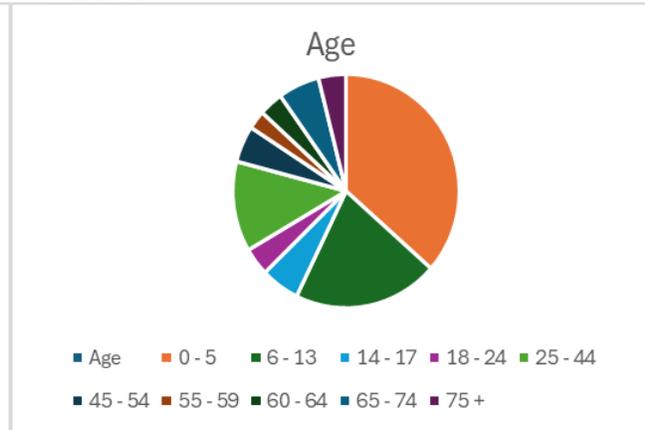


TABLE 53

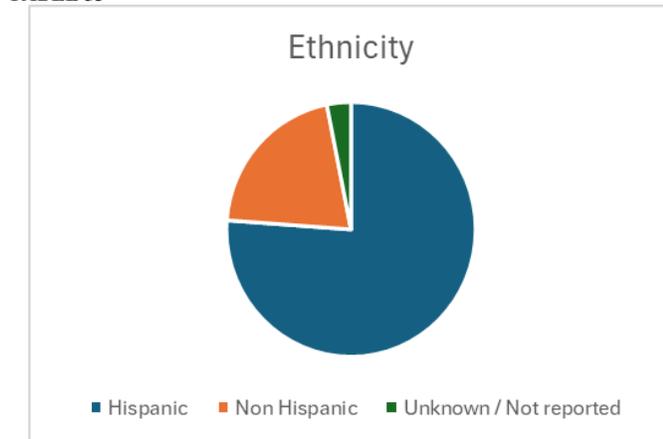


TABLE 54

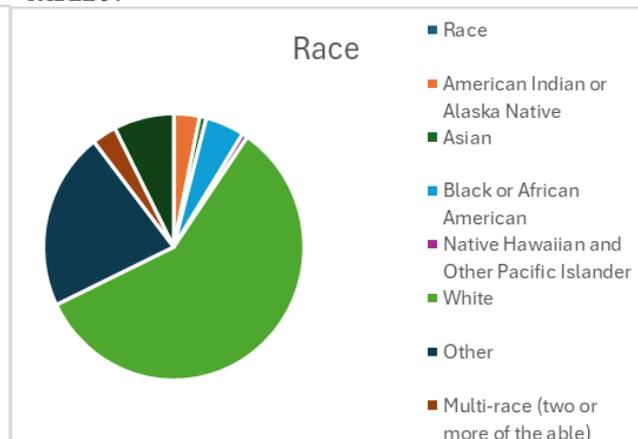


TABLE 55

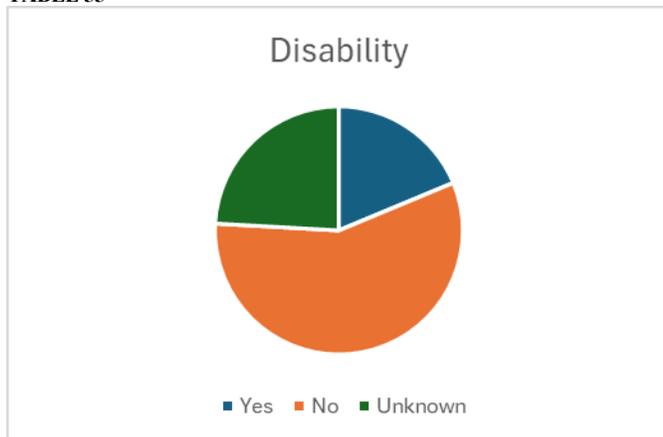
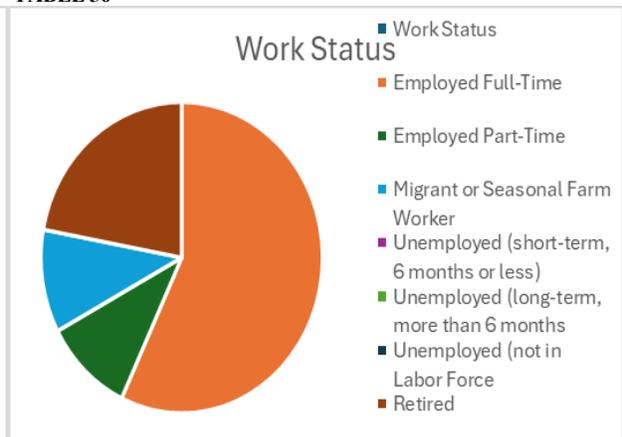


TABLE 56



## SERVICES PROVIDED

CAPMC offers various programs aimed at removing barriers to self-sufficiency, thus targeting the root causes of poverty in the county's most vulnerable citizens.

- Head Start Department
  - Regional Head Start
  - Migrant/Seasonal Head Start
  - Early Head Start
  - SFP - Strengthening Families Program
  - Triple P – Positive Parenting Program
- Child Care Services
  - Child Care Alternative Payment Program
  - Child Care Resource & Referral
  - Child Care Initiative Project
  - Emergency Child Care Bridge Program for Foster Children
- Community Services
  - Emergency and Utility Programs
    - Low Income Home Energy Assistance Program
    - Weatherization Services
  - Homelessness Programs
    - Coordinated Entry Supportive Services
    - Housing Navigation Services
    - Permanent Supportive Housing – Shunammite Place
    - Emergency Shelter
    - Rapid Rehousing
    - Street Outreach
- Victim Services
  - Domestic Violence Services
  - Victim and Witness Services
  - Rape/Sexual Assault Services
  - Transitional Housing
  - Unserved Underserved Victims Immigration Assistance
  - Madera County Child Advocacy Center

## **CUSTOMER & EMPLOYEE SATISFACTION**

CAMPC programs are constantly looking at ways to improve efficiency and effectiveness. To determine program quality, satisfaction surveys are being deployed to all programs.

### **INTERNAL SATISFACTION**

The 2016 Employee Climate Survey was deployed and has revealed the following data:

- The highest scored items were:
  - My paycheck is accurate and on time.
  - I know what is expected of me at work.
  
- The areas of greatest improvement since the 2014 survey were:
  - I have received some form of Safe Environment/IIPP training in the past year.
  - I have the materials and equipment I need to do my work efficiently.
  - Customer Service provided by Madera Regional Head Start Office staff
  
- The lowest scored items were:
  - How satisfied with you with your pay?
  - I am satisfied with my current and future financial situations.
  - I am aware of the Employee Assistance Program (EAP)

## CUSTOMER SATISFACTION

Customer satisfaction surveys tie directly to the agency strategic plan through the objective of Improve Customer/Stakeholder Satisfaction. The table below shows the survey questions and summary.

Customer surveys were deployed in the Community Services Department in 2023 with a cumulative score of over 85% satisfaction to the following statements:

- Someone was there to greet me in person
- The staff I dealt with was truly sincere about meeting my needs
- I was treated in a friendly manner
- The staff was knowledgeable and able to answer my questions
- I was treated with respect
- I was able to reach someone without leaving a message
- If I left a message, the phone call was returned within 48 business hours
- I would refer CAPMC’s services to others

TABLE 5



**METHODOLOGY: THE COMMUNITY NEEDS ASSESSMENT PROCESS**

The CAPMC Community Needs Assessment is a powerful tool for helping to shape the quality of life for everyone in Madera County. The completed document contains not only extensive quantitative and qualitative data, but thorough, knowledgeable analysis.

The data in this report provides a panoramic picture of the state of our community: what trends or troubling conditions are affecting our community, the quality of life here, and the challenges facing our community.

**MEETING COMMUNITY SERVICES BLOCK Grant (CSBG) ORGANIZATIONAL STANDARDS**

Informational Memorandum 138 was issued January 26, 2015, by the U.S. Department of Health and Human Services to offer guidance in the organizational standards related to the Community Services Block Grant: (This information is current as of 9/28/23)

TABLE 58

The Community Needs Assessment must meet the following standards:	Enclosed you will find that CAPMC met these standards as evidenced by:
<b>Standard 1.1</b> The organization demonstrates low-income individuals’ participation in its activities.	Low-income individuals participated in focus groups, and completed community needs assessment and customer satisfaction surveys.
<b>Standard 1.2</b> The organization analyzes information collected directly from low-income individuals as part of the community assessment.	An analysis is included in the Methodology Section.
<b>Standard 1.3</b> The organization has a systematic approach for collecting, analyzing, and reporting customer satisfaction data to the governing board.	The agency’s process for reporting customer satisfaction can be found in CAPMC as a Resource Section.
<b>Standard 3.1</b> The organization conducted a community assessment and issued a report within the past 3-year period, if no other report exists.	This report was completed in May 2021 and submitted to the board for approval on May 13, 2021.
<b>Standard 3.2</b> As part of the community assessment, the organization collects and includes current data specific to poverty and its prevalence related to gender, age, and race/ethnicity for their service area(s).	Please see information in the Poverty Section of this report.
<b>Standard 3.3</b> The organization collects and analyzes both qualitative and quantitative data on its geographic service area(s) in the community assessment.	Both focus groups and surveys were utilized, as noted in the Methodology Section.
<b>Standard 3.4</b> The community assessment includes key findings on the causes and conditions of poverty and the needs of the communities assessed.	See the Methodology Section.
<b>Standard 3.5</b> The governing board formally accepts the completed community assessment.	Approval obtained by the Board of Directors on July 13, 2023

## PROCESS

CAPMC’s Community Needs Assessment was developed by a lead person, the Community Needs Assessment Consultant, working closely with staff, community partners, program participants, and members of the community via existing committees, as shown in Figure 11. The Community Needs Assessment team, as noted later in this document, is a collaboration of all previously mentioned participants.

The Community Assessment process includes, but is not limited to:

- Selecting a Community Assessment led to coordinate with staff, citizens of the county, and community partners through existing committees
- Developing timelines of the tasks to be completed
- Conducting Focus Groups
- Gathering and analyzing data

FIGURE 11



The Community Assessment process spans over six months, as the time needed to fulfill the requirements and obtain all desired data is extensive. Table 59 below is a brief timeline of key dates.

TABLE 59

DATE	TASKS	PARTICIPANTS
September 2024	Review the CSBG requirement for a Madera County Needs Assessment and establish a Community Needs Assessment lead	Agency Leaders
January 2025	Begin the internal and external data collection	Consultant
April 15, 2021	Focus Group	Head Start Parents, Chowchilla/Fairmead
April 23, 2021	Focus Group	Shunammite Residents
April 23, 2021	Focus Group	County Residents and Community Partners
February – May 2025	Analyze and synthesize all external and internal data	Consultant
February – April 2021	Analyze all public hearings/focus group data collected	Consultant
June 11, 2025	Public Hearing Present Community Needs Assessment information to Board of Directors	Board of Directors
June 11, 2025	Public Hearing Seek Board of Directors approval to submit	Board of Directors

Attaining high success requires our agency to become more innovative and creative in delivering human services. This depends on identifying the emerging trends of the past three to five years, analyzing those trends to better understand their impact on our service delivery, and planning strategically based on those noted changes.

Our community offers a wide variety of information with which to determine current conditions and identify issues for action. There are several reasons why our agency needs to secure accurate information about the needs of our community. Like many others, our community experiences a continual flux in demographics: births and deaths of citizens, residents moving out and new people moving in, and natural growth and development of the community. Consequently, what was once an appropriate policy or program can eventually become inappropriate. A community's character and attitudes can shift due to the interplay of services, as well as cultural and economic changes.

The Community Needs Assessment Team found a vast array of information, helping to understand the area's problems and provide insight into the community that most citizens may not have. The data the Community Assessment Team accumulated came from a broad variety of services,

internal and external, primary, and secondary. A large amount of statistical data was collected through various avenues; Table 60 identifies various internal and external data sources.

TABLE 60

Internal	External
Child Advocacy Center Report CSBG All Characteristics Report CSBG Annual Report Customer Satisfaction Surveys Employee Climate Survey Homeless Outreach Workers Policies and Procedures Program Satisfaction Surveys	Adult Education Pipeline Ag Census American Lung Association California Association of County Veterans Service Officers, Inc. California Department of Education* California Department of Public Health* California Department of Social Services California Highspeed Rail Authority California Secretary of State Children Now City of Madera City of Madera Police Department Community Services Block Grant DataCommons Data Pandas Data USA Feeding America Fresno Madera Agency on Aging Fresno Madera Continuum of Care Housing Authority of the City of Madera Healthy Fresno County Insight Center for Community Economic Development KidsData Madera Unified School District Madera Madera County Agricultural Commissioner Madera County Department of Public Health Madera County Department of Social Services Labor Market Information Madera County Economic Development Commission Madera County Workforce Madera County Superintendent of Schools Madera County Transportation Commission Live Well Madera County Steering Committee National Center for Education Statistics* National Interagency Fire Center Poverty Guidelines State of California Economic Development Department Self Help Enterprises United States Census Bureau, American Community Survey* United States Department of Agriculture United States Department of Health & Human Services* United States Department of Housing & Urban Development* United States Drought Monitor

U.S. News & World Report  
Living Wage Calculator  
Madera Community Hospital  
Health News  
State of California Department of Justice  
Valley Children's Hospital

**\* Sources recommended by the California Department of Community Services and Development for use in the Community Needs Assessment**

## LIMITATIONS OF DATA

Because of the prohibitive cost of primary research, the Community Needs Assessment relies on statistics and information that others have compiled, and therefore, has its limitations. To ensure that the information provided by the Community Needs Assessment is deciphered and implemented most effectively, it is important to be aware of the following limitations.

### LAG TIME

Using secondary data requires a diligent collection from many sources. The release of data varies among the vast array of sources. New data is continually being released. Any report of this type will have certain indicators that are no longer current. Even the most recent data will have some lag time between the time the data is collected and when it is released. In the case of unemployment, the time lapse may be only weeks. However, data from the U.S. Census Bureau is released 18 months after having finalized collections.

### GEOGRAPHIC LIMITATIONS

The intent of the Community Needs Assessment is to track conditions in Madera County. However, not all data is available at the local or county level. In some cases, regional, state, national prevalence rates, or survey results, can be extrapolated to the local level. However, this assumes that the same rate that applies on a larger geographic scale also applies to local conditions. This may or may not be the case, but the technique allows for an estimate of local conditions.

### AVAILABILITY

The Community Needs Assessment relies on data that can be collected and analyzed to help determine if, and to what degree, a problem or need exists. In some cases, data may not exist that directly applies to a certain need or condition. The committee structure and review process help to offset this drawback to some extent. CAPMC representatives and community experts had the chance to identify such needs and ensure they are considered in the priority-setting process.

### FORMAT

Data is not always collected in the format best suited for the report's purposes. For example, data is often reflected in pie graphs, charts, figures, and pictures, whereas tables provide more precise data.

### REPORTING PERIODS

Reporting periods can vary by year type, frequency, length. Some data is reported on a calendar-year basis, and other data on a fiscal year basis. Different jurisdictions and organizations have different fiscal years, which makes comparing data sets difficult.

### ACCURACY & VALIDITY

We have been careful in collecting, analyzing, and presenting data from various sources. Where any question about accuracy or validity of the data occurred, that data was not included in the Community Needs Assessment. Drafts of the report were reviewed multiple times by staff and consultants.

However, it was not possible to authenticate all the data. In some cases, expert opinion was included in the analysis regarding the state or condition of a certain issue. We have made every effort to properly document this independent judgment.

Even though the data may be valid, questions about accuracy may still arise. While under-reporting is a concern about data in general, it can be of particular concern when dealing with certain types of data,

including crime, family violence, child abuse, and school dropout rates and at-risk populations such as migrants. There are a few reasons why individuals fail to report certain conditions such as:

- Suspicion of authority
- Language or cultural barriers
- Immigration status
- Concerns about retribution
- Attempts to protect someone or to keep a problem in the family

While under-reporting can make it hard to gauge the true size of a problem, if it is considered constant, trends over time can still be identified.

#### CAPACITY

The availability of services can influence reporting. When resources are limited those individuals in need of that service may not be able to obtain it. This can result in that section of the community not being counted in the total. In an equivalent way, public awareness of certain conditions may increase based on the public profile of an issue or event.

#### SUBJECTIVITY

One of the primary objectives of the Community Needs Assessment is to recommend areas of emphasis for future human service investment. As such, volunteer committees are called upon to make valuable judgments about the relative importance or size of a problem or need, based on the available data and other information.

The data is subject to interpretation as individuals or groups come to conclusions about what the data suggests. The process of determining priorities for CAPMC through group consensus is intended to partially offset this limitation. At the same time, the report and accompanying data are intended to serve as a resource to other individuals and groups in the community. Other users can review the data and develop their own interpretations and/or priorities.

#### BASELINE

By collecting time-series data whenever possible, trends can be identified. However, because data is available in differing periods and individuals interpret the data differently, the determination of trends is often subjective.

#### CAUSATION

Finally, it should be noted that when collecting and using data that provides merely a “snapshot” of conditions at a particular point in time, any changes in the conditions of individuals or households are not considered. Individuals who are poor for one year may not necessarily be poor later, while others may readily replace them.

In addition to the limitations listed above, the unavailability of some specific data for the local service area poses challenges. Historical internal and general service area data were used to determine information when gaps existed. Although the agency was faced with the noted limitations, the information provided is the most accurate account possible of the individuals and families in Madera County.

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# Report to the Board of Directors

Agenda Item Number: D-11

Board of Directors Meeting for: June 11, 2025

Author: Jeannie Stapleton

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DATE: June 6, 2025

TO: Board of Directors

FROM: Ana Gudino, Community Services Program Manager

SUBJECT: 2026/2027 Community Needs Assessment and Community Action Plan final report.

**I. RECOMMENDATION:**

Review and consider approving the final submission of the 2026/2027 Community Needs Assessment and Community Action Plan to CSD.

**II. SUMMARY:**

The Community Needs Assessment and Community Action Plan outlines CAPMC's 2-year strategic plan for how the agency plans to address the needs of Madera County based on the finalized Community Needs Assessment.

**III. DISCUSSION:**

1. The Department of Community Services and Development (CSD) requires that community action agencies submit a Community Needs Assessment and Community Action Plan every two years.
2. A 30-day review period to answer any questions or propose any recommendations was April 10, 2025. The plan will be uploaded to the agency website, social media pages and the Board of Directors web page.
3. A Public Hearing was held on May 19, 2025, at 4:30 PM in person at CAPMC; no changes were made.
4. Once the Community Needs Assessment and Community Action Plan is approved by the Board of Directors it will be submitted to CSD.
5. Priorities described in the Community Needs Assessment and Community Action Plan are as follows:
  - a) Affordable housing to families and individuals through the Shunammite Place Program for individuals experiencing homelessness.
  - b) Referral to Healthcare Providers that will support medical needs.
  - c) Employment through CAPMC after the volunteer programs and interns from various colleges and universities to offer opportunities of employment.
  - d) Assistance to access nutritious food such as applying for CalFresh or aid with supply food boxes from the Madera County Food Bank.
  - e) Transportation for homeless individuals to necessary appointments to help sustain self-sufficiency.
  - f) Financial Health assistance through the Shunammite Place

program participant budget classes and credit repair along with Life Skills Coaching.

- g) Affordable Child Care through Resources & Referral Program supporting families in finding quality childcare that best suits their needs.
- h) Mental Health referrals to Madera County Behavioral Health are by CAPMC is provided.

IV. **FINANCING:**  
N/A

# 2026/2027 Community Needs Assessment and Community Action Plan

## Community Action Partnership of Madera County, Inc.



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## Introduction

The Department of Community Services and Development (CSD) has developed the 2026/2027 Community Needs Assessment (CNA) and Community Action Plan (CAP) template for the Community Services Block Grant (CSBG) Service Providers network. CSD requests agencies submit a completed CAP, including a CNA, to CSD on or before **June 30, 2025**. Changes from the previous template are detailed below in the “What’s New for 2026/2027?” section. Provide all narrative responses in 12-point Arial font with 1.15 spacing. A completed CAP template should not exceed 65 pages, excluding the appendices.

## Purpose

Public Law 105-285 (the CSBG Act) and the California Government Code require that CSD secure a CAP, including a CNA from each agency. Section 676(b)(11) of the CSBG Act directs that receipt of a CAP is a condition to receive funding. Section 12747(a) of the California Government Code requires the CAP to assess poverty-related needs, available resources, feasible goals, and strategies that yield program priorities consistent with standards of effectiveness established for the program. Although CSD may prescribe statewide priorities or strategies that shall be considered and addressed at the local level, each agency is authorized to set its own program priorities in conformance to its determination of local needs. The CAP supported by the CNA is a two-year plan that shows how agencies will deliver CSBG services. CSBG funds are by their nature designed to be flexible. They shall be used to support activities that increase the capacity of low-income families and individuals to become self-sufficient.

## Federal CSBG Programmatic Assurances and Certification

The Federal CSBG Programmatic Assurances are found in Section 676(b) of the CSBG Act. These assurances are an integral part of the information included in the CSBG State Plan. A list of the assurances that are applicable to CSBG agencies has been provided in the Federal Programmatic Assurances section of this template. CSBG agencies should review these assurances and confirm that they are in compliance. Signature of the board chair and executive director on the Cover Page certify compliance with the Federal CSBG Programmatic Assurances.

## State Assurances and Certification

As required by the CSBG Act, states are required to submit a State Plan as a condition to receive funding. Information provided in agencies’ CAPs will be included in the CSBG State Plan. Alongside Organizational Standards, the state will be reporting on [State Accountability Measures](#) in order to ensure accountability and program performance improvement. A list of the applicable State Assurances is provided in this template. CSBG agencies should review these assurances and confirm that they are in compliance. Signature of the board chair and executive director on the Cover Page certify compliance with the State Assurances.

## Compliance with CSBG Organizational Standards

As described in the Office of Community Services (OCS) [Information Memorandum \(IM\) #138](#) dated January 26, 2015, CSBG agencies will comply with the Organizational Standards. A list of Organizational Standards that are met by an accepted CAP, including a CNA, are found in the Organizational Standards section of this template. Agencies are encouraged to utilize this list as a resource when reporting on the Organizational Standards annually.

### What's New for 2026/2027?

**Due Date.** The due date for your agency's 2026/2027 CAP is June 30, 2025. However, earlier submission of the CSBG Network's CAPs will allow CSD more time to review and incorporate agency information in the CSBG State Plan and Application. CSD, therefore, requests that agencies submit their CAPs on or before May 31, 2025.

**ROMA Certification Requirement.** CSD requires that agencies have the capacity to provide their own ROMA, or comparable system, certification for your agency's 2026/2027 CAP. Certification can be provided by agency staff who have the required training or in partnership with a consultant or another agency.

**Federal CSBG Programmatic and State Assurances Certification.** In previous templates, the federal and state assurances were certified by signature on the Cover Page and by checking the box(es) in both federal and state assurances sections. In the 2026/2027 template, CSD has clarified the language above the signature block on the Cover Page and done away with the check boxes. Board chairs and executive directors will certify compliance with the assurances by signature only. However, the Federal CSBG Programmatic Assurances and the State Assurances language remain part of the 2026/2027 template.

**Other Modifications.** The title page of the template has been modified to include your agency's name and logo. Please use this space to brand your agency's CAP accordingly. CSD has also added references to the phases of the ROMA Cycle i.e. assessment, planning, implementation, achievement of results, and evaluation throughout the 2026/2027 template. Additionally, there are a few new questions, minor changes to old questions, and a reordering of some questions.

## Checklist

- Cover Page
- Public Hearing Report

### Part I: Community Needs Assessment Summary

- Narrative
- Results

### Part II: Community Action Plan

- Vision and Mission Statements
- Causes and Conditions of Poverty
- Tripartite Board of Directors
- Service Delivery System
- Linkages and Funding Coordination
- Monitoring
- ROMA Application
- Federal CSBG Programmatic Assurances
- State Assurances
- Organizational Standards

### Part III: Appendices

- Notice of Public Hearing
- Low-Income Testimony and Agency's Response
- Community Needs Assessment

## Cover Page

<b>Agency Name:</b>	Community Action Partnership of Madera County, Inc.
<b>Name of CAP Contact:</b>	Ana Gudino
<b>Title:</b>	Community Services Program Manager
<b>Phone:</b>	559-673-9173 extension 5727
<b>Email:</b>	agudino@maderacap.org

<b>Date Most Recent CNA was Completed:</b> (Organizational Standard 3.1)	February 18, 2025
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### **Board and Agency Certification**

The undersigned hereby certifies that this agency will comply with the [Federal CSBG Programmatic Assurances \(CSBG Act Section 676\(b\)\)](#) and [California State Assurances \(Government Code Sections 12747\(a\), 12760, and 12768\)](#) for services and programs provided under the 2026/2027 Community Needs Assessment and Community Action Plan. The undersigned governing body accepts the completed Community Needs Assessment. (Organizational Standard 3.5)

<b>Name:</b> Mattie Mendez	<b>Name:</b> Eric LiCalsi
<b>Title:</b> Executive Director	<b>Title:</b> Board Chair
<b>Date:</b>	<b>Date:</b>

### **ROMA Certification**

The undersigned hereby certifies that this agency's Community Action Plan and strategic plan document the continuous use of the Results Oriented Management and Accountability (ROMA) system or comparable system (assessment, planning, implementation, achievement of results, and evaluation). (CSBG Act 676(b)(12), Organizational Standard 4.3)

<b>Name:</b>	Ana Gudino
<b>ROMA Title:</b>	Implementer
<b>Date:</b>	June 6, 2025

**CSD Use Only**

Dates CAP		Accepted By
Received	Accepted	

## Public Hearing(s)

California Government Code Section 12747(b)-(d)

### State Statute Requirements

As required by California Government Code Section 12747(b)-(d), agencies are required to conduct a public hearing for the purpose of reviewing the draft CAP. Testimony presented by low-income individuals and families during the public hearing shall be identified in the final CAP.

### Guidelines

#### Notice of Public Hearing

1. Notice of the public hearing should be published at least 10 calendar days prior to the public hearing.
2. The notice may be published on the agency's website, social media channels, and/or in newspaper(s) of local distribution.
3. The notice should include information about the draft CAP; where members of the community may review, or how they may receive a copy of, the draft CAP; the dates of the comment period; where written comments may be sent; date, time, and location of the public hearing; and the agency contact information.
4. The comment period should be open for at least 10 calendar days prior to the public hearing. Agencies may opt to extend the comment period for a selected number of days after the hearing.
5. The draft CAP should be made available for public review and inspection approximately 30 days prior to the public hearing. The draft CAP may be posted on the agency's website, social media channels, and distributed electronically or in paper format.
6. Attach a copy of the Notice(s) of Public Hearing in Part III: Appendices as Appendix A.

#### Public Hearing

1. Agencies must conduct at least one public hearing on the draft CAP.
2. Public hearing(s) must be held in the designated CSBG service area(s).
3. Low-income testimony presented at the hearing or received during the comment period should be memorialized verbatim in the Low-Income Testimony and Agency's Response document and appended to the final CAP as Appendix B in Part III: Appendices.
4. The Low-Income Testimony and Agency's Response document should include the name of low-income individual, his/her testimony, an indication of whether or not the need was addressed in the draft CAP, and the agency's response to the testimony if the concern was not addressed in the draft CAP.

### **Additional Guidance**

For the purposes of fulfilling the public hearing requirement on the draft CAP, agencies may conduct the public hearing in-person, remotely, or using a hybrid model based on community need at the time of the hearing.

### **Public Hearing Report**

Date(s) the Notice(s) of Public Hearing(s) was/were published	12/16/24, 1/24/2025,
Date Public Comment Period opened	2/3/2025
Date Public Comment Period closed	
Date(s) of Public Hearing(s)	2/13/2025, 2/19/2025
Location(s) of Public Hearing(s)	CAPMC, 1225 Gill Avenue, Madera, CA 93637
Where was the Notice of Public Hearing published? (agency website, newspaper, social media channels)	Facebook and agency website
Number of attendees at the Public Hearing(s)	12/16/2024 = 8      2/3/2025 = 2 2/19/2025 = 5      5/19/2025 = 2

## Part I: Community Needs Assessment Summary

CSBG Act Section 676(b)(11)

California Government Code Section 12747(a)

### Helpful Resources

A community needs assessment provides a comprehensive “picture” of the needs in your service area(s). Resources are available to guide agencies through this process.

- CSD-lead training – “Community Needs Assessment: Common Pitfalls and Best Practices” on Tuesday, September 10, 2024, at 1:00 pm. [Registration is required](#). The training will be recorded and posted on the Local Agencies Portal after the event.
- Examples of CNAs, timelines, and other resources are on the [Local Agencies Portal](#).
- [Community Action Guide to Comprehensive Community Needs Assessments](#) published by the National Association for State Community Service Programs (NASCSPP).
- [Community Needs Assessment Tool](#) designed by the National Community Action Partnership (NCAP).
- National and state quantitative data sets. See links below.

Sample Data Sets		
<b>U.S. Census Bureau</b> <a href="#">Poverty Data</a>	<b>U.S. Bureau of Labor Statistics</b> <a href="#">Economic Data</a>	<b>U.S. Department of Housing and Urban Development</b> <a href="#">Housing Data &amp; Report</a>
<b>HUD Exchange</b> <a href="#">PIT and HIC Data Since 2007</a>	<b>National Low-Income Housing Coalition</b> <a href="#">Housing Needs by State</a>	<b>National Center for Education Statistics</b> <a href="#">IPEDS</a>
<b>California Department of Education</b> <a href="#">School Data via DataQuest</a>	<b>California Employment Development Department</b> <a href="#">UI Data by County</a>	<b>California Department of Public Health</b> <a href="#">Various Data Sets</a>
<b>California Department of Finance</b> <a href="#">Demographics</a>	<b>California Attorney General</b> <a href="#">Open Justice</a>	<b>California Health and Human Services</b> <a href="#">Data Portal</a>
<b>CSD Census Tableau</b> <a href="#">Data by County</a>		<b>Population Reference Bureau</b> <a href="#">KidsData</a>
<b>Data USA</b> <a href="#">National Public Data</a>	<b>National Equity Atlas</b> <a href="#">Racial and Economic Data</a>	<b>Census Reporter</b> <a href="#">Census Data</a>

## Sample Data Sets

<b>Urban Institute</b> <a href="#">SNAP Benefit Gap</a>	<b>Race Counts</b> <a href="#">California Racial Disparity Data</a>	<b>Rent Data</b> <a href="#">Fair Market Rent by ZIP</a>
<b>UC Davis</b> <b>Center for Poverty &amp; Inequality</b> <a href="#">Poverty Statistics</a>	<b>University of Washington</b> <b>Center for Women's Welfare</b> <a href="#">California Self-Sufficiency Standard</a>	<b>University of Wisconsin</b> <b>Robert Wood Johnson</b> <b>Foundation</b> <a href="#">County Health Rankings</a>
<b>Massachusetts</b> <b>Institute of Technology</b> <a href="#">Living Wage Calculator</a>	<b>Nonprofit Leadership Center</b> <a href="#">Volunteer Time Calculator</a>	<b>Economic Policy Institute</b> <a href="#">Family Budget Calculator</a>

## Narrative

CSBG Act Section 676(b)(9)

Organizational Standards 2.2, 3.3

ROMA – Assessment

Based on your agency's most recent CNA, please respond to the questions below.

1. Describe the geographic location(s) that your agency is funded to serve with CSBG. If applicable, include a description of the various pockets, high-need areas, or neighborhoods of poverty that are being served by your agency.

Community Action Partnership of Madera County Inc., (CAPMC) utilizes the Community Services Block Grant (CSBG) funding to serve residents of Madera County. Madera County is sectioned by the City of Madera, the City of Chowchilla and twelve unincorporated communities: Ahwahnee, Bass Lake, Berenda, Bonadelle Ranchos, Coarsegold, Fairmead, Madera Ranchos, North Fork, Oakhurst, O'Neal's, Raymond, and Rolling Hills. Madera County is at the geographic center of the State of California. As of 2024 the population of Madera County was 165,432 with an unemployment rate of 7.4 percent in June of 2024, and 7.0 percent in September 2024. This compares with an unadjusted unemployment rate of 5.4 percent for California and 3.9 percent for the nation during the same period.

CAPMC aids Madera County residents with the LIHEAP (Low-Income Home Energy Assistance Program), Child Care, Head Start, Domestic Violence Services, Rape/Sexual Assault, Victim and Witness Services, Child Advocacy, Family Skills Training, Permanent Supportive Housing for chronically homeless individuals and families and has established a Homeless Engagement For Living Program (H.E.L.P.) Center to provide outreach, data collection and tracking, case management and referral services to homeless individuals or those who are at risk of becoming homeless. The H.E.L.P Center provides homeless prevention services such as emergency housing assistance and rapid rehousing.

CAPMC provides services for the Head Start Programs and the current programs are Regional and Early Head Start; Madera Migrant Head Start and Fresno Migrant Head Start. Regional and Early Head Start employs 70 center staff at 10 centers with 310+ Children Served ages 2.9 to 5 years with 298 Families. Madera Migrant Head Start employs 84 center staff and office staff at 5 Head Start Centers with 447 Children Served ages 6 weeks to 5 years with 360 Families. Fresno Migrant Head Start employs 78 center staff at 6 Head Start Centers with 370 Children Served ages 6

weeks to 5 years with 306 Families.

CAPMC also provides the Child Care Alternative Provider Payment and Resource & Referral Program. Child Care Alternative Payment Program (APP) is more than a subsidy for income eligible parents, the APP empowers families by facilitating tailored childcare arrangements and directly disbursing payments to the selected childcare providers. The program is designed to amplify parental choice and accommodate the unique needs of each family it serves. The Resource and Referral Program is a pivotal hub for childcare and development services within specific geographic areas, be it a county, city, or community, R & R extends a comprehensive suite of services such as licensure support, professional development opportunities, and networking to licensed childcare providers, family, friends, and neighbors FFN childcare providers and individuals aspiring to become licensed childcare providers. The program employs 12 which are located at the CAPMC office. 1,081 children aged birth to 12, with 551 families, and 191 childcare providers/centers.

CAPMC houses the Victim Services Center and Child Advocacy Center (CAC). 17 Employees are located at CAPMC Victim Services Offices in Madera, Chowchilla and Oakhurst. The only Domestic Violence Emergency Shelter in Madera County with 24 beds. The Only CAC in Madera at the Gill Office. Victim Services assisted 1,599 individuals annually and the CAC Interview there were 99 annually. CAPMC Victim Services provides compassionate and comprehensive services to victims of crime, sexual assault/rape, and domestic violence. Specially trained advocates guide individuals and families by offering help and resources. The Martha Diaz Shelter provides shelter, food and clothing to women and children who are in immediate danger of domestic violence.

The CAPMC CAC provides a safe child-friendly environment where a child shares their experience just once. When a child is not seen at a CAC, they often must recount their experience multiple times to different authorities such as medical providers, law enforcement officers, child protective services and other child abuse experts. This repeated recounting can retraumatize the child and negatively affect their well-being and judicial process.

2. Indicate from which sources your agency collected and analyzed quantitative data for its most recent CNA. (Check all that apply.) (Organizational Standard 3.3)

**Federal Government/National Data Sets**

- Census Bureau
- Bureau of Labor Statistics
- Department of Housing & Urban Development
- Department of Health & Human Services
- National Low-Income Housing Coalition
- National Equity Atlas
- National Center for Education Statistics
- Academic data resources
- Other online data resources
- Other

**Local Data Sets**

- Local crime statistics
- High school graduation rate
- School district school readiness
- Local employers
- Local labor market
- Childcare providers
- Public benefits usage
- County Public Health Department
- Other

**California State Data Sets**

- Employment Development Department
- Department of Education
- Department of Public Health
- Attorney General
- Department of Finance
- Other

**Surveys**

- Clients
- Partners and other service providers
- General public
- Staff
- Board members
- Private sector
- Public sector
- Educational Institutions
- Other

**Agency Data Sets**

- Client demographics
- Service data
- CSBG Annual Report
- Client satisfaction data
- Other

3. Indicate the approaches your agency took to gather qualitative data for its most recent CNA. (Check all that apply.) (Organizational Standard 3.3)

**Surveys**

- Clients
- Partners and other service providers
- General public
- Staff
- Board members
- Private sector
- Public sector
- Educational institutions

**Interviews**

- Local leaders
- Elected officials
- Partner organizations' leadership
- Board members
- New and potential partners
- Clients

**Focus Groups**

- Local leaders
- Elected officials
- Partner organizations' leadership
- Board members
- New and potential partners
- Clients
- Staff

 **Community Forums** **Asset Mapping** **Other**

4. Confirm that your agency collected and analyzed information from each of the five community sectors below as part of the assessment of needs and resources in your service area(s). Your agency must demonstrate that all sectors were included in the needs assessment by checking each box below; a response for each sector is required. (CSBG Act Section 676(b)(9), Organizational Standard 2.2)

**Community Sectors**

- Community-based organizations
- Faith-based organizations
- Private sector (local utility companies, charitable organizations, local food banks)
- Public sector (social services departments, state agencies)
- Educational institutions (local school districts, colleges)

## Results

CSBG Act Section 676(b)(11)

California Government Code Section 12747(a)

Organizational Standards 4.2

State Plan Summary and Section 14.1a

ROMA – Planning

Based on your agency’s most recent CNA, please complete Table 1: Needs Table and Table 2: Priority Ranking Table.

<b>Table 1: Needs Table</b>					
Needs Identified	Level (C/F)	Agency Mission (Y/N)	Currently Addressing (Y/N)	If not currently addressing, why?	Agency Priority (Y/N)
Families lack access to Affordable Housing	Community	Yes	Yes	Choose an item.	Yes
Families Lacking Access to Health Care	Family	Yes	No	Need met by local partner.	Yes
Individuals lack living wage jobs	Community	Yes	Yes	Choose an item.	Yes
Families Lacking Access to Nutritious Food	Community	Yes	No	Need met by local partner.	Yes
Individuals who lack Homeless Services	Community / Family	Yes	Yes	Choose an item.	Yes
Individuals who lack Transportation Services	Community / Family	Yes	Yes	Choose an item.	Yes
Individuals who lack access to Community Activity / Parks	Community	Yes	No	Need met by local partner.	No
Individuals who are lacking Financial Health	Family	Yes	Yes	Choose an item.	Yes
Families/Individuals who Lack Affordable Child Care	Family	Yes	Yes	Choose an item.	Yes
Individuals who are lacking Mental Health Services	Community	Yes	No	Need met by local partner.	Yes
<p><b>Needs Identified:</b> Enter each need identified in your agency’s most recent CNA. Ideally, agencies should use ROMA needs statement language in Table 1. ROMA needs statements are complete sentences that identify the need. For example, “Individuals lack living wage jobs” or “Families lack access to affordable housing” are needs statements. Whereas “Employment” or “Housing” are not. Add row(s) if additional space is needed.</p> <p><b>Level (C/F):</b> Identify whether the need is a community level (C) or a family level (F) need. If the need is a community level need, the need impacts the geographical region directly. If the need is a family level need, it</p>					

will impact individuals/families directly.

Agency Mission (Y/N): Indicate if the identified need aligns with your agency's mission.

Currently Addressing (Y/N): Indicate if your agency is addressing the identified need.

If not currently addressing, why?: If your agency is not addressing the identified need, please select a response from the dropdown menu.

Agency Priority: Indicate if the identified need is an agency priority.

**Table 2: Priority Ranking Table**

	Agency Priorities	Description of programs, services, activities	Indicator(s) or Service(s) Category
1.	Families lack access to Affordable Housing	Shunammite Place Permanent Supportive Housing for 47 homeless individuals.	FPI 5g
2.	Families lacking Access to Health Care	Although CAPMC is not a direct Healthcare provider there are referral processes in place that will support addressing this need.	SRV 5a SRV 5b SRV 5c SRV 5d SRV 5dd
3.	Individuals lack living wage jobs	Historically, CAPMC has been an ideal site for volunteers and interns from various local colleges who are pursuing their higher education in child development, social work, information technology, business administration and victim services. CAPMC has also partnered with Madera Workforce Development and the Welfare-to-Work Program through the Madera County Department of Social Services to provide on-the-job training to program participants. Many volunteers and interns secure employment at CAPMC.	SRV 1b SRV 1d
4.	Individuals who lack Access to Nutritious Food	CAPMC staff help clients with signing up for CAL-Fresh benefits and helping clients access the food supplies offered by the Madera County Food Bank	FNPI 5f SRV 5ii
5.	Individuals Who Lack Homeless Services	Shunammite Place supplies permanent supportive housing. The H.E.L.P Center supplies an array of services that help support the homeless population	SRV 4m SRV 4n SRV 4o SRV 4p
6.	Individuals who lack Transportation Services	The H.E.L.P. Center staff supply limited transportation for homeless individuals and families.	N/A

7.	Individuals who lack access to Community Activities / Parks	While this was identified as one of the priority needs of the Community Needs Assessment it is not explicitly addressed in the programs administered by CAPMC. The information was sent to the City of Madera Parks & Recreation Department.	N/A
8.	Individuals who are lacking Financial Health	Shunammite Place program participants receive budget development classes and Credit Repair within their Life Skills Coaching class.	SRV5II
9.	Families/Individuals who lack Affordable Child Care	The Child Care Resource & Referral Program supports families in finding quality childcare that best suits their needs. The Child Care Alternative Payment Program provides qualifying individuals with vouchers to aid with the cost of childcare. Head Start supplies preschool services to children 0 – 5, and to pregnant women.	FNPI 2z SRV 7f
10.	Individuals who are lacking Mental Health	While this was identified as one of the priority needs of the Community Needs Assessment, it is not explicitly addressed in the programs administered by CAPMC. Referrals are given to mental health services offered by Madera County Behavioral Health	N/A

**Agency Priorities:** Rank the needs identified as a priority in Table 1: Needs Table according to your agency's planned priorities. Ideally, agencies should use ROMA needs statement language. Insert row(s) if additional space is needed.

**Description of programs, services, activities:** Briefly describe the program, services, or activities that your agency will provide to address the need. Including the number of clients who are expected to achieve the indicator in a specified timeframe. 47

**Indicator/Service Category:** List the indicator(s) (CNPI, FNPI) or service(s) (SRV) that will be reported on in Modules 3 and 4 of the CSBG Annual Report.

## Part II: Community Action Plan

CSBG Act Section 676(b)(11)

California Government Code Sections 12745(e), 12747(a)

California Code of Regulations Sections 100651 and 100655

### Vision and Mission Statements

ROMA – Planning

#### 1. Provide your agency's Vision Statement.

Community Action Partnership of Madera County will be recognized as a premier social services agency that eliminates the effects of poverty by helping people obtain the knowledge and skills to achieve self-reliance and economic stability...one life at a time.

#### 2. Provide your agency's Mission Statement.

Helping people, changing lives, making our community a better place to live providing resources and services that inspire growth and independence.

## Causes and Conditions of Poverty

Organizational Standards 1.1, 1.2, 3.2, 3.4

ROMA – Planning

1. Describe the key findings of your analysis of information collected directly from low-income individuals to better understand their needs. (Organizational Standards 1.1, 1.2)

In analyzing the information provided through surveys from low-income individuals revealed a significant concern in financial instability, struggles finding affordable housing and necessities .such as food, healthcare, employment which is often compounded with inconsistent employment and low wages. Some data reported mental health support, childcare assistance and transportation.

2. Describe your agency's assessment findings specific to poverty and its prevalence related to gender, age, and race/ethnicity for your service area(s). (Organizational Standard 3.2)

In late 2024 and early 2025, CAPMC conducted a variety of focus groups both in English and Spanish. Staff also collected data via online and paper surveys. Surveys and focus groups primarily focused on the causes of poverty and the needs of the community.

The surveys were provided to clients, staff, partners, and Board members. Demographic information was also included such as age, income, and length of time lived in the community. Needs included food, healthcare, employment and insufficient wages. Participants were also asked to rate, prioritize CAPMC's current services offered, and provide suggestions for services that would better support the community.

3. "Causes of poverty" are the negative factors that create or foster barriers to self-sufficiency and/or reduce access to resources in communities in which low-income individuals live. After review and analysis of your needs assessment data, describe the causes of poverty in your agency's service area(s). (Organizational Standard 3.4)

Based on the Community Needs Assessment surveys, the data showed the county has a high concern regarding unemployment, insufficient wages, access to healthy food, with limited education as well as inadequate affordable housing and health care disparities. The economy in California has been turbulent over the last several years and has left many individuals without jobs and families with reduced or no income. The cost of housing, food, health care, childcare and other basic needs have also increased, causing Madera County residents to struggle to survive. In 2022,

the median household income of Madera County households was \$61,626. However, 27.7% of Madera County families live in poverty. Madera County had an annual unemployment rate of 7.9% in December 2024, higher than both California and the United States. The median household income is below the median income compared to California. The percentage of poverty in Madera County is higher than California, with the majority of those in poverty under the age of 18. According to Healthy People 2020, Madera County also has a food insecurity percentage higher than the Healthy People 2030 target.

<https://datausa.io/profile/geo/madera-ca#:~:text=In%202022%2C%20Madera%2C%20CA%20had,median%20household%20income%20of%20%2461%2C626.>

[https://ycharts.com/indicators/madera\\_county\\_ca\\_unemployment\\_rate#:~:text=Basic%20Info,long%20term%20average%20of%2011.21%25.](https://ycharts.com/indicators/madera_county_ca_unemployment_rate#:~:text=Basic%20Info,long%20term%20average%20of%2011.21%25.)

Affordable housing in Madera County is practically null. Renters in Madera County need to earn \$22.17 per hour – 1.4 times the state minimum wage – to afford the average monthly asking rent of \$1,153. The asking rents in Madera County increased by 4.9% between the last quarter of 2022 and the last quarter of 2023. The interim and permanent housing supply available in Madera County in 2023 for people experiencing homelessness was 2,270 beds.

[https://chpc.net/wp-content/uploads/2024/05/Madera\\_Housing\\_Report.pdf](https://chpc.net/wp-content/uploads/2024/05/Madera_Housing_Report.pdf)

Factors that create or foster poverty in Madera County are a combination of location, inherited or adopted characteristics that have traditionally presented barriers to self-sufficiency.

Analysis of quantitative data and qualitative feedback, provided by stakeholders through the Community Needs Assessment (CNA) process, identified several factors that drive poverty. The ability to access basic needs and services is the most common factor, but can be explained more specifically:

Access to affordable housing: Madera County residents struggle to find housing options, in both the ability to secure affordable rental housing and to become homeowners. For example, Madera County residents that received one of the 33 emergency housing vouchers provided by the Housing Authority of the City of Madera, are still unable to secure a place of their own due to the

lack of housing.

Access to healthy food options: Over 13% of Madera County residents could not afford to put adequate food on their tables. The Madera County Food Bank served approximately 65,000 individuals per month, compared to their pre-pandemic numbers of 45,000. In Madera County, 29,364 residents are participating in the Supplemental Nutrition Assistance Program (SNAP) also known as CalFresh. In the State of California nearly 5 million residents receive SNAP.

Unemployment and insufficient wages: While Madera County's unemployment rate is cyclical due to seasonal fluctuations, some work in Madera County is part-time, seasonal, or low paying which does not meet the cost of living in the area.

Access to quality, affordable childcare: Childcare can cost the same or above the cost of housing in Madera County, depending on the number and age of children. Without reliable childcare, individuals cannot work and without subsidies available, some families find it more cost-effective to stay home and not work, rather than paying for childcare. As of October 2024, the average cost of childcare providers is \$17.84 per hour, \$714 for a 40-hour weekly rate and \$2,319 for 130 hours of work per month.

*(CHPC.NET/HOUSINGNEEDS – October 23, 2024)*

[http://www.dire.ca.gov/california+minimum+wage&sca\\_esv=969](http://www.dire.ca.gov/california+minimum+wage&sca_esv=969)

<Zillow.com/rental-manager/market-trends/madeira-ca/>

<Fred.stlouisfed.org/series/cbro6039caa647ncen>

4. “Conditions of poverty” are the negative environmental, safety, health and/or economic conditions that may reduce investment or growth in communities where low-income individuals live. After review and analysis of your needs assessment data, describe the conditions of poverty in your agency’s service area(s). (Organizational Standard 3.4)

Having economic stability is an important social determinant of health and a condition of poverty. Individuals who do have stable employment are more likely to live a healthier lifestyle, be economically stable, and have their basic needs met. A household without a stable income needs to make life-altering decisions such as either buying food or paying rent. When the head of the household is met with such drastic decisions it can lead to adverse health outcomes such as high blood pressure, stroke, heart attack, depression and anxiety.

Moreover, the conditions of poverty in the region range from community level to individual/family

level and are often interconnected. Analysis of quantitative data and qualitative feedback provided by stakeholders through the Community Needs Assessment process found the following key factors affecting poverty in the region's poor communities.

Moreover, the conditions of poverty in the region range from community level to individual/family level and are often interconnected. Analysis of quantitative data and qualitative feedback provided by stakeholders through the Community Needs Assessment process found the following key factors affecting poverty in the region's poor communities.

Access to health care due to high cost, lack of transportation or closures/proximity of services. After years of financial troubles Madera Community Hospital and its three clinics were forced to file for bankruptcy. The closure of the Madera Community Hospital has left Madera County residents without a general hospital. The closure has forced those seeking medical care to drive an extra 30 minutes into Fresno or Merced for healthcare. Madera Community Hospital has a new Board of Trustees and is scheduled to open sometime in February or March 2025.

The persuasive issue of homelessness in Madera County is growing with 261 individuals at the last U.S. Department of Housing Urban Development (HUD) Point-In-Time (PIT) count. Additionally, economic issues such as the glaring difference between poverty guidelines and self-sufficiency guidelines which have led social programs to accept families up to 200% of the federal poverty guidelines.

5. Describe your agency's data and findings obtained through the collecting, analyzing, and reporting of customer satisfaction data.

Questions are as follows:

**Demographics**

What is your age group?

What is your household income range?

How long have you lived in this community?

**Community Services and Resources**

Which community service do you or your household use? (Select all that apply)

How satisfied are you with the availability of community services?

What types of services do you believe the community needs more of? (Select all that apply)

### **Housing and Homelessness**

Do you feel there is sufficient affordable housing in the community?

What housing challenges are you or others in your community facing? (Select all that apply)

### **Education and Employment**

Are there enough opportunities for education and job training in the community?

What are the barriers you face in finding employment? (Select all that apply)

### **Public Safety and Community Engagement**

How safe do you feel in your community?

What do you think are the top safety concerns in the community?

### **Community Involvement**

How involved do you feel in community decision-making?

What barriers prevent you from being more involved in community activities? (Select all that apply)

### **Open Ended Questions**

What is the biggest challenge your household faces?

What do you believe are the most urgent issues or challenges facing our community today?

In your opinion, what services or resources are currently lacking in the community that would help improve the overall quality of life?

What specific challenges or barriers have you faced in accessing community services or support programs?

How do you think local organizations and agencies can better support the needs of our community.

What types of programs or initiatives would you like to see implemented to address issues such as housing, healthcare, education, or employment in our area?

In what ways do you feel the community has improved over the past few years, and what areas still need attention?

How do you feel about the current state of mental health and wellness resources available in the community? What improvements would you suggest?

What kind of support or services would help individuals or families like yours achieve stability and success?

What are the key strengths of our community that we can build upon to address our most pressing needs?

If you could change one thing about the community, what would it be and why?

## Tripartite Board of Directors

CSBG Act Sections 676B(a) and (b), 676(b)(10)

Organizational Standards 1.1. 3.5

ROMA – Evaluation

1. Describe your agency's procedures under which a low-income individual, community organization, religious organization, or representative of low-income individuals that considers its organization or low-income individuals to be inadequately represented on your agency's board to petition for adequate representation. (CSBG Act Section 676(b)(10), Organizational Standard 1.1)

The governing board has written procedures (Bylaws) that document a democratic selection process for low-income board members to assure that they are representatives of the low-income community as documented on page 30 under the Election Plan – Target Area Directors.

To qualify for candidacy individuals must be aged 18 or over, must reside in the low-income area the individual is representing, and cannot be an employee of CAPMC or immediate member of an employee. Low-income target areas are identified via the most current U.S. Census tracks.

The election process begins with publicizing the low-income target area vacancy via radio announcements, flyers, announcements in churches or other public places in the target areas as applicable. The date, time, and place of the election will be similarly publicized and will not be held on a recognized Sabbath day (Saturday or Sunday). Elections shall be held at the designated time and place. The site will be monitored by Agency staff. A Spanish speaking person will be present as required.

Nominations for membership will be taken from the floor and will be printed on the election board. Voting will be by secret ballot. Ballots will be numbered and printed on two parts with a "tear off" numbered stub. Each voter will be handed a ballot, and the numbered stub will be retained by the monitoring staff to prevent people from voting more than once. Voters will be asked to write in the name of the nominee of his/her choice. The voter will be asked at the same time to choose an alternate unless there are only two candidates.

2. Describe your process for communicating with and receiving formal approval from your agency board of the Community Needs Assessment (Organizational Standard 3.5).

The minutes of each Board of Directors meeting are recorded verbatim, capturing the outcome of

decisions, discussion and any deadlines. The meeting records are kept for accountability and any future misunderstandings. Motions are voted on following Robert's Rules of Order.

## Service Delivery System

CSBG Act Section 676(b)(3)(A)

State Plan 14.3a

ROMA - Implementation

1. Describe your agency's service delivery system. Include a description of your client intake process or system and specify whether services are delivered via direct services or subcontractors, or a combination of both. (CSBG Act Section 676(b)(3)(A), State Plan 14.3a)

Community Action Partnership of Madera County, Inc., (CAPMC), uses a service delivery system that maximizes client access by providing intake at centralized locations. Each program offered by CAPMC has developed an intake process that meets respective funding terms and conditions. Internal and external referrals are made to other programs as customers share their needs. Services are delivered via direct services except for the LIHEAP Weatherization services, which are provided by a sub-contracted agency to Madera County residents. During the COVID-19 Pandemic safety protocols forced CAPMC to close its doors for physical in-person appointments/delivery of services. However, fully committed to supporting the entire community, all staff remained fully operational and safely worked from their respective worksites rather than from home. In the case of most programs, applications were deposited at the central office, reviewed by intake staff and the client was called about their services. As the effects of the COVID-19 Pandemic have now slowly started to subside the CAPMC doors are now fully open again for in-person appointments and direct service delivery.

2. Describe how the poverty data related to gender, age, and race/ethnicity referenced in Part II: Causes and Conditions of Poverty, Question 2 will inform your service delivery and strategies in the coming two years?

Conducting surveys and focus groups allows CAPMC to facilitate the Results Oriented Management Accountability process and ultimately strategize and implement more effective service delivery strategies and improve better delivery of services for Madera County residents. Surveys will allow CAPMC to identify problems and have proposed recommendations. CAPMC ensures that all its programs and services target the low-income, minority and those in disadvantaged U.S. Census tracks by attending all outreach events to supply sufficient information on the services offered.

Program and agency staff always collaborate with other Madera County service providers to

ensure an individual/family receives the maximum services available to them. If CAPMC cannot supply a service asked for with staff, then research and refer the individual/family to the agency that can supply the help.

## Linkages and Funding Coordination

CSBG Act Sections 676(b)(1)(B) and (C); 676(b)(3)(B), (C) and (D); 676(b)(4), (5), (6), and (9)

California Government Code Sections 12747(a), 12760

Organizational Standards 2.1

State Plan 9.3b, 9.4b, 9.5, 9.7, 14.1b, 14.1c, 14.3d, 14.4

1. Describe how your agency coordinates funding with other providers in your service area. If there is a formalized coalition of social service providers in your service area, list the coalition(s) by name and methods used to coordinate services/funding. (CSBG Act Sections 676(b)(1)(C), 676(b)(9); Organizational Standard 2.1; State Plan 14.1c)

CAPMC coordinates activities with other organizations by having staff take part on various boards/committees/advisory councils throughout Madera County. CAPMC supplies information about its services to various other agencies such as Madera County Workforce Assistance Center (MCWAC), Social Service agencies, and city/county departments. By doing so CAPMC can supply information on what services the agency offers, become knowledgeable of services that other agencies supply and help capture funding for other services. Knowing about the services that are provided in the area will help decrease the possibility of duplication of services.

CAPMC – Madera County Child Advocacy Center (CAC) is the only accredited member of the National Children’s Alliance in the San Joaquin Valley. This means that the CAC abides by and operates through the implementation of evidence-based best practices ensuring that children across the U.S. served by CACs receive consistent services that help the heal from abuse. The CAPMC – Madera County CAC meets higher standards of practice that in turn translate to the delivery of the highest quality services possible. The CAC is part of the Madera County Child Forensic Interview Team (CFIT), a multidisciplinary team that consists of local law enforcement, such as Madera County Sheriff’s Office, City of Madera Police Department, Chowchilla Police Department, District Attorney’s Office, Madera County Department of Probation, Social Services, Public Health, and Behavioral Health. CFIT exists to reduce the ongoing trauma for children who are alleged victims of sexual abuse by providing evidence-based best practices outlined in the National Children’s Alliance service standards for Child Advocacy Centers with accredited memberships.

CAPMC continues to be the lead agency for Madera County on the Fresno Madera Continuum of Care (FMCoC) and the Madera County Housing Our Homeless Committee.

2. Provide information on any memorandums of understanding and/or service agreements your agency has with other entities regarding coordination of services/funding. (CSBG Act Section 676(b)(3)(C), Organizational Standard 2.1, State Plan 9.7)

CAPMC has developed and fostered various Memorandums of Understanding (MOUs) and partnerships with many county-based departments, entity's businesses, faith-based organizations, and other non-profit organizations. These have been set up and executed for all its programs and services.

3. Describe how your agency ensures delivery of services to low-income individuals while avoiding duplication of services in the service area(s). (CSBG Act Section 676(b)(5), California Government Code 12760)

Community Action Partnership of Madera County, Inc. has established an effective systematic service delivery method that maximizes client access through supplying intake at centralized locations. Each program offered by CAPMC has developed an intake process that meets the respective funding terms and conditions. Internal and external referrals are made to community partners and other local service providers as customers share their needs during intake. Communication between all programs is vital. Services are delivered via direct services except for the LIHEAP Weatherization services which are provided by a sub-contracted agency. For the safety of our community and staff during the highest points of the COVID-19 Pandemic CAPMC abstained from delivering services in person. Perspective participants and current program participants dropped off any necessary documentation requested by staff via an outdoor drop-box at the Administrative Office. Once documents were delivered staff then reviewed the documentation and followed up with the individual via phone or e-mail.

4. Describe how your agency will leverage other funding sources and increase programmatic and/or organizational capacity. (CSBG Act Section 676(b)(3)(C))

Community Action Partnership of Madera County, Inc. continuously explores ways to expand financial resources and programmatic offerings by generating new sources or using existing ones. CAPMC's partnerships and MOUs with other agencies are examples of how CSBG funds are used with other funding sources to provide the best array of resources to residents without duplicating services with other providers. To minimize the impact of such cuts on programs and services and to increase the impact of existing and new programs and services on the lives of low-income individuals and families in Madera County. CAPMC continually seeks new funding opportunities and prospects to partner with the private, public, community, and faith-based sectors to leverage

funds with CSBG funds. Identifying diverse grant opportunities, collaborating with other organizations to fund projects, educating partnerships, exploring income, utilizing data-driven reporting to demonstrate the effectiveness of our programs and attract new funding.

5. Describe your agency's contingency plan for potential funding reductions. (California Government Code Section 12747(a))

CAPMC's partnerships and MOUs with other agencies are examples of how CSBG funds are used with other funding sources to increase programmatic and/or organizational ability.

The CAPMC Board of Directors takes any type of funding reduction and the impact on staff along with the community very seriously. The following steps have been taken to be completed in the event a decision regarding funding ever needs to be rendered.

- 1.) Conduct a thorough assessment on the impact on the Madera County target population and program restrictions caused by a reduction of funds.
- 2.) CAPMC staff in conjunction with other local partners will pursue other funding and revenue from other sources prior to the termination of any service.
- 3.) CAPMC will develop a plan which will prioritize the following actions:
  - a) Retain the same level of services despite the reduction in federal funding.
  - b) Reduce the level of services to emergency services.
- 4.) If adequate funding is not available to sustain program operations in an efficient and effective manner, then the program shall be eliminated.

