



## **FIRST 5 ALAMEDA COUNTY COMMISSION MEETING AGENDA**

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**Thursday, August 18, 2016**

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

**9:00 AM – 10:00 AM**

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

**Alternates:** Michelle Love, Karina Rivera, Kimi Watkins-Tartt

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

**2. Approval of Minutes from June 16, 2016**

**3. Staff Announcements**

### **INFRASTRUCTURE**

**4. Contract Authorizations**

**5. F5AC Agency Bylaws Revisions**

**6. Biennial Conflict of Interest Revisions**

**7. Employee Handbook Revisions**

### **PROGRAM**

**8. Joint Powers Authority Membership**

**9. FY 2017-21 Strategic Planning Update**

**10. State Commission and Association Updates**

**11. Legislation and Public Policy Updates**

### **MISCELLANEOUS**

**12. Communication from Commissioners**

**13. Adjournment**

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Commission Meeting Agenda

August 18, 2016

#### **Information about the First 5 Conference Center**

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



**FIRST 5 ALAMEDA COUNTY COMMISSION MEETING MINUTES**

Thursday, June 16, 2016

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

9:00 AM – 11:30 AM

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

Chair Pamela Simms-Mackey called the meeting to order at 9:04 AM.

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

There was no public comment.

**2. Approval of Minutes from February 22, 2016**

Commission Action: The Commission approved the February 22, 2016 minutes upon motion by Commissioner Echeverría, seconded by Commissioner Chan and unanimously carried with no abstentions (5 in favor, 0 opposed, 0 abstentions).

**3. Staff Announcements**

Malia Ramler, Senior Administrator, Community and Provider Capacity Building, reported that First 5 Alameda County (F5AC) is in the outreach phase of the Quality Counts program. Chair Simms-Mackey inquired whether a one pager is available with program highlights. Ms. Ramler stated that a communications piece is currently being compiled and will be sent to the Commissioners upon completion.

Janis Burger, CEO, announced the Project DULCE pilot is ready to be launched at Highland Hospital. The F5AC team conducted a site visit recently and a Family Specialist has been hired by Highland Hospital to support the pilot. Carla Keener, Senior Administrator, Continuum of Care & Linkages, stated F5AC participated in informative focus groups surrounding the Project DULCE pilot and has received a lot of positive feedback. Ms. Keener noted there will be a more detailed update by the end of the calendar year.

Chair Simms-Mackey stated agenda item 14: Personnel Issues (Closed Session) would be moved to take place after agenda item 18.

**CONSENT**

Chair Simms-Mackey stated that agenda items 4, 5, 6 and 8 were thoroughly discussed at the Executive Committee meeting and therefore would not be reviewed by the full Commission unless there were any

questions. Chair Simms-Mackey stated that Agenda Item 7: FY 2014-15 First 5 California Annual Report also required approval by the Commission and has been included as an item on the consent calendar.

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

Commission Action: The Commission approved the GASB 54 Fund Balance Commitment, ACERA 401(h) Recommendation, Personnel Policies Revisions, FY 2014-15 First 5 California Annual Report and Final Reading of FY 2016-17 Strategic Plan upon motion by Commissioner Chan, seconded by Commissioner Echeverría, and unanimously carried with no abstentions (5 in favor, 0 opposed, 0 abstentions).

## INFRASTRUCTURE

Commissioner Cox arrived at the meeting.

### 9. **Final Reading of FY 2016-17 Budget**

Mr. Rasiah presented the second and final reading of the FY 2016-17 budget and acknowledged the collective work of the F5AC team. The FY 2016-17 budget is the last year of a two year budget that has previously been presented to the Commission. Mr. Rasiah stated the budget is in line with what has been presented in the past. The combined revenues and Sustainability Funds for FY 2016-2017 are projected to be \$21.45M. Mr. Rasiah stated Prop 10 Tobacco taxes are expected to decline by 2.5% or nearly \$0.3 million dollars next year. The FY 2016-17 budget proposes F5AC draw down from the Sustainability Fund in order to balance the budget and pick up the funding gap. Mr. Rasiah stated the remaining funds are projected to come from Medi-Cal Administrative Activities (MAA), grants, and investment revenue.

Commissioner Chan asked about the new bill that will include the taxation of e-cigarettes and whether there will be additional Prop 10 funding. Ms. Burger shared that the new law will be voted on in the November election. However, the projected increased funding may be countered by the recent bill adoption increasing the legal age to purchase tobacco from 18 to 21.

Commissioner Chan asked if F5AC has new grant funding opportunities coming up since several of the grants listed are zeroed out for the FY 2016-17 budget year. Kristin Spanos, COO, shared that several of the revenue lines items expiring in the current budget are related to Quality Counts. Ms. Spanos added that F5AC is currently exploring additional fund development opportunities as they arise.

Commission Action: The Commission approved the Final Reading of the FY 2016-17 Budget upon motion by Commissioner Chan, seconded by Commissioner Cox, and unanimously carried with no abstentions (6 in favor, 0 opposed, 0 abstentions).

## 10. Final Reading of Long Range Financial Plan

Mr. Rasiah presented the final reading of the Long Range Financial Plan (LRFP). He noted the LRFP has been updated with actual expenditures from the previous year. Mr. Rasiah stated the LRFP is based on assumptions and estimates. He noted that California Department of Finance (DoF) projections for Alameda County have been historically on the conservative side. For FY 2016-17, the DoF projections are lower than actual revenue for previous fiscal years. Mr. Rasiah briefly reviewed the fiscal leveraging piece of the LRFP. Gross MAA revenues have previously averaged around \$700k- \$750k per year. Mr. Rasiah stated it is assumed that programs eligible for MAA claiming will be reimbursed at this level through the 2016-17 budget year, and will thereafter receive a lower reimbursement of \$750,000 for FY 2017-21 and drop to \$500,000 thereafter.

Mr. Rasiah reviewed the summary of the use of sustainability funds as indicated in the LRFP. The plan assumes that Sustainability Funds will continue to be used to maintain a balanced budget, throughout the plan time frame. Mr. Rasiah discussed the use of sustainability funds to subsidize the operating budget needs and to meet revenue shortfalls. He briefly reviewed the LRFP 2015-2020 Budget Fund & Balance graph presented to the Commission. Ms. Burger added the expectation is that the revenue decline will plateau with ongoing funding opportunities arising.

Vice Chair Herzfeld asked about the minimum fund balance required by the Commission and how it compares to other Commissions. Mr. Rasiah stated several comparable Commissions have a three month minimum fund balance. F5AC has a recommended six month minimum fund balance.

Mr. Rasiah stated there are revenue pieces that are coming in between now and the end of the current fiscal year. Those line items will be brought back during mid-year modification for review.

Commissioner Cox asked for a more detailed explanation of the fund balance sheet. Mr. Rasiah stated that GASB 54 permits F5AC to use the fund balance for items the agency may not have anticipated such as to stabilize the budget. The maximum amount proposed for this purpose is \$10M (maximum) for FY 2016-17 Budgeted Contracts, Grants and prepaid expenses and \$22M for budget stabilization.

Ms. Burger and Chair Simms-Mackey acknowledged Mr. Mark Rasiah for his years of service with F5AC. He has stepped down from his position as Financial Controller.

Commission Action: The Commission approved the Final Reading of the Long Range Financial Plan upon motion by Commissioner Cox, seconded by Commissioner Echeverría, and unanimously carried with no abstentions (6 in favor, 0 opposed, 0 abstentions).

## 11. FY 2017-21 Strategic Planning Update

Ms. Spanos provided a brief update on the progress of the FY 2017-21 Strategic Planning process. The F5AC team is currently working on data gathering. Over 2,200 surveys have been sent out to Stakeholders and Community partners with about 400 completed surveys collected. Ms. Spanos stated she will be meeting with Lisa Forti, Planning and Community Grants Senior Administrator, Ms. Burger, Chair Simms-Mackey and Vice Chair Herzfeld in order to plan for the upcoming Commissioner Strategic Planning retreat.

**12. FY 2015-16 and FY 2015-17 Contract Authorizations**

Chair Simms-Mackey noted Contract Authorizations were thoroughly discussed at the Executive Committee meeting and therefore would not be reviewed by the full Commission unless there were any questions.

Chair Simms-Mackey facilitated the vote for the following contracts:

- WestEd
- Jewish Family and Community Services East Bay

Commission Action: The Commission approved the contracts above upon motion by Commissioner Chan, seconded by Commissioner Cox, and unanimously carried with no abstentions (6 in favor, 0 opposed, 0 abstentions).

- Public Consulting Group

Commission Action: The Commission approved the contract above upon motion by Commissioner Chan, seconded by Commissioner Magaña, and unanimously carried with Commissioner Cox abstaining from the vote (5 in favor, 0 opposed, 1 abstention).

**13. FY 2016-17 and FY 2016-2018 Contract Authorizations**

Ms. Christine Hom, Contracts and Grants Administrator presented the following contract authorizations and provided a brief overview of the contracts.

Chair Simms-Mackey facilitated the vote for the following contracts:

- First 5 Association
- HealthReach
- Xantrion
- Children's Physical Therapy Oakland (aka Baby Builders)
- Lotus Bloom (for the Healthy Child Development Initiative contract)
- Through the Looking Glass
- International Contact
- Lotus Bloom (for the Place Based Initiatives contract)
- Be Strong Families
- Jewish Family and Community Services East Bay
- WestEd (Quality Care and Education for CSEFEL)
- Low Income Investment Fund
- Merritt College
- WestEd (Quality Care and Education for assessments)

Commission Action: The Commission approved the contracts above upon motion by Commissioner Magaña, seconded by Commissioner Echeverría, and unanimously carried with no abstentions (6 in favor, 0 opposed, 0 abstentions).

- Child Care Links
- Community Child Care Council of Alameda County (4Cs)

Commission Action: The Commission approved the contracts above upon motion by Commissioner Chan, seconded by Commissioner Echeverría, and unanimously carried with Vice Chair Herzfeld and Commissioner Cox abstaining from the vote (4 in favor, 0 opposed, 2 abstentions).

- Public Consulting Group (hosting and maintenance of data systems)
- Public Consulting Group (enhancements to data systems)
- Eden Information & Referral, Inc.
- Alameda County Public Health Department
- Castlemont Corridor Transformational School
- A Better Way
- Parent Voices Oakland (ACECPC coordination, parent recruitment and engagement activities)
- Parent Voices Oakland (CalWorks Parent Advisory Committee activities)
- Youth UpRising
- Chabot College
- Las Positas College
- Oakland Unified School District
- Alameda County General Services Administration
- Regents of the University of CA – Berkeley

Commission Action: The Commission approved the contracts above upon motion by Commissioner Magaña, seconded by Commissioner Echeverría, and unanimously carried with Commissioner Cox abstaining from the vote (5 in favor, 0 opposed, 1 abstention).

Vice Chair Herzfeld facilitated the vote for the following contracts:

- Alameda Health System (Highland Hospital)
- UCSF Benioff Children’s Hospital Oakland (Healthy Child Development Initiative contract)
- UCSF Benioff Children’s Hospital Oakland (Training contract)

Commission Action: The Commission approved the contracts above upon motion by Commissioner Magaña, seconded by Commissioner Echeverría, and unanimously carried with Chair Simms-Mackey and Commissioner Cox abstaining from the vote (4 in favor, 0 opposed, 2 abstentions).

- Lucile Packard Children’s Hospital Stanford ( Healthy Child Development Initiative contract)
- East Bay Community Law Center
- Lucile Packard Children’s Hospital Stanford (Policy, Advocacy and Communications contract)

Commission Action: The Commission approved the contracts above upon motion by Commissioner Cox, seconded by Commissioner Chan, and unanimously carried with Chair Simms-Mackey abstaining from the vote (5 in favor, 0 opposed, 1 abstention).

