



FIRST 5 ALAMEDA COUNTY COMMISSION MEETING AGENDA

Thursday, June 16, 2016

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

9:00 AM – 11:30 AM

Commissioners: Chair: Pamela Simms-Mackey M.D., Vice Chair: Renee Herzfeld, Wilma Chan, Lori Cox, Cecilia Echeverría, Tomás A. Magaña M.D.

- 1. Public Comment (for items not listed on the agenda) - Limited to 3 minutes per speaker**
- 2. Approval of Minutes from February 22, 2016**
- 3. Staff Announcements**

CONSENT

- 4. GASB 54 Fund Balance Commitment**
- 5. ACERA 401(h) Recommendation**
- 6. Personnel Policies Revisions**
- 7. Approval of FY 2014-15 First 5 California Annual Report**
- 8. Final reading of FY 2016-17 Strategic Plan**

INFRASTRUCTURE

- 9. Final reading of FY 2016-17 Budget**
- 10. Final reading of Long Range Financial Plan**
- 11. FY 2017-21 Strategic Planning Update**
- 12. FY 2015-16 and FY 2015-17 Contract Authorizations**
- 13. FY 2016-17 and FY 2016-2018 Contract Authorizations**
- 14. Personnel Issues (CLOSED SESSION)**

Commission Meeting Agenda

June 16, 2016

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.

PROGRAM

- 15. School Readiness Assessment presentation**
- 16. State Commission and Association Updates**
- 17. Legislation and Public Policy Updates**

MISCELLANEOUS

- 18. Communication from Commissioners**
- 19. Adjournment**

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FIRST 5 ALAMEDA COUNTY COMMISSION MEETING MINUTES

Monday, February 22, 2016
**First 5 Alameda County
1115 Atlantic Ave.
Alameda, CA 94501
Conference Room A**

9:00 AM – 10:00 AM

Commissioners: Chair: Pamela Simms-Mackey M.D., Vice Chair: Renee Herzfeld, Cecilia Echeverría, Tomás A. Magaña M.D.

Commissioners Absent: Alex Briscoe, Wilma Chan, Lori Cox

Chair Pamela Simms-Mackey called the meeting to order at 9:08 AM.

1. Public Comment (for items not listed on the agenda) - Limited to 3 minutes per speaker

No public comment.

2. Staff Announcements (formerly Agenda Item 3)

Janis Burger, CEO, presented the following announcements:

- Commissioner Deborah Stark has resigned from her position on the First 5 Alameda County (F5AC) Commission.
- F5AC has developed seven one-page communications data sheets. The one-pagers distributed by Ms. Burger detail F5AC program components, F5AC's budget, Agency results, program reach and what the Agency envisions for the future of its programs. Chair Simms-Mackey inquired whether electronic copies of the data sheets would be available for distribution. Ms. Burger indicated electronic copies would be made available post-meeting.
- A Quality Rating and Improvement System (QRIS) pamphlet which highlights recommendations for early learning efforts in California was developed in partnership with F5AC, F5 Contra Costa, F5 San Francisco, F5 San Mateo County, F5 Santa Clara County and F5 Santa Cruz County. It also details achievements and lessons learned from regional QRIS implementation.
- F5AC recently submitted a proposal focusing on Home Visiting (HV) funding from Pay for Success. F5AC received letters of support from the County of Alameda and co-submitted the proposal with the County Administrator's Office. Ms. Burger stated agencies will be notified within the next month if selected for funding.
- The F5AC HR Administrator position has been filled. The position had been vacant for six months prior to Taz McDonald accepting the position.
- Former Commissioner Helen Mendel is interested in working with F5AC on a gala event in order to promote and support programs. Ms. Burger proposed 1-2 Commissioners meet with Ms. Mendel to further discuss her proposal and asked for volunteers. Commissioner Echeverría volunteered to meet with Ms. Mendel. Chair Simms-Mackey suggested Ms. Mendel discuss the gala proposal with Executive Committee.

[Commissioner Magaña arrived at 9:14 AM.]

3. QRIS Ratings Presentation (formerly Agenda Item 9)

Malia Ramler, Senior Administrator, Community and Provider Capacity Building (CPCB), provided an overview of QRIS, Race To the Top – Early Learning Challenge (RTT-ELC) and Quality Counts. Ms. Ramler reported the milestone in the aligned work which was the publishing of Quality Counts ratings in January 2016. The RTT-ELC federal funding, California Department of Education funding as well as First 5 California funding all require that F5AC make assessments and rating of sites available to parents/public. Ms. Ramler stated there was some concern about the ratings from community and noted the first four years has been piloting the quality framework statewide. Ms. Ramler added F5AC wanted to be transparent in the published ratings with detailed information that is simple for parents to understand.

As of January 1st, the ratings have been published in compliance with funding requirements and have been launched online through the www.alamedakids.org website. The website provides parents with an overview of how the ratings are earned and what the stars mean. Ms. Ramler stated full detailed reports will be available online by end of month. The ratings are valid for two years with participation in Quality Counts being voluntary. Ms. Ramler reported there are 100 programs participating this year and will grow to 190-200 by the end of FY2016-17 year. Ms. Ramler stated F5AC will be distributing marketing materials such as window stickers, tote bags, banners, etc. to the programs participating. The website will be translated to Spanish and Chinese in upcoming months. Ms. Ramler also presented a Quality Counts video highlighting a participating program that will soon be available on the website.

Vice Chair Herzfeld expressed her excitement about the growth of Quality Counts. She stated this is the right direction for early care and education programs. Vice Chair Herzfeld added she recognizes the challenges Quality Counts faces in having the majority of programs rated.

Ms. Burger stated several First 5 agencies are excited about the website and video and have reached out to F5AC. They'd like to use the language and format for their site ratings.

Chair Simms-Mackey inquired whether there was work in the policy arena for funding sites to be rated. Ms. Ramler stated the State does not have tier reimbursements, but has block grants that reward dollars directly to counties the local level. F5AC rewards participating sites at rating tier levels 4 & 5 with a fixed amount of money allocated. Ms. Ramler added that a better rating equals higher reimbursement incentives for State preschool programs. The Quality Counts funding does allocate an improvement grant for materials and released time for training. This is available to all tiers participating regardless of their starting tier.

Commissioner Magaña commended the value of the star rating and model. He inquired on how F5AC will address the discrepancy in star ratings for providers. Ms. Ramler emphasized that F5AC encourages parents to talk to providers/programs about the quality improvement plans. Ms. Ramler added that the marketing materials do not highlight the star ratings, but the programs participation and commitment to quality. Vice Chair Herzfeld commented the online ratings are a good support tool for parents looking for quality child care.

Ms. Ramler stated a FAQ is available online and all programs voluntarily participate. There is not funding not available for all sites in the county to be rated. Ms. Ramler reported F5AC has been able to accommodate the majority of providers that wanted to participate with very few programs being turned away.

Ms. Burger thanked and acknowledged Ms. Ramler and the CPCB team for their work.

4. Approval of Minutes from December 10, 2015 (formerly Agenda Item 2)

Commission Action: The Commission approved the December 10, 2015 minutes upon motion by Commissioner Magaña, seconded by Commissioner Echeverría unanimously carried (4 in favor, 0 opposed, 0 abstentions).

5. Election of F5AC Commission Officers (formerly Agenda Item 4)

Chair Simms-Mackey requested nominations for the Commission Chair and Vice Chair seats to serve for calendar year 2016.

Commission Action: Commissioner Echeverría nominated Dr. Pamela Simms-Mackey to serve as Chair, seconded by Commissioner Magaña, and unanimously carried (4 in favor, 0 opposed, 0 abstentions).

Commission Action: Commissioner Echeverría nominated Renee Herzfeld to serve as Vice Chair, seconded by Commissioner Magaña, and unanimously carried (4 in favor, 0 opposed, 0 abstentions).

Ms. Burger announced Commissioner Echeverría will be joining the Executive Committee.

CONSENT

Chair Simms-Mackey stated that agenda items 6, 7 and 8 were thoroughly discussed at the Executive Committee meeting and therefore would not be reviewed by the full Commission unless there were any questions.

6. FY 2015-16 2nd Quarter Investment Report (formerly Agenda Item 5)

7. FY 2015-16 2nd Quarter Financial Report (formerly Agenda Item 6)

8. FY 2015-16 Mid-Year Budget Modification Recommendation (formerly Agenda Item 7)

Commission Action: The Commission approved the FY 2015-16 2nd Quarter Investment Report, FY 2015-16 2nd Quarter Financial Report and the FY 2015-16 Mid-Year Budget Modification Recommendation upon motion by Commissioner Echeverría, seconded by Commissioner Magaña, and unanimously carried (4 in favor, 0 opposed, 0 abstentions).

INFRASTRUCTURE

9. Contract Authorizations – (formerly Agenda Item 8)

Christine Hom, Contracts and Grants Administrator presented the following contract authorizations and provided a brief overview of each contract:

- Alameda Health System / Highland Hospital - \$71,754
- East Bay Community Law Center - \$15,000
- Low Income Investment Fund - \$52,000

- Lucile Packard Children's Hospital Stanford - \$10,000
- Public Consulting Group - \$32,764
- Public Consulting Group - \$65,740
- Xantrion - \$26,000

Commissioner Magaña inquired whether the Thomas J. Long funding grant was restricted to a specific area or program. Ms. Burger stated the grant is restricted to Help Me Grow.

Commissioner Echeverría inquired about the Lucile Packard Children's Hospital Stanford contract and whether it is restricted to Alameda County residents. Ms. Burger confirmed it is restricted to Alameda County residents.

Chair Simms-Mackey, facilitated the votes for the following contracts:

- Low Income Investment Fund
- Lucile Packard Children's Hospital Stanford
- Public Consulting Group
- Xantrion

Commission Action: The Commission approved the contracts above upon motion by Commissioner Echeverría, seconded by Vice Chair Herzfeld, and unanimously carried (4 in favor, 0 opposed, 0 abstentions).

Vice Chair Herzfeld, facilitated the votes for the following contracts:

- Alameda Health System
- East Bay Community Law Center

Commission Action: The Commission approved the contracts above upon motion by Commissioner Magaña, seconded by Commissioner Echeverría and unanimously carried with Chair Simms-Mackey abstaining from the vote (3 in favor, 0 opposed, 1 abstention).

PROGRAM

10. FY 2017-21 Strategic Plan Update

Ms. Spanos stated that F5AC staff has kicked off the planning process for the FY2017-2021 Strategic Plan. The Agency Leadership Team (ALT) will be participating in a strategic planning retreat. Ms. Spanos added the strategic planning work group has identified the need for a Commissioner retreat in order to engage everyone in the planning process. F5AC is looking to have a strategic plan for FY2017-2021 completed by the end of October 2016. Ms. Spanos stated F5AC will be using the Results Based Accountability (RBA) framework during the planning process. Lisa Forti, Planning and Community Grants, Senior Administrator, will help facilitate and train staff with the RBA framework in relation to the strategic planning process. Ms. Spanos will provide updates to the Commission periodically as progress is made.

11. State Commission and Association Updates

Ms. Burger stated F5AC submitted a proposal for a one-time \$1.3M State funded Infant/Toddler Block grant for FY2016-2017 as well as a proposal for a First 5 California IMPACT grant. If the IMPACT grant is

awarded, funding of \$4.3M would be received for FY2016-2020. F5AC is waiting to hear back on both proposals. Ms. Burger highlighted First 5 Association's focused work on policy and work with Children NOW with Home Visiting sustainability and developmental screenings. Ms. Burger added there was a pending proposal to combine Prop 98 funding with the Block grant funding.

12. Legislation and Public Policy Updates

Ms. Burger stated there is a proposed initiative that would raise the cigarette tax by \$2 per pack and would include the purchase of e-cigarettes and vaping. Ms. Burger announced the State of California recently passed 1,500 new bills on February 19th.

Ms. Burger stated the First 5 Association will be holding a Capitol Advocacy Day on April 5, 2016 in Sacramento. Attendees will be able to join First 5 Commissions from across the state and meet with state legislators. Ms. Burger extended the invitation to the Commission.

MISCELLANEOUS

13. Communication from Commissioners

Ms. Burger distributed a draft of the revised 2016 Commission Meeting calendar with updated meeting times in order to survey Commissioners on a meeting time frame that will work best for the Commission. Chair Simms-Mackey suggested F5AC reach out to Commissioners who regularly are unable to attend meetings.

14. Adjournment

Chair Simms-Mackey adjourned the meeting at 10:04 AM.



To: First 5 Alameda County Commission

From: Mark R Rasiah, Financial Controller

Date: June 16, 2016

Subject: Sustainability Fund Balance Commitment- GASB 54

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) recently 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 fund balance was presented accordingly in the financial statements for the fiscal year which ended on June 30th 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 simple 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 \$32 million in fund balance.

PROPOSED ACTION TO DESIGNATE FUND BALANCE

The amount reported as fund balance in the audited financial statements for the 2015-16 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 \$10 million of net assets as at June 30th, 2016, as "non-spendable" in order to maintain intact, funds for Contracts, Grants and Pre-paid Expenses, in accordance with the FY 2016-17 Budget that is up for adoption by the Commission on June 16th, 2016.

2. To accept Staff’s recommendation to “Assign” a portion of ending fund balance not exceeding \$22 million of net assets as at June 30th 2016, for budget stabilization (balancing the budget), in accordance with the Long Range Financial Plan to be adopted by the Commission on June 16th, 2016. 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. In fact, funds may only be spent on any contract 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 2016-17 Budgeted Contracts, Grants and prepaid expenses.	\$10 million	Non-spendable Fund Balance
Budget stabilization - Long Range Financial Plan	\$22 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:

 Mark R Rasiah
 Financial Controller

 Janis Burger
 Chief Executive Officer



TO: First 5 Alameda County Commission

FROM: Taz McDonald, Human Resources Administrator

DATE: June 16, 2016

RE: 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 2016-2017 (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, The Segal Company. Based on the actuarial analysis, First 5's contribution for 2016-2017 is \$28,848.58. The contribution per pay period is \$1,109.56 beginning with pay period 16-14.

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:

Taz McDonald
Human Resources Administrator

Janis Burger
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, 2016 – June 30, 2017, First 5 Alameda County shall contribute to ACERA \$28,848.58 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, 2016.
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 16, 2016
RE: Employee Handbook Revisions

ACTION REQUESTED

That the Commission review and approve 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 and July 2015. 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.

PROPOSED REVISIONS TO THE EMPLOYEE POLICIES AND PROCEDURES HANDBOOK

The following are the primary changes made as part of year-end manual clean up (which represents changes that clarify policy, or that were made for editing purposes or to clarify current agency practices and/or procedures) or to bring our current policies in line with changes in employment law . The most significant changes include:

- Title: Employee Handbook
- Introductory Period (p7)
Adding language to the end: New employees may take time off in the form of PTO during their introductory period. Any accrued sick time may also be used during this time.
- Professional Development (p9)
Adding language: 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) and sufficient receipts. Unused funds will not carryover. This amount is subject to change.

- Health and Dental Insurance (p10)
 Adding language: 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.

- Definition for Eligibility (p10)
 Adding language to the end: who are up to age 26, single or married.

- Vacation (p14)
 Adding language: 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.

- PTO (p 15)
 Adding language to the end: Requests should be 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.

- Workplace conduct (p36)
 Adding language: 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:
 - 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, 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 any F5AC policy

FISCAL IMPACT

There is no fiscal impact.

RECOMMENDATION

To review and approve the following Employee Handbook revisions.

Submitted by:

Reviewed by:

Taz McDonald
Human Resources Administrator

Janis Burger
Chief Executive Officer

EMPLOYEE ~~POLICIES AND PROCEDURES~~ HANDBOOK

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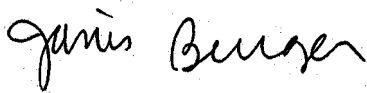
WELCOME

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,



Janis Burger, 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 Policy, 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. 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 the California Fair Employment and Housing Act and the Americans with Disabilities Act (and any subsequent revisions or amendments thereto), including the interactive process to identify possible reasonable accommodations 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 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 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 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 as described in the "Vacations" policy. New employees may take time off in the form of PTO during their introductory period.

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, and applicable wage/hour laws.

- Exempt Employee: An executive, administrative, or professional employee who is exempt from the overtime requirements of the Fair Labor Standards Act ("FLSA")
- Non-exempt Employee: An employee (generally paid by the hour) who is eligible for overtime pay under the FLSA
- 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

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 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 ~~60-30~~ 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 ~~determine the cover the same % of~~ employer share of premiums ~~it shall make for temporary employees 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 \$125.00 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.

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.

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 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, 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.

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 ~~preferably~~ 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. ~~and approved in advance.~~

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
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.

SICK TIME

Sick time provides employees with paid time off to recover from illness or injury, to care for seriously ill family members, or for an employee who is a victim of domestic violence, sexual assault or stalking to obtain relief, including medical attention and psychological counseling. For purposes of this section "immediate family" 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 (90th) 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: UNPAID 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 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 personal or family illness, qualifying exigency arising from a call to active duty, or justifiable personal or other reasons. “Without pay” means that F5AC will not pay for time on leave except for accrued, unused vacation, PTO, and/or sick leave that the employee uses consistent with this policy. 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.

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.

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.

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:

<u>Deductions Mandated by Federal and State Law</u>	<u>Voluntary Deductions</u>
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 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 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 ensure your 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 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), Twitter (www.twitter.com/first5alameda), and YouTube (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 eExamples of conduct that may result in disciplinary action, up to and including immediate termination, include, but are not limited to, ~~any of the following~~:

- 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, 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 duty task when directly instructed to do so by a supervisor or member of management
- Possessing a weapon or firearm on F5AC's property
- Violating any 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. 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. 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

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.

Employee’s Name (Printed)

Employee’s Signature

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
Title change; Introductory Period (p7); Professional Development (p9); Definition for Eligibility (p10); Vacation (p14); Workplace conduct (p36);	<u>6/16/2016</u>



To: First 5 Alameda County Commission
From: Janis Burger, CEO
Date: June 16, 2016
Subject: 2014-15 First 5 California State Annual Report

REQUESTED ACTION

To review and approve the 2014-15 First 5 California State Annual Report

BACKGROUND

Proposition 10 legislation requires each county Commission to conduct one public hearing on the First 5 California State Annual Report. The report is a compilation of data collected from counties that participate in statewide initiatives including Power of Preschool, Health Access and School Readiness. The report also summarizes the county results on the state identified focus areas: Family Functioning, Child Development, Child Health and Systems of Care. The report can be downloaded at:

http://www.cafc.ca.gov/pdf/annual_report_pdfs/Annual_Report_14-15.pdf

FISCAL IMPACT

There is no fiscal impact for this approval.

RECOMMENDATION

To review and approve the 2014-15 First 5 California State Annual Report

Submitted by:

Reviewed by:

Chris Hwang
Evaluation & Technology Administrator

Janis Burger,
Chief Executive Officer



To: First 5 Alameda County Commission
From: Janis Burger, Chief Executive Officer
Date: June 16, 2016
Subject: FY 2016-17 Strategic Plan – Final Reading

ACTION REQUESTED

Review the final reading of the FY 2016-17 Strategic Plan.

BACKGROUND

The FY 2013-17 First 5 Alameda County Strategic Plan must have an annual review by the Commission prior to the release of state funds for FY 2016-17. No substantial changes are being proposed to the Strategic Plan for FY 2016-17. Minor changes included are in red font and financial information has also been updated to reflect the FY 2016-17 proposed budget.

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 approve the final reading of the FY 2016-17 Strategic Plan.

Submitted by:

Reviewed by:

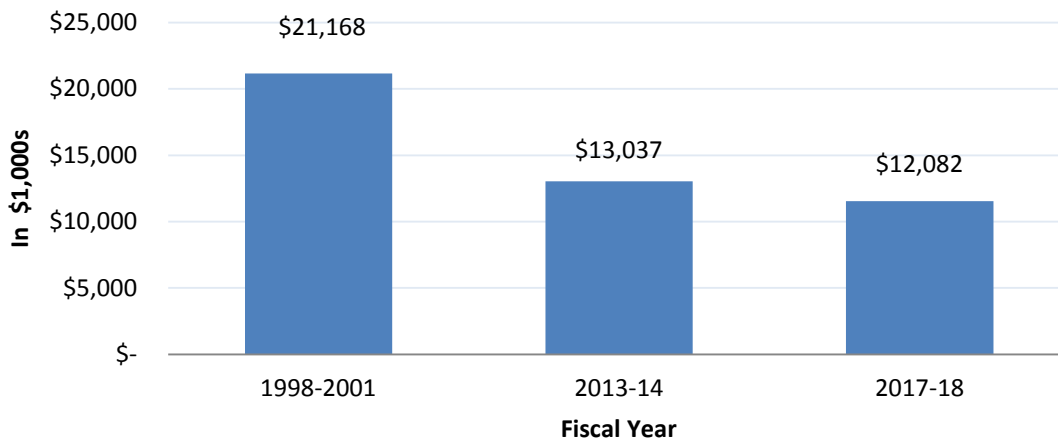
Kristin Spanos
Chief Operating Officer

Janis Burger
Chief Executive Officer

The First 5 Alameda County Strategic Plan covers the four years between July 2013 and June 2017. It reflects the fiscal reality of declining funding, while continuing to seek opportunities to build and sustain the capacity of public agencies and community partners who share our vision and mission. The plan is the result of significant community input, including a broad-based community survey of our F5AC partners (564 responses), key informant interviews, evaluation reports, literature reviews, and extensive input from F5AC Commissioners.

Tobacco tax revenues for Alameda County reached a high of \$21 million in 1998, but are projected to fall to \$12.1 million by 2017.

First 5 Alameda County Funding History and Forecast of Prop 10 Revenue



The results, outcomes, and strategies described in this plan build upon many years of F5AC work, but also take us in new directions. The plan opens with our overall vision, mission, and guiding principles, tying these to the results and outcomes we hope to achieve. The plan then provides details about the specific strategies we believe will yield the results and outcomes, including descriptions of the strategies, what's new and different about each of them, the programs they encompass, and the many partners we rely upon to extend and leverage F5AC's investments. Finally, the plan describes F5AC's role in supporting a continuous prevention and early intervention system for our county's youngest children and how we invest our resources to make the plan's vision a reality.

Our Vision

Every child in Alameda County will have optimal health, development and well-being from birth to 5 to reach his or her greatest potential.

Our Mission

In partnership with the community, 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.

KEY ELEMENTS OF THE 2013-17 STRATEGIC PLAN

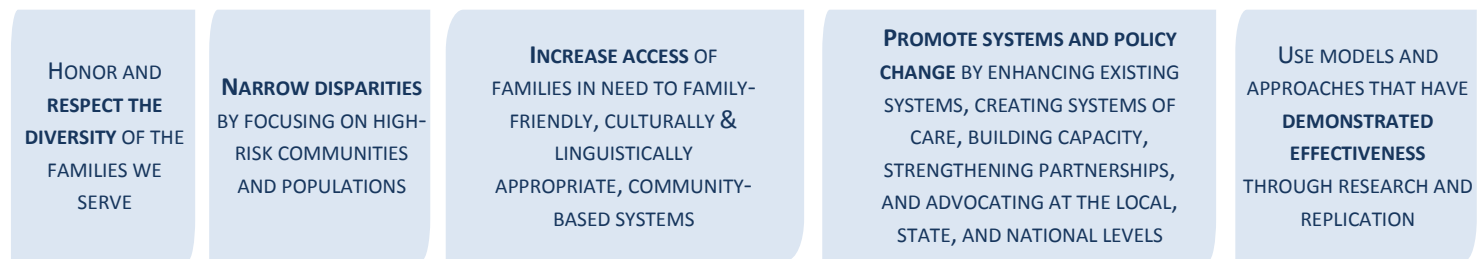
Vision, Mission, and Guiding Principles	3
Results and Outcomes – What We Plan to Achieve	4
Strategies – What We Plan to Do	5
1. HOME VISITING / FAMILY SUPPORT	6
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Vision, Mission, and Guiding Principles

VISION - Every child in Alameda County will have optimal health, development, and well-being from birth to 5 to reach his or her greatest potential.