CAPMC will enter partnerships with other community-based organizations and social service providers in Madera County to continue a minimum basic level of service delivery to the most vulnerable and disadvantaged groups. The reduction of any CSBG funding would greatly impact on the administrative and program services of this agency. Over 50% of the CSBG funding is utilized for administrative salaries, fringe benefits and operations. The rest of the administrative salaries, fringe benefits, and operations are funded by the Agency's indirect cost rate which is approved by our cognizant agency the Health and Human Services. Any reduction in CSBG would have a direct impact on our final indirect cost rate. If more administrative salaries, fringe benefits

and operation had to be funded out of the indirect cost pool the resulting indirect cost rate would increase. The cost would be passed on to the programs that the agency operates thus leaving fewer dollars for direct services. In the event of a reduction in federal funding the agency would pursue other resources. It would be essential to find replacement funding for salaries and fringe benefits to avoid staff layoffs and reductions. CSBG funding is used to meet the required matching dollars for the HUD funds that finance the Shunammite Place which provides long-term permanent housing for chronically homeless individuals. The loss of CSBG would also mean we would not be able to supply the required cash match. With the available funding CAPMC would be able to supply services to residents who meet the program's eligibility.

6. Describe how your agency will address the needs of youth in low-income communities through youth development programs and promote increased community coordination and collaboration in meeting the needs of youth. (CSBG Act Section 676(b)(1)(B), State Plan 14.1b)

CAPMC volunteers' hours are documented based on the actual hours volunteered. These are tabulated by the program that received help from the service and reported to the CAPMC Board of Directors on the monthly reports as stated on the agenda.

Volunteer hours are also reported to the California Department of Community Services & Development (CSD) via the Community Service Block Grant (CSBG) Annual Report.

By identifying specific needs and challenges by the youth in the community of low-income areas to ensure that programs align with their needs. Incorporate the voice of the youth engaging in focus groups to provide direction.

7. Describe how your agency will promote increased community coordination and collaboration in meeting the needs of youth, and support development and expansion of innovative community-based youth development programs such as the establishment of violence-free zones, youth mediation, youth mentoring, life skills training, job creation, entrepreneurship programs, after after-school childcare. (CSBG Act Section 676(b)(1)(B), State Plan 14.1b)

CAPMC participates in youth mediation programs through the Interagency Children and Youth Services County of Madera and offers the Strengthening Families Program. CAPMC Strengthening Families Program is an evidence-based parenting program and involves the entire family. The goals of the program include assisting parents with improving their parenting skills delivering effective ways to discipline and manage behavior, addressing the effects of substance abuse,

sexual, physical and verbal abuse on children and reviewing current issues such as bullying, safety in using technology, social media, peer pressure and healthy relationships. Parents residing in Madera County are provided with an opportunity to participate in group classes that they can attend with their families or individual sessions. Youth and children also receive age-appropriate materials and education that coincide with what the parents are learning.

Shunammite Place is a Supportive Housing Program that operates under the umbrella of CAPMC. The Program is supervised by the Community Services Program Manager and is funded by the Department of Housing and Urban Development (HUD). Shunammite Place Program provides supportive housing to chronically homeless single men, women and families.

Shunammite Place utilizes the Housing First model to ensure the lowest possible barriers for individuals coming from the streets, places not meant for human habitation, or emergency shelters. Shunammite Place is client centered, client focused, safe and affordable. Shunammite Place is close to public transportation, health service agencies, and other supportive resources that encourage independent lifestyles.

Shunammite Place staff provide basic supportive services to educate and empower the participants to become self-reliant and economically independent. Shunammite Place Program intends to help all participants end their cycle of homelessness by providing aid and support. Shunammite Place intends to aid participants with mental and physical health by helping participants achieve their goals set forth by themselves daily.

8. Describe your agency's coordination of employment and training activities as defined in Section 3 of the Workforce and Innovation and Opportunity Act [29 U.S.C. 3102]. (CSBG Act Section 676(b)(5); State Plan 9.4b)

CAPMC coordinates primarily with two agencies to address employment and training needs in the community. CAPMC coordinates with Madera County Workforce Assistance Center (MCWAC) through the Shunammite Place. The MCWAC has a representative that actively supports Shunammite Place participants by conducting one-on-one orientations with new customers, case management, and follow-ups with existing customers offering a variety of other services to those interested in pursuing job training, certification programs or higher education. CAPMC also coordinates with the California State University of Fresno (CSUF) social work program. Every year

CSUF students are sent to CAPMC to complete their internship hours. Each student needs to complete 450 hours to receive his or her Bachelor of Social Work. A vast majority of the interns have become employees of CAPMC.

9. Describe how your agency will provide emergency supplies and services, nutritious foods, and related services, as may be necessary, to counteract conditions of starvation and malnutrition among low-income individuals. (CSBG Act Section 676(b)(4), State Plan 14.4)

CAPMC supplies emergency food and nutrition through services such as its Head Start Programs and via the collaboration of the Madera County Food Bank. Madera Head Start and Fresno Head Start children are provided with meals that follow the California Adults & Child Nutrition Food Program guidelines for the different age groups. Children receive breakfast, lunch and a snack depending on the program they attend. In addition, the program also collaborates with the local food bank to supply free fresh produce to families attending nutritional classes and other coordinated events.

Up until December 2022, CAPMC was the lead agency ensuring that approximately 80 senior citizens who were homebound received home delivered meals within Madera County.

The CAPMC Homeless Engagement for Living Program Center (HELP Center) also collaborates with the Madera County Food Bank to supply food boxes to homeless individuals who need food and do not have the means to obtain it.

10. Is your agency a dual (CSBG and LIHEAP) service provider?

Yes

No

11. For dual agencies:

Describe how your agency coordinates with other antipoverty programs in your area, including the emergency energy crisis intervention programs under Title XXVI, relating to low-income home energy assistance (LIHEAP) that are conducted in the community. (CSBG Act Section 676(b)(6), State Plan 9.5)

For all other agencies:

Describe how your agency coordinates services with your local LIHEAP service provider?

CAPMC is a Low-Income Home Energy Assistance Program service provider and provides help to Madera County households that qualify with PG&E or propane assistance once per program year. During the pandemic CAPMC closed its doors to the public but continued to

help Madera County residents via mail, e-mail, fax and the drop box outside. Staff would send out the application to the residents via mail and the residents were able to drop off their applications with all the required documentation needed. Now that the pandemic has subsided Madera County residents can call the office and have an application mailed out to them. They can either mail it back, drop it off in the locked drop box outside, fax or email it. The process has helped keep both the applicant and the staff safe and healthy. Today Madera County residents can call the office and have an application mailed out to them. They can either mail it back, drop it in the drop box, fax or email it. This process has helped keep both the applicant and the staff safe and healthy as a new normal has been established due to the COVID-19 Pandemic. For the 2023 LIHEAP Program Year CAPMC was able to assist 1,424 households with the energy assistance program. To date, the current 2024 LIHEAP program CAPMC has provided energy assistance for 1,369 households. Also, Head Start can be considered antipoverty. Dual agency if we do CSBG & LIHEAP

LIHEAP coordinates with the Weatherization Assistance Program (WAP) to assist households whose residences need weatherization. In 1981 LIHEAP started using funding to weatherize qualifying homes. Even though LIHEAP is a bill payment assistance program there are provisions in the regulations of the grant to use up 15 percent of the funding for home weatherization purposes. The grant states that LIHEAP must coordinate like services including weatherization. Homes with a high energy burden are priority and referred to the WAP as well as homes with a 5 percent or higher energy burden.

CAPMC coordinates their activities with other organizations through the direct participation of management and program staff on various boards/committees/advisory councils throughout Madera County. CAPMC supplies information about its services to various other agencies such as Madera County Workforce Assistance Center (MCWAC), social services agencies, and city/county departments. By doing so CAPMC can supply information on what services the agency offers, become knowledgeable of services that other agencies supply and help capture funding for other services. Knowing about the services that are provided in the area will help decrease the possibility of duplication of services.

In addition, CAPMC collaborates with local law enforcement, Madera County Department of Social Services and other agencies for the Child Forensic Interview Team's (CFIT) and

CAPMC- Madera County Child Advocacy Center (CAC) operations. The team has received accreditation from the National Children’s Alliance. Accreditation has opened opportunities for future funding for CFIT operations.

CAPMC is the lead agency for Madera County on the Fresno Madera Continuum of Care (FMCoC) and the Housing OUR Homeless Committee. The groups are local homeless service providers and work to collaborate, coordinate and improve services offered to individuals and families experiencing homelessness. CAPMC recently entered a contract with Madera Behavioral Health to supply homeless outreach services in Madera County. CAPMC is now an official Coordinated Entry System site. The Outreach Workers focus on developing trust with the homeless people in hopes of helping them to connect with services that are available to them. They update Madera County’s Homeless “By-Name” registry. Outreach contacts are documented in the FMCoC’s Homeless Management Information System (HMIS). When individuals experiencing homelessness indicate that they would like to be placed in housing the Outreach Worker will then conduct a Vulnerability Index Service Prioritization Decision Assistance Tool. (ViSPDAT). This is a proven evidence-based tool utilized for case management. The results will be uploaded into the HMIS system. The FMCoC utilizes this tool to find the priority in which they receive housing aid. Those who are most vulnerable are served first. CAPMC Outreach Workers will then collaborate with the individuals to help them get documents ready to be matched with housing. The documents will also be uploaded into the HMIS system. Once all the documents have been collected a housing matcher form will be sent to the FMCoC. Once the client has been matched with the housing program the Outreach Worker will then collaborate with the individual to meet the criteria of that program. CAPMC continues to work with the FMCoC to help bring more funding to this region. One of the greatest challenges to housing the homeless is the shortage of housing and permanent supportive housing programs.

12. Describe how your agency will use funds to support innovative community and neighborhood-based initiatives, which may include fatherhood and other initiatives, with the goal of strengthening families and encouraging effective parenting. (CSBG Act Section 676(b)(3)(D), State Plan 14.3d)

The Strengthening Families Program is under the CAPMC umbrella to assist families who are in jeopardy of losing their children. The program teaches families how to discipline their children, how

to use the internet safely and what to do if they are in a bullying situation.

The CAPMC Head Start Program supports fatherhood involvement activities such as “Donuts with Dad” and “Tea with Dad”. Centers such as the North Fork site hosted “Dad’s Day”. Dads, grandfathers, brothers or friends were invited to attend a special baseball day with children. Various strategies are used to include fathers in the lives of their children. For example, the Mis Angelitos Center prepared a community garden for the families to access, spearheaded by the fathers of children attending the center. The CAPMC Head Start program also promotes games and other activities that fathers can actively take part in with their children such as soccer games.

13. Describe how your agency will develop linkages to fill identified gaps in the services, through the provision of information, referrals, case management, and follow-up consultations. (CSBG Act Section 676(b)(3)(B), State Plan 9.3b)

Building strong relationships with community partners has proven to be key to ensuring the delivery of true wrap-around services to all program participants. Individuals that show a need in an area out of CAPMC’s scope of work are referred to a variety of committed community partners via a warm hand off. The Madera County Department of Social Services, Madera County Food Bank and Madera Rescue Mission are just a few notable agencies that have proven their commitment to the CAPMC mission of *helping people and changing lives* through coordinated and collaborative service delivery.

## Monitoring

### ROMA – Planning, Evaluation

1. If your agency utilizes subcontractors, please describe your process for monitoring the subcontractors. Include the frequency, type of monitoring, i.e., onsite, desk review, or both, follow-up on corrective action, issuance of formal monitoring reports, and emergency monitoring procedures.

The weatherization services for CAPMC have been subcontracted out to a neighboring Community Action Partnership Agency. The program monitors the sub-contractor by following the guide for sub-recipients found in the Financial Procedures Manual.

As weatherization files arrive at CAPMC, staff review the file for completeness to ensure that all weatherization documentation, invoices, and receipts are included. Staff ensure that the amounts billed match the invoice provided by the sub-contractor.

Once staff have reviewed all weatherization files, desk reviews are sent to the sub-contractor notifying them of missing items and / or corrections needed or that a file has been deemed complete, and no other action is needed.

CAPMC provides the sub-contractor with a weatherization report annually.

# ROMA Application

CSBG Act Section 676(b)(12)

Organizational Standards 4.2, 4.3

ROMA – Planning, Evaluation



1. Describe how your agency will evaluate the effectiveness of its programs and services. Include information about the types of measurement tools, the data sources and collection procedures, and the frequency of data collection and reporting. (Organizational Standard 4.3)

To ensure that CAPMC follows all Office of Management and Budget (OMB) procedures the following strategies have been implemented:

- A Certified Public Accountant completes CAPMC’s annual audit on time following Title 2 of the Code of Federal Regulations, Uniform Administrative Requirements, Cost Principles and Audit Requirements and / or State audit threshold requirements.
- The governing board formally receives and accepts the annual audit.
- Strong internal controls are implemented through the Accounting & Fiscal Policies and Procedures Manual. The Board of Directors approved the manual in August 2018 with continued updates to the Board as needed.
- All CAPMC managers have been trained in the new Office of Management and Budget Uniform Administrative Requirements, Cost Principles and Audit Requirements for Federal Awards (2 CFR Part 200).

In addition, the following strategy measures programs effectiveness from differing perspectives:

Customer Satisfaction Surveys measure the level of satisfaction with service delivery and accessibility. These surveys are administered regularly, and data is reviewed by staff.

2. Select one need from Table 2: Priority Ranking Table and describe how your agency plans to implement, monitor progress, and evaluate the program designed to address the need. (Organizational Standard 4.2)

## Optional

- 3 . Select one community level need from Table 2: Priority Ranking Table or your agency's most recent Community Needs Assessment and describe how your agency plans to implement, monitor progress, and evaluate the program designed to address the need. (CSBG Act Section 676(b)(12), Organizational Standard 4.2)

Community Action Partnership of Madera County, Inc. (CAPMC) collected data from all programs throughout the program year. Relevant information such as data specific to poverty and its prevalence in relation to gender, age, and race/ethnicity is used for the development of the Community Needs Assessment and Community Action Plan along with data from the US Census Bureau. For primary data CAPMC conducted surveys and focus groups with Madera County residents who may be former or current recipients of CAPMC's services. CAPMC staff conducting the focus groups and distributing surveys made sure to collect demographic data from each individual participating. Demographic data collected was from gender, age, race, ethnicity, household size, education and income.

For secondary data CAPMC analyzed data from the US Census Bureau on income, employment, educational achievement, and poverty levels within CAPMC's service areas. CAPMC also reviewed data by the California Department of Health, the Madera County Homelessness Strategic Plan, the Madera County Homeless Gap Analysis which were both prepared to help prevent and reduce homelessness in Madera County.,

## Federal CSBG Programmatic Assurances

CSBG Act Section 676(b)

### Use of CSBG Funds Supporting Local Activities

**676(b)(1)(A):** The state will assure “that funds made available through grant or allotment will be used – (A) to support activities that are designed to assist low-income families and individuals, including families and individuals receiving assistance under title IV of the Social Security Act, homeless families and individuals, migrant or seasonal farmworkers, and elderly low-income individuals and families, and a description of how such activities will enable the families and individuals--

- a. to remove obstacles and solve problems that block the achievement of self- sufficiency (particularly for families and individuals who are attempting to transition off a State program carried out underpart A of title IV of the Social Security Act);
- b. to secure and retain meaningful employment;
- c. to attain an adequate education with particular attention toward improving literacy skills of the low-income families in the community, which may include family literacy initiatives;
- d. to make better use of available income;
- e. to obtain and maintain adequate housing and a suitable living environment;
- f. to obtain emergency assistance through loans, grants, or other means to meet immediate and urgent individual and family needs;
- g. to achieve greater participation in the affairs of the communities involved, including the development of public and private grassroots
- h. partnerships with local law enforcement agencies, local housing authorities, private foundations, and other public and private partners to  
–
  - i. document best practices based on successful grassroots intervention in urban areas, to develop methodologies for wide-spread replication; and
  - ii. strengthen and improve relationships with local law enforcement agencies, which may include participation in activities such as neighborhood or community policing efforts;

### Needs of Youth

**676(b)(1)(B)** The state will assure “that funds made available through grant or allotment will be used – (B) to address the needs of youth in low-income communities through youth development programs that support the primary role of the family, give priority to the prevention of youth problems and crime, and promote increased community coordination and collaboration in meeting the needs of youth, and support development and expansion of innovative community-based youth development programs that have demonstrated success in preventing or reducing youth crime, such as--

- I. programs for the establishment of violence-free zones that would involve youth development and intervention models (such as models involving youth mediation, youth mentoring, life skills training, job creation, and entrepreneurship programs); and
- II. after-school childcare programs.

## **Coordination of Other Programs**

**676(b)(1)(C)** The state will assure “that funds made available through grant or allotment will be used – (C) to make more effective use of, and to coordinate with, other programs related to the purposes of this subtitle (including state welfare reform efforts)

## **Eligible Entity Service Delivery System**

**676(b)(3)(A)** Eligible entities will describe “the service delivery system, for services provided or coordinated with funds made available through grants made under 675C(a), targeted to low-income individuals and families in communities within the state.

## **Eligible Entity Linkages – Approach to Filling Service Gaps**

**676(b)(3)(B)** Eligible entities will describe “how linkages will be developed to fill identified gaps in the services, through the provision of information, referrals, case management, and follow-up consultations.”

## **Coordination of Eligible Entity Allocation 90 Percent Funds with Public/Private Resources**

**676(b)(3)(C)** Eligible entities will describe how funds made available through grants made under 675C(a) will be coordinated with other public and private resources.”

## **Eligible Entity Innovative Community and Neighborhood Initiatives, Including Fatherhood/Parental Responsibility**

**676(b)(3)(D)** Eligible entities will describe “how the local entity will use the funds [made available under 675C(a)] to support innovative community and neighborhood-based initiatives related to the purposes of this subtitle, which may include fatherhood initiatives and other initiatives with the goal of strengthening families and encouraging parenting.”

## **Eligible Entity Emergency Food and Nutrition Services**

**676(b)(4)** An assurance “that eligible entities in the state will provide, on an emergency basis, for the provision of such supplies and services, nutritious foods, and related services, as may be necessary to counteract conditions of starvation and malnutrition among low-income individuals.”

## **State and Eligible Entity Coordination/linkages and Workforce Innovation and Opportunity Act Employment and Training Activities**

**676(b)(5)** An assurance “that the State and eligible entities in the State will coordinate, and establish linkages between, governmental and other social services programs to assure the effective delivery of such services, and [describe] how the State and the eligible entities will coordinate the provision of employment and training activities, as defined in section 3 of the Workforce Innovation and Opportunity Act, in the State and in communities with entities providing activities through statewide and local workforce development systems under such Act.”

## **State Coordination/Linkages and Low-income Home Energy Assistance**

**676(b)(6)** “[A]n assurance that the State will ensure coordination between antipoverty programs in each community in the State, and ensure, where appropriate, that emergency energy crisis intervention programs under title XXVI (relating to low-income home energy assistance) are conducted in such community.”

## **Community Organizations**

**676(b)(9)** An assurance “that the State and eligible entities in the state will, to the maximum extent possible, coordinate programs with and form partnerships with other organizations serving low-income residents of the communities and members of the groups served by the State, including religious organizations, charitable groups, and community organizations.”

### **Eligible Entity Tripartite Board Representation**

**676(b)(10)** “[T]he State will require each eligible entity in the State to establish procedures under which a low-income individual, community organization, or religious organization, or representative of low-income individuals that considers its organization, or low-income individuals, to be inadequately represented on the board (or other mechanism) of the eligible entity to petition for adequate representation.”

### **Eligible Entity Community Action Plans and Community Needs Assessments**

**676(b)(11)** “[A]n assurance that the State will secure from each eligible entity in the State, as a condition to receipt of funding by the entity through a community service block grant made under this subtitle for a program, a community action plan (which shall be submitted to the Secretary, at the request of the Secretary, with the State Plan) that includes a community needs assessment for the community serviced, which may be coordinated with the community needs assessment conducted for other programs.”

### **State and Eligible Entity Performance Measurement: ROMA or Alternate System**

**676(b)(12)** “[A]n assurance that the State and all eligible entities in the State will, not later than fiscal year 2001, participate in the Results Oriented Management and Accountability System, another performance measure system for which the Secretary facilitated development pursuant to section 678E(b), or an alternative system for measuring performance and results that meets the requirements of that section, and [describe] outcome measures to be used to measure eligible entity performance in promoting self-sufficiency, family stability, and community revitalization.”

### **Fiscal Controls, Audits, and Withholding**

**678D(a)(1)(B)** An assurance that cost and accounting standards of the Office of Management and Budget (OMB) are maintained.

## State Assurances

California Government Code Sections 12747(a), 12760, 12768

### **For CAA, MSFW, NAI, and LPA Agencies**

[California Government Code § 12747\(a\)](#): Community action plans shall provide for the contingency of reduced federal funding.

[California Government Code § 12760](#): CSBG agencies funded under this article shall coordinate their plans and activities with other agencies funded under Articles 7 (commencing with Section 12765) and 8 (commencing with Section 12770) that serve any part of their communities, so that funds are not used to duplicate particular services to the same beneficiaries and plans and policies affecting all grantees under this chapter are shaped, to the extent possible, so as to be equitable and beneficial to all community agencies and the populations they serve.

### **For MSFW Agencies Only**

[California Government Code § 12768](#): Migrant and Seasonal Farmworker (MSFW) entities funded by the department shall coordinate their plans and activities with other agencies funded by the department to avoid duplication of services and to maximize services for all eligible beneficiaries.

# Organizational Standards

## Category One: Consumer Input and Involvement

**Standard 1.1** The organization/department demonstrates low-income individuals' participation in its activities.

**Standard 1.2** The organization/department analyzes information collected directly from low-income individuals as part of the community assessment.

## Category Two: Community Engagement

**Standard 2.1** The organization/department has documented or demonstrated partnerships across the community, for specifically identified purposes; partnerships include other anti-poverty organizations in the area.

**Standard 2.2** The organization/department utilizes information gathered from key sectors of the community in assessing needs and resources, during the community assessment process or other times. These sectors would include at minimum: community-based organizations, faith-based organizations, private sector, public sector, and educational institutions.

## Category Three: Community Assessment

**Standard 3.1 (Private)** Organization conducted a community assessment and issued a report within the past 3 years.

**Standard 3.1 (Public)** The department conducted or was engaged in a community assessment and issued a report within the past 3-year period, if no other report exists.

**Standard 3.2** As part of the community assessment, the organization/department collects and includes current data specific to poverty and its prevalence related to gender, age, and race/ethnicity for their service area(s).

**Standard 3.3** The organization/department collects and analyzes both qualitative and quantitative data on its geographic service area(s) in the community assessment.

**Standard 3.4** The community assessment includes key findings on the causes and conditions of poverty and the needs of the communities assessed.

**Standard 3.5** The governing board or tripartite board/advisory body formally accepts the completed community assessment.

## **Category Four: Organizational Leadership**

**Standard 4.2** The organization's/department's Community Action Plan is outcome-based, anti-poverty focused, and ties directly to the community assessment.

**Standard 4.3** The organization's/department's Community Action Plan and strategic plan document the continuous use of the full Results Oriented Management and Accountability (ROMA) cycle or comparable system (assessment, planning, implementation, achievement of results, and evaluation). In addition, the organization documents having used the services of a ROMA-certified trainer (or equivalent) to assist in implementation.

### Part III: Appendices

Please complete the table below by entering the title of the document and its assigned appendix letter. Agencies must provide a copy of the Notice(s) of Public Hearing, the Low-Income Testimony and the Agency’s Response document, and a copy of the most recent community needs assessment as appendices A, B, and C, respectively. Other appendices as necessary are encouraged. All appendices should be labeled as an appendix (e.g., Appendix A: Notice of Public Hearing) or separated by divider sheets and submitted with the CAP.

Document Title	Appendix Location
Notice of Public Hearing	A
Low-Income Testimony and Agency’s Response	B
Community Needs Assessment	C



# Report to the Board of Directors

Agenda Item Number: D-12

Board of Directors' Meeting for: June 9, 2025

Author: Irene Yang

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**DATE:** June 3, 2025

**TO:** Board of Directors

**FROM:** Irene Yang, Human Resources Director

**SUBJECT:** Job description for Outreach Navigator

**I. RECOMMENDATION:**

Review and consider approving the job description for Outreach Navigator.

**II. SUMMARY:**

This position is created to act as a bridge between unsheltered individuals and supportive services by conducting outreach and building relationships. The key functions include conducting assessments, engaging with high-risk populations, and transitioning clients to case management and housing services.

**III. DISCUSSION:**

- A. The new position is funded by the Proposition 47 contract, which was awarded to the Agency to perform outreach support in the areas of housing placement and connection with a variety of supportive services for justice-involved people with mental health and substance use disorder issues with the focus on homelessness. The contract is through June 2028.
- B. There will be two openings. It is a full-time job with benefits position report to the Homeless Services Coordinator. This position will be under Homeless Engagement for Living Program (HELP) center of the Community Services Department.
- C. Recruitment activities will be effective when the Board approves the proposed new position.

**IV. FINANCIAL IMPACT:** \$21.12 – 25.74 per hour is the pay range for the position. Fringe benefits are budgeted at \$737.88 for the medical and \$51.78 for dental/vision/life coverage.



06/25

## Community Action Partnership of Madera County

**JOB TITLE:** OUTREACH NAVIGATOR

**DEPARTMENT:** Community Services – HELP Center

**REPORT TO:** Homeless Services Coordinator

**SUPERVISE:** N/A

**COMPENSATION:** Range 20.0

**FLSA:** Full-time; Non-Exempt

**JOB OVERVIEW:** The Outreach Navigator acts as a bridge between unsheltered individuals and supportive services by conducting outreach and building relationships. This position conducts assessments, engages high-risk populations, and supports their transition into case management and housing services.

**QUALIFICATIONS:**

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, ability, core competencies, and/or physical required. Reasonable accommodation may be made to enable individuals with disabilities to perform the essential functions.

**EDUCATION / EXPERIENCE:**

- Associate’s Degree in Human Services or related field.
- One-year experience working in a similar or related field or equivalent of education/experience substitute.

**ABILITY TO:**

- Have computer skills in MS Windows environment. Must include Word, Excel, and PowerPoint.
- Communicate effectively orally and in writing with individuals and groups.
- Work effectively under conditions of limited supervision, high stress and rapidly changing situations and circumstances.
- Demonstrate sensitivity to the generation / cultural / ethnic diversity of the service population.
- Have excellent documentation/organizational skills.
- Work as a team with other CAPMC employees.

## **OUTREACH NAVIGATOR**

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- Communicate orally and in writing in English.
- Communicate orally and in writing in Spanish is preferred.

### **KNOWLEDGE OF:**

- Services for homeless individuals and families.
- Community resources and demographics of Madera County.
- The Fresno Madera Continuum of Care (FMCoC)
- The Fresno Madera Continuum of Care Homeless Coordinated Entry System
- Housing of Urban Development (HUD) Regulations for Permanent Supportive Housing Programs
- Fair Housing Laws
- Housing First Approach

### **CORE COMPETENCIES:**

- Customer Commitment – proactively seek to understand the needs of our customers and provide the highest standards of services.
- Dedication to Professionalism and Integrity – demonstrates and promotes fair, honest, professional and ethical behaviors that establishes trust throughout the organization and with the communities we serve.
- Organizational Excellence – takes ownership for excellence through one's personal effectiveness and dedication to the continuous improvement of our programs and services.
- Success through Teamwork – collaborates and builds partnerships through trust and the open exchange of diverse ideas and perspectives to achieve organizational goals.

### **GENERAL PHYSICAL REQUIREMENTS**

- Exerting up to 15 pounds of force occasionally, and/or up to 10 pounds of force frequently, and/or up to 10 pounds of force constantly to move objects.
- Able to maintain regular, punctual attendance consistent with the Americans with Disabilities Act (ADA), Family Medical Leave Act (FMLA), California Family Rights Act (CFRA) and other federal, state and local standards.
- Able to perform the essential job functions consistent with the ADA, FMLA, CFRA and other federal, state and local standards.

### **MAJOR DUTIES & RESPONSIBILITIES:**

#### **LEADERSHIP**

- Adheres to and applies the CAPMC mission, values, standards, policies and procedures.
- Attends mandatory new employee orientation/ mentor activities.
- Attends trainings, workshops, and classes to keep abreast of client engagement theories and practices.

## **OUTREACH NAVIGATOR**

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- Engages and encourages personal and professional development.
- Ensures services are provided to all clients in a manner consistent with CAPMC mission, standards, values and grant requirements.
- Identifies and resolves concerns and issues.
- Interacts with clients and their families in a culturally and socially sensitive way.
- Keeps apprised of developments and trends in the program's operation and be attentive to the changing or growing needs of the community.
- Keeps informed of current theories and practices in the field.
- Keeps informed of program terms, conditions, and eligibility changes.
- Maintains and ensures that staff and volunteers maintain the confidentiality of staff, parents, child, client, community, and agency information included in files, conversations, meetings, correspondence, or any other source.
- Makes recommendations for replacement, purchase, or repair of equipment.
- Models professionalism for parents, children, clients, community, co-workers, and volunteers.
- Prepares and actively participates in staff meetings and committees.
- Promotes a team environment and teamwork.
- Reports and assists in reporting suspected child abuse in accordance with CAPMC child abuse reporting procedures.
- Represents CAPMC in the community in a professional and competent manner.
- Responsible for setting priorities and meeting deadlines.
- Shares information and knowledge with appropriate staff members.
- Works as a team member to support the functions and operations of the Department and the Agency.

### **GENERAL DUTIES:**

- Conduct outreach in targeted areas to identify and engage individuals experiencing homelessness.
- Perform Initial Screenings, administer Vulnerability Index Specialized Data Assessment Tool (VI-SPDAT) and coordinate client entry into the Coordinated Entry System (CES).
- Provide short-term navigation and warm hand-offs to Housing Case Workers.
- Assist clients with gathering documents required for housing eligibility.
- Maintain logs of outreach efforts and complete data entry.
- Collaborate with community partners and attend relevant meetings and training sessions.
- Represent CAPMC at community forums and advocacy events.
- Engage with landlords to confirm vacancies, rental requirements, and potential client matches.
- Coordinate with Housing Case Workers to support landlord introductions and tenant readiness.
- Participate in Point-in-Time Counts, community events, meetings and training under supervisor's directives.

## **OUTREACH NAVIGATOR**

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- Participate with local neighborhood associations or community-based organizations to conduct outreach activities.
- Connect individuals to support services.
- Provides information, referrals, and does follow up for appropriate services and resources.
- Conduct street outreach to locate homeless individuals.
- Collect and document data as required and assist in compiling statistical data.

### **CASE MANAGEMENT DUTIES:**

- Provide early-stage navigation and short-term case tracking.
- Assist with housing readiness and unit matching using PADMINION.
- Guide clients through initial eligibility steps and basic document acquisition
- Help clients understand the housing process and prepare them for program enrollment.
- Refer clients to emergency shelters, food programs, and day centers as needed.
- Maintain regular contact with clients during the transition from outreach to assigned Housing Case Worker.
- Support tracking of client progress in databases and flag urgent needs to case management staff.

### **OTHER DUTIES:**

- Adheres to the Americans with Disabilities Act of 1990 (ADA), which prohibits discriminatory actions toward any qualified individuals. In particular, children with disabilities are enrolled in the classroom as mandated by federal and state laws.
- Ensures strict compliance with universal precautions during work-related visits or when administering first aid.
- Other duties as assigned within scope of job classification.

### **LIMITS OF AUTHORITY**

- Relative authority to maintain compliance with federal, state, and local laws as well as the Agency's policies and procedures.
- Relative authority to maintain compliance with program standards and the requirements of funding guidelines.
- Maintains close communication with the immediate supervisor to recommend a course of action and to receive directives on priorities.

### **OTHER REQUIREMENTS:**

- Must be able to relate with all people of the community regardless of sexual, ethnic, racial, or religious background or socio-economic level.
- Must be dedicated to the goals and philosophy of CAPMC and Department.
- Must possess emotional maturity, stability, tactfulness, and the ability to provide professional leadership.
- Must have dependable insured transportation and a valid California Driver's License and an acceptable driving record. A DMV printout and proof of

## **OUTREACH NAVIGATOR**

### **Page 5 of 7**

insurance will be required. Mileage may be reimbursed subjected to CAPMC's policy.

- Must complete all background requirements: references, sex offender registry check, livescan checks, a pre-employment health and drug screen, acknowledgement of child abuse reporting responsibility, criminal record statement, and receive satisfactory clearance from all licensing and investigative authorities. Employment is contingent upon receiving clearances from appropriate authorities.
- Must use reasonable precautions in the performance of one's duties and adhere to all applicable safety rules and practices; and act in such a manner as to ensure at all times maximum safety to one's self, fellow employees, clients, and children.

### **PHYSICAL ACTIVITIES**

- **Balancing:** Maintaining body equilibrium to prevent falling or tripping when walking, standing or crouching on narrow, slippery or erratically moving surfaces. This factor is important if the amount of balancing exceeds that needed for ordinary locomotion and maintenance of body equilibrium.
- **Climbing:** Ascending or descending ladders, stairs, stepping stools, ramps, stairs, and the like, using feet and legs and/or hands and arms. Hands and arms may be used for balance, such as holding a railing.
- **Crawling:** Moving about on hands and knees or hands and feet.
- **Crouching:** Bending the body downward and forward by bending leg and spine.
- **Driving:** Driving is the operation of a motorized passenger vehicle or other vehicle such as forklifts, golf carts, riding mower.
- **Eye/Hand/Foot Coordination:** Performing work through using two or more body parts or other devices.
- **Feeling:** Perceiving attributes of objects, such as size, shape, temperature, or texture by touching with skin, particularly that of fingertips.
- **Fine Manipulation:** Touching, picking, pinching, or otherwise working primarily with fingers rather than the whole hand or arm as in gross manipulation.
- **Foot or Leg Controls:** Use of one or both feet or legs to move controls on machinery or equipment. Control includes, and is not limited to, pedals, buttons, levers, or cranks.
- **Gross Manipulation:** Seizing, holding, grasping, turning, or otherwise working with the hand(s). It is often present when lifting involves the hands. Fingers are involved only to the extent that they are an extension of the hand to hold or operate a tool such as tin snips or scissors.
- **Hearing Requirements:** The ability to hear, understand, and distinguish speech and/or other sounds (e.g., machinery alarms, medical codes or alarms). This

## OUTREACH NAVIGATOR

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includes: in person speech, other remote speech, other sounds, telephone, video conference.

- **Keyboarding:** Entering text or data into a computer or other machine by means of a traditional keyboard. Traditional keyboard refers to a panel of keys used as the primary input device on a computer, typographic machine or 10-Key numeric keypad.
- **Kneeling:** Bending legs at the knees to come to a rest on knee(s).
- **Lifting or Carrying:** Lifting is raising or lowering an object from one level to another. Lifting can include an upward pulling motion. Carrying is to transport an object – usually by holding it in the hands or arms or wearing it on the body.
- **Pushing or Pulling:** Pushing is exerting force upon an object so that the object moves away from the origin of the force. Pulling is exerting force upon an object so that the object moves toward the origin of the force. Pushing or pulling may involve use of hands or arms and/or feet or legs done with one side of the body or both sides.
- **Reaching at or below Shoulder Level:** Reaching at or below the shoulder is present when there is 'Reaching,' but it does not meet the threshold for 'Overhead.' 'Overhead' and 'At or Below the Shoulder Reaching' can be present in the same task.
- **Reaching Overhead -** Extending the arm(s) with the hand(s) higher than the head and one of these conditions exist: (1) A person bends the elbows, and the angle at the shoulders is about 90 degrees or more, or (2) A person keeps the elbow extended, and the angle at the shoulder is about 120 degrees or more.
- **Repetitive Motions:** Making frequent continuous movement.
- **Alternate Standing/Sitting at Will:** The ability to alternate between standing and sitting is present when the employee has the flexibility to choose between standing or sitting as needed.
- **Sitting:** Remaining in a seated position.
- **Speaking:** Expressing or exchanging ideas by means of the spoken word to impart oral information to clients or the public and to convey detailed spoken instructions to other workers accurately, loudly, or quickly.
- **Standing or Walking:** Standing is to remain on one's feet in an upright position without moving about. Walking is to move about on foot.

## **OUTREACH NAVIGATOR**

### **Page 7 of 7**

- **Stooping:** Stooping is bending the body forward and down while bending the spine at the waist 45 degrees or more either over something below waist level or down towards an object on or near the ground.

### VISUAL ACUITY

- **Near Visual Acuity:** Clarity of vision at approximately 20 inches or less (i.e., working with small objects or reading small print), including use of computers.
- **Far Visual Acuity:** Clarity of vision at 20 feet or more. This is not just the ability to see a person or object, but the ability to recognize features as well.
- **Peripheral Vision:** Observing an area that can be seen up and down or to right or left while eyes are fixed on a given point.

### WORK ENVIRONMENT

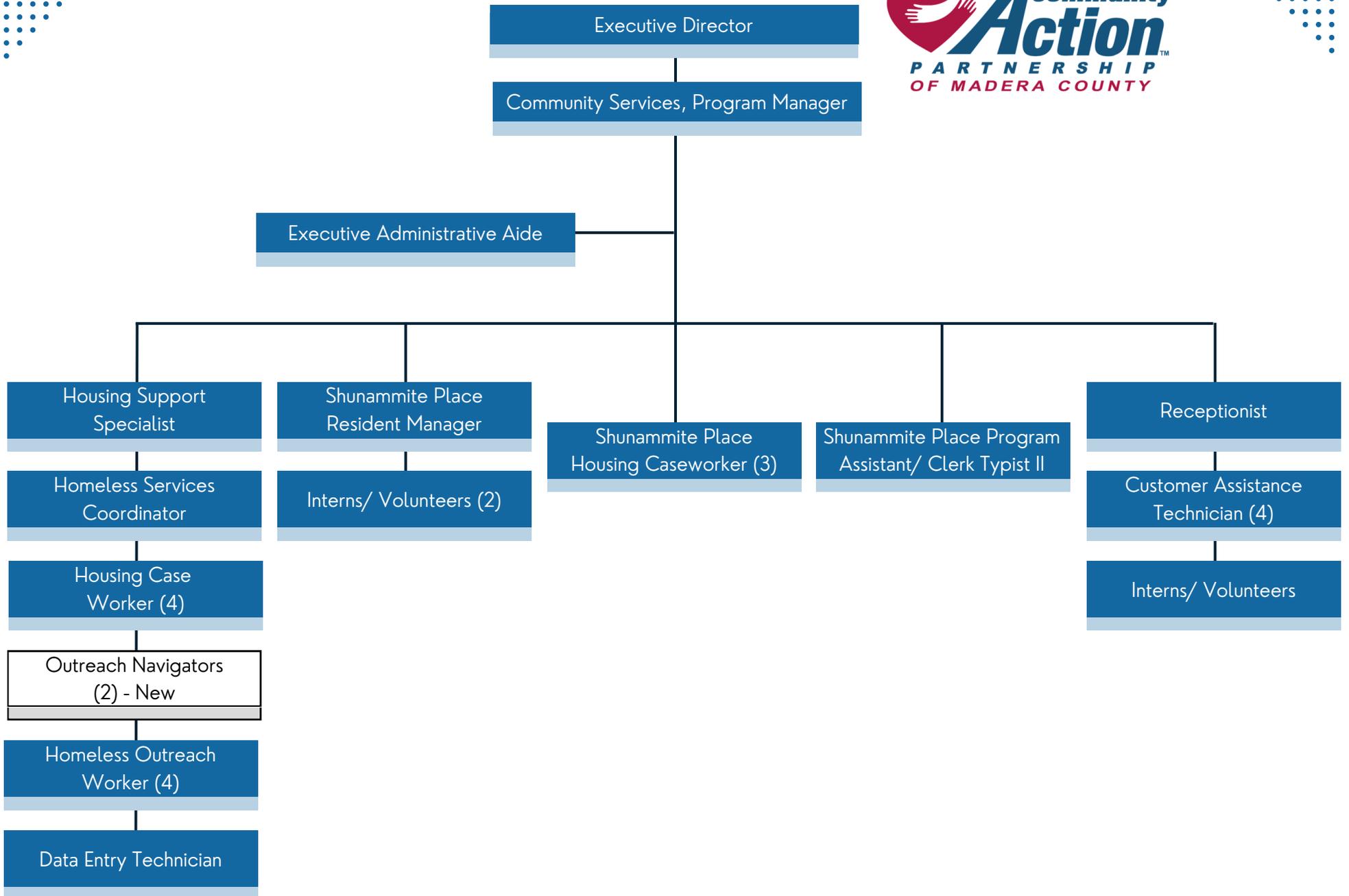
The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodation may be made to enable individuals with disabilities to perform the essential functions.

### WORKING CONDITIONS

- The worker is subject to both environmental conditions: Activities occur inside and outside.
- The worker may be exposed to infectious diseases.

***To build a diverse workforce, CAPMC encourages applications from individuals with disabilities, minorities, veterans, and women. EEO/AA Employer.***

# Community Services





# Report to the Board of Directors

Agenda Item Number: D-13

Board of Directors' Meeting for: June 12, 2025

Author: Irene Yang

---

**DATE:** June 4, 2025

**TO:** Board of Directors

**FROM:** Irene Yang, Human Resources Director

**SUBJECT:** 2025 one-time stipend for non-Head Start positions.

**I. RECOMMENDATION:**

Review and approve the proposed one-time stipend to non-Head Start programs. This financial incentive will serve to promote employment preservation and recognizing service to Community Action customers.

**II. SUMMARY:**

Applying the consistent compensation practices, the Agency is proposing to the Board to accept the issuance of one-time stipend to personnel who are under non-Head Start funded programs, as the \$1200 stipend was proposed and accepted during the May Board of Directors meeting for Head Start programs.

**III. DISCUSSION:**

- A. The proposed one-time stipend will be in the same amount of \$1200. It will apply to positions under the Community Services Department, Victim Services Department, Resource and Referral and Alternative Payment Program, Administration, Information Technology Department, Human Resources Department, Fiscal Department, and Strengthening Families Program under the direction of the Head Start Director.
- B. Upon the Board of Directors' approval, the proposed stipend will be issued in July in the form of payroll checks under a non-payroll cycle. Employees will be informed of the issuance of the stipend as a form of acknowledgement from the Board of Directors and the Executive Director for employees' commitment to good work to serve and strive.
- C. This single lump sum payment will be impactful for employees to ease the financial demands under the current economy. The payment will serve to recognize employees who have established tenure. As well as promoting a stable qualified workforce to meet funding terms and conditions for each grant.
- D. This is a one-time only stipend applying to employees who are under the described departments employed at the time of issuance.

IV. **FINANCIAL IMPACT:** Actual amount will be varied by employee counts for named departments and will be allocated to the appropriate program budgets.



**ALTERNATIVE PAYMENT AND RESOURCE & REFERRAL PROGRAM  
MONTHLY REPORTING – [JUNE 2025](#)**

**NUMBER OF CHILDREN ENROLLED IN EACH PROGRAM FOR THE ALTERNATIVE PAYMENT PROGRAM**

General Contract – CAPP	607
CalWORKs Stage 2 – C2AP	143
CalWORKs Stage 3 – C3AP	133
Bridge Program - BP	37
<b>Total Children Enrolled</b>	<b>920</b>

**NUMBER OF IN-HOME LICENSE CHILD CARE PROVIDERS AND LICENSE-EXEMPT CHILD CARE PROVIDERS  
FOR ALTERNATIVE PAYMENT PROGRAM**

IN - HOME LICENSE CHILD CARE PROVIDERS – SMALL	47
IN – HOME LICENSE CHILD CARE PROVIDERS – LARGE	46
LICENSE-EXEMPT CHILD CARE PROVIDERS	90
<b>Total Providers Enrolled</b>	<b>183</b>

**RESOURCE & REFERRAL LICENSED PROVIDERS**

ACTIVE - LICENSED CHILD CARE PROVIDERS	151
CLOSED - LICENSED CHILD CARE PROVIDERS	0
INACTIVE	0

**CHILD CARE INITIATIVE PROGRAM PROVIDER WORKSHOPS/TRAININGS**

**CHILD CARE INITIATIVE PROJECT (CCIP) Workshops:**

- Provider Café Growing Brains (English) – 2 attendees
- Provider Café Growing Brains (Spanish) – 26 attendees

**Family, Friend and Neighbor Activity:**

- None this month.

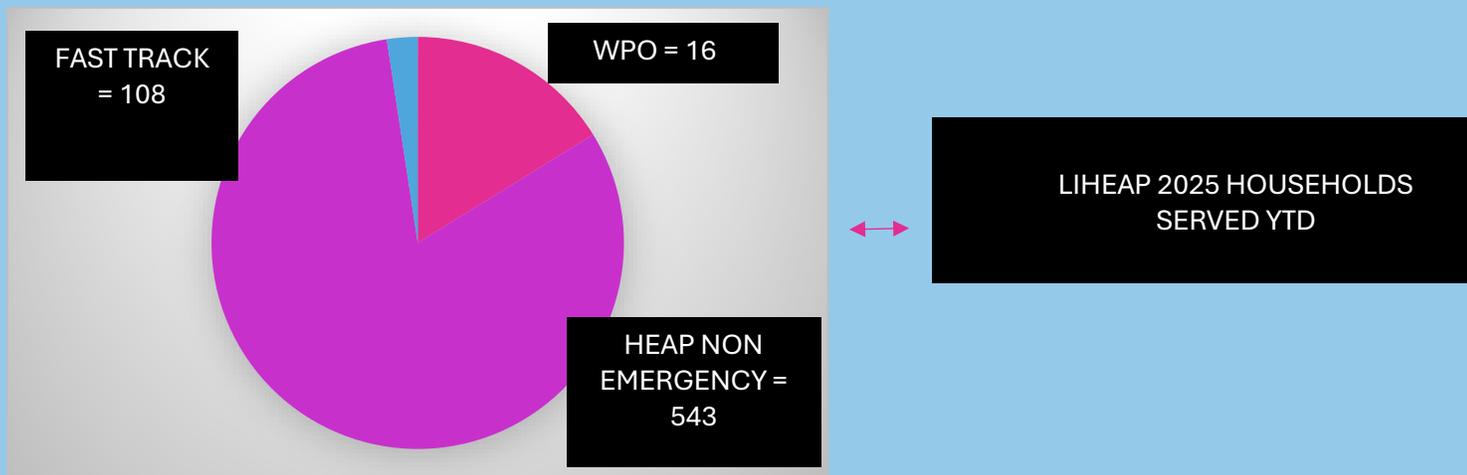
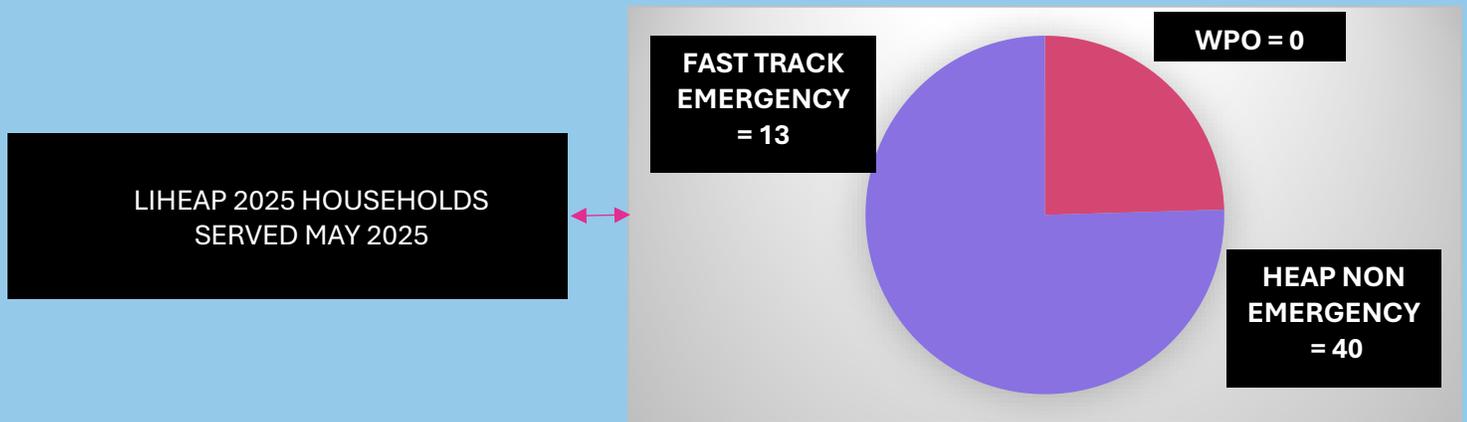
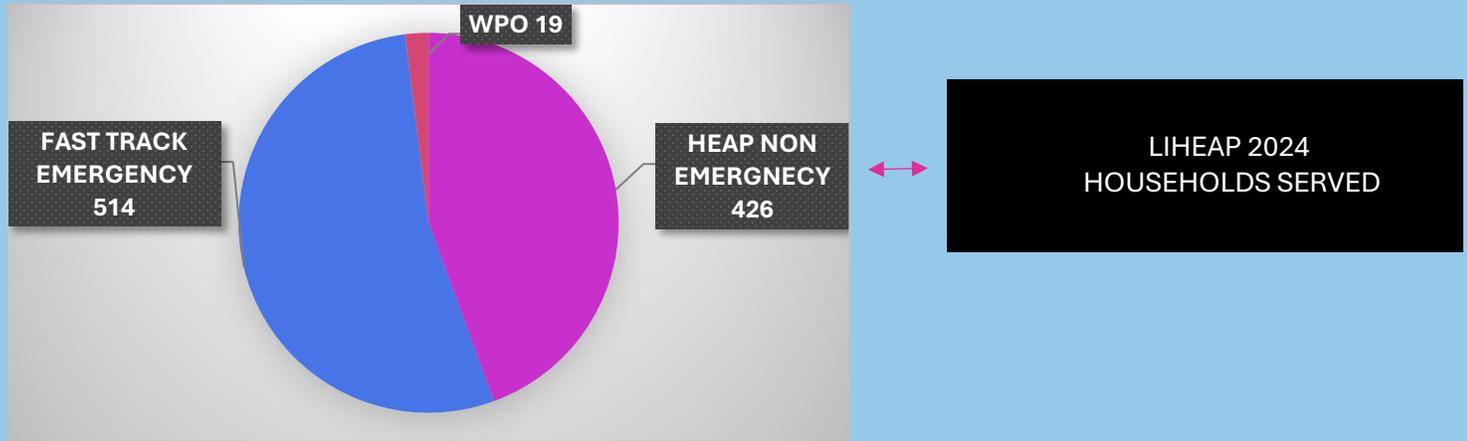
**Bridge Program Workshops:**

- TIC Coaching – Having Trauma Sensitive Conversations (English) – 0 attendees
- TIC Coaching – Having Trauma Sensitive Conversations (Spanish) – 17 attendees

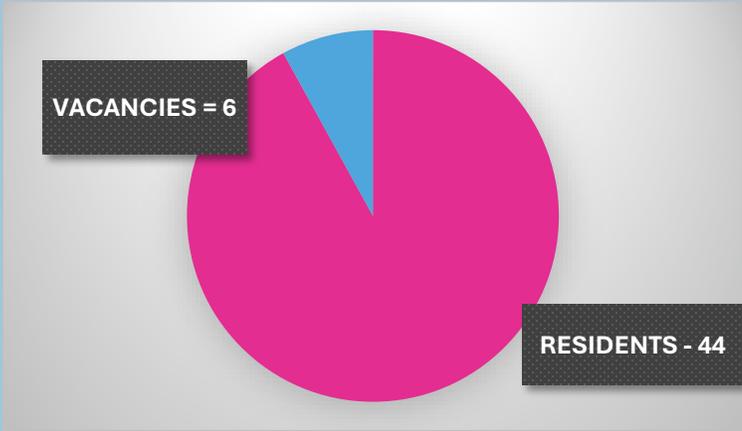


# Community Services MAY 2025 Report

## Low Income Home Energy Assistance Program (LIHEAP)



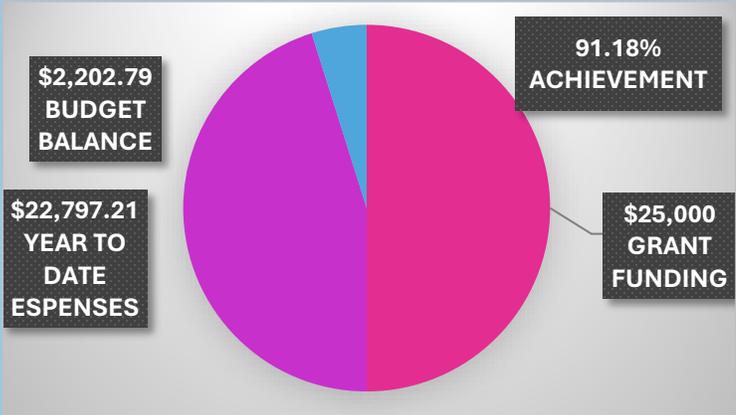
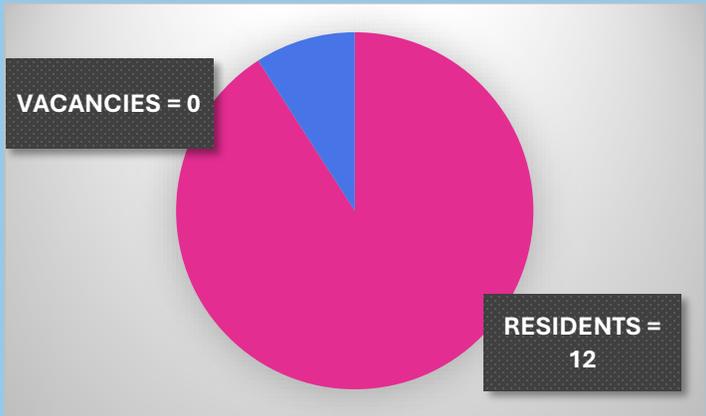
**HOMELESS SERVICES PROVIDED**



**SHUNAMMITE PLACE RESIDENTS**



**MADERA MENTAL HEALTH SERVICES ACT**



**KAISER PERMANENTE HOUSING FOR HEALTH GRANT OPPORTUNITY**





# Homeless Engagement for Living Program (HELP Center) Services Report - May 2025



Below are the number of services provided and contacts made in Madera County for the period of 05/01/2025 - 05/31/2025.

	Individuals	Families	DV	TAY	Veterans
Madera City	228	37	8	17	2
Chowchilla City	26	6	0	0	0
Eastern Madera	61	3	0	0	0
Total:	315	46	8	17	2

Outcomes-Services Offered		
HOUSING SERVICES	CURRENT MONTH	YEAR TO DATE
SHELTER	0	28
REFERRED TO TRIAGE - MRM	8	21
TRIAGE HOUSING	7	53
REUNIFICATION WITH FAMILY	0	5
HOUSING RESOURCE GUIDE	3	65
SUBMITTED RENTAL APPLICATIONS	4	60
PERMANENT HOUSING	4	56
PERMANENT SUPPORTIVE HOUSING	3	39
PROVIDED MOVE-IN COSTS	0	33
RECEIVED EMERGENCY HOUSING VOUCHER	0	4
DOCUMENT COLLECTION	CURRENT MONTH	YEAR TO DATE
DMV VOUCHER FOR ID	8	48
ASSISTED IN OBTAINING DOCUMENTS THROUGH CONSULATE	0	0
SOCIAL SECURITY CARD	0	16
BIRTH CERTIFICATE	1	17
INCOME VERIFICATION	2	42
DISABILITY CERTIFICATION	2	22
PSH SUPPORT LETTERS	4	50
EMOTIONAL SUPPORT ANIMAL LETTER	0	1
REFERRALS	CURRENT MONTH	YEAR TO DATE
WORKFORCE	5	33
VICTIM SERVICES	0	4
VETERAN AFFAIRS	0	1
BEHAVIORAL HEALTH	9	182
REFERRED TO BH BRIDGE HOUSING	2	7
REFERRED TO BHS-HOPE HOUSE	0	0
IMMIGRATION SERVICES	0	14
FOSTER CARE SERVICES	0	1
RH COMMUNITY BUILDERS	1	15
RHCB-CALAIM	0	0
SUBSTANCE ABUSE PROGRAM	0	14
DEPARTMENT OF SOCIAL SERVICES - APS	0	0
DEPARTMENT OF SOCIAL SERVICES - CPS	0	1
DEPARTMENT OF SOCIAL SERVICES - HOUSING	2	13
OTHER NON-CASH BENEFITS	CURRENT MONTH	YEAR TO DATE
ASSISTED IN OBTAINING MEDICAL APPTS	1	11
ASSISTED IN OBTAINING CASH AID / TANF	1	5
ASSISTED IN OBTAINING CALFRESH BENEFITS	0	2
ASSISTED IN OBTAINING HEALTH INSURANCE	1	5
OTHER SERVICES	CURRENT MONTH	YEAR TO DATE
SUICIDE PREVENTION	0	1
PROVIDED HYGIENE KITS	9	99
DELIVERED COMMODITIES	31	234
ASSISTED WITH SSI BENEFITS	0	0
ARRANGED TRANSPORTATION	9	81
ADVOCACY WITH LEGAL MATTER	0	5
ASSISTED IN OBTAINING A GOVT. PHONE	1	3
PROVIDED SHOES OR CLOTHES TO CLIENT	0	8
PROVIDED BICYCLE FOR TRANSPORTATION	0	0
ASSISTED WITH JOB INTERVIEW	0	1
ASSISTED IN OBTAINING INCOME	0	1
OTHER COORDINATED ENTRY	CURRENT MONTH	YEAR TO DATE
PLACED ON PSH PRIORITY LIST	1	25
PLACED ON RRH PRIORITY LIST	1	70
PLACED ON BY-NAME LIST	7	128

# COMMUNITY ACTION PARTNERSHIP OF



# MADERA COUNTY, INC. HELP CENTER - MAY 2025



## HOUSED: 7

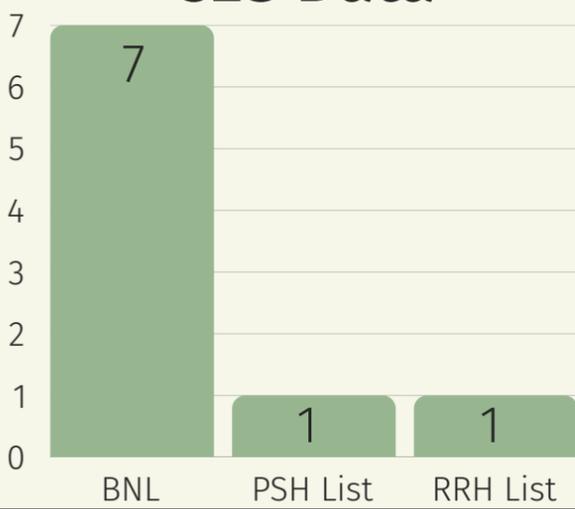


Permanent Supportive Housing: 3



Permanent Housing: 4

## CES Data



## New Clients Engaged Per Area

Chowchilla City

1 (YTD: 32)

Madera City

12- (YTD: 265)

Eastern Madera

1 - (YTD: 64)

## Subgroups



Families  
3



DV Victims  
1



Individuals  
11



TAY  
0

## Referrals Received



31

## Outcomes

14: assigned

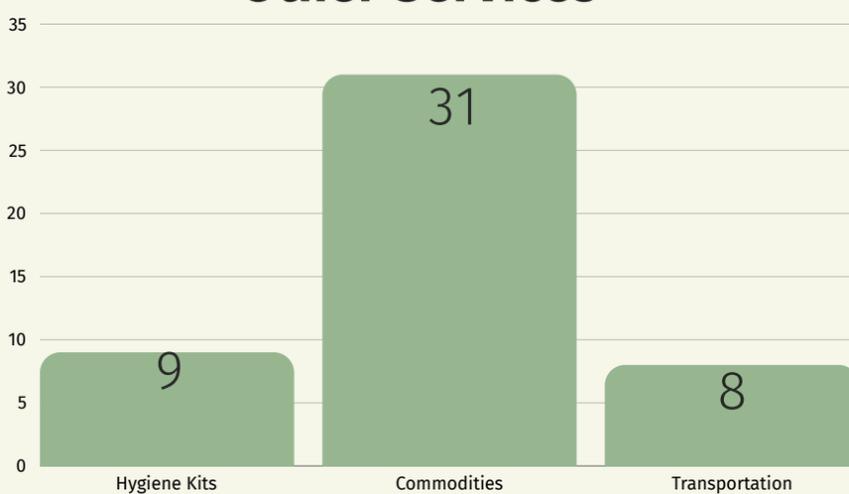
4: already connected

6: no contact

7: not homeless

1: declined

## Other Services





## Victim Services

October 2024 - September 2025

### Domestic Violence Program

Services	1 <sup>st</sup> quarter (Oct.-Dec.)	2 <sup>nd</sup> quarter (Jan-March)	3 <sup>rd</sup> quarter (April-June)	4 <sup>th</sup> quarter (July-Sept.)	Total
Crisis Intervention	176	31			
Individual or group counseling/support	410	135			
Criminal/Civil Legal Advocacy	250	72			
Assistance with protective/custody orders	132	23			

### Shelter

Bed Nights/Individuals	10/2	123/5			
Emergency food & clothing	1	1			

### Victim Witness

Crisis Intervention	202	36			
Individual Counseling	127	84			
Criminal Advocacy/accompaniment	174	102			
Assistance in obtaining protection or restraining order	22	3			
Number of Victims of Crime Compensation claims submitted	6	2			

### Sexual Assault

Crisis Intervention	174	59			
Individual Counseling	187	96			
Individual Advocacy	43	24			
Criminal Justice Advocacy/Accompaniment	80	66			
On-scene Response	4	0			

**Fiscal Year January-December 2024****Unservd/Underserved**

<b>Services</b>	1 <sup>st</sup> Quarter (Jan.- March)	2 <sup>nd</sup> Quarter (April-June)	3 <sup>rd</sup> Quarter (July- Sept.)	4 <sup>th</sup> Quarter (Oct.-Dec.)	Total
Crisis Intervention	24				
Presentations to underserved population	2				
Outreach Events	1				
Immigration Assistance (visas, continued presence application, and other immigration relief)	0				
Provide information about the criminal justice process	25				
Criminal Justice Advocacy or Accompaniment	32				
Individual Advocacy (assist. With public assistance benefits, return of personal property)	13				

**Transitional Housing**

<b>Services</b>	1 <sup>st</sup> Quarter (Jan.- March)	2 <sup>nd</sup> Quarter (April- June)	3 <sup>rd</sup> Quarter (July- Sept.)	4 <sup>th</sup> Quarter (Oct.- Dec.)	Total
Individual Counseling	2				
Individual Advocacy (assist. with public assistance benefits, return of personal property)	2				
Individuals Rec. Rental Assistancess	2				

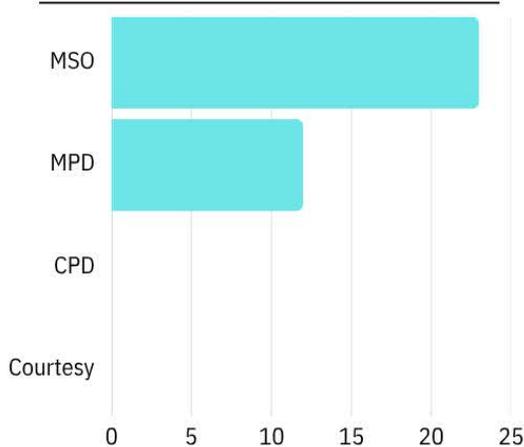


# Madera County Child Advocacy Center (CAC)

January-May 2025



## Requesting Agency



## Mental Health Services



\*Law Enforcement investigations are conducted as a joint response with Madera County Child Protective Services

## Child Forensic Interviews Year to Date

Year	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.
2025	3	5	10	11	6							
2024 YTD	7	7	13	15	11	7	13	12	3	5	4	2



# Report to the Board of Directors

Agenda Item Number: E-1

Board Meeting for: June 12, 2025

Author: Donna Tooley

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DATE: June 4, 2025

TO: Board of Directors

FROM: Donna Tooley, Interim Chief Financial Officer

SUBJECT: Review and Consider Authorization of an Application for Business Credit Cards for CAPMC at Community West Bank

**I. RECOMMENDATION:**

Review and consider approving an application for the Business Standard Credit Card available from Community West Bank through its business partner, TIB Nationwide Association, with a monthly credit limit of \$34,500. This card will not have any reward points available.

