



**FIRST 5 ALAMEDA COUNTY COMMISSION MEETING AGENDA**

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**Thursday, June 21, 2018**

**First 5 Alameda County  
1115 Atlantic Ave.  
Alameda, CA 94501  
Conference Room A**

9:00 AM – 11:30 AM

**Commissioners:** Chair: Renee Herzfeld, Vice Chair: Cecilia Echeverría , Wilma Chan, Lori Cox, Tomás A. Magaña M.D., Scott Coffin, Kimi Watkins-Tartt, Pamela Simms-Mackey M.D.

**Alternates:** Quamrun Eldridge, Michelle Love, Vanessa Cedeño

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- 1. Public Comment (for items not listed on the agenda) - Limited to 3 minutes per speaker**
- 2. Approval of Minutes from April 19, 2018**
- 3. Staff Announcements**

**INFRASTRUCTURE**

- 4. Contract Authorizations**
- 5. Final Reading of FY 2018-19 Budget**
- 6. FY 2018-19 Contract Authorizations**
- 7. Final Reading of Long Range Financial Plan**
- 8. Finance Policies Revisions**
- 9. GASB 54 Fund Commitment**
- 10. ACERA 401(h) Approval**
- 11. Personnel Policies Revisions**

**PROGRAM**

- 12. Final Reading of FY 2018-19 Strategic Plan**
- 13. Alameda County & City of Oakland Child Care and Early Education Initiatives**
- 14. Fatherhood Presentation**

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Commission Meeting Agenda

June 21, 2018

**Information about the First 5 Conference Center**

- The First 5 Conference Center is wheelchair accessible. Please notify us 3 business days in advance if you need special assistance so we can make reasonable arrangements to ensure accessibility.
- Please refrain from wearing strongly scented products to the Conference Center in consideration of those who may experience chemical sensitivities.

**15. State Commission and Association Updates**

**16. Legislation and Public Policy Update**

**MISCELLANEOUS**

**17. Communication from Commissioners**

**18. Adjournment**

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**FIRST 5 ALAMEDA COUNTY COMMISSION MEETING MINUTES**


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**Thursday, April 19, 2018**
**First 5 Alameda County  
1115 Atlantic Ave.  
Alameda, CA 94501  
Conference Room A**

9:00 AM – 11:30 AM

**Commissioners:** Chair: Renee Herzfeld, Vice Chair: Cecilia Echeverría (Arrived at 10:02 AM), Wilma Chan, Tomás A. Magaña M.D., Scott Coffin, Kimi Watkins-Tartt, Pamela Simms-Mackey M.D.

**Absent:** Lori Cox

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**Chair Herzfeld called the meeting to order at 9:05 AM.**

**1. Public Comment**

There was no Public Comment.

**2. Approval of Minutes from February 22, 2018**

**Commission Action: The Commission approved the February 22, 2018 minutes upon motion by Commissioner Chan, seconded by Commissioner Watkins-Tartt and unanimously carried with Commissioner Simms-Mackey abstaining from the vote (5 in favor, 0 opposed, 1 abstention).**

**3. Staff Announcements**

Ms. Kristin Spanos, CEO acknowledged Commissioner Chan for appointing Loren Farrar, First 5 Alameda County (F5AC) Help Me Grow Coordinator to the Alameda County Mental Health Advisory Board.

Ms. Spanos acknowledged Alameda County Social Services Department for their Child Welfare presentation at the F5AC All Staff meeting on April 18<sup>th</sup>.

Ms. Spanos acknowledged the F5AC staff for their work on the 2017 School Readiness Assessment. The full report will be published on the agency's website.

Ms. Spanos stated F5AC will host the East Bay Economic Development Alliance Executive Committee on April 26<sup>th</sup> chaired by Supervisor Keith Carson. Ms. Spanos will participate on a panel presentation with Trina Ostrander, Executive Director at the Institute for STEM Education at Cal State East Bay, Angie Garling, ECE Program Administrator at Alameda County GSA, and Sean Casey, Executive Director at First 5 Contra Costa. The panel will discuss economic development and workforce case for early childhood investments.

**INFRASTRUCTURE**

**4. Contract Authorizations**

Ms. Christine Hom, Interim Chief of Staff presented a brief overview of the following contract authorizations.

- Applied Survey Research - \$24,000
- Public Consulting Group - \$44,000

Commission Action: The Commission approved the contracts above upon motion by Commissioner Simms-Mackey, seconded by Commissioner Magaña, and unanimously carried (6 in favor, 0 opposed, 0 abstentions).

## **5. First Reading of FY 2018-19 Budget**

Ms. Spanos provided a brief background of the budget process. The budget proposal is the first reading and covers the second year of the two year FY 2017-19 budget that was adopted by the Commission last June. Ms. Spanos stated F5AC staff will prepare the second and final reading for the June Executive and Commission meetings, and will incorporate in the interim any changes directed by the Commission as well as new information, if any, related to the Tobacco tax and other revenue streams and any major changes to expenditures.

Ms. Spanos stated that during the Executive Committee meeting there was a discussion about the tax revenue and tobacco control efforts in the county. We shared that in our contracts boilerplate, we have included a requirement on Tobacco Control and Education consistent with the agency's tobacco control policy. F5AC will ensure that the language in the requirement is broadened and inclusive of education around all tobacco products including e-cigarettes, vaping and hookah use.

Commissioner Chan asked if the Early Care and Education measure passes, if there will be a separate budget, Ms. Spanos stated the agency has not fully gotten to that level of detailed planning. If the initiative passes in June, funding would not be received until October 2018. The funds would not be available for use until January 2019. Ms. Spanos stated the structure

Ms. Hom presented the first reading of the FY 2018-19 budget. Combined Revenues and Sustainability Funds for FY 2018-2019 are projected to be \$21.2 mil as detailed on pages 2 and 3 of the narrative document. Sources of revenue include Prop 10 tobacco tax in the amount of \$13.9M. Ms. Hom stated FY 2018-19 expenditures are detailed on the "Proposed Operating Expenditure Budget by Strategy" and "Proposed Expenditure Budget by Category" attachments (as well as in the narrative document beginning on page 4) and include several cost areas. Personnel costs are proposed at \$8.9m with salaries budgeted based on actual amounts and benefits budgeted at 50% of salaries.

## **6. First Reading of Long Range Financial Plan**

Ms. Hom presented the first reading of the first reading of the FY 2018-27 Long Range Financial Plan (LRFP). Agency staff will prepare the second and final reading for the June Executive and Commission meetings, and will incorporate in the interim any changes directed by the Commission as well as new information, if any, related to the Tobacco tax and other revenue streams. Ms. Hom stated the agency initially adopted a LRFP in March 2004 and proposed updates are brought to the Commission on an annual basis for review and approval.

Ms. Hom stated based on DoF projections for 2018-2019, the increase of Prop 10 revenues from \$10.6M (2017-18 current year) to the projected \$12.2M represents a 15% increase based on anticipated backfill to be received from Proposition 56 (new \$2 tobacco tax which includes e-cigarettes).

As outlined in the agency's minimum fund balance requirements, Ms. Hom stated the Sustainability Fund cannot be spent down to zero. Some funds must be maintained as an operating reserve to cover ongoing cash flow requirements to act as a buffer if there are delays in receiving state tobacco tax revenues or other revenues. The recommendation is to maintain an amount in the Fund Balance, at a minimum, equal to six months of operating expenses plus an amount to cover fiscal obligations during the term of the plan.

## PROGRAM

### 7. Approval of First 5 CA State Report

Ms. Spanos provided a brief overview of the First 5 California State Report. The data was presented to the Commission on December 14<sup>th</sup>. The report is a compilation of data collected from counties, including data from statewide initiatives such as IMPACT, Talk Read Sing and Quality Counts California. First 5 Alameda County is highlighted on page 29 of the full report.

Commission Action: The Commission approved the First 5 California State Report upon motion by Commissioner Simms-Mackey, seconded by Commissioner Coffin, and unanimously carried (6 in favor, 0 opposed, 0 abstentions).

### 8. Alameda County & City of Oakland Child Care and Early Education Initiatives

Chair Herzfeld, provided an ad hoc advisory group and child care and early education subcommittee update. The subcommittee previously met on March 5<sup>th</sup>. In addition to the subcommittee members and staff, staff of the Alameda County Early Care and Education Program and SEIU membership and staff attended as members of the public. Chair Herzfeld stated the subcommittee received an update on the ad hoc advisor's group meeting and reviewed the charge that was drafted. The Alameda County Board of Supervisors unanimously approved the proposed Child Care and Early Education plan and resolution to have the initiative included on the June 5<sup>th</sup> ballot with F5AC named as a possible implementation partner. Chair Herzfeld stated F5AC staff shared the letter that was sent to SEIU providing additional detail and clarification to language in the plan. F5AC or contracted party will provide orientations for early educators who work in programs receiving funding from the initiative including program overview, quality and other guidelines and info on other county-related resources.

Chair Herzfeld stated F5AC staff shared the list of Task Forces/Working Groups drafted by Angie Garling from the County's Early Care and Education Program. F5AC will be participating in all planning task forces and working groups. Chair Herzfeld stated F5AC staff reviewed an initial implementation and planning timeline covering March-June which includes activities to support the planning and early implementation phase of the work prior to the election. F5AC is exploring the solicitation of funds to support change management, communication, technology and planning needs in the next 2 to 3 month period.

Chair Herzfeld stated F5AC staff provided an update on the City of Oakland process and status of the ordinance. F5AC is named as the potential implementer if the County initiative passes. If the County initiative does not pass, a RFP process will be conducted to select the implementing entity. August is the deadline for the City ordinance to be approved in order for it to be included on the November 2018 ballot.

Ms. Spanos provided an update on recent agency and initiative activities. The F5AC Agency Leadership Team met with Alameda County General Services Agency (GSA) Leadership Team earlier in the week. The two teams will dedicate one meeting a month to meet as the Executive Steering Committee. The Executive Steering Committee will be responsible for oversight of a smooth and successful implementation of the Child Care and Early Education Ballot Initiative to achieve maximum participation, efficiency and effectiveness. The Oakland Children's Initiative launched on March 21<sup>st</sup>. The campaign is pursuing a two-track effort to get the Children's Initiative on the ballot in November, one is through Oakland City Council and the other is by signature gathering. The Alameda County Measure A Campaign launched on March 24<sup>th</sup>.

The next ad hoc advisory group meeting has been scheduled for Tuesday, April 24<sup>th</sup> from 3:30-5:00 PM at the First 5 office. The next Subcommittee meeting has been scheduled for Monday, May 7<sup>th</sup> from 5:30-7:00 PM at the First 5 offices.

Ms. Spanos shared the funding request presented to local foundations. F5AC is seeking \$50,000-\$100,000 in financial support to assist the planning efforts to prepare our system to administer the Child Care and Early Education initiatives for Alameda County and the City of Oakland. Ms. Spanos has met with the Hellman Foundation, Silicon Valley Community Foundation, the San Francisco Foundation, the Packard Foundation and the Thomas J. Long Foundation.

Commissioner Magaña inquired about the philanthropic investments. Ms. Spanos along with Commissioner Coffin have met with the Packard Foundation to explore potential child wellness pilot opportunities.

## **9. First Reading of FY 2018-19 Strategic Plan**

Ms. Spanos provided a brief overview of the Strategic Plan. The FY 2017-21 First 5 Alameda County Strategic Plan must have an annual review by the Commission prior to the release of state funds for FY 2018-19.

Ms. Spanos introduced Lisa Forti, Senior Administrator, Planning and Capacity Building to present the recommended changes. Ms. Forti stated the agency recommends changing the strategy name and description from "Training" to "Training & Capacity Building" to develop trainings, offer technical assistance, and build capacity around content and process that complements F5AC priorities, adding Performance Measure: "% of internal First 5 staff using tools from Results Based Accountability\*" and adding Performance Measure: "% of staff and partners who rate internal service delivery as high\*". Ms. Forti stated the agency is recommending a change to the Communication Performance Measure to read "% of staff and partners who rate internal service delivery as high\*".

The F5AC staff recommends that the Commission review and provide any suggested edits to the Strategic Plan in preparation for the final reading on June 21, 2018.

## 10. Training Presentation

Ms. Spanos provided a brief overview of Training @ First 5. Training @ First 5 will continue to serve as a “go to” staff training resource for community partners in the FY 2017-2021 Strategic Plan.

Ms. Spanos invited Ms. Forti and her team to present. Ms. Forti introduced Beth Hoch, Program Administrator, Training @ First 5 and Lea Yancey, Administrative Associate, Training @ First 5 to join the presentation.

Ms. Hoch stated F5AC draws nationally known trainers who are top in their field including Shawn Bryant, Dr. Nadine Burke Harris, Dr. Barbara Stroud and Dr. Ross Thompson to name a few. Over the past five years, total unique attendees, total unique agencies and total number of sessions offered have tripled. Unique attendees defined as unique individuals who have attended at least one training. F5AC has increased half day trainings offerings due to increased participants. Ms. Hoch stated trainings in Spanish have also been offered to those who provide their services in Spanish.

Ms. Yancey presented some of the evaluation data collected from trainings. 89% say “learning objectives were met”, 88% rated the training “very good” or “excellent” and 94% say this training “will help me in my work”. Evaluations were collected by e-mail and represent the average responses collected between July 2017 and March 2018. Ms. Yancey stated on average attendees report that they: Increased their knowledge by 47%, increased their skill by 42% and increased their knowledge of community resources by 47%. F5AC has begun to send participants three month follow up survey. 86% of those recently polled reported using knowledge or skills often or very often.

Ms. Hoch stated F5AC has a wide range of topics that cover: Concrete supports, navigating systems, child care and Kindergarten Readiness. Training @ First 5 has been meeting with the other strategies in the organization and, where it makes sense, aligning tools. The team has a number of tools they use to organize, plan and evaluate training. Training @ First 5 used to use only paper evaluation and now do all evaluations on line. Ms. Hoch stated the return rate is about 74%. The team has pre and post learning activities to get the participants to think about the content before they get into the room and then to continue the learning post training.

Commissioner Magaña thanked the team for their impressive data presentation and inquired how Training @ First 5 is able to qualify direct delivery. Ms. Hoch stated she will gather data examples and follow up with the Commission.

Commissioner Magaña asked how the team chooses topics and whether input is solicited from the community. Ms. Hoch stated F5AC sends surveys to community partners for feedback and also requests feedback on the evaluations from participants at end of trainings. Ms. Forti added that focus group and stakeholder interviews were taken into account during strategic planning process.

Vice Chair Echeverría inquired whether video recordings of the trainings are published or available for future viewing. Ms. Forti stated F5AC has recorded a few trainings in the past, but has not been consistently recording the sessions.

## 11. Quality Rating & Improvement System (QRIS) Program Presentation

Ms. Spanos provided a brief overview of the Quality Rating & Improvement System (QRIS) Program and introduced Ms. Malia Ramler, Senior Administrator, Community and Provider Capacity Building to present with her team.

Ms. Ramler stated QRIS is a tiered rating system based on programs meeting specific standards with requirements that increase as programs move up. Training and support for programs are used to assess and improve the quality of their program. Resources such as grants (site or agency) and stipends (individual) support improvement activities and materials. QRIS provides information for parents to help make early learning program choices.

Ms. Ramler stated Quality Counts is Alameda County's system jointly operated system that aligns funding and services to support and improve quality in early care and education programs. Quality standards and metrics are determined by CA QRIS – a partnership between the California Department of Education and First 5 California – and are the same throughout the state.

Ms. Ramler stated a few of the program's accomplishments. They include: increased participation of early care and education sites and increasing reach, 256 Licensed ECE programs participating, 194 sites with current ratings – 90 more than this time last year, 58 sites in "pre-rating" quality improvement and 11,086 children and their families served by programs and caregivers committed to quality. Participation has increased from 411 children served in 2011 to 70,158 children served in 2017.

Ms. Ramler stated children attending QC programs with higher environmental rating scores more likely to be K ready – particular scores in language and reasoning and space and furnishings. Of sites who rated twice, 83% improved OR maintained a high quality rating. Ms. Ramler stated to succeed F5AC must be of service – to children, to families, and to our providers – to do that the agency not only will have to serve more of all of them, but continue to do so with responsiveness and efficiency and effectiveness.

Chair Herzfeld asked how many sites F5AC would need to participate in order to reach a 50-60% participation rates in QC. Ms. Ramler stated F5AC needs to figure out how to make it desirable for provides to participate to increase participation.

## **12. State Commission and Association Updates**

Ms. Spanos announced that she along with several F5AC staff attended the First 5 California Child, Health, Education and Care Summit the prior week. Carla Keener, Senior Administrator helped with a Neighborhoods Ready for School convening. Chris Hwang, Evaluation and Technology Senior Administrator presented on School Readiness. Kevin Bremond, Fathers Corps Administrator presented on Father Friendly Principles and Fathers Corps activities.

Ms. Spanos has been invited to participate in the first cohort of First 5's new Network Leadership Program, funded by Heising-Simons and facilitated by Open Impact. 17 First 5 Executive Directors from across California have been selected to participate.

Ms. Spanos announced the First 5 Association will hold their quarterly meeting at the Sierra Health Foundation on May 1<sup>st</sup>. The First 5 Association will host Advocacy Day and a 20<sup>th</sup> Anniversary Celebration the following day at the state capitol in Sacramento.



**13. Legislation and Public Policy Update**

Ms. Spanos reviewed the First 5 Association Bill tracker. The Association has drafted support letters for AB 2292, AB 2626 and SB 982. AB 2292 proposed to develop crucial infrastructure for California's child care system by increasing state funding rates for infant and toddler care, creating a grant program to fund implementation and startup costs of new child care facilities, and expanding a fund to recruit a new generation of family child care providers. AB 2626 proposes to ensure more families have access to subsidized child care and early learning throughout the state. SB 982 is legislation that aims to end extreme poverty for children in the CalWORKs program.

**MISCELLANEOUS**

**14. Communication from Commissioners**

There was no communication from the Commissioners to report.

**15. Adjournment**

Chair Herzfeld adjourned the meeting at 11:24 AM.



**To: First 5 Alameda County Commission**

**From: Christine Hom, Interim Chief of Staff**

**Date: June 21, 2018**

**Subject: Contract Authorizations**

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**REQUESTED ACTION**

To review the following contract authorizations.

**BACKGROUND**

Per our Financial Policies, Section VII. Purchasing and Contracting, the Commission must approve contract/award amounts in excess of \$50,000. The following awards require specific authorization from the Commission.

**Applied Survey Research - \$25,000**

First 5 Alameda County is requesting approval of a FY2017-19 \$25,000 contract amendment with Applied Survey Research (ASR) to expand the 2017 School Readiness Assessment contract with a supplemental longitudinal follow-up of 2013 study cohort students currently attending 2nd - 3rd grades in Oakland and Hayward Unified School Districts. The amendment will extend the current contract a month into FY2018-19. The addition of this \$25,000 amendment to the current FY 2017-18 \$85,305 contract brings the total FY 2017-19 contract amount to \$110,305.

Fiscal Impact: Funding is budgeted and is provided by Prop 10.

**Applied Survey Research - \$13,800**

First 5 Alameda County is requesting approval of FY2016-19 \$13,800 contract amendment with Applied Survey Research (ASR). The amendment will extend the contract four months into FY2018-19 for evaluation of supports for developmentally vulnerable children referred by Help Me Grow. The addition of this \$13,800 amendment to the current FY 2016-18 \$44,100 contract brings the total contract amount to \$57,900.

The addition of the \$25,000 and \$13,800 contract amendments brings the aggregate FY 2016-18 contract amount to \*\$202,864 for which Commission approval is needed.

\*F5AC currently has the following contracts with Applied Survey Research:

- FY2016-18 contract for \$12,000 to conduct the Castlemont evaluation.
- FY2016-18 contract for \$44,100 for evaluation of children with developmental vulnerabilities.
- FY2017-18 contract for \$85,305 to conduct the School Readiness assessment.

- FY2017-18 contract for \$22,659 to conduct an evaluation of families followed by the Help Me Grow telephone and in-person navigators.

Fiscal Impact: Funding is budgeted and is provided by Prop 10.

Action requested: Approve an aggregate FY 2016-19 \$202,864 contract amount with Applied Survey Research.

**WestEd - \$165,000**

First 5 Alameda County is requesting approval of a FY 2017-19 \$165,000 contract amendment with WestEd to provide CLASS and ERS assessments to classrooms located at ECE sites participating in Quality Counts. The addition of \$165,000 to the current contract will extend the contract end date from December 2018 to June 2019 and fund up to 100 additional assessments for all QRIS sites currently in the rating queue, for a total of 378 assessments. The addition of \$165,000 brings the FY 2017-19 aggregate contract amount to \*\$771,086 for which Commission approval is needed.

\*F5AC currently has the following contracts and grants with WestEd:

- FY16-18 contract for \$405,765 to provide valid and reliable CLASS and ERS assessments for ECE programs participating in QRIS (July 1, 2016 – Dec. 31, 2017). The FY17-18 balance of this contract is \$75,286.
- FY 17-19 contract for \$483,300 to provide valid and reliable CLASS and ERS assessments for ECE programs participating in QRIS (Jan. 1, 2018 – Dec. 31, 2018). The FY 17-18 balance of this contract is \$281,570.
- FY17-18 contract for \$41,500 to provide enhanced understanding of CSEFEL concepts and materials and increased fidelity to implementation of CSEFEL in ECE sites.
- FY 17-18 contract for \$6,000 to provide DRDP Training to ECE participants to support their understanding and utilization of the DRDP tool.

Fiscal Impact: Funding for this is budgeted and will be provided by First 5 IMPACT.

Action requested: Approve an aggregate FY 2017-19 \$771,086 contract amount for WestEd.

**DDG Training and Consulting - \$4,000**

First 5 Alameda County is requesting approval of a FY 2017-18 \$4,000 sole source contract with DDG Training and Consulting to develop a comprehensive 9 month workplan for the Fatherhood Partnership Learning Community. The workplan will include a training calendar, developing a father-focused World Café format, and father specific outcomes. The addition of \$4,000 brings the FY 2017-18 aggregate contract amount to \$58,000 for which Commission approval is needed.

\*F5AC currently has the following contracts and grants with DDG Consulting and Training:

- FY 2017-18 contract for \$54,000 to enhance parent and community engagement throughout the early childhood system by supporting and training system leaders and providers in implementing a World Café approach (Family Café).

Fiscal Impact: Funding for this is budgeted and will be provided by Prop 10.

Action requested: Approve an aggregate FY 2017-18 \$58,000 contract for DDG Consulting and Training.

**RECOMMENDATION**

That the Commission approve the above contract authorizations.

Submitted by:

Reviewed by:

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Christine Hom  
Interim Chief of Staff

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Kristin Spanos  
Chief Executive Officer



**To:** First 5 Alameda County Commission

**From:** Kristin Spanos, Chief Executive Officer  
Christine Hom, Interim Chief of Staff  
Maria Canteros, Interim Finance Officer

**Date:** June 21, 2018

**Subject:** FY 2018-19 Budget Proposal – Second Reading

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#### **ACTION REQUESTED**

To review the following FY 2018-19 Budget Proposal.

#### **BACKGROUND**

Each First 5 agency is required by statute to pass a Strategic Plan that outlines the use of the tobacco tax funds to serve children age 0-5 and their families. The First 5 Alameda County Commission has approved a four-year Strategic Plan for FY 2017-21. The Strategic Plan was prepared after extensive program and needs assessment and community and stakeholder input. This budget proposal covers the second year of that period, FY 2018-19, and includes the strategies outlined in the Strategic Plan. This proposed budget also represents the second year of the FY 2017-2019 two-year budget cycle.

This presentation is the second reading of the FY 2018-19 budget proposal. Any changes directed by the Commission, new information related to revenue streams, as well as major changes to expenditures since the first reading in April have been incorporated. In addition, the budget presentation in June will include the list of contracts that exceed \$50,000 which require Commission authorization.

As is the practice of First 5 Alameda County, changes that occur during the course of the fiscal year will be formally incorporated into the budget during the mid-year Budget Modification in January 2019.

#### **CURRENT BUDGET PROPOSAL**

This document provides a fiscal summary of revenue projections and budgeted expenditures as follows:

- First 5 staff salaries and benefits
- Contracts
- Grants & Stipends
- Professional Service Contracts
- Program Operating Costs
- Indirect infrastructure costs

The following Revenue and Expense projections reflect the priorities of the 2017-2021 Strategic Plan that was approved by the Commission in December 2016.

**REVENUE AND AVAILABLE FUNDS FOR FY 2018-19**

Combined Revenues and Sustainability Funds for FY 2018-2019 are projected to be \$21.3 million. This figure is consistent with the Long Range Financial Plan. \$2.9 million of Sustainability Funds are budgeted to close the gap between revenue and projected expenses.

<b>NOTE #</b>	<b>REVENUE TYPE</b>	<b>2018-19 PROPOSED</b>	<b>RATIONALE/DETAILS</b>
<b>Prop 10 Tobacco Tax</b>			
1		\$12,292,299	The Tobacco tax revenue projection is based on California Department of Finance and First 5 California projections for county commissions. Prop 10 Tobacco taxes are expected to increase by 15% due to the Backfill for the new \$2 dollar tobacco tax
2		\$1,594,304	Funding from First 5 California (IMPACT) to support local QRIS work including rating and quality improvement in child care settings
3		\$50,000	Funding from the Children's Council of San Francisco for the IMPACT Local Regional T/TA Hub
<b>Interagency Income</b>			
4		\$128,000	AC Social Services Agency and Health Care Services Agency funding to support Fathers Corp work
5		\$30,000	Funding from Alameda County Behavioral Health Care Services and ALL IN Alameda County to support the Healthy Families, Healthy Food program in Oakland
8		\$50,377	Funding from the Alameda County Office of Education from CA State Block Grant funding for QRIS IIII
9		\$408,051	Projected funding from the Alameda County Office of Education funding from CA State Block Grant funding for QRIS V
10		\$15,000	Projected funding from the Alameda County Behavioral Health Care Services Agency to support ACECPC/Parent Voices.
11		\$108,000	Projected cost share from the Alameda County Public Health Department for ECChange data systems hosting and maintenance.
12		\$20,000	Projected award from California Wellness Foundation via Alameda County Public Health Department to support the expansion activities of the Fatherhood program.
14		\$741,126	Funding from the Alameda County Public Health Department for the 0-5 component of the Dental Transformation pilot program

NOTE #	REVENUE TYPE	2018-19 PROPOSED	RATIONALE/DETAILS
15		\$118,094	Funding from the Alameda County Public Health Department for the SAMHSA funded Project LAUNCH
16		\$385,000	Projected funding from Alameda County Public Health Department for the Help Me Grow (HMG) Linkage Line phone referral services
17		\$310,000	Funding from Alameda County Social Services Agency for the CALWORKS Roundtable project and early child development support in Castlemont Corridor
18		\$55,500	Funding from the California Department of Education, Infant Toddler Grant #2 to increase Infant/Toddler site participation in the QRIS consortium
19		\$225,000	Projected funding from the California Department of Education, Infant Toddler Grant #3 to increase Infant/Toddler site participation in the QRIS consortium
<b>Grants</b>			
20		\$300,000	Funding from the Long Foundation to support the Help Me Grow program
23		\$200,000	Funding from Sunlight Giving to support neighborhood and place based work
29		\$3,750	Funding from Packard Foundation Early Learning Fund via East Bay Community Foundation to convene the Oakland Early Childhood Funders table.
<b>Other Sources</b>			
30	Fiscal Leveraging	\$900,000	Projected funding for Medi-Cal Administrative Activities (MAA); estimates are based on MAA invoices submitted in 2017-18
31	Investment Revenue	\$ 375,000	Projected interest income assumes a yield of 1.4% for the fiscal year
33	Miscellaneous Income	\$16,860	Rental income from the First 5 Association tenants in the office building is the primary source of this line item
	<b>Total Revenue (1)</b>	<b>\$18,326,361</b>	Prop 10 Tobacco Tax, Interagency Income, Grants and Other Sources
34	<b>Reserves: Prop 10 Sustainability Funds (2)</b>	<b>\$2,407,701</b>	Draw down from Proposition 10 Sustainability Fund Balance to balance the budget.
35	<b>Reserves: Interagency and Grant Funds received in Prior years</b>	<b>\$547,818</b>	Draw down from revenue received in prior periods for planned activities in FY2018-19

NOTE #	REVENUE TYPE	2018-19 PROPOSED	RATIONALE/DETAILS
	(3)		
	<b>Grand Total</b>	<b>\$21,281,880</b>	Total Revenues and Available Funds = (1) + (2) + (3)



## EXPENDITURES FOR FY 2018-19

In the 2017-2021 Strategic Plan planned activities were categorized under ten major strategies:

### PROGRAMS AND INVESTMENTS:

- Parent Engagement and Support
- Early Identification
- Quality Early Childhood Education
- Fatherhood
- Neighborhoods Ready for School
- Innovation

### CAPACITY BUILDING & SUSTAINABILITY

- Policy and Evaluation
- Training
- Communications
- Administration, Information and Technology

The following Expense proposal provides the cost for each of the ten strategies detailed in the Strategic Plan. The program strategy expenditures presented below consist of Salaries and Benefits, Program related Contracts, Grants and Stipends, Professional Services costs and Program Operating costs. Strategies are supported by facilities, infrastructure and data systems. Indirect agency Infrastructure costs are reflected in the Administration, Information and Technology budget. The budget narrative provides some detail on each Strategy and is to be read in conjunction with the Strategic Plan.

Consistent with legislative requirements brought about by AB 109, expense costs continue to be separated into three categories: Program, Evaluation and Administration. The expenses in each category are consistent with First 5 California guidelines, and those set forth in the Government Finance Officers Association's First 5 Financial Management Guide.

### Salaries and Benefits

For FY 2018-2019, total salaries and benefits are projected to be \$8,986,945. Salaries are budgeted based on actual amounts. Benefits are budgeted at 50% of salaries. Consistent with direction from the Commission, the approved benefit package has remained mostly consistent with Alameda County, including membership in the Alameda County Employee's Retirement Association (ACERA). The 50% allocation is based on actual cost estimates that are revised periodically as needed.

The **Parent Engagement and Support** strategy budget proposal for 2018-19 is **\$3,083,530** and consists of:

FY 2018-19 PROPOSED AMOUNT	FUNDING SOURCES	PROPOSED ACTIVITIES
\$3,083,530	<ul style="list-style-type: none"> <li>▪ Tobacco Tax</li> <li>▪ Medi-Cal Administrative Activities (MAA)</li> <li>▪ Center for the Study of Social Policy (CSSP)</li> <li>▪ Packard Foundation</li> <li>▪ Alameda County Public Health Department</li> </ul>	<ul style="list-style-type: none"> <li>▪ Continue support of home visiting services with Alameda County Public Health Department (ACPHD)</li> <li>▪ Continue support of Parent Cafe services</li> <li>▪ Continue support of Project DULCE activities</li> <li>▪ Implementation of the 0-5 component of the Alameda County Dental Transformation Grant</li> <li>▪ Development of Parent Engagement services RFP including parent support and education and contract for selected services</li> </ul>

The **Early Identification** strategy budget proposal for 2018-19 is **\$2,825,706** and consists of:

FY 2018-19 PROPOSED AMOUNT	FUNDING SOURCES	PROPOSED ACTIVITIES
\$2,825,706	<ul style="list-style-type: none"> <li>▪ Tobacco Tax</li> <li>▪ Medi-Cal Administrative Activities (MAA)</li> <li>▪ Thomas J Long Foundation</li> <li>▪ Alameda County Public Health Department</li> </ul>	<ul style="list-style-type: none"> <li>▪ Continue support of increasing early identification of concerns that impact children's development and school readiness</li> <li>▪ Support parents and caregivers in accessing resources, and increase parent knowledge of child development</li> <li>▪ Broaden screening efforts in alignment with Help Me Grow Strategic Plan</li> <li>▪ Continue to fulfill obligations of Help Me Grow National model and Long Foundation funded strategies</li> </ul>

The **Quality Early Childhood Education** strategy budget proposal for 2018-19 is **\$4,605,995** and consists of:

FY 2018-19 PROPOSED AMOUNT	FUNDING SOURCES	PROPOSED ACTIVITIES
\$4,605,995	<ul style="list-style-type: none"> <li>▪ Tobacco Tax</li> <li>▪ CA Department of Education</li> <li>▪ Alameda County Office of Education</li> <li>▪ First 5 California</li> <li>▪ Children’s Council of San Francisco (Regional IMPACT T/TA Hub)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Continue to provide core infrastructure, coordinator and convener role for the Quality Rating and Improvement System (QRIS) system</li> <li>▪ Continue the recruitment and engagement of ECE providers in to the QRIS</li> <li>▪ Continue to conduct and communicate assessment and rating</li> <li>▪ Provide coaching, consultation and QI services</li> <li>▪ Continue support for sustainable advising in institutions of higher education</li> </ul>

The **Fatherhood** strategy budget proposal for 2018-19 is **\$398,000** and consists of:

FY 2018-19 PROPOSED AMOUNT	FUNDING SOURCES	PROPOSED ACTIVITIES
\$398,000	<ul style="list-style-type: none"> <li>▪ Tobacco Tax</li> <li>▪ Alameda County Health Care Services Agency and Alameda County Social Services Agency</li> <li>▪ Alameda County Public Health Department (California Wellness Foundation)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Incorporate Father Friendly Principles into additional programs and community initiatives</li> <li>▪ Develop Fatherhood Partnership Program, host Summits and convene learning communities</li> <li>▪ Develop Father Friendly Principles awareness, adoption, implementation, and capacity building campaign in to public systems and CBOs</li> <li>▪ Initiate Fatherhood Media Campaign</li> <li>▪ Implement Fatherhood Interagency Workgroup</li> </ul>

The **Neighborhoods Ready for School** strategy budget proposal for 2018-19 is **\$3,143,830** and consists of:

FY 2018-19 PROPOSED AMOUNT	FUNDING SOURCES	PROPOSED ACTIVITIES
\$3,143,830	<ul style="list-style-type: none"> <li>▪ Tobacco Tax</li> <li>▪ Alameda County Social Services Agency</li> <li>▪ Alameda County Public Health Department</li> <li>▪ Sunlight Giving</li> </ul>	<ul style="list-style-type: none"> <li>▪ Continued support of school readiness and place based work with Oakland Unified School District and the Castlemont Corridor</li> <li>▪ Continued support of Project LAUNCH funded activities</li> <li>▪ Implementation of “Neighborhood Frameworks” strategy for services and funding investments in areas with the highest need to promote neighborhoods where children can thrive</li> </ul>

The **Innovation** strategy budget proposal for 2018-19 is **\$500,000** and consists of:

FY 2018-19 PROPOSED AMOUNT	FUNDING SOURCES	PROPOSED ACTIVITIES
\$500,000	<ul style="list-style-type: none"> <li>▪ Tobacco Tax</li> </ul>	<ul style="list-style-type: none"> <li>▪ Funding to support new and innovative approaches to program development, technology uses and design, seed programs or systems connectivity as proof of concept for policy change and/or sustained funding.</li> </ul>

The **Policy and Evaluation** strategy budget proposal for 2018-19 is **\$2,185,076** and consists of:

FY 2018-19 PROPOSED AMOUNT	FUNDING SOURCES	PROPOSED ACTIVITIES
\$2,185,076	<ul style="list-style-type: none"> <li>▪ Tobacco Tax</li> <li>▪ Alameda County Health Care Services Agency</li> <li>▪ Alameda County Behavioral Health Care Services Agency</li> <li>▪ TJ Long Foundation</li> <li>▪ East Bay Community Foundation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Continue focus on local policy and systems changes to result in the institutionalization of the work that began at First 5</li> <li>▪ Contribute to First 5 Association policy work</li> <li>▪ Develop an annual policy platform for local efforts aligned with F5AC programs and priorities around school readiness, child development, family supports, child friendly neighborhoods</li> <li>▪ Continue development of data dashboard, performance monitoring and analysis for each F5AC program strategy in alignment with results-based accountability</li> <li>▪ Continue performing evaluations of identified initiatives (i.e. school readiness, place-based work)</li> </ul>

The **Training** strategy budget proposal for 2018-19 is **\$700,000** and consists of:

FY 2018-19 PROPOSED AMOUNT	FUNDING SOURCES	PROPOSED ACTIVITIES
\$700,000	<ul style="list-style-type: none"> <li>▪ Tobacco Tax</li> </ul>	<ul style="list-style-type: none"> <li>▪ Continue to provide training on best, promising practices and peer learning communities for the multi-disciplinary workforce serving families with young children</li> <li>▪ Develop curriculum and capacity building tools connecting trainings to workforce development, parent engagement and place based strategies</li> </ul>

The **Communications** strategy budget proposal for 2018-19 is **\$350,000** and consists of:

FY 2018-19 PROPOSED AMOUNT	FUNDING SOURCES	PROPOSED ACTIVITIES
\$350,000	<ul style="list-style-type: none"> <li>▪ Tobacco Tax</li> </ul>	<ul style="list-style-type: none"> <li>▪ Continue development of dissemination strategy for F5AC reports and information</li> <li>▪ Continue development of social media strategy</li> <li>▪ Develop multi-year campaign that connects with policy platform, parent engagement and education on child development</li> <li>▪ Develop collateral materials regarding impacts of F5 investments to promote sustainability</li> </ul>

The **Administration, Information and Technology** strategy budget proposal for 2018-19 is **\$3,489,743** and consists of:

ADMINISTRATION, INFORMATION AND TECHNOLOGY STRATEGY		
FY 2018-19 PROPOSED AMOUNT	FUNDING SOURCES	PROPOSED ACTIVITIES
\$3,489,743	<ul style="list-style-type: none"> <li>▪ Tobacco Tax</li> <li>▪ Medi-Cal Administrative Activities (MAA)</li> <li>▪ Alameda County Public Health Department</li> <li>▪ First 5 Association (rent)</li> <li>▪ Indirect Revenue</li> </ul>	<ul style="list-style-type: none"> <li>▪ Includes Administration, Finance, Human Resources, Commission, facilities management and consolidated operating costs to support agency operations</li> <li>▪ Expand and update data systems to build capacity for cross data systems exchange of information including the enhancement of internal databases, expansion of data system agility and responsiveness, improved performance and productivity, update of electronic data sharing confidentiality and privacy practices</li> <li>▪ Includes agency wide infrastructure costs of insurance, memberships/dues, professional services, utilities, janitorial and maintenance</li> </ul>

**Administrative Cap**

As part of the agency Finance Policy and consistent with AB 109 and SB 35, First 5 Alameda County has set an administrative cost cap of 10%. Costs are segregated through the year into the Program, Evaluation and Administrative areas according to guidelines and definitions set forth by First 5 California and in the Government Finance Officers Association (GFOA) First 5 Financial Management Guide.