Commissioner Echeverría facilitated the vote for the following contract:

- Bananas, Inc.

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

## PROGRAM

### 14. School Readiness Assessment presentation (Formerly Agenda item 15)

Carla Keener introduced Lisa Colvig-Niclai from Applied Survey Research (ASR). Ms. Colvig-Niclai presented the 2015 Alameda County School Readiness Assessment (SRA) results as detailed in the handout provided to the Commission and provided a brief overview of the SRA. In the 2013 report, 45% of Alameda County's children were at or near proficiency in all four domains of readiness.

Ms. Colvig-Niclai reviewed the methodology used for the study and discussed the countywide samples in the 2015 SRA. She reported 1,530 kindergarten students were assessed with the Kindergarten Observation Form (KOF). Those students were from 47 schools across 9 Alameda County school districts. 1,390 Parent Information Forms (PIF) were collected with a 90% return rate. 44% of students were fully ready for kindergarten in 2015, 36% were partially ready and 20% were not ready.

Ms. Colvig-Niclai reported that data showed significant differences among Black/African-American boys in self-regulation skills compared to other race/ethnicity groups, but not in other domains. Commissioner Echeverría asked about the factors affecting boys of color. Chair Simms-Mackey asked if there was a correlation between how the Black/African-American boys were rated by teachers and the readiness data collected. Ms. Colvig-Niclai stated they did not readily have that data, but did not see a relationship between the collection of readiness data and race.

Commissioner Magaña asked about the types of agencies that participated in the study and whether it was a comprehensive group. Ms. Colvig-Niclai stated ASR worked with a statistician to gather weighted data in order to reflect county demographics. Vice Chair Herzfeld asked whether assessment participation was voluntary. Ms. Colvig-Niclai stated the study outreached to schools whose student population would achieve representative samples and participation was ultimately up to the principal and teacher of each location. Ms. Burger added F5AC is hoping to engage all districts in future years.

Ms. Colvig-Niclai reviewed the data on those not ready for kindergarten. The 20% of children in this category were more likely to come from a low SES family and have a single parent, be a boy of color, more likely to have special needs or be an English language learner. Ms. Colvig-Niclai reported 27% of parents reported unstable housing. These parents tend to have other family risk factors and are more likely to be low income, more likely to report stress and less likely to report having parenting support. Ms. Colvig-Niclai stated First 5 strategies address some of the predictors of readiness by improving the quality of children's early experiences, but raising readiness levels in the county will also require investment from the broader community.

Commissioner Magaña commented that the data on boys of color was striking and asked about the absence of factors as well as the risks and protective factors related to boys of color. He also asked why the statistics were consistent with boys of color and if the ranking in behaviors was subjective. Ms.

Colvig-Niclai stated rankings are observational, but the teachers do follow a ratings rubric provided by ASR.

Commissioner Echeverría commented that the data on Latino boys and girls not meeting the threshold of kindergarten readiness is shocking and a major concern for the community. There needs to be a call to action to further explore the void. Commissioner Cox stated there is a strong need to address the education system as a whole. She added that we need to look at how the system is teaching children in other languages and examine how we can adapt to their needs in order for them to be ready for kindergarten.

Vice Chair Herzfeld commented on the great return rate of the PIF and asked if parents received assistance in order to complete the forms. Ms. Colvig-Niclai stated parents completed forms on their own and returned them to teachers in a sealed envelope.

Commissioner Chan commented that the study is not too different from the previous study. She stated it may be good to conduct an in-depth study within the City of Oakland. Ms. Burger stated F5AC is working with the Oakland Starting Smart and Strong group to conduct a study within the City of Oakland. Vice Chair Herzfeld added that it would be great if F5AC reached out to Superintendent Karen Monroe. Ms. Keener stated that F5AC has presented this report at an Alameda County Superintendent meeting.

Ms. Keener will distribute the final report electronically post-meeting.

#### **15. State Commission and Association Updates (Formerly Agenda item 16)**

Ms. Burger provided an update on the State Commission and Association. She stated that the First 5 Association hosted a strong Advocacy Day on April 5<sup>th</sup> at the State Capitol. Several State legislators expressed interest in visiting ECE sites in July. The State Association is working on creating common indicators for all Commissions to collect so we could have stronger statewide data. The State is also revising their annual reporting requirements which several of our staff have participated in. This will be in place for 2017 reporting.

#### **16. Legislation and Public Policy Updates (Formerly Agenda item 17)**

Ms. Burger reviewed the Legislation and Public Policy Updates distributed to the Commission. Ms. Burger announced there would be a California Home Visiting Summit taking place in August with some specific policy and advocacy sessions and meetings with legislative staff

### **MISCELLANEOUS**

#### **17. Communication from Commissioners (Formerly Agenda item 18)**

Commissioner Chan stated the Alameda County Board of Supervisors will put a \$580M Affordable Housing Bond Measure on the November 2016 ballot. In addition, \$425 million of the now \$580 million general obligation bond would be used to create and preserve affordable/low-income rental housing for vulnerable populations including seniors, veterans, people with disabilities, and low-income families.

#### **18. Personnel Issues (CLOSED SESSION) – (Formerly Agenda Item 14)**



Chair Simms-Mackey requested that all public and staff members leave the room while Closed Session took place.

Public adjourned at 10:49 am.

**19. Adjournment**

Chair Simms-Mackey adjourned the meeting at 11:30 am.



**To:** First 5 Alameda County Commission  
**From:** Christine Hom, Finance Officer  
**Date:** August 18, 2016  
**Subject:** FY 2015-17, FY 2016-17 and FY 2016-18 Contract Authorizations

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**REQUESTED ACTION**

To review the following contract authorizations.

**BACKGROUND**

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

**BANANAS, Inc. - \$70,000**

First 5 Alameda County is requesting approval of a FY 2016-18 \$70,000 contract with BANANAS, Inc. to provide 12 Trainings and 16 Playgroups specific to Family, Friend and Neighbor Caregivers serving low income children to increase the provision of quality child care by this special population of caregivers within Quality Counts (QRIS). A RFQ was released to support this work and based on a review deliberation of internal staff, BANANAS, Inc. was selected. BANANAS, Inc. currently has a FY 2015-17 \$120,000 (\$60,000 per year) community grant to provide parenting education, a FY 2016-17 \$347,500 contract to provide ECE professional development services to licensed child care, and also serves as the fiscal agent for a contract with Family Resource Network (FY 2015-17 \$924,000, \$462,000 per year) supporting Help Me Grow family navigation services.. The addition of this \$70,000 contract brings the FY 2016-18 aggregate award amount to \$939,500 for which Commission approval is needed.

Fiscal Impact: Funding is budgeted and received from the FY 2015-20 First 5 California IMPACT grant.

**Action requested: Approve an aggregate FY 2016-18 award amount of \$939,500 for BANANAS Inc.**

**Child Care Coordinating Council of Alameda County (4Cs) - \$70,000**

First 5 Alameda County is requesting approval of a FY 2016-18 \$70,000 contract with 4Cs to provide 12 Trainings and 16 Playgroups specific to Family, Friend and Neighbor Caregivers serving low income children to increase the provision of quality child care by this special population of caregivers within Quality Counts (QRIS). A RFQ was released to support this work and based on a review deliberation of internal staff, 4Cs

was selected. 4Cs currently has a FY 2015-17 \$120,000 (\$60,000 per year) community grant to provide parenting education and a FY 2016-17 \$347,500 contract to provide ECE professional development services to licensed child care. The addition of this \$70,000 contract brings the FY 2016-18 aggregate award amount to \$477,500 for which Commission approval is needed.

Fiscal Impact: Funding is budgeted and received from the FY 2015-20 First 5 California IMPACT grant.

**Action requested: Approve an aggregate FY 2016-18 award amount of \$477,500 for 4Cs Alameda County.**

### **Child Care Links - \$30,000**

First 5 Alameda County is requesting approval of a FY 2016-18 \$30,000 contract with Child Care Links to provide 12 Trainings specific to Family, Friend and Neighbor Caregivers serving low income children to increase the provision of quality child care by this special population of caregivers within Quality Counts (QRIS). A RFQ was released to support this work and based on a review deliberation of internal staff, Child Care Links was selected. Child Care Links currently has a FY 2016-17 \$200,000 contract to provide trainings, coaching and inclusion services to licensed child care. The addition of this \$30,000 contract brings the FY 2016-18 aggregate award amount to \$230,000 for which Commission approval is needed.

Fiscal Impact: Funding is budgeted and received from the FY 2015-20 First 5 California IMPACT grant.

**Action requested: Approve an aggregate FY 2016-18 award amount of \$230,000 for Child Care Links.**

### **Chabot College - \$13,762**

First 5 Alameda County is requesting approval of a FY 2016-17 \$13,762 contract amendment with Chabot College to support a 3-unit Infant Toddler class geared towards current staff of Child Family and Community Head Start and potentially family child care providers in the south county area including textbook fees for students. Chabot College currently has a FY 2016-17 \$50,000 contract to support a Professional Development Coordinator position in the ECE department. The addition of this \$13,762 contract amendment brings the total FY 2016-17 contract amount to \$63,762 for which Commission approval is needed.

Fiscal Impact: Funding is budgeted and received from the FY 2015-17 QRIS Infant and Toddler grant.

**Action requested: Approve a total FY 2016-17 contract amount of \$63,762 for Chabot College.**

### **Kidango – \$85,000**

First 5 Alameda County is requesting approval of a FY 2016-18 \$85,000 contract with Kidango to develop and implement quality improvement plans for up to 30 Kidango sites participating in Quality Counts. Kidango currently has a FY 2016-17 \$45,000 contract to reimburse agency sites for participating in Center on the Social Emotional Foundations for Early Learning (CSEFL) trainings. The addition of this \$85,000 contract brings the aggregate FY 2016-18 award amount to \$130,000 for which Commission approval is needed.

Fiscal Impact: Funding is budgeted and received from the state funded FY 2016-18 CSPP Block Grant.

**Action requested: Approve an aggregate FY 2016-18 award amount of \$85,000 for Kidango.****Lotus Bloom Child and Family Resource Center – \$24,944**

First 5 Alameda County is requesting approval of a FY 2016-18 \$24,944 contract amendment with Lotus Bloom to provide mental health support to children 12 to 48 months who exhibit developmental concerns. The Prop 10 funding for this work was previously approved by the Commission at the June 2016 meeting under the agency's Place-Based strategy (as part of a contract for Lotus Bloom to coordinate services in the Castlemont Corridor including family engagement and referral activities). We are requesting the \$24,944 be combined with funding approved under the Thomas J. Long Foundation funded work of supporting Oakland children with developmental vulnerabilities through play-groups and one-on-one support to parents (in the agency's Healthy Child Development strategy). The addition of \$24,944 to Lotus Bloom's current FY 2016-18 \$170,000 contract brings the total contract amount to \$194,944 for which Commission approval is needed.

Fiscal Impact: Funding is budgeted.

**Action requested: Approve an FY 2016-18 award amount of \$194,944 for Lotus Bloom Child and Family Resource Center.****Public Consulting Group (PCG) - \$102,980**

First 5 Alameda County is requesting approval of a FY 2016-17 \$102,980 sole source contract with PCG to define and document technical and functional requirements of ECC Online, Pathways and ECChange to allow the applications to be positioned to evolve into the next phase of technology investments. A deliverable of the project includes a set of requirements to be included in a bid package to be released for potential developers to replace ECC Online starting July 1, 2017. PCG currently has a FY 2016-17 \$403,160 contract to support maintenance and hosting of the three online databases and a FY 2016-17 \$200,000 contract to conduct enhancements to the three systems to meet reporting, quality assurance and evaluation requirements. The addition of this \$102,980 contract brings the FY 2016-17 aggregate award amount to \$706,140 for which Commission approval is needed.

