

## BOARD OF COMMISSIONERS MEETING

**DATE:** May 19, 2025

**TIME:** 5:30 PM

**MAIN LOCATION:** 1920 Mariposa Street, Suite 310, Fresno, CA 93721

### AGENDA

| ITEM                 | SUBJECT                                                                                                                                                                                                                                                                                                | PRESENTER          | ACTION      |
|----------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|-------------|
| 1.                   | <b>CALL TO ORDER AND COMMUNITY ACTION PROMISE:</b><br>Community Action changes people's lives, embodies the spirit of hope, improves communities, and makes America a better place to live. We care about the entire community, and we are dedicated to helping people help themselves and each other. |                    |             |
| 2.<br>Page 5         | <b>ROLL CALL</b><br>A. Board and Committee Meetings Monthly Attendance Record                                                                                                                                                                                                                          |                    |             |
| 3.                   | <b>ADDITIONS TO THE AGENDA</b><br>(The Board may add an item to the agenda if Board finds that there is a need for immediate action on the matter and the need came to the attention of the Board after the posting of this agenda.)                                                                   |                    |             |
| 4.                   | <b>POTENTIAL CONFLICT OF INTEREST</b><br>(Any Board Member who has a potential conflict of interest may now identify the item and recuse themselves from discussing and voting on the matter.)                                                                                                         |                    |             |
| 5.                   | <b>PUBLIC COMMENTS</b><br>(This is an opportunity for the members of the public to address the Board on any matter related to the Commission that is not listed on the Agenda. Limit three minutes per speaker)                                                                                        |                    |             |
| 6A.                  | <b>NEW CHIEF EXECUTIVE OFFICER SEARCH UPDATE</b>                                                                                                                                                                                                                                                       | Sierra HR Partners | Information |
| 6B.                  | <b>TRANSFORMING AND INSPIRING</b><br>A. Advance Peace - Domingo Gonzales                                                                                                                                                                                                                               | Foster, Staff      | Information |
| 7.<br>Pages 10 - 128 | <b>CONSENT AGENDA – ITEMS 7_1– 7_22</b><br>See attached consent agenda.<br>Any Commissioner or member of the public may pull any Consent Item for discussion.                                                                                                                                          | Baines, Chair      | Approve     |
| 8.<br>Page 129       | <b>AGENCY FINANCIAL AND HEAD START FINANCIAL STATUS REPORT FEBRUARY 2025</b><br>A. Supporting Document - CSBG Organizational Standard 8.7                                                                                                                                                              | Riofrio, Staff     | Accept      |
| 9.<br>Page 135       | <b>PERSONNEL POLICIES &amp; PROCEDURES MANUAL</b><br>A. Supporting Document                                                                                                                                                                                                                            | Angus, Interim CEO | Approve     |
| 10.<br>Page 368      | <b>2026-2027 COMMUNITY ACTION PLAN</b><br>A. Supporting Document                                                                                                                                                                                                                                       | Arredondo, Staff   | Approve     |
| 11.<br>Page 570      | <b>2025 RISK ASSESSMENT</b><br>A. Supporting Document                                                                                                                                                                                                                                                  | Arredondo, Staff   | Approve     |
| 12.<br>Page 634      | <b>INTERIM CHIEF EXECUTIVE OFFICER'S REPORT</b>                                                                                                                                                                                                                                                        | Angus, Interim CEO | Information |
| 13.                  | <b>COMMISSIONERS' COMMENT</b>                                                                                                                                                                                                                                                                          | Baines, Chair      |             |



|       |                         |
|-------|-------------------------|
| 14.   | EXECUTIVE SESSION       |
| 15.   | ADJOURNMENT             |
| NOTE: | NEXT BOARD MEETING: TBD |



## BOARD OF COMMISSIONERS MEETING

### CONSENT AGENDA

*(Any Commissioner or member of the public may pull any Consent Item for discussion)*

| ITEM                          | SUBJECT                                                                                                              | PRESENTER                   | ACTION      |
|-------------------------------|----------------------------------------------------------------------------------------------------------------------|-----------------------------|-------------|
| <b>7_1.</b><br>Page 10        | <b>APRIL 21, 2025 BOARD MEETING MINUTES</b>                                                                          | Baines, Chair               | Approve     |
| <b>7_2.</b><br>Page 15        | <b>APRIL 16, 2025, PROGRAM PLANNING AND EVALUATION COMMITTEE MEETING MINUTES</b>                                     | Pacheco, Chair              | Approve     |
| <b>7_3.</b><br>Page 20        | <b>SANCTUARY AND SUPPORT SERVICES: HOUSING AND HOMELESSNESS INCENTIVE PROGRAM</b>                                    | Gattie-Blanco, Staff        | Approve     |
| <b>7_4.</b><br>Page 22        | <b>FOOD SERVICE: CHICK-FIL-A TRUE INSPIRATION AWARDS</b>                                                             | Escobar, Staff              | Ratify      |
| <b>7_5.</b><br>Page 24        | <b>PROGRAM PLANNING &amp; DEVELOPMENT: FUNDING PROPOSALS FOR AMOUNTS UNDER \$150,000</b>                             | Medina, Staff               | Ratify      |
| <b>7_6.</b><br>Page 26        | <b>VALLEY APPRENTICESHIP CONNECTIONS: FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD HIGH ROAD CONSTRUCTION CAREERS</b> | Turner, Staff               | Ratify      |
| <b>7_7.</b><br>Page 28        | <b>LOCAL CONSERVATION CORPS: SECURITY CONTRACT SELECTION</b>                                                         | Riggins, Staff              | Information |
| <b>7_8.</b><br>Page 29        | <b>GRANT TRACKER</b><br>A. Supporting Document                                                                       | Medina, Staff               | Information |
| <b>7_9.</b><br>Page 35        | <b>APRIL 2, 2025, FINANCE COMMITTEE MEETING MINUTES</b>                                                              | Garabedian, Committee Chair | Approve     |
| <b>7_10.</b><br>Page 38       | <b>HEALTH INSURANCE REPORT</b><br>A. Supporting Document                                                             | Warnes, Staff               | Information |
| <b>7_11.</b><br>Page 40       | <b>ACCOUNTING PAYABLE SYSTEM CHANGE: PAPERSAVE</b><br>A. Supporting Document                                         | Erwin, Staff                | Approve     |
| <b>7_12.</b><br>Pages 62 - 92 | <b>VARIANCE REPORTS</b><br>A. Administration<br>B. Transit Systems                                                   | Riofrio/Dulin, Staff        | Information |
| <b>7_13.</b><br>Page 93       | <b>AGENCY FUNDING LIST MAY 2025</b><br>A. Supporting Document                                                        | Riofrio, Staff              | Information |
| <b>7_14.</b><br>Page 97       | <b>APRIL 1, 2025 HEAD START 0 TO 5: COUNTY-WIDE POLICY COUNCIL MINUTES</b>                                           | Balderas, Staff             | Accept      |
| <b>7_15.</b><br>Page 101      | <b>APRIL 11, 2025 HEAD START 0 TO 5: COUNTY-WIDE POLICY COUNCIL EMERGENCY EXECUTIVE BOARD MINUTES</b>                | Balderas, Staff             | Accept      |
| <b>7_16.</b><br>Page 103      | <b>HEAD START 0 TO 5: PROGRAM UPDATE REPORT (PUR) – MARCH 2025</b><br>A. Supporting Document                         | Balderas, Staff             | Accept      |
| <b>7_17.</b><br>Page 105      | <b>HEAD START 0 TO 5: 2024 BUDGET MODIFICATION</b><br>A. Supporting Document                                         | Balderas, Staff             | Approve     |

|                          |                                                                                                  |                 |             |
|--------------------------|--------------------------------------------------------------------------------------------------|-----------------|-------------|
| <b>7_18.</b><br>Page 107 | <b>HEAD START 0 TO 5: 1303 APPLICATION - FRESNO PACIFIC UNIVERSITY</b><br>A. Supporting Document | Balderas, Staff | Approve     |
| <b>7_19.</b><br>Page 110 | <b>HEAD START 0 TO 5: REALLOCATE CLINTON &amp; BLYTHE MODULARS TO A NEW LOCATION</b>             | Balderas, Staff | Approve     |
| <b>7_20.</b><br>Page 112 | <b>HEAD START 0 TO 5: 2024 PROPOSED CARRYOVER</b>                                                | Balderas, Staff | Approve     |
| <b>7_21.</b><br>Page 115 | <b>HEAD START 0 TO 5: FOCUS AREA 2 MONITORING QIP EXTENSION</b>                                  | Balderas, Staff | Information |
| <b>7_22.</b><br>Page 117 | <b>HEAD START 0 TO 5: QUALITY IMPROVEMENT PLAN (QIP) HEALTH SERVICES AND FINANCE</b>             | Balderas, Staff | Information |



## BOARD OF COMMISSIONERS ROLL CALL 2025

| #                  | Commissioner             | Term Expiration | Target Area / Appointing / Nominating Org. | 1/13<br>Special<br>Board<br>meeting | 1/27 | 2/24 | 3/17 | 4/21 | 5/19 | 8/18 | 9/15 | 10/20 | 11/17 | 12/15 |
|--------------------|--------------------------|-----------------|--------------------------------------------|-------------------------------------|------|------|------|------|------|------|------|-------|-------|-------|
| 1                  | ARAMBULA, JOAQUIN        | Dec 2027        | 31st Assembly District                     | X                                   | T    | X    | X    | T    |      |      |      |       |       |       |
| 2                  | ARAMBULA-REYNA, KATHLEEN | Dec 2025        | Fresno Reel Pride                          | X                                   | O    | O    | O    | O    |      |      |      |       |       |       |
| 3                  | BAINES, OLIVER           | Dec 2027        | 16th Congressional District                | O                                   | O    | O    | O    | O    |      |      |      |       |       |       |
| 4                  | BONNER, ALYSIA           | Dec.2027        | Target Area F                              | O                                   | O    | O    | T    | O    |      |      |      |       |       |       |
| 5                  | BROWN, EARL              | Dec 2027        | Target Area G                              | O                                   | O    | O    | O    | O    |      |      |      |       |       |       |
| 6                  | GARABEDIAN, CHARLES      | Dec 2025        | Board of Supervisors                       | O                                   | O    | O    | O    | X    |      |      |      |       |       |       |
| 7                  | JENKINS-MCGILL, JALYSSA  | Dec 2027        | Head Start CWPC                            | O                                   | T    | X    | T    | T    |      |      |      |       |       |       |
| 8                  | KING BRIAN               | Dec 2025        | Mayor's Appointment                        | O                                   | O    | O    | O    | O    |      |      |      |       |       |       |
| 9                  | LEON, REY                | Dec 2027        | Target Area B                              | X                                   | X    | T    | O    | T    |      |      |      |       |       |       |
| 10                 | LIRA, DIANE              | Dec 2027        | FCSS                                       | N/A                                 | O    | O    | O    | X    |      |      |      |       |       |       |
| 11                 | MARTINEZ, DANIEL         | Dec 2025        | Target Area D                              | O                                   | O    | T    | T    | T    |      |      |      |       |       |       |
| 12                 | MARTINEZ, LUIS           | Dec 2025        | 14th Senatorial District                   | O                                   | O    | O    | O    | O    |      |      |      |       |       |       |
| 13                 | MCALISTER, BRUCE         | Dec 2025        | West Fresno Faith Based Organization       | O                                   | O    | O    | O    | O    |      |      |      |       |       |       |
| 14                 | MCCOY, BARIGYE           | Dec 2027        | Board of Supervisors                       | O                                   | O    | T    | O    | T    |      |      |      |       |       |       |
| 15                 | MCKENZIE, DEBRA          | Dec 2027        | Target Area H                              | X                                   | O    | O    | O    | O    |      |      |      |       |       |       |
| 16                 | MITCHELL, LISA           | Dec 2025        | Target Area E                              | X                                   | O    | T    | X    | O    |      |      |      |       |       |       |
| 17                 | NIKKEL, LAUREN           | Dec 2027        | Economic Development Corp.                 | O                                   | O    | T    | O    | O    |      |      |      |       |       |       |
| 18                 | PACHECO, ALENA           | Dec 2025        | Target Area A                              | O                                   | O    | O    | O    | O    |      |      |      |       |       |       |
| 19                 | PIMENTEL, ROBERT         | Dec 2025        | SCCCD                                      | O                                   | O    | O    | O    | O    |      |      |      |       |       |       |
| 20                 | RODGERS, JIMI            | Dec 2025        | Association of Black Social Workers        | O                                   | O    | O    | O    | X    |      |      |      |       |       |       |
| 21                 | ROGERS, MATT             | Dec 2027        | Target Area C                              | N/A                                 | N/A  | N/A  | O    | T    |      |      |      |       |       |       |
| 22                 | ROMERO, MANUEL           | Dec 2025        | Central La Familia Advocacy Services       | O                                   | O    | X    | O    | O    |      |      |      |       |       |       |
| 23                 | RUIZ, DAVID              | Dec 2027        | Juvenile Court                             | O                                   | O    | O    | O    | T    |      |      |      |       |       |       |
| 24                 | TAYLOR, STEVEN           | Dec 2027        | NAACP                                      | O                                   | O    | O    | O    | O    |      |      |      |       |       |       |
| Present = O        |                          |                 |                                            |                                     |      |      |      |      |      |      |      |       |       |       |
| Absent = X         |                          |                 |                                            |                                     |      |      |      |      |      |      |      |       |       |       |
| Teleconference = T |                          |                 |                                            |                                     |      |      |      |      |      |      |      |       |       |       |

*It is the Commissioner's responsibility to check the matrix, verify accuracy and inform the Secretary or designee if any changes are needed.*

## Bylaws Committee Meeting Monthly Attendance Record 2025

Lisa Mitchell  
David Ruiz  
Bruce McAlister  
Luis Martinez  
Earl Brown

| Jan. | Feb | 13-Mar | April | 19-May   | June | July | 18-Aug | Sep. | Oct. | 17-Nov | Dec | Attended |
|------|-----|--------|-------|----------|------|------|--------|------|------|--------|-----|----------|
|      |     | T      |       | Canceled |      |      |        |      |      |        |     | 1/4      |
|      |     | T      |       |          |      |      |        |      |      |        |     | 1/4      |
|      |     | O      |       |          |      |      |        |      |      |        |     | 1/4      |
|      |     | X      |       |          |      |      |        |      |      |        |     | 0/4      |
|      |     | T      |       |          |      |      |        |      |      |        |     | 1/4      |

O-Present X-Absent T-Teleconference



**Program Planning and Evaluation Committee Meeting  
Monthly Attendance Record  
2025**

Alena Pacheco  
Brian King  
Diane Lira  
Robert Pimentel  
Jalyssa Jenkins-McGill

| January | Feb | 12-Mar | 16-Apr | 14-May | 11-Jun | 9-Jul | Aug | 10-Sep | 8-Oct | 12-Nov | 10-Dec | Attended |
|---------|-----|--------|--------|--------|--------|-------|-----|--------|-------|--------|--------|----------|
|         |     | O      | O      | O      |        |       |     |        |       |        |        | 3/9      |
|         |     | O      | X      | O      |        |       |     |        |       |        |        | 2/9      |
|         |     | O      | O      | X      |        |       |     |        |       |        |        | 2/9      |
|         |     | X      | X      | X      |        |       |     |        |       |        |        | 0/9      |
|         |     | T      | O      | O      |        |       |     |        |       |        |        | 3/9      |

O-Present X-Absent T-Teleconference



# Finance Committee Meeting Monthly Attendance Record 2025

Charles Garabedian  
Debra Mckenzie  
Manuel Romero  
Alysia Bonner  
Rey Leon

| January | 19-Feb | 12-Mar | 2-Apr | 14-May | 11-Jun | 9-Jul | 13-Aug | 10-Sep | 8-Oct | 12-Nov | 10-Dec | Attended |
|---------|--------|--------|-------|--------|--------|-------|--------|--------|-------|--------|--------|----------|
|         | O      | O      | O     | O      |        |       |        |        |       |        |        | 4/11     |
|         | O      | O      | O     | O      |        |       |        |        |       |        |        | 4/11     |
|         | O      | T      | T     | T      |        |       |        |        |       |        |        | 4/11     |
|         | O      | O      | X     | T      |        |       |        |        |       |        |        | 3/11     |
|         | T      | X      | X     | X      |        |       |        |        |       |        |        | 1/11     |

O-Present X-Absent T-Teleconference



# Human Resources Committee Meeting Monthly Attendance Record 2025

Barigye McCoy  
Jalyssa Jenkins-McGill  
Jimi Rodgers  
Alysia Bonner  
Debra Mckenzie

| January | February | 13-Mar | 7-Apr | May | 2-Jun | July | 4-Aug | September | 6-Oct | November | 1-Dec | Attended |
|---------|----------|--------|-------|-----|-------|------|-------|-----------|-------|----------|-------|----------|
|         |          | O      | T     |     |       |      |       |           |       |          |       | 2/6      |
|         |          | T      | O     |     |       |      |       |           |       |          |       | 2/6      |
|         |          | T      | T     |     |       |      |       |           |       |          |       | 2/6      |
|         |          | T      | X     |     |       |      |       |           |       |          |       | 1/6      |
|         |          | O      | O     |     |       |      |       |           |       |          |       | 2/6      |

O-Present X-Absent T-Teleconference



## BOARD OF COMMISSIONERS MEETING MINUTES

**DATE:** April 21, 2025

**TIME:** 5:30 PM

**MAIN LOCATION:** 3110 W Nielsen Ave, Fresno, CA 93706

1. **CALL TO ORDER AND COMMUNITY ACTION PROMISE:**

Oliver Baines, Board Chair, called the meeting to order at 5:33 p.m.

2. **ROLL CALL**

**Present:** Kathleen Arambula-Reyna, Oliver Baines, Alysia Bonner, Earl Brown, Brian King, Luis Martinez, Bruce McAlister, Debra McKenzie, Lisa Mitchell, Lauren Nikkel, Alena Pacheco, Robert Pimentel, Manuel Romero, and Steven Taylor.

**Teleconference:** Joaquin Arambula, Jalyssa Jenkins-McGill, Rey Leon, Daniel Martinez, Barigye McCoy, Matt Rogers, and David Ruiz.

**Absent:** Charles Garabedian, Diane Lira, and Jimi Rodgers.

3. **ADDITIONS TO THE AGENDA**

Brian Angus, Interim Chief Executive Officer, recommended that item #9 be tabled for legal counsel review and further discussion.

Public Comment: None heard.

No action required.

4. **POTENTIAL CONFLICT OF INTEREST**

None heard.

5. **PUBLIC COMMENTS**

Ken Price, the Agency's Legal Counsel, announced his resignation from Baker Manock & Jensen, effective May 2nd. Price will be taking on the role of Chief Legal Officer at Valley Children's Hospital. During his announcement, Price introduced Jessica Johnson as the temporary Legal Counsel for the Fresno EOC. Price also expressed his gratitude for the opportunity to serve as the Fresno EOC Legal Counsel.

Juan Homer Leija, a member of the public, requested an update on the agency's financial status and asked whether this topic would be discussed during the Executive Session or the June Board training.

No action required.

6. **TRANSFORMING AND INSPIRING**

Julio Romero, Assistant Director, provided a brief overview of the Health Services programs and stated that the AFLP program is celebrating its forty years of service. Romero introduced David Beale, Adolescent Family Life Program (AFLP) Program Manager. Beale showcased a video featuring Adriana Villalvazo, a Youth Advisor and AFLP Client, who shared her experience with the AFLP Program and expressed her gratitude for the services she received.

Board Chair expressed gratitude to the staff for presenting Transforming and Inspiring stories to the commissioners, highlighting the significant work that Fresno EOC does for the community.

Public Comment: None heard.

No action required.

7. **CONSENT AGENDA – ITEMS 7\_1– 7\_24**

Public Comment: None heard.

**Motion by:** Pimentel **Second by:** Arambula-Reyna

**Ayes:** All in favor.

**Nayes:** None heard

**APPROVAL OF PULLED CONSENT AGENDA ITEMS**

**7\_4 VARIANCE REPORTS: TRAINING & EMPLOYMENT SERVICES**

Commissioner Arambula stated that the Training and Employment (T&E) One Fresno project is currently operating at 20% below its target. Commissioner Arambula noted that the program expects to utilize 95% of its budget by the end of the project. Commissioner Arambula inquired about potential strategies to ensure that T&E fully maximizes the allocated budget for this initiative. Patrick Turner, Training & Employment Services Director, stated T&E has requested a no-cost extension of the One Fresno contract from the City of Fresno to utilize all funding to its full potential.

Public Comment: None heard.

**Motion by:** Arambula **Second by:** Bonner

**Ayes:** All in favor.

**Nayes:** None heard

**7\_6 PERSONNEL POLICIES & PROCEDURES MANUAL**

Commissioner Arambula-Reyna recommends that the Personnel Policies & Procedures manual be tabled and reviewed for consistency purposes to legally protect the agency and be brought back to the full Board for review and approval.

Price stated that the Personnel Policies & Procedures manual will be reviewed by the Legal Employment Counsel.

Public Comment: None heard.

No action required.

**8. AGENCY FINANCIAL AND HEAD START FINANCIAL STATUS REPORT SEPTEMBER 2024**

Angela Riofrio, Finance Director, provided an overview report of the Agency Financial Statements and the Head Start Financial Status Report as of Year-to-Date for February 28, 2025, with a revenue of \$19,442,100 and a total of \$20,449,685 in expenditures, which is 15% of the budget. The total net difference between operating revenue and expenditure is (\$1,007,585) deficit year-to-date. Transit grant asset depreciation is \$13,438, increasing the agency's net deficit to (\$1,021,023).

Commissioner Arambula discussed the finance report, which mentioned a staffing overhaul that resulted in a reduction of 23 staff members. However, the report did not specify the total number of employees in the administration department. Commissioner Arambula expressed concern regarding the severance packages and requested a review of the policies in light of the current financial situation. Angus responded by stating that severance pay has been removed from the Policies and Procedures manual and has been approved. Angus also mentioned that a comprehensive financial report will be presented during today's Executive Session.

This item meets Community Services Block Grant (CSBG) Organization Standards 8.7.

Public Comment: None heard.

**Motion by:** Baines      **Second by:** Pimentel

**Ayes:** All in favor.

**Nayes:** None heard

**9. PERSONNEL POLICIES & PROCEDURES MANUAL**

Angus recommended that this item be tabled for further discussion.

Public Comment: None heard.

No action required.

**10. 2026-2027 COMMUNITY ACTION PLAN**

Andy Arredondo, Evaluation Director, provided a comprehensive presentation on the 2026-2027 Community Action Plan. This plan aims to identify the types of programs and services required in the community to eliminate poverty. The following agency priorities were established based on community feedback: stable housing, job opportunities, access to healthcare, nutritious food, safe and clean neighborhoods, educational resources, and support.



The Board and staff engaged in a discussion and recommended that this item be tabled to allow the Board to provide feedback before submitting to the Department of Community Services and Development (CSD) by May 31, 2025.

Public Comment: None heard.

No action required.

**11. HEAD START 0 TO 5: CONSOLIDATING THE HEAD START REGIONAL OFFICES**

Michael Balderas, Head Start 0 to 5 Interim Director, provided an overview of the consolidation of the Head Start Regional Offices. As part of this restructuring, the Department of Health and Human Services (HHS) is merging its 10 regional offices into 5. This consolidation will involve closing offices in Boston, New York, Chicago, Seattle, and San Francisco, with the changes taking effect on April 1, 2025. Balderas stated that as a result of this consolidation, there may be delays in the review and approval of budget revisions and carryover applications submitted by the program, as funds cannot be utilized until they receive approval from the regional office.

Public Comment: None heard.

No action required.

**12. TRAINING AND EMPLOYMENT: INTERNSHIP DEMOGRAPHICS REPORT**

Patrick Turner, Training & Employment Services Director, provided a presentation overview of the demographics, including education, gender, age, and ethnicity of clients served by the Internship Program.

Public Comment: None heard.

No action required.

**13. FEDERAL FUNDING IMPACTS UPDATE**

Angus provided a brief overview of additional agency programs that will be impacted by federal funding, such as: Local Conservation Corps (LCC) and Foster Grandparent Program (FGP) AmeriCorps, Low Income Home Energy Assistance Program (LIHEAP), Community Services Block Grant (CSBG), Head Start and Health Services – Community Health Clinic.

Public Comment: None heard.

No action required.

14. **INTERIM CHIEF EXECUTIVE OFFICER'S REPORT**

Angus highlighted the Advance Peace Fresno team for being recognized as the second in the nation for their work in Conflict & Mediation, Outreach Engagement, and Fellow Assistance, and Domingo Gonzales for being recognized as the 2024 Neighborhood Change Agent (NCA) of the year during the Advance Peace National Forum.

Board Chair recommended Domingo Gonzales to be present at the next Board meeting to be recognized by the full Board.

Angus requested a motion to move the Board meetings to the fourth Monday of the month, beginning in the fall, and requested a motion to schedule a Board Retreat/Training on a Saturday in June.

Public Comment: None heard.

**Motion by:** Pacheco **Second by:** Mitchell

**Ayes:** All in favor.

**Nays:** None heard

15. **COMMISSIONERS' COMMENT**

Commissioner Mitchell expressed that she was unable to attend the March Board meeting and inquired about any changes or impacts regarding Diversity, Equity, and Inclusion (DEI). Mitchell emphasized her desire to ensure that the agency remains committed to serving the community's needs. In response, Angus assured her that the agency's commitment to the people we serve remains unchanged.

Commissioner Nikkel informed the Board and members of the public that the Comprehensive Economic Development Strategy (CEDS) for 2025-2030 will be open for public comments in the next couple of weeks and encouraged the Board and staff who are interested in economic opportunities to review the strategy, as it aligns with the agency's community needs assessment.

Public Comment: None heard.

No action required.

16. **EXECUTIVE SESSION**

Price, stated there was no action to report out of Executive Session.

17. **ADJOURNMENT**

The meeting adjourned at 7:30 p.m.

## PROGRAM PLANNING AND EVALUATION COMMITTEE MEETING

**Date:** April 16, 2025

**Time:** 12:00 PM

**Location:** 1920 Mariposa Street, Suite 310 Fresno, CA 93721

### MINUTES

**1. CALL TO ORDER**

Alena Pacheco, Chair, called the meeting to order at 12:03 p.m.

**2. ROLL CALL**

Roll was called and a quorum was established.

**Committee Members:**

Alena Pacheco  
Diane Lira  
Jalyssa Jenkins-McGill

**Teleconference:**

N/A

**Absent:**

Brian King  
Robert Pimentel

**Staff:**

Brian Angus  
Salam Nalia  
Sherry Neil  
Jack Lazzarini  
Nelson Dibie  
Greg Streets  
Ana Medina  
Patrick Turner  
Misty Gattie-Blanco

Thomas Dulin  
Jon Escobar  
Annette Thornton  
Princess Kosinski  
Andy Arredondo  
Gilda Arreguin  
Angela Riofrio  
Shawn Riggins  
Elionora Vivanco

**3. MARCH 12, 2025, PROGRAM PLANNING AND EVALUATION COMMITTEE MEETING MINUTES**

Public Comments: None heard.

**Motion by:** Lira **Second by:** Jenkins-McGill

**Ayes:** All in favor

**Nays:** None

**4. LOCAL CONSERVATION CORPS: LOCAL CONSERVATION CORPS CALRECYCLE RCL 40 GRANT**

Shawn Riggins, Local Conservation Corps Director, provided an overview of the CalRecycle RCL 40 grant application in the amount of \$2,282,789, to begin from July 1, 2025, to June 30, 2027. This funding will support 30 corpsmember positions and the Local Conservation Corps staff.

Commissioner Jenkins-McGill asked if Corpsmembers get paid for participating in the Local Conservation Corps CalRecycle grant. Riggins stated yes, corpsmembers get paid to participate in the program and receive education training, and several industry-recognized credentials.

Public Comments: None heard.

**Motion by:** Lira **Second by:** Jenkins-McGill

**Ayes:** All in favor

**Nays:** None

## 5. 2026-2027 COMMUNITY ACTION PLAN PROCESS

Andy Arredondo, Evaluation Director, provided an overview of the draft 2026-2027 Community Action Plan to submit to the Department of Community Services and Development.

Upon discussion, the Committee motioned to approve the Community Action Plan and recommended that this item be presented at the next full Board meeting for further discussion and approval.

Public Comments: None heard.

**Motion by:** Lira **Second by:** Pacheco

**Ayes:** All in favor

**Nays:** None

## 6. WOMEN, INFANTS & CHILDREN: WIC FUNDING AWARD

Annette Thornton, WIC Director, provided an overview of the Women, Infants and Children (WIC) funding award from the California Department of Public Health, WIC Division, in the amount of \$23,493,890, throughout the next full 3-year term. This funding will ensure that low-income families in Fresno County continue to have access to essential supplemental nutrition.

Public Comments: None heard.

**Motion by:** Lira **Second by:** Pacheco

**Ayes:** All in favor

**Nays:** None

## 7. PLANNING & DEVELOPMENT: FUNDING PROPOSALS FOR AMOUNTS UNDER \$150,000

Brian Angus, Interim Chief Executive Officer, stated that this information is intended to keep the Committee apprised of all funding proposals under \$150,000, to allow the Committee to ask questions.

Committee Chair Pacheco asked for clarification on the difference between approving and ratifying an item. Angus stated that we have to submit grants before we have a Committee/Board meeting, so we ratify the item because it's already submitted to meet the grants deadline, and if

we're able to present the grant to the Committee/Board before it's submitted, then it's an approval item.

Public Comments: None heard.

**Motion by:** Lira **Second by:** Pacheco

**Ayes:** All in favor

**Nays:** None

**8. PROGRAM PLANNING & DEVELOPMENT: FUNDING PROPOSALS FOR AMOUNTS UNDER \$150,000**

Committee Chair Pacheco asked for an overview of the Fansler Foundation. Misty Gattie-Blanco, Sanctuary Director, provided an overview of the Fansler Foundation funding agreement in the amount of \$50,000. Gattie-Blanco stated that these funds support Candy Cane Express, formerly known as Making Spirits Bright, to support 25 low-income families with food, gifts, and a Christmas tree.

Public Comments: None heard.

**Motion by:** Lira **Second by:** Pacheco

**Ayes:** All in favor

**Nays:** None

**9. SANCTUARY AND SUPPORT SERVICES: FRESNO COUNTY HUMAN TRAFFICKING SUPPORT SERVICES GRANT**

Gattie-Blanco, provided an overview of the Human Trafficking Support Services grant application submitted to the County of Fresno in the amount of \$1,250,000, for a five-year project period. Gattie-Blanco stated that if funded, the funds will support over 2,100 survivors of human trafficking, including more than 500 minors.

Commissioner Lira praised the grant writing team for their great work.

Committee Chair Pacheco asked to add the participant breakdown cost to the budget and present it to the full Board meeting.

Public Comments: None heard.

**Motion by:** Lira **Second by:** Pacheco

**Ayes:** All in favor

**Nays:** None

**10. SANCTUARY AND SUPPORT SERVICES: HOUSING AND HOMELESSNESS INCENTIVE PROGRAM**

Gattie-Blanco provided an overview of entering into a contract agreement with CalViva, Health Net, and Kaiser Permanente for the Housing and Homelessness Incentive Program (HHIP) in

the amount of \$305,948 for a 24-month project period.

Committee Chair Pacheco asked to add the participant breakdown cost to the budget and to provide the number of participants served and present it to the full Board meeting.

Public Comments: None heard.

**Motion by:** Lira **Second by:** Pacheco

**Ayes:** All in favor

**Nays:** None

**11. FOOD SERVICES: CHICK-FIL-A TRUE INSPIRATIONS AWARDS**

Jon Escobar, Food Services Director, provided an overview of the intent to apply for the Chick-fil-A True Inspiration Awards Grant Program. If funded, it will allow Food Services the opportunity to secure essential funding aimed at addressing the critical issue of hunger and food insecurity among children and their families in Fresno County.

Public Comments: None heard.

No action required.

**12. TRAINING & EMPLOYMENT SERVICES: URBAN EAST YOUTH SERVICES MONITORING**

Patrick Turner, Training & Employment Services Director, provided an overview of the Fresno Regional Workforce Development Board (FRWDB) monitoring reports for the 2024-2025 Urban East Youth Services, Agreement Number 310-301. Turner stated that the monitoring report found that three of eight files submitted and reviewed by the FRWDB monitoring department did not have sufficient documentation, resulting in repayment of unbillable costs to the FRWDB in the amount of \$5,830.19.

Turner continued by stating that, in response to the programmatic monitoring findings and eligibility issues, program managers have been retraining and implementing measures to ensure component compliance.

Public Comments: None heard.

No action required.

**13. GRANT TRACKER**

Ana Medina, Program Planning & Development Director, provided an update on grant applications highlighted on the Grant Tracker.

The committee and staff engaged in further discussion and recommend adding a legend to better understand the categories of the grant tracker.

Public Comments: None heard.

No action required.

**14. PUBLIC COMMENTS**

Commissioner Jenkins-McGill stated concerns regarding the Head Start 0 to 5 incident that took place at the Franklin Head Start and recommended that this issue be discussed at the next full Board meeting.

Public Comments: None heard.

No action required.

**15. ADJOURNMENT**

The meeting adjourned at 1:02 p.m.



## BOARD OF COMMISSIONERS MEETING

|                                                            |                                                |
|------------------------------------------------------------|------------------------------------------------|
| <b>Date:</b> May 19, 2025                                  | <b>Program:</b> Sanctuary and Support Services |
| <b>Consent Agenda Item #:</b> 7_3                          | <b>Director:</b> Misty Gattie-Blanco           |
| <b>Subject:</b> Housing and Homelessness Incentive Program | <b>Officer:</b> Sherry Neil                    |

### Recommended Action

The Program Planning and Evaluation Committee recommends approval for full Board consideration to enter into a contract agreement with CalViva/Health Net, Anthem Blue Cross and Kaiser Permanente for the Housing and Homelessness Incentive Program (HHIP) in the amount of \$305,948 over a 24-month project period from July 1, 2025, to June 30, 2027.

### Background

This item was presented during the May 14, 2025, Program Planning & Evaluation Committee Meeting.

This item was originally presented and approved during the April 16, 2025, Program Planning & Evaluation Committee Meeting and approved at the April 21, 2025, Board of Commissioners Meeting. The item is being reintroduced to reflect contract agreement revisions.

HHIP is an incentive program that aims to improve health outcomes and access to whole care services by addressing housing insecurity and instability as a social determinant of health for Medi-Cal members. The goals of HHIP are to:

1. Reduce and prevent homelessness; and,
2. Ensure that Medi-Cal Managed Care Plans (MCPs) develop the necessary capacity and partnerships to connect their members to needed housing services.

As a long-standing member of the Fresno Madera Continuum of Care (FMCoC) and primary youth serving provider, Fresno EOC will use these funds to support one Lived Experience Liaison to work directly with Lived Experience experts and develop and assist with a Youth Action Board. Funds will also be used to directly support the experts and youth with stipends.

### Fiscal Impact

This funding will support personnel and stipends for Lived Experience experts. Cal Viva/Health Net will fund \$206,809; Anthem Blue Cross will fund \$95,525 and Kaiser Permanente will fund \$3,614.



The Anthem Blue Cross and Kaiser Permanente contracts are currently pending. They have been incorporated into the following budget, as all Managed Care Plans (MCPs) funding is accounted for within the budgets of the CalViva/Health Net contract. Funding levels are based on MCP CalAIM enrollment in Fresno and Madera Counties.

| <b>Sanctuary and Support Services</b><br><b>7/1/25 - 6/30/27</b><br><b>\$305,948</b> |                                                                                                                                                                                   |      |              |
|--------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|--------------|
|                                                                                      | <b>Housing and Homelessness Incentive Program</b>                                                                                                                                 |      | <b>GRANT</b> |
| PROJECT SALARIES                                                                     |                                                                                                                                                                                   | FTE  | AMOUNT       |
|                                                                                      | Lived Experience Liaison                                                                                                                                                          | 1.00 | \$ 106,745   |
|                                                                                      |                                                                                                                                                                                   | 0    | \$ -         |
|                                                                                      | FRINGE BENEFITS                                                                                                                                                                   |      | \$ 45,484    |
| TOTAL PROJECT SALARIES                                                               |                                                                                                                                                                                   |      | \$ 152,229   |
| PROGRAM EXPENSES                                                                     |                                                                                                                                                                                   |      |              |
|                                                                                      | PROJECT STAFF TRAVEL                                                                                                                                                              |      | \$ -         |
|                                                                                      | EQUIPMENT                                                                                                                                                                         |      | \$ -         |
|                                                                                      | SUPPLIES                                                                                                                                                                          |      | \$ -         |
|                                                                                      | CONTRACTUAL & CONSULTANT SERVICES                                                                                                                                                 |      | \$ -         |
|                                                                                      | OTHER COSTS*                                                                                                                                                                      |      | \$ 1,650     |
|                                                                                      | PARTICIPANT COSTS**                                                                                                                                                               |      | \$ 136,220   |
| INDIRECT COSTS                                                                       |                                                                                                                                                                                   |      | \$ 15,849    |
| TOTAL BUDGET                                                                         |                                                                                                                                                                                   |      | \$ 305,948   |
|                                                                                      |                                                                                                                                                                                   |      |              |
|                                                                                      |                                                                                                                                                                                   |      |              |
| *Other Costs                                                                         | Cell Phone Stipend (\$1,050) and Liability Insurance (\$600)                                                                                                                      |      |              |
| **Participant Costs                                                                  | (12 participants) \$25/hour stipends incentivize attendance to meetings, workgroups, and orientation; covers cost for transportation, childcare, food, internet/technology access |      |              |



## BOARD OF COMMISSIONERS MEETING

|                                                     |                                |
|-----------------------------------------------------|--------------------------------|
| <b>Date:</b> May 19, 2025                           | <b>Program:</b> Food Services  |
| <b>Consent Agenda Item #:</b> 7_4                   | <b>Director:</b> Jon Escobar   |
| <b>Subject:</b> Chick-fil-A True Inspiration Awards | <b>Officer:</b> Jack Lazzarini |

### Recommended Action

The Program Planning and Evaluation Committee recommends ratification for full Board consideration of the Chick-fil-A True Inspiration Awards Grant Program to Chick-fil-A in the amount of \$200,000 for a one-year project period from January 1, 2026, to December 31, 2026.

### Background

This item was presented during the May 14, 2025, Program Planning & Evaluation Committee Meeting.

The Chick-fil-A True Inspiration Awards is an annual grant program that supports nonprofit organizations in the United States, Canada, the United Kingdom, and Singapore across five categories: Caring for People, Caring through Food, Caring for Communities and Caring for our Planet, which supports organizations nominated by local Chick-fil-A Operators. The program recognizes organizations that align with Chick-fil-A's corporate social responsibility mission to uplift youth and underserved communities.

Food Services applied under the "Caring through Food" category for initiatives aimed at combating hunger and food insecurity among children and their families. The funding will enhance the Free and Healthy Meals for Kids program by replacing the non-operational green Mobile Food Bus. This will help maintain food access for rural and urban children during school breaks.

The grant application was submitted on May 1, 2025. An informational item was presented to the Committee on April 16, 2025.

### Fiscal Impact

This funding will be used to purchase a new Mobile Food Bus, replacing the currently non-operational green bus used for the Food Services Meals for Kids program. No match is required.

| <b>Food Services</b><br><b>January 1, 2026 to December 31, 2026</b><br><b>\$200,000</b> |                                            |              |
|-----------------------------------------------------------------------------------------|--------------------------------------------|--------------|
|                                                                                         | <b>Chick-fil-A True Inspiration Awards</b> | <b>GRANT</b> |
| PERSONNEL                                                                               | FTE                                        | AMOUNT       |
| TOTAL PERSONNEL                                                                         |                                            | \$ -         |
| PROGRAM EXPENSES                                                                        |                                            |              |
| PROJECT STAFF TRAVEL                                                                    |                                            | \$ -         |
| EQUIPMENT                                                                               |                                            | \$ 119,000   |
| SUPPLIES                                                                                |                                            | \$ -         |
| CONTRACTUAL & CONSULTANT SERVICES                                                       |                                            | \$ -         |
| OTHER COSTS                                                                             |                                            | \$ 62,600    |
| PARTICIPANT COSTS                                                                       |                                            | \$ -         |
| INDIRECT COSTS                                                                          |                                            | \$ 18,400    |
| TOTAL BUDGET                                                                            |                                            | \$ 200,000   |

EQUIPMENT - Mobile Food Bus

OTHER COSTS - Food Costs (\$2,600), Vehicle Conversion Cost (\$50,000),  
Vehicle Paint/Wrap Cost (\$10,000)



## BOARD OF COMMISSIONERS MEETING

|                                                               |                                                |
|---------------------------------------------------------------|------------------------------------------------|
| <b>Date:</b> May 19, 2025                                     | <b>Program:</b> Program Planning & Development |
| <b>Consent Agenda Item #:</b> 7_5                             | <b>Director:</b> Ana Medina                    |
| <b>Subject:</b> Funding Proposals for Amounts Under \$150,000 | <b>Officer:</b> Brian Angus                    |

### Recommended Action

The Program Planning and Evaluation Committee recommends ratification for full Board consideration of the following grant applications, each totaling less than \$150,000.

### Background

This item was presented during the May 14, 2025, Program Planning & Evaluation Committee Meeting.

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Name               | Funder             | Amount   | Program                                          |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|--------------------|----------|--------------------------------------------------|
| <b>A.</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Fansler Foundation | Fansler Foundation | \$17,769 | Sanctuary & Support Services - Homeless Services |
| Funding will benefit developmentally challenged or socioeconomically disadvantaged children (ages 0 to 18) in the Fresno, Kings, Tulare, Merced, Madera, or Mariposa Counties.<br><br>The grant application was submitted on March 31, 2025. This grant application was originally presented at the April 16th committee meeting and is being reintroduced to reflect an updated grant amount.                                                                                                                                                                                                                                                      |                    |                    |          |                                                  |
| <b>B.</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | way OUT Grant      | way OUT            | \$75,000 | Sanctuary & Support Services - Homeless Services |
| way OUT empowers LGBTQ+ youth by funding grassroots organizations providing critical services, including mental health support, medical care, suicide prevention, and homelessness solutions in underserved communities.<br><br>The Fresno EOC LGBTQ+ Resource Center will offer weekly peer-led groups for 2S/LGBTQ+ youth (11-25) on topics like self-acceptance, harm reduction, mental health, healthy relationships, sexual health, advocacy, and career planning. It will provide in-person and virtual resource navigation for essential needs such as housing, food, and legal aid in urban and rural Fresno County, serving 250 youth with |                    |                    |          |                                                  |

trans-specific and bilingual support. Additionally, a multilingual social media campaign will promote awareness, outreach, and community engagement among 2S/LGBTQ+ youth.

The grant application was submitted on May 9, 2025.



## BOARD OF COMMISSIONERS MEETING

|                                                                                            |                                                   |
|--------------------------------------------------------------------------------------------|---------------------------------------------------|
| <b>Date:</b> May 19, 2025                                                                  | <b>Program:</b> Valley Apprenticeship Connections |
| <b>Consent Agenda Item #:</b> 7_6                                                          | <b>Director:</b> Patrick Turner                   |
| <b>Subject:</b> Fresno Regional Workforce Development Board High Road Construction Careers | <b>Officer:</b> Sherry Neil                       |

### Recommended Action

The Program Planning and Evaluation Committee recommends ratification for full Board consideration of the Fresno Regional Workforce Development Board (FRWDB) High Road Construction Careers Subaward Agreement with the California Community Colleges Chancellor's Office in the amount of \$139,850 for a six-month project period from April 4, 2025, to September 30, 2026.

### Background

This item was presented during the May 14, 2025, Program Planning & Evaluation Committee Meeting.

The California Community Colleges Chancellor's Office is providing funding to support ValleyBuild's three cohorts, aiming to showcase the essential role of paid, hands-on work experience, a component currently lacking within the Community College system. Through a strategic partnership with the FRWDB Multi-Craft Core Curriculum, which incorporates Valley Apprenticeship Connections (VAC) as both the initial and final phases and leveraging Fresno EOC's capacity to serve as the employer of record, the College will demonstrate a comprehensive approach that connects real-world training directly to employment opportunities.

VAC will provide hands-on work experience and act as the employer of record for Cohorts 43, 44, and 45, serving a total of 59 program participants.

### Fiscal Impact

This funding will support personnel, facilities cost, mileage and administration cost. No match is required.

**VALLEY APPRENTICESHIP CONNECTIONS**  
**HRCC-CCCO**  
**6 MONTHS**  
**APRIL 4, 2025 - SEPTEMBER 30, 2025**

|                                 |      | BUDGET    |
|---------------------------------|------|-----------|
| PERSONNEL                       | FTE  | AMOUNT    |
| DIRECTOR                        | 0.20 | 12,451.14 |
| ASSISTANT DIRECTOR              | 0.30 | 14,361.73 |
| PROGRAM MANAGER                 | 0.25 | 9,312.60  |
| CONSTRUCTION PROJECT INSTRUCTOR | 0.79 | 22,663.13 |
| SENIOR TRAINING FACILITATOR     | 0.45 | 12,048.75 |
| QUALITY ASSURANCE MANAGER       | 0.25 | 9,401.21  |
| ACCOUNTANT                      | 0.25 | 7,360.73  |
| FRINGE BENEFITS                 |      | 20,791.33 |
| TOTAL PERSONNEL                 |      | 108,391   |
| OTHER COSTS                     |      |           |
| FACILITIES COST                 |      | 16,440    |
| MILEAGE                         |      | 2,306     |
| ADMIN COSTS 10% (MAX)           |      | 12,714    |
| TOTAL BUDGET                    |      | 139,850   |



## BOARD OF COMMISSIONERS MEETING

|                                             |                                          |
|---------------------------------------------|------------------------------------------|
| <b>Date:</b> May 19, 2025                   | <b>Program:</b> Local Conservation Corps |
| <b>Consent Agenda Item #:</b> 7_7           | <b>Director:</b> Shawn Riggins           |
| <b>Subject:</b> Security Contract Selection | <b>Officer:</b> Sherry Neil              |

### Recommended Action

The information presented below is intended to keep the Board apprised on the contract selection for security services at the Local Conservation Corps (LCC) facility.

### Background

This item was presented during the May 14, 2025, Program Planning & Evaluation Committee Meeting.

Due to increasing costs and a strategic effort to reduce expenditures, a Request for Proposal (RFP) for security services was issued on December 9, 2024, and closed on December 20, 2024. Notices were posted on the agency's website, LCC's Facebook page, and invitations were extended to multiple security firms. The results of the bid proposals were shared with the Facilities Director, Procurement Director, and Program Officer by the LCC Director. Based on this review, CIS was identified as the lowest bidder.

Effective January 1, 2025, LCC contracted with CIS for security services for a two-year contract period, this was processed through an amendment via Fresno EOC's executive security contract.

| Rate          | Vigilant         | CIS              |
|---------------|------------------|------------------|
| Billing Rate  | \$32.99 per hour | \$31.55 per hour |
| Overtime Rate | \$48.49 per hour | \$47.33 per hour |

### Fiscal Impact

A combination of the CalRecycle, Department of Labor Youth Build (DOL YouthBuild) grant and CSBG funding helped cover the cost from January through April 2025. There will be no reduction in the annual cost of \$200,000.

### Conclusion

Continuing services with CIS remains the most favorable choice at this time.





## BOARD OF COMMISSIONERS MEETING

|                                   |                                                |
|-----------------------------------|------------------------------------------------|
| <b>Date:</b> May 19, 2025         | <b>Program:</b> Program Planning & Development |
| <b>Consent Agenda Item #:</b> 7_8 | <b>Director:</b> Ana Medina                    |
| <b>Subject:</b> Grant Tracker     | <b>Officer:</b> Brian Angus                    |

### Recommended Action

The information presented in the Grant Tracker is intended to keep the Committee apprised of program grant activity.

Below, please find a glossary of the grant tracker.

1. **IN PROGRESS GRANTS** – Grant applications currently being worked on by the grants department, not yet submitted.
2. **SUBMITTED GRANTS** – Grant applications submitted to the funder.
3. **AWARDED** - Grant applications awarded by the funder.
4. **NOT AWARDED** – Grant Applications **not** awarded by the funder.
5. **LETTERS OF INTENT SUBMITTED** – A Letter of Intent (LOI) submitted to the funder outlining our organization's proposed project or program, indicating our intention to seek funding.

This item was presented during the May 14, 2025, Program Planning & Evaluation Committee Meeting.

| IN PROGRESS GRANTS     |               |                                                                         |                                                     |                  |                                                                                                                                                                                                                                                                                                                                                                    |                   |                |
|------------------------|---------------|-------------------------------------------------------------------------|-----------------------------------------------------|------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|----------------|
| Due Date               | Program       | Name                                                                    | Funder                                              | Amount Requested | Summary                                                                                                                                                                                                                                                                                                                                                            | Board Report Date | Date of Notice |
| 5/23/2025              | Agency Wide   | 2025 Innovation Fund                                                    | The Tow Foundation                                  | \$300,000        | The Tow Foundation's 2025 Innovation Fund aims to expand access to youth mental health and well-being. It provides grants to nonprofit organizations innovatively addressing the care and support needs of young people aged 0-25 1 2. The fund encourages bold approaches to overcoming barriers in mental health support and aims to inspire impactful solutions | 6/18/2025         | TBD            |
| 8/18/2025              | Advance Peace | CalVIP - California Violence Intervention & Prevention Grant - Cohort 5 | California Board of State and Community Corrections | \$4,537,703      | CalVIP grants are used to support, expand and replicate evidence-based violence reduction initiatives.                                                                                                                                                                                                                                                             | 5/14/2025         | TBD            |
| Total Amount Requested |               |                                                                         |                                                     | \$4,837,703      |                                                                                                                                                                                                                                                                                                                                                                    |                   |                |

| SUBMITTED GRANTS |                                                        |                                                        |                                              |                  |                                                                                                                                                                                                                                                                                                                                                                                                                 |                   |                |
|------------------|--------------------------------------------------------|--------------------------------------------------------|----------------------------------------------|------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|----------------|
| Due Date         | Program                                                | Name                                                   | Funder                                       | Amount Requested | Summary                                                                                                                                                                                                                                                                                                                                                                                                         | Board Report Date | Date of Notice |
| 5/5/2025         | Food Services                                          | Chick-fil-A True Inspirations Awards                   | Chick-fil-A                                  | \$200,000        | Programs or projects focused on addressing hunger and food insecurity facing children and their families.                                                                                                                                                                                                                                                                                                       | 4/16/2025         | TBD            |
| 5/30/2025        | Food Services - Food Distribution Program              | Anthem 2025 Food Insecurity Grants                     | Anthem Blue Cross                            | \$10,000         | Funding can support current agency initiatives to combat food insecurity such as purchasing food, equipment to prepare food, capital costs, and staffing cost to prepare and deliver food.                                                                                                                                                                                                                      | 4/16/2025         | TBD            |
| 5/9/2025         | Sanctuary & Support Services - LGBTQ + Resource Center | wayOUT Grant                                           | wayOUT                                       | \$75,000         | wayOUT empowers LGBTQ+ youth by funding grassroots organizations providing critical services, including mental health support, medical care, suicide prevention, and homelessness solutions in underserved communities.                                                                                                                                                                                         | 5/14/2025         | TBD            |
| 4/17/2025        | Local Conservation Corps                               | Local Conservation Corps CalRecycle RCL 40 Grant       | CalRecycle                                   | \$2,282,789      | This grant continues CalRecycle's efforts to include all 14 California Local Certified Community Conservation Corps in collection and education activities of four (4) material types: CRV Beverage Containers, Used Oil, Used Tires, and E-waste.                                                                                                                                                              | 4/16/2025         | TBD            |
| 5/2/2025         | Health Services - Community Health Center              | PATH CITED Round 4                                     | CA Department of Health Care Services (DHCS) | \$1,852,741      | The PATH CITED initiative provides funding to build the capacity and infrastructure of on the ground partners, including community based organizations, hospitals, county agencies, Tribes, and others, to successfully participate in Medi-Cal system. The initiative enables the transition, expansion, and development of Enhanced Care Management (ECM) and Community Supports capacity and infrastructure. | TBD               | TBD            |
| 4/9/2025         | Sanctuary & Support Services                           | Fresno County DSS (Human Trafficking Support Services) | Fresno County DSS                            | \$750,000        | Funding to provide supportive services and education of harm reduction tools to youth impacted by human trafficking, and youth at risk of human trafficking including victims of both sexual trafficking and/or labor trafficking.                                                                                                                                                                              | 4/16/2025         | TBD            |

|            |                                                  |                                                                                                                    |                                                                                                    |             |                                                                                                                                                                                                                                                                                                                                                                                                |           |            |
|------------|--------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|-------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|------------|
| 3/31/2025  | Food Services                                    | Kaiser Permanente Food & Nutrition Security Grant                                                                  | Kaiser Permanente                                                                                  | \$25,000    | Funding to support strengthening current Food Distribution services.                                                                                                                                                                                                                                                                                                                           | 4/16/2025 | TBD        |
| 3/31/2025  | Sanctuary & Support Services - Homeless Services | Fansler Foundation                                                                                                 | Fansler Foundation                                                                                 | \$50,000    | Deliverables directly benefit developmentally challenged or socioeconomically disadvantaged children that are infant through eighteen years of age in the Fresno, Kings, Tulare, Merced, Madera, or Mariposa Counties.                                                                                                                                                                         | 4/16/2025 | TBD        |
| 3/4/2025   | Health Services - Community Health Center        | California Responsibility Education Program (CA PREP) and I&E                                                      | California Department of Public Health, Maternal, Child and Adolescent Health Division (CDPH/MCAH) | \$1,875,000 | CA PREP is intended to educate at-risk youth, ages 10 - 19 years and up to 21 years, for expecting or pregnant female youth in Fresno County on pregnancy prevention and sexually transmitted infections through replicating evidence-based program models which have been proven to change sexual risk-taking behavior, including delaying sexual activity, and increasing contraceptive use. | 3/12/2025 | TBD        |
| 3/3/2025   | Training and Employment                          | Basic Needs and Income Creation - RFP                                                                              | Bank of America Charitable Foundation                                                              | \$40,000    | Will provide funding for Internship Program for students ages 17 to 26 with a high school diploma or equivalent.                                                                                                                                                                                                                                                                               | N/A       | TBD        |
| 2/28/2025  | Health Services - Community Health Center        | Enhanced Care Management (ECM) Provider Certification Applications                                                 | CalAIM - Anthem/CalViva                                                                            | TBD         | Enhanced Care Management (ECM) is a statewide Medi-Cal benefit that provides person-centered, community-based management to the highest need members.                                                                                                                                                                                                                                          | 3/12/2025 | TBD        |
| 1/27/2025  | Sanctuary & Support Services - CVAHT             | Human Trafficking Victim Assistance Program                                                                        | Cal OES                                                                                            | \$566,666   | The purpose of the program is to provide comprehensive safety and supportive services to all survivors of human trafficking by enhancing access to essential direct services.                                                                                                                                                                                                                  | 1/27/2025 | TBD        |
| 1/24/2025  | Sanctuary & Support Services - CVAHT             | Flexible Assistance for Survivors (FA) Pilot Grant Program                                                         | Cal OES                                                                                            | \$250,000   | Improve safety, healing, and financial stability for victim/survivors of crime and their family members through direct cash/financial assistance.                                                                                                                                                                                                                                              | 1/27/2025 | TBD        |
| 1/1/2025   | Agency Wide - Information Technology (IT)        | CASF Broadband Adoption Account Grant-Digital Literacy                                                             | CA Public Utilities Commission                                                                     | \$150,000   | This grant will provide funding to provide Digital Literacy classes in rural communities, which include Mendota, Huron, Orange Cove, Sanger, San Joaquin and Parlier.                                                                                                                                                                                                                          | 1/27/2025 | TBD        |
| 12/23/2024 | Health Services-Community Health Clinic          | Community Supports Provider Certification Tool Application                                                         | CalAIM + Healthnet + Anthem                                                                        | TBD         | Application to become a Healthnet Community Supports provider offering Medically Tailored Meals (MTM), Housing Tenancy and Sustaining Services, and Housing Transition Navigation Community Supports.                                                                                                                                                                                          | 2/18/2025 | TBD        |
| 11/4/2024  | Health Services - Tobacco Education Program      | Community Outreach, Engagement, Education and/or Climate Resilience Service                                        | City of Fresno                                                                                     | \$400,000   | The city is interested in partnering with a diverse range of organizations on this project. The services to be performed by the subgrantee(s) include community outreach, engagement, education, and climate resilience activities designed to involve community members living and/or working in the project area.                                                                            | TBD       | TBD        |
| 10/2/2024  | Health Services                                  | HRSA-25-085 New Access Points Department of Health and Human Services Health Resources and Services Administration | US Department of Health and Human Services, Health Resources and Services Administration (HRSA)    | \$650,000   | To support new health center service delivery sites to expand affordable, accessible, and high-quality primary health care for underserved communities.                                                                                                                                                                                                                                        | 8/5/2024  | 11/20/2024 |
| 6/3/2024   | EOC Other                                        | ICARP Adaptation Planning Grant Program                                                                            | County of Fresno                                                                                   | \$50,000    | Fresno EOC will be a County of Fresno sub-awardee providing outreach and facilitating community input on climate resiliency needs and strategies.                                                                                                                                                                                                                                              | N/A       | TBD        |

|                        |                                                                   |                        |                      |             |                                                                                                  |           |           |
|------------------------|-------------------------------------------------------------------|------------------------|----------------------|-------------|--------------------------------------------------------------------------------------------------|-----------|-----------|
| 2/27/2024              | Training and Employment - Valley Apprenticeship Connections (VAC) | Career Skills Training | Department of Energy | \$536,626   | Funding for job training to gain industry-recognized certifications in energy efficiency sector. | 1/22/2024 | 5/20/2024 |
| Total Amount Requested |                                                                   |                        |                      | \$9,763,822 |                                                                                                  |           |           |

| 2025 AWARDED |                                                    |                                                                           |                                                                                 |                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                   |                |                |
|--------------|----------------------------------------------------|---------------------------------------------------------------------------|---------------------------------------------------------------------------------|------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|----------------|----------------|
| Due Date     | Program                                            | Name                                                                      | Funder                                                                          | Amount Requested | Summary                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Board Report Date | Date of Notice | Amount Awarded |
| 9/10/2024    | Transit Systems                                    | EnergIIZE EV Jump Start Year 3                                            | EnergIIZE Commercial Vehicles (California Energy Commission)                    | \$750,000        | Funding for commercial fleets, site owners, or others who seek to deploy charging infrastructure for Medium-Duty and Heavy-Duty (MDHD) electric vehicles (EVs).                                                                                                                                                                                                                                                                                              | 8/5/2024          | 3/24/2025      | \$750,000      |
| 1/24/2025    | Health Services - Community Health Clinic          | FUSD Comprehensive Sexual Health Education Program Program                | Fresno Unified School District (FUSD)                                           | \$1,152,946      | Health Services provides Comprehensive Sexual Health Education, in accordance with the mandatory requirement set forth by the California Healthy Youth Act (CHYA). Health Services staff is responsible for implementing five out of the fourteen lessons from the Positive Prevention PLUS (PPP) curriculum to seventh and ninth-grade students across 18 middle schools in the fall semester and 15 high schools/specialty schools in the spring semester. | 3/12/2025         | 3/13/2025      | \$1,152,946    |
| 7/26/2024    | Sanctuary and Support Services - Homeless Services | City of Fresno Homeless Youth Services                                    | City of Fresno                                                                  | \$2,134,500      | Funding will support Bridge Housing to young adults.                                                                                                                                                                                                                                                                                                                                                                                                         | 8/5/2024          | 9/16/2024      | \$395,332      |
| 9/12/2024    | Energy Services                                    | Equitable Building Decarbonization Direct Install Program- Central Region | Center for Sustainable Energy (CSE)                                             | \$565,676        | The Equitable Building Decarbonization Program seeks to mitigate greenhouse gas emissions by implementing energy-efficient and electrification measures in residential buildings across underserved and disadvantaged communities in Central California. Fresno EOC is a sub-contractor for the project awarded to Center for Sustainable Energy.                                                                                                            | 3/12/2025         | 2/15/2025      | \$565,676      |
| 6/28/2024    | Foster Grandparent - Senior Tech Program           | CA Advanced Services Fund (CASF) Adoption Account - Digital Literacy      | CA Public Utilities Commission                                                  | \$1,168,652      | Funds will allow the Senior Tech Program to continue for two more years, serving approximately 2,500 seniors.                                                                                                                                                                                                                                                                                                                                                | 10/7/2024         | 1/16/2025      | \$1,168,652    |
| 12/24/2024   | Food Services - Food Distribution Program          | Bob CareBob's Discount Furniture                                          | Smart & Final Charitable Foundation                                             | \$2,500          | Funds will support the Food Distribution Program.                                                                                                                                                                                                                                                                                                                                                                                                            | N/A               | 1/7/2025       | \$3,500        |
| 10/21/2024   | Sanctuary and Support Services - Homeless Services | Project Hearth                                                            | U.S. Department of Housing and Urban Development (HUD), Continuum of Care (CoC) | \$325,490        | Funding will support tenant based rental assistance.                                                                                                                                                                                                                                                                                                                                                                                                         | 10/7/2024         | 3/19/2025      | \$375,642      |

|                        |                                                    |                                                 |                                                                                 |           |                                                                                                                                                                      |                      |           |             |
|------------------------|----------------------------------------------------|-------------------------------------------------|---------------------------------------------------------------------------------|-----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|-----------|-------------|
| 10/21/2024             | Sanctuary and Support Services - Homeless Services | Project Phoenix                                 | U.S. Department of Housing and Urban Development (HUD), Continuum of Care (CoC) | \$487,032 | Funding will support tenant based master leasing.                                                                                                                    | 10/7/2024            | 3/19/2025 | \$565,578   |
| 10/21/2024             | Sanctuary and Support Services - Homeless Services | Project Rise Expansion                          | U.S. Department of Housing and Urban Development (HUD), Continuum of Care (CoC) | \$682,100 | Funding will support tenant based master leasing.                                                                                                                    | 10/7/2024            | 3/19/2025 | \$779,877   |
| 10/21/2024             | Sanctuary and Support Services - Homeless Services | HERO Team 2 Expansion                           | U.S. Department of Housing and Urban Development (HUD), Continuum of Care (CoC) | \$525,000 | Funding will support Coordinated Entry and supportive services.                                                                                                      | 10/7/2024            | 3/19/2025 | \$558,816   |
| 10/21/2024             | Sanctuary and Support Services - Homeless Services | Project Home                                    | U.S. Department of Housing and Urban Development (HUD), Continuum of Care (CoC) | \$490,290 | Funding will support tenant based master leasing.                                                                                                                    | 10/7/2024            | 3/19/2025 | \$542,405   |
| 5/31/2024              | Agency Wide - Navigation Center & Planning         | Brownfields Planning Grant Community Engagement | City of Fresno                                                                  | \$29,000  | Fresno EOC will conduct outreach on behalf of the City of Fresno to gain community and stakeholder support and input for addressing brownfields issues in SW Fresno. | N/A                  | 1/16/2025 | \$29,000    |
| Total Amount Requested |                                                    |                                                 | \$8,313,186                                                                     |           |                                                                                                                                                                      | Total Amount Awarded |           | \$6,887,424 |

| 2025 NOT AWARDED       |                                                    |                                                                      |                                                  |                  |                                                                                                                                                                                                                                                                                                                                            |                   |                |
|------------------------|----------------------------------------------------|----------------------------------------------------------------------|--------------------------------------------------|------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|----------------|
| Due Date               | Program                                            | Name                                                                 | Funder                                           | Amount Requested | Summary                                                                                                                                                                                                                                                                                                                                    | Board Report Date | Date of Notice |
| 3/15/2025              | Food Services                                      | Charitable Grant Application for the Wipfli Foundation - 2025        | Wipfli Foundation                                | \$25,000         | Funding supports social services and education initiatives in locations where Wipfli operates.                                                                                                                                                                                                                                             | 4/16/2025         | 4/22/2025      |
| 2/21/2025              | Energy Services                                    | Power Saver Rewards Grant Program                                    | CA Public Utilities Commission                   | \$75,000         | The Power Saver Rewards Grant Program provides grants to CBO's to educate Californian's about the Power Saver Rewards program and motivate them to take action by reducing their energy use during a Flex Alert. The program enables utility customers to get a bill credit for reducing their energy use while a Flex Alert is in effect. | N/A               | 4/1/2025       |
| 8/20/2024              | Sanctuary and Support Services - Homeless Services | Eviction Protection Grant Program FR-6800-N-79                       | U.S. Department of Housing and Urban Development | \$224,500        | Fresno EOC is a community partner with CCLS to provide no cost legal assistance to low-income tenants at risk of or subject to eviction.                                                                                                                                                                                                   | N/A               | 1/9/2025       |
| 11/8/2024              | Health Services - Community Health Center          | Ending California's Tobacco Epidemic In Every Community RFA 24-10095 | California Department of Public Health           | \$900,000        | Tobacco prevention for a period of 36 months to accelerate momentum toward ending California's tobacco epidemic through policy, system, and environmental change strategies by increasing community engagement within populations that have been disproportionately targeted by the tobacco industry.                                      | 11/4/2025         | 2/4/2025       |
| Total Amount Requested |                                                    |                                                                      | \$1,224,500.12                                   |                  |                                                                                                                                                                                                                                                                                                                                            |                   |                |

| LETTERS OF INTENT SUBMITTED |                              |                                                                                                                                       |                      |                  |                                                                                                                                                                                                                                                        |                   |                |
|-----------------------------|------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|----------------------|------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|----------------|
| Due Date                    | Program                      | Name                                                                                                                                  | Funder               | Amount Requested | Summary                                                                                                                                                                                                                                                | Board Report Date | Date of Notice |
| 1/9/2025                    | Sanctuary & Support Services | California Endowment Letter of Intent                                                                                                 | California Endowment | TBD              | Funding will support case management, mental health services, and educational outreach for the LGBTQ+ Resource Center.                                                                                                                                 | N/A               | TBD            |
| 11/20/2024                  | Advance Peace                | CDC (RO1) Research Grants to Rigorously Evaluate Innovative and Promising Strategies to Prevent Firearm-Related Violence and Injuries | CDC                  | \$50,000         | In partnership with MPHI and UC Berkley, funding will be used to demonstrate the effectiveness of the Advance Peace strategy, using a casual research design examining the relationship between stipend reinforcements and long term behavior changes. | N/A               | TBD            |
| Total Amount Requested      |                              |                                                                                                                                       | \$50,000             |                  |                                                                                                                                                                                                                                                        |                   |                |



## FINANCE COMMITTEE MEETING

Date: April 2, 2025

Time: 5:00 PM

Location: 1920 Mariposa Street, Suite 310 Fresno, CA 93721

### MINUTES

1. **CALL TO ORDER**

Charles Garabedian, Chair, called the meeting to order at 5:03 p.m.

