



FIRST 5 ALAMEDA COUNTY COMMISSION MEETING AGENDA

Thursday, June 26, 2014

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

9:00 AM – 11:30 PM

Commissioners: *Chair:* Pamela Simms-Mackey M.D., *Vice Chair:* Ricky Choi, M.D., Alex Briscoe, Wilma Chan, Lori Cox, Cecilia Echeverria, Renee Herzfeld, Helen Mendel, CMD, Deborah Roderick Stark

- 1. Public Comment (for items not listed on the agenda) - Limited to 3 minutes per speaker**
- 2. Approval of Minutes from April 24, 2014**
- 3. Staff Announcements**

CONSENT

- 4. Final reading of Long Range Financial Plan**
- 5. Final reading of FY 2014-15 Budget**
- 6. GASB 54 Sustainability Fund Balance Commitment**
- 7. ACERA 401(h) Recommendation**
- 8. Employee Handbook Revisions**

INFRASTRUCTURE

- 9. FY 2013-15 Contract Authorizations**
- 10. FY 2014-15 Budget Contract Authorizations**

PROGRAM

- 11. Final Reading of FY 2014-15 Strategic Plan**
- 12. Talk, Read, Sign Campaign Presentation**
- 13. School Readiness Assessment**
- 14. State Commission and Association Updates**

15. Legislation and Public Policy Updates

- **SB837**

MISCELLANEOUS

16. Communication from Commissioners

17. Adjournment

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.



FIRST 5 ALAMEDA COUNTY COMMISSION MINUTES

Thursday, April 24, 2014

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

9:00 AM – 11:30 PM

Commissioners: *Chair:* Pamela Simms-Mackey, M.D., *Vice Chair:* Ricky Choi, M.D., Alex Briscoe, Wilma Chan, Renee Herzfeld, Deborah Roderick Stark, Helen Mendel, CMD
Commissioners Absent: Lori Cox

1. Closed Session

Closed session was held from 9:05am - 10:05am.

Chair Simms-Mackey announced that in the closed session the Commission decided unanimously to appoint Janis Burger as the new CEO of First 5 Alameda County, replacing Mark Friedman effective June 1, 2014. She congratulated Janis and stated that the Commission is happy to have her.

Ms. Burger stated that she is excited to take on this challenge, she stated that as discussed in her interview there is so much going on in the field right now that this is a really exciting opportunity for all of us to come together and really work hard to improve outcomes for children and families in alameda county. She stated that she is looking forward to working with the Commissioners, partners and the staff.

2. Public Comment

There was no public comment.

3. Approval of Minutes from February 27, 2014

Commission Action: The Commission approved the February 27, 2014 minutes, upon motion by Commissioner Mendel, seconded by Vice Chair Choi and unanimously carried (7 in favor, 0 opposed).

4. Staff Announcements

There were no staff announcements.

CONSENT

Chair Simms-Mackey stated that agenda items 5 through 7 were thoroughly discussed at the Executive Committee meeting and therefore will not be reviewed by the full Commission unless any Commissioner has a question.

5. **FY 2013-14 (3rd Quarter) Financial Report**
6. **FY 2013-14 (3rd Quarter) Investment Report**
7. **Financial Policies Revision Recommendation**

Commission Action: The Commission approved the Finance Policies Revision Recommendation, upon motion by Commissioner Mendel, seconded by Commissioner Herzfeld and unanimously carried (7 in favor, 0 opposed).

INFRASTRUCTURE

8. **First reading of Long Range Financial Plan**

Mark Rasiah, Financial Controller presented the first reading of the Long Range Financial Plan (LRFP). He first congratulated Janis Burger on her appointment as CEO. He stated that the current Long Range Financial Plan was formally approved by the Commission in May 2013.

He stated that a significant part of our revenue comes from tobacco tax and one of the assumptions is that this revenue stream will decline over time. He stated that for the purposes of this Long Range Financial Plan, the rate of decline has been maintained at 3.5% over the 2013-2017 time frame and at 2.5% thereafter. It is anticipated that tobacco tax collections will not continue to decline at a much steeper rate, but instead, “flatten out” over the following four years.

He stated that the Sustainability Fund cannot be spent down to zero; at least 50% of 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. He stated that 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. He stated that as the operating budget declines that minimum fund balance declines as well.

Commissioner Briscoe stated that there has been a change to the methodology for MAA claiming from one month a year, to perpetual. He asked if the MAA projections in the LRFP reflect the changes in MAA claiming. He asked what percentage of our total budget comes from claiming for our staff. He asked have we prepared for reductions in leveraging based on the change in methodology for claiming, in our total budget, what percentage have we reduced and have we prepared our grantees.

He stated that he would also like to have a conversation about ways to automate claiming for MAA into regular time keeping practices. He stated that the public health staff are using ECChange to populate MAA claim forms. He stated that with ECChange we may have the sophistication to create a tool that would be useful across the field.

Mr. Rasiah stated that we currently have a parallel operation for time keeping, our regular time sheets, and then we have a separate MAA time sheet. He stated that we are looking at automated systems for tracking MAA with David Huey from the county. He stated that David has been actively looking into an automated MAA timesheet.

He stated that we have typically claimed approximately \$750,000 in MAA reimbursement over the last 3 to 4 years. He stated that to prepare for the changes to perpetual surveying we have increased the number of claimants. He stated that we hope that once the new invoice is available we'll have a better understanding of what the true reimbursement will be. He stated that the LRFP presented assumes that we will receive about \$500,000 which is less reimbursement from MAA than we have received in the past. He stated that we have not looked at how this will impact our partners at this point.

Commission Action: The Commission approved the Long Range Financial Plan upon motion by Vice Chair Choi, seconded by Commissioner Mendel and unanimously carried (7 in favor, 0 opposed).

9. First reading of FY 2014-15 Budget

Mr. Rasiah stated that this proposed budget covers the second year of a two-year budget for the 2013-2015 budget cycle that was adopted by the commission in May 2013.

He stated that Prop 10 Tobacco Tax allocation and other revenue for FY 2014-2015 is projected to be \$17.1 million and consistent with the Long Range Financial Plan. Funds from the Sustainability Fund amounting to \$2.4 million are budgeted to close the gap between decreasing Tobacco Tax revenue and projected expenses. Prop 10 Tobacco taxes are expected to decline by 3.5% or nearly half a million dollars next year.

He stated that the fiscal impact is \$19,650,000 in budgeted expenses, a major portion of which will be funded by a combination of Prop 10 and other revenue sources amounting to \$17,187,088. The balance is expected to be funded by the use of sustainability funds in the amount of \$2,462,912 in FY 2014-15.

He stated that today happened to be the 1 year anniversary in this building and we've already saved \$700,000 in the last year.

He stated that 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%. He stated that the administrative cost for this budget is at 6.7% and this is well within our administrative cost cap.

Commission Action: The Commission approved the First Reading of the 2014-15 Budget upon motion by Vice Chair Choi, seconded by Commissioner Mendel and unanimously carried (7 in favor, 0 opposed).

10. Conflict of Interest Code Amendment

Mr. Friedman stated that we present this on an annual basis, Commissioners and designated staff are required to complete the Statement of Economic Interests Form 700 to disclose any financial conflicts.

First 5 Alameda County reviews our conflict of interest code and disclosure categorizations on an annual basis. He stated that the attached document contains updates including new positions, revisions of titles of existing positions and the deletion of positions that no longer exist or no longer make, or participate in making, financial related decisions.

Commission Action: The Commission approved the Conflict of Interest Code Amendment upon motion by Commissioner Mendel, seconded by Commissioner Stark and unanimously carried (7 in favor, 0 opposed).

11. Contract Authorizations

Janis Burger, Deputy Director presented the Contract Authorizations to the Commission. She stated that the Commission is being asked to approve the following contracts:

- Oakland Unified School District
- Regents of the University of California
- Mills College

Commission Action: The Commission approved the above Contract Authorizations upon motion by Commissioner Mendel, seconded by Vice Chair Choi and unanimously carried (7 in favor, 0 opposed).

- Hayward Unified School District

Commission Action: The Commission approved the above Contract Authorization upon motion by Vice Chair Choi, seconded by Commissioner Mendel, with Commissioner Herzfeld abstaining from the vote and unanimously carried (6 in favor, 0 opposed, 1 abstention).

- Alameda County Public Health Department (Public Health Nursing)

Commission Action: The Commission approved the above Contract Authorization upon motion by Vice Chair Choi, seconded by Commissioner Mendel, with Commissioners Briscoe and Herzfeld abstaining from the vote and unanimously carried (5 in favor, 0 opposed, 2 abstentions).

PROGRAM

12. First Reading of FY 2014-15 Strategic Plan

Ms. Burger stated that 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 2014-15. She stated this is the first reading and that there are no substantial changes being proposed to the Strategic Plan for FY 2014-15.

She stated that 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.

Commission Action: The Commission approved the above First Reading of the FY 2014-15 Strategic Plan upon motion by Commissioner Mendel, seconded by Vice Chair Choi and unanimously carried (7 in favor, 0 opposed).

13. First 5 Alameda County Policy Agenda Discussion

Janis Burger stated that First 5 has always had a focus on policy but in this strategic plan we've made it a more focused effort by establishing a workgroup and dedicating staff to better coordinate the effort. She presented the First 5 Alameda County policy platform and policy goals.

The following discussion question was posed to the Commission. What policy issues are you working on that align with First 5's work?

Commissioner Chan stated that she is a member of the PAL Committee, which is a Legislative Committee of the Board of Supervisors. She stated that we have been trying to narrow the committee's focus. She stated that there is overlap with the county on 2 new initiatives: The Human Impact Budget and The War on Poverty. She stated that the first workgroup is starting and a lot of the same people working on the budget piece are here and working on the ICPC group as well so there is a lot of overlap among the people working on these pieces.

Commissioner Briscoe stated that as for policy, there is so much policy masquerading as regulation that one of the things the Commission can do with it's separation from the county is take a look at the source documentation of a policy and see what actually was adopted and voted on; as First 5 develops policy items to really look at source documentation.

Commissioner Choi thanked the staff for reminding the commission of the importance of playing a role in policy. He stated that it would be important to continue to cultivate our role and be able to make the most impact. He stated that he comes from the perspective of the day to day so he really appreciates where staff have decided to focus in terms of mental health, & lactation. One of the areas of concern that we found when we surveyed pediatricians is being

able to adequately provide mental health for immigrant kids and minorities that need the support.

Commissioner Herzfeld stated that in terms of policy she feels like the Commission is being asked to choose areas to focus on and she's more in favor of a shared agenda and thinks all topics are equally important.

Commissioner Stark stated that in a lot of conversations that she's having it seems that we need to have a pipeline to support from birth to 8.

Chair Simms-Mackey stated that she is also on the front line as a provider and she is happy to see baby friendly hospitals and quality preschools as policy items. She stated that at Children's Hospital they just launched the Home Find Desk where food, housing, and other resource information is provided. She stated that there are so many resources in our county but it is still very important that we be creative in connecting people with resources. She stated that it is key to figure out ways to ensure that we are getting people to the right place that can benefit from services.

Commissioner Mendel asked if the FDA is looking at e-cigarettes. The American cancer society is taking a firm step to make sure that we get some regulation but it is still very early and we are still learning more about e-cigarettes.

Ms. Burger thanked the Commissioners and stated that she would like to discuss these policy issues further and hear more about the issues Commissioners are working on so that we discuss and plan for joint planning.