Fiscal Impact: Funding is not budgeted (as this was a project identified after the adoption of the FY 2016-17 budget). Funding will be provided by cost savings in other areas of the agency budget and presented as part of the mid-year budget modification.

**Action requested: Approve an aggregate FY 2016-17 award amount of \$706,140 for Public Consulting Group.****WestEd - \$12,000**

First 5 Alameda County is requesting approval of a FY 2016-17 \$12,000 contract with WestEd to provide Desired Results Developmental Profile (DRDP) trainings for Quality Counts providers. The trainings will introduce providers to the DRDP tool which is named in the Quality Counts matrix as the primary tool for assessing infant-preschool age children. WestEd currently has a FY 2016-17 \$405,765 contract to conduct CLASS and ERS assessments in Quality Counts ECE sites and a FY 2016-17 \$75,000 contract to work with ECE

sites in understanding and applying CSEFEL concepts. The addition of this \$12,000 contract brings the FY 2016-17 aggregate award amount to \$492,765 for which Commission approval is needed.

Fiscal Impact: Funding is budgeted and received from the FY 2015-20 First 5 California IMPACT grant.

**Action requested: Approve an aggregate FY 2016-17 award amount of \$492,765 for WestEd.**

**Youth Uprising - \$10,000**

First 5 Alameda County is requesting approval of a FY 2016-17 \$10,000 contract amendment with Youth Uprising to support case management for Castlemont Community families in East Oakland, focused specifically on assisting families with applying for and accessing Alameda County Social Services Administration assistance via Benefits CalWIN and providing follow-up and support for other programs. At the June 2016 meeting, the Commission approved a contract amount of \$75,000 for this work. The actual amount of funding available for FY 2016-17 is \$85,000 from the Alameda County Social Services Administration. The addition of this \$10,000 to the current FY 2016-17 \$75,000 award amount with Youth Uprising brings the FY 2015-17 aggregate award amount to \$96,000 for which Commission approval is needed.

Fiscal Impact: Funding is budgeted and received from the FY 2016-17 contract with the Alameda County Social Services Administration.

**Action requested: Approve an aggregate FY 2015-17 award amount of \$96,000 for Youth Uprising.**

**RECOMMENDATION**

That the Commission approve the above contract authorizations.

Submitted by:

Reviewed by:

\_\_\_\_\_  
Christine Hom  
Finance Officer

\_\_\_\_\_  
Janis Burger  
Chief Executive Officer



**To:** First 5 Alameda County Commission  
**From:** Janis Burger, CEO  
**Date:** August 18, 2016  
**Subject:** First 5 Alameda County Bylaws Revisions

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**ACTION REQUESTED**

That the Commission review and approve the recommendation to adopt the amended First 5 Alameda County Bylaws.

**BACKGROUND**

The Commission adopted its original set of Bylaws on August 26, 1998 when the Alameda County Children and Families Commission (First 5 Alameda County) was established in accordance with California Health and Safety Code Section 130140. The Bylaws may be altered or amended by approval of the Commission at any duly-noticed regular or special meeting. Revisions to the agency Bylaws were approved by the Commission on October 15, 2015 including the recommendation to designate alternate Commissioners for County Commissioner seats.

On May 24, 2016, the Alameda County Board of Supervisors voted to approve revisions to Chapter 2.130 of the Administrative Code of the County of Alameda and amend it to include language allowing members from the board of supervisors and county department personnel services to designate a staff person in writing to the Commission’s chairperson to serve as an alternate member in their absence at meetings. Additional changes include the extension of Commission service to a term of twelve years and that the Commission shall meet up to six times per year.

**FISCAL IMPACT**

There is no fiscal impact on adopting the amended Bylaws.

**RECOMMENDATION**

That the Commission adopt the amended Bylaws.

Submitted by:

Reviewed by:

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Janis Burger  
Chief Executive Officer

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Christine Hom  
Finance Officer



## FIRST 5 ALAMEDA COUNTY BYLAWS

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### ARTICLE I. AUTHORITY

The First 5 Alameda County Commission (the Commission or County Commission) is established in accordance with California Health and Safety Code Section 130140.

### ARTICLE II. PURPOSE AND INTENT

#### SECTION 1. PURPOSE

The First 5 Alameda County Commission is created for the purposes of promoting, supporting, and improving the early development of children from the prenatal stage to five years of age. These purposes shall be accomplished through the establishment, institution, and coordination of appropriate standards, resources, and integrated and comprehensive programs emphasizing community awareness, education, nurturing, child care, social services, health care, and research. The Commission's primary purpose is to adopt and implement the County's strategic plan.

#### SECTION 2. INTENT

The Commission's intent is to facilitate the creation and implementation of an integrated, comprehensive, and collaborative system of information and services to enhance optimal early childhood development. It is further the intent to integrate the Commission's planning and programs with existing service delivery systems for children from prenatal to age five and their families including but not limited to the Alameda County Social Services and Health Care Services Agencies, the Interagency Children's Policy Council, the Child Care Planning Council, and community based providers.

### ARTICLE III. POWERS AND DUTIES

The powers and duties of the First 5 Alameda County Commission shall include, but are not limited to, the following:

- A. Perform any and all duties imposed on them collectively or individually by law or by these Bylaws;
- B. Prescribe the duties and fix the compensation, if any, of all officers, agents and employees of the commission;

- C. Supervise all officers, agents, employees, and advisory committees of the Commission to assure that their duties are performed properly;
- D. Meet at such times and places as required by these Bylaws;
- E. Approve the annual strategic plan for the support and improvement of early childhood development within the county, after conducting at least one public hearing on the proposed county strategic plan;
- F. On at least an annual basis, review the county strategic plan and revise as necessary and appropriate after conducting a public hearing to consider proposed revisions;
- G. Submit the county strategic plan and any revisions to it to the State Commission;
- H. Approve an annual budget;
- I. Prepare and adopt an annual audit and report pursuant to Health and Safety Code Section 130150 (b) and conduct public hearings;
- J. Elect the Officers of the Commission;
- K. Apply for gifts, grants, donations, or contributions of money, property, facilities, or services from any person, corporation, foundation, or other entity, or from the state or any agency or political subdivision thereof, or from the federal government or any agency instrumentality thereof, in furtherance of a program of early childhood development;
- L. Enter into such contracts as necessary or appropriate to carry out the provisions and purposes of the Children and Families First Act;
- M. Conduct at least one public hearing on each annual report prepared by the State Commission pursuant to Health and Safety Code Section 130150 (b);
- N. Consider the State Commission's findings and research and apply them to the county strategic plan as deemed appropriate;
- O. Solicit technical assistance from the State Commission as deemed necessary and appropriate;
- P. Provide input to the State Commission regarding guidelines and other matters as the Commission deems necessary and appropriate;
- Q. Make recommendations to the Board of Supervisors or the County Administrator for changes in ordinances or services necessary or appropriate to carry out an integrated and comprehensive program which is consistent with the strategic plan.



**ARTICLE IV. OFFICES**

**SECTION 1. PRINCIPAL OFFICE**

The principal office of the commission is located in Alameda County, State of California.

**SECTION 2. CHANGE OF ADDRESS**

The designation of the commission's principal office may be changed by amendment of these Bylaws. The Commission may change the principal office from one location to another within the named county by noting the changed address and effective date below, and such changes of address shall not be deemed, nor require, an amendment of these Bylaws:

1850 Fairway Drive, San Leandro, CA 94577	Dated: _____, 20__
1100 San Leandro Blvd., Suite 120 San Leandro, CA 94577	Dated: _____, 20__
1115 Atlantic Avenue, Alameda, CA 94501	Dated: _____, 20__

**ARTICLE V. MEMBERSHIP OF COUNTY COMMISSION**

**SECTION 1. APPOINTMENT OF COMMISSIONERS**

The County Commission shall be appointed by the Alameda County Board of Supervisors and shall consist of at least five but not more than nine members.

- A. Two members of the County Commission shall be from among the county health officer and persons responsible for management of the following county functions: children's services, public health services, behavioral health services, social services, and tobacco and other substance abuse prevention and treatment services.
- B. One member of the County Commission shall be a member of the board of supervisors.
- C. The remaining members of the County Commission shall be from among the persons described in clause (i) and persons from the following categories: recipients of project services included in the county strategic plan; educators specializing in early childhood development; representatives of a local child care resource or referral agency, or a local child care coordinating group; representatives of a local organization for prevention or early intervention for families at risk; representatives of community-based organizations that have the goal of promoting nurturing and early childhood development; representatives of local school districts; and representatives of local medical, pediatric, or obstetric associations or societies.

## SECTION 2. ALTERNATE MEMBERS

Each of the three Alameda County Commission members appointed by the Board of Supervisors shall designate one alternate Commission member in writing to the Commission Chair for each of the following membership categories below:

- A. For each Alameda County Commission member appointed pursuant to subsection (A) of Section 1, the alternate nominee shall be proposed by each involved member.
- B. For the Alameda County Commission member appointed pursuant to subsection (B) of Section 1, the alternate nominee shall be proposed by the involved member

Alternate members are encouraged to attend Commission meetings when the designated county representative is not present to participate and vote on their behalf. Alternate members may not serve as elected officers, but may serve on ad hoc or standing committees of the Commission.

## SECTION 2. TERMS OF OFFICE

Members of the County Commission shall serve for either a two-year term or a four-year term. Thereafter all appointments shall be for four-year terms. No appointee shall serve as a member of the County Commission for more than twelve consecutive years ~~two consecutive four-year terms~~, unless the County Board of Supervisors waives this provision upon a majority vote of its members.

Alternate members, appointed to fill the three county Alternate positions shall serve at the discretion of the appointed County Commissioner and only so long as they are employed by the County of Alameda.

## SECTION 3. REMOVAL AND FUTURE APPOINTMENTS

Any commissioner or alternate can be removed by the County Board of Supervisors at any time. The Board of Supervisors will then appoint a replacement commissioner to take the removed Commissioner's place and serve out the remainder of the Commissioner's term. The Commission may recommend to the Board of Supervisors that a Commissioner be removed due to his or her non-attendance at meetings or for other just cause.

Whenever a vacancy occurs due to resignation, removal, or expiration of a commissioner's term, the Board of Supervisors will appoint the replacement or in the case of term expiration,

the Board of Supervisors may reappoint the Commissioner to another term or the Commissioner shall serve until the appointment of a successor.

#### **SECTION 4. COMPENSATION**

Members of the County Commission shall not be compensated for their services, except they shall be paid reasonable per diem and reimbursement of reasonable expenses for attending meetings and discharging other official responsibilities as authorized by the County Commission.

### **ARTICLE VI. OFFICERS**

#### **SECTION 1. DESIGNATION OF OFFICERS**

The officers of the Commission shall be a Chair and a Vice Chair. The Chair and Vice-Chair shall perform the duties of their respective offices, and such other duties as may be approved by the Commission.

#### **SECTION 2. ELECTION AND TERM OF OFFICE**

Officers shall be elected by the Commission and each officer shall hold office for one year, or until he or she resigns or is removed or is otherwise disqualified to serve, or until his or her successor shall be elected and qualified, whichever occurs first.

#### **SECTION 3. DUTIES**

The Chair shall preside at all meetings. In the absence of the Chair, the Vice-Chair shall assume the duties of the Chair.