MISSION - In partnership with the community, First 5 Alameda County supports a countywide 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.

GUIDING PRINCIPLES



Our commitment to systems change and countywide impact focuses on **two major benchmarks**:

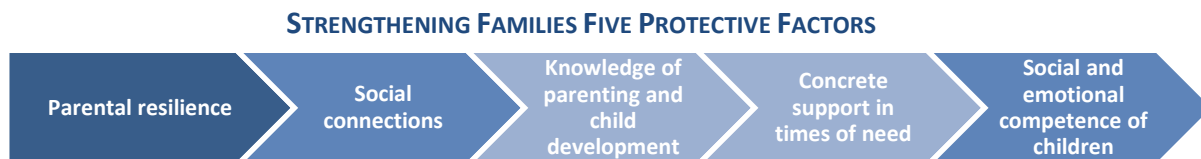
Children are ready for kindergarten, and can later achieve success in the third grade;¹ and Children are free from abuse and neglect.

In order to have a positive impact on these two population-based benchmarks, we will focus on achieving the following **four intermediate results** that contribute to the broader benchmarks:

1. Parents/Primary Caregivers provide stable, supportive, and nurturing environments for children
2. Children are prepared for school through quality early experiences
3. Children reach their optimal development outcomes
4. A comprehensive, coordinated early childhood system is in place in Alameda County

For each result, we have identified specific **outcomes** that will help us evaluate our success.

We have modeled our outcomes on the Strengthening Families Protective Factors, an evidence-based framework that we, along with many other agencies and states throughout the country, have adopted as a pathway to increasing resiliency and reducing abuse and neglect.



¹ F5AC focuses on the years 0 to 5, but we recognize a growing body of research and evidence that stretches the age window for the foundations of future success to third grade — or 0 to 8. Third grade success is a well-established benchmark that strongly predicts a child’s likelihood for long term wellbeing. Recent studies of children in the Bay Area show that the achievement gap is already perceptible by Kindergarten. And children who are behind in Kindergarten fare the worst by third grade. Our investments in the earliest years will have their greatest payoffs for children, families, and communities if they are bolstered in the early grades and beyond.

Results and Outcomes – What We Plan to Achieve

RESULT 1: Parents / primary caregivers provide stable, supportive, and nurturing environments for children	RESULT 2: Children are prepared for school through quality early experiences	RESULT 3: Children reach their optimal developmental outcomes	RESULT 4: A comprehensive, coordinated early childhood system is in place in Alameda County	Impact on Benchmarks: Children are ready for kindergarten – 3 rd grade success. Children are free from abuse and neglect
<ul style="list-style-type: none"> ▪ Outcome: Improved family functioning <ul style="list-style-type: none"> • Enhanced primary caregiver mental health • Improved parent-child attachment • Reduced parenting stress ▪ Outcome: Increased access to concrete basic needs and economic support ▪ Outcome: Enhanced parent knowledge of child development and parent capacity to support their child's development 	<ul style="list-style-type: none"> ▪ Outcome: Increased access to quality preschool and child care settings, and to other early learning experiences ▪ Outcome: Smooth transition to Kindergarten 	<ul style="list-style-type: none"> ▪ Outcome: Increased optimal breastfeeding/ nutrition and prenatal and postpartum health ▪ Outcome: Increased early identification and linkages to supports for development and social and emotional, behavioral health ▪ Outcome: Improved child developmental and social-emotional well-being 	<ul style="list-style-type: none"> ▪ Outcome: Coordinated countywide children's outcomes and budget ▪ Outcome: Enhanced coordination and linkages among providers of early childhood system of care ▪ Outcome: Increased awareness and focus on early childhood 	

F5AC understands that in order for Alameda County's children to be ready for kindergarten and free from abuse and neglect, we must work strategically and collaboratively with our public agency and community-based partners. While F5AC focuses on children 0-5 years old, we depend on other county and community partners across multiple early childhood systems as well as those who support children from 5-8 years old. We strive to develop an integrated early childhood system that creates the conditions for families to succeed. No single agency or piece of the system can effectively support families in isolation. F5AC, therefore, positions itself as a catalyst for coordinated systems effort and the identification and pursuit of common outcomes across the entire early childhood system. We are active, engaged participants in multiple early childhood collaboratives that share our goals.

EARLY CHILDHOOD COLLABORATIVES IN ALAMEDA COUNTY

- Alameda County Birth – 8 Initiative
- Alameda County Early Childhood Policy Committee – ACECPC
- Alameda County Interagency Children's Policy Council – ICPC
- Alameda County Public Health Best Baby Zone (BBZ)
- Alameda County Public Health Building Blocks
- Alameda County Committee on Children with Special Needs
- [Bay Area Quality Early Learning Partnership Rating Improvement System – BAQRISP](#)
- Alameda County Child Care Planning Council
- Early Connections – Alameda County Behavioral Health
- East Oakland Building Healthy Communities – The California Endowment
- Help Me Grow Alameda County
- Early Childhood Professional Development and Education Collaborative – EPEC
- Promise Neighborhoods
 - Hayward
- Gateways – Cradle to Career Education and Workforce Partnership
- [Oakland Reads 2020](#)
- [Oakland Starting Smart and Strong](#)

Strategies – What We Plan to Do

The FY 2013-2017 Strategic Plan highlights the F5AC Commission’s nine strategies. These strategies are the bridge between where we are now, in 2013, and where we would like to be in the near future: by 2017. Below is a description of each strategy, including **why we are working in this area**, what’s new from our previous work, major programs within each strategy, and key partners who help to implement the strategy. Individually and collectively, the nine strategies are designed to build on our work on behalf of young children, take advantage of emerging opportunities, and align our work with significant regional, state, and federal initiatives.

The nine strategies are:



STRATEGY DESCRIPTIONS: AN OVERVIEW OF WHAT'S IN PLACE, WHAT'S NEW, PROGRAMS, AND PARTNERS

1. HOME VISITING / FAMILY SUPPORT

Why This Strategy: Home visiting focuses attention, support, and services on low-income families to provide information and support during pregnancy and throughout a child's first three years—a critical developmental period. By building relationships between home visitors and families, home visiting programs can intervene earlier and make referrals and connections for children and families to services that match their needs. By coordinating multiple home visiting programs, we can reach more families and help them minimize the impact of adverse social and health risks that isolation and poverty place in their paths.

Description: The Home Visiting initiative funds public and community agencies to provide prenatal and postpartum home visiting services targeting teen parents, high-risk families, and families whose babies have been in the neonatal intensive care unit. F5AC, in collaboration with Alameda County Public Health Department (ACPHD) and our community partners, is creating a more comprehensive home visiting/family support services system of care.

What's New: F5AC contracts with ACPHD to integrate all home visiting programs into a countywide system with coordinated points of entry, referrals, common standards, training and outcomes. ACPHD will oversee the contracts and systems development. F5AC will continue to provide training, data and evaluation, and infrastructure supports. An integrated home visiting system will provide better integration across multiple programs, assure better utilization, provide for quality standards, and pool community resources for families.

PROGRAMS/ACTIVITIES

- Outreach to prenatal and postpartum: teens, young adults and high-risk families
- Hospital based family enrollment, triage, coordination, and marketing
- Prenatal and postpartum home visiting of pregnant and parenting teens
- Postpartum home visiting of infants discharged from Neonatal Intensive Care Unit
- Prenatal and postpartum home visiting of high-risk families
- Trainings on core competencies
- Data systems, evaluation, and reporting support
- Countywide family support redesign
- Enhanced linkages for families exiting home visiting supports
- [Implementation of Project DULCE Pilot at Highland Pediatrics](#)

PARTNERS (NOT A COMPLETE LIST)

- Alameda Alliance for Health
- Alameda County Public Health Department
- Alameda County Social Services Agency
- Birthing Hospitals
- Brighter Beginnings
- [UCSF Benioff](#) Children's Hospital Oakland
- City of Berkeley Public Health Department
- Early Head Start
- Native American Health Center
- Other Prenatal Clinics
- Through the Looking Glass
- Tiburcio Vasquez Health Center
- West Oakland Health Council
- Women, Infants & Children (WIC)

2. HEALTHY CHILD DEVELOPMENT INITIATIVE

Why This Strategy: Addressing developmental, social, emotional, and behavioral problems includes: screening to identify concerns as early as possible, and linkages to specific interventions once concerns are identified. First 5 Alameda County is replicating a national model, Help Me Grow, to implement this initiative. Help Me Grow does both by increasing awareness of early screening and intervention among parents and providers, and by streamlining the linkages to services so that they are far more accessible to everyone involved in caring for young children. Helping children get the supports they need prior to kindergarten entry will contribute to their success in school.

Description: Help Me Grow Alameda County is a streamlined system of early identification and referral that supports children ages 0-5 with developmental, behavioral, and/or social-emotional concerns and their families. Help Me Grow builds collaboration across sectors, including health care, early care and education, and family support to ensure better outcomes for children.

What's New: Help Me Grow Alameda County is one of three California counties (along with Orange and Fresno) participating in the Help Me Grow National Replication Project. The national affiliation will support sustainability, policy changes, and awareness of promising and best practices. Help Me Grow will focus on four core components: (1) community outreach, (2) child health care provider outreach, (3) a centralized phone access point, and (4) data collection and analysis. With the completion of the three-year pilot phase in October 2012, Help Me Grow is expanding its efforts locally. New efforts will include a community-based outreach strategy, a social marketing campaign, development of an Ages & Stages Questionnaire (ASQ) mail-in program, an early childhood resource guide, and broader access to the Early Childhood Linkage Line. F5AC will continue to function as the lead agency, with collaboration from multiple community partners.

HEALTHY CHILD DEVELOPMENT INITIATIVE (CONTINUED)

Programs/Activities

- Training and technical assistance to providers on early identification and systems
- Developmental Screening (e.g. Ages & Stages Questionnaires) training
- ASQ Developmental Monitoring Program (by mail or web-based)
- Early childhood referral and consultation phone line – Linkage Line
- Family navigation
- Web-based community resource guide
- Screening and child development promotion at community events
- Social marketing
- Parent-to-parent support
- Collaborative governance and operations
- Web-based data system

Partners (not a complete list)

- Alameda County Behavioral Health Care Services - Early Connections
- Alameda County Child Care Planning Council
- Alameda County Medical Home Project
- Alameda County Public Health Department
- Alameda County Social Services Agency
- Center for the Vulnerable Child – [UCSF Benioff Children’s Hospital Oakland](#)
- Child Care Resource & Referral agencies
- City of Berkeley Public Health Department
- Early care and education providers
- Community-based Organizations
- Families (advisory committee, representation in governing bodies)
- Family Resource Network
- Fremont Human Services Department Family and Youth Services
- Pediatric /Health Care providers
- Better World Advertising
- Help Me Grow National Center
- Regional Center of the East Bay
- School Districts
- Special Education Local Plan Area
- Web and data systems developers

3. QUALITY EARLY CARE AND EDUCATION

Why This Strategy: High quality early care and education (ECE) programs lay a foundation for kindergarten readiness and future success. Yet it can be difficult for ECE providers to access coaching, mentoring, and professional development to enhance their knowledge, skills, and performance. Making these opportunities available, alongside resources to improve facilities and environments, helps to improve instructional practices and contributes to overall ECE quality

Description: F5AC works closely with community partners to promote access to quality early care and education in family child care and center-based settings. We do this by providing coaching, consultation, funding, and incentives for site based quality improvement, supporting access to professional development opportunities for the child care workforce, and developing and implementing an integrated regional child care quality rating and improvement system.

What's New: Alameda County ~~is a participant in California's Race to the Top Early Learning Challenge (RTT-ELC), was a participant in the Race to the Top Early Learning Challenge (RTT-ELC) Pilot~~ which is ~~developing~~ developed and ~~implementing~~ launched implementation of Quality Counts, Alameda County's Quality Rating and Improvement System (QRIS) with the goal of increasing access to quality early care and education for children with high need. Various components of the F5AC Quality Early Care and Education strategy and other related programs ~~will be~~ have been aligned to support child care quality improvement using common indicators and measures of quality determined through the state and regional RTT-ELC effort. As RTT-ELC funding sunsets, F5AC is working with the Alameda County Office of Education and the Early Care and Education Planning Council to continue QRIS work with support from the California Department of Education's CSPA and Infant Toddler Block Grants and First 5 California's IMPACT initiative.

PROGRAMS/ACTIVITIES

- Quality Counts site-based quality improvement coaching and consultation that may include:
 - Early Childhood Mental Health Consultation
 - Facilities and classroom environment improvement grants & consultation
 - Business and Fiscal Consultation
- Developmental Screening in Early Care & Education (ECE) settings (a component of Help Me Grow)
- Teacher Pathways/Associate of Arts Cohorts
- CARES Plus (My Teaching Partner, Classroom Learning Assessment SS training, Looking at Classrooms, formal education support)
- Community Based Professional Development Services (Advising, Training, Incentives)

PARTNERS (NOT A COMPLETE LIST)

- | | |
|---|--|
| <ul style="list-style-type: none"> ▪ Alameda County Early Care and Education Program ▪ Bay Area Quality Rating Improvement System <u>Early Learning Partnership</u> (Alameda, San Francisco, Santa Clara, Contra Costa, Santa Cruz and <u>San Mateo Counties,</u> <u>Monterey and San Benito</u>) ▪ California Department of Education | <ul style="list-style-type: none"> ▪ Faculty Initiative Project ▪ Jewish Family and <u>Children Community</u> Services ▪ Low Income Investment Fund ▪ Oakland Unified School District – Starting Smart and Strong Initiative ▪ Packard Foundation ▪ <u>Two and four-year institutions of higher</u> |
|---|--|

- Child Care Resource & Referral agencies
- Child Development Training Consortium
- Koshland Foundation

education

- First 5 California
- Alameda County Office of Education
- California School Age Consortium

4. SCHOOL READINESS INITIATIVE

Why This Strategy: Readiness for school starts long before the first day of kindergarten. Gaps in achievement can and should be narrowed with earlier investments. When children are developmentally, socially, and cognitively ready for school, they have a foundation that prepares them for future school success. But when children are not as ready as they could be, they're more likely to fall behind in school. Just as we want to invest in helping children be as ready as possible for school, we also want schools to be ready for children, ensuring that smooth transitions are in place from preschool to kindergarten and beyond.

Description: To prepare children for their elementary school experience, the F5AC School Readiness Initiative addresses key areas that research shows are instrumental in promoting early development and learning. School readiness will continue to support summer pre-kindergarten programs and school transition efforts, working closely with school districts to integrate F5AC-funded services with Transitional Kindergarten and other initiatives such as Full Services School efforts.

What's New: F5AC will support school districts in being more responsive and "ready hubs" for promoting and ensuring a smooth transition to kindergarten for both children and parents. This strategy builds on our existing efforts and will be designed with more intentional — and specific — deliverables to help strengthen a school district's capacity to engage families and children and offer smoother continuity to kindergarten. We do this by providing social supports for children and families in the community, connecting to preschool children and families, making visits to kindergarten, promoting home learning, sponsoring informational meetings, disseminating information, and facilitating early registration.

PROGRAMS/ACTIVITIES

- Summer Pre-Kindergarten
- Year-round school transition supports and coordination
- Talk, Read, Sing Campaign

PARTNERS (NOT A COMPLETE LIST)

- Alameda County Interagency Children's Policy Council
- Bay Area Council Foundation
- Hayward Promise Neighborhood
- K to College
- Kenneth Rainin Foundation
- Oakland Fund for Children and Youth
- Pre School California
- Rogers Family Foundation
- School Districts, individual schools
- Thomas J. Long Foundation
- Too Small to Fail Campaign

5. PLACE-BASED INITIATIVES

Why This Strategy: Place matters. All too often, zip codes determine a variety of health and economic outcomes, no matter what else is happening in a child’s and family’s life. Federal Promise Neighborhoods are place based approaches that along with other similar efforts can more effectively target resources to make a difference in a community. Project LAUNCH (Linking Assets for Unmet Needs in Children’s Health) is an example of how investing in a particular place — in this case, neighborhoods in East Oakland — can help change the trajectory for children and families.

Description: Project LAUNCH (Linking Actions for Unmet Needs in Children’s Health) is one of 24 sites across the country funded by a grant from the Substance Abuse and Mental Health Services Administration (SAMHSA) through 2014. Project LAUNCH is a collaboration among F5AC; Alameda County Maternal, Paternal, Adolescent and Child Health (a division of Alameda County Public Health Department); and the California Department of Maternal and Child Health.

Project LAUNCH targets resources in high-risk communities of East Oakland and links with other East Oakland initiatives to build community supports for families with young children. Project LAUNCH also offers opportunities to address the needs of 5- to 8-year-olds, which has made it possible to pilot new approaches for school transitions and Kindergarten-3rd grade school-based supports. Project LAUNCH is dedicated to:

- Expanding knowledge of healthy child development;
- Improving collaboration among child-serving organizations; and
- Integrating physical and mental health services and supports for children and their families.

What’s New: Based on the success of Project LAUNCH, the ongoing needs and resource gaps in East Oakland, and the potential for additional external resources, F5AC will continue to focus on place-based initiatives. In addition to continuing to integrate mental health consultation into home visiting, early care and K-3 education setting, F5AC is supporting the concept of a “home base” or “hub” for early childhood. In addition, F5AC is partnering with other place-based initiatives, including the Hayward Promise Neighborhood implementation grant

PROGRAMS/ACTIVITIES

- Hayward Promise Neighborhood
- Project LAUNCH

PARTNERS (NOT A COMPLETE LIST)

- Alameda County Public Health- Best Baby Zone
- [UCSF Benioff Children's Hospital & Research Center](#) Oakland
- City of Oakland Neighborhood Services
- East Oakland 0-8 Early Childhood Providers
- Hayward Promise Neighborhood
- Lifelong Medical Care – Howard Daniel Clinic
- Lotus Bloom
- Oakland Housing Authority
- Oakland Parents Together
- Oakland Unified School District
- SAMHSA
- Youth Uprising

6. TRAINING

Why This Strategy: Best practices evolve continuously. To help the community of providers serving families with young children keep current and to promote quality and best practices, F5AC invests in training and capacity building that is aligned with credentialing and other requirements. Providing accessible training opportunities for providers who interact with young children and their families builds our entire community's capacity to respond more effectively to the needs of young children, wherever they are cared for and nurtured.

Description: As an organization with declining revenue, F5AC has always understood that we are most valuable when our work has staying power — when it leads to sustainable change in knowledge and skills to help partners effectively serve families with children ages 0-5. We will continue to provide training, coaching, consultation, and capacity-building opportunities for our partner agencies and the workforce serving families with young children. The types of training we offer varies by audience; training and capacity building are integrated into each of the F5AC strategies.

What's New: We will continue to be a catalyst for the local adoption of nationally recognized evidence-based practice (Touchpoints, Strengthening Families, Teaching Pyramid, etc.). Whenever possible, we will align Training @ First 5 offerings with recognized professional competencies in early care and education, early childhood mental health, and early intervention so that our audiences can map training provided by F5AC to fulfillment of their professional development pathways. [The Father's Corps Learning Community has expanded to include systems change work using learning community graduates as ambassadors to increase the capacity of partner agencies to become more father friendly.](#)

PROGRAMS/ACTIVITIES

- Training @ First 5-Core Topics (e.g., Child Development, Maternal Depression, Cultural and Linguistic Responsiveness, ASQ and ASQ – Social Emotional, etc.)
- Training @ First 5 - Emerging Topics (e.g., Health Care Reform, Supporting Home Language, etc.)
- Culturally Specific Learning Communities (Community Consultation Groups)
- Practice Specific Learning Communities (e.g., Shelter Learning Community, ECMH Supervisors, Fathers Corps, [Strengthening Families Learning Community](#), etc.)
- Special Training Initiatives (e.g., Touchpoints, Home Visiting, etc.)
- Harris Early Childhood Mental Health Training

PARTNERS (NOT A COMPLETE LIST)

- Alameda County Behavioral Health Care Services
- Alameda County Public Health
- Asian Community Mental Health Services
- Brazelton Touchpoints Center
- [UCSF Benioff](#) Children's Hospital Oakland

7. GRANTS FOR COMMUNITY SUPPORTS

Why This Strategy: Grants for Community Supports keep F5AC closely connected to the many organizations and individuals who share our goals for young children and their families. Participation in the grants program enables funded partners to respond to unmet needs, foster networking and resource-sharing across organizations, promote the adoption of best practices, and learn about creative and innovative approaches underway in different settings.

Description: Grants for Community Supports will continue to foster innovative, community-based approaches to supporting parents and children aged 0-5. Grantmaking encourages established community-based agencies to fill gaps in services and encourage new partners to expand and enhance their focus on families with young children. Our grantmaking approach funds direct services as well as training and technical assistance to promote and sustain the use of promising practices.

What's New: Grant priorities will align with and provide community supports for the F5AC strategies in order to encourage a broad-based focus on shared outcomes. In the current grant cycle, all grantees are promoting, conducting, or referring children for developmental and social emotional screening and follow up with the support of Alameda County Help Me Grow. Through the Neighborhood Partnership, public libraries and departments of parks and recreation are offering community based school readiness activities for families such as story times and playgroups. Many Neighborhood Partnership family activities are offered in Spanish.

PROGRAMS/ACTIVITIES

- Community Support grants to seed innovative practices and build capacity
- Targeted grants to enable community-based organizations (CBOs) to fill gaps in the service system
- Partnership grants to increase the use of specific best practices

PARTNERS (NOT A COMPLETE LIST)

- CBOs and public agencies

8. EVALUATION & TECHNOLOGY

Why This Strategy: Scarce and declining resources demand that we use funds wisely, investing in practices with a high likelihood of achieving better outcomes for children and families while remaining open to innovative ideas. Evaluation and technology help us track progress, continuously learning what works, what doesn't, and how we can improve.

Description: Assuring accountability for funds and documenting F5AC's impact have been core to our work over the past 14 years. In addition to offering technical assistance on developing useful evaluation tools, Evaluation & Technology will help to develop countywide baselines of key indicators such as children's readiness for kindergarten, their trajectory towards third grade success, and possibly rates of expulsion from ECE classrooms. Technology supports include connecting data across public data systems; facilitating the certification of county home visiting models as promising practices; streamlining information sharing, encouraging the use of best practices and promoting efficient delivery of services. We develop research and data to communicate the impact of programs and initiatives on children and families outcomes.

What's New: Evaluation will play a critical and expanded role to support sustainability efforts by documenting the impact of funding, and by encouraging countywide alignment of funding towards prevention and early intervention. The movement in Alameda County towards common outcomes for children 0-8 years old and their families, integrated services, and the creation of a countywide early childhood system of care must be supported by strong monitoring and evaluation. F5AC will expand its evaluation activities to work with other public and community agencies to support the focus on shared county outcomes.

PROGRAMS/ACTIVITIES

- Evaluation services: Design and development of data collection tools, research and analysis, communication
- Evaluation technical assistance, consultation
- [Participate in Common Outcomes efforts at the National, State and Local levels](#)

PARTNERS (NOT A COMPLETE LIST)

- 0-8 Convergence
- Abt Associates
- Alameda County Public Health
- Alameda County Behavioral Health Care Services –Early Connections
- Alameda County Public Health – Community Assessment Planning Evaluation & Education Unit
- Applied Survey Research
- Interagency Children's Policy Council
- Other Evaluation Firms
- SAMHSA
- Web and Data systems developers

9. POLICY, ADVOCACY, AND COMMUNICATION

Why This Strategy:

Our work in Alameda County is strongly influenced by what happens at the state, regional, and national levels. Staying current, looking ahead, and participating in policy, advocacy, and communications initiatives are essential to our work. These activities help us to take advantage of emerging opportunities (such as health care reform, Race To The Top etc.), to support common agendas so we can speak with a stronger and more cohesive voice about children's issues, and to build and sustain systems that support a variety of programs. We want to ensure that policy makers make informed decisions that put the interests of children and families where they belong: at the front of the line.