The proposed budgets’ administrative costs do not exceed the cap. They are:

2018-19 ADMINISTRATIVE CAP	
Program	82.5%
Evaluation	8.2%
Administration	9.3%
<b>TOTAL</b>	<b>100%</b>

**Fiscal Impact**

The fiscal impact is \$21,281,880 in budgeted expenses, a major portion of which will be funded by a combination of Prop 10 and other revenue sources amounting to \$18,326,361. The balance is expected to be funded by the use of Proposition 10 Sustainability Funds and revenues received in prior years for planned activities in FY 2018-19 totaling \$2,955,519 in FY 2018-19.

**RECOMMENDATION**

That the Commission review and adopt the FY 2018-19 Budget Proposal.

Submitted by:

Reviewed by:

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Christine Hom  
Interim Chief of Staff

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Kristin Spanos  
Chief Executive Officer

**First 5 Alameda County**  
**Proposed Budget - Revenue**  
**Fiscal Year July 1, 2018 - June 30, 2019**

Revenues	Approved Modified Budget FY2017-18	Proposed Budget FY2018-19	Variance from Prior Year's Budget	Notes
<b>Proposition 10 Tobacco Tax Revenue</b>	10,684,183	12,292,299	15%	1
<b>Other First 5 Income</b>				
First 5 California (IMPACT)	1,134,354	1,594,304	41%	2
Childrens Council of San Francisco (First 5 San Francisco/Hub)	-	50,000	100%	3
<b>Total Other First 5 Income</b>	<b>1,134,354</b>	<b>1,644,304</b>	<b>45%</b>	
<b>Interagency Income</b>				
Alameda County Health Care Services Agency (Fathers Corp)	128,000	128,000	0%	4
Alameda County Health Care Services Agency (Healthy Food, Healthy Families)	30,000	30,000	0%	5
Alameda County Health Care Services Agency (No Wrong Door)	326,599	-	-100%	6
Alameda County Office of Education (QRIS 3)	35,784	-	-100%	7
Alameda County Office of Education (QRIS 4)	453,390	50,377	-89%	8
Alameda County Office of Education (QRIS 5)	-	408,051	100%	9
Alameda County Behavioral Health Care Services Agency (ACECPC)	30,000	15,000	-50%	10
Alameda County Public Health Dept. (shared Technology costs)	103,000	108,000	5%	11
Alameda County Public Health Dept./CA Wellness Foundation (Fathers Corp)	-	20,000	100%	12
California Dept. of Education (Infant/Toddler Block Grant 1)	84,279	-	-100%	13
<b>Federal Pass-through Grants:</b>				
Alameda County Public Health Dept. (Healthy Teeth, Healthy Communities)	333,038	741,126	123%	14
Alameda County Public Health Dept. (Project LAUNCH)	82,544	118,094	43%	15
Alameda County Public Health Dept. (Linkage Line)	388,113	385,000	-1%	16
Alameda County Social Services Agency (CALWorks)	310,000	310,000	0%	17
California Dept. of Education (Infant/Toddler Block Grant 2)	499,496	55,500	-89%	18
California Dept. of Education (Infant/Toddler Block Grant 3)	-	225,000	100%	19
<b>Total Interagency Income</b>	<b>2,804,243</b>	<b>2,594,148</b>	<b>-7%</b>	
<b>Grants</b>				
Thomas J. Long Foundation	700,000	300,000	-57%	20
Packard Foundation (Project DULCE)	50,000	-	-100%	21
Packard Foundation (Early Childhood Org Hub)	50,000	-	-100%	22
Sunlight Giving	200,000	200,000	0%	23
Center for the Study of Social Policy (Project DULCE)	115,000	-	-100%	24
Center for the Study of Social Policy (CQI Retreat)	31,797	-	-100%	25
Center for the Study of Social Policy (Parent Engagement Mini-grants)	6,200	-	-100%	26
Connecticut Children's Medical Center (HMG Toxic Stress Program)	5,000	-	-100%	27
University of Chicago/Chapin Hall (Evaluation)	3,000	-	-100%	28
East Bay Community Foundation (Oakland Early Childhood Funders Network)	-	3,750	100%	29
<b>Total Grants</b>	<b>1,160,997</b>	<b>503,750</b>	<b>-57%</b>	
<b>Fiscal Leveraging - MediCal Administrative Activities</b>	<b>900,000</b>	<b>900,000</b>	<b>0%</b>	30
<b>Other Income</b>				
Investment Revenue	375,000	375,000	0%	31
Shared Program Costs (Alameda County, First 5 CC, First 5 SF)	127,271	-	-100%	32
Miscellaneous Income	23,860	16,860	-29%	33
<b>TOTAL REVENUE</b>	<b>17,209,908</b>	<b>18,326,361</b>		
<b>RESERVES</b>				
<b>Proposition 10 - Sustainability Funds</b>	<b>4,015,817</b>	<b>2,407,701</b>	<b>-40%</b>	34
<b>Interagency and Grants Revenues - received in prior years</b> (for planned activities in FY 2018-19)	<b>(471,288)</b>	<b>547,818</b>	<b>-216%</b>	35
<b>TOTAL REVENUES &amp; AVAILABLE FUNDS</b>	<b>20,754,437</b>	<b>21,281,880</b>	<b>3%</b>	

**First 5 Alameda County**  
**Proposed Budget - Revenue**  
**Fiscal Year July 1, 2018 - June 30, 2019**

<b>NOTES</b>
1 Prop 10 Tobacco tax revenue is projected to increase in FY18-19 due to backfill projected at 15%
2 First 5 California IMPACT grant is a 5 year term (July 2015 to June 2020), currently in year 4
3 First 5 IMPACT Regional Training and Technical Assistance Hub for Region 4
4 ACHCSA Fathers Corp award is a 5 year term (July 2017 to June 2022), currently in year 2
5 ACHCSA & ALL In Alameda County grant for \$60,000 to support the Healthy Food, Healthy Families program
6 ACHCSA refund of No Wrong Door funds received in FY17-18, projected to support Help Me Grow in FY18-19
7 ACOE QRIS 3 grant, final 10% payment for grant ending December 31, 2017, received in FY17-18
8 ACOE QRIS 4 grant, initial 90% payment for grant beginning July 1, 2017, received in FY17-18 and final 10% will be paid in FY18-19
9 ACOE QRIS 5 grant, projected 90% payment for grant beginning July 1, 2018, payment expected in FY18-19
10 ACBHCS recurring funding for ACECPC-Parent Voices for July 2018-June 2019
11 ACPHD projected annual shared technology costs to support Exchange maintenance and hosting
12 One-time award from ACPHD pass through funding from CA Wellness Foundation for to support Fathers Corp expansion activities in FY18-19
13 CDE Infant/Toddler 1 grant, final 10% payment for grant ending September 30, 2018 was received in FY17-18 (this is non-federal grant; IT2 identified as Federally funded and is listed below, see notes 18 & 19)
14 ACPHD Dental Transformation Program (HTHC) award is 4 year term (April 2017 to Dec 2020); revenues are based on actual expenses in year 1, year 2 is fully staffed and revenue in expected to increase.
15 ACPHD Project LAUNCH grant is 3 years (July 2016 to June 2019), the year 3 award is \$82,544 plus \$35,550 carryover.
16 ACSSA one year renewal contract to support the CALWorks Roundtable project and early childhood development in the Castlemont Corridor.
17 ACPHD HMG Linkage Line 3 year renewal contract (July 2018 to June 2021), level funding awarded.
18 ACSSA CalWORKS Roundtable one-year award renewal, level funding.
19 CDE Infant/Toddler 2 grant, 90% payment received in FY17-18 and 10% in FY18-19 for grant ending September 30, 2018.
20 CDE Infant/Toddler 3 grant, projected 90% payment for grant beginning July 1, 2018.
21 TJ Long Foundation, final payment for contract, ending December 15, 2018.
22 Packard Foundation funding for Project DULCE ends December 15, 2018. Future funding has not been decided.
23 Packard Foundation one-time funding for the Early Childhood Organization Hub funding was paid in FY17-18, for grant period ending October 31, 2018.
24 Sunlight Giving 3-year grant ends June 2019.
25 CSSP funding for Project DULCE ending October 31, 2018. Future funding has not been decided.
26 CSSP one-time funding for CQI Retreat and capacity building, grant ends August 31, 2018.
27 CSSP one-time mini grants for parent engagement, grant ended January 31, 2018 and Ripples of Transformation Community of Practice ended April 30, 2018.
28 University of Chicago, Chapin Hall one-time funding to support Evaluation activities in FY17-18.
29 EBCF/Packard Foundation Early Learning Fund funding to support the Oakland Early Childhood Funder table, grant ends June 30, 2019
30 MAA projected level funding for FY18-19.
31 Investment income projected level funding for FY18-19.
32 Shared program costs for activities added to the FY17-18 mid-year budget modification included QECE IMPACT T&TA Regional Hub, ACPHD/HTHC, ACPHD/Fatherhood and F5CC/Policy; shared program costs for FY18-19 have not been identified.
33 Projected miscellaneous income reflection rent from First 5 Association only.
34 Use of Prop 10 sustainability funds are projected to decreased due to Prop 10's 15% projected increase in FY18-19 (see note 1).
35 The revenue receipts in "Other Reserves" were greater than the projected expenses in FY17-18 and are planned for use in future periods.



**First 5 Alameda County  
Proposed Operating Expenditure Budget By Strategy  
July 1, 2018 - June 30, 2019**

	Parent Engagement/ Parent Support	Early ID	Quality Early Childhood Education	Fatherhood	Neighborhoods Ready for School	Innovation	Policy & Evaluation	Training	Communications	Administration, Information and Technology	TOTAL
											Proposed
	FY 2018-19	FY 2018-19	FY 2018-19	FY 2018-19	FY 2018-19	FY 2018-19	FY 2018-19	FY 2018-19	FY 2018-19	FY 2018-19	FY 2018-19
<b>Personnel Costs</b>											
Salaries & Benefits	1,316,835	1,637,025	1,421,979	279,378	405,538	23,400	1,736,246	415,989	123,338	1,627,217	8,986,945
<b>Program Contracts/Grants</b>											
Contracts	1,687,212	1,078,756	2,399,713	70,000	2,738,292	450,000	445,080	238,511	200,000	826,448	10,134,012
Grants & Stipends	0	0	440,000	0	0	26,600	0	0	0	0	466,600
Professional Services*	0	55,000	182,000	28,086	0	0	3,000	40,000	26,662	10,000	344,748
Total Contracts/Grants	1,687,212	1,133,756	3,021,713	98,086	2,738,292	476,600	448,080	278,511	226,662	836,448	10,945,360
<b>Program Operating Costs**</b>	79,483	54,925	162,303	20,536	0	0	750	5,500	0	179,328	502,825
<b>Infrastructure Costs</b>	0	0	0	0	0	0	0	0	0	846,750	846,750
<b>Total Direct Program Costs</b>	<b>3,083,530</b>	<b>2,825,706</b>	<b>4,605,995</b>	<b>398,000</b>	<b>3,143,830</b>	<b>500,000</b>	<b>2,185,076</b>	<b>700,000</b>	<b>350,000</b>	<b>3,489,743</b>	<b>21,281,880</b>

\* Professional Services Contracts : Contracts with individuals or vendors for time limited services that support program work (e.g. consultants, web design, etc.)

\*\* Program Operating costs: Costs that support agency program implementation (e.g. supplies, travel, meeting costs, etc.)

**First 5 Alameda County**  
**Proposed Expenditure Budget by Expenditure Category**  
**July 1, 2018 - June 30, 2019**

Expenditures	Preliminary Budget FY 2018-19	% of Budget
Personnel Costs	\$8,986,945	42.2%
Contracts	\$10,134,012	47.6%
Grants & Stipends	\$466,600	2.2%
Professional Services Contracts	\$344,748	1.6%
Program Operating Costs	\$502,825	2.4%
Indirect Infrastructure Costs	\$846,750	4.0%
<b>TOTAL EXPENDITURES</b>	<b>\$21,281,880</b>	<b>100%</b>

**Revisions made after First Reading of Proposed FY2018-19**

**Budget:**

**Contracts - \$55,550 increase**

Addition of expenses to the budget to support the added revenue from ACPHD Project LAUNCH carryover \$35,550 and ACPHD/CA Wellness Foundation for Fathers Corp \$20,000

**Professional Services Contracts - \$3,000 increase**

Addition of expenses to the budget to support the added revenue from EBCF Oakland Early Childhood Funders Network t

**Program Operating Costs - (\$9,250) net decrease**

Addition of expenses to the budget to support the added revenue from EBCF Oakland Early Childhood Funders Network t  
 Subtraction of \$10,000 to correct transposed amounts in the first budget reading between budget categories.

**Indirect Infrastructure Costs - \$10,000 increase**

Addition of \$10,000 to correct transposed amounts in the first budget reading between budget categories.

**First 5 Alameda County**  
**Proposed Expenditure Budget by Expenditure Category**  
**July 1, 2018 - June 30, 2019**

Expenditures	Modified Budget FY 2017-18	Preliminary Budget FY 2018-19	Difference	Variance from Prior Year	Notes
Personnel Costs	\$7,546,020	\$8,986,945	\$1,440,925	19%	1
Contracts	\$11,025,863	\$10,134,012	(\$891,851)	-8%	2
Grants & Stipends	\$308,400	\$466,600	\$158,200	51%	3
Professional Services Contracts	\$536,579	\$344,748	(\$191,831)	-36%	4
Program Operating Costs	\$617,575	\$502,825	(\$114,750)	-19%	5
Indirect Infrastructure Costs	\$720,000	\$846,750	\$126,750	18%	6
<b>TOTAL EXPENDITURES</b>	<b>\$20,754,437</b>	<b>\$21,281,880</b>	<b>\$527,443</b>	<b>3%</b>	

**Notes:**

Major changes in Expenditure Category costs, between the FY 2017-18 Modified Budget and the Proposed FY 2018-19 budget.

*General note: the FY 2017-18 Modified budget is a YTD actual expenses for first 6 months and projected expenses for second 6 months of the year.*

**1. Personnel Costs**

Senior Policy Administrator was not hired until February 2018, CEO transition and COO vacancy and the new Dental program (HTHC) delayed hiring were captured in the modified FY17-18 budget; budget for FY18-19 reflects fully staffed programs.

**2. Contracts**

FY18-19 reflect a reduced contract with Alameda County for Home Visiting, per the Strategic Plan; and reduction of vendor contracts as implementation of HIGH5 application is rolled out in FY18-19.

**3. Grants & Stipends**

ECE Quality Improvement grants are disbursed every other year and planned for a larger disbursement in FY18-19, and externally funded by IMPACT; FY17-18 also has less sites rated so disbursements were reduced at mid-year budget mod to reflect more accurately.

**4. Professional Services Contracts**

FY18-19 budgeted amounts in Communications, Admin and Fatherhood have decreased per planned activities.

**5. Program Operating Costs**

FY18-19 reflect a reduction of external funded activities for Early ID (Long), Training (CSSP-RBA training retreat), and in Fatherhood, shifting between line items from program operating expenses and professional service to contracts.

**6. Indirect Infrastructure Costs**

FY18-19 increase in budget for fees related to MAA revenue payments, new application and technology service vendors and building maintenance and repair.



**To:** First 5 Alameda County Commission

**From:** Kristin Spanos, Chief Executive Officer  
Christine Hom, Interim Chief of Staff  
Maria Canteros, Interim Finance Officer

**Date:** June 21, 2018

**Subject:** FY 2018-27 Long Range Financial Plan – Second Reading

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**ACTION REQUESTED**

To review the following FY 2018-27 Long Range Financial Plan.

**BACKGROUND**

First 5 Alameda County has adopted a Long Range Financial Plan annually since March 2004. Adoption of a Long Range Financial Plan has been a statutory requirement of all First 5 Commissions since 2006-07.

The current LRFP was formally approved by the Commission in June 2016. An update to the LRFP is included with underlying assumptions as well as historical background information. The update reflects the Proposed Budget for FY 2018-2019 and the most recent Prop 10 Tobacco Tax revenue forecast from the California Department of Finance that was received in January 2018. The first public reading of the revised Plan was held on April 19, 2018 and the second and final reading will be on June 21, 2018.

**MINIMUM FUND BALANCE REQUIREMENTS**

From time to time, First 5 Alameda County has used Sustainability funds to augment operating budget needs and to meet revenue shortfalls, to the extent authorized by the Commission. The Sustainability Fund Balance as of June 30, 2017 was \$33.4 million. However, this Fund may not be spent down to zero; some funds must be maintained as an operating reserve to cover ongoing cash flow requirements to act as a buffer since there are delays in receiving state tobacco tax revenues or other revenues. The policy is to maintain an amount in the Fund Balance, at a minimum, equal to six months of operating expenses plus an amount to cover fiscal obligations under the Reduction in Workforce Policy.

**FISCAL IMPACT**

There is no fiscal impact.

**RECOMMENDATION**

To review and approve the FY 2017-28 Long Range Financial Plan as presented.

Submitted by:

Reviewed by:

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Christine Hom  
Interim Chief of Staff

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Kristin Spanos  
Chief Executive Officer

**ASSUMPTIONS FOR THE REVISED LONG RANGE FINANCIAL PLAN**

Presented below are the assumptions used to develop the Long Range Financial Plan.

**REVENUES**

FY 2017-18 figures are from the original and revised budget approved in February 2018. For 2018-19 and subsequent years, the following revenue assumptions were used:

- Tobacco Tax** – The California Department of Finance (DoF) prepared revised projections of First 5 tobacco tax revenues in January 2018 for the period ending 2021-2022. These take into account the effects of the federal tobacco tax, other declines in state tobacco tax revenues due to new legislation (SBx 2 7 Smoking Age Increase to 21, Proposition 56 \$2 dollar tobacco tax increase) Prop 99 and backfill amounts and other factors. The projections listed below cover the period 2018-2027.

Historically, the DoF projections have been on the conservative side, with actual revenues received being equal to or higher than projections:

<u>Fiscal Year</u>	<u>DoF Projection</u>	<u>Actual Revenue</u>
2010-2011	\$14.0m	\$14.3m
2011-2012	\$13.8m	\$14.5m
2012-2013	\$13.3m	\$13.6m
2013-2014	\$13.2m	\$13.2m
2014-2015	\$13.0m	\$13.3m
2015-2016	\$12.1m	\$13.2m
2016-2017	\$11.6m	\$12.6m
2017-2018	\$10.6m	\$10.6m (est)
2018-2019	\$12.2m	
2019-2020	\$11.9m	
2020-2021	\$11.6m	
2021-2022	\$10.8m	
2022-2023	\$10.3m*	
2023-2024	\$9.8m*	
2024-2025	\$9.3m*	
2025-2026	\$8.8m*	
2026-2027	\$8.4m*	

Based on the above DoF projection for 2018-2019, the Long Range Financial Plan assumes a 15% increase in tax revenue from the prior year. Historically, actual revenues received have met and more frequently exceeded DoF projections. Revenues received to date trend closer to the anticipated receipt of \$10.6m for 2017-18. The increase from \$10.6m to the projected \$12.2 (DoF) for 2018-19 represents a 15% increase due to Proposition 56 backfill (new \$2 tobacco tax). Moving forward beyond 2018-19, revenues are expected to continue decreasing at a rate of

2.7%, 2.5% and 6.81% (2019-20, 2020-21, 2021-22) and then 5% through 2027(\*). If actual revenues show a significant change during the year, the projection for the current year will be brought to the Commission at mid-year, along with other budget modification proposals.

- **Interagency Income -**

- AC Behavioral Health Care Services funding for ACECPC Parent Voices (\$15,000)
- AC Behavioral Health Care Services and ALL IN Alameda County for implementation of the Healthy Food, Healthy Families program in Oakland (\$30,000)
- AC Public Health Department funding for SAMHSA funded Project LAUNCH activities (\$118,094)
- AC Public Health Department funding for ECChange database hosting and maintenance (\$108,000)
- AC Public Health Department funding for Help Me Grow (HMG) Linkage Line services (\$385,000)
- AC Public Health Department funding for the 0-5 component of the Dental Transformation grant (\$741,000)
- Pass through funding from California Wellness Foundation via AC Public Health Department to support the Fathers Corps program expansion activities (\$20,000)
- Pass through funding from AC Social Services Agency to support Parent Voices Oakland and early child development activities in the Castlemont neighborhood (\$310,000)
- Funding from the AC Office of Education to support fourth (\$50,000) and fifth (\$408,000) block grant funding to support Quality Rating Improvement Systems work
- Funding from AC Health Care Services Agency and AC Social Services Agency to support Fathers Corps work (\$128,000)
- Funding from First 5 California (IMPACT) – to support local QRIS work including rating and quality improvement in child care settings (\$1,594,000)
- Funding from the Children’s Council of San Francisco for the IMPACT Local Regional T/TA Hub (\$50,000)

- **Fiscal Leveraging** – Since FY 2009-10, fiscal leveraging revenues consist entirely of federal reimbursements under the Medi-Cal Administrative Activities (MAA) program. Gross MAA revenues for the prior fiscal year are usually received 8-12 months in arrears. These have previously averaged around \$700,000- \$750,000 per year, but as a result of the perpetual time study methodology introduced by the granting agency in FY 2013-14, revenues are expected to average around \$900,000 instead. For the purposes of this LRF, it is assumed that programs eligible for MAA claiming will be reimbursed at this level through the 2018-19 budget year (and the entire 2017-21 Strategic Plan), and will thereafter receive a lower reimbursement of \$300,000 for 2021-27 with the anticipated reduction in staffing.

- **Grants –**

- The CA Department of Education Infant Toddler Block 2 grant (\$56,000) and Infant/Toddler Block Grant 3 (\$225,000)
- Private grant revenue from the Thomas J Long Foundation will continue through 2018-19 (\$300,000). A three year grant from Sunlight Giving continues through 2018-19 (\$200,000).

- Grant from Packard Foundation Early Learning Fund via East Bay Community Foundation to support the Oakland Early Childhood Funder table (\$3,750)

As and when new grants are awarded, the Long Range Financial Plan will be revised accordingly.

- **Investment Revenue** – The FY 2018-19 proposed budget estimates investment income to be earned at a rate of 1.4% of the beginning fund balance.
- **Miscellaneous Income** – Consists primarily of rental income from the First 5 Association.

**EXPENSES**

FY 2018-19 expenditure figures are from the current proposed budget process. For fiscal years 2018-27, total expenses have been reduced so as to leave a minimum fund balance as recommended below. The plan does not provide for any cost of living allowances or inflationary increases. In prior years these increases have been covered within the range of annual budgetary savings, and this is expected to continue in future years as well.

**Use of Sustainability Funds**

At \$2.9 million, the budgeted use of Prop 10 Sustainability Funds for FY 2018-19 has decreased from the original projections that were made last year. This will be funded through a corresponding decrease in the amount funded from Sustainability.

**MINIMUM FUND BALANCE REQUIREMENTS**

The Sustainability Fund cannot be spent down to zero; some funds must be maintained as an operating reserve to cover ongoing cash flow requirements to act as a buffer if there are delays in receiving state tobacco tax revenues or other revenues. The recommendation is to maintain an amount in the Fund Balance, at a minimum, equal to six months of operating expenses plus an amount to cover fiscal obligations.



**HISTORICAL BACKGROUND**

The Long Range Financial Plan tool was designed to strategically guide the use of First 5 Alameda County’s Sustainability Fund. The Sustainability Fund was established by the First 5 Alameda County Commission as a strategy to ensure a long term commitment to funding services for children age 0-5, even as the tobacco tax revenue declined.

The Sustainability Fund is projected to be approximately \$29 million at the end of the current fiscal year (2017-18) and was accumulated in a number of ways over the past twelve years. First, the Fund developed through the initial reserve that occurred when tax dollars were accumulated but could not be spent until a Strategic Plan was passed (Jan. 1999-Jan. 2000). Thereafter, contributions to the Sustainability Fund were intentionally budgeted over a number of years (2001-2004). Finally, budgeted funds that remained unspent were directed by the Commission to be added to the Sustainability Fund, rather than be rolled-over to the subsequent year’s budget (2001-present). It is important to note however that, Sustainability Funds have been budgeted for program use since 2005-06, which means that expenses have been projected higher than revenues in each of those years, but budget savings in those years made it unnecessary to draw from the Fund. These changes have resulted in draws from the Sustainability Fund only since FY 2009-10.

The following is a summary of the use of sustainability funds as indicated in the Long Range Financial Plan. The plan assumes that Sustainability Funds will continue to be used to maintain a balanced budget, throughout the plan time frame.

<u>Fiscal Year</u>	<u>Draw down from Sustainability for Operations (\$millions)</u>	
	<u>Planned draw down</u>	<u>Actual amount drawn</u>
<u>FY 2009-2013 Strategic Plan</u>		
2009-10	\$6.9m	\$3.3m
2010-11	\$9.3m	\$6.7m <sup>1</sup>
2011-12	\$4.1m	\$0.8m
2012-13	\$9.0m	\$5.3m <sup>2</sup>
<u>FY 2013-17 Strategic Plan</u>		
2013-14	\$1.7m	\$0.0
2014-15	\$2.3m	\$1.5m
2015-16	\$2.3m	\$1.2m
2016-17	\$4.9m	\$0.5m
<u>FY 2017-21 Strategic Plan</u>		
2017-18	\$3.5m	-
2018-19	\$2.9m	-
2019-20	\$2.9m	-
2020-21	\$3.2m	-

<sup>1</sup> Increased outlay on Contracts in order to reduce fund balance in anticipation of AB 99 – which required all First 5s to transfer half their fund balance to the State of CA by the end of 2012. AB 99 was subsequently repealed and the threat passed.

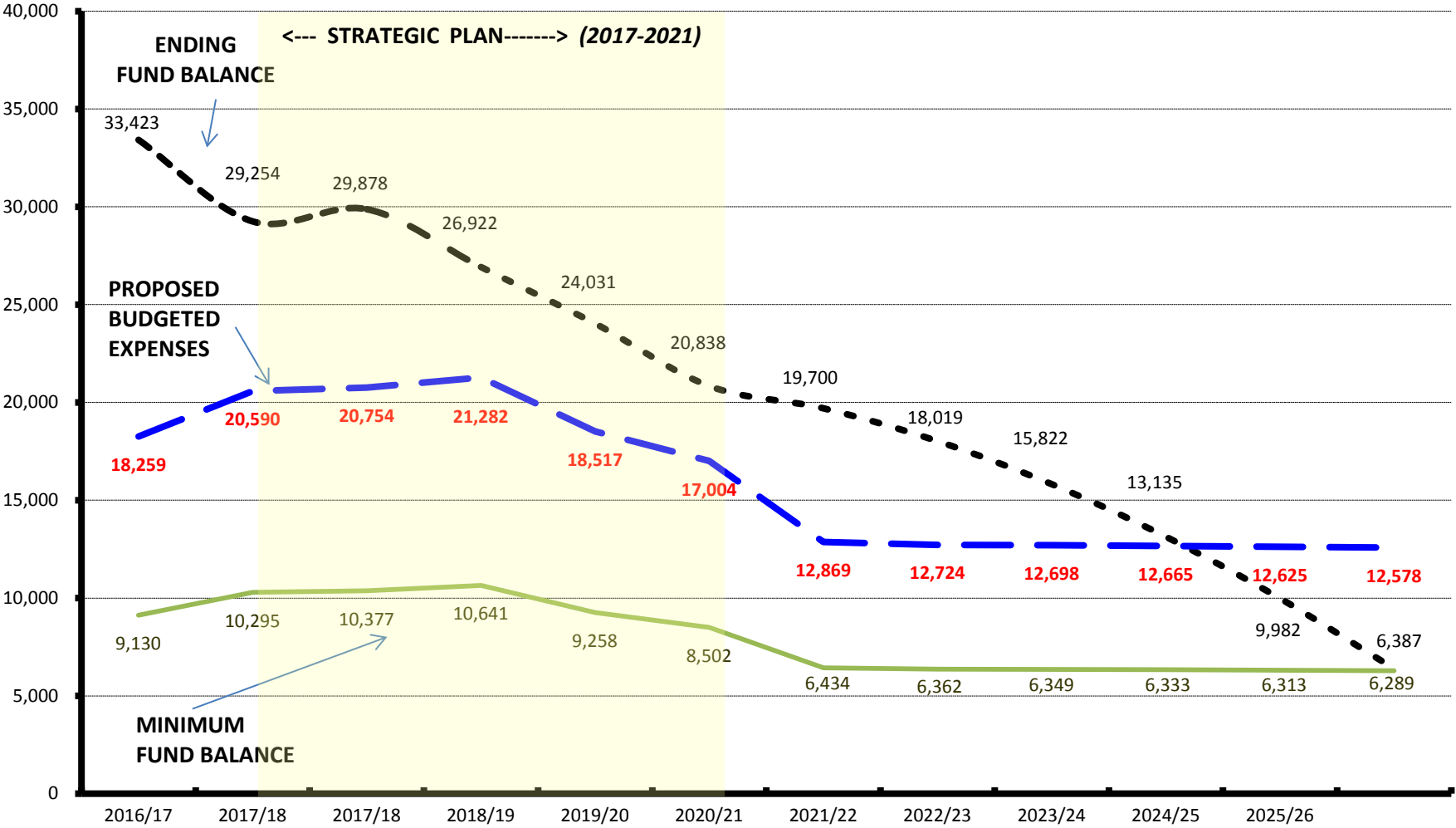
<sup>2</sup> Purchase of Office Building at 1115 Atlantic Ave., Alameda in April 2013.



LONG RANGE FINANCIAL PLAN 2018-2027

	2013-17 Strategic Plan	2017 - 2021 Strategic Plan				2021 - 2025 Strategic Plan				2025-2029 Strategic Plan		
	Actual	Original Budget	Modified Budget	Proposed Budget	Projections		Projections				Projections	
	2016/17	2017/18	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
<i>Dollars in Thousands</i>												
<b>Beginning Fund Balance</b>	34,005	33,423	33,423	29,878	26,922	24,031	20,838	19,700	18,019	15,822	13,135	9,982
<b>REVENUES</b>												
<b>Prop 10 Tobacco Tax</b>	12,665	10,990	10,684	12,292	11,959	11,657	10,862	10,319	9,803	9,313	8,847	8,405
<b>Interagency Income</b>												
- ACBHCS (Parent Voices ACECPC)	19	0	30	15								
- ACHCSA & All IN Alameda County (Healthy Food, Healthy Families)		0	30	30								
- ACHCSA (No Wrong Door)		0	327									
- ACPHD Project LAUNCH (SAMHSA)	66	83	83	118	83							
- ACPHD Data Systems Hosting and Maintenance	78	103	108		108	108	108	108	108	108	108	108
- ACPHD HMG Linkage Line	376	388	388	385	385	385						
- ACPHD Dental Transformation (HTHC)		603	333	741	505	253						
- ACPHD ECChange Development	64	0	0									
- ACPHD/CA Wellness Foundation (Fathers Corp)				20								
- ACSSA CALWorks	237	325	310	310								
- AC Office of Educ. (QRIS Block Grant 2)	42	0	0									
- AC Office of Educ. (QRIS Block Grant 3)	412	36	36									
- AC Office of Educ. (QRIS Block Grant 4)		314	453	50								
- AC Office of Educ. (QRIS Block Grant 5)				408	45							
- ACHCSA (Fathers Corps)	86	128	128	128	128	128	128					
- First 5 California (Statewide HMG)	18		0									
- First 5 California (IMPACT)	844	1,127	1,134	1,594	1,064							
- First 5 San Francisco/Childrens' Council of SF (Hub)				50								
<b>Fiscal Leveraging</b>												
- MediCal Administrative Activities (MAA)	600	900	900	900	900	900	300	300	300	300	300	300
<b>Grants</b>												
State - CA Dept of Education (Infant/Toddler Block Grant)	758	84	84									
State - CA Dept of Education (Infant/Toddler Block Grant 2)		0	499	56								
State - CA Dept of Education (Infant/Toddler Block Grant 3)				225	25							
Private - Long Foundation	643	749	700	300								
- Packard Foundation (Project DULCE)	50	0	50									
- Packard Foundation (Eacrly Childhood Hub)		0	50									
- Koshland Foundation	100	0	0									
- Sunlight Giving	200	200	200	200								
- East Bay Community Foundation				4								
Other - Connecticut Children's Medical Center	11	0	5									
-University of Chicago/Chapin Hall		0	3									
-Oakland Education Fund	115											
- Center for the Study of Social Policy (DULCE, CQI, PE)		0	153									
<b>Investment Income</b>	13	375	375	375	404	360	313	296	270	237	197	150
<b>Miscellaneous Income</b>	280	16	151	17	20	20	20	20	20	20	20	20
<b>TOTAL REVENUES</b>	17,677	16,421	17,209	18,326	15,626	13,811	11,731	11,042	10,501	9,978	9,472	8,983
<b>TOTAL EXPENSES</b>	18,259	20,590	20,754	21,282	18,517	17,004	12,869	12,724	12,698	12,665	12,625	12,578
<b>CASHFLOW</b>												
<b>Total Disbursements</b>	18,259	20,590	20,754	21,282	18,517	17,004	12,869	12,724	12,698	12,665	12,625	12,578
<b>(Shortfall)/Surplus Revenue over Expenses (Use of Sustainability Fund)</b>	(582)	(4,169)	(3,545)	(2,956)	(2,891)	(3,193)	(1,138)	(1,681)	(2,197)	(2,687)	(3,153)	(3,595)
<b>Ending Fund Balance</b>	33,423	29,254	29,878	26,922	24,031	20,838	19,700	18,019	15,822	13,135	9,982	6,387
<b>MINIMUM FUND BALANCE REQUIRED (50% OR 6 Months of annual disbursement)</b>	9,130	10,295	10,377	10,641	9,258	8,502	6,434	6,362	6,349	6,333	6,313	6,289

### LONG RANGE FINANCIAL PLAN 2018-2027 BUDGET & FUND BALANCE (\$000s)





**To:** First 5 Alameda County Commission  
**From:** Christine Hom, Interim Chief of Staff  
**Date:** June 21, 2018  
**Subject:** Financial Policies Revisions

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**ACTION REQUESTED**

To review the following revisions to the Financial Policies.