2. **ROLL CALL**

Roll was called and a quorum was established.

**Committee Members:**

Charles Garabedian  
Debra McKenzie

**Staff:**

Salam Nalia  
Jack Lazzarini  
Nelson Dibie  
(T) Greg Streets  
(T) Sherry Neil  
Angela Riofrio  
Steve Warnes  
Ana Medina  
Patrick Turner

Chris Erwin

Amalia Martinez  
Brandy Tarquino  
Mai Chang  
(T) Misty Gattie-Blanco  
Elionora Vivanco

**Teleconference:**

Manuel Romero

**Absent:**

Rey Leon  
Alysia Bonner

Chair Garabedian amended the agenda to add an Executive Session as item #9.

3. **MARCH 12, 2025, FINANCE COMMITTEE MEETING MINUTES**

Public Comment: None heard.

**Motion by:** Romero    **Second by:** McKenzie

**Ayes:** All in favor.

**Nays:** None heard

4. **AGENCY FINANCIAL AND HEAD START FINANCIAL STATUS REPORT FEBRUARY 2025**

Angela Riofrio, Finance Director, provided an overview report of the Agency Financial Statements and the Head Start Financial Status Report as of February 28, 2025, with a revenue of \$19,442,100 and a total of \$20,449,685 in expenditures, which is 15% of the budget. The total net difference between revenues and expenditure is approximately (\$1,007,585) deficit. Transit grant asset depreciation is \$13,438, increasing the agency's net deficit to (\$1,021,023).

The Committee engaged in further discussion regarding the budget, The Staff answered the Committee's questions.

Commissioner Romero inquired about further discussion on how to increase donations for the agency.

Public Comment: None heard.

**Motion by:** McKenzie **Second by:** Romero

**Ayes:** All in favor.

**Nayes:** None heard

**5. UPDATE: AGENCY REQUEST FOR LOAN**

This item has been moved to Item #9 for further discussion during the Executive Session.

Public Comment: None heard.

**Motion by:** McKenzie **Second by:** Romero

**Ayes:** All in favor.

**Nayes:** None heard

**6. VARIANCE REPORTS**

Patrick Turner, Training & Employment Services Director, presented a detailed variance report for the Training & Employment and Valley Apprenticeship Connections programs. No questions were asked by the committee.

Public Comment: None heard.

No action required.

**7. PUBLIC COMMENTS**

Public Comment: None heard.

No action required.

**8. COMMISSIONERS' COMMENT**

Public Comment: None heard.

No action required.

**9. EXECUTIVE SESSION**

Public Comment: None heard.



No action required.

**10.. ADJOURNMENT**

The meeting adjourned at 6:17 p.m.



## BOARD OF COMMISSIONERS MEETING

|                                         |                                |
|-----------------------------------------|--------------------------------|
| <b>Date:</b> May 19, 2025               | <b>Program:</b> Finance        |
| <b>Consent Agenda Item #:</b> 7_10      | <b>Director:</b> Steven Warnes |
| <b>Subject:</b> Health Insurance Report | <b>Officer:</b> Salam Nalia    |

### Recommended Action

The information is presented to keep the Board apprised on the fiscal status of the Health Plan benefit offered to full-time employees.

### Background

This item was presented during the May 14, 2025, Finance Committee meeting.

The health insurance reserve of \$4.4 million will cover approximately 5.0 months of average expenditures. Contributions from programs and employees for 2025 total \$2,932,315 while the Fund paid out \$2,659,886 in expenses

Changes to the health insurance plan in 2022 through 2025 include:

- Effective January 2022: Tele-health service was added and 1% increase in Program premiums and an average 8% increase to Employee premiums.
- Effective January 2023: Restructured the wellness program to include more employees; replaced wellness discounted premium by an incentive program available to all employees. 5.5% increase in Program premiums.
- Effective January 2024: Kaiser HMO plan offered as an alternative to our existing PPO plan. Program and Employee premiums will increase by 8%.
- Effective January 2025: Employee premiums were unchanged, Program premiums were increased by 4%.

This table presents a sample of the monthly health insurance premium rates for 2025. Rates vary depending on the level of coverage selected. Rates for the PPO and HMO options are shown however, a high-deductible option is available at a 40% lower cost to the employee.

|                | Agency  | Employee | Total Premium |
|----------------|---------|----------|---------------|
| Employee Only  | \$720   | \$162    | \$882         |
| EE +Child(ren) | \$1,300 | \$291    | \$1,591       |
| EE + Family    | \$1,725 | \$387    | \$2,112       |
| EE + Spouse    | \$1,445 | \$324    | \$1,769       |

# Fresno County Economic Opportunities Commission

## Health Insurance Fund report

|                     |                                   | 12/31/2023           | 12/31/2024            | 03/31/2025           |
|---------------------|-----------------------------------|----------------------|-----------------------|----------------------|
| Beg Fund Balance    |                                   | \$5,493,910          | \$7,066,973           | \$4,203,324          |
| Plan Income         |                                   |                      |                       |                      |
| 01-2501             | HI RESERVE-AGENCY CONTRIBUTIONS   | \$8,638,643          | \$9,360,639           | \$2,354,395          |
| 01-2502             | HI RESERVE-EMPLOYEE CONTRIBUTIONS | \$1,863,131          | \$2,149,144           | \$577,936            |
| 01-2508             | HI STOP LOSS CLAIMS               | \$63,636             | \$972,913             | \$0                  |
| Total Plan Income   |                                   | <u>\$10,565,410</u>  | <u>\$12,482,696</u>   | <u>\$2,932,331</u>   |
| Plan Expenses       |                                   |                      |                       |                      |
| 01-2503             | HI HEALTH CLAIMS PAID             | (\$4,647,314)        | (\$6,661,503)         | (\$1,143,733)        |
| 01-2504             | HI DENTAL CLAIMS PAID             | (\$527,020)          | (\$540,701)           | (\$121,107)          |
| 01-2505             | HI PRESCRIPTIONS PAID             | (\$1,778,042)        | (\$1,956,813)         | (\$548,356)          |
| 01-2506             | HI VISION CLAIMS PAID             | (\$79,637)           | (\$68,392)            | (\$12,109)           |
| 01-2507             | HI STOP LOSS PREMIUMS             | (\$1,247,950)        | (\$1,160,745)         | (\$269,470)          |
| 01-2509             | HI LIFE INSURANCE PREMIUMS        | (\$106,188)          | (\$117,630)           | (\$20,802)           |
| 01-2511             | HI CLAIMS ADMINISTRATION          | (\$160,775)          | (\$146,539)           | (\$33,940)           |
| 01-2512             | HI BLUE CROSS/KAISER PREMIUMS     | (\$165,827)          | (\$1,396,770)         | (\$442,593)          |
| 01-2513             | HI CONSULTANT SERVICES            | (\$145,000)          | (\$145,000)           | (\$36,250)           |
| 01-2514             | HI EMPLOYEE ASSISTANCE PROGRAM    | (\$56,475)           | (\$56,881)            | (\$14,220)           |
| 01-2515             | HI PREFERRED CHIRO PREMIUMS       | (\$10,443)           | (\$9,159)             | (\$2,026)            |
| 01-2516             | HI TELEDOK FEES                   | (\$41,326)           | (\$47,627)            | (\$17,708)           |
| 01-2517             | HI OTHER EXPENSES                 | (\$26,351)           | (\$3,038,586)         | (\$545)              |
| Total Plan Expenses |                                   | <u>(\$8,992,347)</u> | <u>(\$15,346,345)</u> | <u>(\$2,662,858)</u> |
| End Fund Balance    |                                   | \$7,066,973          | \$4,203,324           | \$4,472,797          |



## BOARD OF COMMISSIONERS MEETING

|                                                                |                                 |
|----------------------------------------------------------------|---------------------------------|
| <b>Date:</b> May 19, 2025                                      | <b>Program:</b> Finance         |
| <b>Consent Agenda Item #:</b> 7_11                             | <b>Director:</b> Angela Riofrio |
| <b>Subject:</b> Accounting Payable System<br>Change: PaperSave | <b>Officer:</b> Salam M. Nalia  |

### Recommended Action

The Finance Committee recommends approval for full Board consideration of a 3-year agreement with PairSoft for the Papersave system, software license, and implementation.

### Background

This item was presented during the May 14, 2025, Finance Committee meeting.

The contract for our current system for managing invoices and payments, Coupa, will expire on December 31, 2025. The Coupa platform is extremely expensive, costing \$159,843 annually in subscription and integration fees for the core system, and requires complex API integrations with Blackbaud FENXT. This lack of native integration results in inefficiencies due to maintaining two databases, manual data entry, delays in invoice processing, and a lack of real-time visibility into accounts payable. Staff collected quotes for replacement solutions, considering Blackbaud Expense Management, Pairsoft's Papersave, and continuing with Coupa. Pairsoft's Papersave system was selected due to its affordability, robust AP automation features, and seamless integration with Blackbaud, which will streamline processes, reduce errors, and improve reporting.

### Fiscal Impact

The 3-year agreement with Pairsoft provides the Papersave software suite, encompassing procurement and payment processing, licensed for \$51,620 in year one, \$47,900 in year two, and \$50,295 in year three:

| Software           | Name             |                  |                  |
|--------------------|------------------|------------------|------------------|
| Year               | Coupa            | Papersave        | Total            |
| 2023               | \$242,151        |                  | \$242,151        |
| 2024               | \$229,988        |                  | \$229,988        |
| 2025               | \$219,593        | \$51,705         | \$271,298        |
| 2026               |                  | \$47,900         | \$47,900         |
| 2027               |                  | \$50,295         | \$50,295         |
| <b>Grand Total</b> | <b>\$691,732</b> | <b>\$149,900</b> | <b>\$399,118</b> |

Note: Coupa expenses include subscription fees, additional modules, consulting and annual maintenance costs.

- **Coupa:** While Coupa is a robust procurement platform, its lack of native integration with our existing Blackbaud environment presents challenges. Maintaining separate systems for procurement and AP leads to inefficiencies and potential data discrepancies. The annual subscription and integration fees for Coupa are \$159,843, with approximately \$25,000 in additional annual maintenance expenses due to complex API integrations with Blackbaud FENXT. Since 2020, the agency has spent over \$100,000 on Coupa implementation and consulting, with total Coupa expenses projected to reach \$1.1 million by the end of 2025. This represents a significant ongoing cost that the proposed Papersave implementation aims to reduce..
- **Blackbaud Expense Management:** Blackbaud Expense Management primarily focuses on expense reporting. While it offers a valuable and affordable solution for managing employee expenses, it does not address the full scope of our AP workflow needs. The costs are \$7,000 per year for Expense Management, \$4,000 per year for Web Purchasing, and \$336 per year for a 10-pack of Non-Financial User Licenses. Specifically, its PO approval workflows are limited, and procurement capabilities are only partially available through the separate Web Purchasing module. Therefore, it does not provide the comprehensive invoice processing and payment automation capabilities required by the agency.

#### **Key financial considerations:**

- By securing the current discount, the agency avoids \$21,415 in implementation expenses, limiting the initial investment in Papersave to \$6,085.
- Pairsoft's solution provides a more comprehensive suite of AP automation features than Expense Management modules from Blackbaud.
- Pairsoft Pay offers the potential for rebates on electronic payments. An analysis of our payment data projects a potential annual rebate of \$25,000, with \$18,000 achievable from day one. These rebates will further offset the cost of the Papersave system and generate additional revenue.
- Pairsoft implementation will automate the payment process and greatly reduce our labor intensive manual processes. We will no longer continue printing 80% of our vendor payments, requiring manual print and mail process.

1920 Mariposa St., Suite 330  
Fresno, CA 93721

## FRESNO ECONOMIC OPPORTUNITIES COMMISSION

Written Request for Quote

For Purchases - \$10,000.00 to \$149,999

DAVIS BACON: No. Public Funds are not being used or this is not a project related to construction, repair, remodel, or redecorating.

COST CODE: 5190

PROJECT: 01000

TASK/ ITEM: Replacing Coupa with Papersave

### VENDOR

|    |                |                                                 |
|----|----------------|-------------------------------------------------|
| 1. | Vendor's Name: | Blackbaud Expense Management                    |
|    | A. Address     | 65 Fairchild Street, Charlston, SC 29492        |
|    | B. Contact     | James Fleshman (James.Fleshman@blackbaud.com)   |
|    | C. Unit Price  | Y1: \$13,592, Y2: 11,672, Y3: 11,672            |
| 2. | Vendor's Name: | Pairsoft Papersave                              |
|    | A. Address     | 382 NE 191st St. PMB 58356 Miami, Florida 33179 |
|    | B. Contact     | Tosh Samkange (tsamkange@pairsoft.com)          |
|    | C. Unit Price  | Y1: \$51,620, Y2: 47,900, Y3: 50,295            |
| 3. | Vendor's Name: | Coupa Software Inc.                             |
|    | A. Address     | 1855 S. Grant Street, San Mateo, CA 94402       |
|    | B. Contact     | Rachel Petraglia (rachel.petraglia@coupa.com)   |
|    | C. Unit Price  | Y1: \$146,613, Y2: 146,613, Y3: 146,613         |

### JUSTIFICATION

JUSTIFICATION\*\*\*PLEASE CHECK ALL APPROPRIATE REASONS AND ATTACH WRITTEN BIDS RECEIVED FROM VENDORS\*\*\*

Vendor chosen: **Pairsoft Papersave**

Primary reason for choosing vendor: More Beneficial Service(s)

Justification Narrative \*can be bulleted, numbered list, or paragraph format.

The primary reason for this selection is that Pairsoft Papersave offers a more deeply integrated suite of services that strategically leverages our existing Blackbaud FENXT investment, delivering significant and quantifiable cost-saving benefits, enhanced operational efficiency, and payment automation with annual rebates.

Pairsoft's solution excels in several key areas:

- **Blackbaud Integration:** Pairsoft provides native, out-of-the-box integration with Blackbaud. This is a significant advantage as it streamlines data management by using Blackbaud as the single source of data for vendor and chart of account information. This eliminates the inefficiencies, integration fees, and potential errors associated with maintaining data in multiple systems, a problem we currently face.
- **Workflow Automation:** The system handles both PO-backed and non-PO invoices, automates routing and approvals based on various criteria (e.g., dollar amount, GL account), and provides a clear audit trail of actions. OCR technology automates the extraction of data from invoices, reducing the need for manual data entry, saving time, and minimizing the risk of human error.
- **Payment Processing:** Pairsoft offers an integrated payment processing module that can completely automate payments and provide valuable insights, fully integrated into Blackbaud FENXT. The Pay module will automate the payment process and greatly reduce our labor-intensive manual processes. We will no longer continue printing 80% of our vendor payments, requiring a manual print and mail process.
- **Pairsoft Pay Rebates:** The Pay module also provides rebates on electronic payments, effectively generating revenue for the organization. An analysis of our payment file indicates a potential rebate of \$25,000 per year, with \$18,000 achievable from day one.

#### Reasons for not selecting other vendors

- **Coupa:** While Coupa is a robust and elaborate procurement platform, it lacks the level of integration needed with our existing Blackbaud environment. Maintaining separate systems for procurement and AP leads to inefficiencies and potential data discrepancies. Total annual subscription and integration fees: \$159,843. Complex API integrations with Blackbaud FENXT, leading to high maintenance expenses (approx. \$25,000 annually). Over \$100,000 has been spent on Coupa implementation and consulting since 2020. Total expenses from December 2020 to the end of 2025: \$1.1 million.
- **Blackbaud Expense Management:** Blackbaud Expense Management primarily addresses expense reporting. While it offers a valuable and affordable solution for managing employee expenses, its PO approval workflows are limited, and procurement capabilities are only partially available through a separate module called Web Purchasing. Consequently, it does not fully meet the scope of our AP workflow requirements, particularly in the critical areas of comprehensive invoice processing and automated payment functionalities. Expense Management: \$7,000 per year. Web Purchasing: \$4,000 per year. Non-Financial User Licenses: \$336 per year for a 10-pack.



## ORDER FORM

### Client

Fresno Economic Opportunities Commission  
Brian Angus  
1920 Mariposa Mall Ste 300  
Fresno, California 93721  
brian.angus@fresnoeoc.org

### Sales Point of Contact

Tosh Samkange  
Account Executive  
PairSoft  
tsamkange@pairsoft.com

This Order Form (**Order Form**) is between the Client identified above and Paramount Technologies, Inc., d/b/a PairSoft (**PairSoft**). This Order Form is subject to and governed by the PairSoft Master Software and Services Agreement [set forth at <https://pairsoft.com/MSSA/PairSoftMSSA-v2.1.htm>]. If the MSSA refers to ATPs, this Order Form shall be deemed an ATP.

## SOLUTIONS; FEES

Client hereby subscribes to the following Solutions from PairSoft and shall pay PairSoft the following fees:

| Solutions 36-month term (5/14/2025-5/13/2028)        | Units | Year 1      | Year 2      | Year 3      |
|------------------------------------------------------|-------|-------------|-------------|-------------|
| PaperSaveCloud for FE - Premier                      | 1     | \$17,500.00 | \$19,280.00 | \$21,150.00 |
| Included Unlimited Users for PaperSave Cloud         | 1     | \$0.00      | \$0.00      | \$0.00      |
| Included Unlimited Storage for PaperSave Cloud       | 1     | \$0.00      | \$0.00      | \$0.00      |
| PaperSave Cloud Full Workflow Engine                 | 1     | \$0.00      | \$0.00      | \$0.00      |
| PaperSave Cloud for Forms Recapture                  | 1     | \$0.00      | \$0.00      | \$0.00      |
| PaperSave Cloud for Smart Forms                      | 1     | \$0.00      | \$0.00      | \$0.00      |
| Analytics                                            | 1     | \$0.00      | \$0.00      | \$0.00      |
| Data Redaction Tool                                  | 1     | \$0.00      | \$0.00      | \$0.00      |
| PaperSave Cloud Procurement                          | 1     | \$0.00      | \$0.00      | \$0.00      |
| Blackbaud NXT Connector Fee                          | 1     | \$400.00    | \$400.00    | \$400.00    |
| PaperSave Document Usage - 60,000 documents per year | 1     | \$17,720.00 | \$17,720.00 | \$17,720.00 |
| PairSoft Pay Subscription Fee                        | 1     | \$10,000.00 | \$10,500.00 | \$11,025.00 |

|                                                                                                                                                                                                                                                                                                                                                                                          |  |                    |                    |                    |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--------------------|--------------------|--------------------|
| <b>Total annual subscription fees</b>                                                                                                                                                                                                                                                                                                                                                    |  | <b>\$45,620.00</b> | <b>\$47,900.00</b> | <b>\$50,295.00</b> |
| As applicable, if Fresno Economic Opportunities Commission (Fresno EOC) exceeds the then-current contracted volume of documents, Pairsoft will invoice Fresno Economic Opportunities Commission (Fresno EOC) \$0.50 for each additional document uploaded beyond the licensed amount during the subscription term or provide the option to increase their document tier. Fresno Economic |  |                    |                    |                    |



Opportunities Commission (Fresno EOC) may choose to add additional documents at the then-current list pricing at any time during the subscription term.

| Professional Services (if applicable and as outlined in the attached Exhibit A (Statement of Work)) | Type        | Estimated Hours | Rate / Hour | Total Fees         |
|-----------------------------------------------------------------------------------------------------|-------------|-----------------|-------------|--------------------|
| Swift Non-PO AP for FE (SKY API) - See Attached SOW as Exhibit A                                    | Fixed Price |                 |             | \$6,000.00         |
| PaperSave Consulting Services - See Attached SOW as Exhibit A                                       | Fixed Price |                 |             | \$5,000.00         |
| PaperSave Procurement Workflow                                                                      | Fixed Price |                 |             | \$6,500.00         |
| PairSoft Pay Setup Fee - See Attached SOW as Exhibit B                                              | Fixed Price |                 |             | \$10,000.00        |
| <b>Discounts (valid through 5/20/25)</b>                                                            |             |                 |             | <b>\$21,415.00</b> |
| <b>Total Professional Services fees</b>                                                             |             |                 |             | <b>\$6,085.00</b>  |

## STANDARD SUPPORT

PairSoft will maintain a Support Center to assist in the use and operation of the Solutions and to handle service requests / inquiries when facing an issue. PairSoft's Support Center will be available during regular business hours. The PairSoft Support Center can be contacted by creating a case via the Customer Portal (click Register for first login).

## TERM

Upon receiving the Order Form signed on behalf of Fresno Economic Opportunities Commission (Fresno EOC), invoices will be created for 50% of the total services fee (**\$3,042.50**). This service deposit invoice is due upon receipt and prior to the start of any of the services.

## INVOICING

PairSoft may invoice Client the annual subscription fees annually in advance beginning upon the **Effective Date**.

Professional services fees, if applicable, will be invoiced as follows:

- Fixed fee projects: 50% of fee invoiced upon the **Effective Date** and 50% invoiced upon the beginning of user-acceptance testing.
- Time and materials projects: Billable hours will be invoiced monthly in arrears.

## IMPLEMENTATION SERVICES

PairSoft will deliver a standardized implementation to Fresno Economic Opportunities Commission (Fresno EOC) as part of this agreement, and is incorporated by reference and available below. This SOW sets forth the standardized work activities and deliverables associated with implementing PairSoft, and will govern the interactions between the two companies for this implementation project.

## PAIRSOFT PAY FEES AND SPECIAL TERMS

PairSoft Pay is subject to the additional fees and rebates (if applicable) as outlined in Exhibit B: PairSoft Pay Fees. Such fees will be invoiced as incurred in the following month.

All amounts due by PairSoft to Client shall be offset by any amounts due to PairSoft under this Order Form.

Should Client be in a net position where PairSoft owes the Client funds for a period of three consecutive months, PairSoft will settle any amounts due to Client in the next month.

For the avoidance of doubt, PairSoft Pay is a Third-Party Product powered by Bottomline Technologies, Inc.'s ("Bottomline") Notwithstanding section 1.e of the MSSA, Client shall pay PairSoft the license fees for PairSoft Pay. Client's use of PairSoft Pay shall be subject to the additional Bottomline Technologies, Inc.'s ("Bottomline") terms and conditions set forth at <https://www.bottomline.com/us/legal/paymode-x-id-operating-rules>

## GENERAL

The individual signing below represents s/he has the necessary authority to execute this Order Form on behalf of Client and that his/her signature is sufficient to make this Order Form the binding and enforceable obligation of Client.

FRESNO ECONOMIC  
OPPORTUNITIES COMMISSION  
(FRESNO EOC)

PAIRSOFT

\_\_\_\_\_  
Authorized Signature

\_\_\_\_\_  
Authorized Signature

\_\_\_\_\_  
Printed name

\_\_\_\_\_  
Printed name

\_\_\_\_\_  
Title

\_\_\_\_\_  
Title

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date

**Invoice contact for** Fresno Economic Opportunities Commission (Fresno EOC)

\_\_\_\_\_  
Print name and email address

## EXHIBIT B: PAIRSOFT PAY FEES

|                                 | Item                        | Type                                   | Price   |
|---------------------------------|-----------------------------|----------------------------------------|---------|
| <b>Transaction Banking Fees</b> | ACH Payment                 | Per Item                               | \$0.50  |
|                                 | Checks (Paper & Electronic) | Per Item                               | \$0.75  |
|                                 | Basic ACH Set up            | One time Per Payer-Vendor relationship | \$50.00 |
|                                 |                             |                                        |         |
|                                 | Item                        | Type                                   | Rate    |
| <b>Rebates</b>                  | Virtual Card*               | Cash Back                              | -0.650% |
|                                 | Premium ACH*                | Cash Back                              | -0.150% |

**\*Note:** The Services outlined in Exhibit B are standard services provided by the PairSoft Pay program. Any custom layouts or services can be scoped and priced separately at the Client's request. Since the Pay program leverages the Client's banking relationship, the Client should refer to the terms and conditions of their banking institution to determine if any additional fees or terms apply.

Transactions processed via Virtual Card are eligible to participate in the PairSoft Pay rebate program. Such rebates will be provided to Client at an estimated rate of 0.65% (65 bps) of the \$ amount of transactions successfully completed. Transactions processed via Premium ACH also generate a rebate of 0.15% (15 bps) of the \$ amount of transactions successfully completed. Any transactions considered as large ticket items will qualify for a rebate of 0.35% (35 bps) unless otherwise specified. Postage and shipping will be directly passed as charged paid by PairSoft.

## STATEMENT OF WORK

### INTRODUCTION

The purpose of this document is to describe the approach PairSoft and Client will follow to provision a basic implementation of PaperSave with transaction automation to support Client's accounts payable processes. The implementation will be done with a prefabricated workflow template: the template cannot be modified and will be directly integrated with Client's FE NXT application.

### SCOPE

| Description                                        | Scope                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|----------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Implementation of PairSoft SaaS Solution           | <ul style="list-style-type: none"> <li>PaperSave 7</li> <li>PaperSave Native OCR</li> <li>PaperSave Auto Entry</li> <li>Accounts Payable Dashboard (if included in ATP)</li> </ul>                                                                                                                                                                                                                                                                   |
| Configuration of standard workflows and Auto Entry | <ul style="list-style-type: none"> <li>One Non-Purchase Order Invoice Automation Workflow template                             <ul style="list-style-type: none"> <li>Workflow is unchanged</li> <li>Unlimited reviewers</li> <li>Unlimited approval thresholds and approvers</li> <li>Only one escalation for each reviewer / approver</li> <li>Five ERP companies</li> <li>Three drop points (scan, email, drag &amp; drop)</li> </ul> </li> </ul> |
| Modifications to the standard workflow             | <ul style="list-style-type: none"> <li>Add new fields to view more information</li> </ul>                                                                                                                                                                                                                                                                                                                                                            |

|                                      |                                                                                                                                                                                                                                                                                                                                      |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                      | <ul style="list-style-type: none"> <li>· Add or exclude reviewer steps</li> </ul>                                                                                                                                                                                                                                                    |
| Configuration of standard Native OCR | <ul style="list-style-type: none"> <li>• Out-of-the-box using the standard, unmodified North American invoice template (see supported fields for each workflow)</li> <li>• Data capture for only the out-of-the-box fields PaperSave supports for ERP as listed in product documentation (see <a href="#">User Guide</a>)</li> </ul> |
| Custom Tables                        | <ul style="list-style-type: none"> <li>• Use of two custom tables within PaperSave to accomplish no more than three (3) of the following: · Custom field lookups · Custom filters for existing field lookups · Custom validations</li> </ul>                                                                                         |
| Auto Entry                           | <ul style="list-style-type: none"> <li>• To be used in the workflow described above</li> <li>• Profile fields supported out-of-the-box as listed in product documentation</li> </ul>                                                                                                                                                 |
| Dashboards (if licensed; see ATP)    | <ul style="list-style-type: none"> <li>• KPI for Accounts Payable</li> <li>• AP Invoice Managerial</li> </ul>                                                                                                                                                                                                                        |
| SmartForms (if licensed)             | <ul style="list-style-type: none"> <li>• PairSoft standard PaperSave Swift SmartForm unchanged</li> </ul>                                                                                                                                                                                                                            |

## PROJECT OVERVIEW AND RESPONSIBILITIES

| MILESTONE 1: PREPARATION & LAUNCH                                                                                                                                                                                                                                                                                                                                 |          |        |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|--------|
| Conduct technical planning meeting <ul style="list-style-type: none"> <li>- Review the implementation process and scope of work in detail</li> <li>- Review the previously submitted prerequisite documentation</li> <li>- Review the PaperSave 7 deployment whitepaper</li> <li>- Create the project timeline</li> <li>- Provide answers to questions</li> </ul> | PairSoft |        |
| Provision PaperSave 7 environment                                                                                                                                                                                                                                                                                                                                 | PairSoft |        |
| Test PaperSave components <ul style="list-style-type: none"> <li>- Native OCR, Auto Entry, and may include SmartForm</li> <li>- Implementation of workstation components is not a critical path</li> </ul>                                                                                                                                                        | PairSoft | Client |
| Install and test any applicable PaperSave Client components on all other workstations and/or terminal servers <ul style="list-style-type: none"> <li>- PairSoft will provide Client's designated system administrator / technical support liaison with these instructions</li> </ul>                                                                              | PairSoft | Client |
| MILESTONE 2: SOFTWARE SETUP                                                                                                                                                                                                                                                                                                                                       |          |        |
| Deploy and test the workflow template                                                                                                                                                                                                                                                                                                                             | PairSoft |        |
| Prepare and review design document <ul style="list-style-type: none"> <li>• Review to include configuring reviewers, approvers, approval thresholds, and approval assignments using the admin console in the PaperSave software</li> </ul>                                                                                                                        | PairSoft | Client |
| Setup drop points <ul style="list-style-type: none"> <li>• PairSoft guides the setup of the drop points; Client executes the setup of drop points</li> </ul>                                                                                                                                                                                                      | PairSoft | Client |
| MILESTONE 3: TRAIN & TEST                                                                                                                                                                                                                                                                                                                                         |          |        |
| Conduct remote training (approximately 4 hours)                                                                                                                                                                                                                                                                                                                   | PairSoft | Client |

|                                                                                                                                                                                                                                                                                                                                                                                |          |        |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|--------|
| <ul style="list-style-type: none"> <li>Topics covered: PaperSave Essentials, PaperSave Native OCR, Workflow end-user, and Administrator trainings</li> </ul>                                                                                                                                                                                                                   |          |        |
| Conduct User Acceptance Testing (UAT) <ul style="list-style-type: none"> <li>Only test documents should be processed in PaperSave during this phase</li> <li>UAT serves to validate the configuration and enhance the understanding of the Solution</li> </ul>                                                                                                                 |          | Client |
| Complete the testing plan and report any defects to PairSoft within 10 business days <ul style="list-style-type: none"> <li>During the UAT process, it is possible that new PaperSave product defects may be exposed or known product defects encountered. If a workaround is implemented by PairSoft, the defect will not delay the acceptance of the application.</li> </ul> |          | Client |
| Provide support to UAT users <ul style="list-style-type: none"> <li>PairSoft will monitor UAT and provide support to answer questions and resolve issues</li> <li>PairSoft will implement any necessary workarounds</li> </ul>                                                                                                                                                 | PairSoft |        |

#### MILESTONE 4: GO-LIVE

|                                                                                                                                                                                                                                                                                   |          |        |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|--------|
| Remove test items and launch ("Go-Live")                                                                                                                                                                                                                                          | PairSoft | Client |
| Provide hypercare support (for up to 2 weeks) <ul style="list-style-type: none"> <li>The Project team will conduct an introduction to support call</li> </ul>                                                                                                                     | PairSoft |        |
| Deliver Project Closure and Support Transition Document <ul style="list-style-type: none"> <li>The document will provide transition resources and instructions to utilize PairSoft's PaperSave customer support organization, as well as the PairSoft client portal</li> </ul>    | PairSoft |        |
| Acceptance: If PairSoft does not receive timely written notification of any defects during the UAT, the project shall be deemed accepted. If the application is placed into production and invoices are being processed, the project shall be deemed accepted and will be closed. |          |        |

## PROJECT GOVERNANCE

### PROJECT MANAGEMENT

The consultant assigned to the project will also serve as the project manager. Client will assign a project manager, as well. The responsibility of the project managers will be to manage the implementation activities of the effort and to report status and progress against plan.

### PROJECT GOVERNANCE

The PairSoft project manager will maintain the task plan for the project. If there are any changes to the plan, the PairSoft consultant will create an email report to describe the change(s) and the reasons, as well as the impact on the project's schedule and financials. If necessary, the two project managers will conduct a call to review status and to resolve any issues.

### CHANGES

If the parties agree to any changes to this SOW, they shall execute an amendment to this SOW effecting such changes ("**SOW Amendment**"). No additions or other changes to this SOW shall be effective unless such changes are in writing and signed by both parties in the form of a SOW Amendment.

## OUT OF SCOPE

Any services and/or activities not listed in the tables above are out of scope and excluded from the Professional Services project.

## ASSUMPTIONS

Client shall provide PairSoft with all information relevant to the services to be performed and shall cooperate and provide PairSoft with all assistance as may reasonably be required for PairSoft to perform the services. Client grants PairSoft employees' access to their data and environment to provide the scoped solutions outlined in the SOW.

## EXCLUSIONS OF PAIRSOFT RESPONSIBILITY

- Installation and / or configuration of third-party products including but not limited to Microsoft Office and SharePoint
- Hardware procurement or licensing
- Configuration of any hardware components including desktop and multi-function scanners
- Network configuration or troubleshooting, including permissions for file sharing or access
- Support for users across multiple domains
- Development of Client specific documentation such as Client test plans, implementation plans, custom Client training materials, and Client specific system documentation
- Weekend work or after-hour deployments are excluded from the delivery methodology

## STATEMENT OF WORK

### INTRODUCTION

Fresno Economic Opportunities Commission ("Client") will work with PairSoft to configure a basic implementation of PaperSave with transaction automation to support the Client's accounts payable processes. The implementation will be done with a prefabricated workflow template: the template cannot be modified and will be directly integrated with Client's Blackbaud's FE NXT application using Blackbaud's Sky API.

The implementation also includes invoice data capture using the PaperSave Native OCR product plus direct integration with the Client's ERP using the Auto Entry module, and the services to enable making payments through the PairSoft Pay portal.

### SCOPE

| Description                              | Scope                                                                                                                                                                                                                                                                                                                                                                                                                       |
|------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Implementation of PairSoft SaaS Solution | <ul style="list-style-type: none"><li>• PaperSave 7 with Sky API</li><li>• PaperSave Native OCR</li><li>• PaperSave Auto Entry</li><li>• Accounts Payable Dashboard (if included in ATP)</li></ul>                                                                                                                                                                                                                          |
| Process Workflow                         | <ul style="list-style-type: none"><li>• One Non-Purchase Order Invoice Automation Workflow template<ul style="list-style-type: none"><li>o Workflow is unchanged</li><li>o Unlimited reviewers</li><li>o Unlimited approval thresholds and approvers</li><li>o Only one escalation for each reviewer / approver</li><li>o Five ERP companies</li><li>o Three drop points (scan, email, drag &amp; drop)</li></ul></li></ul> |
| PairSoft Pay                             | <ul style="list-style-type: none"><li>• Payment processing for use with standard, prefabricated invoice automation workflow. Client is given an option to send invoice for payment with or without approval</li><li>• Upon invoice processing, payment data will be transferred to the portal for validation and then payment processing</li></ul>                                                                          |

|                                   |                                                                                                                                                                                                                                                                                                                                      |
|-----------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| PaperSave Native OCR              | <ul style="list-style-type: none"> <li>• Out-of-the-box using the standard, unmodified North American invoice template (see supported fields for each workflow)</li> <li>• Data capture for only the out-of-the-box fields PaperSave supports for ERP as listed in product documentation (see <a href="#">User Guide</a>)</li> </ul> |
| Auto Entry                        | <ul style="list-style-type: none"> <li>• To be used in the workflow described above</li> <li>• Profile fields supported out-of-the-box as listed in product documentation</li> </ul>                                                                                                                                                 |
| Dashboards (if licensed; see ATP) | <ul style="list-style-type: none"> <li>• KPI for Accounts Payable</li> <li>• AP Invoice Managerial</li> </ul>                                                                                                                                                                                                                        |
| SmartForms                        | <ul style="list-style-type: none"> <li>• PairSoft standard PaperSave Swift SmartForm unchanged</li> </ul>                                                                                                                                                                                                                            |

## PROJECT OVERVIEW AND RESPONSIBILITIES

| MILESTONE 1: PREPARATION & LAUNCH                                                                                                                                                                                                                                                                                                                                 |          |        |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|--------|
| Conduct technical planning meeting <ul style="list-style-type: none"> <li>- Review the implementation process and scope of work in detail</li> <li>- Review the previously submitted prerequisite documentation</li> <li>- Review the PaperSave 7 deployment whitepaper</li> <li>- Create the project timeline</li> <li>- Provide answers to questions</li> </ul> | PairSoft |        |
| Provision PaperSave 7 environment                                                                                                                                                                                                                                                                                                                                 | PairSoft |        |
| Test PaperSave components <ul style="list-style-type: none"> <li>- Native OCR, Auto Entry, and may include SmartForm</li> <li>- Implementation of workstation components is not a critical path</li> </ul>                                                                                                                                                        | PairSoft | Client |
| Install and test applicable PaperSave Client components on all other workstations and/or terminal servers <ul style="list-style-type: none"> <li>- PairSoft will provide Client's designated system administrator / technical support liaison with these instructions</li> </ul>                                                                                  | PairSoft | Client |
| <b>PairSoft Pay;</b> Supplier data clean-up and asset collection <ul style="list-style-type: none"> <li>- Clean up supplier data and remove out of scope suppliers</li> <li>• Complete documentation on assets and templates</li> </ul>                                                                                                                           | PairSoft | Client |
| MILESTONE 2: SOFTWARE SETUP                                                                                                                                                                                                                                                                                                                                       |          |        |
| Deploy and test the workflow template                                                                                                                                                                                                                                                                                                                             | PairSoft |        |
| Prepare and review design document <ul style="list-style-type: none"> <li>• Review to include configuring reviewers, approvers, approval thresholds, and approval assignments using the admin console in the PaperSave software</li> </ul>                                                                                                                        | PairSoft | Client |
| <b>PairSoft Pay;</b> Extract Supplier data<br>It is the client's responsibility to follow the instructions to extract the data and provide it to PairSoft                                                                                                                                                                                                         |          | Client |
| <b>PairSoft Pay;</b> Analyze and digest supplier data; share and review                                                                                                                                                                                                                                                                                           | PairSoft |        |
| <b>PairSoft Pay</b> <ul style="list-style-type: none"> <li>- Education on payment method(s)</li> <li>• Supplier Communication planning</li> </ul>                                                                                                                                                                                                                 | PairSoft | Client |
| Setup drop points <ul style="list-style-type: none"> <li>• PairSoft guides the setup of the drop points; Client executes the setup of drop points</li> </ul>                                                                                                                                                                                                      | PairSoft | Client |

| MILESTONE 3: TRAIN & TEST                                                                                                                                                                                                                                                                                                                                                        |          |        |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|--------|
| Conduct remote training (approximately 4 hours)<br><ul style="list-style-type: none"> <li>Topics covered: PaperSave Essentials, PaperSave Native OCR, Workflow end-user, and Administrator trainings</li> </ul>                                                                                                                                                                  | PairSoft | Client |
| PairSoft Pay: Supplier outreach and enrollment                                                                                                                                                                                                                                                                                                                                   |          | Client |
| PairSoft Pay: Integration testing and live 'Penny' tests                                                                                                                                                                                                                                                                                                                         | PairSoft | Client |
| Conduct User Acceptance Testing (UAT)<br><ul style="list-style-type: none"> <li>Only test documents should be processed in PaperSave during this phase</li> <li>UAT serves to validate the configuration and enhance the understanding of the Solution</li> </ul>                                                                                                                |          | Client |
| Complete the testing plan and report any defects to PairSoft within 10 business days<br><ul style="list-style-type: none"> <li>During the UAT process, it is possible that new PaperSave product defects may be exposed or known product defects encountered. If a workaround is implemented by PairSoft, the defect will not delay the acceptance of the application</li> </ul> |          | Client |
| Provide support to UAT users<br><ul style="list-style-type: none"> <li>PairSoft will monitor UAT and provide support to answer questions and resolve issues</li> <li>PairSoft will implement any necessary workarounds</li> </ul>                                                                                                                                                | PairSoft |        |

| MILESTONE 4: GO-LIVE                                                                                                                                                                                                                                                                    |          |        |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|--------|
| Remove test items and launch ("Go-Live")                                                                                                                                                                                                                                                | PairSoft | Client |
| Provide hypercare support (for up to 2 weeks)<br><ul style="list-style-type: none"> <li>The Project team will conduct an introduction to support call</li> </ul>                                                                                                                        | PairSoft |        |
| <ul style="list-style-type: none"> <li>Deliver Project Closure and Support Transition Document</li> <li>The document will provide transition resources and instructions to utilize PairSoft's PaperSave customer support organization, as well as the PairSoft client portal</li> </ul> | PairSoft |        |
| Acceptance: If PairSoft does not receive timely written notification of any defects during the UAT, the project shall be deemed accepted. If the application is placed into production and invoices are being processed, the project shall be deemed accepted and will be closed.       |          |        |

## PROJECT GOVERNANCE

### PROJECT MANAGEMENT

The consultant assigned to the project will also serve as the project manager. Client will assign a project manager, as well. The project managers are responsible for managing the implementation activities of the effort and to report the status and progress against the plan.

### PROJECT GOVERNANCE

The PairSoft project manager will maintain the task plan for the project. If there are any changes to the plan, the PairSoft consultant will create an email report to describe the change(s) and the reasons, as well as the impact on the project's schedule and financials. If necessary, the two project managers will conduct a call to review status and to resolve any issues.

### CHANGES

If the parties agree to any changes to this SOW, they shall execute an amendment to this SOW effecting such changes ("**SOW Amendment**"). No additions or other changes to this SOW shall be effective unless such changes are in writing and signed by both parties in the form of a SOW Amendment.



## OUT OF SCOPE

Any services and/or activities not listed in the tables above are out of scope and excluded from the Professional Services project.

## ASSUMPTIONS

Client shall provide PairSoft with all information relevant to the services to be performed and shall cooperate and provide PairSoft with all assistance as may reasonably be required for PairSoft to perform the services. Client grants employees of PairSoft access to their data and environment to provide scoped solutions.

## EXCLUSIONS OF PAIRSOFT RESPONSIBILITY

- Installation and / or configuration of third-party products including but not limited to Microsoft Office and SharePoint
- Hardware procurement or licensing
- Configuration of any hardware components including desktop and multi-function scanners
- Network configuration or troubleshooting, including permissions for file sharing or access
- Support for users across multiple domains
- Development of Client specific documentation such as Client test plans, implementation plans, custom Client training materials, and Client specific system documentation
- Weekend work or after-hour deployments are excluded from the delivery methodology

## STATEMENT OF WORK (PROCUREMENT)

### INTRODUCTION

This statement of work ("SOW") describes the approach PairSoft and Fresno Economic Opportunities Commission . ("Client") will follow to implement PaperSave Procurement and to train personnel. The Project will be a mutual effort designed to facilitate a transfer of knowledge through the implementation process, formal training sessions, and informal interactions between PairSoft and the Client.

Client is responsible for the set up and configuration of its Procurement environment. PairSoft will provide Client with installation, training, consultative guidance, and best practices through Client's implementation and deployment project.

### SCOPE

| Description                              | Scope                                                                                                                                                                                                                                                                                                                                                                                |
|------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Implementation of PairSoft SaaS Solution | <ul style="list-style-type: none"><li>• One Invoice Processing workflow template (Client selects one of two standard versions)<ul style="list-style-type: none"><li>o Workflow is unchanged</li><li>o Unlimited reviewers</li><li>o Unlimited approval thresholds and approvers</li><li>o One company</li><li>o Three drop points (scan, email, drag &amp; drop)</li></ul></li></ul> |

|  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|--|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | <ul style="list-style-type: none"> <li>Lead interaction sessions to design the system and then coach customer to configure the system. Consultant will iteratively coach and review configuration.</li> </ul> <p>Sessions should be limited to the system owner or super user who will maintain and manage the user and configuration settings after Procurement is in production.</p> <ul style="list-style-type: none"> <li>Training sessions are recorded and distributed to Client for future reference.</li> <li>Topics covered: <ul style="list-style-type: none"> <li>Requisition Entry and Requisition Approval</li> <li>Approval Policy configuration</li> <li>Purchase Order Processing</li> <li>Catalog and Punchout</li> <li>Master Data ERP Sync and Master Data setup</li> </ul> </li> <li>Conduct functional training</li> </ul> |
|--|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

## PROJECT OVERVIEW AND RESPONSIBILITIES

| MILESTONE 1: PREPARATION and INSTALLATION                                                                                                                                                                                                                                                        |          |        |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|--------|
| Conduct kick-off and technical planning meeting <ul style="list-style-type: none"> <li>Review the implementation process and scope of work in detail</li> <li>Review the PaperSave 7 deployment whitepaper</li> <li>Create the project timeline</li> <li>Provide answers to questions</li> </ul> | PairSoft |        |
| Provision PaperSave 7 environment                                                                                                                                                                                                                                                                | PairSoft |        |
| Test PaperSave Procurement components                                                                                                                                                                                                                                                            | PairSoft | Client |

| MILESTONE 2: TRAINING & TESTING                                                                                                                                                                                                                                                                                                                                                     |          |        |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|--------|
| Conduct interactive configuration sessions <ul style="list-style-type: none"> <li>Topics covered: administration, set up, and configuration of <b>PaperSave Procurement</b></li> <li>Provide configuration best practices and guidance</li> <li>Train-the-trainer: Client's project team members responsible for end-user training</li> </ul>                                       | PairSoft | Client |
| Review configuration deliverables                                                                                                                                                                                                                                                                                                                                                   | PairSoft |        |
| Provide support to UAT users <ul style="list-style-type: none"> <li>PairSoft will monitor UAT and provide support to answer questions and resolve issues</li> <li>PairSoft will implement any necessary workarounds</li> </ul>                                                                                                                                                      | PairSoft |        |
| Complete the testing plan and report any defects to PairSoft within ten (10) business days <ul style="list-style-type: none"> <li>During the UAT process, it is possible that new product defects may be exposed or known product defects encountered.</li> <li>If a workaround is implemented by PairSoft, the defect will not delay the acceptance of the application.</li> </ul> |          | Client |
| Perform end-to-end walk-through with Client to verify system configuration                                                                                                                                                                                                                                                                                                          | PairSoft |        |

|                                                                                                                                                                                                                                                                                   |          |        |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|--------|
| Sign-off on UAT                                                                                                                                                                                                                                                                   |          | Client |
| <b>MILESTONE 3: GO-LIVE</b>                                                                                                                                                                                                                                                       |          |        |
| Remove test items (if applicable) and launch ('Go-Live')                                                                                                                                                                                                                          | PairSoft | Client |
| Provide hypercare support (for up to 2 weeks)<br>- The Project team will conduct an introduction to Support call                                                                                                                                                                  | PairSoft |        |
| Deliver Project Closure and Support Transition Document<br>- The document will provide transition resources and instructions to utilize the PairSoft PaperSave customer support organization, as well as the PairSoft client portal                                               | PairSoft |        |
| Acceptance: If PairSoft does not receive timely written notification of any defects during the UAT, the project shall be deemed accepted. If the application is placed into production and invoices are being processed, the project shall be deemed accepted and will be closed. |          |        |

## PROJECT GOVERNANCE

### PROJECT MANAGEMENT

The consultant assigned to the project will also serve as the project manager. Client will assign a project manager, as well. The project managers will lead implementation activities and report status and progress against the plan.

### PROJECT GOVERNANCE

The PairSoft project manager will maintain the task plan. If there are any changes to the plan, the PairSoft consultant will create an email report to describe the change(s) and the reasons, as well as the impact on the schedule and financials. If necessary, the project managers will conduct a call to review status and resolve issues.

### CHANGES

If the parties agree to any changes to this SOW, they shall execute an amendment to this SOW effecting such changes ("**SOW Amendment**"). No additions or other changes to this SOW shall be effective unless such changes are in writing and signed by both parties in the form of a SOW Amendment.

## OUT OF SCOPE

Any services and/or activities not described above are out of scope and excluded from the project.

- Implementation of PaperSave Invoice Automation or Gift Donation
- Other modules licensed by PairSoft including OCR, Auto Entry, or SmartForms

## ASSUMPTIONS

The client shall provide PairSoft with all information relevant to the services to be performed and shall cooperate and provide PairSoft with all assistance as may be required for PairSoft to perform the services.

