

**SPONSORING
ORGANIZATION
STAFFING**

DETERMINING STAFFING NEEDS

There are no required staff positions nor required types of positions that must be filled to supervise the Child and Adult Care Food Program (CACFP). Staffing patterns will vary from sponsoring organization (SO) to SO, depending on several factors. Some of these factors may include the number of family day care homes (FDCHs) that have an agreement with the SO, the geographic boundaries of the SO, and the variety of other services the SO may offer.

An SO must have adequate staffing to perform all regulatory duties and functions. There should be adequate staffing to perform the following duties:

1. Recruit unserved providers. An SO must ensure that the current number of homes under agreement with the SO are manageable before recruiting new homes.
2. Conduct all required home preapproval visits and monitor reviews to providers in order to assess compliance with United States Department of Agriculture (USDA) regulations, Oklahoma policies, and SO policies, and to conduct any necessary follow-up visits.
3. Provide on-site technical assistance to providers in the areas of nutrition, CACFP record-keeping procedures, CACFP meal pattern requirements, food safety, sanitation, and food preparation.
4. Evaluate and approve cycle menus submitted by providers.
5. Review all record-keeping forms submitted by the providers monthly for completeness and accuracy. Such record-keeping forms must include, but are not limited to: enrollment records, Family-Size and Income Applications (FSIAs), proof of income for verification, documentation of food items served, the number of meals served, attendance records, and Child Nutrition (CN) labels or product formulation statements.
6. Consolidate provider claims into the claim submitted to the State Agency. ***Ensure that the claim is true and correct.***
7. Prepare and distribute correct reimbursement checks/warrants to providers within five working days of receipt from the State Agency.
8. Maintain an effective financial management and accounting system.
 - a. Prepare and maintain an approved budget.
 - b. Maintain copies of all claims and revised claims.
 - c. Document all expenses and income according to generally recognized accounting principles.
 - d. Document all Program personnel costs with time records.
 - e. Document all travel and mileage reimbursement.
 - f. Maintain copies of all audits, Oklahoma State Department of Education (the ***State Agency***) reviews, and correspondence from the State Agency.
9. Provide CACFP training to FDCH providers at least annually. Sponsors with a large geographic area should make training sessions accessible to all providers.
10. Provide annual training in CACFP regulations, Oklahoma policies, and SO policies and procedures to all SO personnel prior to performing duties. Training methods include conference/meeting style, one-on-one, online, or self-paced curriculum. Online and self-paced curriculum must include documentation, posttraining, and benchmarks, e-mail confirmation, questions and answers, and include sign-in/log-in records. Minimum training topics must include meal patterns, meal counts, record keeping, and claims and reimbursement process.

11. Maintain Program files and records. Records should be legible and organized in an orderly and efficient manner. Sponsors must keep all Program records for three years in addition to the current fiscal year, except when pertaining to seriously deficient or terminated providers. Those records must be kept until problems are resolved.
12. Maintain daily office hours in order to be accessible to the providers. (Example: 8 a.m. to 5 p.m.)

Recommended CACFP Staff Positions

1. A job description should include:
 - a. General description
 - b. Minimum qualifications
 - c. Examples of work performed
2. Individuals operating the CACFP for an SO may include full-time and part-time personnel. The following positions are typical for an Oklahoma CACFP SO. Example job descriptions may be found on the following pages. An SO must develop its own job descriptions specific or unique to its organization.
 - a. Executive Director
 - b. Coordinator
 - c. Home Monitor
 - (1) There are several positions within an SO that may have hours that contribute to the monitoring requirements. The following activities constitute the hours of **ANY** employee that could be used toward monitoring:
 - Planning and scheduling reviews
 - Preparation and review of files before conducting a review
 - Travel for monitoring purposes
 - Conducting the actual review
 - Technical assistance related to review findings
 - Follow-up activities, including review of corrective action and closure of the review
 - Parental contacts to verify provider's claim
 - Writing the review report
 - Supervisory review of monitoring
 - Training of monitors
 - Appeals related to review findings
 - Monthly claims edit checks or menu reviews
 - (2) The following activities **do not** constitute hours that could be used toward monitoring:
 - Processing payments
 - Enrollment paperwork
 - Reviewing provider applications and executing agreements with providers
 - Required annual training of providers, even if conducted during a home/center review
 - Outreach or recruitment
 - Preapproval visits
 - Nonmonitoring-related technical assistance, supervision, and administration
 - Non-CACFP training and monitoring activities
 - d. Secretary/Receptionist
 - e. CACFP Financial Officer/Accountant

RECOMMENDED STAFFING PATTERNS

The caseload of a CACFP monitor may depend on several factors. Some of these factors are as follows:

1. Total responsibilities assigned to the monitor
2. Complexity of the home visits/reviews and required follow-ups
3. Geographic area monitored—rural versus metropolitan

SOs must employ an appropriate number of Program monitors as approved by the State Agency in accordance with federal regulations. The average caseload for a monitor is approximately 68 sites, 75 sites for metropolitan areas, and 60 sites for rural areas. The metropolitan counties are Canadian, Cleveland, Comanche, Creek, Garfield, Grady, Lincoln, LeFlore, Logan, McClain, Oklahoma, Okmulgee, Osage, Pawnee, Rogers, Sequoyah, Tulsa, and Wagoner. (Reference Public Law 106-224.)