Description: At a time of shrinking public and private funding, advocating for policies and programs that promote the health and well-being of children during their most critical years of development is key to F5AC. We monitor key legislative and budget issues affecting early childhood systems and participate in local, state, and national policy efforts to promote our work and to learn from other innovative initiatives. F5AC and our partners will build on these opportunities to ensure that early childhood supports become essential parts of the community fabric and a valued, shared investment for every sector of our community.

What's New: This is the first strategic plan that identifies the overlapping trio of policy, advocacy, and communication work as an intentional initiative. F5AC has always worked in these areas, but the declining tax revenues makes these linked activities even more essential to the long-term sustainability of F5AC-funded initiatives. Communication on the importance of the first five years is essential to address and ultimately influence many social issues, including health care costs, educational achievement, workforce productivity, and criminal justice inequalities. [First 5 Alameda County is working closely with the First 5 Association on policy and advocacy efforts.](#)

PROGRAMS/ACTIVITIES

- Development of countywide children's outcomes
- Sustainability for F5AC funded programs
- Development of an Early Childhood System
- Advocacy at local, state and national levels
- Participate in Oakland Promise - Brilliant Baby Initiative
- Participate in the Center for the Study of Social Policy's in their Early Childhood Learning Community efforts
- Participate in the Oakland Thrives Leadership Council

PARTNERS (NOT A COMPLETE LIST)

- Alameda County Birth – Eight Initiative
- Alameda County Behavioral Health Care Services –Early Connections
- Alameda County Early Childhood Policy Council (ACEPC)
- CA Department of Education
- CA Statewide Screening Collaborative
- EC-LINC, Center for the Study of Social Policy
- First 5 Association
- First 5 CA
- Interagency Children's Policy Council (ICPC)
- Nemours Children's Outcome Project
- Oakland Community Schools Leadership Council
- Oakland Education Cabinet 0-8 Subcommittee

- Center for the Study of Social Policy
- Child Care Planning Council Public Policy Committee
- Children’s NOW
- Special Needs Committee
- U.S. Department of Health & Human Services, Substance Abuse Mental Health Services Administration

F5AC’s Roles – Ways That We Work

KEY F5AC ROLES

Our roles are informed by lessons learned, input from the community, and our focus on sustainability of First 5 investments. These lessons help us define how we relate to community partners and other stakeholders to raise awareness of the importance of the years 0-5 and build a unified system of early childhood supports that will prepare children or success in school and to reach their full potential. No agency can do this alone. While F5AC will remain a leader in that pursuit, we will continue to work together with other systems, agencies and communities to reach our common outcomes. We intend to lead this effort by serving as a catalyst, collaborator, funder, and capacity builder — in whatever combination is required to advance our mission.

CATALYST

Sparking grassroots and countywide efforts that support F5AC goals and using research and data to support policy, practice and system changes

COLLABORATOR

Working with public systems and community partners to advance services for young children and their families, advocating for funding and policy and system changes

FUNDER OF DIRECT SERVICES TO CHILDREN

Funding community-based and public agency programs that serve children and families and funding F5AC staff working in the community

CAPACITY BUILDER

Working to increase capacity of our partners through training, technical assistance, coaching and consultation and supporting evaluation and technology infrastructure

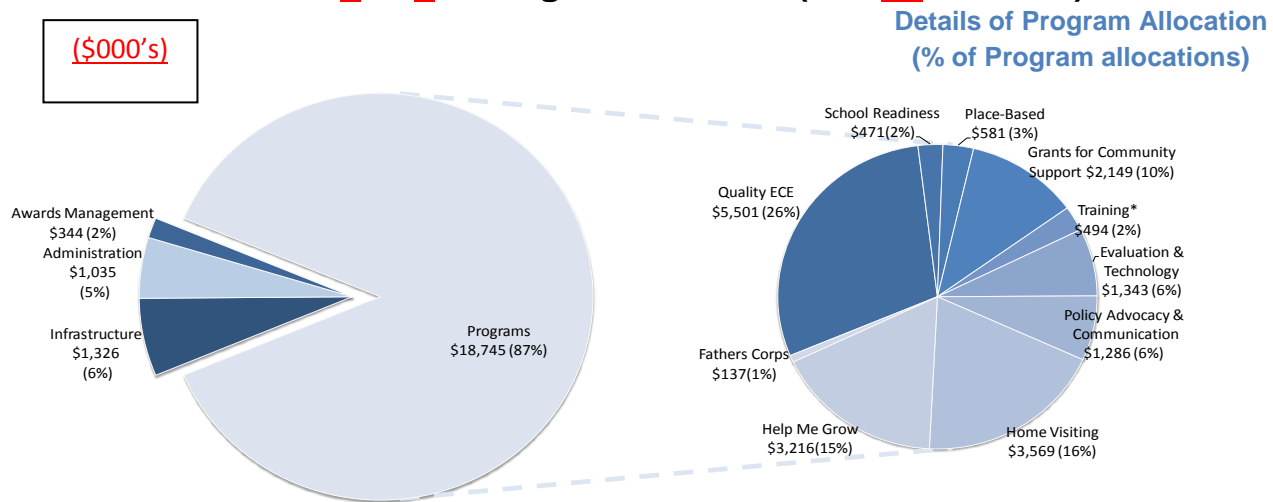
STRATEGIES	CATALYST	COLLABORATOR	FUNDER OF DIRECT SERVICES	CAPACITY BUILDER
County Home Visiting and Family Support		X	X	X
Healthy Child Development Initiative	X	X	X	X
Quality Early Care and Education	X	X		X
School Readiness	X	X	X	X
Place-Based Initiatives	X	X	X	X
Grants for Community Support			X	X

Training		X	X
Evaluation & Technology	X	X	X
Policy Advocacy & Communication	X	X	

Funding – How We Invest Our Resources

The funding allocations for each strategy are for FY 165-176. ~~It is our intent (for the most part), that the funding allocations will remain stable for the four years of the plan. However in some cases, external funding will end and adjustments will be made to the funding levels.~~ These funding figures are broad and will guide the Commission’s development of the final budget each year. Each fiscal year’s budget will be developed and voted on by the Commission in the spring prior to the July start of each fiscal year. These are fully loaded costs and include contracts, F5AC staff, and infrastructure support.

FY 20165-176 Budget Allocation (\$21.453 million)

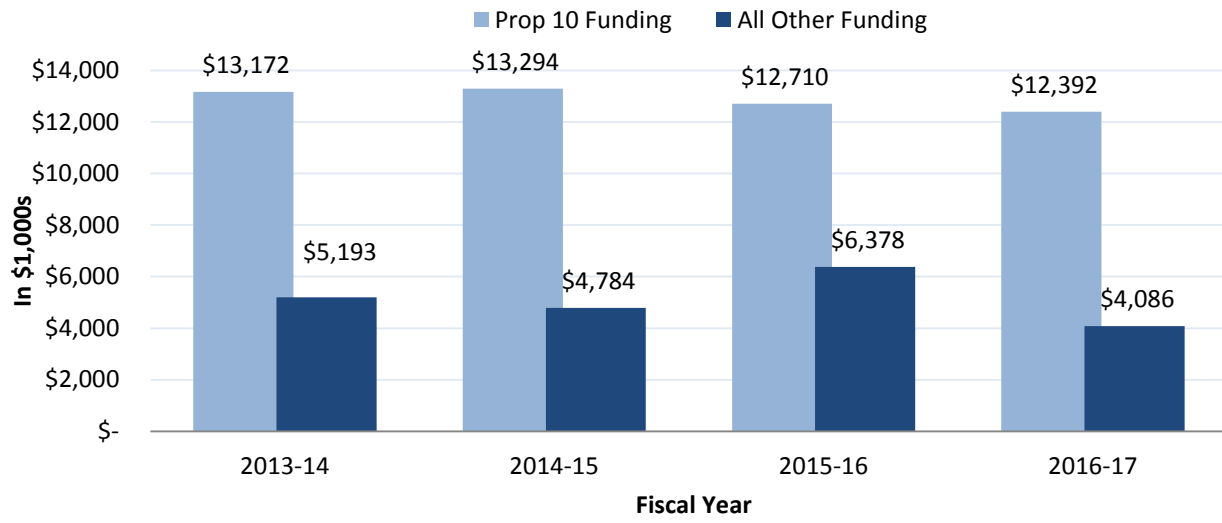


ADMINISTRATION

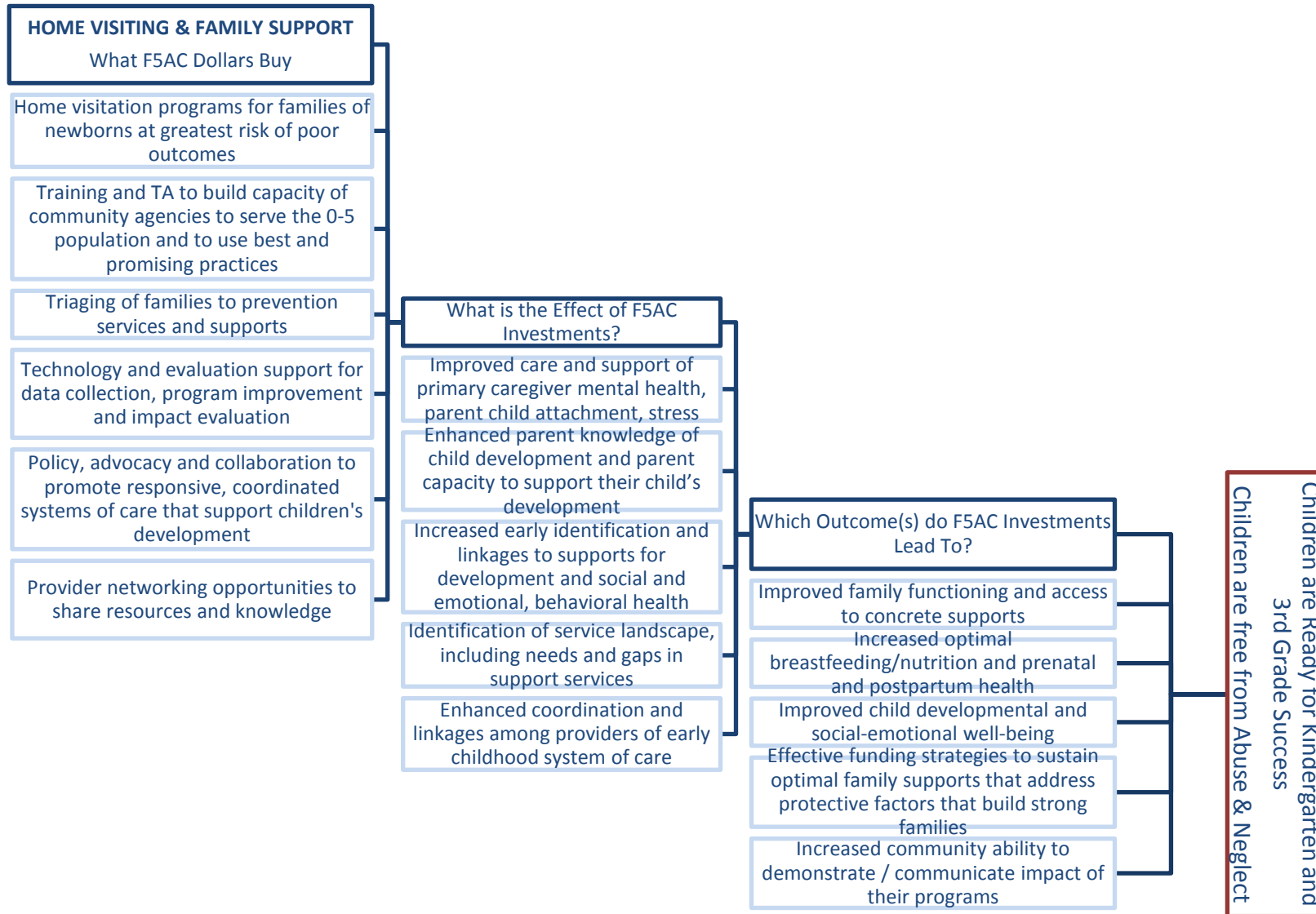
To implement the programs described in the Strategic Plan, it is necessary to develop and maintain adequate and appropriate organizational infrastructure. This includes, but is not limited to, financial investment and cash management systems, facilities, human resources, contract management and risk management.

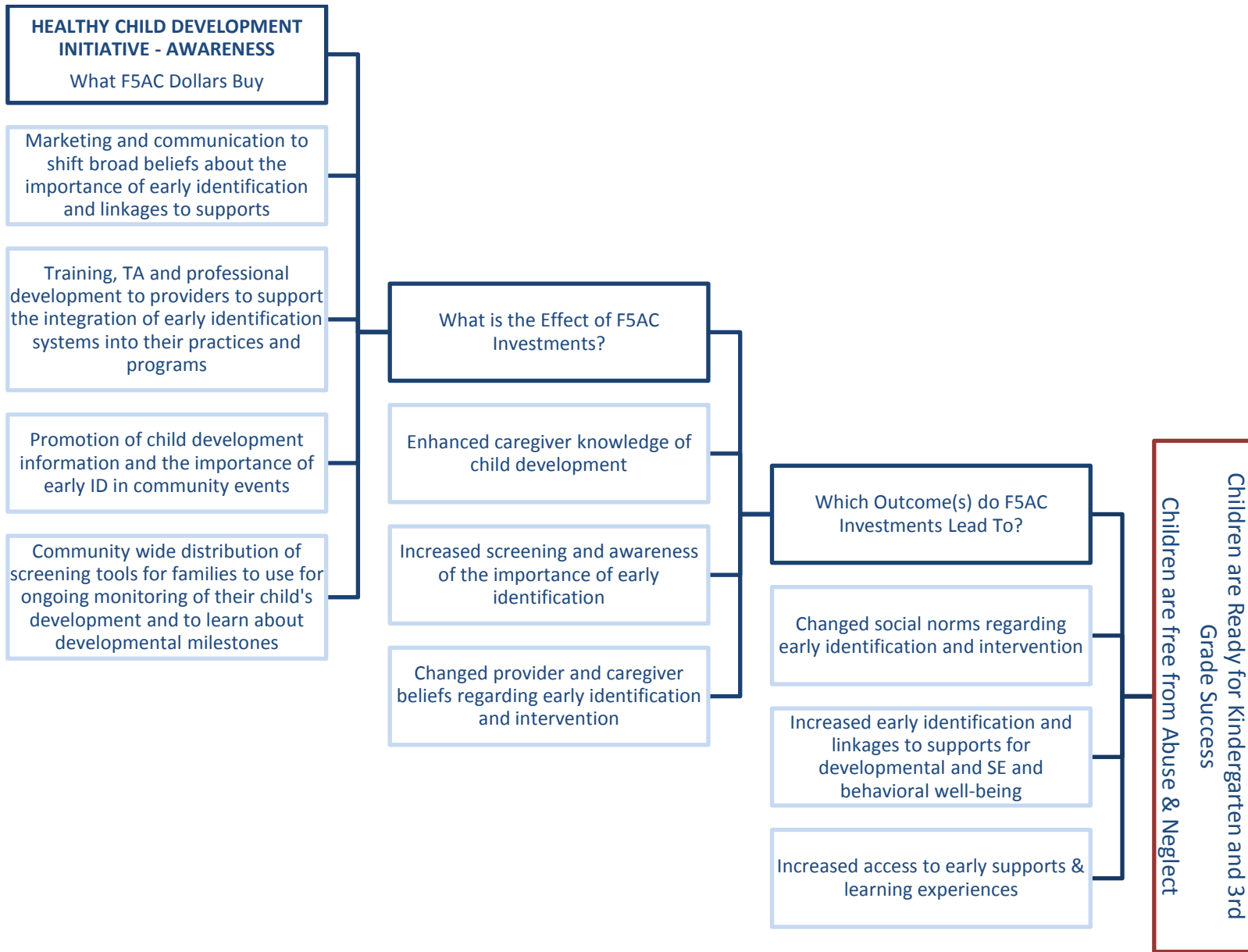
While F5AC receives the majority of its funding from tobacco tax revenue, it also receives funding from federal grants and private foundations. As F5AC tobacco tax allocations decline, additional revenue sources will be even more important to help us accomplish the goals of our nine initiatives.

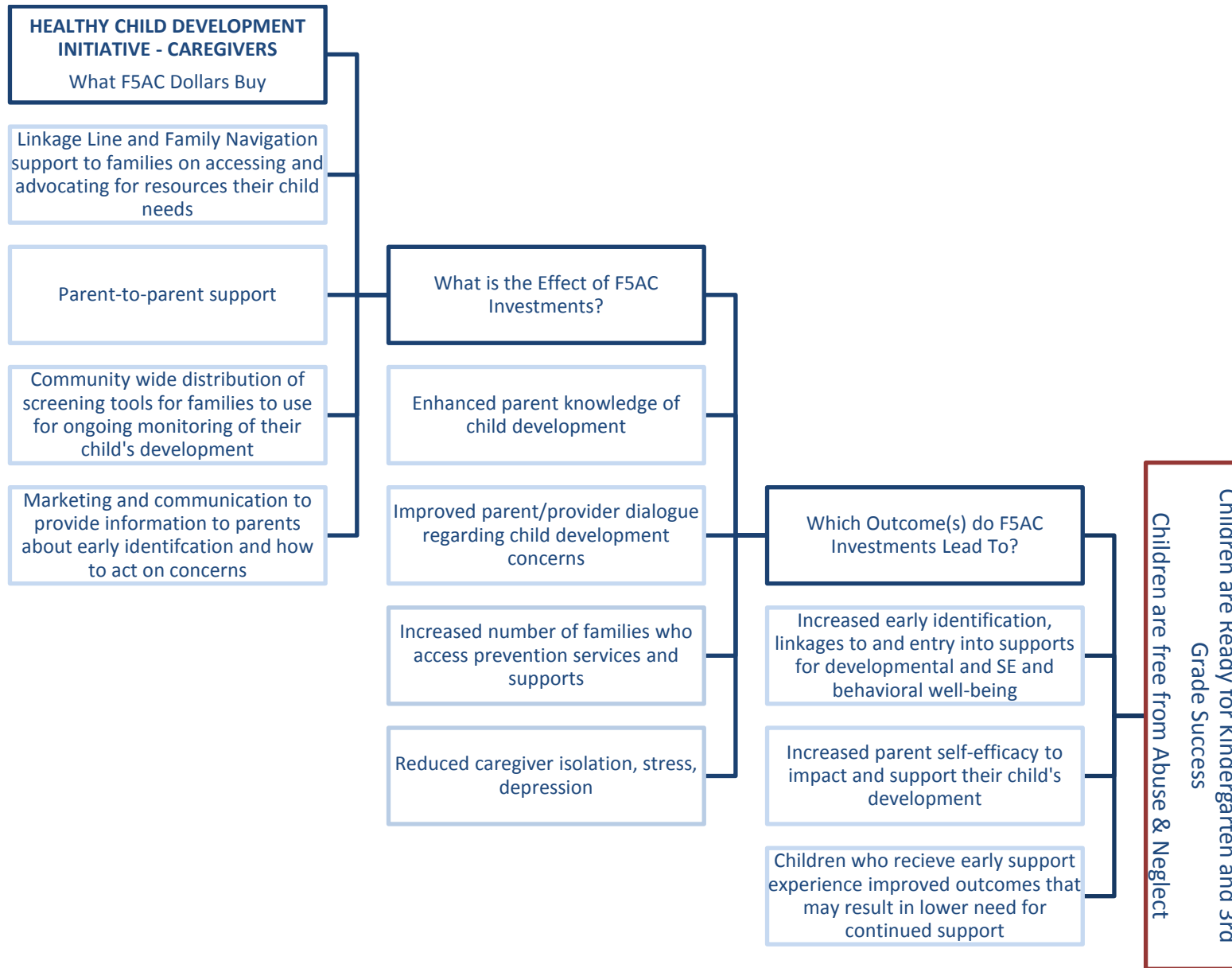
2013-17 Strategic Plan Projected Revenue Sources