- Client grants PairSoft employees' access to their data and environment to provide the solutions outlined
- Client is responsible for the verification of all work and verification will take place within five (5) days of delivery of the work
- If required, Client will not use the PaperSave workflow during the agreed-upon time when PairSoft is completing the services described in this SOW
- Remote accessibility will be made available to PairSoft during normal business hours
- No other changes will be made other than those described in the scope, above
- PairSoft may incur and bill up to an additional 15% of the estimated hours without a written change order
- The Client's access or use of PairSoft products, and, if applicable, services is subject to and governed by the PairSoft Master Software and Services Agreement set forth at <https://pairsoft.com/MSSA/PairSoftMSSA-v2.1.htm>

## EXCLUSIONS OF PAIRSOFT RESPONSIBILITY

- Installation and / or configuration of third-party products including but not limited to Microsoft Office and SharePoint
- Hardware procurement or licensing
- Configuration of any hardware components including desktop and multi-function
- Network configuration or troubleshooting, including permissions for file sharing or access
- Support for users across multiple domains
- Development of Client specific documentation such as Client test plans, implementation plans, custom Client training materials, and Client-specific system documentation
- Training services other than those specified in this statement of work
- Weekend or after-hour deployments



# Order Form

|                              |                                                                           |                            |                                   |
|------------------------------|---------------------------------------------------------------------------|----------------------------|-----------------------------------|
| Customer Account Name:       | <b>Fresno Economic Opportunity Commission</b>                             | Coupa Order ID:            | <b>71386</b>                      |
| Customer Designated Contact: | <b>Chris Erwin</b>                                                        | Customer Sales Contact:    | <b>Yasmir Williams</b>            |
| Customer Address:            | <b>1920 Mariposa Mall, Ste 300<br/>Fresno, CA 93721<br/>United States</b> | Subscription Start Date:   | <b>31 Dec, 2022</b>               |
|                              |                                                                           | Subscription End Date:     | <b>30 Dec, 2025</b>               |
| Customer Designated Email:   | <a href="mailto:chris.erwin@fresnoeoc.org">chris.erwin@fresnoeoc.org</a>  | Payment Method:            | <b>Invoice, Annual in Advance</b> |
| Customer Phone Number:       |                                                                           | Payment Terms:             | <b>Net 30</b>                     |
| Customer Instance Name:      |                                                                           | Pricing Guarantee Expires: | <b>16 Dec, 2022</b>               |
| Instance Hosting Location:   | <b>USA</b>                                                                |                            |                                   |
| Customer Coupa Admin:        |                                                                           |                            |                                   |
| Customer Coupa Admin Email:  |                                                                           |                            |                                   |

| Product Name                  | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Qty. | Total Subscription Fee      |
|-------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|-----------------------------|
| P2P (Procurement + Invoicing) | Subscription to Coupa P2P (Procurement + Invoicing) for up to the stated number of users.<br>Coupa Procurement provides capabilities for an organization to create a consumer-like shopping experience for their employees, allowing them to requisition and purchase goods and services.<br>Coupa Invoicing provides organizations with a solution for managing their accounts payable (AP) processes through efficient, accurate, and automated invoice processing.<br>- Coupa Compliant eInvoicing and Signatures, in identified countries only (if enabled, includes additional subprocessing by TrustWeaver AB<br><a href="http://www.trustweaver.com">www.trustweaver.com</a> ) | 220  | USD 439,839.00              |
| Pay - Virtual Cards           | Subscription to Coupa Pay - Virtual Cards. Coupa Virtual Cards let customers pay suppliers with a unique virtual card issued by their bank.<br>(add subprocessing by Conferma Ltd, if enabled)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 1    | Included in the Above Total |
| Sourcing                      | Subscription to Coupa Sourcing. Coupa Sourcing allows organizations to create, host and manage sourcing events.<br>- Create sourcing events from templates, link events to sourcing projects<br>- Request company and bid information in various formats<br>- Run a variety of events such as reverse auctions, two envelope bidding, open public sourcing events, reverse dutch auctions, etc.                                                                                                                                                                                                                                                                                       | 1    | Included in the Above Total |
| InvoiceSmash                  | Subscription to Coupa InvoiceSmash for eligible suppliers only. Invoice Smash provides customers with an extraction method to capture invoice data.<br>- Automatically extract invoice data from digital PDF<br>- Intake invoices from non-digital suppliers through the Coupa Open Business Network™                                                                                                                                                                                                                                                                                                                                                                                 | 1    | Included in the Above Total |



# Order Form

| Product Name      | Description                                                                                                                                                                                                                                                                                                                                                                                                                                              | Qty. | Total Subscription Fee      |
|-------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|-----------------------------|
| Platform Standard | Subscription to the Coupa Business Spend Management Platform, includes:<br>- One Sandbox Instance<br>- Community: Intelligence, Collaboration, Coupa Advantage<br>- Extensible: Process Builder, Custom Fields, CoupaLink<br>- Functional: Reporting and Insights, Contracts, Compliance, Workflow, Budgets, Artificial Intelligence, Open Buy<br>- Foundational: Master Data, Infrastructure & Security, UX, Administration, Integration, SSO, Mobility | 1    | Included in the Above Total |
| Premium Support   | Subscription to Coupa Success Plan Level: "Premium"<br>- Maintenance, Support and Product Updates<br>- Support Hours: 24x7<br>- Initial response 30mins - Sev1 / Customer update 1hr<br>- Sev1 (SLTs*)<br>- Ten (10) delegated support contacts<br>- Infrastructure Hosting & Disaster Recovery                                                                                                                                                          | 1    | Included in the Above Total |

|                          |                       |
|--------------------------|-----------------------|
| <b>Total Year 1 Fee:</b> | <b>USD 146,613.00</b> |
| <b>Total Year 2 Fee:</b> | <b>USD 146,613.00</b> |
| <b>Total Year 3 Fee:</b> | <b>USD 146,613.00</b> |
| <b>Total Fee:</b>        | <b>USD 439,839.00</b> |



65 Fairchild Street, Charleston, SC 29492

# Order Form

Site ID: 15294  
Order Number: Q-633539  
PO Number:

**Bill To:**  
  
Thelma Harrison  
Fresno County Economic  
Opportunities Commission  
1920 Mariposa Street Ste 330  
Fresno,CA 93721-2504 USA

**Purchased By:**  
  
Chris Erwin  
Fresno County Economic  
Opportunities Commission  
1920 Mariposa Street Ste 330  
Fresno,CA 93721-2504 USA

Quoted Fees Valid 03/28/2025  
Until:  
Effective Date:  
Currency: USD  
Payment Terms: Net 15

Subscriptions

Net Selling Price

|                                                                                                                                                                  |         |                          |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|--------------------------|
| <b>FE NXT Add On Offer</b><br>1 Each<br>Included: FE NXT Expense Management<br><br>Price: \$7,000.00<br><i>Billed: Annual</i><br><i>Contract term: 36 months</i> | Year 1: | \$7,000.00               |
|                                                                                                                                                                  | Year 2: | \$7,000.00               |
|                                                                                                                                                                  | Year 3: | \$7,000.00               |
| <b>FENXT Non-Financial User 10-pack</b><br><br>1 Each @ \$1,008.00/Each<br>Price: \$336.00<br><i>Billed: Annual</i><br><i>Contract term: 36 months</i>           | Year 1: | \$336.00                 |
|                                                                                                                                                                  | Year 2: | \$336.00                 |
|                                                                                                                                                                  | Year 3: | \$336.00                 |
| <b>FENXT Non-Financial User 10-pack</b><br><br>1 Each @ \$1,008.00/Each<br>Price: \$336.00<br><i>Billed: Annual</i><br><i>Contract term: 36 months</i>           | Year 1: | \$336.00                 |
|                                                                                                                                                                  | Year 2: | \$336.00                 |
|                                                                                                                                                                  | Year 3: | \$336.00                 |
| <b>FE NXT Web Purchasing</b><br><br>Price: \$4,000.00<br><i>Billed: Annual</i><br><i>Contract term: 36 months</i>                                                | Year 1: | \$4,000.00               |
|                                                                                                                                                                  | Year 2: | \$4,000.00               |
|                                                                                                                                                                  | Year 3: | \$4,000.00               |
|                                                                                                                                                                  |         |                          |
| <b>Services</b>                                                                                                                                                  |         | <b>Net Selling Price</b> |
| <b>FE NXT Web Purchasing Hosting Setup</b>                                                                                                                       |         | \$0.00                   |

Price: \$1,920.00  
Billed: 50% Up Front/ 50% in 90 Days

|                          |         |             |
|--------------------------|---------|-------------|
| Total Annual Investment: | Year 1: | \$13,592.00 |
|                          | Year 2: | \$11,672.00 |
|                          | Year 3: | \$11,672.00 |

General Terms

Enter text here to overwrite the above PO Number or add a note to the invoice:

The term of your Subscription commences on the day you execute this Order Form and continues for the duration set forth in the applicable line item above. Subscriptions are billed according to the schedule set forth above.

The fees and terms on this Order Form are valid if executed by You on or before 03/28/2025. This Order Form is governed by the Blackbaud Solutions Agreement and by all other applicable terms and conditions in the [Online Terms and Conditions Center](#). By signing this Order Form, you agree to these terms.

Renewals

***Unless You notify Blackbaud in writing of Your desire to cancel on or before the deadline of forty-five (45) days prior to the start of the upcoming renewal term, (i) Your Subscription shall renew for consecutive terms of at least thirty-six (36) months; or (ii) if You are on a term greater than thirty-six (36) months, Your Subscription shall renew for a term equal to your current term. Recurring fees are subject to an annual adjustment. A Renewal Notice, including any changes to recurring fees, will be sent to You at least ninety (90) days prior to the start of the upcoming renewal term.***

- Expenses, Invoicing and Payment:
- a. Expenses. If Blackbaud incurs reasonable travel and living expenses to perform Your Services, You are required to reimburse Blackbaud for such expenses pursuant to Blackbaud’s then-current travel policy, available to You upon request.
  - b. Invoices. Blackbaud has the right to invoice You for Your initial Subscription term immediately following Order Form signature. Blackbaud’s process is to issue all annual invoices for Subscription fees according to the payment terms on this Order Form. For example, if Your net payment terms are the standard 30 days, Your invoice is issued 30 days before it is due. All invoices for Services will be issued in accordance with the applicable SOW.
  - c. Payments and Late Payments. Payment is due as stated in this Order Form. All payments are non-refundable except in the event of Our uncured material default under this agreement. If You believe an invoice is inaccurate, You must notify Blackbaud in writing within thirty (30) days from the date of such invoice. Except for amounts subject to a good faith dispute, We may invoice You an interest rate allowable under applicable laws for any outstanding invoice not paid when due.

Our records indicate that you are taxable. Blackbaud may charge sales tax on all or a portion of this purchase, depending on state law. If you provide a valid exemption certificate at a later date, you will not receive a credit for sales tax billed prior to receipt of the exemption certificate.



## Scopes of Work

The Professional and Consulting services charges listed on this Order Form are for this purchase only and are subject to the Professional and Consulting Services General Terms. Information specific to the Professional and Consulting services project, or work, can be found in the applicable Statement(s) of Work (SOW).

### Project Contact Name

Enter text here to overwrite the above Project Contact Name:

### Project Contact Email

Enter text here to overwrite the above Project Contact Email:

## FE NXT Web Purchasing Implementation

## Scope of Work

Signatures:

IN WITNESS WHEREOF, the parties have caused this Order Form to be executed by their duly authorized representatives.

AGREED:

Client: Fresno County Economic  
Opportunities Commission  
By:

**Blackbaud Inc.**



Name:

Name: David Benjamin

Title:

Title: EVP, Chief Commercial Officer

Date:

Date: 03/04/2025

*All proposed modifications, variations, edits, or additions to this Order Form are objected to and deemed material unless otherwise mutually agreed to in writing.*



## BOARD OF COMMISSIONERS MEETING

|                                                 |                                         |
|-------------------------------------------------|-----------------------------------------|
| <b>Date:</b> May 19, 2025                       | <b>Program:</b> Finance                 |
| <b>Consent Agenda Item #:</b> 7_12_A            | <b>Director:</b> Angela Riofrio         |
| <b>Subject:</b> Administration Variance Reports | <b>Officer:</b> Brian Angus/Salam Nalia |

### Recommended Action

The information is presented to keep the Board apprised on the fiscal status of selected program(s) within the Agency that are routinely shared with Program Directors and Executive staff.

### Background

This item was presented during the May 14, 2025, Finance Committee meeting.

The prepared financial analysis reports and/or requested updates for the Administration Department are included for informational purposes. Significant changes have been made to staffing to combat the existing deficit and contracts are being reviewed for necessity.

### Fiscal Impact

#### Unfunded Projects

|                            |                                     |
|----------------------------|-------------------------------------|
| Percentage Of Time Lapsed: | 25%                                 |
| Funding Period:            | January 1, 2025 – December 31, 2025 |
| Total Budget:              | \$0                                 |
| Total Revenue YTD          | \$50,503                            |
| Total Expenditures YTD     | \$50,503                            |

Finance Comments: Department currently solvent. None of these projects have secured funding and come directly from our administrative income.

These Projects are comprised of various agency obligations:

- AMOR Center – Fresno EOC leased and subleased to various programs and outside tenants. The lease agreement was terminated in April 2025.
- LED Lighting Project – An obligation which began in October 2021 and has a monthly payment of \$7,546. The payment schedule will be fulfilled September 2028.
- 2625 E Shields – Fresno EOC owned property facility costs to maintain keep the land clean.
- Franklin Renovation Project – An obligation which began July 2021 and has a monthly payment of \$10,103. The payment schedule will be fulfilled in June 2025.

- Pride Park – Fresno EOC owned property facility costs to maintain keep the land clean.
- 925 N. Abby Street – Fresno EOC property purchase. The previous owner currently carries the note on this property. Payments on interest in the amount of \$1,916 monthly. Balance of \$328,500 due June 2025.
- R Street – Fresno EOC in the process of purchasing R street property. Deposit of \$160,000 and subsequent payments will also be recorded here. Monthly payments will be \$9,174.

### **Communications**

|                            |                                     |
|----------------------------|-------------------------------------|
| Percentage Of Time Lapsed: | 25%                                 |
| Funding Period:            | January 1, 2025 – December 31, 2025 |
| Total Budget:              | \$367,123                           |
| Total Revenue YTD          | \$95,442/26%                        |
| Total Expenditures YTD     | \$114,006/31%                       |

Finance Comments: Department is currently at a \$18,564 deficit.

### **Executive Office**

|                            |                                     |
|----------------------------|-------------------------------------|
| Percentage Of Time Lapsed: | 25%                                 |
| Funding Period:            | January 1, 2025 – December 31, 2025 |
| Total Budget:              | \$1,694,423                         |
| Total Revenue YTD          | \$432,032/25%                       |
| Total Expenditures YTD     | \$510,300/32%                       |

Finance Comments: Department is currently at a \$78,269 deficit.

### **Fresno Executive Plaza**

|                            |                                     |
|----------------------------|-------------------------------------|
| Percentage Of Time Lapsed: | 25%                                 |
| Funding Period:            | January 1, 2025 – December 31, 2025 |
| Total Budget:              | \$1,652,955                         |
| Total Revenue YTD          | \$114,818/7%                        |
| Total Expenditures YTD     | \$129,294/9%                        |

Finance Comments: Department is currently at a \$14,476 deficit.

## Finance

|                            |                                     |
|----------------------------|-------------------------------------|
| Percentage Of Time Lapsed: | 25%                                 |
| Funding Period:            | January 1, 2025 – December 31, 2025 |
| Total Budget:              | \$2,668,527                         |
| Total Revenue YTD          | \$687,785/26%                       |
| Total Expenditures YTD     | \$822,887/31%                       |

Finance Comments: Department is currently at a \$135,102 deficit. This is largely due to the accounting software (Coupa at 242k per year) annual subscription for the agency paid in January 2025.

Department Comments: The Finance staff are working diligently to find another accounting software which will be more economical for our agency while still providing the services needed for our agency users.

## Human Resources

|                            |                                     |
|----------------------------|-------------------------------------|
| Percentage Of Time Lapsed: | 25%                                 |
| Funding Period:            | January 1, 2025 - December 31, 2025 |
| Total Budget:              | \$1,784,458                         |
| Total Revenue YTD          | \$463,546/26%                       |
| Total Expenditures YTD     | \$555,584/36%                       |

Finance Comments: Department is currently at a \$92,039 deficit.

## Internal Audit

|                            |                                     |
|----------------------------|-------------------------------------|
| Percentage Of Time Lapsed: | 25%                                 |
| Funding Period:            | January 1, 2025 - December 31, 2025 |
| Total Budget:              | \$201,668                           |
| Total Revenue YTD          | \$52,994/26%                        |
| Total Expenditures YTD     | \$62,556/15%                        |

Finance Comments: Department is currently at a \$9,572 deficit. At the conclusion of March, the Internal Audit Director position is vacant.

### **Information Technology**

|                            |                                     |
|----------------------------|-------------------------------------|
| Percentage Of Time Lapsed: | 25%                                 |
| Funding Period:            | January 1, 2025 - December 31, 2025 |
| Total Budget:              | \$925,530                           |
| Total Revenue YTD          | \$235,647/25%                       |
| Total Expenditures YTD     | \$269,665/20%                       |

Finance Comments: Department is currently at a \$34,018 deficit. There are 2 full-time staff covered by CSBG revenue.

### **Planning & Evaluation**

|                            |                                     |
|----------------------------|-------------------------------------|
| Percentage Of Time Lapsed: | 25%                                 |
| Funding Period:            | January 1, 2025 - December 31, 2025 |
| Total Budget:              | \$568,284                           |
| Total Revenue YTD          | \$131,575/23%                       |
| Total Expenditures YTD     | \$139,866/26%                       |

Finance Comments: Department is currently at a \$8,292 deficit. There are 2.75 full-time staff covered by CSBG revenue.

### **Conclusion**

This item is for informational purposes only.

**Consolidated Administration**  
**2025 Budget vs. Actuals March 31, 2025**  
**25% Variance**

|                                   | Budget               | Unfunded Projects | Comms              | Executive          | FEP                | Finance             | HR                 | Int Audit         | IT                 | P&E               | Total Actuals       | Remaining           | YTD Variance |
|-----------------------------------|----------------------|-------------------|--------------------|--------------------|--------------------|---------------------|--------------------|-------------------|--------------------|-------------------|---------------------|---------------------|--------------|
| Revenues and Support              |                      |                   |                    |                    |                    |                     |                    |                   |                    |                   |                     |                     |              |
| Grant Revenue                     | \$ 7,000             | \$ -              | \$ -               | \$ -               | \$ -               | \$ -                | \$ -               | \$ -              | \$ -               | \$ -              | \$ -                | \$ 7,000            | 0%           |
| Other Revenue                     | \$ -                 | \$ -              | \$ -               | \$ -               | \$ -               | \$ -                | \$ 45              | \$ -              | \$ 9,000           | \$ -              | \$ 9,045            | \$ (9,045)          | 0%           |
| CSBG                              | \$ 1,392,130         | \$ -              | \$ 2,713           | \$ 30,748          | \$ -               | \$ 17,209           | \$ 7,765           | \$ 5,595          | \$ 53,571          | \$ 90,517         | \$ 208,118          | \$ 1,184,012        | 15%          |
| Admin Income                      | \$ 7,452,000         | \$ 31,425         | \$ 91,922          | \$ 387,554         | \$ 71,679          | \$ 668,967          | \$ 455,736         | \$ 47,399         | \$ 168,440         | \$ 41,057         | \$ 1,964,178        | \$ 5,487,822        | 26%          |
| Parking Revenue                   | \$ 59,000            | \$ -              | \$ -               | \$ -               | \$ 25,020          | \$ -                | \$ -               | \$ -              | \$ -               | \$ -              | \$ 25,020           | \$ 33,980           | 42%          |
| Interest Income                   | \$ -                 | \$ 1,490          | \$ -               | \$ -               | \$ -               | \$ 1,610            | \$ -               | \$ -              | \$ -               | \$ -              | \$ 3,100            | \$ (3,100)          | 0%           |
| Rental Income                     | \$ 1,317,588         | \$ 17,099         | \$ -               | \$ -               | \$ 18,119          | \$ -                | \$ -               | \$ -              | \$ -               | \$ -              | \$ 35,219           | \$ 1,282,369        | 3%           |
| Fee For Service                   | \$ 35,500            | \$ 489            | \$ 806             | \$ -               | \$ -               | \$ -                | \$ -               | \$ -              | \$ 4,636           | \$ -              | \$ 5,932            | \$ 29,568           | 17%          |
| Credit Card Rebates               | \$ -                 | \$ -              | \$ -               | \$ 13,729          | \$ -               | \$ -                | \$ -               | \$ -              | \$ -               | \$ -              | \$ 13,729           | \$ (13,729)         | 0%           |
| <b>Revenues and Support Total</b> | <b>\$ 10,263,218</b> | <b>\$ 50,503</b>  | <b>\$ 95,442</b>   | <b>\$ 432,032</b>  | <b>\$ 114,818</b>  | <b>\$ 687,785</b>   | <b>\$ 463,546</b>  | <b>\$ 52,994</b>  | <b>\$ 235,647</b>  | <b>\$ 131,575</b> | <b>\$ 2,264,342</b> | <b>\$ 7,998,876</b> | <b>22%</b>   |
| Expenses                          |                      |                   |                    |                    |                    |                     |                    |                   |                    |                   |                     |                     |              |
| Contract Services                 | \$ 723,190           | \$ 590            | \$ -               | \$ 31,463          | \$ 4,874           | \$ 24,091           | \$ 77,779          | \$ -              | \$ 1,998           | \$ -              | \$ 140,795          | \$ 582,395          | 19%          |
| Equipment Costs                   | \$ 341,850           | \$ 6,986          | \$ 1,446           | \$ 4,513           | \$ 3,293           | \$ 3,340            | \$ 6,238           | \$ 461            | \$ 5,850           | \$ 919            | \$ 33,046           | \$ 308,804          | 10%          |
| Facility Costs                    | \$ 1,206,414         | \$ 19,147         | \$ 4,524           | \$ 11,472          | \$ 40,655          | \$ 12,005           | \$ 20,245          | \$ 1,164          | \$ 6,912           | \$ 3,429          | \$ 119,554          | \$ 1,086,860        | 10%          |
| Insurance Expense                 | \$ 221,441           | \$ 2,158          | \$ 1,046           | \$ 2,436           | \$ 4,813           | \$ 3,540            | \$ 20,702          | \$ 339            | \$ 1,801           | \$ 836            | \$ 37,672           | \$ 183,769          | 17%          |
| Office Expense                    | \$ 704,900           | \$ 17,469         | \$ 8,722           | \$ 6,075           | \$ 2,058           | \$ 261,404          | \$ 8,601           | \$ 518            | \$ 52,533          | \$ 377            | \$ 357,756          | \$ 347,144          | 51%          |
| Other Costs                       | \$ 100,000           | \$ 4,153          | \$ -               | \$ 75              | \$ -               | \$ -                | \$ 8,474           | \$ -              | \$ -               | \$ -              | \$ 12,701           | \$ 87,299           | 13%          |
| Personnel Costs                   | \$ 6,636,570         | \$ -              | \$ 95,454          | \$ 480,237         | \$ 72,076          | \$ 516,576          | \$ 362,222         | \$ 59,956         | \$ 199,020         | \$ 134,163        | \$ 1,919,703        | \$ 4,716,867        | 29%          |
| Program Supplies & Client Costs   | \$ 62,760            | \$ -              | \$ 2,748           | \$ (27,611)        | \$ 1,526           | \$ 913              | \$ 50,925          | \$ 128            | \$ 1,091           | \$ 142            | \$ 29,862           | \$ 32,898           | 48%          |
| Travel, Mileage, & Vehicle Costs  | \$ 29,650            | \$ -              | \$ 65              | \$ 1,640           | \$ -               | \$ 1,019            | \$ 399             | \$ -              | \$ 460             | \$ -              | \$ 3,583            | \$ 26,067           | 12%          |
| <b>Expenses Total</b>             | <b>\$ 10,026,775</b> | <b>\$ 50,503</b>  | <b>\$ 114,006</b>  | <b>\$ 510,300</b>  | <b>\$ 129,294</b>  | <b>\$ 822,887</b>   | <b>\$ 555,584</b>  | <b>\$ 62,566</b>  | <b>\$ 269,665</b>  | <b>\$ 139,866</b> | <b>\$ 2,654,673</b> | <b>\$ 7,372,102</b> | <b>26%</b>   |
| <b>Surplus(Deficit)</b>           | <b>\$ -</b>          | <b>\$ -</b>       | <b>\$ (18,564)</b> | <b>\$ (78,269)</b> | <b>\$ (14,476)</b> | <b>\$ (135,102)</b> | <b>\$ (92,039)</b> | <b>\$ (9,572)</b> | <b>\$ (34,018)</b> | <b>\$ (8,292)</b> | <b>\$ (390,331)</b> |                     |              |

**Unfunded Projects**  
**2025 Budget vs. Actuals March 31, 2025**  
**25% Variance**

|                                   | Budget      | Actuals 03/31/25 | Balance            | YTD<br>Variance | Actuals 03/31/24 | Actual Differences<br>Mar-24 vs. Mar-25 |
|-----------------------------------|-------------|------------------|--------------------|-----------------|------------------|-----------------------------------------|
| <b>Revenues and Support</b>       |             |                  |                    |                 |                  |                                         |
| Admin Income                      | \$ -        | \$ 31,425        | \$ (31,425)        | 0%              | \$ 53,169        | \$ 21,745                               |
| Interest Income                   | \$ -        | \$ 1,490         | \$ (1,490)         | 0%              | \$ 2,236         | \$ 746                                  |
| Rental Income                     | \$ -        | \$ 17,099        | \$ (17,099)        | 0%              | \$ 5,700         | \$ (11,399)                             |
| Fee For Service                   | \$ -        | \$ 489           | \$ (489)           | 0%              | \$ -             | \$ (489)                                |
| <b>Revenues and Support Total</b> | <b>\$ -</b> | <b>\$ 50,503</b> | <b>\$ (50,503)</b> | <b>0%</b>       | <b>\$ 62,501</b> | <b>\$ 11,998</b>                        |
| <b>Expenses</b>                   |             |                  |                    |                 |                  |                                         |
| Contract Services                 | \$ -        | \$ 590           | \$ (590)           | 0%              | \$ 29,580        | \$ (28,990)                             |
| Equipment Costs                   | \$ -        | \$ 6,986         | \$ (6,986)         | 0%              | \$ 5,026         | \$ 1,961                                |
| Facility Costs                    | \$ -        | \$ 19,147        | \$ (19,147)        | 0%              | \$ 3,838         | \$ 15,309                               |
| Insurance Expense                 | \$ -        | \$ 2,158         | \$ (2,158)         | 0%              | \$ 1,395         | \$ 762                                  |
| Office Expense                    | \$ -        | \$ 17,469        | \$ (17,469)        | 0%              | \$ 16,216        | \$ 1,252                                |
| Other Costs                       | \$ -        | \$ 4,153         | \$ (4,153)         | 0%              | \$ 5,748         | \$ (1,595)                              |
| <b>Expenses Total</b>             | <b>\$ -</b> | <b>\$ 50,503</b> | <b>\$ (50,503)</b> | <b>0%</b>       | <b>\$ 61,803</b> | <b>\$ 11,300</b>                        |
| less than 2024                    |             |                  |                    |                 |                  |                                         |
| <b>Surplus(Deficit)</b>           | <b>\$</b>   | <b>-</b>         |                    |                 | <b>\$ 698</b>    |                                         |

**Includes projects:**

00000 - AGENCY ACCTS  
01800 - ASP  
01832 - AMOR Center - Mendota, CA  
01833 - AMOR Center - external subtenants  
01834 - LED LIGHTING PROJECT  
01835 - 2625 E SHIELDS FACILITY COSTS  
01836 - FRANKLIN RENOVATION PROJECT  
01837 - PRIDE PARK  
01839 - 925 N. Abby Street

**Communications**  
**2025 Budget vs. Actuals March 31, 2025**  
**25% Variance**

|                                   | Budget            | Actuals 03/31/25   | Balance           | YTD<br>Variance | Actuals 03/31/24   | Actual Differences<br>Mar-24 vs. Mar-25 |
|-----------------------------------|-------------------|--------------------|-------------------|-----------------|--------------------|-----------------------------------------|
| <b>Revenues and Support</b>       |                   |                    |                   |                 |                    |                                         |
| CSBG                              | \$ 12,704         | \$ 2,713           | \$ 9,991          | 21%             | \$ 3,545           | \$ 832                                  |
| Admin Income                      | \$ 354,418        | \$ 91,922          | \$ 262,496        | 26%             | \$ 109,859         | \$ 17,937                               |
| Fee For Service                   | \$ -              | \$ 806             | \$ (806)          | 0%              | \$ 1,626           | \$ 820                                  |
| <b>Revenues and Support Total</b> | <b>\$ 367,123</b> | <b>\$ 95,442</b>   | <b>\$ 271,681</b> | <b>26%</b>      | <b>\$ 115,030</b>  | <b>\$ 19,588</b>                        |
| <b>Expenses</b>                   |                   |                    |                   |                 |                    |                                         |
| Contract Services                 | \$ -              | \$ -               | \$ -              | 0%              | \$ -               | \$ -                                    |
| Equipment Costs                   | \$ 18,000         | \$ 1,446           | \$ 16,554         | 8%              | \$ 4,537           | \$ 3,091                                |
| Facility Costs                    | \$ 26,500         | \$ 4,524           | \$ 21,976         | 17%             | \$ 5,935           | \$ 1,411                                |
| Insurance Expense                 | \$ 4,000          | \$ 1,046           | \$ 2,954          | 26%             | \$ 868             | \$ (178)                                |
| Office Expense                    | \$ 44,900         | \$ 8,722           | \$ 36,178         | 19%             | \$ 14,776          | \$ 6,054                                |
| Other Costs                       | \$ -              | \$ -               | \$ -              | 0%              | \$ -               | \$ -                                    |
| Personnel Costs                   | \$ 283,932        | \$ 95,454          | \$ 188,478        | 34%             | \$ 117,636         | \$ 22,183                               |
| Program Supplies & Client Costs   | \$ 16,000         | \$ 2,748           | \$ 13,252         | 17%             | \$ 11,182          | \$ 8,434                                |
| Travel, Mileage, & Vehicle Costs  | \$ 4,000          | \$ 65              | \$ 3,935          | 2%              | \$ 1               | \$ (64)                                 |
| <b>Expenses Total</b>             | <b>\$ 397,332</b> | <b>\$ 114,006</b>  | <b>\$ 283,326</b> | <b>31%</b>      | <b>\$ 154,936</b>  | <b>\$ 40,930</b>                        |
| <b>less than 2024</b>             |                   |                    |                   |                 |                    |                                         |
| <b>Surplus(Deficit)</b>           |                   | <b>\$ (18,564)</b> |                   |                 | <b>\$ (39,906)</b> |                                         |

Includes projects:  
01019 - Communications



**Executive  
2025 Budget vs. Actuals March 31, 2025  
25% Variance**

|                                   | Budget              | Actuals 03/31/25   | Balance             | YTD<br>Variance | Actuals 03/31/24    | Actual Differences<br>Mar-24 vs. Mar-25 |
|-----------------------------------|---------------------|--------------------|---------------------|-----------------|---------------------|-----------------------------------------|
| <b>Revenues and Support</b>       |                     |                    |                     |                 |                     |                                         |
| CSBG                              | \$ 200,154          | \$ 30,748          | \$ 169,406          | 15%             | \$ 34,947           | \$ 4,199                                |
| Admin Income                      | \$ 1,494,269        | \$ 387,554         | \$ 1,106,715        | 26%             | \$ 311,266          | \$ (76,288)                             |
| Credit Card Rebates               | \$ -                | \$ 13,729          | \$ (13,729)         | 0%              | \$ -                | \$ (13,729)                             |
| <b>Revenues and Support Total</b> | <b>\$ 1,694,423</b> | <b>\$ 432,032</b>  | <b>\$ 1,262,391</b> | <b>25%</b>      | <b>\$ 387,784</b>   | <b>\$ (44,247)</b>                      |
| <b>Expenses</b>                   |                     |                    |                     |                 |                     |                                         |
| Contract Services                 | \$ 125,000          | \$ 31,463          | \$ 93,537           | 25%             | \$ 71,050           | \$ 39,587                               |
| Equipment Costs                   | \$ 10,000           | \$ 4,513           | \$ 5,487            | 45%             | \$ 5,829            | \$ 1,316                                |
| Facility Costs                    | \$ 77,380           | \$ 11,472          | \$ 65,908           | 15%             | \$ 23,245           | \$ 11,773                               |
| Insurance Expense                 | \$ 8,000            | \$ 2,436           | \$ 5,564            | 30%             | \$ 2,094            | \$ (342)                                |
| Office Expense                    | \$ 10,000           | \$ 6,075           | \$ 3,925            | 61%             | \$ 15,838           | \$ 9,763                                |
| Other Costs                       | \$ -                | \$ 75              | \$ (75)             | 0%              | \$ 23,817           | \$ 23,742                               |
| Personnel Costs                   | \$ 1,368,909        | \$ 480,237         | \$ 888,673          | 35%             | \$ 469,214          | \$ (11,022)                             |
| Program Supplies & Client Costs   | \$ 10,000           | \$ (27,611)        | \$ 37,611           | -276%           | \$ 92,094           | \$ 119,706                              |
| Travel, Mileage, & Vehicle Costs  | \$ 10,000           | \$ 1,640           | \$ 8,360            | 16%             | \$ 16,765           | \$ 15,124                               |
| <b>Expenses Total</b>             | <b>\$ 1,619,289</b> | <b>\$ 510,300</b>  | <b>\$ 1,108,989</b> | <b>32%</b>      | <b>\$ 719,947</b>   | <b>\$ 209,647</b>                       |
| less than 2024                    |                     |                    |                     |                 |                     |                                         |
| <b>Surplus(Deficit)</b>           |                     | <b>\$ (78,269)</b> |                     |                 | <b>\$ (332,163)</b> |                                         |

Includes projects:

- 01001 - Executive
- 01014 - Board of Commissioners
- 01700 - Admin Unallowable Costs

**Fresno Executive Plaza**  
**2025 Budget vs. Actuals March 31, 2025**  
**25% Variance**

|                                  | Budget       | Actuals 03/31/25 | Balance      | YTD<br>Variance | Actuals 03/31/24 | Actual Differences<br>Mar-24 vs. Mar-25 |
|----------------------------------|--------------|------------------|--------------|-----------------|------------------|-----------------------------------------|
| Revenues and Support             |              |                  |              |                 |                  |                                         |
| Admin Income                     | \$ 276,367   | \$ 71,679        | \$ 204,688   | 26%             | \$ 109,859       | \$ 38,180                               |
| Parking Revenue                  | \$ 59,000    | \$ 25,020        | \$ 33,980    | 42%             | \$ 21,856        | \$ (3,164)                              |
| Rental Income                    | \$ 1,317,588 | \$ 18,119        | \$ 1,299,469 | 1%              | \$ 30,321        | \$ 12,201                               |
| Revenues and Support Total       | \$ 1,652,955 | \$ 114,818       | \$ 1,538,137 | 7%              | \$ 162,035       | \$ 47,217                               |
| Expenses                         |              |                  |              |                 |                  |                                         |
| Contract Services                | \$ -         | \$ 4,874         | \$ (4,874)   | 0%              | \$ 5,073         | \$ 199                                  |
| Equipment Costs                  | \$ 118,200   | \$ 3,293         | \$ 114,907   | 3%              | \$ 9,036         | \$ 5,743                                |
| Facility Costs                   | \$ 858,586   | \$ 40,655        | \$ 817,931   | 5%              | \$ 44,260        | \$ 3,605                                |
| Insurance Expense                | \$ 167,170   | \$ 4,813         | \$ 162,357   | 3%              | \$ 3,881         | \$ (932)                                |
| Office Expense                   | \$ 17,200    | \$ 2,058         | \$ 15,142    | 12%             | \$ 2,370         | \$ 312                                  |
| Other Costs                      | \$ -         | \$ -             | \$ -         | 0%              | \$ -             | \$ -                                    |
| Personnel Costs                  | \$ 310,187   | \$ 72,076        | \$ 238,110   | 23%             | \$ 107,451       | \$ 35,375                               |
| Program Supplies & Client Costs  | \$ 31,660    | \$ 1,526         | \$ 30,134    | 5%              | \$ 1,731         | \$ 206                                  |
| Travel, Mileage, & Vehicle Costs | \$ 2,050     | \$ -             | \$ 2,050     | 0%              | \$ 566           | \$ 566                                  |
| Expenses Total                   | \$ 1,505,053 | \$ 129,294       | \$ 1,375,758 | 9%              | \$ 174,368       | \$ 45,074                               |
| less than 2024                   |              |                  |              |                 |                  |                                         |
| Surplus(Deficit)                 |              | \$ (14,476)      |              |                 | \$ (12,333)      |                                         |

Includes projects:  
01830 - FRESNO EXECUTIVE PLAZA  
01020 - Facilities  
01700 - Admin Unallowable Costs

**Finance**  
**2024 Budget vs. Actuals March 31, 2025**  
**25% Variance**

|                                   | Budget              | Actuals 03/31/25    | Balance             | YTD<br>Variance | Actuals 03/31/24    | Actual Differences<br>Mar-24 vs. Mar-25 |
|-----------------------------------|---------------------|---------------------|---------------------|-----------------|---------------------|-----------------------------------------|
| <b>Revenues and Support</b>       |                     |                     |                     |                 |                     |                                         |
| CSBG                              | \$ 89,234           | \$ 17,209           | \$ 72,025           | 19%             | \$ 20,351           | \$ 3,143                                |
| Admin Income                      | \$ 2,579,293        | \$ 668,967          | \$ 1,910,326        | 26%             | \$ 476,054          | \$ (192,913)                            |
| Interest Income                   | \$ -                | \$ 1,610            | \$ (1,610)          | 0%              | \$ 1,971            | \$ 361                                  |
| <b>Revenues and Support Total</b> | <b>\$ 2,668,527</b> | <b>\$ 687,785</b>   | <b>\$ 1,980,742</b> | <b>26%</b>      | <b>\$ 498,376</b>   | <b>\$ (189,410)</b>                     |
| <b>Expenses</b>                   |                     |                     |                     |                 |                     |                                         |
| Contract Services                 | \$ 235,000          | \$ 24,091           | \$ 210,909          | 10%             | \$ 95,293           | \$ 71,202                               |
| Equipment Costs                   | \$ 10,000           | \$ 3,340            | \$ 6,660            | 33%             | \$ 5,760            | \$ 2,420                                |
| Facility Costs                    | \$ 67,098           | \$ 12,005           | \$ 55,093           | 18%             | \$ 16,894           | \$ 4,890                                |
| Insurance Expense                 | \$ 11,900           | \$ 3,540            | \$ 8,360            | 30%             | \$ 3,041            | \$ (499)                                |
| Office Expense                    | \$ 290,000          | \$ 261,404          | \$ 28,596           | 90%             | \$ 53,418           | \$ (207,986)                            |
| Other Costs                       | \$ 100,000          | \$ -                | \$ 100,000          | 0%              | \$ 23,447           | \$ 23,447                               |
| Personnel Costs                   | \$ 1,910,087        | \$ 516,576          | \$ 1,393,511        | 27%             | \$ 533,127          | \$ 16,551                               |
| Program Supplies & Client Costs   | \$ -                | \$ 913              | \$ (913)            | 0%              | \$ 1,853            | \$ 940                                  |
| Travel, Mileage, & Vehicle Costs  | \$ 2,000            | \$ 1,019            | \$ 981              | 51%             | \$ 3                | \$ (1,016)                              |
| <b>Expenses Total</b>             | <b>\$ 2,626,085</b> | <b>\$ 822,887</b>   | <b>\$ 1,803,198</b> | <b>31%</b>      | <b>\$ 732,836</b>   | <b>\$ (90,051)</b>                      |
| <b>more than 2024</b>             |                     |                     |                     |                 |                     |                                         |
| <b>Surplus(Deficit)</b>           |                     | <b>\$ (135,102)</b> |                     |                 | <b>\$ (234,460)</b> |                                         |

Includes projects:  
01000 - Finance Office

**Human Resources**  
**2025 Budget vs. Actuals March 31, 2025**  
**25% Variance**

|                                   | Budget              | Actuals 03/31/25   | Balance             | YTD<br>Variance | Actuals 03/31/24    | Actual Differences<br>Mar-24 vs. Mar-25 |
|-----------------------------------|---------------------|--------------------|---------------------|-----------------|---------------------|-----------------------------------------|
| <b>Revenues and Support</b>       |                     |                    |                     |                 |                     |                                         |
| Other Revenue                     | \$ -                | \$ 45              | \$ (45)             | 0%              | \$ -                | \$ (45)                                 |
| CSBG                              | \$ 27,304           | \$ 7,765           | \$ 19,540           | 28%             | \$ 7,125            | \$ (639)                                |
| Admin Income                      | \$ 1,757,154        | \$ 455,736         | \$ 1,301,417        | 26%             | \$ 494,364          | \$ 38,628                               |
| <b>Revenues and Support Total</b> | <b>\$ 1,784,458</b> | <b>\$ 463,546</b>  | <b>\$ 1,320,912</b> | <b>26%</b>      | <b>\$ 501,489</b>   | <b>\$ 37,943</b>                        |
| <b>Expenses</b>                   |                     |                    |                     |                 |                     |                                         |
| Contract Services                 | \$ 180,000          | \$ 77,779          | \$ 102,221          | 43%             | \$ 157,832          | \$ 80,053                               |
| Equipment Costs                   | \$ 35,000           | \$ 6,238           | \$ 28,762           | 18%             | \$ 9,153            | \$ 2,915                                |
| Facility Costs                    | \$ 111,300          | \$ 20,245          | \$ 91,055           | 18%             | \$ 25,406           | \$ 5,161                                |
| Insurance Expense                 | \$ 20,807           | \$ 20,702          | \$ 105              | 99%             | \$ 2,567            | \$ (18,135)                             |
| Office Expense                    | \$ 20,000           | \$ 8,601           | \$ 11,399           | 43%             | \$ 17,937           | \$ 9,336                                |
| Other Costs                       | \$ -                | \$ 8,474           | \$ (8,474)          | 0%              | \$ 14,496           | \$ 6,022                                |
| Personnel Costs                   | \$ 1,172,253        | \$ 362,222         | \$ 810,030          | 31%             | \$ 486,183          | \$ 123,961                              |
| Program Supplies & Client Costs   | \$ 1,000            | \$ 50,925          | \$ (49,925)         | 5092%           | \$ 7,963            | \$ (42,962)                             |
| Travel, Mileage, & Vehicle Costs  | \$ 3,000            | \$ 399             | \$ 2,601            | 13%             | \$ 354              | \$ (45)                                 |
| <b>Expenses Total</b>             | <b>\$ 1,543,360</b> | <b>\$ 555,584</b>  | <b>\$ 987,775</b>   | <b>36%</b>      | <b>\$ 721,891</b>   | <b>\$ 166,307</b>                       |
| less than 2024                    |                     |                    |                     |                 |                     |                                         |
| <b>Surplus(Deficit)</b>           |                     | <b>\$ (92,039)</b> |                     |                 | <b>\$ (220,402)</b> |                                         |

Includes projects:

01013 - HR Sponsored Events (Awards, Cultural, Holiday Party, etc.)

01004 - HUMAN RESOURCES

**Internal Auditing**  
**2025 Budget vs. Actuals March 31, 2025**  
**25% Variance**

|                                   | Budget            | Actuals 03/31/25  | Balance           | YTD<br>Variance | Actuals 03/31/24 | Actual Differences<br>Mar-24 vs. Mar-25 |
|-----------------------------------|-------------------|-------------------|-------------------|-----------------|------------------|-----------------------------------------|
| <b>Revenues and Support</b>       |                   |                   |                   |                 |                  |                                         |
| CSBG                              | \$ 18,916         | \$ 5,595          | \$ 13,321         | 30%             | \$ 1,603         | \$ (3,993)                              |
| Admin Income                      | \$ 182,752        | \$ 47,399         | \$ 135,353        | 26%             | \$ 18,310        | \$ (29,089)                             |
| <b>Revenues and Support Total</b> | <b>\$ 201,668</b> | <b>\$ 52,994</b>  | <b>\$ 148,674</b> | <b>26%</b>      | <b>\$ 19,913</b> | <b>\$ (33,081)</b>                      |
| <b>Expenses</b>                   |                   |                   |                   |                 |                  |                                         |
| Contract Services                 | \$ 175,190        | \$ -              | \$ 175,190        | 0%              | \$ -             | \$ -                                    |
| Equipment Costs                   | \$ 1,250          | \$ 461            | \$ 789            | 37%             | \$ 277           | \$ (184)                                |
| Facility Costs                    | \$ 9,540          | \$ 1,164          | \$ 8,376          | 12%             | \$ 807           | \$ (357)                                |
| Insurance Expense                 | \$ 1,500          | \$ 339            | \$ 1,161          | 23%             | \$ 228           | \$ (111)                                |
| Office Expense                    | \$ 800            | \$ 518            | \$ 282            | 65%             | \$ 189           | \$ (329)                                |
| Other Costs                       | \$ -              | \$ -              | \$ -              | 0%              | \$ -             | \$ -                                    |
| Personnel Costs                   | \$ 233,291        | \$ 59,956         | \$ 173,335        | 26%             | \$ 17,237        | \$ (42,719)                             |
| Program Supplies & Client Costs   | \$ 1,500          | \$ 128            | \$ 1,372          | 9%              | \$ 18            | \$ (111)                                |
| Travel, Mileage, & Vehicle Costs  | \$ 400            | \$ -              | \$ 400            | 0%              | \$ 208           | \$ 208                                  |
| <b>Expenses Total</b>             | <b>\$ 423,471</b> | <b>\$ 62,566</b>  | <b>\$ 360,904</b> | <b>15%</b>      | <b>\$ 18,964</b> | <b>\$ (43,603)</b>                      |
| <b>more than 2024</b>             |                   |                   |                   |                 |                  |                                         |
| <b>Surplus(Deficit)</b>           |                   | <b>\$ (9,572)</b> |                   |                 | <b>\$ 949</b>    |                                         |

Includes projects:  
01008 - Internal Audit

**Information Technology**  
**2025 Budget vs. Actuals March 31, 2025**  
**25% Variance**

|                                   | Budget              | 1009 Actuals 03/31/25 | 1009 PY 03/31/24  | 1010 Actuals 03/31/25 | 1010 PY 03/31/24   | 1011 Actuals 03/31/25 | 1011 PY 03/31/24 | Actuals 03/31/25   | Balance             | YTD<br>Variance | Actuals 03/31/24      | Actual Differences<br>Mar-24 vs. Mar-25 |
|-----------------------------------|---------------------|-----------------------|-------------------|-----------------------|--------------------|-----------------------|------------------|--------------------|---------------------|-----------------|-----------------------|-----------------------------------------|
| <b>Revenues and Support</b>       |                     |                       |                   |                       |                    |                       |                  |                    |                     |                 |                       |                                         |
| Other Revenue                     | \$ -                | \$ -                  | \$ -              | \$ -                  | \$ -               | \$ 9,000              | \$ 8,500         | \$ 9,000           | \$ (9,000)          | 0%              | \$ 8,500              | \$ (500)                                |
| CSBG                              | \$ 240,585          | \$ 53,571             | \$ 12,350         | \$ -                  | \$ -               | \$ -                  | \$ -             | \$ 53,571          | \$ 187,014          | 22%             | \$ 12,350             | \$ (41,221)                             |
| Admin Income                      | \$ 649,445          | \$ 168,440            | \$ 256,337        | \$ -                  | \$ -               | \$ -                  | \$ -             | \$ 168,440         | \$ 481,005          | 26%             | \$ 256,337            | \$ 87,896                               |
| Fee For Service                   | \$ 35,500           | \$ -                  | \$ -              | \$ -                  | \$ -               | \$ 4,636              | \$ -             | \$ 4,636           | \$ 30,864           | 13%             | \$ -                  | \$ (4,636)                              |
| <b>Revenues and Support Total</b> | <b>\$ 925,530</b>   | <b>\$ 222,011</b>     | <b>\$ 268,687</b> | <b>\$ -</b>           | <b>\$ -</b>        | <b>\$ 13,636</b>      | <b>\$ 8,500</b>  | <b>\$ 235,647</b>  | <b>\$ 689,883</b>   | <b>25%</b>      | <b>\$ 277,187</b>     | <b>\$ 41,539</b>                        |
| <b>Expenses</b>                   |                     |                       |                   |                       |                    |                       |                  |                    |                     |                 |                       |                                         |
| Contract Services                 | \$ 8,000            | \$ -                  | \$ -              | \$ 1,998              | \$ 6,155           | \$ -                  | \$ -             | \$ 1,998           | \$ 6,002            | 25%             | \$ 6,155              | \$ 4,157                                |
| Equipment Costs                   | \$ 145,500          | \$ 1,833              | \$ 1,675          | \$ 4,016              | \$ 8,688           | \$ -                  | \$ -             | \$ 5,850           | \$ 139,650          | 4%              | \$ 10,363             | \$ 4,513                                |
| Facility Costs                    | \$ 38,160           | \$ 6,912              | \$ 7,931          | \$ -                  | \$ 1,496           | \$ -                  | \$ -             | \$ 6,912           | \$ 31,248           | 18%             | \$ 9,428              | \$ 2,516                                |
| Insurance Expense                 | \$ 5,700            | \$ 1,801              | \$ 1,416          | \$ -                  | \$ -               | \$ -                  | \$ -             | \$ 1,801           | \$ 3,899            | 32%             | \$ 1,416              | \$ (385)                                |
| Office Expense                    | \$ 319,700          | \$ 15,964             | \$ 21,757         | \$ 36,569             | \$ 29,887          | \$ -                  | \$ 25            | \$ 52,533          | \$ 267,167          | 16%             | \$ 51,669             | \$ (864)                                |
| Other Costs                       | \$ -                | \$ -                  | \$ -              | \$ -                  | \$ -               | \$ -                  | \$ -             | \$ -               | \$ -                | 0%              | \$ -                  | \$ -                                    |
| Personnel Costs                   | \$ 803,825          | \$ 199,020            | \$ 181,073        | \$ -                  | \$ -               | \$ -                  | \$ -             | \$ 199,020         | \$ 604,805          | 25%             | \$ 181,073            | \$ (17,946)                             |
| Program Supplies & Client Costs   | \$ 1,500            | \$ 346                | \$ 334            | \$ -                  | \$ 23              | \$ 745                | \$ -             | \$ 1,091           | \$ 409              | 73%             | \$ 357                | \$ (734)                                |
| Travel, Mileage, & Vehicle Costs  | \$ 3,200            | \$ 460                | \$ 49             | \$ -                  | \$ -               | \$ -                  | \$ -             | \$ 460             | \$ 2,740            | 14%             | \$ 49                 | \$ (411)                                |
| <b>Expenses Total</b>             | <b>\$ 1,325,585</b> | <b>\$ 226,336</b>     | <b>\$ 214,236</b> | <b>\$ 42,584</b>      | <b>\$ 46,249</b>   | <b>\$ 745</b>         | <b>\$ 25</b>     | <b>\$ 269,665</b>  | <b>\$ 1,055,920</b> | <b>20%</b>      | <b>\$ 260,510</b>     | <b>\$ (9,155)</b>                       |
| <b>Surplus(Deficit)</b>           | <b>\$</b>           | <b>(4,325)</b>        | <b>\$ 54,451</b>  | <b>\$ (42,584)</b>    | <b>\$ (46,249)</b> | <b>\$ 12,891</b>      | <b>\$ 8,475</b>  | <b>\$ (34,018)</b> | <b>\$</b>           | <b>16,677</b>   | <b>more than 2024</b> |                                         |

Includes projects:  
01009 - Information Technology  
01010 - Agency Information Technology  
01011 - Information Technology Support

**Planning & Evaluation**  
**2025 Budget vs. Actuals March 31, 2025**  
**25% Variance**

|                                   | Budget            | Actuals 03/31/25  | Balance           | YTD<br>Variance | Actuals 03/31/24   | Actual Differences<br>Mar-24 vs. Mar-25 |
|-----------------------------------|-------------------|-------------------|-------------------|-----------------|--------------------|-----------------------------------------|
| <b>Revenues and Support</b>       |                   |                   |                   |                 |                    |                                         |
| Grant Revenue                     | \$ 7,000          | \$ -              | \$ 7,000          | 0%              | \$ -               | \$ -                                    |
| CSBG                              | \$ 402,981        | \$ 90,517         | \$ 312,464        | 22%             | \$ -               | \$ (90,517)                             |
| Admin Income                      | \$ 158,302        | \$ 41,057         | \$ 117,245        | 26%             | \$ 54,929          | \$ 13,872                               |
| <b>Revenues and Support Total</b> | <b>\$ 568,284</b> | <b>\$ 131,575</b> | <b>\$ 436,709</b> | <b>23%</b>      | <b>\$ 54,929</b>   | <b>\$ (76,645)</b>                      |
| <b>Expenses</b>                   |                   |                   |                   |                 |                    |                                         |
| Contract Services                 | \$ -              | \$ -              | \$ -              | 0%              | \$ -               | \$ -                                    |
| Equipment Costs                   | \$ 3,500          | \$ 919            | \$ 2,581          | 26%             | \$ 675             | \$ (244)                                |
| Facility Costs                    | \$ 15,900         | \$ 3,429          | \$ 12,471         | 22%             | \$ 1,435           | \$ (1,994)                              |
| Insurance Expense                 | \$ 2,000          | \$ 836            | \$ 1,164          | 42%             | \$ 302             | \$ (534)                                |
| Office Expense                    | \$ 2,000          | \$ 377            | \$ 1,623          | 19%             | \$ 119             | \$ (258)                                |
| Other Costs                       | \$ -              | \$ -              | \$ -              | 0%              | \$ -               | \$ -                                    |
| Personnel Costs                   | \$ 501,060        | \$ 134,163        | \$ 366,897        | 27%             | \$ 86,883          | \$ (47,279)                             |
| Program Supplies & Client Costs   | \$ 1,000          | \$ 142            | \$ 858            | 14%             | \$ 50              | \$ (93)                                 |
| Travel, Mileage, & Vehicle Costs  | \$ 5,000          | \$ -              | \$ 5,000          | 0%              | \$ 1,809           | \$ 1,809                                |
| <b>Expenses Total</b>             | <b>\$ 530,460</b> | <b>\$ 139,866</b> | <b>\$ 390,593</b> | <b>26%</b>      | <b>\$ 91,274</b>   | <b>\$ (48,593)</b>                      |
| more than 2024                    |                   |                   |                   |                 |                    |                                         |
| <b>Surplus(Deficit)</b>           |                   | <b>\$ (8,292)</b> |                   |                 | <b>\$ (36,344)</b> |                                         |

Includes projects:  
01003 - Planning & Evaluation



## BOARD OF COMMISSIONERS MEETING

|                                                  |                                |
|--------------------------------------------------|--------------------------------|
| <b>Date:</b> May 19, 2025                        | <b>Program:</b> Finance        |
| <b>Consent Agenda Item #:</b> 7_12_B             | <b>Director:</b> Thomas Dulin  |
| <b>Subject:</b> Transit Systems Variance Reports | <b>Officer:</b> Jack Lazzarini |

### Recommended Action

The information is presented to keep the Board apprised on the fiscal status of Transit Systems within the Agency that are routinely shared with Program Directors and Executive staff.

### Background

This item was presented during the May 14, 2025, Finance Committee meeting.

The prepared financial analysis reports and/or requested updates for Transit Systems are included for informational purposes.

### Fiscal Impact

#### Central Valley Regional Center (CVRC)

|                            |                              |
|----------------------------|------------------------------|
| Percentage Of Time Lapsed: | 75%                          |
| Funding Period:            | July 1, 2024 – June 30, 2025 |
| Total Budget:              | \$6,870,313                  |
| Total Revenue YTD          | \$5,182,730/75%              |
| Total Expenditures YTD     | \$5,147,636/75%              |

Finance Comments: This program is currently in a \$35,094 surplus due to profits earned during the service period. This program is subsidized by Local Transportation Funds (LTF) passthrough from the State of California that will be exhausted in June 2025. As a result, the program is projected to break even at the conclusion of the contract period.

Program Comments: CVRC has approved new rates for both rural and urban services, reflecting an average increase of 20%. These updated rates will take effect on July 1, 2025

|                  |                  |
|------------------|------------------|
| Current-Per ride | Updated-Per ride |
| Urban- \$71.50   | Urban- \$103     |
| Rural- \$66.52   | Rural- \$76.50   |
| Madera- \$90.20  | Madera- \$93     |



### CalVets

|                            |                              |
|----------------------------|------------------------------|
| Percentage Of Time Lapsed: | 75%                          |
| Funding Period:            | July 1, 2024 – June 30, 2025 |
| Total Budget:              | \$190,230                    |
| Total Revenue YTD          | \$200,333/71%                |
| Total Expenditures YTD     | \$211,647/75%                |

Finance Comments: The program currently has a \$11,314 deficit due to under compensation for routes.

Department Comments: Effective July 1, 2025, the hourly rate will increase by 10%, rising from the current rate of \$130.00 to \$144.00 per hour.

### The ARC

|                            |                              |
|----------------------------|------------------------------|
| Percentage Of Time Lapsed: | 75%                          |
| Funding Period:            | July 1, 2024 – June 30, 2025 |
| Total Budget:              | \$170,000                    |
| Total Revenue YTD          | \$170,000/100%               |
| Total Expenditures YTD     | \$170,000/100%               |

Finance Comments: The program is currently fully expensed. This program utilized Local Transportation Funds (LTF) passthrough from the State of California.

Program Comments:

### Universal Cerebral Palsy (UCP)

|                            |                              |
|----------------------------|------------------------------|
| Percentage Of Time Lapsed: | 75%                          |
| Funding Period:            | July 1, 2024 – June 30, 2025 |
| Total Budget:              | \$170,000                    |
| Total Revenue YTD          | \$170,000/100%               |
| Total Expenditures YTD     | \$170,000/100%               |

Finance Comments: The program is currently fully expensed. This program utilized Local Transportation Funds (LTF) passthrough from the State of California.

Program Comments:

### **ARC - Maintenance**

|                            |                              |
|----------------------------|------------------------------|
| Percentage Of Time Lapsed: | 75%                          |
| Funding Period:            | July 1, 2024 – June 30, 2025 |
| Total Budget:              | \$108,751                    |
| Total Revenue YTD          | \$81,563/75%                 |
| Total Expenditures YTD     | \$61,775/75%                 |

Finance Comments: The program is currently at a \$19,789 surplus due to profits earned during the service period. This program will continue to increase its profits through the end of the contract.

Program Comments: Effective July 1, 2025, the new hourly maintenance rate will be \$160.00 per hour, which includes a \$20 administrative fee per invoice.

### **Fresno Unified School District (FUSD)**

|                            |                              |
|----------------------------|------------------------------|
| Percentage Of Time Lapsed: | 75%                          |
| Funding Period:            | July 1, 2024 – June 30, 2025 |
| Total Budget:              | \$45,533                     |
| Total Revenue YTD          | \$32,650/75%                 |
| Total Expenditures YTD     | \$21,968/75%                 |

Finance Comments: The program is currently at a \$10,682 surplus due to profits earned during the service period. This program will likely see decreased ridership due to the end of the school year.

Program Comments: With our current fleet and driver availability, our ability to take on additional contracts with FUSD is limited. However, if we had more vehicles and school bus drivers, we could significantly expand our service capacity and pursue more contract opportunities. The current contract rate is \$225.00 per hour, which presents a strong financial incentive to grow our capabilities.

### **Clovis Unified School District (CUSD)**

|                            |                              |
|----------------------------|------------------------------|
| Percentage Of Time Lapsed: | 75%                          |
| Funding Period:            | July 1, 2024 – June 30, 2025 |
| Total Budget:              | \$9,467                      |
| Total Revenue YTD          | \$1,467/16%                  |
| Total Expenditures YTD     | \$1,143/107%                 |

Finance Comments: The program is currently at a \$324 surplus. Although expenses exceeded the budget for this contract due to ridership decrease, profits have kept this program with positive revenue. Many riders who previously utilized this service are now funded by CVRC. Ridership has been non-existent since September 2024 due to age requirements. As a result, the program revenue and expenses are projected to remain the same through the end of the contract.

Program Comments: Currently collaborating with CUSD to identify and onboard new riders.

### **Taxi Scrip**

|                            |                                     |
|----------------------------|-------------------------------------|
| Percentage Of Time Lapsed: | 25%                                 |
| Funding Period:            | January 1, 2025 - December 31, 2025 |
| Total Budget:              | \$55,509                            |
| Total Revenue YTD          | \$2,221/4%                          |
| Total Expenditures YTD     | \$25,145/46%                        |

Finance Comments: The program is currently at a \$22,924 deficit. Services are based on the availability of drivers and miles driven. The reimbursement rate has recently been renegotiated to ensure expenses are covered. The program continues to seek further increased rates to keep the program financially sustainable.

Program Comments: The new flat rate has been increased to four scrips per mile, which is expected to help Transit reduce its deficit and achieve a slight surplus.

### **Meal Delivery**

|                            |                                     |
|----------------------------|-------------------------------------|
| Percentage Of Time Lapsed: | 25%                                 |
| Funding Period:            | January 1, 2025 - December 31, 2025 |
| Total Budget:              | \$1,715,377                         |
| Total Revenue YTD          | \$428,844/25%                       |
| Total Expenditures YTD     | \$428,844/25%                       |

Finance Comments: The program is currently solvent and is subsidized by Local Transportation Funds (LTF) passthrough from the State of California and other meal delivery services provided by Fresno EOC.

Program Comments:

### **Special Trips**

|                            |                                     |
|----------------------------|-------------------------------------|
| Percentage Of Time Lapsed: | 25%                                 |
| Funding Period:            | January 1, 2025 - December 31, 2025 |
| Total Budget:              | \$168,883                           |
| Total Revenue YTD          | \$38,893/23%                        |

Total Expenditures YTD                      \$36,361/25%

Finance Comments: The program is currently at a \$2,531 surplus and is comprised of various shuttle services. The surplus is a result of profits earned during the service period and will continue to trend positively.

Program Comments: Our current rates are \$200.00 per hour on weekdays and \$225.00 per hour on weekends and holidays.

#### **Head Start Transportation**

|                            |                                     |
|----------------------------|-------------------------------------|
| Percentage Of Time Lapsed: | 25%                                 |
| Funding Period:            | January 1, 2025 - December 31, 2025 |
| Total Budget:              | \$528,628                           |
| Total Revenue YTD          | \$132,157/25%                       |
| Total Expenditures YTD     | \$132,157/25%                       |

Finance Comments: The program is currently solvent and reimbursed at cost, monthly.