**II. SUMMARY:**

Bank of America has provided the MasterCard Business Card for CAPMC's department managers for over twenty years. The current overall monthly credit card limit is \$25,000. CAPMC does not have any other banking relationship with Bank of America. Community West Bank has met with the Executive Director, volunteers and supports the community, and has many non-profits customers. If approved and once the credit cards are issued from TIB, CAPMC would close the credit card accounts at Bank of America.

**III. DISCUSSION:**

A. The Agency needs to maintain credit cards for use with travel-related expenses, training, registration fees, program supplies, food, emergency items, and other items in lieu of checks or purchase order. Credit cards are also used to expedite the purchasing process when vendors do not accept an Agency purchase order.

B. The credit card limits below are based on program needs and the size of the department. The Head Start Department is a larger Agency department and the Director oversees the Madera/Mariposa Regional and Early Head Start, Madera Migrant and Seasonal Head Start, and Fresno Migrant and Seasonal Head Start as well as the California State Migrant and California State Preschool Programs. Victim Services also requested a higher limit for use with client needs and housing options. The monthly credit limit for all other Program Managers and Directors is \$2,500, except the Chief Financial Officer

and the Executive Director with \$5,000 and \$7,500 credit limits respectively. The overall Agency credit card limit is being increased from \$25,000 to \$34,500 to meet increased program demand and higher costs.

- C. The following positions and individuals are authorized MasterCard credit card holders and will be issued credit cards to conduct agency business with the credit limits shown below:

Position	Individual	Credit Limit
Executive Director	Mattie Mendez	\$ 7,500
Chief Financial Officer, Interim	Donna Tooley	\$ 5,000
Human Resource Director	Irene Yang	\$ 2,500
IT Manager	Xai Vang	\$ 2,500
Head Start Director	Maritza Gomez-Zaragosa	\$ 7,500
Child Care Alternative Payment and Resource & Referral Program Manager	Leticia Murillo	\$ 2,500
Community Services Program Manager	Ana Ibanez	\$ 2,500
Victim Services Program Manager	Jennifer Coronado	\$ 4,500
Total CAPMC Credit Limit		\$34,500

- D. The same policies and procedures will govern the use of the agency credit card. Related to oversight, the Board of Directors can review the credit card spending of each authorized cardholder as part of the Board packet every month.
- E. Department head staff will have online access to their account information, monthly statements, and balance details. Payments can be made by the Fiscal Department online or can be mailed.
- F. Community West Bank staff volunteer in the community and the bank supported the new Madera County Food Bank. The Child Abuse Prevention Council and Soroptimist International of Madera have banking relationships with Community West Bank as do many other non-profit entities.

**IV. FINANCING:**

There is a yearly \$49.00 fee per account similar to the amount charged by Bank of America.



# Report to the Board of Directors

Agenda Item Number: E-2

Board of Directors Meeting for: June 12, 2025

Author: Donna Tooley

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DATE: June 6, 2025

TO: Board of Directors

FROM: Donna Tooley, Interim Chief Financial Officer

SUBJECT: Authorize Opening a Certificate of Deposit Account at Community West Bank with Victim Services Unrestricted Net Assets

**I. RECOMMENDATION:**

Authorize opening a Certificate of Deposit account at Community West Bank in the amount of \$400,000 for a 6-month term with 2.0% APY with unrestricted net assets from the Victim Services Department.

**II. SUMMARY:**

CAPMC would like to open an account with Community West Bank to place the Victim Services unrestricted net assets of \$400,000 and earn some interest. Community West Bank offered a 2.0% APY rate for a 6-month Certificate of Deposit. Community West Bank is also able to provide the collateral for public funds more than the \$250,000 FDIC insurance.

**III. DISCUSSION:**

- A. Community West Bank met with the Executive Director and offered several services to CAPMC. These included a possible business line of credit, business credit cards, and an account to earn some interest on some Victim Services unrestricted net assets. There was no need for an additional line of credit. The Board will consider the business credit cards under a separate agenda item.
- B. CAPMC considered a money market account which also offered 2.0% APY, but that interest rate is subject to change. Community West Bank was able to offer a fixed rate of 2.0% APY on a 6-month Certificate of Deposit.
- C. At the end of the term, CAPMC will re-evaluate and see if there are any additional promotional offers available or the possibility of extending the same rate with Community West Bank.
- D. Mattie Mendez, Executive Director, and Donna Tooley, Interim Chief Financial Officer, are authorized to open this account and make future banking decisions at the end of the current term with regard to the renewal of the Certificate of Deposit.
- E. Community West Bank can provide collateral for public funds in excess of the FDIC insurance.

- F. The money is currently in a savings account at West America Bank with all CAPMC's other money. The Annual Percentage Yield on the savings account is .04%.
- G. CAPMC hopes to open a new emergency domestic violence shelter, and the existing shelter will become transitional housing. The interest earnings will help grow the funding.
- H. As a community bank, Community West Bank invests in communities and is closely connected to the people and places that it serves. It supports many community organizations, helping them accomplish their goals. Community West Bank earned Bauer Financial's highest distinction, the 5-Star Superior rating. Bauer rates banks based on several metrics, including financial strength, profitability, and security. The 5-Star Superior rating designates the Bank as a dependable and financially sound bank, performing among the nation's strongest financial institutions. The Community West Bank was honored to receive the "Super Premier Performing" rating from the Findley Reports. To receive this designation, banks must meet the A-Quality scoring criteria which consider growth, net operating income, net loan loss, and equity return. Community West Bank is a wholly owned subsidiary of Community West Bancshares and headquartered in Fresno, California.

**IV. FINANCING:**

\$400,000 of money will be moved from West America Bank to open the Certificate of Deposit at Community West Bank.



# Report to the Board of Directors

Agenda Item Number: E-3

Board of Directors' Meeting for: June 12, 2025

Author: Russell K. Ryan

---

DATE: June 6, 2025

TO: Board of Directors

FROM: Russell K. Ryan, Esq. – Agency Legal Counsel

SUBJECT: MOU (Collective Bargaining Agreement) with SEIU, Local 521

## I. **RECOMMENDATION:**

To review and consider approving Memorandum of Understanding (collective bargaining agreement) negotiated between CAPMC and Service Employees International Union, Local 521. The proposed agreement outlines terms related to wages, benefits, working conditions, and other employment provisions. If approved, the agreement will be implemented and effective for the designated contract period of July 1, 2025-June 30, 2030.

## II. **SUMMARY:**

CAPMC and SEIU, Local 521 have successfully negotiated a new collective bargaining agreement following a series of discussions and bargaining sessions. The agreement addresses key areas and updates to ensure compliance with current California law. This included agreed-upon revisions to policies re meal and rest periods, paid and unpaid leaves, working conditions and other employment-related matters. There is a proposed increase in payment for benefits consistent with the payments for employee not represented by the union, but no proposed increase in wages as a result of the uncertainty in grant funding due to the change in the administration on the federal level. The MOU also gives CAPMC the right to re-open negotiations regarding wages and benefits in the event of any material reductions in grant funding by Congress or the federal administration.

CAPMC's negotiating team was led by CAPMC's legal counsel and the revisions to the MOU meet all relevant state labor laws and regulations.

## III. **FINANCING:**

There would be no negative financial impact on the Agency as: (a) changes or adjustments to payment toward benefits have been or are regularly approved; and (b) the MOU does not include any compensation or wage adjustments.

**IV. ACTION REQUESTED:**

Approval of the MOU (collective bargaining agreement) negotiated between CAPMC and Service Employees International Union, Local 521 for the designated contract period of July 1, 2025-June 30, 2030 and authorization for the appropriate officials to execute the agreement on behalf of CAPMC.

**Community Action Partnership  
of Madera County, Inc.**

**and**

**Service Employees International Union,  
Local 521**

**Memorandum of Understanding  
July 1, 2025 – June 30, 2030**



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## MEMORANDUM OF UNDERSTANDING

- 01.00.00 DEFINITIONS. The following words used in this Memorandum shall have the meaning indicated below unless the context clearly indicates otherwise.
- 01.01.00 AGENCY. The term "AGENCY" as used herein shall refer to the Community Action Partnership of Madera County, Inc. as a legal entity of the Regional/Migrant/Seasonal/Early Head Start program.
- 01.02.00 ANNIVERSARY DATE. The term "ANNIVERSARY DATE" as used herein shall mean the first day of paid regular status in the employee's current classification. Salary step movement will be granted on the employee's anniversary date in his/her current classification if he/she receives a satisfactory performance evaluation.
- 01.03.00 APPLICANT. The term "APPLICANT" as used herein shall mean a person who, under this Memorandum, has made formal application for an AGENCY position.
- 01.04.00 APPOINTING AUTHORITY. The term "APPOINTING AUTHORITY" as used herein shall mean the Executive Director, and/or persons legally designated by such Appointing Authority to appoint or dismiss employees.
- 01.05.00 APPOINTMENT. The term "APPOINTMENT" as used herein shall mean the offer of and acceptance by an eligible candidate.
- 01.06.00 CALENDAR MONTHS (TWELVE). The term "CALENDAR MONTHS (TWELVE)" as used herein shall mean any consecutive twelve (12) month period inclusive of time in paid status, approved leave, and/or time in layoff status.
- 01.07.00 CANDIDATE. The term "CANDIDATE" as used herein shall mean an applicant who has completed one or more parts of an examination for employment.
- 01.08.00 CERTIFICATION. The term "CERTIFICATION" as used herein shall mean the submission of names of eligible applicants/candidates from an appropriate list to an appointing authority by the Human Resource Director.
- 01.09.00 CLASSIFICATION PLAN. The term "CLASSIFICATION PLAN" as used herein shall mean the arrangement of positions in ranges, together with the titles and specifications describing each class.
- 01.10.00 COMPENSATION. The term "COMPENSATION" as used herein shall mean the salary, and all other forms of valuable consideration, earned by or paid to an employee by reasons of service in any position.
- 01.11.00 ELIGIBLE. The term "ELIGIBLE" as used herein shall mean any person on an eligibility or re-employment list for a given class.
- 01.12.00 ELIGIBILITY LIST. The term "ELIGIBILITY LIST" as used herein shall mean the list of those qualified for employment within a class.
- 01.13.00 EMPLOYEE. The term "EMPLOYEE" as used herein shall mean any person employed by the AGENCY who occupies a position, within the Madera Regional/Migrant/Seasonal/Early Head Start Program inclusive of the following classifications:

**Unit A:** All full-time, regular part-time, and regular seasonal Regional/Early Head Start and Migrant Head Start educational employees, including Master Teachers, Teachers, Associate Teachers, Instructional Aides, Instructional Aide/Janitor, Food Service Worker/Instructional Aide, Early Head Start

Family Facilitator, and employees employed as Advocate II, Data Technician, Health Services Technician, Food Service Head Cook, Food Service Cook, Food Service Worker I/Instructional Aide, Maintenance Worker I and Program Technician employed by the AGENCY at (or out of) its facilities located in Madera and Mariposa Counties, California; excluding Center Directors, Site Supervisors, Executive Administrative Aide, Administrative Analyst, Maintenance Worker II, managers and administrative employees, Advocate III employees, all other professional employees, and all other employees, guards and supervisors as defined in the Act.

- 01.14.00 EXAMINATION. The term "EXAMINATION" as used herein shall mean one or more of the methods authorized by the AGENCY to determine the qualifications of one or more applicants.
- 01.15.00 HIRE DATE. The term "HIRE DATE" as used herein shall mean Employee's first day of paid probationary service with AGENCY Head Start as a regular full-time or part-time employee as described in this Memorandum.
- 1.16.0 JOB SPECIFICATION. The term "JOB SPECIFICATION" as used herein shall mean the official description of a class including:
1. The title;
  2. Statement of the duties and responsibilities;
  3. Employment standards such as education, experience, knowledge, skills, and abilities which may be required of applicants for employment in the class; and
  4. Pay range.
- 01.17.00 LAYOFF. The term "LAYOFF" as used herein shall mean a separation from a regular or probationary position or reduction in assigned hours, days, or work year due to lack of work or insufficient federal and state funding specifically designated for Head Start services, a decline in child enrollment, the inability of the AGENCY to allow employees to work due to circumstances beyond the AGENCY'S control such as (but not limited to) a governmentally-declared state of emergency, Act of God, executive order issued by a local, state or federal authority, pandemic, war, etc., or child days of attendance falling below eighty-five percent (85%) of enrolled children.
- 01.18.00 MERIT SYSTEM. The term "MERIT SYSTEM" as used herein shall mean recruiting, selecting, training, and promoting employees on the basis of relative job-related abilities, knowledge and skills; requiring the fair treatment of applicants without regard to sex (including pregnancy, perceived pregnancy, childbirth or breastfeeding or related medical conditions), race (including traits historically associated with race, hair texture and protected hairstyles), religion or creed (including religious and racial dress and grooming practices and requests for accommodation of religious beliefs), color, gender (a person's sex at birth), gender identity (a person's identification as male, female, a gender different from the person's sex at birth), gender expression (a person's gender-related appearance or behavior, whether or not associated with the person's sex at birth), transgender (a general term for a person whose gender identity differs from the person's sex at birth), transitioning, having transitioned, perceived to be transitioning, sex stereotyping (relying on assumptions about a person's appearance or behavior, or making assumptions about an individual's ability or in ability to perform certain kinds of work based on a myth, social expectation, or generalization about the individual's gender), reproductive decision-making national origin (includes language use and possession of a driver's license issued to persons unable to prove their presence in the United States is authorized under federal law), ancestry, physical or mental disability (including perceived disability and requesting accommodation for disability), or religious beliefs, medical condition, genetic characteristics or information medical condition (including HIV and AIDS), genetic information (including information from the employee's or family member's regarding genetic tests and manifestation of a disease or disorder in the employee's family member), marital status, registered domestic

partner status, age, sexual orientation, citizenship, military and veteran status, union activity, political affiliation or any other basis protected by federal, state or local law or ordinance or regulation.

- 01.19.00 MINIMUM QUALIFICATIONS. The term "MINIMUM QUALIFICATIONS" as used herein shall mean the lowest acceptable degree of skill, knowledge and abilities as prescribed for the specific job classification.
- 01.20.00 OPEN EXAMINATION. The term "OPEN EXAMINATION" as used herein shall mean a competitive examination in which any qualified person may participate.
- 01.21.00 OVERTIME. The term "OVERTIME" as used herein shall mean wages paid to non-exempt employees, in accordance to applicable laws, for hours worked over eight (8) and/or over (40) hours in one work week.
- 01.22.00 PAY PERIOD. The term "PAY PERIOD" as used herein shall mean fourteen (14) calendar days from 12:01 a.m. Sunday to 12:00 p.m. the second Saturday thereafter.
- 01.23.00 PERFORMANCE APPRAISAL. The term "PERFORMANCE APPRAISAL" as used herein shall mean a periodic appraisal of an employee's work.
- 01.24.00 POSITION. The term "POSITION" as used herein shall mean a combination of duties regularly assigned to be performed by one person within a job specification.
- 01.25.00 PROBATIONARY PERIOD. The term "PROBATIONARY PERIOD" as used herein shall be 90 calendar days, regarded as a part of the testing process, and be utilized for closely observing the employee's work.
- 01.26.00 PROMOTION. The term "PROMOTION" as used herein shall mean advancement through examination from one classification to a classification having a higher maximum salary rate, within the same occupational group; or, through examination, moving from a classification within one occupational group to a classification in another occupational group, regardless of the rate of pay.
- 01.27.00 PROMOTIONAL PROBATION. The term "PROMOTIONAL PROBATION" as used herein shall be a period of 90 calendar days of employment, regarded as a part of the testing process, and will be utilized for closely observing the employee's work.
- 01.28.00 REASSIGNMENT. The term "REASSIGNMENT" as used herein shall mean the assignment of an employee from one position to another position in the same classification.
- 01.29.00 REGULAR EMPLOYEE. The term "REGULAR EMPLOYEE" as used herein shall mean a regular employee (full-time) who regularly works a minimum of thirty (30) budgeted hours per week on a continuing basis during the program year.
- 01.30.00 REGULAR PART-TIME EMPLOYEE. The term "REGULAR PART-TIME EMPLOYEE" as used herein shall mean a regular part-time who regularly works less than thirty (30) budgeted hours per week on a continuing basis during the program year.
- 01.31.00 RESIGNATION. The term "RESIGNATION" as used herein shall mean the voluntary termination of employment initiated by the employee.
- 01.32.00 SALARY SCHEDULE. The term "SALARY SCHEDULE" as used herein shall mean a schedule of salaries adopted by the Community Action Partnership of Madera County

Board of Directors for all the classes of positions included in the classification plan, so that all positions of a given class will be paid at the salary range established for the class.

- 01.33.00 SEPARATION. The term "SEPARATION" as used herein shall mean the involuntary termination of an individual's employment by CAPMC.
- 01.34.00 STATUS. The term "STATUS" as used herein shall mean the condition of an employee's present appointment such as substitute, extra-help, probationary, or regular.
- 01.35.00 TITLE OR CLASS TITLE. The terms "TITLE OR CLASS TITLE" as used herein shall mean the official name of a class of positions.
- 01.36.00 TRANSFER. The term "TRANSFER" as used herein shall mean the reassignment of an employee from one position to another position with the same job title.
- 01.37.00 UNION. The term "UNION" as used herein shall refer to the Service Employees International Union, Local 521/CTW, CLC.
- 01.38.00 VACANCY OR VACANT POSITION. The terms "VACANCY OR VACANT POSITION" as used herein shall mean any unfilled position in the AGENCY's service.
- 01.39.00 WORK DAY. The term "WORK DAY" as used herein shall mean a day when employees are required to be on duty as defined in the adopted calendar for the assigned position.

02.00.00

PREAMBLE

THIS MEMORANDUM OF UNDERSTANDING ("MEMORANDUM" OR "MOU") is effective as of the 1st day of July 2025, by and between the Community Action Partnership of Madera County, Inc. ("CAPMC" or "AGENCY") and the Service Employees International Union, Local 521/CTW, CLC (the "UNION"), for and on behalf of the EMPLOYEES hereinafter identified. Upon ratification by the UNION and adoption by the Policy Council/Committee and Board of Directors of Community Action Partnership of Madera County, Inc., the MEMORANDUM will become binding between the AGENCY and the UNION.

These parties have met and conferred in good faith and this resulting MEMORANDUM has as its purpose (1) the promotion of harmonious AGENCY/EMPLOYEE relations between the AGENCY and the UNION; (2) the establishment of an equitable and peaceful procedure for the resolution of differences; (3) the resolving of issues related to and the establishment of rates of pay, hours of work, and other terms and conditions of employment; and (4) the promotion of the quality of the Madera Regional/Migrant/Seasonal/Early Head Start program and the fulfillment of its mission and value statements.

**For the AGENCY:**

*Mattia Mendez*

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*Maritza Gomez-Zaragoza*

Maritza Gomez-Zaragoza (Jun 3, 2025 14:40 PDT)

*Irene Yang*

Irene Yang (Jun 3, 2025 15:00 PDT)

\_\_\_\_\_

**For SEIU, Local 521:**

*Angel Ruiz*

Angel Ruiz (Jun 2, 2025 12:00 PDT)

*Veronica Armiento-Ruz*

Veronica Armiento-Ruz (Jun 2, 2025 12:03 PDT)

*Maria E. Simental*

Maria E. Simental (Jun 3, 2025 12:04 PDT)

*Miriam Ortega*

Miriam Ortega (Jun 3, 2025 13:11 PDT)

03.00.00 GENERAL PROVISIONS

3.1.0 NON-DISCRIMINATION

3.1.1 NON-DISCRIMINATION. The AGENCY shall not discharge nor fail or refuse to hire any individual, or otherwise to unlawfully discriminate against any individual with respect to his/her compensation, terms, conditions, or privileges of employment, because of such individual's sex (including pregnancy, perceived pregnancy, childbirth or breastfeeding or related medical conditions), race (including traits historically associated with race, hair texture and protected hairstyles), religion or creed (including religious and racial dress and grooming practices and requests for accommodation of religious beliefs), color, gender (a person's sex at birth), gender identity (a person's identification as male, female, a gender different from the person's sex at birth), gender expression (a person's gender-related appearance or behavior, whether or not associated with the person's sex at birth), transgender (a general term for a person whose gender identity differs from the person's sex at birth), transitioning, having transitioned, perceived to be transitioning, sex stereotyping (relying on assumptions about a person's appearance or behavior, or making assumptions about an individual's ability or in ability to perform certain kinds of work based on a myth, social expectation, or generalization about the individual's gender), reproductive decision-making national origin (includes language use and possession of a driver's license issued to persons unable to prove their presence in the United States is authorized under federal law), ancestry, physical or mental disability (including perceived disability and requesting accommodation for disability), or religious beliefs, medical condition, genetic characteristics or information medical condition (including HIV and AIDS), genetic information (including information from the employee's or family member's regarding genetic tests and manifestation of a disease or disorder in the employee's family member), marital status, registered domestic partner status, age, sexual orientation, citizenship, military and veteran status, union activity, political affiliation or any other basis protected by federal, state or local law or ordinance or regulation..

3.1.2 EMPLOYMENT. The AGENCY will not interfere with nor discriminate against any EMPLOYEE by reason of membership or lawful activity in the UNION.

3.2.0 RECOGNITION.

3.2.1 UNION RECOGNITION. The UNION is recognized as the exclusive representative for the purpose of collective bargaining with respect to rates of pay, wages, hours of work, and other conditions of employment for the regular full-time and regular part-time EMPLOYEES of Community Action Partnership of Madera County, Inc., Regional/Early Head Start in Unit A as certified by the National Labor Relations Board (Case 32-RC-5110) and the Migrant/Seasonal Head Start Program in Unit A as certified by the National Labor Relations Board (Case 32-RC-5171).

3.2.2 RECOGNITION OF MUTUAL OBLIGATION. The UNION and AGENCY recognize and acknowledge their mutual obligation and responsibility to effectuate the purpose and adhere to the conditions and clauses set forth in this MEMORANDUM OF UNDERSTANDING.

3.3.0 UNION SECURITY.

3.3.1 UNION COOPERATION. The UNION recognizes its obligation to cooperate with the AGENCY to assure maximum service of the highest quality and efficiency to the residents of Madera and Mariposa Counties, consistent with its

responsibilities to the EMPLOYEES it represents; and as the certified EMPLOYEE organization, the UNION is obligated to represent all EMPLOYEES covered by this MEMORANDUM as required by law.

- 3.3.2 EMPLOYEES must pay dues or become a service fee payer unless he/she is a member of a recognized religion or sect whose tenets prohibit membership in an employee organization, in which case the fee shall be donated to a charitable organization mutually agreed upon by the AGENCY and the UNION. Any newly hired EMPLOYEE in the bargaining unit must be informed of the UNION and given the opportunity to become a member. In the event that no decision is made by the end of thirty (30) calendar days, the EMPLOYEE would automatically become a fee payer. Temporary employees are exempt from the service fee requirement.
- 3.3.3 DUES DEDUCTIONS. The AGENCY shall deduct from the biweekly paychecks of EMPLOYEES, who authorize in writing such a deduction, an amount necessary to cover monthly UNION dues, initiation fees, and any assessments. The UNION shall provide the AGENCY with the appropriate amount of dues or service fees in writing a minimum of three (3) weeks prior to the affected payroll check before such deduction is taken. The UNION shall notify the AGENCY of any change in the amount of dues or fees in writing at least one pay period in advance of such change.
- 3.3.4 COPE (COMMITTEE ON POLITICAL EDUCATION) CHECK-OFF. The AGENCY shall allow a payroll deduction for all employees covered by this agreement who want to voluntarily contribute to the Local's Committee on Political Education. The AGENCY will withhold from any additional union deductions transmitted to the Union a \$.70 administration fee per each employee's additional union deduction.
- 3.3.5 SERVICE FEE. The service fee required above shall be an amount not to exceed the UNION's uniformly applied standard. In computing such amounts, the UNION shall exclude expenditures for members-only benefits and UNION expenditures for political and ideological purposes unrelated to collective bargaining, contract administration, and grievance adjustment. Any dispute as to the service fee or the amount thereof shall be directed solely to the UNION, and the AGENCY shall not be a party to the dispute.
- 3.3.6 PAYMENTS IN ERROR. Should the AGENCY overpay any dues or fees to the UNION as a result of error, the UNION shall promptly return any incorrect amount to the AGENCY upon discovery or notification of the error. Should the AGENCY underpay the UNION under such circumstances, the AGENCY shall correct the payment. Any dispute regarding amounts collected from the members or fee payers shall be a matter to be resolved by the UNION and the affected member or fee payer.
- 3.3.7 RELIGIOUS OBJECTION. Any EMPLOYEE that may otherwise be required to pay a service fee under this Section, and who is a member of a bona fide religion, body, or sect which has historically held conscientious objections to joining or financially supporting any labor union, shall not be required to join or financially support any labor union as a condition of continued employment. Such an EMPLOYEE shall be required as a condition of continued employment, in lieu of a service fee, to pay a sum equal to the service fee otherwise payable under this Section to a non-religious, non-labor charitable fund exempt from taxation under Internal Revenue Code Section 501(c)(3). For purposes of this Section, such EMPLOYEES shall choose from the following organizations:

- I. American Cancer Society
- II. Salvation Army

### III. Madera Rescue Mission

- 3.3.8 UNION HOLD HARMLESS. The UNION shall indemnify, defend, and hold the AGENCY harmless against all claims, demands, expenses, judgments, or other liabilities on account of dues collected by the AGENCY and paid over to the UNION.
- 3.3.9 UNION REPRESENTATION. The UNION recognizes its responsibility as the designated representative and agrees to represent all EMPLOYEES in the units without discrimination of any type, interference, restraint, or coercion, subject to their employment relations with the AGENCY to the extent required by law.
- 3.3.10 ADMINISTRATIVE FEE FOR COLLECTION OF DUES. The AGENCY shall withhold from any dues transmitted to the UNION \$0.40 per each employee union dues deduction. The administrative fee is for the costs associated with processing payroll deductions of union dues.
- 3.4.0 MANAGEMENT RIGHTS.
- 3.4.1 MANAGEMENT RETAINS THE EXCLUSIVE RIGHT TO MANAGE THE AGENCY. All the rights, powers, functions and authority of the AGENCY which it had prior to the time the UNION became certified as Representative of the EMPLOYEES of the AGENCY and which are not limited or modified by specific provisions of this MEMORANDUM, are retained by the AGENCY. The AGENCY shall therefore have no restrictions except those specifically provided for in this MOU in planning, directing and controlling the operation of all its work and the provision of its services, in deciding the number and kind of employees to properly perform the work, in hiring and laying off employees, in transferring employees from site to site, in determining the need and number as well as the person who will act as supervisors, in requiring all EMPLOYEES to observe the AGENCY's rules and regulations not inconsistent with this MOU, in requiring all EMPLOYEES to observe all safety regulations, and in discharging EMPLOYEES for just cause. The AGENCY specifically retains the right to manage and supervise its EMPLOYEES as follows:
- (a) To hire, promote, transfer, assign, classify positions, retain EMPLOYEES, and to discharge or take other disciplinary action against EMPLOYEES.
  - (b) To lay off EMPLOYEES from duties because of lack of work, lack of funds, in the interest of economy, the inability of the AGENCY to allow employees to work due to circumstances beyond the AGENCY'S control such as (but not limited to) a governmentally-declared state of emergency, executive order issued by a local, state or federal authority, pandemic, war, etc., or other legitimate reasons.
  - (c) To determine the policies, standards, procedures, methods, means and personnel by which the AGENCY'S operations are to be conducted.
  - (d) AGENCY reserves the right to terminate EMPLOYEES for good or just cause as provided herein as well as the AGENCY's Personnel Policies and Procedures including, without limitation, Policy 801.00 through 820.00. After EMPLOYEES complete their probationary period, EMPLOYEES are subject to disciplinary action for job performance issues, or for violation of policies, procedures, directives, or any other reasons listed in this MEMORANDUM as well as the AGENCY's Personnel Policies and Procedures including, without limitation, Policy 801.00 through 820.00. The general philosophy of the AGENCY is to follow the principles of progressive discipline subject to the limitations of the AGENCY's progressive discipline policy set forth in Policy 1001 of the PPP. Disciplinary action may take any of the following forms and

need not follow a prescribed order: verbal correction, written warning, final written warning, or discharge.

- (e) To take whatever actions may be necessary to carry out the mission of the AGENCY in situations of emergency including, without limitation, circumstances beyond the AGENCY'S control such as (but not limited to) a governmentally-declared state of emergency, executive order issued by a local, state or federal authority, pandemic, war, etc.
- (f) All rights formerly or presently claimed by, or vested by, the AGENCY on the effective date of this MEMORANDUM and not mentioned (MANAGEMENT RIGHTS) are retained by the AGENCY unless explicitly waived by the AGENCY by Resolution or by a Memorandum of Understanding.
- (g) Nothing in this policy shall be construed to interfere with the AGENCY's right to manage its operations in the most economical and efficient manner consistent with the best interest of all the citizens, taxpayers, and EMPLOYEES of Community Action Partnership of Madera County, Inc.
- (h) To assign a job site according to job experience, skills, and program needs.

3.4.2 MANAGEMENT RIGHTS FOR CONSULTING. The exercise of such rights shall not preclude EMPLOYEES or their representatives from negotiating the practical consequences that decisions of these matters may have on wages, hours, and other terms and conditions of employment.

3.4.3 AGENCY NOTIFY UNION OF ANY CHANGES IN WORKING CONDITIONS. The AGENCY agrees to notify the UNION in writing of any new policies or changes to existing policies, affecting wages, hours, or working conditions not covered by this MEMORANDUM, at least thirty (30) calendar days before implementation of such policies or changes, when feasible. Without conceding any agreed-upon management rights, the parties agree to meet and confer on such policies or changes upon request of the UNION.

3.4.4 AGENCY EXISTING POLICIES AND PROCEDURES. The AGENCY has existing policies, procedures, regulations, and practices set forth primarily in the AGENCY's Personnel Policies and Procedures. These remain fully in force unless otherwise and specifically abridged, modified, or changed by way of this MEMORANDUM.

3.4.5 HEAD START REAUTHORIZATION ACT. The AGENCY will meet and comply with all statutes of the Head Start Reauthorization Act and any changes to the Act during this MEMORANDUM's term. The AGENCY recognizes its responsibility to notify the UNION of any changes before they are enacted as outlined in Article 03.04.03.

3.5.0 UNION RIGHTS.

3.5.1 AGENCY-EMPLOYEE RELATIONS. The AGENCY and the UNION affirm the principle that harmonious EMPLOYEE-AGENCY relations are to be promoted and furthered.

3.5.2 NOTIFICATION OF NEW EMPLOYEES. When a person is hired in any of the covered job classifications, the AGENCY shall provide the name of the new EMPLOYEE to the UNION.

3.5.3 UNION REPRESENTATION. The UNION has the exclusive right to represent EMPLOYEES in the bargaining unit as specified by Section

01.13.00 of this MEMORANDUM.

3.5.4 UNION MEET AND CONFER ISSUES. Official representatives shall represent the UNION in jointly scheduled meetings with the AGENCY to address matters of mutual concern. UNION official representatives who are EMPLOYEES of the AGENCY may utilize time during normal working hours for meeting and conferring and/or negotiating with authorized representatives of the AGENCY, subject to advance scheduling. Such meetings will normally be scheduled during regular working hours. The EMPLOYEE must normally notify his/her supervisor forty-eight (48) hours in advance if he/she plans to attend the meeting. The EMPLOYEE shall work his/her normal schedule; he/she should return to his/her job site following the meeting if within the same approved work hours of the EMPLOYEE unless otherwise approved by the supervisor or Head Start Director. If the meeting occurs outside his/her normal work schedule or during the period of layoff or during employment in a program other than is being discussed, the AGENCY will not compensate the EMPLOYEE with his/her current salary.

3.5.5 STEWARDS. The AGENCY recognizes and agrees to deal with the accredited UNION stewards and representatives of the UNION in all matters relating to grievances, interpretation of this MEMORANDUM, and representation as specified by State and Federal law.

3.5.6 UNION NOTIFICATION OF STEWARDSHIP. The UNION agrees to notify the AGENCY in writing of the names and titles of the steward(s) representing EMPLOYEES and shall send a copy of such notice to the Executive Director or designee. Changes to the listing of stewards will be provided by the UNION as they occur. The AGENCY agrees that no steward will be discriminated against for his/her designation or activity as a steward.

3.5.7 STEWARDS RELEASE TIME. The AGENCY shall allow stewards reasonable release time to investigate and attend grievance meetings if:

- a) All critical work duties have been performed.
- b) Substitutes are not required for coverage.
- c) The steward has secured prior written approval from his/her supervisor or designee, which shall not be unreasonably denied.
- d) Release time will be paid.

3.5.8 STEWARDS' UNION BUSINESS. Stewards shall perform internal UNION business on their own time. Stewards shall be subject to the following:

Stewards shall have the right to serve as a representative for EMPLOYEES in grievance matters in accordance with the grievance and disciplinary provisions of this MEMORANDUM.

Before performing grievance and disciplinary appeal work, the steward will obtain the permission of his/her designated supervisor and shall report back to his/her designated supervisor when the grievance or disciplinary work is completed.

Where immediate approval is not granted, the said supervisor shall inform the steward of the reasons for the denial and establish an alternate time when the steward can expect to be released from his/her work assignment. After receiving approval of his/her designated supervisor, a steward shall be allowed reasonable time off during working hours, to investigate and present such grievances and appeals.

3.5.9 SPACE. The AGENCY shall furnish space (areas) for the purpose of holding UNION meetings during normal work times. The UNION shall provide timely advance notice (24 hours) of such meetings. The UNION also agrees to pay any

documented additional costs of damage and cleanup. If the meeting extends beyond normal working hours, then the UNION will pay any additional documented costs of security and supervision and shall comply with CAPMC regulations for assignment and use of such facilities.

- 3.5.10 BULLETIN BOARD. Reasonable space will be made available to the UNION at each Head Start Facility to place a UNION purchased bulletin board. Each location will be mutually agreed upon by the AGENCY and the UNION. The UNION is responsible for maintaining all such boards and will hold the AGENCY harmless for any material posted on UNION property. Such use will continue so long as the material is not prohibited by legislation. Notices so posted will have the UNION logo and be initialed by an official signature.
- 3.5.11 UNION AND STEWARD ACCESSIBILITY. Representatives of the UNION shall have reasonable access to EMPLOYEES, during their scheduled work, rest periods, or lunch, provided such access does not interfere with AGENCY business or hinder the adult/child ratio as per State of California Community Care Licensing Requirements.
- 3.5.12 UNION NOTIFICATION OF SITE VISIT. Authorized UNION representatives desiring such access shall inform the Human Resources Department and check in with the appropriate management representative, at which time the authorized UNION representative shall inform said management representative of the general purpose of the visit. If the time is not convenient, the management representative has the right to deny access and determine a time that would be appropriate for the UNION representative and staff members to meet.
- 3.5.13 UNION NOTIFICATION OF LIST OF REPRESENTATIVES. The UNION shall give to the Executive Director or designee, a written list of the names of all authorized UNION staff representatives.
- 3.5.14 DISTRIBUTION OF UNION MATERIAL. The UNION is authorized to distribute UNION materials to UNION members through the AGENCY'S internal distribution system with the following conditions:
- a) All information must be accurate.
  - b) All materials must contain the SEIU logo.
  - c) All materials must be provided in advance to the Human Resource Director for approval. Materials shall not be denied unreasonably. Such material shall be signed and dated identifying the UNION staff person responsible for the material.
- 3.5.15 SOLICITATION OF UNION MEMBERSHIP. Solicitation for membership shall not be conducted during work time.
- 3.5.16 UNION ACCESSIBILITY TO EMPLOYEES PRESENTING GRIEVANCES. Representatives of the UNION shall have access to any EMPLOYEE or EMPLOYEES presenting a grievance, and EMPLOYEES have the right to have a UNION representative or steward represent him or her at all stages of the grievance process. A representative or steward of the UNION must be present upon request during interviewing of an EMPLOYEE which may lead to disciplinary action against said EMPLOYEE. This Section shall not infringe on any management rights set forth in Section 03.04.00 – 03.04.04.
- 3.5.17 TIMELINE DURING INVESTIGATION PROCEDURE. The AGENCY shall not be required to postpone the interview because the specific UNION representative the EMPLOYEE requests is unavailable if another UNION

representative is available at the time the interview is scheduled. The unavailability of a UNION representative shall not cause the investigation interview to be delayed by more than three (3) workdays.

3.5.18 NUMBER OF STEWARDS. The number of stewards shall be a reasonable amount sufficient to meet the needs of the number of bargaining unit members and taking into consideration the number of programs and number of isolated facilities. The following stewards shall be authorized:

<u>Geographic Area</u>	<u>Number of Stewards</u>
Chowchilla Head Start	1
Fairmead Head Start	1
Verdell McKelvey Head Start	1
Eastside Head Start	1
Pomona Head Start	1
Ruth Gonzales Head Start	1
Valley West Head Start	1
Oakhurst Head Start	1
Office Data Staff/Maintenance	1
Cottonwood Head Start	1
Eastin Arcola Head Start	1
Sierra Vista Head Start	2
Los Niños Head Start	1
Mis Angelitos Head Start	2
Early Head Start (Homebase) (Effective 6/1/15)	1

3.5.19 STEWARD REPRESENTATION. Changes in site location, name, or the opening/closure of sites will not preclude the representation by a UNION steward.

3.5.20 UNION RELEASE TIME. The Head Start Director may allow stewards, executive board members and officers of the Union the necessary time off to attend union meetings, conferences and trainings as business permits with at least ten working days advance notification.

3.6.0 EMPLOYEE RIGHTS.

3.6.1 EMPLOYEE PROTECTION CLAUSE. The AGENCY shall not discharge, or threaten to discharge, or in any manner discriminate against any EMPLOYEE for taking any of the following actions:

- a) Making an oral or written complaint against the AGENCY to the California Department of Social Services or any other agency having statutory responsibility for enforcement of the law, or to the AGENCY or representative of the AGENCY for the violation of any licensing law or other laws (including but not limited to laws relating to child abuse, staff-child ratios, etc.).
- b) Instituting or causing to be instituted any proceeding against the AGENCY regarding the violation of any licensing law, other laws, or this MEMORANDUM.
- c) Is or will be, a witness or testifier in a proceeding regarding the violation of any licensing law or other law.
- d) Refusing to perform work that is in violation of any state or federal law or regulation after notifying the AGENCY of the violation.

3.6.2 DISCLOSURE OF RELIGIOUS OR POLITICAL AFFILIATIONS. No question in any text, application form, other personnel proceeding, or of any Appointing Authority shall be so framed as to attempt to elicit information concerning political or religious opinions or affiliations of an applicant or EMPLOYEE. No appointment to or removal from a position in the competitive service shall be

affected or influenced in any manner by any political or religious opinion or affiliation.

04.00.00 TYPES OF EMPLOYEES.

4.1.0 TYPES OF EMPLOYEES. AGENCY recognizes four types of staff positions: probationary, regular (full-time/part-time), contract, and substitute. Staff may be employed in these positions on a full-time or part-time basis. Employees may be eligible for benefits as prescribed under Healthy Workplaces/Healthy Family Act of 2014 and Affordable Care Act.

4.1.1 PROBATIONARY EMPLOYEE. A probationary employee is one who is considered "at will" and who has no expectation of continued employment for a set period during which employee is fully qualified for regular status. "An initial probationary period is 90 calendar days (inclusive of working and non-working periods.). A promotion/lateral transfer/demotions probationary period is 90 calendar days for employees who have completed the initial probationary period. During which time the supervisor or designee shall observe and appraise the conduct, performance, attitude, adaptability, and job knowledge of each employee and determine whether the employee is fully qualified for regular status. A probationary employee shall accumulate sick leave, vacation leave, medical/dental/vision/life insurance, retirement benefits (when applicable) and paid holidays. Sick leave, vacation leave, and paid holidays shall be based on a prorated basis: full-time is based on a 40 budgeted hour workweek. Therefore, a 30 budgeted hour employee would be prorated at 75%, while a 20 budgeted hour employee would be prorated at 50%.

If an EMPLOYEE's performance is substandard or unsatisfactory, the AGENCY may extend or re-enact an EMPLOYEE'S probationary period. The probationary period shall be extended by a minimum of 90 calendar days, at which time the Program Manager shall notify the Executive Director of a further recommended action. The EMPLOYEE's merit date will be adjusted accordingly. This probationary period may be extended at the discretion of the AGENCY, but should at no time exceed one year for any one event or episode. The EMPLOYEE's performance will be closely monitored during any probationary period, and if performance proves sufficient, regular status may be granted. If during any probationary period, the EMPLOYEE proves to be deficient in performance, the EMPLOYEE may be rejected as set forth herein.

4.1.2 REGULAR EMPLOYEE. A regular EMPLOYEE (full-time) is one who regularly works a minimum of thirty (30) budgeted hours per week on a continuing basis during the program year. Regular full-time EMPLOYEES shall accumulate sick leave, vacation leave, medical/dental/vision/life insurance, retirement benefits (when applicable) and paid holidays. As noted above, sick leave, vacation leave, and paid holidays are based on a prorated basis: full-time is based on a forty (40) budgeted hour workweek. Therefore, a thirty (30) budgeted hour EMPLOYEE would be prorated at 75%, a twenty (20) budgeted hour EMPLOYEE would be prorated at 50%.

4.1.3 REGULAR PART-TIME EMPLOYEE. A regular part-time EMPLOYEE is one who regularly works less than thirty (30) budgeted hours per week on a continuing basis during the program year. Regular part-time EMPLOYEES will be eligible for, on a prorated basis, sick leave, vacation leave, and paid holidays. Retirement benefits will be earned if the individual meets the minimum participation level and coverage requirement as set forth by plan documents and applicable federal laws and regulations. Regular part-time EMPLOYEES are not eligible for medical/dental/vision/life insurance unless they meet the thirty-hour per week threshold requirement prescribed by the plan documents and

state and federal law and regulation.

**CONTRACT EMPLOYEE.** The AGENCY has determined that certain types of services might be best provided to the AGENCY through the use of Contract Employees. Such services are not normally within the scope of employment of regular AGENCY employees and include, but are not necessarily limited to, services such as janitorial, repair, plumbing, construction, technical (computer or telecommunication), certain consulting services, etc. The AGENCY, through the Executive Director and/or the Board of Directors, determines what services may be contracted for under this provision without compliance with Policies 301 and 305 of these Policies and Procedures. Contract Employees are hired pursuant to written agreements that memorialize the essential terms and conditions of the contracted employment. Employees who are hired under a contract to perform a specific service(s) are generally not subject to or eligible for any of the benefits or appeal rights described in the CAPMC Personnel Policies and Procedures unless otherwise specified in the contract.

- 4.1.4 **SUBSTITUTE EMPLOYEE.** Substitutes are those who accept to work for a long term or short term period. Internal Substitutes may be eligible for benefits depending on their status and current benefits.
- A. Head Start must use Internal Substitutes appointments only.
  - B. Substitutes are created for a specific time-limited duration because of peak workload or unusual conditions. Substitute appointment must meet the minimum qualifications set forth in the AGENCY's job classification.
  - C. In the absence of an appropriate eligibility list, a substitute may be made by the Program Manager or Executive Director if an individual meets the minimum qualification for the vacant budgeted position being filled. An eligibility list shall be established within three calendar months for any regular position and recruitment must begin immediately.
  - D. When an employee fills in for another employee for a leave of absence i.e., disability leave, family leave, work injury leave, or any other situation due to a foreseeable event.

- 4.1.5 **SUBSTITUTES.** Substitutes are employees who hold status within the AGENCY and have been requested and have accepted to fill a substitute position.

When an employee fills in for another employee for long-term absence, he/she shall be eligible for benefits as prescribed in Policy 601.00.00, Employee Benefits. Benefits will remain continuous if the employee has been laid off and returns to work in the same month. If the employee returns from layoff to fill a long-term substitute appointment after the first of the following month, benefits will begin on the first of the next month. (For example: an employee is laid off on July 10 and returns to fill a long-term substitute appointment on August 5, benefits will begin on September 1)

An employee working as a short-term internal substitute shall be eligible to accumulate sick leave and vacation leave and earn paid holiday. Short-term Substitutes are generally not entitled to medical/dental/vision/life insurance benefits.

Exception: An active employee who is appointed to a short-term internal substitute position without a break in status (ex: layoff) shall be permitted to continue any current benefits.

- 4.1.6 SHORT-TERM SUBSTITUTE EMPLOYEE. Short-term substitutes shall be those employees who work during a short-term period not to exceed 30 calendar days, except as referenced in AGENCY Policy 504.05.
- 4.1.7 LONG-TERM SUBSTITUTE EMPLOYEE. Long-term substitutes shall be those employees who work during a long-term period in excess of 30 calendar days. A long-term substitute appointment do not exceed 6 calendar months except when a disability leave, family leave, work injury leave, or any other situation where an employee may be absent due to a foreseeable event. A long-term substitute appointment is terminated when the employee returns to his/her job or when the employee's relationship has been severed with the AGENCY.
- 4.1.8 EXEMPT EMPLOYEES. Exempt employees are paid a fixed salary intended to cover all the compensation to which they are entitled. Because they are exempt, such employees are not entitled to additional compensation for extra hours of work or time off in lieu of additional compensation. (In some instances at the discretion of the AGENCY, exempt employees may be entitled to additional compensation for additional duties; see AGENCY Policy 702.00.00, Additional Duties Compensation for further information.) The Human Resources Director will periodically test exempt positions to determine if they still meet the exempt status criteria.
- 4.1.9 NON-EXEMPT EMPLOYEES. All employees who are considered non-exempt hourly employees under federal and California laws and regulations are entitled to overtime paid in accordance with state and federal law, meal periods, rest periods, etc. as set forth below and Policy 701.00.00 the AGENCY's Personnel Policies and Procedures. All overtime must have prior approval except in the case of emergency or other circumstances where it would be impossible to predict the need for overtime..

All non-exempt hourly employees will be paid overtime at the rate of time and one-half (1.5) times their regular rate of pay for all hours worked in excess of eight (8) hours in one day or forty (40) hours in one week, or for the first eight (8) hours on the seventh consecutive day of work in the same workweek. Non-exempt employees will be paid double-time for hours worked in excess of twelve (12) in any workday, 60 hours in a workweek, and in excess of eight (8) on the seventh consecutive day of work in the same workweek.

There are no provisions for compensatory time off and state law does not allow the payment of compensatory time off in lieu of payment of overtime for non-exempt employees.

Non-exempt employees cannot waive their rights to overtime pay. Employees who believe that they have not been paid properly for all overtime hours worked should bring their concerns immediately to the attention of their supervisor or the Human Resources Office.

Employees who work unauthorized overtime will still be paid for all work as required by state and federal law. While an employee will be compensated for all overtime worked, in the event an employee works overtime without prior approval without justification, the employee may be subject to progressive discipline up to and including the possibility of involuntary termination

- 05.00.00 FILLING VACANCIES, RECRUITMENT, AND SELECTION.
- 5.1.0 METHOD OF FILLING VACANCIES.
- 5.1.1 VACANCY. A vacancy is defined as an open position that the AGENCY wishes to fill (see definitions in the AGENCY'S Personnel Policies and Procedures). The decision to hire and promote shall be determined by the AGENCY.
- 5.1.2 TYPE OF APPOINTMENT. All vacancies for HEAD START employees in the AGENCY shall be filled from layoff list, recruitment, promotion, and/or eligibility list by the Human Resource Director. In the absence of persons eligible for appointment in this way, appointments may be permitted in accordance with these rules. All appointments are considered tentative pending verification of fingerprints, immunization requirements, child mandated reporting and a TB test or chest x-ray and other requirements set forth in the AGENCY'S Personnel Policies and Procedures within ten (10) calendar days of appointment.
- 5.1.3 PERSONNEL REQUISITION. Whenever a position is to be filled, the hiring manager shall complete a Personnel Requisition for approval by the Head Start Director then forwarded to the Human Resource Director. The requisition will state the duties, salary, work schedule, and location of the position. The Human Resource Director shall indicate whether it is preferable to fill the vacancy by recruitment from a promotional or eligibility list.
- 5.1.4 NOTICE OF VACANCIES. Notices of vacancies, examinations, and other notices affecting the selection of assignments shall be posted at all work locations. EMPLOYEES who are on layoff or on leaves of absence may inquire at the Human Resources Office for notices of current vacancies.
- 5.1.5 ORDER OF CERTIFICATION. Names of persons who are eligible to accept employment shall be certified in the following order:
- a) Persons who have requested a transfer;
  - b) Persons laid-off or demoted because of lack of work or lack of funds.
  - c) Promotional Eligibility List or Open-Competitive.
- 5.1.6 TRANSFER REQUESTS. Upon posting of a vacancy, an EMPLOYEE may request a transfer to the vacant position from Human Resources. The EMPLOYEE is eligible to be considered for transfer if he/she is a regular EMPLOYEE in the same classification and in the same program.
- Transfer requests will not be unreasonably denied. All EMPLOYEES requesting a transfer will be interviewed by the direct supervisor and Head Start Director or designee. The interview process will be used to determine:
- a) If a transfer can occur with limited disruption to the program;
  - b) Which EMPLOYEE would best meet the program needs created by the vacancy. the AGENCY retains the right to deny transfers that are not in the best interest of the program.
- 5.1.7 HIRING/PROMOTIONS OF HEAD START EMPLOYEES.
- A. The Human Resource Office shall certify candidates to an oral interview panel. Oral interview panels will be as designated by the Head Start Director with the concurrence of the Executive Director consistent with the provisions of the Head Start Act, Head Start Performance Standards and interview criteria established by the

AGENCY.

- B. Names of candidates receiving 70% or higher shall be deemed eligible for hire by the AGENCY. An eligibility list with fewer than three (3) candidates may be deemed inadequate until such time as more names can be added to the list to bring it to three (3) or more.

5.1.8 METHOD OF APPOINTMENT.

- A. Eligible candidates ranking in the top three positions on the list who are ready and willing to accept the position shall be certified by the Human Resources Office for each vacancy. The Head Start Director may appoint any one of these candidates. The eligible candidates not selected shall remain on the eligibility list and will be certified for the next vacancy.
- B. The appointing authority is authorized to select a person or persons from the eligibility list or conduct another one-on-one interview to determine which candidate to hire. The Human Resource Director shall make a job offer to the candidate by letter within five (5) workdays following written notification of the appointing authority's recommendation. If the candidate fails to respond or declines the job offer, the Human Resource Director will notify the appointing authority and/or Head Start Director of such.
- C. If there is no eligibility list for the class in which a vacancy occurs, certification may be made from a list for a similar class if the duties and qualifications of the class for which the examination was given included substantially all of the duties of the position to be filled. (Example, Clerk/Typist II list to fill Clerk/Typist I position.)
- D. When fewer than three (3) eligible candidates are available for certification, the Human Resource Director may request that a new examination be given and add those names to the existing list.

5.1.9 TRANSFER NOTIFICATIONS. The UNION shall be provided a copy of all transfers.

05.02.00 ANNOUNCEMENTS. The Human Resource Director shall publicize examinations by appropriate means, inclusive but not limited to newspapers, Internet, distribution to centers, newsletter, posting on bulletin boards of announcements which state the class, title, salary, nature of the work to be performed, required training and experience, when and where to file applications, and other pertinent information. All examinations must be announced at least fifteen (15) workdays prior to the last date for filing applications.

5.3.0 IN-HOUSE RECRUITMENTS – PROMOTIONAL OPPORTUNITY.

5.3.1 PURPOSE OF IN-HOUSE RECRUITMENT. The purpose of in-house recruitment is to give individuals with "agency standing" the opportunity to apply and interview for vacancies prior to a public announcement of a position opening. However, in-house recruitment does not guarantee selection of an in-house applicant.

5.3.2 IN-HOUSE RECRUITMENT. The AGENCY shall conduct in-house recruitments for all vacancies for at least ten (10) workdays at all work sites. The notice shall include the following information: classification; any education, experience, licenses, or certifications required by State or Federal regulations or collaborative agency agreements; work site; program; capacity of facility

license; scheduled hours; weeks per year; classroom (if applicable); and language required (if any).

5.3.3 METHODOLOGY OF IN-HOUSE RECRUITMENT.

- A. Advertisement will consist of posting the announcement at all CAPMC facilities for at least ten (10) workdays.
- B. Any person who has "standing" with the AGENCY will be eligible to apply. Standing shall be defined as:
  - 1. Any individual who has regular status with the AGENCY;
  - 2. Any individual who has extra help, substitute, or volunteer status with the AGENCY.
- C. A minimum of three (3) qualified in-house candidates must apply before the advertised deadline in order for recruitment to remain in-house, otherwise recruitment will be open to the public.
- D. In-house screening, interviewing, and selection will follow the same procedures/rules as open recruitment.
- E. In-house candidates must pass with 70% or better on the examination.

5.4.0 APPLICATIONS AND APPLICANTS

5.4.1 APPLICATIONS. Applications shall be made on official AGENCY application forms. Information required on application forms will be in compliance with established State and Federal laws and regulations. All required documents identified in the position announcement must be submitted. Applicants must sign and date the application.

5.4.2 INCOMPLETE OR DEFECTIVE APPLICATIONS. Any application deemed incomplete and/or defective will be disqualified unless a good excuse is shown for the incomplete or defective application, which shall be determined as the sole discretion of the AGENCY. It may be amended at the office of the Human Resource Director by the applicant prior to the date of the written/oral examination with the consent of the Human Resource Director.

5.4.3 ONE OR MORE APPLICATIONS. Applicants applying for one or more positions must complete and file an application for each vacancy.

5.4.4 CONFIDENTIALITY. All applications and examination papers are confidential records of the Human Resources Office and under no circumstances will they be returned to the applicants.

5.4.5 MINIMUM QUALIFICATIONS. The statements of training and experience under minimum qualifications on the position announcements are to be interpreted as standards. A reasonably equivalent combination of training and experience may be accepted by the Human Resource Director.

5.4.6 VERIFICATION OF INFORMATION. Information given in an application will be verified by the Human Resources Office. Applicants applying for positions requiring special qualifications may be required by the Human Resources Office to provide documentation or verification of a satisfactory degree of education, training, experience, or licensing.

5.4.7 NOTICE OF REJECTION. Whenever an application is rejected, written notice

shall be given to the applicant stating the reason for the rejection.

5.4.8 APPEAL OF DISQUALIFICATION. Any applicant who has been disqualified under the provisions of this section shall have the right of appeal within five (5) working days after receiving notice of such rejection. Appeals shall be in writing and addressed to the Board of Directors and shall state briefly the basis upon which the appeal is made. The Board of Directors' Personnel Committee will provide a written final response to the disqualified applicant within fifteen (15) calendar days of the receipt of the appeal.

5.4.9 FINGERPRINTING. Applicants will be fingerprinted prior to employment. In accordance with federal and state regulations, the AGENCY requires a California clearance from the Department of Justice (DOJ), per California Code of Regulations Section 22 C.C.R. §101170 prior to placement of a new REGULAR EMPLOYEE at a worksite. All individuals working in a licensed child care facility must obtain a California clearance. Criminal record exemptions are not accepted.

Exception: The only exception to this provision went into effect in 2006 which provides that a current EMPLOYEE at that time possessing a criminal record exemption may be allowed to remain at the worksite, with the type of exemption will be posted at the worksite. That exception is subject to review on a case-by-case basis and subject to full and complete compliance with state and federal law and regulation..

If the AGENCY receives notice from Community Care Licensing that an EMPLOYEE's clearance has been revoked, the EMPLOYEE will be immediately removed from the worksite (per 22 C.C.R. §101170.1) and placed on unpaid administrative leave up to, as applicable the earlier of 60 days, or a timeline established by Community Care Licensing, to provide the EMPLOYEE the opportunity to obtain a full criminal record clearance from Community Care Licensing. It is the EMPLOYEE's responsibility to obtain a full criminal record clearance. If after the expiration of the timeline set forth above, EMPLOYEE has not received a full clearance or acceptable exemption, the employee will lose his/her right to retain the position and will not have any bumping rights.

DECLARATION. All Head Start employees, volunteers, consultants and contractors are subject to periodic background verification and are required to periodically sign the Declaration of an Arrest, Pending Criminal Charge or Conviction. This process will typically occur during the recall process or other designated annual update period. The AGENCY will assess the relevance of an arrest, a pending criminal charge or conviction. The Human Resources Office will work with Community Care Licensing as needed to obtain background clearances. Per Head Start Performance Standards (1302.90(b)(5), Head Start agencies are required to conduct the background verification and clearance set forth herein and in Section 307.00.00 of the AGENCY'S PPP. every five years for all Head Start employees, consultants, or contractors. Costs for such verification and clearance are borne by the AGENCY. . In addition, CAPMC reserves the right to continue to periodically conduct such background verification and clearance whenever CAPMC reasonably believes, in its discretion, that such verification/clearance is warranted for a current employee.