14. State Commission and Association Updates

Mr. Friedman stated that our staff member, Loren Farrar is presenting at the state Commission meeting today on Help Me Grow (HMG) and we're hoping that First 5 California will see how successful HMG has been and will grant funds to statewide coordination.

Mr. Friedman stated that the State Association met yesterday and among the interesting topics was the Talk, Read, Sing campaign that will be launched in June in Oakland.

Commissioner Stark asked if there was any discussion about how the First 5 campaign relates to the Too Small To Fail campaign. Mr. Friedman responded that the two campaigns are working together in collaboration. He stated that we will have a presentation of the campaign at the June Commission meeting.

15. Legislation and Public Policy Updates

Mr. Friedman stated that Supervisor Chan has lead an effort in Alameda County to invest in doing a study on the impact of sugar sweetened beverages. There's a report that should be released in a week or two; the report outlines options of what we can do about this. He stated

that it's an exciting effort and it dovetails with SB 1000 in Sacramento, that would require a warning label be added to all sugar sweetened beverages. If it passed we would be the first state in the nation to actually do this.

Mr. Friedman stated that the Board of Equalization continues to try to justify their outrageous \$18 million charges for tobacco tax collection. Fortunately, he met with Assemblywomen Skinner and she added this to the board hearing. There's going to be a meeting next week to pursue this as this is supplantation that; they taking this amount of money from First 5 to use for other purposed than advancing collection of tobacco taxes.

Mr. Friedman stated that there are various bills on expanding early education opportunities. The two main bills are Senator Steinberg's transitional kindergarten expansion and Senator Liu's Strong Start Strong Families bill that will direct funds into 0-3 expanding quality and availability to services.

MISCELLANEOUS

16. Communication from Commissioners

Chair Simms-Mackey announced that this is Mark's last commission meeting, she stated that she wanted to thank him for his vision, his creatively and all of his hard work. She stated that Alameda is one of the best First 5s in the state.

Mr. Friedman stated that it's been a pleasure and honor to work with the commissioners, he stated that he knows for a fact that the Alameda County Commission is the best in the state.

Ms. Burger announced that there is a farewell party planned for Mark here at our office on May 28th from 4-6:30 pm.

17. Adjournment

Meeting adjourned at 11:27am.



To: First 5 Alameda County Commission

From: Mark R Rasiah, Financial Controller

Date: June 26, 2014

Subject: Second and Final Reading of the 2014-2024 Long Range Financial Plan Recommendation

ACTION REQUESTED

To review and adopt the attached 2014-24 Long Range Financial Plan.

BACKGROUND

First 5 Alameda County has adopted a Long Range Financial Plan annually since March 2004. Adoption of a Long Range Financial Plan has been a statutory requirement of all First 5 Commissions since 2006-07. Historical background information about the Long Range Financial Plan is provided in Appendix C.

The current Long Range Financial Plan (LRFP) was formally approved by the Commission in May 2013. An update to the LRFP is presented herewith (Appendix A) with underlying assumptions (Appendix B). The update reflects the Proposed Budget for FY 2014-2015, the actual revenue and expenses for the two preceding years, FY 2011-13 and the most recent Prop 10 Tobacco Tax revenue forecast from the California Department of Finance, that was received on June 4, 2014.

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 since 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 \$500,000).

FISCAL IMPACT

There is no fiscal impact.

RECOMMENDATION

To recommend that the Long Range Financial Plan presented in Appendix A, be reviewed and adopted by the Commission.

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

2013-14 figures are from the revised budget approved in February 2014. For 2014-15 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 2014. This version of the LRFPP reflect those new projections which are impacted by 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, birth rates and other factors. The projections cover the 2014-2018 period. The DoF projections for Alameda County show expected annual drops within a 2.5% - 3.5% range for the 2015-2018 period.

<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(est.)
2014-2015:	\$13.0m	\$13.0m(est.)
2015-2016	\$12.4m	-
2016-2017	\$12.0m	-
2017-2018	\$11.7m	-

For the purposes of this Long Range Financial Plan, the DoF projections have been used over the 2013-2018 time frame, followed by a 2.5% rate of decline thereafter. It is anticipated that tobacco tax collections will not continue to decline at a much steeper rate, but instead, “flatten out” over the following four years.

- 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 have averaged over \$700,000 per year over the last four years. This LRFPP assumes that programs eligible for MAA claiming will be reimbursed similarly, through the 2014-15 budget year. Currently, MAA revenues are about 4% of total revenues. A reduction of say, \$200,000 would not noticeably affect the overall fund

balance for FY 2014-15, given the historical variance in some of the larger budget line items on the revenue and expenditure sides of the budget. In other words, an unlikely drop in MA revenue of this magnitude would be well within the generally accepted margin of forecasting error for total revenue. Be that as it may, there is a risk that in future years the reimbursements could be lower on account of a change in methodology used to track staff time and effort that was introduced in July 2013. Accordingly, MAA revenue for 2015 and beyond are being conservatively estimated at \$500,000 and are shown reduced even further, in the outer years.

- **Other**– Private Grant Revenues from the Long foundation are expected to continue through the FY 2014-15 period. There was a one-time grant of \$50,000 from the Packard Foundation in January of 2013, an annual \$100,000 grant from the Koshland Family Foundation for each of the three years 2014-2016 and a one-time pass through grant from Alameda County Social Services Agency for \$165k to establish and implement the Alameda County Early Childhood Policy Committee Calworks Task Force. Other grant revenues in 2013-16 consist of the California Department of Education, Early Learning Challenge Grant for Race to the Top (ends 12/31/15). Interagency income represents:- SAMHSA federal awards for Project LAUNCH (ends 9/30/14) and Early Connections (ends 9/30/15); Reimbursement from Cal State University Eastbay for the Hayward Promise Neighborhood for ECE students and reimbursements from First 5 Contra Costa for hospital outreach coordinator services. The State grant is for CARES PLUS which is expected to continue through FY 2015-16. When new grants are awarded, the Long Range Financial Plan will be revised accordingly.
- **Investment Revenue** – The FY 2014-15 proposed budget estimates investment income to be earned at a rate of 1.5% of the beginning fund balance and 2% thereafter.

EXPENSES

FY 2013-14 figures are from the revised budget approved in February 2014. For fiscal years 2017-24, 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.

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 \$500,000).

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 (2013-14) 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 funds could not be spent until a Strategic Plan was passed (Jan. 1999-Jan. 2000). In addition, contributions to the Sustainability Fund were budgeted over a number of years (2001-2004). Finally, budgeted funds that remained unspent were directed by the Commission to the Sustainability Fund rather than rolling to the subsequent year’s budget (2001-present).

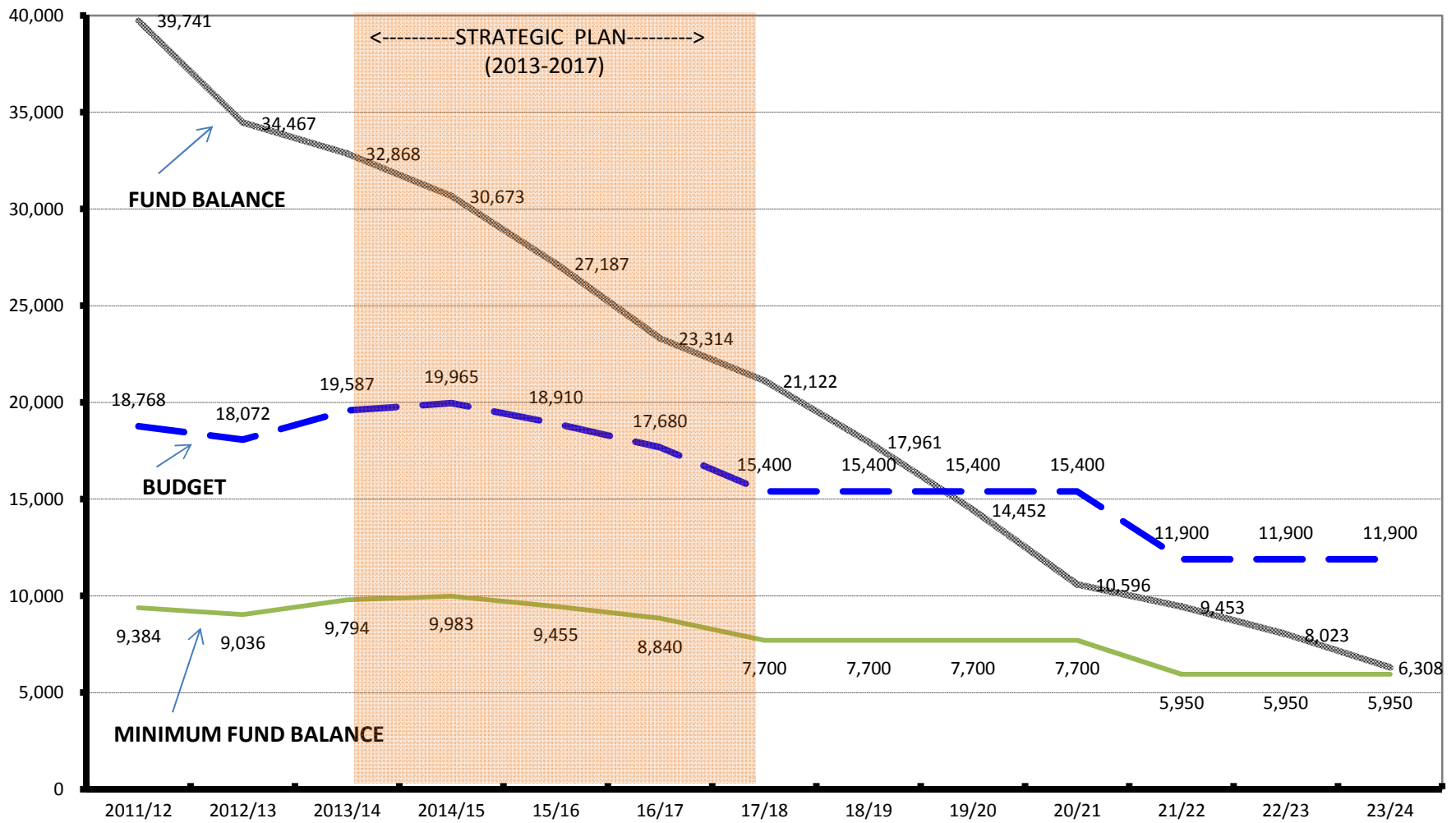
It is important to note that Sustainability Funds have been budgeted for program use since 2005-06, which means that expenses have been projected higher than revenues in each of those years, but budget savings in those years made it unnecessary to draw from the Fund. However, changes to budgeting procedures were instituted for the 2009-10 budget to reduce over-budgeting of expense line items. These changes have resulted in draws from the Sustainability Fund since FY2009-10. The plan assumes that Sustainability Funds will continue to be used to maintain a balanced budget.