Program Comments:

#### **Head Start Janitorial**

|                            |                                     |
|----------------------------|-------------------------------------|
| Percentage Of Time Lapsed: | 25%                                 |
| Funding Period:            | January 1, 2025 - December 31, 2025 |
| Total Budget:              | \$111,351                           |
| Total Revenue YTD          | \$27,838/25%                        |
| Total Expenditures YTD     | \$27,838/25%                        |

Finance Comments: The program is currently solvent and reimbursed at cost, monthly.

Department Comments:

#### **Conclusion**

This item is for informational purposes only.

**TRANSIT SYSTEMS  
VARIANCE REPORT  
REPORTING PERIOD: 03/31/2025**

|                            |                                |   |               |
|----------------------------|--------------------------------|---|---------------|
| FUNDING PERIOD :           | July 1, 2024                   | - | June 30, 2025 |
| PROJECT ID#:               | 31055, 33055, 33050            |   |               |
| PERCENTAGE OF TIME LAPSED: | 75%                            |   |               |
| PROJECT:                   | Central Valley Regional Center |   |               |

|                                      | BUDGET              | YTD ACTUAL          | BALANCE             | VARIANCE      |
|--------------------------------------|---------------------|---------------------|---------------------|---------------|
| <b>REVENUE</b>                       |                     |                     |                     |               |
| Fee for Service                      | \$ 4,854,229        | \$ 3,490,672        | \$ 1,363,557        | 71.91%        |
| Grant Revenue - LTF                  | \$ 2,016,084        | \$ 1,692,057        | 324026.56           | 83.93%        |
| <b>TOTAL REVENUE</b>                 | <b>\$ 6,870,313</b> | <b>\$ 5,182,730</b> | <b>\$ 1,687,584</b> | <b>75.44%</b> |
| <b>EXPENDITURES</b>                  |                     |                     |                     |               |
| <b>PERSONNEL</b>                     |                     |                     |                     |               |
| Salaries                             | \$ 3,521,494        | \$ 2,641,121        | \$ 880,374          | 75.00%        |
| Fringe                               | \$ 1,123,629        | \$ 842,722          | \$ 280,907          | 75.00%        |
| <b>TOTAL PERSONNEL</b>               | <b>\$ 4,645,123</b> | <b>\$ 3,483,842</b> | <b>\$ 1,161,281</b> | <b>75.00%</b> |
| <b>NON-PERSONNEL</b>                 |                     |                     |                     |               |
| <b>OPERATING EXPENSES</b>            |                     |                     |                     |               |
| Contract Services                    | \$ 15,495           | \$ 11,621           | \$ 3,874            | 75.00%        |
| Facility Costs                       | \$ 183,765          | \$ 137,824          | \$ 45,941           | 75.00%        |
| Travel, Mileage, & Vehicle Costs     | \$ 756,812          | \$ 567,609          | \$ 189,203          | 75.00%        |
| Equipment Costs                      | \$ 37,074           | \$ 27,805           | \$ 9,268            | 75.00%        |
| Office Expense                       | \$ 162,814          | \$ 122,111          | \$ 40,704           | 75.00%        |
| Insurance Expense                    | \$ 285,318          | \$ 213,988          | \$ 71,329           | 75.00%        |
| Program Supplies                     | \$ 145,087          | \$ 108,815          | \$ 36,272           | 75.00%        |
| <b>TOTAL OPERATING EXPENSES</b>      | <b>\$ 1,586,364</b> | <b>\$ 1,189,773</b> | <b>\$ 396,591</b>   | <b>75.00%</b> |
| OTHER COSTS                          | \$ 2,789            | \$ 2,092            | \$ 697              | 75.00%        |
| <b>TOTAL OTHER COSTS</b>             | <b>\$ 2,789</b>     | <b>\$ 2,092</b>     | <b>\$ 697</b>       | <b>75.00%</b> |
| <b>ADMINISTRATIVE EXPENSES</b>       |                     |                     |                     |               |
| Indirect                             | \$ 629,238          | \$ 471,929          | \$ 157,310          | 75.00%        |
| <b>TOTAL ADMINISTRATIVE EXPENSES</b> | <b>\$ 629,238</b>   | <b>\$ 471,929</b>   | <b>\$ 157,310</b>   | <b>75.00%</b> |
| <b>TOTAL NON-PERSONNEL</b>           | <b>\$ 2,218,391</b> | <b>\$ 1,663,794</b> | <b>\$ 158,704</b>   | <b>75.00%</b> |
| <b>TOTAL EXPENDITURES</b>            | <b>\$ 6,863,515</b> | <b>\$ 5,147,636</b> | <b>\$ 1,319,985</b> | <b>75.00%</b> |
| <b>NET INCOME(LOSS)</b>              | <b>\$ 6,799</b>     | <b>\$ 35,094</b>    |                     |               |

NOTES:

CVRC has approved new rates for both rural and urban services, reflecting an average increase of 20%.

These updated rates will take effect on July 1st.

**TRANSIT SYSTEMS  
VARIANCE REPORT  
REPORTING PERIOD: 03/31/2025**

|                            |              |   |               |
|----------------------------|--------------|---|---------------|
| FUNDING PERIOD :           | July 1, 2024 | - | June 30, 2025 |
| PROJECT ID#:               | 31017        |   |               |
| PERCENTAGE OF TIME LAPSED: | 75%          |   |               |
| PROJECT:                   | CalVets      |   |               |

|                                      | BUDGET            | YTD ACTUAL         | BALANCE          | VARIANCE      |
|--------------------------------------|-------------------|--------------------|------------------|---------------|
| <b>REVENUE</b>                       |                   |                    |                  |               |
| Fee for Service                      | \$ 158,730        | \$ 107,798         | \$ 50,933        | 67.91%        |
| Grant Revenue - LTF                  | \$ 125,000        | \$ 92,536          | \$ 32,465        | 74.03%        |
| <b>TOTAL REVENUE</b>                 | <b>\$ 283,730</b> | <b>\$ 200,333</b>  | <b>\$ 83,397</b> | <b>70.61%</b> |
| <b>EXPENDITURES</b>                  |                   |                    |                  |               |
| <b>PERSONNEL</b>                     |                   |                    |                  |               |
| Salaries                             | \$ 138,940        | \$ 104,205         | \$ 34,735        | 75.00%        |
| Fringe                               | \$ 51,289         | \$ 38,467          | \$ 12,822        | 75.00%        |
| <b>TOTAL PERSONNEL</b>               | <b>\$ 190,230</b> | <b>\$ 142,672</b>  | <b>\$ 47,557</b> | <b>75.00%</b> |
| <b>NON-PERSONNEL</b>                 |                   |                    |                  |               |
| <b>OPERATING EXPENSES</b>            |                   |                    |                  |               |
| Contract Services                    | \$ 618            | \$ 463             | \$ 154           | 75.00%        |
| Facility Costs                       | \$ 7,824          | \$ 5,868           | \$ 1,956         | 75.00%        |
| Travel, Mileage, & Vehicle Costs     | \$ 32,493         | \$ 24,370          | \$ 8,123         | 75.00%        |
| Equipment Costs                      | \$ 1,574          | \$ 1,181           | \$ 394           | 75.00%        |
| Office Expense                       | \$ 6,826          | \$ 5,119           | \$ 1,706         | 75.00%        |
| Insurance Expense                    | \$ 11,883         | \$ 8,912           | \$ 2,971         | 75.00%        |
| Program Supplies                     | \$ 4,741          | \$ 3,556           | \$ 1,185         | 75.00%        |
| <b>TOTAL OPERATING EXPENSES</b>      | <b>\$ 65,959</b>  | <b>\$ 49,470</b>   | <b>\$ 16,490</b> | <b>75.00%</b> |
| OTHER COSTS                          | \$ 127            | \$ 95              | \$ -             | 0.00%         |
| <b>TOTAL OTHER COSTS</b>             | <b>\$ -</b>       | <b>\$ 95</b>       | <b>\$ (95)</b>   | <b>0.00%</b>  |
| <b>ADMINISTRATIVE EXPENSES</b>       |                   |                    |                  |               |
| Indirect                             | \$ 25,880         | \$ 19,410          | \$ 6,470         | 75.00%        |
| <b>TOTAL ADMINISTRATIVE EXPENSES</b> | <b>\$ 25,880</b>  | <b>\$ 19,410</b>   | <b>\$ 6,470</b>  | <b>75.00%</b> |
| <b>TOTAL NON-PERSONNEL</b>           | <b>\$ 91,839</b>  | <b>\$ 68,975</b>   | <b>\$ 6,375</b>  | <b>75.10%</b> |
| <b>TOTAL EXPENDITURES</b>            | <b>\$ 282,069</b> | <b>\$ 211,647</b>  | <b>\$ 53,932</b> | <b>75.03%</b> |
| <b>NET INCOME(LOSS)</b>              | <b>\$ 1,661</b>   | <b>\$ (11,314)</b> |                  |               |

NOTES:  
Effective July 1st, the hourly rate will increase by 10%,  
rising from the current rate of \$130.00 to \$144.00 per hour.

**TRANSIT SYSTEMS  
VARIANCE REPORT  
REPORTING PERIOD: 03/31/2025**

|                            |              |   |               |
|----------------------------|--------------|---|---------------|
| FUNDING PERIOD :           | July 1, 2024 | - | June 30, 2025 |
| PROJECT ID#:               | 31007, 33007 |   |               |
| PERCENTAGE OF TIME LAPSED: | 75%          |   |               |
| PROJECT:                   | The Arc      |   |               |

|                                 | BUDGET     | YTD ACTUAL | BALANCE | VARIANCE |
|---------------------------------|------------|------------|---------|----------|
| <b>REVENUE</b>                  |            |            |         |          |
| Grant Revenue - LTF             | \$ 170,000 | \$ 170,000 | \$ -    | 100.00%  |
| <b>TOTAL REVENUE</b>            | \$ 170,000 | \$ 170,000 | \$ -    | 100.00%  |
| <b>EXPENDITURES</b>             |            |            |         |          |
| PERSONNEL                       |            |            |         |          |
| Salaries                        | \$ -       | \$ -       | \$ -    | 0.00%    |
| Fringe                          | \$ -       | \$ -       | \$ -    | 0.00%    |
| <b>TOTAL PERSONNEL</b>          | \$ -       | \$ -       | \$ -    | 0.00%    |
| <b>NON-PERSONNEL</b>            |            |            |         |          |
| OPERATING EXPENSES              |            |            |         |          |
| Contract Services               | \$ 170,000 | \$ 170,000 | \$ -    | 100.00%  |
| <b>TOTAL OPERATING EXPENSES</b> | \$ 170,000 | \$ 170,000 | \$ -    | 100.00%  |
| <b>TOTAL NON-PERSONNEL</b>      | \$ 170,000 | \$ 170,000 | \$ -    | 100.00%  |
| <b>TOTAL EXPENDITURES</b>       | \$ 170,000 | \$ 170,000 | \$ -    | 100.00%  |
| <b>NET INCOME(LOSS)</b>         | \$ -       | \$ -       |         |          |

NOTES:  
ARC Urban and Rural use LTF passthrough funds.

**TRANSIT SYSTEMS  
VARIANCE REPORT  
REPORTING PERIOD: 03/31/2025**

|                            |                                |   |               |
|----------------------------|--------------------------------|---|---------------|
| FUNDING PERIOD :           | July 1, 2024                   | - | June 30, 2025 |
| PROJECT ID#:               | 31180, 33180                   |   |               |
| PERCENTAGE OF TIME LAPSED: | 75%                            |   |               |
| PROJECT:                   | Universal Cerebral Palsy (UCP) |   |               |

|                                      | BUDGET     | YTD ACTUAL | BALANCE | VARIANCE |
|--------------------------------------|------------|------------|---------|----------|
| <b>REVENUE</b>                       |            |            |         |          |
| Grant Revenue - LTF                  | \$ 170,000 | \$ 170,000 | \$ -    | 100.00%  |
| <b>TOTAL REVENUE</b>                 | \$ 170,000 | \$ 170,000 | \$ -    | 100.00%  |
| <b>EXPENDITURES</b>                  |            |            |         |          |
| <b>PERSONNEL</b>                     |            |            |         |          |
| Salaries+Fringe                      | \$ -       | \$ -       | \$ -    | 0.00%    |
| <b>TOTAL PERSONNEL</b>               | \$ -       | \$ -       | \$ -    | 0.00%    |
| <b>NON-PERSONNEL</b>                 |            |            |         |          |
| <b>OPERATING EXPENSES</b>            |            |            |         |          |
| Contract Services                    | \$ 170,000 | \$ 170,000 | \$ -    | 100.00%  |
| <b>TOTAL OPERATING EXPENSES</b>      | \$ 170,000 | \$ 170,000 | \$ -    | 100.00%  |
| <b>ADMINISTRATIVE EXPENSES</b>       |            |            |         |          |
| Indirect                             | \$ -       | \$ -       | \$ -    | 0.00%    |
| <b>TOTAL ADMINISTRATIVE EXPENSES</b> | \$ -       | \$ -       | \$ -    | 0.00%    |
| <b>TOTAL NON-PERSONNEL</b>           | \$ 170,000 | \$ 170,000 | \$ -    | 100.00%  |
| <b>TOTAL EXPENDITURES</b>            | \$ 170,000 | \$ 170,000 | \$ -    | 100.00%  |
| <b>NET INCOME(LOSS)</b>              | \$ -       | \$ -       |         |          |

NOTES:  
UCP Urban and Rural use LTF passthrough funds.



**TRANSIT SYSTEMS  
VARIANCE REPORT  
REPORTING PERIOD: 03/31/2025**

|                            |                   |   |               |
|----------------------------|-------------------|---|---------------|
| FUNDING PERIOD :           | July 1, 2024      | - | June 30, 2025 |
| PROJECT ID#:               | 35050             |   |               |
| PERCENTAGE OF TIME LAPSED: | 75%               |   |               |
| PROJECT:                   | Arc - Maintenance |   |               |

|                                      | BUDGET     | YTD ACTUAL | BALANCE   | VARIANCE |
|--------------------------------------|------------|------------|-----------|----------|
| <b>REVENUE</b>                       |            |            |           |          |
| Fee for Service                      | \$ 108,751 | \$ 81,563  | \$ 27,188 | 75.00%   |
| <b>TOTAL REVENUE</b>                 | \$ 108,751 | \$ 81,563  | \$ 27,188 | 75.00%   |
| <b>EXPENDITURES</b>                  |            |            |           |          |
| <b>PERSONNEL</b>                     |            |            |           |          |
| Salaries                             | \$ 51,338  | \$ 38,504  | \$ 12,835 | 75.00%   |
| Fringe                               | \$ 18,461  | \$ 13,845  | \$ 4,615  | 75.00%   |
| <b>TOTAL PERSONNEL</b>               | \$ 69,799  | \$ 52,349  | \$ 4,615  | 75.00%   |
| <b>NON-PERSONNEL</b>                 |            |            |           |          |
| OPERATING EXPENSES                   | \$ -       | \$ -       | \$ -      | 0.00%    |
| Travel, Mileage, & Vehicle Costs     | \$ 11,693  | \$ 8,770   | \$ -      | 75.00%   |
| Office Expense                       | \$ 874     | \$ 656     | \$ -      | 75.00%   |
| <b>TOTAL OPERATING EXPENSES</b>      | \$ 12,567  | \$ 9,426   | \$ -      | 75.00%   |
| ADMINISTRATIVE EXPENSES              |            |            |           |          |
| Indirect                             |            |            | \$ -      | 0.00%    |
| <b>TOTAL ADMINISTRATIVE EXPENSES</b> | \$ -       | \$ -       | \$ -      | 0.00%    |
| <b>TOTAL NON-PERSONNEL</b>           | \$ 12,567  | \$ 9,426   | \$ 3,142  | 75.00%   |
| <b>TOTAL EXPENDITURES</b>            | \$ 82,366  | \$ 61,775  | \$ 7,757  | 75.00%   |
| <b>NET INCOME(LOSS)</b>              | \$ 26,385  | \$ 19,789  |           |          |

NOTES:

Effective July 1st, the new hourly maintenance rate will be \$160.00 per hour, which includes a \$20 administrative fee per invoice.

**TRANSIT SYSTEMS  
VARIANCE REPORT  
REPORTING PERIOD: 03/31/2025**

|                            |                                |   |               |
|----------------------------|--------------------------------|---|---------------|
| FUNDING PERIOD :           | July 1, 2024                   | - | June 30, 2025 |
| PROJECT ID#:               | 31080                          |   |               |
| PERCENTAGE OF TIME LAPSED: | 75%                            |   |               |
| PROJECT:                   | Fresno Unified School District |   |               |

|                                      | BUDGET    | YTD ACTUAL | BALANCE   | VARIANCE |
|--------------------------------------|-----------|------------|-----------|----------|
| <b>REVENUE</b>                       |           |            |           |          |
| Fee for Service                      | \$ 43,533 | \$ 32,650  | \$ 10,883 | 75.00%   |
| <b>TOTAL REVENUE</b>                 | \$ 43,533 | \$ 32,650  | \$ 10,883 | 75.00%   |
| <b>EXPENDITURES</b>                  |           |            |           |          |
| <b>PERSONNEL</b>                     |           |            |           |          |
| Salaries                             | \$ 14,555 | \$ 10,916  | \$ 3,639  | 75.00%   |
| Fringe                               | \$ 4,582  | \$ 3,436   | \$ 1,145  | 75.00%   |
| <b>TOTAL PERSONNEL</b>               | \$ 19,136 | \$ 14,352  | \$ 4,784  | 75.00%   |
| <b>NON-PERSONNEL</b>                 |           |            |           |          |
| <b>OPERATING EXPENSES</b>            |           |            |           |          |
| Contract Services                    | \$ 57     | \$ 43      | \$ 14     | 75.00%   |
| Facility Costs                       | \$ 1,093  | \$ 819     | \$ 273    | 75.00%   |
| Travel, Mileage, & Vehicle Costs     | \$ 2,721  | \$ 2,041   | \$ 680    | 75.00%   |
| Equipment Costs                      | \$ 202    | \$ 151     | \$ 50     | 75.00%   |
| Office Expense                       | \$ 850    | \$ 637     | \$ 212    | 75.00%   |
| Insurance Expense                    | \$ 1,821  | \$ 1,365   | \$ 455    | 75.00%   |
| Program Supplies                     | \$ 712    | \$ 534     | \$ 178    | 75.00%   |
| <b>TOTAL OPERATING EXPENSES</b>      | \$ 7,455  | \$ 5,591   | \$ 14     | 75.00%   |
| OTHER COSTS                          | \$ 1      | \$ 1       | \$ 0      | 0.01%    |
| <b>TOTAL OTHER COSTS</b>             | \$ 1      | \$ 1       | \$ 0      | 75.00%   |
| <b>ADMINISTRATIVE EXPENSES</b>       |           |            |           |          |
| Indirect                             | \$ 2,698  | \$ 2,024   | \$ 675    | 75.00%   |
| <b>TOTAL ADMINISTRATIVE EXPENSES</b> | \$ 2,698  | \$ 2,024   | \$ 675    | 75.00%   |
| <b>TOTAL NON-PERSONNEL</b>           | \$ 10,155 | \$ 7,616   | \$ 2,539  | 75.00%   |
| <b>TOTAL EXPENDITURES</b>            | \$ 29,291 | \$ 21,968  | \$ 7,323  | 75.00%   |
| <b>NET INCOME(LOSS)</b>              | \$ 14,242 | \$ 10,682  |           |          |

**NOTES:**

With additional vehicles and school bus drivers, Transit could expand its contracting opportunities with FUSD, where the current rate is \$225.00 per hour.

**TRANSIT SYSTEMS  
VARIANCE REPORT  
REPORTING PERIOD: 03/31/2025**

|                            |                                |   |               |
|----------------------------|--------------------------------|---|---------------|
| FUNDING PERIOD :           | July 1, 2024                   | - | June 30, 2025 |
| PROJECT ID#:               | 31070                          |   |               |
| PERCENTAGE OF TIME LAPSED: | 75%                            |   |               |
| PROJECT:                   | Clovis Unified School District |   |               |

|                                      | BUDGET          | YTD ACTUAL      | BALANCE         | VARIANCE        |
|--------------------------------------|-----------------|-----------------|-----------------|-----------------|
| <b>REVENUE</b>                       |                 |                 |                 |                 |
| Fee for Service                      | \$ 1,092        | \$ 1,092        | \$ -            | 100.00%         |
| Grant Revenue - LTF                  | \$ 8,375        | \$ 375          | \$ 8,000        | 4.48%           |
| <b>TOTAL REVENUE</b>                 | <b>\$ 9,467</b> | <b>\$ 1,467</b> | <b>\$ 8,000</b> | <b>15.50%</b>   |
| <b>EXPENDITURES</b>                  |                 |                 |                 |                 |
| <b>PERSONNEL</b>                     |                 |                 |                 |                 |
| Salaries                             | \$ 728          | \$ 546          | \$ 182          | 75.00%          |
| Fringe                               | \$ 230          | \$ 172          | \$ 57           | 75.00%          |
| <b>TOTAL PERSONNEL</b>               | <b>\$ 957</b>   | <b>\$ 718</b>   | <b>\$ 239</b>   | <b>75.00%</b>   |
| <b>NON-PERSONNEL</b>                 |                 |                 |                 |                 |
| <b>OPERATING EXPENSES</b>            |                 |                 |                 |                 |
| Contract Services                    | \$ 4            | \$ 3            | \$ 1            | 75.00%          |
| Facility Costs                       | \$ -            | \$ 71           | \$ (71)         | 0.00%           |
| Travel, Mileage, & Vehicle Costs     | \$ -            | \$ 218          | \$ (218)        | 0.00%           |
| Equipment Costs                      | \$ -            | \$ 14           | \$ (14)         | 0.00%           |
| Office Expense                       | \$ -            | \$ 33           | \$ (33)         | 0.00%           |
| Insurance Expense                    | \$ -            | \$ -            | \$ -            | 0.00%           |
| Program Supplies                     | \$ -            | \$ 6            | \$ (6)          | 0.00%           |
| <b>TOTAL OPERATING EXPENSES</b>      | <b>\$ 4</b>     | <b>\$ 344</b>   | <b>\$ (340)</b> | <b>7844.22%</b> |
| OTHER COSTS                          | \$ -            | \$ 3            | \$ (3)          | 0.00%           |
| <b>TOTAL OTHER COSTS</b>             | <b>\$ -</b>     | <b>\$ 3</b>     | <b>\$ (3)</b>   | <b>0.00%</b>    |
| <b>ADMINISTRATIVE EXPENSES</b>       |                 |                 |                 |                 |
| Indirect                             | \$ 104          | \$ 78           | \$ 26           | 75.00%          |
| <b>TOTAL ADMINISTRATIVE EXPENSES</b> | <b>\$ 104</b>   | <b>\$ 78</b>    | <b>\$ 26</b>    | <b>75.00%</b>   |
| <b>TOTAL NON-PERSONNEL</b>           | <b>\$ 108</b>   | <b>\$ 425</b>   | <b>\$ 20</b>    | <b>392.77%</b>  |
| <b>TOTAL EXPENDITURES</b>            | <b>\$ 1,066</b> | <b>\$ 1,143</b> | <b>\$ 259</b>   | <b>107.26%</b>  |
| <b>NET INCOME(LOSS)</b>              | <b>\$ 8,401</b> | <b>\$ 324</b>   |                 |                 |

**NOTES:**

Ridership has declined due to age requirement. Riders who use to be in this program are now riding CVRC.  
Currently collaborating with CUSD to identify and onboard new riders..

**TRANSIT SYSTEMS  
VARIANCE REPORT  
REPORTING PERIOD: 03/31/2025**

|                            |                 |   |                   |
|----------------------------|-----------------|---|-------------------|
| FUNDING PERIOD :           | January 1, 2025 | - | December 31, 2025 |
| PROJECT ID#:               | 37310           |   |                   |
| PERCENTAGE OF TIME LAPSED: | 25%             |   |                   |
| PROJECT:                   | Taxi Scrip      |   |                   |

|                                      | BUDGET    | YTD ACTUAL  | BALANCE   | VARIANCE |
|--------------------------------------|-----------|-------------|-----------|----------|
| <b>REVENUE</b>                       |           |             |           |          |
| Fee for Service                      | \$ 55,509 | \$ 2,221    | \$ 53,288 | 4.00%    |
| <b>TOTAL REVENUE</b>                 | \$ 55,509 | \$ 2,221    | \$ 53,288 | 4.00%    |
| <b>EXPENDITURES</b>                  |           |             |           |          |
| <b>PERSONNEL</b>                     |           |             |           |          |
| Salaries                             | \$ 34,965 | \$ 15,466   | \$ -      | 44.23%   |
| Fringe                               | \$ 10,835 | \$ 4,948    | \$ -      | 45.66%   |
| <b>TOTAL PERSONNEL</b>               | \$ 45,801 | \$ 20,414   | \$ -      | \$ 1     |
| <b>NON-PERSONNEL</b>                 |           |             |           |          |
| <b>OPERATING EXPENSES</b>            |           |             |           |          |
| Contract Services                    | \$ 90     | \$ 28       | \$ 62     | 31.21%   |
| Facility Costs                       | \$ 1,400  | \$ 703      | \$ 697    | 50.24%   |
| Travel, Mileage, & Vehicle Costs     | \$ 2,944  | \$ 1,815    | \$ 1,128  | 61.67%   |
| Equipment Costs                      | \$ 283    | \$ 118      | \$ 164    | 41.80%   |
| Office Expense                       | \$ 1,152  | \$ 582      | \$ 570    | 50.54%   |
| Insurance Expense                    | \$ 2,463  | \$ 1,232    | \$ 1,231  | 50.02%   |
| Program Supplies                     | \$ 1,159  | \$ 252      | \$ 907    | 21.75%   |
| <b>TOTAL OPERATING EXPENSES</b>      | \$ 9,491  | \$ 4,732    | \$ 2,622  | 49.85%   |
| OTHER COSTS                          | \$ 4      | \$ -        | \$ 4      | 0.00%    |
| <b>TOTAL OTHER COSTS</b>             | \$ 4      | \$ -        | \$ 4      | 0.00%    |
| <b>ADMINISTRATIVE EXPENSES</b>       |           |             |           |          |
| Indirect                             | \$ -      |             | \$ -      | 0.00%    |
| <b>TOTAL ADMINISTRATIVE EXPENSES</b> | \$ -      | \$ -        | \$ -      | 0.00%    |
| <b>TOTAL NON-PERSONNEL</b>           | \$ 9,495  | \$ 4,732    | \$ 8      | 49.83%   |
| <b>TOTAL EXPENDITURES</b>            | \$ 55,296 | \$ 25,145   | \$ 8      | 45.47%   |
| <b>NET INCOME(LOSS)</b>              | \$ 214    | \$ (22,924) |           |          |

**NOTES:**

The new flat rate has been increased to four scrips per mile,  
which is expected to help Transit reduce its deficit and achieve a slight surplus

**TRANSIT SYSTEMS  
VARIANCE REPORT  
REPORTING PERIOD: 03/31/2025**

|                            |                                     |
|----------------------------|-------------------------------------|
| FUNDING PERIOD :           | January 1, 2025 - December 31, 2025 |
| PROJECT ID#:               | 31100, 33100, 37400                 |
| PERCENTAGE OF TIME LAPSED: | 25%                                 |
| PROJECT:                   | Meal Delivery                       |

|                                      | BUDGET              | YTD ACTUAL        | BALANCE             | VARIANCE      |
|--------------------------------------|---------------------|-------------------|---------------------|---------------|
| <b>REVENUE</b>                       |                     |                   |                     |               |
| Other Program Revenue                | \$ 457,458          | \$ 114,365        | \$ 343,094          | 25.00%        |
| Grant Revenue - LTF                  | \$ 304,630          | \$ 110,592        | \$ 194,038          | 36.30%        |
| Fee For Service                      | \$ 953,290          | \$ 203,888        | \$ 749,401          | 21.39%        |
| <b>TOTAL REVENUE</b>                 | <b>\$ 1,715,377</b> | <b>\$ 428,844</b> | <b>\$ 1,286,533</b> | <b>25.00%</b> |
| <b>EXPENDITURES</b>                  |                     |                   |                     |               |
| <b>PERSONNEL</b>                     |                     |                   |                     |               |
| Salaries                             | \$ 966,910          | \$ 241,728        | \$ 725,183          | 25.00%        |
| Fringe                               | \$ 235,820          | \$ 58,955         | \$ 176,865          | 25.00%        |
| <b>TOTAL PERSONNEL</b>               | <b>\$ 1,202,730</b> | <b>\$ 300,683</b> | <b>\$ 176,865</b>   | <b>25.00%</b> |
| <b>NON-PERSONNEL</b>                 |                     |                   |                     |               |
| <b>OPERATING EXPENSES</b>            |                     |                   |                     |               |
| Contract Services                    | \$ -                | \$ -              | \$ -                | 0.00%         |
| Facility Costs                       | \$ -                | \$ -              | \$ -                | 0.00%         |
| Vehicle Costs                        | \$ 442,043          | \$ 110,511        | \$ 331,532          | 25.00%        |
| Equipment Costs                      | \$ -                | \$ -              | \$ -                | 0.00%         |
| Office Expense                       | \$ -                | \$ -              | \$ -                | 0.00%         |
| Insurance Expense                    | \$ 70,605           | \$ 17,651         | \$ 52,953           | 25.00%        |
| Program Supplies                     | \$ -                | \$ -              | \$ -                | 0.00%         |
| <b>TOTAL OPERATING EXPENSES</b>      | <b>\$ 512,647</b>   | <b>\$ 128,162</b> | <b>\$ 384,485</b>   | <b>25.00%</b> |
| <b>ADMINISTRATIVE EXPENSES</b>       |                     |                   |                     |               |
| Indirect                             | \$ -                | \$ -              | \$ -                | 0.00%         |
| <b>TOTAL ADMINISTRATIVE EXPENSES</b> | <b>\$ -</b>         | <b>\$ -</b>       | <b>\$ -</b>         | <b>0.00%</b>  |
| <b>TOTAL NON-PERSONNEL</b>           | <b>\$ 512,647</b>   | <b>\$ 128,162</b> | <b>\$ -</b>         | <b>25.00%</b> |
| <b>TOTAL EXPENDITURES</b>            | <b>\$ 1,715,377</b> | <b>\$ 428,844</b> | <b>\$ 176,865</b>   | <b>25.00%</b> |
| <b>NET INCOME(LOSS)</b>              | <b>\$ 0</b>         | <b>\$ 0</b>       |                     |               |

NOTES:

**TRANSIT SYSTEMS  
VARIANCE REPORT  
REPORTING PERIOD: 03/31/2025**

|                            |                 |   |                   |
|----------------------------|-----------------|---|-------------------|
| FUNDING PERIOD :           | January 1, 2025 | - | December 31, 2025 |
| PROJECT ID#:               | 31090, 33090    |   |                   |
| PERCENTAGE OF TIME LAPSED: | 25%             |   |                   |
| PROJECT:                   | Special Trips   |   |                   |

|                                      | BUDGET            | YTD ACTUAL       | BALANCE           | VARIANCE      |
|--------------------------------------|-------------------|------------------|-------------------|---------------|
| <b>REVENUE</b>                       |                   |                  |                   |               |
| Fee for Service                      | \$ 71,515         | \$ 17,879        | \$ 53,636         | 25.00%        |
| Grant Revenue - LTF                  | \$ 97,368         | \$ 21,014        | \$ 76,354         | 21.58%        |
| <b>TOTAL REVENUE</b>                 | <b>\$ 168,883</b> | <b>\$ 38,893</b> | <b>\$ 129,990</b> | <b>23.03%</b> |
| <b>EXPENDITURES</b>                  |                   |                  |                   |               |
| <b>PERSONNEL</b>                     |                   |                  |                   |               |
| Salaries                             | \$ 95,785         | \$ 23,946        | \$ 71,839         | 25.00%        |
| Fringe                               | \$ 22,959         | \$ 5,740         | \$ 17,220         | 25.00%        |
| <b>TOTAL PERSONNEL</b>               | <b>\$ 118,744</b> | <b>\$ 29,686</b> | <b>\$ 89,058</b>  | <b>25.00%</b> |
| <b>NON-PERSONNEL</b>                 |                   |                  |                   |               |
| <b>OPERATING EXPENSES</b>            |                   |                  |                   |               |
| Contract Services                    | \$ 96             | \$ 24            | \$ 72             | 25.00%        |
| Facility Costs                       | \$ 2,244          | \$ 561           | \$ 1,683          | 25.00%        |
| Vehicle Costs                        | \$ 6,052          | \$ 1,513         | \$ 4,539          | 25.00%        |
| Equipment Costs                      | \$ 356            | \$ 89            | \$ 267            | 25.00%        |
| Office Expense                       | \$ 1,785          | \$ 446           | \$ 1,339          | 25.00%        |
| Insurance Expense                    | \$ 3,752          | \$ 938           | \$ 2,814          | 25.00%        |
| Program Supplies                     | \$ 387            | \$ 97            | \$ 290            | 25.00%        |
| <b>TOTAL OPERATING EXPENSES</b>      | <b>\$ 14,673</b>  | <b>\$ 3,668</b>  | <b>\$ 11,005</b>  | <b>25.00%</b> |
| <b>ADMINISTRATIVE EXPENSES</b>       |                   |                  |                   |               |
| Indirect                             | \$ 12,028         | \$ 3,007         | \$ 9,021          | 25.00%        |
| <b>TOTAL ADMINISTRATIVE EXPENSES</b> | <b>\$ 12,028</b>  | <b>\$ 3,007</b>  | <b>\$ 9,021</b>   | <b>25.00%</b> |
| <b>TOTAL NON-PERSONNEL</b>           | <b>\$ 26,701</b>  | <b>\$ 6,675</b>  | <b>\$ 9,021</b>   | <b>25.00%</b> |
| <b>TOTAL EXPENDITURES</b>            | <b>\$ 145,445</b> | <b>\$ 36,361</b> | <b>\$ 98,079</b>  | <b>25.00%</b> |
| <b>NET INCOME(LOSS)</b>              | <b>\$ 23,437</b>  | <b>\$ 2,531</b>  |                   |               |

**NOTES:**

Our current rates are \$200.00 per hour on weekdays and \$225.00 per hour on weekends and holidays.

**TRANSIT SYSTEMS  
VARIANCE REPORT  
REPORTING PERIOD: 03/31/2025**

|                            |                           |   |                   |
|----------------------------|---------------------------|---|-------------------|
| FUNDING PERIOD :           | January 1, 2025           | - | December 31, 2025 |
| PROJECT ID#:               | 31130, 33130              |   |                   |
| PERCENTAGE OF TIME LAPSED: | 25%                       |   |                   |
| PROJECT:                   | Head Start Transportation |   |                   |

|                                 | BUDGET            | YTD ACTUAL        | BALANCE           | VARIANCE      |
|---------------------------------|-------------------|-------------------|-------------------|---------------|
| <b>REVENUE</b>                  |                   |                   |                   |               |
| Other Program Revenue           | \$ 485,061        | \$ 113,589        | \$ 371,471        | 23.42%        |
| Grant Revenue                   | \$ 43,568         | \$ 18,568         | \$ 25,000         | 42.62%        |
| <b>TOTAL REVENUE</b>            | <b>\$ 528,628</b> | <b>\$ 132,157</b> | <b>\$ 396,471</b> | <b>25.00%</b> |
| <b>EXPENDITURES</b>             |                   |                   |                   |               |
| <b>PERSONNEL</b>                |                   |                   |                   |               |
| Salaries                        | \$ 346,002        | \$ 86,500         | \$ 259,501        | 25.00%        |
| Fringe                          | \$ 106,772        | \$ 26,693         | \$ 80,079         | 25.00%        |
| <b>TOTAL PERSONNEL</b>          | <b>\$ 452,774</b> | <b>\$ 113,193</b> | <b>\$ 339,580</b> | <b>25.00%</b> |
| <b>NON-PERSONNEL</b>            |                   |                   |                   |               |
| <b>OPERATING EXPENSES</b>       |                   |                   |                   |               |
| Contract Services               | \$ 369            | \$ 92             | \$ 277            | 25.00%        |
| Facility Costs                  | \$ 11,618         | \$ 2,905          | \$ 8,714          | 25.00%        |
| Travel, Mileage                 | \$ 30,274         | \$ 7,569          | \$ 22,706         | 25.00%        |
| Equipment Costs                 | \$ 1,922          | \$ 481            | \$ 1,442          | 25.00%        |
| Office Expense                  | \$ 8,931          | \$ 2,233          | \$ 6,698          | 25.00%        |
| Insurance Expense               | \$ 18,962         | \$ 4,741          | \$ 14,222         | 25.00%        |
| Program Supplies                | \$ 3,778          | \$ 944            | \$ 2,833          | 25.00%        |
| <b>TOTAL OPERATING EXPENSES</b> | <b>\$ 75,854</b>  | <b>\$ 18,964</b>  | <b>\$ 56,891</b>  | <b>25.00%</b> |
| <b>TOTAL NON-PERSONNEL</b>      | <b>\$ 75,854</b>  | <b>\$ 18,964</b>  | <b>\$ -</b>       | <b>25.00%</b> |
| <b>TOTAL EXPENDITURES</b>       | <b>\$ 528,628</b> | <b>\$ 132,157</b> | <b>\$ 339,580</b> | <b>25.00%</b> |
| <b>NET INCOME(LOSS)</b>         | <b>\$ 0</b>       | <b>\$ -</b>       |                   |               |

NOTES:

**TRANSIT SYSTEMS  
VARIANCE REPORT  
REPORTING PERIOD: 03/31/2025**

|                            |                       |   |                   |
|----------------------------|-----------------------|---|-------------------|
| FUNDING PERIOD :           | January 1, 2025       | - | December 31, 2025 |
| PROJECT ID#:               | 35156, 35157          |   |                   |
| PERCENTAGE OF TIME LAPSED: | 25%                   |   |                   |
| PROJECT:                   | Head Start Janitorial |   |                   |

|                           | BUDGET     | YTD ACTUAL | BALANCE   | VARIANCE |
|---------------------------|------------|------------|-----------|----------|
| <b>REVENUE</b>            |            |            |           |          |
| Other Program Revenue     | \$ 111,351 | \$ 27,838  | \$ 83,513 | 25.00%   |
| <b>TOTAL REVENUE</b>      | \$ 111,351 | \$ 27,838  | \$ 83,513 | 25.00%   |
| <b>EXPENDITURES</b>       |            |            |           |          |
| PERSONNEL                 |            |            |           |          |
| Salaries                  | \$ 86,523  | \$ 21,631  | \$ -      | 25.00%   |
| Fringe                    | \$ 24,828  | \$ 6,207   | \$ -      | 25.00%   |
| <b>TOTAL PERSONNEL</b>    | \$ 111,351 | \$ 27,838  | \$ -      | 25.00%   |
| <b>TOTAL EXPENDITURES</b> | \$ 111,351 | \$ 27,838  | \$ -      | 25.00%   |
| <b>NET INCOME(LOSS)</b>   | \$ -       | \$ -       |           |          |

NOTES:





## BOARD OF COMMISSIONERS MEETING

|                                              |                                 |
|----------------------------------------------|---------------------------------|
| <b>Date:</b> May 19, 2025                    | <b>Program:</b> Finance         |
| <b>Consent Agenda Item #:</b> 7_13           | <b>Director:</b> Angela Riofrio |
| <b>Subject:</b> Agency Funding List May 2025 | <b>Officer:</b> Salam M. Nalia  |

### Recommended Action

The information presented below is intended to keep the Board apprised of the Agency's funding list.

### Background

This item was presented during the May 14, 2025, Finance Committee meeting.

The funding list lists the agency's funding current funding sources.

### Fiscal Impact

The Agency's Funding List as of May 1, 2025, reflects current funding awarded of \$186.8 million, which is a decrease from \$193.3 million on January 1, 2025.

The contract list contains the following:

- 75 Periods
- 63 Sources
- 32 Programs
- 141 Contracts

As a reminder, the above amounts reflect full grant award periods and do not represent funding for a 12-month period. The schedules also include in-kind contributions / awards.

### Conclusion

This is an informational item.

**FRESNO ECONOMIC OPPORTUNITIES COMMISSION  
FUNDING AS OF 5/1/2025**

| PROGRAM                                                                        | FUNDING SOURCE                                          | CONTRACT YEAR |            | AMOUNT       | INDIRECT RATE   | SUBTOTAL     | FUND REGULATOR        | BILLING FREQUENCY |
|--------------------------------------------------------------------------------|---------------------------------------------------------|---------------|------------|--------------|-----------------|--------------|-----------------------|-------------------|
|                                                                                |                                                         | START         | END        |              |                 |              |                       |                   |
| 1 ADVANCE PEACE                                                                | Board of State Corrections (CALVIP)                     | 7/1/2022      | 12/31/2025 | \$1,094,238  | 10.30%          |              | State                 | Quarterly         |
| 2 ADVANCE PEACE                                                                | City of Fresno ( VPI YR 2)                              | 1/1/2025      | 12/31/2025 | \$375,000    | 0.00%           |              | City                  | Monthly           |
| 3 CALIFORNIA ALTERNATE PAYMENT PROGRAM - CCTR                                  | State - Department of Education                         | 7/1/2024      | 6/30/2025  | \$616,391    | 10.00%          |              | State                 | Quarterly         |
| 4 CALIFORNIA STATE PRESCHOOL                                                   | State - Department of Education                         | 7/1/2024      | 6/30/2025  | \$1,647,817  | 10.00%          |              | State                 | Quarterly         |
| 5 CALIFORNIA STATE PRESCHOOL                                                   | USDA                                                    | 10/1/2024     | 9/30/2025  | \$200,891    | 10.00%          | \$2,465,099  | Federal               | Monthly           |
| 6 COMMUNITY SERVICES BLOCK GRANT - 2025                                        | State Community Services & Development                  | 1/1/2025      | 12/31/2025 | \$2,039,380  | 0.00%           | \$2,039,380  | State                 | Monthly           |
| 7 DAWN                                                                         | City of Fresno                                          | 8/1/2020      | 7/31/2025  | \$1,000,000  | 10.30%          | \$1,000,000  | Local                 | N/A               |
| 8 ENERGY SERVICES - BIL DOE                                                    | State Community Services & Development                  | 6/1/2023      | 6/30/2027  | \$6,033,262  | 10.30%          |              | Federal               | Monthly           |
| 9 ENERGY SERVICES - DOE 2022                                                   | State Community Services & Development                  | 7/1/2022      | 6/30/2025  | \$1,672,442  | 10.30%          |              | Federal               | Monthly           |
| 10 ENERGY SERVICES - LIHEAP 2024                                               | State Community Services & Development                  | 11/1/2023     | 6/30/2025  | \$12,806,691 | 10.30%          |              | Federal               | Monthly           |
| 11 ENERGY SERVICES - LIHEAP 2025                                               | State Community Services & Development                  | 11/1/2024     | 6/30/2026  | \$13,122,312 | 10.30%          | \$33,634,707 | Federal               | Monthly           |
| 12 FOOD SERVICES                                                               | CAFE EOC                                                | 1/1/2025      | 12/31/2025 | \$55,000     | 10.30%          |              | Fee For Service       | Weekly            |
| 13 FOOD SERVICES                                                               | Buster Pizza                                            | 8/1/2024      | 6/30/2025  | \$1,500,000  | 10.30%          |              | Fee For Service       | Weekly            |
| 14 FOOD SERVICES                                                               | School Meals - Head Start                               | 1/1/2025      | 12/31/2025 | \$2,200,000  | 0.00%           |              | Intercompany          | Monthly           |
| 15 FOOD SERVICES                                                               | School Meals - Sanctuary / Soul                         | 7/1/2024      | 6/30/2025  | \$40,000     | 0.00%           |              | Intercompany          | Monthly           |
| 16 FOOD SERVICES                                                               | School Meals - External                                 | 7/1/2024      | 6/30/2025  | \$600,000    | 10.30%          |              | Fee For Service       | Monthly           |
| 17 FOOD SERVICES                                                               | Catering - Internal                                     | 1/1/2025      | 12/31/2025 | \$75,000     | 10.30%          |              | Fee For Service       | Per occurrence    |
| 18 FOOD SERVICES                                                               | Catering - External                                     | 1/1/2025      | 12/31/2025 | \$260,000    | 10.30%          |              | Fee For Service       | Per occurrence    |
| 19 FOOD SERVICES                                                               | Senior Meals - Homebound                                | 7/1/2024      | 6/30/2025  | \$4,100,000  | 10.30%          |              | Fee For Service       | Monthly           |
| 20 FOOD SERVICES                                                               | USDA - At Risk                                          | 10/1/2024     | 9/30/2025  | \$120,000    | 10.00%          |              | Federal               | Monthly           |
| 21 FOOD SERVICES                                                               | USDA - Summer & Winter Meals                            | 10/1/2024     | 9/30/2025  | \$60,000     | 10.30%          |              | Federal               | Monthly           |
| 22 FOOD SERVICES - Food Distribution                                           | Kaiser Permanente                                       | 7/1/2024      | 6/30/2025  | \$25,000     | 10.00%          |              | Private               | Annually          |
| 23 FOOD SERVICES - Food Distribution                                           | Market Match                                            | 1/1/2025      | 12/31/2025 | \$32,000     | 15.00%          | \$9,067,000  | State                 | Monthly           |
| 24 GUARANTEED INCOME                                                           | The California Endowment                                | 10/1/2023     | 12/31/2025 | \$150,000    | 0.00%           |              | Private               | N/A               |
| 25 GUARANTEED INCOME                                                           | The California Wellness Foundation                      | 6/1/2023      | 12/31/2025 | \$500,000    | 0.00%           |              | Private               | N/A               |
| 26 GUARANTEED INCOME                                                           | Delta Dental Community Care Foundation                  | 11/1/2023     | 12/31/2025 | \$100,000    | 0.00%           |              | Private               | N/A               |
| 27 GUARANTEED INCOME                                                           | Central Valley Community Foundation                     | 11/1/2023     | 12/31/2025 | \$50,000     | 0.00%           |              | Private               | N/A               |
| 28 GUARANTEED INCOME                                                           | James Irvine Foundation                                 | 8/30/2023     | 12/31/2025 | \$100,000    | 0.00%           |              | Private               | N/A               |
| 29 GUARANTEED INCOME                                                           | Mayors for a Guaranteed Income                          | 2/1/2024      | 12/31/2025 | \$15,000     | 0.00%           |              | Private               | N/A               |
| 30 GUARANTEED INCOME                                                           | The Kresge Foundation                                   | 8/1/2023      | 12/31/2025 | \$100,000    | 0.00%           |              | Private               | N/A               |
| 31 GUARANTEED INCOME                                                           | Sierra Health Foundation                                | 3/1/2024      | 12/31/2025 | \$25,000     | 0.00%           | \$ 1,040,000 | Private               | N/A               |
| 32 HEAD START / EARLY HEAD START                                               | IN-KIND                                                 | 1/1/2025      | 12/31/2025 | \$11,894,766 | 10.00%          |              | Private               | Monthly           |
| 33 HEAD START / EARLY HEAD START                                               | US Department of HHS                                    | 1/1/2025      | 12/31/2025 | \$47,579,061 | 10.00%          |              | Federal               | Weekly            |
| 34 HEAD START / EARLY HEAD START - American Rescue Plan - ARPA                 | US Department of HHS                                    | 7/1/2023      | 6/29/2025  | \$189,705    | 10.00%          |              | Federal               | As needed         |
| 35 HEAD START / EARLY HEAD START - COVID Funding                               | US Department of HHS                                    | 7/1/2023      | 6/29/2025  | \$348,655    | 10.00%          |              | Federal               | As needed         |
| 36 HEAD START / EARLY HEAD START                                               | USDA                                                    | 10/1/2024     | 9/30/2025  | \$1,179,309  | 10.00%          | \$61,191,496 | Federal               | Monthly           |
| 37 HEALTH SERVICES - Title X                                                   | Essential Access Health-Title X                         | 4/1/2024      | 3/31/2025  | \$120,000    | 10.00%          |              | Federal               | Quarterly         |
| 38 HEALTH SERVICES - Clinic                                                    | Third Parties                                           | 4/1/2024      | 3/31/2025  | \$661,258    | 10.00%          |              | Fee For Service       | Quarterly         |
| 39 HEALTH SERVICES - ADOLESCENT FAMILY LIFE PROGRAM                            | CDPH-MCAH                                               | 7/1/2023      | 6/30/2026  | \$1,644,525  | 15% Personnel   |              | State                 | Quarterly         |
| 40 HEALTH SERVICES - CA PREP & I&E                                             | State - Department of Health                            | 7/1/2022      | 6/30/2025  | \$1,761,279  | 13.5% Personnel |              | State                 | Quarterly         |
| 41 HEALTH SERVICES - In-Home Care Services                                     | County of Fresno                                        | 7/1/2020      | 6/30/2026  | \$1,650,000  | 15.00%          |              | Local                 | Monthly           |
| 42 HEALTH SERVICES - Promoting Optimal Health for Rural Youth                  | The Regents of the Univ. of CA through UCSF             | 7/1/2023      | 6/30/2028  | \$1,750,000  | 10.30%          |              | Federal               | Quarterly         |
| 43 HEALTH SERVICES - RURAL TOBACCO                                             | State - Department of Health                            | 7/1/2020      | 6/30/2025  | \$1,111,054  | 10.30%          |              | State                 | Monthly           |
| 44 HEALTH SERVICES - School Based Sealant                                      | County of Fresno                                        | 7/1/2023      | 6/30/2027  | \$920,000    | 15% Personnel   |              | Local                 | Monthly           |
| 45 HEALTH SERVICES - FUSD - Comprehensive Sex Education                        | Fresno Unified School District                          | 7/1/2022      | 6/30/2027  | \$2,671,306  | 10.30%          |              | Local                 | Quarterly         |
| 46 HEALTH SERVICES - Public Awareness and Community Outreach Campaign Services | Office of Planning and Research                         | 6/25/2024     | 6/30/2025  | \$300,000    | 10.30%          |              | State                 | Quarterly         |
| 47 HEALTH SERVICES - STD/HCV Screenings                                        | County of Fresno                                        | 10/1/2024     | 6/30/2028  | \$1,500,000  | 15% Personnel   |              | Local                 | Monthly           |
| 48 HEALTH SERVICES - Early Childhood Wraparound                                | HELUNA                                                  | 11/1/2024     | 6/30/2026  | \$1,500,000  | 10.30%          |              | State                 | Quarterly         |
| 49 HEALTH SERVICES - Glow!                                                     | First 5 of Fresno County                                | 9/1/2019      | 12/31/2025 | \$670,000    | 10.30%          |              | Local                 | Quarterly         |
| 50 HEALTH SERVICES - Advancing Tobacco Cessation in Community Clinics          | CDPH                                                    | 8/1/2024      | 6/30/2026  | \$81,000     | 10.00%          | \$16,646,422 | State                 | Monthly           |
| 51 Community Learning Center                                                   | First 5 of Fresno County                                | 7/1/2022      | 6/30/2025  | \$450,000    | 10.00%          | \$450,000    | Local                 | Quarterly         |
| 52 LCC - CCC Nature-Based Solutions (NBS)                                      | California Conservation Corps (CCC)                     | 4/20/2023     | 4/30/2029  | \$2,769,230  | 10.30%          |              | State                 | Quarterly         |
| 53 LCC - CLCC Foundation                                                       | California Local Conservation Corp Foundation           | 9/23/2024     | 3/31/2026  | \$284,199    | 10.30%          |              | Foundation            | Monthly           |
| 54 LCC- YOUTHBUILD CALIFORNIA CHARTER SCHOOL                                   | YBCSC                                                   | 7/1/2024      | 6/30/2025  | \$146,000    | 10.30%          |              | Private               | N/A               |
| 55 LCC-BUY BACK CENTER                                                         | Friant Buy Back Center                                  | 1/31/2025     | 12/31/2025 | \$100,000    | 10.30%          |              | Fee For Service       | Monthly           |
| 56 LCC - Mattress Recycling Council CAO                                        | Mattress Recycling                                      | 1/31/2025     | 12/31/2025 | \$40,000     | 10.30%          |              | Fee For Service       | Monthly           |
| 57 LCC-Calfire Central Valley Forestry Corps                                   | Fresno Regional Workforce Investment Board (FRWIB)- ROL | 9/1/2023      | 12/31/2025 | \$150,000    | 10.30%          |              | Local                 | Monthly           |
| 58 LCC-High Road Training Partnership (H RTP)                                  | Fresno Regional Workforce Investment Board (FRWIB)- ROL | 2/1/2024      | 12/30/2025 | \$100,752    | 10.30%          |              | Local                 | Monthly           |
| 59 LCC-California Endowment- Corpsmember Supportive Services                   | California Endowment                                    | 2/1/2013      | 12/30/2025 | \$15,000     | 0.00%           |              | Endowment             | N/A               |
| 60 LCC-DCC RECYCLING CYCLE 39                                                  | CALRECYCLE                                              | 7/1/2024      | 6/30/2026  | \$2,064,004  | 10.30%          |              | State                 | Quarterly         |
| 61 LCC - SB 1013 Grant                                                         | State of CA - California Environmental - Calrecycle     | 4/25/2024     | 4/1/2026   | \$799,665    | 10.30%          |              | State                 | Quarterly         |
| 62 LCC-Facility Rental                                                         | Foster Grandparent                                      | 1/1/2025      | 12/31/2025 | \$16,209     | 0.00%           |              | Federal               | Monthly           |
| 63 LCC-Facility Rental                                                         | Office of The County of Fresno Public Defender          | 1/1/2025      | 12/31/2025 | \$5,400      | 0.00%           |              | Local                 | Monthly           |
| 64 LCC - CCC Non-Residential Program                                           | California Conservation Corps (CCC)                     | 10/28/2024    | 6/30/2025  | \$24,000     | 0.00%           |              | State                 | Monthly           |
| 65 LCC-FFS Dental Clinic Health Service Yard Maintenance                       | Intercompany - Fresno EOC Health Services               | 1/1/2025      | 12/31/2025 | \$4,303      | 0.00%           |              | Intercompany Transfer | Monthly           |