DUTY TO DISCLOSE. All HEAD START employees (consistent with Head Start Performance Standards, along with all volunteers, consultants and contractors and any others involved with Agency programs) have a duty to inform CAPMC of any circumstances, arrests or other actions that occur that could make the individuals ineligible or unsuitable for participation in Agency programs. This includes, without limitation, any arrests, citations, lawsuits, investigations or

official government proceedings that might cause the individual to be:

- Listed as a registered sex offender on any public sex offender or child abuse registries including, without limitation, the Dru Sjodin National Sex Offender Public Website;
- Charged with or convicted under any federal, state, local or triable law or statute—whether as a felony or misdemeanor—of any of the following crimes (or, any substantially equivalent criminal offense, regardless of the specific words by which it may be identified in the applicable statute): (a) sexual or physical abuse, neglect, or endangerment of an individual under the age of 18 at the time of the offense; (b) rape/sexual assault, including conspiracy to commit rape/sexual assault; (c) sexual exploitation including, without limitation, laws or states in any way related to child pornography or sex trafficking; (d) kidnapping; or (e) voyeurism.

- 5.4.10 PHYSICAL FITNESS. An applicant may be required to submit a CAPMC Health Screening Form from a licensed physician that the applicant meets established physical standards and can fulfill the essential functions of the position for which the applicant applied with or without reasonable accommodation, or the applicant may be referred to a special medical examiner. If the applicant is required to submit a physician's statement concerning his/her health, the AGENCY will assume the financial responsibility for costs incurred by the applicant up to a maximum of thirty-five dollars (\$35.00).
- 06.00.00 PROBATIONARY PERIOD
- 06.01.00 OBJECTIVE OF PROBATIONARY PERIOD. The probationary period shall be regarded as a part of the testing process and shall be utilized for closely observing the EMPLOYEES' work for securing the most effective adjustment of new EMPLOYEES to their position, and for releasing probationers whose performance does not meet the required standards of work.
- 06.02.00 APPOINTMENTS SUBJECT TO PROBATIONARY PERIOD. All appointments from an open eligibility list to a position shall be for a probationary period of 90 calendar days during which time the supervisor or designee shall observe and appraise the conduct, performance, attitude, adaptability, and job knowledge of each EMPLOYEE and determine whether the EMPLOYEE is fully qualified for regular status.
- 06.03.00 PROMOTIONAL APPOINTMENTS SUBJECT TO PROBATIONARY PERIOD. All promotional appointments from promotional eligibility lists to a position shall be for a probationary period of 90 calendar days during which time the supervisor or designee shall observe and appraise the conduct, performance, attitude, adaptability, and job knowledge of each EMPLOYEE and determine whether the EMPLOYEE is fully qualified for regular status.
- 06.04.00 REPORT ON PROBATIONERS. The Head Start Director or designee shall file with the Human Resources Office EMPLOYEE performance appraisals on probationers as required by the Human Resources Director. If the service of the probationary employees has been satisfactory, the Head Start Director shall recommend retention. If release is not recommended before the end of the probationary period, the probationer shall be considered to have acquired regular status.
- 06.05.00 REJECTION OF PROBATIONARY EMPLOYEE. During the probationary period, an EMPLOYEE may be rejected at any time by the Head Start Director

(upon consultation with the Human Resources Director and Executive Director) without cause and without the right of appeal. Notification in writing shall be served to the probationary EMPLOYEE and a copy filed with the Human Resources Director.

- 06.06.00 REJECTION FOLLOWING PROMOTION. Any EMPLOYEE rejected during the probationary period following a promotional appointment in the classified service, at the discretion of the AGENCY, may be reappointed to his/her prior position or terminated. If his/her prior position is filled, then he/she will be placed on a lay-off status for one (1) year, with the EMPLOYEE's option of being recalled to his/her prior classification, if vacant, and in seniority order.
- 07.00.00 HOURS OF WORK, EXTRA-TIME, OVERTIME, and WORKING OUT-OF- CLASSIFICATION.
- 7.1.0 HOURS OF WORK.
- 7.1.1 WORK WEEK. The work week shall begin on Sunday and end on Saturday and shall consist of five (5) consecutive work days.
- 7.1.2 REGULAR WORK HOURS. Working hours for EMPLOYEES in all classifications defined in Policy 01.13.00 shall be regular and consecutive, except for meal periods. Working hours for Head Start EMPLOYEES shall be regular and consecutive. On occasion, hours may be changed to meet family and program needs.
- 7.1.3 WORK SCHEDULE/CHANGES IN SCHEDULE. Employees shall be provided with a work schedule at the time of hire and thereafter as the schedule may change based on the needs of the AGENCY. The AGENCY shall use reasonable efforts to provide any changes in said schedule at least forty-eight (48) hours in advance, but reserves the right in its sole and absolute discretion to make changes at any time in scheduling (including scheduled hours of work and location) to meet required staffing ratios as well as the needs of the AGENCY and the children it serves.
- 7.1.4 CLASSROOM PREPARATION. Time spent preparing a classroom, curricula, and related materials shall be part of an EMPLOYEE's regular scheduled workday.
- 7.1.5 WORK ASSIGNMENT. EMPLOYEES shall be provided with a work assignment location at the time of hire and thereafter as the schedule may change based on the needs of the AGENCY. The AGENCY shall use reasonable efforts to provide any changes in work assignment location at least forty-eight (48) hours in advance, but reserves the right in its sole and absolute discretion to make changes in work schedule location at any time to meet required staffing ratios as well as the needs of the AGENCY and the children it serves.
- 7.2.0 EXTRA-TIME/OVERTIME
- 7.2.1 OVERTIME COMPENSATION. All EMPLOYEES who are considered non-exempt hourly employees under federal and California laws and regulations are entitled to overtime paid in accordance with state and federal law, meal periods, rest periods, etc. as set forth herein and Policy 701.00.00 the AGENCY's Personnel Policies and Procedures. All overtime must have prior approval except in the case of emergency or other circumstances where it would be impossible to predict the need for overtime..

All non-exempt hourly employees will be paid overtime at the rate of time and one-half (1.5) times their regular rate of pay for all hours worked in excess of

eight (8) hours in one day or forty (40) hours in one week, or for the first eight (8) hours on the seventh consecutive day of work in the same workweek. Non-exempt employees will be paid double-time for hours worked in excess of twelve (12) in any workday, 60 hours in a workweek, and in excess of eight (8) on the seventh consecutive day of work in the same workweek.

There are no provisions for compensatory time off and state law does not allow the payment of compensatory time off in lieu of payment of overtime for non-exempt employees.

Non-exempt employees cannot waive their rights to overtime pay. Employees who believe that they have not been paid properly for all overtime hours worked should bring their concerns immediately to the attention of their supervisor or the Human Resources Office.

Employees who work unauthorized overtime will still be paid for all work as required by state and federal law. While an employee will be compensated for all overtime worked, in the event an employee works overtime without prior approval without justification, the employee may be subject to progressive discipline up to and including the possibility of involuntary termination.

- 7.2.2 EXTRA-TIME DEFINED. Extra-time is defined as additional time provided to a part-time assignment (less than eight (8) hours per day) up to the time that may qualify that EMPLOYEE for overtime (over eight (8) hours in any one day).
- 7.2.3 EXTRA TIME/OVERTIME NOTIFICATION. When the AGENCY knows in advance that extra-time/overtime work will be required, it will give notice as soon as possible to the affected EMPLOYEES. Extra-time/overtime that can reasonably be met in another way shall not be mandatory, unless required by program needs.
- 7.2.4 EXTRA-TIME/OVERTIME LIMITS. The AGENCY shall neither expect nor require excessive or chronic extra-time/overtime (generally not to exceed two-fifths (2/5) of the normal scheduled days of work per workweek) of an EMPLOYEE.
- 7.2.5 EXTRA-TIME/OVERTIME ON SENIORITY BASIS. When practical, extra-time/overtime shall be offered on a rotational basis to the most senior EMPLOYEE in that classification and site. If there are no volunteers, it will be assigned on a least senior rotation basis.
- 7.2.6 STAFFING. It is the responsibility of the Center Director to ensure that appropriate staffing is maintained for any child who is not picked up timely from the center.
- 7.3.0 WORKING OUT OF CLASSIFICATION
- 7.3.1 DEFINITION. Out-of-Classification work shall be defined as performing the significant duties or major responsibilities of a position in a different classification. It has been determined that an EMPLOYEE working out-of-classification in excess of two (2) consecutive workdays is assuming significant duties and responsibilities of the position, therefore, the EMPLOYEE will be compensated the salary rate of the higher position.
- A. When these duties are those of a higher-level position, the EMPLOYEE shall be entitled to a salary rate increase of 5% commencing the first working day. Upon working in excess of two (2) consecutive workdays in the position, the EMPLOYEE shall be paid the salary/range of the higher position at a minimum of 5+% over his/her current pay until the

assignment is completed.

- B. When these duties are those of a lesser position in lieu of the EMPLOYEE's regular duties, there shall be no change in pay.
- C. The AGENCY will make every effort to ensure that such out-of-classification work does not exceed ten (10) consecutive working days.
- D. Employee who takes either sick or vacation during the Out-of-Classification work shall be paid at their regular rate of pay.

7.3.2 SICK LEAVE/HOLIDAY PAY WHILE WORKING OUT-OF-CLASSIFICATION. If an EMPLOYEE is sick or a holiday falls within the period working out-of-classification, the EMPLOYEE will be compensated at the current salary level. (A holiday or sick leave cannot be at the beginning of an out-of-classification assignment.)

#### 7.3.3 PROCEDURE FOR OUT-OF-CLASSIFICATION

- A. Each EMPLOYEE working out-of-classification must be qualified and possess any required certification or credentials for the position; although, Head Start EMPLOYEES may qualify for the out-of-classification if they meet the minimum standards set forth by the licensing matrix only.
- B. Each EMPLOYEE working out-of-classification must be approved by his/her direct supervisor.
- C. A Substitution Out-of-Classification form must be completed in accordance with current procedures each time an EMPLOYEE works out-of-classification.
- D. The EMPLOYEE must indicate on his/her time sheet the hours worked out-of-classification.

7.3.4 PERSONAL TIME OFF. Federal and State law permits the AGENCY to provide time off for its EMPLOYEES under the following conditions:

- A. The EMPLOYEE has voluntarily requested personal time off, and has asked to make up the time without the payment of overtime.
- B. This make-up time is taken in the same work week where the personal time off is taken.

#### 7.4.0 SHOW-UP PAY.

7.4.1 SHOW-UP PAY DEFINED. If an EMPLOYEE reports to work on a regular scheduled work day, but is not put to work, or is furnished with less than one-half (1/2) of his/her work shift, he/she will be paid one-half (1/2) of his/her regular scheduled workday (upto four hours). Show-up time is not counted as hours worked for overtime purposes.

If an EMPLOYEE is called into work on a scheduled day off or at a time which is not regularly scheduled, such as answering an alarm call, for an unspecified number of hours, the EMPLOYEE will be paid no less than two (2) hours at his/her regular rate of pay.

7.4.2 EXCEPTION TO SHOW-UP PAY. The exception to the rules regarding minimum payment is when the AGENCY is unable to provide work due to 1)

the recommendation of government authorities; 2) interruption of work caused by an act of God; 3) when the EMPLOYEE reports to work unfit, i.e., incapable of working due to illness, injury, intoxication, etc.; or 4) timely notification to not report to work is provided at least one hour prior to scheduled start time.

7.5.0 REST PERIODS AND MEAL PERIODS

7.5.1 REST PERIODS. Rest periods (breaks) are required for every four hours worked, or major fraction thereof (generally considered over three hours). Breaks are fifteen (15) uninterrupted minutes in length normally scheduled to be approximately in the middle of every four continuous hours worked (or major fraction thereof) on a given workday. It is the responsibility of you and your supervisor to ensure that you take your breaks. **Employees must take their breaks!**

Hours on the Clock	Rest Breaks
0 – 3:29 hours	0
3:30 – 6 hours	1
6:01 – 10 hours	2
10:01 – 14 hours	3

For those employees working over 6 hours and above (up to 10 hours) this will generally mean that the employee will have two rest periods during an eight hour day, one in the morning between the start of the work shift and lunch, and one in the afternoon after lunch and before the end of the workday.

- **Employee's Own Time.** Breaks are the employee's time and cannot be interrupted or controlled in any way by the AGENCY. Employees are not "on call" or asked to be available by phone or text during their break.
- **Cannot Limit Employee to Break Room.** Employees are not required to take breaks in a break room.
- **Can't restrict employee to Work Site.** Employees are free to leave the AGENCY work site and work premises during rest periods.
- **Cannot Limit Toilet Breaks to Breaks.** Employees are entitled to use the bathroom outside of normal breaks and cannot be limited to breaks nor can the employer require a toilet break to count as the employee's break.
- **Transit and Rest Period Preparation.** Transit to and from the employee's work station or area to a break area does not count as part of the ten uninterrupted minutes, so employees will be provided with a reasonable amount of time immediately before and after the rest period to travel between work station and designated rest area(s). Employees will be provided with sufficient time to perform any necessary conclusory and/or preparatory activities with respect to the rest periods. Employees must be on-the-clock while performing any and all conclusory and/or preparatory activities before and/or after the rest periods.

### **Scheduling Breaks**

- Supervisors are to schedule breaks and enforce the schedule.
- If an employee is overlooked for a break, they should speak up immediately so that a break can be provided.
- What happens if a break is missed? Missed breaks will be documented and the employee is entitled to one hour of pay as a premium. **Note:** Premium pay is **not** counted as hours worked for any purpose, including overtime.

**Third Rest Period.** If an employee works over 10 hours but less than 14 hours, the employee will be entitled to a third rest period. As with other rest periods, it is the responsibility of you and your supervisor to ensure that you take this third rest period if you are required to work more than 10 hours. This third rest period is the employee's time and will not be interrupted or controlled in any way by the AGENCY. As with any other rest period, a third rest period is not required to be taken in a break room and employees are free to leave the AGENCY work premises during the rest period, but are reminded that they need to return and be ready to work at the conclusion of their rest period.

CAPMC will provide rest periods to EMPLOYEES desiring to express breast milk for their infant child. If possible, it should coincide with the EMPLOYEE's regularly compensated for their services. EMPLOYEES who elect to leave because of the lack of work will not be compensated.

#### 7.5.2

**UNPAID MEAL PERIOD.** Employee are entitled to a meal period to be least 30-60 uninterrupted minutes. Meal periods cannot be less than 30 minutes! Employees receive a 1/2 to 1-hour uninterrupted unpaid meal period, normally scheduled at or around noon when working a 6 to 8 hour standard workday. For workdays less than 5 hours a meal period is not provided.

Meal period schedules are also coordinated by supervisors to ensure consistent team support. Since the meal period is on the employee's time, all employees are free to leave the AGENCY work premises during the meal period and are not restricted in any way from doing so.

**Shift of 6 Hours or Less.** Employees who work a shift of 6 hours or less may agree to waive their meal period, but such waiver must be in writing on the AGENCY form, which is available from Human Resources.

**Timing is Everything.** Employees must begin their lunch before the end of the fifth hour of work. This means:

- Starting time 6 a.m. – Must Start Lunch by 10:59 a.m. (not 11 a.m.)
- Starting time 6:30 a.m. – Must Start Lunch by 11:29 a.m.
- Starting time 7 a.m. – Must Start Lunch by 11:59 a.m.
- Starting time 7:30 a.m. – Must Start Lunch by 12:29 p.m.
- Starting time 8 a.m. – Must Start Lunch by 12:59 p.m.

**Employees Cannot Waive Lunch.** Employees cannot decide to waive or work through lunch period. As the employer, the AGENCY must make its employees leave for lunch no later than the end of the fifth hour of work.

### **Employee Must Control Lunch Time**

- **Employee's Own Time.** Lunches are the employee's time and cannot be interrupted or controlled in any way by the AGENCY. Can't be "on call" or asked to be available by phone or text.
- **Not Limited to Break Room.** Employees are not required to take lunches in a break room.
- **Not Restricted to Worksite.** Employees are free to leave the AGENCY work premises during lunch periods.
- **Can't be less than 30 minutes.** Employees must take at least 30 minutes. There is no choice.
- **Transit and Meal Period Preparation.** Transit to and from the employee's work station or area to a break area does not count as part of the meal period, so employees will be provided with a reasonable amount of time immediately before and after the meal period to travel to their work station after the conclusion of the meal period. Employees will be provided with sufficient time to perform any necessary conclusory and/or preparatory activities with respect to the meal periods. Employees must be on-the-clock while performing any and all conclusory and/or preparatory activities before and/or after meal periods.

### **Scheduling Lunches**

- Supervisors are to schedule breaks and enforce the schedule.
- If an employee begins a meal period after the end of the fifth hour of work or does not take a lunch at all, then it will be documented and the employee is entitled to one hour of pay as a premium. **Note:** Premium pay is **not** counted as hours worked for any purpose, including overtime.

**Lunch Meetings – Not Without at least a 30 Minute Break Period First.** There are times when certain departments or work groups within the AGENCY want to schedule a "working" lunch (e.g., Quality Assurance). However, this can only be accomplished if all of the hourly employees have at least a 30 minute uninterrupted break prior to the meeting, or the meeting starts early enough so that employees can have a 30 minute lunch period after the meeting that starts before the end of the fifth hour of work.

**Employees Who Work 10 or More Hours Per Day.** The AGENCY does not schedule non-exempt employees to work 10 or more hours a day, so the likelihood of any non-exempt employee being required to work 10 or more hours day is extremely unlikely. However, should a non-exempt employee be required to work 10 or more hours during the workday, the following applies:

**Second Meal Period.** The employee must take a second meal period. This meal period must begin before the end of the tenth hour of work. Waiver Exception: An employee who works a shift of 10 or more hours in a workday but less than 12 hours may voluntarily waive their right to a second meal period so long as the first meal period was not also waived. The employee will be required to complete a voluntary written waiver of the second meal period, which will be kept in the employee's personnel file. This waiver does not apply if the employee works 12 or more hours. In that situation, a second meal period must be taken.

**Employees Who Work 6 Hours or Less Per Day.** An employee may voluntarily agree in writing to waive the employee's right to be provided with a meal period

when a work period of not more than six (6) hours will complete the day's work. A 6-Hour Waiver Form is available in the Human Resources Office and a signed copy will be kept in the employee's Personnel file.

**EMPLOYEES MUST TAKE THEIR MEAL PERIOD.** Employees are responsible for notifying their supervisor as soon as they become aware of any reason that could keep them from their meal period so that arrangements can be made to ensure the meal period is taken. All employees, both exempt and non-exempt, must take their meal period (or at least 30 minutes of their meal period) each day unless there is a valid and current written on-duty meal period agreement between the employee and the AGENCY.

**Exception:** Based on program needs and health and safety factors, an employee scheduled to work no more than six hours may request to waive his/her meal period; approval will be at the discretion of the program manager. The waiver should generally be documented in writing.

All EMPLOYEES must take their meal period (or at least 30 minutes of their meal period) each day unless there is a valid and current written on-duty meal period agreement between the EMPLOYEE and the AGENCY.

7.5.3 **ON-DUTY MEAL PERIOD.** Unless the employee is relieved of all duty during the thirty (30) minute meal period, the meal period shall be considered an "on duty" meal period and counted as time worked. An employee may only take an "on duty" meal period where the nature of his or her employment is such that the employee cannot be relieved of all duty during the meal period, and must be approved in advance by the immediate supervisor with concurrence from Human Resources. In such an instance, the employee must sign an on-duty meal period agreement.

7.5.4 **PREMIUM PAY.** Employees will be paid one extra hour of premium pay at their regular rate of pay for every day where a break is missed or a meal period is missed (regardless of the reasons for the missed meal or break). This is true even if the missed break or lunch is the employee's fault. While the employee could be disciplined for purposely missing a break or meal period for an improper reason or to get premium pay, the AGENCY must still pay for it. As noted above, Premium pay is **not** counted as hours worked for any purpose, including overtime.

The AGENCY provides a form entitled "Meal Period and Rest Period Premium Form" for employees to use to notify the AGENCY of any occasion when rest periods are not provided in accordance with this policy. Should the employee fail to complete the "Meal Period and Rest Period Premium Form," the employee's supervisor must complete the form, seek the employee's approval, and provide it to the Human Resources Office

7.5.5 **OFF-THE-CLOCK WORK PROHIBITED.** The AGENCY strictly prohibits non-exempt employees from working off-the-clock, including any preparatory and/or conclusory work at the beginning and end of work. Non-exempt employees may not perform any work off-the-clock, including when teleworking or checking emails and messages remotely. Non-exempt employees must accurately record all time worked. It is the employee's responsibility to clock in and clock out for every shift the employee works. Employees may not begin working until they have clocked in and may not do any work after they have clocked out. Working "off-the-clock" for any reason is a violation of the AGENCY policy.

All work must be performed while the non-exempt employee is clocked in, such as at the beginning of work, before beginning the employee's meal period(s), after ending the employee's meal period(s), and at the conclusion of work. Employees

must report any time that is worked off-the-clock to their supervisor or the Human Resources Office so the time can be recorded and paid.

08.00.00 SENIORITY

08.01.00 SENIORITY DEFINED. Seniority rules shall apply to all regular full-time and regular part-time EMPLOYEES. Regular full-time or regular part-time EMPLOYEES shall have preference over all non-regular EMPLOYEES (substitute, contract, and probationary EMPLOYEES).

08.02.00 SENIORITY (HIRE) DATE. AGENCY and UNION recognize that job opportunity and security increase in proportion to the length of service with the AGENCY. When an EMPLOYEE has completed the probationary period, the EMPLOYEE's seniority date shall revert to the EMPLOYEE's first day of paid regular service.

08.03.00 PRIMARY PROGRAM. All Head Start EMPLOYEES are required to designate a primary program - either Migrant/Seasonal Head Start or Regional/Early Head Start. Primary program is the program where the EMPLOYEE maintains seniority and was hired and designated to work the full program year. Each Head Start program will establish its own seniority list based on criteria listed below in Policy 08.07.00.

Migrant/Seasonal Head Start and Regional/Early Head Start EMPLOYEES are not allowed to bump into each other's program except those employees listed in 08.04.00.

Those EMPLOYEES who originally worked for the Migrant/Seasonal Head Start program and now have regular employment status with Regional/Early Head Start program, must select a primary program (Migrant/Seasonal Head Start or Regional/Early Head Start) in which they agree to work the full program year.

08.04.00 YEAR-ROUND EMPLOYEES. At any time, the AGENCY may develop a year-round program serving both Migrant/Seasonal and Regional/Early Head Start families. Any in-house EMPLOYEES selected to fill this program service component will maintain their seniority rights from their primary program prior to their year round assignment. If a reduction in workforce is required, the EMPLOYEE may invoke Section 09.04.00 of this MEMORANDUM.

08.05.00 SUBSTITUTE STATUS IN NON-PRIMARY PROGRAM. Occasionally, Regional/Early Head Start EMPLOYEES (primary program designated as Regional/Early Head Start) may work as substitute EMPLOYEES during the Migrant season, however, their status is substitute. Substitute EMPLOYEES do not have seniority rights under lay-off procedures. This rule also applies to Migrant/Seasonal Head Start EMPLOYEES who work within substitute status in Regional/Early Head Start.

Note: Those EMPLOYEES who hold regular status with either Regional/Early or Migrant/Seasonal program and are appointed to a position (Migrant or Regional/Early) in excess of thirty (30) calendar days will be entitled to all benefits related to the appointed position. All normal waiting periods will apply to health and welfare benefits.

8.6.0 COMPUTATION OF SENIORITY. Seniority shall be recognized in the following order:

A. Hire Date by CAPMC Head Start. In the event two or more EMPLOYEES have the same hire date by Head Start, seniority shall be determined by:

- B. Hire Date in Classification. If two or more EMPLOYEES have the same hire date in classification, seniority shall be determined by:
- C. Hire Date in AGENCY. If two or more EMPLOYEES have the same hire date in AGENCY, seniority shall be determined by:
- D. Performance. The EMPLOYEE with the highest rating score on the most recent evaluation shall have seniority. (Performance will not be used until the new evaluation system is in place.) If two or more EMPLOYEES have the same rating score, seniority shall be determined by:
- E. Social Security Number. The EMPLOYEE with the lowest last four digits of their social security number shall be deemed to have the higher seniority.

8.7.0 SENIORITY BREAK IN SERVICE. Except as otherwise specifically provided in this MEMORANDUM, there shall be no deduction from seniority for any lost time that does not constitute a break in continuous service. A break in continuous service shall occur in any of the following instances:

- A. Resignation;
- B. Termination;
- C. Permanent assignment to a position outside the bargaining unit;
- D. Layoff of more than one (1) year.

If an EMPLOYEE returns within twelve (12) months after a resignation, he/she shall receive his/her original seniority status prior to leaving the AGENCY; applicable to original date of hire only.

08.08.00 NOTIFICATION OF SENIORITY LISTS. The AGENCY shall provide the UNION and each Head Start site with an accurate and updated seniority list within sixty (60) calendar days of the ratification of this MEMORANDUM, and on an annual basis thereafter as of the first thirty (30) calendar days of the Regional/Migrant/Seasonal/Early Head Start program each year. For any EMPLOYEE hired into the bargaining unit after the annual notice period, the AGENCY shall provide the UNION and the EMPLOYEE with the EMPLOYEE's hire date. EMPLOYEES shall be placed on the seniority list in two units.

Unit A: Each EMPLOYEE shall be listed by name, job title, hours budgeted per week in class, date of hire in Head Start, and date of hire in AGENCY.

09.00.00 LAYOFF

9.1.0 LAYOFF DEFINED. Layoff is separation from a regular or probationary position or reduction in assigned hours, days, or work year due to lack of work or lack of funds, a decline in child enrollment, the inability of the AGENCY to allow employees to work due to circumstances beyond the AGENCY'S control such as (but not limited to) a governmentally-declared state of emergency, executive order issued by a local, state or federal authority, pandemic, war, etc., or child days of attendance falling below eighty-five percent (85%) of enrolled children.

- A. All classes/centers (Regional Head Start/Migrant/Seasonal/Early Head Start) must have eighty-five percent (85%) of the planned child enrollment prior to opening. If eighty-five percent (85%) enrollment is not obtained prior to the projected start date at a site/class, the staff

assigned to that site/class will be on layoff status until eighty-five percent (85%) enrollment is obtained.

- B. If attendance in any class fails to meet eighty-five percent (85%) by 10:30 a.m. on any given day, Migrant/Seasonal/Early Head Start staff in excess of the required minimum ratio for that class may be sent home. Staff within the classroom will be sent home by first soliciting volunteers, then on a least senior rotational basis. An exception to this requirement is if eighty-five percent (85%) attendance was obtained in that classroom earlier during the day.
- C. Where the attendance falls below eighty-five percent (85%) and a waiting list does not exist and/or attendance is not projected to increase for the remainder of the program year, staff for Migrant/Seasonal Head Start and Regional/Early Head Start will be placed on layoff status. No bumping rights are invoked if less than forty-five (45) calendar days remain in the program year. Except during a site-based layoff lasting more than three (3) weeks, regular EMPLOYEES may bump temporary, substitute, or probationary EMPLOYEES.
- D. The AGENCY will consider any layoff from a site as a program layoff, with all the rights which that includes, if the following conditions exist:
  - 1. The layoff is projected to exceed forty-five (45) calendar days, or
  - 2. The layoff exceeds more than forty-five (45) calendar days, and
  - 3. There are more than forty-five (45) calendar days remaining in the program year.
- E. If an EMPLOYEE is incorrectly sent home or placed on layoff status and realizes a loss in compensation, the AGENCY will provide that EMPLOYEE preference at future extra-time and/or overtime opportunities to offset any loss or when possible, have the affected EMPLOYEE exchange turns with the EMPLOYEE who incorrectly stayed.

## 9.2.0 LAYOFF PROCEDURE

9.2.1 ORDER OF LAYOFF. When a reduction in workforce is required, the order of layoff shall be as follows: (a) temporary, substitute EMPLOYEES; (b) probationary EMPLOYEES; (c) regular EMPLOYEES in the inverse order of their seniority.

NOTIFICATION OF LAYOFF. EMPLOYEES subject to layoff shall normally be given at least thirty (30) calendar days written notice prior to the effective date of layoff unless circumstances prevent the AGENCY from providing this amount of notice, then the AGENCY will provide as much notice as it can reasonably provide under the circumstances. In cases of unexpected funding loss, notification shall be issued as soon as the AGENCY becomes aware of such events. It is the responsibility of the EMPLOYEE to provide his/her address and phone number in writing to the Human Resources Office. If the EMPLOYEE moves, it is his/her responsibility to notify the Human Resources Office of his/her new address and phone number.

9.2.2 SITE-BASED LAYOFF. Site-based layoffs are directly related to this paragraph only and do not invoke bumping rights, except as described below. If a site is unable to meet the child enrollment, or if child days of attendance (CDA) falls below eighty-five percent (85%) of the class registration, the site EMPLOYEES

may be laid off until capacity is obtained or closed due to lack of enrollment. Regular EMPLOYEES affected by a site- based layoff lasting longer than three (3) weeks can only bump a substitute, temporary, or probationary EMPLOYEE. The affected EMPLOYEE shall be given written notice by the Human Resources Office or certified mail. Such notice shall include the following information:

- a) Effective date;
- b) Reason for layoff;
- c) Positions in the classification being eliminated;
- d) Options in lieu of layoff, if any; and
- e) Re-employment rights.

9.2.3 CLASSIFICATION-BASED LAYOFF. EMPLOYEES who have been employed in a specific classification affected by the layoff and employed the shortest amount of time in Head Start shall be laid-off first. EMPLOYEES affected by displacement due to seniority may exercise bumping rights in an equal or lower class. If possible, displaced EMPLOYEES shall receive not less than thirty (30) calendar days' prior notice by the Human Resources Office or certified mail. Such notice shall include the following information.

- a) Effective date;
- b) Reason for layoff;
- c) Positions in the classification being eliminated;
- d) Options in lieu of layoff, if any; and
- e) Re-employment rights.

9.2.4 UNION NOTIFICATION. The UNION shall receive concurrent notice of the layoff and shall be afforded an opportunity to meet with the AGENCY to discuss any proposed alternatives. A copy of the current seniority list shall also be provided and opportunity to meet to resolve any discrepancies contained on the list. Nothing contained herein shall be deemed to require the AGENCY to pay an EMPLOYEE except for services rendered. This provision does not apply to temporary, probationary, or substitute EMPLOYEES.

9.2.5 REDUCTION OF HOURS, DAYS, WORK YEAR. EMPLOYEES whose position is to be reduced in assigned hours, days, or work year shall be given the same rights as an EMPLOYEE whose position has been abolished.

9.2.6 RETRACTION OF LAYOFF NOTICE. Any layoff notice shall be rescinded by the Executive Director and the EMPLOYEE notified in writing when circumstances no longer warrant the action.

9.3.0 LAYOFF RE-EMPLOYMENT LIST. The names of regular EMPLOYEES laid-off or who accept a reduction in assigned time shall be placed on the layoff re-employment list for their classification for a period of twelve (12) months. The re-employment list for a class shall be used before any other employment lists for vacancies which occur in the classification.

REMOVAL FROM RE-EMPLOYMENT LIST. Failure to respond to a written notice sent by certified mail within ten (10) working days of receipt or failure to accept two (2) offers of re-employment within the same classification shall be cause for removal of name from the layoff re-employment list.

9.4.0 RIGHTS IN LIEU OF LAYOFF. Employees may elect the following options on the basis of their seniority:

9.4.1 TRANSFER OR DEMOTE. EMPLOYEES may transfer or demote to a vacant position in an equal or lower classification as described below:

- A. Unit A. The affected EMPLOYEE must meet the minimum qualifications specified in the job description and must have the necessary education, experience, and licenses or certificates required by state or federal regulations.
- B. Whenever EMPLOYEES are granted a voluntary demotion to a class having a lower salary range, their salary shall be that step in the new range which provides equal or, in absence thereof, the nearest lower salary to that which they received prior to the demotion. Whenever EMPLOYEES are transferred to a position with the same classification, the EMPLOYEES shall retain the same salary and the same anniversary date. Longevity pay is only applicable to years of service.

9.4.2 BUMPING RIGHTS. In the absence of a vacant position in the former classification, the EMPLOYEE may displace an employee (i.e., exercise "bumping rights") in an equal or the next lower classification in which they have seniority as described below.

- A. Unit A. The affected EMPLOYEE must meet the minimum qualifications specified in the job description and must have the necessary education, experience, and licenses or certificates required by state or federal regulations.
- B. Whenever EMPLOYEES are granted a voluntary demotion to a class having a lower salary range, their salary shall be that step in the new range which provides equal or, in absence thereof, the nearest lower salary to that which they received prior to the demotion. Whenever EMPLOYEES are transferred to a position with the same classification, the employees shall retain the same salary and the same anniversary date. Longevity pay is only applicable to years of service.

9.4.3 RIGHTS IN DEMOTION IN LIEU OF LAYOFF. An EMPLOYEE who has accepted demotion in lieu of layoff has the right to be re-employed, in accordance with seniority rules, in a vacant position in the EMPLOYEE's former class within twelve (12) months after demotion. Intervening reassignments to other classes shall not give up that right.

9.5.0 RE-EMPLOYMENT

9.5.1 RE-EMPLOYMENT PROCEDURE. EMPLOYEES who have been laid-off shall be eligible for re-employment for a period of twelve (12) months. Each EMPLOYEE's name will be placed on a re-employment list for a period of up to twelve (12) months and will be selected in reverse order of layoff for the first opening occurring in any class in which that EMPLOYEE has seniority. The following rules shall also apply:

- A. If an EMPLOYEE is on any eligibility list (for a period of twelve (12) months) and is laid-off, that EMPLOYEE shall retain that position on such list(s).
- B. EMPLOYEES are eligible to participate in promotional examinations during the specified period of re-employment rights and shall have five (5) points added to their final passing score on open competitive examinations.

9.5.2 RE-EMPLOYMENT RIGHTS. EMPLOYEES who accept voluntary demotions or voluntary reductions in assigned time in lieu of layoff shall have re-employment rights for a period of twelve (12) months provided that tests of fitness under which they qualified for appointment to the classification still apply.

- 10.00.00 SUBSTITUTION PROCEDURES.
- 10.01.00 DEFINITION OF SUBSTITUTES. EMPLOYEES assigned to internal coverage are considered Substitutes. If any action would affect an EMPLOYEE's regular status, he/she will have the right to due process as a regular EMPLOYEE.
- 10.02.00 PURPOSE OF SUBSTITUTES. Substitutes may be used to cover vacation scheduling, sick leave, leaves of absence, and emergency situations of an EMPLOYEE.
- 10.03.00 EMPLOYMENT POLICY. Head Start employs substitutes when staff members are absent from work and the position cannot be filled with an AGENCY EMPLOYEE.
- 10.04.00 SUBSTITUTE NOTIFICATION. It shall be the responsibility of the first level of management or a designee of the Human Resources Office to secure substitutes when needed to fill in for planned absences, absences or tardiness due to illness, or other unforeseen and unplanned circumstance. The AGENCY shall ensure that all necessary classroom adult/child ratios are maintained when an EMPLOYEE is absent.
- 10.05.00 LONG-TERM SUBSTITUTE NOTIFICATION. For EMPLOYEE disability leave, family leave, or other situations where an EMPLOYEE may be absent due to a foreseeable event, the Human Resources Office shall make arrangements for appropriate substitute personnel and shall ensure that necessary adult/child ratios are maintained in the EMPLOYEE's absence. EMPLOYEE must schedule time off in advance in accordance with this MEMORANDUM or AGENCY's rules, as applicable.
- 10.6.0 PROCEDURE FOR FILLING SUBSTITUTE POSITIONS (Internal staff not available).
- A. The AGENCY will contact EMPLOYEES from within the Bargaining Unit other AGENCY childcare programs that are currently on layoff status. Bargaining Unit members shall have first preference.
  - B. If no one is available, the AGENCY may assign appropriate staff to the classroom.
  - C. If adequate coverage cannot be obtained, the AGENCY shall close the classroom/center in order to comply with state licensing regulations.
- 10.07.00 NUMBER OF WORKDAYS. No outside substitute may work more than thirty (30) days without a break in service without notification to the UNION.
- 10.08.00 PAYROLL POLICY. All substitutes will be paid according to AGENCY policy and classification. If an EMPLOYEE holds layoff status and returns to substitute in the same classification, he/she will be compensated at his/her current salary rate. Moving down in classification, the EMPLOYEE will be paid at that step in the new range which provides equal or, in absence thereof, the nearest lower salary to that which they received prior to their layoff; or if substituting in a higher classification, the EMPLOYEE will be compensated under the Out-of-Class provision of this MEMORANDUM. Time sheets must clearly indicate the position the substitute is holding.

11.00.00 LEAVES OF ABSENCE.

11.1.0 SICK LEAVE. Sick Leave is not considered paid time off to be used for any reason other than those described in 11.01.03. Employees may be eligible for benefits prescribed under Healthy Workplaces/Healthy Families Act of 2014 and the Affordable Care Act.

11.1.1 REGULAR EMPLOYEES. Sick Leave shall be accrued at the rate of one (1) workday for each calendar month over twenty-six (26) bi-weekly pay periods. This pro-rated basis is calculated on hours paid, not to exceed budgeted hours per week. EMPLOYEES shall earn sick leave credit at a percentage of hours worked to full-time (forty (40) budgeted hours) employment. For example, the earning rate for a twenty (20) hour per week EMPLOYEE shall be at fifty percent (50%), a thirty (30) hour per week EMPLOYEE shall be at seventy-five percent (75%), a thirty-two (32) hour per week EMPLOYEE shall be at eighty percent (80%), etc. Temporary and substitute EMPLOYEES do not earn sick leave.

11.1.2 SICK LEAVE COMPENSATION. In order to receive compensation while absent on sick leave, the EMPLOYEE shall notify his/her immediate supervisor as soon as possible, but at least within one (1) hour after the time set for beginning his/her daily schedule. The AGENCY shall provide the phone number to be called. The failure to provide this minimum amount of notice is critical for staffing and HEAD START Program compliance purposes and the failure to do so could subject employees to potential progressive discipline. When the absence is more than three (3) days, the EMPLOYEE shall be required to file a physician's statement with his/her supervisor and the Human Resources Office stating the cause of the absence. If the supervisor reasonably believes an individual is abusing sick leave, he/she may require the EMPLOYEE to provide a doctor's certificate for less than a three (3) day absence.

11.1.3 JUSTIFICATION FOR SICK LEAVE. An EMPLOYEE eligible for sick leave with pay shall be granted such leave for the following reasons only:

- A. The diagnosis, care or treatment of an existing health condition for, or the preventive care of, the employee or an employee's immediate family member.
- B. Family Medical Leave.
- C. Quarantine Leave: Enforced quarantine of the EMPLOYEE in accordance with community health regulations.
- D. Illness of an immediate family member. Immediate family is defined as husband, wife, children, stepchildren, stepparents, father, mother, brother, sister, in-laws, guardian, grandparents or domestic partner. Domestic partners must be registered; all other family members, except for guardians, must be related by either blood or marriage. As provided by Government Code Section 12945.2, employees may also use sick leave to care for a "designated person identified by the employee at the time the employee requests paid sick days." While employees do not have to identify their "designated person" until they request leave, the Agency is allowed to limit workers to one designated person per 12-month period
- E. Necessary medical appointments for the EMPLOYEE or a member of the EMPLOYEE's immediate family.
- F. Bereavement Leave.

- G. Employees may also use paid sick leave if they or an immediately family member are victims of domestic violence, harassment, sexual assault or stalking, to seek care, counseling, shelter or support services, safety-related measures, or other appropriate relief to help ensure the health, safety and welfare of the employee and/or the employee's child(ren). In such situations, the Agency reserves the right to require the employee to provide written verification of the reasons for taking the paid time off such as copies of court orders, notices, complaints, applications for temporary restraining orders, etc.

**Note:** Leave under this policy will run concurrently with leave taken under local, state or federal law, including leave taken pursuant to the Family and Medical Leave Act, the California Family Rights Act and Pregnancy Disability Leave Act.

Sick leave is available for use by all eligible employees.

All requests for use of sick leave should be approved by the employee's supervisor, or if the supervisor is unavailable, the Program Manager, Human Resources or another designated supervisor or individual. An Application for Leave form is available. The Agency reserves the right to require substantiation of illness resulting in absence.

Upon use of all sick leaves, the employee may, if desired, request to use accrued vacation time, or request a leave without pay.

Time paid for sick leave does not count as time worked in calculating overtime for the week.

11.1.4 DETERMINATION ALLOWANCE. Absence for a fraction or part of a day that is chargeable to sick leave in accordance with these provisions shall be charged according to actual time off the job.

- A. An EMPLOYEE who normally works five (5) days per week shall be charged one (1) full day of sick leave for each one (1) full day of absence.
- B. When an EMPLOYEE exhausts all accumulated sick leave and the EMPLOYEE is unable to return to work, the EMPLOYEE may then use his/her accrued but unused vacation or holiday pay.
- C. Saturdays, Sundays and holidays occurring during the sick leave period shall not be charged against the accumulated sick leave, unless they are a part of the individual's regular work week.
- D. Violation and/or abuse of sick leave privileges may result in disciplinary action up to and including dismissal. Upon resignation or termination from AGENCY employment, an EMPLOYEE shall be entitled to receive payment for unused sick leave as described below in Section 11.01.05.
- E. An EMPLOYEE may integrate his/her sick or vacation leave with State Disability, paid FMLA/CFRA/PDL, or Workers' Compensation benefits.

11.1.5 COMPENSATION OF SICK LEAVE ON TERMINATION. Upon termination (not layoff) of an eligible EMPLOYEE, unused sick leave will be compensated according to the following schedule:

\*YEARS OF SERVICE

PERCENTAGE OF ACCRUED TIME

0 - 4	0
5 - 9	10
10 -14	15
14 -19	20
20+	35

(\*Years of Service equal twelve (12) calendar months from date of hire at regular status.)

- 11.1.6 RATE OF PAY WHILE ON SICK LEAVE. Sick leave is compensated at the hourly salary rate earned by the EMPLOYEE on each day that he/she is on sick leave.
- 11.1.7 MAXIMUM SICK LEAVE ACCRUALS. There is no cap on the accrual of sick leave.
- 11.1.8 REVOCATION OF SICK LEAVE. The Head Start Director shall revoke pay and sick leave time if the EMPLOYEE uses the sick leave outside the acceptable standards for sick leave, or if he/she has engaged in private or other public work and received compensation while on such leave. An EMPLOYEE will not be penalized if the EMPLOYEE is currently working a second job, and it does not interfere with the AGENCY and the limitations of the EMPLOYEE. Each incident will be reviewed by the Executive Director for extenuating circumstances. This rule applies also to unauthorized work while receiving workers' compensation benefits (approved rehabilitation programs are excluded).
- 11.1.9 REPORTING. In the event an EMPLOYEE is going to be absent or tardy to work due to illness or other unforeseen and unplanned circumstance the following call-in procedure shall apply:
- 11.1.10 EMPLOYEE'S RESPONSIBILITY TO NOTIFY SUPERVISOR/MANAGER. All EMPLOYEES will contact their first level of management; (Site Supervisor or Center Director); or in the absence of the first level of management, EMPLOYEES will contact the Area Manager or designee.
- 11.1.11 TIMELINE FOR NOTIFICATION. All employees will contact the appropriate person as soon as possible before their designated start time and within one (1) hour of start time due to unforeseen incidents.
- 11.2.0 VACATION LEAVE
- 11.2.1 REGULAR EMPLOYEE ANNUAL VACATION LEAVE. The purpose of annual vacation leave is to enable each eligible EMPLOYEE annually to return to his/her work mentally and physically refreshed.
- 11.2.2 RATE OF PAY WHILE ON VACATION AND USE OF VACATION PAY. While on vacation, EMPLOYEES shall be compensated at the same salary rate they would have received if they had been on the job. Vacation time may be used to cover any time off that is not covered by sick leave or leave of absence.

11.2.3 REGULAR EMPLOYEES (40 HOURS PER WEEK). Vacation leave shall be accrued at the following rates:

<u>*Years of Service</u>	<u>Vacation Hours per Pay Period</u> <u>(Based on bi-weekly payroll)</u>
1 - 4 years -----	3.69
5 - 9 years -----	4.61
10 - 19 years -----	5.53

(\*Years of Service equal Twelve (12) calendar months from date of hire at regular status.)

Those regular EMPLOYEES who regularly work less than forty (40) hours per week accrue vacation benefits on a pro-rated basis. This pro-rated basis is calculated on hours paid, not to exceed budgeted hours.

11.2.4 TEMPORARY, AND SUBSTITUTE EMPLOYEES. Temporary, and substitute EMPLOYEES do not accrue vacation leave.

11.2.5 VACATION LEAVE ACCRUAL. Vacation leave begins accruing from the first day of work after achieving regular status; however, EMPLOYEES are ineligible to take vacation during their first sixty (60) calendar days of regular status. If an EMPLOYEE leaves, all accrued vacation pay will be paid out at the EMPLOYEE's regular rate at the time of separation from employment.

11.2.6 MAXIMUM VACATION LEAVE ACCRUAL. An EMPLOYEE may accumulate up to thirty (30) working days (two-hundred-eighty (280) hours) of vacation leave. If at the end of any payroll period an EMPLOYEE's vacation balance reaches two-hundred-eighty (280) hours, the EMPLOYEE will not accrue further vacation leave until the EMPLOYEE's accrued vacation leave balance falls below two-hundred- seventy-nine (279) hours, at which time the EMPLOYEE will accrue vacation leave at his/her regular rate until the EMPLOYEE's accrued but unused vacation leave balance once again reaches two- hundred-eighty (280) hours.

11.2.7 NOTIFICATION OF VACATION LEAVE. The times at which a regular EMPLOYEE may take vacation shall be at the discretion of his/her immediate supervisor and the Head Start Director or designee. Reasonable requests will be granted with due regard for the wishes of an EMPLOYEE and particular regard for the need of the AGENCY to conduct business and provide services.

11.2.8 HOLIDAYS/VACATION LEAVE. Holidays falling on an EMPLOYEE's authorized leave period shall not be charged as vacation leave.

11.2.9 ACCRUED VACATION HOURS. If, after totaling the accrued vacation hours and credited holidays, a Regional/Migrant/Seasonal/Early Head Start EMPLOYEE does not have sufficient hours accrued to equal his/her normal scheduled work hours for the two (2) vacation periods, winter/spring, the EMPLOYEE must take the time without pay.

11.2.10 VACATION/COMPENSATION TIME PAYOFF. Any eligible EMPLOYEE who resigns, is dismissed, or laid-off for longer than three (3) weeks shall be paid the hourly equivalent of his/her salary for each hour of accrued but unused vacation pay and banked holiday pay, based on the pay rate in effect for the EMPLOYEE on the last day worked.

11.2.11 USE OF ACCRUED VACATION. EMPLOYEES may exhaust such accrued vacation for Winter Break, Spring Break, unpaid Fridays, or pursuant to requests granted under 11.02.07. It is the intent of the PARTIES that all accrued vacation

leave time be utilized prior to the end of the spring break for that program year. If an employee still has accrued vacation leave during spring break and has not submitted a vacation request, the employee will be required to use any available vacation during the spring forced break.

EMPLOYEES shall submit an Application for Leave Request to his/her Supervisor 30 days in advance for any vacation request. The times at which an eligible employee may take vacation shall be at the discretion of his/her immediate supervisor and the Program Manager or designee and must be approved by the Head Start Director or designee.

Vacation will be scheduled with prime consideration that the functions of the department/center will be adequately maintained. Whenever two or more employees choose the same vacation period, the manner will be at the discretion of the Head Start Director or designee.

VACATION LEAVE ACCRUAL PAYOUT. If an EMPLOYEE has at least 168 hours of vacation time accrued the employee can submit payout requests of a minimum of 20 hours up to 40 hours to the Fiscal Department two times per year. Employees will be required to follow the payout schedule and to timely and properly complete and submit payout requests.

11.04.00 ADMINISTRATIVE LEAVE. Due to special circumstances, the Executive Director and/or designee may find it necessary to place an EMPLOYEE on a special leave status, with or without pay, as warranted by special circumstances. The UNION shall be notified of such leave when the EMPLOYEE is so notified. The leave has a thirty (30) calendar day limit; anything after thirty (30) calendar days must be by mutual agreement. If an agreement cannot be reached, the extension will not be granted. If the EMPLOYEE is cleared of charges, the EMPLOYEE shall be made whole.

11.05.00 BEREAVEMENT LEAVE. Any EMPLOYEE may request up to five (5) days of protected leave (three of which are paid), if there has been a death of an immediate family member as defined below and a funeral takes place in California.. All five days of protected leave are paid for an out-of-state /out of country funeral. An employee may request up to six days of paid leave (eight days for an out-of-state /out of country funeral) if there has been more than one death of immediate family members in one event. Immediate family is defined as follows:

Spouse	Parent (Mother/Father)	Child (Daughter/Son)	Brother/ Sister	Grand/Great	Other
Husband Wife	Biological Adoptive Step Foster In-Law Loco Parentis*	Biological Adoptive Step Foster In-Law  Legal Ward	Biological Adoptive Step Foster In-Law Half	Parent Child Step In-Law	Registered Domestic Partner  Uncle Aunt Nephew Niece  Designated Person
* A person who is in the position or place of a parent					

An employee may request up to one day of paid bereavement leave for other members of the family. Family is defined as related by either blood or marriage of the employee. As provided by Government Code Section 12945.2,

employees may also use bereavement leave to care for a "designated person" identified by the employee at the time the employee requests the leave. While employees do not have to identify their "designated person" until they request leave, the Agency is allowed to limit workers to one designated person per 12-month period.

If the leave exceeds the time allotted, as may be applicable, an employee may use accrued and available paid time off (including vacation, personal leave, accrued and available sick leave) to provide pay for any leave days that are unpaid. All such requests for leave shall be submitted to the appropriate Program Manager/Executive Director for approval. The Program Manager with the approval of the Executive Director may impose limitations (consistent with applicable laws and regulations) for the use of bereavement leave in the event of demonstrated abuse of fraud.

Employees do not have to take all five days of bereavement consecutively, though they must take all five of the days within three months of their family member's death. Employees

The Agency will not retaliate or discriminate against any worker for exercising their right to bereavement leave, or otherwise interfere with, restrain, or deny the exercise of such rights. The Agency may request proof of the family member's death (e.g., a death certificate, a published obituary, written verification from a mortuary), which the employee must provide within 30 days of the first day of the leave. The Agency will treat that proof, and the reasons for an employee's leave, as confidential.

Employees may use vacation hours for non-family members bereavement leave.

- 11.06.00 INDUSTRIAL INJURY LEAVE. Injury of an EMPLOYEE during AGENCY employment must be reported promptly to the EMPLOYEE's supervisor. An EMPLOYEE incurring an injury while performing work shall be entitled to injury leave to the extent provided by workers' compensation rules and regulations. An EMPLOYEE may use accrued but unused vacation or sick leave time when the EMPLOYEE is unable to work and/or suffers a loss in pay due to a work-related injury. An EMPLOYEE is free to elect to receive a reduced salary and leave his/her vacation and sick leave balances undisturbed while on injury leave.
- 11.07.00 JURY DUTY AND COURT WITNESS. An EMPLOYEE who is called for jury duty, or requested to serve as a court witness because of his/her employment with the AGENCY, is entitled to leave with pay for work missed. Any juror or witness fee, except travel pay, meals, and lodging received by the EMPLOYEE for such service as a juror/court witness, shall be provided by the EMPLOYEE to the AGENCY. If the EMPLOYEE is released from jury duty during work hours, the EMPLOYEE must inform his/her immediate supervisor of their availability to return to work. EMPLOYEES must submit documentation of jury duty service and must submit to the Human Resources Office any compensation received from the court system within twenty-two (22) working days.
- 11.9.0 LEAVE OF ABSENCE. The Executive Director, with concurrence by the appropriate Head Start Director, in their sole and absolute discretion, may grant a regular EMPLOYEE an unpaid personal leave of absence not to exceed four (4) months. However, under extraordinary circumstances the EMPLOYEE may request an extension. The approval shall be in writing and a copy filed with the Human Resources Director. Upon expiration of the approved leave, the EMPLOYEE shall be reinstated to the position or similar position held at the time the leave was granted. If the EMPLOYEE fails to return to work upon the expiration of the leave, the EMPLOYEE will be considered to have abandoned his/her position and resigned.

11.9.1 BENEFITS DURING LEAVE OF ABSENCE. Vacation, sick leave, insurance and other benefits do not accrue while an EMPLOYEE is on unpaid leave. The EMPLOYEE must make arrangements to assume the cost of insurance premiums beginning on the 1st of the following month after commencement of the approved Leave of Absence, unless the leave is considered qualified family leave. If the leave qualifies as family or medical leave under the Family Medical Leave Act, the EMPLOYEE must make arrangements to assume the cost of insurance premiums after the twelve (12) weeks. The EMPLOYEE is responsible for the cost of insurance premiums for his/her dependents during the leave.

11.10.0 MILITARY LEAVE. An employee who is a member of the National Guard and Reserve or another Armed Forces branch will be granted a leave of absence with pay for active duty or training. This leave of absence is governed by military leave provided by the California Military and Veterans Code and the federal Uniformed Services Employment and Reemployment Rights Act of 1994 (USERRA). This paid leave of absence will be granted for a period not to exceed 30 calendar days in any two consecutive federal fiscal (October 1-September 30) years. The period of time spent in training under orders shall not be deducted from the employee's accrued vacation leave to which an employee is otherwise entitled.

An employee who is on military leave for longer than 30 calendar days in any two consecutive federal fiscal (October 1-September 30) years will be granted an unpaid leave following the expiration of the 30 calendar days of paid leave. An employee who is on leave without pay will not accrue sick and vacation leave.

Under the Uniformed Services Employment Reemployment Rights Act of 1994 (USERRA), any individual who leaves a civilian job in order to enter active duty in the Armed Forces, voluntarily or involuntarily, is entitled to return to this or her civilian job after discharge or release from active duty, if he or she meets the following five basic eligibility criteria of USERRA:

- A. He/she must have held an "other than temporary" civilian job. However, the job need not be classified as regular or benefits eligible.
- B. He/she must have left the civilian job for the purpose of going on active duty. He/she must not remain on active duty longer than five years, unless the period beyond five years (up to an additional year) is "at the request and for the convenience of the Federal Government." The following does not count toward the five year limitation: (i) service is required beyond five years to complete an initial period of obligated service; (ii) the employee, through no fault of his or her own, is unable to obtain a release within the five year limit; (iii) required training for reservists and National Guard members; (iii) service under an involuntary order to, or retention on, active duty during domestic-emergency, national security-related situations or war or national emergency; or (iv) employees ordered to active duty for "operational missions" or "critical missions" as defined in the regulations without their consent.
- C. He/she must be discharged or released from active duty "under honorable conditions."
- D. Depending on the length of military service, he/she must apply for reemployment with the pre-service employer:

1. Within the first full regularly scheduled work period on the first full calendar day following the completion of the period of military service that starts at least eight hours after the individual has been safely transported from the place of military service to the individual's residence, if the duration of military service is less than 31 days;
  2. Within 14 days after the completion of the period of military service, if the duration of the military service is more than 30 days but less than 181 days; or
  3. Within 90 days after the unconditional release from military service, if the duration of the military service is more than 180 days.
- E. Depending on the length of military service a staff member will return to work as follows unless the AGENCY's circumstances have so changed as to make it impossible or unreasonable to do so:
1. If the period of service was less than 90 days: the position he or she would have held if continuously employed; or in the former position held without loss of benefits or rate of compensation, or
  2. If the period of service was for more than 90 days: the position he or she would have held if the continuous employment had not been interrupted by military service; or a position of like seniority, status, and pay; the duties of which the individual is qualified to perform; or in the former position held or a position of like seniority, status of pay, duties of which the individual is qualified to perform without loss of benefits or rate of compensation.
- F. If the employee has a disability incurred in, or aggravated during, his or her military service, the AGENCY will make reasonable efforts to accommodate the disability under the provisions of the Americans with Disabilities Act policy.
- G. The AGENCY will provide an employee on military leave the option to continue the employee's group health benefits at the employee's expense for up to 18 months, except for leaves of less than 31 days, in which the employee is only required to pay his or her proportionate share of the group health insurance premium. Additionally, reemployed persons are entitled to pension plan benefits that accrued during military service, regardless of whether a plan is a defined benefit plan or a defined contribution plan.

11.11.00 PARTICIPATING IN SCHOOL ACTIVITIES. An EMPLOYEE may take unpaid leave of up to forty (40) hours per calendar year for the purpose of participating in activities at his/her child's school or licensed day care facility. EMPLOYEES may use vacation or unpaid leave. EMPLOYEES may be limited to no more than eight (8) hours per calendar month. Documentation may be required as proof of participation in the activity. Any EMPLOYEE who is the parent or guardian of a child who has been suspended from school must be allowed time off, if requested, to appear at the school in connection with the suspension.

11.12.0 VETERAN'S FUNERAL LEAVE. An EMPLOYEE who is a member of a veteran's service organization may be granted time off, when requested, to serve as a member of an honor guard at a funeral subject to the following conditions:

- A. Maximum time off shall be two (2) hours for each occurrence and not to exceed more than twice a month.
  - B. Time off will not be charged against the EMPLOYEE's accumulated overtime or vacation leave.
- 11.13.00 LEAVE NOTIFICATION. If possible, the EMPLOYEE is required to provide at least thirty (30) calendar days advance notice for foreseeable events (such as the expected birth of a child or a planned medical treatment for an EMPLOYEE or of a family member). For events which are unforeseeable, the EMPLOYEE should notify the Human Resources Director, at least verbally, as soon as the EMPLOYEE becomes aware of the need for the leave. Failure to comply with these notification rules is grounds for, and may result in, deferral of the requested leave until the EMPLOYEE complies with this notification policy.
- 11.14.00 HEALTH CARE PROVIDER CERTIFICATION. The AGENCY may require certification from the EMPLOYEE's health care provider before granting leave for the EMPLOYEE's own serious health condition or certification from the health care provider of his/her child, parent, registered domestic partner, or spouse who has a serious health condition before granting leave to take care of that family member. When medically necessary, leave may be taken on an intermittent or reduced work schedule.
- 11.15.00 VERIFICATION OF LENGTHY ABSENCE. The AGENCY may require an EMPLOYEE returning after any lengthy leave of absence to pass such medical examination as deemed satisfactory for reinstatement to establish that the EMPLOYEE can perform the essential function of his/her position. For EMPLOYEES granted a leave of absence due to health reasons, a statement from their physician certifying that they are able to return to work in their regular position will normally suffice.
- 11.16.0 PREGNANCY DISABILITY LEAVE. Under the Pregnancy Disability Leave Act, a maximum of four (4) months will be granted upon proper medical certification that the EMPLOYEE is disabled to the extent that work performance is not possible. An EMPLOYEE is entitled to elect usage of accumulated sick leave and/or vacation leave during disability leave. Following exhaustion of accumulated vacation or sick leave balances, the disability leave will be on an unpaid basis. An EMPLOYEE may also choose that the entire disability leave be on unpaid status without reducing accumulated vacation or sick leave balances. Pregnancy Disability Leave shall run concurrently with leave granted pursuant to the federal Family and Medical Leave Act.
- 11.16.1 INTERMITTENT USE OF PREGNANCY DISABILITY LEAVE. Except for situations of morning sickness, Pregnancy Disability leave shall not be taken intermittently by an employee or on a reduced leave schedule unless ordered in writing by the employee's physician or agreed upon by the employee and his/her Program Manager, with approval by the Executive Director; approval will not be unreasonably denied.
- 11.16.2 BENEFITS DURING UNPAID DISABILITY LEAVE. An EMPLOYEE shall not earn additional vacation, sick leave, insurance or other benefits during unpaid disability leave. The EMPLOYEE must make arrangements to assume the cost of insurance premiums beginning on the 1st of the month following the date of the unpaid disability leave, unless FMLA or CFRA is granted.
- 11.17.00 DISABILITY LEAVE. Disability leave shall not be taken intermittently by an EMPLOYEE or on a reduced leave schedule unless ordered in writing by the

EMPLOYEE's physician or agreed upon by the EMPLOYEE and his/her Head Start Director, with approval by the Executive Director; approval will not be unreasonably denied.

- 11.18.0 CALIFORNIA FAMILY RIGHTS ACT. Under the California Family Rights Act of 1993 (CFRA), an EMPLOYEE who has worked at least twelve (12) months and 1,250 hours in the prior twelve (12) months may take an unpaid family care or medical leave (CFRA leave). This leave may be up to twelve (12) workweeks in a twelve (12) month period for the birth, adoption, or foster care placement of a child or for the EMPLOYEE's own serious health condition or the EMPLOYEE's child, parent, registered domestic partner or spouse. It may also be taken to bond with a newborn or a newly adopted child or foster child. As provided by Government Code Section 12945.2, employees may also use leave under the CFRA to care for a "designated person identified by the employee at the time the employee requests paid sick days." While employees do not have to identify their "designated person" until they request leave, the Agency is allowed to limit workers to one designated person per 12-month period

CFRA does not apply to pregnancy-related conditions since such conditions are covered separately under the California Pregnancy Disability Act. The conditions that apply to taking leave pursuant to the CFRA and procedures to take such leave are generally the same procedures set forth below for taking leave under the federal Family and Medical Leave Act (FMLA) with the exception that the CFRA does not apply to pregnancy-related conditions. To the maximum extent possible under California law, CFRA shall run concurrently with FMLA.