The following is the use of sustainability funds as indicated in the Long Range Financial Plan:

<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
2011-12	\$4.1m	\$0.8m
2012-13	\$9.0m	\$5.3m
<u>FY 2013-17 Strategic Plan</u>		
2013-14	\$1.7m	\$1.6m (est.)
2014-15	\$2.2m	-
2015-16	\$3.6m	-
2016-17	\$3.9m	-
<u>FY 2017-21 Strategic Plan</u>		
2017-18	\$2.2m	-
2018-19	\$3.2m	-
2019-20	\$3.5m	-
2020-21	\$3.8m	-

Dollars in Thousands	2009-13 Strategic Plan		2013 - 2017 Strategic Plan				2017 - 2021 Strategic Plan						
	Actual	Actual	REVISED BUDGET	PROPOSED BUDGET	Projections		Projections				Projections		
	2011/12	2012/13	2013/14	2014/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24
Beginning Fund Balance	40,517	39,741	34,467	32,868	30,673	27,187	23,314	21,122	17,961	14,452	10,596	9,453	8,023
REVENUES													
Prop 10 Tobacco Tax	14,572	13,647	13,163	13,036	12,422	12,029	11,669	11,377	11,093	10,816	10,545	10,282	10,024
Interagency Income													
- ACBHCS Early Connections(SAMHSA)	455	624	278	316	79								
- ACPHD Project LAUNCH (SAMHSA)	860	853	608	152									
- ACPHD Data systems Hosting & Mtce	75	125	87	50	91	91	91						
- ACSSA Parent Voices				165									
- ACPHD CHDP Linkage Line	143	143	250	343	343	343	343						
- CSU Eastbay Foundation (HPN)			72	82	82	41							
- First 5 Contra Costa	119	139	139	139	139	139	139	139	139	139	139		
Fiscal Leveraging													
- MAA	737	705	700	700	500	500	500	300	300	300	300		
Grants													
Federal - SART Earmark #2	66	433											
- Race To The Top		588	1,367	1,418	760								
- Abt Associates	12	20	7	2									
State - CARES PLUS	295	226	300	279	275								
Private - Long Foundation	327	396	450	470									
- Packard Foundation			50										
- Koshland Foundation				100	100	100							
Investment Income	304	104	500	500	613	544	466	422	359	289	212	189	160
Miscellaneous Income	27	68	17	18	20	20	20	20	20	20	20	20	20
TOTAL REVENUES	17,992	18,071	17,988	17,770	15,424	13,807	13,208	12,239	11,891	11,544	10,757	10,471	10,185
EXPENSES													
9 Strategies & Contracts Admin.	15,579	15,278	17,214	17,657	16,602	15,372	13,500	13,500	13,500	13,500	10,000	10,000	10,000
Finance/HR/Administration	978	1,088	1,174	1,007	1,007	1,007	900	900	900	900	900	900	900
Infrastructure(SIS/Overheads/Prof.Svc)	2,211	1,706	1,199	1,301	1,301	1,301	1,000	1,000	1,000	1,000	1,000	1,000	1,000
TOTAL BUDGETED EXPENSES	18,768	18,072	19,587	19,965	18,910	17,680	15,400	15,400	15,400	15,400	11,900	11,900	11,900
CASHFLOW													
Building costs		5,273											
Total Disbursements	18,768	23,345	19,587	19,965	18,910	17,680	15,400	15,400	15,400	15,400	11,900	11,900	11,900
Excess of Disbursements over Receipts	(776)	(5,274)	(1,599)	(2,195)	(3,486)	(3,873)	(2,192)	(3,161)	(3,509)	(3,856)	(1,143)	(1,429)	(1,715)
Ending Fund Balance	39,741	34,467	32,868	30,673	27,187	23,314	21,122	17,961	14,452	10,596	9,453	8,023	6,308
MINIMUM FUND BALANCE REQUIRED (50% OR 6 Months of annual disbursement)	9,384	9,036	9,794	9,983	9,455	8,840	7,700	7,700	7,700	7,700	5,950	5,950	5,950
Ending Fund Balance:													
Committed for Stabilization	\$ 39,741	\$ 34,367	\$ 27,868	\$ 30,673	\$ 27,187	\$ 22,514	\$ 21,122	\$ 17,961	\$ 14,452	\$ 10,096	\$ 9,453	\$ 8,023	\$ 6,308
Transferred to PV Foundation			\$ 5,000										
Provision for Reduction in Workforce Policy	\$ -	\$ 100	\$ -	\$ -	\$ 800	\$ -	\$ -	\$ -	\$ -	\$ 500	\$ -	\$ -	\$ -
Total Ending Fund Balance	\$ 39,741	\$ 34,467	\$ 32,868	\$ 30,673	\$ 27,187	\$ 23,314	\$ 21,122	\$ 17,961	\$ 14,452	\$ 10,596	\$ 9,453	\$ 8,023	\$ 6,308

LONG RANGE FINANCIAL PLAN - FORECASTED BUDGET, FUND BALANCE & MINIMUM FUND BALANCE RESERVE (\$000s)





To: First 5 Alameda County Commission

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

Date: June 26, 2014

Subject: 2014-15 Budget Proposal – Second and Final Reading

ACTION REQUESTED

To review and adopt the following FY 2014-15 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 second year of that period, 2014-15, and includes the strategies and programs outlined in the Strategic Plan. This proposed budget covers the second year of a two-year budget for the 2013-2015 budget cycle, that was adopted by the Commission in May 2013.

This presentation is the second and final reading of the 2014-15 budget proposal. Since the first reading on April 24, staff has incorporated new information, related to the Tobacco tax and other revenue streams. Changes to the expenditure budget are detailed below. In addition, this presentation includes the list of budgeted 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 2015.

CURRENT BUDGET PROPOSAL

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

- First 5 staff salaries and benefits
- Grants, contracts, and stipends

- Professional Service costs
- Operating Costs
- 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. All Program areas are presented before the distribution of allocable administrative costs. Infrastructure costs (which include major items such as building maintenance costs, database hosting and computer network support) are presented in full, rather than as allocations. This was done in order to provide a comprehensive picture of the total indirect cost of supporting all programs.

CHANGES TO THE PROPOSED EXPENDITURE BUDGET (PRESENTED AT THE FIRST READING ON APRIL 24, 2014.)

Following the first reading of the budget, staff continued to fine tune program budgets as part of the internal budget process. This did have the effect of reducing/increasing budget line items within some programs. However, those offsetting changes did not impact the overall budget structure or total budget expenditures as proposed at the first reading.

There have however been two additions to the budget that have contributed to an increase in the total budget being proposed for the second reading, the details of which are outlined below:

Total Budgeted Expenses Presented at the First Reading on April 24, 2014:	\$19,650,000
Total Expenses in the Current version of the Proposed Budget	<u>\$19,965,000</u>
Increase in Expenditure Budget	<u>\$ 315,000</u>

Reason For Increase:

1) A pass through grant was received from Alameda County Social Services Agency for Parent Voices. This grant is being recognized as an increase in the contracts line item in the proposed budget.	\$165,000
2) Salary & Benefits provision for a Senior Administrator to meet anticipated workload needs.	<u>\$150,000</u>
Total Increase in Expenditures	<u>\$315,000</u>

REVENUE AND AVAILABLE FUNDS 2014-15

Prop 10 Tobacco Tax allocation and other Revenue for FY 2014-2015 is projected to be \$17.8 million and consistent with the Long Range Financial Plan. Funds from the Sustainability Fund amounting to \$2.17million are budgeted to close the gap between decreasing Tobacco Tax revenue and projected expenses. Prop 10 Tobacco taxes are expected to decline by 3.5% or nearly half a million dollars next year.

LINE ITEM	2014-15 PROPOSED	RATIONALE/DETAILS
Prop 10 Tobacco Tax	\$13,036,117	The Tobacco tax revenue projection from the California Department of Finance and First 5 California projections for county commissions dated June 4, 2014.
Interagency Income and other Sources	\$1,246,819	Interagency income and other sources include: <ul style="list-style-type: none"> ▪ The SAMHSA (Substance Abuse Mental Health Services Administration) Project LAUNCH federal grant (ends 9/29/14), for a place-based strategy designed to promote the healthy development of young children within the targeted East Oakland community from Alameda County Public Health Department (PHD) was committed for \$152,000; ▪ The SAMHSA Early Connections federal grant for a six-year project (ends 9/30/15) that creates an infrastructure for a system of care for children ages 0-5 and their families from Alameda County Behavioral Health Care Services (BHCS) was committed in the amount of \$315,842; ▪ The Help Me Grow (HMG) Linkage Line (\$343,065) phone referral service; reimbursement from First 5 Contra Costa for a full-time staff person for hospital outreach to Contra Costa families at Alta Bates (\$141,854); CSU East Bay Foundation for Hayward Promise Neighborhood (\$81,840) for home visiting services in Hayward and reimbursement from ACPHD for database hosting and maintenance costs (\$50,000).

LINE ITEM	2014-15 PROPOSED	RATIONALE/DETAILS
Grants	\$2,270,170	<ul style="list-style-type: none"> \$165,000 from AC SSA for Parent Voices to establish and implement the Alameda County Early Childhood Policy Committee Calworks Task Force. <p>This line item consists of: A federal award through the California Department of Education for the development of a Quality Rating and Improvement System funded by the Race to the Top Early Learning Challenge grant (\$1,418,378) including supplemental funding (ends 12/31/15) and an award from Abt Associates (\$2,425) for a special study for Project LAUNCH.</p> <p>Other grants included are an award for Comprehensive Approaches to Raising Educational Standards (CARES) Phase II grant (\$279,117) from First 5 California, ending 6/30/16. The Private Foundation sources are: Long Foundation (\$470,250) to expand the Summer Pre-K School Readiness program and a grant from the Koshland Family Foundation (\$100,000) to train ECE providers on the Center on the Social and Emotional Foundations for Early Learning (CSEFEL) model.</p>
Fiscal Leveraging	\$700,000	Medi-Cal Administrative Activities (MAA), based on estimates of actual invoices submitted for MAA in 2012-13.
Investment Revenue	\$ 500,000	Anticipates higher yields following the sustained low interest rate climate of recent years. Investment revenue yields are estimated to be at or above 2%.
Miscellaneous Income	\$17,575	This item represents rental income from our First 5 Association tenants in the office building.
Sustainability Fund	\$2,194,319	This amount is consistent with the Long Range Financial Plan approved in May 2013, which allowed for up to \$2.4 million in Sustainability Funds to maintain programs in FY 2014-2015.
Grand Total	\$19,965,000	

EXPENDITURES FY 2014-15

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 2014-2015, total salaries and benefits are projected to be \$6.6 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 2014-15 is \$8,039,355 and consists of:

STRATEGY	2014-15 PROPOSAL	FUNDING SOURCES	COMMENTS
Home Visiting	\$4,026,985	Tobacco Tax, Medi-Cal Administrative Activities (MAA), Other Sources	Home-Based Family Support. Contractors leverage MAA and TCM with First 5 funding.
Help Me Grow	\$2,139,461	Tobacco Tax, Medi-Cal Administrative Activities (MAA)	Coordinated screening, assessments and referral
Early Connections	\$445,858	Behavioral Health Care Services (SAMHSA Federal Grant)	Early childhood mental health system of care. F5AC is the fiscal contracting agent.
School Readiness Includes Literacy, Kindergarten Readiness and Transition	\$809,064	Tobacco Tax, Long Foundation Private Grant	School-Based K Readiness and transition services.
Place Based	\$243,000	Tobacco Tax	To Coordinate programs at Room to Bloom and conduct Neighborhood outreach and family engagement activities in East Oakland.
Place Based - Project LAUNCH	\$298,444	Public Health Department (SAMHSA Federal Grant)	Integration of early childhood mental health supports in East Oakland.
Place Based - Hayward Promise Neighborhood	\$76,543	CSU Eastbay Foundation	Provides for home visiting services in the Jackson triangle area of Hayward.
Total Continuum of Care And Linkages	\$8,039,355		