**FRESNO ECONOMIC OPPORTUNITIES COMMISSION  
FUNDING AS OF 5/1/2025**

| PROGRAM                                                                | FUNDING SOURCE                                             | CONTRACT YEAR |            | AMOUNT      | INDIRECT RATE        | SUBTOTAL    | FUND REGULATOR        | BILLING FREQUENCY                   |
|------------------------------------------------------------------------|------------------------------------------------------------|---------------|------------|-------------|----------------------|-------------|-----------------------|-------------------------------------|
|                                                                        |                                                            | START         | END        |             |                      |             |                       |                                     |
| 66 LCC-FFS Franklin Head Start Yard Maintenance                        | Intercompany - Fresno EOC Head Start                       | 1/1/2025      | 12/31/2025 | \$14,400    | 0.00%                |             | Intercompany Transfer | Monthly                             |
| 67 LCC-FFS City of Fresno -                                            | Weed abatement & Yard Maintenance                          | 1/1/2023      | 6/30/2025  | \$89,118    | 0.00%                |             | City of Fresno        | Monthly                             |
| 68 LCC - County of Fresno                                              | ARPA/SLFRF Computer Fund                                   | 3/28/2023     | 12/31/2026 | \$48,584    | 0.00%                |             | County                | Quarterly                           |
| 69 LCC-YOUTHBUILD DEPARTMENT OF LABOR                                  | US Department of Labor Employment and Training Adminis     | 6/1/2023      | 9/30/2026  | \$1,500,000 | 10.30%               |             | Federal               | Monthly                             |
| 70 LCC-YOUTHBUILD DEPARTMENT OF LABOR                                  | US Department of Labor Employment and Training Adminis     | 5/1/2024      | 10/31/2025 | \$500,000   | 0.50%                |             | Federal               | Quarterly                           |
| 71 LCC-YOUTHBUILD/AmeriCorps 22-24                                     | Corporation for National and Community Service             | 8/15/2022     | 8/14/2025  | \$249,504   | 5.26%                |             | Federal               | Monthly                             |
| 72 LCC-YOUTHBUILD/AmeriCorps 24-25                                     | Corporation for National and Community Service             | 8/15/2024     | 8/14/2026  | \$200,000   | 5.26%                | \$9,120,368 | Federal               | Monthly                             |
| 73 SANCTUARY - Cal OES Human Trafficking Victim Assist.(HV) Program    | CalOES Victim Services and Public Safety Branch            | 4/1/2025      | 3/31/2026  | \$566,666   | 10.30%               |             | State                 | Monthly                             |
| 74 SANCTUARY - CalOES HY Emergency Services Pilot Program              | CalOES Victim Services and Public Safety Branch            | 4/1/2022      | 3/31/2027  | \$2,375,000 | 10.00%               |             | State                 | Monthly                             |
| 75 SANCTUARY - CVAHT OVC Housing                                       | U.S. Department of Justice                                 | 10/1/2021     | 6/30/2025  | \$594,316   | 10.30%               |             | Federal               | Monthly                             |
| 76 SANCTUARY - CVAHT Sisters of the Presentation Community Grants      | CommonSpirit Health Foundation                             | 10/15/2023    | 12/31/2025 | \$25,000    | 10.00%               |             | Foundation            | N/A                                 |
| 77 SANCTUARY - OVC for Minor Victims of HT                             | U.S. Department of Justice                                 | 10/1/2023     | 9/30/2026  | \$618,230   | 10.30%               |             | Federal               | Monthly                             |
| 78 SANCTUARY - CVAHT Slave 2 Nothing                                   | Slave 2 Nothing Foundation                                 | 1/1/2023      | 12/31/2025 | \$30,000    | 10.00%               |             | Foundation            | N/A                                 |
| 79 SANCTUARY - HHIP outreach                                           | Cal Viva Health                                            | 1/1/2023      | 12/31/2025 | \$124,805   | 10.00%               |             | Private               | N/A                                 |
| 80 SANCTUARY - SCAN                                                    | SCAN Health Plan                                           | 7/1/2024      | 6/30/2025  | \$25,000    | 10% of salaries only |             | Private               | N/A                                 |
| 81 SANCTUARY - HERO Team 2                                             | US Department of HUD                                       | 9/1/2024      | 8/31/2025  | \$525,000   | 10.30%               |             | Federal               | Monthly                             |
| 82 SANCTUARY - PHOENIX                                                 | US Department of HUD                                       | 9/1/2024      | 8/31/2025  | \$487,032   | 10.30%               |             | Federal               | Monthly                             |
| 83 SANCTUARY - PHOENIX Client Rental Income                            | Clients                                                    | 9/1/2024      | 8/31/2025  | \$34,000    | 10.30%               |             | Private               | N/A                                 |
| 84 SANCTUARY - PROJECT HEARTH                                          | US Department of HUD                                       | 10/1/2024     | 9/30/2025  | \$325,490   | 10.30%               |             | Federal               | Monthly                             |
| 85 SANCTUARY - PROJECT RISE                                            | US Department of HUD                                       | 11/1/2024     | 10/31/2025 | \$682,100   | 10.30%               |             | Federal               | Monthly                             |
| 86 SANCTUARY - CVAHT TCVP                                              | Centro La Familia                                          | 7/1/2024      | 6/30/2025  | \$10,000    | 10.30%               |             | Local                 | monthly                             |
| 87 SANCTUARY - Shelter County Project Spark                            | County of Fresno                                           | 7/1/2024      | 6/30/2025  | \$489,355   | 10.00%               |             | Local                 | Monthly                             |
| 88 SANCTUARY - Shelter County HEAP/HHAP Homeless Youth Services        | County of Fresno                                           | 7/1/2024      | 6/30/2025  | \$304,536   | 10.00%               |             | Local                 | Monthly                             |
| 89 SANCTUARY - Shelter City HEAP/HHAP Youth Services                   | City of Fresno                                             | 11/1/2024     | 6/30/2026  | \$395,332   | 10.00%               |             | Local                 | Monthly                             |
| 90 SANCTUARY - FMCoc                                                   | FMCoc                                                      | 1/1/2025      | 12/31/2025 | \$110,110   | 10.30%               |             | Local                 | N/A                                 |
| 91 SANCTUARY - SOUL Rental Income                                      | Intercompany                                               | 7/1/2024      | 6/30/2025  | \$140,790   | 10.30%               |             | Intercompany          | N/A                                 |
| 92 SANCTUARY - SOS                                                     | Central Valley Community Foundation                        | 1/1/2024      | 12/31/2025 | \$18,000    | 10.30%               |             | Foundation            | N/A                                 |
| 93 SANCTUARY - SOS Donations                                           | Donations & Miscellaneous                                  | 1/1/2025      | 12/31/2025 | \$14,000    | 10.30%               | \$7,894,762 | Private               | N/A                                 |
| 94 SCHOOL OF UNLIMITED LEARNING                                        | Donations & Miscellaneous                                  | 7/1/2024      | 6/30/2025  | \$5,000     | 6.20%                |             | Private               | N/A                                 |
| 95 SCHOOL OF UNLIMITED LEARNING                                        | Federal - Department of Education - Title Grants           | 7/1/2024      | 6/30/2025  | \$107,921   | 6.20%                |             | Federal               | Quarterly & Yearly                  |
| 96 SCHOOL OF UNLIMITED LEARNING                                        | FUSD -- Property Tax                                       | 7/1/2024      | 6/30/2025  | \$200,947   | 6.20%                |             | Local                 | N/A                                 |
| 97 SCHOOL OF UNLIMITED LEARNING                                        | FUSD-Federal Lottery Funding                               | 7/1/2024      | 6/30/2025  | \$35,150    | 0.00%                |             | Local                 | N/A                                 |
| 98 SCHOOL OF UNLIMITED LEARNING                                        | State - Department of Education ADA                        | 7/1/2024      | 6/30/2025  | \$2,062,868 | 6.20%                |             | State                 | Various dates (May, Oct, Jan & Aug) |
| 99 SCHOOL OF UNLIMITED LEARNING                                        | State - Department of Education EPA                        | 7/1/2024      | 6/30/2025  | \$617,471   | 6.20%                |             | State                 | Various dates (May, Oct, Jan & Aug) |
| 100 SCHOOL OF UNLIMITED LEARNING                                       | State - Department of Education-Educator Effectiveness Gr  | 9/30/2022     | 6/30/2026  | \$51,940    | 6.20%                |             | State                 | Yearly                              |
| 101 SCHOOL OF UNLIMITED LEARNING                                       | State - Department of Education-Mandate Block Grant        | 7/1/2024      | 6/30/2025  | \$11,077    | 6.20%                |             | State                 | N/A                                 |
| 102 SCHOOL OF UNLIMITED LEARNING                                       | State - Department of Education-Arts, Music & Instructiona | 11/15/2022    | 6/30/2026  | \$107,336   | 0.00%                |             | State                 | Yearly                              |
| 103 SCHOOL OF UNLIMITED LEARNING                                       | State - Department of Education-Learning Recovery Emerg.   | 11/15/2022    | 6/30/2028  | \$286,778   | 6.20%                |             | State                 | Yearly                              |
| 104 SCHOOL OF UNLIMITED LEARNING                                       | State - Department of Education-AGI Completion             | 7/1/2022      | 6/30/2026  | \$150,000   | 6.20%                |             | State                 | Yearly                              |
| 105 SCHOOL OF UNLIMITED LEARNING                                       | USDA                                                       | 7/1/2024      | 6/30/2025  | \$10,000    | 0.00%                |             | Federal               | Monthly                             |
| 106 SCHOOL OF UNLIMITED LEARNING                                       | SP Ed Mental Health                                        | 7/1/2023      | 9/30/2025  | \$12,133    | 0.00%                |             | Federal               | Yearly                              |
| 107 SCHOOL OF UNLIMITED LEARNING                                       | ESSA-CSI                                                   | 7/1/2023      | 9/30/2025  | \$174,382   | 6.20%                |             | Federal               | Quarterly                           |
| 108 SCHOOL OF UNLIMITED LEARNING                                       | Prop 20 Arts & Music                                       | 7/1/2023      | 9/30/2025  | \$32,821    |                      | \$3,865,824 | Federal               | Yearly                              |
| 109 TRAINING & EMPLOYMENT SERVICES                                     | CERF Economic Development                                  | 3/1/2024      | 8/31/2025  | \$150,000   | 10.30%               |             | State                 | Monthly                             |
| 110 TRAINING & EMPLOYMENT SERVICES                                     | One Fresno                                                 | 2/15/2024     | 8/15/2025  | \$200,000   | 10.30%               |             | State                 | Monthly                             |
| 111 TRAINING & EMPLOYMENT SERVICES - URBAN AREA YOUNGER YOUTH          | Fresno Regional Workforce Investment Board (FRWIB)         | 7/1/2024      | 6/30/2025  | \$891,800   | 10.30%               |             | Local                 | Monthly                             |
| 112 TRAINING & EMPLOYMENT SERVICES - EDC JUMPSTART WINTER              | EDC                                                        | 11/1/2024     | 1/31/2025  | \$14,339    | 10.30%               |             | State                 | 1 invoice / end of period           |
| 113 TRAINING & EMPLOYMENT SERVICES -FOSTER GRANDPARENTS                | Corporation for National and Community Service -55103      | 7/1/2024      | 6/30/2025  | \$401,468   | 10.30%               |             | Federal               | Monthly                             |
| 114 TRAINING & EMPLOYMENT SERVICES -FOSTER GRANDPARENTS EXPANSION      | Corporation for National and Community Service -55110      | 7/1/2024      | 6/30/2025  | \$396,000   | 10.30%               |             | Federal               | Monthly                             |
| 115 TRAINING & EMPLOYMENT SERVICES - VALLEY APPRENTICESHIP CONNECTIONS | County of Fresno - Probation -51005                        | 9/1/2023      | 8/31/2026  | \$776,160   | 10.30%               |             | Local                 | Monthly                             |
| 116 TRAINING & EMPLOYMENT SERVICES - VALLEY APPRENTICESHIP CONNECTIONS | Fresno County EDC - Good Jobs Challenge Project - 51023    | 5/1/2023      | 4/30/2026  | \$2,055,049 | 10.30%               |             | Local                 | Monthly                             |
| 117 TRAINING & EMPLOYMENT SERVICES - VALLEY APPRENTICESHIP CONNECTIONS | State Center Community College District -51006             | 1/1/2025      | 12/31/2025 | \$200,000   | 10.30%               |             | Private               | Monthly                             |
| 118 TRAINING & EMPLOYMENT SERVICES - VALLEY APPRENTICESHIP CONNECTIONS | Fresno Regional Workforce Board - Good Jobs Challenge Pr   | 12/1/2023     | 7/31/2026  | \$332,460   | 10.00%               |             | Local                 | Monthly                             |
| 119 TRAINING & EMPLOYMENT SERVICES - VALLEY APPRENTICESHIP CONNECTIONS | Fresno County EDC - CVTC Selma - 51022                     | 5/1/2024      | 2/28/2026  | \$462,762   | 10.30%               | \$5,880,038 | Local                 | Monthly                             |
| 120 TRANSIT SYSTEMS                                                    | CVRC - Urban                                               | 7/1/2024      | 6/30/2025  | \$3,000,000 | 10.30%               |             | Fee For Service       | Monthly                             |
| 121 TRANSIT SYSTEMS                                                    | CVRC - Rural                                               | 7/1/2024      | 6/30/2025  | \$650,000   | 10.30%               |             | Fee For Service       | Monthly                             |
| 122 TRANSIT SYSTEMS                                                    | CVRC - Madera                                              | 7/1/2024      | 6/30/2025  | \$840,000   | 10.30%               |             | Fee For Service       | Monthly                             |
| 123 TRANSIT SYSTEMS                                                    | The Arc - Urban                                            | 7/1/2024      | 6/30/2025  | \$90,000    | 0.00%                |             | State                 | Quarterly                           |
| 124 TRANSIT SYSTEMS                                                    | The Arc - Rural                                            | 7/1/2024      | 6/30/2025  | \$80,000    | 0.00%                |             | State                 | Quarterly                           |
| 125 TRANSIT SYSTEMS                                                    | UCP - Urban                                                | 7/1/2024      | 6/30/2025  | \$90,000    | 0.00%                |             | State                 | Quarterly                           |
| 126 TRANSIT SYSTEMS                                                    | UCP - Rural                                                | 7/1/2024      | 6/30/2025  | \$80,000    | 0.00%                |             | State                 | Quarterly                           |
| 127 TRANSIT SYSTEMS                                                    | Meal Delivery                                              | 1/1/2025      | 12/31/2025 | \$1,300,000 | 0.00%                |             | Intercompany          | Monthly                             |
| 128 TRANSIT SYSTEMS                                                    | CalVets                                                    | 7/1/2024      | 6/30/2025  | \$140,000   | 10.30%               |             | Local                 | Monthly                             |
| 129 TRANSIT SYSTEMS                                                    | CUSD                                                       | 7/15/2024     | 6/30/2025  | \$1,500     | 10.30%               |             | Fee For Service       | Monthly                             |
| 130 TRANSIT SYSTEMS                                                    | Head Start Transportation - Urban                          | 1/1/2025      | 12/31/2025 | \$300,000   | 0.00%                |             | Intercompany          | Monthly                             |
| 131 TRANSIT SYSTEMS                                                    | Head Start Transportation - Rural                          | 1/1/2025      | 12/31/2025 | \$80,000    | 0.00%                |             | Intercompany          | Monthly                             |
| 132 TRANSIT SYSTEMS                                                    | Head Start Janitorial - Urban                              | 1/1/2025      | 12/31/2025 | \$50,000    | 0.00%                |             | Intercompany          | Monthly                             |
| 133 TRANSIT SYSTEMS                                                    | Head Start Janitorial - Rural                              | 1/1/2025      | 12/31/2025 | \$40,000    | 0.00%                |             | Intercompany          | Monthly                             |
| 134 TRANSIT SYSTEMS                                                    | Maintenance - Internal                                     | 1/1/2025      | 12/31/2025 | \$410,000   | 0.00%                |             | Fee For Service       | Monthly                             |

FRESNO ECONOMIC OPPORTUNITIES COMMISSION  
FUNDING AS OF 5/1/2025

| PROGRAM                         | FUNDING SOURCE                           | CONTRACT YEAR |            | AMOUNT       | INDIRECT RATE | SUBTOTAL     | FUND REGULATOR  | BILLING FREQUENCY |
|---------------------------------|------------------------------------------|---------------|------------|--------------|---------------|--------------|-----------------|-------------------|
|                                 |                                          | START         | END        |              |               |              |                 |                   |
| 135 TRANSIT SYSTEMS             | Maintenance - The Arc                    | 7/1/2024      | 6/30/2025  | \$100,000    | 10.30%        |              | Fee For Service | Per occurrence    |
| 136 TRANSIT SYSTEMS             | Special Trips                            | 1/1/2025      | 12/31/2025 | \$160,000    | 10.30%        |              | Fee For Service | Per occurrence    |
| 137 TRANSIT SYSTEMS             | Vehicle Advertisement                    | 1/1/2025      | 12/31/2025 | \$10,000     | 0.00%         |              | Fee For Service | Monthly           |
| 138 TRANSIT SYSTEMS             | State Local Transportation Funds - Urban | 7/1/2024      | 6/30/2025  | \$2,013,692  | 10.30%        |              | State           | Quarterly         |
| 139 TRANSIT SYSTEMS             | State Local Transportation Funds - Rural | 7/1/2024      | 6/30/2025  | \$741,565    | 10.30%        |              | State           | Quarterly         |
| 140 TRANSIT SYSTEMS             | Taxi Script                              | 7/1/2024      | 6/30/2025  | \$7,500      | 10.30%        | \$10,184,257 | Local           | Monthly           |
| 141 WOMEN, INFANTS AND CHILDREN | State - Department of Health             | 10/1/2022     | 9/30/2025  | \$22,371,250 |               | \$22,371,250 | State           | Monthly           |

|       |  |               |
|-------|--|---------------|
| Total |  | \$186,850,603 |
|-------|--|---------------|

|           |           |            |             |
|-----------|-----------|------------|-------------|
| # periods | # sources | # programs | # contracts |
| 75        | 63        | 32         | 141         |



**COUNTY-WIDE POLICY COUNCIL (CWPC)  
MINUTES  
APRIL 1, 2025**

|                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|-------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| CALL TO ORDER                                         | The meeting was called to order at 6:56 p.m. by Aldo Alvarado Rebolledo, CWPC Chairperson.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| ROLL CALL                                             | Roll Call was called by Adriana Cuevas, CWPC Secretary. The following Representatives were present: Aldo Alvarado Rebolledo, Adriana Cuevas, Ramiro Espinoza, Emily Ramirez, Kristy Belmontes, Viridiana Estrada Alvarado, Ashley Prendez, Laura Barnes, Domencia Goff, Cynthia Espindola, Jackeline Miranda, Azucena Gutierrez, Michelle Taylor, Destiny Campos, Meagan Esqueda Bonilla, Alma Martinez Guillen, Jasmine Arreola, Jacqueline Avila, Shiann Sandoval, Maria Cervantes, Mariana Mena, Itzel Godoy, Amelia Rodriguez, Deserae Price, Rosa M, Brenda Aquino Blanco, Elizabeth Ortega, Gurpreet Aulak, Michael Taylor, Liliana Gervacio, Natisha Goins, Steven Taylor and Jimi Rodgers.                                                                                                                                                                                                                                                                                                                                                                                                                 |
| APPROVAL OF PREVIOUS CWPC MINUTES                     | <u>Motion</u> to approve March 4, 2025, CWPC Minutes as written and read was made by Mariana Mena and seconded by Alma Martinez Guillen. Motion carried.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| FRESNO EOC PROGRAM REPORT – FOOD DISTRIBUTION PROGRAM | <p>Gabriela Romero, Department Manager, stated the Food Distribution Program has been in existence for 15 years. It provides food for families with limited resources, and all services are free. Ms. Romero provided a calendar with locations of where the program is currently distributing food. Participants can scan the QR code for all updated changes that are not aligned with the calendar.</p> <p>Mr. Alvarado Rebolledo asked if volunteers are able to assist the program.</p> <p>Ms. Romero stated yes, volunteers are welcome.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| COMMUNITY REPRESENTATIVE REPORTS FOR APRIL 2025       | No reports at this time.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| FRESNO EOC COMMISSIONERS REPORT FOR FEBRUARY 2025     | <p>Jimi Rodgers, EOC Commissioner, informed the CWPC to review the minutes in the packet for detailed information. She stated in accordance with the Head Start Act each Head Start agency shall ensure the sharing of accurate and regular information for use by the governing body and policy council, about program planning, policies, and Head Start agency operation. The EOC Board is currently meeting every month on the third of fourth week of the month.</p> <p><u>Motion</u> to approve the Fresno EOC Commissioners Report for February 2025 was made by Mariana Mena and seconded by Itzel Godoy. Motion carried.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| MONTHLY FINANCIAL STATUS REPORTS FOR FEBRUARY 2025    | <p>Aldo Alvarado Rebolledo, CWPC Chairperson, stated staff recommends approval of Head Start and Early Head Start's Monthly Financial Status Report for February 2025.</p> <p>This report shows expenditures for the Head Start/Early Head Start Program Basic and Trainings &amp; Technical Assistance budgets for the month of February 2025 which also includes credit card expenses for the month of February 2025 as required by the Head Start Act of December 12, 2007, section 642 Powers and Functions of Head Start Agencies (d) Program Governance Administration, (2) Conduct of Responsibilities, (A) through (1) and (3) Training and Technical Assistance.</p> <p>This funding supports personnel and operating expenses totaling \$47,579,061 (\$38,504,223 - Head Start; \$8,577,640 - Early Head Start), and the Non-Federal Share match is \$11,894,766.25 (\$9,707,012.50 - HS; \$2,187,752.75 - EHS) for the Fiscal year.</p> <p><u>Motion</u> to approve the Monthly Financial Status Reports for February 2025 was made by Mariana Mena and seconded by Destiny Campos. Motion carried.</p> |

IN-KIND MONTHLY STATUS  
REPORT FOR FEBRUARY  
2025

Alfonso Lopez, Family Engagement/Volunteer Services Coordinator, informed Representatives that staff recommends approval of the Head Start 0 to 5 Monthly In-Kind Status Report for February 2025.

The Monthly In-Kind Status Report for the month of February 2025 consists of \$473,930 Head Start. Early Head Start's In-Kind Status Report for the month of February 2025 is \$31,508. Head Start 0 to 5 Non-Federal share should be \$11,894,765.25 annually. Year to Date for Head Start and Early Head Start from January to February 2025 In-Kind is \$1,000,304 (\$754,656 – HS; \$245,648 – EHS). This indicates that Head Start 0 to 5 has met 8% of the \$11,894,765.25 Non-Federal share goal.

AVERAGE DAILY  
ATTENDANCE (ADA)  
REPORTS FOR FEBRUARY  
2025

Meagan Esqueda Bonilla, Early Head Start Representative, informed Representatives of the Average Daily Attendance (ADA) Reports for the month of February 2025 for Head Start and Early Head Start. Head Start's monthly ADA for February 2025 for Center Base was 81.25%. Head Start Home Base visits completed were 337. Early Head Start's monthly ADA for February 2025 for Center Base was 81.69%. Total Early Head Start Home Base visits completed were 860.

Motion to approve the ADA Reports for February 2025 was made by Mariana Mena and seconded by Meagan Esqueda Bonillo. Motion carried.

HEAD START 0 TO 5  
PROGRAM UPDATE REPORT  
(PUR) FOR THE MONTH OF  
FEBRUARY 2025

Michael Balderas, Interim Head Start Director, shared some of the highlights that occurred throughout the month of February. On February 18<sup>th</sup> Training and Technical Assistance was provided on-site to Directors and Managers for the Full Enrolment Initiative. The Change of Scope remains in pending status. Regional offices have been shut down momentarily. On February 25<sup>th</sup> the agency received notification of our performance in compliance with the requirements of the Head Start Program Performance Standards (HSPPS).

We received the report for the Federal Review and completed a meeting to go over findings and the next steps in the process. On February 10<sup>th</sup> we received notification from the United States Health and Human Services (HHS) Secretary that we were randomly selected to participate in an Improper Payment Review for Fiscal Year 2024 to ensure that Federal funding was expended, and associated programs were implemented in full accordance with statutory and public policy requirements.

On Feb 19<sup>th</sup> we received notification that the Office of head Start (OHS) will conduct a Classroom Assessment Scoring System (CLASS) monitoring review for Fresno EOC during the week of April 7, 2025. OHS is going to review teacher-child interaction and productivity and engagement with the children.

Recruitment and enrollment remains top priority for Head Start and Early Head Start

Motion to approve the Head Start 0 to 5 PUR for the Month of February 2025 was made by Mariana Mena and seconded by Meagan Esqueda Bonilla. Motion carried.

HEAD START 0 TO 5  
RECRUITMENT AND  
ENROLLMENT POLICY

Olga Jalomo-Ramirez, Family/Community Services Manager, stated the Recruitment and Enrollment Policy was recently brought to the CWPC; however, there were additional changes. Infant/Toddler transitions were included in question number 8 and 9. In the past, children turning three-years-old were aged out of classrooms. At times, there was no room for infants in toddler classes, so they would have to wait to be enrolled at the age of 3 into Head Start 3-5. After reading the HSPPS, we identified that we could keep an infant in their class until a spot in the toddler class is available.

Motion to approve the Head Start 0 to 5 Recruitment and Enrollment Policy was made by Mariana Mena and seconded by Meagan Esqueda Bonilla. Motion carried.

FOCUS AREA 2  
MONITORING RESULTS

Michael Balderas, Interim Head Start Director, stated on January 6 to January 10, 2025, Head Start 0 to 5 had their Focus Area Two review where staff shared with OHS staffing structure, program design, health, education, family, fiscal infrastructure, and program governance. Documents were reviewed, and staff, parents and Board members were interviewed.

On March 6, 2025, Head Start leadership and Interim CEO, Brian Angus, met with the Regional Office for a Post Monitoring call to discuss the results of Focus Area Two (2) Outcomes. During the call we were advised to request an extension to correct the deficiency from 30 days to align with the area of noncompliance of 120 days.

Mr. Balderas stated regarding Health Services, staff are ensuring children are up to date on health care status within 90 days. We were found out of compliance; however, we discovered that nurses may review files and notate that parents were notified and haven't acted. This counts as another determination and will allow us to remain in compliance. Health Services were testing every child every year for vision and hearing screenings; however, only newly enrolled children have to be screened.

Jasmine Franklin, Interim Health Services Manager, stated there will be a Health Fair on April 14<sup>th</sup> and 15<sup>th</sup>. Health professionals from St. Agnes will be completing vision/physicals tests and dental screenings. A form will be sent out for children who are missing requirements. It will be held at Franklin Head Start.

Mr. Balderas stated that the last area of concern is with Finance. There were two reports that were not filed on time in 2023. The review goes back to 2021. This occurred during a staff transition process and one report was filed into the wrong system.

We received great feedback that we have a strong area of practice with Family Engagement/Volunteer Services, specifically strategies to involve male involvement in parent/child interaction.

#### FULL ENROLLMENT INITIATIVE UPDATES

Olga Jalomo-Ramirez, Family/Community Services Manager, stated the recruitment data attached includes our recruitment efforts for the program term 2024-2025. With the approval of the Change of Scope, our total funded enrollment is 2120 for Head Start 0 to 5. As of March 13, 2025, Head Start Center Base has 1388 children enrolled. Head Start Home Base has 96 children enrolled. Early Head Start Home Base has 274 children enrolled. This gives us a total of 1828 children for Head Start 0 to 5.

Head Start 0 to 5 is currently under enrolled and has been participating in the Full Enrollment Initiative (FEI) since March of 2023. The goal of the new enrollment reduction is to meet and maintain funded enrollment while preserving the same funding among. Staff will continue recruitment efforts for the current 2024-2025 program year.

#### HEAD START 0 TO 5 SELECTION CRITERIA

Olga Jalomo-Ramirez, Family/Community Services Manager, stated the policy was previously presented with track changes. The final copy was presented to the Fresno EOC Board of Commissioners meeting. Moving forward we will use the updated policy throughout the school year. The Head Start 0 to 5 Selection Criteria will continue to be reviewed and updated annually to identify and enroll children who are most in need of Head Start services.

#### PERSONNEL COMMITTEE REPORT FOR FEBRUARY 2025

Aldo Alvarado Rebolledo, CWPC Chairperson, stated the Personnel Committee report consists of a list of: Hiring/Personnel Action Positions, Resignations/Separations, Promotion/Status Change, and Job Descriptions for Positions for the month. All promotions, transfers, separations, and new hires are to be presented to the CWPC monthly, as an informational item.

For the month of February 2025 there were 3 Hiring/Personnel Action Positions, 6 Promotions/Status Changes, 3 Resignations/Separations and no updated Job Description.

#### SELF-ASSESSMENT DATA REVIEW WEEK MAY 20, 21, AND 22, 2025 INVITATION TO PARTICIPATE IN SELF-ASSESSMENT

Veronica Galvan, Quality Assurance Manager, asked CWPC if they ever wondered how the program makes decisions for Head Start 0 to 5. The HSPPS 1302 states we have to set program goals, have continuous improvement and conduct reporting. A biannual Self-Assessment Orientation Training will be held on May 6, 2025, from 10:30-12 p.m. Ms. Galvan will walk through how the program makes data driven decisions.

The Biannual Self-Assessment meetings will be held on May 20, 21 & 22, 2025. If parents want to attend each session they may, but they may attend desired sessions also.

#### HEAD START SCHOOL READINESS GOALS OUTCOME 2024-2025

Felicia Amescua, School Readiness Mentor/Coach Coordinator, stated HSPPS program goals requires all agencies to establish school readiness goals. They are defined as "the expectations of children's status and progress across domains of language and literacy development, cognition and general knowledge, approaches to learning, physical well-being and motor development, and social and emotional development that will improve readiness for kindergarten. The results for Fall can be reviewed in the packet.

HEAD START 0 TO 5  
COUNTY-WIDE POLICY  
COUNCIL BYLAWS

Olga Jalomo-Ramirez, Family/Community Services Manager, stated the CWPC Bylaws were updated to remove Executive Board meeting requirements. The Chairperson was added to approve the CWPC agenda. The Executive Board will be asked to attend Emergency meetings. The update was approved by the Board at the January meeting.

HEAD START 0 TO 5 PACT  
TIME AND EARLY HEAD  
START GROWING READERS  
REPORT

Priscilla Baca-Gonzalez, School Readiness Specialist, stated Head Start program provides every family in Head Start with a monthly PACT time, consisting of educational activities in English and Spanish. The activities are created using Creative Curriculum, Growing Great Kids, DRDP 2015, Second Step, Teaching Pyramid and Nutrition.

PACT Time was 19% of the overall total In-Kid for the 2024 fiscal year. Growing readers was 31.5% of the overall total In-Kind for the 2024 fiscal year.

ANNOUNCEMENTS

Adriana Cuevas, CWPC Secretary, made the following Announcements:

- A. April 4, 2025 – Parent Conference
- B. April 14-18, 2025 – Spring Break
- C. May 6, 2025 – County-Wide Policy Council Meeting
- D. May 7, 2025 – Volunteer Luncheon

ADJOURNMENT

There being no further business to discuss, motion to adjourn the meeting was made by Laura Barnes and seconded by Alma Martinex Guillen. Motion carried.

The meeting adjourned at 8:23 p.m.

Submitted By:

Brionna Warren  
Secretary I

(CWPC MINUTES APRIL 1, 2025 FINAL) bw 4/15/25 ~ CWPC (2024-2025 (CWPC MINUTES)) ~





**COUNTY-WIDE POLICY COUNCIL (CWPC)  
EMERGENCY EXECUTIVE BOARD MINUTES  
APRIL 11, 2025**

**CALL TO ORDER** The meeting was called to order at 12:37 p.m. by Aldo Alvarado Rebolledo, CWPC Chairperson.

**ROLL CALL** Roll Call was called by Aldo Alvarado Rebolledo, CWPC Chairperson. The following Representatives were present: Aldo Alvarado Rebolledo, Deserae Price, Jackeline Miranda, Destiny Campos, Meagan Esqueda Bonilla, Cynthia Espindola, Alma Martinez Guillen, Nicole Johnson and Domencia Goff. A quorum was present.

**FRANKLIN HEAD START MAJOR RENOVATION – 1303 APPLICATION** Michael Balderas, Interim Head Start Director, stated staff recommends CWPC Executive Board approval for the Franklin Head Start Major Renovation – 1303 Application, for major renovations and improvements at Franklin Head Start. Due to the cost of renovations totaling more than \$350,000 the renovations must be approved by the CWPC. These renovations will include building and maintenance upgrades, ventilation improvements, playground equipment, kitchen and food equipment, furniture, and improved safety. An amendment will be made to change the overall cost to \$3,000,000 rather than the \$2,328,244 listed due to additional items that weren't listed.

Nidia Davis, Program Support Director, stated the money is from the carryover and not from the basic money for the program.

Cynthia Espindola, Parent Planning & Review Committee Chairperson, asked specifically what items were being added to increase the overall total.

Ms. Davis stated Franklin is the model center of Head Start, so the program would like to add an additional water and music playground. The walk-in refrigerator's compressor needs to be updated. As well as the ice-maker machine, and parking lot repairs. The gutters need replacement, floor/fence replacements, ventilation in the restrooms, etc.

Meagan Esqueda Bonilla, EHS Representative, asked if the school would shut down for the renovations.

Robin Dennise, Head Start Facilities Specialist II, stated the plan is to complete the renovation during the summer break while the children are out.

Ms. Davis stated Head Start is currently working on a carryover of 26 million dollars. All service area staff were asked to provide a wish-list to ensure the money is spent on items needed throughout the program.

Ms. Espindola asked if the gate at Sequoia Head Start could be replaced due to peeling.

Mr. Balderas stated it will be added to the list

Motion to approve Franklin Head Start Major Renovation – 1303 Application as written and read was made by Aldo Alvarado Rebolledo and seconded by Laura Barnes. Motion carried.

HEAD START 1303  
PROJECT APPLICATION –  
REVISED BUDGET COSTS

Augie Quiroz, Facilities Director of EOC, stated the revised budget costs are for Huron Head Start, Mendota Head Start/Early Head Start, and Local Conservation Corps Head Start. On January 7, 2025, the CWPC approved multiple 1303 application with a total cost of \$4,065,303. The 1303 applications include replacing an existing modular building in Huron and opening new sites in Mendota and West Fresno (LCC/Ivy). Some of the cost increase is due to higher labor and material cost. A playground and network equipment has also been included. The new revised budget totals are an increase of \$1,104,042.

Mr. Alvarado Rebolledo asked when approval was made in January, why didn't we sign the contract to lock in the price at that time and will the price go up again.

Ms. Davis stated inflation is the reason for an increase in item cost, change in administration and the regional office being closed has also caused delays. Every time there is an increase in cost, we must bring it back to the Executive Board members for approval. If we do not spend the funds by this year, we will lose out and have to return the funds to the federal government. The budget has been approved by CWPC and the Executive Board, but re-approval is due to the increase in cost.

Motion to approve Head Start 1303 Project Application – Revised Budget Costs as written and read was made by Aldo Alvarado Rebolledo and seconded by Destiny Campos. Motion carried.

Motion to adjourn the meeting was made by Cynthia Espindola and seconded by Nicole Johnson. Motion Carried.

ADJOURNMENT

The meeting adjourned at 1:02 p.m.

Submitted By:

Brionna Warren  
Secretary



## BOARD OF COMMISSIONERS MEETING

|                                                            |                                           |
|------------------------------------------------------------|-------------------------------------------|
| <b>Date:</b> May 19, 2025                                  | <b>Program:</b> Head Start 0 to 5         |
| <b>Consent Agenda Item #:</b> 7_16                         | <b>Interim Director:</b> Michael Balderas |
| <b>Subject:</b> Program Update Report (PUR) for March 2025 | <b>Officer:</b> Brian Angus               |

### Recommended Action

The County-Wide Policy Council recommends acceptance of the Head Start 0 to 5 Program Update Report (PUR) for the month of March 2025.

### Background

As per mandate, Head Start agencies provide monthly updates to the Board and Policy council, written as required by the Head Start Act of December 12, 2007, Section 642 Powers and Functions of Head Start Agencies (d) Program Governance Administration, (2) Conduct of Responsibilities, (A) through (I).

Below is a reference to the requirement.

*(2) Conduct of Responsibilities – Each Head Start agency shall ensure the sharing of accurate and regular information for use by the governing body and policy council, about program planning, policies, and Head Start agency operations. . .*

The report includes all areas mandated by the Head Start Act, not reported elsewhere: (B) monthly program activity summaries; (C) program enrollment reports; (D) monthly reports of meals and snacks provided through the U.S. Department of Agriculture; (H) communication and guidance from the Secretary of Health and Human Services.

The excluded information reported separately includes: (A) monthly financial reports including credit cards, (E) financial audit report, (F) annual Self-Assessment (G) community-wide strategic planning (Community Assessment) and the (I) Annual Program Information Report (PIR).

This item was presented and approved by CWPC on May 6, 2025

The March 2025 Program Update Report is attached for review.

### Fiscal Impact

Action on this agenda item will have no fiscal impact.



## BOARD OF COMMISSIONERS PROGRAM UPDATE REPORT

REPORT MONTH: MARCH 2025

### I. Head Start 0 to 5

#### Program Information Summary:

1. March 14, 2025 – All Staff In-Service took place at Clovis Veterans Memorial District
2. March 25-27, 2025 – Open House took place at all CB sites.
3. March 26, 2025 – Training & Technical Assistance visit to review FA2 Monitoring results with program.
4. March 31, 2025 – Cesar Chavez Holiday Observed. All offices and sites were closed in observance.

### II. Communication and Guidance from the United States Health and Human Services (HHS) Secretary:

On March 19, 2025, the Administration for Children and Families (ACF) released a Information Memorandum (IM) Promoting Healthy Eating and Nutrition for Head Start Children and Families. This Information Memorandum (IM) affirms the critical role of Head Start programs in ensuring children and families have access to healthy food and comprehensive nutrition services. It also includes an overview of relevant statutory and regulatory requirements and reminds programs of the resources and partnerships available to support robust nutrition services for children and families. Lastly, this IM provides tips to foster enthusiasm for healthy eating in early learning environments and encourages Head Start programs to use innovative strategies to promote health and nutrition. An appendix of additional resources was included to guide programs in their efforts.

### III. Early Head Start

#### Program Information Summary:

1. EHS continues to recruit children and families for the 24/25 program year.
2. EHS made improvements to their lesson plans system with a Plan of Possibilities and Child Individual Plan of Possibilities. This is a part of continued training and technical assistance regarding the implementation of the Creative Curriculum for Infants, Toddlers and Two's to fidelity.

#### Early Head Start Enrollment/ADA Reports/Wait List:

Monthly Enrollment: 1,493; Monthly ADA: Center Base: 82.39%, Home Base: N/A

Wait List Total: 142

Analysis of all areas below the recommended 85% ADA, if any, has been done.

#### Early Head Start Meals/Snacks:

Total Children: Breakfasts: 940 Lunches: 1,015 Snacks: 872

### IV. Head Start

#### Program Information Summary:

1. March 5<sup>th</sup> and March 26-27<sup>th</sup>, 2025 – Training & Technical Assistance from Region IX to prepare for CLASS Review in April.
2. March 10<sup>th</sup>, 12<sup>th</sup> and 20<sup>th</sup>, 2025 – CB staff were trained by Toribio Psychological Services on Addressing Behavioral Disorders.
3. March 21, 2025 – Bus Monitoring Training
4. March 24, 2025 – Literacy Workshop was conducted at Highway City Home Based area.
5. All classrooms, agency wide, received music and movement equipment and materials to include new boom boxes, CDs with a variety of music for children, scarfs for dance and many, many instruments for playing. Research shows the connection between music and math skills. It is essential that our children have access to music daily as this is part of our High-Quality Classroom Project.

#### Head Start Enrollment/ADA Reports/Wait List:

Monthly Enrollment: 356; Monthly ADA: Center Base 81.98%; Home Base: N/A

Wait List Total: 419

Analysis of all areas below the recommended 85% ADA, if any, has been done.

#### Head Start Meals/Snacks:

Total Children: Breakfasts: 15,891 Lunches: 17,812 Snacks: 15,643

Submitted by:

Michael Balderas  
Interim Head Start Director

Nidia Davis  
Program Support Director



## BOARD OF COMMISSIONERS MEETING

|                                          |                                           |
|------------------------------------------|-------------------------------------------|
| <b>Date:</b> May 19, 2025                | <b>Program:</b> Head Start 0 to 5         |
| <b>Consent Agenda Item #:</b> 7_17       | <b>Interim Director:</b> Michael Balderas |
| <b>Subject:</b> 2024 Budget Modification | <b>Officer:</b> Brian Angus               |

### Recommended Action

The County-Wide Policy Council recommends approval of the 2024 Budget Modification in the amount of \$7,364,023.88 (EHS \$719,516.94 and HS \$6,644,506.94) to reallocate funds from personnel and equipment to Indirect (\$856,981.24), Supplies (\$2,588,755.45), Contractual (\$2,240,901.97), and Other (\$1,677,385.22).

### Background

This item was presented and approved by CWPC on May 6, 2025

During the Fiscal Year of 2024, Fresno EOC Head Start 0 to 5 experienced savings in the basic grant in personnel due to staff vacancies and staff on long term leave of absences. We budgeted for a specific number of staff, however, throughout the year we experienced a high turnover of staff and ongoing vacant positions. Moreover, although a budget modification was submitted on October 22, 2024, and approved on December 16, 2024 to reallocate funds from personnel to equipment in the amount of \$398,393.03 (EHS \$113,066.36 and HS \$285,326.67); the program did not have sufficient time to spend these funds from the date they received approval to the end date for funds to be expended. As a result, the program is requesting to reallocate funds from personnel and equipment to indirect, supplies, contractual, and other in the amount of \$7,364,023.88 that will assist in the ongoing efforts to improve existing sites, complete the opening of new sites, and secure assets for future sites.

- **Indirect** \$856,981.24 (EHS \$44,566.23 and HS \$812,415.01),
- **Supplies** \$2,588,755.45 (EHS \$298,340.87 and HS \$2,290,414.58),
- **Contractual** \$2,240,901.97 (EHS \$107,093.05 and HS \$2,133,808.92),
- **Other** \$1,677,385.22 (EHS \$269,516.79 and HS \$1,407,868.43).

### Fiscal Impact

Action on this agenda item will have a fiscal impact if funds are not spent as the program will be required to return \$7,364,023.88.

## BUDGET MODIFICATION 2024

| Head Start   |                               |                         |                                   |                         |                        |
|--------------|-------------------------------|-------------------------|-----------------------------------|-------------------------|------------------------|
| Category     | Total Original HS Budget 2024 | Total HS Carryover 2023 | HS Unobligated Balance 12/31/2024 | HS Budget Revision 2024 | Updated HS Budget 2024 |
| Personnel    | \$20,400,528                  | \$-                     | \$2,886,858                       | \$(2,886,858)           | \$17,513,670           |
| Fringe       | \$8,652,506                   | \$-                     | \$2,252,457                       | \$(2,252,457)           | \$6,400,048            |
| Travel       | \$50,644                      | \$-                     | \$(12,949)                        | \$-                     | \$50,644               |
| Equipment    | \$285,327                     | \$2,236,941             | \$2,274,525                       | \$(196,922)             | \$2,325,346            |
| Supplies     | \$680,573                     | \$1,386,523             | \$1,232,883                       | \$2,290,415             | \$4,357,511            |
| Contractual  | \$2,997,851                   | \$3,131,593             | \$2,530,903                       | \$2,133,809             | \$8,263,253            |
| Other        | \$2,536,967                   | \$-                     | \$(1,318,710)                     | \$1,407,868             | \$3,944,836            |
| Indirect     | \$3,233,668                   | \$-                     | \$11,036                          | \$812,415               | \$4,046,083            |
| <b>Total</b> | <b>\$38,838,064</b>           | <b>\$6,755,057</b>      | <b>\$9,857,005</b>                | <b>\$1,308,269</b>      | <b>\$46,901,391</b>    |

| Early Head Start |                                |                          |                                    |                          |                         |
|------------------|--------------------------------|--------------------------|------------------------------------|--------------------------|-------------------------|
| Category         | Total Original EHS Budget 2024 | Total EHS Carryover 2023 | EHS Unobligated Balance 12/31/2024 | EHS Budget Revision 2024 | Updated EHS Budget 2024 |
| Personnel        | \$5,071,274                    | \$-                      | \$1,624,440                        | \$(1,624,440)            | \$3,446,835             |
| Fringe           | \$1,391,785                    | \$-                      | \$403,346                          | \$(403,346)              | \$988,439               |
| Travel           | \$44,821                       | \$-                      | \$22,382                           | \$-                      | \$44,821                |
| Equipment        | \$113,066                      | \$1,673,641              | \$1,714,132                        | \$-                      | \$1,786,707             |
| Supplies         | \$103,833                      | \$635,439                | \$567,644                          | \$298,341                | \$1,037,613             |
| Contractual      | \$305,921                      | \$203,745                | \$127,196                          | \$107,093                | \$616,759               |
| Other            | \$1,015,418                    | \$-                      | \$405,473                          | \$269,517                | \$1,284,935             |
| Indirect         | \$694,879                      | \$-                      | \$133,608                          | \$44,566                 | \$739,445               |
| <b>Total</b>     | <b>\$8,740,997</b>             | <b>\$2,512,825</b>       | <b>\$4,998,222</b>                 | <b>\$(1,308,269)</b>     | <b>\$9,945,553</b>      |

| Head Start/<br>Early Head Start |                            |                      |                                |                      |                     |
|---------------------------------|----------------------------|----------------------|--------------------------------|----------------------|---------------------|
| Category                        | Total Original Budget 2024 | Total Carryover 2023 | Unobligated Balance 12/31/2024 | Budget Revision 2024 | Updated Budget 2024 |
| Personnel                       | \$25,471,802               | \$-                  | \$4,511,298                    | \$(4,511,298)        | \$20,960,504        |
| Fringe                          | \$10,044,291               | \$-                  | \$2,655,804                    | \$(2,655,804)        | \$7,388,487         |
| Travel                          | \$95,465                   | \$-                  | \$9,434                        | \$-                  | \$95,465            |
| Equipment                       | \$398,393                  | \$3,910,582          | \$3,988,657                    | \$(196,922)          | \$4,112,053         |
| Supplies                        | \$784,406                  | \$2,021,963          | \$1,800,528                    | \$2,588,755          | \$5,395,124         |
| Contractual                     | \$3,303,772                | \$3,335,338          | \$2,658,099                    | \$2,240,902          | \$8,880,012         |
| Other                           | \$3,552,385                | \$-                  | \$(913,237)                    | \$1,677,385          | \$5,229,771         |
| Indirect                        | \$3,928,547                | \$-                  | \$144,644                      | \$856,981            | \$4,785,528         |
| <b>Total</b>                    | <b>\$47,579,061</b>        | <b>\$9,267,882</b>   | <b>\$14,855,227</b>            | <b>\$0</b>           | <b>\$56,846,943</b> |



## BOARD OF COMMISSIONERS MEETING

|                                                             |                                           |
|-------------------------------------------------------------|-------------------------------------------|
| <b>Date:</b> May 19, 2025                                   | <b>Program:</b> Head Start 0 to 5         |
| <b>Consent Agenda Item #:</b> 7_18                          | <b>Interim Director:</b> Michael Balderas |
| <b>Subject:</b> 1303 Application -Fresno Pacific University | <b>Officer:</b> Brian Angus               |

### Recommended Action

The County-Wide Policy Council (CWPC) recommends approval of the 1303 Application- Fresno Pacific University location, for the program to purchase land for Early Head Start and Head Start sites located at the corner of East Butler Avenue and South Winery Avenue.

### Background

Per the Head Start Program Performance Standards (HSPPS) 1303.40 Purpose- a grant recipient must establish to show it is eligible to purchase, construct and renovate facilities as outlined in section 644(c), (f) and (g) of the Act. A grant recipient may apply for funds, details what measures a grant recipient must take to protect federal interest in facilities purchased, constructed or renovated with grant funds, and concludes with other administrative provisions. Moreover, in accordance with HSPPS 1303.42 Eligibility to purchase, construct, and renovate facilities, a grant recipient can apply for funds to purchase, construct, or renovate a facility under 1303.44 it must establish the following:

- (a) The facility will be available to Indian Tribes, or rural or other low-income communities;
- (b) The proposed purchase, construction, or major renovation is within the grant recipient's designated service area;
- (c) The proposed purchase, construction, or major renovation is necessary because the lack of suitable facilities in the grant recipient's service area will inhibit the operation of the program; and
- (d) The proposed construction of a facility is more cost-effective than the purchase of available facilities or renovation.

Staff have identified the need for a new location for HS and EHS programs in the 93727 zip-code area due to the recent closure of the Maple Vista HS and limited space at Mosqueda HS, which also has one of the oldest HS buildings. Currently, children from the former Maple Vista HS are bused nearly 5 miles to Franklin HS, and Mosqueda HS only has one classroom, limiting the program's ability to expand services. Moreover, we currently have a wait list of 33 children for Kings Canyon



Head Start that cannot be enrolled due to full enrollment at Kings Canyon Head Start where we currently are serving 100 children.

Fresno Pacific University has agreed to sell the property to Fresno EOC for a sales price of \$846,500.00, including closing costs. The property is approximately 2.5 acres and has excellent access as a corner lot. Additionally, Fresno Pacific University's strong education and early child development programs, along with its proximity to the property, will facilitate a close working relationship with Fresno Pacific University and their students who are interested in early child development careers. This collaboration will also provide a pathway to Head Start internships and employment, which is crucial given the current staff shortages within the program.

The development of the property will be planned with future growth in mind over multiple phases. The initial phase (Phase One), as shown on the site plan in Attachment A, will focus on utilizing two modular units, each with two classrooms, for Head Start and Early Head Start programs. These modular units are new and unused from a previously approved Clinton & Blythe project that unfortunately did not materialize as planned. These modular units are currently stored in Firebaugh in an open lot. The project cost for the initial phase is approximately \$2,045,074.00.

Future phases, as shown in Attachment B, include increasing the number of buildings and developing a large training/conference center for 100-120 staff. This phased approach ensures that the property can accommodate the growing needs of the community and provide a sustainable solution for Head Start and Early Head Start programs.

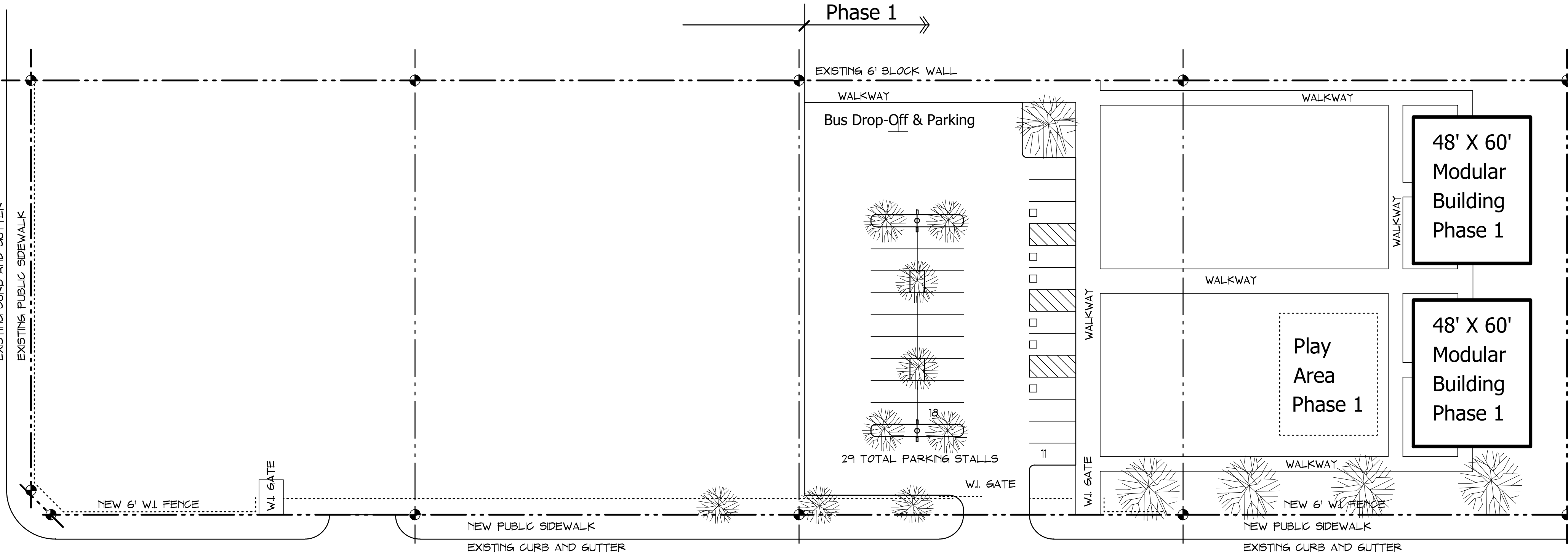
On May 6, 2025, the CWPC reviewed and approved the 1303 Application – Fresno Pacific University.

### **Fiscal Impact**

The financial impact is approximately \$1,445,787 for HS and \$1,445,787 for EHS for a total \$2,891,574. Funds to purchase and fund this project will be included in the 2024 carryover budget.



S. WINERY AVE.



E. BUTLER AVE.





## BOARD OF COMMISSIONERS MEETING

|                                                                         |                                           |
|-------------------------------------------------------------------------|-------------------------------------------|
| <b>Date:</b> May 19, 2025                                               | <b>Program:</b> Head Start 0 to 5         |
| <b>Consent Agenda Item #:</b> 7_19                                      | <b>Interim Director:</b> Michael Balderas |
| <b>Subject:</b> Reallocate Clinton & Blythe Modulares to a new location | <b>Officer:</b> Brian Angus               |

### Recommended Action

The County-Wide Policy Council (CWPC) recommends approval to reallocate and use of the Clinton & Blythe modulares (2) for the 1303 Application -Fresno Pacific University.

### Background

In accordance with Section 642(d)(2) of the Act:(d) Program Governance Administration- (2) CONDUCT OF RESPONSIBILITIES- Each Head Start agency shall ensure the sharing of accurate and regular information for use by the governing body and the policy council, about program planning, policies, and Head Start agency operations. Currently, the program is requesting two modular buildings to reallocate, one for Head Start and the other for Early Head Start to be reallocated to the 1303 Application- Fresno Pacific University.

In May 2020, CWPC and the Board approved a 1303 application to purchase two modular units for a new location at the corner of Clinton & Blythe (APN 312-574-19S). The scope of the project included two units and a portion of playground equipment for both Head Start (HS) and Early Head Start (EHS) to be placed on a leased property. In September 2020, a lease was signed with Cameron E. Rolf and Land Management Opportunities, LLC for a vacant lot.

In early 2021, the project was delayed multiple times due to the COVID-19 pandemic and supply chain shortages. From 2022 to 2023, there were difficulties in obtaining approved plans and permits due to the size of the lot for its intended use. In December 2023, the Office of Head Start Region 9 personnel raised concerns with the proposed fire evacuation plans as they lacked a safe path of travel onto a heavy traffic area. As a result of these multiple issues, it was determined to end the project and search for a new location. In April 2024, Fresno EOC provided notice to terminate the lease with the property owner.

Since April 2024, staff have been unsuccessful in finding suitable land to lease or purchase due to a lack of available smaller vacant lots. The modular units are currently stored in Firebaugh, CA.

Given the ongoing challenges and the inability to find a suitable location for the original project, it is recommended to reallocate the modular units for the 1303 Application- Fresno Pacific University

project. This reallocation will ensure that the investment in the modular units is utilized effectively and serves the community's needs. This approach will maximize the use of existing resources and provide a timely solution to address current program needs.

On May 6, 2025, the CWPC reviewed and approved to reallocate and use of the Clinton & Blythe modulares (2) for the 1303 Application -Fresno Pacific University.

### **Fiscal Impact**

The financial impact is approximately \$47,000 to transport modulares from storage location to the new location



## BOARD OF COMMISSIONERS MEETING

|                                         |                                           |
|-----------------------------------------|-------------------------------------------|
| <b>Date:</b> May 19, 2025               | <b>Program:</b> Head Start 0 to 5         |
| <b>Consent Agenda Item #:</b> 7_20      | <b>Interim Director:</b> Michael Balderas |
| <b>Subject:</b> 2024 Proposed Carryover | <b>Officer:</b> Brian Angus               |

### Recommended Action

The County-Wide Policy Council, Executive Board recommends review and approval for the Fiscal Year 2024 Proposed Carryover for January 1, 2024, through December 31, 2024, in the amount of \$24,731,265.52 (Head Start \$23,193,647.71 and Early Head Start \$1,537,617.79) with an unobligated amount of \$2,048,913.97

### Background

During Fiscal Years 2022, 2023, and 2024 (Years Two, Three, and Four of the grant cycle), the program realized savings in salaries and fringe benefits due to staff vacancies, as well as in various operational line items such as equipment, contractual services, and supplies within the Head Start 0 to 5 budget. Carryover approvals for year two and three were not provided with sufficient time for the program to spend those funds and therefore were carried over to year four. This proposed carryover consists of the following:

During Fiscal Years 2022, 2023, and 2024 (Years Two, Three, and Four of the grant cycle), the program realized savings in salaries and fringe benefits due to staff vacancies, as well as in various operational line items such as equipment, contractual services, and supplies within the Head Start 0 to 5 budget. Carryover approvals for year two and three were not provided with sufficient time for the program to spend those funds and therefore were carried over to year four. This proposed carryover consists of the following:

| Fiscal Year | Awarded         | Obligated       | Unobligated       |
|-------------|-----------------|-----------------|-------------------|
| 1           | \$16,023,552.79 | \$16,023,552.79 | \$ 0.00           |
| 2           | \$37,975,799.00 | \$37,649,765.47 | - \$326,033.53    |
| 3           | \$48,781,145.00 | \$37,182,225.56 | - \$11,598,919.44 |
| 4           | \$56,846,943.00 | \$41,991,716.48 | - \$14,855,226.52 |
|             |                 |                 | - \$26,780,179.49 |

At this time, we are requesting permission to carryover funds from Indirect, Equipment, Supplies, Contractual, Construction, and Other in the amount of 24,731,265.52. The request to reallocate funds is outlined below:

- **Indirect** \$1,277,362.31 (EHS \$110,479.65; HS \$1,166,882.66)

The provisional indirect cost rate for Head Start is 10%. This rate may be applied to allowable cost categories including Supplies, Contractual, and Other. Indirect costs may not be applied to expenses categorized under Construction or Equipment.

- **Equipment** \$5,738,652.68 (EHS 90,573.17; HS \$5,648,079.51)  
Monies will be spent on playground structure and shade structures for various sites, Walk-in fridge compressor, HVAC units, warehouse equipment, maintenance trucks, a jayco, two mini vans, and electrical buses with superchargers, and solar canopies.
- **Supplies** \$4,356,408.46 (\$740,093.13; HS \$3,616,315.33)  
Monies will be spent classroom materials, curriculum, furniture, outdoor play equipment, office furniture for the centers, laptops, upgrade the sites networking Internal Cabling, replace monitors, docking stations, printers.
- **Contractual** \$8,518,623.82 (EHS \$323,530.84; HS \$8,195,092.98)  
Monies will be spent at sites to replace playground and shade structures, fencing, cement/turf, outdoor play equipment, LED lighting and window replacement, parking lot repairs, painting centers, replace kitchen cabinets and countertop, tuff sheds, install turtle box sandbox, steel gate, floor replacement and roof replacement.
- **Construction** \$3,995,615.00 (EHS \$213,341.00; HS \$3,782,274.00)  
Monies will be spent to cover the increased cost of existing 1303 applications for Huron, Mendota, and Local Conservation Corps- Ivy HS. In addition, monies will allow us to purchase land for the proposed 1303 Application for Fresno Pacific University location.
- **Other** \$844,603.26 (EHS \$59,600; HS \$785,003.26)  
Monies will be spent on Teaching Strategies Curriculum, Second Step Early Learning kits, Conscious Discipline Curriculum and materials for recruitment of staff and children.
- **Unobligated Funds** \$2,048,913.97  
After careful review of our current budget and programmatic needs, we have determined that a portion of our Head Start funds will remain unspent. Despite exploring all allowable and program aligned options, we have been unable to identify appropriate ways to obligate the remaining funds within the grant period. As such, we are preparing to unobligate these funds.

These changes will assist in the full implementation of our Program and School Readiness Goals by providing additional resources for children's learning, needed repairs, and physical classrooms for program sites to improve the environments for children, families, and staff.

On May 14, 2025, the County-Wide Policy Council Executive Board met to review and approve the 2024 Proposed Carryover.

### **Fiscal Impact**

Action on 2024 Proposed Budget Carryover will allow Head Start 0 to 5 to utilize funds to support the needs of children, families, staff and needed projects. The program is requesting to reallocate

\$24,731,265.52 (Head Start \$23,193,647.71 and Early Head Start \$1,537,617.79) with an unobligated return of \$2,048,913.97.



## BOARD OF COMMISSIONERS MEETING

|                                                       |                                           |
|-------------------------------------------------------|-------------------------------------------|
| <b>Date:</b> May 19, 2025                             | <b>Program:</b> Head Start 0 to 5         |
| <b>Consent Agenda Item #:</b> 7_21                    | <b>Interim Director:</b> Michael Balderas |
| <b>Subject:</b> Focus Area 2 Monitoring QIP Extension | <b>Officer:</b> Brian Angus               |

### Recommended Action

The information attached is intended to keep the Board of Commissioners apprised on the Focus Area Two (FA2) Monitoring QIP Extension.

### Background

The Head Start Act section 641A outlines that the Secretary of Health and Human Services is responsible for promoting a comprehensive federal monitoring and oversight system. The system must assess program compliance with regulations applicable to Head Start programs. These regulations include regulatory requirements documented in the Head Start Program Performance Standards, the Head Start Act, the Code of Federal Regulations, etc. In response to this requirement, the Office of Head Start develops and continuously assesses and updates its monitoring protocol, measuring the quality of Head Start program practices. This includes Focus Area One, Focus Area Two, CLASS, Follow-Up, and Special Reviews carried out at the federal and regional levels. Monitoring activities include tasks such as interviews with governance, leadership, staff, parents, and sometimes partners.

On January 6 to January 10, 2025, Head Start 0 to 5 had their Focus Area Two review where staff shared with OHS staffing structure, program design, health, education, family, fiscal infrastructure, and program governance. The review process was an on-site review of systems in place to ensure compliance with Head Start regulations.

On March 6, 2025, Head Start leadership and Interim CEO, Brian Angus, met with the Regional Office for a Post Monitoring call to discuss the results of Focus Area Two (2) Outcomes. During the call we were advised to request an extension to correct the deficiency from 30 days to align with the area of noncompliance of 120 days.

On March 12, 2025, we received notification of our extension request based on the need for additional time for our program to receive training and technical assistance, develop procedures, implement changes, conduct staff training and complete monitoring. For these reasons, an approval of a 90-day extension for the Deficiency finding was approved. The revised corrective action period end date is June 29, 2025. Our Quality Improvement Plan (QIP) is due on March 31, 2025, and should be submitted via HSES Correspondence.



On May 14, 2025, we will be submitting a request to extend our corrective action period for an additional 120 days from the date of June 29, 2025 to October 29, 2025. The additional time will allow us additional time to receive training and technical assistance, develop procedures, implement changes, conduct staff training and complete monitoring. The request is also due to key staff's availability as they will be going off on summer break and will return in July of 2025.

On May 14, 2025, the County-Wide Policy Council Executive Board met to review and approve the Focus Area 2 Monitoring QIP Extension.

### **Fiscal Impact**

Failure to correct a deficiency within the approved timeline may result in termination of the grant.

### **Conclusion**

Interim Head Start Director, Michael Balderas, with the management team will work on the Quality Improvement Plan, schedule a Training & Technical Assistance meeting for Health and Fiscal personnel to begin reviewing and revising Policies and Procedures specific to the findings from the FA2 Monitoring Report.





## BOARD OF COMMISSIONERS MEETING

|                                                                               |                                           |
|-------------------------------------------------------------------------------|-------------------------------------------|
| <b>Date:</b> May 19, 2025                                                     | <b>Program:</b> Head Start 0 to 5         |
| <b>Consent Agenda Item #:</b> 7_22                                            | <b>Interim Director:</b> Michael Balderas |
| <b>Subject:</b> Quality Improvement Plan (QIP)<br>Health Services and Finance | <b>Officer:</b> Brian Angus               |

### Recommended Action

The information presented below is intended to keep the Board of Commissioners apprised of the Quality Improvement Plan (QIP) for Health Services and Finance.