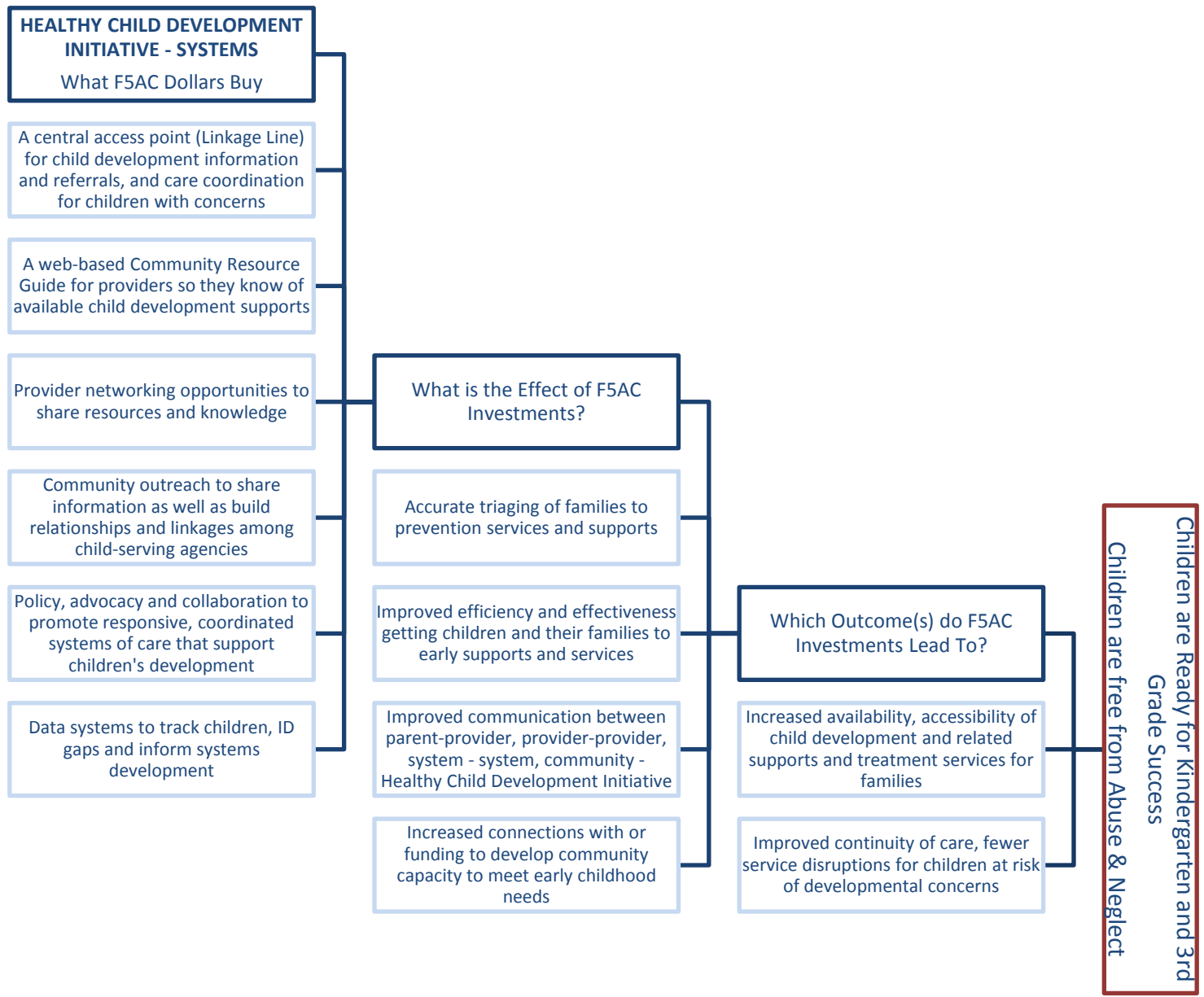


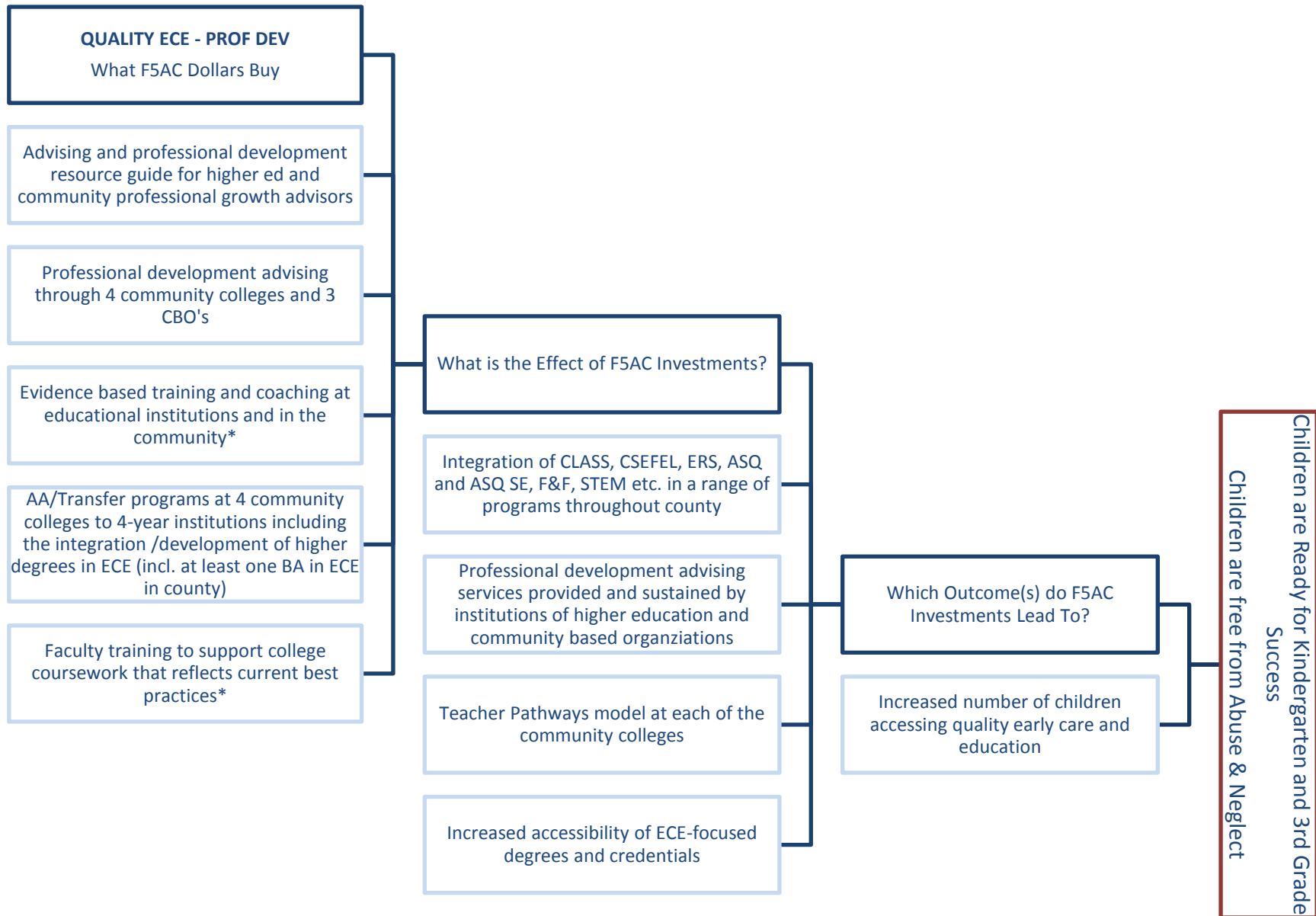
Supporting Documents: Logic Models by Strategy