Community and Provider Capacity Building (PCB) & Program Operations

The Provider Capacity Building (PCB) & Program Operations budget proposal for FY 2014-15 is \$7,234,722 and consists of:

STRATEGY	2014-15 PROPOSAL	FUNDING SOURCES	COMMENTS
Grants for Community Support	\$2,106,857	Tobacco tax	Programs funded in various strategy areas, dependent on funding priorities selected by the Commission
Quality ECE	\$3,186,754	Tobacco Tax, CARES Plus Phase II, Koshland Family Foundation, Packard Foundation	A variety of child care quality improvement activities including site based coaching and consultation, facilities improvements, and support for professional development and higher education pathways for ECE teachers
Quality Rating Improvement System (QRIS)	\$1,480,737	California Department of Education Race to the Top Early Learning Challenge grant, including supplemental funding.	Integrated Child Care Quality Rating and Improvement System. Includes \$553k for 18 months, to support a Bay Area regional effort. \$592k of supplemental funds will be used to offset tobacco tax funded QRIS costs in COCAL and PCB in FY 2014-15. These savings will be used to extend the program through the current strategic plan.
Training & Capacity Building	\$460,372	Tobacco Tax	Provider Capacity Building
Total Provider Capacity Building	\$7,234,722		

Early Childhood Policy Advocacy and Communication (PAC)

The Policy Advocacy and Communications budget proposal for FY 2014-15 is \$853,970 and consists of:

PROGRAM	2014-15 PROPOSAL	FUNDING SOURCES	COMMENTS
Policy agenda, Systems Change & Sustainability and linking with health reform and other initiatives.	\$853,970	Tobacco Tax	Workgroup consists of leadership team staff from each of the strategy areas. Includes a provision of \$150k for communications and general policy initiatives and \$165k from AC SSA for Parent Voices to establish and implement the Alameda County Early Childhood Policy Committee Calworks Task Force.
Total Policy Advocacy	\$853,970		

Evaluation and Technology

The Evaluation and Technology (E&T) budget proposal for FY 2014-15 is \$1,123,279 and consists of:

PROGRAM	2014-15 PROPOSAL	FUNDING SOURCES	COMMENTS
Evaluation, Database, Technical Assistance.	\$1,123,279	Tobacco Tax, Behavioral Health Care Services (SAMHSA Federal Grant), Long Foundation Private Grant. Medi-Cal Administrative Activities (MAA). Race To The Top (RTT) Early Learning Challenge grant	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	\$1,123,279		

Awards Administration & Consolidated Operating Expenses

The Awards Administration & Consolidated Operating Expenses Budget proposal for FY 2014-15 is \$405,494 and consists of:

FUNCTION	2014-15 PROPOSAL	FUNDING SOURCES	COMMENTS
Contracts & Grants Administration. Consolidated Operating Costs	\$405,494	Tobacco Tax, Medi-Cal Administrative Activities (MAA)	Program Operating Expenses such as Copying, Travel, Supplies and Hospitality have been consolidated within this program.
Total Awards and Operating Expenses	\$405,494		

Administration

The Administration budget proposal for FY 2014-15 is \$1,007,160.

FUNCTION	2014-15 PROPOSAL	FUNDING SOURCES	COMMENTS
Administration, Commission, Finance, Human Resources and Facilities Management	\$1,007,160	Tobacco Tax, Medical Administrative Activities (MAA)	Includes centralized agency wide staff development costs under HR.
Total Administration	\$1,007,160		

Infrastructure

The Infrastructure budget proposal for FY 2014-15 is \$1,301,020. This budget group consists of all fixed and overhead costs incurred by First 5 Alameda County, in providing services.

FUNCTION	2014-15 PROPOSAL	FUNDING SOURCES	COMMENTS
Program Overheads	\$1,301,020	Tobacco Tax, Medical 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	\$1,301,020		
Grand Total	\$19,965,000		

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:

2014-15 ADMINISTRATIVE CAP	
Program	87.8%
Evaluation	5.6%
Administration & Awards	6.6%
TOTAL	100.00%

Fiscal Impact

The fiscal impact is \$19,965,000 in budgeted expenses, a major portion of which will be funded by a combination of Prop 10 and other revenue sources amounting to \$17,770,681. The balance is expected to be funded by the use of Sustainability funds in the amount of \$2,194,319 in FY 2014-15.

This amount is within the range set forth in the Long Range Financial Plan figures approved in May 2013. That plan projected up to \$2.4 million in Sustainability Funds to be used to maintain programs in FY 2014-15 alone.

RECOMMENDATION

To recommend the FY 2014-15 Budget Proposal to the Commission for review and adoption.

Submitted by:

Reviewed by:

 Mark R Rasiah
 Financial Controller

 Janis Burger
 Chief Executive Officer

**First 5 Alameda County
Proposed Revenue and Available Funds Budget
For the Period July 1, 2014 - June 30, 2015**

Revenues	Actual* Revenue FY 2011-12	Actual* Revenue FY 2012-13	Revised Budget FY 2013-14	Proposed Budget FY 2014-15	Variance %	Notes
Prop 10 Tobacco Tax	14,572,161	13,646,783	13,162,832	13,036,117	-1%	1
Interagency Income						
- ACBHCS Early Connections(SAMHSA)	454,871	624,211	278,000	315,842	14%	
- ACPHD Project LAUNCH (SAMHSA)	859,630	853,233	608,237	152,000	-75%	2
- ACPHD Data Systems Infrastructure	74,700	125,158	86,674	50,000	-42%	
- ACSSA Parent Voices				165,000	-	
- ACPHD CHDP Linkage Line	142,524	142,524	250,461	343,065	37%	
Other						
- CSU Eastbay Foundation (HPN)			72,000	81,840	14%	
- First 5 Contra Costa	119,070	139,072	139,072	139,072	0%	
Total Income from Alameda Co. Agencies	1,650,795	1,884,198	1,434,444	1,246,819	-13%	
Grants						
Federal- SART Earmark #2	66,767	433,233				
- Race To The Top		588,000	1,367,000	1,418,378	4%	3
- Abt Associates	12,650	19,550	7,275	2,425	-67%	4
State - CARES PLUS	295,426	226,270	300,000	279,117	-7%	5
Private - Long Foundation	326,900	396,000	450,000	470,250	4%	
- Koshland Foundation				100,000	-	
- Packard Foundation			50,000			
Total Grants	701,743	1,663,053	2,174,275	2,270,170	4%	
Fiscal Leveraging						
MAA	737,148	705,623	700,000	700,000	0%	
Total Fiscal Leveraging	737,148	705,623	700,000	700,000	0%	
Investment Revenue	303,972	103,719	500,000	500,000	0%	
Misc.Income	26,877	68,398	17,000	17,575	3%	6
TOTAL REVENUE	17,992,696	18,071,774	17,988,551	17,770,681	-1%	
Available Funds						
Sustainability Funds	775,721	5,273,781	1,598,449	2,194,319	37%	7
TOTAL REVENUES & AVAILABLE FUNDS	18,768,417	23,345,555	19,587,000	19,965,000	2%	

Notes:

- Prop 10 Tobacco tax revenues are based on projections by the California Dept of Finance, released on June 4 2014.
- Project LAUNCH funding ends Septemebr 2014. This amount represents 3 months of expenditures only.
- Race to the top funds includes a recently approved supplemental amount. The funding ends December 2015.
- Residual funding for a special study for Project LAUNCH that ends later this year.
- CARES Plus funding ends June 2016.
- Miscellaneous income from renting office space.
- Available funds represent the draw down from sustainability funds to maintain a balanced budget.
In FY 12-13, \$5.2 million was used to buy our new office building.

**First 5 Alameda County
Proposed Operating Expenditure Budget by Expenditure Category
For the Period July 1, 2014 - June 30, 2015**

Expenditures	Actual* Expenses FY 2011-12	Actual* Expenses FY 2012-13	Revised Budget FY 2013-14	Proposed Budget FY 2014-15	Variance %
Personnel Costs	6,430,860	6,440,769	6,699,190	6,622,433	-1%
Contracts	8,670,665	7,999,231	9,449,982	10,026,117	6%
Grants	2,008,784	2,046,512	2,012,500	1,990,700	-1%
Professional Services Contracts	86,242	262,467	225,250	224,150	0%
Program Operating Costs	434,940	388,134	673,948	491,480	-27%
Infrastructure Costs	1,136,926	935,537	526,130	610,120	16%
TOTAL EXPENDITURES	18,768,417	18,072,649	19,587,000	19,965,000	2%

* Source: Audited Financial Statements

**First 5 Alameda County
Proposed Operating Expenditure Budget By Strategy
For the Period July 1, 2014 - June 30, 2015**

	COCL	PCB	PAC	E & T	AWARDS	ADMIN	INFRA	TOTAL
	Proposed FY 2014-15	Proposed FY 2014-15	Proposed FY 2014-15	Proposed FY 2014-15	Proposed FY 2014-15	Proposed FY 2014-15	Proposed FY 2014-15	Proposed FY 2014-15
<u>Personnel Costs</u>								
Salaries & Benefits	2,356,341	1,662,189	511,970	863,279	306,494	922,160		6,622,433
<u>Program Contracts/Grants</u>								
Contracts	5,519,834	3,228,383	327,000	260,000			690,900	10,026,117
Grants & Stipends		1,990,700						1,990,700
Professional Services Contracts	70,200	153,950						224,150
Total Contracts/Grants	5,590,034	5,373,033	327,000	260,000	0	0	690,900	12,240,967
<u>Program Operating Costs</u>	92,980	199,500	15,000		99,000	85,000		491,480
TOTAL DIRECT PROGRAM COSTS	8,039,355	7,234,722	853,970	1,123,279	405,494	1,007,160	690,900	19,354,880

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	30,000
Copying/Printing/Postage	40,000
Equipment Leases/Supplies	6,000
Equipment Purchase	30,000
Insurance	95,000
Membership and Dues	24,000
Professional Services	118,000
Building Maintenance	120,000
Depreciation	147,120
Total Indirect Costs	610,120

Total Expenditure Budget

19,965,000



To: First 5 Alameda County Commission

From: Mark R Rasiah, Financial Controller

Date: June 26, 2014

Subject: Sustainability Fund Balance Commitment- GASB 54

REQUESTED ACTION

To review and authorize 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 \$31.5 million in fund balance.

PROPOSED ACTION TO DESIGNATE FUND BALANCE

The amount reported as fund balance in the audited financial statements for the 2013-14 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 \$12 million of net assets as at June 30th, 2014, as "non-spendable" in order to maintain intact, funds for Contracts, Grants and Pre-paid Expenses, in accordance with the FY 2014-15 Budget adopted by the Commission on June 26th, 2014.

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 2014, for budget stabilization (balancing the budget), in accordance with the Long Range Financial Plan adopted by the Commission on June 26th, 2014. 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 can be spent on any contract exceeding \$50,000, only 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 2014-15 Budgeted Contracts, Grants and prepaid expenses.	\$12 million	Non-spendable Fund Balance
Budget stabilization - Long Range Financial Plan	\$22 million	Assigned Fund Balance

RECOMMENDATION:

To recommend 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



MEMORANDUM

TO: First 5 Alameda County Commission

FROM: Janet Basta, Human Resources Administrator

DATE: June 26, 2014

RE: ACERA 401(h) Account Authorization

ACTION REQUESTED

To 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 2014-2015 (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 2014-2015 is \$26,387.42. The contribution per pay period is \$1,014.90 beginning with pay period 14-14.