- 11.18.1 INTERMITTENT LEAVE. Leave due to a serious health condition may be taken intermittently or on a reduced schedule only when medically necessary. Intermittent leave is defined as leave taken in separate blocks of time because of a single illness or injury and may include leave periods from one hour or more to several weeks. Intermittent leave includes leave taken on an occasional basis over a period of months. When planning medical treatment requiring intermittent leave, applicable regulations require the EMPLOYEE to consult with the AGENCY regarding its timing and duration and the EMPLOYEE must make a reasonable effort to schedule appointments so that they will not unduly disrupt the AGENCY's operations. Cooperation between the EMPLOYEE and the AGENCY is important in the taking and scheduling of intermittent leave.

- 11.19.00 LEAVE FOR THE BIRTH, ADOPTION OR FOSTER CARE PLACEMENT OF A CHILD. Leave for the birth, adoption, or foster care placement of a child must be completed within one (1) year of the birth or placement for adoption or foster care.

- 11.20.0 FAMILY MEDICAL LEAVE ACT OF 1993 (FMLA). EMPLOYEES who have completed at least twelve (12) months of service, and who have worked at least 1,250 hours during the previous twelve (12) months are eligible to take up to twelve (12) weeks of FMLA leave within a twelve (12) month period. FMLA leave is permitted for the birth of an EMPLOYEE's child or placement of a child with the EMPLOYEE for adoption or foster care, to care for the EMPLOYEE's spouse, child (biological, adopted, foster, step or legal ward, in loco parentis under the age of 18 or age 18 or older if the child is "incapable of self-care because of a mental or physical disability), registered domestic partner, or parent (biological, adopted, foster, step or foster, or any other individual who stood in loco parentis to the employee when the employee was a minor) who has a serious health condition, or for a serious health condition that makes the EMPLOYEE unable to perform his/her job. Note: Unlike the CFRA, family members not covered by the federal FMLA include siblings, in-laws, grandparents and other extended family members unless those individuals stood

"in loco parentis" to the employee when he or she was a minor. Wherever possible, FMLA runs concurrently with CFRA leave and Pregnancy Disability Leave.

MILITARY SERVICE MEMBERS: The FMLA also allows employees to take leave to care for a covered service member or veteran with a serious injury or illness if the employee is the spouse, son, daughter, parent or next of kin of the service member or veteran. "Next of kin" means the nearest blood relative other than the covered service member's spouse, parent, son or daughter in the following order of priority: blood relatives who have been granted legal custody of the covered service member by court decree or statutory provisions, brothers and sisters, grandparents, aunts and uncles, and first cousins unless the covered service member has specifically designated in writing another blood relative as his or her nearest blood relative for purposes of military caregiver leave under the FMLA.

11.20.1 DEFINING SERIOUS HEALTH CONDITION. "Serious Health Condition" is defined as an illness, injury, impairment, or physical or mental condition that involves:

A. Any period of incapacity or treatment connected with inpatient care (i.e., overnight stay) in a hospital, hospice, or residential medical care facility;

O  
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B. Any period of incapacity requiring absence of more than three (3) calendar days from work, school, or other regular daily activities that also involves continuing treatment by, or under the supervision of, a health care provider.

11.20.2 FMLA PROCEDURES. The following procedures shall apply when requests for FMLA leave(s) are made.

11.20.3 FMLA NOTIFICATION. EMPLOYEES must contact the Human Resources Office as soon as they become aware of the need for FMLA leave.

A. If the event necessitating the leave becomes known to the EMPLOYEE more than thirty (30) calendar days before the need for the leave, the EMPLOYEE must provide notice as soon as he/she learns of the need for a leave, and the leave request must be submitted in writing at least thirty (30) calendar days before the time the leave is needed.

B. If the need for leave is not foreseeable, the EMPLOYEE must provide as much advance notice as possible, with written notice no later than five (5) working days after learning of the need for the leave. If the leave is needed for a planned medical treatment or supervision, the EMPLOYEE must make a reasonable effort to schedule the treatment or supervision to avoid disruption to the AGENCY's operations, subject to the approval of the health care provider of the individual requiring the treatment or supervision.

11.20.4 FAILURE TO PROVIDE REASONABLE NOTICE FOR FMLA LEAVE. Failure to provide reasonable notice when the need for leave is foreseeable, may result in the denial of leave for a reasonable period. The reasonable period is defined as when the Human Resources Office is able to process the request.

11.20.5

HEALTH CARE PROVIDER CERTIFICATION. The AGENCY may require certification from the health care provider for leave or re-certification if additional leave is required.

- A. If the leave is needed to care for a sick child, spouse, registered domestic partner, or parent, the EMPLOYEE must provide a certification from the health care provider which states:
  - 1. Date of commencement of the serious health condition;
  - 2. Probable duration of the condition;
  - 3. Estimate of time the health care provider believes EMPLOYEE needs to care for the individual;
  - 4. Confirmation that the serious health condition warrants the participation of a family member in providing care to the patient.
- B. In cases where both parents are employed by the AGENCY and the leave requested is for the birth, adoption, or foster care of a child, or in order to care for the spouse, child, or parent, the AGENCY will grant a total of sixteen (16) cumulative weeks under the FMLA. However, each EMPLOYEE is limited to a maximum of 12 weeks.
- C. If the leave is needed for the EMPLOYEE's own serious health condition, the EMPLOYEE must provide a certification from the health care provider which states:
  - 1. Date of commencement of the serious health condition;
  - 2. Probable duration of the condition;
  - 3. A statement that the EMPLOYEE is unable to perform the function of his/her position because of the serious health condition;
- D. The AGENCY will require certification by the EMPLOYEE's health care provider that the EMPLOYEE is fit to return to his/her regular position.

(Note: This policy will be applied uniformly for return from any type of medical leave.)

11.20.6

BENEFITS DURING FMLA LEAVE. An EMPLOYEE taking approved family leave will be allowed to continue participating in any insurance benefit plans (i.e., health, dental, life, etc.) in which he/she was enrolled prior to the first day of the leave. The AGENCY will continue to pay the cost of the EMPLOYEE's premium for the duration of the leave (up to a maximum of twelve (12) weeks or a total of sixteen (16) weeks for both parents who are employed by the AGENCY). The EMPLOYEE will be responsible for the cost of his/her dependent's premiums (if applicable).

- A. Payment of the EMPLOYEE's contribution toward dependent coverage is due at the same time as it would be if made by payroll deduction (at least twice per month in the designated amount; however, the EMPLOYEE may choose to pay once a month with prior authorization of the Executive Director).
- B. If the leave is extended beyond the twelve (12) weeks, the EMPLOYEE becomes responsible to pay for the required premium to continue their

medical insurance. In addition, the AGENCY can recover premiums it paid to maintain health coverage for an EMPLOYEE who fails to return to work at the end of the twelve (12) week period, as allowed by law.

- C. An EMPLOYEE is entitled to use accumulated sick leave and/or vacation leave while using the FMLA leave. Following exhaustion of accumulated vacation and sick leave balances, the FMLA leave will be unpaid.
- D. An EMPLOYEE shall not earn additional vacation leave, sick leave, or other benefits, (except for health insurance), during unpaid FMLA leave.

- 11.20.7 RETURN FROM FMLA LEAVE. Following return from FMLA leave, the EMPLOYEE will be reinstated to his/her original position, or to an equivalent position with equivalent pay, benefits, and other employment terms and conditions. Leave granted under any of the reasons provided by State and Federal law (including, but not limited to, leave taken under either the Pregnancy Disability Act or CFRA) will be considered FMLA leave and will be counted as part of the twelve (12) week leave entitlement in a one (1) year period.
- 11.20.8 INTERMITTENT/REDUCED SCHEDULED LEAVE. Leave due to a serious health condition may be taken intermittently or on a reduced schedule only when medically necessary. Intermittent leave is defined as leave taken in separate blocks of time because of a single illness or injury and may include leave periods from one hour or more to several weeks. Intermittent leave includes leave taken on an occasional basis over a period of months. When planning medical treatment requiring intermittent leave, applicable regulations require the EMPLOYEE to consult with the AGENCY regarding timing and duration and the EMPLOYEE must make a reasonable effort to schedule appointments so that they will not unduly disrupt the AGENCY's operations. Cooperation between the EMPLOYEE and the AGENCY is important in the taking and scheduling of intermittent leave. FMLA will be taken concurrently with the maternity/disability leave.
- 11.20.9 AGENCY RIGHT TO SECOND OPINION. The AGENCY reserves the right to obtain a second opinion regarding the EMPLOYEE's own serious health condition. This second opinion will be paid for by the AGENCY. If the second opinion disagrees with the original opinion provided by the EMPLOYEE's health care provider, then a third opinion can be obtained as permitted by State and Federal law. The third party shall be selected by the prior two (2) health care providers. Wherever reasonable, a health care provider covered under insurance will be used. Any additional cost of the third opinion will be borne by the AGENCY unless the third health care provider agrees with the AGENCY's health care provider, in which case the cost will be split. The third opinion shall be binding on the parties.
- 11.21.00 PAID FAMILY AND MEDICAL LEAVE. This program provides for paid leave for employees required to care for a spouse or dependent family member who has a qualifying injury or illness for up to 6 weeks (30 working days). The program is financed through state-mandated deductions from your paychecks. An employee's eligibility is determined by the Employment Development Department. Although state law provides this leave, employees should take care to ensure they qualify for and are protected under other leaves such as FMLA, CFRA, PDL or Workers' Compensation leaves.

11.23.0

**DOMESTIC VIOLENCE LEAVE.** California Labor Code Sections 230 and 230.1 provide that unpaid time off is available for any employee or a qualifying family member has been a victim of a "qualifying act of violence" ("**QAV**"). An employee may take time off for any "qualifying act of violence" (QAV) for themselves or a qualifying family member. QAV is defined as: (a) domestic violence; (b) sexual assault; (c) stalking; or (d) any act, conduct or pattern of conduct that includes bodily injury or death to another; brandishing exhibiting or drawing a firearm or other dangerous weapon; or a perceived or actual threat to use force against another to cause physical injury or death. QAV includes the above regardless of whether anyone is arrested for, prosecuted for, or convicted of committing any crime

**QUALIFIED FAMILY MEMBER.** This covers employees and extends the leave protections to the employee's qualified family members who are victims of a QAV. A family member is defined as:

- A child, parent, grandparent, grandchild, sibling, spouse, or domestic partner
- A Designated Person, who does not need to be a blood relative, so long as their association with the employee is the equivalent of a family relationship. Designated at the time of request and only one designated person per 12-month period.

**PROTECTED TIME OFF FOR ADDITIONAL PURPOSES.** The AGENCY is prohibited from discharging or discriminating against an employee or employee's family member who is a victim of QAV for taking time off for any of the following purposes:

- Obtaining or attempting to obtain relief, such as a restraining order or other injunctive relief;
- Seeking or obtaining medical attention for or to recover from injuries;
- Seeking or obtaining services from a domestic violence shelter or similar victim services organization;
- Seeking or obtaining psychological counseling or other mental health services;
- Participating in safety planning;
- Relocating or engaging in the process of securing a new residence, including temporary or permanent housing or enrolling children in a new school;
- Providing care to a family member who is recovering from injuries;
- Seeking or obtaining civil or criminal legal services; • preparing for, participating in, or attending any civil, administrative, or criminal legal proceeding; or
- Seeking, obtaining, or providing childcare or care to a care-dependent adult

**REQUESTING LEAVE** The AGENCY is required to provide time off to any employee or for their qualified family member who is a victim of a QAV.

Employees are required to give their supervisor reasonable notice of the intent to take time off unless notice is not feasible. The AGENCY cannot take action against an employee for taking an unscheduled absence for this reason if the employee provides certification of the need for leave to their department within a reasonable time.

CERTIFICATION. Certification may be any of the following:

- A police report indicating that the employee was a victim of a QAV. • A court order protecting or separating the employee from the perpetrator of the act of a QAV.
- Other evidence from the court or prosecuting attorney that the employee has appeared in court.
- Documentation from a licensed medical professional, domestic violence advocate or advocate for victim of sexual assault, licensed health care provider, or counselor verifying that the employee was undergoing treatment for physical or mental injuries or abuse due to a QAV or resulted in victimization from a QAV.
- Any other form of documentation that reasonably verifies that the crime or abuse occurred, including but not limited to, a written statement signed by the employee, or an individual acting on the employee's behalf, certifying that the absence is for a purpose authorized under this law.

DURATION The amount of protected leave an employee is entitled to depends on whether the victim of the QAV is the employee or the employee's qualified family member:

- Employee– limited to a total of 12 weeks
- Employee's qualified family member (non-fatal) – limited to 5 days for time taken to assist in relocation purposes or enrolling in a new school or childcare and 10 days total for all time taken.
- Employee's qualified family member (fatal) – may not limit the total leave time taken to fewer than 12 weeks if the victim is deceased as result of the QAV.

FMLA/CFRA. If the absence would also qualify for leave under the FMLA or CFRA, this leave must run concurrently with leave provide under this section. FMLA/CFRA provides 12 weeks of protected leave in a 12-month period •

PAY. The leave is unpaid. However, employees may use any available accruals including sick leave accruals for themselves or a qualified family member.

CERTIFICATION. When an unscheduled absence occurs due to domestic violence as defined herein, the Agency will not take any action against the employee if the employee, within a reasonable time after the absence, provides a certification to the Agency of the reason for the leave. Certification shall be sufficient in the form of any of the following: (A) a police report indicating that the employee (and/or his or her children) was a victim of domestic violence or sexual assault; (B) a court order protecting or separating the employee from the perpetrator of an act of domestic violence or sexual assault, or other evidence from the court or prosecuting attorney that the employee appeared in court for such purpose;(C) documentation from a medical professional, domestic violence advocate or advocate for victims of sexual assault, health care provider, or

counselor that the employee was or is undergoing treatment for physical or mental injuries or abuse resulting in victimization from an act of domestic violence or sexual assault

California Labor Code Section 230.5 mandates that the Agency will not discharge, discriminate or retaliate against an employee who is a victim of an offense for taking time off from work, upon the victim's request, to appear in court to be heard at any proceeding. The employee will provide the Agency reasonable advance notice of the employee's intention to take time off unless the advance notice is not feasible. When an unscheduled absence occurs, the employee will provide a certification to the Agency within a reasonable time after the absence.

ACCOMODATION. The AGENCY is required to provide reasonable accommodations for employees who are victims of a QAV and who request accommodations for their safety while working. The AGENCY is not required to provide a reasonable accommodation where the employee has not disclosed their status as a QAV or that constitute an "undue hardship". For purposes of this law, undue hardship includes an action that would violate the AGENCY's duty to furnish and maintain a place of employment that is safe and healthful for all employees. Reasonable accommodations may include any of the following

- Implementation of safety measures, including a transfer, reassignment, modified schedule, changing work telephone, changing workstation, or installed lock.
- Assistance in documenting a QAV that occurs in the workplace.
- An implemented safety procedure.
- Other adjustment to a job structure, workplace facility or work requirement in response to a QAV.
- Referral to a victim assistance organization.

Human Resources will engage in an interactive process with the employee to determine effective reasonable accommodations. In determining whether the accommodation is or is not reasonable, the department must consider the exigent circumstance or danger facing the employee. If new accommodations are needed, the employee must request it, and another interactive process is held. If accommodations are no longer needed, the employee must notify their department's leave personnel. The employee would need to submit a certification that verifies their status or ongoing circumstances related to the QAV. Recertification would be required every 6 months.

CONFIDENTIALITY. Absence from work for victims of a QAV is protected by law. Departments must maintain the confidentiality of any employee who requests leave as a result of a QAV. Any documentation, such as a police record or any verbal or written statement that identifies the employee as a QAV must be maintained as confidential. It cannot be disclosed except as required by federal or state law, or as necessary to protect the employee's safety in the workplace. The employee must be given notice before any authorized disclosure.

11.24.00

VOTING LEAVE. If an employee does not have sufficient time to vote either before or after the employee's work schedule, the employee may have up to 2 hours paid time off for the purpose of exercising his or her right to vote. Voting

polls are open from 7 a.m. to 8 p.m. on election day, so if an employee's work schedule makes it impossible for the employee to vote outside of his or her work hours on that day, the employee should see his or her supervisor to make arrangements to take the necessary time off. The employee must provide at least two days' notice to the AGENCY that he or she has insufficient time to vote in order to be entitled to payment for paid time off.

- 11.25.00 ELECTION OFFICER LEAVE. Employees who serve as election officers qualify for unpaid leave for their time of service as an election officer. To qualify for election officer leave, an employee must be an election officer. An election officer means any person conducting a local, special, or statewide election as an official governmental duty. In order to be able to take the time off, the employee must provide verification in advance of his or her status as an election officer.
- 11.26.00 RELIGIOUS LEAVE. An employee may be entitled to unpaid time off for the purposes of exercising a religious belief or observance. This includes, but is not limited to, observance of the Sabbath or other religious holy days, and reasonable time necessary for travel to and from a religious observance. The duration and timing of religious leave is controlled by the religious observance or practice itself. The AGENCY will reasonably accommodate an employee's request for religious leave so long as it does not pose an undue hardship on the AGENCY.
- 11.27.00 LITERACY EDUCATION LEAVE - Any employee who reveals a literacy problem to the AGENCY and who requests assistance in enrolling in an adult literacy education program is entitled to reasonable accommodation and assistance by his or her employer. This assistance includes providing unpaid leave to attend literacy classes if the employee is unable to attend a class outside of the employee's regular work hours. To be entitled to the unpaid leave, the AGENCY will request proof of enrollment in an adult literacy education program.
- 11.28.00 VOLUNTEER FIREFIGHTER LEAVE. The AGENCY will provide unpaid time off to registered volunteer firefighters to perform emergency duty. A volunteer firefighter is any person who is registered as a volunteer member of a regularly organized fire department of a city, unincorporated town, county, city and county or district that is officially recognized by the local government in which the department is located. Leave can be taken any time for emergency duty. No leave is required for non-emergency duty, such as training. The employee must notify his or her supervisor of his or her status as a volunteer firefighter and provide verification of that status in order to be eligible for this leave.
- 11.29.00 EMERGENCY RESPONDER LEAVE. Employees who are registered as a volunteer firefighter, reserve peace officer, or emergency rescue personnel (e.g. any officer, employee, or member of a fire department or fire protection or firefighting the Agency, or of a sheriff's department, police department, or a private fire department, whether a volunteer or paid worker, or any officer, employee, or member of a disaster medical response entity sponsored or requested by the state) who would like to perform emergency duty during work hours must notify their supervisor and the Human Resources Manager. Also, please alert your supervisor before leaving the premises when summoned for emergency duty.

In addition, employees who perform emergency duty as a volunteer firefighter, reserve peace officer, or as emergency rescue personnel shall be permitted to take up to 14 days per calendar year as a temporary leave of absence in order to attend fire, law enforcement or emergency rescue training. Prior to taking time off for this training, employees must notify their supervisor of their intent to attend the training session.

11.30.00

**ORGAN DONATION LEAVE.** To be eligible, employees must have been employed for 90 days immediately preceding the commencement of leave. Employees that provide documents for donation procedures can request up to 30 days of paid protective leave in a year to donate an organ. This leave is explicitly excluded from running concurrently with FMLA or CFRA. In order to be able to take the time off, the employee must provide verification in advance of his or her status as the donor. The agency will provide an additional unpaid leave of absence, up to 30 days per year, to the employee donating an organ.

The period during which the leave may be taken is measured from the date the employee's leave begins and consists of twelve (12) consecutive months. The leave described under this section may be taken at one time or intermittently, but in no event shall exceed the amount of leave described herein.

If upon return from an organ donation leave of absence, you are unable to perform the essential functions of your position because of a disability, the Agency will engage in the interactive process with you to determine whether reasonable accommodation may be provided to enable you to perform the essential functions of your position without creating an undue hardship for the Agency.

It is unlawful for the Agency to interfere with, restrain, or deny the exercise of any right provided by organ donation leave law. It is also unlawful for the Agency to refuse to hire or to discharge or discriminate against any individual for being involved in any proceedings related to organ donation or bone marrow donation leave.

11.31.00

**BONE MARROW LEAVE.** Employees that provide documents for donation procedures can request up to one week of paid protected leave in a year to donate bone marrow. This leave is explicitly excluded from running concurrently with FMLA or CFRA. In order to be able to take the time off, the employee must provide verification in advance for his or her status as the donor.

The period during which the leave may be taken is measured from the date the employee's leave begins and consists of twelve (12) consecutive months. The leave described under this section may be taken at one time or intermittently, but in no event shall exceed the amount of leave described herein.

If upon return from a bone marrow donation leave of absence, you are unable to perform the essential functions of your position because of a disability, the Agency will engage in the interactive process with you to determine whether reasonable accommodation may be provided to enable you to perform the essential functions of your position without creating an undue hardship for the Agency.

It is unlawful for the Agency to interfere with, restrain, or deny the exercise of any right provided by the bone marrow donation leave law. It is also unlawful for the Agency to refuse to hire or to discharge or discriminate against any individual for being involved in any proceedings related to organ donation or bone marrow donation leave.

11.32.00

**CIVIL AIR PATROL LEAVE.** If you have been employed by the Agency for at least ninety (90) days and are a member of the California Wing of the Civil Air Patrol, the Agency will grant you up to ten (10) days of unpaid Civil Air Patrol

Leave per calendar year, which can only be used in the event you are instructed by the United States Air Force, the California Emergency Management the Agency, or other authorized government the Agency ("Authorizing Government the Agency"), to respond to an emergency operational mission of the California Wing of the Civil Air Patrol. Civil Air Patrol Leave for a single emergency operational mission shall not exceed three (3) days, unless an extension of time is granted by the Authorizing Government the Agency and the extension of the leave is approved by the Agency.

You are required to give the Agency as much notice as possible of the intended dates upon which the leave will begin and will end. In addition, you are expected to give the Agency prompt notice if there is any change in your return date.

Upon your return from Civil Air Patrol Leave, you will, in most circumstances, be offered the same position held at the time of the leave or an equivalent position. However, you will not be entitled to any greater right to reinstatement than if you had been employed continuously rather than on leave. For example, if you would have been laid off if you had not gone on leave, then you will not be entitled to reinstatement.

All time off to serve as a volunteer is unpaid.

11.33.00 TIME OFF FOR VICTIMS OF SERIOUS CRIMES. Under certain circumstances provided by law, employees who are victims of serious crimes may take time off from work to participate in judicial proceedings. Qualified family members of such crime victims may also be eligible to take time off from work to participate in judicial proceedings. The law defines a serious crime to include violent or serious felonies, including felonies involving theft or embezzlement. Where possible, employees must provide the Agency advance notice of the need for time off. Employees may use their unused and accrued sick and vacation time to cover the period of the absence in accordance with the provisions of California law.

12.00.00 HOLIDAYS

12.01.00 HOLIDAYS OBSERVED. Holiday leave is paid for all EMPLOYEES who are on paid leave status or work the workday before and the workday after the following scheduled holidays:

New Year's Day  
Martin Luther King  
President's Day  
Spring Holiday  
Memorial Day  
Juneteenth (June 19)  
Independence Day  
Labor Day  
Fall Holiday  
Veterans Day  
Thanksgiving Day  
Day after Thanksgiving  
Winter Holiday (Christmas Day)

\*Holidays occurring during an EMPLOYEE's annual layoff shall not be paid.

\*\*Holidays occurring on a Saturday shall be observed the preceding Friday. Holidays occurring on a Sunday shall be observed the following Monday. In all other cases, holidays shall be observed on the actual day.

- 12.2.0 HOLIDAY PAY
- 12.2.1 EMPLOYEE'S HOLIDAY PAY. EMPLOYEES' holiday pay shall be based upon their regularly scheduled work hours.
- 12.2.2 HOLIDAY PAY DURING WINTER BREAK. During the winter break, an EMPLOYEE who is on paid leave or works the workday before and the workday after the scheduled break, shall be paid for the Holiday. The Spring Holiday follows the same standard as above.
- 12.2.3 HOLIDAY PAY RATE (IF WORKING). If an EMPLOYEE is authorized to work and does so on any holiday, he/she shall receive both holiday pay and time and one half (1 ½) for all time worked.
- 13.00.00 DISCHARGE AND DISCIPLINE.
- 13.01.00 CORRECTIVE DISCIPLINE. The AGENCY is in agreement with the tenets of progressive and corrective discipline. Regular EMPLOYEES shall be neither disciplined nor discharged without just cause.
- 13.02.00 ADMINISTRATION OF DISCIPLINE. Any disciplinary action against an EMPLOYEE shall be done in a manner that will not embarrass the EMPLOYEE before other EMPLOYEES or before the public.
- 13.03.00 PRESENCE OF A UNION STEWARD. The AGENCY acknowledges the right of a bargaining unit member to have a UNION steward present during any disciplinary process, including investigation interviews that might lead to discipline. If the purpose of an interview relates to the disciplinary process, the EMPLOYEE shall be so advised and may request a delay to allow notification of a UNION steward. Stewards shall be allowed a reasonable amount of time to conference with the affected EMPLOYEE prior to entering the meeting.
- 13.4.0 CAUSES FOR DISCIPLINE. The AGENCY shall discipline bargaining unit members for good or just cause only as set forth below and in Policies 801-820 in the AGENCY Personnel Policies and Procedures. The discipline shall be reasonably related to the seriousness of the offense. One or more of the following causes shall be grounds for discipline:
- A. Violation of local, state or federal laws while on duty or use of authority of position;
  - B. Violation of the Personnel Rules and Regulations, the AGENCY's Mission and Value Statements,
  - C. Unsatisfactory job performance;
  - D. Insubordination (defined as failure to accept or recognize authority of a supervisor and lack of professional conduct or communication);
  - E. Disclosure of confidential information to unauthorized/inappropriate persons;
  - F. Falsification of any documents submitted by an employee to the AGENCY;
  - G. Unauthorized removal of AGENCY property, including donations;

- H. Incompetence, such as the inability to comply with the minimum standard of an EMPLOYEE's position;
- I. Inefficiency or inexcusable neglect of duty, such as the failure to perform duties required of an EMPLOYEE within his or her position;
- J. Dishonesty;
- K. Embezzlement;
- L. Under the influence of alcohol, cannabis or illegal drugs, or abuse of prescription medication/narcotics while on duty;
- M. Excessive or inexcusable absenteeism and/or tardiness without leave;
- N. Misuse or abuse of sick leave;
- O. Conviction of a felony or of a misdemeanor involving moral turpitude as defined by California law;
- P. Inability or unwillingness to complete assignments in an accurate and timely fashion;
- Q. Discourteous treatment of the public or other EMPLOYEES;
- R. Improper political activity while on duty or while utilizing AGENCY property;
- S. Misuse of State or AGENCY property;
- T. Fraud in securing employment;
- U. Receiving gifts, money or gratuities in excess of \$25.00 from persons receiving benefits or services from the AGENCY, or performing services under contract, or otherwise in a position to benefit from an EMPLOYEE action.

13.5.0

NOTICE OF DISCIPLINARY ACTION. When a supervisor/manager believes there is just cause for disciplinary action against an EMPLOYEE, the supervisor shall give the EMPLOYEE a written notice of the proposed action. Notification to a regular EMPLOYEE of proposed disciplinary action shall be deemed sufficient when it is delivered in person to the EMPLOYEE or when it is deposited in the U.S. certified mail, postage prepaid, and addressed to the last known address of the EMPLOYEE. It is the EMPLOYEE's obligation to notify the AGENCY of changes in address. Notification to the EMPLOYEE shall contain the following:

- A. A statement of the cause and of the specific acts and omissions upon which the disciplinary action is based.
- B. If it is claimed that the EMPLOYEE has violated a rule or regulation of the AGENCY, a reference to the specific rule or regulation.
- C. A statement of the action proposed.
- D. A statement that the EMPLOYEE has a right to appeal such a decision and charges if demanded within five (5) working days after verification of receipt that it was mailed.

E. Timeframes may be extended by mutual agreement.

13.6.0 DISCIPLINARY ACTION RESPONSE. An EMPLOYEE, upon receipt of the proposed action, shall have five (5) working days to respond to the proposed action. The response should include the following:

A. The response shall be in writing as specified in Section 13.07.01.

B. The response shall be submitted to the Human Resources Director.

C. The EMPLOYEE's statement of intent to pursue the grievance.

13.7.0 FORMS OF PROGRESSIVE DISCIPLINE. Progressive Discipline will follow the AGENCY's Progressive Discipline Policy. Progressive Discipline under this section is subject to the grievance process except verbal correction.

13.7.1 VERBAL CORRECTION. Verbal correction is a written document of a conversation between supervisor and EMPLOYEE for corrective behavior. A verbal correction shall not be considered as a disciplinary action and as such, is not subject to the grievance process. Any verbal correction will be placed in the EMPLOYEE's personnel file. An EMPLOYEE may submit a written response within five (5) days of notice. Written response to the verbal correction is to be filed along with the verbal correction in the EMPLOYEE's personnel file. After one (1) year, the specified verbal correction will no longer be considered in relation to the progressive discipline.

13.7.2 VERBAL CORRECTION PROCEDURE. The following is the implementation of a Verbal Correction Notice.

A. A supervisor requesting Verbal Correction against an EMPLOYEE must submit to the Human Resources Director a written report of the EMPLOYEE's action(s) or behavior(s) as the supervisor intends to present it to the EMPLOYEE which shall include:

1. Incident.
2. Nature of Incident that describes the action(s) or behavior(s) that best fits the incident.
3. The supervisor's remarks should be a clear and concise statement of the reasons for the Verbal Correction Notice. If a witness statement is appropriate, it should be added.
4. A statement advising the EMPLOYEE of his/her right to respond within five (5) days, either verbally and/or in writing, to the Human Resources Director, noting a copy of the Verbal Correction Notice should be included with the response.

B. This Verbal Correction Notice shall be reviewed by the Human Resources Director and modified, approved, or denied.

C. After the approval, the Verbal Correction Notice shall be returned to the initiating supervisor.

D. The initiating supervisor (Human Resources Director can assist if requested) should personally serve the EMPLOYEE the Verbal Correction Notice. It is suggested that the supervisor read the Verbal

Correction Notice aloud to avoid any confusion during the meeting with the EMPLOYEE.

- E. The EMPLOYEE will be given an opportunity to respond and develop a method of improvement at the meeting. The supervisor should incorporate the EMPLOYEE's suggestions for improvement. The Verbal Correction Notice, with the improvement plan attached, will be given to the EMPLOYEE along with the expected goal(s).
- F. The supervisor will request that the EMPLOYEE sign the notice at the end of the improvement plan development and discussion. All Verbal Correction Notices will end with this statement:

"Your signature acknowledges receipt of this Verbal Correction Notice and not your admission of guilt. Your refusal to sign will not prevent this document from being placed in your personnel file. If you wish to submit a written response, address your comments to the Human Resources Director within five (5) working days."

- G. The AGENCY maintains its official EMPLOYEE personnel files in the Human Resources Office, and only those Verbal Correction Notices filed with the Human Resources Office will be considered valid.

- 13.7.3 WRITTEN WARNING. A written warning serves as formal notice that a serious infraction has occurred or that the directives outlined in a previous verbal correction were breached. After one (1) year, the specified written warning will no longer be considered in relation to the progressive discipline.
- 13.7.4 FINAL WRITTEN WARNING. A final written warning serves as a last warning prior to possible termination between the AGENCY and EMPLOYEE.
- 13.7.5 DISCHARGE. Discharge means the EMPLOYEE is terminated from employment with the AGENCY.
- 13.08.00 IMMEDIATE DISCIPLINARY ACTION. Disciplinary action, up to and including termination, may be taken without prior notice in cases where it is indicated that the EMPLOYEE's continued presence at the work site could have detrimental consequences as determined by the Head Start Director or designee. In such cases, notice shall be provided within a reasonable time, normally 48 to 72 hours, after the fact.
- 13.09.00 INVESTIGATORY/ADMINISTRATIVE LEAVE. Due to special circumstances, the Executive Director and/or designee may find it necessary to place an EMPLOYEE on a special leave status, with or without pay, as warranted by special circumstances. The UNION shall be notified of such leave when the EMPLOYEE is so notified. The leave has a thirty (30) calendar day limit; anything after thirty (30) calendar days must be by mutual agreement. If an agreement cannot be reached, the extension will not be granted. If the EMPLOYEE is cleared of charges, the EMPLOYEE shall be made whole.
- 14.00.00 EMPLOYEE GRIEVANCE PROCEDURES.
- 14.01.00 POLICY. The AGENCY is committed to enhancing the dignity of the individual, enforcing the rights and responsibilities of EMPLOYEES, and providing a safe and healthy workplace. The AGENCY has defined two types of grievances; Employee Disciplinary Grievance and Contract Interpretation Grievance. A grievance procedure has been developed for each type of grievance. Each procedure is designed to assist EMPLOYEES in resolving difficulties or

disagreements which arise from their employment. Grievances should be resolved fairly, humanely, and as quickly as possible. Retaliation against anyone filing a grievance in good faith is a violation of this policy, as is the specious, bad-faith filing of a grievance.

- 14.2.0 DEFINITIONS OF TWO TYPES OF EMPLOYEE GRIEVANCE PROCEDURES.
- 14.2.1 EMPLOYEE DISCIPLINARY GRIEVANCE. An Employee Disciplinary Grievance is hereby defined to be a complaint on the part of any regular EMPLOYEE that there has been a violation of the EMPLOYEE's contractual rights with respect to a disciplinary action of a written warning, a final written warning, and/or dismissal. Probationary, substitute, and temporary EMPLOYEES are not covered by this policy. Exception: If any action that would affect an EMPLOYEE's regular status while temporarily working in substitute, and temporary status, he/she will have the right to due process as a regular EMPLOYEE.
- 14.2.2 CONTRACT INTERPRETATION. A Contract Interpretation Grievance is hereby defined to be a complaint on the part of any regular EMPLOYEE or group of such EMPLOYEES that there has been, on the part of the AGENCY, noncompliance with or a misinterpretation of any of the provisions of this MEMORANDUM, or written policies of the AGENCY governing or affecting its EMPLOYEES. A Contract Interpretation Grievance shall not include any claim subject to the Employee Disciplinary Grievance Procedure.
- 14.03.00 INTENT. It is the intent of the parties to resolve grievances at the lowest practicable level and as promptly as possible. Whenever practical, the EMPLOYEE and the UNION will speak with the direct supervisor before writing a grievance. EMPLOYEE(S) shall have the right to UNION representation at all steps of the grievance procedure.
- 14.4.0 TIME FRAMES. Any grievance initiated or pursued within the time limits set forth will be considered settled on the basis of the last timely answer by the AGENCY. Failure by the AGENCY to meet the time limits allows the grievance to proceed to the next step of the Employee Disciplinary Grievance Procedure. Whenever possible, the parties will attempt to reduce the response to filing times in order to expedite the process.
- 14.4.1 TIME FRAME EXTENSION. Timeframes may be extended by mutual consent.
- 14.5.0 EMPLOYEE DISCIPLINARY GRIEVANCE PROCEDURE.
- 14.5.1 DEFINITION OF GRIEVABLE MATTERS. A grievance is a complaint or dispute relative to an EMPLOYEE's employment including:
  - A. Disciplinary actions that result from: policy/procedure violation, performance transgression, behavior/conduct infraction, absenteeism and tardiness.
  - B. Discipline that is discriminatory.
- 14.6.0 EMPLOYEE DISCIPLINARY GRIEVANCE PROCEDURE STEPS.
- 14.6.1 STEP 1 - SUPERVISOR LEVEL (WHEN PRACTICAL). An EMPLOYEE(S) who has a grievance shall discuss the complaint or dispute directly with his/her immediate supervisor within five (5) workdays following the occurrence of the event or knowledge of the incident on which the complaint/dispute is based. The EMPLOYEE may have his/her UNION representative present during this process. The grievance need not be reduced to writing at this time. The supervisor shall give the EMPLOYEE an oral reply or answer within three (3)

working days of the date of the presentation of the complaint/dispute. The supervisor shall forward to the Human Resources Director a written report detailing the initial steps taken to resolve the complaint or dispute. A copy of the report shall be provided to the grievant.

14.6.2 STEP II - FIRST LEVEL MANAGER. If the reply or answer of the supervisor does not resolve the grievance, the EMPLOYEE may file a written grievance with the Human Resources Director within five (5) working days after Step I. The written grievance must be dated and time stamped. The Human Resources Director shall contact the first level manager at the time of receipt of the grievance. The written grievance shall contain a clear written statement of the nature of the grievance. The complaint should contain the following:

- A. Date, grievant's name, classification, program, work site, address, phone number, and name of UNION representative.
- B. The name of the person who initiated the incident or activity.
- C. The date(s) of the incident or activity, or when the grievant became aware of the problem.
- D. A brief statement of the incident, act, problem, or concern.
- E. Name(s) of the applicable witness(es) to the alleged incident/act.
- F. If applicable, cite the section of the MEMORANDUM which was violated.
- G. Summary of efforts to resolve complaint at the point of origin.
- H. Signed by the grievant.
- I. A proposed remedy.

Within three (3) working days of receipt of the grievance, the first level manager shall arrange a meeting with the EMPLOYEE and his/her UNION representative in an attempt to resolve the grievance. It is the responsibility of the first level manager to provide a written response to the grievant within three (3) working days after such meeting. A copy of the manager's response shall be forwarded to the Human Resources Director. The response shall indicate the next level of management for appeal purposes.

14.6.3 STEP III - NEXT LEVEL MANAGER. If the reply or answer of the first level manager does not resolve the grievance, the grievant may request, within five (5) working days after receipt of the first level manager's written response (copies to be forwarded to Human Resources Director), to meet with the next level manager. The request must be submitted to the Human Resources Director dated and time stamped. The Human Resources Director shall contact the next level manager at the time of receipt of the request. The next level manager shall arrange a meeting within three (3) working days with the EMPLOYEE and his/her UNION representative in an attempt to resolve the grievance. The request must list the issues that remain unresolved from Step II. A written response to the grievant is due within three (3) working days of such meeting. A copy of the next level manager's response shall be forwarded to the Human Resources Director. The written response by the next level manager shall indicate the next level of management for appeal purposes.

14.6.4 STEP IV - HEAD START DIRECTOR LEVEL. If the reply or answer of the next level manager does not resolve the grievance, the grievant may request, within five (5) working days after receipt of the next level manager's written response, a

review of the grievance by the Head Start Director. The request must be submitted to the Human Resources Director. The request must be dated and time stamped. The Human Resources Director shall contact the Head Start Director at the time of the receipt of the request. The request must list the issues that remain unresolved from Step III. The Head Start Director shall meet with the grievant and his/her UNION representative within five (5) working days after receipt of the written request. A written reply or answer by the Head Start Director shall be sent or delivered to the grievant within five (5) working days of such meeting. A copy of the Head Start Director's response shall be forwarded to the Human Resources Director and Executive Director.

- 14.6.5 STEP V - EXECUTIVE DIRECTOR LEVEL. If the Head Start Director Level fails to resolve the grievance, the grievant may request, within five (5) working days after receipt of the Head Start Director's written response, a review of the grievance by the Executive Director in an attempt to resolve the grievance. Such request shall be made in writing to the Human Resources Director by the grievant. The request must be dated and time stamped. The Human Resources Director shall contact the Executive Director at the time of receipt of the request. The request must list the issues that remain unresolved from Step IV. The Executive Director or designee shall meet with the grievant within five (5) working days.

The grievant may be represented by either a UNION representative or legal counsel who may advise the grievant. If the grievant is represented by legal counsel, the Executive Director will likewise be represented by counsel. The Head Start Director shall provide the Executive Director with a written statement of the facts and the department's actions taken to resolve the complaint or dispute. The Executive Director shall meet with the grievant and the UNION, and within five (5) working days, deliver to the grievant a written response containing the Executive Director's decision.

- 14.6.6 STEP VI – MEDIATION. If Step V fails to resolve the grievance, the grievant may request State Mediation and Conciliation Services (SMCS). SMCS is an impartial agency established to promote sound UNION-AGENCY relations. Requests for mediation shall be made in writing to the Human Resources Director within five (5) working days after the date of the written response of the Executive Director. It is the intent of the parties that the grievance mediation session begins as soon as possible, consistent with the mediator's schedule.

The mediator's role shall be to assist the parties to reach an agreement. The mediator shall not have the authority to impose a settlement on the parties. Any final settlement of the grievance shall be reduced to writing and signed by the AGENCY, the UNION, and the grievant.

The mediator may, but is not required to, provide the parties with a private, informal, non-binding assessment of the procedural and substantive merits of the dispute, and how an arbitrator may likely decide the grievance.

All mediation sessions shall be confidential. The content of the mediation proceedings including, but not limited to, settlement proposals or any concessions agreed to or offered during mediation shall not be admissible in pursuing this grievance.

- 14.6.7 STEP VII - ARBITRATION. If the UNION representative is not satisfied with the decision by the mediator at Step VI of the grievance procedure, the UNION must submit the request to arbitrate the grievance in writing to the CAPMC Executive Director within fifteen (15) working days after the final decision (Final

Decision) was made in Step VI and follow the arbitration process described below.

14.7.0

EMPLOYEE DISCIPLINARY GRIEVANCE - ARBITRATION PROCEDURE.

*CAPMC/Union Responsibilities:* The Union shall contact the State Mediation and Conciliation Services within fifteen (15) working days after the issuance of the final decision to obtain a list of five arbitrators. The Union and CAPMC will meet and each party will strike two arbitrators from the list and the one remaining will be selected as the arbitrator (Arbitrator) to conduct the arbitration and hear the grievance. The Arbitrator will provide all reasonable disclosures to ensure that the Arbitrator is impartial and is not biased for or against any of the parties.

*Arbitration:* The arbitration shall be conducted by the Arbitrator before a certified court reporter and shall take place at the mutually agreed upon location, time and date, not later than sixty (60) days after mediation was conducted, unless the parties and arbitration agree to a date beyond sixty (60) days.

*Finality of Decision.* The Arbitrator's decision (after any requests for corrections and clarification are ruled upon by the Arbitrator) shall be deemed final and binding.

The Arbitrator shall not have jurisdiction or authority to add or to detract from, or alter in any way, the provisions of this MOU or to render any decision which shall be contrary to rules, regulations and orders of the governmental bodies, or agencies having jurisdiction over CAPMC.

At the arbitration hearing, either party may present relevant evidence and the as permitted and approved by the Arbitrator. The rules of evidence generally applicable to judicial proceedings are not applicable and the Arbitrator reserves the right to consider all potentially relevant evidence and give it the weight the Arbitrator believes is appropriate under the circumstances.

In all other respects, the Arbitrator shall follow, and his/her award and decision shall be in accordance with, all applicable California and federal laws, rules and regulations.

The Arbitrator's written decision shall be issued within thirty (30) days after the hearing and the submission of the matter on closing briefs unless otherwise agreed upon by the parties and the Arbitrator. It shall be served by the Arbitrator on the Executive Director and on employee and his/her Union Representative. The parties agree that such service may be accomplished electronically so long as the Arbitrator serves the decision in manner reasonably calculated to be received by both the Arbitrator and CAPMC.

The fees and costs of the Arbitrator and court reporter shall be equally divided between CAPMC and the Union. Either party shall have the right to legal representation during the arbitration proceeding, but each party must bear their own attorney's fees and other costs of representation other than the sharing of the Arbitrator and court reporter costs.

14.8.0

CONTRACT INTERPRETATION GRIEVANCE PROCEDURE.

14.8.1

CONTRACT INTERPRETATION GRIEVANCE PROCEDURES DEFINITION. A Contract Interpretation Grievance is hereby defined to be a complaint on the part of any covered EMPLOYEE or group of such EMPLOYEES that there has been, on the part of Management, noncompliance with, or a misinterpretation of, any of the provisions of this MEMORANDUM, or written policies of the AGENCY

governing or affecting its EMPLOYEES. A Contract Interpretation Grievance shall not include any claim subject to the Employee Disciplinary Grievance Procedure.

14.8.2

CONTRACT INTERPRETATION GRIEVANCE PROCEDURE. An EMPLOYEE or UNION representative who has a grievance shall file a written grievance with the Human Resources Director within thirty (30) calendar days from the time a grievance arose. The written grievance should contain a clear written statement of the nature of the grievance. The complaint should contain the following:

- A. Date, grievant's name, classification, program, work site, address, phone number, and name of UNION representative.
- B. Cite the noncompliance with or a misinterpretation of any of the provisions of the SEIU/CAPMC Memorandum of Understanding or written policies of the AGENCY governing or affecting its employees, citing the section and article number of the AGENCY's written policy.
- C. The date(s) of the incident or activity, or when the grievant became aware of the problem.
- D. Name(s) of the applicable witness(es) to the alleged violation.
- E. Summary of efforts to resolve complaint at the point of origin.
- F. Signature of the grievant.
- G. A Proposed Remedy.

The Human Resources Director shall date and time stamp the receipt of the complaint. A Contract Interpretation Grievance which is filled with the statement of facts that alleges a complaint as defined by sub-section 14.08.02, B above, but which fails to specifically cite the alleged violation shall be returned to the filing party for correction and refiling. Refiling shall be within five (5) working days and such grievance shall be deemed as filed effective on the original filing date, except that the time period for processing such grievance shall commence at refiling.

A Contract Interpretation Grievance which is amended at any step to effectively change the subject of the complaint shall be refiled as a new grievance.

14.9.0

CONTRACT INTERPRETATION GRIEVANCE STEPS.

14.9.1

STEP I. An EMPLOYEE or his/her UNION representative shall be permitted within thirty (30) calendar days from the time a grievance arose to request, in writing, to be heard at the departmental level by the Head Start Director or his/her designee. The grievance shall be scheduled to be heard within thirty (30) calendar days after receipt of the written request by the EMPLOYEE's Department Head or designee. The EMPLOYEE will be accompanied at this meeting by his/her UNION representative. The decision on the appeal will be rendered to the EMPLOYEE and his/her UNION representative within fifteen (15) calendar days after the meeting.

Where three (3) or more EMPLOYEES in one department have a similar grievance, the Department Head or his/her designee shall order an informal hearing and render his/her decision within ten (10) workdays.

14.9.2 STEP II. In the event that the matter is not satisfactorily adjusted with the Department Head, the EMPLOYEE or his/her UNION representative may, within five (5) workdays after the receipt of written notification from the Head Start Director of his/her decision, submit the dispute in writing, by completing a form provided by the AGENCY, to the Executive Director or his/her designee. The appeal shall be scheduled to be heard by the Executive Director or his/her designee within twenty-five (25) calendar days after the receipt of the written request. The Executive Director or designee shall, within twenty (20) calendar days after such hearing is closed, render his/her decision in writing.

Where a grievance concerning three (3) or more EMPLOYEES in one department are processed through the expedited Step I procedure set forth above, an appeal by the UNION to Step II shall be scheduled to be heard within ten (10) workdays after the decision is received.

14.9.3 STEP III. If the UNION representative is not satisfied with the decision on the Contract Interpretation Grievance at Step II of the grievance procedure, the UNION representative may request the matter to be referred to arbitration at any time within fifteen (15) workdays after said decision has been received at Step II.

The AGENCY may also submit to arbitration any complaint arising solely out of the interpretation, application, breach, or claim of breach of the provisions of this MEMORANDUM as detailed below.

The Executive Director may, at any time, on his/her own motion review any decision at Step I, and may overrule or modify said decision after first giving the EMPLOYEE or EMPLOYEES who are affected thereby, and his/her or their UNION representative an opportunity to be heard.

14.10.0 CONTRACT INTERPRETATION GRIEVANCE - ARBITRATION PROCEDURE.

*CAPMC/Union Responsibilities:* The Union shall contact the State Mediation and Conciliation Services within fifteen (15) working days after the issuance of the final decision to obtain a list of five arbitrators. The Union and CAPMC will meet and each party will strike two arbitrators from the list and the one remaining will be selected as the arbitrator (Arbitrator) to conduct the arbitration and hear the grievance. The Arbitrator will provide all reasonable disclosures to ensure that the Arbitrator is impartial and is not biased for or against any of the parties.

*Arbitration:* The arbitration shall be conducted by the Arbitrator before a certified court reporter and shall take place at the mutually agreed upon location, time and date, not later than sixty (60) days after mediation was conducted, unless the parties and arbitration agree to a date beyond sixty (60) days.

*Finality of Decision.* The Arbitrator's decision (after any requests for corrections and clarification are ruled upon by the Arbitrator) shall be deemed final and binding.

The Arbitrator shall not have jurisdiction or authority to add or to detract from, or alter in any way, the provisions of this MOU or to render any decision which shall be contrary to rules, regulations and orders of the governmental bodies, or agencies having jurisdiction over CAPMC.

At the arbitration hearing, either party may present relevant evidence and the as permitted and approved by the Arbitrator. The rules of evidence generally applicable to judicial proceedings are not applicable and the Arbitrator reserves

the right to consider all potentially relevant evidence and give it the weight the Arbitrator believes is appropriate under the circumstances.

In all other respects, the Arbitrator shall follow, and his/her award and decision shall be in accordance with, all applicable California and federal laws, rules and regulations.

The Arbitrator's written decision shall be issued within thirty (30) days after the hearing and the submission of the matter on closing briefs unless otherwise agreed upon by the parties and the Arbitrator. It shall be served by the Arbitrator on the Executive Director and on employee and his/her Union Representative. The parties agree that such service may be accomplished electronically so long as the Arbitrator serves the decision in manner reasonably calculated to be received by both the Arbitrator and CAPMC.

The fees and costs of the Arbitrator and court reporter shall be equally divided between CAPMC and the Union. Either party shall have the right to legal representation during the arbitration proceeding, but each party must bear their own attorney's fees and other costs of representation other than the sharing of the Arbitrator and court reporter costs.

- 15.00.00 LABOR MANAGEMENT COMMITTEE.
- 15.01.00 LABOR MANAGEMENT COMMITTEE PURPOSE. The goal of the Labor Management Committee (LMC) is to provide a forum through which labor and management representatives can work to promote and maintain good and harmonious labor/management relations and help promote a climate of constructive employee and AGENCY relations to better serve the program's children and families, and to assist EMPLOYEES and the AGENCY in solving problems of mutual concern not susceptible to resolution within the collective bargaining process..
- 15.02.00 MEMBERSHIP. The Labor Management Committee shall consist of eight (8) members, four (4) appointed by the Union and four (4) appointed by the AGENCY. Both parties shall have the flexibility to appoint different members depending on the needs of the parties or items to be addressed by the LMC.
- 15.03.00 AUTHORITY. The Labor Management Committee shall have the responsibility of directing activities necessary to promote the objectives of the Labor Management Committee. The Labor Management Committee shall not have the authority to change, delete, or modify any terms of the existing MEMORANDUM with the Union or to settle grievances.
- 15.04.00 MEETINGS. The Labor Management Committee shall meet quarterly, or at any other intervals mutually agreeable to the parties. The parties shall exchange agenda items at least forty-eight (48) hours prior to any scheduled meeting date. The meeting shall last no more than two (2) hours except by mutual consent.
- 15.05.00 MINUTES. Minutes shall be kept for each meeting. Minutes shall be approved by the parties and shall be posted at all sites and available to all employees.
- 15.06.00 COMPENSATION. Labor Management Committee members shall not suffer loss of pay for travel to and from and attendance at the meetings. Overtime shall not be paid, and compensatory time-off shall not accrue if the meeting and travel time exceed the employees' regularly scheduled workday. Mileage will be reimbursed upon submittal of a mileage reimbursement form. EMPLOYEES slated to attend Labor Management Committee meetings shall provide 48 hours advance notice to their direct supervisor for release if needed.

- 15.09.00 DURATION OF LABOR MANAGEMENT COMMITTEE. Should the Labor Management Committee not be established by August 1, 2009, Section 15.00.00 of this MEMORANDUM shall be considered null and void.
- 16.00.00 STAFF DEVELOPMENT AND TRAINING.
- 16.01.00 STAFF DEVELOPMENT AND TRAINING PHILOSOPHY. One of the most important determinations of program excellence is the presence of a well-trained, qualified staff. In order for EMPLOYEES to do their jobs effectively and to meet the changing needs of the children and families served, the AGENCY has a system that supports EMPLOYEES in a process of continuous learning. The AGENCY believes staff training and development is a continuous process, individualized to meet the goals of each staff member.
- 16.02.00 PROFESSIONAL CONFERENCES. An EMPLOYEE may, with prior written consent of the Head Start Director, attend professional conferences and training institutes without loss of pay. Expenses for these conferences may be paid by the AGENCY if within budgetary limitations and if in conformance with the requirements of the funding source. Wherever possible, EMPLOYEES from a wide variety of classifications will have the opportunity to attend conferences.
- 16.03.00 MANDATORY TRAINING. If an EMPLOYEE is directed to attend any job-related workshop, or in-service training session as a condition of continued employment, such attendance shall be considered as time worked. The EMPLOYEE shall be paid at the appropriate rate of pay.
- 16.04.01 CPR/FIRST AID TRAINING. All EMPLOYEES will be required to have CPR/First Aid training, giving priority to teaching staff. EMPLOYEES who have invalid or expired CPR/First Aid Certificates fail to meet the minimum qualifications for their positions and cannot commence or continue work. If there are more EMPLOYEES than available slots for training, then additional classes will be scheduled to accommodate the EMPLOYEES. In addition, training will generally be offered twice a year – during each program's pre-service. If an EMPLOYEE fails to attend training provided by the AGENCY, then EMPLOYEE may be required to obtain certification at EMPLOYEE'S own expense within 60 days.
- 17.00.00 EDUCATION INCENTIVE.
- 17.01.00 AA/AS DEGREE. Any Head Start EMPLOYEE who successfully completes an AA/AS degree shall receive a stipend payment of \$300 for the year in which he/she completed his/her AA/AS degree. Any Head Start EMPLOYEE who holds an AA/AS degree and continues to take and successfully completes a minimum of six (6) units per calendar year towards the completion of his/her BA/BS degree in Early Childhood Education or related field, shall be granted a \$300 stipend per calendar year for completion of courses with a "C" grade or better.
- 17.02.00 BA/BS DEGREE. Any Head Start employee that successfully completes and submits proof of a BA/BS degree in Early Childhood Education will receive a one-time stipend of \$1,000.
- 17.03.00 BA/BS DEGREE STIPEND. All stipends to be distributed on a check separate from employee's regular paycheck.
- 18.00.00 DIRECT DEPOSIT.
- 18.01.00 DIRECT DEPOSIT. AGENCY and UNION agree that paychecks of all unit A EMPLOYEES may be directly deposited by the AGENCY's payroll department in a financial institution of the EMPLOYEE's choice which does not charge the AGENCY any fee(s) for such service. Direct deposit is upon the EMPLOYEE's written request.

- 18.02.00 REIMBURSEMENT OF DIRECT DEPOSIT FEE. EMPLOYEES who have their paychecks direct-deposited to a financial institution which charges the AGENCY a fee for such service, may do so only if they reimburse the AGENCY for the fee through a payroll deduction. This provision is only applicable if the financial institution will still accept the direct deposit of the AGENCY's paychecks.
- 18.03.00 OVERPAYMENT/UNDERPAYMENT. The Chief Financial Officer shall be authorized to apply, in full, any necessary salary adjustment resulting from overpayment or underpayment without regard to cause of such overpayment or underpayment. EMPLOYEES will be advised in advance, and will be afforded to schedule a payment schedule in the event of an overpayment. Underpayments will be immediately paid following notice to the Chief Financial Officer and the Fiscal Department's verification of the underpayment.
- 19.00.00 WAGE COMPENSATION AND HEALTH AND WELFARE BENEFITS.
- 19.01.00 AGENCY COMPENSATION STUDY.
- 19.2.0 AGENCY SALARY SCHEDULE. Located in Appendix A is the most recent Salary Classification Plan with assigned pay ranges.
- 19.2.1 AGENCY agrees to regularly conduct and complete compensation salary studies as authorized by the Board of Directors.
- 19.03.00 COST-OF-LIVING INCREASE.
- 19.04.00 FUTURE COST-OF-LIVING INCREASE. UNION and AGENCY agree to reopen negotiations for: (a) any Cost-of-Living Adjustments awarded upon Congressional approval and approval by Region IX for Regional/Early Head Start and Stanislaus County Office of Education for Migrant/Seasonal Head Start to be retroactive the fiscal start of each of the respective program years. Regional/Early Head Start (June 1) and Migrant/Seasonal Head Start (SCOE (March 1); and (b) and proposed changes to revisions, modifications or changes in health and welfare benefits including, without limitation, AGENCY payment toward premiums for health, dental and/or vision insurance.
- 19.5.0 HEALTH AND WELFARE BENEFITS.
- 19.5.1 MEDICAL INSURANCE. Members of Unit A budgeted for more than thirty (30) hours per week are eligible for the following benefits listed below. The AGENCY shall provide a monthly benefit dollar amount on behalf of each EMPLOYEE to purchase minimum, employee-only medical, dental, and vision coverage. Applicable enrollment policies and effective dates shall apply. As of the Effective Date of this MOU, the CAPMC Board of Directors approved the following schedule of benefit dollars listed below:
- A. HEALTH INSURANCE. The AGENCY shall not pay more than \$737.88 per month towards premiums for EMPLOYEE's health insurance. EMPLOYEES can waive participation in health insurance benefits provided they show evidence of other coverage, inclusive of Medi-Cal or other governmental aid programs. If an EMPLOYEE chooses a plan that costs less than \$737.88 per month, the employee may apply the difference toward dependent coverage. There is no credit to the EMPLOYEE if the EMPLOYEE chooses not to apply the difference toward dependent coverage.
  - B. DENTAL AND VISION INSURANCE. The AGENCY shall contribute up to a maximum of \$44.98 for employee-only dental and vision coverage. EMPLOYEES can waive participation in dental and vision benefits

provided they show evidence of other coverage, inclusive of Medi-Cal or other governmental aid programs.

As noted above, the AGENCY agrees to meet and confer with the UNION when advised of a change in rates for medical, dental, or vision coverage. In the event an agreement cannot be reached prior to implementation of the increased rates, the cost in excess of the benefit dollars noted above will be solely borne by the EMPLOYEE.

The AGENCY reserves the right to determine the insurance carriers and will seek input from the UNION regarding plan design of the standard benefits. Optional benefits include, but are not limited to, dependent coverage and participation in flexible spending accounts.

19.5.2 HEALTH CARE BENEFIT COMMITTEE. The AGENCY and UNION will form a Health Care Benefit Committee to review and recommend health/dental/vision plans to the Board of Directors each plan year. The Health Care Benefit Committee shall consist of six members, three appointed by the UNION and three appointed by the AGENCY. The committee will be formed and begin meeting four months before the expected plan renewal date.

19.06.00 LIFE INSURANCE. The AGENCY provides EMPLOYEES the option to secure term life insurance for EMPLOYEES in Unit A in the amount of \$50,000.00 coverage which includes accidental death and dismemberment (AD&D) coverage. Note: This insurance carrier may establish pro-rated coverage amounts based on age or length of service with the AGENCY.

19.07.00 403(b) RETIREMENT PLAN. The AGENCY shall contribute on behalf of the EMPLOYEE five percent (5%) of the EMPLOYEE's gross income to a tax deferred annuity plan (ERISA). The EMPLOYEE may also elect to contribute to the plan through a reduction of his/her current compensation under Internal Revenue Code 403(b). AGENCY (employer) and EMPLOYEE contributions and withdrawals are subject to the terms and conditions of the plan and related tax laws and regulations.

19.08.00 FLEXIBLE BENEFITS (C-125) PLAN. An EMPLOYEE shall be eligible to participate in the plan if the EMPLOYEE is eligible to participate in the AGENCY's health and welfare program as defined in Section 19.03.00. The EMPLOYEE must make an annual election to participate at the beginning of the plan year or when the EMPLOYEE returns from layoff. The AGENCY's C-125 Plan provides the option for EMPLOYEES to pay for dependent health and welfare benefits and child care reimbursement through a compensation reduction plan.

An EMPLOYEE who has elected to not receive the AGENCY sponsored health insurance coverage as provided in Section 19.03.00 (A), and who is an eligible participant in the 403(b) retirement plan, will have \$200.00 per month deposited in the AGENCY's 403(b) retirement plan on behalf of the EMPLOYEE. This is in addition to the provisions of 19.05.00.

An EMPLOYEE who has elected to not receive the AGENCY sponsored health, dental, vision, and life insurance coverage as provided in Section 19.03.00 (A), and who is an eligible participant in the 403(b) retirement plan, will have \$225.00 per month deposited in the AGENCY's 403(b) retirement plan on behalf of the EMPLOYEE. This is in addition to the provisions of 19.05.00.