**BACKGROUND**

First 5 Alameda County (F5AC) adopted Financial Policies in May 2004, which were subsequently amended as needed. The Financial Policies are reviewed by staff on an annual basis and recommended changes are brought to the Commission for approval as appropriate.

**RECOMMENDATION**

This version of the Financial Policies remains substantially unchanged from that approved by the Commission in April 2017, except for the following changes:

1. Addition of language in Section 1: Accounting, Financial Reporting & Auditing and Section 7: Purchasing and Contracting, indicating compliance with the OMB Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards ("Uniform Guidance") to serve as the basis in ensuring appropriate procurement and oversight of federally-funded subrecipients for executed agreements beginning on or after December 26, 2017.
2. Specifying periodicity of Commission review of Investment Policy to be every two years in accordance with the California Government Code section 53646.

The recommendation is made in the attached document in track changes format for easy identification.

**FISCAL IMPACT**

There is no fiscal impact.

**RECOMMENDATION**

To review and approve the proposed changes to the Financial Policies.

Submitted by:

Reviewed by:

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Christine Hom  
Interim Chief of Staff

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Kristin Spanos  
Chief Executive Officer

# FIRST 5



## First 5 Alameda County Financial Policies

**Approved June 24, 2004**

**Revised June 22, 2006**

**Revised May 24, 2007**

**Revised September 22, 2011**

**Revised April 24, 2014**

**Revised October 15, 2015**

**Revised April 20, 2017**

**Revised June 21, 2018**

**FIRST 5 ALAMEDA COUNTY**

**FINANCIAL POLICIES**

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## FIRST 5 ALAMEDA COUNTY FINANCIAL POLICIES

First 5 Alameda County (F5AC) is an independent governmental organization dedicated to assuring that there is a comprehensive system of early intervention services for children 0 to 5 years of age and families in Alameda County. The California Children and Families First Act of 1998 (Proposition 10) created a program in the state for the purposes of promoting, supporting, and improving the early development of children from the prenatal stage to five years of age. The intent of this act is to enable counties to create and implement an integrated, comprehensive and collaborative system of information and services to enhance optimal early childhood development.

F5AC is governed by nine commissioners who are appointed by the Alameda County Board of Supervisors. F5AC’s primary funding source is Proposition 10 tobacco taxes.

As a legally separate and fiscally independent agency, F5AC has the responsibility to establish and maintain sound financial policies that will assure F5AC’s continuing ability to achieve its goal of improving health and developmental outcomes of children in Alameda County ages 0 to 5. The ~~original~~overriding fiscal ~~goal~~policy of F5AC is to maintain programs at a high level through 2025 in the face of declining Proposition 10 revenue stream by strategically drawing from reserves (the agency’s sustainability fund).

The goal of establishing the ~~financial~~seal policies as detailed herein is to provide F5AC management with appropriate guidance to facilitate management decisions and to document the Commission’s delegation of decision making to management.

Management will implement these policies through adoption of an agency Financial Management, Accounting and Administrative Procedures Manual which includes financial management procedures documented in processes.

### I. ACCOUNTING, FINANCIAL REPORTING & AUDITING

F5AC will establish and maintain the highest standard of accounting practices.

- A. A comprehensive accounting process will be maintained to provide complete and timely financial information necessary to effectively operate F5AC.
- B. Accounting procedures will be documented to guide employees in their tasks, to assure consistency in F5AC’s accounting practices, and to assist during employee turnover (see First 5 Alameda County Procedures Manual).
- C. F5AC will ~~follow~~meet the financial reporting standards established by the Governmental Accounting Standards Board~~Commission~~.

D. The OMB Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (“Uniform Guidance”) will serve as the basis in



ensuring appropriate oversight of federally-funded subrecipients for executed agreements beginning on or after December 26, 2017.

E. An annual audit will be performed by an independent certified public accountant in accordance with the requirements of California law, First 5 California, ~~and~~ in accordance with the contract with Alameda County and per the Uniform Guidance.

~~D.~~

~~E.F.~~ F5AC will prepare and issue timely quarterly financial reports to F5AC’s management and staff comparing budget and expenditures for the period, and will provide more frequent reports as requested. ~~F5AC will issue the most recent financial report to the Commission at each meeting.~~ It will also prepare and issue a six-month mid-year report for budget review purposes.

~~F.G.~~ To the extent possible, F5AC shall organize and assign work duties and responsibilities so that no single employee performs a complete accounting cycle. Employees with access to cash and other physical assets will not also have access to the accounting records. Established procedures shall require proper authorizations by designated persons for all significant actions taken.

**II. FINANCIAL RESERVES AND GOALS**

Sufficient financial reserves in the Children’s Sustainability Fund are critical to F5AC’s ability to achieve its mission of improving health and developmental outcomes of children ages 0 to 5 in Alameda County.

- A. F5AC will maintain the Children’s Sustainability Fund in accordance with the Long Range Financial Plan established by the Commission on March 25, 2004, and any subsequently approved Long Range Plans. Prudent use of reserves will enable F5AC to maintain programs at a high level through 202~~7~~5 in the face of declining Proposition 10 revenues.
- B. F5AC will maintain specific reserves required by law and/or debt covenants and any general reserve requirements as may be set from time to time by the Commission.
- C. F5AC will maintain sufficient reserves to support the cost of reimbursement in the case of audit exception in federal fiscal leveraging.
- D. Unspent funds at year end will close to the Children’s Sustainability Fund, unless roll over to the next year is approved by the Commission.

**III. BUDGET ADOPTION AND AMENDMENT**

The budget is the central financial planning document that encompasses all revenue and expenditure decisions related to operations and to capital expenditures. It establishes the level of service to be provided by F5AC within the restriction of anticipated available funds.

- A. F5AC will adopt, by resolution, a budget by June 30 each year.
- B. The annual budget will be a balanced budget consisting of budgetary revenues, restricted carryover and, in accordance with the 10 -Year Financial Plan, augmentation from the Children’s Sustainability Fund.
- C. F5AC will maintain a budgetary control process to ensure compliance with the budget. The budget will be managed at the program level (i.e. program will not overspend its budget).
- D. The Commission will formally review F5AC’s fiscal condition, and amend the budget if necessary, approximately six months after the beginning of each fiscal year.
- E. Budget transfers between programs and budget adjustments that increase the authorized spending level of a program must be approved by the Commission.

**IV. REVENUE ACCOUNTING**

F5AC will maintain adequate control over revenues for accounting and reporting purposes. The accounting process will provide for timely and accurate recording and processing of revenue transactions as well as any specific reporting required.

- A. Revenue will be maximized by using Proposition 10 funds to match in accordance with F5AC’s Fiscal Leveraging Policy, adopted by the Commission on September 2000, and any subsequently approved policies.
- B. State and Federal funds, as well as private grants, may be utilized as long as F5AC determines that the total costs and requirements of accepting the funds are judged not to adversely impact general operations.
- C. Accounting for third party grants or contracts will allow for separate reporting of the activity as both a program of F5AC and in accordance with the requirements of the grant or contract.
- D. If more than one funding source is available for financing a project, the most restrictive sources will be used first.

**V. INVESTMENTS**

Adequate cash management and investment procedures ~~can~~ help ensure that sufficient funds are available to meet current expenditures.

- A. The Commission will ~~annually~~ review and approve the Investment Policy (see First 5 Alameda County Investment Policy-) in accordance with the California Government Code section 53646 every two years.
- B. The investment policy shall require that idle cash is invested in accordance with the following order of priority: 1) Legality, 2) Safety, 3) Liquidity and 4) Yield.
- C. F5AC shall maintain a cash management process which includes receipt of Proposition 10 tax revenues from the County treasury, disbursement of funds and prudent investment of its available cash in accordance with Commission policy in order to provide adequate funds for current operating expenditures.
- D. F5AC will only invest in those investments authorized by the California Government Code section 53601.

**VI. CASH COLLECTIONS AND DISBURSEMENTS**

A part of the overall maintenance of adequate accounting procedures is the ability to control cash collections and disbursements. Accounting procedures for these areas should be developed to ensure timely processing and recording.

- A. Disbursements whether in the form of checks, electronic transfers or other means will be approved by the Chief Executive Officer, Chief Operating Officer or other designated alternate staff, adequately documented, and accurately recorded in the accounting records. A process for retaining and retrieving supporting disbursements documentation will be maintained.
- B. The processes for cash collections and disbursements will provide for segregation of duties to the greatest extent possible. Bank reconciliations will be performed on a timely basis and reviewed on a timely basis by the Finance Officer or designee, who shall not be involved in the cash collection or disbursement process.
- C. All cash collections whether in the form of checks or currency will be deposited in a timely manner, safeguarded until properly deposited, and accurately recorded in the accounting records.
- D. A receivables process will be maintained that identifies and bills all amounts due F5AC on a timely basis. The process will identify overdue receivables and provide timely collection notices.

**VII. PURCHASING AND CONTRACTING**

F5AC will provide a system of controls over all purchasing and contracting activities. A purchasing process shall provide for the efficient purchasing for F5AC supplies, equipment and services. It shall prevent unnecessary purchases of materials and supplies, and provide compliance with budgetary requirements.

- A. To the extent possible, Alameda County vendors will be considered.
- B. In accordance with the requirements set forth in Government Code section 130140(d)(4)(B) and Public Contract Code section 3410, preference will be given to United States grown produce and United States processed foods, when there is a choice and when it is economically feasible to do so. In accordance with the statute, F5AC can make the determination of what is “economically feasible”, considering the total cost, quantity and quality of the food and the budget and policies of F5AC.
- C. In accordance with the requirements set forth in Government Code section 130140(d)(4)(B) and Public Contract Code sections 22150 to 22154, F5AC will purchase recycled products instead of non-recycled products whenever recycled products are available at the same or lesser total cost than non-recycled products. In addition, F5AC will require vendors of supplies to comply with the Government Code and Public Contract Code sections referenced above, which require that such businesses certify in writing the minimum, if not exact, percentage of postconsumer materials in the products and supplies offered or sold to F5AC. F5AC may waive this certification requirement if the percentage of postconsumer material can be verified in a written advertisement, such as a product label, catalog, or website.

D. F5AC will obtain formal proposals through a request for proposal process or request a sole source for each purchase of supplies, equipment or services in an amount of \$25,000 or more. For purchases of supplies, equipment or services in dollar amounts greater than \$5,000\* but less than \$25,000, F5AC shall obtain at least three documented quotes. The best proposal shall be determined based on the best combination of price and quality. Quotes may be obtained in writing or from published price lists. Purchases of supplies, equipment or services in dollar amounts less than \$5,000 may be made at purchaser’s discretion, keeping within budget guidelines.

\*For Federally-funded purchases, the bid or quote threshold is \$3,000.

~~D.~~

E. F5AC employees can purchase up to \$1,000 per transaction on behalf of F5AC and be reimbursed with appropriate documentation and approval of

the Chief Executive Officer, Chief Operating Officer or designated staff. All purchases must be within the approved budget.

- F. F5AC credit cards/vendor accounts will be available for purchases that are over \$1,000 per transaction. Purchases under \$1,000 per transaction may be made on the F5AC credit cards/vendor accounts with prior approval from the Chief Executive Officer, Chief Operating Officer or designated staff. F5AC agency credit cards/vendor accounts will be held by the Office Manager or designated staff.
- G. All purchases of services over \$5,000 shall be documented via a contract. Only the CEO and Chief Operating Officer are authorized to sign contracts. Only the CEO and Chief Operating Officer or designated alternates are authorized to sign checks.
- H. Contracts of \$50,000 and above require commission approval, and are signed by the chair or vice-chair of the Commission or an alternate Commissioner as designated. Contracts under \$50,000 may be signed by the Chief Executive Officer or Chief Operating Officer. Ancillary payments to vendors (e.g. training costs, honorariums, advertisements) shall not exceed 10% or \$25,000, whichever is lower, be authorized by the CEO or Chief Operating Officer and will not be attributed to the \$50,000 limit for Commission approval if budget funds are available.
- I. F5AC will pay invoices within 40 days of receipt. When discounts are offered, invoices will be paid within the discount period.
- J. For each request for proposal issued, F5AC will establish and communicate to the prospective vendors the bidding or application procedures and evaluation criteria in order to ensure a fair bid or application process and enable F5AC to determine the most cost effective proposals.
- K. F5AC will utilize standardized bidding and application procedures, requests for proposals, contracting provisions, and processes to ensure consistent and effective procurement of supplies, equipment and services.

**VIII. ADMINISTRATIVE COST POLICY**

Per paragraph 5, subdivision d, Section 130140 of the Health and Safety Code, as amended in Assembly Bill 109, each county commission is required to adopt in a public hearing a limit on the percentage of the county commission’s operating budget that may be spent on administrative functions. The guidelines for adoption must be consistent with the First 5 Financial Management Guide.

- 1. Definition of Administrative Costs

The Guide requires a definition of administrative costs in each county. In Alameda County, administrative costs are defined as follows:

Costs incurred in support of the general management and administration of a First 5 commission, for a common or joint purpose that benefits more than one cost objective (other than evaluation activities) and/or those costs not readily assignable to a specifically benefited cost objective.

Administrative costs are distinguished from Program and Evaluation costs, which are defined as follows:

Program costs. Costs incurred by a First 5 commission readily assignable to a program or service provider (other than for evaluation activities) and/or in the execution of direct service provision.

Evaluation costs. Costs incurred by a First 5 commission in the evaluation of funded programs based on their accountability framework and data collection and evaluation for required reporting to the state and local stakeholders.

2. Allocation of Administrative Costs

First 5 Alameda County allocates administrative costs in the attached Schedule A. Indirect costs will be allocated to Programs using appropriate methods. Direct costs are not allocated to Programs.

3. Limit on Administrative Costs

The upper limit on to be spent on administrative costs is 10% of the operating budget.

4. Monitoring of Administrative Costs

The limit on administrative costs will be reviewed annually at the time of budget adoption. Administrative costs will be monitored throughout the year and will be reported on during the quarterly and year-end budget reports.

**Administrative Cost Policy - Schedule A**

<i>Expense</i>	<i>Cost Center</i>	<i>Allocable or Direct</i>	<i>Rationale/Allocation Method</i>
Communications	Admin	Direct and Allocable	Costs are direct when bills are linked to programs. Where bills are not linked to

			individuals, costs are allocable by head count.
Copying/Printing	Admin	Allocable	Head count
Equipment Leases, Rentals, Maintenance	Admin	Direct and Allocable	If the equipment is purchased for program use, it is direct. Equipment for general or shared use is allocable by head count.
Equipment Purchase	Admin	Allocable	Head count
Insurance	Admin	Allocable	Head count
Memberships, Dues	All	Direct	Charged directly to division
Postage	Admin	Direct and Allocable	When postage is for a specific program, it is direct. If shared, it is allocable by head count.
Professional Services	Admin	Allocable	Head count
Space Rental	All	Direct	Based on Square Footage
Supplies	Admin	Direct and Allocable	If employees order supplies for specific program use, it is direct; otherwise it is allocable by head count.
Travel	Admin	Direct	Charged directly to division
Depreciation	Admin	Allocable	Percentage of budget



**To:** First 5 Alameda County Commission  
**From:** Christine Hom, Interim Chief of Staff  
**Date:** June 21, 2018  
**Subject:** Sustainability Fund Balance Commitment- GASB 54

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#### REQUESTED ACTION

To review and discuss the commitment of sustainability funds.

#### BACKGROUND

There is no single number in governmental accounting and financial reporting that attracts more interest and discussion than *fund balance*. Fund balance, also referred to as net assets, is the difference between asset and liabilities in the governmental funds balance sheet.

The Governmental Accounting Standards Board (GASB) adopted Statement No. 54, Fund Balance Reporting and Governmental Fund Type Definitions. This statement requires governments to revise how fund balance is reported in its financial statements. The planned use of net assets is required to be reported in various categories depending on the constraints imposed on the use of resources. The categories in which governments are required to categorize fund balance are (in order of most to least constrained): Nonspendable, Restricted, Committed, Assigned and Unassigned. The more constrained the resources, the less likely they can be redeployed to other uses.

#### GASB 54

A hierarchy of fund balance classifications has been created by the Governmental Accounting Standards Board (GASB), based primarily on the extent to which governments are bound by constraints on resources reported in the funds. This approach which is referred to as GASB 54 is intended to provide users more consistent and understandable information about a fund's net resources. GASB 54 went into effect in FY 2010-2011, and for the very first time F5AC's fund balance was presented accordingly in the financial statements for the fiscal year which ended on June 30<sup>th</sup> 2011. In summary, the hierarchy of five possible classifications of fund balance is:

#### Nonspendable Fund Balance

- Amounts that cannot be spent due to form; for example, inventories and prepaid amounts. Also, long-term loan and notes receivables, and property held for resale would be reported here.
- Amounts that must be maintained intact legally or contractually.



**Restricted Fund Balance**

- Amounts constrained for a specific purpose by external parties, constitutional provision or enabling legislation.

**Committed Fund Balance**

- Amounts constrained for a specific purpose by a government using its highest level of decision-making authority. It would require action by the same group to remove or change the constraints placed on the resources.
- Action to constrain resources must occur prior to year-end; however, the amount can be determined in the subsequent period.

**Assigned Fund Balance**

- For amounts constrained for the intent to be used for a specific purpose by a governing board or a body or official that has been delegated authority to assign amounts.

**Unassigned Fund Balance**

- For any remaining amounts not classified as any of the above.

F5AC’s sustainability fund or stabilization fund currently meets the definition of “Assigned” as defined in GASB 54. These stabilization funds can be categorized as “Committed” by having formal board action. Therefore, we are asking the Commission to formally “commit” stabilization funds. This can be done with a Commission action stating what the stabilization funds must be used for. At the end of the current fiscal year, it is estimated that First 5 Alameda County (F5AC) will have approximately \$30 million in fund balance.

**PROPOSED ACTION TO DESIGNATE FUND BALANCE**

The amount reported as fund balance in the audited financial statements for the 2017-18 fiscal year will be classified as stated below, in keeping with the requirements of GASB 54.

Motion:

1. To accept Staff’s recommendation to designate a portion of fund balance not exceeding \$14 million of net assets as at June 30, 2018, as “non-spendable” in order to maintain intact, funds for Contracts, Grants and Pre-paid Expenses, in accordance with the FY 2018-19 Budget that is up for adoption by the Commission on June 21, 2018.
2. To accept Staff’s recommendation to “Assign” a portion of ending fund balance not exceeding \$13 million of net assets as at June 30, 2018, for budget stabilization (balancing the budget), in accordance with the Long Range Financial Plan to be adopted by the Commission on June 21, 2018. Funds committed to budget stabilization shall only be used to maintain F5AC services as long as possible during anticipated funding declines in accordance with the Long Range Financial Plan. They can only be committed to other uses by a majority vote of the Commission. These funds are not anticipated to be replenished after they are used for budget stabilization.

**FISCAL IMPACT**

This action is purely for classification purposes. There is no fiscal impact. Funds may only be spent on contracts and those exceeding \$50,000, if the contract has been duly authorized by the Commission at the time of budget adoption or during the course of the fiscal year.

Use of Fund Balance	Maximum Amount	GASB 54 Classification
FY 2017-19 and FY 2018-19 Budgeted Contracts, Grants and prepaid expenses	\$14 million	Non-spendable Fund Balance
Budget stabilization - Long Range Financial Plan	\$13 million	Assigned Fund Balance

**RECOMMENDATION:**

That the Commission review and authorize the transfer and commitment of sustainability funds as outlined above.

Submitted by:

Reviewed by:

\_\_\_\_\_  
Christine Hom  
Interim Chief of Staff

\_\_\_\_\_  
Kristin Spanos  
Chief Executive Officer



**To:** First 5 Alameda County Commission  
**From:** Taz McDonald, Human Resources Administrator  
**Date:** June 21, 2018  
**Subject:** ACERA 401(h) Account Authorization

---

#### **ACTION REQUESTED**

That the Commission review the resolution to fund the ACERA 401(h) account with the purpose of providing tax free health benefits to retirees.

#### **BACKGROUND**

In order for the Alameda County Employees Retirement Association (ACERA) to provide tax-free health benefits to its retirees, it is required that participating agencies such as First 5 Alameda County establish and pay post-retirement benefits through a 401(h) account. In 2007-08, the Commission authorized the establishment of such an account.

The 401(h) account, also called the Advance Reserve Account, is funded by a portion of regular First 5 retirement contributions. First 5 contributions are then supplemented by the Supplemental Retiree Benefits Reserve (SRBR) in the amount of the 401(h) contribution. The effect is a no-cost transaction.

For FY 2018-2019 (and every year), it is required that the participating member agencies of ACERA authorize the required contributions to the account. The required contribution is determined by ACERA's actuary, Segal Consulting. Based on the actuarial analysis, First 5's contribution for FY 2018-2019 is \$47,913.35. The contribution per pay period is \$1,842.82 beginning with pay period 18-14.

#### **FISCAL IMPACT**

There is no fiscal impact.

**RECOMMENDATION**

That the Commission adopt the resolution to fund the ACERA 401(h) account with the purpose of providing tax free health benefits to retirees.

Submitted by:

Reviewed by:

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Taz McDonald  
Human Resources Administrator

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Kristin Spanos  
Chief Executive Officer

## RESOLUTION

### FIRST 5 ALAMEDA COUNTY RESOLUTION APPROVING 401(h) ACCOUNT PURSUANT TO SECTION 31592

**WHEREAS**, in 1996, the Alameda County Employee’s Retirement Association (“ACERA”) Board of Retirement informed the Board of Supervisors that by adoption of Resolution No. 96-111, the Board of Retirement had established a health benefits account intended to satisfy the requirements of Internal Revenue Code (“IRC”) Section 401(h) and the regulations thereunder (the “401(h) Account”) in order to provide non-vested, tax-free health benefits to eligible County and Participating Employer retirees (collectively, the “Retirees”); and

**WHEREAS**, in 1996, this Board of Supervisors adopted Resolution No. R-96-634, which provided that ACERA could offer such non-taxable benefits if the County designated a portion of its contribution to ACERA for a fiscal year as a contribution to the 401(h) Account, and

**WHEREAS**, under Section 31592.4 and Article 5.5 of the County Employees Retirement Law of 1937 (“CERL”), assets in the Supplemental Retiree Benefit Reserves (the “SRBR”) at the end of a fiscal year of ACERA may, in the immediately succeeding fiscal year, be transferred to the Advance Reserves of the Participating Employers, and treated as a contribution to ACERA by the County and as applicable by other Participating Employers to the extent that in the immediately succeeding fiscal year the County and other Participating Employers make contributions to ACERA’s 401(h) Account in order to pay for retiree health benefits; and

**WHEREAS**, Section 31592.4 and Article 5.5 of the CERL thus permit the Participating Employers to contribute to a 401(h) Account and pay for retiree health benefits for a fiscal year without increasing First 5 Alameda County’s total contributions to ACERA for that fiscal year; and

**WHEREAS**, commencing with the 1996-1997 fiscal year, and for each fiscal year thereafter, the County has directed that a specified portion of its fiscal year contribution to ACERA for that year be contributed to the 401(h) Account; and

**WHEREAS**, in 2007 First 5 Alameda County authorized ACERA to establish and manage a 401(h) sub-account on its behalf to provide tax free health care for its retirees.

#### **NOW THEREFORE, IT IS RESOLVED AS FOLLOWS:**

1. In fiscal year July 1, 2018 – June 30, 2019, First 5 Alameda County shall contribute to ACERA \$47,913.35 to be used only for the paying of retiree medical health benefits.

This contribution shall be made on the terms and conditions set forth in the Agreement between First 5 Alameda County and ACERA concerning such contributions, executed on June 28, 2007.

2. This contribution shall be designated, in writing, as being only for First 5 Alameda County's IRC § 401(h) Account, and such designation shall be made at the time of contribution.
3. Such contribution is contingent on the Board of Retirement immediately transferring, in accordance with Government Code §31592.4, an amount equal to such contribution from ACERA's SRBR account to First 5 Alameda County's advance reserve account. Such amount shall be treated as a contribution for pension and therefore shall be applied to reduce the pension contribution otherwise required by First 5 Alameda County for the fiscal year beginning July 1, 2018.
4. No party, including any existing or future First 5 Alameda County employee, retiree, spouse or dependent, shall have any vested rights, contractual rights or other rights in or to any retiree medical benefits or payment or subsidy for any such benefits nor shall any such person or ACERA have any such rights to have First 5 Alameda County contribute towards paying or subsidizing the cost of any retiree medical benefits provided by ACERA under the 401(h) Account or otherwise. First 5 Alameda County may modify or terminate, at any time and without any limitation, its decision to contribute to First 5's 401(h) Account. This modification or termination may occur even if it may affect any employee first hired prior to the date of such modification, any person who retired prior to such date, and/or any person who became a spouse or dependent of an employee or retiree prior to such date.
5. All contributions by First 5 Alameda County to its 401(h) sub-account shall be governed by requirements of the Internal Revenue Code and all administrative and other applicable rules established by ACERA governing such sub-account and ACERA's 401(h) Account.



**To:** First 5 Alameda County Commission

**From:** Taz McDonald, Human Resources Administrator

**Date:** June 21, 2018

**Subject:** Employee Policies and Procedures revisions

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#### **ACTION REQUESTED**

To review the proposed revisions to the Employee Policies and Procedures Handbook.

#### **BACKGROUND**

First 5 Alameda County adopted Personnel Policies in May 2004 in preparation for separation from Alameda County. Since then revisions have been made in May 2005, September 2005, June 2006, May 2007, May 2008, June 2009, June 2010, December 2011, May 2013, June 2014, July 2015, June 2016 and June 2017. All significant policy revisions are listed on the change log at the end of the document. Revisions are necessary periodically due to changes in practice or law, and proposed revisions have been reviewed by outside counsel. We engage the employment law firm of Wiley Price & Radulovich when consultation is needed on issues of employment, including revision of personnel policies contained in the Employee Handbook.

#### **RECOMMENDATION**

The following changes are recommended as part of year-end manual review which represents edits that clarify policy, current agency practices and procedures *or* brings our current policies in line with changes in employment law. There are no significant changes this year. The majority of edits are grammatical in nature and include clarifications and enhanced language around current policies. The significant changes identified in the Employee Policies and Procedures Handbook are as follows:

- Page 4: Welcome: section has been updated with current CEO name.
- Page 5: Reasonable Accommodation of Protected Disabilities: section includes language to replace the two specific laws with applicable law.
- Page 6: Employment and Hiring Policies: section clarifies “at will” employment.
- Page 7: Introductory Period: includes language about F5AC’s discretion to extend the introductory period by an additional 90 days.
- Page 7: Employee Classifications: section contains enhanced language to clarify exempt and non exempt status employees.
- Page 8: Hiring of Relatives: section includes domestic partner within the definition of “relative”.
- Page 13: Paid Family Leave (PFL) Insurance Program: section clarifies family members (as defined by the state).

- Page 15, 16: Paid Sick Time: section includes clarifying language.
- Page 17: Time Off and Leaves of Absence: section includes clarifying language.
- Page 21: Pregnancy Disability Leave: section includes clarifying language.
- Page 34: Know and follow the rules: section includes clarifying language.
- Page 37: Workplace Conduct: section now includes bullying as a prohibited act in the workplace. Also includes agency policy against discrimination, harassment and retaliation.
- Page 38: Disciplinary Procedures: section includes clarifying language.

**FISCAL IMPACT**

There is no fiscal impact.

**RECOMMENDATION**

To review and approve the proposed Employee Policies and Procedures Handbook revisions.

Submitted by:

Reviewed by:

\_\_\_\_\_  
Taz McDonald  
Human Resources Administrator

\_\_\_\_\_  
Kristin Spanos  
Chief Executive Officer



**EMPLOYEE HANDBOOK**

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## **WELCOME**

Welcome to First 5 Alameda County! Through the efforts of our staff members, First 5 Alameda County has established itself as a leading organization in our community and we are excited to have you join our team.

Our vision and mission, along with our strategic plan, guide the work that we do. To ensure our continued success, all employees also need to understand our policies and procedures. This Handbook contains important information that you need to know about First 5 Alameda County, including a summary of our policies, benefits, and work expectations, and we encourage you to use it as a reference throughout your employment with us.

If you have any questions, please do not hesitate to ask either your supervisor or a member of the Finance/Administration team.

Sincerely,

| **Kristin Spanos**, Chief Executive Officer

## **OUR VISION**

Every child in Alameda County will have optimal health, development and well-being to reach his or her greatest potential.

## **OUR MISSION**

In partnership with the community, we support a county-wide continuous prevention and early intervention system that promotes optimal health and development, narrows disparities and improves the lives of children 0 to 5 and their families.

## **PART ONE: INTRODUCTORY INFORMATION**

### **HANDBOOK USE AND PURPOSE**

This employee handbook is designed to help employees familiarize themselves with important information about First 5 Alameda County (hereafter also referred to as F5AC), as well as information regarding their own privileges and responsibilities as employees.

It is not possible to anticipate every situation that may arise in the workplace or to provide information that answers every possible question. Also, future circumstances may require changes in the policies, practices, and benefits described in this handbook. Accordingly, except for the At-Will Employment [relationshipPolicy](#), F5AC reserves the right to modify, rescind, supplement, or revise any provision in this handbook. While F5AC will make reasonable efforts to provide employees with advance notice of any modifications or revisions to the handbook and will distribute updated pages as revisions are made, advance notice of policy changes may

not always be possible. Even in this event, changes to policies apply to F5AC employees upon their effective date.

This handbook is not intended to be a contract. The policies and procedures in this handbook are intended to replace all previous personnel policies, practices, and guidelines.

Employees are expected to comply with all policies [in this handbook](#). Employees who fail to do so will be subject to discipline, up to and including immediate termination.

Any questions regarding the contents of this handbook may be addressed to your supervisor or to the Human Resources Administrator.

### **EQUAL EMPLOYMENT OPPORTUNITY**

It is the policy of First 5 Alameda County to afford equal opportunity in all aspects of employment to all persons without discrimination on the basis of race, religion (including religious dress or grooming), sex (including pregnancy, childbirth, breastfeeding, or related medical conditions), national origin, ethnicity, ancestry, citizenship, age, physical or mental disabilities, color, marital status, registered domestic partner status, sexual orientation, gender identity or expression, genetic information, medical condition, military or veteran status, exercise of rights under the Pregnancy Disability Leave Law or the California Family Rights Act, or any other basis protected by applicable law. This policy shall apply to all employees and applicants for employment, and extends to all phases of employment, including recruitment, hiring, training, promotion, discharge or layoff, rehiring, compensation, and benefits.

### **REASONABLE ACCOMMODATION OF PROTECTED DISABILITIES**

First 5 Alameda County complies with the employment-related reasonable accommodation requirements of [applicable law](#) ~~the California Fair Employment and Housing Act and the Americans with Disabilities Act (and any subsequent revisions or amendments thereto)~~, including the [obligation to engage in the](#) interactive process to identify possible reasonable accommodations ~~for employees and applicants with~~ ~~of protected~~ disabilities. Employees or applicants who wish to request a reasonable accommodation should make this request to the Human Resources Administrator. Alternatively, employees may make their request to their direct supervisor, who will be responsible for communicating the request for accommodation to Human Resources.

### **COMPLAINT PROCEDURE FOR COMPLAINTS OF DENIAL OF REASONABLE ACCOMMODATION**

Complaints of denial of reasonable accommodation shall be directed to the Human Resources Administrator. Applicants and employees are encouraged to bring such complaints to F5AC's attention promptly, so that it can address them promptly. The Human Resources Administrator will investigate the complaint and make a recommendation to the Chief Executive Officer.

The Chief Executive Officer shall make a determination regarding whether a reasonable accommodation can be provided. As part of this complaint resolution procedure, the Chief Executive Officer may require the applicant/employee and a F5AC representative to meet to discuss potential reasonable accommodations and to try to agree on a specific reasonable

accommodation. The Chief Executive Officer shall have the authority to determine which reasonable accommodation, if any, shall be provided.

## **PART TWO: EMPLOYMENT AND HIRING POLICIES**

### **AT-WILL STATUS**

Employment with First 5 Alameda County is “at will.” This means that the employment relationship is not for any specified period and can be terminated by either the employee or F5AC at any time with or without any particular reason or cause and without advance notice. Nothing contained in these policies is intended to, or should be construed to, alter the at-will relationship between First 5 Alameda County and its employees. Although other terms and conditions and benefits of employment with First 5 Alameda County may change, or be eliminated or added to, from time to time, the at-will relationship of employment is one aspect that cannot be changed except by an agreement in writing with the First 5 Alameda County Commission, signed by the chair of the board on behalf of the entire board, and by the employee.

### **WORK ELIGIBILITY**

To comply with federal law, First 5 Alameda County employs only United States citizens and non-citizens who are lawfully authorized to work in the United States. All employment is conditioned upon receipt, by the Human Resources Administrator, of documentation establishing identity and authorization to work in the United States.

Employees who will be working alone with children will be required to be fingerprinted prior to employment. Employees who will work directly with families will be required to pass a TB test prior to employment, and periodically during the course of employment.