EXAMPLE OF SPONSOR WITH INADEQUATE MONITORING STAFFING RATIO MONITOR STAFFING RATIO

| | |
|--|--|
| 1. Full-Time Employees (FTE) Required for Number of Homes Served: | |
| a. Metro Counties Served | # Homes in County |
| <u>TULSA</u> | <u>300</u> |
| <u>WAGONER</u> | <u>75</u> |
| _____ | _____ |
| _____ | _____ |
| _____ | _____ |
| _____ | _____ |
| _____ | _____ |
| _____ | _____ |
| _____ | _____ |
| _____ | _____ |
| Total Metro Homes = <u>375</u> ÷ 75 Metro Limit = <u>5</u> FTE | |
| b. Rural Counties Served | # Homes in County |
| <u>ADAIR</u> | <u>5</u> |
| <u>MUSKOGEE</u> | <u>30</u> |
| <u>NOWATA</u> | <u>10</u> |
| _____ | _____ |
| _____ | _____ |
| _____ | _____ |
| _____ | _____ |
| _____ | _____ |
| _____ | _____ |
| _____ | _____ |
| Total Rural Homes = <u>45</u> ÷ 60 Rural Limit = <u>.75</u> FTE | |
| c. Total FTE required to monitor homes = | <u>5.75</u> FTE (a + b) |
| 2. FTE Devoted to Monitoring Activities: | |
| a. List Names of Monitoring Personnel | # Hours per Week Spent on Monitoring Duties* |
| <u>MARY BLUE</u> | <u>30</u> |
| <u>BOB GREEN</u> | <u>25</u> |
| <u>JANE YELLOW</u> | <u>25</u> |
| <u>SUE ORANGE</u> | <u>25</u> |
| <u>LORI BROWN</u> | <u>30</u> |
| <u>BARBARA BLACK</u> | <u>30</u> |
| _____ | _____ |
| _____ | _____ |
| _____ | _____ |
| b. Total hours spent on monitoring duties each week = <u>170</u> ÷ 40 hours per week = <u>4.25</u> FTE devoted to monitoring activities. The number of FTE devoted to monitoring duties must be equal to or exceed the total FTE required to monitor homes (1c). This sponsor is short 1.5 FTE and has an inadequate monitoring/staffing ratio. | |

*Refers to only those activities listed on the previous page that may count as monitoring.

EXECUTIVE DIRECTOR

General Description

This position manages the sponsoring organization (SO). This person is ultimately responsible and held accountable for all aspects of the SO.

Minimum Qualifications

- Graduation from an accredited college or university with a bachelor's degree in business, social work, public administration, or a related field
- Experience in program management, staff supervision, and community services

Knowledge/Skills/Abilities

- Ability to organize time, prioritize responsibilities, and accurately complete multitasks
- Skill in providing community services
- Ability to communicate with persons of diverse backgrounds
- Ability to interpret federal and state regulations

Examples of Work Performed

- Provide overall management, including proposal writing, staff recruitment, training and supervision, fiscal oversight, and accountability
- Ensure the SO is in compliance with federal and state regulations
- Communicate effectively with the agency board
- Develop a staff management plan
- Develop staff training programs for staff
- Develop cooperative working relationships with other agencies and professionals

COORDINATOR

General Description

Supervise family day care home (FDCH) monitors and Child and Adult Care Food Program (CACFP) office staff. Routinely evaluate the sponsoring organization's (SO's) procedures and effectiveness in administering the CACFP to FDCH providers. Ensure the SO is in compliance with all United States Department of Agriculture (USDA) CACFP regulations and Oklahoma policies. Provide leadership and direction to the SO's CACFP staff.

Minimum Qualifications

- Graduation from an accredited college or university with a bachelor's degree in home economics, foods and nutrition, child development, or social work
- Experience in child care, CACFP, teaching workshops, and Program administration

Knowledge/Skills/Abilities

- Ability to communicate effectively with a variety of persons from diverse backgrounds
- Ability to work independently, organize time, prioritize responsibilities, and accurately complete multiple tasks
- Must be willing to perform necessary job-related travel
- Knowledge of USDA CACFP regulations and Oklahoma policies
- Knowledge of Department of Human Services (DHS) FDCH licensing standards
- Must be able to supervise and evaluate the job performance of others
- Must be able to provide leadership and direction to home monitors