#### **SECTION 4. REMOVAL AND RESIGNATION**

Any officer may be removed as officer, either with or without cause, by the Commission, at any time. Any officer may resign at any time by giving written notice to the Commission. Any such resignation shall take effect at the date of receipt of such notice or at any later date specified therein, and, unless otherwise specified therein, the acceptance of such resignation shall not be necessary to make it effective.

#### **SECTION 5. EXECUTIVE DIRECTOR/CHIEF EXECUTIVE OFFICER**

The Commission shall hire an Executive Director/Chief Executive Officer who shall act under the authority of, and in accordance with the direction of, the County Commission. The Executive Director/Chief Executive Officer, with the approval of the County Commission, will be authorized to hire such other staff as necessary or appropriate.

## ARTICLE VII. MEETINGS

### SECTION 1. PLACE OF MEETINGS

Meetings shall be held within Alameda County at a place designated from time to time by the Commissioners.

### SECTION 2. REGULAR MEETINGS

Regular meetings of Commissioners shall be held on a regular basis at a time and place to be specified by formal action of the Commission. The Commission shall meet up to six times per year.

### SECTION 3. SPECIAL MEETINGS

Special meetings of the County Commission may be called by the Chair, the Vice-Chair, or by any two Commissioners. Such meetings shall be held at the place designated by the person or persons calling the special meeting.

### SECTION 4. OPEN MEETINGS

All meetings of the Commission, except those closed sessions permitted by law, shall be open and public. All meetings shall conform to the Ralph M. Brown Act, including requirements for notice of meetings, preparation and distribution of agendas and written materials, teleconferencing, inspection of public records, closed sessions and emergency meetings, maintenance of records, and disruption of a public meeting. Those provisions of law which govern the conduct of meetings of this Commission are hereby incorporated by reference into these Bylaws.

### SECTION 5. QUORUM FOR MEETINGS

A quorum shall consist of a majority of the voting members of the First 5 Alameda County Commission.

### SECTION 6. MAJORITY ACTION AS BOARD ACTION

Every act or decision done or made by a majority of the commissioners present at a meeting duly held at which a quorum is present is an official, formal action of the Commission.

### SECTION 7. CONDUCT OF MEETINGS

Meetings of the Commission shall be presided over by the Chair of the Commission, or in his or her absence, by the Vice-Chair of the Commission or, in the absence of each of these persons, by a Chairperson chosen by a majority of the commissioners present at the meeting.

## ARTICLE VIII. COMMITTEES

Standing committees shall be established by formal action of the Commission and members will be appointed by the Commission as the Commission deems necessary. The Commission may also establish Ad Hoc committees as it deems necessary. One member of each committee will be designated chairperson. These committees may consist of persons who are not also members of the Commission and shall act in an advisory capacity to the Commission.

## ARTICLE IX. AMENDMENT OF BYLAWS

### SECTION 1. AMENDMENT

Except as may otherwise be specified under provisions of law, these Bylaws, or any of them, may be altered, amended, or repealed and new Bylaws adopted by approval of the Commission at any duly- noticed regular or special meeting.

**ADOPTED:** By a vote of 8 to 0 on August 26, 1998

**AMENDED:** By a vote of ~~5~~\* to ~~0~~\* on October 15, 2015

**AMENDED:** By a vote of x to x on August 18, 2016



**To:** First 5 Alameda County Commission  
**From:** Christine Hom, Finance Officer  
**Date:** August 18, 2016  
**Subject:** Biennial Conflict of Interest Code review and amendment

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**ACTION REQUESTED:**

To review F5AC's revised Conflict of Interest Code.

**BACKGROUND:**

In May 2006 First 5 Alameda County adopted conflict of interest policies to be in compliance with Government Code 87300. Conflict of interest disclosure must be undertaken by an individual in an organization who can authorize or recommend authorization of payment of funds. On an annual basis, Commissioners and designated staff are required to complete the Statement of Economic Interests Form 700 to disclose any financial interests and conflicts.

First 5 Alameda County reviews its conflict of interest code and disclosure categorizations on an annual basis. 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.

Disclosure categories are as follows:

**Category 1**

All business positions, investments in, or income (including gifts and loans) received from any entities that provide services of the type which are eligible to receive Proposition 10 funding.

**Category 2**

All interests in real property within the jurisdiction. Real property shall be deemed to be within the jurisdiction if the property or any part of it is located within or not more than two miles outside the boundaries of the jurisdiction or within two miles of any land owned or used by the agencies.

**Category 3**

All business positions, investments in, or income (including gifts and loans) received from business entities that manufacture, provide or sell services or supplies of a type utilized by the agency and associated with the job assignment of designated position assigned to this disclosure category.

**Category 4**

Individuals who perform under contract the duties of any designated position shall be required to file statements of Economic Interests disclosing reportable interest in the categories assigned to that designated position.

In addition, individuals who, under contract, participate in decisions which affect financial interests by providing information, advice, recommendations or counsel to the agency which could affect financial interest shall be required to file Statements of Economic Interests, unless they fall within the Political Reform Act's exceptions to the definition of consultant. The level of disclosure shall be as determined by the Chief Executive Officer (or head) of the agency.

**RECOMMENDATION:**

That the Commission approve the revised Conflict of Interest Code.

Submitted by:

Reviewed by:

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Christine Hom  
Finance Officer

---

Janis Burger  
Chief Executive Officer



**FIRST 5 ALAMEDA COUNTY CONFLICT OF INTEREST CODE**

**APPROVED BY F5AC COMMISSION ON MAY 25, 2006**

**APPROVED BY ALAMEDA COUNTY BOARD OF SUPERVISORS ON MAY 22, 2007**

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**Conflict of Interest Code of  
The First 5 Commission of Alameda County**

The terms of 2 Cal. Code of Regs. Section 18730 and any amendments to it duly adopted by the Fair Political Practices Commission along with the attached Appendices in which officials and employees are designated and disclosure categories are set forth, are hereby incorporated by reference and constitute the Conflict of Interest Code of the First 5 Commission of Alameda County.

All designated employees shall file their statements of economic interests with the First 5 Commission of Alameda County. Upon receipt of the statements of the Board members and the Chief Executive Officer, the agency shall make and retain a copy and forward the originals to the Alameda County Board of Supervisors, which shall be the filing officer. Statements for all other designated employees shall be retained by the First 5 Commission of Alameda County, and shall be made available for public inspection and reproduction. (Gov. Code section 81008.)

APPENDIX A

<u>Designated Position</u>	<u>Assigned Disclosure Category</u>
Board of Commissioners	1, 2, 3
Ex-Officio Representatives	1, 2, 3
Consultants*	4

APPENDIX B

Disclosure Categories of Staff

**Category 1**

All business positions, investments in, or income (including gifts and loans) received from any entities that provide serves of the type which are eligible to receive Proposition 10 funding.



**Category 2**

All interests in real property within the jurisdiction. Real property shall be deemed to be within the jurisdiction if the property or any part of it is located within or not more than two miles outside the boundaries of the jurisdiction or within two miles of any land owned or used by the agencies.

**Category 3**

All business positions, investments in, or income (including gifts and loans) received from business entities that manufacture, provide or sell services or supplies of a type utilized by the agency and associated with the job assignment of designated position assigned to this disclosure category.

**Category 4**

Individuals who perform under contract the duties of any designated position shall be required to file statements of Economic Interests disclosing reportable interest in the categories assigned to that designated position.

In addition, individuals who, under contract, participate in decisions which affect financial interests by providing information, advice, recommendations or counsel to the agency which could affect financial interest shall be required to file Statements of Economic Interests, unless they fall within the Political Reform Act's exceptions to the definition of consultant. The level of disclosure shall be as determined by the Chief Executive Officer (or head) of the agency.

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\* The Chief Executive Officer may determine in writing that a particular consultant, although a "designated position" is hired to perform a range of duties that are limited in scope and thus is not required to comply with the disclosure requirements described in this section. Such determination shall include a description of the consultant's duties and, based upon that description, a statement of the extent of disclosure requirements. A copy of the written determination is a public record and shall be retained by the agency and made available for public inspection in the same manner and location as this conflict of interest code

A list of the individuals required to file disclosures under this category and their respective levels of disclosure is on file in the Commission's Chief Executive Officers' office.

APPENDIX A

**Designated Position**

**Assigned Disclosure Category**

Board of Commissioners 1, 2, 3  
 Ex-Officio Representatives 1, 2, 3  
 Consultants\* 4

**CONFLICT OF INTEREST DISCLOSURE CATEGORIZATIONS CY 2016**

Title	Disclosure Category	Individual
Commissioner, Chair	1, 2, 3	Pamela Simms-Mackey
Commissioner, Vice Chair	1, 2, 3	Renee Herzfeld
Commissioner	1, 2, 3	Wilma Chan
Commissioner	1, 2, 3	Scott Coffin
Commissioner	1, 2, 3	Lori Cox
Commissioner	1, 2, 3	Cecilia Echeverria
Commissioner	1, 2, 3	Tomas Magana
Commissioner Alternate	1, 2, 3	Michelle Love
Commissioner Alternate	1, 2, 3	Karina Rivera
Commissioner Alternate	1, 2, 3	Kimi Watkins-Tartt
Ex-Officio Representatives	1, 2, 3	None
Consultants	4	None

APPENDIX B

Disclosure Categories of Staff

**CONFLICT OF INTEREST DISCLOSURE CATEGORIZATION ~~FY 2014-15~~CY 2016**

Title	Disclosure Category	Employee
<del>Accounting and Contracts Manager</del>	<del>1, 2, 3</del>	<del>Canteros</del>
Chief Executive Officer	1, 2, 3	Burger
Chief Operating Officer	1, 2, 3	Spanos
<del>Community Grants Administrator</del>	<del>1, 2, 3</del>	<del>Edwards</del>
<del>Contracts and Grants Administrator</del>	<del>1, 2, 3</del>	<del>Hom</del>
Contracts <del>and Budget Manager</del> Specialist	1, 2, 3	Perez
Contracts <del>and Budget Manager</del> Specialist	1, 2, 3	Beaufort
<del>Communications and Marketing Coordinator</del>	<del>1, 2, 3</del>	<del>Ackley</del>
Communications Specialist	3	<del>Gillenkirck</del> , McClune
Community Grants Program Officer	1, 2, 3	Barnes
Community Grants Program Officer	1, 2, 3	Gregor
<del>Data Analyst</del>	<del>3</del>	<del>Stephenson</del>
Early Care & Education Professional Development Programs Manager	1, 2, 3	Fierer
Early Care & Education Specialist	1, 2, 3	Jerene
Early Childhood Projects Coordinator	1, 2, 3	Tomblin
Early Childhood Strategies Coordinator	1, 2, 3	Erickson
<del>Early Connections Cultural &amp; Linguistic Responsiveness Coordinator</del>	<del>1, 2, 3</del>	<del>Chun</del>
ECE Program Administrator (Quality Improvement)	1, 2, 3	Bansal
Evaluation Specialist	1, 2, 3	Bernzweig
Evaluation Specialist	1, 2, 3	Wellenkamp
Fathers <del>Corps</del> Program Administrator	1,2,3	Bremond
<del>Financial Controller</del>	<del>1, 2, 3</del>	<del>Rasihah</del>
<del>Finance Officer</del>	<del>1,2,3</del>	<del>Hom</del>

Help Me Grow Administrator	1, 2, 3	Farrar
Help Me Grow <del>/Early Connections Program</del> Administrator	1, 2, 3	Turner
<del>Help Me Grow Community Liaison</del>	<del>3</del>	<del>Cheng</del>
Help Me Grow Community Liaison	3	Sanchez
Help Me Grow Community Liaison	3	Toscano- <del>Gutierrez</del>
Help Me Grow Prevention- <del>Coordinator</del> <u>Manager</u>	1, 2, 3	Ahedo
Help Me Grow Services Program Coordinator	1, 2, 3	Otero
Human Resources Administrator	1, 2, 3	<del>Basta</del> McDonald
Information Systems Administrator	1, 2, 3	Allen
Office Manager	1, 2, 3	<del>Page</del> Denzel
Perinatal Program Services <del>Manager</del> Administrator	1, 2, 3	Jones
<del>Planning and Community Grants Senior Administrator</del>	<del>1,2,3</del>	<del>Forti</del>
Program <del>Services</del> -Administrator, Training @ First 5	1, 2, 3	Hoch
Quality Improvement Coach	3	Lara
Quality Improvement Coach	3	Lo
Quality Improvement Coaching Manager	1, 2, 3	Smith
Quality Rating Improvement Systems Administrator	1, 2, 3	Doan
Quality Rating Improvement Systems Rater	3	Hale
<del>School Readiness Program Manager</del>	<del>1, 2, 3</del>	<del>Mumby</del>
Senior Administrator, Evaluation & Technology	1, 2, 3	Hwang
Senior Administrator, Continuum of Care and Linkages	1, 2, 3	Keener
Senior Administrator, Community & Provider Capacity Building	1, 2, 3	Ramler



**To:** First 5 Alameda County Commission  
**From:** Taz McDonald, Human Resources Administrator  
**Date:** August 18, 2016  
**Subject:** Employee Handbook Revisions

---

#### **REQUESTED ACTION**

That the Commission review and approve the proposed revisions to the Employee Handbook.