California law requires that certain employees must report suspected child abuse or neglect to a child protective agency. Consistent with First 5 Alameda County’s mission to improve the lives of children who are 0-5 years of age and their families, all F5AC employees are considered to be mandated reporters and must sign a statement agreeing to comply with the reporting requirements, prior to commencing employment and as a prerequisite to that employment. Employees will also be provided with training on reporting procedures during their introductory period.

Employees for whom driving is an essential function of their job at F5AC must have a valid California driver’s license, personal automobile insurance and ability to meet the driving record requirements for coverage under F5AC’s non-owned auto liability policy. Such drivers are required to sign an Authorization of Release of Driver Record Information for F5AC insurance purposes at the commencement of employment. Assignment of driving responsibilities is conditional upon receipt of a satisfactory report from the State of California, Department of Motor Vehicles. If an applicant or employee cannot meet these requirements due to a disability or medical condition, he/she should notify the Human Resources Administrator to discuss possible accommodations.

## INTRODUCTORY PERIOD

Employees are considered introductory during the first one hundred eighty (180) days following their date of hire. During this period, performance will be carefully evaluated and a determination made regarding whether the employee's job performance is sufficient to pass the introductory period. The fact that an employee has successfully completed the introductory period does not alter the employee's "at will" status, and does not guarantee continued employment for any period of time. During the introductory period, employees are not eligible to take vacation time, although vacation time does accrue for eligible employees during this period as described in the "Vacations" policy. New employees may take time off in the form of PTO during their introductory period.

Under certain circumstances and at its sole discretion, F5AC may extend an employee's introductory period for up to an additional 90 days.

Notwithstanding the introductory period, because your employment is at-will, it may be terminated by you or F5AC, during or after your introductory period, for any reason or no reason, with or without cause, and with or without advance notice.

## EMPLOYEE CLASSIFICATIONS

Staff members are placed into classifications based on job description, job duties, and applicable wage/hour laws.

- Exempt Employee: An executive, administrative, or professional employee who is exempt from the overtime pay requirements of applicable law
- Non-exempt Employee: An employee (generally paid by the hour) who is eligible to receive ~~for~~ overtime pay for overtime hours worked
- Regular Full-Time Employee: An employee who is regularly scheduled to work forty (40) hours or more per workweek
- Regular Part-Time Employee: An employee who is regularly scheduled to work between twenty (20) and thirty-nine (39) hours per workweek
- Temporary Employee: An employee who is hired on a full- or part-time basis for a specified period of time, usually not to exceed twelve (12) months
- On-Call Employee: An employee who is not regularly scheduled to work a specified number of hours in any given workweek, but who is scheduled to work on an as-needed basis
- Interns: A temporary employee hired on a full- or part-time basis for a specified period of time, usually not to exceed twelve (12) months for the purpose of furthering their degree and usually attached to an accredited University

## CHANGES IN EMPLOYEE CLASSIFICATIONS

All employees are classified as exempt or non-exempt, and as regular, temporary, or on-call, and as part-time or full-time. These classifications determine eligibility for benefits, compensatory time, and overtime.

Changes in employee classification may occur when a significant job change occurs (for example, a promotion or a change in work hours, etc.) that is intended to last for more than four (4) months.

### **JOB POSTINGS**

First 5 Alameda County attempts to find the most qualified candidates to fill position vacancies. This is accomplished through a combination of internal and external recruiting. Consideration will be given to the advancement of current employees, and employees are encouraged to apply for promotions or transfers for which they feel they are qualified.

Open positions may be posted internally through F5AC email and/or on the First 5 Alameda County intranet. Internal postings may occur simultaneously with external postings. The decision to fill positions from within or to hire from outside is made solely by First 5 Alameda County.

Only the Human Resources Administrator and the Chief Executive Officer have the authority to extend job offers. All offers of employment will be in writing.

### **HIRING OF RELATIVES**

First 5 Alameda County is aware that relatives of employees or Commissioners may occasionally seek employment with First 5 Alameda County.

In the interest of avoiding conflicts of interest, or appearances of conflicts, First 5 Alameda County sets forth the following guidelines with respect to nepotism:

1. Current employees may not interview or make employment-related decisions with respect to relatives who seek employment with F5AC.
2. Current employees may not supervise relatives under any circumstances.

The definition of “relative” is:

- Spouse/domestic partner
- Employee’s, spouse’s or domestic partner’s child (natural child, legally adopted child, or a child for whom the employee, spouse, or domestic partner has been awarded court-appointed legal guardianship)
- Parent or spouse/domestic partner’s parent
- Brother, sister, or spouse/domestic partner of sibling
- Any other individual living in the same household as the employee

It is expected that all employees, regardless of any relationship status, will conduct themselves professionally in their interactions with each other and with other employees working at First 5 Alameda County.

### **EMPLOYMENT OF BOARD MEMBERS**

To preserve the objectivity and integrity of F5AC’s Commission, any Commission member who wishes to apply for employment with F5AC must first resign from the Commission.



## **PART THREE: EMPLOYEE DEVELOPMENT**

### **PERFORMANCE MANAGEMENT**

Effective performance management is critical to the success of First 5 Alameda County; employees need to know what is expected of them if we are to carry out our strategic plan and achieve our mission. Supervisors are expected to provide ongoing, timely feedback and coaching to their staff so that employees know how they are doing and any performance issues can be addressed in a timely manner. Employees are expected to engage in dialogue with their supervisor to ensure a clear understanding of performance expectations and to identify any areas needing improvement.

Each employee's performance will be formally reviewed at the end of the introductory period, and thereafter on an annual basis, to coincide with the approximate anniversary of the employee's start date with First 5 Alameda County (or the anniversary date of any subsequent promotion or change in position). Performance review guidelines are provided by Human Resources for supervisors and employees to follow during the process.

Performance reviews, signed by the employee, supervisor and the Human Resources Administrator, will be placed in the employee's personnel file. Employees may keep a copy of their review and have the opportunity to provide input to and comment on it in writing.

In the event that an employee's overall performance is rated as less than satisfactory or specific areas are identified that are in need of improvement, the supervisor should develop a written performance improvement plan for the employee. Performance improvement plans should include specific goals for improvement along with the strategies and timeline to improve performance. Supervisors should notify and work with the Human Resources Administrator when any performance issues are identified that require a written improvement plan.

### **PROFESSIONAL DEVELOPMENT**

First 5 Alameda County encourages the professional growth and development of employees through a variety of means, including in-house training, membership affiliations with professional organizations, and attendance at educational conferences, meetings or seminars. Each employee will have up to \$500 a fiscal year to spend on Professional Development. This will be reimbursable to employee after completion of the course(s). Unused funds will not carryover. This amount is subject to change. To support this, all employees, together with their supervisor, develop professional development goals annually as part of the performance review process.

First 5 Alameda County will consider employee requests to pay for membership dues and license renewals in job-related professional organizations when those fees become due after the start of employment with F5AC. Employees may make this request through their supervisor, and written approval by F5AC is required prior to payment or reimbursement. Employees who wish to attend a job-related conference, meeting or seminar must also make this request through their supervisor, and obtain advance written approval, prior to payment or reimbursement for the cost of the training. Detailed information about procedures for submitting professional development requests can be found in F5AC's Procedures Manual.

## **PART FOUR: HEALTH, WELLNESS, AND EMPLOYEE ASSISTANCE**

### **HEALTH AND DENTAL INSURANCE**

Health and dental insurance is offered as part of the benefits package to regular, full-time employees and regular, part-time employees who regularly work 20 hours or more per week. First 5 Alameda County pays the cost of premiums for the employee, spouse/domestic partner and/or eligible dependents, up to an amount to be determined annually. If an employee chooses a health and/or dental plan(s) that cost more than the employer contribution, the balance of the cost is borne by the employee, and is paid for on a pre-tax basis through payroll. First 5 Alameda County's share of costs of benefits for part-time employees will be pro-rated to the percentage of time the employee is regularly scheduled to work.

Effective January 1, 2016, temporary employees who work 30 or more hours per week and their eligible dependent children will be offered health insurance 30 days from the date of employment; if elected, this insurance will become effective on the first of the following month. First 5 Alameda County shall cover the same % of employer share of premiums as it does for permanent employees. Any balance of premium costs is borne by the employee, and shall be paid for on a pre-tax basis through payroll. Temporary employees who work less than 30 hours per week are not eligible to be offered health insurance. No other benefits shall be paid to temporary employees.

First 5 Alameda County reserves the right to change health and dental insurance plans and benefits under those plans, to change the employer share of premium payments for the plans, or change the amount it pays employees who opt out of the plan(s) (see "Payment in Lieu" section, below), with or without notice, consistent with any legal obligations it may have. In general, the employer share of premiums is determined prior to each Open Enrollment period.

### **DEFINITION FOR ELIGIBILITY**

For the purposes of benefits coverage, "eligible dependents" is defined as spouse or domestic partner and eligible dependent children who are up to age 26, single or married.

### **PAYMENT IN LIEU**

Employees may opt not to enroll in health and/or dental insurance provided through First 5 Alameda County, provided they have proof of insurance through another source. Employees who wish to opt out must complete and sign a waiver form. First 5 Alameda County will pay employees who opt not to enroll in any form of Agency-provided medical or dental insurance \$137.50 each pay period (pro-rated for part-time employees to the percentage of time regularly scheduled to work). This payment is subject to state and federal taxes.

Temporary employees who are offered health insurance and elect not to enroll are not eligible to receive an in lieu payment.

## **INSURANCE CONTINUATION**

Upon termination or other qualifying event, employees covered under a health insurance plan have certain legal rights to remain on the insurance plan at their own expense for up to eighteen (18) months (more in some exceptional cases) through benefits under COBRA. More information regarding COBRA coverage, costs, and administrative procedures is available from the Human Resources department at the time employment ends or when an employee has a question or provides notification about other qualifying events.

Employees who experience a qualifying event must provide written notice within 60 days after the qualifying event occurs to Human Resources. This written notice must include the name of the employee, the type of qualifying event, the date of the qualifying event, the name of the insurance plan, and the names of the individual(s) eligible for COBRA. In particular, for your dependents to be eligible for COBRA continuation coverage (which may be available for both health and dental insurance), you must inform us if:

- You and your spouse experience divorce or legal separation
- A dependent child loses eligibility for coverage as a dependent child

## **FIRST 5 FLEXIBLE BENEFIT**

All regular, full-time employees receive a First 5 Flexible Benefit of \$1,500 per calendar year. This amount is reviewed annually, generally prior to each Open Enrollment period, and F5AC reserves the right to change the amount of the Flexible Benefit. The benefit may only be applied to the following pre-tax options:

1. The Employee's share of the health/dental premium,
2. The purchase of supplemental Life Insurance (for the employee), or
3. The funding of a Health Flexible Spending Account (HFSA)

Part-time, regular employees' Flexible Benefit is pro-rated based on the percentage of time regularly scheduled to work.

## **ALAMEDA COUNTY EMPLOYEES RETIREMENT ASSOCIATION (ACERA)**

All regular, full-time employees are required to become members of ACERA, a defined benefit retirement pension plan for public employees in Alameda County. Employees are required to make a pre-tax retirement contribution to ACERA through payroll deduction; contribution rates are set by ACERA. Part-time or temporary employees are not eligible to become members of ACERA. Full-time employees who convert to part-time or temporary status are required to continue ACERA membership. Additional information about ACERA is available from Human Resources or can be found at the ACERA website: <http://www.acera.org>.

## **EMPLOYEE ASSISTANCE PROGRAM (EAP)**

All regular employees are provided with access to an Employee Assistance Program, which offers a variety of confidential services and benefits at low- or no-cost. Information about the program and how to access it is available from Human Resources.

## **LIFE INSURANCE**

Regular employees who work 20 or more hours per week are eligible for a basic \$25,000 life and accidental death and dismemberment insurance benefit paid for by F5AC. Employees may also elect supplemental coverage at their own expense, with premium payments being made on a pre-tax basis through payroll under F5AC's Cafeteria (Section 125) Plan. Additionally, employees may elect supplemental life insurance for their spouse/partner and/or dependent children at their own expense; these premiums are paid on an after-tax basis. Supplemental life insurance may only be elected at the time of hire or open enrollment and, depending on the amount requested and election date, may be subject to underwriting and approval by the insurance company.

## **FLEXIBLE SPENDING ACCOUNT**

All regular employees may enroll in F5AC's flexible spending account ("FSA") program, which allows employees to set aside pre-tax dollars to be used for eligible medical expenses or dependent care expenses. For information about current annual election limits and a comprehensive list of reimbursable expenses, please review the FSA materials provided by Human Resources or visit [www.wageworks.com](http://www.wageworks.com).

## **A Word of Caution Regarding FSAs**

No refunds of money left in an individual's flexible spending account are given at the end of the plan year. This means that employees participating in the plan need to estimate expenses carefully. The FSA Medical plan expires on your last day of employment unless you chose to take COBRA for the FSA.

## **WORKERS' COMPENSATION**

First 5 Alameda County carries workers' compensation insurance as required by law to protect employees who are injured on the job. This insurance provides medical, surgical, and hospital treatment in addition to compensation for a percentage of loss of pay resulting from work-related injuries or illness. The cost of this coverage is paid by F5AC.

You must immediately report any on-the-job injury to your supervisor, regardless of how minor the injury may seem. Questions concerning our workers' compensation coverage should be directed to Human Resources.

## **STATE DISABILITY INSURANCE (SDI)**

Employees of First 5 Alameda County who are unable to work due to illness, injury, or pregnancy may be eligible for disability benefits through SDI for the time they are unable to work. SDI is an employee paid benefit that provides for partial replacement of wages lost because of a disability not caused by work. The determination of benefits is up to the state Employee Development Department (EDD). The first seven days of an employee's absence are considered a "waiting period", and no SDI benefits are paid for that period. Information and claim forms can be obtained from the local EDD office or the EDD website: <http://www.edd.ca.gov/disability>.

## **PAID FAMILY LEAVE (PFL) INSURANCE PROGRAM**

First 5 Alameda County employees are also covered under the state-administered Paid Family Leave (PFL) insurance program. PFL is an employee-paid benefit that provides partial wage replacement when an employee is taking approved time off work to care for a seriously ill ~~family member (as defined by the state) parent, child, or spouse/registered domestic partner, sibling, grandparent, grandchild, or parent in law~~, or to bond with a ~~new minor~~ child.

While the state may grant PFL benefits when an employee is taking leave to care for a sibling, grandparent, grandchild, or parent in-law, please note that employees are not eligible to take Family/Medical Leave under FMLA/CFRA for these situations. Employees who wish to request a leave of absence to care for a sibling, grandparent, grandchild, or parent in-law should request a Personal Leave of Absence as described in the Leave of Absence section of this Handbook.

Up to six (6) weeks of PFL benefits may be paid in a twelve (12) month period. The determination of benefits is up to the state Employee Development Department. Employees must generally serve a seven (7) day waiting period before PFL benefits begin. Information and claim forms are available from the local EDD office, from the EDD website at: [http://www.edd.ca.gov/Disability/Paid\\_Family\\_Leave.htm](http://www.edd.ca.gov/Disability/Paid_Family_Leave.htm), or by calling 1-877-238-4373.

## **LONG TERM DISABILITY INSURANCE**

All regular full-time and part-time employees who are regularly scheduled to work 20 or more hours per week may apply to purchase long term disability insurance from a designated broker. Payment for such insurance is made by an after-tax deduction from the employee's gross salary.

## **DEFERRED COMPENSATION**

Regular, full-time and regular, part-time employees may participate in the Alameda County Deferred Compensation Plan. Contributions to the plan may be made on either a pre-tax or after-tax basis through payroll, and may be placed in various investment vehicles. Employees may enroll or change their deferred compensation election at any time during the year; however, any requested changes will not be effective until the month following receipt of the requested change by Human Resources. For more information, visit [www.acgov.org/treasurer/deferred.htm](http://www.acgov.org/treasurer/deferred.htm).

## **EXECUTIVE BENEFIT PACKAGE**

The Commission may provide an Executive Benefit Package to the Chief Executive Officer. The components of the package are at the discretion of the Commission. Any Executive Benefit Package must be detailed in writing, signed by the Chair of the Commission and the Chief Executive Officer, and placed in the Chief Executive Officer's personnel file.

## **PART FIVE: PAID TIME OFF**

### **VACATIONS**

First 5 Alameda County provides paid vacation time to regular employees so that they may take time off to relax, recuperate and recharge.

Regular full-time employees earn paid vacation time on the following schedule, beginning with the first day of regular employment:

<u>Service Year</u>	<u>Total Possible Annual Accrual</u>
1–3 years:	10 days each calendar year (80 hours)
4–10 years:	15 days each calendar year (120 hours)
11-20 years:	20 days each calendar year (160 hours)
21+ years	25 days each calendar year (200 hours)

Regular part-time employees who are regularly scheduled to work twenty (20) or more hours per week earn paid vacation time on a pro-rated basis based on the number of hours worked per week. No other classification of employees earns paid vacation time.

Accrued vacation time cannot be taken until six months after your first day of employment.

Employees may accrue vacation time up to two (2) times their annual accrual, as set forth above. Once an employee reaches this cap on accrual, he/she will cease accruing vacation until sufficient vacation time is taken to reduce the employee's balance to below the cap. Any unused vacation time is rolled over into the following year, up to the cap.

All vacation time must be requested in writing, at least 4 weeks in advance, and is subject to approval from your direct supervisor. Please note that First 5 Alameda County may not be able to approve all time off requests because of organizational needs.

First 5 Alameda County encourages employees to use their accrued vacation time. Employees may, however, request to receive a vacation pay-out for some of their accrued unused vacation in lieu of taking paid time off work. Vacation pay-out is limited to the number of hours that an employee accrues in one calendar year under this policy, and employees who request a vacation pay-out are required to have one year's accrual remaining after the pay-out.

Upon termination of employment, employees will be paid for any accrued, unused vacation.

First 5 Alameda County does not make any advance payments of vacation time (i.e., employees will not be paid for vacation time before it is accrued). As a public agency, however, and pursuant to principles of public accountability, First 5 Alameda County may grant time off without pay to an employee, whether exempt or non-exempt, who needs time off for personal reasons and who has exhausted his/her accrued paid vacation and PTO leave. Time off granted in this circumstance, if any, is limited to a maximum of three (3) days. If an employee needs additional time away from work, the employee should request a Personal Leave of Absence. Please refer to the Personal Leave of Absence policy for more information.

## HOLIDAYS

First 5 Alameda County generally observes the following holidays:

New Year's Day	Labor Day
Martin Luther King Jr. Day	Veteran's Day
Lincoln's Birthday	Thanksgiving Day
Washington's Birthday	Friday after Thanksgiving
Memorial Day	Christmas Day through New Year's Day (included)
Independence Day	

All regular full-time employees are provided a paid day off for each holiday. Part-time employees and employees with a flexible work schedule who are regularly scheduled to work on a holiday will be paid for that holiday up to the number of hours regularly scheduled to work. No other classification of employees is eligible for holiday pay.

Employees on vacation at the time a holiday occurs will not have that day counted as vacation pay, but will instead receive holiday pay as described above.

## PAID TIME OFF (PTO)

All regular full-time employees receive 56 hours (7 days) of paid time off (PTO) each year in addition to vacation and sick leave and F5AC's regular holidays. PTO allows employees to have additional paid leave to cover absences for personal reasons such as religious observances or to supplement vacation, sick and holiday leave. Eligible employees will receive 56 hours of PTO on January 1 of a given year; eligible employees hired during a calendar year receive a PTO allocation at the time of hire that is prorated based on the hire date. Eligible employees may request to use PTO on or following the day that it is received, including new employees who may request to use PTO during their introductory period. Requests should be submitted as soon as possible. Please note that First 5 Alameda County may not be able to approve all time off requests because of organizational needs.

Regular part-time employees will be granted PTO hours pro-rated based on the percentage of time they are regularly scheduled to work, and on the schedule described above. No other classification of employees receives PTO.

The total amount of PTO an employee may have in his/her account at any time is 56 hours (prorated as described above for part-time employees). Employees may carry over unused PTO to subsequent years. However, in the succeeding year, employees will receive on January 1 only the number of PTO hours that will bring their total to 56 hours.

Upon termination of employment, employees will be paid for any unused PTO.

## **PAID SICK TIME**

**PAID SICK TIME** provides eligible employees with some paid time off to recover from illness or injury, to care for seriously ill medical needs of family members, or for any other reason

permitted by law, including for an employee who is a victim of domestic violence, sexual assault or stalking to obtain relief, such as including medical attention and psychological counseling. For purposes of this section "immediate "family member" means mother, stepmother, father, stepfather, husband, wife, domestic partner, son, stepson, daughter, stepdaughter, grandparent, grandchild, brother, sister, foster parent, foster child, mother-in-law, and father-in-law, or any other person sharing the relationship of in loco parentis; and, when living in the household of the employee, a brother-in-law or sister-in-law.

Sick time may also be used for health care appointments that cannot be scheduled outside work hours.

### **Accrual and Payment**

Eligible regular full-time employees may accrue sick time at the rate of .5 days (4 hours) per pay period of service for a total possible accrual of thirteen (13) paid sick days per year. Regular part-time employees accrue sick time on a pro-rated basis, based on the number of hours they are regularly scheduled to work. Eligible new regular employees may use accrued sick time during their introductory period, beginning on their hire date, and may use paid sick time as soon as it accrues.

Temporary employees, whether full-time or part-time, shall be provided with three days (24 hours) of sick time at the time of hire, and on January 1 of each year. Temporary employees may not use sick time until their ninetieth (90<sup>th</sup>) day of employment.

Regular employees' accrued, unused sick time may be carried over from one year to the next, and there is no limitation on the amount of sick time a regular employee may accrue. Sick time balances for temporary employees may not be carried over to the next year.

No payment is made for accrued, unused sick time upon separation or at any other time. However, regular employees who are rehired within twelve (12) months, shall have their sick leave balance at the time of separation reinstated. Temporary employees who are rehired within 12 months from their date of separation shall also have their sick leave balance reinstated and will be provided with three days of sick time, as described above, up to a combined maximum of six (6) days of sick time.

### **Sick Time Use**

Employees are responsible for directly notifying their supervisor prior to the start of the business day (or no later than one hour following their regularly scheduled start time) when prevented from starting or continuing a workday due to illness or injury. Employees must also keep their supervisor informed about the expected duration of the time away from work.

In most circumstances, a doctor's statement is required when an employee uses more than five (5) consecutive days of sick time (either for himself/herself, or to care for an ill family member) or when an accumulation of absences seems to establish (in the supervisor's judgment) a problematic use of sick time. However, First 5 Alameda County may request verification of the reasons for any use of sick time, regardless of duration.



If sick leave is exhausted, regular employees may request or be required to use vacation and/or PTO leave. Such requests must be approved by First 5 Alameda County.

First 5 Alameda County does not make any advance payments of sick time (i.e., employees may not use sick time before it is accrued). As a public agency, and pursuant to principles of public accountability, First 5 Alameda County may give time off without pay to an employee, whether exempt or non-exempt, who needs time off due to personal or family illness or injury as allowed above and who has exhausted his/her accrued paid leave (sick, PTO, and vacation).

#### **LEAVE OF JURY DUTY OR IN ANSWER TO SUBPOENA**

Leave shall be granted to permit an employee to serve jury duty, or to serve witness duty in answer to a subpoena. The Agency will provide paid time off for a maximum of two weeks on any occasion that a regular employee is required to serve jury or witness duty. If additional jury duty leave is required beyond the two-week period, leave shall be provided as unpaid time off, and the employee serving jury/witness duty may elect to use any accrued paid vacation and/or PTO time during the unpaid portion of the leave.

Proof of attendance from the court will be required in order to receive jury/witness duty pay. When an employee is excused from jury or witness duty in time to report for at least one-half of his/her regularly scheduled shift, the employee is required to report for duty.

#### **BEREAVEMENT LEAVE**

Leave of absence with pay because of death in the immediate family of a regular full-time employee may be granted by the supervisor for a period up to five days per calendar year. Regular part-time employees may be granted bereavement leave pro-rated based on the percentage of time regularly scheduled to work. For purposes of this section, "immediate family" means mother, stepmother, father, stepfather, husband, wife, registered domestic partner, son, stepson, daughter, stepdaughter, grandparent, grandchild, brother, brother-in-law, sister, sister-in-law, foster parent, foster child, mother-in-law, and father-in-law, or any other person sharing the relationship of in loco parentis with the employee.

#### **PART SIX: TIME OFF AND LEAVES OF ABSENCE**

First 5 Alameda County (F5AC) provides unpaid leaves of absence to eligible employees in a variety of circumstances. Information concerning legal requirements applicable to legally-required leaves of absence is posted in the workroom. Employees who are considering requesting a leave of absence are encouraged to meet with the Human Resources Administrator as early as possible to discuss the details of the leave and to coordinate the integration of benefits and payroll.

Employees may request a leave of absence without pay for reasons including, but not limited to: for personal or family illness, qualifying exigency arising from a call to active duty, or justifiable personal or other reasons, or any reason required by law. "Without pay" means that F5AC will does not pay for time on leave, other than except for the accrued, unused vacation, PTO, and/or sick leave that the employee uses consistent with this F5AC policies. The

employee must submit a written request to his/her supervisor as far in advance of the leave as possible. Generally, no benefits or seniority shall accrue during any unpaid portion of the leave. Human Resources will explain to employees requesting unpaid leave how to continue health plan coverage while on a leave of absence.

## **The Following General Information is Applicable to All Unpaid Leaves**

### **REQUESTS FOR LEAVE**

As soon as an employee learns of the need for a leave of absence, the employee should submit a written request for leave to his/her supervisor and provide a copy to Human Resources. Request forms are available from Human Resources and on the F5AC intranet. If the need for the leave is foreseeable, employees are required to provide at least 30 days' advance notice. Approval of the leave may be delayed if timely notice is not provided. If the employee learns of the need for leave less than 30 days before the leave is needed, the request must be made as soon as possible.

### **INTEGRATION OF BENEFITS**

If an employee on leave is receiving State Disability Insurance ("SDI") or Paid Family Leave ("PFL") or Workers' Compensation benefits, and the employee has not exhausted his/her accrued paid benefits with First 5, First 5 will generally integrate the outside paid benefit with the employee's accrued paid benefit (to the extent permitted by law) so that total compensation for the pay period does not exceed the employee's regular wages for that pay period.

Employees on approved leaves under this section, who receive SDI or PFL or Workers' Compensation benefits, must promptly notify the Human Resources Administrator of the dates and amount of payment(s) so that F5AC can make arrangements for the integration.

### **MEDICAL CERTIFICATION**

Human Resources will notify the employee if medical certification is required for a requested leave to be approved. If the reason for leave is the employee's own injury or illness, medical certification of the employee's ability to return to work, with or without reasonable accommodation, at the conclusion of the leave is required before the employee will be permitted to return.

### **CONCURRENT RUNNING OF LEAVES**

If an employee is on a leave that qualifies under more than one law (e.g. leave for a serious health condition under the FMLA/CFRA that is also a Workers' Compensation injury), the leave time will run concurrently to the extent permitted by law.

### **NO LEAVE TO ACCEPT OUTSIDE EMPLOYMENT**

A request for a leave of absence with or without pay for the purpose of working for an employer other than First 5 Alameda County will not be granted.

## **PAID LEAVE**

Employees are entitled to 4 weeks of paid leave for bonding with their newborn, an adopted child or a child placed in foster care with an employee. This benefit will be paid in coordination with the state to employee whether mother or father, and prior to using earned sick, PTO or vacation time. This time cannot be cashed out. This benefit can only be paid to 1 parent at any time per year.

## **UNPAID LEAVES**

The most common types of unpaid leaves are described below. Please see Human Resources for additional information about any leaves of absence, or if you have a need for leave that is not covered by the descriptions below.

### **Family/Medical Leave under the Family Medical Leave Act and California Family Rights Act (“FMLA”/“CFRA”)**

Eligible employees may request an unpaid leave of up to 12 workweeks in a rolling 12-month period for any of the following reasons:

- To care for the employee’s child after birth, or following placement for adoption or foster care (“baby bonding”);
- To care for the serious health condition of the spouse, registered domestic partner, child, or parent of an employee;
- For the employee’s serious health condition; or
- To handle “qualifying exigencies” arising out of the fact that the employee’s spouse, registered domestic partner, child, or parent is on active duty, or is called to active duty, in support of contingency operations as a member of the National Guard or Reserves.

In addition, eligible employees may be entitled to take a leave of up to 26 weeks in a 12-month period to care for a spouse, registered domestic partner, parent, child, or next-of-kin who has sustained serious illness/injury in the line of military duty.

Eligible employees are those who have at least one year of service with First 5 Alameda County, and who have worked at least 1,250 hours in the 12 month period before the date the requested leave will begin.

Generally, employees taking FMLA/CFRA leave must use accrued paid sick (if applicable), PTO, and vacation time during the leave. The exceptions to this are:

- Employees on FMLA/CFRA leave for their own serious health condition and who are receiving temporary disability benefits (SDI) or workers’ compensation benefits may elect to use their paid leave to supplement their disability benefit up to an amount that, when combined with the disability benefit, does not exceed their regular pay for the pay period.
- Employees taking leave to care for a family member or for baby bonding are required to use accrued vacation or PTO. They are not required to use accrued sick leave, but may elect to do so, and may elect the order in which accrued leave is used.
- Employees on FMLA leave for pregnancy disability may elect whether or not to use PTO or vacation time during the leave.

Employees on FMLA/CFRA leave retain their employer-paid health insurance up to a maximum of 12 weeks in a rolling 12-month period. Employees who are concurrently taking pregnancy disability leave (“PDL”) remain covered by F5AC health insurance during their approved PDL.

Employees who are eligible for and request baby bonding leave under CFRA may request additional unpaid leave, but total leave taken may not exceed six (6) months when combined with PDL and/or FMLA/CFRA unless otherwise required by law.

Upon expiration of an authorized leave, employees will be returned to the same, or to a comparable, position to the extent required by law.

### **Non-FMLA/CFRA Medical/Family Leave**

Employees who have at least one year of continuous service with F5AC, and who are not eligible for leave under the FMLA/CFRA may nonetheless request a leave for any of the reasons allowed for FMLA/CFRA leaves. The employee must provide evidence of one of the reasons for leave as stated in the FMLA/CFRA, and provide 30 days’ notice if the need for the leave is foreseeable.

If approved, in most cases, leaves of this type will not exceed a maximum duration of eight (8) work weeks within a rolling 12-month period. Generally, employees must exhaust any and all accrued sick leave (if applicable), PTO, and vacation time during the leave.

Employees on this leave who are otherwise eligible for paid health insurance with First 5 will have paid health insurance coverage through the end of the pay period in which their unpaid leave commences. Thereafter, employees may continue coverage under First 5’s group insurance plans at their own expense. The sole exception to this is employees on pregnancy disability leave, who remain covered by F5AC health benefits during their approved leave.

Upon expiration of an authorized leave of this kind, employees will normally be returned to the same, or a comparable position, to the extent required by law.

### **“Reasonable Accommodation” Leave**

An employee with a protected disability under the Americans with Disabilities Act (“ADA”) and/or the Fair Employment and Housing Act (“FEHA”) may request a leave of absence as a reasonable accommodation that will enable the employee, after the leave, to return to work and perform the essential functions of his/her position with or without a reasonable accommodation.

First 5 will generally require the employee to obtain and provide reasonable medical documentation from a health care provider in support of the leave request. Reasonable medical documentation is that which sets forth: 1) the name and credentials of the health care provider; 2) that the employee has a medical condition or physical or mental condition that

limits a major life activity; and 3) a description of why the employee needs a leave of absence as a reasonable accommodation in order to perform his/her job duties.

The duration of leave under this section will be depend on the circumstances involved, which First 5 will evaluate on a case by case basis.

Employees on leave under this section must exhaust accrued paid sick (if applicable), PTO, and vacation time during the leave.

Employees who are otherwise eligible for paid health insurance with First 5, and who are not concurrently taking FMLA/CFRA or PDL leave, will have paid health insurance coverage through the end of the pay period in which the unpaid portion of their leave commences. Thereafter, employees may continue coverage under First 5's group insurance plans at their own expense.

Upon expiration of an authorized leave under this section, employees will be returned to the same, or to a comparable, position to the extent required by law.

### **Pregnancy Disability Leave ("PDL")**

Employees who are disabled and unable to work due to pregnancy, childbirth, or a related condition are eligible to request a leave of up to four months per pregnancy. Related conditions include, but are not limited to, severe morning sickness, the need for prenatal or postnatal care, postpartum depression, gestational diabetes, preeclampsia, mastitis, and loss or termination of the pregnancy and recovery therefrom.

PDL does not need to be taken all at once, but can be taken on an as-needed basis as required by the employee's health care provider, including intermittent leave or a reduced work schedule, all of which counts against the employee's four month entitlement, and certified by the health care provider.

Employees on PDL are required to use accrued sick time during the leave, and may elect to use, or not to use, accrued vacation and PTO. However, employees who are FMLA-eligible, and concurrently taking PDL leave, **and** receiving benefits under SDI, may use their accrued leave to supplement their disability benefit up to an amount that, when combined with the disability benefit, does not exceed their regular pay for the pay period.

Employees on PDL retain their employer-paid health insurance during their approved leave (i.e., up to a maximum of four months). Eligible employees who take CFRA leave for baby bonding (or other qualifying reason) following their PDL leave, may receive employer-paid health insurance for up to an additional 12 workweeks.

Employees returning from PDL will be returned to the same, or a comparable position, to the extent required by law.

## Workers' Compensation Leave

Employees who are temporarily unable to work due to a job-related illness or injury may be eligible for a leave of absence until the earlier of the following:

- The employee is released to return to work; or
- The employee is determined to be permanently unable to return to his/her usual duties.

Employees must exhaust all accrued sick, vacation, and PTO during this leave. The exception to this is that employees receiving workers' compensation benefits whose leave runs concurrent with FMLA/CFRA leave are not required to use their paid leave but may elect to do so in order to supplement their disability benefit up to an amount that, when combined with the disability benefit, does not exceed their regular pay for the pay period.

Employees who are otherwise eligible for paid health insurance with First 5, and who do **not** have FMLA/CFRA leave running concurrently, will have paid health insurance coverage through the end of the pay period in which the unpaid portion of their leave commences. Thereafter, employees may continue coverage under First 5's group insurance plans at their own expense.

Employees returning from workers' compensation leave will be returned to the same, or a comparable position, to the extent required by law.

## Personal Leave of Absence

In addition to the previously described leaves, and in an effort to recognize the needs of employees for time off in addition to vacation or PTO, First 5 Alameda County may consider granting a personal leave of absence without pay. Personal leaves are limited to a maximum of two months in any two year period (measured in a rolling 24-month period). Personal leaves may generally not be added to any of the previously described leaves.

All regular employees of First 5 Alameda County who have completed their introductory period may request an unpaid personal leave of absence. Job performance, attendance problems, and work/program requirements will all be taken into consideration before a request is approved. Requests for unpaid personal leave may be denied or granted by First 5 within the sole discretion of the Agency.

Personal leaves of absence must be requested in writing, and 30 days advance notice is required if the need for leave is foreseeable. All requests must be reviewed and recommended by the supervisor and the Human Resources Administrator, and approved by the CEO or COO.

Employees are required to exhaust any and all accrued sick (if applicable), vacation, and PTO time prior to requesting an unpaid personal leave of absence.

While on an unpaid personal leave, insurance benefits may be continued at the employee's own expense.