The Flexible Benefits (C-125) Plan is subject to the terms and conditions of the Plan and the related tax laws and regulations.

- 19.09.00 QUALITY FUNDS. UNION and AGENCY agree to reopen discussion of allocation of any Quality monies approved for both Regional/Early and Migrant/Seasonal Head Start contracts.
- 19.10.00 MILEAGE REIMBURSEMENT. EMPLOYEES shall be reimbursed at the Internal Revenue Service (IRS) reimbursable rate for approved mileage in both the Regional/Early and Migrant/Seasonal Head Start programs.
- 20.00.00 DEFINING HIRE/ANNIVERSARY DATE AND CALCULATION OF MERIT INCREASE.
- 20.01.00 HIRE DATE. Hire Date is an EMPLOYEE's first day of paid probationary service with Regional/Migrant/Seasonal/Early Head Start as a regular full-time or part-time EMPLOYEE as described in this MEMORANDUM.
- 20.02.00 CALENDAR MONTHS (TWELVE). Any consecutive twelve (12) month period inclusive of time in paid status and time in layoff status.
- 20.03.00 ANNIVERSARY DATE. Anniversary date is the first day of paid regular status in the EMPLOYEE's current classification. Salary step movement will be granted on the EMPLOYEE's anniversary date in his/her current classification if he/she meets or exceeds performance standards.
- 20.4.0 CALCULATION OF MERIT INCREASE. An EMPLOYEE's merit increase shall be granted as follows:
- 20.4.1 REGIONAL HEAD START - HIRE DATE BEFORE SEPTEMBER 1, 2003. For any EMPLOYEE hired before September 1, 2003, anniversary date will be at the conclusion of two-hundred-sixty (260) working days, and each twelve (12) calendar months thereafter.
- 20.4.2 REGIONAL HEAD START - HIRE DATE AFTER SEPTEMBER 1, 2003. For any EMPLOYEE hired after September 1, 2003, anniversary date would be twelve (12) calendar months after the first day of paid service.
- 20.4.3 MIGRANT/SEASONAL HEAD START - HIRE DATE BEFORE APRIL 1, 2003. For any Migrant/ Seasonal Head Start EMPLOYEE hired before April 1, 2003, anniversary date will be at the conclusion of two-hundred-sixty (260) working days and each twelve (12) calendar months thereafter, except for any employee not receiving a two-hundred-sixty (260) workday merit increase during the 2004 season. The anniversary date for those EMPLOYEES will be figured by taking their work days as of the last day of the season and adding calendar days until two-hundred-sixty (260) days are reached, and that date will become their anniversary date.
- 20.4.4 MIGRANT/SEASONAL HEAD START - HIRE DATE AFTER APRIL 1, 2003. For any Migrant/ Seasonal Head Start EMPLOYEE hired after April 1, 2003, anniversary date would be twelve (12) calendar months thereafter.
- 20.05.00 CALCULATION OF LONGEVITY PAY. Any Regional/Migrant/Seasonal/Early Head Start EMPLOYEE regularly employed by the AGENCY as of the date of this MEMORANDUM and thereafter shall receive longevity pay increments as follows: Longevity increments shall be paid at the rate of an additional five percent (5%) after completion of ten (10) years, fifteen (15) years and twenty (20) years of service with the AGENCY. Longevity pay increases will cease after twenty (20) years of employment.

- 21.00.00 TERM AND REOPENERS.
- 21.01.00 TERM. The provisions of this MEMORANDUM shall become effective July 1, 2025 and continue through and expire at the end of the day on June 30, 2030, unless extended through the meet and confer process in a writing signed by duly authorized representatives of the AGENCY and UNION.
- 21.02.00 REOPENERS. The AGENCY and UNION agree to reopen up to two (2) times during the term of this MEMORANDUM for the purpose of negotiating non-compensation items. Exception: Either PARTY reserves the right to reopen—and the other PARTY agrees to honor the request to reopen—as a result of any material changes in funding including, without limitation, material reductions or increases in funding from the federal government through legislation, executive order, directives from the Department of Health and Human Services, or other actions by Executive or Legislative branches.

# (final) Memorandum of Understanding (MOU) with SEIU Local 521 - D. 5-28-25 (733998)

Final Audit Report

2025-06-03

Created:	2025-05-30
By:	Irene Yang (iyang@maderacap.org)
Status:	Signed
Transaction ID:	CBJCHBCAABAAsfZl5PKiuMzoQhFj-sF8IO3FAXu4Ybp

## "(final) Memorandum of Understanding (MOU) with SEIU Local 521 - D. 5-28-25 (733998)" History

-  Document created by Irene Yang (iyang@maderacap.org)  
2025-05-30 - 0:35:47 AM GMT- IP address: 12.237.91.195
-  Document emailed to angel.ruiz@seiu521.org for signature  
2025-05-30 - 0:40:50 AM GMT
-  Email viewed by angel.ruiz@seiu521.org  
2025-06-02 - 6:59:58 PM GMT- IP address: 174.208.161.121
-  Signer angel.ruiz@seiu521.org entered name at signing as Angel Ruiz  
2025-06-02 - 7:00:53 PM GMT- IP address: 174.208.161.121
-  Document e-signed by Angel Ruiz (angel.ruiz@seiu521.org)  
Signature Date: 2025-06-02 - 7:00:55 PM GMT - Time Source: server- IP address: 174.208.161.121
-  Document emailed to varmiento@maderacap.org for signature  
2025-06-02 - 7:00:58 PM GMT
-  Email viewed by varmiento@maderacap.org  
2025-06-02 - 7:02:03 PM GMT- IP address: 12.237.91.195
-  Signer varmiento@maderacap.org entered name at signing as Veronica Armiento-Ruz  
2025-06-02 - 7:03:04 PM GMT- IP address: 12.237.91.195
-  Document e-signed by Veronica Armiento-Ruz (varmiento@maderacap.org)  
Signature Date: 2025-06-02 - 7:03:06 PM GMT - Time Source: server- IP address: 12.237.91.195
-  Document emailed to mesimental@maderacap.org for signature  
2025-06-02 - 7:03:09 PM GMT

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✔ Agreement completed.

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# Report to the Board of Directors

Agenda Item Number: E-4

Board of Directors' Meeting for: June 12, 2025

Author: Irene Yang

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**DATE:** May 29, 2025  
**TO:** Board of Directors  
**FROM:** Irene Yang, Human Resources Director  
**SUBJECT:** Chief Financial Officer Appointment

**I. RECOMMENDATION:**

Review and consider approving the Chief Financial Officer appointment.

**II. SUMMARY:**

The position became officially open in August 2024, and the recruitment was open to both internal and external applications to fill the vacancy.

Ms. Donna Tooley has been employed as the interim Chief Financial Officer under remote work arrangements since August 2024 while the position was under open recruitment processes. Ms. Tooley has extensive work history with the Agency. She began as the Accountant Program Manager in 1993, and she was promoted to Chief Financial Officer in 2000. She retired in 2020. She understood the operational needs; therefore, she agreed to return as the interim Chief Financial Officer.

After months of recruitment activities and reviewing applicants, no applicants exhibit direct skill sets and experience at the level what Ms. Tooley can contribute. Therefore, the Agency is proposing to appoint Ms. Tooley from interim to regular status.

**III. DISCUSSION:**

A. Recruitment efforts for the Chief Financial Officer were extended to on-line posting, website postings, position announcements were shared with the Central Valley consortium agencies, Certified Public Accountant license holders and job fairs. Efforts resulted in 28 applicants and several failed to meet the minimum job requirements, which were Bachelor's degree in accounting, finance or business administration, five years of accounting experience, leadership experience in supervision and management, experience in nonprofit accounting, fund and grant accounting and compliance reporting. In fact, 14 applicants did not meet the minimum qualifications, 4 failed the written testing, 3 withdrew, 1 declined the job offer due to the clearance wait time. Currently there are 6 pending for written testing, and this may conclude should the proposed change is approved.

B. Ms. Tooley has over twenty years of financial and leadership experience directly with the Agency's Fiscal Department. Appointing Ms. Tooley to regular status will strengthen the Fiscal Department in the areas of professional, administrative and technical support to the Finance Directors and the overall structure.

- C. Ms. Tooley has demonstrated that she has the skills and knowledge to minimize the program's fiscal and legal risks by assessing compliance monitoring and improving internal controls and staff members. She has exhibited that she has rich knowledge to fulfill responsibilities and have high-quality service delivery. Ms. Tooley has proven that she understands the complexity of the diverse program grants from various sources. Her job knowledge and direct experience show that she can review financial records and analyze program trends to formulate necessary and appropriate approaches to reach sound management decisions and funding requirements, especially under the current pendulum environment.
- D. Ms. Tooley has completed background clearance with FBI and DOJ, debarment clearance, sex offender registry, pre-employment physical assessment, as well as associating with CAPMC's child development licensing under the California Community care Licensing clearance and child abuse index.
- E. Ms. Tooley' employment compensation will include salary at range 40.5 step L on the compensation schedule, which is at \$14,238 monthly, retirement plan, health insurance group plans, vacation/holidays/sick/management leaves, hybrid work at her home office and at 3 to 4 times a month in the Agency's Fiscal Department office. The Agency will pay for the actual hotel expenses during any stay for working at the Agency's site in Madera.
- F. Commencing Ms. Tooley's appointment is pending upon receipt of the approval from the Office of Head Start in addition to the approval of the Board of Directors, Head Start Policy Council / Policy Committee.

IV. **FINANCIAL IMPACT:** All wages and approved benefits are budgeted under the indirect cost pool.



05/25

## Community Action Partnership of Madera County

**POSITION:** CHIEF FINANCIAL OFFICER

**DEPARTMENT:** Fiscal

**IMMEDIATE SUPERVISOR:** Executive Director

**SUPERVISES:** Finance Directors

**COMPENSATION:** Range 40.5

**FLSA:** Exempt

**DEFINITION:** This position is responsible for the design, operation and control of effective administrative procedures related to accounting, payroll, cash management, property control, procurement and record maintenance; has primary responsibility for the planning, implementation, managing and running of all the finance activities and risk management of the Agency, including business planning, budgeting, forecasting and negotiations. Oversee all financial compliance for a complex array of government contracts and grants, including federal, state and local/private funding. Participate in policy development and strategic operations of CAPMC as a member of the senior management team.

### **QUALIFICATIONS:**

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

### **EDUCATION and EXPERIENCE:**

- Bachelor's degree in Accounting, Business Administration, or Fiscal Management, with courses in elementary accounting, intermediate accounting, and / or governmental accounting, business law and auditing.
- Master's degree and/or licensed Certified Public Accountant (CPA) or public accounting experience is preferred.
- Five years' progressively responsible accounting experience with duties involving the preparation, justification and analysis, or the control and administration of a budget or budgetary program, with a minimum of at least three (3) years in a responsible management or supervisory capacity. Leadership experience

## **CHIEF FINANCIAL OFFICER**

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including the supervision of exempt level staff would be useful.

- Significant experience in or knowledge of nonprofit accounting, including sophisticated fund and grant accounting, compliance and reporting. Technical knowledge of nonprofit accounting standards is preferred.
- Developed risk management control and contingency plans.
- Demonstrated and proficient computer skills with computerized financial accounting systems, including spreadsheets and databases.

#### ABILITY TO:

- Have excellent verbal and written communication skills.
- Apply accounting principles and procedures.
- Plan, organize and direct the work of others.
- Analyze data and draw sound conclusions.
- Analyze situations accurately and adopt an effective course of action.
- Prepare clear, complete and concise reports.
- Apply principles and techniques of personnel management supervision, planning, organizing and directing the work of others.
- Use Microsoft Outlook, Teams, 365 products.

#### KNOWLEDGE OF:

- Principles and practices of state and federal government contracts, regulations, budgeting and leveraging funding, auditing, monitoring, and accounting systems and financial procedures.
- Principles of public and personnel administration as well as principles of business management.
- Generally Accepted Accounting Principles (GAAP), Financial Accounting Standards Board (FASB), and Office of Management and Budget (OMB) Federal Uniform Guidance.
- Knowledge of federal and California program guidance methods and regulations especially Head Start, Community Services Block Grant (CSBG), California Department of Education (CDE), and California Office of Emergency Services (CAL OES)
- Results Oriented Management & Accountability (ROMA) ideas.
- Development of fiscal infrastructures, policies and procedures.
- Business development and funding.
- Organizational strategic plans, structures, and functions.
- Basic understanding of Human Resources (HR) and Information Technology (IT) infrastructures.
- Time management, team building, and teamwork.
- Analyzing data and financial outlooks.
- Accounting software on fund accounting, grant funding, application, managing, reporting, etc.
- Principles of procurement and property/inventory control.
- Vendor/contract management.
- Succession planning.
- Display a cohesive ability at interpersonal and communication skills, both verbally and written, including strong presentation skills.
- Engagement with staff at all levels of the organization and exercise sound judgement.

## **CHIEF FINANCIAL OFFICER**

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### CORE COMPETENCIES:

- Customer Commitment – proactively seek to understand the needs of our customers and provide the highest standards of services.
- Dedication to Professionalism and Integrity – demonstrates and promotes fair, honest, professional and ethical behaviors that establishes trust throughout the organization and with the communities we serve.
- Organizational Excellence – takes ownership for excellence through one's personal effectiveness and dedication to the continuous improvement of our programs and services.
- Success through Teamwork – collaborates and builds partnerships through trust and the open exchange of diverse ideas and perspectives to achieve organizational goals.

### GENERAL PHYSICAL REQUIREMENTS

- Exerting up to 15 pounds of force occasionally, and/or up to 10 pounds of force frequently, and/or up to 10 pounds of force constantly to move objects.
- Able to maintain regular, punctual attendance consistent with the Americans with Disabilities Act (ADA), Family Medical Leave Act (FMLA), California Family Rights Act (CFRA) and other federal, state and local standards.
- Able to perform the essential job functions consistent with the ADA, FMLA, CFRA and other federal, state and local standards.

### **MAJOR DUTIES & RESPONSIBILITIES:**

#### LEADERSHIP

- Adheres to and applies the CAPMC mission, values, standards, policies and procedures.
- Attends mandatory new employee orientation / mentor activities.
- Attends trainings, workshops, and classes to keep abreast of client engagement theories and practices.
- Engages and encourages personal and professional development among all departments and community stakeholders.
- Ensures services are provided to all clients in a manner consistent with grant requirements and CAPMC mission, standards, values.
- Identifies and resolves concerns and issues.
- Interacts with clients and their families in a culturally and socially sensitive way.
- Keeps apprised of developments and trends in the program's operation and be attentive to the changing or growing needs of the community.
- Keeps informed of current theories and practices in the field.
- Keeps informed of program terms, conditions, and eligibility changes.
- Maintains and ensures that staff and volunteers maintain the confidentiality of staff, parents, child, client, community, and agency information included in files, conversations, meetings, correspondence, or any other source.
- Makes recommendations for replacement, purchase, or repair of equipment.
- Models professionalism for parents, children, clients, community, co-workers, and volunteers.
- Prepares and actively participates in staff meetings and committees.

## CHIEF FINANCIAL OFFICER

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- Promotes a team environment and teamwork.
- Reports and assists in reporting suspected child abuse in accordance with CAPMC child abuse reporting procedures.
- Represents CAPMC in the community in a professional and competent manner.
- Responsible for setting priorities and meeting deadlines.
- Shares information and knowledge with appropriate staff members.
- Works as a team member to support the functions and operations of the Department and the Agency.

### PROGRAM DUTIES

- Hires, trains, and provides leadership, direction and management to Finance Directors and the fiscal team. Display ability/desire to work and solve problems as a team. Provide training, technical assistance and support to fiscal department staff through continued professional development training offered by funding sources, professional associations and consultants.
- Assures that CAPMC's procedures remain consistent with accepted accounting principles and the contractual requirements of contracts and grants.
- Provides budgetary report support to Executive Director, Finance Committee and CAPMC Program Managers, and will work with independent auditors and meet with all programs monitors as required.
- Provides information and assists the Executive Director, Program Managers and CAPMC Board Members concerning the financial system of the Agency.
- Conducts frequent written, telephone and in-person contact with staff and management along with regular written reports, emails, letters, and contact with federal, state, and local funding sources.
- Recommends strategic improvements to the Executive Director and members of the executive management team to ensure the integrity of the Agency's financial information.
- Manages the processes for financial forecasting and budgets and overseeing the preparation of all financial reporting.
- Advises on long-term business and financial planning. Oversees financial systems implementations and upgrades.
- Establishes and develops relations with senior management and external partners and stakeholders.
- Reviews all formal finance, HR and IT related procedures.
- Directs the fiscal planning, internal control, property control, and procurement procedures. Produces and maintains the CAPMC *Accounting & Financial Policies and Procedures Manual*
- Assists the Executive Director and Program Managers in the development of preliminary budgetary control.
- Attends and presents agenda items at Board of Directors' and Finance Committee meetings.
- Identifies and analyzes various business and financial risks and communicates recommendations to the management team and Board of Directors.
- Manages or oversees the working relationship with independent auditors.
- Directs the preparation of reports concerned with the financial status of the Agency and with special financial matters. Ensures timeliness, accuracy and usefulness of financial and management reporting for federal and state funders,

## CHIEF FINANCIAL OFFICER

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local government, foundations, and agency Board of Directors; oversee the preparation and communication of monthly and annual financial statements.

- Coordinates audits and proper filing of CAPMC annual tax returns and information. Produces the Agency's annual audited financial statements, in final format according to GAAP and FASB requirements. Provides independent auditors with financial reports and other supporting worksheets or documents necessary to complete the Agency audit, 403(b) retirement audit, and annual tax and information returns.
- Develops and adjusts cost pools, Agency cost allocation methodologies and produces/prepares the indirect cost rate for the Agency and its various programs. Submits the final and proposed indirect cost rate proposal to CAPMC's cognizant Agency Division of Cost Allocation and negotiates final and proposed rates.
- Ensures legal and regulatory compliance regarding all financial functions.
- Prepares revenue and expenditure estimates.
- Supervises accounting functions of the Agency, including payroll, accounts receivable and payable and related accounting activities.
- Reviews accounting reports prepared by subordinates.
- Designs operation and control of an effective procurement system.
- Implementation and administrative review of employee benefit package.
- Administers and has fiduciary responsibility for the Agency's 403(b) retirement plan. Maintains and reviews retirement and flexible benefit plan annual accounting and reporting.
- Identifies and manages business risks to maintain the level of insurance coverage as required by funding sources or regulatory authorities.
- Updates insurance coverage as needed to incorporate program changes and arranges for timely renewal of all necessary insurance coverage.
- Submits audits to CAPMC's Board and funding sources as required.
- Oversees cash flow planning and ensures availability of funds as needed; maintains cash management system. Establishes and maintains all banking relationships.
- Accomplishes all work and documentation consistent with the Agency's established procedures.
- Supervises and evaluates staff.
- Preparation of monthly reports to funding sources, department program managers, Policy Council/Committees, Finance Committee and Board of Directors.
- Budget development, budget projections, control and monitoring of assigned programs.
- Reviews assigned ledgers monthly.
- Assists Executive Director with funding for all agency technology decisions, including network administration and agency software application needs and planning.
- Supports maintenance of computer LAN and WAN network, agency website and intranet, workstations, accounting software and other software applications. Plans for implementation of upgrades and testing new networks, hardware and software installations.
- Performs related work as required.
- Other tasks assigned by the Executive Director.

## **CHIEF FINANCIAL OFFICER**

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### OTHER DUTIES:

- Adheres to the Americans with Disabilities Act of 1990 (ADA), which prohibits discriminatory actions toward any qualified individuals. Children with disabilities are enrolled in the classroom as mandated by federal and state laws.
- Ensures strict compliance with universal precautions during work-related visits or when administering first aid.
- Other duties as assigned within scope of job classification.

### LIMITS OF AUTHORITY

- Relative authority to maintain compliance with federal, state, and local laws as well as the Agency's policies and procedures.
- Relative authority to maintain compliance with program standards and the requirements of funding guidelines.
- Maintains close communication with the immediate supervisor to recommend a course of action and to receive directives on priorities.

### OTHER REQUIREMENTS:

- Must be able to relate with all people of the community regardless of sexual, ethnic, racial, or religious background or socio-economic level.
- Must pass health screening and TB skin test or chest x-ray.
- Must meet SB 792 immunization requirement.
- Must meet AB 1207 mandated reporter training requirement.
- Must be dedicated to the goals and philosophy of CAPMC and Department.
- Must possess emotional maturity, stability, tactfulness, and the ability to provide professional leadership.
- Must have dependable insured transportation and a valid California Driver's License and acceptable driving record. A DMV printout and proof of insurance will be required. Mileage may be reimbursed subjected to CAPMC's policy.
- Must complete all background requirements: references, sex offender registry check, livescan checks, a pre-employment drug screen, acknowledgement of child abuse reporting responsibility, criminal record statement, debarment clearance and receive satisfactory clearance from all licensing and investigative authorities. Employment is contingent upon receiving clearances from appropriate authorities.
- Must use reasonable precautions in the performance of one's duties and adhere to all applicable safety rules and practices; and act in such a manner as to always ensure maximum safety for oneself, fellow employees, clients, and children.

### PHYSICAL ACTIVITIES

- **Balancing:** Maintaining body equilibrium to prevent falling or tripping when walking, standing or crouching on narrow, slippery or erratically moving surfaces. This factor is important if the amount of balancing exceeds that needed for ordinary locomotion and maintenance of body equilibrium.
- **Climbing:** Ascending or descending ladders, stairs, stepping stools, ramps, stairs, and the like, using feet and legs and/or hands and arms. Hands and arms may be used for balance, such as holding a railing.

## CHIEF FINANCIAL OFFICER

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- Crawling: Moving about on hands and knees or hands and feet.
- Crouching: Bending the body downward and forward by bending leg and spine.
- Driving: Driving is the operation of a motorized passenger vehicle or other vehicle such as forklifts, golf carts, riding mowers.
- Eye/Hand/Foot Coordination: Performing work through using two or more body parts or other devices.
- Feeling: Perceiving attributes of objects, such as size, shape, temperature, or texture by touching with skin, particularly that of fingertips.
- Fine Manipulation: Touching, picking, pinching, or otherwise working primarily with fingers rather than the whole hand or arm as in gross manipulation.
- Foot or Leg Controls: Use of one or both feet or legs to move controls on machinery or equipment. Control includes, and is not limited to, pedals, buttons, levers, or cranks.
- Gross Manipulation: Seizing, holding, grasping, turning, or otherwise working with the hand(s). It is often present when lifting involves the hands. Fingers are involved only to the extent that they are an extension of the hand to hold or operate a tool such as tin snips or scissors.
- Hearing Requirements: The ability to hear, understand, and distinguish speech and/or other sounds (e.g., machinery alarms, medical codes or alarms). This includes in person speech, other remote speech, other sounds, telephone, video conference.
- Keyboarding: Entering text or data into a computer or other machine by means of a traditional keyboard. Traditional keyboard refers to a panel of keys used as the primary input device on a computer, typographic machine or 10-Key numeric keypad.
- Kneeling: Bending legs at the knees to come to a rest on knee(s).
- Lifting or Carrying: Lifting is raising or lowering an object from one level to another. Lifting can include an upward pulling motion. Carrying is to transport an object – usually by holding it in the hands or arms or wearing it on the body.
- Pushing or Pulling: Pushing is exerting force upon an object so that the object moves away from the origin of the force. Pulling is exerting force upon an object so that the object moves toward the origin of the force. Pushing or pulling may involve use of hands or arms and/or feet or legs done with one side of the body or both sides.
- Reaching at or below Shoulder Level: Reaching at or below the shoulder is present when there is 'Reaching,' but it does not meet the threshold for 'Overhead.' 'Overhead' and 'At or Below the Shoulder Reaching' can be present in the same task.

## CHIEF FINANCIAL OFFICER

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- Reaching Overhead - Extending the arm(s) with the hand(s) higher than the head and one of these conditions exist: (1) A person bends the elbows, and the angle at the shoulders is about 90 degrees or more, or (2) A person keeps the elbow extended, and the angle at the shoulder is about 120 degrees or more.
- Repetitive Motions: Making frequent on continuous movement.
- Alternate Standing/Sitting at Will: The ability to alternate between standing and sitting is present when the employee has the flexibility to choose between standing or sitting as needed.
- Sitting: Remaining in a seated position.
- Speaking: Expressing or exchanging ideas by means of the spoken word to impart oral information to clients or the public and to convey detailed spoken instructions to other workers accurately, loudly, or quickly.
- Standing or Walking: Standing is to remain on one's feet in an upright position without moving about. Walking is to move about on foot.
- Stooping: Stooping is bending the body forward and down while bending the spine at the waist 45 degrees or more either over something below waist level or down towards an object on or near the ground.

### VISUAL ACUITY

- Near Visual Acuity: Clarity of vision at approximately 20 inches or less (i.e., working with small objects or reading small print), including use of computers.
- Far Visual Acuity: Clarity of vision at 20 feet or more. This is not just the ability to see a person or object, but the ability to recognize features as well.
- Peripheral Vision: Observing an area that can be seen up and down or to right or left while eyes are fixed on a given point.

### WORK ENVIRONMENT

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

### WORKING CONDITIONS

- The worker is subject to both environmental conditions: Activities occur inside and outside.
- The worker may be exposed to infectious diseases.

***To build a diverse workforce, CAPMC encourages applications from individuals with disabilities, minorities, veterans, and women. EEO/AA Employer.***

**Donna Tooley, CPA**

May 20, 2025

Mrs. Mattie Mendez, Executive Director  
Community Action Partnership of Madera County, Inc.  
1225 Gill Avenue  
Madera, CA 93637

Re: Consideration of CAPMC Interim Chief  
Financial Officer (CFO) on Permanent  
Appointment

Dear Mattie,

I have genuinely enjoyed my time as the Interim Chief Financial Officer of CAPMC since my appointment on August 9, 2024. I know that CAPMC has continued to search for a replacement on an on-going basis and has had difficulty finding a suitable candidate. For this reason, I would like to offer to transition from the interim CFO to a permanent position at CAPMC given your approval and that of the Personnel Committee and Board of Directors. I know that this appointment may also be subject to the Office of Health and Human Service Head Start since the CFO is one of the key positions that requires prior approval.

I would like to offer many benefits to this solution. In addition to serving as the Interim CFO since August 2024, I worked as a Consultant for CAPMC from December 2020 to July 2024, offering financial, managerial, and grant writing services. I served as the CFO at CAPMC from March 2000 until my retirement on November 20, 2020, so I will bring twenty years of financial and leadership experience. Prior to my appointment as CFO, I worked as an Accountant Program Manager at CAPMC from December 1993 until March 2000 when the former CFO, Sandra Hackett, resigned. Prior to that, I worked eight years in public accounting with heavy emphasis on governmental and school district accounting. My experience also includes four years with municipal government where I worked in both internal auditing and accounting. I have a degree in Business Administration from Southern Methodist University with an emphasis in Accounting and I am also a licensed Certified Public Accountant in both Texas and California.

Because I still do not live in the immediate service area of CAPMC, I would ask that this appointment as the CFO continues on a remote basis, for the most part. Given the new structure of the Fiscal Department, I only have two direct reports. I am available to those employees by phone and email anytime. Everyone in the Fiscal Department knows that

"I am only a phone call away." As a Consultant and the Interim CFO, I have been willing to travel to Madera for in-person meetings, staff meetings, Finance Committee and Board of Director's meetings, and to be present for the outside auditors and for on-site grant monitoring. I am prepared to travel about 3-4 times a month and stay in a local hotel as needed. For instance, when the auditors are on-site, I have stayed in Madera four-five days during the week. I would like to ask that CAPMC continue to pay for the hotel stays as outlined in my current contract. However, I am willing to be flexible and accommodate in-person meetings and adjust my schedule to be on-site there at the CAPMC offices as required.

As an internal candidate, I am familiar with CAPMC and knowledgeable about the Agency's culture, systems, and processes. There will be no time and effort needed for me to adjust and become productive. Having spent almost thirty years at CAPMC, I understand the Agency's values, mission, and operational practices. This is crucial in ensuring that the CFO position aligns with the Agency's overall strategy and goals. I have established relationships with you as the Executive Director, CAPMC Department Heads, and other employees in the Fiscal Department and across the Agency. This will facilitate smoother communications and collaboration among all staff and with the Board of Directors as well.

Given the uncertainty with the federal government, especially the Executive Branch, rapidly shifting policies with CAPMC's federal grants, it could be difficult for an inexperienced CFO to understand and navigate. These policy changes can have an impact on CAPMC's ability to provide services, conduct contract regulations research and review, and manage programs. Experienced leadership is needed to navigate these uncertain and unprecedented times.

My additional time as the CFO at CAPMC will give other Fiscal Department staff the opportunity to gain experience in their roles and responsibilities. Within the Fiscal Department, there are future candidates for the CFO position at CAPMC, provided they receive meaningful professional growth and mentoring. This will allow for succession planning within the department.

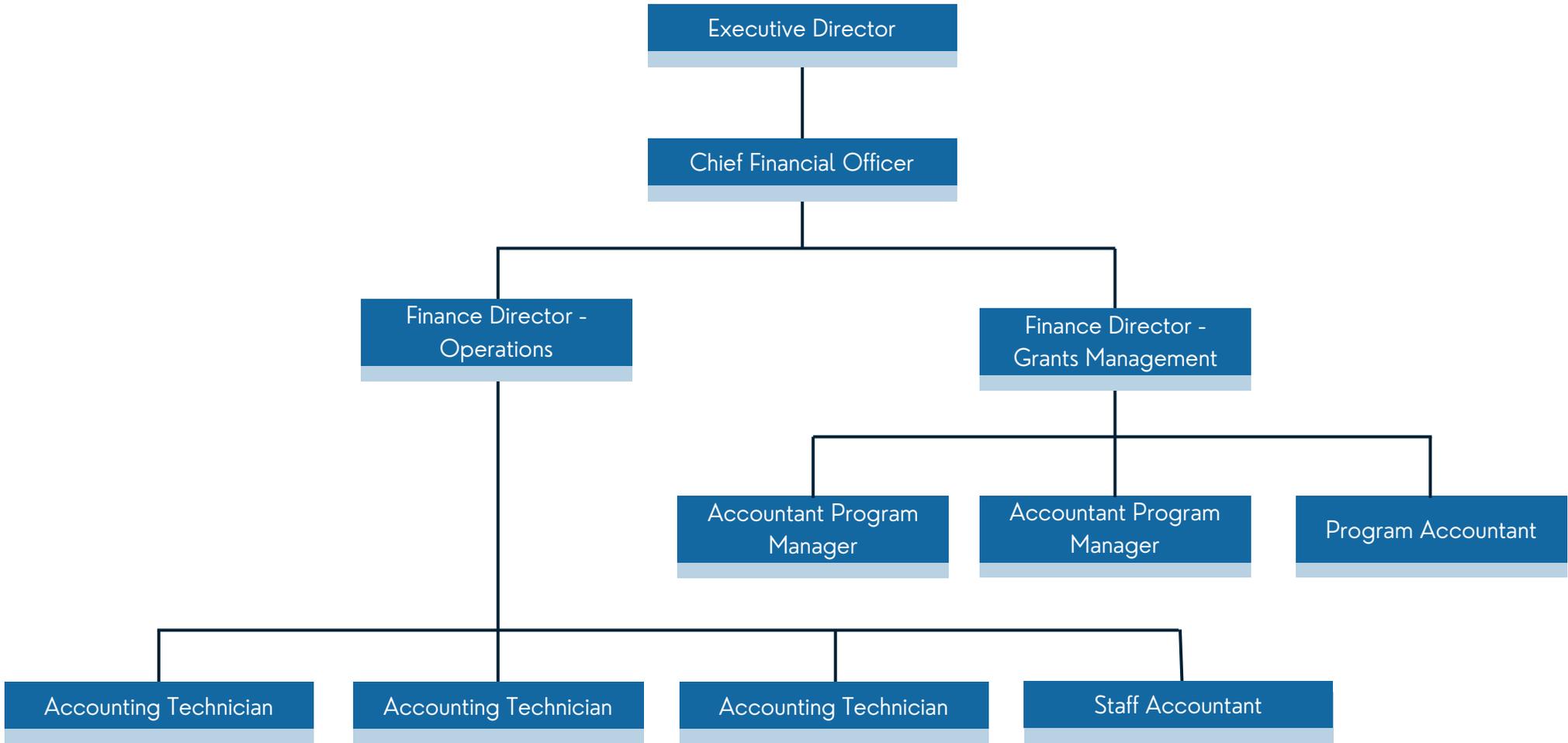
Please consider my offer and the benefits of this solution to CAPMC. I understand that you want to seek guidance from the Personnel Committee on this matter. I am happy to meet with you and the Personnel Committee if you desire or you may prefer to meet privately with them. I will understand if this arrangement does not meet the needs of CAPMC as well and will continue to work with you to find a successor CFO.

Kind regards,



Donna Tooley  
CAPMC Interim CFO

# Fiscal



**COMMUNITY ACTION PARTNERSHIP OF MADERA COUNTY, INC.  
FISCAL EXPENDITURE REPORT  
FOR THE PERIOD ENDED MAY 31, 2025**

DEPARTMENT/ PROGRAM TITLE	AMOUNT FUNDED	FUNDS SPENT YTD	BUDGET % YTD	ACTUAL % YTD	PROGRAM DESCRIPTION
CSBG 01/01/2025 - 12/31/2025 218	318,202.00	70,095.53	41.67%	22.03%	Provide social service programs and administrative expenses
CSBG DISCRETIONARY NO CONTRACT YET 217	0.00	0.00	#DIV/0!	#DIV/0!	Provide social service programs and administrative expenses
<b>HEAD START &amp; CHILD DEVELOPMENT</b>					
HEAD START REGIONAL 06/1/24 - 05/31/25 311/380	4,499,507.00	4,322,391.87	100.00%	96.06%	Provide HS services to low income preschool children and families
HEAD START T/TA 06/1/24 - 05/31/25 310	46,025.00	45,883.04	100.00%	99.69%	Provide training for staff and parents
EARLY HEAD START REGIONAL 06/1/24 - 05/31/25 312	823,578.00	844,828.62	100.00%	102.58%	Provide early HS services to 50 low income infant, toddlers and pregnant women
EARLY HEAD START T/TA 06/1/24 - 05/31/25 309	13,373.00	13,373.00	100.00%	100.00%	Provide training for staff and parents
MADERA STATE CSPP/RHS SB140 COST OF CARE 07/01/24 - 06/30/25 314	300,160.00	300,160.00	91.67%	100.00%	Provide child care services to HS preschool children and families and support workforce challenges
MADERA STATE CSPP/RHS ONE-TIME COVID 07/01/24 - 06/30/25 316	149,968.00	149,968.00	91.67%	100.00%	Provide child care services to HS preschool children and families with allowable CSPP expenses
MADERA STATE CSPP/RHS LAYERED 07/01/24 - 06/30/25 319	1,192,760.00	1,192,825.16	91.67%	100.01%	Provide child care services to HS preschool children and families
CHILD & ADULT CARE FOOD PROGRAM 10/01/24 - 09/30/25 390	602,510.00	277,914.67	66.67%	46.13%	Provide funds to serve hot meals to HS & state childcare children
MADERA MIGRANT HEAD START 03/01/25 - 02/28/26 - 50% CONTRACT 321/362	3,151,611.00	1,021,381.11	25.00%	32.41%	Provide HS services to 479 migrant and seasonal children and families
MADERA MIGRANT HS TRAINING 03/01/24 - 02/28/25 - 50% CONTRACT 320	15,089.00	22,823.91	125.00%	151.26%	Provide training for staff and parents
MADERA MIGRANT CHILD CARE - PART YEAR 07/01/24 - 06/30/25 322/324	992,716.00	820,003.90	91.67%	82.60%	Provide child care services to migrant eligible infant and toddlers
MADERA MIGRANT CHILD CARE SPECIALIZED SERVICES 07/01/24 - 06/30/25 325	169,936.00	148,555.49	91.67%	87.42%	Provide start up funding for supplies and staff to provide services to migrant eligible infant and toddlers
REGIONAL MADERA COE QUALITY COUNTS 06/01/2024 - 05/31/2025 356	150,862.00	0.00	100.00%	0.00%	Provide low-income children high quality preschool programs with focus on child development, teaching, and program/environment quality

**COMMUNITY ACTION PARTNERSHIP OF MADERA COUNTY, INC.  
FISCAL EXPENDITURE REPORT  
FOR THE PERIOD ENDED MAY 31, 2025**

DEPARTMENT/ PROGRAM TITLE	AMOUNT FUNDED	FUNDS SPENT YTD	BUDGET % YTD	ACTUAL% YTD	PROGRAM DESCRIPTION
FRESNO MIGRANT HEAD START 09/01/24 - 08/31/25 331	5,789,431.00	4,332,362.61	75.00%	74.83%	Provide HS services to to 469 migrant children and families
FRESNO MIGRANT HS -TRAINING 09/01/24 - 08/31/25 330	82,690.00	57,758.61	75.00%	69.85%	Provide training for staff and parents
FRESNO MIGRANT HEAD START ONE-TIME PROJECT IMPROVEMENTS 09/01/24 - 08/31/25 331	853,658.00	332,797.13	75.00%	38.98%	Provide funding for one-time project improvements to Fresno Migrant Head Start centers
FRESNO MIGRANT FRESNO COE QUALITY COUNTS 09/01/2024 - 08/31/2025 351	425,745.25	0.00	75.00%	0.00%	Provide low-income children high quality preschool programs with focus on child development, teaching, and program/environment quality
DSS STRENGTHENING FAMILIES 07/01/2024 - 06/30/2025 371	277,136.00	248,926.87	91.67%	89.82%	Provides training and education to parentx to strengthen family relationships

**COMMUNITY ACTION PARTNERSHIP OF MADERA COUNTY, INC.  
FISCAL EXPENDITURE REPORT  
FOR THE PERIOD ENDED MAY 31, 2025**

DEPARTMENT/ PROGRAM TITLE	AMOUNT FUNDED	FUNDS SPENT YTD	BUDGET % YTD	ACTUAL% YTD	PROGRAM DESCRIPTION
<b>RESOURCE &amp; REFERRAL:</b>					
CCDF-HEALTH & SAFETY 07/01/24 - 06/30/25 411	7,997.00	6,099.04	91.67%	76.27%	Training and supplies for child care providers
R & R GENERAL 07/01/24 - 06/30/25 401	294,215.00	251,259.38	91.67%	85.40%	Provide resources and referrals regarding child care and related issues
EMERGENCY CHILD CARE BRIDGE PROGRAM 07/01/24 - 06/30/25 407	307,121.00	235,737.82	91.67%	76.76%	Provide subsidized child care for eligible foster children
CHILD CARE INITIATIVE PROJECT 07/01/24 - 06/30/25 424	55,064.00	42,823.08	91.67%	77.77%	Recruiting and training child care providers for infants and toddlers
ALTERNATIVE PAYMENT 07/01/23 - 06/30/25 429	8,144,824.00	4,232,698.68	95.83%	51.97%	Provide subsidized child care for eligible families
ALTERNATIVE PAYMENT STAGE 2 07/01/24 - 06/30/25 427	1,785,876.00	1,117,074.33	91.67%	62.55%	Provide subsidized child care for eligible families
ALTERNATIVE PAYMENT STAGE 3 07/01/24 - 06/30/25 428	1,245,481.00	933,650.47	91.67%	74.96%	Provide subsidized child care for eligible families

**COMMUNITY ACTION PARTNERSHIP OF MADERA COUNTY, INC.  
FISCAL EXPENDITURE REPORT  
FOR THE PERIOD ENDED MAY 31, 2025**

DEPARTMENT/ PROGRAM TITLE	AMOUNT FUNDED	FUNDS SPENT YTD	BUDGET % YTD	ACTUAL % YTD	PROGRAM DESCRIPTION
<b>VICTIM SERVICES:</b>					
RSVP/CALOES (10/01/24 - 09/30/25) 500	340,538.00	215,371.43	66.67%	63.24%	Assist victims of sexual assault
VICTIM WITNESS/CALOES (10/01/24 - 09/30/25) 501	442,782.00	229,208.60	66.67%	51.77%	Assist victims of crime
SHELTER-BASED DOMESTIC VIOLENCE (10/01/24 - 09/30/25) 533	537,587.00	307,574.20	66.67%	57.21%	Provide shelter services for domestic violence victims
DOM. VIO. MARRIAGE LICENSE (07/01/24 - 06/30/25) 502	22,000.00	292.32	91.67%	1.33%	Provides shelter and services to domestic violence victims
DOMESTIC VIOLENCE RESTITUTION (07/01/24 - 06/30/25) 504	4,000.00	0.00	91.67%	0.00%	Provides shelter and services to domestic violence victims
VSC DOMESTIC VIOLENCE GENERAL FUND (07/01/24 - 06/30/25) DONATIONS ONLY 507/525	2,000.00	0.00	91.67%	0.00%	Assist victims of domestic violence
VICTIM SERVICES CENTER FUND (07/01/24 - 06/30/25) DONATIONS ONLY 510	2,500.00	1,026.51	91.67%	41.06%	Assist with program operations for all Victim Services clients
UNSERVED/UNDERSERVED VICTIM ADVOCACY & OUTREACH (01/01/25 - 12/31/25) 508	196,906.00	92,639.51	41.67%	47.05%	Assist unserved/underserved, primarily Hispanic, victims of crime
TRANSITIONAL HOUSING (01/01/25 - 12/31/25) 531	135,000.00	53,170.01	41.67%	39.39%	Provide long-term shelter services for domestic violence and human trafficking victims
<b>YOUTH AND SPECIALIZED SERVICES:</b>					
CHILD ADVOCACY CENTER (07/01/24 - 06/30/25) 516	1,000.00	0.00	91.67%	0.00%	Provide child sexual assault interviews
CHILD ADVOCACY CENTER (KC) PROGRAM CALOES (04/01/2025 -03/31/2026) 535	200,000.00	30,010.88	16.67%	15.01%	Provide funding to operate child advocacy center and provide child sexual assault interviews

**COMMUNITY ACTION PARTNERSHIP OF MADERA COUNTY, INC.  
FISCAL EXPENDITURE REPORT  
FOR THE PERIOD ENDED MAY 31, 2025**

DEPARTMENT/ PROGRAM TITLE	AMOUNT FUNDED	FUNDS SPENT YTD	BUDGET % YTD	ACTUAL% YTD	PROGRAM DESCRIPTION
<b>COMMUNITY SERVICES - EMERGENCY &amp; OTHER SERVICES:</b>					
FEMA NO CONTRACT YET 205 OR 235	0.00	0.00	#DIV/0!	#DIV/0!	Administration of the FEMA program
E.C.I.P./LIHEAP (11/01/23 - 06/30/25) 207	885,225.00	820,917.07	95.00%	92.74%	Assistance for low income clients for energy bills and weatherization services
E.C.I.P./LIHEAP (11/01/24 - 06/30/26) 208	729,173.00	600,129.59	35.00%	82.30%	Assistance for low income clients for energy bills and weatherization services
MADERA MENTAL HEALTH PROPERTY MGMT (07/01/24 - 06/30/25) 216	50,000.00	43,092.66	91.67%	86.19%	Provides property management services for the County of Madera Behavioral Health
EMERGENCY SUPPLEMENTAL LOW INCOME HOME ENERGY ASSISTANCE PROGRAM (ESLIHEAP) (04/15/23 - 05/31/25) 282	149,644.00	148,587.46	100.00%	99.29%	Assistance for low income clients for energy bills and weatherization services

**COMMUNITY ACTION PARTNERSHIP OF MADERA COUNTY, INC.  
FISCAL EXPENDITURE REPORT  
FOR THE PERIOD ENDED MAY 31, 2025**

DEPARTMENT/ PROGRAM TITLE	AMOUNT FUNDED	FUNDS SPENT YTD	BUDGET % YTD	ACTUAL % YTD	PROGRAM DESCRIPTION
<b>COMMUNITY SERVICES - HOMELESS PROGRAMS:</b>					
VALLARTA/THE GONZALEZ FAMILY DONATION (07/01/24 - 06/30/25) 221	465.34	0.00	91.67%	0.00%	Provides funding for homeless support and emergency services
SHUNAMMITE PLACE (11/01/24 - 10/31/25) 224	848,597.00	441,703.76	58.33%	52.05%	Provides permanent supportive housing for homeless people with disabilities
ONE-TIME FUNDING HOMELESSNESS (07/01/23 - 06/30/25) 226	24,418.00	8,837.38	95.83%	36.19%	Provides funding for homeless support and emergency services
CITY OF MADERA - CDBG (07/01/24 - 06/30/25) 231	20,000.00	20,000.00	91.67%	100.00%	Provides funding for Fresno-Madera Continuum of Care and homeless support
HOMELESS HOUSING, ASSISTANCE & PREVENTION (HHAP) BEHAVIORAL HEALTH (06/01/20 - 6/30/25) 246	411,434.26	411,434.26	98.36%	100.00%	Provides rental assistance and rapid rehousing, outreach and coordination, prevention and shelter diversion to permanent housing
HOMELESS HOUSING, ASSISTANCE & PREVENTION (HHAP IV) BEHAVIORAL HEALTH (01/01/24 - 6/30/27) 246	346,709.12	73,104.54	40.48%	21.09%	Provides rental assistance and rapid rehousing, outreach and coordination, prevention and shelter diversion to permanent housing
HOMELESS HOUSING, ASSISTANCE & PREVENTION (HHAP-III) BEHAVIORAL HEALTH (07/01/23 - 06/30/26) 278	526,635.86	459,948.88	63.89%	87.34%	Provides rental assistance and rapid rehousing, outreach and coordination, prevention and shelter diversion to permanent housing
HOUSING & HOMELESSNESS INCENTIVE PROGRAM (HHIP) (04/01/23 - 06/30/25) 281	250,000.00	227,331.06	96.30%	90.93%	Improves health outcomes and access to whole person care services by addressing housing insecurity and instability
HUD COORDINATED ENTRY SUPPORTIVE SERVICES HELP CENTER (11/01/24 - 10/31/25) 284	539,797.00	212,396.07	58.33%	39.35%	Provides coordinated entry supportive housing for homeless people within the FMCoC area

**Community Action Partnership of Madera County, Inc.**  
**Consolidated Statement of Financial Position by Object**  
**April 30, 2025**

F-4A

	<u>This Year</u>
<b>Assets</b>	
1113- CASH IN WESTAMERICA PAYROLL CK	931.54
1116- CASH IN WESTAMERICA HEAD START MONEY MARKET	2,516.76
1117- CASH IN WESTAMERICA ACCTS PAYABLE CHECKING	57,711.98
1122- SAVINGS - WESTAMERICA	6,463,373.37
1130- PETTY CASH	710.00
1310- GRANTS RECEIVABLE	3,555,062.55
1320- ACCOUNTS RECEIVABLE	25,314.79
1323- A/R IGNITE MY CITY CHURCH	330.84
1328- EMPLOYEE & TRAVEL ADVANCES	615.98
1329- ADVANCE CLEARING	12,606.99
1410- PREPAID EXPENSES	111,617.14
1420- SECURITY DEPOSITS	44,861.04
1421- WORKERS' COMP DEPOSIT	58,943.00
1450- INVENTORY	16,997.49
1512- EQUIPMENT	1,742,135.69
1513- VEHICLES	1,427,955.57
1514- BUILDINGS	4,021,500.45
1515- LAND IMPROVEMENTS	190,835.13
1516- BUILDING IMPROVEMENTS	427,857.12
1519- LAND	59,005.00
1522- ACC DEPR - EQUIPMENT	(1,079,481.74)
1523- ACC DEPR - VEHICLES	(934,489.01)
1524- ACC DEPR - BUILDINGS	(3,570,319.36)
1525- ACC DEPR - LAND IMPROVE.	(182,114.05)
1526- ACC DEPR - BUILDING IMPROVE.	(219,640.21)
1590- ROU ASSETS - OPERATING LEASES	15,880,941.00
	<hr/>
<b>Total Assets</b>	<b>28,115,779.06</b>
	<hr/> <hr/>
<b>Liabilities and Net Assets</b>	
2101- ACCOUNTS PAYABLE	1,295,130.77
2111- ACCOUNTS PAYABLE - MANUAL	8,490.47
2112- ACCOUNTS PAY-FUNDING SOURCE	103,304.84
2115- A/P OTHERS	(268,828.92)
2121- ACCRUED PAYROLL	515,119.52
2122- ACCRUED VACATION	1,096,198.84
2123- ACCRUED PAYROLL - MANUAL	849.40
2211- FICA PAYABLE	(29,182.86)
2212- FICA-MED PAYABLE	4.64
2213- FIT PAYABLE	(29,078.72)
2215- SIT PAYABLE	(30,352.62)

2216- SDI PAYABLE	(4,666.35)
2217- SUI PAYABLE	(1,561.82)
2220- WORKER'S COMP PAYABLE	20,374.56
2231- RETIREMENT PAYABLE-ER CONTRIB	835,894.03
2232- W/H RETIREMENT	(10.00)
2233- W/H RETIREMENT-ER403B BENEFIT	200.00
2244- KAISER MID20	783.60
2245- KAISER HIGH15	453.53
2248- KAISER LOW30	0.00
2249- KAISER DHMO40	0.00
2252- SELF INSURANCE - LIFE & ADD	(9.26)
2253- VISION INSURANCE PAYABLE	(224.49)
2254- SELF INSURANCE - DENTAL	56,291.12
2255- UNION DUES & FEE PAYMENTS	28.55
2258- TELEMEDICINE	82.00
2259- TELEMEDICINE BUNDLE PLAN	(93.00)
2260- MADERA RHS PARENT GROUPS	552.34
2262- FRESNO MHS PARENT GROUPS	2,130.16
2264- MCAC EMP FUND-UNIFICATION	64.15
2265- FRESNO - EDS - FUNDS	1,854.17
2266- R & R PROGRAM	2,928.67
2410- DEFERRED GRANT REVENUE	5,118,093.58
2415- RESERVE ACCOUNT	66,545.00
2420- OTHER DEFERRED REVENUE	430,007.38
2600- INVESTMENT IN FIXED ASSETS	0.00
2610- REDUCT IN INVEST IN FIXED ASST	0.00
2690- OPERATING LEASE LIABILITY	15,880,941.00
Total Liabilities	<u>25,072,314.28</u>
3000- NET ASSETS W/O DONOR RESTRICTIONS	658,101.76
3050- NET ASSETS - BOARD DESIGNATED	560,000.00
3100- NET ASSETS - RESTRICTED FIXED ASSETS	1,780,656.82
Change in Net Assets	<u>44,706.20</u>
Total Net Assets	<u>3,043,464.78</u>
Total Liabilities and Net Assets	<u><u>28,115,779.06</u></u>

**Community Action Partnership of Madera County, Inc.**  
**Consolidated Revenue and Expense**  
**April 30, 2025**

F-4B

	<u>Year-To-Date</u> <u>Actual</u>
<u>Revenues</u>	
4110- GRANT INCOME-FEDERAL	22,992,825.20
4120- GRANT INCOME-STATE	7,383,009.74
4130- GRANT INCOME-AREA	600,736.11
4210- DONATIONS	21,734.83
4220- IN KIND CONTRIBUTIONS	2,948,015.75
4315- CHILD CRE REVENUE-STATE	5,107.95
4320- INTEREST INCOME	488.20
4350- RENTAL INCOME	52,710.23
4370- MERCHANDISE SALES	424.00
4390- MISCELLANEOUS INCOME	1,900.49
4900- INDIRECT COST REIMBURSEMENT	2,466,907.64
	<u>36,473,860.14</u>
 <u>Total Revenues</u>	
	<u>36,473,860.14</u>
 <u>Expenses</u>	
5010- SALARIES & WAGES	12,604,200.91
5012- DIRECTOR'S SALARY	164,683.64
5020- ACCRUED VACATION PAY	761,489.73
5112- HEALTH INSURANCE	1,278,652.00
5114- WORKER'S COMPENSATION	331,510.69
5116- PENSION	673,878.49
5122- FICA	1,020,085.04
5124- SUI	133,929.72
5125- DIRECTOR'S FRINGE	77,015.37
5130- ACCRUED VACATION FICA	47,450.78
6110- OFFICE SUPPLIES	76,714.07
6112- DATA PROCESSING SUPPLIES	647,823.73
6121- FOOD	378,177.01
6122- KITCHEN SUPPLIES	43,387.99
6130- PROGRAM SUPPLIES	545,074.43
6132- MEDICAL & DENTAL SUPPLIES	41,637.48
6134- INSTRUCTIONAL SUPPLIES	36,414.51
6140- CUSTODIAL SUPPLIES & MAINTENANCE TOOLS	122,404.71
6142- LINEN/LAUNDRY	118.50
6143- FURNISHINGS	91,442.36
6150- UNIFORM RENTAL/PURCHASE	579.89
6160- RESALE ITEMS	215.46
6170- POSTAGE & SHIPPING	24,308.47
6180- EQUIPMENT RENTAL	172,729.04
6181- EQUIPMENT MAINTENANCE	45,311.53

6221- EQUIPMENT OVER > \$5000	343,753.03
6310- PRINTING & PUBLICATIONS	29,986.19
6312- ADVERTISING & PROMOTION	17,533.48
6320- TELEPHONE	278,379.05
6410- RENT	1,383,950.06
6420- UTILITIES/ DISPOSAL	458,167.13
6432- BUILDING & GROUNDS REPAIRS/ MAINTENANCE	521,341.55
6433- GROUNDS MAINTENANCE	184,852.40
6436- PEST CONTROL	24,904.71
6437- BURGLAR & FIRE ALARM	30,092.80
6440- PROPERTY INSURANCE	110,632.48
6510- AUDIT	66,317.50
6520- CONSULTANTS	94,845.85
6522- CONSULTANT EXPENSES	7,002.85
6524- CONTRACTS	582,685.52
6530- LEGAL	87,042.70
6540- CUSTODIAL SERVICES	109,634.76
6555- MEDICAL SCREENING/DEAT/STAFF	8,700.00
6610- GAS & OIL	43,474.69
6620- VEHICLE INSURANCE	116,734.22
6640- VEHICLE REPAIR & MAINTENANCE	57,208.79
6712- STAFF TRAVEL-LOCAL	21,328.66
6714- STAFF TRAVEL-OUT OF AREA	110,923.89
6722- PER DIEM - STAFF	3,672.25
6724- PER DIEM - PARENT	225.00
6730- VOLUNTEER TRAVEL	2,519.36
6742- TRAINING - STAFF	95,645.67
6744- TRAINING - VOLUNTEER	3,180.00
6745- TRAINING - PARTICIPANT/CLIENTS	2,145.00
6750- FIELD TRIPS	777.08
6810- BANK CHARGES	461.37
6832- LIABILITY INSURANCE	50,514.63
6834- STUDENT ACTIVITY INSURANCE	5,347.75
6840- PROPERTY TAXES	13,608.01
6850- FEES & LICENSES	101,306.99
6851- CPR FEES	4,853.00
6852- FINGERPRINT	3,721.75
6875- EMPLOYEE HEALTH & WELFARE	40,077.01
6880- VOLUNTEER RECOGNITION	993.37
7110- PARENT ACTIVITIES	4,221.10
7111- PARENT MILEAGE	1,703.88
7112- PARENT INVOLVEMENT	4,174.70
7114- PC ALLOWANCE	4,845.00
7116- POLICY COUNCIL FOOD ALLOWANCE	2,030.03
7210- TRANSPORTATION VOUCHERS	1,796.84
7224- CLIENT RENT	111,424.24
7226- CLIENT LODGING/SHELTER	87,589.04

7230- CLIENT FOOD	5,545.45
7240- DIRECT BENEFITS	6,428,381.05
7245- DIRECT BENEFITS - STATE	5,107.95
7250- FURNACE REPAIRS/REPLACEMENT	19,635.17
8110- IN KIND SALARIES	2,506,385.03
8120- IN KIND RENT	414,600.72
8130- IN KIND - OTHER	27,030.00
9010- INDIRECT COST ALLOCATION	<u>2,466,907.64</u>
Total Expenses	<u>36,429,153.94</u>
Excess Revenue Over (Under) Expenditures	<u><u>44,706.20</u></u>

**Cross-Year Rev/ Exp by Fund/ Obj w Encumbrances/w Net Assets  
April 30, 2025**

<u>224 0 HUD SHUNAMMITE PLACE</u>	<u>Grant Budget</u>	<u>Current Month Actual</u>	<u>YTD Actual April 30, 2025</u>	<u>YTD Budget April 30, 2025</u>	<u>% Spent</u>	<u>YTD Encumbrance</u>	<u>Actual Plus Encumbrance</u>	<u>Budget Balance</u>
<u>Revenues</u>								
4110- GRANT INCOME-FEDERAL	\$848,597.00	\$64,092.80	\$354,047.56	\$0.00	(\$0.42)	\$0.00	\$354,047.56	\$494,549.44
4220- IN KIND CONTRIBUTIONS	0.00	3,218.05	14,077.92	0.00	0.00	0.00	14,077.92	(14,077.92)
4350- RENTAL INCOME	0.00	5,023.34	31,121.95	0.00	0.00	0.00	31,121.95	(31,121.95)
Total Revenues	<u>848,597.00</u>	<u>72,334.19</u>	<u>399,247.43</u>	<u>0.00</u>	<u>(0.47)</u>	<u>0.00</u>	<u>399,247.43</u>	<u>449,349.57</u>
<u>Expenses</u>								
5010- SALARIES & WAGES	\$236,683.00	\$19,723.32	\$114,533.92	\$0.00	\$0.48	\$0.00	\$114,533.92	\$122,149.08
5020- ACCRUED VACATION PAY	0.00	1,054.29	5,971.72	0.00	0.00	0.00	5,971.72	(5,971.72)
5112- HEALTH INSURANCE	38,934.00	4,064.30	18,564.81	0.00	0.48	0.00	18,564.81	20,369.19
5114- WORKER'S COMPENSATION	1,039.00	828.52	4,659.20	0.00	4.48	0.00	4,659.20	(3,620.20)
5116- PENSION	11,834.00	652.40	4,208.53	0.00	0.36	0.00	4,208.53	7,625.47
5122- FICA	18,106.00	1,609.27	9,260.48	0.00	0.51	0.00	9,260.48	8,845.52
5124- SUI	1,863.00	0.00	2,217.02	0.00	1.19	0.00	2,217.02	(354.02)
5130- ACCRUED VACATION FICA	0.00	17.28	(44.65)	0.00	0.00	0.00	(44.65)	44.65
6110- OFFICE SUPPLIES	2,345.00	0.00	1,855.65	0.00	0.79	0.00	1,855.65	489.35
6112- DATA PROCESSING SUPPLIES	11,291.00	11.91	4,715.01	0.00	0.42	0.00	4,715.01	6,575.99
6130- PROGRAM SUPPLIES	10,721.00	60.99	2,683.97	0.00	0.25	1,825.02	4,508.99	6,212.01
6140- CUSTODIAL SUPPLIES & MAINTENANCE TOOLS	0.00	0.00	26.11	0.00	0.00	0.00	26.11	(26.11)
6143- FURNISHINGS	21,860.00	4,737.60	11,535.51	0.00	0.53	0.00	11,535.51	10,324.49
6170- POSTAGE & SHIPPING	134.00	0.00	0.00	0.00	0.00	0.00	0.00	134.00
6180- EQUIPMENT RENTAL	1,285.00	171.08	872.71	0.00	0.68	0.00	872.71	412.29
6181- EQUIPMENT MAINTENANCE	1,855.00	16.24	98.27	0.00	0.05	0.00	98.27	1,756.73
6310- PRINTING & PUBLICATIONS	350.00	0.00	53.71	0.00	0.15	0.00	53.71	296.29
6320- TELEPHONE	10,405.00	719.20	4,387.38	0.00	0.42	0.00	4,387.38	6,017.62
6410- RENT	333,120.00	24,136.40	136,874.23	0.00	0.41	0.00	136,874.23	196,245.77
6420- UTILITIES/ DISPOSAL	19,465.00	1,214.60	15,079.76	0.00	0.77	28.63	15,108.39	4,356.61
6432- BUILDING & GROUNDS REPAIRS/ MAINTENANCE	14,210.00	325.00	5,048.95	0.00	0.36	0.00	5,048.95	9,161.05
6433- GROUNDS MAINTENANCE	7,200.00	40.00	240.00	0.00	0.03	0.00	240.00	6,960.00
6440- PROPERTY INSURANCE	24,862.00	423.06	2,528.03	0.00	0.10	0.00	2,528.03	22,333.97
6530- LEGAL	11,186.00	4,385.70	11,285.70	0.00	1.01	0.00	11,285.70	(99.70)
6540- CUSTODIAL SERVICES	8,800.00	330.00	1,980.00	0.00	0.23	0.00	1,980.00	6,820.00
6562- MEDICAL EXAM	600.00	0.00	0.00	0.00	0.00	0.00	0.00	600.00
6564- MEDICAL FOLLOW-UP	400.00	0.00	0.00	0.00	0.00	0.00	0.00	400.00