#### **BACKGROUND**

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

#### **PROPOSED REVISIONS TO THE EMPLOYEE POLICIES AND PROCEDURES HANDBOOK**

The following are the primary changes made to include 2 new benefits to our array of existing benefit package. The two changes are:

- Introducing a 9/80 schedule.  
We would like to offer any full-time (40 hours a week) employee the opportunity to work 9 days in 2 week pay period, pending approval from their direct supervisor: Five days on one calendar week and 4 days the following calendar week. Eight of the shifts are 9 hours and one shift is 8 hours. Employees on this schedule receive one day off per 80-hour pay period. Employees cannot accumulate or change 9/80 days off and will have to sign a Flex schedule agreement.

- Maternal/Paternal Paid Leave.  
We would like to offer FMLA eligible employees, 4 weeks of paid leave for bonding with their newborn, an adopted child or a child placed in foster care with an employee. This benefit would be paid to employee whether mother or father, and prior to using their earned sick, PTO or vacation time. The first week would be full time pay prior to State Pregnancy Disability kicking in and the 2-4 weeks would add to the disability coverage to make it full time pay. This time, cannot be cashed out. This benefit can only be paid to 1 parent at any time per year. This benefit is dependent on employee returning to the agency within the agreed upon FMLA/CFRA time.

**FISCAL IMPACT**

The 9/80 has no financial impact.

The Maternal/Paternal Paid Leave financial impact is based on employee average salaries.

Cost for 1 employee = \$3,465

Cost for 2 employees = \$6,930

Cost for 3 employees = \$10,395

**RECOMMENDATION**

To review and approve the following Employee Handbook revisions.

Submitted by:

Reviewed by:

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

\_\_\_\_\_  
Janis Burger  
Chief Executive Officer



**EMPLOYEE HANDBOOK**

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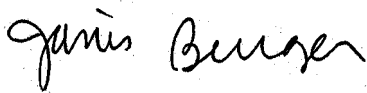
## **WELCOME**

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

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

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

Sincerely,



Janis Burger, Chief Executive Officer

## **OUR VISION**

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

## **OUR MISSION**

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

## **PART ONE: INTRODUCTORY INFORMATION**

### **HANDBOOK USE AND PURPOSE**

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

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

always be possible. Even in this event, changes to policies apply to F5AC employees upon their effective date.

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

Employees are expected to comply with all policies. Employees who fail to do so will be subject to discipline, up to and including immediate termination.

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

### **EQUAL EMPLOYMENT OPPORTUNITY**

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

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

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

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

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

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

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

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

### **AT-WILL STATUS**

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

### **WORK ELIGIBILITY**

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

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

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

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

## **INTRODUCTORY PERIOD**

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

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

## **EMPLOYEE CLASSIFICATIONS**

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

- Exempt Employee: An executive, administrative, or professional employee who is exempt from the overtime requirements of the Fair Labor Standards Act ("FLSA")
- Non-exempt Employee: An employee (generally paid by the hour) who is eligible for overtime pay under the FLSA
- Regular Full-Time Employee: An employee who is regularly scheduled to work forty (40) hours or more per workweek
- Regular Part-Time Employee: An employee who is regularly scheduled to work between twenty (20) and thirty-nine (39) hours per workweek
- Temporary Employee: An employee who is hired on a full-or part-time basis for a specified period of time, usually not to exceed twelve (12) months
- On-Call Employee: An employee who is not regularly scheduled to work a specified number of hours in any given workweek, but who is scheduled to work on an as-needed basis

## **CHANGES IN EMPLOYEE CLASSIFICATIONS**

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

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

## **JOB POSTINGS**

First 5 Alameda County attempts to find the most qualified candidates to fill position vacancies. This is accomplished through a combination of internal and external recruiting. Consideration

will be given to the advancement of current employees, and employees are encouraged to apply for promotions or transfers for which they feel they are qualified.

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

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

#### **HIRING OF RELATIVES**

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

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

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

The definition of “relative” is:

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

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

#### **EMPLOYMENT OF BOARD MEMBERS**

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

### **PART THREE: EMPLOYEE DEVELOPMENT**

#### **PERFORMANCE MANAGEMENT**

Effective performance management is critical to the success of First 5 Alameda County; employees need to know what is expected of them if we are to carry out our strategic plan and achieve our mission. Supervisors are expected to provide ongoing, timely feedback and

coaching to their staff so that employees know how they are doing and any performance issues can be addressed in a timely manner. Employees are expected to engage in dialogue with their supervisor to ensure a clear understanding of performance expectations and to identify any areas needing improvement.

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

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

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

#### **PROFESSIONAL DEVELOPMENT**

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

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

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

### **HEALTH AND DENTAL INSURANCE**

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

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

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

### **DEFINITION FOR ELIGIBILITY**

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

### **PAYMENT IN LIEU**

Employees may opt not to enroll in health and/or dental insurance provided through First 5 Alameda County, provided they have proof of insurance through another source. Employees who wish to opt out must complete and sign a waiver form. First 5 Alameda County will pay employees who opt not to enroll in any form of Agency-provided medical or dental insurance \$125.00 each pay period (pro-rated for part-time employees to the percentage of time regularly scheduled to work). This payment is subject to state and federal taxes.

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

### **INSURANCE CONTINUATION**

Upon termination or other qualifying event, employees covered under a health insurance plan have certain legal rights to remain on the insurance plan at their own expense for up to



eighteen (18) months (more in some exceptional cases) through benefits under COBRA. More information regarding COBRA coverage, costs, and administrative procedures is available from the Human Resources department at the time employment ends or when an employee has a question or provides notification about other qualifying events.

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

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

### **FIRST 5 FLEXIBLE BENEFIT**

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

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

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

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

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

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

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

### **LIFE INSURANCE**

Regular employees who work 20 or more hours per week are eligible for a basic \$25,000 life and accidental death and dismemberment insurance benefit paid for by F5AC. Employees may

also elect supplemental coverage at their own expense, with premium payments being made on a pre-tax basis through payroll under F5AC's Cafeteria (Section 125) Plan. Additionally, employees may elect supplemental life insurance for their spouse/partner and/or dependent children at their own expense; these premiums are paid on an after-tax basis. Supplemental life insurance may only be elected at the time of hire or open enrollment and, depending on the amount requested and election date, may be subject to underwriting and approval by the insurance company.

### **FLEXIBLE SPENDING ACCOUNT**

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

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

No refunds of money left in an individual's flexible spending account are given at the end of the plan year. This means that employees participating in the plan need to estimate expenses carefully.

### **WORKERS' COMPENSATION**

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

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

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

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

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

First 5 Alameda County employees are also covered under the state-administered Paid Family Leave (PFL) insurance program. PFL is an employee-paid benefit that provides partial wage replacement when an employee is taking approved time off work to care for a seriously ill

parent, child, or spouse/registered domestic partner, sibling, grandparent, grandchild, or parent in-law, or to bond with a new minor child.

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

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

#### **LONG TERM DISABILITY INSURANCE**

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

#### **DEFERRED COMPENSATION**

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

#### **EXECUTIVE BENEFIT PACKAGE**

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

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

#### **VACATIONS**

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

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

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

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

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

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

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

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

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

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

## **HOLIDAYS**

First 5 Alameda County generally observes the following holidays:

New Year's Day	Labor Day
Martin Luther King Jr. Day	Veteran’s Day

Lincoln's Birthday  
Washington's Birthday  
Memorial Day  
Independence Day

Thanksgiving Day  
Friday after Thanksgiving  
Christmas Day

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

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

### **PAID TIME OFF (PTO)**

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

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

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

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

### **SICK TIME**

Sick time provides employees with paid time off to recover from illness or injury, to care for seriously ill family members, or for an employee who is a victim of domestic violence, sexual assault or stalking to obtain relief, including medical attention and psychological counseling. For purposes of this section "immediate family" means mother, stepmother, father, stepfather, husband, wife, domestic partner, son, stepson, daughter, stepdaughter, grandparent, grandchild, brother, sister, foster parent, foster child, mother-in-law, and father-in-law, or any other person sharing the relationship of in loco parentis; and, when living in the household of the employee, a brother-in-law or sister-in-law.

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

### **Accrual and Payment**

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

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

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

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

### **Sick Time Use**

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

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

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

First 5 Alameda County does not make any advance payments of sick time (i.e., employees may not use sick time before it is accrued). As a public agency, and pursuant to principles of public accountability, First 5 Alameda County may give time off without pay to an employee, whether

exempt or non-exempt, who needs time off due to personal or family illness or injury as allowed above and who has exhausted his/her accrued paid leave (sick, PTO, and vacation).

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

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

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

#### **BEREAVEMENT LEAVE**

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

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

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

Employees may request a leave of absence without pay for personal or family illness, qualifying exigency arising from a call to active duty, or justifiable personal or other reasons. "Without pay" means that F5AC will not pay for time on leave except for accrued, unused vacation, PTO, and/or sick leave that the employee uses consistent with this policy. The employee must submit a written request to his/her supervisor as far in advance of the leave as possible. Generally, no benefits or seniority shall accrue during any unpaid portion of the leave. Human Resources will explain to employees requesting unpaid leave how to continue health plan coverage while on a leave of absence.

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

## **REQUESTS FOR LEAVE**

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

## **INTEGRATION OF BENEFITS**

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

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

## **MEDICAL CERTIFICATION**

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

## **CONCURRENT RUNNING OF LEAVES**

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

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

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



## PAID LEAVE

FMLA ELIGIBLE EMPLOYEES, ARE ENTITLED TO 4 WEEKS OF PAID LEAVE FOR BONDING WITH THEIR NEWBORN, AN ADOPTED CHILD OR A CHILD PLACED IN FOSTER CARE WITH AN EMPLOYEE. THIS BENEFIT WILL BE PAID TO EMPLOYEE WHETHER MOTHER OR FATHER, AND PRIOR TO USING EARNED SICK, PTO OR VACATION TIME. THIS TIME, CANNOT BE CASHED OUT. THIS BENEFIT CAN ONLY BE PAID TO 1 PARENT AT ANY TIME PER YEAR. THIS BENEFIT IS DEPENDENT ON EMPLOYEE RETURNING TO THE AGENCY WITHIN THE AGREED UPON FMLA/CFRA TIME.