An employee is required to return from the personal leave on the originally scheduled return date. If the employee is unable to return, he/she must request an extension of the leave in writing within five (5) business days before expiration of the leave, explaining the reason for and requested duration of the additional leave sought. If the leave is not extended, the employee must return to work on the originally scheduled return date or be considered to have voluntarily resigned from his/her employment. Extensions of leave are considered only on a case-by-case basis.

Upon expiration of an approved personal leave, the employee will generally be returned to the same or comparable position, but there is no guarantee of reinstatement following a personal leave.

### **CATASTROPHIC SICK LEAVE BANK**

An employee may be eligible to receive donations of paid leave from other employees if he/she has suffered a catastrophic illness or injury, or must care for an immediate family member (as defined in the Sick Time policy of this Handbook) who has suffered a catastrophic illness or injury. Catastrophic illness or injury is defined as a critical medical condition considered to be terminal or a long-term major physical impairment or disability, and which prevents the employee from working his/her usual hours, or from working at all.

The Catastrophic Leave (“CL”) Program is designed to be as confidential as possible, and is strictly voluntary. Employees who donate benefits to the CL bank will be made aware of the value of their donation to the bank. The recipient of CL benefits will be made aware of the value of their benefits received from the CL bank. Individual donations, and the identities of donors and recipients of benefits, are confidential, will not be disclosed except on a need-to-know basis for administrative purposes.

Any First 5 Alameda County employee who is eligible for sick leave is eligible to participate in the Catastrophic Leave Bank, either by donating paid vacation leave, or by requesting a donation.

To be considered for a CL Bank donation, the requesting employee, family member of the requesting employee, or another person designated in writing by the requesting employee must submit a request for such a donation to First 5 Alameda County Human Resources Department, 1115 Atlantic Avenue, Alameda, CA 94501. The Human Resources Administrator, in consultation with the Chief Executive Officer, will administer the Catastrophic Leave Bank.

The requesting employee must provide to F5AC a medical verification of the employee’s qualification for this CL program, including an explanation of the employee’s work limitations and estimated date of return to work, if applicable. If the employee requesting CL benefits has left work to care for a critically ill family member, medical documentation confirming the critical illness/injury of the family member, the need for the employee’s care, and the expected duration of the care period is required for the family member.



The determination of whether to award an employee donations from the catastrophic sick leave bank shall be at First 5 Alameda County's sole discretion and shall be final (i.e., not subject to challenge).

The requesting employee is not eligible to receive and use donations so long as she/he has paid leaves available, however, the request may be initiated prior to the anticipated date leave balances will be exhausted. No retroactive requests will be permitted (i.e., employees will not be granted donations for time off already treated as unpaid leave). Exhaustion of paid leaves alone is not sufficient justification for requesting a donation from the catastrophic leave bank.

A requesting employee may be eligible to receive up to a total of 40 working days of donated time throughout the duration of his/her employment. Donations will be considered for requesting employees on a first-come, first-served basis. Donations from the bank may be received only if there are funds available in the bank.

Periodically, F5AC may notify all employees that they may choose to donate to the bank, particularly at year-end.

The donor employee may donate accrued paid vacation time only. The donor's hourly value of paid vacation time donated will be converted into a dollar value and deposited into the bank. CL leave will be withdrawn from the bank and converted into paid sick hours to be granted to eligible requesting employees.

Donations shall be made in half day increments. Once the donation is made, and deposited in the CL Bank, it is a final transaction and cannot be retrieved by the donating employee. The maximum that may be donated in a calendar year is ten donor days per employee, except that a husband and wife or registered domestic partners, both employed by First 5 Alameda County, may donate unlimited amounts of paid vacation time between one another. In any case, donations that would result in vacation leave balances falling below 40 hours are not permitted.

When using donated CL bank leave, disability benefits will be integrated with donated sick leave, just as they are when non-donated sick leave is used.

## **PART SEVEN: WORK HOURS AND PAY**

### **PAY PERIODS**

For all employees, the standard pay period is biweekly. Paychecks are distributed every other Friday.

### **WORK SCHEDULES**

Although for most employees the regular work schedule is from 8:30 a.m. to 5:00 p.m. Monday through Friday, other employees may have different work schedules if agreed upon by the employee and his or her supervisor, and memorialized in writing and reviewed by Human Resources, and subject to the demands and limitations of the job and department. Supervisors

have final approval for flextime requests and retain the authority to require the employee to return to a regular schedule should organizational need require it. Additional information about flextime options is available from Human Resources.

### **MEAL PERIODS**

Non-exempt employees who work five (5) hours or more should take an unpaid lunch break of a minimum of thirty (30) minutes (up to one (1) hour if desired) towards the middle of their work day during which no work should be performed. When being relieved of all duties during lunch is not possible due to work requirements of First 5 Alameda County, employees will be paid for their meal period. Employees may not skip meal breaks to shorten the workday without prior approval from their supervisor.

### **TIMEKEEPING REQUIREMENTS**

Non-exempt employees must accurately complete and submit time sheets to be approved by their supervisor or manager for each pay period. Non-exempt employees record actual hours worked and leave taken; non-exempt employees must report all hours worked and are prohibited from performing any work “off the clock”. Exempt employees should accurately complete a time sheet for each pay period showing their regular work schedule and leave taken.

### **FLEXIBLE SCHEDULE**

Pending approval, any full time (40 hours a week) employee is eligible for a 9/80 schedule. A 9/80 schedule allows an employee to work 9 days in 2 week pay period: Five days on one calendar week and 4 days the following calendar week. Eight of the shifts are 9 hours and one shift is 8 hours. Employees on this schedule receive one day off per 80-hour pay period. Employees cannot accumulate or change 9/80 days off and will have to sign a Flex schedule agreement.

### **OVERTIME PAY**

First 5 Alameda County provides overtime compensation to non-exempt employees for all hours worked in excess of 40 hours per workweek. All overtime must be approved in advance by the supervisor and the Chief Executive Officer (or the Chief Operating Officer in the CEO’s absence).

At the option of the employee, First 5 Alameda County provides compensatory time off (CTO) as a substitute for overtime pay, for all hours worked in excess of 40 in the workweek, at the rate of one and one-half hours of paid time off for each hour of overtime worked, up to a maximum of 240 CTO hours. Any employee wishing to receive CTO under this policy must have a written CTO agreement on file with HR in advance of performing the overtime work. When the employee takes off the compensatory time earned shall be determined between the employee and his or her supervisor; however, employees are encouraged to take compensatory time off as soon as possible after it is earned. F5AC will not unreasonably deny such requests.

Vacation, PTO, holiday, and sick time do not constitute hours worked for the purposes of computing overtime.

### **BILINGUAL PAY**

If an employee is required by his/her job duties to use a second language at least 20% of the time on the job (in the sole discretion of F5AC), the employee’s supervisor may request that she/he be given bilingual pay. The process involves the employee passing a language proficiency exam administered through the Alameda County Health Care Services Agency (or an alternative testing agency designated by First 5). If the eligible employee passes the test, a taxable salary augmentation will occur each pay period in an amount consistent with the bilingual pay rate of Alameda County.

Supervisors should contact Human Resources to schedule testing for eligible employees. Supervisors must also confirm that the employee is continuing to use the second language at least 20% of the time and reauthorize bilingual pay, as appropriate, on an annual basis.

### **PAYROLL DEDUCTIONS**

Your payroll and earnings deductions are detailed with your paycheck. Mandated and voluntary deductions usually include the following:

<b>Deductions Mandated by Federal and State Law</b>	<b>Voluntary Deductions</b>
Federal income tax	Health and Dental insurance
State income tax	Health Flexible Spending Account
Social Security, Medicare contributions	Dependent Care Flexible Spending Account
State disability insurance	Supplemental Life Insurance
Garnishments, wage attachments	Deferred Compensation
Employee contribution to ACERA	Long Term Disability Insurance

Any questions about your paycheck should be directed to the Human Resources Administrator or Finance Manager.

## **PART EIGHT: WORKPLACE HEALTH AND SAFETY**

### **DRUG-FREE WORKPLACE**

As part of First 5 Alameda County’s ongoing commitment to a safe and healthy workplace, we maintain a drug-free workplace. Any employee who reports to work while under the influence of drugs or alcohol runs the risks of endangering his or her safety and the safety of others, destruction of or damage to personal or F5AC property, and a loss of productivity and workplace morale.

All employees of First 5 Alameda County are required to understand and comply with F5AC’s drug-free workplace policy. Employees either in our offices or conducting business on behalf of F5AC regardless of location are prohibited from all of the following:

- Unauthorized use, possession, purchase, sale, manufacture, distribution, transportation, or dispensation of alcohol or drugs
- Reporting to work while under the influence of alcohol or drugs.

If an employee is taking prescription or over-the-counter medications that may impair his/her ability to work safely, the employee should inform his/her supervisor of that fact prior to commencing work.

### **SMOKING**

Smoking, including the use of e-cigarettes, is prohibited in all First 5 Alameda County offices, and while conducting F5AC business, regardless of location.

## **PART NINE: WORK PRACTICES AND ENVIRONMENT**

### **PUNCTUALITY AND ATTENDANCE**

Employees who are unable to report for work for any reason must notify their immediate supervisor prior to the start of the business day (or no later than one hour following their regularly scheduled start time). Employees must also keep their supervisor informed about the expected duration of the time away from work.

In general, all employees are expected to be responsible and demonstrate respect for fellow employees by establishing a record of punctuality and regular attendance. These are factors considered in evaluating overall job performance.

Frequent lateness or excessive absenteeism is not generally tolerated.

### **USE OF FACILITIES AND PROPERTY**

Employees are asked to treat F5AC property as they would their own. Specifically, employees are to keep their work area and F5AC common areas clean and well maintained and limit their use of F5AC equipment to work-related purposes. Employees are required to receive written supervisory approval in advance before removing any F5AC property from the premises. Employees may decorate their own work spaces, as long as such decorations are consistent with F5AC policies and project a professional image appropriate to our work, but must consult with the Office Manager before displaying items in or making any alterations to public spaces or common areas.

### **GUESTS AND VISITORS**

Employees are asked to keep on-the-job, non-work-related visitors to a minimum to ensure that the workplace is not unduly interrupted. All visitors are required to sign in and out of the First 5 office, and are provided with a visitor badge to wear while in the First 5 office. Visitors should remain in the reception area until escorted by the appropriate employee.

## **SECURITY**

First 5 Alameda County strives to provide a secure work environment for our employees, volunteers, clients, and visitors. Our building is equipped with an alarm system that is activated during non-business hours, and exterior doors (with the exception of the front entrance and conference center entrance which are unlocked during business hours) are locked at all times. You are required to comply with all F5AC security procedures and immediately report any breach of security to your supervisor.

We encourage employees to be prudent about bringing personal items to work. First 5 Alameda County is not responsible for losses resulting from theft of property.

Immediately report lost or stolen keys/fobs or missing F5AC property to your supervisor. Copying or giving F5AC keys/fobs, alarm codes, or lock combinations to an unauthorized individual is strictly prohibited.

## **BREASTFEEDING-FRIENDLY WORKPLACE**

First 5 Alameda County recognizes that breastmilk is the optimal food for growth and development of infants, and First 5 Alameda County encourages employees and management to have a positive, accepting attitude toward working women and breastfeeding. First 5 Alameda County promotes and supports breastfeeding and the expression of breastmilk by employees who are breastfeeding their babies.

It shall be the policy of First 5 Alameda County to provide:

- Information about breastfeeding support prior to their leave for pregnancy disability or related condition.
- Reasonable time to express milk or breastfeed. Supervisors are encouraged to consider flexible break times, schedules, or other reasonable accommodation to meet employees' needs.
- A designated Lactation Room within the First 5 Alameda County office, which shall be furnished with an electrical outlet, refrigerator for storage of expressed breastmilk, comfortable seating, a table, and appropriate furnishings/signage to ensure privacy.

## **CHILDREN IN THE WORKPLACE**

First 5 Alameda County values family and work/life balance, and strives to create an employee-friendly workplace. Our employment policies and benefits reflect our beliefs. First 5 Alameda County also believes in creating an environment that is conducive to work. In general, therefore, the workplace should not be used in lieu of child care.

While First 5 Alameda County is sensitive to our employee's child care needs, it is not appropriate for minor children and other minor relatives of employees to be in the workplace during working hours, except for brief visits. This policy has been adopted to minimize potential liability to First 5 Alameda County, the risk of harm to children, and decreased employee productivity due to distractions and disruptions.

We recognize that there are occasions when childcare is not available and work demands are such that the employee needs to be available for work. In those situations, the employee may request to work from home on a temporary basis, or, if the work must be done in the office, may request to bring in their child(ren) for a short period of time. In those cases where children are in the workplace, they must be directly supervised by the parent at all times. In the interest of maintaining the health and well-being of all F5AC employees, children who are ill should not be brought to the workplace except for brief visits to enable the parent to gather work materials or take care of urgent matters that cannot be handled from outside the office. Employees may consult First 5 Alameda County's Employee Assistance Program for assistance with finding emergency care providers to care for sick children.

Situations like these should occur infrequently and not be a regular way of managing the employee's childcare obligations. If the frequency, length or nature of children in the workplace becomes problematic, the employee will be advised of the situation by his/her supervisor and will be expected to take corrective action.

#### **TELECOMMUTING**

Telecommuting is a work arrangement in which some of the employee's work is performed at home. Telecommuting is a privilege that may be appropriate for some employees and some jobs. It is not an entitlement or Agency-wide benefit. A telecommuting arrangement in no way changes any other terms or conditions of employment with First 5 Alameda County.

Telecommuting can be informal, such as occasionally working from home for a short-term project, or formal as described below. All informal telecommuting arrangements are made on a case-by-case basis at the discretion of the supervisor and are memorialized in writing in advance. While informal telecommuting arrangements are not the focus of this policy, supervisors should know the specific work to be performed and the projected amount of time expected before granting permission for short-term, informal work at home arrangements. All employees who telecommute, even if only on an informal basis, are responsible for ensuring accurate and timely reporting of hours worked (if employee is non-exempt), a safe home workplace, and taking appropriate steps to safeguard F5AC confidential information.

Requests for a regular, formal telecommuting arrangement are considered on a case-by-case basis when an employee's work can reasonably be carried out from home without unduly impacting either the employee's own level of work productivity or that of his/her fellow employees. In general, telecommuting requests are considered only for employees who have been employed at First 5 Alameda County for a period of at least one year, have received above satisfactory performance reviews, and have demonstrated their ability to manage their work independently. Due to the high degree of interaction required for most positions at First 5 Alameda County, telecommuting schedules are generally limited to one (1) day per week, or a maximum of 25% of the employee's regularly scheduled work hours.

Requests for telecommuting arrangements must be made in writing utilizing F5AC's Telecommuting Application Form, will be considered by the supervisor and Senior Administrator (if applicable), and require approval by the CEO. If the telecommuting

arrangement is approved, the employee will be required to sign a Telecommuting Agreement, and to complete a self-certification safety and security checklist of their home-based work location prior to the commencement of telecommuting.

If approved, any formal telecommuting arrangement made will be on a trial basis for the first three (3) months. Telecommuting arrangements are reviewed by the employee and supervisor at least annually, and can be terminated at any time by either party, even during the initial three-month period.

#### **USE OF PERSONAL AUTOMOBILE**

Employees who use their own automobiles for travel on authorized F5AC business will be reimbursed for mileage at the rate established by the Internal Revenue Service. Employees must have prior supervisory approval for the use of personal vehicles and must provide to F5AC, in advance of using their personal vehicle, a copy of their driver license and evidence that they obtained at their own expense the minimum insurance coverage for property damage and public liability.

All F5AC employees are required to sign a Use of Personal Automobile Agreement at the time of hire, and employees whose jobs entail driving as an essential function are required to sign an Authorization of Release of Driver Record Information at the commencement of employment.

#### **ATTIRE**

First 5 Alameda County's objective in establishing guidelines for work attire is to enable our employees to be comfortable in the workplace, while also projecting a professional and businesslike image in dealing with other employees, clients, partners, volunteers, and the general public. The following guidelines have been developed to provide general parameters for appropriate work attire and to help you to exercise good judgment about similar items that are not specifically addressed.

All employees should wear casual business attire on Mondays through Thursdays, and a clean and neat appearance should be maintained at all times. Casual business attire may include denim skirts or dark, colored, or trouser-style jeans as long as they are professional in appearance and the employee does not have meetings or other work scheduled where customary business attire would be more appropriate. F5AC observes "casual Fridays" on which other styles of jeans may be worn, as long as they are appropriate for the workplace, and you are not otherwise notified that business casual attire is more appropriate on a particular Friday. Under special circumstances (storage clean-up, moving furniture, working with children, etc.) casual attire may be worn on work days other than Fridays upon supervisor approval. In all situations, clothing should be comfortable and practical for work, but not distracting or offensive to others. Clothing that is torn, frayed, ripped, or excessively worn and overly casual items are not considered appropriate for the office.

Employees may observe dress and/or grooming practices consistent with their religious beliefs, and any employee requiring special clothing accommodations for any reason should advise his or her supervisor in advance. Supervisors are responsible for interpreting and monitoring dress

and grooming standards, including counseling employees whose appearance fails to comply with this policy.

#### **EXPENSE REIMBURSEMENT**

Reasonable and customary expenses incurred in the performance of one's job will be reimbursed. Reimbursement requires prior authorization by the employee's immediate supervisor, written approval of actual expenses, and completion of a signed expense reimbursement form with all required documentation/receipts attached. Employees should consult the Finance department or the First 5 Alameda County Procedures Manual for specific instructions.

#### **PARKING**

Employees are provided with free parking at the First 5 Alameda County office.

#### **REFERENCES**

It is the policy of First 5 Alameda County to provide references about current or former employees to prospective employers. Just as F5AC obtains job-related reference information prior to extending an offer of employment to prospective employees, we believe that providing reference information represents good faith in being part of a community. References may be provided about current or former employees only by Human Resources or the employee's supervisor (or supervisors higher in the line of supervision). All supervisors are provided with training on appropriate reference practices and guidelines.

It is also the policy of F5AC not to disclose any information about employees (other than hire and termination dates, job titles and earnings), unless and until Human Resources has received an original Reference Authorization and Release form signed by the employee for whom the reference is requested. This form may be obtained from Human Resources and is provided to all employees at the time that employment is terminated.

Only job-related information may be provided to persons requesting information on current or former employees, and employees providing references must ensure that the information provided is accurate and truthful. Examples of information that may be shared include, but are not limited to information, either positive or negative, regarding performance, team/interpersonal behaviors, attendance, productivity, work quality, etc. When providing references, supervisors and human resources staff are strongly encouraged to access the employee's performance reviews to ensure accurate information is provided. Under no circumstances should information be provided regarding any protected characteristic regarding the employee (such as race, religion, national origin, health, medical condition, disability status, childrearing, sexual orientation, veteran status, etc.). Nor should any information be provided regarding workers' compensation history, complaints about alleged discrimination, political views, or similar matters unrelated to job performance.

Before a reference will be provided, prospective employers must complete a waiver form releasing First 5 Alameda County from claims, damages or liabilities that may arise from



provision of the reference. This form may be obtained from Human Resources, and may be mailed, faxed or emailed to the prospective employer. It is also the policy of F5AC that whenever an employment reference is given, the person giving the reference must complete a Record of Employee Reference Form so F5AC will have documentation of the information that was provided. This form is to be submitted, along with the waiver form, to Human Resources within one day of any reference being provided.

Except as provided by this policy, all employee information is considered confidential.

## **PART TEN: INFORMATION AND COMMUNICATION**

### **TECHNOLOGY, VOICE MAIL AND ELECTRONIC MAIL**

First 5 Alameda County employees are permitted to use F5AC's voice mail, electronic mail, computers, networking sites and internet access (collectively "Technology Systems") to communicate with others for business purposes. The e-mail system is to be used for F5AC or work-related email only, and not for personal purposes. In no event should First 5 Alameda County's Technology Systems be used to send jokes, comments or information to others that may be perceived as discriminatory, harassing, offensive, or disruptive, or otherwise in violation of any F5AC policy. Any technology provided by F5AC may not be used to send material that disparages an individual, company, or business entity, or to disclose personal information without authorization.

Employees may not install, copy, stream, or download software onto F5AC computers unless authorized to do so by the Senior Administrator, Evaluation and Technology or the Information Systems Administrator. Employees are also prohibited from downloading any personal files onto work computers, as this may result in reduced capacity, slower computer speed for all employees, and maintenance and support issues. In addition, it places the employee's computer and the entire First 5 Alameda County network at risk for viruses and other problems.

Employees do not have any right or expectation of privacy in any F5AC Technology Systems, including email sent to or received by F5AC computers or transmitted via F5AC's servers and networks. F5AC may monitor and/or search the contents of all voice mail, computer files, and electronic communications (including email) to promote the administration of F5ACs operations and policies or for any other business reason.

All employees are provided training on and required to sign F5AC's Technology Use Agreement at the time of hire and periodically during the course of employment.

### **SOCIAL MEDIA**

Social media can be a fun and rewarding way to share your life and opinions with family, friends and co-workers. Additionally, F5AC has established a social media presence on various outlets that we encourage our employees to connect with to help us spread the word about the great work that we're doing and the services and supports that are available to children and families in Alameda County. However, use of social media also presents certain risks and carries with it certain responsibilities. To assist you in making responsible decisions about your use of social

media as it relates to your employment, we have established the following guidelines for appropriate use of social media.

In the rapidly expanding world of electronic communication, *social media* can mean many things. *Social media* includes all means of communicating or posting information or content of any sort on the Internet, including to your own or someone else's web log or blog, journal or diary, personal web site, social networking or affinity web site, web bulletin board or a chat room, or any other form of electronic communication, whether or not associated or affiliated with F5AC. The same principles and guidelines found in F5AC's policies apply to your activities online. Ultimately, you are solely responsible for what you post online. Keep in mind that any conduct on social media or otherwise that adversely affects your job performance, the performance of fellow employees, or otherwise adversely affects staff, volunteers, contractors/grantees, vendors, or any other people who work on behalf of or receive services from F5AC is not permitted.

### **Know and follow the rules**

~~Carefully read these guidelines, the Discrimination and Harassment, Workplace Conduct, Conflict of Interest, and Confidentiality policies contained in this handbook, and F5AC's Confidentiality Procedures Manual, and~~ Employees are expected to ensure their social media postings are consistent with these and all other F5AC policies. Use sound judgment and common sense as you consider the content of your posts. Inappropriate postings that may include discriminatory remarks, harassment, threats of violence, or similar inappropriate or unlawful conduct that affect the workplace will not be tolerated.

### **Be respectful**

Always be fair and courteous to fellow employees, volunteers, contractors/grantees, vendors, or other people who work on behalf of or receive services from F5AC. Remember that colleagues, supervisors, and agency partners often have access to the online content you post. Keep in mind that you are more likely to resolve any work-related complaints by speaking directly with your co-workers or by utilizing our Open Door Policy than by posting complaints to a social media outlet. Nevertheless, if you decide to post complaints or criticism, avoid any content that could reasonably be viewed as unlawful, malicious, obscene, threatening or intimidating, that disparages employees, volunteers, clients, contractors/grantees or vendors, or that might constitute harassment or bullying. Examples of such conduct might include offensive posts meant intentionally to harm someone's reputation or posts that could contribute to a hostile work environment.

### **Be honest and accurate**

Make sure you are always honest and accurate when posting information or news, and if you make a mistake, correct it quickly. Be open about any previous posts you have altered. Remember that the Internet archives almost everything; therefore, even deleted postings can be searched. Never post any information or rumors that you know to be false.

### **Be conscious about mixing your work and professional lives**

- Maintain the confidentiality of F5AC's confidential, private, or sensitive information (see the Confidentiality policy contained in Part Eleven of this Handbook for examples). Do

not post internal reports or memos, policies, procedures or other internal business-related confidential or sensitive communications.

- Do not create a link from your blog, website or other social networking site to a F5AC website without identifying yourself as a F5AC employee.
- Express only your personal opinions, and never represent yourself as a spokesperson for F5AC. If F5AC is a subject of the content you are creating, be clear and open about the fact that you are an employee of F5AC; make it clear that your views do not represent those of F5AC and you are not speaking on behalf of F5AC. It is best to include a disclaimer such as “The postings on this site are my own and do not necessarily reflect the views of First 5 Alameda County.”
- Do not use your F5AC email address to register on social networks, blogs, or other online tools utilized primarily for personal/social purposes.
- Refrain from using social media while on work time or on equipment we provide, unless it is work-related as authorized by your supervisor or consistent with F5AC’s Technology Use Agreement.

### **References and endorsements**

Employees, including supervisors, are not to provide any references or statements of endorsement for other F5AC employees on social media sites. Any references provided must be done in accordance with our References policy contained in Part Nine of this Handbook.

### **F5AC’s social media presence**

First 5 Alameda County has established a social media presence on Facebook ([www.Facebook.com/first5alameda](http://www.Facebook.com/first5alameda)), Twitter ([www.twitter.com/first5alameda](http://www.twitter.com/first5alameda)), and YouTube ([www.youtube.com/first5alameda](http://www.youtube.com/first5alameda)), and will likely be expanding into other outlets over time. The Communications team holds the primary responsibility for the content of posts, including a schedule of featured programs and events. Only staff with login credentials may post content on F5AC-affiliated social media sites; other staff that have ideas, suggestions, or resources for posts are encouraged to share them with the Communications team or the Evaluation and Technology department (for YouTube).

For detailed information on our posting strategy and guidelines, please reference the “F5AC on Facebook” document located in the Communication Team folder on the F5AC J: drive.

### **EMPLOYEE INFORMATION**

It is important that personnel files contain up-to-date information regarding each employee. Employees should inform Human Resources immediately whenever there are changes in their personal data (such as address, telephone number, marital status, domestic partnership, number of dependents, and the person to notify in case of emergency), that may affect their pay or benefits with F5AC.

Employees have the right to inspect their personnel records relating to their performance or to any grievance concerning them during regular office hours, upon written request to the Human Resources Administrator. An inspection request form is available from Human Resources and on the F5AC intranet that employees may use to make their request. Records will be made

available for inspection within 30 days of receipt of the written request. An appointment to inspect the file may be made with the Human Resources Administrator, who will accompany the employee while he or she inspects the file. Employees may obtain copies, at their own cost, of any document in their personnel file to the extent required by law. Personnel records are the property of First 5 Alameda County and are not allowed to be taken from the office of the Human Resources Administrator without prior written authorization.

#### **INTERNAL COMMUNICATION**

We use bulletin boards, mailboxes, meetings, F5AC's intranet, and office e-mail to communicate important information to employees on a regular basis. Each of our employees is responsible for reading posted or distributed information on a timely basis.

#### **MEDIA RELATIONS**

Employees should not respond to any inquiries or requests received from the media for comments or statements on behalf of F5AC. Instead, employees should refer such requests to the Chief Executive Officer or, if the CEO is unavailable, to the Communications Specialist. The CEO will respond directly or designate another staff member to serve as the F5AC spokesperson.

### **PART ELEVEN: STANDARDS OF CONDUCT**

#### **DISCRIMINATION AND HARASSMENT**

First 5 Alameda County does not tolerate discrimination or harassment in the workplace or in a work-related situation based on an individual's race, color, religion (including religious dress and grooming), gender (including pregnancy, childbirth, breastfeeding, or related medical conditions), national origin, ancestry, citizenship, age, marital status, registered domestic partner status, physical disability, mental disability, medical condition, sexual orientation, gender identity, gender expression, genetic information, military or veteran status, having taken a protected leave, or any other basis protected by law, or based on a perception that an individual has any of these characteristics, or based on a perception that an individual is associated with a person who has, or is perceived to have, any of these characteristics.

Harassment may include, but is not limited to, slurs; epithets; derogatory jokes; degrading comments; gestures or physical conduct; or threats that an employee's job, advancement, compensation, assignment, or other benefit is dependent on submission to sexual demands or on toleration of harassment. This policy covers conduct of all F5AC employees, volunteers, and unpaid interns as well as conduct of persons with whom First 5 Alameda County contracts to do business, such as independent contractors, when the conduct is directed at, or involves, a F5AC employee, volunteer, or contractor.

Anyone who believes he or she has been discriminated against or harassed in connection with his or her employment, services, or volunteer capacity at First 5 Alameda County, or is aware of such discrimination or harassment, should notify the Chief Executive Officer or the Human Resources Administrator immediately. A prompt and, to the extent possible, discreet investigation will be conducted, and appropriate corrective action will be taken for any conduct

deemed to violate this policy or otherwise to be inappropriate. There will be no retaliation against anyone for complaining of, reporting, or participating in any investigation of a complaint of discrimination or harassment.

Anyone who is found by F5AC to have violated this policy, or whose conduct is found otherwise to be inappropriate, will be subject to appropriate corrective action, up to and including immediate termination of employment.

## **WORKPLACE CONDUCT**

First 5 Alameda County requires of its employees cooperation, efficiency, productivity, and compliance with its policies and procedures, and expects that we treat each other with dignity and respect at all times in the course of work or outside of the work environment.

Some examples of conduct that may result in disciplinary action, up to and including immediate termination, include, but are not limited to:

- Substandard job performance
- Excessive tardiness or unauthorized absenteeism
- Rudeness or discourtesy toward a fellow employee, supervisor, volunteer, supporter, or member of the general public
- Being disrespectful, argumentative, making snarky comments or being uncooperative
- Fighting, roughhousing, bullying, violent or threatening language or gestures, or conduct that is abusive, hostile, or disrespectful (such as slandering or ridiculing others, making false accusations, humiliating others in public, or shunning/ostracizing others)
- Theft of or unauthorized use of F5AC property or the property of another employee
- Disregarding established safety or security procedures, or knowingly creating an unsafe work situation for oneself or any coworker
- Refusing to perform a work-related task when directly instructed to do so by a supervisor or member of management
- Possessing a weapon or firearm on F5AC's property
- Violating F5AC policy prohibiting workplace discrimination, harassment, and retaliation, and violation of any other F5AC policy

## **OPEN DOOR POLICY**

First 5 Alameda County has an open door policy that encourages employee participation in decisions that will affect them and their daily professional responsibilities. Employees who have a difference of opinion, misunderstanding or conflict with another First 5 employee are encouraged to address the situation directly with the employee(s) involved. This policy also encourages employees who have job-related problems or complaints to talk them over with their supervisor or a manager at any level of management who they feel can help them. First 5 Alameda County believes that employee concerns are best addressed through informal and open communication.

To the extent possible, F5AC will maintain confidentiality in addressing and resolving concerns brought to its attention. However, in the course of investigating and resolving concerns, some dissemination of information to others with a need to know may be necessary.

No employee will be retaliated against for raising a concern in good faith.

### **DISCIPLINARY PROCEDURES**

While F5AC may advance to whatever disciplinary step it concludes is appropriate in the circumstances, including immediate termination, any, all, or none of the following disciplinary steps may be invoked:

- Employee Counseling or Oral Warning – The supervisor counsels the employee, generally following a relatively minor offense in an effort to eliminate possible misunderstandings and to identify what constitutes acceptable conduct or performance. Counselings and Oral warnings are documented by the supervisor and placed in the employee’s personnel file. They are signed by the employee to acknowledge receipt of the warning.
- Written Warning – The employee meets with his or her supervisor and is presented with a written notice of corrective action, also referred to as a written warning. A written warning is designed to make sure that the employee is aware of the misconduct or performance problem, including the degree of seriousness and the consequences if the problem is not corrected. Written warnings are to be signed by the employee to acknowledge receipt of the warning and will be placed in the employee’s personnel file.
- Suspension – Employees may be suspended without pay for a period of time for relatively serious offenses at the sole discretion of F5AC.
- Discharge – Termination can result from a single serious offense, or it can be the final step in a process designed to correct offenses or performance deficiencies. It can also occur as the result of conduct inconsistent with F5AC policy.

Other disciplinary steps not described above may or may not be taken, depending on the circumstances. Supervisors are required to consult with the Human Resources Administrator prior to the issuance of any discipline, including discharge, and before taking any step of the progressive discipline process.

The use of any of the above disciplinary procedures in no way alters the fact that employment at First 5 Alameda County is at-will.

### **CONFLICT OF INTEREST**

It is important that employees avoid conflicts of interest to maintain high standards of conduct. A conflict of interest is a situation in which an employee's personal or economic interest does or may interfere with, influence, appear to interfere or influence, or is, in the judgment of F5AC, incompatible with the employee's duties and responsibilities at First 5 Alameda County or with F5AC’s general activities. A conflict may exist even if the conflict or incompatibility has no adverse impact on job performance.

All regular employees are required to sign an Incompatible Activities Statement at the time of hire and periodically during employment as part of F5AC's Ethics Training program. In accordance with California's Political Reform Act, designated employees are also required to complete a Statement of Economic Interests (Form 700) within 30 days of hire, on an annual basis, and within 30 days of terminating employment with First 5 Alameda County. Employees must advise their supervisor and the Ethics Officer/Contracts and Grants Administrator of any outside employment that they have. Any employee needing advice about a potential conflict of interest should consult with the Ethics Officer, Human Resources Administrator or the Chief Executive Officer. If an employee's outside activity is determined to constitute a conflict of interest or incompatible activity, F5AC may make the cessation of the outside activity a condition of continuing employment with First 5 Alameda County.

## **CONFIDENTIALITY**

Careful custody and handling of F5AC files, documents or materials (in hard copy or electronic format) containing confidential information is of critical importance to the well-being and success of First 5 Alameda County and our clients. Each employee is responsible for safeguarding against the theft, loss, unauthorized use or disclosure of this information and for following F5AC's best practice policies and procedures addressing confidentiality including, but not limited to, HIPAA compliance. Further, employees must not, directly or indirectly, disclose any confidential information to any other person except as necessary to perform their job responsibilities. Employees who have access to such information must take whatever steps are necessary to assure that F5AC confidential information is handled, stored, transmitted or destroyed in a manner which will protect against loss or misuse, as outlined in First 5's Confidentiality Procedures Manual.

Confidential matters include, but are not limited to:

- Employee or client names, addresses, telephone numbers, social security numbers, and medical/health information
- Information contained in employee personnel or benefits files, including but not limited to items such as records of disciplinary actions, performance evaluations, benefits application forms, beneficiary information, etc.
- Anything marked "Confidential" or "Personal", such as incoming mail, internal documents marked with these terms, etc.

Such private and confidential information should be given only those persons in First 5 Alameda County who have both the need and authority to know about the information in order to properly perform their jobs.

Further, data contained in First 5 web-based applications (ECChange, ECC Online and Pathways Referral System) are also subject to HIPAA compliance and Agency Confidentiality best practices policies as outlined in First 5's Confidentiality Procedures Manual and applications trainings.

Employees are expected to maintain F5AC confidential information as confidential even after separation from F5AC. Employees will, at F5AC's request at any time and/or upon termination of employment, return to F5AC all documents, papers, computer files or storage devices, web

application passwords, or any other material in their possession that may contain or be derived from F5AC confidential information.

Requests for documents or information from outside persons or entities including those that may be governed by the Public Records Act, must be referred immediately to the Chief Executive Officer or the Ethics Officer/Contracts and Grants Administrator.

## **PART TWELVE: ENDING EMPLOYMENT**

### **VOLUNTARY TERMINATION OF EMPLOYMENT**

All employees are asked to give a minimum of two (2) weeks' written notice of resignation. If F5AC asks an employee who has voluntarily resigned to leave our employ before the end of the notice period (for example, if a replacement is to begin immediately), the employee will be paid for the entire notice period, up to a maximum of two weeks.