**Cross-Year Rev/ Exp by Fund/ Obj w Encumbrances/w Net Assets  
April 30, 2025**

	<u>Grant</u> <u>Budget</u>	<u>Current</u> <u>Month</u> <u>Actual</u>	<u>YTD Actual</u> <u>April 30,</u> <u>2025</u>	<u>YTD</u>	<u>% Spent</u>	<u>YTD</u> <u>Encumbrance</u>	<u>Actual Plus</u> <u>Encumbrance</u>	<u>Budget</u> <u>Balance</u>
				<u>Budget</u> <u>April 30,</u> <u>2025</u>				
<b><u>224 0 HUD SHUNAMMITE PLACE</u></b>								
6566- DENTAL EXAM	600.00	0.00	0.00	0.00	0.00	0.00	0.00	600.00
6568- DENTAL FOLLOW-UP	400.00	0.00	0.00	0.00	0.00	0.00	0.00	400.00
6610- GAS & OIL	2,300.00	206.75	947.17	0.00	0.41	0.00	947.17	1,352.83
6620- VEHICLE INSURANCE	4,375.00	610.28	3,661.68	0.00	0.84	0.00	3,661.68	713.32
6630- VEHICLE LICENSE & FEES	155.00	0.00	0.00	0.00	0.00	0.00	0.00	155.00
6640- VEHICLE REPAIR & MAINTENANCE	1,405.00	85.58	738.85	0.00	0.53	0.00	738.85	666.15
6712- STAFF TRAVEL-LOCAL	2,120.00	79.10	308.91	0.00	0.15	0.00	308.91	1,811.09
6742- TRAINING - STAFF	1,500.00	0.00	0.00	0.00	0.00	0.00	0.00	1,500.00
6832- LIABILITY INSURANCE	30.00	1.33	7.98	0.00	0.27	0.00	7.98	22.02
6850- FEES & LICENSES	3,004.00	0.00	1,278.06	0.00	0.43	0.00	1,278.06	1,725.94
6875- EMPLOYEE HEALTH & WELFARE	95.00	0.00	0.00	0.00	0.00	0.00	0.00	95.00
7210- TRANSPORTATION VOUCHERS	600.00	0.00	200.00	0.00	0.33	0.00	200.00	400.00
7224- CLIENT RENT	900.00	0.00	0.00	0.00	0.00	0.00	0.00	900.00
7226- CLIENT LODGING/SHELTER	435.00	0.00	0.00	0.00	0.00	0.00	0.00	435.00
7230- CLIENT FOOD	700.00	0.00	49.24	0.00	0.07	0.00	49.24	650.76
8110- IN KIND SALARIES	0.00	1,546.80	7,450.42	0.00	0.00	0.00	7,450.42	(7,450.42)
8130- IN KIND - OTHER	0.00	1,671.25	6,627.50	0.00	0.00	0.00	6,627.50	(6,627.50)
9010- INDIRECT COST ALLOCATION	41,430.00	3,656.74	19,386.40	0.00	0.47	0.00	19,386.40	22,043.60
Total Expenses	<u>\$848,597.00</u>	<u>\$72,378.99</u>	<u>\$399,292.23</u>	<u>\$0.00</u>	<u>\$0.47</u>	<u>\$1,853.65</u>	<u>\$401,145.88</u>	<u>\$447,451.12</u>
Excess Revenue Over (Under) Expenditures	<b>0.00</b>	<b>(44.80)</b>	<b>(44.80)</b>	<b>0.00</b>	<b>0.00</b>	<b>(1,853.65)</b>	<b>(1,898.45)</b>	<b>1,898.45</b>
Beginning Net Assets - Unrestricted	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
Beginning Net Assets - Board Designated	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
Ending Net Assets	<b><u>0.00</u></b>	<b><u>(44.80)</u></b>	<b><u>(44.80)</u></b>	<b><u>0.00</u></b>	<b><u>0.00</u></b>	<b><u>(1,853.65)</u></b>	<b><u>(1,898.45)</u></b>	<b><u>1,898.45</u></b>

MADERA COUNTY

246- HHAP R4

4/01/2025-4/30/2025

Year to Date Expenses

	<u>-000-74</u> Rapid Rehousing	<u>-077-74</u> Rapid Rehousing YSA	<u>-000-75</u> Operating Subsidies	<u>-077-75</u> Operating Subsidies YSA	<u>-000-18</u> Street Outreach	<u>-077-18</u> Street Outreach YSA	<u>-000-90</u> Administration	Total
4350/4 Rental/Misc. Income								0.00
5010 Salaries & Wages	28.39			833.28			335.28	1,196.95
5020 Accrued Vacation Pay	1.36			41.97			15.93	59.26
5112 Health Insurance				33.04				33.04
5114 Workers' Compensation	30.49			33.25			16.28	80.02
5116 Pension	1.71			53.01			17.27	71.99
5122 FICA	2.27			70.14			26.40	98.81
5124 SUI								0.00
5130 Accrued Vacation FICA	-0.09			-2.71			1.21	-1.59
6110 Office Supplies								0.00
6112 Data Processing Supplies								0.00
6130 Program Supplies								0.00
6132 Medical & Dental Supplies								0.00
6140 Custodial Supplies								0.00
6143 Furnishings								0.00
6170 Postage & Shipping								0.00
6180 Equipment Rental								0.00
6181 Equipment Maintenance								0.00
6310 Printing & Publications								0.00
6320 Telephone	652.09			23.48			7.08	682.65
6410 Rent	2,120.94			76.72			23.70	2,221.36
6420 Utilities	537.19			16.95			4.08	558.22
6432 Building R & M								0.00
6433 Grounds Maintenance								0.00
6440 Property Insurance	73.34			2.56			1.27	77.17
6510 Audit								0.00
6520 Consultants								0.00
6530 Legal								0.00
6562 Medical Exam								0.00
6564 Medical Follow-Up								0.00
6566 Dental Exam								0.00
6568 Dental Follow-Up								0.00
6610 Gas & Oil				4.45				4.45
6640 Vehicle Repair & Maintenance								0.00
6712 Staff Travel Local				6.03				6.03
6742 Training - Staff								0.00
6820 Interest Expense								0.00
6832 Liability Insurance								0.00
6850 Fees & Licenses	723.30	0.61						723.91
6860 Depreciation Expense								0.00
6875 Employee Health & Welfare								0.00
7210 Transportation Vouchers								0.00
7222 Motel Vouchers								0.00
7224 Client Rent	45,781.52	4,796.02						50,577.54
7226 Client Lodging/ Shelter				9,273.72				9,273.72
7224 Client Food								0.00
7240 Direct Benefits								0.00
9010 Indirect	4,545.68	436.49	-	952.40	-	-	40.81	5,975.38
Subtotal - HUD Funding	54,498.19	5,233.12	0.00	11,418.29	0.00	0.00	489.31	71,638.91
<b>Budget:</b>	74,704.26	8,505.93	82,193.17	11,418.29	130,871.14	14,746.69	24,269.64	346,709.12
<b>Direct Budget:</b>	68,473.20	7,796.45	75,337.46	10,465.89	119,955.22	13,516.67	22,245.32	317,790.21
<b>Remaining balance for total funding:</b>	20,206.07	3,272.81	82,193.17	-	130,871.14	14,746.69	23,780.33	275,070.21
<b>Remaining direct cost:</b>	18,520.69	2,999.82	75,337.46	-	119,955.22	13,516.67	21,796.82	252,126.68

**MADERA COUNTY  
278- HHAP R3**

**Year to Date Expenses**

**4/30/2025**

	<u>-000-74</u>	<u>-077-74</u>	<u>-000-75</u>	<u>-077-75</u>	<u>-000-18</u>	<u>-077-18</u>	<u>077-78</u>	<u>-000-90</u>	
	<u>Rapid</u>	<u>Rapid Rehousing</u>	<u>Operating</u>	<u>Operating</u>	<u>Street</u>	<u>Street</u>	<u>Permanent</u>		
	<u>Rehousing</u>	<u>YSA</u>	<u>Subsidies</u>	<u>Subsidies YSA</u>	<u>Outreach</u>	<u>Outreach YSA</u>	<u>Housing</u>	<u>Administration</u>	<u>Total</u>
4350/4390 Rental/Misc. Income									0.00
5010 Salaries & Wages	43,801.43	1,206.53	3,089.67	1,432.82	105,517.89	698.81		22,372.56	178,119.71
5020 Accrued Vacation Pay	2,029.70	61.74	156.58	70.76	6,294.34	38.78		1,016.66	9,668.56
5112 Health Insurance	3,550.16	256.83	228.14	51.10	16,902.43	42.35		2,810.26	23,841.27
5114 Workers' Compensation	2,102.72	63.99	116.13	64.43	5,139.13	35.13		1,063.28	8,584.81
5116 Pension	1,123.61	68.77	243.53	91.68	2,517.10	64.29		1,347.35	5,456.33
5122 FICA	3,436.28	99.73	264.09	118.37	8,440.78	57.03		1,771.00	14,187.28
5124 SUI	819.78	0.41	25.80	6.69	1,937.78			253.36	3,043.82
5130 Accrued Vacation FICA	40.16	(5.74)	(3.73)	-2.02	(4.35)	1.23		29.48	55.03
6110 Office Supplies					320.70				320.70
6112 Data Processing Supplies			0.20		244.56	1.26		559.88	805.90
6130 Program Supplies					482.95				482.95
6132 Medical & Dental Supplies									0.00
6140 Custodial Supplies									0.00
6143 Furnishings	772.88								772.88
6170 Postage & Shipping									0.00
6180 Equipment Rental									0.00
6181 Equipment Maintenance									0.00
6310 Printing & Publications					63.87				63.87
6320 Telephone	915.44	31.52	67.31	25.50	2,296.84	16.53		377.06	3,730.20
6410 Rent	2,729.44	98.18	246.36	80.78	7,999.38	53.51		1,390.17	12,597.82
6420 Utilities	544.78	20.76	52.65	13.92	1,719.68	9.36		278.67	2,639.82
6432 Building R & M			0.33		34.54	2.19		17.62	54.68
6433 Grounds Maintenance									0.00
6440 Property Insurance	31.30	3.25	9.05	2.79	192.35	2.34		41.53	282.61
6510 Audit									0.00
6520 Consultants									0.00
6530 Legal									0.00
6562 Medical Exam									0.00
6564 Medical Follow-Up									0.00
6566 Dental Exam									0.00
6568 Dental Follow-Up									0.00
6610 Gas & Oil	340.92	2.28	156.43	4.60	395.31				899.54
6640 Vehicle Repair & Maintenance					21.00				21.00
6712 Staff Travel Local	368.55	29.48	34.84	32.83	369.34				835.04
6742 Training - Staff									0.00
6820 Interest Expense									0.00
6832 Liability Insurance									0.00
6850 Fees & Licenses	552.55	0.01	1.80		25.34	0.03		4.05	583.78
6860 Depreciation Expense									0.00
6875 Employee Health & Welfare					7.55				7.55
7210 Transportation Vouchers									0.00
7222 Motel Vouchers									0.00
7224 Client Rent	40,053.37	5,394.98							45,448.35
7226 Client Lodging/ Shelter			85,668.56	14,096.06					99,764.62
7232 Food Vouchers									0.00
7240 Direct Benefits									0.00
9010 Indirect	9,392.39	667.28	8,222.55	1,464.22	14,643.58	93.08	-	3,033.30	37,516.40
Subtotal - HUD Funding	112,605.46	8,000.00	98,580.29	17,554.53	175,562.09	1,115.92	0.00	36,366.23	449,784.52
	<u>-000-74</u>	<u>-077-74</u>	<u>-000-75</u>	<u>-077-75</u>	<u>-000-18</u>	<u>-077-18</u>	<u>077-78</u>	<u>-000-90</u>	
	<u>Rapid</u>	<u>Rapid Rehousing</u>	<u>Operating</u>	<u>Operating</u>	<u>Street</u>	<u>Street</u>	<u>Permanent</u>		
	<u>Rehousing</u>	<u>YSA</u>	<u>Subsidies</u>	<u>Subsidies YSA</u>	<u>Outreach</u>	<u>Outreach YSA</u>	<u>Housing</u>	<u>Administration</u>	
<b>Budget:</b>	112,605.46	8,000.00	124,445.47	17,554.53	200,056.83	7,109.06	20,000.00	36,864.51	526,635.86
<b>Direct Budget:</b>	103,213.07	7,332.72	114,065.51	16,090.31	183,370.15	6,516.10	18,331.81	33,789.65	482,709.32
<b>Remaining balance for total funding:</b>	-	-	25,865.18	-	24,494.74	5,993.14	20,000.00	498.28	76,851.34
<b>Remaining direct cost:</b>	-	-	23,707.77	-	22,451.64	5,493.26	18,331.81	456.72	70,441.20

**Cross-Year Rev/ Exp by Fund/ Obj w Encumbrances/w Net Assets**  
**April 30, 2025**

<u>284 0 HUD COORDINATED ENTRY SUPP SVCS</u> <u>HELP CNTR</u>	<u>Grant</u> <u>Budget</u>	<u>Current</u> <u>Month</u> <u>Actual</u>	<u>YTD Actual</u> <u>April 30,</u> <u>2025</u>	<u>YTD</u> <u>Budget</u> <u>April 30,</u> <u>2025</u>	<u>% Spent</u>	<u>YTD</u> <u>Encumbrance</u>	<u>Actual Plus</u> <u>Encumbrance</u>	<u>Budget</u> <u>Balance</u>
<u>Revenues</u>								
4110- GRANT INCOME-FEDERAL	\$539,797.00	\$36,161.29	\$192,412.28	\$0.00	(0.36)	\$0.00	\$192,412.28	\$347,384.72
Total Revenues	\$539,797.00	\$36,161.29	\$192,412.28	\$0.00	(0.36)	\$0.00	\$192,412.28	\$347,384.72
<u>Expenses</u>								
5010- SALARIES & WAGES	\$354,359.00	\$22,428.51	\$120,737.12	\$0.00	0.34	\$0.00	\$120,737.12	\$233,621.88
5020- ACCRUED VACATION PAY	0.00	1,073.76	5,667.28	0.00	0.00	0.00	5,667.28	(5,667.28)
5112- HEALTH INSURANCE	40,231.00	2,428.93	9,612.90	0.00	0.24	0.00	9,612.90	30,618.10
5114- WORKER'S COMPENSATION	15,495.00	1,088.71	5,912.23	0.00	0.38	0.00	5,912.23	9,582.77
5116- PENSION	17,718.00	1,240.09	6,513.98	0.00	0.37	0.00	6,513.98	11,204.02
5122- FICA	27,109.00	1,896.88	9,850.21	0.00	0.36	0.00	9,850.21	17,258.79
5124- SUI	2,735.00	105.77	2,591.63	0.00	0.95	0.00	2,591.63	143.37
5130- ACCRUED VACATION FICA	0.00	0.75	137.63	0.00	0.00	0.00	137.63	(137.63)
6110- OFFICE SUPPLIES	1,500.00	0.00	0.00	0.00	0.00	0.00	0.00	1,500.00
6112- DATA PROCESSING SUPPLIES	2,111.00	0.00	791.57	0.00	0.37	0.00	791.57	1,319.43
6170- POSTAGE & SHIPPING	200.00	0.00	0.00	0.00	0.00	0.00	0.00	200.00
6180- EQUIPMENT RENTAL	1,500.00	0.00	0.00	0.00	0.00	0.00	0.00	1,500.00
6181- EQUIPMENT MAINTENANCE	500.00	0.00	0.00	0.00	0.00	0.00	0.00	500.00
6310- PRINTING & PUBLICATIONS	200.00	0.00	0.00	0.00	0.00	0.00	0.00	200.00
6320- TELEPHONE	4,950.00	576.55	2,727.06	0.00	0.55	0.00	2,727.06	2,222.94
6410- RENT	16,180.00	1,811.66	9,423.05	0.00	0.58	0.00	9,423.05	6,756.95
6420- UTILITIES/ DISPOSAL	3,075.00	311.40	1,668.04	0.00	0.54	0.00	1,668.04	1,406.96
6432- BUILDING & GROUNDS REPAIRS/ MAINTENANCE	150.00	0.00	222.55	0.00	1.48	0.00	222.55	(72.55)
6440- PROPERTY INSURANCE	300.00	96.38	290.98	0.00	0.97	0.00	290.98	9.02
6530- LEGAL	187.00	0.00	0.00	0.00	0.00	0.00	0.00	187.00
6610- GAS & OIL	2,600.00	31.09	52.79	0.00	0.02	0.00	52.79	2,547.21
6620- VEHICLE INSURANCE	360.00	0.00	0.00	0.00	0.00	0.00	0.00	360.00
6630- VEHICLE LICENSE & FEES	50.00	0.00	0.00	0.00	0.00	0.00	0.00	50.00
6640- VEHICLE REPAIR & MAINTENANCE	350.00	0.00	0.00	0.00	0.00	0.00	0.00	350.00
6712- STAFF TRAVEL-LOCAL	800.00	54.60	142.80	0.00	0.18	0.00	142.80	657.20
6742- TRAINING - STAFF	500.00	0.00	0.00	0.00	0.00	0.00	0.00	500.00
6850- FEES & LICENSES	160.00	0.00	21.40	0.00	0.13	0.00	21.40	138.60
6875- EMPLOYEE HEALTH & WELFARE	120.00	0.00	0.00	0.00	0.00	0.00	0.00	120.00
7226- CLIENT LODGING/SHELTER	1,500.00	0.00	0.00	0.00	0.00	0.00	0.00	1,500.00
9010- INDIRECT COST ALLOCATION	44,857.00	3,016.21	16,049.06	0.00	0.36	0.00	16,049.06	28,807.94
Total Expenses	\$539,797.00	\$36,161.29	\$192,412.28	\$0.00	0.36	\$0.00	\$192,412.28	\$347,384.72
Excess Revenue Over (Under) Expenditures	\$0.00	\$0.00	\$0.00	\$0.00	0.00	\$0.00	\$0.00	\$0.00
Beginning Net Assets - Unrestricted	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Beginning Net Assets - Board Designated	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Ending Net Assets	\$0.00	\$0.00	\$0.00	\$0.00	0.00	\$0.00	\$0.00	\$0.00

Fresno Migrant Head Start  
Budget to Actual (331 Basic)  
Period Ending March 31, 2025

Account Description	Grant Budget	Current	Current Mth	Prior Mth	Current vs Budget	YTD	% Spent	Encumbered	YTD Actual +	Budget Balance
		Period	YTD	YTD	YTD	Budget			Encumbered	
<b>REVENUES</b>										
4110 GRANT INCOME-FEDERAL	6,566,001.00	189,122.54	3,332,477.00	3,143,354.46	(57,217.28)	3,389,694.28	50.75%	60,668.88	3,393,145.88	3,172,855.12
4130 GRANT INCOME-AREA	0.00	0.00	-	-	-	-	0.00%	0.00	0.00	0.00
4210 DONATIONS	0.00	0.00	-	-	-	-	0.00%	0.00	0.00	0.00
4220 IN KIND CONTRIBUTIONS	1,662,173.00	34,097.76	508,980.60	474,882.84	(349,118.40)	858,099.00	30.62%	0.00	508,980.60	1,153,192.40
4330- SALE OF ASSETS	0.00	0.00	-	-	-	-	0.00%	0.00	0.00	0.00
4390 MISC INCOME	0.00	0.00	-	-	-	-	0.00%	0.00	0.00	0.00
<b>TOTAL REVENUES</b>	<b>8,228,174.00</b>	<b>223,220.30</b>	<b>3,841,457.60</b>	<b>3,618,237.30</b>	<b>(406,335.68)</b>	<b>4,247,793.28</b>	<b>46.69%</b>	<b>60,668.88</b>	<b>3,902,126.48</b>	<b>4,326,047.52</b>
5010 SALARIES & WAGES	6A 3,733,795.00	55,154.75	1,868,060.00	1,812,905.25	1,961.50	1,866,098.50	50.03%	0.00	1,868,060.00	1,865,735.00
5012- DIRECTOR'S SALARY	6A 0.00	0.00	-	-	-	-	0.00%	0.00	0.00	0.00
5019- SALARIES & WAGES C19	6A 0.00	0.00	-	-	-	-	0.00%	0.00	0.00	0.00
5020 ACCRUED VACATION PAY	6A 233,685.00	2,946.13	121,828.28	118,882.15	5,150.51	116,677.77	52.13%	0.00	121,828.28	111,856.72
5112 HEALTH INSURANCE	6B 241,076.00	6,889.84	143,243.68	136,353.84	4,949.68	138,294.00	59.42%	0.00	143,243.68	97,832.32
5114 WORKER'S COMPENSATION	6B 112,264.00	816.75	63,625.33	62,808.58	7,510.33	56,115.00	56.67%	0.00	63,625.33	48,638.67
5115- Worker's Compensation C19	6B 0.00	0.00	-	-	-	-	0.00%	0.00	0.00	0.00
5116 PENSION	6B 281,464.00	1,927.36	134,672.48	132,745.12	(6,059.52)	140,732.00	47.85%	0.00	134,672.48	146,791.52
5117- Pension C19	6B 0.00	0.00	-	-	-	-	0.00%	0.00	0.00	0.00
5121- FICA C19	6B 0.00	0.00	-	-	-	-	0.00%	0.00	0.00	0.00
5122 FICA	6B 305,126.00	4,119.56	160,536.37	156,416.81	8,048.37	152,488.00	52.61%	0.00	160,536.37	144,589.63
5124 SUI	6B 45,376.00	0.00	19,918.95	19,918.95	(2,164.05)	22,083.00	43.90%	0.00	19,918.95	25,457.05
5125- DIRECTOR'S FRINGE	6B 0.00	0.00	-	-	-	-	0.00%	0.00	0.00	0.00
5130 ACCRUED VACATION FRINGE	6B 19,098.00	225.36	9,222.76	8,997.40	(314.24)	9,537.00	48.29%	0.00	9,222.76	9,875.24
6714 STAFF TRAVEL-OUT OF AREA	6C 0.00	0.00	233.29	233.29	233.29	0.00	0.00%	0.00	233.29	(233.29)
6722 PER DIEM - STAFF	6C 0.00	0.00	-	-	-	-	0.00%	0.00	0.00	0.00
6221 EQUIPMENT OVER > \$5000	6D 0.00	0.00	-	-	-	-	0.00%	0.00	0.00	0.00
6110 OFFICE SUPPLIES	6E 20,000.00	366.84	3,610.22	3,243.38	(7,833.78)	11,444.00	18.05%	86.58	3,696.80	16,303.20
6112 DATA PROCESSING SUPPLIES	6E 95,000.00	22,175.22	71,575.79	49,400.57	16,320.79	55,255.00	75.34%	3,004.42	74,580.21	20,419.79
6121 FOOD	6E 10,000.00	0.00	372.34	372.34	(5,522.66)	5,895.00	3.72%	0.00	372.34	9,627.66
6122 KITCHEN SUPPLIES	6E 7,500.00	(51.07)	273.82	324.89	(4,298.18)	4,572.00	3.65%	0.00	273.82	7,226.18
6130 PROGRAM SUPPLIES	6E 73,000.00	15,569.57	88,558.25	72,988.68	46,903.25	41,655.00	121.31%	7,315.93	95,874.18	(22,874.18)
6134 INSTRUCTIONAL SUPPLIES	6E 5,000.00	0.00	0.00	0.00	(2,760.00)	2,760.00	0.00%	0.00	0.00	5,000.00
			16,773.00	13,279.96	9,945.00					
6140 CUSTODIAL SUPPLIES	6E 12,000.00	3,493.04	-	-	-	6,828.00	139.78%	0.00	16,773.00	(4,773.00)
6142 LINEN/LAUNDRY	6E 0.00	0.00	-	-	-	-	0.00%	0.00	0.00	0.00
6143 FURNISHINGS	0.00	3,931.85	8,319.93	4,388.08	8,319.93	0.00	0.00%	0.00	8,319.93	(8,319.93)
6170 POSTAGE & SHIPPING	6E 710.00	34.43	357.59	323.16	(55.41)	413.00	50.36%	0.00	357.59	352.41
6132 MEDICAL & DENTAL SUPPLIES	6H 1,000.00	819.76	9,727.28	8,907.52	9,146.28	581.00	972.73%	608.91	10,336.19	(9,336.19)
6150 UNIFORM RENTAL/PURCHASE	6H 0.00	0.00	150.00	150.00	150.00	0.00	0.00%	0.00	150.00	(150.00)
6180 EQUIPMENT RENTAL	6H 40,000.00	3,930.59	23,982.47	20,051.88	665.47	23,317.00	59.96%	0.00	23,982.47	16,017.53
6181 EQUIPMENT MAINTENANCE	6H 30,000.00	46.80	4,615.84	4,569.04	(12,870.16)	17,486.00	15.39%	0.00	4,615.84	25,384.16
6212 EQUIPMENT PURCHASES < \$500	6H 0.00	0.00	-	-	-	-	0.00%	0.00	0.00	0.00
6214 EQUIPMENT OVER > 500	6H 0.00	0.00	-	-	-	-	0.00%	0.00	0.00	0.00
6216 EQUIPMENT OVER > \$1000	6H 0.00	0.00	-	-	-	-	0.00%	0.00	0.00	0.00
6231 BUILDING RENOVATION	6H 0.00	0.00	-	-	-	-	0.00%	0.00	0.00	0.00
6232 BUILDING IMPROVEMENTS	6H 0.00	0.00	-	-	-	-	0.00%	0.00	0.00	0.00
6310 PRINTING & PUBLICATIONS	6H 15,000.00	0.00	0.00	0.00	(8,750.00)	8,750.00	0.00%	6,051.47	6,051.47	8,948.53
6312 ADVERTISING & PROMOTION	6H 0.00	0.00	300.00	300.00	300.00	0.00	0.00%	0.00	300.00	(300.00)
6320 TELEPHONE	6H 150,000.00	8,032.86	34,772.80	26,739.94	(52,699.20)	87,472.00	23.18%	0.00	34,772.80	115,227.20
6410 RENT	6H 150,907.00	13,278.11	92,947.27	79,669.16	4,917.27	88,030.00	61.59%	0.00	92,947.27	57,959.73
6420 UTILITIES/ DISPOSAL	6H 90,000.00	3,820.95	39,362.84	35,541.89	(13,123.16)	52,486.00	43.74%	0.00	39,362.84	50,637.16
			29,070.27	22,822.37	(29,232.73)					
6432 BUILDING REPAIRS/ MAINTENANCE	6H 100,000.00	6,247.90	-	-	-	58,303.00	29.07%	17,494.00	46,564.27	53,435.73
6433 GROUNDS MAINTENANCE	6H 35,000.00	5,097.63	15,967.26	10,869.63	(4,444.74)	20,412.00	45.62%	450.00	16,417.26	18,582.74
6436 PEST CONTROL	6H 8,000.00	787.80	4,917.63	4,129.83	255.63	4,662.00	61.47%	0.00	4,917.63	3,082.37
6437 BURGLAR & FIRE ALARM	6H 5,500.00	281.94	3,225.93	2,943.99	345.93	2,880.00	58.65%	0.00	3,225.93	2,274.07
6440 PROPERTY INSURANCE	6H 25,000.00	1,911.14	13,647.22	11,736.08	(846.78)	14,494.00	54.59%	0.00	13,647.22	11,352.78
6520 CONSULTANTS	6H 25,000.00	664.30	2,666.40	2,002.10	(9,825.60)	12,492.00	10.67%	14,042.20	16,708.60	8,291.40
6522 CONSULTANT EXPENSES	6H 1,500.00	0.00	153.12	153.12	(584.88)	738.00	10.21%	0.00	153.12	1,346.88
6524 CONTRACTS	6H 15,000.00	0.00	0.00	0.00	(7,500.00)	7,500.00	0.00%	0.00	0.00	15,000.00

Fresno Migrant Head Start  
 Budget to Actual (331 Basic)  
 Period Ending March 31, 2025

Account Description	Grant Budget	Current	Current Mth	Prior Mth	Current vs Budget	YTD	% Spent	Encumbered	YTD Actual +	
		Period	YTD	YTD	YTD	Budget			Encumbered	Budget Balance
6530 LEGAL	6H	5,000.00	0.00	0.00	(2,500.00)	2,500.00	0.00%	0.00	0.00	5,000.00
6540 CUSTODIAL SERVICES	6H	0.00	942.03	4,575.00	5,517.03	0.00	0.00%	4,215.00	9,732.03	(9,732.03)
6555 MEDICAL SCREENING/DEAT/S	6H	1,000.00	0.00	390.00	190.00	200.00	39.00%	0.00	390.00	610.00
6562 MEDICAL EXAM	6H	0.00	0.00	-	-	-	0.00%	0.00	0.00	0.00
6564 MEDICAL FOLLOW-UP	6H	0.00	0.00	-	-	-	0.00%	0.00	0.00	0.00
6566 DENTAL EXAM	6H	0.00	0.00	-	-	-	0.00%	0.00	0.00	0.00
6568 DENTAL FOLLOW-UP	6H	0.00	0.00	-	-	-	0.00%	0.00	0.00	0.00
6610 GAS & OIL	6H	12,000.00	1,054.01	7,027.60	1,081.61	7,000.00	67.35%	0.00	8,081.61	3,918.39
6620 VEHICLE INSURANCE	6H	30,000.00	2,932.71	16,851.14	2,283.85	17,500.00	65.95%	0.00	19,783.85	10,216.15
6630 VEHICLE LICENSE AND FEES	6H	0.00	0.00	-	-	-	0.00%	0.00	0.00	0.00
6640 VEHICLE REPAIR & MAINTENANCE	6H	20,000.00	682.50	7,464.44	(3,515.06)	11,662.00	40.73%	0.00	8,146.94	11,853.06
6712 STAFF TRAVEL-LOCAL	6H	12,000.00	64.40	6,856.48	917.88	6,003.00	57.67%	0.00	6,920.88	5,079.12
6724 PER DIEM - PARENT	6H	0.00	0.00	-	-	-	0.00%	0.00	0.00	0.00
6730 VOLUNTEER TRAVEL	6H	0.00	0.00	-	-	-	0.00%	0.00	0.00	0.00
6742 TRAINING - STAFF	6H	1,000.00	0.00	(1,944.50)	(2,525.50)	581.00	-19.45%	2,340.00	395.50	604.50
6744 TRAINING - VOLUNTEER	6H	0.00	0.00	-	-	-	0.00%	0.00	0.00	0.00
6745 TRAINING - PARTICIPANTS/CLIENTS	6H	0.00	0.00	-	-	-	0.00%	0.00	0.00	0.00
6746 TRAINING - PARENT	6H	0.00	0.00	-	-	-	0.00%	0.00	0.00	0.00
6748 EDUCATION REIMBURSEMENT	6H	10,000.00	0.00	0.00	(5,000.00)	5,000.00	0.00%	0.00	0.00	10,000.00
6750 FIELD TRIPS	6H	0.00	0.00	-	-	-	0.00%	0.00	0.00	0.00
6820 INTEREST EXPENSE	6H	0.00	0.00	-	-	-	0.00%	0.00	0.00	0.00
6832 LIABILITY INSURANCE	6H	600.00	41.17	247.02	(61.81)	350.00	48.03%	0.00	288.19	311.81
6834 STUDENT ACTIVITY INSURAN	6H	1,086.00	807.28	0.00	264.28	543.00	74.34%	0.00	807.28	278.72
6840 PROPERTY TAXES	6H	5,200.00	0.00	5,026.94	(173.06)	5,200.00	96.67%	0.00	5,026.94	173.06
6850 FEES & LICENSES	6H	25,000.00	4,288.90	4,072.11	(4,139.00)	12,500.01	33.44%	0.00	8,361.01	16,638.99
6851 CPR FEES	6H	0.00	0.00	-	-	-	0.00%	0.00	0.00	0.00
6852 FINGER PRINTING	6H	700.00	0.00	175.12	(174.88)	350.00	25.02%	0.00	175.12	524.88
6860 DEPRECIATION EXPENSE	6H	0.00	0.00	-	-	-	0.00%	0.00	0.00	0.00
6870 EMPLOYEE RECOGNITION	6H	0.00	0.00	-	-	-	0.00%	0.00	0.00	0.00
6875- EMPLOYEE HEALTH & WELFARE	6H	6,545.00	0.00	5,059.31	(1,485.69)	6,545.00	77.30%	0.00	5,059.31	1,485.69
6892 CASH SHORT/OVER	6H	0.00	0.00	-	-	-	0.00%	0.00	0.00	0.00
7110 PARENT ACTIVITIES	6H	600.00	15.47	222.68	(49.85)	288.00	39.69%	0.00	238.15	361.85
7111- PARENT MILEAGE	6H	0.00	0.00	276.03	276.03	0.00	0.00%	0.00	276.03	(276.03)
7112 PARENT INVOLVEMENT	6H	600.00	0.00	71.39	(216.61)	288.00	11.90%	0.00	71.39	528.61
7114 PC ALLOWANCE	6H	0.00	0.00	540.00	540.00	0.00	0.00%	0.00	540.00	(540.00)
7116 PC FOOD	6H	0.00	0.00	88.40	88.40	0.00	0.00%	0.00	88.40	(88.40)
8110 INKIND SALARIES		1,437,024.00	20,139.18	404,254.94	(317,470.88)	741,865.00	29.53%	0.00	424,394.12	1,012,629.88
8120 INKIND RENT		217,266.00	13,958.58	69,492.90	(28,712.52)	112,164.00	38.41%	0.00	83,451.48	133,814.52
8130 INKIND OTHER		7,883.00	0.00	1,135.00	(2,935.00)	4,070.00	14.40%	0.00	1,135.00	6,748.00
9010 INDIRECT EXPENSE	6J	547,669.00	15,774.66	262,186.30	(4,773.04)	282,734.00	50.75%	5,060.37	283,021.33	264,647.67
<b>TOTAL EXPENSES</b>		<b>8,228,174.00</b>	<b>223,220.30</b>	<b>3,841,457.60</b>	<b>(406,335.68)</b>	<b>4,247,793.28</b>	<b>46.69%</b>	<b>60,668.88</b>	<b>3,902,126.48</b>	<b>4,326,047.52</b>
<b>CHANGE IN NET ASSETS</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

	TOTAL YTD	9.1%
	INDIRECT EXP	INDIRECT EXP
Prior Mth	2,881,168.16	262,186.30
Curr Mth	3,054,516.04	277,960.96

Administrative	
YTD Expense	3,887,044.86
YTD Inkind	508,980.60
	<b>4,396,025.46</b>
YTD Admin	333,478.00
YTD %	7.59%

Fresno Migrant Head Start  
Budget to Actual (331 Basic)  
Period Ending April 30, 2025

Account Description	Grant Budget	Current	Current Mth	Prior Mth	Current vs Budget	YTD	% Spent	Encumbered	YTD Actual +	Budget Balance
		Period	YTD	YTD	YTD	Budget			Encumbered	
<b>REVENUES</b>										
4110 GRANT INCOME-FEDERAL	6,566,001.00	292,236.25	3,624,713.25	3,332,477.00	18,931.76	3,605,781.49	55.20%	51,745.15	3,676,458.40	2,889,542.60
4130 GRANT INCOME-AREA	0.00	0.00			-		0.00%	0.00	0.00	0.00
4210 DONATIONS	0.00	0.00			-		0.00%	0.00	0.00	0.00
4220 IN KIND CONTRIBUTIONS	1,662,173.00	13,958.58	522,939.18	508,980.60	(389,860.82)	912,800.00	31.46%	0.00	522,939.18	1,139,233.82
4330- SALE OF ASSETS	0.00	0.00			-		0.00%	0.00	0.00	0.00
4390 MISC INCOME	0.00	0.00			-		0.00%	0.00	0.00	0.00
<b>TOTAL REVENUES</b>	<b>8,228,174.00</b>	<b>306,194.83</b>	<b>4,147,652.43</b>	<b>3,841,457.60</b>	<b>(370,929.06)</b>	<b>4,518,581.49</b>	<b>50.41%</b>	<b>51,745.15</b>	<b>4,199,397.58</b>	<b>4,028,776.42</b>
5010 SALARIES & WAGES	6A 3,733,795.00	121,502.69	1,989,562.69	1,868,060.00	33,103.39	1,956,459.30	53.29%	0.00	1,989,562.69	1,744,232.31
5012- DIRECTOR'S SALARY	6A 0.00	0.00			-		0.00%	0.00	0.00	0.00
5019- SALARIES & WAGES C19	6A 0.00	0.00			-		0.00%	0.00	0.00	0.00
5020 ACCRUED VACATION PAY	6A 233,685.00	7,361.14	129,189.42	121,828.28	7,004.91	122,184.51	55.28%	0.00	129,189.42	104,495.58
5112 HEALTH INSURANCE	6B 241,076.00	11,123.44	154,367.12	143,243.68	9,623.12	144,744.00	64.03%	0.00	154,367.12	86,708.88
5114 WORKER'S COMPENSATION	6B 112,264.00	2,485.77	66,111.10	63,625.33	7,282.10	58,829.00	58.89%	0.00	66,111.10	46,152.90
5115- Worker's Compensation C19	6B 0.00	0.00			-		0.00%	0.00	0.00	0.00
5116 PENSION	6B 281,464.00	6,952.64	141,625.12	134,672.48	(5,388.88)	147,014.00	50.32%	0.00	141,625.12	139,838.88
5117- Pension C19	6B 0.00	0.00			-		0.00%	0.00	0.00	0.00
5121- FICA C19	6B 0.00	0.00			-		0.00%	0.00	0.00	0.00
5122 FICA	6B 305,126.00	9,669.37	170,205.74	160,536.37	10,327.74	159,878.00	55.78%	0.00	170,205.74	134,920.26
5124 SUI	6B 45,376.00	2,604.52	22,523.47	19,918.95	(438.53)	22,962.00	49.64%	0.00	22,523.47	22,852.53
5125- DIRECTOR'S FRINGE	6B 0.00	0.00			-		0.00%	0.00	0.00	0.00
5130 ACCRUED VACATION FRINGE	6B 19,098.00	562.20	9,784.96	9,222.76	(203.04)	9,988.00	51.24%	0.00	9,784.96	9,313.04
6714 STAFF TRAVEL-OUT OF AREA	6C 0.00	0.00	233.29	233.29	233.29	0.00	0.00%	0.00	233.29	(233.29)
6722 PER DIEM - STAFF	6C 0.00	0.00			-		0.00%	0.00	0.00	0.00
6221 EQUIPMENT OVER > \$5000	6D 0.00	0.00			-		0.00%	0.00	0.00	0.00
6110 OFFICE SUPPLIES	6E 20,000.00	17.58	3,627.80	3,610.22	(9,024.20)	12,652.00	18.14%	2,812.67	6,440.47	13,559.53
6112 DATA PROCESSING SUPPLIES	6E 95,000.00	17,310.60	88,886.39	71,575.79	26,214.39	62,672.00	93.56%	2,392.22	91,278.61	3,721.39
6121 FOOD	6E 10,000.00	0.00	372.34	372.34	(5,780.66)	6,153.00	3.72%	0.00	372.34	9,627.66
6122 KITCHEN SUPPLIES	6E 7,500.00	0.00	273.82	273.82	(4,298.18)	4,572.00	3.65%	0.00	273.82	7,226.18
6130 PROGRAM SUPPLIES	6E 73,000.00	3,632.11	92,190.36	88,558.25	47,202.36	44,988.00	126.29%	5,311.75	97,502.11	(24,502.11)
6134 INSTRUCTIONAL SUPPLIES	6E 5,000.00	0.00	0.00	0.00	(2,760.00)	2,760.00	0.00%	0.00	0.00	5,000.00
6140 CUSTODIAL SUPPLIES	6E 12,000.00	0.00	16,773.00	16,773.00	9,945.00	6,828.00	139.78%	0.00	16,773.00	(4,773.00)
6142 LINEN/LAUNDRY	6E 0.00	0.00			-		0.00%	0.00	0.00	0.00
6143 FURNISHINGS	6E 0.00	0.00	8,319.93	8,319.93	8,319.93	0.00	0.00%	0.00	8,319.93	(8,319.93)
6170 POSTAGE & SHIPPING	6E 710.00	11.31	368.90	357.59	(103.10)	472.00	51.96%	0.00	368.90	341.10
6132 MEDICAL & DENTAL SUPPLIES	6H 1,000.00	0.00	9,727.28	9,727.28	9,063.28	664.00	972.73%	713.34	10,440.62	(9,440.62)
6150 UNIFORM RENTAL/PURCHASE	6H 0.00	0.00	150.00	150.00	150.00	0.00	0.00%	0.00	150.00	(150.00)
6180 EQUIPMENT RENTAL	6H 40,000.00	2,735.36	26,717.83	23,982.47	69.83	26,648.00	66.79%	0.00	26,717.83	13,282.17
6181 EQUIPMENT MAINTENANCE	6H 30,000.00	99.33	4,715.17	4,615.84	(15,268.83)	19,984.00	15.72%	0.00	4,715.17	25,284.83
6212 EQUIPMENT PURCHASES < \$500	6H 0.00	0.00			-		0.00%	0.00	0.00	0.00
6214 EQUIPMENT OVER > 500	6H 0.00	0.00			-		0.00%	0.00	0.00	0.00
6216 EQUIPMENT OVER > \$1000	6H 0.00	0.00			-		0.00%	0.00	0.00	0.00
6231 BUILDING RENOVATION	6H 0.00	0.00			-		0.00%	0.00	0.00	0.00
6232 BUILDING IMPROVEMENTS	6H 0.00	0.00			-		0.00%	0.00	0.00	0.00
6310 PRINTING & PUBLICATIONS	6H 15,000.00	2,943.50	2,943.50	0.00	(7,056.50)	10,000.00	19.62%	3,107.96	6,051.46	8,948.54
6312 ADVERTISING & PROMOTION	6H 0.00	0.00	300.00	300.00	300.00	0.00	0.00%	0.00	300.00	(300.00)
6320 TELEPHONE	6H 150,000.00	9,390.39	44,163.19	34,772.80	(55,804.81)	99,968.00	29.44%	0.00	44,163.19	105,836.81
6410 RENT	6H 150,907.00	13,365.03	106,312.30	92,947.27	5,707.30	100,605.00	70.45%	0.00	106,312.30	44,594.70
6420 UTILITIES/ DISPOSAL	6H 90,000.00	3,388.63	42,751.47	39,362.84	(17,232.53)	59,984.00	47.50%	104.96	42,856.43	47,143.57
6432 BUILDING REPAIRS/ MAINT	6H 100,000.00	24,702.16	53,772.43	29,070.27	(12,859.57)	66,632.00	53.77%	17,494.00	71,266.43	28,733.57
6433 GROUNDS MAINTENANCE	6H 35,000.00	1,336.67	17,303.93	15,967.26	(6,024.07)	23,328.00	49.44%	450.00	17,753.93	17,246.07
6436 PEST CONTROL	6H 8,000.00	728.46	5,646.09	4,917.63	318.09	5,328.00	70.58%	0.00	5,646.09	2,353.91
6437 BURGLAR & FIRE ALARM	6H 5,500.00	71.81	3,297.74	3,225.93	(672.26)	3,970.00	59.96%	0.00	3,297.74	2,202.26
6440 PROPERTY INSURANCE	6H 25,000.00	1,911.14	15,558.36	13,647.22	(1,192.64)	16,751.00	62.23%	0.00	15,558.36	9,441.64
6520 CONSULTANTS	6H 25,000.00	565.50	3,231.90	2,666.40	(9,260.10)	12,492.00	12.93%	14,042.20	17,274.10	7,725.90
6522 CONSULTANT EXPENSES	6H 1,500.00	0.00	153.12	153.12	(584.88)	738.00	10.21%	0.00	153.12	1,346.88
6524 CONTRACTS	6H 15,000.00	0.00	0.00	0.00	(7,500.00)	7,500.00	0.00%	0.00	0.00	15,000.00
6530 LEGAL	6H 5,000.00	0.00	0.00	0.00	(3,750.00)	3,750.00	0.00%	0.00	0.00	5,000.00
6540 CUSTODIAL SERVICES	6H 0.00	1,065.00	6,582.03	5,517.03	6,582.03	0.00	0.00%	1,000.00	7,582.03	(7,582.03)

Fresno Migrant Head Start  
 Budget to Actual (331 Basic)  
 Period Ending April 30, 2025

Account Description	Grant Budget	Current Period	Current Mth YTD	Prior Mth YTD	Current vs Budget YTD	YTD Budget	% Spent	Encumbered	YTD Actual + Encumbered	Budget Balance	
6555 MEDICAL SCREENING/DEAT/S	6H	1,000.00	0.00	390.00	390.00	(10.00)	400.00	39.00%	0.00	390.00	610.00
6562 MEDICAL EXAM	6H	0.00	0.00			-		0.00%		0.00	0.00
6564 MEDICAL FOLLOW-UP	6H	0.00	0.00			-		0.00%		0.00	0.00
6566 DENTAL EXAM	6H	0.00	0.00			-		0.00%		0.00	0.00
6568 DENTAL FOLLOW-UP	6H	0.00	0.00			-		0.00%		0.00	0.00
6610 GAS & OIL	6H	12,000.00	204.96	8,286.57	8,081.61	286.57	8,000.00	69.05%	0.00	8,286.57	3,713.43
6620 VEHICLE INSURANCE	6H	30,000.00	2,932.71	22,716.56	19,783.85	2,716.56	20,000.00	75.72%	0.00	22,716.56	7,283.44
6630 VEHICLE LICENSE AND FEES	6H	0.00	0.00			-		0.00%		0.00	0.00
6640 VEHICLE REPAIR & MAINTENANCE	6H	20,000.00	275.72	8,422.66	8,146.94	(4,905.34)	13,328.00	42.11%	0.00	8,422.66	11,577.34
6712 STAFF TRAVEL-LOCAL	6H	12,000.00	0.00	6,920.88	6,920.88	917.88	6,003.00	57.67%	0.00	6,920.88	5,079.12
6724 PER DIEM - PARENT	6H	0.00	0.00			-		0.00%		0.00	0.00
6730 VOLUNTEER TRAVEL	6H	0.00	0.00			-		0.00%		0.00	0.00
6742 TRAINING - STAFF	6H	1,000.00	2,340.00	395.50	(1,944.50)	(268.50)	664.00	39.55%	0.00	395.50	604.50
6744 TRAINING - VOLUNTEER	6H	0.00	0.00			-		0.00%		0.00	0.00
6745 TRAINING - PARTICIPANTS/CLIENTS	6H	0.00	0.00			-		0.00%		0.00	0.00
6746 TRAINING - PARENT	6H	0.00	0.00			-		0.00%		0.00	0.00
6748 EDUCATION REIMBURSEMENT	6H	10,000.00	0.00	0.00	0.00	(5,000.00)	5,000.00	0.00%	0.00	0.00	10,000.00
6750 FIELD TRIPS	6H	0.00	0.00			-		0.00%		0.00	0.00
6820 INTEREST EXPENSE	6H	0.00	0.00			-		0.00%		0.00	0.00
6832 LIABILITY INSURANCE	6H	600.00	41.17	329.36	288.19	(70.64)	400.00	54.89%	0.00	329.36	270.64
6834 STUDENT ACTIVITY INSURAN	6H	1,086.00	0.00	807.28	807.28	264.28	543.00	74.34%	0.00	807.28	278.72
6840 PROPERTY TAXES	6H	5,200.00	0.00	5,026.94	5,026.94	(173.06)	5,200.00	96.67%	0.00	5,026.94	173.06
6850 FEES & LICENSES	6H	25,000.00	16,500.00	24,861.01	8,361.01	8,344.33	16,516.68	99.44%	0.00	24,861.01	138.99
6851 CPR FEES	6H	0.00	0.00			-		0.00%		0.00	0.00
6852 FINGER PRINTING	6H	700.00	0.00	175.12	175.12	(174.88)	350.00	25.02%	0.00	175.12	524.88
6860 DEPRECIATION EXPENSE	6H	0.00	0.00			-		0.00%		0.00	0.00
6870 EMPLOYEE RECOGNITION	6H	0.00	0.00			-		0.00%		0.00	0.00
6875- EMPLOYEE HEALTH & WELFARE	6H	6,545.00	0.00	5,059.31	5,059.31	(1,485.69)	6,545.00	77.30%	0.00	5,059.31	1,485.69
6892 CASH SHORT/OVER	6H	0.00	0.00			-		0.00%		0.00	0.00
7110 PARENT ACTIVITIES	6H	600.00	0.00	238.15	238.15	(49.85)	288.00	39.69%	0.00	238.15	361.85
7111- PARENT MILEAGE	6H	0.00	0.00	276.03	276.03	276.03	0.00	0.00%	0.00	276.03	(276.03)
7112 PARENT INVOLVEMENT	6H	600.00	0.00	71.39	71.39	(216.61)	288.00	11.90%	0.00	71.39	528.61
7114 PC ALLOWANCE	6H	0.00	30.00	570.00	540.00	570.00	0.00	0.00%	0.00	570.00	(570.00)
7116 PC FOOD	6H	0.00	0.00	88.40	88.40	88.40	0.00	0.00%	0.00	88.40	(88.40)
8110 INKIND SALARIES		1,437,024.00	0.00	424,394.12	424,394.12	(364,762.88)	789,157.00	29.53%	0.00	424,394.12	1,012,629.88
8120 INKIND RENT		217,266.00	13,958.58	97,410.06	83,451.48	(21,903.94)	119,314.00	44.83%	0.00	97,410.06	119,855.94
8130 INKIND OTHER		7,883.00	0.00	1,135.00	1,135.00	(3,194.00)	4,329.00	14.40%	0.00	1,135.00	6,748.00
9010 INDIRECT EXPENSE	6J	547,669.00	24,375.34	302,336.30	277,960.96	1,578.30	300,758.00	55.20%	4,316.05	306,652.35	241,016.65
<b>TOTAL EXPENSES</b>		<b>8,228,174.00</b>	<b>306,194.83</b>	<b>4,147,652.43</b>	<b>3,841,457.60</b>	<b>(370,929.06)</b>	<b>4,518,581.49</b>	<b>50.41%</b>	<b>51,745.15</b>	<b>4,199,397.58</b>	<b>4,028,776.42</b>
<b>CHANGE IN NET ASSETS</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

TOTAL YTD	9.1%		
INDIRECT EXP	INDIRECT EXP		
Prior Mth	3,054,516.04	277,960.96	0.00
Curr Mth	3,322,376.95	302,336.30	0.00

Administrative	
YTD Expense	4,201,474.32
YTD Inkind	522,939.18
	<u>4,724,413.50</u>
YTD Admin	363,325.00
YTD %	7.69%

**Fiscal Year June 24 - July 25**  
**April 30, 2025**

<b>427 0 ALT. PYMT. PROG. C2AP</b>	<u>Grant Budget</u>	<u>Current Month Actual</u>	<u>YTD Actual April 30, 2025</u>	<u>YTD Budget April 30, 2025</u>	<u>% Spent</u>	<u>YTD Encumbrance</u>	<u>Actual Plus Encumbrance</u>	<u>Budget Balance</u>
<b>Revenues</b>								
4110- GRANT INCOME-FEDERAL	289485.00	18820.18	112094.35	0.00	(0.39)	0.00	112094.35	177390.65
4120- GRANT INCOME-STATE	1496391.00	80233.38	997644.03	0.00	(0.67)	0.00	997644.03	498746.97
<b>Total Revenues</b>	<b>1785876.00</b>	<b>99053.56</b>	<b>1109738.38</b>	<b>0.00</b>	<b>(0.62)</b>	<b>0.00</b>	<b>1109738.38</b>	<b>676137.62</b>
<b>Expenses</b>								
5010- SALARIES & WAGES	87431.77	3745.72	66745.68	0.00	0.76	0.00	66745.68	20686.09
5020- ACCRUED VACATION PAY	4500.00	188.36	3424.91	0.00	0.76	0.00	3424.91	1075.09
<b>Total Salaries</b>	<b>91931.77</b>	<b>3934.08</b>	<b>70170.59</b>	<b>0.00</b>	<b>0.76</b>	<b>0.00</b>	<b>70170.59</b>	<b>21761.18</b>
5112- HEALTH INSURANCE	6812.00	412.16	5053.03	0.00	0.74	0.00	5053.03	1758.97
5114- WORKER'S COMPENSATION	400.00	17.19	282.27	0.00	0.71	0.00	282.27	117.73
5116- PENSION	4627.00	209.64	3442.67	0.00	0.74	0.00	3442.67	1184.33
5122- FICA	7392.00	327.69	5386.55	0.00	0.73	0.00	5386.55	2005.45
5124- SUI	1424.00	9.98	849.35	0.00	0.60	0.00	849.35	574.65
5130- ACCRUED VACATION FICA	200.00	8.60	126.67	0.00	0.63	0.00	126.67	73.33
<b>Total Fringe Benefits</b>	<b>20855.00</b>	<b>985.26</b>	<b>15140.54</b>	<b>0.00</b>	<b>0.73</b>	<b>0.00</b>	<b>15140.54</b>	<b>5714.46</b>
6110- OFFICE SUPPLIES	2073.00	25.68	1234.36	0.00	0.60	0.00	1234.36	838.64
6112- DATA PROCESSING SUPPLIES	7726.00	186.28	7495.86	0.00	0.97	0.00	7495.86	230.14
6130- PROGRAM SUPPLIES	73.00	0.00	72.26	0.00	0.99	0.00	72.26	0.74
6143- FURNISHINGS	714.00	0.00	713.57	0.00	1.00	0.00	713.57	0.43
6170- POSTAGE & SHIPPING	4791.00	0.00	3446.26	0.00	0.72	0.00	3446.26	1344.74
<b>Total Supplies</b>	<b>15377.00</b>	<b>211.96</b>	<b>12962.31</b>	<b>0.00</b>	<b>0.84</b>	<b>0.00</b>	<b>12962.31</b>	<b>2414.69</b>
6180- EQUIPMENT RENTAL	1320.00	96.24	902.95	0.00	0.68	0.00	902.95	417.05
6181- EQUIPMENT MAINTENANCE	994.00	97.62	921.18	0.00	0.93	0.00	921.18	72.82
6312- ADVERTISING & PROMOTION	263.00	0.00	262.10	0.00	1.00	0.00	262.10	0.90
6320- TELEPHONE	755.00	92.20	577.27	0.00	0.76	0.00	577.27	177.73
6410- RENT	21637.23	1915.91	17805.32	0.00	0.82	0.00	17805.32	3831.91
6420- UTILITIES/ DISPOSAL	4617.00	329.31	3431.26	0.00	0.74	38.07	3469.33	1147.67
6432- BUILDING & GROUNDS	619.00	31.60	345.74	0.00	0.56	304.68	650.42	(31.42)
6437- BURGLAR & FIRE ALARM	15.00	0.00	13.78	0.00	0.92	0.00	13.78	1.22

**Fiscal Year June 24 - July 25  
April 30, 2025**

<u>427 0 ALT. PYMT. PROG. C2AP</u>	<u>Grant Budget</u>	<u>Current Month Actual</u>	<u>YTD Actual April 30, 2025</u>	<u>YTD Budget April 30, 2025</u>	<u>% Spent</u>	<u>YTD Encumbrance</u>	<u>Actual Plus Encumbrance</u>	<u>Budget Balance</u>
6440- PROPERTY INSURANCE	927.00	91.13	740.36	0.00	0.80	0.00	740.36	186.64
6530- LEGAL	660.00	0.00	0.00	0.00	0.00	0.00	0.00	660.00
6555- MEDICAL	42.00	0.00	0.00	0.00	0.00	0.00	0.00	42.00
6610- GAS & OIL	21.00	5.88	9.82	0.00	0.47	0.00	9.82	11.18
6620- VEHICLE INSURANCE	319.00	27.84	262.76	0.00	0.82	0.00	262.76	56.24
6640- VEHICLE REPAIR &	379.00	4.60	320.59	0.00	0.85	0.00	320.59	58.41
6742- TRAINING - STAFF	806.00	59.80	795.20	0.00	0.99	0.00	795.20	10.80
6840- PROPERTY TAXES	10.00	0.00	9.46	0.00	0.95	0.00	9.46	0.54
6850- FEES & LICENSES	1460.00	0.00	1446.91	0.00	0.99	0.00	1446.91	13.09
6875- EMPLOYEE HEALTH & WELFARE	289.00	3.20	132.94	0.00	0.46	0.00	132.94	156.06
<b>Total Other &amp; Services</b>	<b>35133.23</b>	<b>2755.33</b>	<b>27977.64</b>	<b>0.00</b>	<b>0.80</b>	<b>342.75</b>	<b>28320.39</b>	<b>6812.84</b>
Equipment & Bldg Improvements	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
6714- STAFF TRAVEL-OUT OF AREA	272.00	0.00	271.41	0.00	1.00	0.00	271.41	0.59
Travel-Out of Area	272.00	0.00	271.41	0.00	1.00	0.00	271.41	0.59
Depreciation	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
7240- DIRECT BENEFITS	1473348.00	82904.90	890652.93	0.00	0.60	0.00	890652.93	582695.07
<b>Total Direct Benefits</b>	<b>1473348.00</b>	<b>82904.90</b>	<b>890652.93</b>	<b>0.00</b>	<b>0.60</b>	<b>0.00</b>	<b>890652.93</b>	<b>582695.07</b>
Total In-kind	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
9010- INDIRECT COST ALLOCATION	148959.00	8262.03	92562.96	0.00	0.62	0.00	92562.96	56396.04
<b>Total Expenses</b>	<b>1785876.00</b>	<b>99053.56</b>	<b>1109738.38</b>	<b>0.00</b>	<b>0.62</b>	<b>342.75</b>	<b>1110081.13</b>	<b>675794.87</b>
<b>Excess Revenue Over (Under)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>(342.75)</b>	<b>(342.75)</b>	<b>342.75</b>

**Fiscal Year July 24 - June 25  
April 30, 2025**

<b>428 0 ALT. PYMT. PROG. C3AP</b>	<u>Grant Budget</u>	<u>Current Month Actual</u>	<u>YTD Actual April 30, 2025</u>	<u>YTD Budget April 30, 2025</u>	<u>% Spent</u>	<u>YTD Encumbrance</u>	<u>Actual Plus Encumbrance</u>	<u>Budget Balance</u>
<b>Revenues</b>								
4110- GRANT INCOME-FEDERAL	802130.00	54541.61	593520.69	0.00	(0.74)	0.00	593520.69	208609.31
4120- GRANT INCOME-STATE	443351.00	30679.65	333855.36	0.00	(0.75)	0.00	333855.36	109495.64
4315- CHILD CRE REVENUE-STATE	0.00	179.05	624.25	0.00	0.00	0.00	624.25	(624.25)
<b>Total Revenues</b>	<b>1245481.00</b>	<b>85400.31</b>	<b>928000.30</b>	<b>0.00</b>	<b>(0.75)</b>	<b>0.00</b>	<b>928000.30</b>	<b>317480.70</b>
<b>Expenses</b>								
5010- SALARIES & WAGES	61716.32	2864.64	51521.36	0.00	0.83	0.00	51521.36	10194.96
5020- ACCRUED VACATION PAY	4000.00	156.01	2700.61	0.00	0.68	0.00	2700.61	1299.39
<b>Total Salaries</b>	<b>65716.32</b>	<b>3020.65</b>	<b>54221.97</b>	<b>0.00</b>	<b>0.83</b>	<b>0.00</b>	<b>54221.97</b>	<b>11494.35</b>
5112- HEALTH INSURANCE	5132.00	348.25	4397.27	0.00	0.86	0.00	4397.27	734.73
5114- WORKER'S COMPENSATION	271.00	14.23	215.09	0.00	0.79	0.00	215.09	55.91
5116- PENSION	2960.00	170.66	2452.62	0.00	0.83	0.00	2452.62	507.38
5122- FICA	4843.00	271.70	4102.78	0.00	0.85	0.00	4102.78	740.22
5124- SUI	606.00	9.53	580.76	0.00	0.96	0.00	580.76	25.24
5130- ACCRUED VACATION FICA	150.00	11.20	113.58	0.00	0.76	0.00	113.58	36.42
<b>Total Fringe Benefits</b>	<b>13962.00</b>	<b>825.57</b>	<b>11862.10</b>	<b>0.00</b>	<b>0.85</b>	<b>0.00</b>	<b>11862.10</b>	<b>2099.90</b>
6110- OFFICE SUPPLIES	1175.00	18.34	864.59	0.00	0.74	0.00	864.59	310.41
6112- DATA PROCESSING SUPPLIES	5512.00	131.40	5267.75	0.00	0.96	0.00	5267.75	244.25
6130- PROGRAM SUPPLIES	85.00	0.00	50.62	0.00	0.60	0.00	50.62	34.38
6143- FURNISHINGS	510.00	0.00	509.04	0.00	1.00	0.00	509.04	0.96
6170- POSTAGE & SHIPPING	1610.00	0.00	1083.80	0.00	0.67	0.00	1083.80	526.20
<b>Total Supplies</b>	<b>8892.00</b>	<b>149.74</b>	<b>7775.80</b>	<b>0.00</b>	<b>0.87</b>	<b>0.00</b>	<b>7775.80</b>	<b>1116.20</b>
6180- EQUIPMENT RENTAL	898.00	68.75	744.84	0.00	0.83	0.00	744.84	153.16
6181- EQUIPMENT MAINTENANCE	725.00	69.73	582.46	0.00	0.80	0.00	582.46	142.54
6312- ADVERTISING & PROMOTION	185.00	0.00	184.34	0.00	1.00	0.00	184.34	0.66
6320- TELEPHONE	540.00	83.00	475.05	0.00	0.88	0.00	475.05	64.95
6410- RENT	15452.68	1341.13	12770.38	0.00	0.83	0.00	12770.38	2682.30
6420- UTILITIES/ DISPOSAL	3170.00	230.53	2468.73	0.00	0.78	27.20	2495.93	674.07
6432- BUILDING & GROUNDS	456.00	22.12	242.02	0.00	0.53	213.28	455.30	0.70
6437- BURGLAR & FIRE ALARM	10.00	0.00	9.65	0.00	0.97	0.00	9.65	0.35