Examples of Work Performed

- Supervise monitors and office staff
- Assist in hiring, training, evaluating, supporting, and, when necessary, terminating staff
- Assist in developing or revising SO policies and procedures
- Ensure SO policies and procedures are followed
- Develop specific methods and systems to monitor the implementation of CACFP
- Assign appropriate caseloads to monitors
- Identify potential problems or areas that need to be strengthened
- Oversee provider menu and claim review process, provider application, child enrollment, tiering determination, and income-eligibility documentation
- Assist in developing and implementing staff training
- Assist in developing and implementing provider training
- Evaluate the effectiveness of the SO's staff and provider training
- Develop and maintain positive relationships with local and state agencies involved in child care
- Develop and maintain positive relationships with FDCH providers
- Complete the SO's annual application and agreement with the State Agency to participate in the CACFP
- Represent the SO at professional meetings, state and national conferences
- Prepare for and assist with independent audits and State Agency reviews

HOME MONITOR

General Description

Recruit and monitor family day care home (FDCH) providers participating in the Child and Adult Care Food Program (CACFP). Enforce United States Department of Agriculture (USDA) regulations, Oklahoma CACFP policies, and sponsoring organization (SO) policies. Review provider records for compliance and accuracy. Provide training and technical assistance to FDCH providers.

Minimum Qualifications

- Education or specialized training in home economics, child development, nutrition, social work, or a related field
- Experience in child care, nutrition, social work, or a related field

Knowledge/Skills/Abilities

- Ability to communicate effectively with persons from diverse backgrounds
- Ability to work independently, organize time, prioritize responsibilities, and accurately complete multiple tasks
- Knowledge of USDA CACFP regulations, Oklahoma policies, and SO policies
- Knowledge of Department of Human Services (DHS) FDCH licensing standards
- Must be willing to perform necessary job-related travel

Examples of Work Performed

- Recruit, enroll, and train unlicensed providers in the CACFP
- Interpret USDA regulations, Oklahoma policies, and SO policies for FDCH providers
- Schedule, carry out, and document required home reviews and appropriate follow-up reviews
- Maintain positive relationships with child care providers
- Foster professionalism and quality in family day care
- With the assistance of coworkers, plan and conduct training for FDCH providers
- Participate in state-sponsored workshops and professional conferences to keep abreast of regulatory changes
- Review provider cycle menus and meal service record-keeping forms for compliance with CACFP meal pattern requirements
- Review provider attendance records for compliance with CACFP regulations and initiate parental contacts when necessary
- Cross-check attendance records with enrollment forms, tiering and income-eligibility records, and monitor review reports to assure compliance
- Make serious deficiency determination of providers when necessary
- Provide claim information to the bookkeeper to process provider monthly CACFP reimbursement
- Maintain complete, accurate, and up-to-date files on all assigned providers
- Prepare for and assist with independent audits and Oklahoma State Department of Education (the *State Agency*) reviews

SECRETARY/RECEPTIONIST

General Description

Answer telephones, route calls, take messages, and answer basic questions. Type all correspondence and reports.

Minimum Qualifications

- Successful experience in general office procedures
- Training in a variety of computer software applications

Knowledge/Skills/Abilities

- Computer literate and familiar with the sponsoring organization's (SO) computer hardware and software
- Ability to learn new processes and procedures and follow through with assignments
- Ability to communicate effectively in writing, on the phone and in person with a variety of individuals
- Ability to work independently, organize time, and accurately complete multiple tasks required

Examples of Work Performed

- Answer telephones, route all calls, and take messages for staff
- Effectively answer basic questions and direct callers to appropriate resources
- Accurately type all correspondence, reports, and educational materials and proposals
- Maintain an up-to-date filing system of records
- Purchase needed office supplies
- Maintain an inventory of office supplies and equipment
- Participate in training as requested by employer

FINANCIAL OFFICER/ACCOUNTANT

General Description

Responsible for all of the financial aspects of operating the sponsoring organization (SO). Assist in developing the SO's budget and any budget revisions. Maintain documentation of all administrative costs. Process all staff payroll and other SO expenditures.

Minimum Qualifications

- Specialized training in accounting or a related area
- Experience as a bookkeeper with direct responsibility for developing and maintaining an accounting system
- Training or experience in accounting computer software applications

Knowledge/Skills/Abilities

- Ability to learn the fiscal requirements
- Computer literate and familiar with the SO's computer hardware and software
- Ability to work independently, organize time, and accurately complete multiple tasks

Examples of Work Performed

- Develop and maintain an accounting system based on generally accepted accounting principles
- Develop an annual Child and Adult Care Food Program (CACFP) budget with assistance from the director and make budget revisions when necessary
- Prepare accurate monthly statements of income and expenditures for the director
- Maintain adequate documentation on all administrative costs
- Process checks for all expenditures
- Reconcile all bank records
- Prepare for and assist with independent audits

This page intentionally left blank.