FISCAL IMPACT

There is no fiscal impact.

RECOMMENDATION

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

Submitted by:

Reviewed by:

Janet Basta
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, 2014 – June 30, 2015, First 5 Alameda County shall contribute to ACERA \$26,387.42 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, 2014.
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.



MEMORANDUM

To: First 5 Alameda County Commission
FROM: Janet Basta, Human Resources Administrator
DATE: June 26, 2014
RE: Employee Handbook Revision

ACTION REQUESTED

That the Commission review the following 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, and May 2013. 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.

PROPOSED REVISIONS TO THE EMPLOYEE POLICIES AND PROCEDURES HANDBOOK

1. Year-end Manual Clean Up – This represents changes that clarifies but do not change policy, or that were made for editing purposes or to clarify current agency practices and/or procedures. Examples include:
 - addition of request procedures to Reasonable Accommodation of Protected Disabilities (page 5)
 - consolidation of Medical Insurance and Dental Insurance policies (page 9)
 - addition of COBRA procedures to Insurance Continuation (page 10)
 - clarifications to Vacation and PTO management procedures (pages 13-14)
 - addition of information about First 5's social media presence to the Social Media policy (page 32)
 - changes throughout the Handbook to reflect the consideration of “introductory” within “regular” status as opposed to a distinct classification

- the addition of a general statement on page 5 stating the expectation that employees will comply with all policies rather than including a similar statement within various separate policies
- 2. Updates were also made to reflect Janis Burger’s appointment as CEO, and Deputy Director references were removed.
- 3. Additional categories were added to Equal Employment Opportunity (page 5).
- 4. Addition of information about the expansion of Paid Family Leave benefits and clarification regarding leave of absence eligibility (page 12).
- 5. Modification of the Leave of Jury Duty policy (page 16) to include a limit of two weeks of paid time off.
- 6. Minor modifications of the definition of family in various policies, such as the addition of brother-in-law and sister-in-law to the Bereavement Leave policy (page 16).
- 7. Modification of the Overtime Pay policy (page 24) to reflect the provision of compensatory time off at the employee’s choice.
- 8. Expansion of the Smoking policy (page 25) to include e-cigarettes and to prohibit smoking while conducting First 5 business, regardless of location.
- 9. The Workplace Conduct policy (page 34) was modified to include examples more relevant to the First 5 workplace and delete references to conduct covered elsewhere in the Handbook.
- 10. The Wage Garnishment and Appeal of Serious Discipline policies were deleted; we comply with legal requirements and communicate this to employees as the need arises.

FISCAL IMPACT

There is minimal fiscal impact.

RECOMMENDATION

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

Submitted by:

Reviewed by:

 Janet Basta,
 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 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,



~~Mark Friedman~~
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.

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 will apply to F5AC employees.

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 with the exception of F5AC's at-will employment policy.

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 ~~will comply~~ iesy 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.

~~An employee or applicant who alleges a denial of a reasonable accommodation may file a complaint pursuant to F5AC's Complaint Procedure for Complaints of Denial of Reasonable Accommodation, below.~~

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. The Chief Executive Officer may require the applicant/employee and a F5AC representative to meet to discuss potential reasonable accommodations and to try and agree to 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

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.

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.

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, ~~introductory or regular,~~ 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.) ~~—projected to be ongoing or last~~ing for more than four (4) months. ~~—takes place.~~

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~~(s)~~ or spouse/domestic partner’s parent~~(s)~~
- Brother~~(s)~~, ~~and~~ sister~~(s)~~, ~~or~~ ~~and~~ spouse of sibling(s) thereof
- Any other individual related by blood or affinity whose close association with the employee is the equivalent of a family relationship living in the same household as the employee

It is expected that relatives all employees, regardless of any relationship status, will shall 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 ~~EVALUATION~~MANAGEMENTS

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 their performance 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 appraisals/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 appraisal-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. 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 supervisor approval 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

MEDICAL AND DENTAL INSURANCE

Medical 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 medical and/or dental plan(s) that costs 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.

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

DENTAL INSURANCE

~~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 per week or more. First 5 Alameda County pays the cost of premiums for the employee, spouse/domestic partner and eligible dependents up to an amount to be determined annually. If an employee chooses a dental plan that costs 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 regularly scheduled to work.~~

~~First 5 Alameda County reserves the right to change 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 dental plan, with or without notice, consistent with any legal obligations it may have. In general, the Employer share of dental 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.

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.

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 be applied to the following pre-tax options:

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

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. ~~ACERA is a defined benefit retirement pension plan for public employees in Alameda County and information about ACERA is provided by Human Resources.~~ Employees are required to make a pre-tax 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.ceridian-benefits.com~~ ~~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.

~~First 5 Alameda County does not provide workers' compensation coverage for injuries sustained during or as a result of an employee's voluntary participation in off-duty social, recreational, or athletic activities that are not part of an employee's work-related duties. If an employee is required or expected to participate in a recreational, social, or athletic activity as part of his or her job, however, workers' compensation coverage may apply.~~

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 disability 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>.

~~If a physician deems an employee to be temporarily disabled, 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.~~

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 time off work to care for a seriously ill parent, child, or spouse/partner, or to bond with a new minor child.

Effective July 1, 2014, PFL benefits will be expanded to include an employee's care of a sibling, grandparent, grandchild, or parent in-law. Please note that employees are not eligible for Family/Medical Leave under FMLA/CFRA for these situations, however; 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, ~~unless they are currently receiving SDI pregnancy related benefits.~~ Information and claim forms are available from the local EDD office, from the EDD website at: [http://www.edd.ca.gov/Disability/Paid Family Leave.htm](http://www.edd.ca.gov/Disability/Paid_Family_Leave.htm), or by calling 1-877-238-4373.

LONG TERM DISABILITY INSURANCE

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

DEFERRED COMPENSATION

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

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

Regular ~~and introductory~~ full-time employees earn paid vacation time on the following schedule, beginning with the first day of employment (defined for purposes of this section as the first day of employment with F5AC in a regular status classification unless otherwise memorialized in writing at the time of hire):

<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)

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 vacation time is taken that reduces the employee's balance to below the cap. Any unused vacation time may be rolled over into the following year.

Regular ~~and introductory~~ 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.

All vacation time must be requested, preferably in writing, and approved in advance.

Employees may 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 may 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 give-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 vacation and PTO leave. If time off is granted in this circumstance, First 5 Alameda County will proportionately reduce the pay of the employee for that time off, up to a maximum of three (3) days. If an employee needs additional time away from work, the time off, if authorized, will be considered to be a Personal Leave of Absence. Please refer to the Personal Leave of Absence policy for more information.

HOLIDAYS

First 5 Alameda County observes the following holidays:

New Year's Day

Labor Day

Martin Luther King Jr. Day
Lincoln's Birthday
Washington's Birthday
Memorial Day
Independence Day

Veteran's Day
Thanksgiving Day
Friday after Thanksgiving
Christmas Day

All regular full-time employees are paid for each holiday. Employees on vacation at the time a holiday occurs will not have that day counted as vacation pay. 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.

PAID TIME OFF (PTO)

All regular ~~and introductory~~ 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 use PTO on or following the day that it is received, including new employees who may use PTO during their introductory period.

The total amount of PTO an employee may have in his/her account at any time is 56 hours. Employees may carry over unused PTO to subsequent years. However, in the succeeding year, employees will receive only the number of PTO hours that will bring their total to 56 hours.

Regular part-time ~~and introductory 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.

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

SICK TIME

Sick time provides regular ~~and introductory~~ full- and part-time employees with paid time off to recover from illness or injury, or to care for seriously ill family members. For purposes of this section "immediate family" means mother, stepmother, father, stepfather, husband, wife, domestic partner (~~upon submission of an affidavit~~), 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 ~~and introductory~~ 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 ~~and introductory~~ 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 employees may use accrued sick time during their introductory period.

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 an employee may accrue.

No payment is made for accrued, unused sick time upon separation or at any other 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 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.

Employees may use sick time to care for ill family members, but the same verification requirements apply in these instances.

If sick leave is exhausted, 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 be paid for 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 leave (sick, PTO, and vacation). In this circumstance, First 5 Alameda County will proportionately reduce the pay of the employee for that time off.

LEAVE OF JURY DUTY OR IN ANSWER TO SUBPOENA

~~LPaid~~ leave shall be granted to permit an employee to ~~travel between the workplace and the court and while serving on~~ jury duty, or to serve witness duty in answer to a subpoena ~~as a witness~~. 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. ~~Any jury or witness fee awarded, less reimbursement fee for mileage, shall be deposited in First 5 Alameda County's bank account.~~ When an employee is excused from jury or witness duty ~~or from answering a subpoena as a witness~~ in time to report for at least one-half of his/her regularly scheduled shift, the employee shall is required to report for duty. ~~and jury duty pay under this section shall be reduced accordingly. If the employee fails to report as described above, he/she shall be docked for the balance of the day.~~

~~Employees shall apply for standby jury duty if the court permits this option and the employee's work assignment does not preclude participation in standby jury duty.~~

BEREAVEMENT LEAVE

Leave of absence with pay because of death in the immediate family of a regular full-time employee ~~working for First 5 Alameda County~~ 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; ~~and, when living in the household of the employee, a brother in law or sister in law.~~

~~Entitlement to leave of absence under this section shall be only for those hours the employee would have been scheduled to work, and shall be in addition to any other entitlement for sick leave, emergency leave, or any other leave.~~

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. ~~In all cases, First 5 Alameda County complies with applicable federal and state laws.~~ ~~Additional~~ 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. ~~GA# authorized leave of absence without pay does not affect previously accumulated sick leave, vacation time or seniority, except as described below; however,~~ 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 so that total compensation for the pay period does not exceed the employee's regular wages for that pay period. This provision does not apply to:

- The accrued vacation and PTO benefits of employees on Pregnancy Disability Leave ("PDL") who are not FMLA (Family Medical Leave Act)-eligible, and/or
- The accrued vacation, PTO, or sick leave benefits of employees on FMLA leave for their own serious health condition.

However, under either of the above exceptions, employees may elect to use their paid leave to supplement their disability benefits up to an amount that, when combined with the disability benefit, does not exceed their regular pay for the 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 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.

Where the existence of the disability and/or need for leave as a reasonable accommodation is not obvious, First 5 may 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 ~~or a medical condition~~; 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 ~~on this leave under this section~~ who are otherwise eligible for paid health insurance with First 5, and who ~~are not concurrently taking do not have~~ FMLA/CFRA or PDL leave ~~running concurrently~~, will have paid health insurance coverage through the end of the pay period in which 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. ~~If no such position is available due to reasons unrelated to the leave, F5AC will notify the employee of openings for positions that may become available in the 60 calendar days following the employee's scheduled reinstatement date.~~

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 ~~on this leave under this section~~ 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 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 ~~who request 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 Deputy Director.

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 unless F5AC cannot do so for reasons unrelated to the leave.

CATASTROPHIC SICK LEAVE BANK

An employee may be eligible to receive donations of paid leave to be included in the employee's sick leave balance if he/she has suffered a catastrophic illness or injury, or must care for an immediate family member (as defined in the [Personnel Policies Sick Time policy of this Handbook](#)) who has suffered a catastrophic illness or injury, ~~which prevents the employee from being able to work or from being able to work his/her regularly scheduled number of hours.~~ Catastrophic illness or injury is defined as a critical medical condition ~~s~~ 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 ~~a program~~ as possible, and is strictly voluntary. The donor of benefits to the CL bank will be made aware of the value of their donation to the bank. The recipient of benefits will be made aware of the value of their benefits received from ~~the the CL~~ bank. Individual donations, and the identities of donors and recipients of benefits, ~~will be considered~~ confidential, will not ~~to 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.