### **PAYROLL AND THE RETURN OF FIRST 5 PROPERTY**

All employees separating from First 5 Alameda County will receive their final paycheck at the next regularly scheduled payroll date. Employees are required to turn over all keys, building access fobs, HFSA benefit cards, and other F5AC property or equipment to the Human Resources Administrator or Office Manager before leaving on their last day of work.

### **REDUCTION IN WORKFORCE**

In the event First 5 Alameda County determines that it is necessary to implement a reduction in its workforce, the methods below may be used to accomplish this. First 5 Alameda County reserves the right to determine when and whether it is necessary to implement a reduction in force (RIF), which employees would be affected by the reduction in force, and the method for implementing the reduction in force. Generally, First 5 Alameda County shall give primary consideration to the needs and circumstances of the program and F5AC. The following terms and conditions are guidelines which First 5 anticipates it will apply in the event of a reduction in force. Since First 5 Alameda County cannot foresee the future circumstances and funding of the program and F5AC, it reserves the right to change the below terms and conditions at any time, at its sole discretion.

- To reduce the potential need for a RIF, employees may be hired for temporary positions, with the duration of the position dependent on the availability of funding. Employees hired for temporary positions are not eligible for severance pay under this policy, but may be eligible to receive outplacement services.
- First 5 Alameda County may reduce positions through attrition rather than lay-off, as long as a workforce can be maintained that supports the program needs at the time.
- First 5 Alameda County may require all or a portion of employees to go on furlough (ie, work fewer hours per week or take a specified period of time off work without pay). During the period of furlough, First 5 Alameda County will attempt to maintain affected employees' health and dental insurance benefits at the same level as they were prior to the furlough for a period not to exceed eighteen (18) months.



- First 5 Alameda County may reduce a position(s) from full-time to part-time dependent on program needs and availability of funding. If First 5 Alameda County reduces a position to part-time, First 5 Alameda County will attempt to maintain the affected employee's health and dental benefits at the same level as they were immediately prior to the reduction for a period not to exceed eighteen (18) months, and subject to any future changes in the F5AC's benefit package. Employees who voluntarily request a part-time schedule are not eligible for this benefit.
- First 5 Alameda County may eliminate positions, resulting in a separation of certain employees. First 5 Alameda County shall determine if the reduction in force will occur on an agency-wide basis or in one or more programs, departments, and/or classifications. If this option is utilized, continued employment with First 5 Alameda County for employees affected by the RIF will be based on the following factors:
  - ♦ Availability of open vacant positions within First 5 Alameda County
  - ♦ Transferability of skills to other positions within First 5 Alameda County
  - ♦ Demonstrated strong current and past performance

Evaluation of these factors shall be within the sole discretion of First 5 Alameda County. If these factors are equal between two or more employees of the same classification in the same program, then length of service will be the deciding factor for continued employment.

### **Length of Service**

An employee's length of service is measured from the original date of employment with First 5 Alameda County (including time as a County employee, Tri-Net employee, Diversified employee, or First 5 Alameda County employee) as long as there has not been a break in service greater than 30 days (but not including leave protected by law).

### **Notice**

Employees selected for reduction in workforce through elimination of position will be given at least 10 business days' notice.

### **Severance Pay**

In the event that positions are eliminated due to the need to reduce the First 5 Alameda County workforce, First 5 Alameda County may authorize severance pay for laid off employees in the amount of two weeks of regular base salary or pay (i.e., the employee's regular base salary or regular straight-time hourly wages for the time period), but not irregular pay (such as accrued vacation leave paid out during the time period), less applicable tax and other withholdings, for every year of continuous full-time service (according to the above length of service definition), not to exceed eighteen (18) weeks of pay. If severance pay is authorized, it will be paid in one lump sum, and, according to ACERA, is not pensionable.

In order to receive severance pay, employees will first be required to sign a waiver releasing First 5 Alameda County from any and all liability arising out of their employment and separation from employment. Refusal to sign the waiver timely and/or lawful revocation of the waiver will render an employee ineligible to receive severance pay.

In addition to severance pay as described above, First 5 Alameda County may also make a payment equivalent to \$500 per year of service (as defined above) up to but not to exceed \$3000.00 to assist the employee in maintaining his/her health insurance. This payment, if authorized by F5AC, shall be made in one lump sum, and will be issued at the same time and under the same conditions as severance pay. That is, to receive the payment described in this paragraph, employees will first be required to sign a waiver releasing First 5 Alameda County from any and all liability arising out of their employment and separation from employment. Refusal to sign the waiver timely and/or lawful revocation of the waiver will render an employee ineligible to receive the supplemental health insurance payment.

In the event that an employee who was previously laid off and received severance pay is rehired and then subsequently laid off, that employee is eligible for severance only up to the maximum eighteen (18) weeks of pay when all severance payments are combined.

### **Outplacement Services**

Employees whose positions are being eliminated in a RIF, or who were hired for temporary positions may be eligible for First 5 Alameda County outplacement services. These services are designed with the goal of placing First 5 Alameda County staff affected by a RIF in positions within Alameda County where they can continue to use their skills and expertise on behalf of children age 0-5. Outplacement services to assist employees with their employment search may be available to eligible individuals reduced in force from First 5 Alameda County for a period not to exceed three months following the date of separation. First 5 Alameda County makes no guarantee that utilizing its outplacement services will result in an offer of employment.

First 5 Alameda County reserves the discretionary right to interpret, administer, and terminate or alter this policy at any time upon approval by the First 5 Alameda County Commission.

### **EXIT INTERVIEWS**

The Chief Executive Officer or the Human Resources Administrator will conduct an exit interview with each employee who voluntarily terminates employment with First 5 Alameda County prior to the last day of work. These conversations enable the Agency to gather important information about personnel policies and procedures, and the work environment, that may be of benefit to many other employees. Although exit interviews are not mandatory, employees are encouraged to participate in them and to speak frankly about their employment experience with First 5 Alameda County.



## ACKNOWLEDGEMENT OF RECEIPT

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### RECEIPT OF MANUAL

I hereby acknowledge that I have received a copy of the First 5 Alameda County (“F5AC”) Employee Policies and Procedures Handbook and understand that the Handbook contains important information on the general personnel policies of First 5 Alameda County and on my privileges and obligations as an employee. I acknowledge that I am expected to read, understand, and adhere to First 5 Alameda County’s policies, and I understand I am governed by the contents of this Handbook. I further understand that F5AC may change, rescind, or add to any policies, benefits, or practices described in the Handbook, other than the concept of at-will employment. By my signature below, I also acknowledge and understand that employment at First 5 Alameda County is at-will employment. That is, either I or F5AC may terminate my employment at any time, for any reason or no reason, with or without cause, and without advance notice.

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Employee’s Name (Printed)

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Employee’s Signature

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Date

## CHANGE LOG

Item	Date
Original adoption of Personnel policies adopted by Commission	5/21/2004
Addition of fingerprinting under “Work Eligibility” – approved by Commission	5/26/2005
Medical and Dental Insurance sections rewritten to reflect current benefit structure – approved by Commission	5/26/2005
Addition of “Tools and Technology” section – approved by Commission	5/26/2005
“Floating Personal Days” and “Personal Use Time” merged under “Paid Time Off (PTO)” – approved by Commission	5/26/2005
“Unpaid Time Off and Leaves of Absence” section reformatted to include matrix of leaves – approved by Commission	5/26/2005
Addition of “Bilingual Pay” section – approved by Commission	5/26/2005
Addition of Catastrophic Leave Bank – approved by Commission	9/29/2005
Year End Manual Clean-up – reviewed by Executive Committee	6/19/2006
Year End Manual Clean-up – reviewed by Executive Committee	5/22/2008
Change in Full Time Status definition	5/22/2008
Addition of Professional Development section	5/22/2008
Addition of Payment in Lieu section	5/22/2008
Addition of Long Term Disability section	5/22/2008
Addition of Children in the Workplace section	5/22/2008
Addition of Telecommuting section	5/22/2008
Addition of References section	5/22/2008
Deleted Position Description section	5/22/2008
Formatting	2/25/2009
Year End Manual Clean-up – reviewed by Executive Committee	6/25/2009
Addition of Paid Family Leave section	6/25/2009
Addition of Breastfeeding-Friendly Workplace section	6/25/2009
Addition of Reduction in Workforce section – approved by Commission 12/11/08, with addition of severance pay cap 3/26/09	6/25/2009
Year End Manual Clean-up – reviewed by Executive Committee	6/24/2010
Addition of modifications to sick leave policy - approved by Commission on 12/10/09	6/24/2010
Deleted Tools and Technology benefit – approved by Commission on 12/10/09	6/24/2010
Addition of Personal Leave of Absence	6/24/2010
Year End Manual Clean-up – Reviewed by Executive Committee	12/8/2011
Addition of Child Abuse Reporting and Confidentiality policies	12/8/2011
Deletion of Lent to Other Government or Educational Institution Leave	12/8/2011
Addition of Temporary Military Duty Leave	12/8/2011
Deleted ACERA offset benefit – approved by Commission on 12/13/12	12/13/2012
Year End Manual Clean-up – Reviewed by Executive Committee	5/23/2013
Revisions to Unpaid Leave section, including deletion of the Matrix	5/23/2013

format, addition of Reasonable Accommodation Leave, and deletion of Educational, Temporary Military Duty and Military Leaves	
Separation of Pay Periods into Pay Periods and Work Schedules	5/23/2013
Addition of Social Media	5/23/2013
Addition of Media Relations	5/23/2013
Year End Handbook Clean-up – Reviewed by Executive Committee	6/26/2014
Consolidation of Medical and Dental Insurance sections, deletion of Wage Garnishments and Appeal of Serious Discipline sections	6/26/2014
Year End Handbook Clean-up – Reviewed by Executive Committee, including modifications to Sick Time to reflect provisions in the Healthy Workplace Healthy Family Act, and to Health and Dental Insurance to reflect provisions in the Affordable Care Act	6/18/2015
Year End Handbook Clean-up – Approved by Commission on 6/16/16	6/16/2016
Title change from “Employee Policies and Procedures Handbook” to “Employee Handbook”	6/16/2016
Addition of “Paid Time Off” usage during Introductory Period	6/16/2016
Addition of \$500 per Fiscal Year for Professional Development, to Be Reimbursed After Completion of Course(s) – Any Unused Funds Will Not Carryover	7/20/2016
Addition to Eligibility of Dependent Children of Temporary Employees	6/16/2016
Addition of Employer Share of Health and Dental Premiums for Temporary Employees and Their Eligible Dependents	6/16/2016
Addition of Definition for Eligible Dependents	6/16/2016
Addition of Vacation Time off Requests	6/16/2016
Addition to “Workplace Conduct” Section	6/16/2016
Addition to Leaves of Absence – Paid Leave	08/18/2016
Addition to Work Hours and pay – Flex schedule	08/18/2016
Edit language to Leaves of Absence – Paid Leave	06/15/2017
Week of Christmas Off - Approved by Commission on 12/14/17	12/14/17
3% Cola Eff. 01/26/18 - Approved by Commission on 12/14/17	12/14/17
In Lieu update from \$125 per month to \$137.50 per month	12/14/17



**To:** First 5 Alameda County Commission  
**From:** Kristin Spanos, Chief Executive Officer  
**Date:** June 21, 2018  
**Subject:** FY 2018-19 Strategic Plan – Second Reading

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**ACTION REQUESTED**

Review the final reading of the FY 2018-19 Strategic Plan.

**BACKGROUND**

The FY 2017-21 First 5 Alameda County Strategic Plan must have an annual review by the Commission prior to the release of state funds for FY 2018-19. Changes are identified in red font in the attached draft and listed below. Please note one additional change on page 23 since the first reading:

- Page 23, Early Identification:
  - change % of providers with increased ability to talk about child development concerns with families\* to “% of providers with increased ability to support families with their child development concerns\*”
- Page 29, Training:
  - change strategy name and description from “Training” to “Training & Capacity Building” to develop trainings, offer technical assistance, and build capacity around content and process that complements F5AC priorities
  - add Performance Measure: “% of internal First 5 staff using tools from Results Based Accountability\*”
  - add Performance Measure: “% of staff and partners who rate internal service delivery as high”
- Page 30, Communications: add Performance Measure: “% of staff and partners who rate internal service delivery as high”

**FISCAL IMPACT**

The goal, as per the long range plan, is to keep the program funding level relatively constant for the entire four years of the plan.

**RECOMMENDATION**

That the Commission review and approved the proposed edits to the Strategic Plan.

Submitted by:

Reviewed by:

---

Lisa Forti  
Planning and Capacity Building  
Senior Administrator

---

Kristin Spanos  
Chief Executive Officer



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Submitted by:

Reviewed by:

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Lisa Forti  
Planning and Capacity Building  
Senior Administrator

---

Kristin Spanos  
Chief Executive Officer



# STRATEGIC PLAN 2017-2021



## ACKNOWLEDGMENTS

### **First 5 Alameda County would like to thank:**

Parents and families for sharing their experiences, strengths, and struggles to inform our work.

Partners for providing valuable insight and recommendations.

Staff for contributing countless hours and energy to thoughtful dialogue and decision-making.

F5AC Commissioners for their guidance and support.

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## Executive Summary



As we look to the future of First 5 Alameda County (F5AC), we are faced with both the challenge of declining tobacco revenue and the opportunity of increasing awareness and support around early childhood. Since 2000, Proposition 10 (Prop 10) allocations for Alameda County have declined by approximately 40 percent. This plan outlines how we will use the limited resources with which we've been entrusted in the most effective and impactful way to contribute to the early childhood movement in Alameda County and beyond. This means a shift away from direct service provision to a stronger embrace of our role as a catalyst, collaborator, capacity builder and policy advocate.

In recent decades there have been significant advances in understanding the critical role of the early childhood system of care as a preventive/early intervention strategy for supporting health outcomes, prevention of child abuse and neglect, and school readiness. As a result, early childhood best practices addressing those issues have been established. However, there is growing acknowledgement that if we are to have lasting impact on children and families, we need to support families around workforce, financial resources, housing stability, and ensure their basic needs are met. Consistent with these findings, we are expanding our work to focus on eliminating the persistent inequities and disparities in our communities, particularly those impacted by poverty, which undeniably keeps children from reaching their optimal health and wellbeing.

Currently, F5AC funds and staffs direct service programming. While we will continue to seek opportunities for external funding to help sustain our direct service efforts, the fiscal realities of Prop 10 necessitate strategic decisions to ensure the optimal impact of our work despite declining resources.

Moving forward we will work hand in hand with F5AC commissioners and partners to assure that the services and supports established over the last 15 years will be sustained. Most importantly, making sure families have what they need to help their children succeed and live in healthy communities. The continued evolution of this work may require new ways of thinking, new resources, and better support for and recognition of the existing strengths and social capital in our neighborhoods.

Limited Prop 10 dollars means that F5AC needs to distinguish our accountability to the children and families we directly touch through our programs (agency level results) from those investments that reach the entire 0-5 population and their families (population level results). F5AC adopted the Results Based Accountability (RBA) framework that provides scaffolding for implementation, monitoring, and continuous improvement. After an extensive ten month planning period that engaged staff, partners, F5AC commissioners and parents, we developed the following population and agency level indicators that will enable us to track our impact.

## POPULATION-LEVEL RESULTS & INDICATORS: THE COUNTY-WIDE MEASURES TO WHICH F5AC, AND MANY OTHER PARTNERS, CONTRIBUTE.

- **Children are ready for kindergarten, and can later achieve success in the third grade**
  - + Baseline INDICATOR: In 2015, 44 percent of children at 47 schools across Alameda County were fully ready for kindergarten.
- **Children are free from abuse and neglect**
  - + Baseline INDICATOR: In 2015, the incidence of substantiated allegations of abuse and neglect per 1000 children 0-5 in Alameda County is 3.8; the incidence of allegations is 29.4.

## AGENCY-LEVEL RESULTS: THE GOALS THAT GUIDE OUR WORK.

1. F5AC programs and investments support and strengthen parents/primary caregivers, families, and neighborhoods to create environments and relationships where children thrive.
2. F5AC programs and investments increase access and opportunity, particularly for children living in poverty, to quality early experiences that prepare children for school and help them reach their optimal developmental outcomes.
3. F5AC programs, investments, and policy advocacy support a system of care that is coordinated, accessible, and responsive, delivered by knowledgeable and caring providers.

## AGENCY-LEVEL HEADLINE MEASURES: THE MEASURES BY WHICH WE WILL HOLD OURSELVES ACCOUNTABLE TO OUR VISION, MISSION, AND RESULTS.

1. % of families touched by F5AC programs and investments who have what they need to support their child's growth and wellbeing
2. % of children touched by F5AC programs and investments ready for kindergarten
3. % of children with concerns touched by F5AC programs and investments who have developmental improvements
4. % of providers touched by F5AC programs and investments that increase capacity to deliver best or promising practices
5. # of local policy and administrative changes made to support early childhood via F5AC programs and investments

We selected the following strategies to act as levers to achieve our agency results.

### PROGRAMS AND INVESTMENTS

- Parent Engagement and Support
- Early Identification
- Quality Early Childhood Education
- Fatherhood
- Neighborhoods Ready for School
- Innovation

### CAPACITY BUILDING & SUSTAINABILITY

- Policy and Evaluation
- Training
- Communications
- Administration, Information and Technology

This represents an annual Prop 10 investment of approximately \$14.8 million. In order to operationalize the strategic plan, F5AC will develop an implementation plan with timelines, responsibilities and internal deliverables.

## The Future of First 5 Alameda County

### ELEVATING STRATEGIC PARTNERSHIPS TO SUPPORT FAMILY WELLBEING AND TO ADDRESS POVERTY AND INEQUITIES



First 5 Alameda County (F5AC) is an innovative public entity created by the passage of Proposition 10 (Prop 10) in 1998, which added fifty cents per pack of cigarettes to help fund early childhood education and development related services for children ages birth to five. Over the last 15 years, F5AC has evolved from a start-up to a major early childhood voice in state and local policy, as well as a funder and provider of services. F5AC assets include deeply knowledgeable staff, flexible funding, a broad cross discipline perspective that supports systems integration, and strong relationships with our community partners. As a result, we have developed, administered and evaluated multiple initiatives and programs to enhance the early childhood system of care.

#### OUR VISION

Every child in Alameda County will have optimal health, development and wellbeing to reach his or her greatest potential.

As we look to the future of F5AC, we are faced with both the challenge of declining tobacco revenue and the opportunity of increasing awareness and support around early childhood. Since 2000, Prop 10 allocations for Alameda County have declined by approximately 40 percent. This plan outlines how we will use the limited resources with which we've

been entrusted in the most effective and impactful way to contribute to the early childhood movement in Alameda County and beyond. This means a shift away from direct service provision to a stronger embrace of our roles as a catalyst, collaborator, capacity builder and policy advocate. We will also broaden our focus to address issues such as poverty and equity that directly impact child and family outcomes.

Currently, F5AC funds and staffs direct service programming. While we will continue to seek opportunities for external funding to help sustain our direct service efforts, the fiscal realities of Prop 10 necessitate strategic decisions to ensure the optimal impact of our work despite declining resources. Our options include:

- **Leveraging our investments with key partners**
- **Working on state and local policy changes to sustain critical services**
- **Transitioning F5AC internal programs to the community and partners**
- **Discontinuing some programs**

#### OUR MISSION

In partnership with the community, we support a county-wide continuous prevention and early intervention system that promotes optimal health and development, narrows disparities and improves the lives of children 0 to 5 and their families.



In recent decades there have been significant advances in understanding the critical role of the early childhood system of care as a preventive/early intervention strategy for supporting health outcomes, prevention of child abuse and neglect, and school readiness. As a result, early childhood best practices addressing those issues have been established. However, there is growing acknowledgement that if we are to have a lasting impact on children and families, we need to support families around workforce, financial resources, housing stability, and ensure their basic needs are met. Consistent with these findings, we are expanding our work to focus on eliminating the persistent inequities and disparities in our communities, particularly those impacted by poverty, which undeniably keeps children from reaching their optimal health and wellbeing.

**EQUITY STATEMENT**

Equity is just and fair inclusion into a community and society in which all, including all racial and ethnic groups, can participate, prosper, and reach their full potential. **Equity** means giving everyone what they need to be successful; in contrast, **equality** means treating everyone the same. Equity gives all children 0-5, families and communities the best opportunities in life despite historic patterns of racial and economic exclusion. In public policy, equity is operationalized by focusing programs and investments on the people and places that face the greatest barriers.

First 5 Alameda County is committed to promoting and operationalizing public policy that seeks to achieve equity. Specifically, F5AC intends to take an active role in the movement to eradicate poverty as a means to achieving our mandate that all children in Alameda County are born healthy and reach their full potential. This requires the strategic and creative use of our investments, programs, partnerships, engagement with parents and communities, and advocacy for policy and systems change.





**F5AC WILL ADVANCE OUR ROLE AS A CATALYST, COLLABORATOR, CAPACITY BUILDER AND POLICY ADVOCATE BY:**

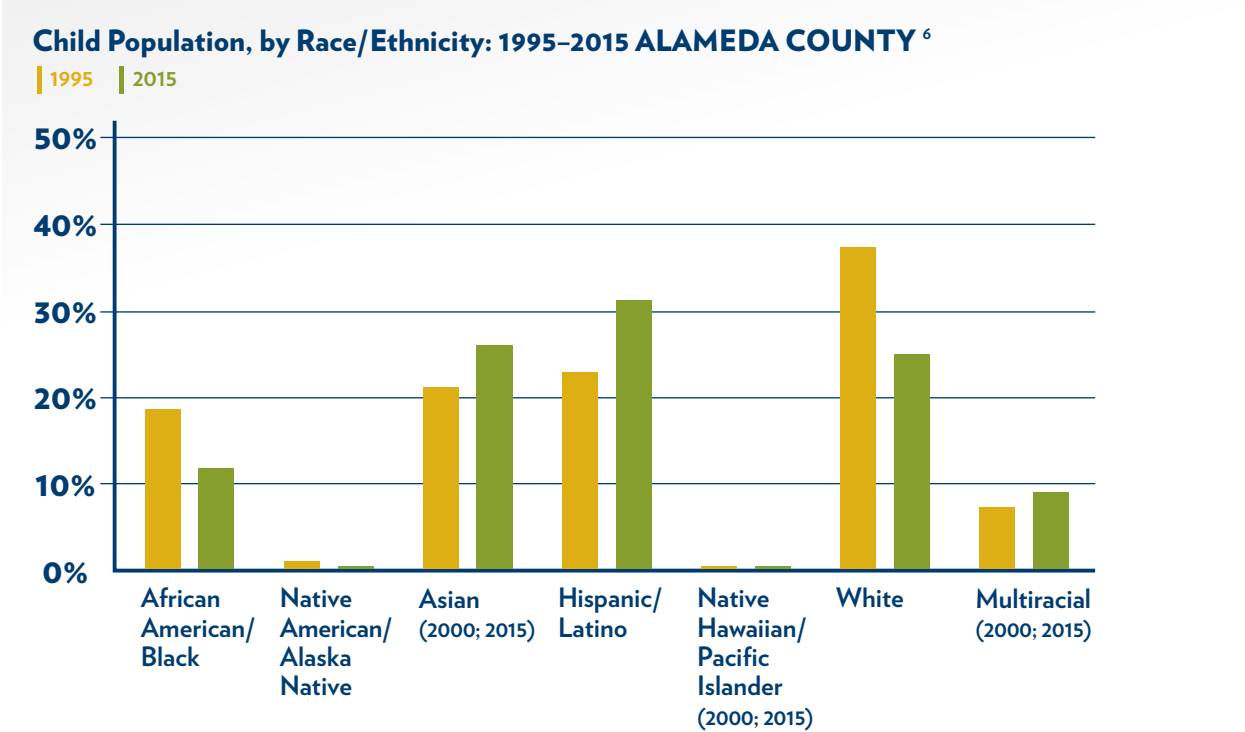
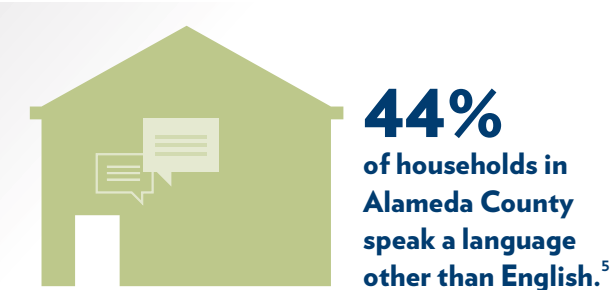
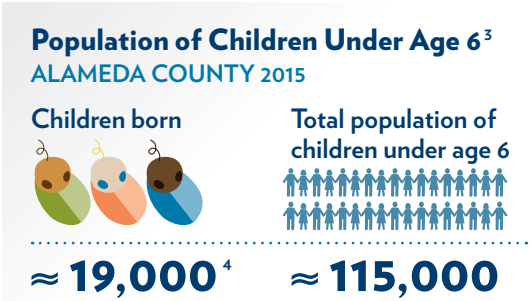
- ① Leading and participating in key initiatives in Alameda County and the state by serving as an intermediary and convener for local funders and stakeholders around early childhood policy, fund development and systems change.
- ② Supporting an integrated early childhood system of care that contributes to school readiness including family support, promotion of child development and early identification, and quality early care and education.
- ③ Supporting the sustainability of programs by seeking “matching funds” from county and community agencies to continue effective services F5AC has supported over the past 15 years. We will work with our partners to seek additional funding and/or realign existing funding to support programming and policy efforts.
- ④ Targeting our work by developing partnerships with neighborhoods and providing a variety of early childhood and two generation family supports. This may include cultivating parent leaders who will explore new ways to make their neighborhoods, both the built environment and services, child friendly.
- ⑤ Advocating for legislation and policy changes at the national, state and local level that lead to additional funding for the early childhood system of care and allows programs to go to scale. This could include advancing efforts for a local tax that supports early childhood efforts, developing a Pay for Success model, or other creative financing approaches that are long term and sustainable.
- ⑥ Infusing early childhood and family practices into those agencies and organizations beyond the early childhood field. This includes: faith based organizations, private business, criminal justice system, housing, city services and planning, school districts, workforce programs, and parks.
- ⑦ Investing in, piloting, and evaluating innovative approaches for supporting families that will advance the field as funding allows.
- ⑧ Working with partners to leverage all of the disparate data collection efforts, to support community wide benchmarks, common data collection, GIS mapping, policy and programmatic analyses, and to engage in collaborative evaluations to monitor short and long-term impact across the county and to identify gaps for future policy work.

Moving forward we will work hand in hand with F5AC commissioners and partners to assure that the services and supports established over the last 15 years will be sustained. Most importantly, making sure families have what they need to help their children succeed and live in healthy communities. The continued evolution of this work may require new ways of thinking, new resources, and better support for and recognition of the existing strengths and social capital in our neighborhoods.

# Working Together to Meet the County's Needs

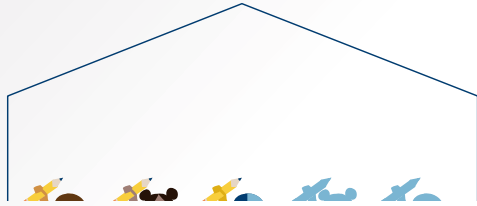
As we present our 2017-2021 strategic plan, we recognize that although First 5 Alameda County's (F5AC) investments and resources are substantial, they are not adequate to meet the needs of our County's families and children. For example, one in seven children in Alameda County lives below the federal poverty line (24,300 for a family of 4), and for children of color that number is even greater<sup>1</sup>; it is estimated that less than half of children enter kindergarten ready<sup>2</sup>. To better support children's development, we seek to strengthen existing partnerships in the early childhood field, and forge new ones with public, private and non-profit sector entities, including those who may not see early childhood as a core part of their mission. Working together, we can build and sustain healthy, prosperous families and communities where all children can thrive.

## THE COUNTY'S CHILDREN



CHILD OUTCOMES

**44%** of Alameda County Children are **READY for KINDERGARTEN** in 2015 <sup>7</sup>



**25%**

of African American and Latino boys



**34%**

of Latina girls

**The Opportunity Gap for Children of Color <sup>8</sup>**

Our systems are largely failing children of color, so that by the time they reach kindergarten, only 25% of African American and Latino boys and 34% of Latina girls are assessed ready for school. Countywide, only 44% of all children are ready. F5AC is committed to working with partners to close the opportunity gap by preparing systems to better serve children of color, investing in them, their families, and their neighborhoods.

In 2015 the incidence of abuse and neglect of children 0-5 in Alameda County. <sup>9</sup>

SUBSTANTIATED ALLEGATIONS:  
**3.8 PER 1000 CHILDREN**

ALLEGATIONS:  
**29.4 PER 1000 CHILDREN**

FINANCIAL REALITIES OF FAMILIES

In 2014 the US Census 5 year estimate finds that

**≈18,000** CHILDREN UNDER 6 YEARS OF AGE IN ALAMEDA COUNTY LIVE BELOW THE FEDERAL POVERTY LEVEL. <sup>10</sup>

**≈16% (1 in 7)** OF ALL CHILDREN UNDER THE AGE OF 6.

**The Gaps**

2014 CA-ALAMEDA COUNTY SELF-SUFFICIENCY STANDARD:<sup>11</sup>  
The amount of income families need to meet basic needs

**\$81,726** 2 ADULTS AND 2 PRESCHOOLERS

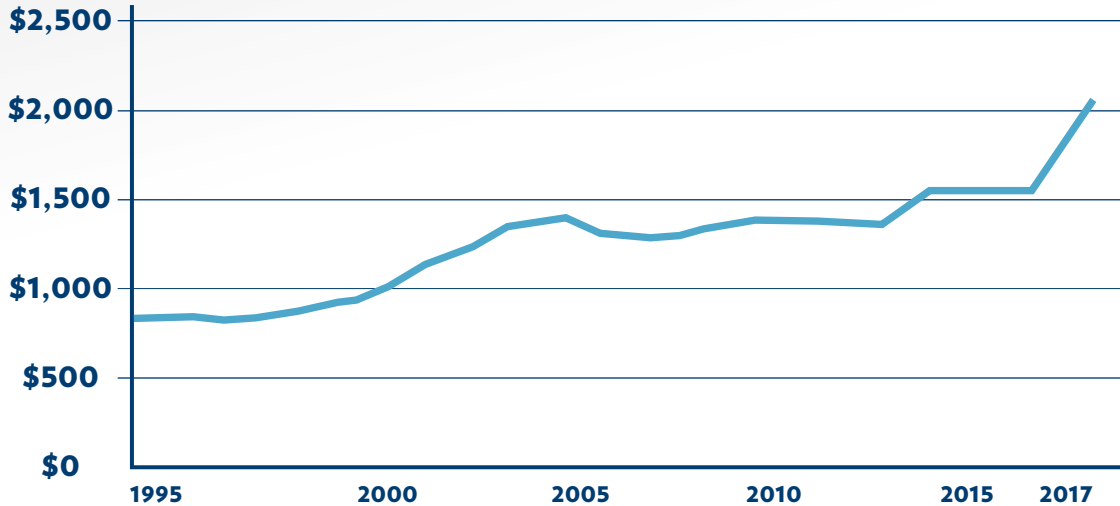


**\$24,300**<sup>12</sup> 2016 FEDERAL POVERTY LEVEL FOR A FAMILY OF 4

**\$41,600**<sup>13</sup> 2 FULL TIME WORKERS AT 2016 CA MINIMUM WAGE

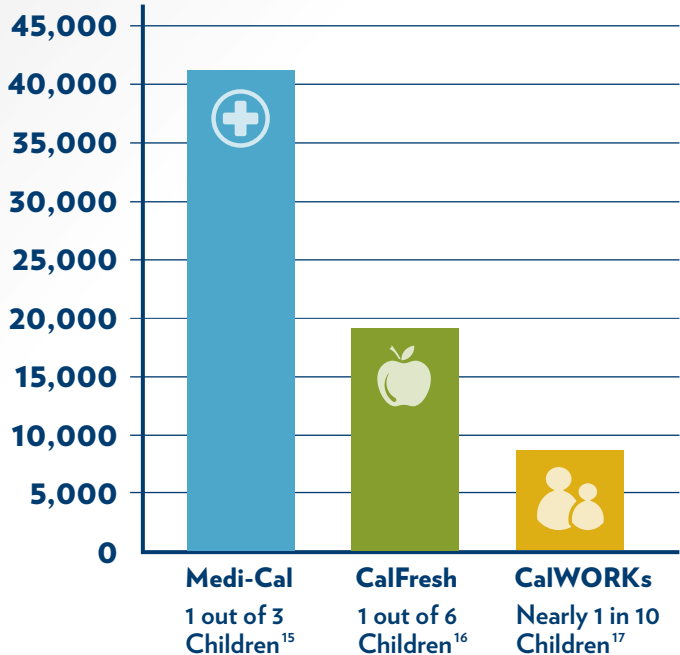
FINANCIAL REALITIES OF FAMILIES CONTINUED

Fair Market Rent for 2-Bedroom in Alameda County<sup>14</sup>

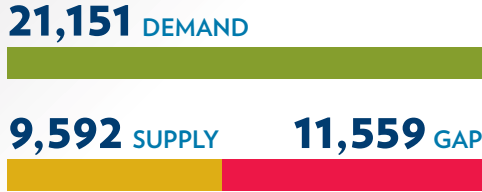


Public Benefits Enrollment

NUMBER OF CHILDREN 0-6 RECEIVING BENEFITS IN ALAMEDA COUNTY JULY 2016  
115,012 total



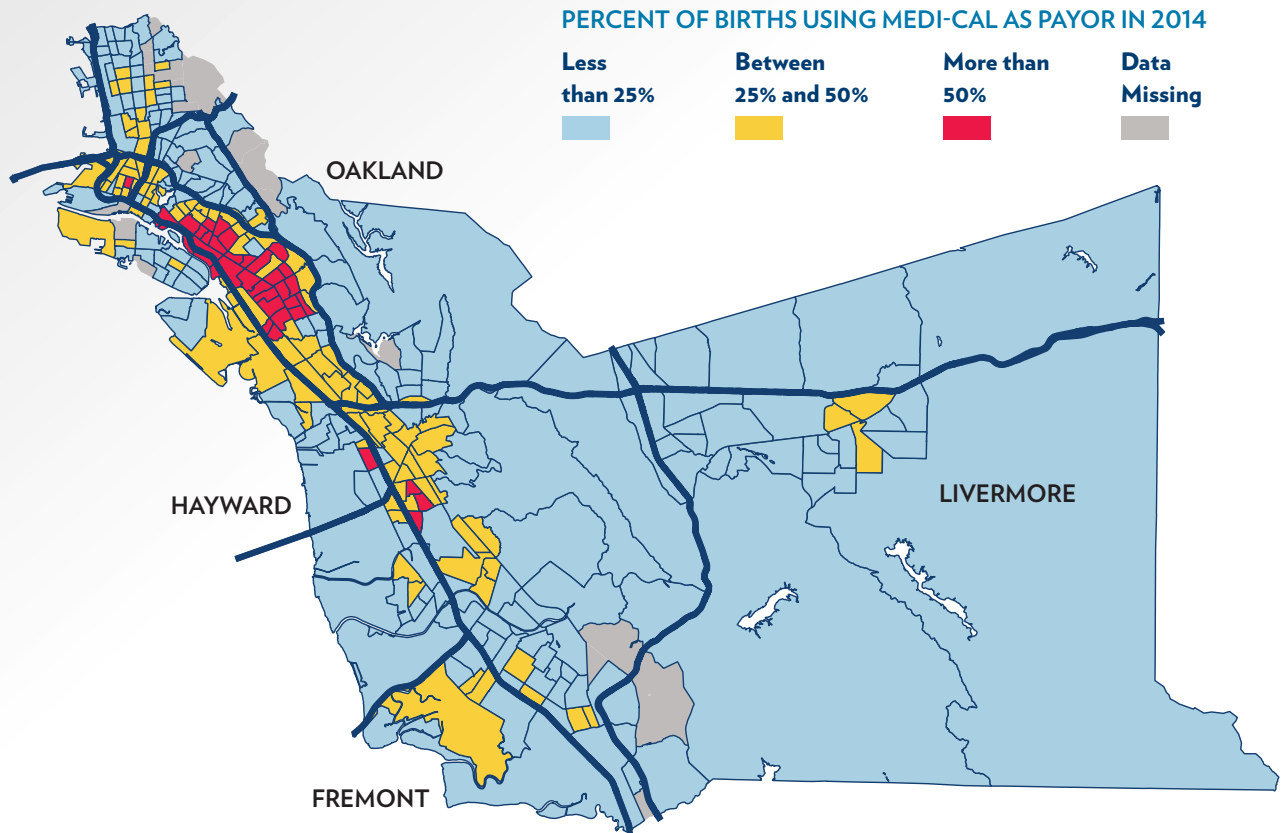
Number of Children 0-4 Eligible for Subsidized Childcare<sup>18</sup>



COUNTY BIRTHS<sup>19</sup>

Children Born Into Families With Low Incomes

ALAMEDA COUNTY 2014



<b>Total Births in 2014</b>	<b>19,600</b>	
Births that use Medi-Cal as payor	<b>5,070</b>	<b>26%</b>
Babies born with low birth weights	<b>1,668</b>	<b>9%</b>
Babies born to teen-aged mothers	<b>569</b>	<b>3%</b>
Average age of mother	<b>31 years old</b>	

Over the Last Five Years:

- 52% decline in births to teen-aged mothers
- 20% decline in births to mothers younger than 30
- 11% increase in births to mothers older than 30

RACE/ETHNICITY OF MOTHERS WHO GAVE BIRTH IN 2014

ALAMEDA COUNTY 2014

MOTHER'S RACE OR ETHNICITY	PERCENT OF ALL BIRTHS	PERCENT OF MOTHERS BY RACE OR ETHNICITY WHO HAVE LOW BIRTH WEIGHT BABIES
African-American	10%	11%
American Indian and Alaska Native	0%	4%
Asian/Pacific Islander	33%	8%
Hispanic/Latino	33%	7%
White	24%	4%
Withheld	1%	5%

NOTE: Race and ethnicity does not identify where mother reports multiple races. Hispanic/Latina ethnicity is considered a race for purpose of this table.