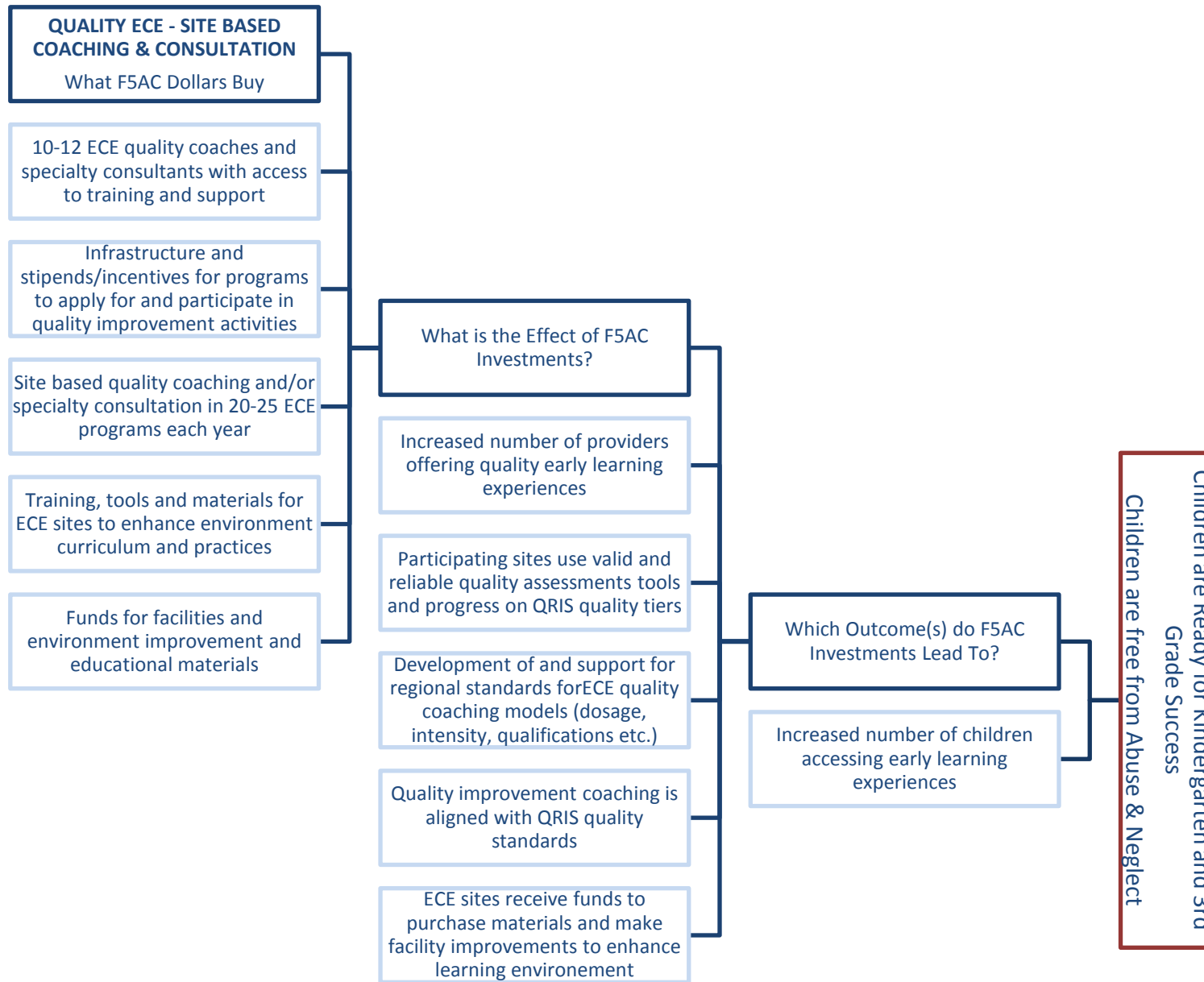


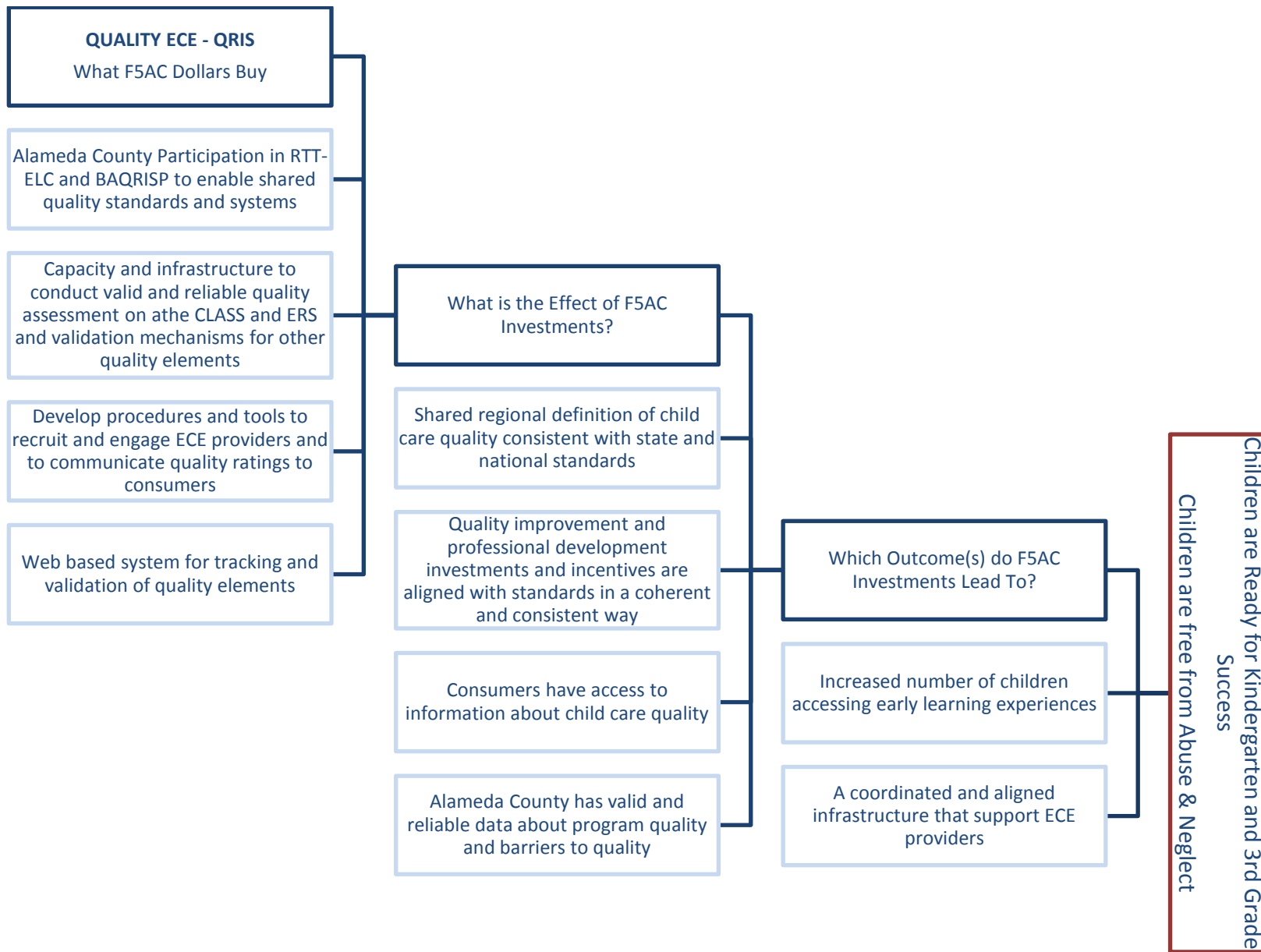


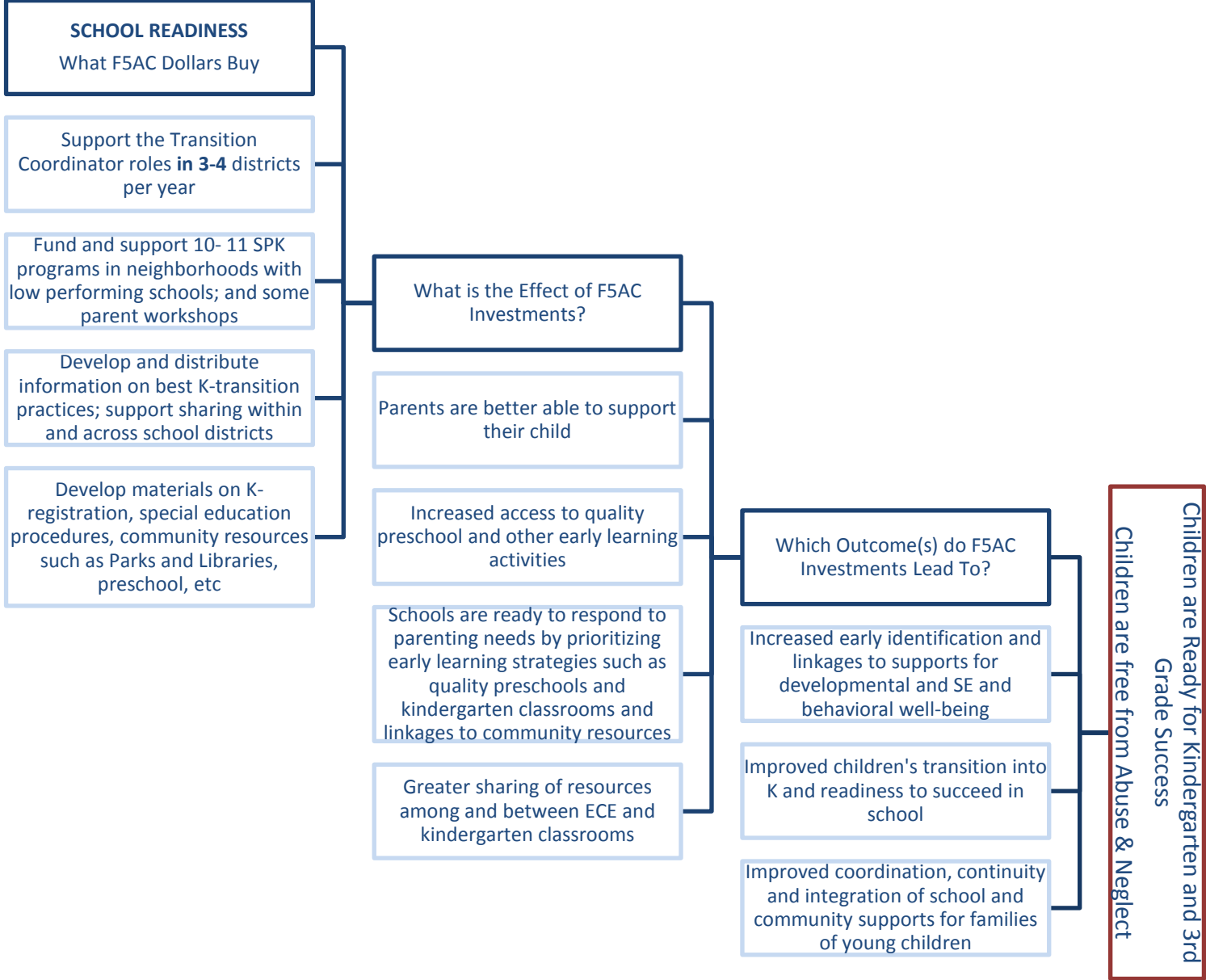


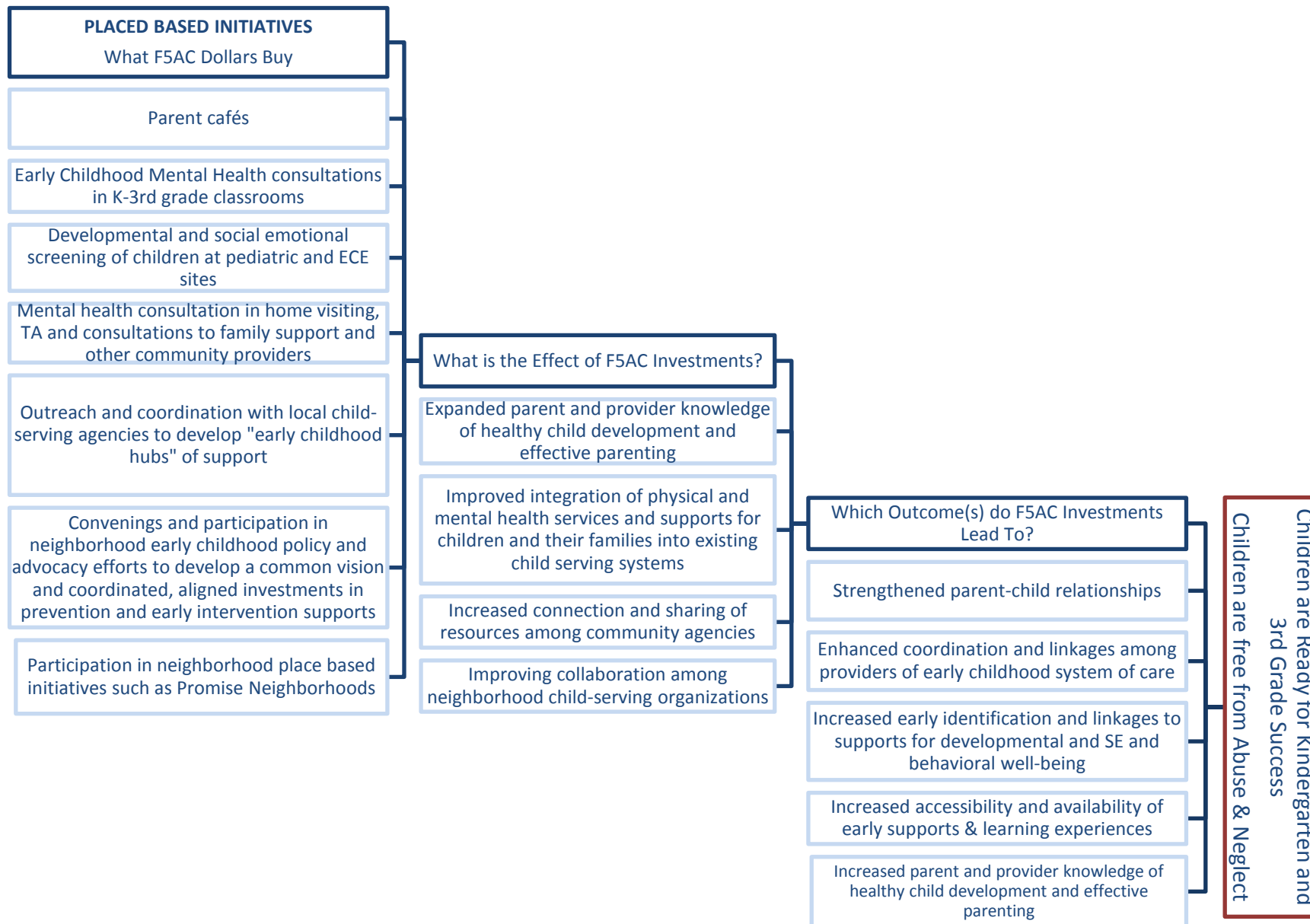


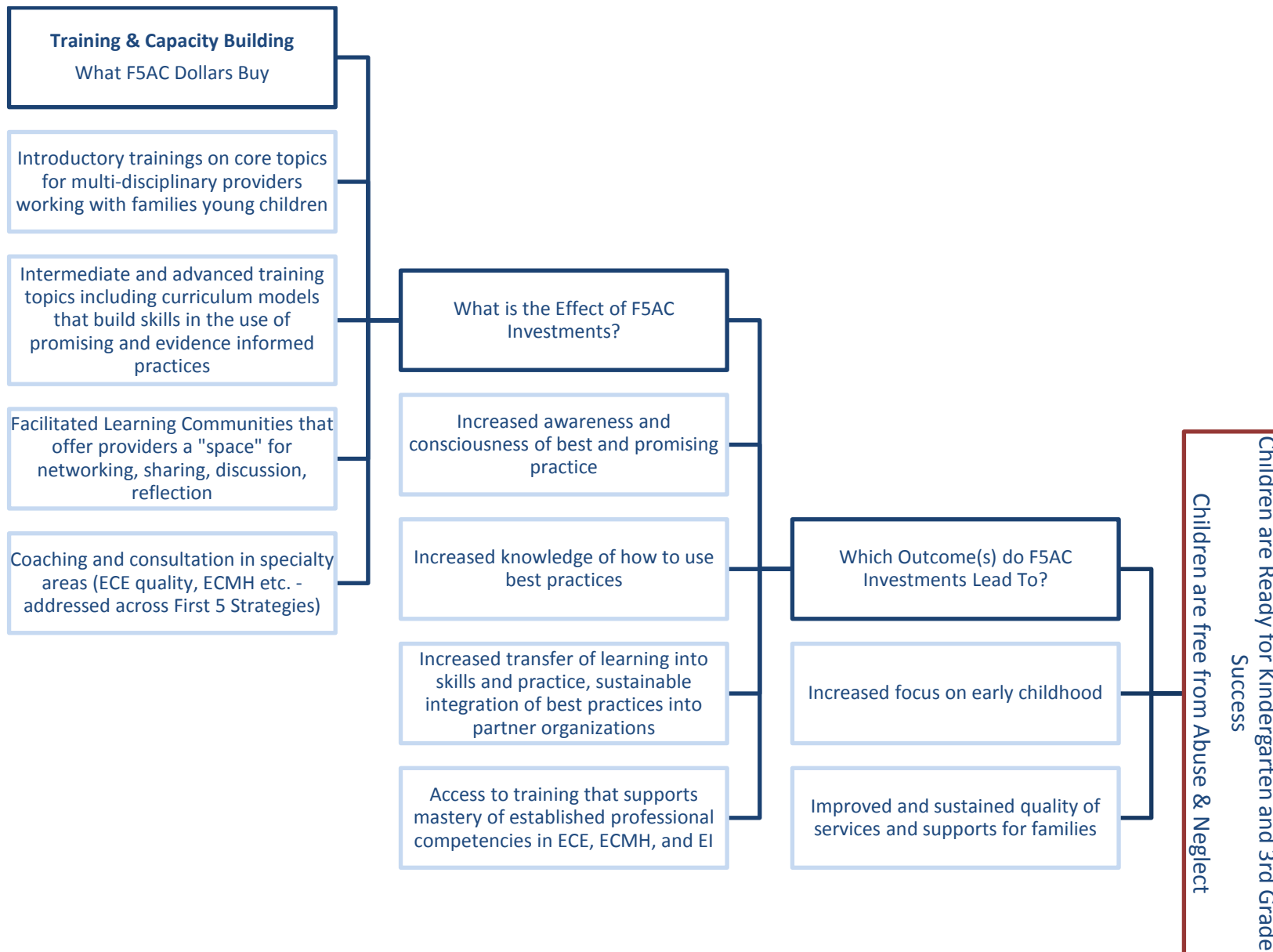


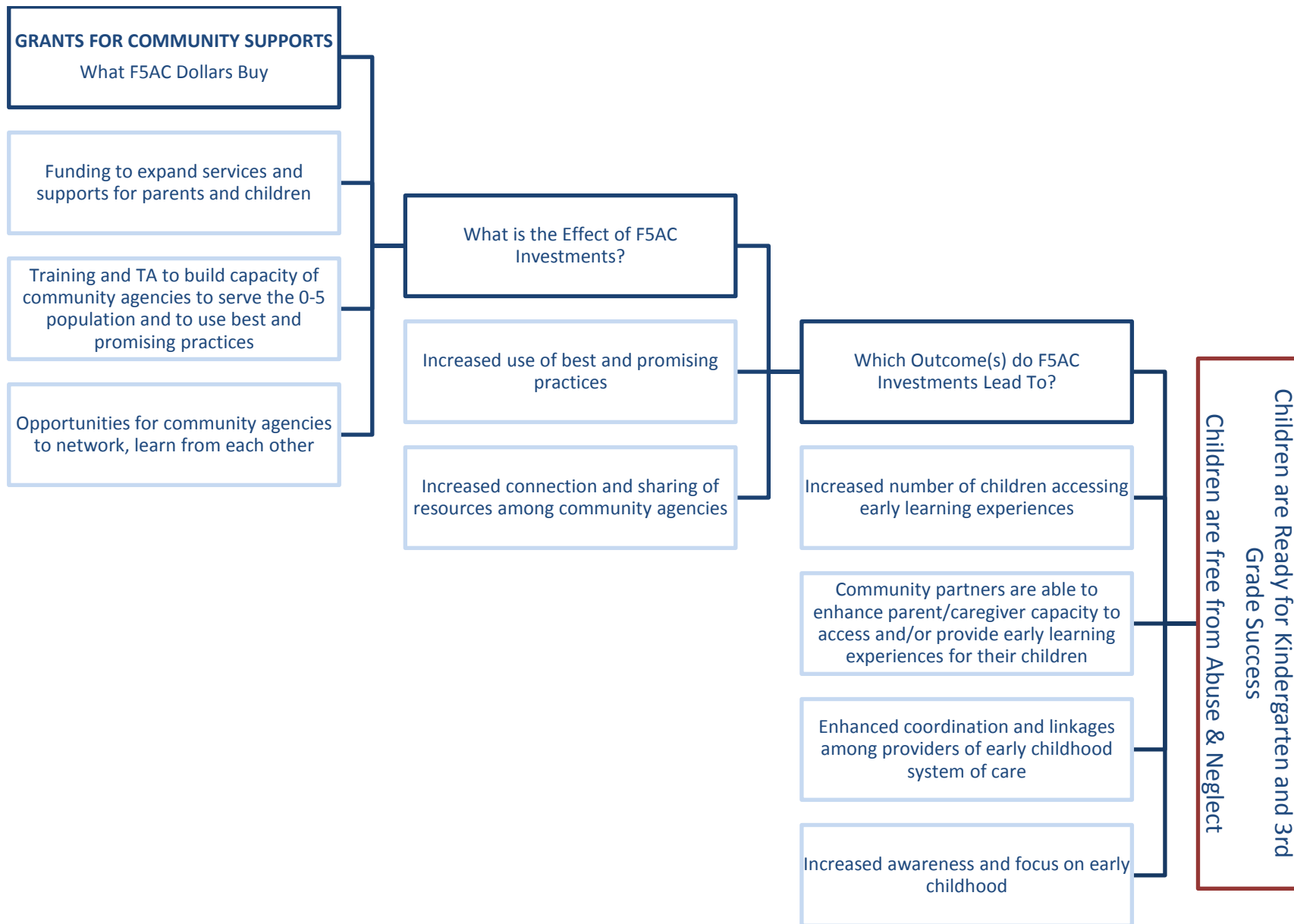


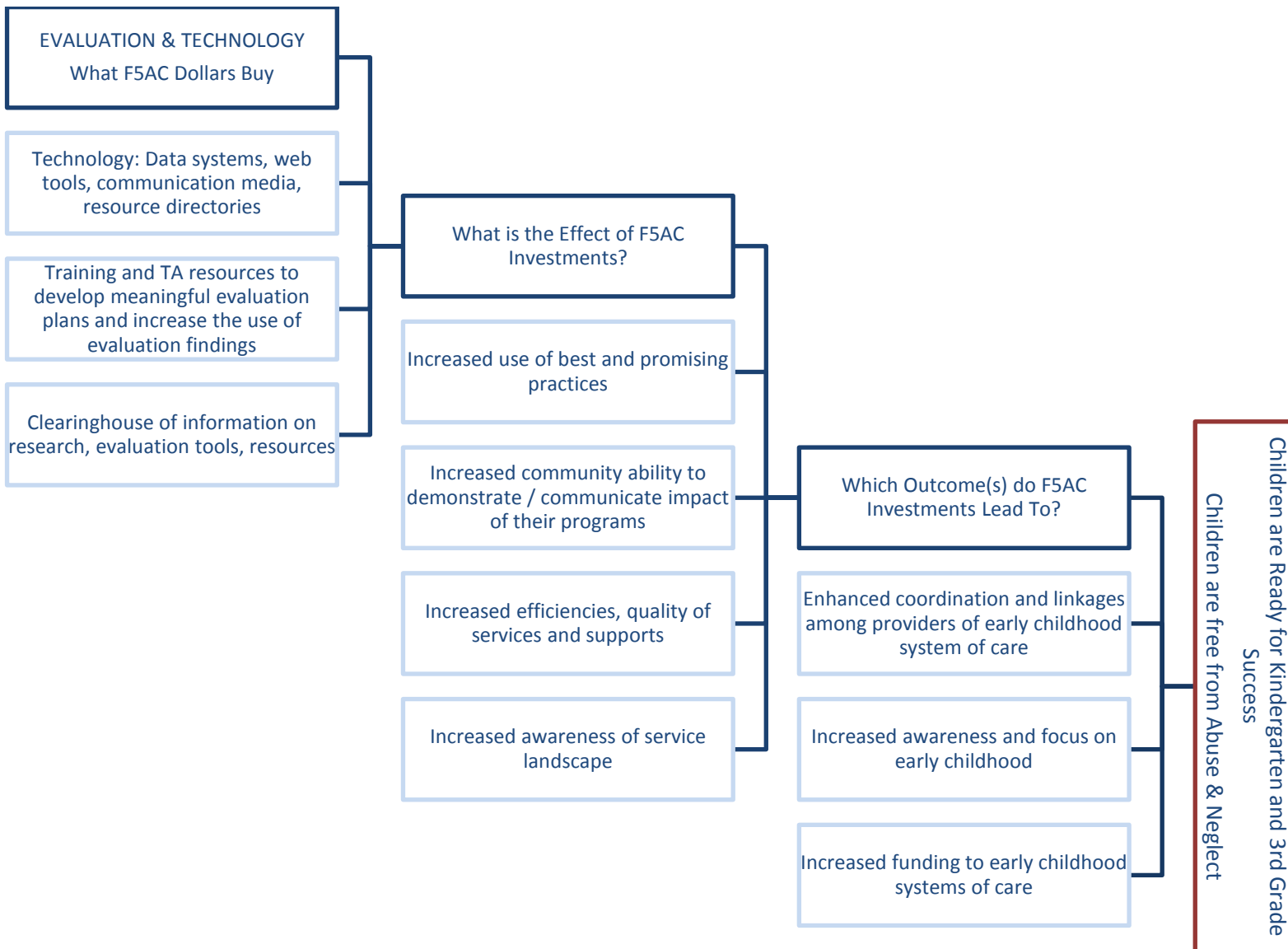


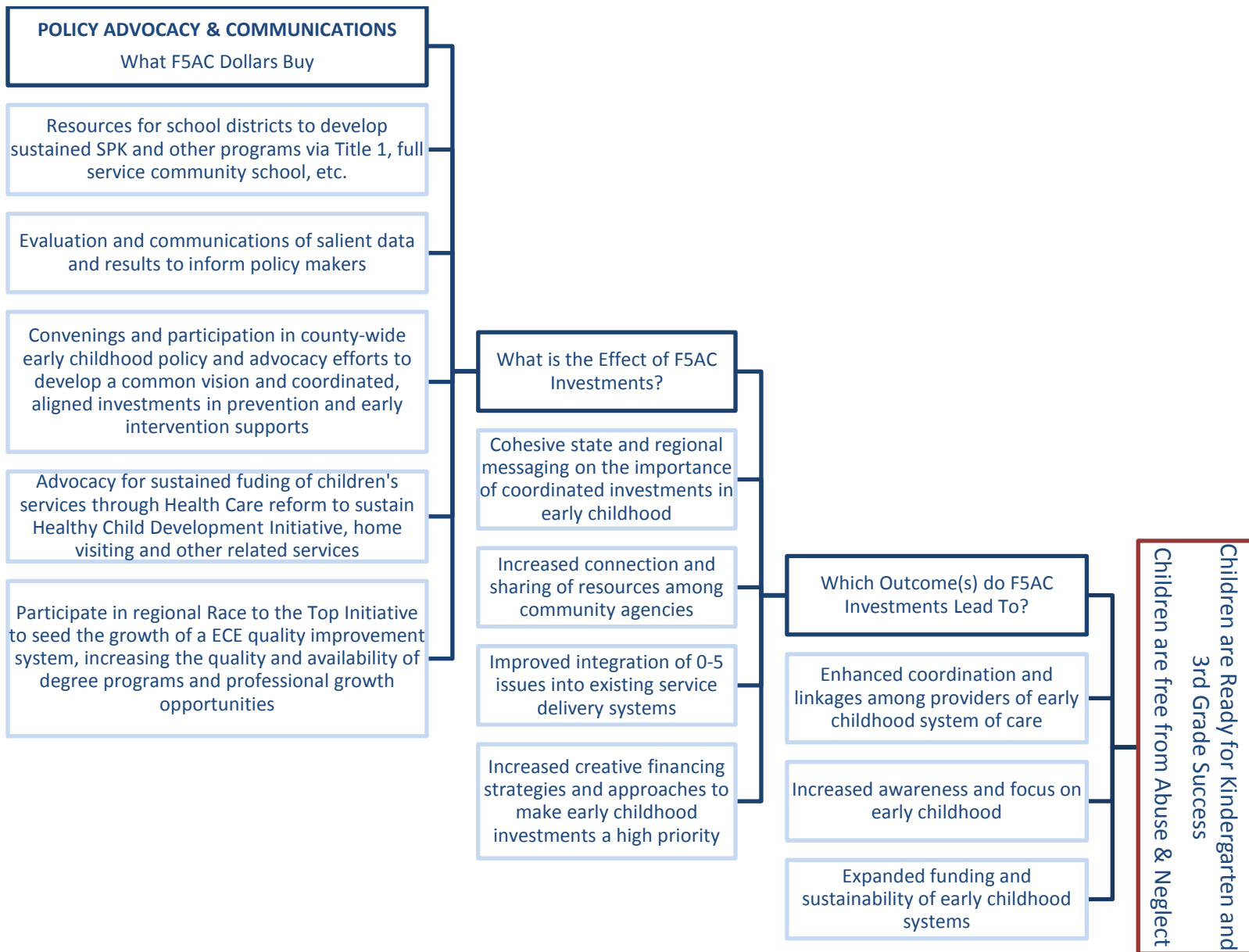














To: First 5 Alameda County Commission

From: Janis Burger, CEO
Mark R Rasiah, Financial Controller

Date: June 16, 2016

Subject: FY 2016-17 Budget Proposal – Final Reading

ACTION REQUESTED

To review and adopt the following 2016-17 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 2013-17. The Strategic Plan was prepared after extensive program and needs assessment and community and stakeholder input. This budget proposal covers the final year of that period, 2016-17, and includes the strategies and programs outlined in the Strategic Plan. Any revisions to the current budget proposal will be brought before the Commission in June 2016.

This presentation is the first reading of the FY 2016-17 budget proposal. 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. In addition, the 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 2017.

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 by strategy projections reflect the priorities of the 2013-2017 Strategic Plan that was approved by the Commission in December 2012.

REVENUE AND AVAILABLE FUNDS FY 2016-17

Combined Revenues and Sustainability Funds for FY 2016-2017 are projected to be \$21.45million. This figure is consistent with the Long Range Financial Plan. Funds from the Sustainability Fund amounting to \$4.9 million are budgeted to close the gap between revenue and projected expenses.

LINE ITEM	2016-17 PROPOSED	RATIONALE/DETAILS
Prop 10 Tobacco Tax	\$12,392,459	The Tobacco tax revenue projection is based on an assessment of current year trend through February 2016 and First 5 California projections for county commissions. Prop 10 Tobacco taxes are expected to decline by 2.5% or nearly \$0.3 million dollars next year.
Interagency Income	\$1,123,829	Interagency income includes: <ul style="list-style-type: none"> ▪ The SAMHSA funded Project LAUNCH (\$55k) from the Alameda County Public Health Department (ACPHD); ▪ ACPHD funding for ECChange database maintenance and hosting (\$40k) and Help Me Grow (HMG) Linkage Line (\$358k) phone referral service; ▪ AC Social Services Agency funding (\$325k) for Parent Voices and early child development pipeline at Castlemont (Transitions); AC Office of Education via CA state Block Grant funding for QRIS (\$42k), AC Social Services Agency and Health Care Services Agency funding to support Fathers Corps work (\$40k); ▪ First 5 California (IMPACT) – (\$263k) to support local QRIS work including rating and quality improvement in child care settings.
Grants	\$1,542,031	Grant income includes: <ul style="list-style-type: none"> ▪ Funding from the Long Foundation (\$1,337k) to expand and support the Help Me Grow program; ▪ A grant from the Koshland Family Foundation (\$100k) to train ECE providers on the Center on the Social and Emotional Foundations for Early Learning (CSEFEL) model; ▪ A grant from The Center for the Study of Social Policy to engage communities and families in early childhood programs and systems including the development of an early childhood family engagement toolkit (\$105k).
Fiscal Leveraging	\$900,000	Medi-Cal Administrative Activities (MAA) - estimates based on MAA invoices submitted in 2015-16.

LINE ITEM	2016-17 PROPOSED	RATIONALE/DETAILS
Investment Revenue	\$ 500,000	This projection of interest income assumes a yield of 1.5% for the next fiscal year.
Miscellaneous Income	\$20,000	Rental income from our First 5 Association tenants in the office building is the primary source of this line item.
Total Revenue (1)	\$16,478,319	Prop 10 Tobacco Tax, Interagency Income, Grants and Other Sources.
Sustainability Fund (2)	\$4,971,681	Draw down from Sustainability Fund Balance to balance the budget.
Grand Total	\$21,450,000	Total Revenues and Available Funds = (1) + (2)

EXPENDITURES FY 2016-17

Under the 2013-2017 Strategic Plan program groups were categorized under nine major strategies. The following Expense proposal provides the cost of each of the nine strategies as envisaged in the Strategic Plan. Also provided are the cost of Contracts and Grants Administration and Agency wide Consolidated Operating Expenses. The Strategy expenditures presented below consist of Salaries and Benefits, Program related Contracts, Grants and Professional Services Costs and Direct Program Costs. They exclude shared or indirect Infrastructure costs which are shown separately. The budget will be approved at the Strategy level as shown below. The budget narrative provides some detail on each Strategy and is to be read in conjunction with the Strategic Plan.

Strategies are supported by facilities, infrastructure and data systems. These costs are shown separately as Infrastructure Costs in the proposed budget. The goals of this format of presentation are two-fold. Firstly, to disclose the full cost of each infrastructure component or fixed overhead cost in total rather than as an allocated cost. Secondly, in a declining funding environment keeping track of operating and overhead costs in one place can lead to better tracking, financial control and reporting.

Consistent with legislative requirements brought about by AB 109, expense costs continue to be separated into three cost 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 2016-2017, total salaries and benefits are projected to be \$7.5 million. 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 the Alameda County benefit package, including membership in the Alameda County Employee's Retirement Association (ACERA), health and dental benefits, life insurance and a flexible benefit of \$1,500 to offset health, life insurance or flexible spending account costs. The 50% allocation is based on actual cost estimates that are revised periodically as needed.

Continuum of Care and Linkages for Children and Families (COCL)

The total COCL budget proposal for 2016-17 is \$7,883,937 and consists of:

STRATEGY	2016-17 PROPOSAL	FUNDING SOURCES	COMMENTS
Home Visiting	\$3,569,040	Tobacco Tax, Medi-Cal Administrative Activities (MAA), Other Sources	Family Support services for the prenatal to 3 years population provided in the home and community. First 5 funding used to leverage Targeted Case Management (TCM), Federal Financial Participation (FFP) and other sources.
Healthy Child Development	\$3,187,097	Tobacco Tax, Medi-Cal Administrative Activities (MAA), Child Health and Disability Prevention Program (CHDP), Thomas J. Long Foundation	Coordinated screening, and referral system to identify developmental, social, emotional and behavioral concerns as early as possible, and make linkages to specific interventions once concerns are identified.
Project DULCE	\$74,576	Center for the Study of Social Policy (CSSP), Packard Foundation	Project DULCE is a Strengthening Families intervention model implemented at the Highland Hospital Pediatric Clinic. DULCE partners with parents to learn about and adapt to their newborns with goals of improving child development and reducing abuse and neglect.
School Readiness	\$471,429	Tobacco Tax	School and Community-Based activities and resources to support the development of responsive systems to promote a smooth transition from either early childhood settings or home to kindergarten for both children and parents.
Place Based	\$581,795	Tobacco Tax, ACPHD (Project LAUNCH-SAMHSA)	Provides a neighborhood approach to ensure there are quality early childhood services for children and families including intentional efforts to build and sustain parent leadership and community capacity.
Total Continuum of Care and Linkages	\$7,883,937		

Community and Provider Capacity Building (PCB) & Program Operations

The Provider Capacity Building (PCB) & Program Operations budget proposal for 2016-17 is \$8,201,835 and consists of:

STRATEGY	2016-17 PROPOSAL	FUNDING SOURCES	COMMENTS
Grants for Community Support	\$2,148,771	Tobacco tax	Programs funded to provide a variety of services that align with priorities selected by the Commission
Quality ECE	\$5,422,657	Tobacco Tax, Koshland Family Foundation, California Department of Education QRIS Block Grant, First 5 California (IMPACT), California Department of Education Infant Toddler Block Grant	Integrated Child Care Quality Rating and Improvement System that includes quality rating, quality improvement support, professional development, consumer communication, and support for informal care providers
Training & Capacity Building	\$493,741	Tobacco Tax	Training on best, promising practices and peer learning communities for the multi-disciplinary workforce serving families with young children.
Fathers Corps.	\$136,666	Tobacco Tax, Alameda County Health Care Services Agency Alameda County Social Services Agency	Activities to support public systems and community based organizations to become more father friendly in order to increase father engagement in the lives of young children.
Total Provider Capacity Building	\$8,201,835		

Early Childhood Policy Advocacy and Communication (PAC)

The Policy Advocacy and Communications budget proposal for 2016-17 is \$1,234,794 and consists of:

PROGRAM	2016-17 PROPOSAL	FUNDING SOURCES	COMMENTS
Policy agenda, Systems Change & Sustainability and linking with health reform and other initiatives.	\$1,234,794	Tobacco Tax	Consists of staffing from each of the strategy areas and includes \$150k for general policy initiatives and communications and \$325K from ACSSA Parent Voices for People’s Task Force CalWORK’s Roundtable project.
Total Policy Advocacy	\$1,234,794		

Evaluation and Technology

The Evaluation and Technology (E&T) budget proposal for 2016-17 is \$1,342,969 and consists of:

PROGRAM	2016-17 PROPOSAL	FUNDING SOURCES	COMMENTS
Evaluation, Database, Technical Assistance.	\$1,342,969	Tobacco Tax, Behavioral Health Care Services (SAMHSA Federal Grant), Long Foundation Private Grant. Medi-Cal Administrative Activities (MAA).	Includes: internal and external evaluation activities for First 5 funded programs; Database enhancements for ECC Online, ECChange and Pathways data systems, technical assistance to partners.
Total Evaluation and Technology	\$1,342,969		

Administration

The Administration budget proposal for 2016-17 is \$1,036,309.

FUNCTION	2016-17 PROPOSAL	FUNDING SOURCES	COMMENTS
Administration, Commission, Finance, Human Resources and Facilities Management	\$1,036,309	Tobacco Tax, Medi-Cal Administrative Activities (MAA)	Includes centralized agency wide staff development costs under HR.
Total Administration	\$1,036,309		

Awards Administration & Consolidated Operating Expenses

The Awards Administration & Consolidated Operating Expenses Budget proposal for 2016-17 is \$423,647 and consists of:

FUNCTION	2016-17 PROPOSAL	FUNDING SOURCES	COMMENTS
Awards & Contracts Administration.	\$343,647	Tobacco Tax, Medi-Cal Administrative Activities (MAA)	
Consolidated Program Operating Expenses.	\$80,000		Includes Printing, Travel, Supplies, Honoraria, Cell Phones and Hospitality.
Total Awards and Operating Expenses	\$423,647		

Infrastructure

The Infrastructure budget proposal for 2016-17 is \$1,326,511. This budget group consists of all fixed and overhead costs incurred by First 5 Alameda County, in providing services.

FUNCTION	2016-17 PROPOSAL	FUNDING SOURCES	COMMENTS
Program Overheads	\$1,326,511	Tobacco Tax, Medi-Cal Administrative Activities (MAA), Grants.	Agency wide Printing, Audit, Legal, Database Management, Network Support, Building maintenance, Equipment leases, Communications, Insurance, postage, Professional Services etc.
Total Infrastructure	\$1,326,511		
Grand Total	\$21,450,000		

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 divisions 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:

2016-17 ADMINISTRATIVE CAP	
Program	86.6%
Evaluation	6.6%
Administration & Awards	6.8%
TOTAL	100.0%

Fiscal Impact

The fiscal impact is \$21,450,000 in budgeted expenses, a major portion of which will be funded by a combination of Prop 10 and other revenue sources amounting to \$16,478,319. The balance is expected to be funded by the use of Sustainability funds in an amount not exceeding \$4,971,681 in FY 2016-17.

RECOMMENDATION

That the Commission review and adopt the FY 2016-17 Budget Proposal.

Submitted by:

Reviewed by:

Mark R Rasiah
Financial Controller

Janis Burger
Chief Executive Officer

**First 5 Alameda County
Proposed Revenue Budget
For the Period July 1, 2016 - June 30, 2017**

Revenues	Actual* Revenue FY 2014-15	Modified Budget FY 2015-16	Preliminary Budget FY 2016-17	Variance %	Note
Prop 10 Tobacco Tax	13,294,341	12,710,214	12,392,459	-2.5%	1
Interagency Income					
- ACBHCS Early Connections(SAMHSA)	391,198	182,623	0	-100%	2
- ACBHCS - ACECPC (Parent Voices)		18,333	0	-100%	3
- ACPHD Project LAUNCH (SAMHSA)	343,777	55,000	55,000	-	4
- ACPHD Data Systems Hosting & Mtce	152,245	43,452	40,000	-8%	
- ACSSA Parent Voices	89,300	225,000	325,000	44%	5
- AC Interagency Children's Policy Council		50,000	0	-100%	6
- AC Office of Educ. (QRIS)		1,031,109	42,352	-96%	7
- ACHCSA - Fathers Corp		112,725	40,000	-65%	8
- ACPHD HMG Linkage Line	337,217	343,065	358,036	4%	
- CSU East Bay Foundation (HPN)	88,853	0	0	-	
- First 5 California (HMG)		149,909	0	-100%	9
- First 5 California (IMPACT)			263,441	-	10
- First 5 Contra Costa	127,668	147,528	0	-100%	11
Total Interagency Income	1,530,258	2,358,744	1,123,829	-52%	
Grants					
Federal- Race to the Top	1,418,378	760,189	0	-100%	12
State - CARES Plus	245,920	275,531	0	-100%	13
Private - Long Foundation	1,065,250	1,042,969	1,337,031	28%	14
- Koshland Foundation		100,000	100,000	0%	
- Packard Foundation (Project DULCE)		50,000	0	-100%	15
- Packard Foundation	166,500	110,000	0	-100%	16
Other - Oakland Education Fund (HMG)		3,000	0	-	
- Oakland Education Fund (QRIS)		110,000	0	-100%	17
- Center for the Study of Social Policy (Project DULCE)		105,000	105,000	0%	
- Center for the Study of Social Policy (R2A)		60,000	0	-100%	18
- Bay Area Council Foundation		134,000	0	-100%	19
Total Grants	2,896,048	2,750,689	1,542,031	-44%	
Fiscal Leveraging - MediCal Administrative Activities	0	900,000	900,000	0%	
Other - Investment Revenue	315,526	350,000	500,000	43%	20
- Misc.Income	42,669	20,000	20,000	0%	21
TOTAL REVENUE	18,078,842	19,089,647	16,478,319	-14%	
Reserves					
Sustainability Funds	1,530,436	2,310,353	4,971,681	115%	22
TOTAL REVENUES & AVAILABLE FUNDS	19,609,278	21,400,000	21,450,000	0.2%	

Notes:

1. Prop 10 Tobacco tax revenues are expected to decline at a rate of 2.5%.
2. SAMHSA Early Connections - Funding ended in September 2015.
3. ACBHCS ACECPC (Parent Voices) - ends June 2016.
4. Project LAUNCH funding ended in September 2014. The amount shown represents a new grant for supporting Parent Café activities.
5. AC Social Services Agency (Parent Voices) - Funding for People's Task Force CalWORK's Roundtable project and Transitions work at Castlemont.
6. Interagency Children's Policy Council - funds for school readiness assessments ends June 2016.
7. AC Office of Education (QRIS) - block grant funding for the Quality Rating Improvement System work currently underway. Ends Sept 2016.
8. Funding from AC Social Services Agency and AC Health Care Services Agency for a Fathers Corp staff position to oversee the program. Ends 12/16.
9. First 5 California (HMG) - Pass through funding to First 5 Association for statewide Help Me Grow work. Ends June 2016.
10. First 5 California (IMPACT) - Funding to support QRIS work including rating and quality improvement in child care settings.
11. First 5 Contra Costa - Funding for a Hospital Outreach Coordinator position at Alta Bates ends June 2016.
12. Race to The Top - The four year Early Learning Challenge grant ends June 2016.
13. CARES Plus grant from First 5 California ends June 2016.
14. Long Foundation- Second of 4 year funding stream for Help Me Grow expansion efforts in conjunction with First 5 Contra Costa.
15. Funding from the Packard Foundation for Project DULCE ends December 2016.
16. Funding from the Packard Foundation for the coordination of the Oakland Starting Smart and Strong initiative ends August 2016.
17. Funding from the Oakland Public Education Fund for QRIS and Help Me Grow activities ended March 2016.
18. Funding from The Center for the Study of Social Policy for Research to Action work ends June 2016.
19. Funding from the Bay Area Council Foundation supporting the Talk, Read, Sing staff position ends April 2016.
20. Investment Revenue - Based on income in prior years. Conservatively estimated to yield 1.5% of \$31 million portfolio for the budget year.
21. Miscellaneous Revenue - from renting office space to First 5 Association.
22. Sustainability funds will be used to balance the budget, when expenses exceed revenues during the budget year.