The recipient employee, family member of the recipient employee, or another person designated in writing by the recipient employee must submit a request 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 ~~and Deputy Director~~, will administer the Catastrophic Leave Bank.

The recipient employee must sign an authorization allowing his/her health care provider to release to F5AC a medical verification including an explanation of the employee's work limitations, ~~prognosis~~, and estimated date of return to work, if applicable. If the employee has left work to care for a critically ill family member, ~~the same medical~~ 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. ~~No retroactive requests will be permitted.~~

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 recipient 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., to request donations for time off already treated as unpaid leave). Exhaustion of paid leaves is not sufficient justification for requesting a donation from the catastrophic leave bank.

A recipient employee is eligible to receive up to a total of 40 working days of donated time throughout the duration of his/her employment. Donations will be made to recipients 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 vacation time only. The donor's hourly value of paid vacation time donated will be converted into a dollar values and deposited into the bank. Recipient sick CL leave will be withdrawn from the bank and converted into paid sick hours.

Donations shall be made in half day increments and are irrevocable. The maximum that may be donated in a calendar year is ten donor days per employee ~~days~~, except that a husband and wife or registered domestic partners, both employed by First 5 Alameda County, may donate unlimited amounts of time between one another. Further, 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. Any falsification of a time sheet will result in disciplinary action, up to and including discharge.

OVERTIME PAY

First 5 Alameda County provides overtime compensation to non-exempt employees compensatory time off as a substitute for overtime pay, for all hours worked in excess of 40 hours in the per workweek. At the option of the employee, First 5 Alameda County provides compensatory time off as a substitute for overtime pay, for all hours worked in excess of 40 in the workweek, at the rate of onetime and one-half hours for each hour of overtime worked, up to a maximum of 240 compensatory time off hours.

All overtime must be approved in advance by the supervisor and the Chief Executive Officer. 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 uses a second language at least 20% of the time on the job, the employee's supervisor may request that she/he be given bilingual pay. The process involves the employee being given a language proficiency exam administered through the Alameda County Health Care Services Agency (or an alternative testing agency designated

by First 5). If the 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 on an annual basis.

WAGE GARNISHMENTS

~~From time to time, First 5 Alameda County may be required to withhold monies from an employee's pay. If F5AC receives a court authorized garnishment or levy, the employee affected will be notified immediately.~~

PAYROLL DEDUCTIONS

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

Deductions Mandated by Federal and State Law	Voluntary Deductions
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 ~~policy~~. Any employee who reports to work while under the influence of ~~illegal~~ 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. ~~Any failure to comply with the guidelines of this policy can result in immediate termination of employment.~~ 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 any controlled substance
- Reporting to work while under the influence of alcohol or a controlled substance. Controlled substances include, but are not limited to, narcotics (such as heroin and morphine), cannabis (marijuana [when not recommended by the employee's physician to benefit the employee's health under the Compassionate Use Act] and hashish), stimulants (such as cocaine and amphetamines), depressants (tranquilizers) except by doctor's prescription, and hallucinogens (such as PCP, LSD, and "designer drugs")
- Use, possession, purchase, sale, manufacture, distribution, transportation, or dispensation of any legal prescription drug in an illegal or unauthorized manner
- Reporting to work while impaired by the use of a legal drug whenever such impairment might substantially interfere with performance of essential job functions or pose a threat to the employee's safety or the safety of others, or risk significant damage to F5AC property

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 may, depending on the circumstances, result in disciplinary action up to and including termination.

USE OF FACILITIES AND PROPERTY

Employees are asked to treat F5AC property as they would their own. Specifically, employees are to keep their ~~own~~ 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 are to 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~~will be considered grounds for immediate dismissal.~~

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 when they return to work.

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

- Information about breastfeeding support after returning to work to employees prior to their leave for pregnancy disability or related condition.
- Time to express milk or breastfeed upon return to work. Supervisors are encouraged to consider flexible 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-related circumstances~~, 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 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 that 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 work responsibilities. 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. 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 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 ~~that~~ 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 ~~must be~~require ~~approved~~ by the ~~Deputy Director or~~ 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 work location prior to the commencement of telecommuting.

Any 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 ~~the~~ 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 AND PERSONAL HYGIENE

It is expected that employees will maintain a clean and neat appearance and will project a professional and businesslike image in dealing with other employees, clients, volunteers, and the general public. All employees should wear casual business attire on Mondays through Thursdays. Casual business attire may include denim skirts or dark 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. First 5 Alameda County observes "casual Fridays" on which other styles of jeans may be worn, as long as they are appropriate for the workplace. Under special circumstances (storage clean-up, moving furniture, working with children, etc.) casual attire may be worn on work days other than ~~non~~-Fridays upon supervisor approval. Employees may observe dress and/or grooming practices consistent with their religious beliefs. 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 ~~personal~~ 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 ~~personal~~ expense

reimbursement form with all required documentation 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 originally signed 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 the employee's race, religion, national origin, health, medical condition, disability status, childrearing, sexual orientation, veteran status, 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, networking sites and internet access 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 voice or email systems be used to send jokes, ~~or other~~ comments or information to others that may be perceived as discriminatory, harassing, offensive, or disruptive, or otherwise in violation of any F5AC policy. ~~The voice and/or e-mail systems~~ 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 ~~Administrator~~ 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 and/or computer/electronic resources, including email sent to or received by F5AC computers or transmitted via F5AC's servers and networks. F5AC may monitor the contents of all voice mail, computer files, and electronic communications (including email) to promote the administration of F5ACs operations and policies.

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

~~At First 5 Alameda County, we understand that~~ 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, 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, ~~as well as any other form of electronic communication~~. 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. ~~Before creating online content, consider some of the risks and rewards that are involved.~~ Keep in mind that any ~~of your~~ conduct on social media or otherwise that adversely affects your job performance, the performance of fellow employees, or otherwise adversely affects staff, contractors/grantees, vendors, or any other people who work on behalf of or receive services from F5AC ~~may result in disciplinary action up to and including termination 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. ~~and may subject you to disciplinary action up to and including termination.~~

Be respectful

Always be fair and courteous to fellow employees, 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 ~~using statements, photographs, video or audio~~ any content that could reasonably ~~could~~ be viewed as malicious, obscene, threatening or intimidating, that disparages employees, clients, contractors/grantees or vendors, or that might constitute harassment or bullying. Examples of such conduct might include offensive posts meant intentionally to ~~intentionally~~ harm someone's reputation or posts that could contribute to a hostile work environment. ~~on the basis of race, sex, disability, religion or any other status protected by law or F5AC policy.~~

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. ~~about F5AC, employees, contractors/grantees, vendors, or any other people working on behalf of or receiving services from F5AC.~~

Post only appropriate and respectful content 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 n-~~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; ~~and~~ make it clear that your views do not represent those of F5AC. ~~If you do publish a blog or post online related to the work you do or and subjects associated with F5AC make it clear that~~ 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 for personal/social use.
- 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.

Using social media at work

~~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. Do not use your F5AC email address to register on social networks, blogs or other online tools utilized for personal use.~~

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.

Retaliation is prohibited

~~First 5 prohibits taking negative action against any employee for reporting a possible deviation from this policy or for cooperating in an investigation. Any employee who retaliates against another employee for reporting a possible deviation from this policy or for cooperating in an investigation will be subject to disciplinary action, up to and including termination.~~

F5AC’s social media presence

First 5 Alameda County has established a social media presence on Facebook (www.Facebook.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 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, given upon written request to receipt of by the Human Resources Administrator ~~of the employee's written request~~. 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 leave the office of the Human Resources Administrator without 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, 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. ~~It includes~~ This policy covers conduct of all F5AC employees 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 or contractor.

Anyone who believes he or she has been discriminated against or harassed in connection with his or her employment 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, ~~including possible~~ 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. ~~Failure to comply with these expectations may result in disciplinary action, including immediate termination.~~ Examples 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
- ~~▪ Absence from work without prior notification to supervisor~~
- Excessive tardiness or unauthorized absenteeism
- Rudeness or discourtesy toward a fellow employee, supervisor, volunteer, supporter, or member of the general public
- ~~▪ Violating the drug and alcohol free workplace policy~~
- ~~▪ Theft including, but not limited to, the removal of F5AC property or the property of another employee from F5AC premises without prior authorization~~
- ~~▪ Walking off the job without supervisory approval~~
- Fighting, roughhousing, abusive, violent, or threatening language or gestures, or conduct that is hostile or disrespectful (such as slandering or ridiculing others, making false accusations, humiliating others in public, or excluding a colleague from work-related activities) toward a co-worker, supervisor, board member, volunteer, or any person associated with or served by First 5 Alameda County
- Theft of or unauthorized use of F5AC property or the property of another employee without prior authorization

- ~~_____~~
- Disregarding established safety or security procedures, or; knowingly creating an unsafe work situation for self or any coworker
- ~~Falsifying or altering records or time sheets~~
- Refusing to perform a work-related duty when directly instructed to do so by a supervisor or member of management
- Possessing a weapon or firearm on F5AC's property
- ~~Violating F5AC's equal opportunity or harassment policies~~
- ~~Violating the F5AC's conflict of interest policy~~
- ~~Unauthorized use F5AC property, including vehicles~~ 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 that 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 ~~attempt to be discreet~~ 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 Verbal-Oral Warning – The supervisor counsels the employee following a minor offense in an effort to eliminate possible misunderstandings and to identify what constitutes acceptable conduct or performance. Verbal-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 who are suspected of serious misconduct may be suspended with pay in situations where an investigation is required prior to a disciplinary decision being made. Employees may also be suspended for a period of time for other disciplinary reasons, 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 a series of offenses or performance deficiencies. It can also occur as the result of conduct inconsistent with F5AC policy.

Supervisors are to consult with the Human Resources Administrator prior to the issuance of any warning or discharge and at each 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.

~~APPEAL OF SERIOUS DISCIPLINE~~

~~If F5AC imposes discipline consisting of discharge, demotion, an unpaid suspension of more than five days, or a reduction in pay of more than five days, F5AC will, at the time it notifies the employee of the discipline imposed, give the employee notice of his/her rights, if any, to appeal the Agency's determination.~~

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, appears 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 and the employee intends the activity to continue (i.e., beyond a defined, temporary duration), 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 ~~are must not, to~~ directly or indirectly, ~~voluntarily~~ disclose any confidential information to any other person except as necessary to perform their job responsibilities. ~~Therefore, if in the course of your work you~~ Employees who have access to such information, ~~you~~ must take whatever steps are necessary to assure that ~~it~~ 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.

~~Some common~~ 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.

This policy remains in effect for the duration of ~~and following termination of~~ an employee's employment with F5AC, and 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 ~~his/her/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

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 ~~or~~ 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.