## UNPAID LEAVES

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

### **Workers' Compensation Leave**

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

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

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

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

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

### **Personal Leave of Absence**

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

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

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

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

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

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

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

### **CATASTROPHIC SICK LEAVE BANK**

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

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

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

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

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

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

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

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

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

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

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

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

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

### **PAY PERIODS**

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

### **WORK SCHEDULES**

Although for most employees the regular work schedule is from 8:30 a.m. to 5:00 p.m. Monday through Friday, other employees may have different work schedules if agreed upon by the

employee and his or her supervisor, and memorialized in writing and reviewed by Human Resources, and subject to the demands and limitations of the job and department. Supervisors have final approval for flextime requests and retain the authority to require the employee to return to a regular schedule should organizational need require it. Additional information about flextime options is available from Human Resources.

### **MEAL PERIODS**

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

### **TIMEKEEPING REQUIREMENTS**

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

### **FLEXIBLE SCHEDULE**

**PENDING APPROVAL, ANY FULL TIME (40 HOURS A WEEK) EMPLOYEE IS ELIGIBLE FOR A 9/80 SCHEDULE. A 9/80 SCHEDULE ALLOWS AN EMPLOYEE TO WORK 9 DAYS IN 2 WEEK PAY PERIOD: FIVE DAYS ON ONE CALENDAR WEEK AND 4 DAYS THE FOLLOWING CALENDAR WEEK. EIGHT OF THE SHIFTS ARE 9 HOURS AND ONE SHIFT IS 8 HOURS. EMPLOYEES ON THIS SCHEDULE RECEIVE ONE DAY OFF PER 80-HOUR PAY PERIOD. EMPLOYEES CANNOT ACCUMULATE OR CHANGE 9/80 DAYS OFF AND WILL HAVE TO SIGN A FLEX SCHEDULE AGREEMENT.**

### **OVERTIME PAY**

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

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

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

**BILINGUAL PAY**

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

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

**PAYROLL DEDUCTIONS**

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

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. Any employee who reports to work while under the influence of drugs or alcohol runs the risks of endangering his or her safety and the safety of others, destruction of or damage to personal or F5AC property, and a loss of productivity and workplace morale.

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



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

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

## **SMOKING**

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

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

### **PUNCTUALITY AND ATTENDANCE**

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

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

Frequent lateness or excessive absenteeism is not generally tolerated.

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

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

### **GUESTS AND VISITORS**

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

## **SECURITY**

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

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

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

## **BREASTFEEDING-FRIENDLY WORKPLACE**

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

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

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

## **CHILDREN IN THE WORKPLACE**

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

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

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

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

#### **TELECOMMUTING**

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

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

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

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

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

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

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

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

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

#### **ATTIRE**

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

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

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

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

#### **EXPENSE REIMBURSEMENT**

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

#### **PARKING**

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

#### **REFERENCES**

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

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

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

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

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

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

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

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

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

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

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

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

### **SOCIAL MEDIA**

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

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

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

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

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

### **Be respectful**

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

### **Be honest and accurate**

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

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

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

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

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

### **References and endorsements**

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

### **F5AC’s social media presence**

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

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

### **EMPLOYEE INFORMATION**

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

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



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

#### **INTERNAL COMMUNICATION**

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

#### **MEDIA RELATIONS**

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

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

#### **DISCRIMINATION AND HARASSMENT**

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

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

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

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

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

### **WORKPLACE CONDUCT**

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

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

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

### **OPEN DOOR POLICY**

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

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

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

#### **DISCIPLINARY PROCEDURES**

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

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

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

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

#### **CONFLICT OF INTEREST**

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

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

## **CONFIDENTIALITY**

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

Confidential matters include, but are not limited to:

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

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

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

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

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

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

## **PART TWELVE: ENDING EMPLOYMENT**

### **VOLUNTARY TERMINATION OF EMPLOYMENT**

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

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

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

### **REDUCTION IN WORKFORCE**

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

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

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

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

### **Length of Service**

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

### **Notice**

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

### **Severance Pay**

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

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

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

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

### **Outplacement Services**

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

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

### **EXIT INTERVIEWS**

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



## ACKNOWLEDGEMENT OF RECEIPT

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### RECEIPT OF MANUAL

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

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Employee’s Name (Printed)

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Employee’s Signature

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Date



## CHANGE LOG

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

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



**To:** First 5 Alameda County Commission  
**From:** Janis Burger, CEO  
**Date:** August 18, 2016  
**Subject:** Joint Powers Authority Membership

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**ACTION REQUESTED**

That the Commission review and approve the request for First 5 Alameda County to join the Youth Ventures Joint Powers Authority (JPA) as a voting member.

**BACKGROUND**

The JPA advocates for children, youth and families in the City of Oakland with a special emphasis on vulnerable populations. These core principles include, but are not limited to, the following:

- Creation and institutionalization of inter-agency and intra-agency support systems and strategies;
- Data-driven, collaborative decision-making;
- Protection of individual privacy and confidentiality;
- Resource development, expansion, leveraging and pooling;
- Mutual responsibility for meaningful outcomes;
- Joint credit for success;
- Promotion of best practices.

Voting members of the JPA include Oakland Elected Officials and Agency Heads and Alameda County Elected officials and Agency Heads.

Participating in the JPA will support our policy and sustainability work around building an early childhood systems for young children and families and will assure early childhood has a voice at the table.

**FISCAL IMPACT**

Membership as a voting member requires a \$30,000 annual fee. Funding is available in the FY 2016-17 Policy budget if First 5 Alameda County membership is approved at the September 1, 2016 JPA meeting.

**RECOMMENDATION**

That the Commission approve the request for First 5 Alameda County to submit an application to become a voting member of the Youth Ventures Joint Powers Authority (JPA).

Submitted by:

Reviewed by:

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Janis Burger  
Chief Executive Officer

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Christine Hom  
Finance Officer



**The Future of First 5 Alameda County:  
Elevating Strategic Partnerships in Support of Communities, Families and Children to Support Family  
Wellbeing and to Address Poverty and Inequities**

Over the last 15 years First 5 Alameda County (F5AC) has seen the evolution from a start-up to a major early childhood voice in the community. We have developed, funded and evaluated multiple initiatives and programs to enhance early childhood supports. As Prop 10 funding declines, we are shifting our role to be that of a catalyst, collaborator, and capacity builder while continuing to fund some direct services and engaging in policy/advocacy. The original intent of the Prop 10 legislation was to establish, expand and evaluate early childhood initiatives in ways that enable long term sustainability.

As we look to the future of F5AC we are faced with the challenge of both declining tobacco revenue and an increase in awareness and support around early childhood. In light of this opportunity, the question facing us as we embark upon this planning process is how to use our valuable resources in the most effective and impactful way to contribute to the early childhood movement in Alameda County and beyond.

In recent decades there have been significant advances in understanding the critical role of early childhood as a preventive/early intervention strategy for supporting health outcomes, prevention of child abuse and neglect, and school readiness. When children are not school ready they often fall behind their peers, setting a pattern for the rest of their educational trajectory and missing an opportunity for reducing poverty. By supporting their school readiness we enhance the opportunities for children to succeed in life.

While early childhood best practices have been established in many areas of early childhood, the field is expanding to focus on two generation approaches and the need to support families around workforce, financial resources, housing stability and equity issues. If we are to have lasting impact on children and family outcomes, we also need to support communities as healthy places to raise children where families are connected with resources and develop a workforce that reflects the community members.

While additional public and or private funding may become available over the next eight years we must focus our Strategic Plan on the guaranteed Prop 10 revenues. In addition to our community funding, F5AC has held direct operation of some program delivery, which may not be sustainable over the long haul. We must begin the process of strategic reduction and planning to sustain critical pieces of the work with fewer local F5AC dollars. Our options include:

- Leverage our investments with key partners
- Work on state and local policy changes to sustain critical services
- Transition F5AC internal programs to the community
- Discontinue programs

While we have begun working on these options over the past four years, the work must be accelerated in the next strategic plan.

In supporting the early childhood work in Alameda County, the F5AC assets include a deeply knowledgeable staff, flexible funding, a broad cross discipline perspective to support integration and infrastructure needed for systems development, and strong relationships with our community partners.

F5AC will play a variety of roles to advance this agenda.

1. Serve as an early childhood intermediary and convener for local funders and stakeholders around early childhood policy, fund development and systems change and actively lead and participate in key initiatives in Alameda County and the State.
2. Support an integrated early childhood system that contributes to school readiness including family support, promotion of child development and early identification and quality child care.
3. Support the sustainability of programs by seeking “matching funding” from county and community agencies to continue effective services F5AC has supported over the past 15 years. We will work with our partners to seek additional funding and/or realign existing funding to support programming and policy efforts.
4. Target our work in more intentional partnerships with neighborhoods for a variety of early childhood and two generation family support services that can work with families across a continuum from prenatal to third grade in a supportive community environment. This may include parent engagement, parent leadership, job opportunities for families and explore new avenues for making the physical environment safe, commercially vibrant and more family and child friendly.
5. Continue to be actively involved in legislation, advocacy and policy work at the National, State and Local level including a potential local tax , Pay for Success, aggressive fund development or other creative financing approaches to support early childhood services as a longer term sustainable investment. We cannot build an integrated system without additional funding to take programs to scale for challenged populations.
6. Infuse early childhood/family support through the integration of best/promising and emerging best practices and training into those agencies and organizations beyond the early childhood world including private business, courts, probation, housing, city services and planning, school districts, workforce programs, parks and recs.
7. Strategically invest in, pilot, and evaluate innovative approaches for supporting families that will advance the field as funding allows.
8. Work with partners to leverage all of the disparate data collection efforts, to support community wide benchmarks, common data collection, GIS mapping, policy and programmatic analysis and engage in collaborative evaluations to monitor short and long-term impact across the county and identify gaps for future policy work.

Moving forward we need our Commissioners, our Agency and Community Partners to work hand in hand with us to assure the sustainability of the services and supports that we have all worked so hard to establish over the last 15 years. We must work collectively to make sure families have the resources and supports to help their children succeed, that our communities are rich in informal supports and are healthy places to live. This will require new ways of thinking, new resources, and better support and recognition of the existing social capital in our neighborhoods.

## F5 Alameda County Strategic Plan 2017-21

### OUR VISION

Every child in Alameda County will have optimal health, development and wellbeing 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.

### POPULATION-LEVEL RESULTS & INDICATORS

- Children are ready for kindergarten, and can later achieve success in the third grade
  - INDICATOR: *% of children ready for Kindergarten*
- Children are free from abuse and neglect
  - INDICATOR: *% of children 0-5 years old with substantiated allegations of child maltreatment*

### AGENCY-LEVEL RESULTS

1. First 5 programs and investments support and strengthen parents/primary caregivers, families, and neighborhoods to create environments and relationships where children thrive.
2. First 5 programs and investments increase access and opportunity, particularly for children living in poverty, to quality early experiences that prepare children for school and help them reach their optimal developmental outcomes.
3. First 5 programs, investments, and policy advocacy support a system of care that is coordinated, accessible, and responsive, delivered by knowledgeable and caring providers.