**First 5 Alameda County
Preliminary Expenditure Budget by Expenditure Category
For the Period July 1, 2016 - June 30, 2017**

Expenditures	Actual* Expenses FY 2013-14	Actual* Expenses FY 2014-15	Modified Budget FY 2015-16	Preliminary Budget FY 2016-17	Variance from Prior Year (\$)	Variance from Prior Year (%)	Notes
Personnel Costs	6,284,537	6,325,347	7,655,263	7,520,337	(134,926)	-1.8%	
Contracts	7,955,808	10,546,094	10,043,293	9,976,709	(66,584)	-0.7%	
Grants & Stipends	1,798,655	1,787,112	1,920,000	1,962,150	42,150	2.2%	
Professional Services Contracts	30,782	94,653	498,050	749,750	251,700	50.5%	1
Program Operating Costs	453,882	326,399	631,394	585,054	(46,340)	-7.3%	2
Indirect infrastructure Costs	420,773	529,673	652,000	656,000	4,000	0.6%	
TOTAL EXPENDITURES	16,944,437	19,609,278	21,400,000	21,450,000	50,000	0.2%	

Notes: Variance in expenditures in excess of 3%, between the FY 2015-16 Budget and the Preliminary FY 2016-17 budget are detailed below.

1. Professional Services

Continuum of Care and Linkages Strategy (\$241k) -

- \$15k- Help Me Grow (HMG) program website enhancements funded by the Long Foundation (TJLF) to upgrade content of and user experience on AlamedaKids.org
- \$50k- HMG Program - Allows for time-limited consultation to meet program management needs (e.g., strategic plan implementation, material development, etc. TJLF)
- \$6k- HMG translation & interpretation Services. Supports the work of HMG by insuring parents receive information and materials in their home language
- \$50k - TJLF funds for collateral materials to support outreach to parents and providers; provides resources for community events which HMG Community Liaisons attend.
- \$25k- HMG has a Family Advisory Committee, an Operations Committee and a Steering Committee, all of which have parent members. We provide a number of resources to insure parents are comfortable and feel supported in lending their voices, experiences and perspectives to the program development, etc. (TJLF)
- \$20k - Supports the integrated home visiting system (ACPHD) by providing resources to insure home visitors have training in best practices and possess the competencies necessary to reach desired outcomes for the interventions.
- \$75k - Place Based Services - Provides ongoing support to the mental health team being implemented—both direct service and consultation/supervision; additional support for playgroups; enhanced coordination for family support services and outreach provided at Room to Bloom.

Provider Capacity Building Strategy (\$470k) -

- \$65k - Funds video production, website maintenance, evaluation, facilitation support and specialty consultation to meet needs of ECE Quality program.
- \$31k - Consulting trainers providing professional development content (trainings, workshops etc.) for QC participants. Content to map to the CA Quality Pathways.
- \$7k - Contract to facilitate Early Childhood Mental Health Consultant learning community.
- \$90k - To conduct ERS and CLASS assessments in QC sites.
- \$12k - For trainers and consultants to the Father's Corps learning community and leadership team as well as research and communications support.
- \$50k - Provides for training and technical assistance to community grants initiative grantees and also facilitation support for grants community review process.
- \$68k - Contracts tbd with IMPACT alternate sites to conduct outreach to and provide programming for family, friend and neighbor caregivers in targeted neighborhoods.
- \$147k- For Training@First 5 trainers, facilitators and panelists.

Policy Advocacy & Communications Strategy (\$23k) -

- \$23k- Funded by the Center for the Study of Social Policy in aid of Research To Action efforts.

2. Program Operating Costs

The reduction is primarily due to fine tuning operating costs to reflect prior year trends which have consistently remained below \$600k. These costs include the cost of food, printing, cell phone reimbursements, travel, supplies, honoraria etc.

* Source: Audited Financial Statements

**First 5 Alameda County
Proposed Operating Expenditure Budget By Strategy
For the Period July 1, 2016 - June 30, 2017**

	COCL	PCB	PAC	E & T	AWARDS	ADMIN	INFRA	TOTAL
	Proposed FY 2016-17	Proposed FY 2016-17	Proposed FY 2016-17	Proposed FY 2016-17	Proposed FY 2016-17	Proposed FY 2016-17	Proposed FY 2016-17	Proposed FY 2016-17
<u>Personnel Costs</u>								
Salaries & Benefits	2,680,550	2,107,030	638,829	853,974	343,647	896,308		7,520,338
<u>Program Contracts/Grants</u>								
Contracts	4,799,796	3,478,407	537,000	488,995			672,511	9,976,709
Grants & Stipends	3,900	1,952,000	6,250					1,962,150
Professional Services Contracts	251,400	470,850	22,500			5,000		749,750
Total Contracts/Grants	5,055,096	5,901,257	565,750	488,995	0	5,000	672,511	12,688,609
<u>Program Operating Costs</u>	148,291	193,548	30,215	0	80,000	135,000		585,054
TOTAL DIRECT PROGRAM COSTS	7,883,937	8,201,835	1,234,794	1,342,969	423,647	1,036,308	672,511	20,794,001

COCL - Continuum of Care & Linkages
 PCB - Provider Capacity Building
 PAC - Policy Advocacy & Communications
 E&T - Evaluation & Technology
 AWARDS - External Awards Administration
 ADMIN - Finance, HR & Administration
 INFRA - Infrastructure Costs

INDIRECT COSTS

Communications/Hosting	102,000
Copying/Printing/Postage	36,000
Equipment Leases/Supplies	40,000
Equip/Furniture Purchases	60,000
Insurance	129,000
Membership and Dues	44,000
Professional Services	125,000
Building Maintenance	120,000
Total Indirect Costs	656,000

Total Expenditure Budget

21,450,000



To: First 5 Alameda County Commission

From: Mark R Rasiah, Financial Controller

Date: June 16, 2016

Subject: Final Reading of the 2015-2025 Long Range Financial Plan

ACTION REQUESTED

To review and approve the attached 2015-25 Long Range Financial Plan (LRFP).

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. Historical background information about the Long Range Financial Plan is provided in Appendix C.

The current LRFP was formally approved by the Commission in June 2015. An update to the LRFP is presented herewith (Appendix A) with underlying assumptions (Appendix B). The update reflects the Proposed Budget for FY 2016-2017, the actual revenue and expenses for the prior year, FY 2014-15 and the most recent Prop 10 Tobacco Tax revenue forecast from the California Department of Finance that was received in June 2015. The first public reading of the revised Plan will be held on April 21st, 2016 and the second and final reading on June 16th, 2016.

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, 2015 was \$34.4 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 (currently about \$800,000).

FISCAL IMPACT

There is no fiscal impact.

RECOMMENDATION

To review and approve the Long Range Financial Plan presented in Appendix A.

Submitted by:

Reviewed by:

Mark R Rasiah
Financial Controller

Janis Burger
Chief Executive Officer

APPENDIX B – ASSUMPTIONS FOR THE REVISED LONG RANGE FINANCIAL PLAN

Presented below are the assumptions used to develop the Long Range Financial Plan contained in Appendix A.

REVENUES

FY 2015-16 figures are from the revised budget approved in February 2016. For 2016-17 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 June 2015. These take into account the effects of the federal tobacco tax, other declines in state tobacco tax revenues (such as those due to general economic conditions), Prop 99 backfill amounts and other factors. The projections cover the 2015-2017 period.

The DoF projections for Alameda County show expected annual drops of 3.6% - 3.8% for the 2014-2017 period. Historically these projections have been on the conservative side, as borne out by actual revenues over the past 5 years:

<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
		<u>Actual/Est Revenue</u>
2015-2016	\$12.1m	\$12.7m(est.)
2016-2017	\$11.6m	\$12.4m(est.)

Based on the above actual revenue, the Long Range Financial Plan assumes a lower rate of decline in taxes over the plan time-frame. It is anticipated that tobacco tax collections will eventually “flatten out” in the outer years. 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.

- **Fiscal Leveraging** – From 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 \$700k- \$750k 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 LRFP, it is assumed that programs eligible for MAA claiming will be reimbursed at this level through the 2016-17 budget year, and will thereafter receive a lower reimbursement of \$750,000 for FY 2017-21 and drop to \$500,000 thereafter, with the anticipated reduction in staffing.
- **Other**– Private Grant Revenue from the Long Foundation is expected to continue through the FY 2014-19 period. The three year grant from the Koshland Family Foundation to train ECE providers ends in FY 2016-17. A grant from The Center for the Study of Social Policy (\$105,000) to engage communities and families in early childhood programs and systems including the development of an early childhood family engagement toolkit ends in FY 2017-18.

Interagency income represents: -

- AC Public Health Department funding for Help Me Grow (HMG) Linkage Line services - (\$358,000).
- The SAMHSA funded Project LAUNCH from the Alameda County Public Health Department (ACPHD) – (\$55,000).
- F5AC database maintenance and hosting – (\$40,000).
- Pass through funding from AC Social Services Agency (\$325,000) to support Parent Voices and early child development pipeline at Castlemont- (Transitions).
- Funding from AC Social Services and Public Health Department to support Fathers Corps work – (\$40,000).
- First 5 California (IMPACT) – to support local QRIS work including rating and quality improvement in child care settings – (\$263,411).

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

- **Investment Revenue** – The FY 2016-17 proposed budget estimates investment income to be earned at a rate between 1.5% ~ 2% of the beginning fund balance.

EXPENSES

FY 2016-17 expenditure figures are from the revised budget approved in February 2016. For fiscal years 2017-25, 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 well within the range of annual budgetary savings, and this is expected to continue in future years as well.

Use of Sustainability Funds

At \$21.45 million, the budgeted expenditures for FY 2016-17 exceed the original projections that were made last year, by approximately \$1.6 million. This increase will be funded through a corresponding increase in the amount funded from Sustainability (\$4.9 million versus \$3.3 million). The increase in the base budget is primarily due to Contracts as shown in the attached analysis.

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 under the Reduction in Workforce Policy (currently about \$800,000).

APPENDIX C – 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 \$32 million at the end of the current fiscal year (2015-16) 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 FY2009-10.

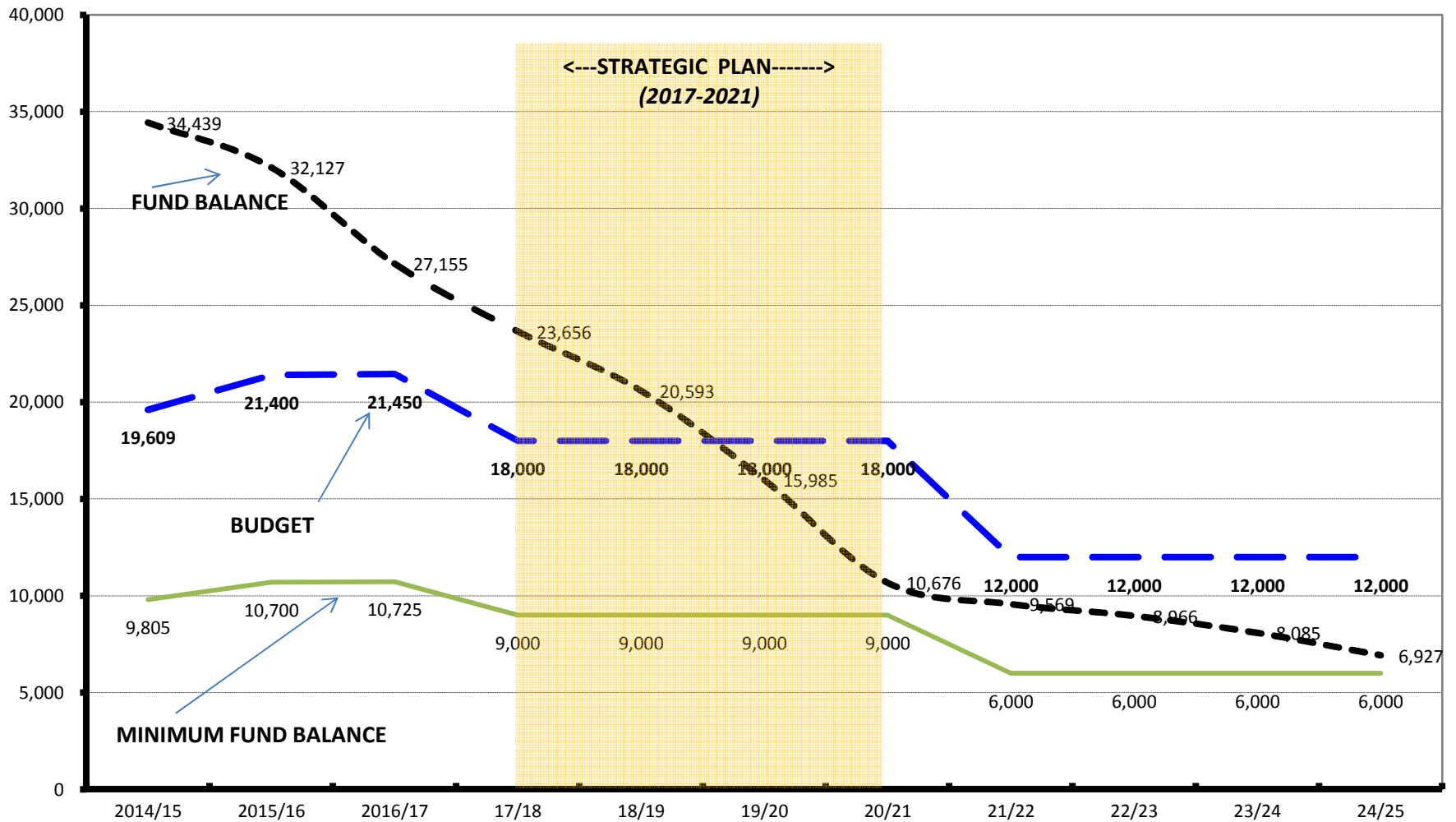
The following is a summary of the use of sustainability funds as indicated in the Long Range Financial Plan. The plan assumes that Sustainability Funds will continue to be used to maintain a balanced budget, throughout the plan time frame.

<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 ¹
2011-12	\$4.1m	\$0.8m
2012-13	\$9.0m	\$5.3m ²
<u>FY 2013-17 Strategic Plan</u>		
2013-14	\$1.7m	\$0.0
2014-15	\$2.3m	\$1.5m
2015-16	\$2.3m	\$2.3m(est.)
2016-17	\$4.9m	-
<u>FY 2017-21 Strategic Plan</u>		
2017-18	\$2.7m	-
2018-19	\$3.1m	-
2019-20	\$4.6m	-
2020-21	\$5.3m	-

¹ 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.

² Purchase of Office Building at 1115 Atlantic Ave., Alameda in April 2013.

LONG RANGE FINANCIAL PLAN 2015-2025 BUDGET & FUND BALANCE (\$000s)





LONG RANGE FINANCIAL PLAN 2015-2025

VERSION DATE-

4/14/2016

Agenda Item 10

Dollars in Thousands	2013-17 Strategic Plan			2017 - 2021 Strategic Plan				2021 - 2024 Strategic Plan			
	Actual 2014/15	REVISED BUDGET 2015/16	PRELIMINARY BUDGET 2016/17	Projections				Projections			
					17/18	18/19	19/20	20/21	21/22	22/23	23/24
Beginning Fund Balance	35,970	34,439	32,127	26,355	23,656	20,593	15,985	9,876	9,569	8,966	8,085
REVENUES											
Prop 10 Tobacco Tax	13,294	12,710	12,392	12,082	11,780	11,486	11,199	10,919	10,646	10,380	10,120
Interagency Income											
- ACBHCS Early Connections(SAMHSA)	391	182	0								
- ACBHCS		18	0								
- ACPHD Project LAUNCH (SAMHSA)	344	55	55	55	55	55	55				
- ACPHD Data systems Hosting & Mtce	152	43	40	40	40	40	40	40	40	40	40
- ACSSA Parent Voices	89	225	325								
- AC ICPC		50	0								
- AC Office of Educ. (QRIS)		1,031	42								
- ACHCS (Fathers Corp.)		113	40								
- HMG Linkage Line	337	343	358	358	358	358	358				
- CSU Eastbay Foundation (HPN)	89	0	0								
- First 5 California (HMG)		150	0								
- First 5 California (IMPACT)			264	321	321	321	0				
- First 5 Contra Costa	127	147	0								
Fiscal Leveraging											
- MAA	0	900	900	700	700	700	700	500	500	500	500
Grants											
Federal - Race To The Top	1,418	760	0								
State - CARES PLUS	246	276	0								
Private - Long Foundation	1,065	1,043	1,337	1,190	1,190						
- Packard Foundation	167	110	0								
- Koshland Foundation		100	100								
- Packard Foundation(DULCE)		50	0								
Other - Bay Area Council Foundation		134	0								
- Oakland Educ Fund(QRIS)		110	0								
- Oakland Educ Fund(HMG)		3	0								
- CSSP (DULCE)		105	105	105							
- CSSP (R2A)		60	0								
Investment Income	316	350	500	429	473	412	320	214	191	179	162
Miscellaneous Income	43	20	20	20	20	20	20	20	20	20	20
TOTAL REVENUES	18,078	19,088	16,478	15,300	14,937	13,392	12,691	11,692	11,397	11,119	10,842
EXPENSES											
9 Strategies	17,136	18,583	18,745								
Finance/HR/Admin/Awards	1,207	1,320	1,379								
Infrastructure(Prof. Svc/ Systems/Bldg)	1,266	1,497	1,326								
TOTAL BUDGETED EXPENSES	19,609	21,400	21,450	18,000	18,000	18,000	18,000	12,000	12,000	12,000	12,000
CASHFLOW											
Total Disbursements	19,609	21,400	21,450	18,000	18,000	18,000	18,000	12,000	12,000	12,000	12,000
(Shortfall)/Surplus Revenue over Expenses	(1,531)	(2,312)	(4,972)	(2,700)	(3,063)	(4,608)	(5,309)	(308)	(603)	(881)	(1,158)
Ending Fund Balance	34,439	32,127	27,155	23,656	20,593	15,985	10,676	9,569	8,966	8,085	6,927
MINIMUM FUND BALANCE REQUIRED (50% OR 6 Months of annual disbursement)	9,805	10,700	10,725	9,000	9,000	9,000	9,000	6,000	6,000	6,000	6,000
Ending Fund Balance:											
Committed for Stabilization	\$ 34,439	\$ 32,127	\$ 27,155	#####	\$ 20,593	#####	#####	\$ 9,569	\$ 8,966	\$ 8,085	\$ 6,927
Provision for Reduction in Workforce	\$ -	\$ -	\$ (800)	#####	\$ -	\$ -	\$ (800)	\$ -	\$ -	\$ -	\$ -
Total Ending Fund Balance	\$ 34,439	\$ 32,127	\$ 26,355	#####	\$ 20,593	#####	\$ 9,876	\$ 9,569	\$ 8,966	\$ 8,085	\$ 6,927

First 5 Alameda County
Analysis of Sustainability Fund usage in FY 2016-17
compared with usage projections made in June 2015

Currency: (\$000s)

Expenditures	16-17 Budget Projections in June '15	Preliminary Budget FY 2016-17	Increase /(Decrease) (\$000s)
Personnel Costs	7,202	7,520	318
Contracts	8,368	9,977	1,609
Grants & Stipends	1,680	1,962	282
Professional Services Contracts	531	750	219
Program Operating Costs	524	585	61
Indirect infrastructure Costs	695	656	(39)
TOTAL EXPENDITURE BUDGET	19,000	21,450	2,450
Less: Revenue Projections	15,609	16,478	869
Sustainability Fund Usage Projections	<u><u>3,391</u></u>	<u><u>4,972</u></u>	<u><u>1,581</u></u>



To: First 5 Alameda County Commission
From: Christine Hom, Contracts and Grants Administrator
Date: June 16, 2016
Subject: FY 2015-16 and FY 2015-17 Contract Authorizations

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.

WestEd - \$26,775 (Reviewed and recommended by Executive Committee for Commission approval at April meeting)

First 5 Alameda County is requesting approval of a FY 2015-16 \$26,775 contract amendment with WestEd to provide 20 additional assessments in Quality Counts classrooms for the purpose of QRIS rating. WestEd has a current FY 2015-16 \$324,877 contract to conduct assessments and the addition of this \$26,775 amendment brings the FY 2015-16 total contract amount to \$351,652 and the aggregate FY 2015-17 award amount to *\$403,152 for which Commission approval is needed.

Fiscal Impact: Funding will be received from the FY 2015-17 QRIS Block Grant.

Action requested: Approve an aggregate FY 2015-16 award amount of \$403,152 for WestEd.

Jewish Family and Community Services East Bay – \$120,000

First 5 Alameda County is requesting approval of a name change for the agency awarded a FY 2015-17 \$120,000 community grant from Jewish Family and Children’s Services East Bay to Jewish Family and Community Services East Bay.

Fiscal Impact: Funding is budgeted and there is no fiscal impact.

Action requested: Approve community grantee’s name change from Jewish Family and Children’s Services East Bay to Jewish Family and Community Services East Bay.

Public Consulting Group (PCG) - \$78,790

First 5 Alameda County is requesting approval of a FY 2015-16 \$78,790 contract amendment with PCG to support the additional development of reporting requirements for the Quality Counts program in ECC Online, the Alameda County Healthy Steps initiative in ECChange and to extend the contract ending date from June 30 to September 30, 2016. PCG has a current FY 2015-16 \$265,740 contract to support new development and enhancements to the ECC Online, ECChange and Pathways data systems. The addition of this \$78,790 amendment brings the FY 2015-17 total contract amount to \$344,530 and the currently approved aggregate FY 2015-17 award amount to \$780,454 for which Commission approval is needed.

Fiscal Impact: \$26,000 of the amendment will be received from Alameda County Public Health Department to support ECChange development and \$52,790 will be received from the current QRIS Block grant.

Action requested: Approve an aggregate FY 2015-17 award amount of \$780,454 for Public Consulting Group.

RECOMMENDATION

That the Commission approve the above contract authorizations.