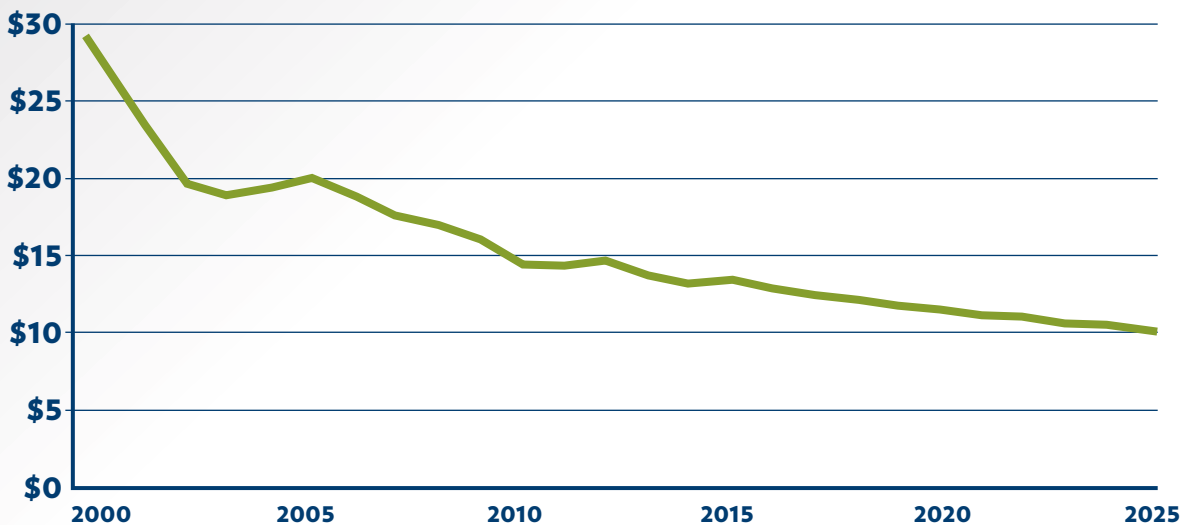
## Sustainability Plan

The sustainability of systems and supports provided through First 5 Alameda County (F5AC) investments for the wellbeing of children and families in Alameda County is a priority. Future annual allocations are expected to continue to decline at an annual rate of three percent. To date, the F5AC commission has managed declining fiscal resources through the establishment and use of a sustainability fund, leveraging of federal and state dollars, and foundation funding. A financial chart, included below, illustrates the Prop 10 fiscal landscape since 2000 and projections for the next 10 years. In this strategic plan, F5AC is starting with an annual Prop 10 allocation of \$12.1 million, which is expected to decline to \$10 million by 2025.

Given our fiscal reality, in this strategic plan we reduced funding for some direct services operated and funded by F5AC. The reduced revenue forecast also gave us an opportunity to assess investment approaches and impact given our resource constraints. As a result we are choosing to enhance our policy and system change capacity, while also evolving our approach to family and child programming in an effort to more effectively address the complex needs of children and families living in poverty. Keeping with our vision, the latter will allow us to further invest in a broad range of parent engagement and support strategies led by parents and community members. In that spirit, we are building investments in new areas (e.g. Neighborhoods Ready for School, Policy and Evaluation, Parent Engagement/Parent Support).

F5AC will continue to work with other county leaders and partners to proactively pursue new opportunities to obtain or leverage resources that support the early childhood system in Alameda County. These resources may fund F5AC or other partners, which would help institutionalize early childhood programs among community agencies.

**First 5 Alameda County Prop 10 Tobacco Tax Revenue (Millions) – History and Projections**



## Planning Process

This strategic plan is a blueprint that First 5 Alameda County (F5AC) will use to develop a detailed implementation plan. The planning process was completed using Results Based Accountability (RBA). RBA is a widely accepted and practiced method to plan and measure the effectiveness and impact of programs, service systems, and population-level interventions. RBA is simple, concrete, and creates a common language so that everyone can contribute. RBA is powerful because it starts with the “ends”, the result or goal we wish to achieve, and works backwards towards the “means”.

### THE PLAN WAS DEVELOPED THROUGH A COMPREHENSIVE 10 MONTH PARTICIPATORY PROCESS THAT ENGAGED:

- **Community partners and stakeholders**
  - + F5AC sent a survey to over 2,200 community partners, and received over 400 responses.
  - + F5AC conducted over 20 in-depth interviews with policy leaders to identify needs in the community
- **F5AC Commissioners**
- **F5AC staff, supervisors, managers and leadership**
- **Parents**
  - + Three parent focus groups were conducted:
    - Help Me Grow Parent Advisory Committee members
    - Alameda County Early Childhood Policy Committee parent leaders
    - Fathers Corps providers/fathers

#### TOP THEMES ACROSS STAKEHOLDER INPUT<sup>20</sup>

- Access to childcare/ cost of quality childcare
- Lack of affordable housing/ high cost of living /financial stress
- Access to more peer support, leadership and engagement opportunities
- Access to resources about early childhood development and school readiness

For a full summary of stakeholder feedback, see [www.first5alameda.org](http://www.first5alameda.org)

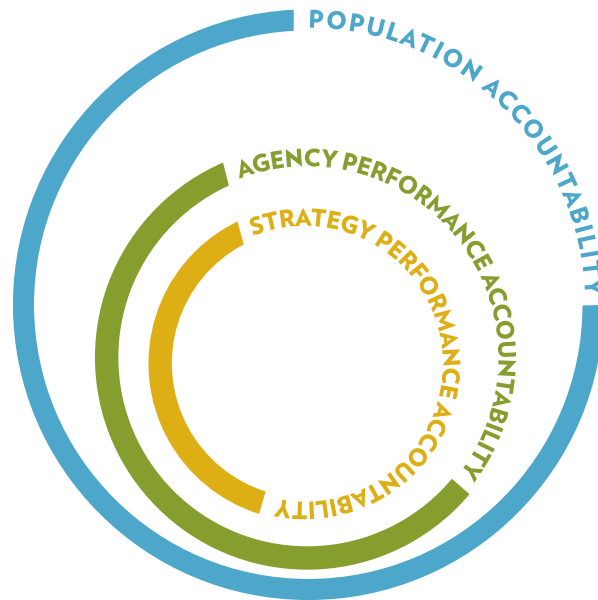
We also leveraged the research and data of public systems partners and elected officials, and incorporated learning from F5AC’s own evaluations and data. A data development and measurement plan will monitor the performance of F5AC investments to ensure accountability and achievement of goals.

## Measuring Success

First 5 Alameda County (F5AC) has a responsibility to all children 0-5 and their families in Alameda County. Many of our efforts are universal, such as improving the systems that serve children and families, something done with collaborative partners. With limited Prop 10 dollars, we need to distinguish our accountability to the children and families we directly touch through our programs and investments from that of the entire county's early childhood population. Results Based Accountability helps us to see how F5AC programs and funded partners all contribute to the population-level goals:

### RESULTS BASED ACCOUNTABILITY

helps us separate **POPULATION ACCOUNTABILITY**, the wellbeing of whole populations, from Performance Accountability, the wellbeing of client populations for programs, agencies, and service systems. At F5AC, we distinguished **AGENCY** performance accountability and **STRATEGY** performance accountability.



### RBA METHOD FOR IDENTIFYING PERFORMANCE MEASURES

All performance measures fall in to three categories:

- How much do we do?
- How well do we do it?
- Is anyone better off?

Performance measures were then refined and prioritized:

**Headline Measures** are the most important measures for which we currently have good data.

**Data Development Agenda** are the important measures for which we need to obtain good data.



## Population-Level Impact

**CHILDREN ARE READY FOR KINDERGARTEN, AND CAN LATER ACHIEVE SUCCESS IN THE THIRD GRADE.**

**WE MEASURE THE SUCCESS OF THIS COUNTY WIDE EFFORT WITH THE FOLLOWING POPULATION-LEVEL BASELINE INDICATOR:**

In 2015, 44% of children at 47 schools across Alameda County were fully ready for kindergarten.<sup>21</sup>

### STORY BEHIND THE DATA

Kindergarten readiness is a predictor of long-term health and wellbeing outcomes, as well as higher education attainment and economic stability. Being ready for kindergarten is more than knowing letters and numbers. It is comprised of readiness in all 4 Building Blocks: 1) Kindergarten Academics (letters, numbers, shapes), 2) Self-Regulation (follows directions, plays cooperatively), 3) Social Expression (expresses empathy, needs, curiosity), 4) Motor Skills (coordination and fine motor skills like use of a pencil).<sup>22</sup>

The 2015 School Readiness Assessment, funded and supported by F5AC in partnership with the Alameda County Interagency Children’s Policy Council and Applied Survey Research (ASR), revealed that access to preschool or early education experiences, parent engagement, family socioeconomic status, health and adequate nutrition, and stable housing are all factors that contribute to kindergarten readiness. The report also showed that boys, African American and Latino children, children with special needs and English Learner families are less likely than their peers to be ready for kindergarten. F5AC is committed to preparing systems to better serve these children, their families, and their neighborhoods in an effort to “turn the curve” on kindergarten readiness in our County.



### PARTNERS WHO HAVE A ROLE TO PLAY IN OUR POPULATION LEVEL EFFORTS:

- Businesses and Financial Institutions
- Community Based Organizations
- Child Care Providers and Settings
- Cultural Institutions
- Faith Based Organizations
- Families/Caregivers
- Family, Friend and Neighbor care
- Foundations/Funders
- Medical Field
- Neighborhood Partners
- Policy Makers
- Public Safety
- Public Systems (City and County)
- School Districts



# Population-Level Impact

## CHILDREN ARE FREE FROM ABUSE AND NEGLECT.

### WE MEASURE THE SUCCESS OF THESE COUNTY-WIDE EFFORTS WITH THE FOLLOWING POPULATION-LEVEL BASELINE INDICATOR

In 2015, the incidence of substantiated allegations of abuse and neglect per 1000 children 0-5 in Alameda County is 3.8; the incidence of allegations is 29.4<sup>24</sup>

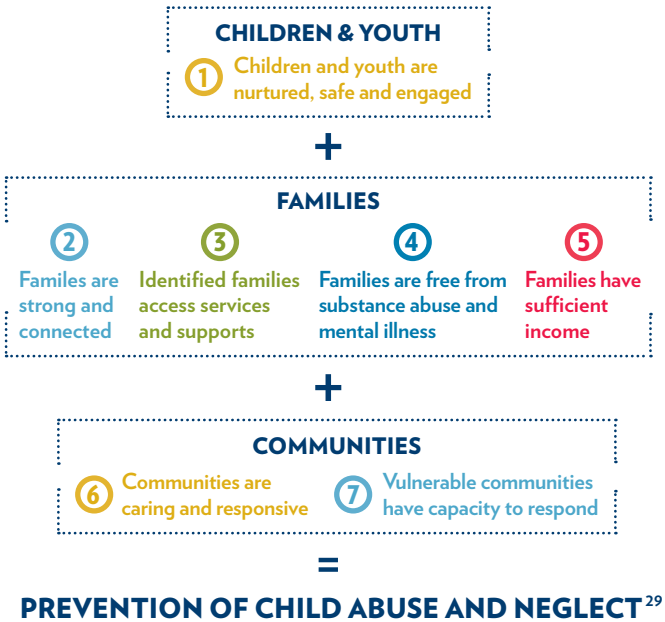
#### STORY BEHIND THE DATA

Scientific breakthroughs in the past 15 years have deepened our understanding of the negative long-term effects of toxic stress, such as abuse, neglect, exposure to violence, and the accumulated burdens of family economic hardship on a child’s developing brain and body.<sup>25</sup> This is supported by data on a national level that shows children with a family income below 75% of the official poverty level are at greater risk of maltreatment than children from families with higher incomes.<sup>26</sup> Within Alameda County, children ages 0-5 whose births were covered by public insurance were at a greater risk of substantiations of child abuse and neglect than those whose births were paid for by private insurance.<sup>27</sup> This reality is compounded by the fact that abuse and neglect rates for children ages 0-1 are much higher in Alameda County than for older children (8.6 out of 1000 substantiated cases of abuse/neglect, and 36.9 out of 1000 allegations).<sup>28</sup> For these reasons, we must continue to evolve the early childhood system of care to support new or expectant parents by assisting them with basic needs, knowledge of child development and social connections.

### TO “TURN THE CURVE” ON OUR POPULATION RESULTS, F5AC PARTICIPATES IN THE FOLLOWING EXISTING COLLABORATIVES:

- Alameda County Birth to Eight Initiative
- Alameda County Committee on Children with Special Needs
- Alameda County Early Childhood Policy Committee
- Alameda County Fathers Corp\*
- Alameda County Home Visiting Program
- Alameda County Interagency Children’s Policy Council
- Alameda County Public Health Department Building Blocks Collaborative
- Alameda County Touchpoints Collaborative\*
- Alameda County Trauma Informed Care Collaborative
- All-In Alameda County
- Bay Area Quality Early Learning Partnership
- Byrne Criminal Justice Innovation Grant
- CA-QRIS State Consortium
- Castlemont Prenatal to 8 Collective Impact Initiative
- Center for the Study of Social Policy’s EC LINC Project
- Deputy Sheriff’s Activities League
- Early Childhood Mental Health Community Meeting
- First 5 State Association
- Havenscourt Healthy Community Collaborative
- Hayward Promise Neighborhood
- Help Me Grow Alameda County\*
- Help Me Grow California
- Help Me Grow National Network
- Learning Communities\* (Shelter Learning, Strengthening Families, Early Childhood Mental Health Consultation, Neighborhood Partnership)
- My Brother’s Keeper
- Oakland Achieves Partnership
- Oakland Joint Power Authority
- Oakland Promise/Brilliant Baby
- Oakland Reads
- Oakland Starting Smart and Strong
- Oakland Thrives Leadership Council
- Oakland-Alameda County Alliance for Boys and Men of Color
- Quality Counts\*
- Talking is Teaching: Talk Read Sing
- Union City Kid’s Zone

\*indicates a collaborative that F5AC leads



## Agency-Level Results

Our Agency-Level Results and Headline Measures articulate First 5 Alameda County’s unique role and responsibility. They serve as our guideposts for what we want to achieve, how we will measure our progress, and continuously improve upon our efforts.

We are using existing data as a proxy for each Headline Measure. We will refine and develop data collection methods that will allow us to gauge our success.

**AGENCY RESULT 1:** F5AC programs and investments support and strengthen parents/primary caregivers, families, and neighborhoods to create environments and relationships where children thrive.

**HEADLINE MEASURE 1:** % of Families touched by F5AC programs and investments who have what they need to support their child’s growth and wellbeing

We know that addressing the needs of parents and caretakers improves children’s outcomes; paying particular attention to populations or neighborhoods experiencing long-term disinvestment can have a big impact on the wellbeing of families.

**AGENCY RESULT 2:** F5AC programs and investments increase access and opportunity, particularly for children living in poverty, to quality early experiences that prepare children for school and help them reach their optimal developmental outcomes.

**HEADLINE MEASURE 2:** % of children touched by F5AC programs and investments ready for kindergarten

We know that there are deep disparities in readiness stemming from poverty, systemic racism and disinvestment manifesting in unequal opportunities for early learning and development that prepare children for school. Our work is to address those inequities and disparities by giving children, particularly those living in poverty, early life experiences that set them on a trajectory for success, and supporting conditions where they can thrive.

**HEADLINE MEASURE 3:** % of children with concerns touched by F5AC programs and investments who demonstrate developmental improvements

We know that early intervention can make a world of difference. We also know that a child’s overall wellbeing can impact their development, and thus we are using a broad definition of concern to include hunger, housing insecurity, and exposure to violence, among other risk factors.

**PARENT CAFES PARTICIPANTS REPORTED:**



STRONGER  
SOCIAL  
SUPPORT

REDUCED  
SOCIAL  
ISOLATION



IMPROVED  
FAMILY  
RELATIONSHIPS

**COMMUNITY GRANTEES REPORT:**



**82% INCREASED  
SCHOOL READINESS**  
(REPORTED BY PARENTS)



**83% IMPROVED  
SELF-REGULATION**  
(REPORTED BY TEACHERS)



**89% MORE CONFIDENT  
PARENTS**  
(REPORTED BY PARENTS)

**HELP ME GROW**



**93% OF FAMILIES CAN BETTER  
SUPPORT THEIR CHILD'S  
DEVELOPMENT\***

\*SURVEY OF CAREGIVERS PROVIDED WITH HMG SERVICES



**AGENCY RESULT 3:** F5AC programs, investments, and policy advocacy support a system of care that is coordinated, accessible, and responsive, delivered by knowledgeable and caring providers.

**HEADLINE MEASURE 4:** % of providers increase capacity to deliver best or promising practices

We know that cultivating an early childhood workforce of providers who represent the communities they serve will strengthen the overall field. F5AC is committed to capacity building and creating space for professional development so that providers have the knowledge, tools, and support to deliver the utmost in quality.

**HEADLINE MEASURE 5:** # of local policy and administrative changes made to support early childhood via First 5 programs and investments


Prop 10 resources are limited to meet the needs of children and families in our community. Therefore, we are committed to ensuring that existing resources are directed to programs and investments that have the greatest impact, addressing systems barriers for families, and increasing funding for early childhood.

**TRAINING**



**1,300**  
**CONTINUING EDUCATION**  
**UNITS ISSUED**

**ALAMEDA COUNTY FATHERS CORP**



DEVELOPED A SET OF FATHER FRIENDLY PRINCIPLES ADOPTED BY THE ALAMEDA COUNTY BOARD OF SUPERVISORS.

## PROGRAMS AND INVESTMENTS

### PARENT ENGAGEMENT / PARENT SUPPORT



Provide a continuum of parent engagement and supports in line with Strengthening Families Protective factors, and inclusive of parent leadership. This includes outreach and support of Alameda County Public Health Department’s home visiting programs, and referrals to other programs and services for families.

Prop 10 Investments	2017/18	2018/19	2019/20	2020/21
	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000

### EARLY IDENTIFICATION



Support parents and caregivers in accessing resources that will improve their child’s development. Increase parent and provider knowledge of child development.

Prop 10 Investments	2017/18	2018/19	2019/20	2020/21
	\$1,300,000	\$1,300,000	\$1,000,000	\$1,000,000

### QUALITY EARLY CHILDHOOD EDUCATION



Build the capacity of providers and childcare sites through rating, coaching and professional development to increase the quality of early childhood education programs. Provide information for consumers about childcare quality.

Prop 10 Investments	2017/18	2018/19	2019/20	2020/21
	\$2,000,000	\$2,000,000	\$1,500,000	\$1,500,000

### FATHERHOOD



Incorporate Father Friendly Principles into all programs, and F5AC’s policy platform. Collaborate with public systems to improve the experiences and representation of men and fathers. This strategy is a “through line” and will be highlighted in all our strategies.

Prop 10 Investments	2017/18	2018/19	2019/20	2020/21
	\$250,000	\$250,000	\$250,000	\$250,000

### NEIGHBORHOODS READY FOR SCHOOL



Investment in neighborhoods with the highest need in service of families and community. The intention is not to “adopt” specific neighborhoods, but rather to support neighborhood-based, resident-led strategies, and link with other neighborhood efforts.

Prop 10 Investments	2017/18	2018/19	2019/20	2020/21
	\$2,500,000	\$2,500,000	\$3,500,000	\$3,500,000

### INNOVATION



Broaden the landscape of early childhood support with new partners, and seed program or systems connectivity as proof of concept for policy change and/or sustained funding.

Prop 10 Investments	2017/18	2018/19	2019/20	2020/21
	\$500,000	\$500,000	\$500,000	\$500,000

# CAPACITY BUILDING AND SUSTAINABILITY

## POLICY & EVALUATION



Focus on local policy and systems change in order to bring proven programs and practices to scale. Support an early childhood system of care that is a network of coordinated and responsive organizations that improve outcomes for children age 0–5.

Prop 10 Investments	2017/18	2018/19	2019/20	2020/21
	\$2,100,000	\$2,100,000	\$2,100,000	\$2,100,000

## TRAINING



Continue to serve as a “go to” staff training resource for community partners for topics relevant to supporting families with children ages 0-5. Develop trainings that complement F5AC priorities.

Prop 10 Investments	2017/18	2018/19	2019/20	2020/21
	\$700,000	\$700,000	\$700,000	\$700,000

## COMMUNICATIONS



Develop campaign strategies that align with F5AC priorities.

Prop 10 Investments	2017/18	2018/19	2019/20	2020/21
	\$350,000	\$350,000	\$400,000	\$400,000

## ADMINISTRATION, INFORMATION & TECHNOLOGY



Upgrade technology to support staff and partner business functions, data tracking and performance management. Efficiently and effectively manage F5AC resources (financial, human and technology to enhance productivity and impact.)

Prop 10 Investments	2017/18	2018/19	2019/20	2020/21
	\$3,000,000	\$3,000,000	\$2,900,000	\$2,900,000

## How We Will Achieve Our Agency Results

Our strategies were selected based on what we know about best practices, community, and staff input. They are the levers to achieve our agency level results. We are committed to coordinating and connecting strategies across our agency to increase impact and efficiently use our resources.

### PROGRAMS AND INVESTMENTS



#### PARENT ENGAGEMENT AND SUPPORT

Provide a continuum of parent engagement and supports in line with Strengthening Families Protective Factors, and inclusive of parent leadership. Provide outreach for Alameda County Public Health Department’s home visiting programs, and referrals to other programs and supports for families.

#### APPROACH

- Continue support of Alameda County Department of Public Health in home visiting outreach efforts.
- Explore options to support linkage and navigation to community supports upon discharge from intensive home visiting programs.
- Engage in a cross agency effort to identify ways to more efficiently and effectively outreach to parents.
- Provide or invest in early childhood education and training programs for parents.
- Invest in parent engagement and leadership opportunities, particularly in disinvested neighborhoods.



#### Priority Strategy Performance Measure(s)

The following measures will be used to measure the success of Parent Engagement and Support, and aggregate to our broader Agency Headline Measures.

- % of families who have what they need to support their child’s growth and wellbeing
- % of children ready for kindergarten\*

#### Additional measures that Parent Engagement and Support may use to tell the story of performance:

- ▶ # of families enrolled in home visiting through direct outreach
- ▶ % of children reached through new referral partners
- ▶ % of agencies that adopt and implement parent engagement principles
- ▶ % of parents who report being supported and respected
- ▶ % of participants who successfully enrolled in at least one support program (including public benefits)\*
- ▶ # of parents with leadership and advocacy skills and the opportunities to use them\*

\*indicates Data Development Agenda item



**EARLY IDENTIFICATION**

Support parents and caregivers in accessing resources that will improve their child’s development. Increase parent and provider knowledge of child development.

**APPROACH**

- Engage in a cross-agency effort to increase outreach to targeted populations.
- Increase early identification of concerns that impact children’s development and school readiness.
- Support parents and caregivers in accessing resources, and increase parent knowledge of child development.
- Broaden the scope of screening and linkage to include factors other than developmental and socioemotional, including basic needs.
- Work with partners and policy makers to improve the effectiveness of referrals and transitions.
- Engage in evaluation efforts to determine whether families are “better off” as a result of F5AC’s investment in this strategy.
- Plan for the sustainability of Early Identification (Early ID) and Help Me Grow.



**Priority Strategy Performance Measure(s)**

The following measures will be used to measure the success of Early ID, and aggregate to our broader Agency Headline Measures.

- % of families who have what they need to support their child’s growth and wellbeing\*
- % of children served by Help Me Grow who have developmental improvements\*
- # of partners sustaining Early ID efforts without ongoing F5 financial support

**Additional measures that Early ID may use to tell the story of performance:**

- ▶ % of providers with increased ability to support families with their child development concerns\*
- ▶ % of children linked to services by Help Me Grow
- ▶ % of families who would recommend Help Me Grow
- ▶ % of providers who know how to identify and refer for concerns that impact development\*

\*indicates a Data Development Agenda item





**QUALITY EARLY CARE AND EDUCATION (ECE)**

Build the capacity of providers and childcare sites through rating, coaching and professional development to increase the quality of early childhood education programs. Provide information for consumers about childcare quality.

**APPROACH**

- Provide core infrastructure support to the Quality Rating and Improvement System (QRIS).
- Ensure that service commitments to IMPACT (First 5 California funding) and the California State Preschool Program (CSPP) Block Grant are fulfilled, and that the county maintains readiness for additional funding opportunities.
- Develop “lighter touch” quality improvement models including focusing efforts on family child care cohorts and using the (Center on the Social Emotional Foundations in Early Learning) CSEFEL.
- Pursue balance between a relationship-based, client-driven best practice coaching model and a service package that is affordable and sustainable.



**Priority Strategy Performance Measure(s)**

The following measures will be used to measure the success of Quality ECE, and aggregate to our broader Agency Headline Measures.

- % of programs with improved teacher/child interactions and ECE environments
- % of children ready for kindergarten\*
- % of early care and education providers who utilize best practices\*

**Additional measures that Quality ECE may use to tell the story of performance:**

- ▶ % of childcare site providers who report they received what they needed to improve their practice\*
- ▶ % of sites that remain high quality over time
- ▶ # of children expelled \*
- ▶ % of sites that move from low quality to high quality

\*indicates Data Development Agenda item



**FATHERHOOD**

Incorporate fatherhood and Father Friendly Principles into all programs, and F5AC’s policy platform. Collaborate with public systems to improve the experiences and representation of men and fathers. This strategy is a “through line” and will be highlighted in all our strategies.

**APPROACH**

- Sustain role as a convener and capacity builder for the Alameda County Father’s Corps in partnership with Alameda County Health Care Services Agency and Alameda County Social Services Agency.
- Expand to provide broad capacity building support for public agency partners and community based organizations.
- Develop a coordinated Fatherhood County Plan that aligns with the efforts of Boys and Men of Color (BMOC), My Brother’s Keeper (MBK) and other collaborations.
- Create a Fatherhood Policy Platform that links to the broader F5AC policy platform.



**Priority Strategy Performance Measure(s)**

The following measures will be used to measure the success of Fatherhood, and aggregate to our broader Agency Headline Measures.

- # of school boards, city councils, or other public entities engaged by F5AC who institute components of the fatherhood policy platform
- % of fathers who have what they need to support their child’s growth and wellbeing\*

**Additional measures that Fatherhood may use to tell the story of performance:**

- ▶ # of new father-specific services or programs
- ▶ % of agencies improving their relationships and engagement with fathers
- ▶ % of fathers reporting increased engagement with their children\*
- ▶ % increase in men employed at F5 and by partners in early childhood roles\*
- ▶ % of community residents with a changed perception of fathers\*

\*indicates Data Development Agenda item



## NEIGHBORHOODS READY FOR SCHOOL

Investment in neighborhoods with the highest need in service of families and community. The intention is not to “adopt” specific neighborhoods, but rather to support neighborhood-based, resident-led strategies, and link with other neighborhood efforts.

### APPROACH

- Promote and strengthen individual, family and neighborhood protective factors through increasing social connections, community capacity building and access to needed services.
- Establish partners for this strategy through a Request for Proposals process with capacity building provided to small organizations.
- Develop funding strategies which may include:
  - + Capital Investment
  - + Outreach and Engagement
  - + Coordination and Service Integration
  - + Family, Friend and Neighbor Supports
- Determine the funding eligibility requirements for organizations and neighborhoods



### Priority Strategy Performance Measure(s)

The following measures will be used to measure the success of Neighborhoods Ready for School, and aggregate to our broader Agency Headline Measures.

- % of children who are ready for kindergarten within a neighborhood\*
- % of families who report they have what they need to support their child’s growth and wellbeing\*

### Additional measures that Neighborhoods Ready for School may use to tell the story of performance:

- ▶ # of neighborhood funded partners who met their self-identified goals
- ▶ % of dollars invested in a neighborhood/resident identified goal
- ▶ % increase in neighborhood collaboratives who met their goals

\*indicates Data Development Agenda item



**INNOVATION**

Broaden the landscape of early childhood support with new partners, and seed program or systems connectivity as proof of concept for policy change and/or sustained funding.

**APPROACH**

- Develop new relationships with organizations, businesses and public agencies not typically considered part of the early childhood community with the intention of developing new and innovative ideas to address the needs of families with young children.
- Encourage and support new and innovative ideas with temporary seed funding.
- Ensure that new ideas and concepts are tracked with appropriate levels of data collection and evaluation to determine their ability to be sustained and replicated.
- Develop sustainability plans for programs showing positive results.



**Priority Strategy Performance Measure(s)**

The following measures will be used to measure the success of Innovation, and aggregate to our broader Agency Headline Measures.

- % of families who have what they need to support their child’s growth and wellbeing
- % of children participating in innovation programs who are ready for kindergarten\*

**Additional measures that Innovation may use to tell the story of performance:**

- ▶ % of new partners who commit to working on 0-5 issues
- ▶ % of innovations replicated by F5 and providers
- ▶ % of innovation efforts that contribute to/expand our understanding/knowledge of the EC field\*

\*indicates Data Development Agenda item

## CAPACITY BUILDING & SUSTAINABILITY



### POLICY AND EVALUATION

Focus on local policy and systems change in order to bring proven programs and practices to scale. Support an early childhood system of care that is a network of coordinated and responsive organizations that improve outcomes for children age 0–5. The policy approach will include an evaluation plan and a clear and consistent communications effort.

#### APPROACH

- Develop a local policy agenda aligned with F5AC programs and priorities around the following issues:
  - + School Readiness
  - + Child Development
  - + Family Supports
  - + Child Friendly Neighborhoods
- Work with school boards, city councils, public systems, philanthropy, faith based organizations, non-profits, and businesses to further the local policy agenda and leverage additional resources.
- Partner with parents, neighborhood associations, and base building organizations as allies in policy change.
- Partner with the First 5 Association on State and Federal legislative efforts to align with local agenda.
- Develop data sharing partnerships with other agencies.

#### Priority Strategy Performance Measure(s)

The following measures will be used to measure the success of Policy and Evaluation, and aggregate to our broader Agency Headline Measures.

- # of public agencies increased with investments in school readiness
- # of agencies that make administrative policies and practices changes based on F5AC policy agenda

#### Additional measures that Policy and Evaluation may use to tell the story of performance:

- ▶ # of agencies that endorse F5AC Policy Agenda
- ▶ % of evaluations and data analysis contributing to policy change and informing practice\*
- ▶ # of new external dollars invested in F5AC programs, priorities & strategies across systems\*

\*indicates Data Development Agenda item





## TRAINING & CAPACITY BUILDING

Continue to serve as a “go to” training resource for community partners for topics relevant to supporting families with children ages 0-5. Develop trainings, **offer technical assistance, and build capacity around content and process** that complements F5AC priorities.

### APPROACH

- Develop a plan that includes integration with other F5AC programs and strategies that includes:
  - + Learning Communities
  - + Workforce Development
  - + Parenting
  - + Capacity building for the Neighborhoods Ready for School and Parent Engagement/ Support strategies
  - + Core trainings for the early childhood field
- Take Training “on the road” to community based organizations and public agencies.



### Priority Strategy Performance Measure(s)

The following measures will be used to measure the success of Training, and aggregate to our broader Agency Headline Measures.

- % of participants that report an increase in skills and knowledge that enable them to deliver best or promising practices
- % of participants who implement best or promising practices as a result of training\*

### Additional measures that Training may use to tell the story of performance:

- ▶ # of participants by demographic (race, gender, neighborhood, sector, etc.)\*
- ▶ % of participants who report their learning goals were met
- ▶ % of participants reporting an increase in knowledge of community resources
- ▶ % of attendees who increase their expertise and career opportunities as a result of training\*
- ▶ % of internal First 5 staff using tools from Results Based Accountability\*
- ▶ % of staff and partners who rate internal service delivery as high\*

\*indicates Data Development Agenda item



## COMMUNICATIONS

Develop communications campaign strategies that align with F5AC priorities.

### APPROACH

- Develop a communications plan that is aligned with F5 programs and strategies, especially highlighting our policy agenda and evaluation results.
- Participate in larger communication campaigns that further our message with collaborative partners, First 5 Alameda County Association and others when appropriate.



### Priority Strategy Performance Measure(s)

The following measures will be used to measure the success of Communications, and aggregate to our broader Agency Headline Measures.