### AGENCY-LEVEL HEADLINE MEASURES

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

**FIRST 5 ALAMEDA COUNTY COMMISSION STRATEGIC PLANNING RETREAT AGENDA****Thursday, July 14, 2016****First 5 Alameda County  
1115 Atlantic Ave.  
Alameda, CA 94501  
Conference Room A****5:30 PM – 8:30 PM**

**Commissioners (and representatives):** Chair: Pamela Simms-Mackey M.D., Vice Chair: Renee Herzfeld, Wilma Chan, Cecilia Echeverría, Kimi Watkins-Tartt representing Health Care Services, Michelle Love representing Lori Cox, Karina Rivera

**Staff:** Janis Burger, Kristin Spanos, Lisa Forti, Christine Hom, Chris Hwang, Carla Keener, Taz McDonald, Malia Ramler, Leila Batmanghelidj

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**1. Welcome and Introductions**

- F5AC would like to shape the strategic plan as a poverty reduction strategy moving forward and achieve a broader lens on early childhood.
- Prop 10 is a declining revenue stream. As leaders in the EC community F5AC needs to set the stage for the shift. How does F5AC infuse 0-5 supports into different systems, i.e. Housing, SSA, other agencies?
- F5AC will bring in an OD to facilitate the process of potential staff/program changes.

**2. Overview of Strategic Planning Process**

- Overview of process: using Results Based Accountability which included All-Staff meetings and many conversations with the Program Leadership Team (PLT), Agency Leadership Team (ALT), community surveys, interviews, focus groups etc.
- Hearing from the community and from staff helped to shape and craft the Vision. Some of the feedback themes were child development but also there are broader pressures, like economic stability for example, that have come to the forefront.
- It was suggested that the Commissioners should have also been interviewed.
- It was noted that the plan will be completed by October so if there is a strong desire for the Commissioners to be interviewed, it is possible.

**3. Vision, Financials & Values**

- Thoughts or concerns on the Vision Document were invited: there were no objections or comments.

**4. Stakeholder Input**

- A summary of the stakeholder feedback was provided
- A discussion about the stakeholder feedback included questions about the appropriate level of parent participation, and making sure parent voice is represented both via focus groups, and leverage the data previously collected by F5AC, Public Health, All-In, and others.
- It was interesting that the parent feedback included the request for legal services.
- The strategic planning process is not complete and that stakeholder feedback is still being collected.

**5. Results & Headline Measures**

A brief overview of Results-Based Accountability was provided as well as a run-through of the Strategic Plan 1-pager document.



Commission input and discussion:

- Important to work in coalition with school districts and other agencies to achieve 3<sup>rd</sup> grade reading proficiency for example.
- The main headline measure seems to be #2
- It is clear that likely there could be many more headline measures but that F5AC narrowed them down to the 5 most important.

**6. Share Tentative Strategies (with rationale & data)**

Summaries of F5AC strategies were presented by members of F5AC senior staff. These strategies include:

- Early Identification
  - One of the core areas – links very closely with school readiness
  - Supports & increases impact of other strategies and increases family knowledge of child development.
  - An emerging policy area
- Home Visiting
  - Provides important, unique, neutral and flexible outreach function for ACPHD and other partners / Supports implementation of innovative pilots to improve outreach to vulnerable families in target populations
  - Would like to explore the PHOCs serving more systems broadly such as pre-school and enrollment and outreach for SSA programs
- ECE Quality
  - Quality ECE works - children who participate are more likely to be K ready
  - Our ability to deliver on commitment to external funders depends upon base infrastructure investment from F5/ Our QRIS work draws down funds that directly support ECE sites
  - Will explore modifying the service model to be more sustainable and also explore institutionalizing some components of the QRIS with partner agencies
- Neighborhoods Ready for School (Place-Based)
  - Core services targeted in neighborhoods with high need; identify criteria to inform investments in neighborhoods that have highest need (e.g. childcare deserts, LMI, etc.)
  - Community driven, Parent engagement/ parent leadership
  - Look for where there is already investment/ Bring together non-traditional partners/ Brings together non-traditional partners
- Parent Engagement and Support
  - Connect with place-based work
  - Provide a continuum of parent supports in line with Strengthening Families Protective factors, and inclusive of parent leadership
  - Includes connection to Home Visiting and PHOCs with vision for a broader role of support for families (e.g. support with benefits enrollment, childcare, supports for older siblings, etc.) and continued expansion of partnership with other systems (WIC, SSA, community clinics)
- Fatherhood
  - Intentionally incorporate fatherhood into programs and policy issues
  - Currently jointly funded with HCSA and SSA want to continue collaboration
  - Actively seeking funding to expand beyond the Father's Corps to engage in building capacity of partners to implement FFP

- It is part of the BMOOC and My brother’s Keeper work
- Innovation
  - Broaden the landscape of early childhood support with new partners
  - Temporary funding to seed program or systems connectivity as proof of concept for policy change and/or sustained funding
  - Connect to place-based and policy efforts
- Policy & Evaluation
  - Local policy/systems change (legislative/administrative)
  - Essential to sustainability/ Institutionalize the work of F5
  - Able to increase scale of services to impact population outcomes/ Garner more public will
  - Analytics component & eval. linked to policy platform/ Data sharing/admin data sets/ solicit participation from the community
  - Increase staffing, create a team with a policy focus
  - State policy and administrative changes separate from Local Policy/Systems Change
- Training
  - Connect trainings to workforce development, policy, parent engagement, place-based strategies
  - Learning communities leading to practice & systems change to support work in other strategies
  - Increase parent-facing trainings & capacity building in neighborhood strategies
- Communications
  - Develop campaign strategies
  - Connect with policy and evaluation strategies
  - Support parent education on child development
- Admin/Information & Tech.
  - Expand and update data systems to build capacity for cross data systems exchange of information, enhance internal database administrative controls, expand data system agility and responsiveness, improved performance and productivity, update electronic data sharing confidentiality and privacy practices
  - Procurement of data visualization and analytics capacities for multi-data source dashboarding

Commission input and discussion:

A question was posed regarding whether there has been any study of the overlap of populations and because the Strategic Plan is a collective impact effort, it would be hard to know this across the county. There was reiteration that as this is just a plan – the financial allocations to each strategy over the 4 years of the plan could change as needed. Each year we will reconvene with the commission with the potential to adapt to changes.

**Are we missing anything?**

- Clarification around how F5AC is going to support the movement in other folk’s funding/work
- Opportunities to work with Oakland on Healthy City Initiative and JPA
- Oakland ballot initiative for pre-school slots? 2018
- Legal services: Dulce Project
- Teachers/providers of boys of color
- Access to legal services

- Can some programs be consolidated?
- Community listening sessions led by community

**Are there particular approaches you want to see us take?**

<p><b>Investments:</b></p> <ul style="list-style-type: none"> <li>• Support programs that do work that has been ID'd as impactful – figuring out how to sustain these</li> <li>• Fatherhood should increase and extend to teachers and providers of BMOC</li> <li>• Double innovation?</li> </ul>	<p><b>Partnerships:</b></p> <ul style="list-style-type: none"> <li>• What are existing partner type infrastructures</li> <li>• Identify existing partnership or collaborations</li> <li>• Funders are hesitant to take on/backfill existing programs</li> <li>• Partnerships &amp; agencies that focus on social conditions</li> </ul>
<p><b>Policy:</b></p> <ul style="list-style-type: none"> <li>• Need to be clearer about policy goals at the sub-agency level. Public vs. systems change</li> </ul>	<p><b>Service Approach:</b></p> <ul style="list-style-type: none"> <li>• There will need to be capacity building among providers – around bridging service and neighborhood</li> <li>• More parent capacity building</li> <li>• Community trauma</li> <li>• Behavioral, health? Is this throughout or missing?</li> <li>• Social determinants, safety? Social emotional wellness</li> <li>• HMG-Autism, adjust to changes in \$/policies</li> <li>• Speakers bureau</li> </ul>

**Themes to walk away with tonight:**

- Place based – seems to resonate with everyone
- Clarification around policy
- Access to legal supports
- Parent Engagement
  - Population specific
- Parent leadership and organizing
- Providers need to shift
- Social determinants
- Educate providers re: different populations

**7. Next Steps & Closing**

- Strategic Plan will be presented to the Commission in October
- The plan should not be presented one time – there should be 2 opportunities for the Commission to review the plan before it is finalized.
- Commissioners would like updates as developments are made
- The next meeting will be on Aug 18<sup>th</sup> at 9 am. Everyone will have choice to come in person or call in.
- There will be a ~2 hour meeting in September before the meeting in October (voting meeting).

**8. Adjournment**

PROPOSED FIRST 5 ALAMEDA COUNTY STRATEGIC PLAN STRATEGY DETAILS AND BUDGET INTENTIONS

Strategy	FY 17/18	FY 18/19	FY 19/20	FY 20/21	Strategy Details	Budget Intention	Program Design Parameters
<b>Program</b>							
Early Identification - Support parents and caregivers in accessing resources, and increase parent knowledge of child development in an effort to improve a child’s developmental trajectory.	\$1,300,000	\$1,300,000	\$1,000,000	\$1,000,000	With guidance from the Help Me Grow (HMG) Strategic plan, the scope of screening efforts will broaden to be in line with F5AC’s leadership vision. We will continue to fulfill obligations to the national HMG model and Long Foundation funded programs.	Maintain funding for the first two years of the new strategic plan in order to allow for planning for end of Long Foundation grant. The final two years will require programmatic reductions or revenue generation.	<ul style="list-style-type: none"> <li>• Broaden scope of outreach – bring Perinatal Health Outreach Coordinators (PHOCs) into outreach conversations.</li> <li>• Identify who does outreach and to whom (organizations + locations + partners).</li> <li>• Broaden idea of need/concern cover more than developmental needs. This will require developing a definition of the “social determinants” of school readiness + basic needs.</li> <li>• Identify technological upgrades for getting information to families (online directory).</li> <li>• Ensure there is a connection of the Parent Engagement and Neighborhoods Ready for School strategies.</li> <li>• Data development agenda to determine whether families are “better off” + work with evaluation/tech to define “better off”.</li> <li>• Use evaluation to understand contribution to Agency Headline Measure #3 on developmental trajectory.</li> <li>• Work with systems partners and policy makers on effectiveness of referrals once made.</li> <li>• Work with partners to identify standards and funding for transitions (B8, ICPC).</li> </ul>
Perinatal Health Outreach Coordination (PHOC) - Provide outreach for Alameda County Public Health Department’s (ACPHD) home visiting programs, and broaden the outreach efforts to other programs in support of families and evolving the early child development and family support system of care.	\$300,000	\$300,000	\$300,000	\$300,000	We will continue to support PHOCs as part of a larger outreach/family support effort. We will work to identify viable strategies to embed PHOCs into a public system with a sustainable funding stream in two years (FY 19/20).	Funding supports PHOC staffing.	<ul style="list-style-type: none"> <li>• Continue support of ACPHD in outreach efforts, as well as explore option to support linkage/navigation to community supports upon discharge from intensive home visiting.</li> <li>• Explore the PHOCs serving more systems broadly, such as pre-school enrollment and outreach for SSA programs.</li> <li>• Develop a plan of options to incorporate PHOCs into a public system by FY 19/20.</li> <li>• Connect with Parent Engagement strategy, Neighborhoods Ready for School and Early ID.</li> </ul>
Quality ECE - Build capacity of providers and childcare sites in order to increase quality of early childhood education programs.	\$2,000,000	\$2,000,000	\$1,500,000	\$1,500,000	We will continue to play core infrastructure, coordinator and convener role for Quality Rating and Improvement System (QRIS) system. F5AC will ensure that service commitments to IMPACT and California State Preschool Program (CSPP) Block Grant are fulfilled. We will continue to develop "light touch" models including family child care cohorts and (Center on the Social Emotional Foundations in Early Learning) CSEFEL. F5AC will pursue balance between relationship based, client driven best practice coaching model and a service package that is affordable and sustainable.	<ul style="list-style-type: none"> <li>• Explore feasibility for deeper engagement and investment of key partners such as the Alameda County Office of Education (ACOE).</li> <li>• Assess feasibility to transition Quality Improvement for Title V programs to County ECE Program to create efficiencies with AB212.</li> <li>• Retain portion of CSPP Block Grant allocated for assessment.</li> </ul>	<ul style="list-style-type: none"> <li>• Consolidate and streamline contracting where feasible.</li> <li>• Develop a plan for getting staff to full caseloads for coaching.</li> <li>• Make program priority decisions as more data becomes available on dosage and impact of various Quality Improvement (QI) interventions.</li> <li>• Assess and eliminate any duplication in screening support.</li> </ul>