### Background

Fresno EOC Head Start 0 to 5 was notified of the findings of the Focus Area two monitoring result, which indicated the following findings: 1302.42(b)(1)(i) (Child up to date status/ health determinations) and Head Start Program Performance Standards 1302.42(b)(2) (Child up to date status for age-appropriate screenings). Fresno EOC Head Start 0 to 5 was instructed to complete a Quality Improvement Plan (QIP) to show how we have addressed the areas of opportunity mentioned above. The QIP provides information on the steps we have taken to correct these findings and show that they are sustainable.

Fresno EOC Head Start 0 to 5 was also notified of an Area of Concern identified during the Focus Area Two monitoring review, which indicated the following: the SF-425 (Federal Financial Report) and SF-429 (Real Property Status Report) were not submitted in a timely manner, as required under 45 CFR §§75.341–75.350, 2 CFR §200.328, 2 CFR §200.344, and 45 CFR §1303.51. Fresno EOC Head Start 0 to 5 was instructed to complete a Quality Improvement Plan (QIP) to outline the steps taken to correct this issue and ensure future compliance. The QIP includes updates to internal monitoring procedures, timeline tracking, and staff training to support timely and accurate submission of all required financial reports. These actions are designed to ensure that corrective measures are both effective and consistent.

On May 14, 2025, the County-Wide Policy Council Executive Board met to review the Quality Improvement Plan (QIP) for Health Services and Finance

### Fiscal Impact

Although the QIP does not impact the budget, items detailed in the QIP may have additional costs associated with them.



## **Conclusion**

Keep the Board apprised of any updates or changes of Quality Improvement Plan (QIP) will be retained for record keeping.

Quality Improvement Plan (QIP)

|                    |                                                            |                 |          |
|--------------------|------------------------------------------------------------|-----------------|----------|
| Grantee Name       | Fresno Economic Opportunities Commission-Head Start 0 to 5 | Plan Start Date | 2/25/25  |
| Grant Award Number | 09CH012031                                                 | Plan End Date   | 06/29/25 |

Area of Deficiency

| Description of Incident                                                                                                                                                                                                                                                                                               | Underlying/ Root Causes<br><i>Why do we think this happened?</i>                                                                                                                         | Actions taken to address this specific incident<br><i>What were some immediate actions taken?</i><br><i>What did we do that specifically addressed this incident?</i>                  |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| ((b) <i>Ensuring up-to-date child health status.</i><br>(2) Within 45 calendar days after the child first attends the program or, for the home-based program option, when child is scheduled to receive their first home visit, a program must either obtain or perform evidence-based vision and hearing screenings. | Lack of training, effective systems, procedures, documentation, knowledge of Head Start Program Performance Standards, screening equipment needed for Early Head Start. Staffing issues. | Immediate actions were taken to identify our 1 <sup>st</sup> and second-year students. Trained staff were identified and placed in screening groups to complete the needed screenings. |

Actions Taken to Strengthen Systems Program-Wide

| Key Element:              | Provide training, implementation of effective systems, policies, procedures, and purchasing tools necessary to complete EHS screenings. |                   |                |               |                      |
|---------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|-------------------|----------------|---------------|----------------------|
| Intended Outcome:         | Is to provide Head Start 0 to 5 children with evidenced based hearing and vision screening, within 45 days of entry.                    |                   |                |               |                      |
| Implementation Activities | Timeline                                                                                                                                | Staff responsible | Resources/ TTA | Documentation | Status of Activities |
|                           |                                                                                                                                         |                   |                |               |                      |

## Quality Improvement Plan (QIP)

|                                                                                                                                                                                                                                                                                                    |                  |                                                                                                            |     |                                              |           |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|------------------------------------------------------------------------------------------------------------|-----|----------------------------------------------|-----------|
| <ul style="list-style-type: none"> <li>A meeting was held with staff who are vision and hearing trained to review health requirements per Head Start Program Performance Standard 1302.42(b)(2)</li> </ul>                                                                                         | 1/17/25          | Michael Balderas, Interim Head Start Director & Misty Gattie-Blanco, Interim Assistant Head Start Director | N/A | Zoom invitation                              | Completed |
| <ul style="list-style-type: none"> <li>Ran 3015 report to identify 1<sup>st</sup>, 2<sup>nd</sup> and 3<sup>rd</sup> year participants who have not had vision and hearing screenings</li> </ul>                                                                                                   | 2/26/25          | Eddie Medina, Quality Assurance Supervisor                                                                 | N/A | 3015 Report                                  | Completed |
| <ul style="list-style-type: none"> <li>Certified vision and hearing staff were instructed to complete required vision and hearing screenings for our participants who have not met the requirement. Staff were instructed to document all screening attempts in the ChildPlus Software.</li> </ul> | 2/26/25          | Olga Jalomo-Ramirez, Family/Community Service Manager & Jasmine Franklin, Interim Health Service Manager   | N/A | Agenda, Sign-in roster                       | Completed |
| <ul style="list-style-type: none"> <li>Two Maternal Child Health Inclusion Specialists, four Registered Nurses, nine Family Support Assistants, three EHS Home Based Supervisors, are scheduled to be trained to complete vision and hearing screenings for EHS participants.</li> </ul>           | 3/28/25 & 4/2/25 | Jasmine Franklin, Interim Health Service Manager                                                           | N/A | COUPA receipts, certificates, sign-in roster | Complete  |

## Quality Improvement Plan (QIP)

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                        |                                                                                                  |     |                           |           |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|--------------------------------------------------------------------------------------------------|-----|---------------------------|-----------|
| <p>Once trained, priority will be placed on screenings.</p> <ul style="list-style-type: none"> <li>Purchased six vision and hearing screeners to complete Early Head Start screenings. Collaboration with CAPSLO (grantee) to borrow one vision and hearing screener.</li> <li>Met with our Region 9 consultant to discuss a 90-day extension and submit letter in order to complete training, purchase required medical equipment, and complete screenings.</li> <li>Contracted ChildPlus consultant to assist with system setup in regards to health requirements. Meetings are ongoing to optimize the use of ChildPlus software.</li> <li>A contract with Fresno State University nursing students is in place to assist with health requirements.</li> </ul> | 3/26/25                | Jasmine Franklin,<br>Interim Health Services Manager                                             | N/A | COUPA receipts            | Completed |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 3/6/25                 | Michael Balderas,<br>Interim Head Start Director & Nidia Davis,<br>Program Support Director      | N/A | Zoom invitation, letter   | Completed |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 12/05/24 &<br>On-going | Michael Balderas,<br>Interim Head Start Director & Veronica Galvan,<br>Quality Assurance Manager | N/A | Contract, zoom invitation | On-going  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 2/26/25-4/1/25         | Jasmine Franklin,<br>Interim Health Services Manager                                             | N/A | Contract                  | On-going  |

## Quality Improvement Plan (QIP)

|                                                                                                                                                          |                    |                                                                                                                                                                                                                                      |                                                                                                                                                                                                                 |                                                                |          |
|----------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------|----------|
| <ul style="list-style-type: none"> <li>Meeting, monitoring, and tracking will be done weekly with an Excel spreadsheet and ChildPlus reports.</li> </ul> | 2/26/25 & on-going | Michael Balderas, Interim Head Start Director & Veronica Galvan, Quality Assurance Manager, Guadalupe Zuniga, Home Based Manager & Olga Ramirez, Family/Community Service Manager & Jasmine Franklin, Interim Health Service Manager | N/A                                                                                                                                                                                                             | Meeting notes, Outlook invitations, reports, Excel spreadsheet | On-going |
| <ul style="list-style-type: none"> <li>Strengthen and create vision and hearing policies and procedures.</li> </ul>                                      | 4/2/25 & 4/18/25   | Michael Balderas, Interim Head Start Director & Veronica Galvan, Quality Assurance Manager, Guadalupe Zuniga, Home Based Manager & Olga Ramirez, Family/Community Service Manager & Jasmine Franklin, Interim Health Service Manager | Recommended, Model Child Healthcare Policies, Caring for our Own Children- headstart.gov, mypeers.gov, Central & Northern California Health Cluster, examples of Policies and Procedures from Madera Head Start | Drafts of Policies and Procedures                              | Complete |

Quality Improvement Plan (QIP)

|                                                                                                                                                                                                                                                                       |                |                                                                                                                                            |     |       |              |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|--------------------------------------------------------------------------------------------------------------------------------------------|-----|-------|--------------|
| <ul style="list-style-type: none"><li>Two Maternal Child Health Inclusion Specialists, four Registered Nurses, nine Family Support Assistants, three EHS Home Based Supervisors, are scheduled to conduct hearing/vision screenings for EHS/HS HB children.</li></ul> | 5/5/25-5/16/25 | Jasmine Franklin, Interim Health Services Manager & Guadalupe Zuniga, Home Based Manager & Olga Ramirez, Family/Community Services Manager | N/A | Email | In- Progress |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|--------------------------------------------------------------------------------------------------------------------------------------------|-----|-------|--------------|

Summary of progress towards outcome:

Area of Non-Compliance

| Description of Incident                                                                                                                                                                                                                                                                                                                                                                                           | Underlying/ Root Causes<br><i>Why do we think this happened?</i>                                                                                                                         | Actions taken to address this specific incident<br><i>What were some immediate actions taken?</i><br><i>What did we do that specifically addressed this incident?</i>     |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| (b) <i>Ensuring up-to-date child health status.</i><br>(1) Within 90 calendar days after the child first attends the program or, for the home-based program option, receives first scheduled home visit, with the exceptions noted in paragraph (b)(3) of this section, a program must:<br>(i) Obtain determinations from health care and oral health care professionals as to whether or not the child is up-to- | Lack of training, effective systems, procedures, documentation, knowledge of Head Start Program Performance Standards, screening equipment needed for Early Head Start. Staffing issues. | Immediate actions were taken to identify our participants missing health requirements and health determinations. Staff began efforts to obtain physical and dental exams. |

## Quality Improvement Plan (QIP)

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |  |  |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|
| <p>date on a schedule of age appropriate preventive and primary medical, mental health, and oral health care, based on: the well-child visits and dental periodicity schedules as prescribed by the Early and Periodic Screening, Diagnosis, and Treatment (EPSDT) program of the Medicaid agency of the State in which they operate, immunization recommendations issued by the Centers for Disease Control and Prevention, and any additional recommendations from the local Health and Mental Health Services Advisory Committee that are based on prevalent community health problems; and</p> |  |  |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|

### Actions Taken to Strengthen Systems Program-wide

| <b>Key Element:</b>                                                                                                                                                                                                 | Provide training and implementation of effective systems, policies, procedures, and purchasing tools necessary to complete EHS screenings.                                                                                                                           |                                            |                |               |                      |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|----------------|---------------|----------------------|
| <b>Intended Outcome:</b>                                                                                                                                                                                            | To obtain physical exams within 30 days of entry, and dental exams within 90 days of entry. If the needed health documents are not obtained, a health care provider will decide whether the participant is up-to-date with medical or oral health care requirements. |                                            |                |               |                      |
| Implementation Activities                                                                                                                                                                                           | Timeline                                                                                                                                                                                                                                                             | Staff responsible                          | Resources/ TTA | Documentation | Status of Activities |
| <ul style="list-style-type: none"> <li>Ran 3015 report to identify 1<sup>st</sup>, 2<sup>nd</sup> and 3<sup>rd</sup> year participants who have not had a health determination (medical and oral health)</li> </ul> | 2/26/25                                                                                                                                                                                                                                                              | Eddie Medina, Quality Assurance Supervisor | N/A            | 3015 Report   | Completed            |



## Quality Improvement Plan (QIP)

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                        |                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                       |                                                |           |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|-----------|
| <ul style="list-style-type: none"> <li>Staff were instructed to obtain required physical exams and dental exams for our participants who have not met the requirement. Staff were instructed to document all attempts in the ChildPlus Software.</li> <li>Strengthen and create physical, 30, 45, 90 day requirement policies and procedures.</li> <li>Contracted ChildPlus consultant to assist with system setup in regards to health requirements. Meetings are ongoing to optimize the use of ChildPlus software.</li> </ul> | 2/26/25                | Olga Jalomo-Ramirez,<br>Family/Community<br>Service Manager &<br>Jasmine Franklin,<br>Interim Health Service<br>Manager                                                                                                                                                  | N/A                                                                                                                                                                                                                                                   | Sign- in roster, agenda,<br>outlook invitation | Completed |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 4/2/25                 | Michael Balderas,<br>Interim Head Start<br>Director & Veronica<br>Galvan, Quality<br>Assurance Manager,<br>Guadalupe Zuniga,<br>Home Based Manager<br>& Olga Ramirez,<br>Family/Community<br>Service Manager &<br>Jasmine Franklin,<br>Interim Health Service<br>Manager | Recommended, Model Child<br>Healthcare Policies, Caring<br>for our Own Children-<br>headstart.gov, mypeers.gov,<br>Central & Northern California<br>Health Cluster, examples of<br>Policies and Procedures from<br>Madera Head Start, ROI<br>template | Draft policies and<br>procedures               | Complete  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 12/05/24 &<br>On-going | Michael Balderas,<br>Interim Head Start<br>Director & Veronica                                                                                                                                                                                                           | N/A                                                                                                                                                                                                                                                   | Contract, Zoom invitation                      | On-going  |

## Quality Improvement Plan (QIP)

|                                                                                                                                                                                                                                                                            |                    |                                                                                                                                                                                                                                                                                                        |     |                                                                |                           |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|----------------------------------------------------------------|---------------------------|
| <ul style="list-style-type: none"> <li>A contract with Fresno State University nursing students is in place to assist with health requirements.</li> <li>Meeting, monitoring, and tracking will be done weekly with an Excel spreadsheet and ChildPlus reports.</li> </ul> | 2/26/25- 4/1/25    | Galvan, Quality Assurance Manager                                                                                                                                                                                                                                                                      | N/A | Contract                                                       | Complete for program term |
|                                                                                                                                                                                                                                                                            | 2/26/25 & on-going | Jasmine Franklin,<br>Interim Health Services Manager<br><br>Michael Balderas,<br>Interim Head Start Director & Veronica Galvan, Quality Assurance Manager,<br>Guadalupe Zuniga, Home Based Manager & Olga Ramirez, Family/Community Service Manager & Jasmine Franklin, Interim Health Service Manager |     | Meeting notes, Outlook invitations, reports, Excel spreadsheet | On-going                  |

## Quality Improvement Plan (QIP)

|                                                                                                                                                                                                                                                                                                          |                 |                                          |     |                                           |          |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|------------------------------------------|-----|-------------------------------------------|----------|
| <ul style="list-style-type: none"> <li>Organizing a Health Fair to provide, physical exams, dental exams, vision and hearing screening, and immunizations. Community partners contacted to participate in the event include, St. Agnes Mobile Health Unit, Fresno EOC Community Health Clinic</li> </ul> | 4/14/25-4/15/25 | Jasmine Franklin, Health Service Manager | N/A | Flyer, Sign- in roster, Excel spreadsheet | Complete |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|------------------------------------------|-----|-------------------------------------------|----------|

Summary of progress towards outcome:

### Area of Concern

| Description of Incident                                                                                                                             | Underlying/ Root Causes<br><i>Why do we think this happened?</i>                                                                                                                                | Actions taken to address this specific incident<br><i>What were some immediate actions taken?</i><br><i>What did we do that specifically addressed this incident?</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|-----------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| The grant recipient failed to submit the Federal Financial Report (SF-425) and the Real Property Status Report (SF-429-A) by the required deadline. | The organization would benefit from developing formal policies and procedures tailored to Head Start reporting, along with a structured onboarding process to effectively prepare Fiscal staff. | The SF-425 and SF-429 reporting processes have been incorporated into our internal monitoring procedures. To ensure the timely submission of the SF-425, internal deadlines are set ahead of the federal due date, supported by calendar reminders and task assignments integrated into our project management system. The SF-429 will be completed at the end of the budget period and submitted through the Online Data Collection System (OLDC) within GrantSolutions. Additionally, Head Start-specific financial procedures are being developed as part of the Fiscal staff onboarding process to ensure consistent and accurate training. This includes ensuring staff have access to all necessary systems and programs required for report submission. |

## Quality Improvement Plan (QIP)

### Actions Taken to Strengthen Systems Program-wide

| <b>Key Element:</b>                                                                                                                                | Developing Policies and Procedures specific to Head Start Fiscal Reporting.  |                                                                           |                                                                                                                                                                                                                                                                         |                                  |                      |
|----------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------|---------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|----------------------|
| <b>Intended Outcome:</b>                                                                                                                           | To submit all federal fiscal reports accurately and timely. (SF-425, SF-429) |                                                                           |                                                                                                                                                                                                                                                                         |                                  |                      |
| Implementation Activities                                                                                                                          | Timeline                                                                     | Staff responsible                                                         | Resources/ TTA                                                                                                                                                                                                                                                          | Documentation                    | Status of Activities |
| <ul style="list-style-type: none"> <li>Update and enhance fiscal policies and procedures to align with Head Start program requirements.</li> </ul> | 5/1/2025 and ongoing                                                         | Alison Tatem,<br>Senior Accountant<br>Angela Riofrio,<br>Finance Director | The Head Start Performance Standards (HSPPS), primarily under 45 CFR §1303 Subpart D, provide guidelines for fiscal management and administrative requirements. Additionally, examples of fiscal policies and procedures will serve as resources to address this issue. | Draft of Policies and Procedures | In Progress          |
| <ul style="list-style-type: none"> <li>Submit revised fiscal policies to the CWPC and Fresno EOC Board for review and approval.</li> </ul>         | 5/1/2025 and ongoing                                                         | Alison Tatem,<br>Senior Accountant<br>Angela Riofrio,<br>Finance Director | The Head Start Performance Standards (HSPPS), primarily under 45 CFR §1303 Subpart D, provide guidelines for fiscal management and administrative requirements. Additionally, examples of fiscal policies and procedures will serve as resources to address this issue. | Draft of Policies and Procedures | In Progress          |

Summary of progress towards outcome:



## BOARD OF COMMISSIONERS MEETING

|                                                                                     |                                 |
|-------------------------------------------------------------------------------------|---------------------------------|
| <b>Date:</b> May 19, 2025                                                           | <b>Program:</b> Finance         |
| <b>Agenda Item #:</b> 8                                                             | <b>Director:</b> Angela Riofrio |
| <b>Subject:</b> Agency Financials and Head Start Financial Status Report March 2025 | <b>Officer:</b> Salam M. Nalia  |

### Recommended Action

The Finance Committee recommends acceptance for full Board consideration of the interim consolidated Agency Financial Statements as of March 31, 2025, and Head Start 0 to 5.

### CSBG Organizational Standard

The governing board receives financial reports at each regular meeting that include the following per Category 8, Standard 8.7:

1. Organization-wide report on revenue and expenditures that compares budget to actual, categorized by program; and
2. Balance sheet/statement of financial position.

### Background

In accordance with the Agency's bylaws, this item is intended to keep commissioners apprised of the agency's financial situation as March 31, 2025, (25% of the year) and to provide an opportunity to discuss and review financial statements for each meeting of the Board of Commissioners. Enclosed are the monthly financials for Fresno EOC (consolidated) and Head Start for review and approval.

### Fiscal Impact

(A) Agency Statement of Activities and Statement of Financial Position:

The following are key points of the attached financials for context.

Revenues: \$39,274,698(21% recorded)

- In-kind Contributions is recorded at \$9,601,545 – Majority of the contributions are the Head Start 0 to 5 parents volunteering in the classroom.
- Donation revenue stands at \$14,691

Expenditures: \$40,237,401 (22% of budget expensed)

The staffing changes in the Administration Department and the overall change in spending habits of the agency have resulted in a reduction in the agency deficit in the amount of \$38,162.

The total net difference between operating revenue and expenditure is (\$962,704) deficit year-to-date. Transit grant asset depreciation is \$20,157, increasing the agency net deficit to (\$982,861).

(B) Head Start 0-5 Financial Status Report as of Year-to-Date March 31, 2025

This is also represented in the following percentages.

| Program Area                                        | % of budget | Notes                                 |
|-----------------------------------------------------|-------------|---------------------------------------|
| Head Start – Basic                                  | 24%         |                                       |
| Head Start – Training & Technical Assistance (T&TA) | 22%         | Training planned for later this year. |

| Program Area                                              | % of budget | Notes                                 |
|-----------------------------------------------------------|-------------|---------------------------------------|
| Early Head Start – Basic                                  | 19%         |                                       |
| Early Head Start – Training & Technical Assistance (T&TA) | 20%         | Training planned for later this year. |

**FRESNO ECONOMIC OPPORTUNITIES COMMISSION**  
**STATEMENT OF ACTIVITIES**  
**Period Ending March 31, 2025 (25% Variance)**

|                                             | A                           | B                       | A - B                              |                                | C                           | D                       | B - D                                 |
|---------------------------------------------|-----------------------------|-------------------------|------------------------------------|--------------------------------|-----------------------------|-------------------------|---------------------------------------|
|                                             | BUDGET<br>JAN - DEC<br>2025 | ACTUAL<br>March<br>2025 | BUDGET<br>VARIANCE<br>(TARGET 25%) | BUDGET<br>BALANCE<br>REMAINING | ACTUAL<br>JAN - DEC<br>2024 | ACTUAL<br>March<br>2024 | ACTUAL<br>2025 vs 2024<br>Differences |
| REVENUES AND SUPPORT                        |                             |                         |                                    |                                |                             |                         |                                       |
| GRANT REVENUE <i>(includes CSBG)</i>        | \$ 108,425,773              | \$ 22,460,739           | <div><div></div></div> 21%         | \$ 85,965,034                  | \$ 87,308,462               | \$ 22,477,801           | \$ (17,062)                           |
| FEE FOR SERVICE REVENUE                     | \$ 26,278,082               | \$ 5,979,206            | <div><div></div></div> 23%         | \$ 20,298,876                  | \$ 25,811,831               | \$ 6,804,647            | \$ (825,441)                          |
| OTHER REVENUE                               | \$ 3,202,765                | \$ 1,218,517            | <div><div></div></div> 38%         | \$ 1,984,249                   | \$ 6,771,912                | \$ 1,046,830            | \$ 171,686                            |
| DONATION CONTRIBUTIONS                      | \$ -                        | \$ 14,691               | <div><div></div></div> 0%          | \$ (14,691)                    | \$ 73,690                   | \$ 13,322               | \$ 1,369                              |
| TOTAL CASH REVENUE                          | \$ 137,906,619              | \$ 29,673,153           | <div><div></div></div> 22%         | \$ 108,233,467                 | \$ 119,965,895              | \$ 30,342,600           | \$ (669,447)                          |
| IN KIND REVENUE                             | \$ 44,778,191               | \$ 9,601,545            | <div><div></div></div> 21%         | \$ 35,176,646                  | \$ 49,822,605               | \$ 15,332,959           | \$ (5,731,414)                        |
| TOTAL REVENUE & SUPPORT                     | \$ 182,684,810              | \$ 39,274,698           | <div><div></div></div> 21%         | \$ 143,410,113                 | \$ 169,788,500              | \$ 45,675,559           | \$ (6,400,862)                        |
| EXPENDITURES                                |                             |                         |                                    |                                |                             |                         |                                       |
| PERSONNEL COSTS                             | \$ 79,013,871               | \$ 19,555,744           | <div><div></div></div> 25%         | \$ 59,458,127                  | \$ 74,638,227               | \$ 19,719,312           | \$ (163,568)                          |
| ADMIN SERVICES                              | \$ 8,770,546                | \$ 1,964,178            | <div><div></div></div> 22%         | \$ 6,806,368                   | \$ 7,751,664                | \$ 1,892,979            | \$ 71,200                             |
| CONTRACT SERVICES                           | \$ 12,456,815               | \$ 2,974,123            | <div><div></div></div> 24%         | \$ 9,482,693                   | \$ 11,943,822               | \$ 3,499,758            | \$ (525,635)                          |
| FACILITY COSTS                              | \$ 10,035,412               | \$ 1,619,813            | <div><div></div></div> 16%         | \$ 8,415,599                   | \$ 6,913,881                | \$ 1,864,517            | \$ (244,705)                          |
| TRAVEL, MILEAGE, VEHICLE COSTS              | \$ 3,585,864                | \$ 498,778              | <div><div></div></div> 14%         | \$ 3,087,086                   | \$ 3,304,981                | \$ 896,022              | \$ (397,243)                          |
| EQUIPMENT COSTS <i>(minus depreciation)</i> | \$ 6,046,313                | \$ 264,207              | <div><div></div></div> 4%          | \$ 5,782,106                   | \$ 1,805,239                | \$ 270,907              | \$ (6,700)                            |
| DEPRECIATION - AGENCY FUNDED                | \$ 296,000                  | \$ 54,709               | <div><div></div></div> 18%         | \$ 241,291                     | \$ 276,375                  | \$ 78,285               | \$ (23,576)                           |
| OFFICE EXPENSE                              | \$ 2,057,100                | \$ 921,264              | <div><div></div></div> 45%         | \$ 1,135,836                   | \$ 3,338,895                | \$ 710,176              | \$ 211,089                            |
| INSURANCE                                   | \$ 1,033,068                | \$ 310,809              | <div><div></div></div> 30%         | \$ 722,259                     | \$ 1,090,473                | \$ 272,352              | \$ 38,456                             |
| PROGRAM SUPPLIES & CLIENT COSTS             | \$ 10,899,300               | \$ 2,455,466            | <div><div></div></div> 23%         | \$ 8,443,834                   | \$ 9,488,732                | \$ 2,295,713            | \$ 159,753                            |
| OTHER COSTS                                 | \$ 2,877,597                | \$ 16,765               | <div><div></div></div> 1%          | \$ 2,860,832                   | \$ 706,678                  | \$ 198,658              | \$ (181,893)                          |
| TOTAL CASH EXPENDITURES                     | \$ 137,071,885              | \$ 30,635,857           | <div><div></div></div> 22%         | \$ 106,436,029                 | \$ 121,258,969              | \$ 31,698,679           | \$ (1,062,822)                        |
| IN KIND EXPENSES                            | \$ 44,778,191               | \$ 9,601,545            | <div><div></div></div> 21%         | \$ 35,176,646                  | \$ 49,822,605               | \$ 15,332,959           | \$ (5,731,414)                        |
| TOTAL EXPENDITURES                          | \$ 181,850,076              | \$ 40,237,401           | <div><div></div></div> 22%         | \$ 141,612,676                 | \$ 171,081,574              | \$ 47,031,638           | \$ (6,794,236)                        |
| OPERATING SURPLUS (DEFICIT)                 | \$ 834,734                  | \$ (962,704)            |                                    | \$ 1,797,438                   | \$ (1,293,074)              | \$ (1,356,078)          | \$ 393,375                            |
| OTHER INCOME / EXPENSE                      |                             |                         |                                    |                                |                             |                         |                                       |
| TRANSIT GRANT ASSET DEPRECIATION            |                             | 20,157                  |                                    | (20,157)                       | 162,965                     | 46,845                  | (26,688)                              |
| NET SURPLUS (DEFICIT)                       | \$ 834,734                  | (\$982,861)             |                                    | 1,817,595                      | \$ (1,456,039)              | \$ (1,402,924)          | 420,063                               |

**FRESNO ECONOMIC OPPORTUNITIES COMMISSION**  
**STATEMENT OF FINANCIAL POSITION**  
**as of March 31, 2025**

|                                           | 2025                 | 2024                 | Differences           |
|-------------------------------------------|----------------------|----------------------|-----------------------|
| <b>ASSETS</b>                             |                      |                      |                       |
| CASH & INVESTMENTS                        | \$ 1,807,532         | \$ 6,616,988         | \$ (4,809,456)        |
| ACCOUNTS RECEIVABLE                       | \$ 13,516,101        | 13,049,414           | 466,687               |
| PREPAIDS/DEPOSITS                         | \$ 540,228           | 433,995              | 106,233               |
| INVENTORIES                               | \$ 178,681           | 181,315              | (2,634)               |
| PROPERTY, PLANT & EQUIPMENT               | \$ 13,402,179        | 13,646,224           | (244,045)             |
| NOTES RECEIVABLE (net)                    | \$ (0)               | 314,637              | (314,637)             |
| <b>TOTAL ASSETS</b>                       | <b>\$ 29,444,721</b> | <b>\$ 34,242,573</b> | <b>\$ (4,797,852)</b> |
| <b>LIABILITIES</b>                        |                      |                      |                       |
| ACCOUNTS PAYABLE                          | \$ 4,376,397         | \$ 4,640,741         | \$ (264,345)          |
| ACCRUED PAYROLL LIABILITIES               | \$ 5,914,480         | 5,066,816            | 847,665               |
| DEFERRED REVENUE                          | \$ 4,768,262         | 3,710,221            | 1,058,042             |
| NOTES PAYABLE                             | \$ 755,279           | 2,846,900            | (2,091,621)           |
| HEALTH INSURANCE RESERVE                  | \$ 4,472,797         | 7,398,478            | (2,925,681)           |
| OTHER LIABILITIES                         | \$ 830,397           | 950,669              | (120,273)             |
| <b>TOTAL LIABILITIES</b>                  | <b>\$ 21,117,612</b> | <b>\$ 24,613,826</b> | <b>\$ (3,496,214)</b> |
| <b>FUND BALANCE</b>                       |                      |                      |                       |
| CURRENT OPERATING EARNINGS (YTD)          | \$ (962,704)         | \$ (1,356,078)       | \$ 393,375            |
| UNRESTRICTED NET ASSETS                   | \$ (1,601,245)       | 241,278              | (1,842,523)           |
| REVOLVING LOAN FUND                       | \$ 556,268           | 556,268              | 0                     |
| INVESTMENT IN GENERAL FIXED ASSETS        | \$ 10,334,789        | 10,187,279           | 147,510               |
| <b>TOTAL FUND BALANCE</b>                 | <b>\$ 8,327,109</b>  | <b>\$ 9,628,747</b>  | <b>\$ (1,301,638)</b> |
| <b>TOTAL LIABILITIES AND FUND BALANCE</b> | <b>\$ 29,444,721</b> | <b>\$ 34,242,573</b> | <b>\$ (4,797,852)</b> |



Fresno Economic Opportunities Commission  
Head Start /Early Head Start Financial Status  
Monthly Report  
March 31, 2025

| Description                           | Head Start - Basic |                  |              |                   | Head Start - T & TA |                  |              |                   |
|---------------------------------------|--------------------|------------------|--------------|-------------------|---------------------|------------------|--------------|-------------------|
|                                       | Annual Budget      | Current Expenses | YTD Expenses | Balance Remaining | Annual Budget       | Current Expenses | YTD Expenses | Balance Remaining |
| Personnel                             | \$19,633,565       | \$1,671,909      | \$5,058,113  | \$14,575,452      | -                   | -                | -            | -                 |
| Fringe Benefits                       | 7,856,139          | \$560,074        | \$1,783,373  | 6,072,766         | -                   | -                | -            | -                 |
| Total Personnel                       | \$27,489,704       | 2,231,982.64     | \$6,841,485  | \$20,648,219      | -                   | -                | -            | -                 |
| Travel                                | -                  | -                | -            | -                 | 71,440              | 4,276            | 8,392        | 63,048            |
| Equipment                             | 200,000            | -                | -            | 200,000           | -                   | -                | -            | -                 |
| Supplies                              | 473,752            | 48,583           | 124,766      | 348,986           | 4,000               | 196              | 1,467        | 2,533             |
| Contractual                           | 2,410,983          | 62,424           | 108,632      | 2,302,351         | -                   | -                | -            | -                 |
| Facilities /Construction              |                    |                  |              |                   |                     |                  |              |                   |
| Other:                                |                    |                  |              |                   |                     |                  |              |                   |
| Food Cost                             | 858,503            | (107,764)        | 427,597      | 430,906           |                     |                  |              |                   |
| Transportation                        | 638,844            | 27,253           | 143,028      | 495,816           |                     |                  |              |                   |
| Staff Mileage                         | 71,893             | 14,773           | 28,436       | 43,457            |                     |                  |              |                   |
| Field Trips, including Transportation | 6,045              | 1,281            | 1,613        | 4,432             |                     |                  |              |                   |
| Space                                 | 716,627            | 38,381           | 114,909      | 601,718           |                     |                  |              |                   |
| Utilities / Telephone / Internet      | 787,680            | 109,065          | 204,676      | 583,004           |                     |                  |              |                   |
| Ground Maintenance / Janitorial       | 745,200            | 76,616           | 181,488      | 563,712           |                     |                  |              |                   |
| Security Services                     | 144,000            | 5,769            | 12,447       | 131,553           |                     |                  |              |                   |
| Repair / Maintenance Building         | 100,000            | 13,999           | 52,310       | 47,690            |                     |                  |              |                   |
| Repair / Maintenance Equipment        | 21,078             | (12,761)         | (12,729)     | 33,807            |                     |                  |              |                   |
| Property & Liability Insurance        | 130,000            | 19,107           | 55,476       | 74,524            |                     |                  |              |                   |
| Parent Involvement / CWPC             | 37,000             | 2,202            | 7,746        | 29,254            |                     |                  |              |                   |
| Other Costs*                          | 161,330            | 17,990           | 44,949       | 116,381           |                     |                  |              |                   |
| Staff & Parent Training               | 11,200             | 878              | 1,157        | 10,043            | 218,948             | 24,197           | 56,000       | 162,948           |
| Total Direct Charges                  | \$35,003,839       | 2,549,777.61     | \$8,337,986  | \$26,665,853      | 294,388             | 28,668           | 65,859       | 228,529           |
| Total Indirect Charges                | \$3,500,384        | 548,469.00       | \$833,799    | \$2,666,585       | \$29,439            | 4,427.00         | \$6,586      | \$22,853          |
| Total Federal Expenditures            | \$38,504,223       | 3,098,246.61     | \$9,171,785  | \$29,332,438      | \$323,827           | 33,095           | 72,445       | \$251,382         |
| % of Annual Budget Expended to Date   |                    |                  | 24%          |                   |                     |                  | 22%          |                   |
| Non-Federal Share                     | \$9,626,056        | 749,418.05       | \$1,223,348  | \$8,402,708       | \$80,957            | \$7,884          | \$18,111     | \$62,845          |

\*Other Costs Include:  
DEPRECIATION EXPENSE  
DUES - ORGANIZATIONS  
RECRUITMENT  
MEETING COSTS - INTERNAL  
EMPLOYEE EVENT  
CONTRACT SERVICES - PHYSICALS  
FIRST AID (INCLUDES WORKERS COMP)  
FINGERPRINTING / BACKGROUND CHECK  
ADVERTISEMENT - RECRUITMENT  
POSTAGE/EXPRESS MAIL  
PRINTING  
LINENS / LAUNDRY

|                                                                          |    |       |                                                                  |
|--------------------------------------------------------------------------|----|-------|------------------------------------------------------------------|
| Credit Card Expenses: Credit card statement dated 3 / 1 / 25-3 / 31 / 25 |    |       |                                                                  |
| March 2025 expenses:                                                     |    |       |                                                                  |
| Staff Training                                                           | \$ | 500   | Teachstone - CLASS Training                                      |
| Program Supplies - Kitchen                                               | \$ | 1,156 | Home Depot - Dishwasher Replacement for HS Site                  |
| Staff Training                                                           | \$ | 54    | Clovis Veterans Memorial - Final Payment for Preservice Venue    |
| CWPC - Other                                                             | \$ | 673   | Diciccos - Catering for County Wide Meeting                      |
| Program Supplies - Kitchen                                               | \$ | 219   | Walmart - Microwave, Toaster Oven Replacement for Central Office |
| Field Trips                                                              | \$ | 170   | Fresno Discovery Center - Field Trip                             |
| Recruitment                                                              | \$ | 102   | Office Depot - SD Card for Video Cameras                         |
| Employee Event                                                           | \$ | 83    | Smart And Final - Snacks for Employee Event                      |
| Contract Services - Facility Repair                                      | \$ | 1,355 | City Of Firebaugh - Playground Permit                            |
| Field Trips                                                              | \$ | 64    | The Jungle Party House - Field Trip                              |
| Telephone                                                                | \$ | 1,779 | Frontier Communication & Comcast - Telephone Service             |
| Internet                                                                 | \$ | 1,332 | Frontier Communication & Comcast - Internet Service              |
|                                                                          | \$ | 7,488 |                                                                  |

Fresno Economic Opportunities Commission  
Head Start/Early Head Start Financial Status  
Monthly Report  
March 31, 2025

| Description                           | Early Head Start - Basic |                  |              |                   | Early Head Start - T & TA |                  |              |                   |
|---------------------------------------|--------------------------|------------------|--------------|-------------------|---------------------------|------------------|--------------|-------------------|
|                                       | Annual Budget            | Current Expenses | YTD Expenses | Balance Remaining | Annual Budget             | Current Expenses | YTD Expenses | Balance Remaining |
| Personnel                             | \$5,152,890              | \$304,638        | \$900,727    | \$4,252,163       | -                         | -                | -            | -                 |
| Fringe Benefits                       | 1,529,340                | \$92,363         | \$295,274    | 1,234,066         | -                         | -                | -            | -                 |
| Total Personnel                       | 6,682,230                | 397,000.81       | \$1,196,001  | \$5,486,229       | -                         | -                | -            | -                 |
| Travel                                | -                        | -                | -            | -                 | 17,160                    | 1,430            | 2,140        | 15,020            |
| Equipment                             | 50,000                   | -                | -            | 50,000            | -                         | -                | -            | -                 |
| Supplies                              | 131,044                  | 73,851           | 85,973       | 45,071            | 1,000                     | 40               | 368          | 632               |
| Contractual                           | 204,519                  | 11,124           | 15,152       | 189,367           | 4,000                     | -                | -            | 4,000             |
| Facilities / Construction             |                          |                  |              |                   |                           |                  |              |                   |
| Other:                                |                          |                  |              |                   |                           |                  |              |                   |
| Food Cost                             | 32,905                   | (15,208)         | 19,102       | 13,803            |                           |                  |              |                   |
| Transportation                        | 7,310                    | 206              | 829          | 6,481             |                           |                  |              |                   |
| Staff Mileage                         | 16,101                   | 4,930            | 12,041       | 4,060             |                           |                  |              |                   |
| Field Trips, including Transportation | 455                      | -                | -            | 455               |                           |                  |              |                   |
| Space                                 | 174,911                  | 10,551           | 31,981       | 142,930           |                           |                  |              |                   |
| Utilities / Telephone / Internet      | 166,920                  | 19,168           | 39,180       | 127,740           |                           |                  |              |                   |
| Ground Maintenance / Janitorial       | 148,208                  | 12,109           | 30,307       | 117,901           |                           |                  |              |                   |
| Security Services                     | 36,000                   | 1,755            | 2,882        | 33,118            |                           |                  |              |                   |
| Repair / Maintenance Building         | 50,000                   | 5,761            | 14,017       | 35,983            |                           |                  |              |                   |
| Repair / Maintenance Equipment        | 5,787                    | 2,513            | 2,518        | 3,269             |                           |                  |              |                   |
| Property & Liability Insurance        | 47,700                   | 3,123            | 8,106        | 39,594            |                           |                  |              |                   |
| Parent Involvement / CWPC             | 7,440                    | 1,364            | 3,196        | 4,244             |                           |                  |              |                   |
| Other Costs*                          | 33,525                   | 3,924            | 8,570        | 24,955            |                           |                  |              |                   |
| Staff & Parent Training               | 2,800                    | 220              | 277          | 2,523             | 135,450                   | 10,005           | 28,917       | 106,533           |
| Total Direct Charges                  | 7,797,855                | 135,389          | \$1,470,133  | 6,327,722         | 157,610                   | 11,475           | 31,425       | \$126,185         |
| Total Indirect Charges                | \$779,785                | \$53,239         | \$147,013    | \$632,772         | \$15,761                  | \$1,148          | \$3,143      | \$12,618          |
| Total Federal Expenditures            | \$8,577,640              | 188,628          | \$1,617,146  | \$6,960,494       | \$173,371                 | 12,623           | \$34,568     | \$138,803         |
| % of Annual Budget Expended to Date   |                          |                  | 19%          |                   |                           |                  | 20%          |                   |
| Non-Federal Share                     | \$2,144,410              | \$225,074        | \$470,722    | \$1,673,688       | \$43,343                  | \$3,156          | \$8,642      | \$34,701          |

22%

\*Other Costs Include:  
DEPRECIATION EXPENSE  
DUES - ORGANIZATIONS  
RECRUITMENT  
MEETING COSTS - INTERNAL  
EMPLOYEE EVENT  
CONTRACT SERVICES - PHYSICALS  
FIRST AID (INCLUDES WORKERS COMP)  
FINGERPRINTING / BACKGROUND CHECK  
ADVERTISEMENT - RECRUITMENT  
POSTAGE/EXPRESS MAIL  
PRINTING  
LINENS / LAUNDRY

**Credit Card Expenses: Credit card statement dated 3/1/25-3/31/25**

**March 2025 expenses:**

|                            |    |       |                                                               |
|----------------------------|----|-------|---------------------------------------------------------------|
| Program Supplies - Kitchen | \$ | 379   | Walmart - Kitchen Supplies for EHS Sites                      |
| Staff Training             | \$ | 14    | Clovis Veterans Memorial - Final Payment for Preservice Venue |
| CWPC - Other               | \$ | 168   | Diciccos - Catering for County Wide Meeting                   |
| Recruitment                | \$ | 26    | Office Depot - SD Card for Video Cameras                      |
| Employee Event             | \$ | 21    | Smart And Final - Snacks for Employee Event                   |
| Telephone                  | \$ | 318   | Frontier Communication & Comcast - Telephone Service          |
| Internet                   | \$ | 186   | Frontier Communication & Comcast - Internet Service           |
|                            | \$ | 1,110 |                                                               |



## BOARD OF COMMISSIONERS MEETING

|                                                          |                                 |
|----------------------------------------------------------|---------------------------------|
| <b>Date:</b> May 19, 2025                                | <b>Program:</b> Human Resources |
| <b>Agenda Item #:</b> 9                                  | <b>Director:</b> N/A            |
| <b>Subject:</b> Personnel Policies and Procedures Manual | <b>Officer:</b> Brian Angus     |

### Recommended Action

Interim Chief Executive Officer recommends approval for full Board consideration of the proposed revisions to the agency's Personnel Policies and Procedures Manual.

### Background

The proposed revisions include recommendations from Commissioner's feedback from the April 21, 2025, Board meeting.

The Personnel Policies and Procedures manual is periodically updated and/or new policies are created to comply with all new state or federal laws, rules and regulations and other recommended changes. The proposed manual has some policies with significant revisions since the last approved policy manual in December 2023.

Standard changes include revising policies to meet legislative requirements. Other changes address performance, conduct, workplace atmosphere and create additional structure in which management and the Human Resources Department can effect changes to the workplace.

The proposed policy manual has been revised by the Human Resources Department and the employment and labor law attorney. Additionally, agency Directors and Officers were provided with the opportunity to provide feedback.

A summary of proposed changes is included at the end of this staff report.

### Fiscal Impact

The removal of the five-day holiday (Christmas Day through New Year's Day) and severance pay rates (Section B) is anticipated to generate cost savings, enabling the agency to enhance its financial stability.

## Summary of Changes:

| <u>Policy Number</u> | <u>Title</u>                                                           | <u>Changes</u>                                                                                                                                                                                                                                                                         |
|----------------------|------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1010                 | Employment At-Will                                                     | No significant changes                                                                                                                                                                                                                                                                 |
| 1020                 | Equal Employment Opportunity Policy                                    | Updated list of protected categories per employment law attorney.<br><br>This commitment applies to all persons involved with Fresno EOC operations and prohibits unlawful discrimination by any employee of Fresno EOC, including supervisors, managers, coworkers, and third parties |
| 1030                 | Representation Policy                                                  | Complete overhaul of policy by changing the policy name to Representation Policy and adjusting diversity, equity, and inclusion verbiage in this policy and throughout the manual.                                                                                                     |
| 1040                 | Discrimination/Harassment /Retaliation Complaint and Prevention Policy | Updated list of protected categories per employment law attorney.<br><br>Added Guidelines for Hugging                                                                                                                                                                                  |
| 1050                 | Management Flow, and Open Communication                                | No significant changes                                                                                                                                                                                                                                                                 |
| 1060                 | Personnel Records                                                      | Updated language to more strict oversight of management, access to personnel files and legal compliance.                                                                                                                                                                               |
| 1070                 | Employment Classifications                                             | Clarified language regarding the agency's discretion to rehire and reinstate employees.                                                                                                                                                                                                |
| 1080                 | Determination of Exempt and Non-Exempt Status                          | Clarified language for ease of understanding.                                                                                                                                                                                                                                          |
| 1090                 | Recruitment, Selection and Employment                                  | Updated list of protected categories per employment law attorney.<br><br>Clarified policy to align with recruitment process changes from 2023 Policy Manual approval.                                                                                                                  |
| 1100                 | Internship and Volunteer Programs                                      | Updated list of protected categories per employment law attorney.                                                                                                                                                                                                                      |
| 1110                 | Outside Employment                                                     | Policy is significantly rewritten to ensure that employees disclose employment outside of Fresno EOC and that the employment is not in conflict of interest with Fresno EOC.                                                                                                           |
| 1120                 | Transfers and Promotions                                               | No significant changes                                                                                                                                                                                                                                                                 |
| 1130                 | New Employee Orientation                                               | No significant changes                                                                                                                                                                                                                                                                 |
| 1140                 | Introductory Period                                                    | No significant changes                                                                                                                                                                                                                                                                 |
| 1150                 | Hours of Work, Rest and Meal Breaks                                    | Added tables to provide clarity on when meal periods and rest breaks are required to be provided or taken.                                                                                                                                                                             |

|      |                                           |                                                                                                                                                                                                                                                                                                              |
|------|-------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1160 | Punctuality and Attendance                | Excused absence timeframe - 24-hour notice.<br><br>Extended Return to Work release requirements from 3 days to 5 days.<br><br>Added expectations for exempt employees                                                                                                                                        |
| 1170 | Lactation Policy                          | Updated language to follow employment law changes and recommended changes from December 16, 2024 Board meeting.                                                                                                                                                                                              |
| 1180 | Personal Telephone Calls and Visitors     | No significant changes                                                                                                                                                                                                                                                                                       |
| 1190 | Dress and Grooming Standards              | Simplified language regarding hair; added language for food safety regarding beard masks.<br><br>Added language requiring employees to return their ID Badge upon Separation of Employment.<br><br>Added language regarding sending staff home without pay for non-compliant apparel.                        |
| 1200 | Automobile Insurance and Driver's License | Added deadline for employees to submit mileage for reimbursement.<br>Removed transit oversight of agency vehicle usage                                                                                                                                                                                       |
| 1210 | Agency Vehicle Policy                     | Added policy for agency vehicle usage.                                                                                                                                                                                                                                                                       |
| 2010 | Pay Procedures                            | Added language for split shift premiums in compliance with state law.                                                                                                                                                                                                                                        |
| 2020 | Wage and Salary Administration            | Removed language regarding agency minimum wage as state minimum wage will be competing with it in the next year or two.<br><br>Item X. Demotion section was changed, previous language allowed the employee to keep the rate of pay when demoted, unless it exceeded the max of the pay range they moved to. |
| 2030 | Garnishments                              | No significant changes                                                                                                                                                                                                                                                                                       |
| 2040 | Discretionary Bonus                       | No significant changes                                                                                                                                                                                                                                                                                       |
| 2050 | Hazard Pay Policy                         | Policy eliminated                                                                                                                                                                                                                                                                                            |
| 2050 | Pay Scale Information                     | No significant changes                                                                                                                                                                                                                                                                                       |
| 3010 | Holidays                                  | Changed eligibility for Holiday pay to exclude those that call out the day before or after a holiday (without notice)<br>Removal of the five-day holiday (Christmas Day through New Year's Day)                                                                                                              |
| 3020 | Vacations                                 | No significant changes                                                                                                                                                                                                                                                                                       |

|      |                                                           |                                                                                                                                                                                                                            |
|------|-----------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 3030 | Sick Time                                                 | Change minimum use of Sick Time from one hour to 30 minutes.<br><br>Kin Care definition clarified to represent a calendar year starting January 1.<br><br>Updated Sick Time Accrual amount to match 2023 PSL Policy Change |
| 3040 | Paid Sick Leave                                           | No significant changes.                                                                                                                                                                                                    |
| 3050 | Insurance Benefits                                        | Updated policy to require employee's payment of premiums while on leave.                                                                                                                                                   |
| 3060 | Retirement Plans                                          | Updated vestment of 401a plan to two years.                                                                                                                                                                                |
| 3070 | Vacation Donation Policy                                  | Clarified eligibility requirement for donors and recipients.                                                                                                                                                               |
| 3080 | Employee Assistance Program                               | Moved Policy from 7040 to 3080 as part of employee benefits section of policy manual.                                                                                                                                      |
| 3070 | Vaccination Policy                                        | Policy eliminated                                                                                                                                                                                                          |
| 3080 | Health and Wellness Platform                              | Policy eliminated                                                                                                                                                                                                          |
| 4010 | Family And Medical Leave and California Family Rights Act | Moved Interactive Process section to new policy 4020                                                                                                                                                                       |
| 4020 | Interactive Process                                       | New Policy, pulled from policy 4010.                                                                                                                                                                                       |
| 4030 | Leaves of Absences                                        | Added reproductive loss leave in compliance with employment law.                                                                                                                                                           |
| 4040 | Military Leaves                                           | No significant changes                                                                                                                                                                                                     |
| 4050 | Domestic Violence and Sexual Assault Victim Leave         | Added definition of victim                                                                                                                                                                                                 |
| 5010 | Workplace Atmosphere                                      | Significant revision to the Workplace Atmosphere policy to include additional definitions and guidance.                                                                                                                    |
| 5020 | Standards of Performance and Conduct                      | Revised Performance and conduct standards                                                                                                                                                                                  |
| 5030 | Progressive Discipline                                    | Clarified performance and conduct discipline, and progressive discipline<br><br>Updated verbiage throughout policy from using the word discipline to corrective action.                                                    |
| 5040 | Alcohol/Drug Free Workplace                               | No significant changes                                                                                                                                                                                                     |

|      |                                                               |                                                                                                                                                                          |
|------|---------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 5050 | Mandatory Child Abuse Reporting                               | Policy Re-written                                                                                                                                                        |
| 5060 | Employment of Relatives (Nepotism) and Personal Relationships | Policy Re-written                                                                                                                                                        |
| 5070 | Code of Ethics and Business Conduct                           | No significant changes                                                                                                                                                   |
| 5080 | Solicitation, Distribution, and Posting                       | Policy Re-written                                                                                                                                                        |
| 5090 | Privacy and the Use of Fresno EOC Resources                   | No significant changes                                                                                                                                                   |
| 5100 | Social Networking                                             | No significant changes                                                                                                                                                   |
| 5110 | Remote Work Access Guidelines                                 | No significant changes                                                                                                                                                   |
| 5120 | Remote Work Policy                                            | Remote work not available for employees until after 90 days of employment.                                                                                               |
| 5130 | Retention Policy                                              | No significant changes                                                                                                                                                   |
| 5140 | Employee Referral Incentive Program                           | Policy eliminated                                                                                                                                                        |
| 5140 | Child Support Referral                                        | New Policy - to comply with CSBG Requirements                                                                                                                            |
| 6010 | Commitment to Safety                                          | No significant changes                                                                                                                                                   |
| 6020 | Workplace Violence                                            | Includes recommended changes from December 16, 2024 Board meeting                                                                                                        |
| 6030 | Infectious Disease Control                                    | Policy eliminated                                                                                                                                                        |
| 7010 | Learning and Development                                      | No significant changes                                                                                                                                                   |
| 7020 | Professional Certification Reimbursement                      | New Policy                                                                                                                                                               |
| 7030 | Succession Planning                                           | No significant changes                                                                                                                                                   |
| 7040 | Performance Evaluations                                       | Changed timeframe for evaluation due dates to follow introductory period changes from policy 1140. Revised and clarified the Performance Improvement Plan (PIP) process. |
| 7050 | Separation of Employment                                      | No significant changes.                                                                                                                                                  |
| 7060 | Layoffs and Furloughs                                         | No significant changes                                                                                                                                                   |
| 7070 | Severance Pay                                                 | Removed Section B – Severance Rates                                                                                                                                      |



Fresno  
**Economic  
Opportunities  
Commission**

**PERSONNEL POLICIES & PROCEDURES MANUAL**

DRAFT

APPROVED OCTOBER 5, 2023

832279.1-015313.00001



## INTRODUCTION TO PERSONNEL POLICIES & PROCEDURES MANUAL

The purpose of these policies, procedures, rules and guidelines is to establish systematic and uniform procedures for handling personnel matters. It is the duty and responsibility of all employees of Fresno EOC to read, understand, know and comply with and assist in carrying into effect the provisions of these rules as amended ~~and required by law, from time to time.~~

### I. GENERAL STATEMENTS

-These rules and procedures cannot address all possible workplace issues and the absence of a policy to address an issue shall not be construed as prohibiting the Agency from appropriately addressing the matter. In instances where the Agency has negotiated collective bargaining agreements, the Personnel Manual shall prevail where the bargaining agreements are silent. Under no circumstances shall these policies be constructed to act as or create any type of express or implied employment contract with any employee of Fresno EOC. This manual supersedes and replaces all previous Personnel Policies and Procedures Manuals.

Fresno EOC reserves full discretion to add, modify, or delete provisions of this Manual at any time, in whole or in part, without advance notice, consent or approval unless otherwise required by law.

Only the Chief Executive Officer (hereafter CEO) has the authority to enter into any employment or other agreement that modifies Fresno EOC policy. Any such modifications must be in writing and signed by the CEO. These policies are not intended to alter or affect the basis of employment with Fresno EOC. No oral statements or representations can change the provisions of this manual.

### II. AGENCY PROPERTY

All manuals are the property of Fresno EOC and are assigned to the job position and not to the individual. The Human Resources Office is responsible for distribution of the manuals to directors and management who, in turn, are responsible for safeguarding the materials and inserting approved changes. The current policy manual can be accessed on the intranet by all employees.

### III. POLICY INTERPRETATION

Directors, management and supervisors should refer to the manual whenever questions of policy interpretation or implementation arise.

Policies needing clarification or interpretation should be referred to the Human Resources Office.

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7060 Layoffs [and Furloughs](#)  
7070 Severance Pay

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## POLICY 1010 EMPLOYMENT AT WILL

**PURPOSE:** To inform employees of their at-will status within the Agency.

**POLICY:** It is the policy of Fresno EOC to observe the requirements of all federal and state laws and regulations pertaining to the at-will statement.

**REFERENCE:** CA Labor Code § 2922

**PROCEDURE:** \_\_\_\_\_

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Employment with Fresno EOC is voluntary and is subject to termination by employees or Fresno EOC at-will, with or without cause, and with or without notice, at any time. These policies shall not be in conflict with, eliminate or modify the employment at-will status of Fresno EOC employees.

This policy of employment at-will may not be modified by any officer or employee and shall not be modified in any publication or document. The only exception to this policy is a written employment agreement, for a term longer than one month, approved at the discretion of the Chief Executive Officer or the Board of Commissioners, whichever is applicable. These personnel policies are not a contract of employment.

## POLICY 1020 EQUAL EMPLOYMENT OPPORTUNITY POLICY

**PURPOSE:** To affirm Fresno EOC's policy of nondiscrimination and to assign responsibility for its operation and continuous review.

**POLICY:** It is the policy of Fresno EOC to recruit, employ, evaluate, transfer, and promote qualified personnel without distinction to race (including traits historically associated with race including but not limited to hair texture and protective hairstyles), color, sex, religious creed (including all aspects of religious beliefs, observances or practices, including but not limited to religious dress or grooming practices), gender (including but not limited to gender identity and gender expression), marital status, registered domestic partner status, age, national origin or ancestry (including but not limited to language use restrictions and possession of a driver's license issued to persons unable to prove their presence in the United States as authorized under federal law), citizenship status, physical or mental disability (except when physical fitness is a valid occupational qualification), medical condition (including but not limited to genetic characteristics, HIV, AIDS, or cancer or a history of cancer), genetic information, sexual orientation, reproductive health decision-making (including, but not limited to, a decision to use or access a particular drug, device, product, or medical service for reproductive health), military and veteran status, taking or requesting to take protected leave(s), engaging in protected activity outside of work (including, but not limited to, lawful use of cannabis off the job and away from the workplace, except as limited by law), ~~race (including hair texture and protective hairstyle), color, ethnicity, national origin, ancestry, sex, pregnancy (including childbirth and related medical conditions), request for pregnancy disability leave, religion, creed, religious dress and grooming practices, age, physical or mental disability, medical condition, request for leave for a serious health condition, marital status, sexual preference, sexual orientation, gender identity, gender expression, sex stereotype, transgender, transitioning or perceived to be, reproductive health decision-making, genetic information, citizenship status, military or veteran's status, primary language,~~ activities and status as a victim of domestic violence, assault or stalking or because of a person's relationship or association with members of a protected group or associations with organizations established for the preservation of rights protected under the law, request for family care leave, criminal background, or for any other reason prohibited by law or regulation and not work related. All such discrimination is unlawful.

**REFERENCE:** Title VII of the Civil Rights Act of 1964 (42 U.S.C. § 2000e et seq.), the Age Discrimination in Employment Act of 1967 (29 U.S.C. § 621 et seq.), the Immigration Reform and Control Act of 1986, Americans with Disabilities Act of 1990 (42 U.S.C. § 12101 et seq.), the Rehabilitation Act of 1973 (29 U.S.C. §§ 793 et seq.), the Vietnam Era Veterans' Readjustment Assistance Act and Uniformed Service Employment and Reemployment Rights Act of 1994 (38 U.S.C. §§ 4211 et seq., 4301 et seq.), the Federal Family and Medical Leave Act of 1993 (29 U.S.C. § 2615), the Equal Pay Act of 1963, the Fair Employment and Housing Act (Gov. Code § 12900 et. seq.), California Labor Code § 1102.1, Title II of the Genetic Information Nondiscrimination Act of 2008, GINA, California AB 887, California SB 600, California Fair Pay Act (SB 358), California AB 987, Gender Nondiscrimination Act, Fair Chance Act.

### PROCEDURES:

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## I. COMMITMENT

Fresno EOC is committed to equal opportunity employment for all employees and applicants. Employment decisions will comply with all applicable laws prohibiting discrimination in employment. This commitment applies to all persons involved with Fresno EOC operations and prohibits unlawful discrimination by any employee of Fresno EOC, including supervisors, managers, coworkers, and third parties

**Accommodating Disabilities:** To comply with applicable laws and ensure equal opportunity to qualified individuals with disabilities, Fresno EOC will make reasonable accommodations for the known physical and mental limitations of an otherwise qualified applicant or employee unless undue hardship on Fresno EOC would result. An employee or applicant who requires accommodation to perform the essential functions of the job should contact their supervisor or Human Resources and request such accommodation. The individual with the disability should specify what accommodations they need to perform the job. Fresno EOC will then evaluate and identify barriers for the employee to performing the job, and possible accommodations, if any, which will help resolve the limitation. If the accommodation is reasonable and will not impose an undue hardship or pose a direct threat to the health and safety of the employee or coworkers, Fresno EOC will make the accommodation. If there is more than one reasonable accommodation that will not impose an undue hardship, Fresno EOC will identify and select the accommodation(s) that will be made for the applicant or employee. In considering possible accommodations, Fresno EOC cannot eliminate essential functions of a position. - Fresno EOC will not discriminate or retaliate against employees or applicants for making reasonable accommodation requests.