Submitted by:

Reviewed by:

Christine Hom
Contracts and Grants Administrator

Janis Burger
Chief Executive Officer



FY 2016-17 and FY 2016-18 First 5 Alameda County Awards

Strategy	Contractor	Award Term	*FY 2016-17 Amount	**FY 2017-18 Amount	Total Amount	Description
Administration	First 5 Association	2016-2017	\$36,670.00	N/A	\$36,670.00	Funding for annual July 1, 2016-June 30, 2017 Association membership fee and support of policy/advocacy work.
Administration	HealthReach	2016-2017	\$12,000.00	N/A	\$12,000.00	Funding to research and identify opportunities to further leverage eligible public expenditure funds that support Medi-Cal Administrative Activities (MAA) services.
Evaluation & Technology	Public Consulting Group	2016-2017	\$403,160.00	N/A	\$403,160.00	Funding to support ongoing maintenance and operations of ECC Online, ECChange, and Pathways data systems.
Evaluation & Technology	Public Consulting Group	2016-2017	\$200,000.00	N/A	\$200,000.00	Funding to support enhancements of ECC Online, ECChange and Pathways data systems to meet reporting, quality assurance and evaluation requirements.
Evaluation & Technology	Xantrion	2016-2017	\$70,000.00	N/A	\$70,000.00	Funding to support ongoing technology support for First 5 staff, including help desk, on-site assistance, monitoring and ensuring security and integrity of technology infrastructure.
Healthy Child Development Initiative	Eden Information & Referral, Inc.	2016-2017	\$32,000.00	N/A	\$32,000.00	Funding to identify families for referral to Help Me Grow who have been in contact with 211, a free phone line and service that provides access to housing information, and health and human services.
Healthy Child Development Initiative	Lucile Packard Children's Hospital Stanford	2016-2017	\$45,000.00	N/A	\$45,000.00	Funding to expand pediatric screening and outreach to non-CHDP primary care sites.
Healthy Child Development Initiative	Children's Physical Therapy Oakland (aka Baby Builders)	2016-2018	\$62,500.00	\$62,500.00	\$125,000.00	Funding to provide in-home therapy sessions and interactive playgroup sessions to families with children (12-48 months) who demonstrate a mild to moderate risk of developmental delays.
Healthy Child Development Initiative	Lotus Bloom	2016-2018	\$85,000.00	\$85,000.00	\$170,000.00	Funding to support primarily Oakland children with developmental vulnerabilities and their caregivers with the developmental playgroup program and one-on-one support to parents.
Healthy Child Development Initiative	UCSF Benioff Children's Hospital Oakland	2016-2018	\$91,556.00	\$93,345.00	\$184,901.00	Funding to provide SEED-CDV (Children with Developmental Vulnerabilities), a program that offers developmental and family support services primarily targeted to children in foster care ages 12-48 months who exhibit mild to moderate developmental concerns.



FY 2016-17 and FY 2016-18 First 5 Alameda County Awards

Strategy	Contractor	Award Term	*FY 2016-17 Amount	**FY 2017-18 Amount	Total Amount	Description
Healthy Child Development Initiative	Through the Looking Glass	2016-2018	\$85,000.00	\$85,000.00	\$170,000.00	Funding to support developmental and relationship-based playgroups and home visiting serving children (12-48 months) who have mild to moderate developmental delays or vulnerabilities and their parents/caregivers.
Home Visiting/Family Support	International Contact	2016-2017	\$35,000.00	N/A	\$35,000.00	Funding to provide language assistance services to First 5 programs and selected providers.
Home Visiting/Family Support	Alameda County Public Health Department	2016-2017	\$2,925,000.00	N/A	\$2,925,000.00	Funding to develop and implement an integrated home visiting system in support of children 0-3 and their families.
Place-Based Initiatives	Lotus Bloom	2016-2017	\$290,000.00	N/A	\$290,000.00	Funding to coordinate the programs and services at the Castlemont Corridor Room to Bloom Child and Family Resource Center and conduct neighborhood outreach and family engagement and referral activities.
Place-Based Initiatives	Castlemont Corridor Transformational School	2016-2017	\$17,529.00	N/A	\$17,529.00	Funding to conduct Summer Pre-K (SPK) programs and provide CCTS Transitional Kindergarten-5th grade teachers with professional development and orientation to the SPK model.
Place-Based Initiatives	Be Strong Families	2016-2017	\$54,000.00	N/A	\$54,000.00	Funding received from the second federal Project LAUNCH grant to support F5AC's efforts in providing technical assistance and training in strengthening family and community engagement in San Francisco, Butte and Fresno counties through expanding implementation of Be Strong Families Parent Cafes.
Place-Based Initiatives	A Better Way	2016-2017	\$75,000.00	N/A	\$75,000.00	Funding to coordinate and implement the Strengthening Families framework and Parent Café model and Parent Leadership Development approach in the Castlemont Corridor community of Oakland.
Policy Advocacy and Communication	Parent Voices Oakland	2016-2017	\$208,333.00	N/A	\$208,333.00	Funding to coordinate the Alameda County Early Childhood Policy Committee (ACEPC) Taskforce and all parent recruitment and engagement activities, which will include a CalWorks Advisory Committee and Parent Advocate program.
Policy Advocacy and Communication	Parent Voices Oakland	2016-2017	\$40,000.00	N/A	\$40,000.00	Funding to plan, coordinate and implement the Alameda County Early Childhood Policy Committee (ACEPC), the Alameda County Spring Parent Forum and all parent recruitment and engagement activities related to these programs.



FY 2016-17 and FY 2016-18 First 5 Alameda County Awards

Strategy	Contractor	Award Term	*FY 2016-17 Amount	**FY 2017-18 Amount	Total Amount	Description
Policy Advocacy and Communication	East Bay Community Law Center	2016-2018	\$15,000.00	\$15,000.00	\$30,000.00	Funding to provide legal training and ongoing consultation for Project DULCE at the Highland Hospital Pediatric Department.
Policy Advocacy and Communication	Alameda Health System (Highland Hospital)	2016-2018	\$36,000.00	\$36,000.00	\$72,000.00	Funding to support implementation of the Project DULCE model at Highland Hospital Pediatric Department.
Policy Advocacy and Communication	Youth UpRising	2016-2017	\$75,000.00	N/A	\$75,000.00	Funding to support case management for Castlemont Community families in East Oakland, focused specifically on assisting families with accessing Alameda County Social Services Administration services including providing follow-up and assistance for other county based programs.
Policy Advocacy and Communication	Lucile Packard Children's Hospital Stanford	2016-2017	\$6,660.00	N/A	\$6,660.00	Funding to identify and address policy issues related to implementing standardized developmental screening at pediatric sites and referral pathways for children with specialized health and developmental needs.
Quality Early Care and Education	Child Care Links	2016-2017	\$200,000.00	N/A	\$200,000.00	Funding to support Quality Early Education with training, coaching and consultation services for family and center-based ECE sites.
Quality Early Care and Education	Bananas	2016-2017	\$347,500.00	N/A	\$347,500.00	Funding to support Quality Early Education with training, coaching and consultation services for family and center-based ECE sites.
Quality Early Care and Education	Community Child Care Council of Alameda County (4Cs)	2016-2017	\$347,500.00	N/A	\$347,500.00	Funding to support Quality Early Education with training, coaching and consultation services for family and center-based ECE sites.
Quality Early Care and Education	Jewish Family and Community Services	2016-2017	\$135,000.00	N/A	\$135,000.00	Funding to support Quality Early Education with training, coaching and consultation services for family and center-based ECE sites.
Quality Early Care and Education	WestEd	2016-2017	\$75,000.00	N/A	\$75,000.00	Funding to increase understanding of and fidelity to CSEFEL concepts for previously trained ECE sites.
Quality Early Care and Education	Low Income Investment Fund	2016-2017	\$175,000.00	N/A	\$175,000.00	Funding to provide business and fiscal training to child care programs and consultation to Quality Counts centers and disbursement and management of child care facility and quality grant funds.



FY 2016-17 and FY 2016-18 First 5 Alameda County Awards

Strategy	Contractor	Award Term	*FY 2016-17 Amount	**FY 2017-18 Amount	Total Amount	Description
Quality Early Care and Education	Chabot College	2016-2017	\$50,000.00	N/A	\$50,000.00	Funding to support a professional development coordinator position in the Early Childhood Education department.
Quality Early Care and Education	Las Positas College	2016-2017	\$50,000.00	N/A	\$50,000.00	Funding to support a professional development coordinator position in the Early Childhood Education department.
Quality Early Care and Education	Merritt College	2016-2017	\$50,000.00	N/A	\$50,000.00	Funding to support a professional development coordinator position in the Early Childhood Education department.
Quality Early Care and Education	Oakland Unified School District	2016-2017	\$85,000.00	N/A	\$85,000.00	Funding to coordinate with Help Me Grow and develop and implement quality improvement plans for OUSD CDC sites participating in Quality Counts.
Quality Early Care and Education	WestEd	2016-2017	\$410,000.00	N/A	\$410,000.00	Funding to conduct ERS and CLASS assessments in ECE sites participating in Quality Counts.
Quality Early Care and Education	Alameda County General Services Administration	2016-2017	\$217,000.00	N/A	\$217,000.00	Funding to support training, coaching and professional development for ECE staff and programs.
Quality Early Care and Education	Regents of the University of California - Berkeley	2016-2017	\$46,000.00	N/A	\$46,000.00	Funding to administer and analyze SEQUAL surveys to the Alameda County ECE workforce and to integrate findings into practice.
Training	UCSF Benioff Children's Hospital Oakland	2016-2017	\$50,000.00	N/A	\$50,000.00	Funding to support the capacity of Early Childhood Mental Health services delivery system by offering training and consultation on assessment of developmental needs as it relates to early childhood mental health.

\$7,138,408.00 \$376,845.00 \$7,515,253.00

* FY 2016-17 awards list is not inclusive of FY 2015-17 two-year awards previously approved of the Commission at the June 2015 meeting.

** FY 2017-18 award amounts are not included in the proposed FY 2016-17 budget and are funded by external grants committed to F5AC through FY 2017-18.



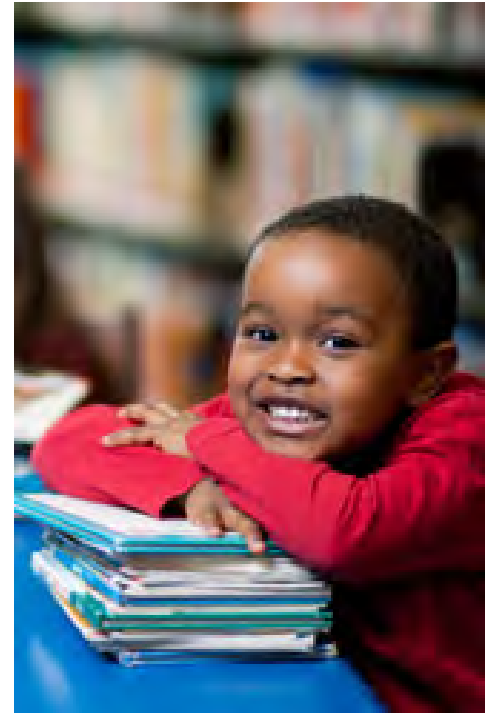
2015 Alameda County School Readiness Assessment (SRA)

First 5 Alameda County

June 16, 2016

www.appliedsurveyresearch.org

Locations on the Central Coast and the Bay Area | (877) 728-4545



Overview

- Methodology and sample
- How many kids in Alameda are ready for kindergarten?
 - » Significant predictors of being "Ready" and "Not Ready" for school
 - » Cumulative effects of readiness predictors
 - » The readiness of boys of color for school
 - » Other key findings: Housing instability
- How do we turn the curve?
- Discussion

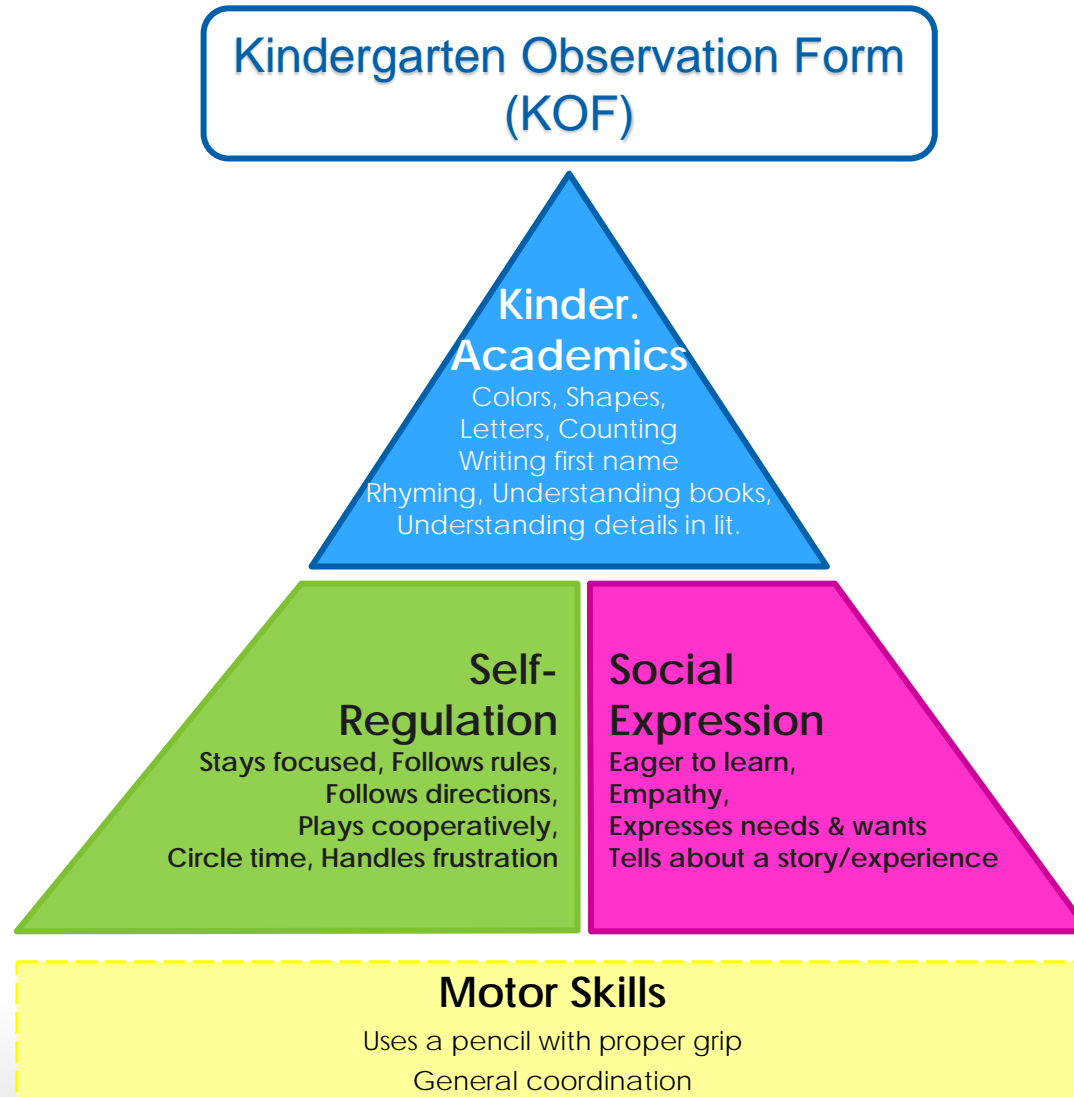


Background

- Since 2008, ASR has conducted **six** school readiness assessments in Alameda County.
- **2008-2011**: Focused on First 5 network districts
- **2013 & 2015**: Countywide Samples
- We use results to:
 1. Measure readiness across the county – child readiness, family support, community resources
 2. Assess interventions (First 5 or other early childhood programs) & other key factors of readiness
 3. Identify areas where children need further support



ASR's Building Blocks of Readiness



2015 Sample

- **9** Districts
- **47** Schools
- **1,530** Kindergarten Students Assessed on *KOF*
 - » 111 Transitional Kindergarten students not included
- **1,390** *Parent Information Forms* Returned

Participating Districts:

- » Oakland USD
- » Fremont USD
- » Hayward USD
- » Livermore Valley Joint USD
- » San Lorenzo USD
- » Alameda USD
- » Castro Valley USD
- » Albany City USD
- » Emery USD

Districts to Engage:

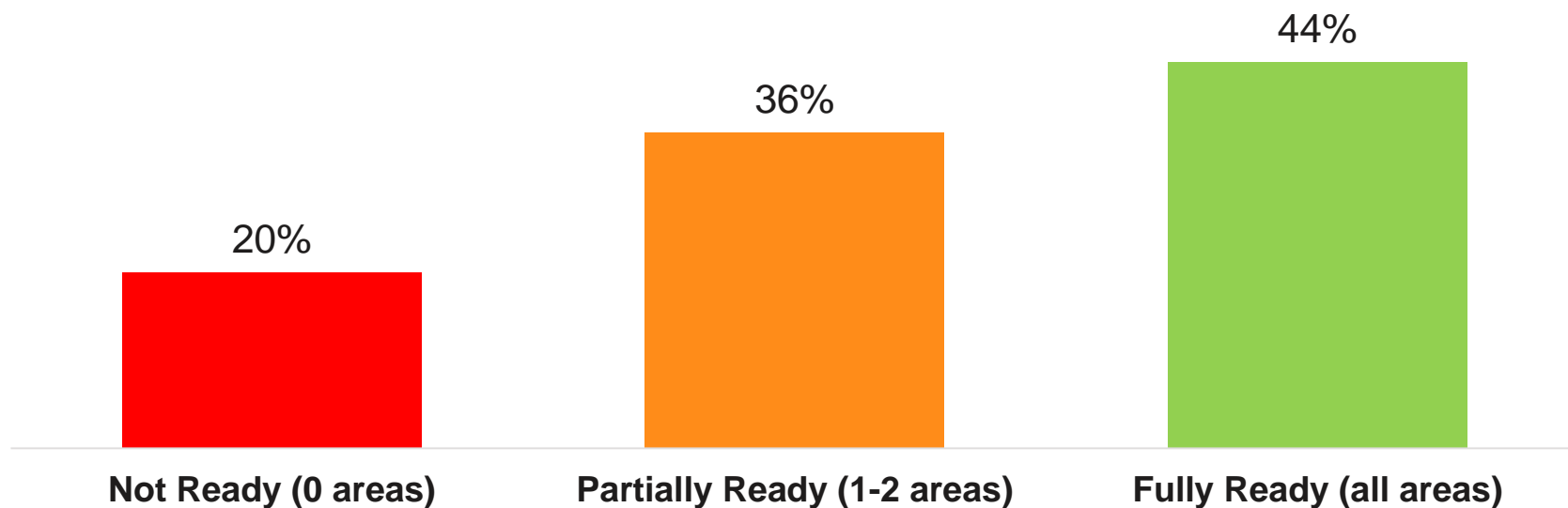
- » **Berkeley USD***
- » **Dublin USD***
- » **Newark USD***
- » **Piedmont USD***
- » Pleasanton USD
- » New Haven USD
- » San Leandro USD

***Participated in 0-1 prior SRA**



Readiness 2015

Percentage of Students Ready for School



N=1,460.

Note: Data were weighted to approximate district and EL representation.

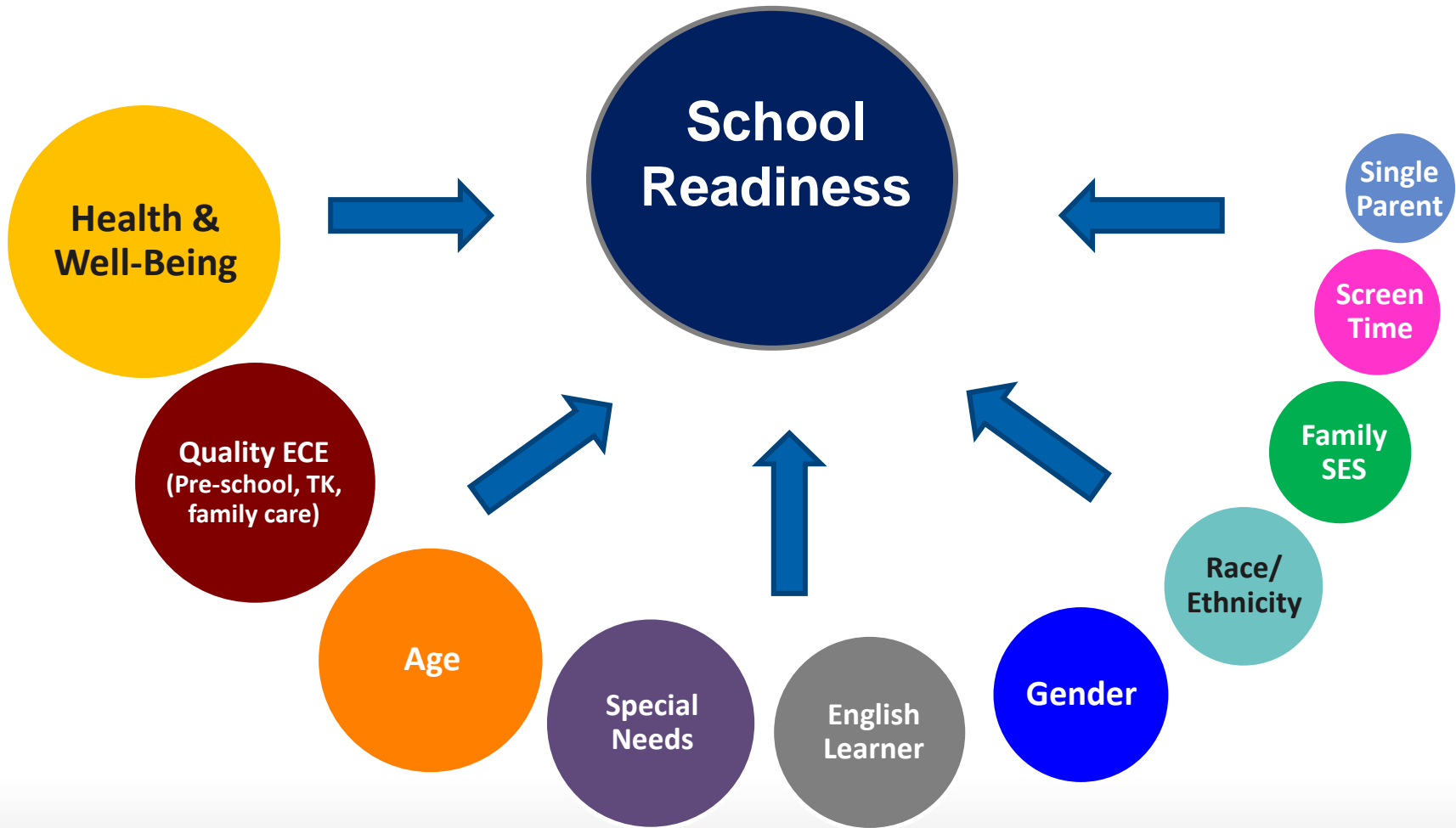
Fully Ready: Mean score of 3.25 or higher in all three domains: Self-Regulation, Social Expression and K. Academics.

Partially Ready: Mean score of 3.25 or higher in one or two domains.

Not Ready: Mean score below 3.25 in all three domains.