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 pay check ~~roll~~ 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 discretionary 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 are 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 ~~that 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 impacted 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. 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). ~~s including but not limited to FMLA (Family and Medical Leave Act), CFRA (California Family Rights Act), the California Pregnancy Disability Law, or other leaves of absence required by law).~~

~~The above provisions do not apply to employees whose employment is terminated for reasons other than the reduction in workforce, such as termination for poor performance or misconduct.~~

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) ~~and 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~~~~This payment shall be made~~ 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 ~~provide financial support to assist~~ the employee ~~for the purpose of in~~ ~~maintenance~~ ~~maintaining~~ ~~of~~ 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 ~~are may be~~ eligible for First 5 Alameda County outplacement services. These services are designed with the goal of placing First 5 Alameda County staff ~~impacted~~ ~~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 ~~are may be~~ available ~~to eligible employees~~ 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 policy of at-will employment. By my signature below, I also understand and agree specifically with the policy in the Handbook titled "Overtime Pay" under which I agree (if I am a non-exempt employee) to receive compensatory time in lieu of overtime pay, at the rate of one and one-half hours to every hour worked over 40 in the applicable workweek up to a maximum of 240 CTO hours. By my signature below, I also understand that employment at First 5 Alameda County is at-will employment, ~~as described on page 37 of this Handbook.~~ 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
<u>Year End Handbook Clean-up – Reviewed by Executive Committee</u>	<u>6/26/2014</u>
<u>Consolidation of Medical and Dental Insurance sections, deletion of Wage Garnishments and Appeal of Serious Discipline sections</u>	<u>6/26/2014</u>



To: First 5 Alameda County Commission
From: Christine Hom, Contracts and Grants Administrator
Date: June 26, 2014
Subject: FY 2013-15 Contract Authorizations

REQUESTED ACTION

To review and approve 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.

Bright Research Group, Inc. - \$17,240

First 5 Alameda County is requesting approval of a FY 2013-15 \$17,240 contract amendment with Bright Research Group to conduct additional activities for the Alameda County Behavioral Health Care Services Early Connections funded Co-Learning program (2013-2017 Strategic Plan, page 14). The Bright Research Group is currently contracted to provide facilitation services and technical assistance, including focus group facilitation, data collection tool development for the Alameda County Early Connections 0-5 System of Care Co-Learning Collaborative. The additional funding will allow Bright Research Group to edit the Brighter Beginnings Co-Learning Guide and produce the developmental evaluation of the Coaching for Early Childhood Systems Change Pilot Program.

Bright Research Group currently has a FY 2013-15 \$18,300 contract and the addition of \$17,240 bring the total FY 2013-15 award amount to \$35,540 for which Commission approval is needed.

Fiscal Impact: Funding is included in the current FY 2014-15 budget proposal and is provided by the federal SAMHSA Early Connections grant.

Action requested: Approve a FY 2013-2015 contract amount of \$35,540 for Bright Research Group, Inc.

UCSF Benioff Children's Hospital Oakland (CHO) - \$10,000

First 5 Alameda County is requesting approval of a FY 2013-2015 \$10,000 contract amendment with UCSF Benioff Children's Hospital Oakland to provide additional reflective support to the 18 participants in the Harris Early Childhood Mental Health cohort (FY 2013-2017 Strategic Plan, page 12). Additional funding will allow CHO to provide individual reflective supervision on a monthly basis for each of the program's participants as well as initial planning for program sustainability. CHO currently has a FY 2013-15 \$80,000 (\$40,000 per year) contract to provide diversity informed early childhood mental health training for a cohort of non-mental health family support providers who are interested in increasing their skills in addressing social emotional well-being of children and their families. The addition of this \$10,000 contract brings the FY 2013-2015 aggregate contract amount to *\$310,130 for which Commission approval is needed.

*CHO currently has a FY 2013-15 \$39,998 community grant to offer ASQ screening and case management support to Arabic speaking families, a FY 2013-15 \$120,000 community grant to provide intervention through play to children for Spanish-speaking families who are experiencing some developmental or social-emotional delays, a FY 2013-15 \$16,172 contract to build a co-learning program in collaboration with the Center for the Vulnerable Child, a FY 2013-15 \$10,000 contract to participate in the Early Connection Co-Learning program, a FY 2013-15 \$8,000 contract to draft a community brief on family reunification issues among Mexican immigrants for the Early Connections 0-5 system of care, a FY 2013-15 \$10,000 contract to provide Harris Early Childhood Training cohort stipend support for family support professionals, a FY 2013-14 \$8,000 contract to offer support and consultation to providers working with Spanish speaking families who have children age 0-5 and a FY 2013-14 \$7,960 contract to provide training and support to Alameda County Family Health Services and Public Health Nursing staff around reflective supervision to improve the quality of home visiting services provided.

Fiscal Impact: Funding is included in the current FY 2014-15 budget proposal.

Action requested: Approve an aggregate FY 2013-15 contract amount of \$310,130 for UCSF Benioff Children's Hospital Oakland.

Family Resource Network (FRN) - \$40,000

First 5 Alameda County is requesting approval of a FY 2013-15 \$40,000 contract amendment with Family Resource Network to provide bridge funding to maintain current staffing capacity. FRN began leveraging MediCal Administrative Activities (MAA) beginning in July 1, 2013 and it was anticipated that MAA revenue would allow FRN to maintain and sustain current Family Navigator capacity for fiscal year 2014-15 and beyond. The state's reimbursement of MAA revenue is expected to occur in early/mid 2015 at which time F5AC will receive reimbursement from FRN.

FRN has a current FY 2013-15 \$975,000 (\$506,250 in FY 2013-14, \$468,750 in FY 2014-15) contract to provide peer parent Family Navigator services and family leadership activities for the Help Me Grow initiative as well as community support services to families with children with special needs (FY 2013-17 Strategic Plan, page 7). The addition of this \$40,000 brings the aggregate FY 2013-15 contract amount to \$1,015,000 for which Commission approval is needed.

Fiscal Impact: Funding is included in the current FY 2014-15 budget proposal.

Action requested: Approve a FY 2013-15 contract amount of \$1,015,000 for Family Resource Network.

Focali Consulting, LLC - \$40,000

First 5 Alameda County is requesting approval of a FY 2013-15 \$40,000 contract with Focali Consulting to plan and execute a strategic planning process and the development of a three to five year strategic plan for the Help Me Grow initiative. F5AC released a Request for Qualifications in May; of the four applications received, a review panel comprised of internal staff and the Help Me Grow Steering Committee selected Focali Consulting as the contractor. Focali Consulting will convene First 5 partners and solicit input from the larger community to formalize the initiative's theory of change and clearly identify goals, outcomes and priorities consistent with the approved vision, mission and guiding principles.

Focali Consulting had a FY 2013-14 \$25,000 contract that ended in December 2013 to develop a business plan for use as a guide for the replication of Help Me Grow across the state, including the development of a state-level infrastructure to support the replication and to develop a sustainable model for future growth and impact. The addition of this \$40,000 contract brings the aggregate FY 2013-15 contract amount to \$65,000 for which Commission approval is needed.

Fiscal Impact: Funding is included in the current FY 2014-15 budget proposal.

Action requested: Approve an aggregate FY 2013-2015 contract in the amount of \$40,000 for Focali Consulting, LLC.

Alameda County General Services Agency - Child Care Planning Council - \$16,500

First 5 Alameda County is requesting approval of a FY 2013-15 \$16,500 contract amendment with Alameda County General Services Agency - Child Care Planning Council to provide additional support to the Quality Rating and Improvement System (QRIS) program (Strategic Plan, page 9). GSA has a current FY 2013-15 \$60,000.00 (\$30,000.00 per year) contract to work closely with F5AC in the facilitation and management of an Alameda County Quality Rating and Improvement System as required by our participation in California's Race to the Top Early Learning Challenge grant. The additional \$16,500 in costs are for data entry for 14 AB212 classrooms participating in Alameda County's QRIS. AB212 coaches retained by GSA are providing coaching services to Title V QRIS sites. While the actual coaching is paid for by AB212, the cost of documentation and data entry for RTT-ELC is not covered by AB212.

GSA also currently receives a FY 2013-14 \$50,000 contract to coordinate aspects of the CARES Plus program including providing oversight to advisors and providing CLASS trainings to the ECE

Community. The addition of \$16,500 brings the FY 2013-15 aggregate contract amount to \$126,500 for which Commission approval is needed.

Fiscal Impact: Funding is included in the current FY 2014-15 budget proposal and is provided by the Race to the Top Early Learning Challenge grant.

Action requested: Approve an aggregate FY 2013-15 contract amount of \$126,500 for Alameda County General Services Agency – Child Care Planning Council.

Mills College - \$3,300

First 5 Alameda County is requesting approval of a FY 2013-15 \$3,300 contract with Mills College to provide consulting services to First 5 Alameda County grantees and other partners in strengthening core operations and planning for long term programmatic and fiscal sustainability of services (FY 2013-2017 Strategic Plan, page 13). Mills College’s Center for Socially Responsible Business will review and assess F5AC’s current efforts to support grantees and contractors in sustaining their funded work without First 5 funds, conduct key informant interviews with F5AC staff and partners and design an accelerator program that will potentially assist First 5 funded partners in future sustainability work.

Mills College currently has a FY 2013-14 \$17,000 contract to conduct comprehensive outreach for the EarlyOakland.com campaign and a FY 2013-15 \$50,000 contract to map and align their Child Development Bachelor’s degree to meet the standards of the California Child Development Permit Matrix, Early Childhood Educator Competencies and the Quality Rating and Improvement System

The addition of this \$3,300 contract brings the FY 2013-15 aggregate contract amount to \$70,300 for which Commission approval is needed.

Fiscal Impact: Funding is included in the current fiscal year’s budget.

Action requested: Approve an aggregate FY 2013-15 award amount of \$70,300 for Mills College.

RECOMMENDATION

That the Commission review and approve the above contract authorizations.

Submitted by:

Reviewed by:

Christine Hom,
Contracts and Grants Administrator

Janis Burger,
Chief Executive Officer



To: First 5 Alameda County Commission
From: Christine Hom, Contracts and Grants Administrator
Date: June 26, 2014
Subject: FY 2014-15 Budget Contract Authorizations

REQUESTED ACTION

To review the following FY 2014-15 budget 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 attached list of awards included in the FY 2014-15 budget require specific authorization from the Commission.

RECOMMENDATION

That the Commission approve the attached list of FY 2014-15 budget contract authorizations.

Submitted by:

Reviewed by:

Christine Hom,
Contracts and Grants Administrator

Janis Burger,
Chief Executive Officer

Strategy	Program	Contractor	FY 2014-15 Amount	FY 2015-16 Amount
Evaluation/Technology	Technology database development, hosting and maintenance	Social Interest Solutions	\$273,000.00	
Evaluation/Technology	Technology infrastructure support	Xantrion	\$65,000.00	
Evaluation/Technology	Evaluation of kindergarten readiness	Applied Survey Research	\$22,000.00	
Evaluation/Technology	Evaluation of home visiting programs	Applied Survey Research (home visiting evaluation)	\$25,000.00	
Evaluation/Technology	Technology database application migration	Public Consulting Group	\$393,160.00	
Continuum of Care & Linkages	Early Childhood Hub coordination	Lotus Bloom Child & Family Resource Center	\$177,000.00	
Continuum of Care & Linkages	Home Visiting Reflective Training	UCSF Benioff Children's Hospital Oakland	\$7,800.00	
Provider Capacity Building	Community Consultation for Asian service providers	Asian Community Mental Health	\$8,000.00	
Provider Capacity Building	Community Consultation for Spanish speaking service providers	UCSF Benioff Children's Hospital Oakland	\$8,000.00	
Provider Capacity Building	QRIS assessments for Race to the Top Early Learning Challenge program	Community Initiatives for (BANDTEC)	\$170,000.00	\$255,000.00
Provider Capacity Building	Cares Plus coordination and training	Alameda County General Services Agency - Child Care Planning Council	\$57,801.00	\$57,801.00
Provider Capacity Building	Clear education pathway for early care and education providers	California State University East Bay	\$32,000.00	
Policy, Advocacy & Communications	Alameda County Early Childhood Policy Committee Calworks Task Force	Parent Voices	\$165,000.00	



To: First 5 Alameda County Commission
From: Janis Burger, Chief Executive Officer
Date: June 26, 2014
Subject: FY 2014-15 Strategic Plan – Final Reading

ACTION REQUESTED

Review the FY 2014-15 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 2014-15. No substantial changes are being proposed to the Strategic Plan for FY 2014-15 other than the addition of new and emerging partners and a reference to administrative functions. All edits are noted in red font.