### Accommodating Religious Beliefs:

**Accommodating Religious Beliefs:** To comply with applicable laws and ensure equal opportunity to qualified individuals with sincerely held religious beliefs, Fresno EOC will make reasonable accommodations for the known religious beliefs of an otherwise qualified applicant or employee unless undue hardship on Fresno EOC would result. An employee or applicant who requires accommodation to perform the essential functions of the job should contact their supervisor or Human Resources and request such accommodation. The individual with the religious belief should specify what accommodations they need to perform the job. Fresno EOC will then evaluate and identify barriers for the employee to performing the job, and possible accommodations, if any, which will help resolve the limitation. If the accommodation is reasonable and will not impose an undue hardship or pose a direct threat to the health and safety of the employee or coworkers, Fresno EOC will make the accommodation. If there is more than one reasonable accommodation that will not impose an undue hardship, Fresno EOC will identify and select the accommodation(s) that will be made for the applicant or employee. In considering possible accommodations, Fresno EOC cannot eliminate essential functions of a position. Fresno EOC will not discriminate or retaliate against employees or applicants for making reasonable accommodation requests.

Fresno EOC prohibits any pay discrimination in accordance with will not tolerate any pay discrimination based on sex per the California Equal Pay Act and will not retaliate against employees for discussing wages.

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Each person with authority to hire, transfer, promote, evaluate, adjust salaries, issue corrective action, terminate an employee, or to effectively recommend such action, is responsible for ensuring compliance with this policy.

## II. RESPONSIBILITY

A. The Human Resources ~~Office Director/Officer~~ is responsible for the dissemination of information regarding this policy, its implementation, and to monitor compliance by employees.

B. Policy Dissemination: To ensure compliance with this policy, employees and members of the community-at-large must be made aware of the Agency's policy and commitment to Equal Opportunity Employment.

All advertisements for employment with Fresno EOC will include the phrase "Equal Opportunity Employer, or EOE" to ensure that candidates for employment internally and from recruitment sources such as community organizations, state agencies, secondary schools and colleges, are aware of the Agency's policies on Equal Opportunity Employment.

## III. RECRUITMENT

A. Fresno EOC is committed to a diverse representative workforce which is reflective of the communities we serve.

B. Available open positions within the Agency are included on the Intranet/Internet which is updated regularly by Human Resources and the Communications Department.

## IV. ADVANCEMENT OPPORTUNITIES

A. It is the expressed goal of Fresno EOC to assist all employees in developing their skills and abilities to their maximum potential.

B. Employees are encouraged to apply for consideration for promotional opportunities within Fresno EOC. All qualified employees who apply for an advancement opportunity will receive equal consideration. Selection for promotion, training and transfer opportunities will be based on the employee's ability to perform the essential functions of the position and meeting the qualifications of the new position, with or without reasonable accommodation, along with other factors (see Policy 1120, Transfers and Promotions).

C. To the extent possible, training may be provided to assist employees in meeting established requirements and qualifications for advancement. Fresno EOC retains the right to select a candidate that is already qualified and interviewed.

D. Performance evaluations are completed to assess an employee's job performance in relationship with established performance criteria for job classification and to identify training needs for improved performance.

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Ongoing evaluation will be made of the Agency's policies, procedures, and practices to ensure non-discrimination and equal opportunity.

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## POLICY 1030 ~~DIVERSITY REPRESENTATION~~ POLICY

**PURPOSE:** Fresno EOC places a high importance on ~~diversity, equity, and inclusion~~representation and aspires to be a workplace that ~~benefits works for~~ everyone. Fresno EOC believes that ~~diversity, equity, and inclusion~~representation are is essential to organizational effectiveness and excellence, and that services are enhanced when organizations are reflective of the communities being served. Moreover, Fresno EOC seeks to provide a fair and ~~inclusive-welcoming~~ work environment that will nurture, develop, and respect the talents and differences of all employees equally, to give the Agency a competitive advantage, and promote the development of people from all sectors.

**POLICY:** It is the policy of Fresno EOC to employ the talents of all segments of society by enhancing our ability to recruit, hire, ~~train~~, promote and retain a more ~~diverse-representative~~ workforce. This policy seeks to create a culture of collaboration, flexibility, and fairness to enable individuals to participate and contribute to their full potential towards common goals.

**REFERENCE:** 76 Fed. Register 163

### PROCEDURES:

#### I. DEFINITION

~~Diversity Representation~~ describes an environment where the talents and attributes of all employees are respected, valued, and utilized to ~~efficiently and effectively pursue~~organizational objectives~~pursue organizational objectives efficiently and effectively~~. These attributes include a broad spectrum of characteristics including, but not limited to, race, color, ethnicity, national origin, gender, age, religion, religious belief, culture, language, disability, sexual orientation, gender identity, gender expression, sex, transgender, transitioning or perceived to be, socioeconomic status, family structures, geographic differences, diversity of thought, education, technical expertise, life experiences, physical and mental ability, political affiliation, veteran status and other characteristics that make our employees unique.

#### II. COMMITMENT

~~Our employees are the most valuable asset we have, as such,~~ Fresno EOC is committed to fostering, cultivating, and preserving a culture of ~~diversity, equity, and inclusion~~representation. ~~Our employees are the most valuable asset we have.~~ The collective sum of the individual attributes, differences, life experiences, knowledge, inventiveness, innovation, self-expression, unique capabilities, and talents of our employees represent a significant part of not only our culture, but our reputation and our ability to achieve. As such, Fresno EOC draws upon the ~~diverse-various~~ life experiences of our employees and encourages their full and active participation in the Agency.

Achieving ~~diversity-representation~~ requires commitment from ~~t the~~ ~~organization's-Agency's~~ leadership at all levels. This commitment must be well thought out and ~~extend~~extended over time, with an understanding that there must be a continued commitment to maintain our ~~diverse-representative~~ workforce. Achieving ~~diversity-representation~~ is an ongoing process,

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which the Agency believes will lead to a more innovative, pluralistic, and economically productive agency.

### III. OBJECTIVES

Fresno EOC strives to be a model agency by leveraging diversity and fostering equity and inclusion representation to deliver the best service possible to those we serve.

The Agency promotes diversity representation within its own organization in order that it may:

- reflect the racial, ethnic and other characteristics of those living in the communities served;
- promote greater understanding of and respect for the diversity variety within these communities;
- recognize and amplify these communities' "voices";
- build on the strengths of its employees and develop emerging leaders; and
- achieve the highest level of effectiveness and well-informed decision-making.

### IV. RESPONSIBILITY

The Agency will advance these objectives by:

- promoting amongst the Board, Leadership, management, and staff
- improving access for all those needing the programs and services of the Agency
- supporting self-development efforts of traditionally underrepresented groups to become equal participants within the Agency
- supporting specific efforts within the Agency and the community that address diversity, equity, and inclusion representation
- creating specific efforts that promote leadership development and build the capacity of employees
- actively seeking to be informed by all viewpoints
- promoting awareness of the value of diversity representation within the Agency and the community
- having a visible presence in all communities
- advocating for diversity representation in the community
- expecting respectful communication and cooperation between all employees
- encouraging teamwork and employee participation through the representation of all groups and employee perspectives in collaborative efforts and group-work settings
- recognizing work/life balance by offering accommodating work schedules
- requiring all employees to attend trainings to enhance their knowledge to fulfill this responsibility
- training all new hires on diversity representation awareness during new hire orientation

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- [providing opportunities for education and training](#)
- identifying and addressing barriers that impede [diversityrepresentation](#)

Fresno EOC's [diversityrepresentation](#) initiatives include, but are not limited to: the practices and policies regarding recruitment and selection, compensation and benefits, professional development and training, promotions, transfers, social and recreational programs, layoffs, terminations, and the ongoing development of a [diverse-representative](#) work environment.

Any employee found to have engaged in any conduct or behavior in contrast with this [diversityrepresentation](#) policy may be subject to corrective action up to and including termination (see Policy 5030, [Progressive Discipline Corrective Action](#)).

## **POLICY 1040 DISCRIMINATION/HARASSMENT/RETALIATION COMPLAINT AND PREVENTION POLICY**

**PURPOSE:** The Agency is committed to providing a work environment free of unlawful discrimination, harassment, and retaliation in which all individuals are treated with respect and dignity. Each individual has the right to work in a professional atmosphere that promotes equal employment opportunities and prohibits unlawful discriminatory practices, including harassment, and retaliation.

**POLICY:** The Agency is committed to preserving a workplace free of discrimination, harassment, retaliation, and inappropriate workplace conduct based on protected classifications and in compliance with state and federal requirements as well as the use of sound management principles. The Agency will make every reasonable effort to ensure that all concerned are familiar with these policies and are aware that any complaint in violation of such policies will be investigated and resolved appropriately.

Any employee who has questions or concerns about these policies should communicate them to the [Human Resources Department](#)[Human Resources Office](#).

**REFERENCE:** Title VII of the Civil Rights Act of 1964 (42 U.S.C. § 2000e et seq.), the Age Discrimination in Employment Act of 1967 (29 U.S.C. § 621 et seq.), the Immigration Reform and Control Act of 1986, Americans with Disabilities Act of 1990 (42 U.S.C. § 12101 et seq.), the Rehabilitation Act of 1973 (29 U.S.C. §§ 793 et seq.), the Vietnam Era Veterans' Readjustment Assistance Act and Uniformed Service Employment and Reemployment Rights Act of 1994 (38 U.S.C. §§ 4211 et seq., 4301 et seq.), the Federal Family and Medical Leave Act of 1993 (29 U.S.C. § 2615), the Equal Pay Act of 1963, the Fair Employment and Housing Act (Gov. Code § 12900 et. seq.), California Labor Code § 1102.1, Title II of the Genetic Information Nondiscrimination Act of 2008, GINA, California AB 887, California SB 600, California SB 358, California AB 987, Gender Nondiscrimination Act. FEHA (Gov. Code § 12940 (h), 29 C.F.R. § 1604.11, §11019(b) and §11009(e), Fair Employment and Housing Council §11031, California AB 1825, Gov. Code §12950.1, 12950

### **PROCEDURES:**

#### **I. INDIVIDUALS AND CONDUCT COVERED**

These policies apply to all applicants, employees, unpaid interns, volunteers, client, commissioner and/or customer, whether related to conduct engaged in by fellow employees or by someone not directly connected to Fresno EOC (e.g., an outside vendor, consultant, or customer).

Conduct prohibited by these policies is unacceptable in the workplace and in any work-related setting outside the workplace, such as during business trips, business meetings and business-related social events.

#### **II. OVERVIEW**

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The law and the policies of Fresno EOC prohibit disparate treatment on the basis of any protected characteristic, with regard to terms, conditions, and privileges of employment. The prohibitions against discrimination, harassment and retaliation are intended to complement and further those policies, not to form the basis of an exception to them.

All individuals should be afforded the opportunity to participate in business or work-related social activities or discussions without fear of discrimination or harassment.

A. Equal Employment Opportunity

It is the policy of Fresno EOC to ensure equal employment opportunity without discrimination or harassment on the basis of:

- race (including traits historically associated with race including but not limited to hair texture and protected hairstyles including hairstyle/texture);
- ancestry (including but not limited to language use restrictions and possession of a driver's license issued to persons unable to prove their presence in the United States as authorized under federal law);
- citizenship status;
- religion or religious creed (including religious dress and grooming practices);
- color;
- age (40 and over);
- sex;
- gender;
- sexual orientation;
- gender identity or expression;
- genetic information;
- national origin (including language use restrictions);
- marital status;
- domestic partner status;
- medical condition (including cancer, HIV/AIDS and genetic characteristics);
- physical or mental disability (including HIV and AIDS);
- military or veteran status;
- pregnancy;
- childbirth;
- breastfeeding and related medical conditions;
- reproductive health decision-making (including but not limited to a decision to use or access a particular drug, device, product, or medical service for reproductive health);
- taking or requesting to take protected leave(s);
- engaging in protected activity outside of work (including, but not limited to, lawful use of cannabis off the job and away from the workplace, except as limited by law); or
- any other characteristic protected by law as Fresno EOC prohibits any such discrimination or harassment.
- ~~Individuals~~ individuals whose affiliation with or perceived affiliation with any characteristic protected by law including those listed above.

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## B. Prohibiting Retaliation

The Agency encourages reporting of all perceived incidents of discrimination or harassment so that it may promptly and thoroughly investigate such reports. The Agency prohibits retaliation against any individual who reports discrimination or harassment or participates in an investigation of such reports.

## C. Sexual Harassment

Sexual harassment constitutes discrimination and is illegal under federal, state and local laws. For the purposes of this policy, “sexual harassment” is defined as unwelcome sexual advances, requests for sexual favors and other verbal or physical conduct of a sexual nature when, for example:

- submission to such conduct is made either explicitly or implicitly a term or condition of an individual’s employment;
- submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual; or
- such conduct has the purpose or effect of unreasonably interfering with an individual’s work performance or creating an intimidating, hostile or offensive working environment.

Title VII of the Civil Rights Act of 1964 recognizes two types of sexual harassment:

- ~~Quid Pro Quo~~
- ~~Hostile Work Environment~~

Sexual harassment ~~may include but is not exclusive to~~ may include a range of subtle and not-so-subtle behaviors and may involve individuals of the same or different gender.

Depending on the circumstances, these behaviors ~~may include but is not exclusive to~~ may include unwanted sexual advances or requests for sexual favors; sexual jokes and innuendo; verbal abuse of a sexual nature; commentary about an individual’s body, sexual prowess or sexual deficiencies; leering, whistling or touching; insulting or obscene comments or gestures; display in the workplace of sexually suggestive objects or pictures; and other physical, verbal or visual conduct of a sexual nature.

## D. Harassment

For the purposes of this policy, harassment is considered to be verbal, written or physical conduct that denigrates, shows hostility, and/or aversion toward an individual and/or that of an individual’s relatives, friends or associates, because of the reasons listed under section A. Equal Employment Opportunity and that:

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- has the purpose or effect of creating an intimidating, hostile or offensive work environment;
- has the purpose or effect of unreasonably interfering with an individual's work performance; or
- otherwise adversely affects an individual's employment opportunities.

Harassing conduct includes epithets, slurs or negative stereotyping; threatening, intimidating or hostile acts; denigrating jokes; and written or graphic material, including the display of signs or symbols, that denigrates, shows hostility, and/or aversion toward an individual or group that is placed on walls or elsewhere on the employer's premises or circulated in the workplace, on company/agency time or using company/agency equipment by e-mail, phone (including voice messages), text messages, social networking sites or other means.

#### E. Guidelines for Hugging

Fresno EOC understands that hugging can benefit employees and the workplace but consent for hugging must be requested and received.

- Consent: Always seek explicit verbal or non-verbal consent before initiating any physical contact, including hugging. If in doubt, avoid initiating physical contact.
- Respect Personal Space: Understand that not everyone is comfortable with physical displays of affection, even in friendly situations. Respect personal boundaries at all times.
- Professional Environment: Be mindful of the context. Hugging should be avoided in professional or formal settings, such as meetings, presentations, or interactions with clients.
- Power Dynamics: Supervisors, managers, or individuals in positions of authority should exercise extra caution when considering physical interaction with subordinates, as there may be an inherent pressure or expectation.
- Cultural Sensitivity: Recognize that cultural differences may influence how physical touch is perceived. Some individuals may come from backgrounds where hugging is uncommon or uncomfortable.
- Alternative Gestures: If you wish to express support or congratulations, consider alternative gestures such as a verbal compliment, a handshake, or a pat on the back.
- Communicate Directly: Politely express discomfort to the individual involved if they feel comfortable doing so.

If any employee feels uncomfortable or experiences unwelcome physical contact, they are encouraged to report to the Human Resources Office. Employees can report any concerns about inappropriate physical contact, including hugging, to Human Resources or their supervisor without fear of retaliation. All reports will be handled confidentially and investigated promptly, in accordance with the agency's anti-harassment and workplace conduct policies.

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### III. MANDATORY TRAINING

Fresno EOC requires interactive training and education regarding sexual harassment and abusive conduct prevention. Every two years, supervisory employees must receive two (2) hours of training and non-supervisory employees must receive one (1) hour of training. New nonsupervisory employees will be provided one (1) hour of training within ninety (90) days of hire. New supervisory employees will be provided two (2) hours of training within thirty (30) days of assuming their supervisory position. Fresno EOC may provide this training in conjunction with other training provided to the employees.

### IV. REPORTING AN INCIDENT OF DISCRIMINATION, HARASSMENT, OR RETALIATION

The Agency encourages reporting of all perceived incidents of discrimination, harassment or retaliation, regardless of the identity or position held by the accused. Individuals who believe that they have been the victim of such conduct should discuss their concerns with their immediate supervisor, director, or Human Resources management. See the complaint procedure described below.

In addition, Fresno EOC also encourages individuals who believe they are being subjected to such conduct to promptly advise the accused that their behavior is unwelcome and to request that it be discontinued. Often, this action alone will resolve the problem. The Agency recognizes, however, that an individual may prefer to pursue the matter through complaint procedures.

Any person, employee, or manager who has an obligation to report violations of this policy and fails to do so will be subject to corrective action, up to or including termination.

### V. COMPLAINT PROCEDURE

Individuals who believe they have been the victim of conduct prohibited by this policy or believe they have witnessed such conduct should discuss their concerns with their immediate supervisor, director, or Human Resources management.

Any reported allegations of discrimination, harassment or retaliation will be investigated promptly by ~~management staff in~~ the Human Resources Office. The investigation may include but is not exclusive to ~~may include~~ individual interviews with the parties involved and, where necessary, with individuals who may have observed the alleged conduct or may have relevant knowledge.

The Agency will handle all situations with confidentiality, to the extent possible, by making every effort to limit both the number of people involved with the investigation and the extent of the discussion with them to a need-to-know basis, while ensuring that the investigation is conducted thoroughly and objectively. Upon completion of the investigation, the investigator will provide an objective decision of the reported claims based on preponderance of evidence.

### VI. RETALIATION

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The Agency prohibits retaliation against employees who, in good faith, report what they believe to be discrimination, harassment, retaliation, or inappropriate workplace conduct based on a protected classification, or who participates in the investigation of such complaints or other proceeding conducted by the California Civil Rights Department ("CCRD") or U.S. Equal Employment Opportunity Commission ("EEOC") or other applicable agency.

Retaliation can include conduct such as termination, demotion, loss of duties, or disadvantageous transfers or assignments as well as expressing hostility, shunning or avoiding an individual, applying unreasonable or unfair job expectations, and real or implied threats or intimidation against the complainant(s) or a participant in the investigation.

Any employee experiencing or witnessing retaliatory conduct should immediately report the conduct consistent with reporting procedures contained within this policy. Any person engaging in retaliatory conduct will be subject to ~~discipline~~ corrective action up to and including termination.

## VII. RESPONSIVE ACTION

Misconduct constituting discrimination, harassment or retaliation will be addressed appropriately. Fresno EOC will engage in a prompt and impartial investigation. Responsive action ~~may include but is not exclusive to~~ may include but is not limited to, corrective action, training, referral for assistance, reassignment, temporary suspension without pay, or termination, as Fresno EOC believes appropriate under the circumstances.

If a party to a complaint does not agree with the resolution, that party may appeal to the ~~Program Director, Human Resources Director/Officer~~ Human Resources Office.

False and malicious complaints of discrimination, harassment or retaliation (as opposed to complaints that, even if erroneous, are made in good faith) may be the subject of appropriate ~~disciplinary~~ corrective action.

Supervisors and managers have a responsibility to the employees and Fresno EOC to report any concerns or complaints of misconduct under this policy to their immediate supervisor (when appropriate) and Human Resources ~~management~~. Supervisors and/or managers must:

- ensure that their work environment remains free of discrimination, harassment, and retaliation;
- coordinate and cooperate with the Program Director in disseminating this policy to all employees under their management/supervision; and
- cooperate with the Program Director, Human Resources management and/or designated person in the investigation of complaints involving employees under their management/supervision.

When discrimination and/or harassment has occurred, supervisors and managers:

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- must take reasonable steps to protect the complainant from further discrimination, harassment or retaliation;
- must take action to remedy the effects of discrimination/harassment/retaliation; and
- may be asked to participate in discrimination and harassment prevention training provided by Fresno EOC.

#### **VIII. INTERACTIONS WITH NON-EMPLOYEES**

Employees are also prohibited from engaging in the conduct outlined in this policy with non-employees whom they come into contact with, such as employees of contractors, customers, suppliers, and temporary employment agency employees.

#### **IX. CONTRACTS INVOLVING NON-EMPLOYEES**

When programs enter into contracts with independent contractors and persons providing services pursuant to a program grant, the Program Director shall ensure language is provided in the contract requiring those contractors to be responsible for ensuring that effective policies and procedures concerning the prevention of discrimination, harassment, and retaliation exist in their companies/businesses. Appropriate action will be taken if the employee of a customer, vendor, supplier, agency, contractor, or other entity with whom Fresno EOC does business engages in conduct prohibited by this policy.

#### **X. EMPLOYEE RESPONSIBILITY**

Employees who were subject to or witnessed a violation of this policy should immediately report the violation to their supervisor or Human Resources [management](#).

Employees shall:

- not violate any provision of this policy;
- participate in anti-discrimination/harassment/retaliation training provided by Fresno EOC;
- cooperate fully with investigations of discrimination, harassment, and retaliation; and
- verify in writing that they have received a copy of this policy.

#### **XI. SUPERVISOR AND MANAGEMENT RESPONSIBILITY**

Supervisors and/or managers who knew or should have reasonably known of a violation of this policy and do not report the violation will be subject to corrective action, up to and including termination.

#### **XII. ADDITIONAL REPORTING INFORMATION**

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Anyone who believes that they have been harassed, discriminated, or retaliated against may, within three years of the harassment or discrimination, file a complaint of discrimination with the CCRD or within 300 days of the harassment or discrimination file a complaint of discrimination with the EEOC. Information regarding these agencies is available on the internet at the following websites:

- U.S. Equal Employment Opportunity Commission: [www.eeoc.gov](http://www.eeoc.gov)
- California Civil Rights Department: [www.cacivilrightserd.ca.gov](http://www.cacivilrightserd.ca.gov)

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Because complaints made only to outside agencies may prevent Fresno EOC from taking prompt and appropriate action to remedy any situation, Fresno EOC requests, but does not require, that employees who file complaints to outside agencies also submit a complaint to Fresno EOC.

## POLICY 1050 MANAGEMENT FLOW, OPEN COMMUNICATION

**PURPOSE:** To describe the Agency's Management Flow and to provide an informal means of Open Communication with management.

**POLICY:** It is the policy of Fresno EOC to encourage employee participation in decisions affecting them and their daily professional responsibilities. An employee who has job-related interests, suggestions or questions is encouraged to initiate discussion with their supervisor(s). The Agency believes that employee job-related interests, suggestions or questions are best addressed through this type of informal open communication.

### PROCEDURES:

#### I. MANAGEMENT FLOW

The work of all employees will be assigned, directed, and reviewed by supervisory personnel.

A. Supervisor/Manager: The primary role of each supervisor is to provide a link between management and non-management employees. Accordingly, supervisors are expected to communicate the goals and policies of management and the Agency to the employees that report to them. Supervisors are also expected to communicate back to management the suggestions, interests, concerns, and complaints of their employees. This level of supervision generally reports to Program/Project Directors. It's important to note that an individual may not have the title of "supervisor" or "manager," but they could still hold supervisory-level responsibilities or have decision-making authority.

B. Program/Project Directors: Program/Project Directors are responsible for the day-to-day operation of individual programs/projects and for supervision of component personnel. Program/project decisions regarding operational, personnel, fiscal, or funding agency matters require the approval of the assigned director. This level of supervision generally reports to an Officer.

C. ~~C-Level Positions~~ Officer Positions: C-Level ~~The officer level~~ positions are responsible for the ~~administration and~~ administration and management of assigned departments/programs and supervision of Program/Project Directors. Major decisions regarding operational, personnel, fiscal, funding agency or legal matters may require the approval of the Chief Executive Officer. This level of supervision generally reports to a Chief ~~Officer, or the Chief Executive Officer.~~

D. Chief Executive Officer: The Chief Executive Officer is responsible for implementing the Board of Commissioners' policies. The Chief Executive Officer is responsible for all major decisions affecting the use of Fresno EOC resources to meet its mission, purpose, and vision, including policy, fiscal, and legal matters. The Chief Executive Officer supervises agency Officers, certain program/project directors and assigned support staff.

E. Board of Commissioners: The Board of Commissioners, duly composed under the provisions set forth in the bylaws, has the corporate responsibility for the Agency. The Board

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of Commissioners is responsible for the employment and assignment of the Chief Executive Officer.

## II. INFORMAL OPEN COMMUNICATION PROCESS

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Employees are encouraged to raise work-related interests, suggestions, and questions to their immediate supervisor as soon as possible. As first point of contact, immediate supervisors ~~are capable of responding~~can respond promptly and ~~initiating~~initiate action to resolve issues, answer questions, and review suggestions in a timely manner. For these reasons, employees are encouraged to raise and pursue discussions of work-related concerns with their immediate supervisor.

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If the employee does not feel comfortable discussing certain issues with their immediate supervisor, then the employee is encouraged to discuss the issue with their manager, director, officer or with the ~~Human Resources Department~~Human Resources Office. (see Policy 1040 Discrimination/Harassment/Retaliation Complaint and Prevention Policy).

The Agency will attempt in each instance to explain the result to the employee and maintain confidentiality. No employee will be retaliated against for raising a good-faith concern.

## POLICY 1060 PERSONNEL RECORDS

**PURPOSE:** To collect, use, and retain employee information required for business or legal reasons, provide employees with a means of reviewing records, and to control and limit internal and external release of information.

**POLICY:** It is the policy of Fresno EOC to maintain personnel records for applicants, employees, and past employees ~~in order to~~ document employment-related decisions, evaluate, ~~and~~ assess policies, and comply with government recordkeeping and reporting requirements.

**REFERENCE:** California Labor Code §1198.5, §432

### PROCEDURES:

#### I. PERSONNEL INFORMATION

Fresno EOC only maintains personnel files as required by federal, state, or local law. Personnel records are ~~confidential~~ confidential, and employee information will be ~~obtained~~, used, and retained in a manner which protects each employee's privacy. The personnel file is used to determine employee qualifications for employment, promotion, additional compensation, termination, or ~~discipline~~ corrective action.

#### II. RESPONSIBILITY

A. Human ~~Resources—Resources Office~~ Department: The Human Resources ~~Office~~ Department is solely responsible for overseeing recordkeeping for all personnel information and will specify what information will be collected and how it will be stored and secured. Individual programs are prohibited from keeping or NOT to keep their own personnel duplicating personnel records.

B. Employee: Employees have a responsibility to keep their personnel records up to date. The ~~Human Resources Department~~ Human Resources Office must be immediately notified in writing or through Employee Self Service (ESS) of any changes in personal data such as address, telephone number, marital status, number of dependents, tax withholding status, and person(s) to notify in case of an emergency. All eligible employees participating in any of Fresno EOC's benefit plans must maintain a current listing of dependents covered under the plan and current beneficiary designations for any of Fresno EOC's insurance, disability, or retirement plans.

#### III. INSPECTION OF RECORDS

A. Employees: An employee (or former employee) may inspect their own personnel file at a reasonable time and with reasonable notice.

An inspection by the employee must be requested in writing to the ~~Human Resources Department~~ Human Resources Office and will be scheduled at a mutually convenient time, but no later than 30 calendar days from the date that Fresno EOC received the employee's written

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request. Records that are considered to contain sensitive or confidential information, such as letters of reference or materials pertaining to a pending criminal investigation, will be excluded from the ~~personnel file, inspection, and all~~ inspections must be conducted in the presence of a designated member of the ~~Human Resources Department~~ Human Resources Office.

An employee has the right to request copies of their own personnel file, ~~but may be charged the actual cost of copying. Upon receipt of a written request from a current or former employee, or a representative, the employer shall provide a copy of the personnel records, at a charge not to exceed the actual cost of reproduction, but no later than 30 calendar days from the date the employer receives the request.~~ The employee can designate a representative if authorized in writing. An employee may submit a statement for their file if they dispute the accuracy, completeness, truthfulness, or relevance of any particular document in the file.

~~Employees have no right to inspect the personnel files of any other employee except as specified in Section B below.~~

~~The following individuals with direct reports may request access to view their employee's personnel file based on business need.~~

~~B. Supervisors: Only supervisory and management employees who have a business need to know may inspect the files of an employee. The inspection must be approved by designated staff in the Human Resources Department~~ Human Resources Office.

~~B. Supervisors/Managers: To ensure the confidentiality and security of employee information, only supervisory and management employees who have a business need to know may inspect the files of an employee. The inspection must be approved by designated staff in the Human Resources Office.~~

~~Managers and supervisors are required to submit a written request to the Human Resources Office to access an employee's file. The request should include the reason for the access and the specific information needed.~~

~~The requests should be submitted via email or official request forms provided by Human Resources, ensuring that the request is documented for tracking and audit purposes.~~

~~Access to sensitive information is strictly prohibited. Sensitive information includes, but is not limited to date of birth, Social Security number, background checks, personal health information, immigration status, race, gender, religion, sexual orientation, and criminal history.~~

~~Any request for sensitive information must be justified with a clear, business-related rationale, and access will be reviewed on a case-by-case basis by Human Resources in consultation with the legal team.~~

~~Failure to comply with this policy may result in corrective/disciplinary action, up to and including termination of employment, depending on the severity of the violation.~~

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Personnel files are the property of Fresno EOC and may not be removed from the premises.

#### **IV. RELEASE OF INFORMATION**

Requests to verify employment information for current and previous employees shall be submitted to The Work Number at 800.367.5690 or [www.theworknumber.com](http://www.theworknumber.com) using Employer Code [73024903148505](#). The Work Number will release personnel information only after obtaining the written or e-signature consent of the individual involved. If The Work Number is unable to provide the information requested, the request may be forwarded to the Human Resources Department. Exceptions may be made to cooperate with investigatory or legal requirements.

#### **V. EMPLOYMENT REFERENCE REQUESTS**

Fresno EOC does not authorize any employee or supervisor to complete a reference check on behalf of the Agency. Should an employee or supervisor want to provide a reference, it must be done without the appearance of acting on behalf of the agency and cannot be written on [the aAgency's](#) letterhead.

#### **VI. SUBPOENAS**

The ~~Human Resources Department~~[Human Resources Office](#) is the designated recipient when accepting legal documents regarding business and personnel matters. Fresno EOC does not accept subpoenas for personal matters on behalf of employees.

## POLICY 1070 EMPLOYMENT CLASSIFICATIONS

**PURPOSE:** To establish a policy governing classifications of employees and to establish standard terminology to provide common understanding in reference to Fresno EOC employees.

**POLICY:** It is the policy of Fresno EOC to have employment classifications for each position within the Agency. Depending upon employment status, each employee is classified in one of four status categories: full-time regular, part-time regular, temporary, or on-call/substitute. The classification and the number of hours worked each week determine eligibility for benefits. For payroll and overtime purposes, each employee is classified as either exempt or non-exempt.

**REFERENCE:** 29 U.S.C. § 213(a)(a) (FLSA); 29 C.R.R. pt. 541; 8 Cal. Code Reg. §§ 11010-11040, 11060-11150, 1(A) (Cal. Wage Order Nos. 4-89, 9-90); 8 Cal. Code Reg. § 11050, 1(B) No. 89, Cal. Wage Order 5-2001; California Labor Code § 3353.

### PROCEDURES:

#### I. FULL-TIME REGULAR EMPLOYEES

An employee who is regularly scheduled to ~~and does~~ work thirty-five (35) to forty (40) hours per week, excluding vacation and periods of authorized leave, for a period of indefinite duration is referred to as a full-time regular employee. Full-time regular employees are eligible to participate in the benefit program (see Policy 3050, Insurance Benefits).

#### II. PART-TIME REGULAR EMPLOYEES

An employee who is regularly scheduled to ~~and does~~ work less than the full-time workweek for a period of indefinite duration is referred to as a part-time regular employee. Part-time regular employees who work thirty (30) hours or more per week are eligible to participate in the benefit program (see Policy 3050, Insurance Benefits).

#### III. TEMPORARY EMPLOYEES

A temporary employee is an individual who is hired either part-time or full-time for a ~~specified~~, limited period, ~~usually~~ not to exceed one (1) year in any funded position. ~~When the need arises, Fresno EOC will hire employees for a temporary period.~~

Temporary employees do not become regular employees as a result of the passage of time. ~~Temporary employees are encouraged to apply for open positions but will not be given special consideration for the temporary position they occupy should the position become a regular full-time or part-time position. If the temporary employee qualifies for a vacant position, the introductory period will end after one year from the seniority date.~~

Temporary employees may be eligible to participate in health insurance program benefits (see Policy 3050) or other benefits as required by law. An employee whose status changes from

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temporary to full-time regular or part-time regular, working more than 30 hours, will become eligible for benefits (see Policy 3050, Insurance Benefits).

#### IV. ON-CALL/SUBSTITUTE EMPLOYEES

On-call/substitute employees are those who are not regularly scheduled to work. They work only as needed and are called in for the purpose of providing relief on short notice or in the event of an unexpected absence by another employee. On-call/substitute employees must meet the minimum qualifications for the job classification in which they are hired.

Substitute/On-Call employees do not become regular employees as a result of the passage of time. Substitute/On-Call employees are encouraged to apply for open positions but will not be given special consideration should the substitute/on-call position become a regular full-time or part-time position. ~~If the Substitute/On-Call qualifies for a vacant position, the introductory period will end after one year from the seniority date.~~

On-call employees may be eligible to participate in health insurance program benefits (see Policy 3050 Insurance Benefits), or as otherwise required by law. Employees can be removed from the on-call list at any time with or without cause or prior notice.

#### V. REINSTATED/REHIRED EMPLOYEES

A reinstated employee is an employee who is rehired to the same position within thirty (30) calendar days from the employee's last separation date. ~~The reinstatement of an employee is at the discretion of the Agency. If reinstatement is approved, the~~ employee will be reinstated with their original date of hire ~~and last rate of pay~~. For the purposes of benefits that accrue, entitlement will be restored to original hire date. Director and higher-level reinstatements must have ~~Human Resources Director/Officer~~ Human Resources Office approval. A reinstated employee may enroll in other benefits based upon eligibility consistent with these policies and as required by law.

#### VI. ~~REHIRED EMPLOYEES~~

~~A rehired employee is an employee who is rehired following a break in service in excess of more than thirty (30) days from the employee's last separation date, for other than an approved leave of absence. Director and higher-level rehires must have Human Resources Director/Officer approval. A rehired employee who has separated employment for more than after 30 days is considered a new employee from the effective date of their re-employment for all purposes, including benefit eligibility except Paid Sick Leave (See Policy 3040, Paid Sick Leave).~~

#### VII. SENIORITY DATE

Seniority date is defined as the date of hire or rehire date, whichever is later.

#### VIII. EXEMPT/NON-EXEMPT EMPLOYEES

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Exempt employees, by definition, are exempt from earning overtime compensation (see Policy 1080, Determination of Exempt and Non-exempt Status). Non-exempt employees are all those who are eligible to be paid for overtime work in accordance with the provisions of applicable wage and hour laws (see Policy 2010, Pay Procedures).

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## POLICY 1080 DETERMINATION OF EXEMPT AND NON-EXEMPT STATUS

**PURPOSE:** To establish a policy governing the determination of exempt and non-exempt employees.

**POLICY:** For ~~the purpose of~~ salary administration and labor law compliance, it is the policy of Fresno EOC, to classify employees as either exempt or non-exempt on the basis of whether the jobs to which they are assigned meet the tests for the executive/managerial, administrative, professional, computer professional, or outside salesperson exemptions as outlined below.

**REFERENCE:** California Industrial Welfare Commission Orders 4, 5, and 9. Fair Labor Standards Act, as amended.

### PROCEDURES:

#### I. DEFINITIONS

A. Non-exempt: The term "non-exempt employee" means an employee is covered by overtime provisions of the California wage and hour laws or the Federal Fair Labor Standards Act. Employees in this category shall not be employed more than eight hours in any workday or more than 40 hours in any workweek unless they receive one and one-half times their regular rate of pay for all hours worked over eight hours in any workday and over 40 hours in the workweek. Eight hours of labor constitutes a day's work, and employment beyond eight hours in any workday or more than six days in any workweek requires the employee to be compensated for the overtime at not less than: (1) One and one-half times the employee's regular rate of pay for all hours worked in excess of eight hours up to and including 12 hours in any workday, and for the first eight hours worked on the seventh consecutive day of work in a workweek; and (2) Double the employee's regular rate of pay for all hours worked in excess of 12 hours in any workday and for all hours worked in excess of eight on the seventh consecutive day of work in a workweek. ~~are entitled to overtime pay for work in excess of eight (8) hours in a single workday or forty (40) hours in one workweek.~~ Employees are also entitled to rest periods and meal periods under California wage and hour laws and/or the Federal Fair Labor Standards Act. Such employees include, but are not limited to, those listed in California's Industrial Welfare Commission Orders 4, 5, and 9 (see Policy 2010, Pay Procedures).

B. Exempt: The term "exempt employee" means that employees are exempt from the overtime, meal period, and rest period provisions of the California wage and hour laws or the Federal Fair Labor Standards Act. Such employees include employees who meet the criteria for certain exemptions and/or qualify as exempt including the executive/managerial, administrative, professional, computer professional, or outside salesperson exemptions. Exempt employees are expected to fulfill their job responsibilities and to work their regular working hours (ex. standard operating hours 8:30-5pm) and as otherwise required to fulfill the position duties. Anything outside of the standard operating hours of work should be communicated to direct supervisor and reporting staff as it may affect the operations of the program/department. As an exempt employee your salary won't be deducted unless you are

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absent for one or more full days from work for personal reasons (other than sickness or disability) and for absences of one or more full days occasioned by sickness or disability if the deduction is made from a bona fide plan, practice, or policy of providing compensation for such sickness or disability.

1. Executive/Managerial Exemption: Managerial or executive employees are those who manage all or part of an organization and supervise other employees. An employee qualifies for the executive exemption from overtime when the following conditions are met:
  - The primary duties and responsibilities must be management of the organization, or of a customarily recognized office or subdivision;
  - In most cases, the employee must customarily and regularly direct the work of at least two or more other employees therein;
  - The employee must have the authority to hire and fire, or whose suggestions and recommendations as to the hiring or firing and as to the advancement and promotion or any other change of status of other employees will be given particular weight;
  - The employee must customarily and regularly exercise discretion and independent judgment;
  - The employee must spend more than 50 percent of working hours performing managerial tasks. Exempt duties include interviewing, selecting, and training employees; setting pay rates and work hours, evaluating employees' performance, handling workers' complaints, disciplining employees, planning and distributing work, deciding on types of work materials and supplies to be used and providing for the safety of employees; and
  - The employee's monthly compensation is not less than two times the state minimum wage for full time employment or meets federal exempt status requirements.
2. Administrative Exemption: An employee qualifies for the administrative exemption from overtime when the following conditions are met:
  - Customarily and regularly exercises discretion and independent judgment in the performance of "intellectual" work which, in the context of an administrative function, is office or non-manual work directly related to management policies or the general business operations of the Agency, and regularly and directly assists an exempt administrator, or performs under only general supervision, work along specialized or technical lines requiring special training, experience or knowledge, or executes special assignments and tasks under only general supervision;
  - Devotes more than 50 percent of work time to the activities described above; and

- The employee's monthly compensation is not less than two times the state minimum wage for full time employment or meets federal exempt status requirements.

Three types of administrative employees may qualify for an exemption if they meet one of the following ~~Human Resources~~ [Human Resources](#):

- Executive assistants or administrative assistants to whom executives or high-level administrators have delegated part of their discretionary powers may have enough authority to qualify for the administrative exemption.
- Staff employees, who are functional rather than department heads.
- Employees who perform special assignments under only general supervision may qualify for the administrative exemption. These include many who work away from the premises.

3. Professional Exemption: An employee qualifies for the professional exemption from overtime when the following conditions are met:

- The employee is engaged in work which is primarily intellectual, managerial or creative, and which requires exercise of discretion and independent judgment;
- The employee is engaged in a learned profession where the educational requirement for the job is very advanced, meaning that the employee must have a degree or certificate requiring at least one year of specialized study in addition to completion of a four-year college course. The employee's work is of such a nature that its product cannot be standardized with respect to time and the employee has control over hours of work;
- The employee is licensed or certified by the State of California in one of the following nine professions: law, medicine, dentistry, pharmacy, optometry, architecture, engineering, teaching or accounting. Registered nurses are not considered to be exempt professional employees unless they individually meet the administrative, executive or professional criteria described in the wage order; and
- The employee's monthly compensation is not less than two times the state minimum wage for full time employment or meets federal exempt status requirements.

4. Computer Professional Exemption: An employee qualifies for the computer professional exemption from overtime when the following conditions are met:

- The employee is primarily engaged in work that is intellectual or creative;
- The employee is primarily engaged in work that requires the exercise of discretion and independent judgment;

- The employee is primarily engaged in duties that consist of one or more of the following;
    - o Applying systems analysis techniques and procedures, including consulting with users, to determine hardware, software, or system functional specifications;
    - o Designing, developing, documenting, analyzing, creating, testing, or modifying computer systems or programs, including prototypes, based on and related to user or system design specifications;
    - o Documenting, testing, creating, or modifying computer programs related to the design of software or hardware for computer operating systems. The employee is highly skilled and proficient in the theoretical and practical application of highly specialized information to computer systems analysis, programming, and software engineering; and
    - The employee is paid at least the minimum hourly rate set annually by the state.
5. Outside Sales Exemption: An employee qualifies for the outside sales exemption from overtime when the following conditions are met:
- They are 18 years of age or older; and
  - The employee spends more than 50 percent of all work time away from the place of business, selling tangible or intangible items, or obtaining orders or contracts for products, services, or use of facilities.

## II. SALARY BASIS

All non-exempt employees are paid on an hourly basis. Exempt employees are paid a salary on a bi-weekly basis regardless of the quality or quantity of hours worked. Exempt employees may not be docked pay for the following reasons:

- Violating an Agency policy unless it is a violation of a safety rule of major significance.
- Serving on a jury if they perform any work during a week in which they serve.
- Absences of less than a day.

Subject to the exceptions below, an exempt employee must receive full salary for any week in which any work is performed without regard to the number of days or hours worked. However, an employee need not be paid for any workweek in which no work is performed.

- Deductions may be made when the employee is absent from work for a full day or more for personal reasons, other than sickness or accident.
- Suspension as a result of corrective/disciplinary action for violating agency policy.
- Deductions may be made for absences of a day or more occasioned by sickness or disability if the deduction is made in accordance with the sick time policy which provides for loss of compensation occasioned by both sickness and

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disability. Deductions may be made before an employee has qualified under the plan and after an employee's leave balance has been exhausted.

- Deductions may be made for hours taken as intermittent or reduced Family Medical Leave Act/California Family Rights Act (FMLA/CFRA) leave.
- Offsetting may be made for amounts received as jury or witness fees, or for military pay.

### **III. TEMPORARY ASSIGNMENTS AND EXEMPTION**

An employee who does not perform exempt duties on a regular basis will not be exempt for a temporary assignment unless the employee works the exempt job and meets the duties and remuneration tests for at least one month. Employees who are in training for an exempt position are not exempt unless they actually are performing the duties of the exempt position.

## POLICY 1090 RECRUITMENT, SELECTION, AND EMPLOYMENT

**PURPOSE:** To describe the procedure for recruiting and selecting employees for vacant positions at Fresno EOC and to confirm the responsibility of the ~~Human Resources Department~~[Human Resources Office](#) with respect to recruitment, selection, placement, and employment.

**POLICY:** It is the policy of Fresno EOC to be an equal opportunity employer and to select individuals for employment upon the basis of their qualifications and the ability to perform the job to be filled. Persons applying for positions with Fresno EOC will be considered without regard to [race \(including traits historically associated with race including but not limited to hair texture and protective hairstyles\)](#), color, sex, religious creed (including all aspects of religious beliefs, observances or practices, including but not limited to religious dress or grooming practices), gender (including but not limited to gender identity and gender expression), marital status, registered domestic partner status, age, national origin or ancestry (including but not limited to language use restrictions and possession of a driver's license issued to persons unable to prove their presence in the United States as authorized under federal law), citizenship status, physical or mental disability (except when physical fitness is a valid occupational qualification), medical condition (including but not limited to genetic characteristics, HIV, AIDS, or cancer or a history of cancer), genetic information, sexual orientation, reproductive health decision-making (including, but not limited to, a decision to use or access a particular drug, device, product, or medical service for reproductive health), military and veteran status, taking or requesting to take protected leave(s), engaging in protected activity outside of work (including, but not limited to, lawful use of cannabis off the job and away from the workplace, except as limited by law), ~~race, color, ethnicity, national origin, ancestry, sex, pregnancy (including childbirth and related medical conditions), religion, creed, religious dress and grooming practices, age, physical or mental disability, medical condition, marital status, sexual preference, sexual orientation, gender identity, gender expression, reproductive health decision making, genetic information, sex stereotype, transgender, transitioning or perceived to be, citizenship status, military or veteran's status,~~ primary language, activities and status as a victim of domestic violence, assault or stalking or because of a person's relationship or association with members of a protected group or associations with organizations established for the preservation of rights protected under the law. Fresno EOC is committed to effective recruitment and hiring of a [diverse-representative](#) workforce.

**REFERENCE:** Title VII of the Civil Rights Act of 1964 (42 U.S.C. § 2000e et seq.), the Age Discrimination in Employment Act of 1967 (29 U.S.C. § 621 et seq.), the Immigration Reform and Control Act of 1986, Americans with Disabilities Act of 1990 (42 U.S.C. § 12101 et seq.), the Rehabilitation Act of 1973 (29 U.S.C. §§ 793 et seq.), the Vietnam Era Veterans' Readjustment Assistance Act and Uniformed Service Employment and Reemployment Rights Act of 1994 (38 U.S.C. §§ 4211 et seq., 4301 et seq.), the Federal Family and Medical Leave Act of 1993 (29 U.S.C. § 2615), the Equal Pay Act of 1963, the Fair Employment and Housing Act (Gov. Code § 12900 et. Seq.), California Labor Code § 1102.1, Title II of the Genetic Information Nondiscrimination Act of 2008, GINA, California AB 887, California SB 600, California SB 358, California AB 987, Gender Nondiscrimination Act, California Fair Pay Act (SB 358), Fair Credit Reporting Act, AB1008, CA Pay Transparency Act (SB1162).

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## PROCEDURES:

### I. RECRUITMENT

A. General: ~~Agency programs have the primary responsibility of overseeing the recruitment process.~~ The ~~Human Resources Department~~Human Resources Office is responsible for maintaining the application tracking system. The ~~Human Resources Department~~Human Resources Office ~~may assist~~will assist programs with guiding the hiring process.

B. Personnel Requisition: ~~Requisitions~~for additions or replacements to the workforce must be generated by the ~~hiring manager supervisor~~in the applicant tracking system and approved by the next level of management, director as required, and the ~~Human Resources Department~~Human Resources Office.

C. Internal/External Recruitment: The ~~Human Resources Department~~Human Resources Office ~~facilitates access to the applicant tracking system. The hiring program~~ will be responsible for the determination of who meets the minimum requirements per the approved job description. Also, to the extent possible, the Agency's commitment to ~~diversity representation~~should be an important factor in determining whether to recruit externally and assessing a candidate's consideration for interview. The Agency deliberately seeks ~~diverse representative~~groups of people and promotes a ~~diverse-representative~~workforce. Fresno EOC will establish outreach programs for applicants experiencing poverty.

1. Fresno EOC supports a policy of making opportunities available for employees to advance within Fresno EOC through the use of an internal job posting system. Fresno EOC will try to fill job openings above entry level by promotion from within when a qualified internal candidate exists (see Policy 1120, Transfers and Promotions). However, when there is not a ~~sufficient-strong~~ pool of qualified internal applicants, Fresno EOC will seek qualified external applicants. In addition, Fresno EOC will give consideration to any known qualified applicant(s) who are on layoff status before recruiting applicants from outside the organization (see Policy ~~70670~~, Layoffs). Fresno EOC maintains sole discretion of all personnel decisions. Veterans will be given preference when filling job openings with qualified external applicants. Veterans must provide documents of veteran status at the time of interview to be given preference. If no documents are provided at the time of interview, no preference will be given.
2. Job announcements of open positions will be placed on the Fresno EOC Intranet and/or distributed and posted on Fresno EOC official boards and will include such information as job title, pay grade, job description, qualification requirements. Requisitions will include anticipated pay ranges, which will generally be posted from beginning to mid-range of the pay grade. Job posts will be advertised for at least three days and generally no more than two weeks. Employees who believe they are qualified for the position must apply to be considered. The employee may or may not be interviewed for the position.

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3. In addition to seeking job candidates internally, external recruitment may also be required to ensure a strong pool of qualified applicants. Along with the posting to Fresno EOC's website, the following referral sources may be used to obtain new employees: (a) employee referrals, (b) nonprofit and state agencies, (c) government employment services, (d) schools, and (e) other organizations and resources as may be deemed necessary to reach the appropriate labor market and to attract qualified applicants.
4. During the recruitment, interviewing, and hiring process, no statement should be made promising permanent or guaranteed employment; and no document should be called a contract unless, in fact, a written employment contract is to be used and authorized by the Chief Executive Officer.

D. Application Process: When applicants are considered for job openings, the following procedures should be followed:

1. Any applicant for employment must complete an employment application online ~~in order~~ to be considered for employment. Applications for all open positions will be accepted by the applicant tracking system until the filing deadline.
2. The ~~Human Resources Department~~ Human Resources Office will consider requests for reasonable accommodation of disabilities and religious beliefs and will determine what, if any, accommodations will be made for the application process.
3. The ~~hiring program and/or Human Resources Department~~ Human Resources Office will screen the applications to determine whether applicants meet the minimum requirements as set forth in the job description. All applicants must meet the minimum qualifications with or without reasonable accommodation, for the position to be considered for interview. ~~The hiring program or Human Resources Office~~ The Human Resources Office may conduct a phone interview. The ~~program~~ Human Resources Office will schedule interviews and may request any supporting documents required for the position at that time.

If the applicant does not provide the required documentation within the time designated, they will not be considered as an applicant ~~who has not met the minimum qualifications of the position and~~ and will not be eligible ~~to proceed with ante~~ interview.

## II. SELECTION

### A. Interview Process

1. Panel Interview: Selected applicants who meet the minimum requirements for an open position may be invited to meet with a designated interview panel. Interview panels should contain a minimum of three interviewers. This panel will interview, evaluate, and rank the order of eligible candidates. One or more

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interviews may be conducted with applicants to determine suitability for employment, depending upon the level of the position. When applicable, subsequent interviews may consist of internal/external content area experts from a variety of fields related to services offered within the program.

2. Rating sheet: The rating sheets are not the sole criteria in determining the best candidate for the position. Other factors as described in items B-D below may contribute to the final decision.
3. Panelists: All interview panel members, internal or external, must attend interview process training prior to participating in interviews. This training is conducted by the ~~Human Resources Department~~ [Human Resources Office](#) to inform interviewers of their responsibilities in conducting a fair, ~~equitable~~ [accessible](#), and legal interview process.

### III. EMPLOYMENT

A. Offer of Employment: The ~~Human Resources Department~~ [Human Resources Office](#) will make a verbal job offer based upon final selection from the hiring program. The offer of employment will include the job title, pay rate, employment status (temporary, regular, part-time, etc.), and employment date and any other information required by law. The offer of employment and continued employment may be contingent upon the satisfactory completion of employment requirements including, but not limited to: reference checks, fingerprint clearance, criminal background checks, investigations, verifications, tuberculosis screening, physicals, and drug and alcohol testing. The ~~Human Resources Department~~ [Human Resources Office](#) is responsible for generating the official written offer of employment following satisfactory completion of employment requirements.

When the offer is made to an internal applicant, the hiring program and the applicant's supervisor are responsible for determining the start date ~~which should align with the Agency's New Hire Orientation schedule.~~

Due to State licensing requirements, certain positions may require individuals offered employment to be fingerprinted and have such records filed with the State Department of Social Services before beginning work with Fresno EOC. Fresno EOC shall bear the cost of filing with the State. The fingerprinting information will be maintained in a confidential manner for use by Fresno EOC and will not be utilized or forwarded to any other individuals, employers, or employment placement agencies.

If the background, medical, or any other subsequent investigation discloses any misrepresentation on the employment application or information indicating that the individual is not suited for employment with Fresno EOC, the applicant will be refused employment, or, if already employed, may be terminated. If the background and/or credit check of the applicant results in a refusal to hire, termination, or other adverse employment action, the applicant will be notified as identified in section II-(d) herein.

### IV. POST OFFER/PRE-EMPLOYMENT

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A. Reference Checks: All employment is subject to the receipt of two (2) acceptable references. The Reference Check form will serve as a guide to those areas which generally warrant verification and investigation. The following sources of pre-employment reference will be used whenever possible and appropriate: (1) previous employers, (2) business references, (3) personal references, (4) educational institutions attended, and any other references deemed appropriate for the position. A recommendation letter may be accepted in lieu of a reference check. It is important that backgrounds in employment and education, if necessary, be verified. The hiring program will conduct reference checks, unless otherwise designated.

B. Pre-Employment Tests: Employment tests which measure the knowledge, skills, and abilities needed to perform a job may be necessary to evaluate an applicant's qualifications. For example, typing, computer skills, and physical skills tests may be used, provided they are designed for the purpose of testing the essential job functions. In most cases, these tests will be arranged or conducted by the [Human Resources Department](#) [Human Resources Office](#).

C. Background Checks: Background checks will be conducted on job applicants applying for positions involving security, confidentiality, financial responsibility, or as required by law. Fresno EOC will use a third-party agency to conduct background checks. The type of information that can be collected by this agency includes, but is not limited to an individual's past employment, education, character, criminal records, and credit checks as permitted by law, etc. This process is conducted to verify the accuracy of the information provided by the applicant. Fresno EOC will ensure that all background checks are held in compliance with all federal and state statutes.

Fresno EOC will notify the job applicant, in writing, that it is conducting a background check, provide the name of the third-party agency conducting the background check, identify the purpose of the background check, and identify that the background check may contain information on the applicant's character, general reputation, personal characteristics, and mode of living. Additionally, applicants will be given a pre-disclosure form on which they may check a box indicating a wish to receive a copy of any investigative report prepared regarding them. If the box is checked, the company performing the background check will send a copy of the report to the applicant.

The copy must contain the name, address, and telephone number of the person who issued the report and how to contact that person and, if adverse action is taken based on the report, the name of the investigative consumer reporting agency. In addition, if Fresno EOC conducts a credit check on an applicant and uses the information obtained as the basis for an adverse employment decision (e.g. refusal to hire), Fresno EOC must disclose to the applicant that its action was based on the credit report and the information contained in that report. Fresno EOC will provide notice to the applicant that they have the right to dispute the accuracy or completeness of any of the information in the report.

E. Final Selection: A review and analysis of the application form, interview, and reference check should provide sufficient information to assess and make the final selection of the best qualified applicant. If an applicant is rejected on the basis of reference information, the reference source and information provided will be kept confidential.

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E. Email Notification: The Human Resources Office will make every effort to keep applicants and hiring manager will make every effort to keep the applicants informed of their status ~~throughout the~~status throughout the process.

F. Fairness: Fresno EOC has a zero-tolerance policy against employees suspected of or showing prejudiced behaviors and/or actions contrary to Fresno EOC's Diversity Representation and EEO policies. Such employees will not be able to participate in the recruitment and selection process until they have attended a diversityrepresentation-related training program. Fresno EOC will under no circumstances tolerate the misrepresentation of its Diversity Representation Policy in the form of prejudiced employee behavior.

Behaviors and/or actions by employees that violate Fresno EOC policies and procedures are subject to corrective action, up to and including termination.

#### V. NON-COMPETITIVE SELECTION

In certain circumstances, the CEO may appoint a person to a position so long as they meet the minimum qualifications of the job and followed the application and interview process.

#### VI. PERSONNEL PROCEDURES RELATING TO HEAD START 0 TO 5

The following personnel procedures relate to the hiring of Head Start 0 to 5 personnel and are meant to supplement the Fresno EOC's Personnel Policies & Procedure Manual. These provisions are based on Federal mandates of the Office of Head Start, Program.

A. Recruitment: The Head Start 0 to 5 County-Wide Personnel Committee (hereafter CWPC) is responsible for reviewing and approving all changes to Head Start 0 to 5 job descriptions initiated by program staff and/or Human Resources.

Head Start 0 to 5 recruits for employees in a variety of ways. Job Fairs are held as needed and individual job positions are posted throughout the year. Recruitment efforts will be designed to reach out to all areas of our community consistent with the agency's commitment to diversityrepresentation. Initial screening of applicants is completed by Head Start 0 to 5 staff. Those applicants meeting the minimum job requirements are eligible for an interview.

B. Selection: Once all applicants are screened, an interview is scheduled for those that meet the minimum qualifications. More than one interview may be required, when deemed necessary. Interviews are scheduled by the appropriate Head Start 0 to 5 program staff with assistance of the Human Resources DepartmentHuman Resources Office. The interview panel may consist of~~will be conducted by~~ parents and staff. The Administrative Assistant/Education Liaison or other designated staff will facilitate the interviews. The interview panel will make a recommendation to the CWPC for hiring once interviews are completed. In the event that~~if~~ a parent cannot be present during the interview, the panel will proceed with the interviews and the recommendation for hire(s) will be presented to the CWPC for approval or as an informational item.

In compliance with the Head Start Act of 2007, the CWPC is to be informed of the employment of program staff. Once hiring recommendations have been approved, all hires must pass fingerprint clearances as outlined in California regulation and a National Sex Offender Registry check. Clearances must be obtained prior to employment. In addition, the CWPC is also responsible for participating in the hiring and termination of key program staff (i.e., Chief Executive Officer, Chief Financial Officer, Chief Program Officer, Chief People and Culture Officer, Chief Administrative Officer and Head Start 0 to 5 Director).

In filling the position of the Head Start 0 to 5 Director, representatives from the CWPC, Fresno EOC Board and other Fresno EOC programs may participate in the interview process. When applicable, subsequent interviews may consist of internal/external content area experts from a variety of fields related to services offered in the Head Start 0 to 5 program. Upon approval of the Chief Executive Officer, the application and recruitment information will be forwarded to the Head Start Regional Office for review and recommendation.

If an acceptable applicant is not selected, the entire process, as outlined above, will start over.



## POLICY 1100 INTERNSHIP AND VOLUNTEER PROGRAMS

**PURPOSE:** To describe the procedure for recruiting and selecting interns for programs that utilize internships through local colleges, universities, vocational schools, and other established groups.