Predictors of Readiness in 2015



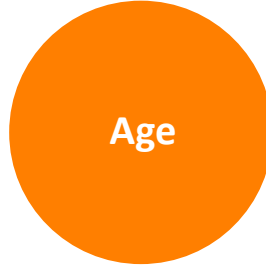
Percent Fully Ready, by Predictors



Health & Well-Being



**Quality ECE
(Pre-school, TK,
family care)**



Age

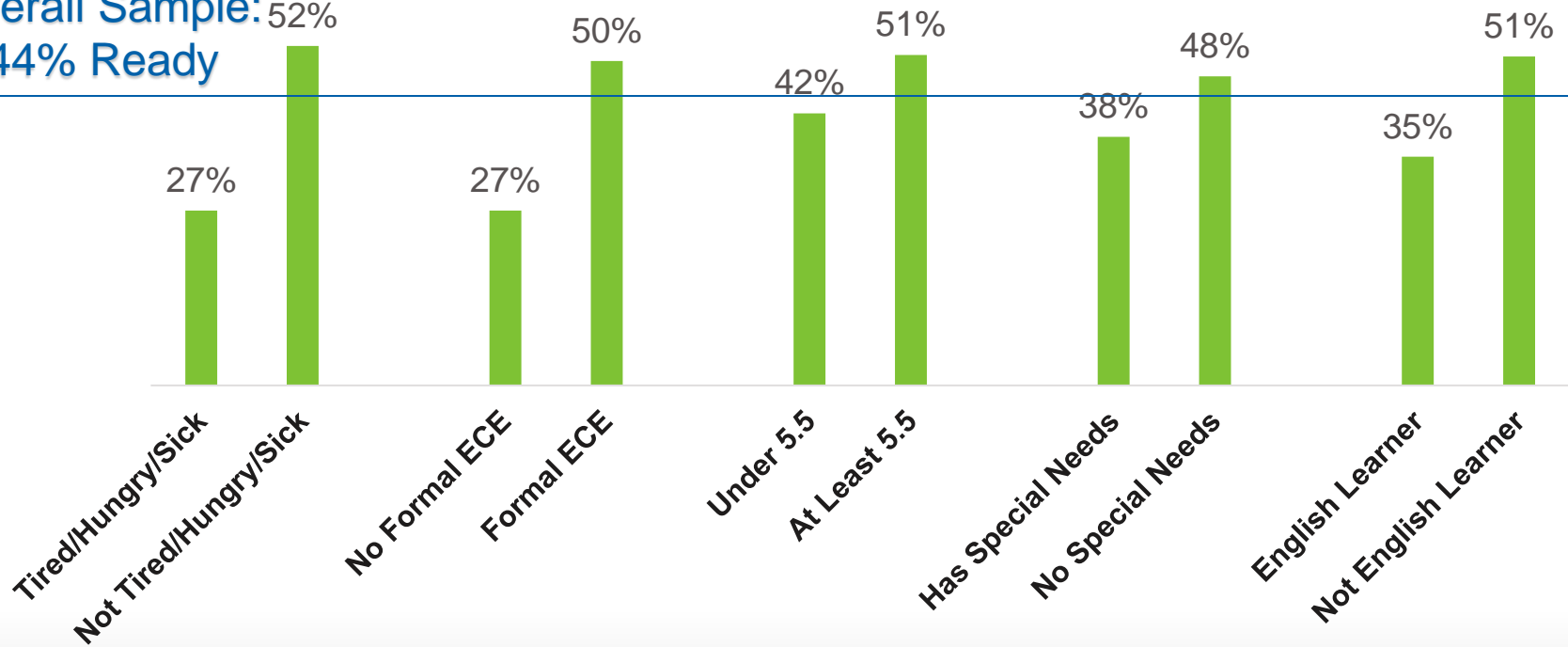


Special Needs



English Learner

Overall Sample: 52%
44% Ready



Percent Fully Ready, by Predictors

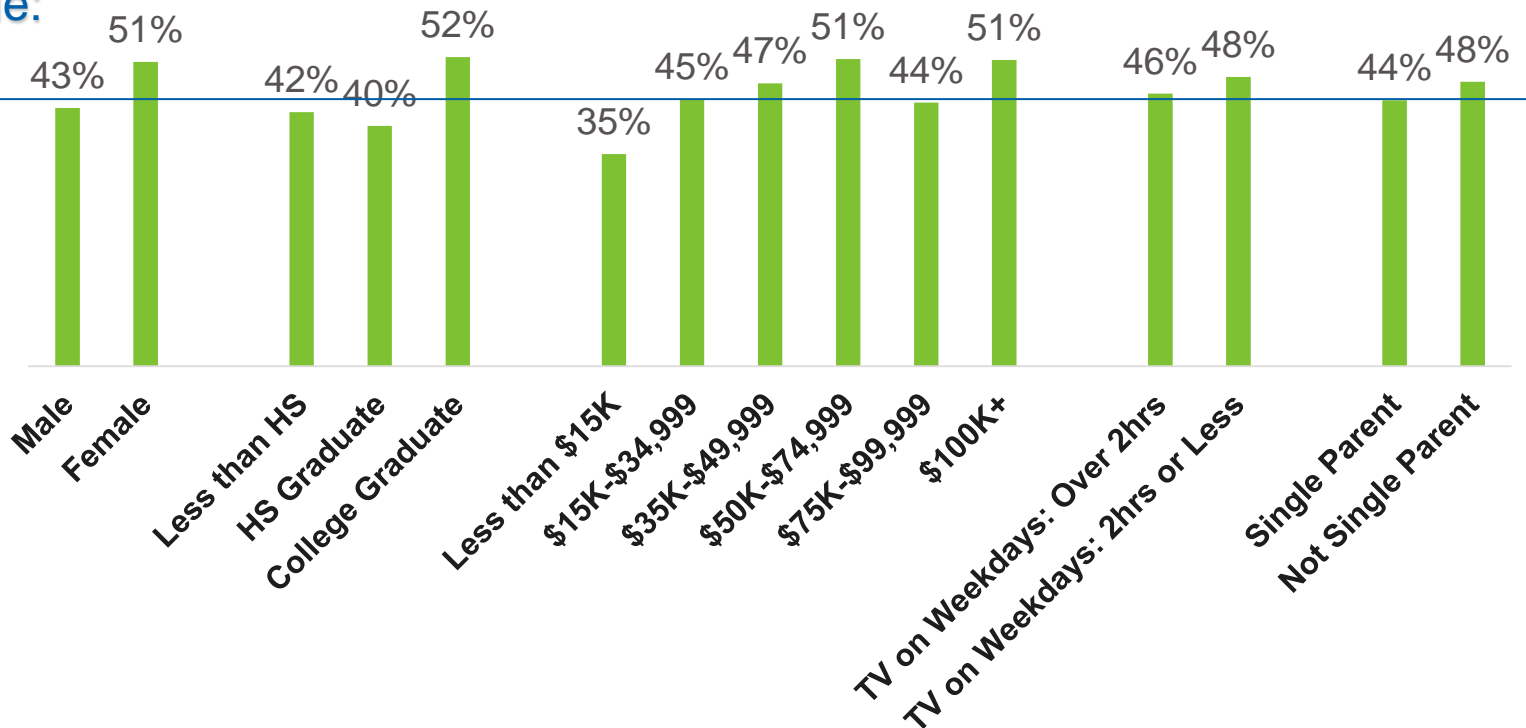
Gender

Family SES

Screen Time

Single Parent

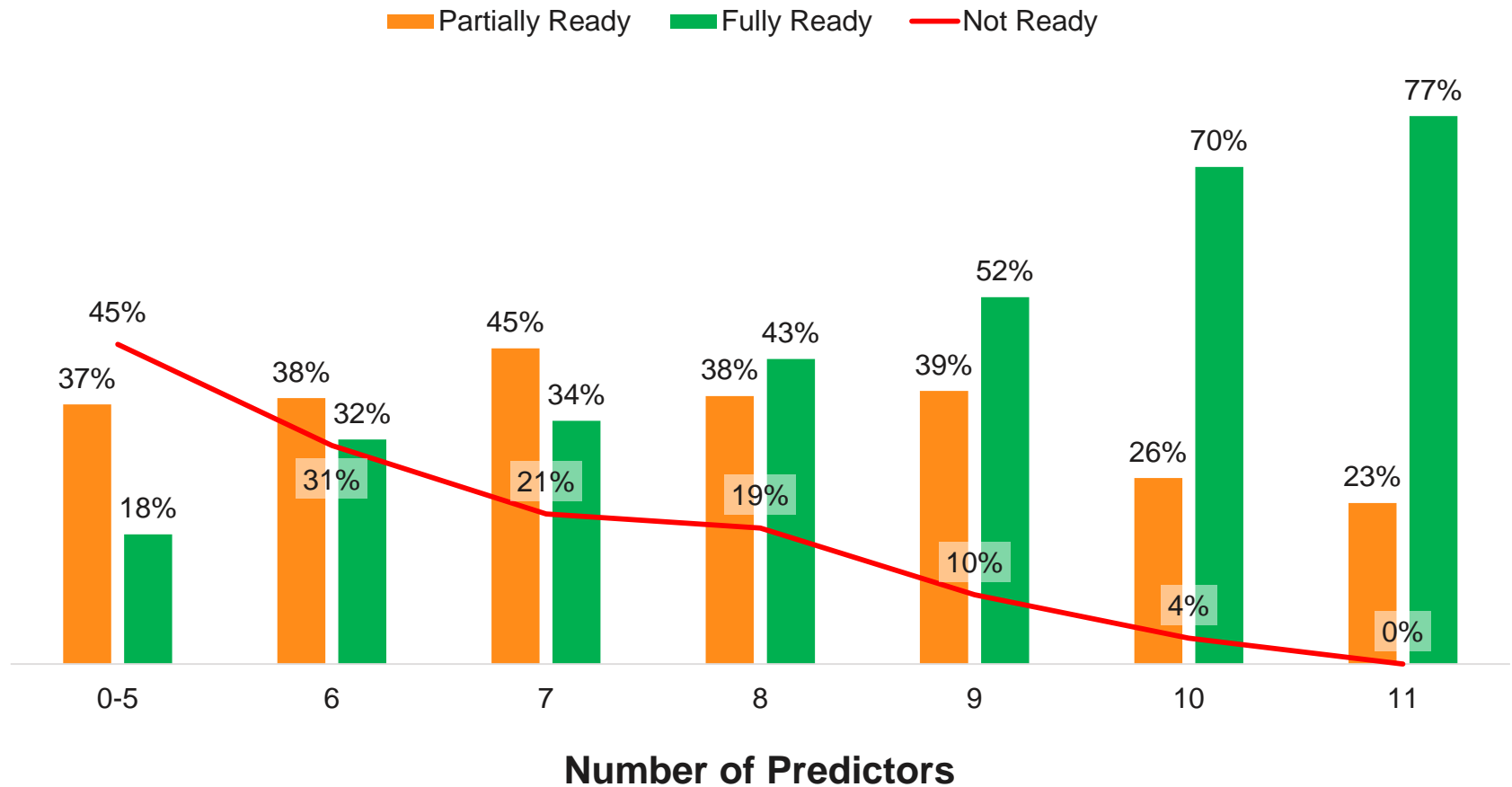
Overall Sample:
44% Ready



- Note: Being a single parent is also associated with other risk factors that may contribute to lower readiness, such as parental job loss, not reading with the child regularly, living in a neighborhood that the parent feels is unsafe, and housing instability

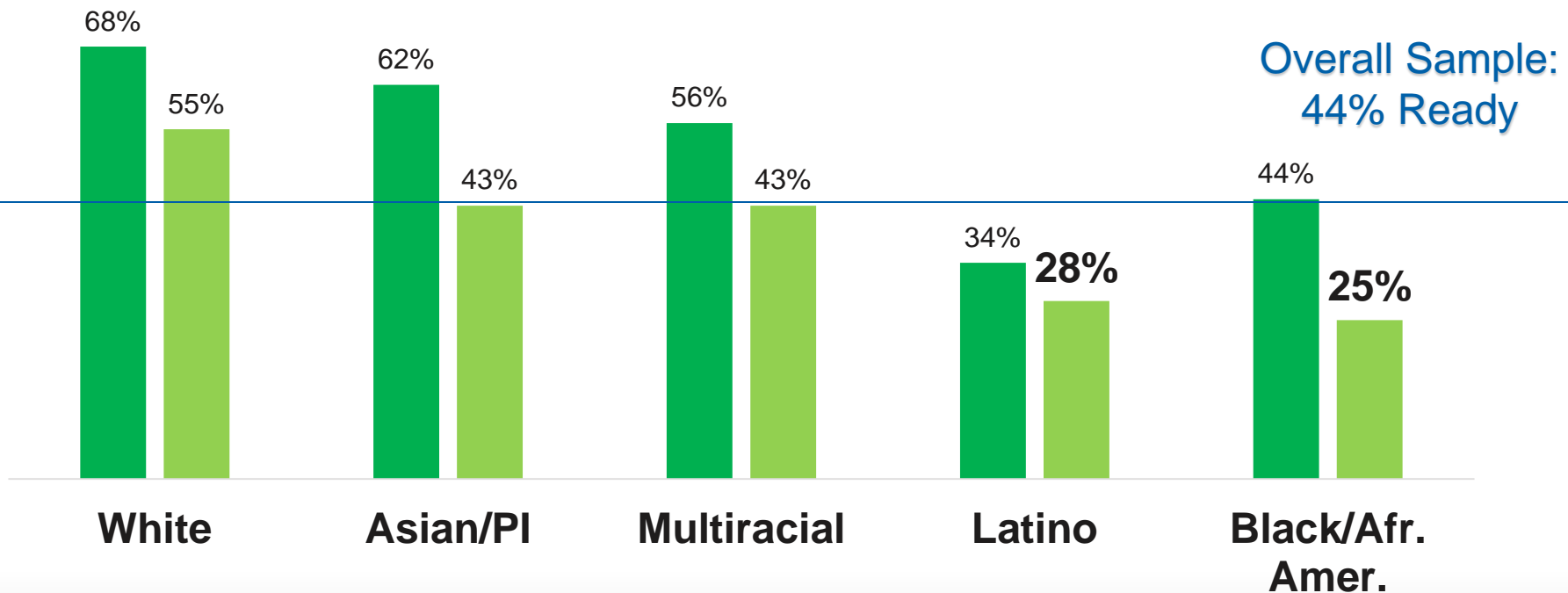


Cumulative Effect of Predictors



Race/Ethnicity & Gender Gap: Boys of Color Percent Fully Ready

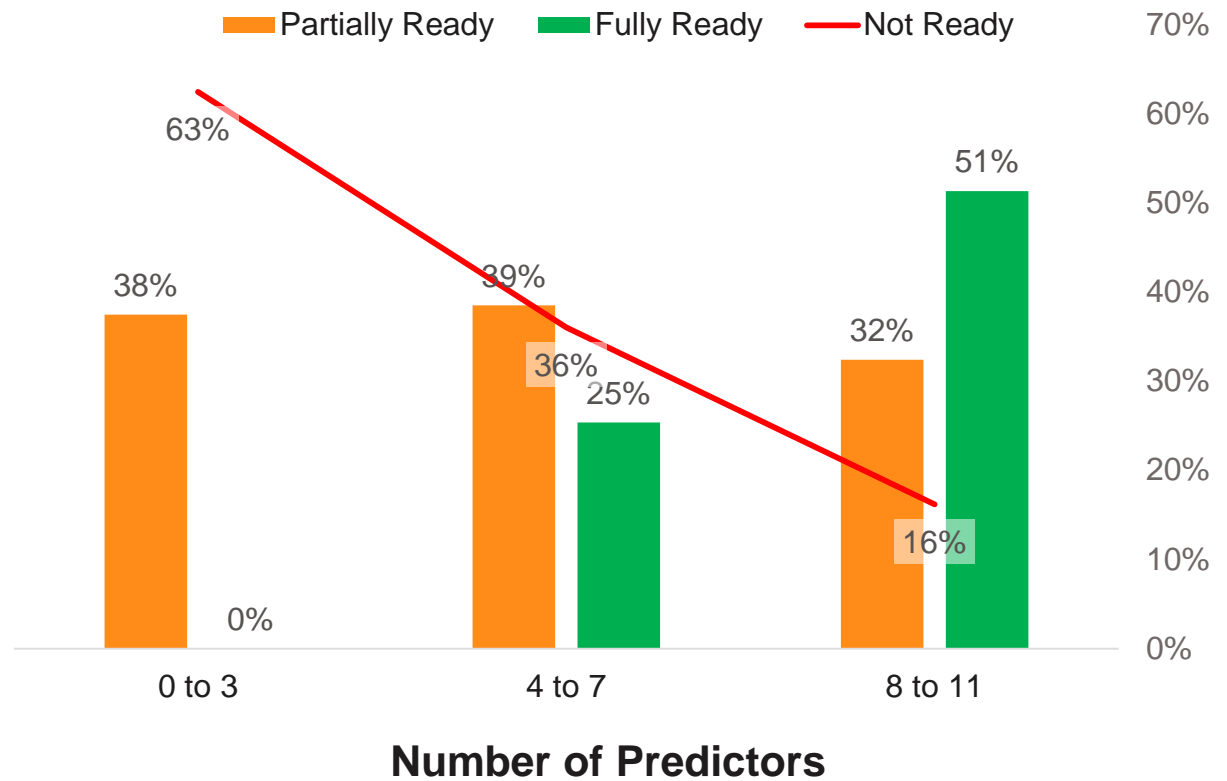
■ Girls ■ Boys



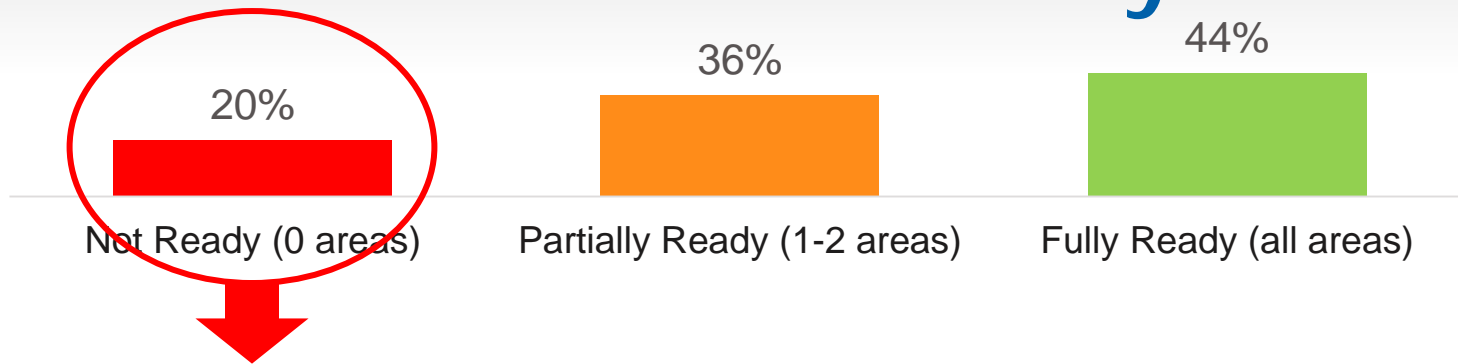
Cumulative Effect of Predictors for Boys of Color

Predictors

- Well-being
- Quality ECE
- Age (older)
- Not Special Needs
- Not English Learner
- Higher SES
- Less Screen Time
- Not Single Parent



Who is Not Ready?

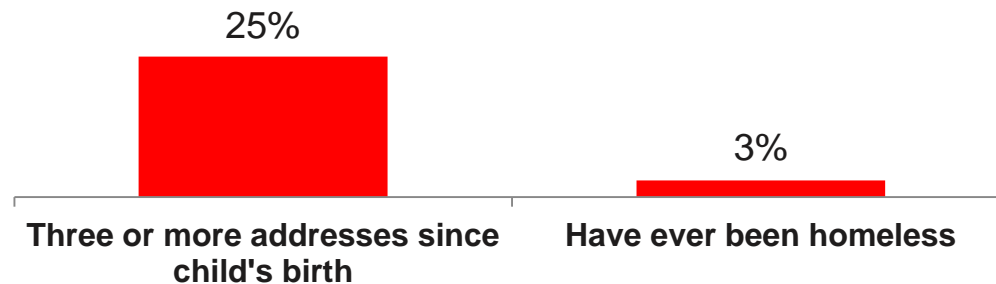


- More likely to come from a **low SES family** and have a **single parent**
- More likely to be a **boy of color**
- More likely to have **special needs** or be an **English Learner**
- Less likely to have gone to **formal preschool/child care**
- Less likely to have engaged in **readiness activities**
- Had a **higher number of family risk factors** overall (including housing instability, parental stress, low income):



Other Key Findings

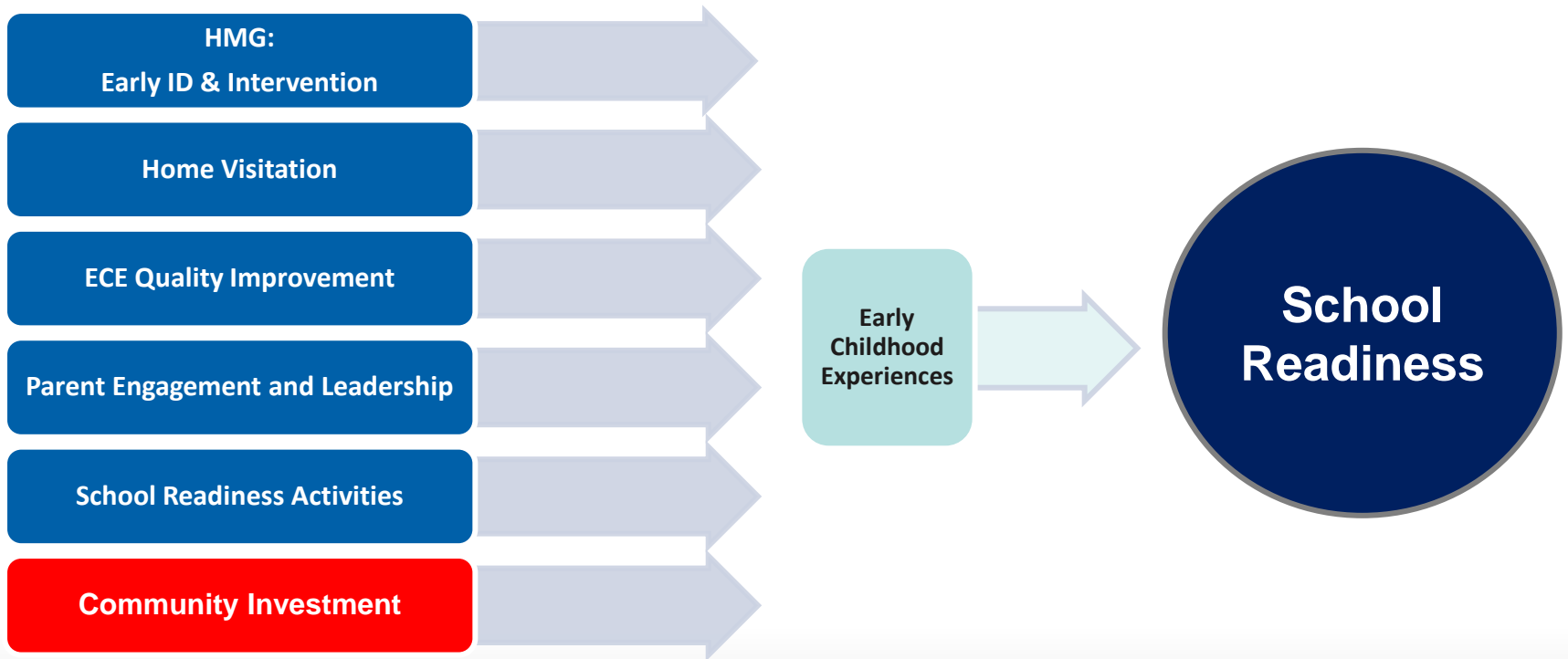
- **27%** of parents reported **unstable housing**
- These parents tend to have other family risk factors as well:
 - » More likely to be low income
 - » Child less likely to have a regular doctor
 - » More likely to report stress (i.e., about money, health, work, spouse, finding food, neighborhood safety)
 - » Less likely to report having parenting support (e.g., someone to watch their child when they need to run an errand)



Note: About 1% (23 families) had been homeless and had three or more addresses

How Do We Turn the Curve?

- First 5 strategies address some of the predictors of readiness by improving the quality of children's early experiences...
- But raising readiness levels in the county will also require investment from the broader community



Discussion

- Questions about results?
- Results that surprised you?
- How could the results shape community investment?



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