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 the final draft of the FY 2014-15 Strategic Plan and suggest any modifications to be discussed and approved.

Submitted by:

Christine Hom,
Contracts and Grants Administrator

Janis Burger,
Chief Executive Officer

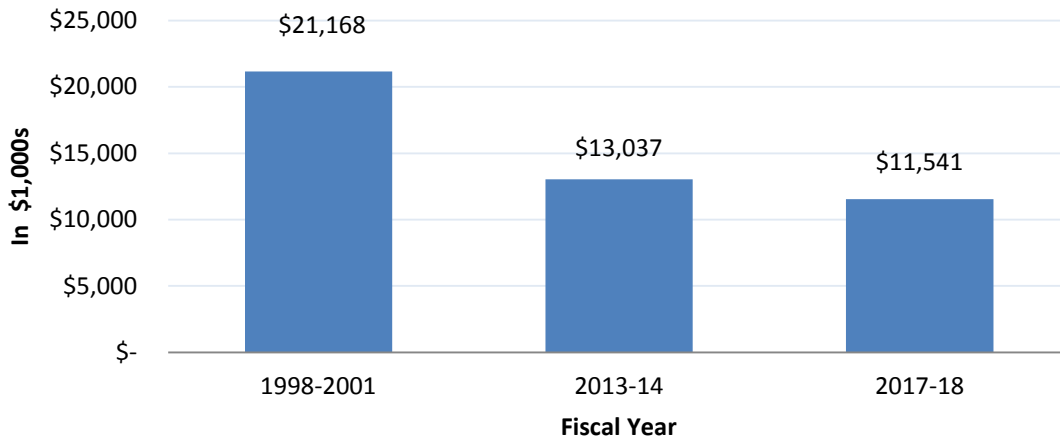


Strategic Plan 2013-17

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 \$11 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

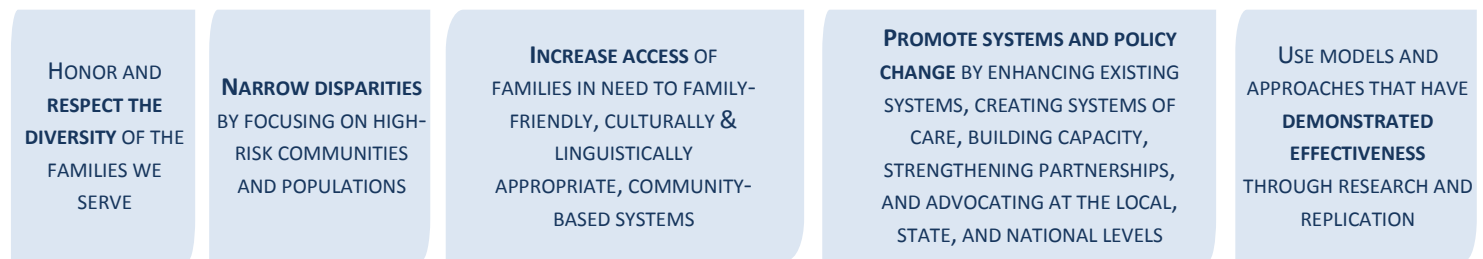
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Results and Outcomes – What We Plan to Achieve	4
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2. HEALTHY CHILD DEVELOPMENT INITIATIVE	7
3. QUALITY EARLY CARE AND EDUCATION	9
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Vision, Mission, 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**:

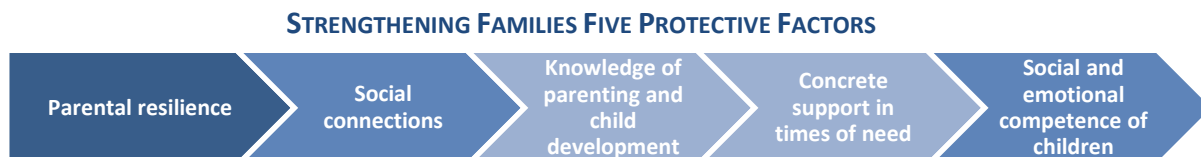
Children are ready for kindergarten, and can later achieve success in the third grade;¹ and Children are free from abuse and neglect.

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 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

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

PARTNERS (NOT A COMPLETE LIST)

- Alameda Alliance for Health
- Alameda County Public Health Department
- Alameda County Social Services Agency
- Birthing Hospitals
- Brighter Beginnings
- 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 – 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), which is developing and implementing a 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 aligned to support child care quality improvement using common indicators and measures of quality determined through the state and regional RTT-ELC effort.

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)

- Alameda County Child Care Planning Council
- Bay Area Quality Rating Improvement System Partnership (Alameda, San Francisco, Santa Clara, Contra Costa and Santa Cruz Counties)
- California Department of Education
- Child Care Resource & Referral agencies
- Child Development Training Consortium
- Faculty Initiative Project
- Jewish Family and Children Services
- Low Income Investment Fund
- Packard Foundation
- Two and four-year institutions of higher education

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

PARTNERS (NOT A COMPLETE LIST)

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

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
- 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.

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, 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
- 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.

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)

- CBO's 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

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.

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

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 Statewide Screening Collaborative
- Center for the Study of Social Policy
- Child Care Planning Council Public Policy Committee
- Children's NOW
- 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
- Race to the Top
- SAMHSA
- Special Needs Committee

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

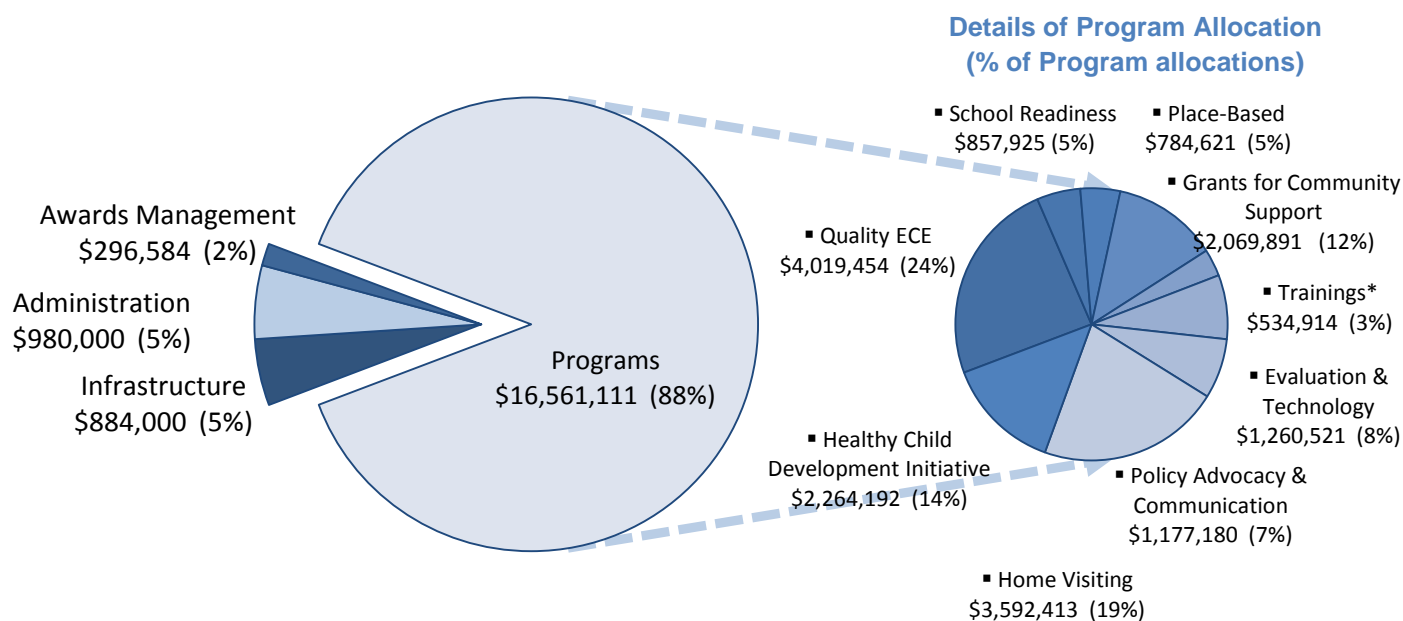
Working to increase capacity of our partners through training, technical assistance, coaching and consultation and supporting evaluation and technology infrastructure

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 13-14. 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 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 2013-14 Budget Allocation (\$18.7 million)



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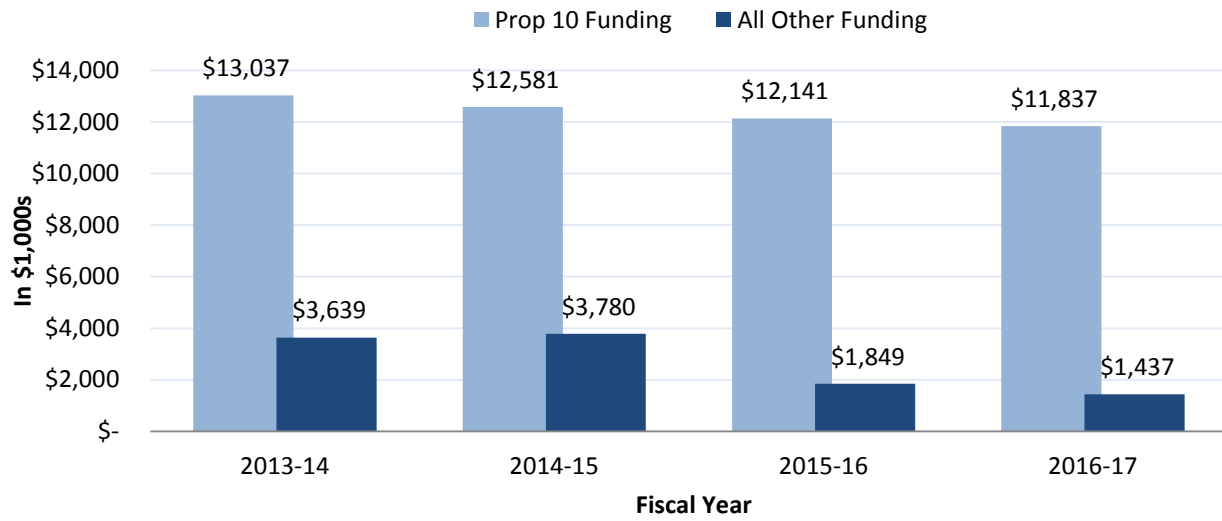
ADMINISTRATION

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.

*Total training allocations are integrated across all strategies and NOT limited to 3% of program allocations identified for training. F5AC allocates approximately \$4.8 million (29% of program allocations) to support capacity building across strategies.

2013-17 Strategic Plan Projected Revenue Sources



Supporting Documents: Logic Models by Strategy