**Fiscal Year July 24 - June 25**  
**April 30, 2025**

<b>428 0 ALT. PYMT. PROG. C3AP</b>	<b>Grant</b>	<b>Current</b>	<b>YTD Actual</b>	<b>YTD Budget</b>	<b>% Spent</b>	<b>YTD</b>	<b>Actual Plus</b>	<b>Budget</b>
	<b>Budget</b>	<b>Month</b>	<b>April 30, 2025</b>	<b>April 30, 2025</b>				
6440- PROPERTY INSURANCE	677.00	63.79	548.98	0.00	0.81	0.00	548.98	128.02
6530- LEGAL	900.00	0.00	0.00	0.00	0.00	0.00	0.00	900.00
6555- MEDICAL	30.00	0.00	0.00	0.00	0.00	0.00	0.00	30.00
6610- GAS & OIL	15.00	4.11	6.87	0.00	0.46	0.00	6.87	8.13
6620- VEHICLE INSURANCE	83.00	0.00	0.00	0.00	0.00	0.00	0.00	83.00
6640- VEHICLE REPAIR &	231.00	3.22	224.41	0.00	0.97	0.00	224.41	6.59
6742- TRAINING - STAFF	564.00	41.86	563.36	0.00	1.00	0.00	563.36	0.64
6840- PROPERTY TAXES	7.00	0.00	6.79	0.00	0.97	0.00	6.79	0.21
6850- FEES & LICENSES	1066.00	0.00	1065.05	0.00	1.00	0.00	1065.05	0.95
6875- EMPLOYEE HEALTH & WELFARE	206.00	3.31	116.51	0.00	0.57	0.00	116.51	89.49
<b>Total Other &amp; Services</b>	<b>25215.68</b>	<b>1931.55</b>	<b>20009.44</b>	<b>0.00</b>	<b>0.79</b>	<b>240.48</b>	<b>20249.92</b>	<b>4965.76</b>
Equipment & Bldg Improvements	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
6714- STAFF TRAVEL-OUT OF AREA	288.00	0.00	287.64	0.00	1.00	0.00	287.64	0.36
Travel-Out of Area	288.00	0.00	287.64	0.00	1.00	0.00	287.64	0.36
Depreciation	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
7240- DIRECT BENEFITS	1027522.00	72185.47	755866.93	0.00	0.74	0.00	755866.93	271655.07
7245- DIRECT BENEFITS - STATE	0.00	179.05	624.25	0.00	0.00	0.00	624.25	(624.25)
<b>Total Direct Benefits</b>	<b>1027522.00</b>	<b>72364.52</b>	<b>756491.18</b>	<b>0.00</b>	<b>0.74</b>	<b>0.00</b>	<b>756491.18</b>	<b>271030.82</b>
Total In-kind	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
9010- INDIRECT COST ALLOCATION	103885.00	7108.28	77352.17	0.00	0.74	0.00	77352.17	26532.83
<b>Total Expenses</b>	<b>1245481.00</b>	<b>85400.31</b>	<b>928000.30</b>	<b>0.00</b>	<b>0.75</b>	<b>240.48</b>	<b>928240.78</b>	<b>317240.22</b>
<b>Excess Revenue Over (Under)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>(240.48)</b>	<b>(240.48)</b>	<b>240.48</b>

**Fiscal Year July 24- June 25  
April 30, 2025**

<b>429 0 ALT. PYMT. PROG. - GENERAL</b>	<u>Grant Budget</u>	<u>Current Month Actual</u>	<u>YTD Actual April 30, 2025</u>	<u>YTD Budget April 30, 2025</u>	<u>% Spent</u>	<u>YTD Encumbrance</u>	<u>Actual Plus Encumbrance</u>	<u>Budget Balance</u>
<b>Revenues</b>								
4110- GRANT INCOME-FEDERAL	4652208.00	257948.95	2691705.54	0.00	(0.58)	0.00	2691705.54	1960502.46
4120- GRANT INCOME-STATE	3492616.00	194593.08	1513592.63	0.00	(0.43)	0.00	1513592.63	1979023.37
4315- CHILD CRE REVENUE-STATE	0.00	668.45	4483.70	0.00	0.00	0.00	4483.70	(4483.70)
Total Revenues	8144824.00	453210.48	4209781.87	0.00	(0.52)	0.00	4209781.87	3935042.13
<b>Expenses</b>								
5010- SALARIES & WAGES	275383.00	18504.43	221481.90	0.00	0.80	0.00	221481.90	53901.10
5020- ACCRUED VACATION PAY	282003.00	1007.57	11383.25	0.00	0.04	0.00	11383.25	270619.75
Total Salaries	557386.00	19512.00	232865.15	0.00	0.42	0.00	232865.15	324520.85
5112- HEALTH INSURANCE	26846.00	2063.85	22039.81	0.00	0.82	0.00	22039.81	4806.19
5114- WORKER'S COMPENSATION	1265.00	85.88	929.61	0.00	0.73	0.00	929.61	335.39
5116- PENSION	15112.00	998.38	9400.58	0.00	0.62	0.00	9400.58	5711.42
5122- FICA	23094.00	1636.91	17734.28	0.00	0.77	0.00	17734.28	5359.72
5124- SUI	2638.00	27.79	2564.52	0.00	0.97	0.00	2564.52	73.48
5130- ACCRUED VACATION FRINGE	700.00	64.18	325.09	0.00	0.46	0.00	325.09	374.91
Total Fringe Benefits	69655.00	4876.99	52993.89	0.00	0.76	0.00	52993.89	16661.11
6110- OFFICE SUPPLIES	2959.00	78.27	2568.79	0.00	0.87	0.00	2568.79	390.21
6112- DATA PROCESSING SUPPLIES	16495.00	440.24	15894.54	0.00	0.96	0.00	15894.54	600.46
6130- PROGRAM SUPPLIES	151.00	0.00	150.38	0.00	1.00	0.00	150.38	0.62
6143- FURNISHINGS	2131.00	0.00	2130.37	0.00	1.00	0.00	2130.37	0.63
6170- POSTAGE & SHIPPING	5760.00	0.00	3751.52	0.00	0.65	0.00	3751.52	2008.48
Total Supplies	27496.00	518.51	24495.60	0.00	0.89	0.00	24495.60	3000.40
6180- EQUIPMENT RENTAL	5120.00	293.32	3211.83	0.00	0.63	0.00	3211.83	1908.17
6181- EQUIPMENT MAINTENANCE	3104.00	297.51	2485.03	0.00	0.80	0.00	2485.03	618.97
6310- PRINTING & PUBLICATIONS	384.00	0.00	0.00	0.00	0.00	0.00	0.00	384.00
6312- ADVERTISING & PROMOTION	640.00	0.00	598.14	0.00	0.93	0.00	598.14	41.86
6320- TELEPHONE	2051.00	254.68	1563.21	0.00	0.76	0.00	1563.21	487.79
6410- RENT	51736.00	3981.28	39835.22	0.00	0.77	0.00	39835.22	11900.78
6420- UTILITIES/ DISPOSAL	11328.00	680.22	7611.08	0.00	0.67	116.03	7727.11	3600.89
6432- BUILDING & GROUNDS	1368.00	64.78	743.37	0.00	0.54	624.60	1367.97	0.03
6436- PEST CONTROL	8.00	0.70	7.00	0.00	0.88	0.00	7.00	1.00

**Fiscal Year July 24- June 25**  
**April 30, 2025**

<b>429 0 ALT. PYMT. PROG. - GENERAL</b>	<b>Grant Budget</b>	<b>Current Month Actual</b>	<b>YTD Actual April 30, 2025</b>	<b>YTD Budget April 30, 2025</b>	<b>% Spent</b>	<b>YTD Encumbrance</b>	<b>Actual Plus Encumbrance</b>	<b>Budget Balance</b>
6437- BURGLAR & FIRE ALARM	31.00	0.22	30.60	0.00	0.99	0.00	30.60	0.40
6440- PROPERTY INSURANCE	2523.00	186.91	1810.75	0.00	0.72	0.00	1810.75	712.25
6530- LEGAL	3840.00	0.00	0.00	0.00	0.00	0.00	0.00	3840.00
6555- MEDICAL	146.00	0.00	145.00	0.00	0.99	0.00	145.00	1.00
6610- GAS & OIL	64.00	12.05	20.12	0.00	0.31	0.00	20.12	43.88
6620- VEHICLE INSURANCE	352.00	0.00	67.83	0.00	0.19	0.00	67.83	284.17
6640- VEHICLE REPAIR &	715.00	9.43	657.22	0.00	0.92	0.00	657.22	57.78
6742- TRAINING - STAFF	2100.00	122.59	2099.44	0.00	1.00	0.00	2099.44	0.56
6840- PROPERTY TAXES	30.00	0.00	29.77	0.00	0.99	0.00	29.77	0.23
6850- FEES & LICENSES	3860.00	0.00	3091.28	0.00	0.80	0.00	3091.28	768.72
6852- FINGERPRINT	40.00	0.00	17.75	0.00	0.44	0.00	17.75	22.25
6875- EMPLOYEE HEALTH & WELFARE	880.00	9.24	202.33	0.00	0.23	0.00	202.33	677.67
Total Other & Services	90320.00	5912.93	64226.97	0.00	0.71	740.63	64967.60	25352.40
Equipment & Bldg Improvements	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
6714- STAFF TRAVEL-OUT OF AREA	1130.00	0.00	1062.03	0.00	0.94	0.00	1062.03	67.97
Travel-Out of Area	1130.00	0.00	1062.03	0.00	0.94	0.00	1062.03	67.97
Depreciation	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
7240- DIRECT BENEFITS	6719480.00	383982.57	3478891.80	0.00	0.52	0.00	3478891.80	3240588.20
7245- DIRECT BENEFITS - STATE	0.00	668.45	4483.70	0.00	0.00	0.00	4483.70	(4483.70)
Total Direct Benefits	6719480.00	384651.02	3483375.50	0.00	0.52	0.00	3483375.50	3236104.50
Total In-kind	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
9010- INDIRECT COST ALLOCATION	679357.00	37746.41	350762.73	0.00	0.52	0.00	350762.73	328594.27
<b>Total Expenses</b>	<b>8144824.00</b>	<b>453217.86</b>	<b>4209781.87</b>	<b>0.00</b>	<b>0.52</b>	<b>740.63</b>	<b>4210522.50</b>	<b>3934301.50</b>
Excess Revenue Over (Under)	0.00	(7.38)	0.00	0.00	0.00	(740.63)	(740.63)	740.63

July 1, 2024 to June 30, 2025

State Migrant Full-Day Program - 322 CMIG Program  
Budget to Actual

For the Period Ending

4/30/2024

Start Date 7/1/2024

Current Mnth 10

81.00%

Account	Description	Budget	MTD	Current Actual YTD	Previous Actual YTD	YTD Budget	% Spent	Encumbered	Actual + Encumb	Budget Balance
<b>REVENUES</b>										
4120	GRANT INCOME-STATE	838,279	7,632.23	711,835.76	704,203.53	679,007	84.92%	-	711,835.76	126,443.24
4220	IN KIND CONTRIBUTIONS	-	-	-	-	-	-	-	-	-
4315	CHILD CRE REVENUE-STATE	-	-	-	-	-	-	-	-	-
4350	RENTAL INCOME	-	-	-	-	-	-	-	-	-
	<b>TOTAL REVENUES</b>	<b>838,279</b>	<b>7,632.23</b>	<b>711,835.76</b>	<b>704,203.53</b>	<b>679,007</b>	<b>84.92%</b>	<b>-</b>	<b>711,835.76</b>	<b>126,443.24</b>
<b>EXPENDITURES</b>										
5010	SALARIES & WAGES	554,122	-	467,327.26	467,327.26	448,839	84.34%	-	467,327.26	86,794.74
5020	ACCRUED VACATION PAY	34,000	-	27,680.02	27,680.02	27,540	81.41%	-	27,680.02	6,319.98
5112	HEALTH INSURANCE	69,200	-	51,023.36	51,023.36	56,052	73.73%	-	51,023.36	18,176.64
5114	WORKER'S COMPENSATION	22,870	-	17,190.65	17,190.65	18,525	75.17%	-	17,190.65	5,679.35
5116	PENSION	27,364	-	19,972.33	19,972.33	22,165	72.99%	-	19,972.33	7,391.67
5122	FICA	45,197	-	37,071.78	37,071.78	36,610	82.02%	-	37,071.78	8,125.22
5124	SUI	5,590	-	4,512.73	4,512.73	4,528	80.73%	-	4,512.73	1,077.27
5130	ACCRUED VACATION FRINGE	2,500	-	2,117.45	2,117.45	2,025	84.70%	-	2,117.45	382.55
6110	OFFICE SUPPLIES	1,568	-	861.22	861.22	1,270	54.92%	-	861.22	706.78
6112	DATA PROCESSING SUPPLIES	-	-	-	-	-	-	-	-	-
6121	FOOD	-	-	-	-	-	-	-	-	-
6122	KITCHEN SUPPLIES	-	-	-	-	-	-	-	-	-
6130	PROGRAM SUPPLIES	-	-	-	-	-	-	-	-	-
6132	MEDICAL & DENTAL SUPPLIES	-	-	116.02	116.02	-	-	-	116.02	(116.02)
6134	INSTRUCTIONAL SUPPLIES	-	-	3,042.34	3,042.34	-	-	-	3,042.34	(3,042.34)
6140	CUSTODIAL SUPPLIES	5,947	-	6,121.84	6,121.84	4,817	102.94%	-	6,121.84	(174.84)
6170	POSTAGE & SHIPPING	-	-	-	-	-	-	-	-	-
6180	EQUIPMENT RENTAL	-	1,788.35	1,788.35	-	-	-	-	1,788.35	(1,788.35)
6181	EQUIPMENT MAINTENANCE	-	-	-	-	-	-	-	-	-
6320	TELEPHONE	-	-	3,346.32	1,117.19	-	-	-	3,346.32	(3,346.32)
6410	RENT	-	-	-	-	-	-	-	-	-
6420	UTILITIES/ DISPOSAL	-	2,588.15	5,290.70	2,702.55	-	-	-	5,290.70	(5,290.70)
6432	BUILDING REPAIRS/ MAINTENANCE	-	390.00	1,050.62	660.62	-	-	-	1,050.62	(1,050.62)
6436	PEST CONTROL	-	-	-	-	-	-	-	-	-
6437	BURGLAR & FIRE ALARM	-	-	-	-	-	-	-	-	-
6520	CONSULTANTS	-	-	-	-	-	-	-	-	-
6522	CONSULTANT EXPENSES	-	-	-	-	-	-	-	-	-
6524	CONTRACTS	-	-	-	-	-	-	-	-	-
6540	CUSTODIAL SERVICES	-	-	3,948.75	3,948.75	-	-	-	3,948.75	(3,948.75)
9010	INDIRECT COST ALLOCATION	69,921	636.60	59,374.02	58,737.42	56,636	84.92%	-	59,374.02	10,546.98
	Total Expenses	<b>838,279</b>	<b>5,403.10</b>	<b>711,835.76</b>	<b>704,203.53</b>	<b>679,007</b>	<b>84.92%</b>	<b>-</b>	<b>711,835.76</b>	<b>126,443.24</b>
									84.92%	

In Direct Calc. @ 9.1%
59,374.02
59,374.02 Total

Fresno Migrant Head Start  
Budget to Actual (331 Basic)  
Period Ending March 31, 2025

Account Description	Grant Budget	Current	Current Mth	Prior Mth	Current vs Budget	YTD	% Spent	Encumbered	YTD Actual +	Budget Balance
		Period	YTD	YTD	YTD	Budget			Encumbered	
<b>REVENUES</b>										
4110 GRANT INCOME-FEDERAL	6,566,001.00	189,122.54	3,332,477.00	3,143,354.46	(57,217.28)	3,389,694.28	50.75%	60,668.88	3,393,145.88	3,172,855.12
4130 GRANT INCOME-AREA	0.00	0.00			-		0.00%	0.00	0.00	0.00
4210 DONATIONS	0.00	0.00			-		0.00%	0.00	0.00	0.00
4220 IN KIND CONTRIBUTIONS	1,662,173.00	34,097.76	508,980.60	474,882.84	(349,118.40)	858,099.00	30.62%	0.00	508,980.60	1,153,192.40
4330- SALE OF ASSETS	0.00	0.00			-		0.00%	0.00	0.00	0.00
4390 MISC INCOME	0.00	0.00			-		0.00%	0.00	0.00	0.00
<b>TOTAL REVENUES</b>	<b>8,228,174.00</b>	<b>223,220.30</b>	<b>3,841,457.60</b>	<b>3,618,237.30</b>	<b>(406,335.68)</b>	<b>4,247,793.28</b>	<b>46.69%</b>	<b>60,668.88</b>	<b>3,902,126.48</b>	<b>4,326,047.52</b>
5010 SALARIES & WAGES	6A 3,733,795.00	55,154.75	1,868,060.00	1,812,905.25	1,961.50	1,866,098.50	50.03%	0.00	1,868,060.00	1,865,735.00
5012- DIRECTOR'S SALARY	6A 0.00	0.00			-		0.00%	0.00	0.00	0.00
5019- SALARIES & WAGES C19	6A 0.00	0.00			-		0.00%	0.00	0.00	0.00
5020 ACCRUED VACATION PAY	6A 233,685.00	2,946.13	121,828.28	118,882.15	5,150.51	116,677.77	52.13%	0.00	121,828.28	111,856.72
5112 HEALTH INSURANCE	6B 241,076.00	6,889.84	143,243.68	136,353.84	4,949.68	138,294.00	59.42%	0.00	143,243.68	97,832.32
5114 WORKER'S COMPENSATION	6B 112,264.00	816.75	63,625.33	62,808.58	7,510.33	56,115.00	56.67%	0.00	63,625.33	48,638.67
5115- Worker's Compensation C19	6B 0.00	0.00			-		0.00%	0.00	0.00	0.00
5116 PENSION	6B 281,464.00	1,927.36	134,672.48	132,745.12	(6,059.52)	140,732.00	47.85%	0.00	134,672.48	146,791.52
5117- Pension C19	6B 0.00	0.00			-		0.00%	0.00	0.00	0.00
5121- FICA C19	6B 0.00	0.00			-		0.00%	0.00	0.00	0.00
5122 FICA	6B 305,126.00	4,119.56	160,536.37	156,416.81	8,048.37	152,488.00	52.61%	0.00	160,536.37	144,589.63
5124 SUI	6B 45,376.00	0.00	19,918.95	19,918.95	(2,164.05)	22,083.00	43.90%	0.00	19,918.95	25,457.05
5125- DIRECTOR'S FRINGE	6B 0.00	0.00			-		0.00%	0.00	0.00	0.00
5130 ACCRUED VACATION FRINGE	6B 19,098.00	225.36	9,222.76	8,997.40	(314.24)	9,537.00	48.29%	0.00	9,222.76	9,875.24
6714 STAFF TRAVEL-OUT OF AREA	6C 0.00	0.00	233.29	233.29	233.29	0.00	0.00%	0.00	233.29	(233.29)
6722 PER DIEM - STAFF	6C 0.00	0.00			-		0.00%	0.00	0.00	0.00
6221 EQUIPMENT OVER > \$5000	6D 0.00	0.00			-		0.00%	0.00	0.00	0.00
6110 OFFICE SUPPLIES	6E 20,000.00	366.84	3,610.22	3,243.38	(7,833.78)	11,444.00	18.05%	86.58	3,696.80	16,303.20
6112 DATA PROCESSING SUPPLIES	6E 95,000.00	22,175.22	71,575.79	49,400.57	16,320.79	55,255.00	75.34%	3,004.42	74,580.21	20,419.79
6121 FOOD	6E 10,000.00	0.00	372.34	372.34	(5,522.66)	5,895.00	3.72%	0.00	372.34	9,627.66
6122 KITCHEN SUPPLIES	6E 7,500.00	(51.07)	273.82	324.89	(4,298.18)	4,572.00	3.65%	0.00	273.82	7,226.18
6130 PROGRAM SUPPLIES	6E 73,000.00	15,569.57	88,558.25	72,988.68	46,903.25	41,655.00	121.31%	7,315.93	95,874.18	(22,874.18)
6134 INSTRUCTIONAL SUPPLIES	6E 5,000.00	0.00	0.00	0.00	(2,760.00)	2,760.00	0.00%	0.00	0.00	5,000.00
			16,773.00	13,279.96	9,945.00					
6140 CUSTODIAL SUPPLIES	6E 12,000.00	3,493.04				6,828.00	139.78%	0.00	16,773.00	(4,773.00)
6142 LINEN/LAUNDRY	6E 0.00	0.00			-		0.00%	0.00	0.00	0.00
6143 FURNISHINGS	0.00	3,931.85	8,319.93	4,388.08	8,319.93	0.00	0.00%	0.00	8,319.93	(8,319.93)
6170 POSTAGE & SHIPPING	6E 710.00	34.43	357.59	323.16	(55.41)	413.00	50.36%	0.00	357.59	352.41
6132 MEDICAL & DENTAL SUPPLIES	6H 1,000.00	819.76	9,727.28	8,907.52	9,146.28	581.00	972.73%	608.91	10,336.19	(9,336.19)
6150 UNIFORM RENTAL/PURCHASE	6H 0.00	0.00	150.00	150.00	150.00	0.00	0.00%	0.00	150.00	(150.00)
6180 EQUIPMENT RENTAL	6H 40,000.00	3,930.59	23,982.47	20,051.88	665.47	23,317.00	59.96%	0.00	23,982.47	16,017.53
6181 EQUIPMENT MAINTENANCE	6H 30,000.00	46.80	4,615.84	4,569.04	(12,870.16)	17,486.00	15.39%	0.00	4,615.84	25,384.16
6212 EQUIPMENT PURCHASES < \$500	6H 0.00	0.00			-		0.00%	0.00	0.00	0.00
6214 EQUIPMENT OVER > 500	6H 0.00	0.00			-		0.00%	0.00	0.00	0.00
6216 EQUIPMENT OVER > \$1000	6H 0.00	0.00			-		0.00%	0.00	0.00	0.00
6231 BUILDING RENOVATION	6H 0.00	0.00			-		0.00%	0.00	0.00	0.00
6232 BUILDING IMPROVEMENTS	6H 0.00	0.00			-		0.00%	0.00	0.00	0.00
6310 PRINTING & PUBLICATIONS	6H 15,000.00	0.00	0.00	0.00	(8,750.00)	8,750.00	0.00%	6,051.47	6,051.47	8,948.53
6312 ADVERTISING & PROMOTION	6H 0.00	0.00	300.00	300.00	300.00	0.00	0.00%	0.00	300.00	(300.00)
6320 TELEPHONE	6H 150,000.00	8,032.86	34,772.80	26,739.94	(52,699.20)	87,472.00	23.18%	0.00	34,772.80	115,227.20
6410 RENT	6H 150,907.00	13,278.11	92,947.27	79,669.16	4,917.27	88,030.00	61.59%	0.00	92,947.27	57,959.73
6420 UTILITIES/ DISPOSAL	6H 90,000.00	3,820.95	39,362.84	35,541.89	(13,123.16)	52,486.00	43.74%	0.00	39,362.84	50,637.16
			29,070.27	22,822.37	(29,232.73)					
6432 BUILDING REPAIRS/ MAINTENANCE	6H 100,000.00	6,247.90				58,303.00	29.07%	17,494.00	46,564.27	53,435.73
6433 GROUNDS MAINTENANCE	6H 35,000.00	5,097.63	15,967.26	10,869.63	(4,444.74)	20,412.00	45.62%	450.00	16,417.26	18,582.74
6436 PEST CONTROL	6H 8,000.00	787.80	4,917.63	4,129.83	255.63	4,662.00	61.47%	0.00	4,917.63	3,082.37
6437 BURGLAR & FIRE ALARM	6H 5,500.00	281.94	3,225.93	2,943.99	345.93	2,880.00	58.65%	0.00	3,225.93	2,274.07
6440 PROPERTY INSURANCE	6H 25,000.00	1,911.14	13,647.22	11,736.08	(846.78)	14,494.00	54.59%	0.00	13,647.22	11,352.78
6520 CONSULTANTS	6H 25,000.00	664.30	2,666.40	2,002.10	(9,825.60)	12,492.00	10.67%	14,042.20	16,708.60	8,291.40
6522 CONSULTANT EXPENSES	6H 1,500.00	0.00	153.12	153.12	(584.88)	738.00	10.21%	0.00	153.12	1,346.88
6524 CONTRACTS	6H 15,000.00	0.00	0.00	0.00	(7,500.00)	7,500.00	0.00%	0.00	0.00	15,000.00

Fresno Migrant Head Start  
 Budget to Actual (331 Basic)  
 Period Ending March 31, 2025

Account Description	Grant Budget	Current	Current Mth	Prior Mth	Current vs Budget	YTD	% Spent	Encumbered	YTD Actual +	
		Period	YTD	YTD	YTD	Budget			Encumbered	Budget Balance
6530 LEGAL	6H	5,000.00	0.00	0.00	(2,500.00)	2,500.00	0.00%	0.00	0.00	5,000.00
6540 CUSTODIAL SERVICES	6H	0.00	942.03	4,575.00	5,517.03	0.00	0.00%	4,215.00	9,732.03	(9,732.03)
6555 MEDICAL SCREENING/DEAT/S	6H	1,000.00	0.00	390.00	190.00	200.00	39.00%	0.00	390.00	610.00
6562 MEDICAL EXAM	6H	0.00	0.00	-	-	-	0.00%	0.00	0.00	0.00
6564 MEDICAL FOLLOW-UP	6H	0.00	0.00	-	-	-	0.00%	0.00	0.00	0.00
6566 DENTAL EXAM	6H	0.00	0.00	-	-	-	0.00%	0.00	0.00	0.00
6568 DENTAL FOLLOW-UP	6H	0.00	0.00	-	-	-	0.00%	0.00	0.00	0.00
6610 GAS & OIL	6H	12,000.00	1,054.01	7,027.60	1,081.61	7,000.00	67.35%	0.00	8,081.61	3,918.39
6620 VEHICLE INSURANCE	6H	30,000.00	2,932.71	16,851.14	2,283.85	17,500.00	65.95%	0.00	19,783.85	10,216.15
6630 VEHICLE LICENSE AND FEES	6H	0.00	0.00	-	-	-	0.00%	0.00	0.00	0.00
6640 VEHICLE REPAIR & MAINTENANCE	6H	20,000.00	682.50	7,464.44	(3,515.06)	11,662.00	40.73%	0.00	8,146.94	11,853.06
6712 STAFF TRAVEL-LOCAL	6H	12,000.00	64.40	6,856.48	917.88	6,003.00	57.67%	0.00	6,920.88	5,079.12
6724 PER DIEM - PARENT	6H	0.00	0.00	-	-	-	0.00%	0.00	0.00	0.00
6730 VOLUNTEER TRAVEL	6H	0.00	0.00	-	-	-	0.00%	0.00	0.00	0.00
6742 TRAINING - STAFF	6H	1,000.00	0.00	(1,944.50)	(2,525.50)	581.00	-19.45%	2,340.00	395.50	604.50
6744 TRAINING - VOLUNTEER	6H	0.00	0.00	-	-	-	0.00%	0.00	0.00	0.00
6745 TRAINING - PARTICIPANTS/CLIENTS	6H	0.00	0.00	-	-	-	0.00%	0.00	0.00	0.00
6746 TRAINING - PARENT	6H	0.00	0.00	-	-	-	0.00%	0.00	0.00	0.00
6748 EDUCATION REIMBURSEMENT	6H	10,000.00	0.00	0.00	(5,000.00)	5,000.00	0.00%	0.00	0.00	10,000.00
6750 FIELD TRIPS	6H	0.00	0.00	-	-	-	0.00%	0.00	0.00	0.00
6820 INTEREST EXPENSE	6H	0.00	0.00	-	-	-	0.00%	0.00	0.00	0.00
6832 LIABILITY INSURANCE	6H	600.00	41.17	247.02	(61.81)	350.00	48.03%	0.00	288.19	311.81
6834 STUDENT ACTIVITY INSURAN	6H	1,086.00	807.28	0.00	264.28	543.00	74.34%	0.00	807.28	278.72
6840 PROPERTY TAXES	6H	5,200.00	0.00	5,026.94	(173.06)	5,200.00	96.67%	0.00	5,026.94	173.06
6850 FEES & LICENSES	6H	25,000.00	4,288.90	4,072.11	(4,139.00)	12,500.01	33.44%	0.00	8,361.01	16,638.99
6851 CPR FEES	6H	0.00	0.00	-	-	-	0.00%	0.00	0.00	0.00
6852 FINGER PRINTING	6H	700.00	0.00	175.12	(174.88)	350.00	25.02%	0.00	175.12	524.88
6860 DEPRECIATION EXPENSE	6H	0.00	0.00	-	-	-	0.00%	0.00	0.00	0.00
6870 EMPLOYEE RECOGNITION	6H	0.00	0.00	-	-	-	0.00%	0.00	0.00	0.00
6875- EMPLOYEE HEALTH & WELFARE	6H	6,545.00	0.00	5,059.31	(1,485.69)	6,545.00	77.30%	0.00	5,059.31	1,485.69
6892 CASH SHORT/OVER	6H	0.00	0.00	-	-	-	0.00%	0.00	0.00	0.00
7110 PARENT ACTIVITIES	6H	600.00	15.47	222.68	(49.85)	288.00	39.69%	0.00	238.15	361.85
7111- PARENT MILEAGE	6H	0.00	0.00	276.03	276.03	0.00	0.00%	0.00	276.03	(276.03)
7112 PARENT INVOLVEMENT	6H	600.00	0.00	71.39	(216.61)	288.00	11.90%	0.00	71.39	528.61
7114 PC ALLOWANCE	6H	0.00	0.00	540.00	540.00	0.00	0.00%	0.00	540.00	(540.00)
7116 PC FOOD	6H	0.00	0.00	88.40	88.40	0.00	0.00%	0.00	88.40	(88.40)
8110 INKIND SALARIES		1,437,024.00	20,139.18	404,254.94	(317,470.88)	741,865.00	29.53%	0.00	424,394.12	1,012,629.88
8120 INKIND RENT		217,266.00	13,958.58	69,492.90	(28,712.52)	112,164.00	38.41%	0.00	83,451.48	133,814.52
8130 INKIND OTHER		7,883.00	0.00	1,135.00	(2,935.00)	4,070.00	14.40%	0.00	1,135.00	6,748.00
9010 INDIRECT EXPENSE	6J	547,669.00	15,774.66	262,186.30	(4,773.04)	282,734.00	50.75%	5,060.37	283,021.33	264,647.67
<b>TOTAL EXPENSES</b>		<b>8,228,174.00</b>	<b>223,220.30</b>	<b>3,841,457.60</b>	<b>(406,335.68)</b>	<b>4,247,793.28</b>	<b>46.69%</b>	<b>60,668.88</b>	<b>3,902,126.48</b>	<b>4,326,047.52</b>
<b>CHANGE IN NET ASSETS</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

	TOTAL YTD	9.1%
	INDIRECT EXP	INDIRECT EXP
Prior Mth	2,881,168.16	262,186.30
Curr Mth	3,054,516.04	277,960.96

Administrative	
YTD Expense	3,887,044.86
YTD Inkind	508,980.60
	<b>4,396,025.46</b>
YTD Admin	333,478.00
YTD %	7.59%

**Madera Migrant Head Start  
Budget to Actual**

For the Period Ending **4/30/2025**

Start Date 3/1/2025  
Current Mnth 2.00  
10%

Account	Description	Budget	Current PTD	Current Actual YTD	Previous Actual YTD	YTD Budget	% Spent	Encumbered	Actual + Encumb	Budget Balance
<b>REVENUES</b>										
4110	GRANT INCOME-	<b>6,303,222</b>	186,360.43	387,877.06	201,516.63	1,260,646	6%	<b>16,238.81</b>	404,115.87	5,899,106.13
4220	IN KIND CONTRIBUTIONS	<b>567,876</b>	10,126.00	19,377.00	9,251.00	113,575	3%	-	19,377.00	548,499.00
4390	MISCELLANEOUS	-	-	-	-	-	-	-	-	-
	<b>TOTAL REVENUES</b>	<b>6,871,098</b>	<b>196,486.43</b>	<b>407,254.06</b>	<b>210,767.63</b>	<b>1,374,221</b>	<b>6%</b>	<b>16,238.81</b>	<b>423,492.87</b>	<b>6,447,605.13</b>
<b>EXPENDITURES</b>										
5010	Salaries & Wages	<b>3,557,039</b>	70,708.98	<b>152,351.20</b>	<b>81,642.22</b>	711,408	4%	-	152,351.20	3,404,687.80
5020	Accrued Vacation Pay	<b>193,000</b>	4,579.37	<b>9,253.62</b>	<b>4,674.25</b>	38,600	5%	-	9,253.62	183,746.38
5112	Health Insurance	<b>407,733</b>	11,070.05	<b>22,849.22</b>	<b>11,779.17</b>	81,547	6%	-	22,849.22	384,883.78
5114	Worker's Compensation	<b>114,183</b>	940.40	<b>1,852.71</b>	<b>912.31</b>	22,837	2%	-	1,852.71	112,330.29
5116	Pension	<b>175,685</b>	3,120.34	<b>6,563.72</b>	<b>3,443.38</b>	35,137	4%	-	6,563.72	169,121.28
5122	FICA	<b>270,378</b>	5,966.31	<b>12,174.42</b>	<b>6,208.11</b>	54,076	5%	-	12,174.42	258,203.58
5124	SUI	<b>38,839</b>	3.11	<b>3.44</b>	<b>0.33</b>	7,768	0%	-	3.44	38,835.56
5130	Accrued Vacation Fringe	<b>16,500</b>	346.07	<b>702.80</b>	<b>356.73</b>	3,300	4%	-	702.80	15,797.20
6110	Office supplies	<b>18,267</b>	-	-	-	3,653	0%	<b>912.83</b>	912.83	17,354.17
6112	Data Processing Supplies	<b>72,000</b>	18,480.78	<b>34,974.48</b>	<b>16,493.70</b>	14,400	49%	<b>366.52</b>	35,341.00	36,659.00
6121	Food	<b>3,000</b>	28.20	<b>28.20</b>	-	600	1%	-	28.20	2,971.80
6122	Kitchen Supplies	<b>1,500</b>	-	-	-	300	0%	<b>129.95</b>	129.95	1,370.05
6130	Program Supplies	<b>69,450</b>	2,824.42	<b>3,176.17</b>	<b>351.75</b>	13,890	5%	<b>2,701.16</b>	5,877.33	63,572.67
6132	Medical & Dental Supplies	<b>20,000</b>	-	-	-	4,000	0%	-	-	20,000.00
6134	Instructional Supplies	<b>20,738</b>	-	<b>1,630.23</b>	<b>1,630.23</b>	4,148	8%	-	1,630.23	19,107.77
6140	Custodial Supplies	<b>31,544</b>	-	<b>2,833.10</b>	<b>2,833.10</b>	6,309	9%	-	2,833.10	28,710.90
6142	Linen / Laundry	-	-	-	-	-	-	-	-	-
6143	Furnishing	-	-	-	-	-	#DIV/0!	-	-	-
6150	Uniform Rental / Purchases	<b>258</b>	-	-	-	52	0%	-	-	258.00
6170	Postage & Shipping	<b>550</b>	-	-	-	110	0%	-	-	550.00
6221	Equipment Over > \$5,000	-	-	-	-	-	-	-	-	-
6233	Land Improvements	-	-	-	-	-	-	-	-	-
6180	Equipment Rental	<b>23,400</b>	922.51	<b>2,987.59</b>	<b>2,065.08</b>	4,680	13%	-	2,987.59	20,412.41
6181	Equipment Maintenance	<b>16,800</b>	931.20	<b>1,044.61</b>	<b>113.41</b>	3,360	6%	<b>500.00</b>	1,544.61	15,255.39
6310	Printing & Publications	<b>3,000</b>	772.46	<b>772.46</b>	-	600	26%	-	772.46	2,227.54
6312	Advertising & Promotion	-	-	-	-	-	-	-	-	-
6320	Telephone	<b>48,600</b>	6,788.86	<b>15,896.56</b>	<b>9,107.70</b>	9,720	33%	-	15,896.56	32,703.44
6410	Rent	<b>218,040</b>	18,052.41	<b>35,995.80</b>	<b>17,943.39</b>	43,608	17%	-	35,995.80	182,044.20
6420	Utilities / Disposal	<b>143,580</b>	5,589.62	<b>14,256.28</b>	<b>8,666.66</b>	28,716	10%	<b>562.98</b>	14,819.26	128,760.74
6432	Building Repairs / Maintenanc	<b>49,500</b>	533.26	<b>7,370.68</b>	<b>6,837.42</b>	9,900	15%	-	7,370.68	42,129.32
6433	Grounds Maintenance	-	1,649.42	<b>1,649.42</b>	-	-	#DIV/0!	-	1,649.42	(1,649.42)
6436	Pest Control	<b>6,660</b>	457.94	<b>915.88</b>	<b>457.94</b>	1,332	14%	-	915.88	5,744.12
6437	Burglar & Fire Alarm	<b>4,500</b>	172.36	<b>344.72</b>	<b>172.36</b>	900	8%	-	344.72	4,155.28
6440	Property Insurance	<b>42,696</b>	4,213.43	<b>8,426.86</b>	<b>4,213.43</b>	8,539	20%	-	8,426.86	34,269.14
6520	Consultants	<b>15,000</b>	94.25	<b>94.25</b>	-	3,000	1%	<b>4,715.90</b>	4,810.15	10,189.85
6522	Consultants Expense	<b>235</b>	-	-	-	47	0%	-	-	235.00
6524	Contracts	-	-	-	-	-	-	-	-	-
6530	Legal	<b>5,000</b>	3,433.34	<b>3,433.34</b>	-	1,000	69%	-	3,433.34	1,566.66
6540	Custodial Services	<b>96,800</b>	1,242.50	<b>1,252.23</b>	<b>9.73</b>	19,360	1%	<b>4,995.00</b>	6,247.23	90,552.77
6555	Medical Screening / DEAT / Staff	<b>6,000</b>	-	-	-	1,200	0%	-	-	6,000.00
6562	Medical Exam	-	-	-	-	-	-	-	-	-
6564	Medical Follow-up	-	-	-	-	-	-	-	-	-
6566	Dental Exam	-	-	-	-	-	-	-	-	-

Account	Description	Budget	Current	Current	Previous	YTD Budget	% Spent	Encumbered	Actual + Encumb	Budget Balance
			PTD	Actual YTD	Actual YTD					
6568	Dental Follow-up	-	-	-	-	-	-	-	-	-
6610	Gas & Oil	12,000	856.81	1,741.04	884.23	2,400	15%	-	1,741.04	10,258.96
6620	Vehicle Insurance	37,800	3,381.37	6,762.74	3,381.37	7,560	18%	-	6,762.74	31,037.26
6630	Vehicle License & Fees	-	-	-	-	-	-	-	-	-
6640	Vehicle Repair & Maintenanc	7,200	719.35	874.86	155.51	1,440	12%	-	874.86	6,325.14
6712	Staff Travel-Local	1,005	207.20	295.40	88.20	201	29%	-	295.40	709.60
6714	Staff Travel-Out of Area	-	-	104.30	104.30	-	-	-	104.30	(104.30)
6722	Per Diem-Staff	-	-	-	-	-	-	-	-	-
6724	Per Diem-Parent	-	-	-	-	-	-	-	-	-
6730	Volunteer Travel	-	-	-	-	-	-	-	-	-
6742	Training - Staff	-	2,187.48	2,187.48	-	-	#DIV/0!	-	2,187.48	(2,187.48)
6746	Training - Parent	-	-	-	-	-	-	-	-	-
6748	Education Reimbursement	-	-	-	-	-	-	-	-	-
6750	Field Trips	-	-	-	-	-	-	-	-	-
6810	Bank Charges	-	-	-	-	-	-	-	-	-
6820	Interest Expense	-	-	-	-	-	-	-	-	-
6832	Liability Insurance	636	43.82	87.64	43.82	127	14%	-	87.64	548.36
6834	Student Activity Insurance	3,120	-	-	-	624	0%	-	-	3,120.00
6840	Property Taxes	-	-	-	-	-	-	-	-	-
6850	Fees & Licenses	6,600	-	-	-	1,320	0%	-	-	6,600.00
6852	Finger Printing	2,000	3.00	3.00	-	400	0%	-	3.00	1,997.00
6860	Depreciation Expense	-	-	-	-	-	-	-	-	-
6875	Employee Health & Welfare	10,534	210.60	348.97	138.37	2,107	3%	-	348.97	10,185.03
7110	Parent Activities	-	-	-	-	-	#DIV/0!	-	-	-
7111	Parent Mileage	302	44.94	44.94	-	60	15%	-	44.94	257.06
7112	Parent Involvement	3,300	-	(0.01)	(0.01)	660	0%	-	(0.01)	3,300.01
7114	PPC Allowance	1,475	240.00	240.00	-	295	16%	-	240.00	1,235.00
7116	PPC Food Allowance	1,025	-	-	-	205	0%	-	-	1,025.00
8110	In-Kind Salaries	455,866	875.00	875.00	-	91,173	0%	-	875.00	454,991.00
8120	In-Kind Rent	111,010	9,251.00	18,502.00	9,251.00	22,202	17%	-	18,502.00	92,508.00
8130	In-Kind Other	1,000	-	-	-	200	-	-	-	1,000.00
9010	In-Direct Cost Allocation	525,750	15,544.27	32,352.71	16,808.44	105,150	6%	1,354.47	33,707.18	492,042.82
<b>Total Expenses</b>		<b>6,871,098</b>	<b>196,486.43</b>	<b>407,254.06</b>	<b>210,767.63</b>	<b>1,374,221</b>	<b>6%</b>	<b>16,238.81</b>	<b>423,492.87</b>	<b>6,447,605.13</b>
<b>Excess Revenue Over</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Total Expenses		6,871,098	196,486.43	407,254.06						
In-Kind		(567,876)	(10,126.00)	(19,377.00)						
<b>Total Expenses w/o In Kind</b>		<b>6,303,222</b>	<b>186,360.43</b>	<b>387,877.06</b>	<b>201,516.63</b>				<b>404,115.87</b>	<b>5,899,106.13</b>

6.41%

<b>ADMINISTRATION BUDGET LIMIT</b>	<b>\$752,091</b>
<b>YEAR-TO DATE ADMIN EXP.</b>	<b>\$77,028</b>
<b>PERCENT OF TOTAL EXPENSES</b>	<b>0.97%</b>
<b>ADMINIISTRATION LIMIT IS 9.5%</b>	

ID Cost Calc. @ 9.1%	32,352.71
	<b>32,352.71</b>

**CAPMC**  
**Work Related Injuries Report - May 2025**  
**BOARD OF DIRECTORS**

**Recordable Injuries**

Position/Program	Injury Location	Type of Injury	DOI	TOI	Description	Loss Days	Outcomes
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**Medcor: Self Treat First Aid**

Position/Program	Injury Location	Type of Injury	DOI	TOI	Description	Loss Days	Outcomes
Teacher II	Sierra Vista	Fall	5/21/2025	12:50 PM	EE was grabbing a binder and did not see the chair in front of her. EE tripped over the chair, injuring right knee and left ankle.	0	5/21/25: Called Medcor, self-care/first aid.
Associate Teacher	Selma	Fall	5/23/2025	2:15 PM	EE squatted to hear what a child was saying, the child hugged and pushed EE, causing EE to fall backwards into a wooden piece of furniture. EE injured left shoulder and left hand.	0	05/23/25: Called Medcor, self-care/first aid.
Teacher II	Mendota	Bite	5/27/2025	10:30 AM	A child threw a block at another child, so EE removed the child and the child bit EE on the right forearm, causing swelling and redness to right forearm.	0	5/27/25: Called Medcor, self-care/first aid.

**Claims**

Position/Program	Injury Location	Type of Injury	DOI	TOI	Description	Loss Days	Outcomes
Teacher II	Chowchilla	Fall	5/13/2025	11:00 AM	While escorting children on a walk, EE was holding a child's hand when the child engaged in off-task behavior. This caused EE to trip and fall, landing on right hand and pinky finger.	13	05/13/25: Called Medcor. EE went to Concentra to seek treatment. EE placed on modified duties.

**Up To Date Injuries: January 2023 to December 2023**

(4) Hand Injuries	(1) Feet Injuries	( ) Chest Injuries		
( ) Back Injuries	( ) Eye Injuries	(1) Neck Injuries	( ) Bottom	
(5) Knee Injuries	( ) Leg Injuries	(1) Head Injuries	( ) Hip	
(4) Arm Injuries	(1) Wrist Injuries	(1) Ankle Injuries		
( ) Elbow Injuries	( ) Burn Injuries	( ) Respiratory Injuries		
(2) Shoulder Injuries	( ) Abdomen Injuries	( ) Face Injuries		
		DOI: DATE OF INJURY		
		TOI: TIME OF INJURY		



# BOARD OF DIRECTORS 2025 ATTENDANCE

Director	Area Represented	January	February	March	April	May	June	July	August	September	October	November	December
<b>Public Officials</b>													
Deborah Martinez A: Vivian Garcia	Department of Social Services	P	P	-	A	X							
David Hernandez <i>Vice-Chairperson</i>	Madera Unified School District	X	P	-	P	P							
Leticia Gonzalez A: Robert Poythress	Madera County Board of Supervisors	P	X	-	P	P							
Steve Montes A: Mayor Cece Gallegos	Madera City Council	P	P	-	P	P							
Jeff Troost	Chowchilla City Council	P	P	-	P	X							
<b>Private Sector Officials</b>													
Debi Bray	Madera Chamber of Commerce	P	P	-	P	P							
Otilia Vasquez	Head Start Policy Council	X	P	-	X	X							
Donald Holley	Community Affairs	P	P	-	P	P							
Eric LiCalsi <i>Chairperson</i>	Attorney at Law	P	X	-	X	P							
Molly Hernandez	Early Childhood Education & Development	P	X	-	X	P							
<b>Low-Income Target Area Officials</b>													
Martha Garcia	Central Madera/Alpha	X	X	-	P	P							
Tyson Pogue <i>Secretary/Treasurer</i>	Eastern Madera County	P	P	-	P	P							
Richard Gutierrez	Eastside/Parksdale	P	P	-	P	P							
Diana Plamer <i>(Seated on 1/11/2024)</i>	Fairmead/Chowchilla	P	P	-	P	X							
Aurora Flores	Monroe/Washington	P	P	-	P	X							
<i>Total Directors</i>		12/15	11/15	-	13/15	10/15							

**STAFFING CHANGES**  
**May 1, 2025 - May 31, 2025**  
**BOARD OF DIRECTORS**

**NON-HEAD START DEPARTMENTS**

**NEW HIRES**

Identification Number	Position	Location	Effective Date	Hours	Justification
61497	Program Assistant / Clerk Typist II	Gill - Human Resources	5/7/2025	40	Open Position
61316	Family Services Associate II	Resource and Referral & Alternative Payment Program	5/26/2025	80	Open Position

**SUBSTITUTES**

Identification Number	Position	Location	Effective Date	Hours	Justification

**VOLUNTARY RESIGNATIONS**

Identification Number	Position	Location	Effective Date	Hours	Justification

**TERMINATION**

Identification Number	Position	Location	Effective Date	Hours	Justification

**HEAD START DEPARTMENTS**

**NEW HIRES**

Identification Number	Position	Location	Effective Date	Hours	Justification
61498	Advocate III	Eastside - Madera Regional Head Start	6/2/2025	80	Open Position
61499	Instructional Aide I / Janitor	Sierra Vista - Madera Migrant Head Start	5/20/2025	80	Open Position
61500	Teacher II	Mis Angelitos - Madera Migrant Head Start	5/28/2025	80	Open Position
61501	Teacher III	Eastin Arcola - Madera Migrant Head Start	5/28/2025	80	Open Position
05945	Instructional Aide I / Janitor	Eastin Arcola - Madera Migrant Head Start	5/28/2025	80	Open Position
61233	Associate Teacher	Eastin Arcola - Madera Migrant Head Start	5/9/2025	80	Open Position
61056	Advocate II	Valley West - Madera Regional Head Start	5/19/2025	80	Open Position

**SUBSTITUTES**

Identification Number	Position	Location	Effective Date	Hours	Justification

**VOLUNTARY RESIGNATIONS**

Identification Number	Position	Location	Effective Date	Hours	Justification
61120	Advocate II	Los Ninos - Madera Migrant Head Start	5/16/2025	80	Resignation

**TERMINATIONS**

Identification Number	Position	Location	Effective Date	Hours	Justification



# Expanding Educational Freedom and Opportunities for Families in Head Start Programs

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[headstart.gov/policy/im/acf-ohs-im-25-04](https://headstart.gov/policy/im/acf-ohs-im-25-04)

## Expanding Educational Freedom and Opportunities for Families in Head Start Programs ACF-OHS-IM-25-04

U.S. Department  
of Health and Human Services

ACF  
Administration for Children and Families

1. **Log Number:** ACF-OHS-IM-25-04
2. **Issuance Date:** 04/29/2025
3. **Originating Office:** Office of Head Start
4. **Key Words:** School Choice

### Information Memorandum

**To:** All Head Start Recipients and State Agencies that Receive Head Start Collaboration Office Grants

**Subject:** Expanding Educational Freedom and Opportunities for Families in Head Start Programs

**Information:**

This Information Memorandum (IM) outlines Head Start programs' critical role in promoting parent choice to select the early care and education (ECE) providers that best meet their family's needs for their children, and recognizes that Head Start programs serve as the foundation for school readiness by preparing young children for academic and social success. Through this work, Head Start programs also help parents understand school choice options, including ECE, and can serve as a valuable resource to prepare families to effectively utilize the options in their communities. With this IM, we strongly encourage Head Start programs to facilitate parent choice in three key ways: 1) actively participating in state and local efforts to coordinate ECE enrollment and services and promote access to a variety of ECE

options in the state or local community; 2) engaging families to determine, develop, and improve their program model and consider how their program offerings respond to family needs and promote family choice; and 3) re-examining community partnerships and evaluating how they can be strengthened and expanded in ways that support family choice, including through connections to faith-based settings for families that desire this option.

## **Promoting Family Choice Through Active Participation in State and Local Efforts to Coordinate Early Care and Education**

Through this IM, we encourage Head Start programs to be active participants in state and local efforts to coordinate ECE enrollment and services to support families' access to options that best fit their needs. Programs should consider how they can enter or expand their participation in mixed delivery systems that provide families access to a variety of ECE choices. A mixed delivery approach to ECE offers families early learning experiences in a range of settings, including community-based and private child care centers, public schools, charter schools, faith-based settings, and family child care (FCC) homes, many of which operate Head Start programs. Well-integrated ECE services at the state or local level help promote a variety of options — including Head Start programs — to support parent choice and better align with family needs and desires for their children's education and care. Efforts to better integrate ECE service options within a state or community can help provide families with the choices they need to select the program that is right for their family, allowing more children and families to benefit from access to needed services.

### **Statutory and Regulatory Requirements that Promote Family Choice Through Coordination**

Several provisions within the Head Start Act (the Act) and the Head Start Program Performance Standards (the Performance Standards) direct Head Start programs and Head Start Collaboration Offices (HSCOs) to engage in state and local efforts that help families access their choice of ECE programs for their children's early care and education.

Section 642(e) of the Act and Section 1302.53(a)(2)(ii) of the Performance Standards lay out expectations for programs to establish collaborative relationships with elementary schools, state preschool and child care providers, and agencies that provide services to children with disabilities. Strong partnerships with state ECE leadership, local educational agencies, and other early childhood programs, including faith-based programs, are critical to foster opportunities for family choice in early childhood settings.

The Office of Head Start (OHS) encourages programs and HSCOs to coordinate with other early childhood programs and participate in state and local initiatives. Section 1302.53(b) of the Performance Standards requires programs to actively participate in coordinated systems at the state and local level to better promote a variety of early education services in their local community. More specifically, programs must establish memoranda of understanding with local agencies that manage publicly funded preschool programs (Section 642(e)(5) of the Act and 45 CFR § 1302.53(b)(1)). To the extent practicable, programs should also participate in their state or local quality rating and improvement system (QRIS) (45 CFR § 1302.53(b)(2)). State-based QRIS can help families understand the range of ECE choices available to them and determine the quality of such options. Programs should also participate in state education data systems through the sharing and integration of relevant Head Start data, to the extent practicable (45 CFR § 1302.53(b)(3)). Head Start participation in state efforts designed to communicate and track parent choices for their children help ensure that Head Start programs are an integral part of the state's ECE landscape and that parents have a full understanding of all choices in a mixed delivery system.

### **Strengthening a System of ECE Mixed Delivery Through Coordinated Enrollment**

Head Start programs have an opportunity to actively participate in state or local coordinated enrollment systems that streamline access to a diverse array of ECE providers — including Head Start, state-funded preschool, public pre-K, private child care centers, and family child care homes. QHS strongly urges Head Start programs to collaborate with state and local agencies to develop and refine these systems, ensuring they efficiently connect families to ECE options that best meet their needs. Coordinated enrollment, such as through a unified online application or community-based intake process, empowers parents by simplifying access to clear, actionable information — such as program schedules (e.g., full-day or part-day), eligibility rules (e.g., income or age criteria), and available slots — while eliminating wasteful redundancies like multiple applications. This efficient approach maximizes the use of ECE resources across a region or community, and ensures families can choose their preferred setting, including faith-based options, in line with the directive to enhance educational freedom. Head Start programs should take specific steps to support this effort, such as partnering with state and local education departments to integrate Head Start slots into shared enrollment databases and systems, providing real-time updates on openings in Head Start program locations, and joining local planning committees to advocate for family-friendly system designs, thereby aligning their recruitment and enrollment processes with broader state or local efforts to optimize resources and empower parents.

## **Determining, Designing, and Improving Head Start Program Models Based on Family Input**

Head Start programs are uniquely positioned to engage families to shape program models that enhance parental choice and align with community needs. Under § 1301.3(b) of the Performance Standards, families are required members of the policy council, a critical mechanism through which Head Start programs gather family input to continually improve services. QHS encourages programs to leverage the policy council and other engagement structures to ensure program designs reflect family preferences, support parental decision-making, and expand access to an array of ECE options, empowering families to choose the best educational paths for their children. To further this goal, Head Start programs may accept eligible children from outside their designated service areas when slots are available, offering families greater flexibility to enroll in a Head Start program that aligns with their preferred location, schedule, or educational approach — such as a center offering extended hours or a culturally specific curriculum — thereby broadening parental choice beyond geographic boundaries.

Section 1302.11(b)(1) of the Performance Standards requires programs to conduct a comprehensive community assessment to inform their program design and to ensure it reflects the needs of the community. The families served by Head Start programs are a central part of the community, and QHS strongly encourages programs to engage families in the community assessment process as programs determine, develop, and improve their program model. Programs can add questions in their parent surveys and self-assessments that explore the variety of parent options and needs in the community. Creating opportunities to gather input from families about their preferences and how they evaluate their ECE choices allows programs to integrate those preferences into their program design. Programs should consider how to ensure their available program options meet family needs and identify ways to promote choices to parents within their community.

A strong understanding of families' needs and preferences, as well as the range of available options in the community, allows Head Start programs to ensure their program options complement the other ECE programs available to families. Head Start programs can use this information to assist families in connecting to other programs that best meet family preferences and values, including services in faith-based organizations, charter schools, and private child care.

This includes during transitions for children out of Early Head Start and from Head Start Preschool to kindergarten. Sections 1302.70 and 1302.71 of the Performance Standards require programs to implement strategies to support successful transitions for children and their families at these key milestones. During

any transition, Head Start programs must collaborate with families to foster their continued involvement in and advocacy for the education and development of their child. In the transition to kindergarten specifically, programs are required to collaborate with local education agencies to support family engagement under Section 642(b)(13) of the Act, including working to provide training to enable parents to participate in decisions related to the educational choices for their children. As part of transition efforts, programs are also encouraged to help families understand school options in their local community.

## **Strengthening and Expanding Partnerships to Promote Parent Choice**

Strong community collaborations are a core tenet of Head Start services; many programs have long-standing partnerships with state and community agencies that assist them in providing a wide variety of services for children and families. Section 1302.53(a)(1) of the Performance Standards requires Head Start programs to establish ongoing collaborative relationships and partnerships with community organizations. These partnerships facilitate access to community services that are responsive to child and family needs.

As programs conduct their community assessments, programs should re-examine how community partnerships extend and strengthen program services in ways that support family choice. This may involve broadening community partnerships to include partners that fit parents' preferences, such as their need for full-day services, faith-based instruction, or options to keep siblings together. Head Start programs are also encouraged to explore partnerships with state and local Child Care Resource and Referral agencies to inform working parents of the variety of ECE options in their community. In addition to establishing ongoing partnerships, programs can connect parents directly to local and state organizations that train parents on educational options and parental rights; these may include parent training and resource centers, community parent resource centers, and statewide family engagement centers.

Section 1302.11(b)(2)(vii) of the Performance Standards requires that programs collect and use data on gaps in community resources to address the needs of eligible children and families. This data, combined with information on families' needs and preferences, allows programs to identify partners, including faith-based organizations or family child care options, that could expand programs' ability to support families in accessing the ECE services that are the best fit for them.

## **Layering Funding to Strengthen Partnerships and Support Family Choice**

Head Start programs and HSCOs can also collaborate with state and local community agencies as they examine their existing funding sources and consider how those funding streams may be leveraged more effectively within a mixed delivery system. Programs should consider how federal funds, such as those from Head Start, CCDF, and IDEA, can be effectively layered and braided to support broader access to services. Layered funding can be used to expand full-day, full-year services and comprehensive services that best serve families' needs or to free up resources for other purposes. Coordinating funding streams also allows programs to think more creatively about ways to partner with other programs and services, including partnering with faith-based organizations that offer early childhood opportunities that may be most desired by families in the community.<sup>1</sup>

Coordinating funding streams fosters innovative partnerships with diverse ECE providers — including charter preschools, family child care homes, and faith-based programs — and ensures families can access settings that reflect their values and needs. OHS urges programs to use this flexibility to participate in state and local mixed-delivery initiatives, reexamine program models based on family input, and build community collaborations that maximize educational freedom. By layering and braiding funding and listening to families, Head Start programs can help reduce or eliminate financial barriers and can empower families with limited resources to make informed ECE choices, e.g., selecting a program with a specific curriculum, quality rating, or convenient location. This can be accomplished by sharing clear information

on options and eligibility through a variety of mechanisms such as coordinated enrollment systems and parent workshops.

This strategic use of federal funds not only enhances family agency but also optimizes resources, reducing waste and aligning with the goal of making federal programs more effective for American families. Thank you for your dedicated efforts to support children and families in exercising their educational freedom.

Sincerely,

/ Captain Tala Hooban /

Captain Tala Hooban  
Acting Director  
Office of Head Start

<sup>1</sup> Head Start programs may partner with faith-based organizations when any explicitly religious activities (such as activities that involve overt religious content such as worship, religious instruction, or proselytization) are separate and distinct from the Head Start program, and the distinction is completely clear to the beneficiary or prospective beneficiary. See 45 CFR 87.3(d).

Historical Document