- % of target audiences reporting they changed behavior and knowledge as a result of communication efforts\*

### Additional measures that Communications may use to tell the story of performance:

- ▶ #of evaluation findings and data used to inform program or policy\*
- ▶ #/% of website visitors reporting they found the information they needed\*
- ▶ % of staff and partners who rate internal service delivery as high\*

\*indicates Data Development Agenda item



**ADMINISTRATION, INFORMATION & TECHNOLOGY**

Upgrade technology to support staff and partner business functions, data tracking and performance management. Efficiently and effectively manage F5AC resources (financial, human and technology) to enhance productivity and impact.

**APPROACH**

- Expand and update systems to build capacity for cross data systems exchange of information.
- Expand data system agility and responsiveness.
- Improve staff and partner performance, satisfaction and productivity.
- Update electronic data sharing confidentiality and privacy practices.



**Priority Strategy Performance Measure(s)** The following measures will be used to measure the success of Administration, Information & Technology, and aggregate to our broader Agency Headline Measures.

- F5AC effectively and responsibly manages finances in order to fulfill the strategic plan goals

**Additional measures that Administration, Information & Technology may use to tell the story of performance:**

- ▶ % of F5AC staff who attend professional development trainings
- ▶ Staff retention rate\*
- ▶ % of F5AC staff and partners who rate data systems as effective
- ▶ % of staff and partners who rate internal service delivery as high\*

\*indicates Data Development Agenda item



## Fitting It all Together

### POPULATION LEVEL RESULTS AND INDICATORS

#### 1) CHILDREN ARE READY FOR KINDERGARTEN – 3RD GRADE SUCCESS

Indicator: In 2015, 44 % of children at 47 schools across Alameda County were fully ready for kindergarten

#### 2) CHILDREN ARE FREE FROM ABUSE AND NEGLECT

Indicator: In 2015, the incidence of substantiated allegations of abuse and neglect per 1000 children 0-5 in Alameda County is 3.8; the incidence of allegations is 29.4

### AGENCY LEVEL RESULTS AND HEADLINE MEASURES

#### AGENCY LEVEL RESULT #1:

F5AC programs and investments support and strengthen parents/primary caregivers, families, and neighborhoods to create environments and relationships where children thrive.

#### HEADLINE MEASURE 1:

% families touched by F5AC programs and investments who have what they need to support their child's growth and wellbeing

#### AGENCY LEVEL RESULT #2:

F5AC programs and investments increase access and opportunity, particularly for children living in poverty, to quality early experiences that prepare children for school and help them reach their optimal developmental outcomes.

#### HEADLINE MEASURE #2:

% of children touched by F5AC programs and investments ready for kindergarten

#### HEADLINE MEASURE #3:

% of children with concerns who have developmental improvements

#### AGENCY LEVEL RESULT #3:

F5AC programs, investments, and policy advocacy support a system of care that is coordinated, accessible, and responsive, delivered by knowledgeable and caring providers.

#### HEADLINE MEASURE #4:

% of providers that increase their capacity to deliver best or promising practices

#### HEADLINE MEASURE #5:

# of local policy and administrative changes made to support early childhood

### STRATEGIES AND PERFORMANCE MEASURES

#### PARENT ENGAGEMENT AND SUPPORT

% of children ready for kindergarten  
% of families who have what they need to support their child's growth and well being

#### EARLY IDENTIFICATION

% of families who have what they need to support their child's growth and well being  
% of children who have developmental improvements  
# of partners sustaining Early ID efforts without ongoing F5AC financial support

#### QUALITY EARLY CARE AND EDUCATION

% of programs with improved teacher/child interactions and ECE environments  
% of children ready for kindergarten  
% of early care and education providers who utilize best practices

#### FATHERHOOD

# of school boards, city councils, or other public entities engaged by F5AC who institute components of the fatherhood policy platform  
% of fathers who have what they need to support their child's growth and wellbeing

#### NEIGHBORHOODS READY FOR SCHOOL

% of children ready for kindergarten within a neighborhood  
% of families who have what they need to support their child's growth and well being

#### INNOVATION

% of families who have what they need to support their child's growth and wellbeing  
% of children participating in innovation programs who are ready for kindergarten

#### POLICY AND EVALUATION

# of public agencies that increased investments in school readiness  
# of agencies that make administrative and policy/practice changes based on F5AC policy agenda

#### TRAINING

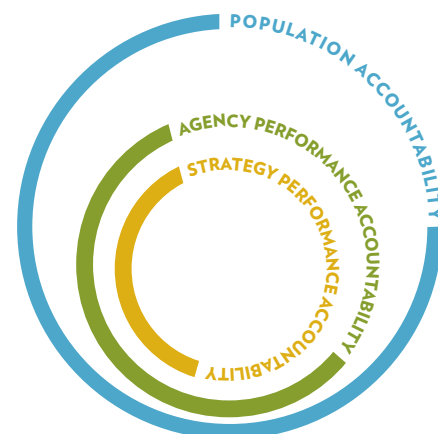
% of participants reporting an increase in skills and knowledge enabling them to deliver best or promising practices  
% of participants who implement best or promising practices as a result of training

#### COMMUNICATIONS

% of target audiences reporting they changed their behavior and knowledge as a result of communications efforts

#### ADMINISTRATION, INFORMATION AND TECHNOLOGY

Effectively and responsibly manages finances in order to fulfill the strategic plan goals.



## Data for Impact and Improvement

F5AC followed a Results Based Accountability process to identify performance measures that will help us gauge the success of our work. We were intentional in our selection of measures, have identified data sources, and are making new investment in technology. We intend to use RBA and technology tools to help us continuously measure and improve our performance. We also plan to use long-term and short-term evaluation to better understand the impacts of F5AC programs and investments, and support a policy agenda that moves towards a collective impact frame county-wide.

### USING DATA TO ADVANCE EQUITY

As part of our commitment to equity, we plan to develop a standard practice and accompanying tools to look at all of our performance measures in terms of how they impact populations and places in our county that have seen the most disinvestment. This might include sorting and analyzing our performance data to ensure equitable investment and outcomes, inclusive of but not exhaustive to:

- Boys and men of color
- Racial and ethnic groups that experience disparities (e.g., African American, Latino, Asian and Pacific Islander)
- Residents of low-income neighborhoods throughout the county
- Different family types (e.g., single parents, fathers, grandparents, same-sex parents)

### DATA DEVELOPMENT AGENDA

Where we do not currently have good data, we intend to invest in capturing information that is critical to our success. Certain elements will require minor resources and will be measurable in a short time frame; others will require a more intensive long-term investment. As part of our implementation plan, we will develop a detailed data development agenda.

#### DATA DEVELOPMENT AGENDA:

In Results Based Accountability the Data Development Agenda is a plan for collecting new or better data needed to monitor and communicate performance.

#### NEXT STEPS FOR IMPLEMENTATION

In order to operationalize the strategic plan, F5AC will develop an implementation plan with timelines, responsibilities and internal deliverables. This will include analysis of, and planning for:

- Organizational structure and staffing changes
- Contracting and procurement changes
- Program design and delivery
- Data and technology systems
- Data development agenda

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**FIRST 5**



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# Expansion Plan Overview and Update

# Agenda

- Fathers Corps Overview
- Overview of Expansion
- Fatherhood Partnership
- Interagency Fatherhood Workgroup
- 2019 Fatherhood Summit
- Capacity Building
- Immediate Next Steps





## Systems Change

- BOS Adoption of FFP
- Partnership with HCSA and SSA

## Capacity Building

- Learning Community
- Fatherhood Training Series

## Research & Assessment

- Voices Report
- Organizational Assessment Tool



# Expansion Overview

- **Long term commitments from HCSA, SSA, and First 5**
  - First 5: \$250K per year (4 years)
  - HCSA: \$78K per year (5 years)
  - SSA: \$50K per year (5 years)
- **Increase number of father-specific parent education/support groups**
- **Change the fatherhood narrative**
- **Initiate and execute coordinated approach to create father-friendly public and community based service system**

# Fatherhood Partnership

- Contractors from First 5, HCSA, SSA
- 9 month training series followed by quarterly trainings, site visits, and onsite consultation
- Launch father-specific parent education/support group month 6/7 of training series
  - Father-specific education/support group model is in line with best practices identified during training series
- Scheduled to start July/August 2018
- Contractors will not receive additional funds

# Fatherhood Partnership

- Each system has committed to supporting this project
  - Identifying contractors to participate
  - Including language in contracts that requires participation
  - Referring clients to groups
  - Inviting Fathers Corps to provide overview of partnership requirements



# Interagency Fatherhood Workgroup

- **Launched February 9<sup>th</sup>**
- **All major systems represented**
  - DCSS, HCSA, Probation, SSA
  - First 5
  - All In
- **Action oriented workgroup**
  - County-wide implementation of father-friendly policies and practices through the execution of Fathers Corps Expansion Plan
- **Laser focused on systems change**
- **Coordinated approach to implement the Father Friendly Principles and address Policy and Practice Recommendations**

# Impact of the Workgroup

- Build the capacity of your staff/agency to effectively engage and support fathers
- Change the narrative of fatherhood within our agencies
- Assess the father friendliness of our agencies; make adjustments based on what we learn
- Collect system-wide data on fathers and father engagement
- Develop common language and best practices for supporting Alameda County fathers

# Workgroup Action Items

- Identify staff to participate in quarterly trainings
- Integrate fatherhood into internal capacity building
- Agency/Program Assessment
- Identify common fatherhood data points; begin collecting
- Incorporate fatherhood images into collateral materials
- Identify one additional Father Friendly Principle to implement
- Develop template for embedding the Father Friendly Principles into contracts and method measuring impact

# Updates From Workgroup

- **DCSS**
  - Incorporating fatherhood images into collateral materials and in their work spaces
  - 9 staff participate in learning community
  - Establishing internal workgroup to bring Father Friendly Principles into customer service model
- **SSA**
  - Focus groups with male clients to assess their needs and experiences
  - Identifying contractors to participate in Fatherhood Partnership
  - Identifying additional staff to participate in learning community

# Updates From Workgroup

- **HCSA**

- Including father-specific contract language in HealthPAC providers' contracts
  - Contracts include incentives for completing father-specific activities
- Incorporating fatherhood images into collateral materials
- Identified contractors to participate in partnership
- Exploring capacity building opportunities for HCSA staff
- Women, Infants, and Children



# Updates From Workgroup

- **Probation**

- Assessing clients to determine needs related to fatherhood
- Capacity building opportunities for Delinquency Prevention Network

- **First 5**

- Integrating Fatherhood into all strategies
- Integrating fatherhood into Neighborhoods Ready For School
- Parent Engagement and Support Strategy will include a focus on fatherhood

# Alameda County Fatherhood Summit

- **Fatherhood Summit March 16, 2019 – up to 1000 Alameda County Fathers**
  - Working with event planner – LaNiece Jones
  - Serve as kickoff for the new father-specific services available throughout the County
- **Merritt College**
- **Additional funding is needed to fully execute this component**
  - Engaging sponsors to support the event
  - Support with connecting with private sponsors and foundations

# Capacity Building and Assessment

- **FFP Training**
  - Introduces participants to the FFP and strategies for implementing the principles into service models
- **Barriers to Father Engagement Training**
  - Provides an overview of the barriers to fathers engaging in the lives of their children. Barriers were identified by Alameda County service providers and non-custodial fathers who are not involved in the lives of their children
- **Learning Community and Training Series**
- **FFP Organizational Assessment and FFP Implementation Tool**

# Immediate Next Steps

- **Fathers Corps Celebrating 5 Year Anniversary**
  - Tomorrow, 11:30 am — 2:30 pm
- **Richard C. Trudeau Training Center, 11500 Skyline Blvd., Oakland**
- **2013 — 2018 Report**
- **5 Year Video**
- **Unveiling The Diversity of Fatherhood Photo Bank**





6/15/2018

# Questions?

Thank you!



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## ALAMEDA COUNTY FATHERS CORPS FATHERHOOD PARTNERSHIP (FP)

### PROGRAM OVERVIEW AND REQUIREMENTS

The Fatherhood Partnership (FP) uses First 5's successful partnership model that contracts to not only provide services but also build participants' capacity to deliver and sustain best practices. To operationalize the FP, public partners will identify 2-3 community based organizations to modify and/or expand their scopes of work to include providing fatherhood support/education groups. FP participants will also be required to participate in intensive capacity building activities throughout the contract period. Capacity building activities will enhance staff's ability to offer best practice fatherhood services by engaging them in training and technical assistance, and create agency level systems change in order to create a "new normal" for how participating agencies serve fathers. The ACFC surveyed service providers and interviewed fathers to gain insight into barriers that prevent fathers from being engaged in the lives of their children and to understand what fathers need to be fully engaged parents. The lack of easily accessible support services was identified by both parents and providers. Fathers felt that they were tackling the work of being a good father alone. To address this identified barrier, the FP will engage programs and agencies who are currently offering services such as crisis support, family reunification, manhood development groups, workforce development, parent education, healthcare, and support groups to system involved men and families.

**Ideally, the FP and capacity building activities will extend for 4 years in order to incubate, develop, and ultimately sustain father specific services in participating agencies.**

#### FP Program Learning Objectives

FP Participants will:

- Demonstrate proficiency in providing father centered services and programs
- Demonstrate proficiency in the implementation of the Father Friendly Principles (FFP), and acknowledgment and understanding of the unique and critical role fathers play in the optimal development of their children
- Have a basic understanding and the tools to facilitate small group discussion on relevant father-specific topics

#### Eligibility Requirements

FP participants must:

- Be current contractor of First 5 Alameda County (Neighborhoods Ready for School, Parent Engagement and Support) or of one or more of the following Alameda County Public Systems: Health Care Services Agency, Social Services Agency, Department of Child Support Services, Probation Department

- Serve Alameda County families, including but not limited to fathers and father-figures
- Agree to full participation (outlined below) in capacity building activities, the development and delivery of father-specific support/education groups, and all evaluation activities related to the FP

### **Ideal Participants**

- 2-3 participants per agency; participants should be current staff members
  - Minimum: 1 program manager level staff person
    - Program manager will support and initiate the implementation of the FFP into agency practice and policy
    - Program manager will ensure the fatherhood support/education programs are launched within the designated timeline (timeline is below)
    - Program manager is required to attend four of the nine fatherhood trainings; trainings are identified below
  - Minimum: 1 preferably 2 direct line service staff; staff will attend all fatherhood trainings and facilitate father-specific support/education groups

### **Capacity Building Activities**

#### Fatherhood Training Series:

- 9-month training series (trainings will occur once per month)
  - The following topics are the core trainings that set the context for the FP; these are the trainings that management staff are required to attend:
    - Introduction to the FFP and Strategies for Implementation
    - A Father's Role in Supporting the Optimal Development of Children
    - Best Practices for Facilitating Fathers Groups
    - Understanding the Landscape of Evidence Based Fatherhood Curricula
  - The remaining 5 topics for the fatherhood training series will build the capacity of participants to facilitate father-specific parent education/support groups that focus on the basics of the following topics:
    - Parenting/fathering youth and adolescents
    - Trauma and depression in men, fathers and children
    - Working with fathers reentering the lives of their families and community
    - Best practices for facilitating co-parenting discussion
    - Fatherhood Navigation 101 (not limited to the list below)
      - Child Support Services
      - Family Court
      - Child Protective Services
      - Housing

#### Ongoing Capacity Building Activities:

- Site visits and technical assistance throughout FP
- Quarterly fatherhood trainings (following 9-month training series)

#### **Father-Specific Parent Education/Support Groups**

With support from the Fathers Corps, FP participants will:

- Offer father-specific parent education/support groups; beginning in month six of the fatherhood training series
- Offer groups a minimum of twice per month, 10 months out of the year (January – October)
- Facilitate Father-Specific Parent Education/Support Group that include but are not limited to the topics covered in the fatherhood training series
- Provide stipends and incentives to participating fathers who attend a designated number of workshops/meetings

#### **Evaluation and Reporting Activities**

FP participants will:

- Participate in all data collection activities which will include but are not limited to:
  - Provider demographic survey
  - Parent demographic survey (collected from participating fathers)
  - Child demographic survey (collected from participating fathers on children)
  - Consent forms (consent to share data with partners)
  - Utilize RBA methodology to measure impact and outcomes

#### **Defining Full Participation**

- At least one staff attends each training or discusses options for make up with FP leadership
- Program manager attends all four FP core trainings (identified above)
- Participating agency launches father-specific parent education/support groups in line with FP timeline
- Participating agency makes good faith effort to participate in all capacity building activities
- Participating agency makes good faith effort to participate in all data collection and evaluation activities
- Participating agency commits to 2 years of participation with the option of continued participation up to 4 years

## Timeline and Logistics

### Timeline

- Launch Fatherhood Training Series – *August/September 2019*
- Launch Father-Specific Parent Education/Support Groups – *January/February 2019*
- Conclude Fatherhood Training Series – *April/May 2019*
- Quarterly Trainings begin – *July/August 2019*

Fatherhood Training Series Logistics – will confirm logistics when contractors have been identified in order to get their input before schedule is final

- Trainings will take place on Wednesday, Thursday, or Friday
- Trainings will be 3 – 3.5 hours in length

### For more information contact:

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510-227-6932

Or

Gary Thompson, Fathers Corps Co-Founder  
Alameda County Public Health Department

[Gary.Thompson@ACGov.org](mailto:Gary.Thompson@ACGov.org)

510-667-4343



## ALAMEDA COUNTY FATHERS CORPS FATHER-FRIENDLY

### ADOPTION, IMPLEMENTATION, & CAPACITY BUILDING OPPORTUNITIES

The Alameda County Board of Supervisors formally adopted the [Alameda County Fathers Corps Father Friendly Principles \(FFP\)](#) in 2015. Since that time, members of the ACFC leadership team have engaged numerous programs and agencies to introduce, discuss, and implement the FFP into their service delivery models. Below are a menu of options the Fathers Corps can support systems and community based partners with implementing.

#### Father-Specific Training Opportunities

- **Father-Friendly Principles Training:** This training is provided by Fathers Corps Co-Founders Kevin Bremond and Gary Thompson. The training introduces participants to the FFP and strategies for implementing the principles into service models.
- **Understanding Barriers to Fathers' Engagement Training:** This training is provided by Fathers Corps Co-Founders, Kevin Bremond and Gary Thompson. The training provides an overview of the barriers to fathers engaging in the lives of their children. These barriers were identified by Alameda County service providers and non-custodial fathers who are not involved in the lives of their children. Please see the [Voices of Fathers and the Providers who Serve Them report](#) for more details on the information covered.
- **Fathers Corps Learning Community:** The learning community is open male service providers and provides 10 trainings over nine months on early childhood topics and topics specific to the needs of fathers.
- **Fatherhood Training Series:** This training series mirrors our learning community training calendar and is open to all providers.

#### Agency/Program Assessment

- **Organizational Self-Assessment of Father-Friendly Services:** The self-assessment tool is aligned with the FFP and will help your agency assess its father friendliness and serve as a guide to integrating the Father Friendly

Principles into the delivery of services to families. The tool will also create a baseline for agency father-friendliness.

- **Father-Friendly Principles Implementation Tool:** The implementation tool provides users with a step-by-step guide for implementing each of the seven father friendly principles.

**For more information contact:**

Kevin Bremond, Fathers Corps Co-Founder & Administrator

First 5 Alameda County

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510-227-6932

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**ALAMEDA COUNTY**

**FATHERHOOD SUMMIT 2019**

CELEBRATING & HONORING  
**THE POWER OF FATHERHOOD**

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SPONSORSHIP PACKAGE  
**2019**

**ALAMEDA COUNTY**  
**FATHERHOOD SUMMIT 2019**  
CELEBRATING & HONORING  
THE POWER OF FATHERHOOD

April 2018

Dear Community Partner,

A growing body of evidence shows that children without fathers actively involved in their lives are significantly more likely to suffer from depression and other mental illness, drug and alcohol abuse, teen pregnancy, school failure, poverty, delinquency, crime, and other negative life factors. Conversely, when fathers are actively engaged, children are far more likely to achieve success in school, careers, relationships, and other aspects of life.

Established in 2013, the purpose of the Alameda County Fathers Corps (ACFC) is to promote and support fathers and father figures to be meaningfully engaged with their children and families. ACFC works to advocate for family service providers to provide father-friendly services and to assist fathers in strengthening their parenting skills.

As a collaborative effort with First 5 Alameda County, Alameda County Health Care Services Agency, and Alameda County Social Services Agency, ACFC is proud to host the inaugural Fatherhood Summit in the first quarter of 2019. **This event will be the first of its kind in the San Francisco Bay Area region and we invite you and your organization to participate as one of our inaugural premier sponsors.**

With your partnership we can expand our reach to continue the movement to empower our men as fathers, nurturers, caregivers, community role models, and leaders. In support of our efforts to strengthen our community one family and one father at a time, enclosed for your review and consideration is our sponsorship opportunities package highlighting the benefits and levels of engagement.

Our goal for the summit is to attract 1,000 fathers and father figures to engage in a safe, judgment-free, supportive space. Summit participants will attend father-focused workshops and hear from some of the nation's leading voices on fatherhood. Your support will help us in both planning and executing the Summit, and will also support the launch of key father-focused programs and services by ACFC.

If you have questions please feel free to contact our event consultant LaNiece Jones, LA Jones & Associates at [laniece@lajonesmedia.com](mailto:laniece@lajonesmedia.com) or 510.568.5563.

Regards,

*Kevin Bremond*

Kevin Bremond  
First 5 Alameda County  
Fathers Corps Administrator  
Alameda County Fathers Corps, Co-Founder  
[Kevin.Bremond@first5alameda.org](mailto:Kevin.Bremond@first5alameda.org)

*Gary Thompson*

Gary Thompson  
Alameda County Public Health Department  
Alameda County Fathers Corps, Co-Founder  
[gary.thompson@acgov.org](mailto:gary.thompson@acgov.org)



# ABOUT THE FATHERHOOD SUMMIT 2019

## SUMMIT OVERVIEW

Celebrating and honoring the important role fathers play in the lives of their children, the inaugural Fatherhood Summit hosted by The Fathers Corps will empower fathers and father figures. The Summit will debunk myths and stereotypes around fatherhood and offer workshops that provide critical information and sustainable strategies for strengthening families. Workshops will cover topics such as Fathers' Rights and Responsibilities, Men's Health and Wellness, Education Is Power, Exploring the Skills Needed for Today's Workforce, Strategies for Fathers to Reengage Their Families and Communities, and so much more! Participants will leave with the tools and services they need to be successful leaders and contributors in their families and communities.

To sustain the Summit's efforts long after it has concluded, a myriad of new programs and services coordinated and implemented by the Fathers Corps, including the Fatherhood Partnership program (FP), will be launched and showcased at the Summit.

Using First 5's model to provide critically needed services, the Fatherhood Partnership (FP) will offer best practices to support fathers and father figures in our community. FP participants will be required to engage in intensive capacity-building activities that will establish a "county-wide" standard for partnering agencies who serve fathers.



## MEDIA OUTREACH

The inaugural Fatherhood Summit will attract wide exposure through a variety of media outlets and marketing channels. Below is our advertising and public and community relations goals afforded by your sponsorship.

<b>Website</b>	<a href="http://www.first5alameda.org/alameda-county-fathers-corp">www.first5alameda.org/alameda-county-fathers-corp</a>
<b>Social Media</b>	Facebook, Twitter, LinkedIn, Instagram
<b>Email Blasts</b>	Father Corps + Partner's Community Lists reaching 200,000+ subscribers
<b>Print Advertising</b>	The Post Newspaper Group, East Bay Express
<b>Radio Advertising</b>	In partnership with local radio stations two weeks prior to event
<b>TV Advertising</b>	High frequency targeted cable advertising to reach viewers throughout Alameda County
<b>Posters</b>	1,000 distributed throughout Alameda County
<b>Flyers</b>	5,000 distributed throughout Alameda County
<b>Event Signage</b>	Banners distributed to Alameda County churches
<b>Outdoor Advertising</b>	Targeted billboard and bus shelter advertising in high traffic locations throughout Alameda County

## ABOUT ALAMEDA COUNTY FATHERS CORPS



The Alameda County Fathers Corps (ACFC) is a county-wide team of male service providers working to help strengthen families by helping men be the best fathers they can be. ACFC's aim is that every father is fully engaged and supportive of their children and that community and public agencies are fully prepared to help them succeed. The Fathers Corps guides providers in building on the five protective factors of the Strengthening Families Framework to reduce risks and create optimal outcomes for children and families.<sup>1</sup>

Source:<sup>1</sup> Five Protective Factors of the Strengthening Families Framework - "Center for the Study of Social Policy"

## PARTNERS

(Agencies that have participated in the FC Learning Community since 2013)

4 C's of Alameda County A Better Way, Inc.  
Abode Services  
africanamericanparenting.blogspot.com  
Alameda Alliance for Health  
Alameda County Board of Supervisors  
Alameda County Community Development  
Agency – Healthy Homes Department  
Alameda County Department, Child Support Services  
Alameda County Health Care Services Agency  
Alameda County Office of Education  
Alameda County Probation Department  
Alameda County Public Health Department  
Alameda County Public Health Department – Special Start  
Alameda County Social Services Agency - Children & Family Services  
Alameda Family Services  
Alameda Head Start  
Alameda Point Collaborative  
Aspiranet  
Bay Area Parent Leadership Action Network  
Berkeley Unified School District  
Blaylock Van, LLC  
Bright Sea Daycare  
Brighter Beginnings  
Building Futures with Women and Children  
Building Opportunities for Self Sufficiency  
Centerforce DADS  
Children's Home Society of California  
City of Fremont Youth & Family Services  
City of Oakland Early Head Start  
City of Oakland Head Start  
City of Oakland Police Department  
Community Health for Asian Americans  
East Bay Agency for Children  
East Oakland Community Project  
Family Paths  
Family Support Services of the Bay Area - Growing Up Strong  
First 5 Alameda County  
La Clinica De La Raza  
La Familia Counseling Service  
Lifelong Medical Care  
LifeLong Medical West Berkeley  
Lincoln Child Center  
Literacy Lab  
Marcus A. Foster Educational Institute  
Men Creating Peace  
Native American Health Center, Inc.  
Oakland Housing Authority  
Oakland Unified School District  
Open Gate  
Positive Communication Practices  
REACH Ashland Youth Center  
Roots Community Health Center  
Save Our Children  
Soulciety  
Tandem, Partners in Early Learning  
Teaching Excellence Center  
The Institute for the Advanced Study of Black Family Life & Culture, Inc.  
The Mentoring Center  
Through the Looking Glass  
Tiburcio Vasquez Health Center, Inc  
Triumph Educational Center  
UCSF Benioff Children's Hospital Oakland  
United Way of the Bay Area  
Unity Council Head Start Program  
Urban Parenting in America  
Village-Connect

## BECOME A SPONSOR

The following sponsorship opportunities are designed to provide your organization with substantial recognition throughout our inaugural Fatherhood Summit. Our high impact marketing and onsite promotions campaigns will ensure that your company's name, branding/logo, and contact information will be seen by more than 5,000 community leaders, supporters, and participants.

### SPONSOR LEVELS

#### DIAMOND SPONSOR

\$20,000

- Title Sponsor
- Company name / logo on all event signage
- Company name / logo on all promotional material
- Support acknowledgement on event website and social media
- Two (2) prominent full-page, full-color ads in program booklet
- Opportunity to provide up to 2 promotional items for attendee bags
- Empowerment Workshop Sponsor
- Exhibitor Gallery Sponsor
- Prominently located 10'x20' exhibit space

#### PLATINUM SPONSOR

\$10,000

- Major Sponsor
- Company name / logo on all event signage
- Company name / logo on all promotional material
- Support acknowledgement on event website and social media
- One (1) prominent full-page, full-color ad in program booklet
- Opportunity to provide up to 1 promotional item for attendee bags
- Empowerment Workshop Sponsor
- 10'x10' exhibit space

#### GOLD SPONSOR

\$5,000

- Company name / logo on all promotional material
- Support acknowledgement on event website and social media
- One (1) half-page, full-color ad in program booklet
- 10'x10' exhibit space

#### SILVER SPONSOR

\$3,000

- Company name / logo on all promotional material
- One (1) half-page, full-color ad in program booklet
- 10'x10' exhibit space

#### BRONZE SPONSOR

\$1,000

- Company name / logo on all promotional material
- One (1) fourth-page, full-color ad in program booklet
- 10'x10' exhibit space



**SPONSOR LEVELS:**

- Diamond \$20,000       Platinum \$10,000       Gold \$5,000  
 Silver \$3,000       Bronze \$1,000

**SPONSOR INFORMATION:**

Company Name: \_\_\_\_\_

First Name: \_\_\_\_\_ Last Name: \_\_\_\_\_

Company Name: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_

Phone: \_\_\_\_\_ Email: \_\_\_\_\_

**PAYMENT INFORMATION:**

Please make your tax deductible (EIN 77-0561803) contribution payable and mail to:

**First 5 Alameda County**  
1115 Atlantic Avenue  
Alameda, CA 94501

Attn: Fathers Corps, Ms. Christine Hom

For information regarding  
sponsorship opportunities,  
please contact:

LA Jones & Associates  
Event Consultant Team  
510.568.5899  
laniece@lajonesmedia.com



**Date:** June 21, 2018

**To:** First 5 Alameda County Commission

**From:** Kristin Spanos, CEO, First 5 Alameda County

**Subject:** Resolution on Zero-Tolerance Policy for Illegal Border Crossings and Family Separation

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**ACTION REQUESTED**

That the Commission review and approve the following resolution.

**BACKGROUND**

In April 2018, U.S. Attorney General Jeff Sessions implemented a “zero-tolerance” policy that includes prosecuting all adults who cross the U.S.—Mexico border illegally. Under this policy, the Trump Administration separated all families who crossed the Southern U.S. border, despite the age of the child, the needs of the families, or their request for asylum or refugee status. In the short time that the policy was in place, more than 2,300 children and youth were separated from their families and detained by U.S. Customs and Border Protection officers while their adult family members were prosecuted for illegal entry. This policy not only exacerbated the emotional and physical stress children experienced during their journey to the United States, the Administration also inhumanly inflicted additional trauma on these very vulnerable children and youth, including babies and toddlers.

While President Trump signed an Executive Order on June 20, 2018 stopping family separation at the border, the Order did not reverse other key components of the “zero-tolerance” policy. This means that the Administration will continue to prosecute all adults who cross the U.S.—Mexico Border illegally, and the children who arrive with those adults will remain in detention with them until other housing arrangements can be made. This new approach is still terribly concerning because not only is the detention of children still a harmful practice, even if children are with their parents, it is unknown how long families will remain in detention centers under the “zero-tolerance” policy or the conditions under which family detention will occur.

Moreover, the Executive Order states that, the administration will "maintain family unity, including by detaining alien families together where appropriate and consistent with law and available resources," which means that children can still be separated from their parents when U.S. Customs and Border Protection does not have adequate resources to keep them together.

First 5 Alameda County condemns the system and policy-induced trauma and retraumatization of children and their families crossing the U.S. border, many of whom have fled their countries due to severe poverty, rape, gang violence, and political persecution. First 5 believes separating families, keeping children and families in detention centers, and destabilizing young children threatens their safety, development, and health. These human rights violations will have negative, long-lasting consequences for the overall health and well-being of children.

The following proposed Resolution will be distributed in the F5AC FYI newsletter, to our community partners, to other First 5's, and to local elected officials.

**WHEREAS**, Alameda County is the fourth most diverse county in the United States, with foreign-born residents comprising over 34% of the county's total population, and 54.5% of children ages 0-17 live with at least one parent who was born outside of the U.S.; and

**WHEREAS**, Thousands of children have and will be either separated from their parents and guardians or held in detention centers with them for an undisclosed amount of time. These children, including babies and toddlers, are being retraumatized after a dangerous and stressful journey to get to the U.S. Immigration policies that break families apart and/or forcibly keep them detained in detention centers facilitate egregious human rights violations. The detention of children has been condemned by respected human rights organizations globally; and

**WHEREAS**, First 5 Alameda County's mission is to promote optimal health and development for young children. Housing children in detention centers, even with their families, may lead to prolonged exposure to stress which can cause irreparable harm to the developing brain and negatively affect short and long term physical and mental health. The American Academy of Pediatrics condemns family detention as "harsh and counterproductive" and calls for limited exposure of any child to current Department of Homeland Security facilities. "Even brief detention can cause psychological trauma and induce long-term mental health risks for children;" and

**WHEREAS**, The current "zero-tolerance" policy does not uphold the Flores settlement and its expanded terms, which requires the government to release children from custody or find the least restrictive care setting for them, and improve conditions at the U.S. Border Patrol's short-term holding facilities; and

**WHEREAS**, The Administration's treatment of families who cross the border to escape violence and harm is not only unconscionable, it is reminiscent of America's shameful past and the atrocities experienced by people of color throughout our country's history; and

**WHEREAS**, First 5 Alameda County continues to stand by our mission of partnering with the community to support a county-wide continuous prevention and early intervention system that promotes optimal health and development, narrows disparities, and improves the lives of children 0 to 5 and their families – regardless of their immigration status; and

**WHEREAS**, Hundreds of experts in early child development, child welfare, health, juvenile justice, international law, and human rights have opposed and denounced the separation of families, including the United Nations, the American Academy of Pediatrics, ZERO TO THREE, the Center for Law and Social

policy, the Child Welfare League of America, American Medical Association, Children’s Defense Fund, Juvenile Law Center, and the School Social Work Association of America; and

**WHEREAS**, California Senator Kevin de Leon's call to end the State's cooperation with the federal government, the United Nations human rights office declaring the policy illegal, and California Attorney General Xavier Becerra, and 20 other attorney generals demanding the U.S. Department of Justice immediately end its new “zero-tolerance” immigration policy; and

**WHEREAS**, The First 5 Association, the California Department of Social Services, and the County Welfare Directors Association of California, along with 537 other respected local and national child welfare, juvenile justice and child health, development and safety organizations, urgently appealed to the Administration to halt plans to separate children and families months before the policy was implemented and again this month; and

**WHEREAS**, The First 5 Alameda County Commission passed an immigration resolution in 2017 denouncing Executive Orders and inhumane deportations that caused fear, isolation, and unrest in the communities we serve. Located here: <https://www.f5ecc.org/f5eventdetails.aspx?EventID=2601> ; and

**WHEREAS**, The Alameda County Board of Supervisors passed a resolution in 2016 entitled “Upholding Due Process and Protecting Civil Rights of Immigrant Residents” and another resolution designating Alameda County a Welcoming County for Immigrants and Refugees.

**NOW THEREFORE, BE IT RESOLVED**, First 5 Alameda County wholeheartedly refutes policies that threaten, separate, and detain families, and we will work with our partners to keep our communities secure. We commit to protecting children and their families by:

- 1) Partnering with providers and community by offering training services on immigration policies and resources;
- 2) Supporting sanctuary city and safe haven policies at school districts across the county;
- 3) Providing trustworthy information for Alameda County First 5 staff, early childhood educators, community based organizations, partners and families; and
- 4) Advocating for just immigration policies in service to community, family, and child well-being.

**THE FOREGOING** was **PASSED**, and **ADOPTED** on this 21<sup>st</sup> day of June, 2018.

**FISCAL IMPACT**

There is no fiscal impact.

**RECOMMENDATION**

That the Commission approve the proposed resolution.

Submitted by:

Reviewed by:

\_\_\_\_\_  
Kristin Spanos

Chief Executive Officer

\_\_\_\_\_  
Christine Hom

Interim Chief of Staff