**PROPOSED FIRST 5 ALAMEDA COUNTY STRATEGIC PLAN STRATEGY DETAILS AND BUDGET INTENTIONS**

Strategy	FY 17/18	FY 18/19	FY 19/20	FY 20/21	Strategy Details	Budget Intention	Program Design Parameters
<b>Contracts, Investments and Grants</b>							
Neighborhoods Ready for School -In line with the national movement to use a geographic focused framework for investment and service integration that improves the lives of children and families, First 5 will fund investments in neighborhoods with the highest need to promote neighborhoods where children can thrive.	\$2,500,000	\$2,500,000	\$4,000,000	\$4,000,000	The vision of this strategy is to create sustainable change for families by promoting and strengthening individual, family and neighborhood protective factors through increasing social connections, community capacity building and access to needed services. The intention is not to "adopt" specific neighborhoods, but rather to support neighborhood-based, and resident-led strategies across the county that improve outcomes for children and families. Possible Core Strategies/Funding Categories may include: 1. Capital Investment 2. Outreach/Engagement 3. Coordination/Service Integration 4. Partnership/Strategic Alliances 5. Family Friend and Neighbor (FFN) Supports 6. Innovation 7. Navigation	The majority of funding to be let in RFP's. The remainder will be for staffing - this includes grants management, administration, capacity building, coordination of community partnerships, etc.	Develop a plan for creating the details of the program funding strategies and RFP, factors to be considered are: <ul style="list-style-type: none"> <li>• Confirm the funding strategies (see Strategy Details).</li> <li>• Determine grant funding limitations or number of grantees</li> <li>• Agree on applicant eligibility criteria(groups, non profits).</li> <li>• Determine the criteria for neighborhood eligibility.</li> <li>• Determine the level of capacity of organizations need to have to apply.</li> <li>• Plan for providing capacity building/help for smaller organizations.</li> <li>• Determine how assistance with Early ID for current grantees will continue and if it will be required of new grantees.</li> <li>• Determine how Strengthening Families will fit in with this effort.</li> <li>• Determine the relationship to the future Parent Engagement RFP.</li> <li>• Coordinate with other Strategies, including: <ul style="list-style-type: none"> <li>- Parent Engagement</li> <li>-Impact (Family, Friend and Neighbor)</li> <li>-Policy and Evaluation</li> <li>- Early ID</li> </ul> </li> </ul>
Parent Engagement/Parent Support - Provide a continuum of parent engagement and supports in line with Strengthening Families Protective factors, and inclusive of parent leadership.	\$1,700,000	\$1,700,000	\$700,000	\$700,000	This strategic plan will transition F5AC out of funding home visiting as we do now. We will work with and support Alameda County public systems and partners in securing funding to continue the work without F5AC's investment. Overall, this strategy will phase in an approach to support a continuum of parent supports and engagement.	In FY 17/18, we will continue to fund some home visiting programs (UCSF Benioff Children's Hospital Oakland, Brighter Beginnings, and Alameda County Public Health Dept.) and Parent Cafes. In subsequent years, beginning in FY 18/19, we will issue RFP's for broad parent engagement strategies and fund staff time to manage and coordinate.	<ul style="list-style-type: none"> <li>• Focus on ways to support families after they have completed Home Visiting programs (strengthen linkages/transitions, enhance school readiness--e.g., support early literacy/numery).</li> <li>• Include in the F5AC policy and systems agenda ways to support Home Visiting Programs financially (ICPC, Pay for Success, MediCal waivers, etc.).</li> <li>• Build a structure to connect to neighborhood family supports.</li> <li>• By year two (FY 18/19), have developed an RFP that will connect to parent supports and engagement with the Early ID, Fatherhood and Neighborhoods Ready for School Strategies.</li> <li>• Further cultivate strategies to leverage existing programs and initiatives.</li> </ul>

**PROPOSED FIRST 5 ALAMEDA COUNTY STRATEGIC PLAN STRATEGY DETAILS AND BUDGET INTENTIONS**

Strategy	FY 17/18	FY 18/19	FY 19/20	FY 20/21	Strategy Details	Budget Intention	Program Design Parameters
<p>Fatherhood - Incorporate fatherhood and Father Friendly Principles into all programs, and First 5's policy platform. Collaborate with public systems to improve the experiences and representation of men and fathers.</p>	\$250,000	\$250,000	\$250,000	\$250,000	<p>F5AC will continue to have a Fatherhood Coordinator at F5AC. Determinations on the type of additional support (administrative, analytical, program management) will be made to implement the Alameda County Fatherhood Strategic Plan. We will continue to support a Learning Community in Alameda County on Fatherhood. We will continue our role as a convener and capacity builder in this area. Fatherhood, while it's own strategy, should also be considered a "through line" through all our strategies.</p>	<p>Funding is allocated to cover staffing and program costs not covered by other funding sources.</p>	<ul style="list-style-type: none"> <li>• The current Fatherhood strategic plan should be updated to link with F5AC strategies. This includes: Policy and Evaluation, Neighborhoods Ready for School, Training, Parent Engagement/Support and others.</li> <li>• There should be a coordinated county plan that is in concert with Boys and Men of Color (BMOC) + other work.</li> <li>• In concert with the Policy and Evaluation strategy, a Fatherhood Policy Platform should be created.</li> <li>• A plan for staffing needs for this strategy should be developed.</li> </ul>
<p>Innovation - Broaden the landscape of early childhood support with new partners, and seed program or systems connectivity as proof of concept for policy change and/or sustained funding.</p>	\$500,000	\$500,000	\$850,000	\$850,000	<p>This strategy will support temporary funding to seed program or systems connectivity as proof of concept for policy change and/or sustained funding. There will be a connection to the Neighborhoods Ready for School and Policy and Evaluation strategies.</p>	<p>Funding is for grants and contracts to support these new concepts.</p>	<p>Parameters will be identified as needed and as opportunities arise.</p>
<b>Internal Supports</b>							

**PROPOSED FIRST 5 ALAMEDA COUNTY STRATEGIC PLAN STRATEGY DETAILS AND BUDGET INTENTIONS**

Strategy	FY 17/18	FY 18/19	FY 19/20	FY 20/21	Strategy Details	Budget Intention	Program Design Parameters
<p>Policy &amp; Evaluation - Focus on local policy/systems change (legislative/administrative) in order to institutionalize the work of First 5, increase the scale of impact to the entire population of the county, and make sustainable improvements for children 0-5 and their families.</p>	\$2,100,000	\$2,100,000	\$2,100,000	\$2,100,000	<p>F5AC will concentrate policy efforts on a more local focus while continuing to work with the First 5 Association on State and Federal level efforts. This will include advocating for the inclusion of children 0-5 in local systems and conversations about child well being. We will have a clear consistent policy agenda that links our policy, evaluation, communications efforts. On a local level, examples of efforts are:</p> <ul style="list-style-type: none"> <li>o Administrative [e.g. Father Friendly Principles in Alameda County Contracts]</li> <li>o Legislative [BOS, City Council, School Boards])</li> <li>o Leverage/finance – public systems, ballot measures, foundations for programs for children 0-5</li> <li>o Advocacy – e.g. ballot measures</li> <li>o Convener – e.g. bring foundations/philanthropy together</li> <li>o RBA – local tables, collective impact</li> <li>o Place based – flow of \$ into neighborhoods</li> </ul>	<p>Dedicated staff with some funds reserved for outside consultation and collateral materials.</p>	<ul style="list-style-type: none"> <li>• Support sustainable embedding of F5 functions into other agencies.</li> <li>• Develop local policy agenda aligned with F5 programs and priorities around:                             <ul style="list-style-type: none"> <li>o School Readiness</li> <li>o Child development</li> <li>o Family supports</li> <li>o Place-based</li> </ul> </li> <li>• Develop a clear communication strategy</li> <li>• Link policy, evaluation &amp; communication                             <ul style="list-style-type: none"> <li>o Develop an evaluation work plan that is longitudinal and intensive and support policy efforts</li> <li>o Use best practices in performance monitoring</li> <li>o Use of internal staff &amp; external consultants</li> </ul> </li> <li>• Identify what local tables to be involved in and at in a strategic and responsive way</li> <li>• Be able to respond to policy inquiries and provide 0-5 expertise</li> <li>• Look at Association agenda and apply locally</li> </ul>
<p>Training - Connect trainings to workforce development, policy, parent engagement, and place-based strategies. Increase parent-facing trainings &amp; capacity building to complement neighborhood strategies and policy/systems change.</p>	\$700,000	\$700,000	\$700,000	\$700,000	<p>The training programs will connect more directly to our headline measures. Integration of Learning Communities into the work of the Parent Engagement/Support, Neighborhoods Ready for School and other strategies. F5AC Trainings will follow the support needed and identified in the other program strategies, including:</p> <ul style="list-style-type: none"> <li>o Develop parent-facing trainings</li> <li>o Provide capacity building for organizations participating in the Neighborhoods Ready for School strategy</li> <li>o Continue to provide core training for the ECE field</li> <li>o Integration of Learning Communities into the work of the Policy and Evaluation, Neighborhoods Ready for School and other strategies</li> </ul>	<p>Increased staff and administrative support will help integrate trainings into the Parent Engagement/Support and Neighborhoods Ready for School Strategies. A plan for identifying the cost centers for training to determine the real costs will be developed.</p>	<ul style="list-style-type: none"> <li>• Develop a plan that includes integration into the other strategies for the following types of training:                             <ul style="list-style-type: none"> <li>o Learning Communities</li> <li>o Workforce development</li> <li>o Parent Engagement</li> <li>o Capacity building as it relates to Neighborhoods Ready for School</li> <li>o Working with external systems and partners</li> </ul> </li> <li>• Programs need to identify plan for role of training/training needs</li> <li>• Develop evaluation plan for deep investments with Policy and Evaluation strategy staff (systems e.g. w/HV, workforce, etc.).</li> <li>• Sequence training to support/follow policy &amp; program priorities</li> </ul>

**PROPOSED FIRST 5 ALAMEDA COUNTY STRATEGIC PLAN STRATEGY DETAILS AND BUDGET INTENTIONS**

Strategy	FY 17/18	FY 18/19	FY 19/20	FY 20/21	Strategy Details	Budget Intention	Program Design Parameters
Communications - Develop campaign strategies that connect with policy platform, parent engagement and education about child development.	\$350,000	\$350,000	\$400,000	\$400,000	F5AC will develop campaign strategies in concert with policy agenda and other program strategies. Provide a plan on how to support communications efforts directed toward parents on child development.	Staffing, campaign costs and collateral materials.	Connect with program strategy staff and, in particular, Policy and Evaluation strategy staff on potential communication strategies.
Administration/Information and Technology - Expand and update systems to build capacity for cross data systems exchange of information, enhance internal databases, expand data system agility and responsiveness, improved performance and productivity, update electronic data sharing confidentiality and privacy practices.	\$3,000,000	\$3,000,000	\$2,900,000	\$2,900,000	Continue to support efficiency and quality.	Staffing, technology costs that includes administrative overhead.	Upgrade technology to support data tracking and performance management
<b>TOTAL</b>	<b>\$14,700,000</b>	<b>\$14,700,000</b>	<b>\$14,700,000</b>	<b>\$14,700,000</b>			