**POLICY:** It is the policy of Fresno EOC, as an equal opportunity employer, to select individuals for internships solely upon the basis of their qualifications and ability to perform the internship to be filled. Persons applying for internships with Fresno EOC will be considered without regard to race (including traits historically associated with race including but not limited to hair texture and protective hairstyles), color, sex, religious creed (including all aspects of religious beliefs, observances or practices, including but not limited to religious dress or grooming practices), gender (including but not limited to gender identity and gender expression), marital status, registered domestic partner status, age, national origin or ancestry (including but not limited to language use restrictions and possession of a driver's license issued to persons unable to prove their presence in the United States as authorized under federal law), citizenship status, physical or mental disability (except when physical fitness is a valid occupational qualification), medical condition (including but not limited to genetic characteristics, HIV, AIDS, or cancer or a history of cancer), genetic information, sexual orientation, reproductive health decision-making (including, but not limited to, a decision to use or access a particular drug, device, product, or medical service for reproductive health), military and veteran status, taking or requesting to take protected leave(s), engaging in protected activity outside of work (including, but not limited to, lawful use of cannabis off the job and away from the workplace, except as limited by law), race, color, ethnicity, national origin, ancestry, sex, pregnancy (including childbirth and related medical conditions), religion, creed, religious dress and grooming practices, age, physical or mental disability, medical condition, marital status, sexual preference, sexual orientation, gender identity, gender expression, sex stereotype, transgender, transitioning or perceived to be, reproductive health decision making, genetic information, citizenship status, military or veteran's status, primary language, activities and status as a victim of domestic violence, assault or stalking or because of a person's relationship or association with members of a protected group or associations with organizations established for the preservation of rights protected under the law, or for any other reason prohibited by law or regulation and not work related.

**REFERENCE:** Title VII of the Civil Rights Act of 1964 (42 U.S.C. § 2000e et seq.), the Age Discrimination in Employment Act of 1967 (29 U.S.C. § 621 et seq.), the Immigration Reform and Control Act of 1986, Americans with Disabilities Act of 1990 (42 U.S.C. § 12101 et seq.), the Rehabilitation Act of 1973 (29 U.S.C. §§ 793 et seq.), the Vietnam Era Veterans' Readjustment Assistance Act and Uniformed Service Employment and Reemployment Rights Act of 1994 (38 U.S.C. §§ 4211 et seq., 4301 et seq.), the Federal Family and Medical Leave Act of 1993 (29 U.S.C. § 2615), the Equal Pay Act of 1963, the Fair Employment and Housing Act (Gov. Code § 12900 et. seq.), California Labor Code § 1102.1, Title II of the Genetic Information Nondiscrimination Act of 2008, GINA, California AB 887, California SB 600, California SB 358, California AB 987, Gender Nondiscrimination Act, California Fair Pay Act (SB 358), Fair Labor Standards Act.

### PROCEDURES:

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## I. INTERNSHIPS

~~Non-Agency Paid/Unpaid~~ Internships: ~~Internships Unpaid internships~~ must ~~be in compliance~~ comply with the Fair Labor Standards Act and California wage and hour laws. The ~~Human Resources Department~~ Human Resources Office must be notified in advance of an unpaid internship. All paperwork must be reviewed for compliance and be maintained in the ~~Human Resources Department~~ Human Resources Office. The Agency will work to ensure that underprivileged groups are afforded internship opportunities.

## II. VOLUNTEERS

Fresno EOC is committed to involving volunteers directly within the Agency to contribute to the delivery of our services, provide different skills and perspectives, and offer opportunities for participation. A volunteer is a person who freely offers to take part in an enterprise or undertake a task. Volunteering is the practice of a person working on behalf of others to take part in enriching themselves and their communities. Volunteers should have no expectation of compensation or other benefits for their volunteer~~ed~~ time to the Agency.

## III. SELECTION

A. Interview: Selected students who meet the minimum requirements for an internship may be invited to meet with a Program Director or designee. This individual will interview and evaluate potential intern candidates. One or more interviews may be conducted with intern candidates to determine suitability for internship. The internship supervisor will conduct the interview process and make a recommendation to the next level of management for final selection.

Volunteers should be interviewed by the program manager/director to ensure fit with the needs of the program.

B. Reference Checks: All interns are subject to the receipt of acceptable references. Reference checks must be conducted prior to the final selection. Referrals from the school requesting the internship are acceptable as a reference.

C. Background Checks: Due to State licensing requirements, certain positions may require individuals offered internships or volunteer opportunities to be fingerprinted and have such records filed with the State Department of Social Services before beginning an internship with Fresno EOC. Fresno EOC shall bear the cost of filing with the State. The fingerprinting information will be maintained in a confidential manner for use by Fresno EOC and will not be utilized or forwarded to any other individuals, employers, or employment placement agencies. If the background check indicates that the individual is not suited for an internship, the internship will not be offered.

D. New Hire Orientation: Interns and volunteers attend New Hire Orientation as necessary.

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## POLICY 1110 OUTSIDE EMPLOYMENT

**PURPOSE:** To define outside employment disclosure requirements.

**POLICY:** It is the policy of Fresno EOC to provide guidelines for employees who engage in outside employment.

### PROCEDURES:

#### I. 1-DISCLOSURE REQUIREMENT

- Employees are required to disclose any outside employment or business activities to their employer. Employees engaging in outside employment must submit a Conflict of Interest form annually to the Human Resources Office where a mitigation plan will be developed, if deemed necessary.
- Full transparency helps the employer assess if the outside employment conflicts with the employee's responsibilities.

#### II. 2-CONFLICT OF INTEREST

- Employees cannot engage in outside work that creates a conflict of interest with their regular duties. This can include:
  - o Working for a competitor.
  - o Using agency resources, information, or time for outside employment.
  - o Engaging in work that compromises the employee's ability to perform their regular job effectively.

#### III. 3-WORK HOURS AND PERFORMANCE

- The outside employment must not interfere with the employee's performance or availability for their primary job.
- Employees are expected to prioritize their primary job and maintain the required level of performance and attendance.

#### IV. 4-USE OF AGENCY RESOURCES

- Employees are prohibited from using agency property, tools, or information for outside employment. This includes:
  - o Intellectual property.
  - o Office supplies and equipment.
  - o Confidential information related to the employer.

#### V. 5-LEGAL AND ETHICAL CONSIDERATIONS

- Outside work should not contradict the agency's mission, vision and values.

#### VI. 6-APPROVAL PROCESS

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~~Fresno EOC requests you inform a supervisor or Human Resources Office before engaging in outside employment.~~

- ~~The Agency may deny approval if a potential conflict of interest or impact on work performance is identified.~~

## **VII. 7. CORRECTIVE DISCIPLINARY ACTIONS**

- ~~The policy should clearly state the potential consequences of violating the outside employment rules. This may include but is not exclusive to may include:~~
  - o ~~Warnings.~~
  - o ~~Suspension or termination of employment if the conflict affects the agency's interests.~~

~~Employees are required to provide notice prior to commencing outside employment to their supervisor so that Fresno EOC can evaluate whether a conflict exists. New employees should notify their supervisor of other employment upon hire. Employees may engage in any outside employment, including self employment, at the discretion of Fresno EOC, if it does not:~~

- ~~1. Create a conflict of interest;~~
- ~~2. Adversely affect their availability for work;~~
- ~~3. Interfere with the fitness or ability to productively perform their employment with Fresno EOC.~~

Employees who engage in outside employment contrary to the above may be asked to terminate their outside employment or may be subject to corrective action, up to and including termination.

## POLICY 1120 TRANSFERS AND PROMOTIONS

**PURPOSE:** To provide guidelines for employee transfers and promotions.

**POLICY:** It is the policy of Fresno EOC to provide internal employment opportunities to employees through transfers from one job to another within a department, from one department to another, or from one program to another. Fresno EOC endeavors to promote from within and may consider current employees with the necessary qualifications and skills to fill vacancies above the entry level, unless outside recruitment is ~~considered to be~~ in Fresno EOC's best interest.

### PROCEDURES:

#### I. DEFINITIONS

A. Transfers: A request for a voluntary transfer is not automatic and must be consistent with the internal recruitment process (see Policy 1090, Recruitment, Selection, and Employment). A voluntary transfer occurs when an employee requests a transfer from one position to another within the same pay grade, or from a position in one office or program to an equivalent position in another office or program.

Fresno EOC may request that an employee be transferred for the benefit of the Agency pursuant to its at-will employment policy.

A transfer can consist of moving an employee from one work location to another at the same pay, pay grade, and hours, and within the same program.

B. Promotions: A promotion is the advancement from a position in one pay grade to another position in a higher pay grade and involves a change in job duties and a distinct increase in job responsibilities. All employees are encouraged to seek advancement opportunities and to obtain promotion and career guidance from their supervisor, program manager/director, and/or the ~~Human Resources Department~~ [Human Resources Office](#). No candidate shall be advanced solely based on being from an underprivileged or underrepresented group.

C. Temporary Assignments and Transfers: Management reserves the right to make temporary assignments or transfers pursuant to its at-will employment policy. A temporary assignment or transfer ~~may include but is not exclusive to~~ ~~may include~~ the following: (1) a short duration assignment or where cross-training is involved, (2) a temporary transfer within an office or small work unit, (3) a transfer where it is necessary to accommodate an employee requesting a temporary transfer to an alternative position due to pregnancy or to allow intermittent or reduced schedule leave allowed under the Family and Medical Leave Act (FMLA) ~~and/or Workers Compensation Restrictions~~ or (4) where necessary to accommodate an employee requesting reasonable accommodation under the Americans with Disabilities Act or California Fair Employment and Housing Act.

#### II. ELIGIBILITY

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To be eligible for a voluntary transfer or promotion, employees must meet the requirements of the new position, and have a satisfactory performance record.

The hiring manager recruiting to fill the vacancy should communicate with the employee's current supervisor to discuss attendance, performance and conduct of the employee as a part of the reference process. The hiring manager will also coordinate the start date with the current supervisor to establish a transition period prior to the employee leaving their program.

### **III. APPLICATION PROCESS**

A. Job Postings: Job openings within Fresno EOC will be posted on Fresno EOC official boards (see Section I (C) of Policy 1090, Recruitment, Selection, and Employment).

B. Application Request: The employee must complete and submit an online employment application to the ~~Human Resources Department~~[Human Resources Office](#). Applications based on posted job openings must comply with the procedures described (see Section I (C) of Policy 1090, Recruitment, Selection, and Employment). Employees who meet the minimum requirements may apply for the position (see Section II (A) of Policy 1090, Recruitment, Selection and Employment).

## POLICY 1130 NEW EMPLOYEE ORIENTATION

**PURPOSE:** To facilitate the new employee's introduction to Fresno EOC and to ensure that all new employees, including interns, are adequately oriented in the organizational mission, vision, and structure; benefits; performance expectations; rules of conduct; job safety; and policies and procedures.

**POLICY:** It is the policy of Fresno EOC to provide orientation to a new employee as the final step in the hiring process. Employees, interns, and volunteers are required to attend new hire orientation on their scheduled first day of employment. ~~should be made to feel welcome and a part of the Agency from the very first day on the job by attending orientation as required.~~

**REFERENCE:** The Immigration Reform and Control Act of 1986 (IRCA) Pub. L. 99-603, Immigration Act of 1990 Pub. L. 101-649, Sec. 535(a), Illegal Immigration Reform and Immigrant Responsibility Act of 1996 (IIRIRA) Pub. L. 104-208, Div C, 110 Stat. 3009

### PROCEDURES:

During the orientation process, each employee will receive an introduction that covers the history and operation of Fresno EOC, mission, vision, values, personnel policies and procedures, benefits, safety, ~~etc. and the new job.~~ Employees, interns, and volunteers (as required) must attend an orientation session. The responsibility for new employee orientation is shared by the ~~Human Resources Department~~ Human Resources Office and the individual's supervisor as outlined in section I and II of this policy. The specific items of information to be covered by each are outlined below.

#### I. ~~HUMAN RESOURCES DEPARTMENT~~ HUMAN RESOURCES OFFICE

New employee orientations are scheduled by the ~~Human Resources Department~~ Human Resources Office. New employees are required to attend an orientation on their first day of ~~within two weeks of~~ employment. It is important that orientation be conducted by the ~~Human Resources Department~~ Human Resources Office to ensure that employment eligibility requirements are met, paperwork is completed properly and timely, questions answered, and consistency is maintained.

The ~~Human Resources Department~~ Human Resources Office will convey information in the following areas:

##### A. Introduction

1. Welcome to Fresno EOC
2. Mission, Vision and Values
3. History and overview of Fresno EOC
4. Leadership Team

##### B. Expectations, Rules & Procedures

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1. Personnel Policies & Procedures
2. Performance Expectations & Evaluations
3. Alcohol/Drug-Free Workplace Policy
4. [Diversity Representation](#) Policy and Policy Against Harassment
5. Requirement to Report Suspected Child Abuse
6. [Workplace Violence Prevention](#), Domestic Violence, Sexual Assault or Stalking  
Victim Leave
- ~~6-7.~~ [Confidentiality Policy \(see Policy 5070 Code of Ethics and Business Conduct\)](#)

C. Pay Procedures

1. Pay schedule & distribution of paychecks
2. Deductions & direct deposit

D. Safety

1. Reporting work injuries
2. Injury and Illness Prevention Program & Safety [Procedures Handbook](#)
3. Agreement to abide by safety rules

E. Employee Benefits (based on eligibility)

1. Health and Wellness Benefits
2. Group Life and Accidental Death & Dismemberment Insurance
3. Retirement plan summary description
4. 403(b) retirement information (voluntary)
5. Holidays/Vacation/Sick time

F. Required Forms

1. Withholding Allowance Certificate (W-4)
2. Employment Eligibility Verification - Form I-9
  - a. Employees must complete and sign Section 1 of Form I-9 no later than the first day of employment, but not before accepting a job offer.
  - b. Employees must submit acceptable documentation within three (3) business days from date of hire to establish identity and authorization to work in the United States as required by USCIS.
3. Personal Information/Employee Orientation Checklist
4. Auto Insurance Declaration, if applicable
5. Personal Vehicle Form
6. Agency Property Agreement, if applicable
7. Acknowledgement of Policies and Procedures
8. Acknowledgement of Requirement to Report Suspected Child Abuse [\(when applicable\)](#)

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9. Employee Rights Form
10. Receipt of Job Description
11. Anti-Harassment and Anti-Discrimination Acknowledgement Form
12. Confidentiality ~~Agreement~~~~Statement Notice to Employee—Labor Code section 2810.5~~
13. Branding Guidelines
14. Receipt of Policy 1040 Discrimination/Harassment/Retaliation Complaint and Prevention Policy
15. Disability insurance ~~and Paid Family Leave Information~~~~Pamphlet~~
16. Sexual Harassment Fact Sheet
17. Domestic Violence Leave Notice
- ~~18. Paid Family Leave Pamphlet~~

Employees may also find this information on the agency's intranet. Employees will be provided with copies of signed forms.

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## II. DEPARTMENTAL/PROGRAM ORIENTATION

It is the supervisor's responsibility to conduct the following general departmental orientation and evaluation activities for a new employee:

### A. First Day

1. Review job description with new employee.
2. Provide tour of the department/program
3. Provide instructions pertaining to the job that may be necessary for getting started.
4. Discuss hours of work and attendance requirements.
5. Provide the required safety training and safety equipment.

### B. First Week

1. Provide opportunities for regular check-in with the new employee
2. Review performance expectations with new employee.
3. Provide on-the-job training and safety training unique to the area in which the employee is working.

### C. During First Three Months

1. Conduct check-ins during the first thirty (30) to sixty (60) days of employment to discuss:
  - a. Hold question-and-answer sessions with employee.
  - b. Discuss the employee's goals for the next evaluation period.
  - c. ~~Attend~~~~Attending~~ other training(s) as required.
2. Conduct a midpoint performance review with the employee at three (3) months.

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## POLICY 1140 INTRODUCTORY PERIOD

**PURPOSE:** To define the initial period of employment and evaluation for employees.

**POLICY:** It is the policy of Fresno EOC for all employees to be subject to an initial introductory period. During this initial period, Fresno EOC will evaluate the employee and job performance.

### PROCEDURES:

#### I. INTRODUCTORY PERIOD

A. New Hires: The introductory period applies to regular full- and part-time employees, commences on the date of hire, and lasts six (6) months. During this time, supervisors should carefully observe the performance of the employee and provide constructive feedback. Supervisors should have performance conversations with their employees on a regular basis. A formal evaluation will be conducted at the midpoint and end of the introductory period. Nothing in this section changes or augments the at-will status of an employee, including that employees may resign with or without notice or be discharged with or without notice at any time during or after the introductive period.

B. Reinstatement: An employee ~~that~~ who separates employment and is reinstated within 30 days will retain their status. An employee in introductory status at time of separation will need to work the remaining time in the original six (6) ~~month~~ introductory period-status to be eligible for regular status (see Policy 1070, Employment Classifications).

C. Rehire: An employee that separates employment and is rehired after 30 days will be subject to a new introductory period (see Policy 1070, Employment Classifications).

#### II. WRITTEN PERFORMANCE EVALUATION

Supervisors are required to complete a written evaluation of the employee's job performance no later than thirty (30) days from the due date. The evaluation will be forwarded to the ~~Human Resources Department~~ Human Resources Office with appropriate signatures for recording and placement in the employee's personnel file.

#### III. TERMINATION

Failure of an employee to meet acceptable standards of performance and/or conduct during the introductory period may result in termination pursuant to Fresno EOC's At-Will Policy.

A recommendation for termination should be submitted in writing to the program manager/director, and responsible Officer for review. The responsible or designated Officer has discretion and must approve the recommendation prior to termination occurring. The ~~Human Resources Department~~ Human Resources Office shall give assurance that all procedures for termination have been followed. Employment with Fresno EOC is a voluntary one and is subject to termination by employees or Fresno EOC at will, with or without cause, and with or without notice, at any time (see Policy 1010, Employment At-Will).

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A transferred or promoted employee who is unable to perform satisfactorily in their new job may, at the discretion of management, be returned to their previous position, if a vacancy exists, or may be terminated.

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## POLICY 1150 HOURS OF WORK, REST AND MEAL BREAKS

**PURPOSE:** To establish general working hours, rest and meal breaks for employees.

**POLICY:** It is the policy of the Agency to ensure the [Agency](#) provides rest and meal breaks in compliance with applicable laws.

**REFERENCE:** CA Labor Code 233-234, 246.5, 551-552, 556; AB 1522, AB 304, SB 3

### PROCEDURES:

#### I. HOURS OF WORK

The general working hours for Fresno EOC are from 8:30 a.m. to 5:00 p.m., Monday through Friday, except recognized holidays. The general workweek for Fresno EOC employees consists of 37.5/40 hours per week. The workweek begins on Sunday at 12:00 a.m. and ends on Saturday at 11:59 p.m.

#### II. MEAL BREAK PERIOD

Employee meal break periods are important to productivity and employee health. Employees who work at least five (5) consecutive hours will be provided an unpaid, uninterrupted net 30-minute meal break period. Employees may not take their meal break period later than the end of the fifth hour of work or take a meal break period of less than 30 minutes without prior authorization from their supervisor. For example, an employee who begins working at 8 a.m. must begin their meal break period by 12:59 p.m. If the employee's shift will be completed in no more than six hours, this meal break period may be waived by [written](#) mutual agreement of the employee and the Agency. In such instances, the employee must stop working and clock out by the end of the sixth hour [and not resume working that workday](#). Employees are entitled to a second unpaid net 30-minute meal break period if they work 10 or more hours in one workday. The second meal break period may be waived if the employee's shift will be completed in 12 hours and the employee did not waive the first meal break period. The second meal break period must be taken before the end of the 10th hour of work.

| <a href="#">Duration of Shift in Hours</a> | <a href="#"># of Meal Periods</a> | <a href="#">Comments</a>                                                                                                                                                                                                                                                                                                   |
|--------------------------------------------|-----------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <a href="#">0 to &lt; 5.0</a>              | <a href="#">0</a>                 | <a href="#">Employees who work less than five hours in a workday are not provided with a meal period.</a>                                                                                                                                                                                                                  |
| <a href="#">≥ 5.0 to &lt; 10.0</a>         | <a href="#">1</a>                 | <a href="#">Employees who work five or more hours in a workday, but who work less than ten hours in a workday are expected to take at least a 30-minute meal period before the start of the 5th hour of work, unless the employees are working six or fewer hours and elect in writing to waive the first meal period.</a> |
| <a href="#">≥ 10.00 to &lt; 15.0</a>       | <a href="#">2</a>                 | <a href="#">Employees who work ten or more hours in a workday, in addition to their first meal period, are expected to take a second meal period of least a 30-minutes before the start of the 10th hour of work, unless the employees</a>                                                                                 |

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|  |                                                                                                                                          |
|--|------------------------------------------------------------------------------------------------------------------------------------------|
|  | <u>are working twelve or fewer hours, and did not waive the first meal period, and elect in writing to waive the second meal period.</u> |
|--|------------------------------------------------------------------------------------------------------------------------------------------|

Non-Exempt employees are required to clock-out and clock-in for meal break periods. The meal break period will not be included in the total hours of work per day and is not compensable. Non-exempt employees are to be completely relieved of all job duties while on meal break periods ~~and may leave the premises~~. Employees not relieved of all duties during meal break periods; not provided a timely meal break period; or who receive a shortened or missed meal break period will receive a penalty payment of one hour of their regular rate of pay for each workday this occurs. Employees must notify their supervisor of any occasion when meal break periods were not provided in accordance with the above policy.

The normal meal break period will be taken between 11:00 a.m. and 2:00 p.m. or may vary depending upon the start time of the workday. Employees are permitted to leave the premises for their meal break periods or they may remain on premises and take the meal period break in designated areas.

### III. REST BREAK PERIODS

All non-exempt employees are entitled to rest break periods during their workday, unless exempted by applicable Wage Orders. Non-exempt employees will be paid for all such rest break periods and do not clock out. ~~If an employee works more than six (6) hours in a workday, they will receive one rest break period during the first half of the shift and one rest break period during the second half of the shift. Rest periods are included in the total hours of work per day and are compensable.~~ Unless an employee is otherwise advised by their supervisor, the rest break periods should be taken as close to the middle of each work period as possible. Generally, an employee is entitled to a "net" ~~45 minute~~ 15-minute rest break period for every four (4) hours worked or major fraction thereof and employees are expected to return to work promptly at the end of any rest break period. Employees are relieved of all duties during the rest break periods and may leave the premises. If at any time an employee believes they have not been provided with a rest break period or enough time to make a net 15-minute rest break period, they should report this to their supervisor immediately. Rest break periods may not be combined or added to an employee's meal break period or used to arrive late or leave early. Employees not relieved of all duties during rest break periods; not provided a timely rest break period; or who received a shortened or missed rest break period will receive a penalty payment of one hour of their regular rate of pay for each workday this occurs. Employees must notify their supervisor of any occasion when rest break periods were not provided in accordance with the above policy.

| HOURS OF WORK          | 15-MINUTE REST BREAKS |
|------------------------|-----------------------|
| <u>Less than 3.5</u>   | <u>0</u>              |
| <u>3.5 - 6.0</u>       | <u>1</u>              |
| <u>&gt;6.0 - 10.0</u>  | <u>2</u>              |
| <u>&gt;10.0 - 14.0</u> | <u>3</u>              |

Employees are prohibited from taking any rest period that is less than 10 minutes.

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[Employees are permitted to leave the premises for their rest break periods or they may remain on premises and take the rest break period in designated areas.](#)

Because work schedules may vary for different locations and different classifications of employees, supervisors will be responsible for determining and informing their employees of specific hours, workdays, meal and rest break periods. Additionally, the supervisor may increase or decrease an employee's hours and may require overtime work as it deems necessary or appropriate as permitted by law and as approved by the Director. No off-the-clock or unauthorized work is permitted by Fresno EOC and employees who do so will be compensated for their time but subject to corrective action, up to and including termination.

A non-exempt employee who regularly works thirty (30) or more hours per week cannot be required to work seven (7) consecutive days in the defined workweek.



## **POLICY 1160 PUNCTUALITY AND ATTENDANCE**

**PURPOSE:** The purpose of this policy is to set forth the Agency's policy and procedures for handling employee absences and tardiness.

**POLICY:** As part of our responsibility to our clients, the public, and to other employees, Fresno EOC requires employees to be at work as scheduled, to arrange their personal schedules to accommodate established work hours, and to notify their supervisor prior to but no later than the employee's normal reporting time if they expect to be absent or tardy.

**REFERENCE:** CA Labor Code 233-234, 246.5, 551-552, 556; AB 1522, AB 304, SB 3

### **PROCEDURES:**

Punctual and regular attendance is an essential responsibility of each employee of the Agency. Regular attendance is important to workplace morale and the successful operations of the Agency. Absences can create a negative impact in the workplace and place strain on other employees. Employees exempt and non-exempt are expected to report to work as scheduled, on time and prepared to start working. Employees are also expected to remain at work for their entire work schedule. Late arrival, early departure or other absences from scheduled hours are disruptive and must be avoided.

This policy does not apply to absences covered by Paid Sick Leave (PSL), the Family and Medical Leave Act (FMLA) or leave provided as a reasonable accommodation under the Americans with Disabilities Act (ADA) (see Policy 4010, Family and Medical Leave and California Family Rights Act).

### **I. ABSENCES & PATTERNS OF ABUSE**

An absence is defined as the failure of an employee to report for work when scheduled to work. The two types of absences are defined below:

A. **Excused Absence:** An excused absence occurs when all the following conditions are met:

- The employee provides their supervisor with sufficient notice - at least 24 hours in advance of the absence.
- The absence request is approved in advance by the employee's supervisor.

B. **Unexcused Absence:** An unexcused absence occurs when any of the above conditions are not met. An unexcused absence counts as one occurrence for the purposes of discipline corrective action under this policy.

C. **Patterns of Abuse:** Supervisors should immediately address any patterns of abuse of unprotected sick time and/or unprotected unpaid time. Patterns can be two or more instances. Examples of abuse include, but are not limited to:

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- Leaving after lunch on paydays.
- Calling in sick on days when vacation time was previously denied.
- Extending weekends by regularly calling in sick on Fridays and/or Mondays.
- Extending time off for holidays by calling in sick the day before or after a holiday.

Patterns of abuse count as one occurrence for the purpose of discipline-corrective action under this policy.

## II. INABILITY TO REPORT TO WORK

If it is necessary for an employee to be absent or late for work because of an illness or an emergency, the employee must notify their supervisor no later than the employee's scheduled starting time on that same day. If the employee is unable to call, he or she must have someone make the call.

At the discretion of the Program Director, an emergency outside the employee's control, which occurred before the start of the shift, may be considered as an excused absence/tardy. This may include but is not exclusive to ~~may include but is not limited to:~~ acts of ~~mother nature~~ natural disasters, ~~motor~~ vehicle accidents, or hospitalization.

## V. RESPONSIBILITY

Employees are responsible for working all of their scheduled work hours at the scheduled times. Employees are required to be at their assigned workstation during all work hours, except for scheduled rest and meal break periods. No off-the-clock or unauthorized work is permitted by Fresno EOC.

Employees who are not able to report to work as scheduled, and who do not have prior written authorization to be absent, will be required to contact their supervisor or program manager/director prior to but no later than the normal reporting time or adhere to the location reporting procedure.

Employees who have consecutive days of unscheduled absences must contact their direct supervisors each workday prior to each scheduled shift they are absent unless a provided doctor's note indicates the return-to-work date.

All unscheduled absences and tardies will be considered when evaluating performance.

## III. RETURN TO WORK

Employees with ~~three~~ five (5) or more consecutive days ~~of of excused absences due to because of~~ illness or injury must provide a release to return to work. However, if the employee has you have already exhausted the annual allotted your annual PSL time, the employee you may be required to provide a medical note after three (3) days of absence. If an employee is you are absent for more than five (5) days the employee you may be eligible for

protected leave FMLA/CFRA, please contact the Human Resources Office for more information 559-263-1070.

#### **IV. TARDINESS AND EARLY DEPARTURES**

A. Excused Tardy: An excused tardy occurs when all the following conditions are met:

- The employee provides their supervisor with sufficient notice - at least 24 hours in advance of the tardy.
- The request is approved in advance by the employee's supervisor.

B. Unexcused Tardy: An unexcused tardy occurs when any of the above conditions are not met. An unexcused tardy or early departure counts as one-half of an occurrence for the purposes of corrective action under this policy.

Employees are expected to report to work and return from scheduled breaks on time. If employees cannot report to work as scheduled, they must notify their supervisor no later than their regular starting time. This notification does not excuse the tardiness but simply notifies the supervisor that a schedule change may be necessary.

Employees who must leave work before the end of their scheduled shift must notify a supervisor immediately.

Employees that incur an unexcused tardy are not eligible to make up missed work time without supervisor approval.

Tardiness and early departures are each one half an occurrence for the purpose of discipline under this policy.

#### **V. EXPECTATIONS FOR EXEMPT EMPLOYEES**

Exempt employees are expected to work the number of hours required to successfully complete their job responsibilities, which generally equates to a full-time work schedule. However, due to the nature of exempt positions, employees may need to work more than the regularly scheduled 37.5 to 40 hours per week, depending on the demands of the role. Exempt employees are required to be available during the program's regular business hours to ensure collaboration and communication with colleagues.

- Attendance & Punctuality: Regular attendance and punctuality are required, with absences or lateness reported to managers in advance.
- Remote Work: Remote work is allowed with prior approval, but attendance and performance standards still apply.
- Absenteeism: Frequent, unapproved absences may result in ~~corrective~~ disciplinary action.
- Leave Reporting: Exempt employees must accurately report any time off, such as vacation or sick time.

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- Compliance: Non-compliance may lead to ~~corrective~~disciplinary action or termination.

#### **CORRECTIVE~~DISCIPLINARY~~ ACTION**

One occurrence is defined as:

- An unexcused absence per Section I.B. of this policy, or
- A pattern of abuse per Section I.C. of this policy,
- Two (2) tardies or early departures per Section III of this policy

Three (3) or more occurrences in a rolling three (3) month period will result in ~~corrective~~disciplinary action. If an employee incurs an additional occurrence during the subsequent 60 days, the employee will proceed to the next step of the progressive ~~corrective~~ actiondisciplinary process.

Ten (10) occurrences in a 12-month period is subject to termination.

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#### **VI. PROGRAM-SPECIFIC ATTENDANCE**

The Agency recognizes that some programs may require more strict attendance policies based on the needs of serving clients effectively, efficiently and in compliance with funding guidelines. Any program that requires a stricter attendance policy than outlined in Sections I-V above may implement such standards, once meeting the following:

- Reviewing and receiving approval of the plan with the responsible Officer and ~~Human Resources Department~~Human Resources Office; and
- Ensuring training is provided to all staff subject to the policy prior to implementation; or
- Advising new hires of the program attendance policy during their first week of work.

#### **VII. TIME OFF FOR ABSENCES**

Employees that accrue paid time must use paid time for every absence unless otherwise allowed by agency policy (e.g., leave of absence).

Any unpaid time off must be pre-approved or is otherwise subject to the attendance policy.

#### **VIII. JOB ABANDONMENT**

Any employee who fails to report to work for a period of three (3) days or more without notifying their supervisor will be considered to have abandoned the job and voluntarily resigned from the Agency.

## **POLICY 1170 – LACTATION POLICY**

**PURPOSE:** To inform employees of Fresno EOC's compliance with lactation regulations.

**POLICY:** It is the policy of Fresno EOC that the Agency will provide sufficient time and space for employees to express breast milk.

**REFERENCE:** Labor Code 1030-1034, SB142, FLSA

### **PROCEDURES:**

#### **I. REQUEST AND APPROVAL**

In compliance with Labor Code Section 1030 of the State of California, Fresno EOC will provide reasonable amount of break time to accommodate an employee desiring to express breast milk for the employee's infant child each time the employee has a need to express milk. The break time shall, if possible, run concurrently with any break time already provided to the employee. Break time for an employee that does not run concurrently with the rest time authorized for the employee by the applicable wage order of the Industrial Welfare Commission will not be paid. An employee may request accommodation for lactation breaks for up to one year after the child's birth or as long as they are continuing to express milk by submitting a verbal or written request to the employee's supervisor. The supervisor or program management will respond to the employee's request. Should the program not have resources to meet the requirements of the law as outlined below, the program will notify the Human Resources Department/Human Resources Office for assistance in accommodating the request.

#### **II. PERIODS FOR EXPRESSING MILK**

Fresno EOC provides a reasonable amount of time during a rest break period to accommodate an employee's need to express breast milk for the employee's infant child. When an employee is using break time at work to express breast milk, they must be completely relieved from duty or paid for the break time. This time should run concurrently with scheduled rest break periods if possible. Nonexempt employees must clock out for any lactation breaks that do not run concurrently with normally scheduled rest break periods. Any such rest break periods will be unpaid.

#### **III. REST AREA**

Fresno EOC will make a reasonable effort to provide the employee with the use of a room or other location in close proximity to the employee's work area for the employee to express milk in private, free from intrusion of co-workers or the public. The room or location may include but is not exclusive to an employee's private office if it otherwise meets the requirements of the lactation space. Multi-purpose rooms may be used as lactation space if they satisfy the requirements for space. This may include but is not exclusive to the

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place where the employee normally works if it otherwise meets the requirements. The lactation room or location must be safe, clean, and free from hazardous materials, contain a surface to place a breast pump and personal items, contain a place to sit and have access to electricity or alternative devices, including but not limited to, extension cords or charging stations needed to operate an electric or battery-powered breast pump. Fresno EOC will also provide access to a sink with running water and a refrigerator suitable for storing milk, ~~in close proximity to~~near the employee's workspace.

Fresno EOC will not tolerate discrimination or retaliation against employees who exercise their rights to lactation accommodation, including those who request time to express milk at work and/or who lodge a complaint related to the right to lactation accommodation. If you believe you have been denied reasonable break time or adequate space to express milk or have been otherwise been denied your rights related to lactation accommodation, you have the right to file a complaint with the Labor Commissioner.

## POLICY 1180 PERSONAL PHONE CALLS AND VISITORS

**PURPOSE:** To limit employee personal phone calls and visitors during working hours to minimize disruptions in the workplace.

**POLICY:** It is the policy of Fresno EOC that all personal calls (telephone or cellular) and text messaging (or similar electronic communications) are required to be limited while employees are on duty. All cellphones and other forms of communication devices are required to be kept in silent mode [for personal communications/use](#) while employees are on duty. Visitors are discouraged during working hours.

**REFERENCES:** California Vehicle Code 23123.5

### PROCEDURE:

The Agency recognizes that employees will occasionally need to place and receive personal phone calls during the workday. In all cases, personal calls or text messages should be minimal, whether the calls or messages are placed and/or received using an Agency or personal phones unless the employee is receiving a technology stipend and utilizing the phone for business purposes. Long-distance phone calls should not be made from Agency phones. Employees should therefore limit the placing or receiving of personal calls or text messages during working hours to those required only in emergency situations. Receiving and/or placing excessive calls, messages or text messages is disruptive to others. Abuse is subject to [discipline-corrective action](#) following normal Agency procedures. ~~All personal cellular phones and other communication devices are required to be kept in silent mode.~~ Employees should communicate with their supervisor if there are any extenuating circumstances that may need to be temporarily accommodated.

Employees who operate a vehicle during the workday may not use a cellular telephone while driving, except when using a hands-free device as permitted under California law. Text messaging, blogging, emailing, accessing social media, and/or any use of an electronic communication device is prohibited while driving. Under no circumstances are employees allowed to place themselves or others at risk to fulfill business needs. If calls must be made, Fresno EOC encourages employees to pull safely off the road, stop the vehicle and make or receive the call. Safety must come before all other concerns and special care should be taken in situations where there is traffic, inclement weather, or the employee is driving in an unfamiliar area. Employees who are charged with traffic violations resulting from the use of their phone while driving will be solely responsible for all liabilities that result from such actions.

~~In addition, v~~visitors [including, but not limited to family, friends, and non-service animals](#) can be disruptive to the Agency's operations. Fresno EOC strongly discourages such visits during work hours [that may create a work distraction](#). Employees are expected to inform visitors of this policy and will be held accountable for their actions under the Agency's [discipline corrective action](#) procedure.

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## POLICY 1190 DRESS AND GROOMING STANDARDS

**PURPOSE:** To establish standards of dress and grooming appropriate for the work setting.  
~~which would not be perceived as offensive to a reasonable person.~~

**POLICY:** It is the policy of Fresno EOC that the Agency considers the presentation of its image to the public at large to be extremely important. Employees are always expected to dress in a manner consistent with good hygiene, safety, and good taste. Employees whose jobs require them to come in contact with the public are expected to wear apparel Fresno EOC considers appropriate for interacting with the public.

**REFERENCE:** California Workplace Religious Freedom Act (2012), CA Government Code. §12926(q), CA Government Code §11010, §11031, §11034, CA AB 987

### PROCEDURES:

#### I. STANDARDS

The personal appearance of employees who have regular contact with the public is governed by the standards described below. Specific offices or programs may have further guidelines.

A. Dress: Employees are expected to dress in a manner that is normally acceptable in similar work environments. The wearing of suggestive, sheer/see-through or offensive attire is prohibited. Athletic clothing, shorts, T-shirts, tank tops, crop tops, or similar items of casual attire are not permitted, as they do not present a business-like appearance. At its discretion, Fresno EOC may allow employees to dress in a more casual fashion than is normally required. On such occasions, employees are still expected to present a neat appearance and are not permitted to wear ripped or disheveled clothing, athletic wear, or similarly inappropriate clothing.

An employee is permitted to groom, dress, or present themselves in a manner consistent with an individual's gender identity or gender expression while meeting the dress and grooming guidelines.

Certain employees may be required to meet special dress, grooming, and/or hygiene standards depending on the nature of their jobs.

The personal appearance of employees who do not regularly meet the public is governed by the requirements of safety and comfort but should still be neat and business-like as working conditions permit.

B. Hair: Hair should be clean and neat, following good hygiene practices. Hairstyles that are natural to some individuals or specific cultural practices should be just as well-groomed and tidy as other styles. Facial hair should be kept neatly trimmed. Hair nets and/or beard masks may be required to be worn when handling food-

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C. Footwear: Adequate footwear is required ~~To~~ reduce the possibility of injury to employees, to ensure protection it is necessary to ensure that all footwear provides adequate protection from workplace hazards, that can occur, to anyone working at Fresno EOC. Shoes should cover the foot as applicable to the work area. Flip-flops or similar casual footwear are prohibited, not acceptable.

D. Hygiene: Employees should maintain good personal hygiene, presentable clothing specific to their position ~~your role~~. Perfume and cologne, if worn, should is not be overbearing.

E. Employee ID Badge: All employees are required to wear their designated Identification (ID) badges visibly and prominently while on Agency premises or engaged in Agency-related activities. ID badges should not be shared or transferred to unauthorized individuals. Everyone is responsible for their assigned badge and must report any loss or theft to Human Resources Office. Individuals may temporarily remove their identification badge in situations where it poses a safety concern. Such exceptions may include but is not exclusive to ~~may include, but are not limited to~~, the following:

- Working with machinery or equipment where the badge could pose a risk of entanglement or other physical hazards.
- Engaging in activities that require wearing specialized protective gear, such as high-temperature environments or cleanrooms, where the badge may interfere with safety protocols.
- Participating in activities involving open flames, high-voltage electrical systems, or other hazardous conditions where the badge may increase the risk of injury.
- In areas where food is being prepared and packaged.

• After separation of employment with Fresno EOC, employees are required to return their ID badge to the Human Resources Office.

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## II. RESPONSIBILITY

Each program will be responsible for their staff adhering to this policy. Specific offices or programs may have further guidelines due to the nature of the work involved. Questions concerning these guidelines should be referred to the managing ~~supervisor~~/manager to determine the appropriateness of personal appearance in the program. It is ~~will be~~ the responsibility of the manager or supervisor to communicate such guidelines to the affected employees.

An employee reporting to work dressed inappropriately will be required to comply with the policy. An employee will be sent home without pay for correction of the dress code violation. An employee in violation of this policy may be subject to corrective action, up to and including termination.

## III. ACCOMODATIONS

Employees requesting accommodations for medical conditions or religious dress and grooming practices should inform their immediate supervisor. Programs should consult with

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Human Resources to discuss any request. Every effort will be made to accommodate an employee's request in accordance with applicable State and Federal laws (see Policy 1020, Equal Employment Opportunity Policy and Policy 1030, Discrimination/Harassment/Retaliation Complaint and Prevention Policy).

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## POLICY 1200 AUTOMOBILE INSURANCE AND DRIVER'S LICENSE

**PURPOSE:** To establish guidelines for employees that are required to drive in the course of their employment.

**POLICY:** It is the policy of Fresno EOC that employees required to drive in the course of their employment must maintain a valid California Driver's License and automobile insurance. All traffic violations, DUIs, or work-related vehicle accidents must be reported immediately.

**REFERENCE:** California Insurance Code §11580.1b, California Vehicle Code 16020

### PROCEDURES:

#### I. USE OF VEHICLES

A. Personal Vehicles for Agency Business: The Agency does not provide liability or physical damage insurance for personal vehicles. If an employee is to use a personal vehicle for Agency business, minimum coverage as required by state law for liability, bodily injury, and property damage must be currently in effect. Fresno EOC ~~will reserves the right to~~ request proof of coverage ~~before operating personal vehicles for work at any time~~ (see Accounting Policies and Procedures Manual Section on Agency Travel Procedures). Mileage reimbursement at the IRS rate covers the cost of operation of personal vehicles ~~for~~ agency business, ~~including the cost of insurance~~, and will be reimbursed at the agency approved rate. Employees using their own vehicle for Agency business must submit mileage reimbursement forms in compliance with Finance Office requirements by the end of the current quarter by \_\_\_\_\_.

B. Agency Vehicles: Operators of Agency vehicles must possess a valid California Driver's License applicable to the type of vehicle to be driven. Agency vehicles are to be used for Agency business or activities only, not for personal or non-Agency business. Employees driving for the Agency shall inform the ~~Human Resources Department~~ Human Resources Office ~~immediately~~ if their insurance coverage or ability to legally operate a vehicle changes.

C. All individuals operating private vehicles for ~~agency purposes~~ company use must maintain appropriate insurance coverage as mandated by California state law. This includes, but is not limited to, meeting the minimum liability insurance requirements set forth by the California Department of Motor Vehicles (DMV). Covered by liability insurance for at least the minimum amount prescribed by State Law (e.g., minimum \$15,000 for personal injury to, or death of one person; \$30,000 for injury to, or death of, two or more persons in one accident; \$5,000 property damage). Vehicle Code Section 16020 requires all motorists to carry evidence of current automobile liability insurance in their vehicle.

~~D. — Procedures to Request Use of Agency Vehicles: Employees requesting use of an Agency vehicle must submit a completed and approved "Form" to the Agency's Transit Office in advance of the date of the anticipated activity. This will ensure that the vehicles are available and in good condition. Upon approval, the Agency's Transit Office will issue vehicle keys and provide the driver with a "Driver's Report Sheet", which must be completed and signed by the~~

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driver. This information is used to maintain the records as required by the California Highway Patrol.

E. Seatbelts: Seatbelts are required to be worn at all times while driving or as a passenger while traveling for agency business, regardless of operating a personal or agency vehicle. Seatbelt extenders may be provided upon request.

## II. ACCIDENT REPORTING

All accidents must be reported as outlined in the following procedures regardless of the estimated damage amount. It is important that the operator of the Agency vehicle not make any statements about assuming liability or what the Agency will do in settling the claim.

Procedures for Reporting Accidents Involving an Agency Vehicle:

~~1.~~ 1. When an accident in an Agency vehicle occurs involving injuries or major damage, it should be immediately reported to the police agency having jurisdiction in the area of the accident. ~~As soon as feasible Accidents~~ it should be reported to the supervisor ~~immediately and to the Agency's Transit who will then obtain and provide necessary information to Office the Human Resources Office. who will obtain the necessary information required by the insurance company.~~

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1. If an accident occurs involving minor damages with no injuries, insurance information must be exchanged between vehicle operators and must include the following information:

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- a. Name
- b. Address
- c. Telephone Number
- d. Driver's License Number and Expiration Date
- e. Name of insurance carrier, agent, and policy number, if known
- f. Make, Model, and License Number of Vehicle

3. Upon receipt of information concerning an accident involving an Agency vehicle, the Supervisor will forward all information to the Agency's insurance representative. A vehicle accident report must be completed.

## III. VEHICLE/DRIVER RECORDS

### A. Vehicle Roster

The Agency's FinanceTransit Office maintains a current list of Agency vehicles and equipment for the purpose of providing routine maintenance. In addition, the FinanceTransit Office uses this roster as an inventory list for the purpose of securing insurance coverage on the vehicles and equipment listed.

### B. Driver Roster

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The Agency's Transit Office maintains a current list of drivers authorized to operate Agency vehicles. Programs are requested annually to furnish the Transit Office with an updated list of employees authorized to operate an Agency vehicle. The information must include:

- Name
- Driver's License Number and Expiration Date
- State of Issuance
- Date of Birth

The driver roster is forwarded to the Agency's insurance representative. The Agency's Transit Office is notified if the insurance carrier does not approve a driver's record. Drivers must resolve any problems arising out of the DMV review before clearance is granted to operate Agency vehicles.

C. Additional Requirements for Commercial Drivers

Agency drivers must have a Class B (Commercial) driver's license, with the appropriate endorsements, to drive the Agency's 15 passenger vans or buses. The Agency has additional obligations relating to drug/alcohol testing for all Class B drivers, as required by The Department of Transportation (DOT) Omnibus Transportation Employee Testing Act of 1991.

Affected drivers will be notified of specific drug/alcohol testing requirements through the Human Resources Office through their respective programs.

## **POLICY 1210 AGENCY VEHICLE POLICY**

**PURPOSE:** To establish guidelines for employees regarding the use, storage, and approval process for Agency vehicles, including when employees are required to take Agency vehicles home for work-related purposes.

**POLICY:** It is the policy of Fresno EOC that employees driving Agency vehicles must have a valid California Driver's License, appropriate insurance, and obtain approval through a Vehicle Home Storage Permit (VHSP) when storing Agency vehicles at home. All changes in driving status, such as traffic violations, DULs, or work-related vehicle accidents, must be reported immediately to the appropriate department.

**REFERENCE:** California Insurance Code §11580.1b, California Vehicle Code 16020

### **PROCEDURES:**

#### **I. USE OF AGENCY VEHICLES**

##### **A. Agency Vehicles:**

###### **1. Driver's License and Insurance:**

Operators of Agency vehicles must have a valid California Driver's License appropriate for the vehicle and be enrolled in the Agency Pull Notice Program for monitoring their driving record. Employees must maintain valid personal automobile insurance in compliance with state law.

###### **2. Vehicle Storage at Employee's Home:**

Employees are not permitted to store Agency vehicles at home unless a Vehicle Home Storage Permit (VHSP) is approved by the Program Director, based on necessity and risk assessment. The employee must provide a valid reason for home storage and ensure that the vehicle is parked securely at their residence.

###### **3. Authorized Use Only:**

Agency vehicles are strictly for business-related activities. Personal use of Agency vehicles is prohibited. Employees must submit mileage and usage logs for regular review.

###### **4. Vehicle Maintenance:**

Employees are responsible for keeping the Agency vehicle in good condition, performing basic maintenance checks during work hours, and reporting any necessary repairs. No Agency property, such as electronic devices or sensitive documents, should be left unattended in the vehicle.

##### **B. Seatbelt Use:**

Seatbelts must be worn at all times while operating or riding in an Agency vehicle. Seatbelt extenders are available upon request.

#### **II. VEHICLE STORAGE GUIDELINES**

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**A. Essential Vehicle Home Storage Permit (VHSP):**

An essential VHSP is necessary in certain circumstances, even if it may not be cost-effective. To qualify for an essential VHSP, the employee must meet **all** of the following criteria:

- The employee must respond to emergency events after hours as a primary responder.
- The response must be to the field rather than a Fresno EOC facility where the vehicle could be stored.
- The employee must be able to reach the emergency site within 30 minutes to 1 hour.
- The emergency response must require specialized equipment that cannot be transferred to a personal vehicle.
- The emergency response must be for health and safety purposes (e.g., responding to hazards).
- The employee only takes the vehicle home when acting as a primary responder.
- The employee must respond to at least 24 emergency events per year.

A program should not issue an essential VHSP to any employee who does not meet all the specified criteria. The program is also responsible for documenting and reporting all necessary information to support the issuance of an essential VHSP.

**B. Cost-Effective Vehicle Home Storage Permit (VHSP):**

A cost-effective VHSP must meet at least one criterion from both Category A and Category B:

**Category A:**

1. The employee has a program-approved home office separate from the initial worksite.
2. The vehicle is effectively the employee's office (i.e., the employee conducts the majority of their duties in the field directly from home but may occasionally report to the office).

**Category B:**

1. The employee's official duty statement requires substantial fieldwork (more than 50% of their job), and it is more efficient for them to travel directly to fieldwork locations.
2. The employee regularly drives directly to the field from home and/or has work-related after-hour activities that account for 50% or more of their workdays within a given month.

The program should not issue a cost-effective VHSP to any employee who does not meet the outlined criteria. It is the program's responsibility to document and report all necessary information to support the issuance of a cost-effective VHSP. These standards justify the use of an Agency vehicle instead of reimbursing for personal vehicle use or rentals but do not authorize the Agency to cover personal commuting miles. Providing personal commuter transportation is not the Agency's responsibility.

### **III. ACCIDENT REPORTING**

#### **A. Reporting Procedures for Agency Vehicles:**

All accidents involving Agency vehicles must be reported immediately to the supervisor, regardless of the damage amount. If the accident involves injuries or major damage, it must also be reported to the local police. Drivers must exchange insurance information at the scene and submit a completed vehicle accident report to the Human Resources Office.

#### **B. Required Information for Reporting:**

In the event of an accident, drivers must collect the following information:

1. Name, Address, and Telephone Number
2. Driver's License Number and Expiration Date
3. Insurance Carrier and Policy Number
4. Make, Model, and License Number of the Vehicle

The supervisor will forward all accident details to the Agency's insurance representative.

### **IV. VEHICLE AND DRIVER RECORDS**

#### **A. Vehicle Roster:**

The Finance Office, in collaboration with programs, maintains a list of all Agency vehicles, including those stored at employees' homes, to ensure proper maintenance and insurance coverage.

#### **B. Driver Roster:**

A list of authorized drivers is maintained by the Human Resources Office including names, driver's license numbers, expiration dates, and other relevant information. This list is reviewed annually and updated as needed. Drivers whose records are flagged by the DMV or the Agency's insurance carrier must resolve any issues before operating an Agency vehicle.



## POLICY 2010 PAY PRACTICES

**PURPOSE:** To establish guidelines for the payment of wages, calculation of overtime, and other types of pay.

**POLICY:** It is the policy of Fresno EOC to pay employees for hours worked in accordance with legal requirements and to pay employees by check or direct deposit on a regular basis and in a manner so that the amount, method, and timing of wage payments comply with any applicable laws or regulations.

**REFERENCE:** California Labor Code §§ 204-204(a). California Labor Code §§ 201, 202 and 227.3. IWC Wage Orders Nos. 4-89, 5-89, 9-90. California Labor Code § 204.3, [510, 1182.12; AB 1513, SB 3](#).

### PROCEDURES:

#### I. PLACE AND TIME FOR PAYMENT OF WAGES

A. Regular Payday: Employees are paid bi-weekly. If the regular payday occurs on a holiday, employees will be paid on the preceding workday.

Employee time sheets/electronic time records must be completed properly and accurately. The time sheet must reflect all hours worked, overtime hours, vacation or sick time, and any ~~other~~ leaves of absences. All punches will be paid to the minute. ~~No~~ rounding is permitted or will occur. The time sheet/electronic time record must be reviewed with and approved by the employee and supervisor before it is sent to the Payroll Office.

On each payday, employees will receive their paycheck, deposit notice if enrolled in direct deposit, or an e-mail announcement to the employee's designated e-mail account. Checks or deposit notices will be distributed by the employee's immediate supervisor at the employee's work location or mailed to the employee's home if the employee submits a written request for the check to be mailed so that payment is received on the designated pay date. If an employee is absent when a paycheck is distributed, the employee may claim the paycheck when the employee returns unless other distribution/delivery arrangement have been made. Employees who discover an error in their paycheck, lose their paycheck, or have it stolen should notify their supervisor immediately. After proper approval, a paycheck will be reissued within two business days.

Employees should discuss any questions or concerns regarding compensation issues with their immediate supervisor or program director.

B. Payment on Resignation or Termination: If an employee resigns, the final paycheck will be available on the final day of work provided the employee has given at least 72 hours' prior notice. If an employee resigns without 72 hours' notice or fails to return to work, the final paycheck will be made available to the employee no later than 72 hours after the date when an employee is considered to have resigned. If an employee is terminated involuntarily, the final paycheck will be available at the time of discharge or layoff. The employee's final

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paycheck will include payment for all wages due and not previously paid and for accrued but unused vacation time, if eligible, minus authorized deductions.

## II. OVERTIME DEFINITION AND RATES OF PAY

A. Regular Overtime Arrangements: All non-exempt employees who work more than eight (8) hours in a single workday or forty (40) hours in one workweek will receive overtime pay computed in accordance with II-B. Employees on an approved Alternative Work Schedule (AWS) that work more than the agreed hours may earn overtime in compliance with Industrial Wage Orders.

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B. Exclusions from Overtime Calculations: Only actual hours worked, along with any nondiscretionary payments, are included when calculating an employee's regular rate of pay for overtime. Absences, whether paid or unpaid, such as holidays, vacations, personal leave, or sick time, do not count as hours worked when determining overtime pay. Only those hours that are actually worked and any nondiscretionary payments, are added together to determine an employee's regular rate of pay for overtime calculations. Paid or unpaid absences such as holidays, vacations, and personal or sick time do not count as hours worked in computing overtime payments.

1. Overtime at the rate of one and one-half times the employee's regular rate of pay will be paid for all hours worked in excess of eight (8) in a workday or forty (40) in any one workweek.
2. Overtime at the rate of two times the employee's regular rate of pay will be paid for all hours worked in excess of twelve (12) in a single workday and for all hours worked in excess of eight (8) hours on the seventh consecutive day of work in a workweek.
3. Overtime at the rate of one and one-half the employee's regular rate of pay will be paid for the first eight (8) hours worked on the seventh consecutive day in a single workweek.
4. Overtime at the rate of two times the employee's regular rate of pay for all hours worked beyond eight (8) on the seventh consecutive day in a single workweek.

C. Workweek and Workday: A workday is any consecutive twenty-four hour period beginning at the same time on each calendar day. A workweek is any seven consecutive days starting with the same calendar day and time each week.

Unless otherwise provided:

1. The workweek on which weekly overtime calculations will be based begins each Sunday at 12:01 a.m. and ends on Saturday at 12:00 midnight; and

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2. Each workday on which daily overtime calculations will be based begins at 12:01 a.m. and ends at 12:00 midnight.

D. Pre-authorization: Non-exempt employees may not work beyond their daily work schedule and/or overtime without prior approval of their supervisor and the program manager/director. Because unauthorized overtime is contrary to Fresno EOC policy, non-exempt employees who work unauthorized overtime may be subject to disciplinecorrective action.

### III. SPLIT SHIFT PREMIUM

A. Definition: A split shift occurs when an employee works two separate shifts in a single workday with a break of more than one hour between the shifts, unless exempted by applicable Wage Orders.

1. Eligibility: Employees are eligible for a split shift premium if they work two separate periods with a break of more than one hour between those periods on the same workday.

2. Premium Rate: Eligible employees will receive a split shift premium of one (1) hour of their normal hourly rate, in addition to their regular wages, for each workday that qualifies as a split shift.

3. Non-Eligibility: Employees are not entitled to split shift premiums if:

- The break between the shifts is one hour or less.
- The shifts do not meet the criteria for a split shift as defined above.
- The workday does not include two separate periods with a break of more than one hour.

#### B. Reporting and Payment

1. Reporting: Employees must report split shifts to their supervisor or payroll department as soon as the shift structure is known. The report should include the start and end times of each shift and the duration of the break between shifts.

2. Payment: The split shift premium will be reflected in the employee's regular paycheck and will be included in the payroll cycle that covers the split shift work.

### OTHER TYPES OF PAY

A. Reporting Pay: Non-exempt employees who report to work at Fresno EOC's request but are provided with less than half of their usual or scheduled day's work will be paid, without regard to the number of hours actually worked, for one half of the usual or scheduled day's work, but in no event less than two nor more than four hours at the regular rate of pay, unless

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the reasons for lack of work are beyond Fresno EOC's control. Reporting time hours are not counted as "hours worked" for overtime purposes unless work is performed.

B.     Callback Pay: Any non-exempt employee who is called back to work for a second work period in any one workday and is furnished with less than two hours' work will be paid a minimum of two hours pay at the regular straight-time rate for the second work period, without regard to the number of hours actually worked, unless the reasons for lack of work are beyond Fresno EOC's control.

C.     Holiday Pay: Employees are paid their regular straight-time wages for Fresno EOC paid holidays (see Policy 3010, Holidays).

To receive holiday pay, an eligible employee must be at work or taking an approved absence on the scheduled workdays immediately preceding and immediately following the day on which the holiday is observed. If an employee is absent on one or both days because of an illness or injury, Fresno EOC reserves the right to verify the reason for the absence before approving holiday pay.

Non-exempt employees who are required to work on a designated holiday will be paid their regular rate of pay plus holiday pay or be allowed to observe the holiday by taking off another day approved by the employee's supervisor and program manager/director.

Employees who are working during the Fresno EOC holiday may request a floating holiday based on the approval of the program and needs of scheduling. Taking a vacation day and floating the holiday or being paid for both holiday and vacation on the same day, is not allowed.

Exception to holiday pay is if the employee works the holiday, they may receive the holiday pay, and pay for the actual hours they worked (double the pay). If they float the holiday, the employee's manager must note the date on the employee's timesheet and the employee will be paid for the hours worked on the holiday.

Employees on a leave of absence are not eligible for Holiday Pay.

#### **IV.     PAYROLL DEDUCTIONS**

Certain deductions required by law will be made from each employee's wages. These include state and federal income taxes, FICA (for social security and Medicare), and state disability (SDI) payments, and the state paid family leave (PFL) program. Deductions may be required for garnishments received for federal or state levies for taxes, child support orders, or other court-ordered claims for indebtedness. Other deductions may be made from an employee's paycheck with the employee's written permission. These may include but is not exclusive to ~~may include~~ voluntary deductions including, ~~but not limited to:~~ health and life insurance premiums, retirement contributions, long-term disability insurance, credit union, health club membership, I EOC meal tickets, and other Agency approved events.

#### **V.     DIRECT DEPOSIT**

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Fresno EOC offers all employees the option of direct deposit of payroll checks. Employees who are interested in having all or some of their paycheck deposited directly into their bank account through electronic transfer of funds should complete the Direct Deposit Form available in [Human Resources Departmentthe Payroll OfficeHuman Resources Office](#) and attach a copy of a voided check or deposit slip from the appropriate account.

Employees will continue to receive a detailed earnings statement each payday, itemizing wage, tax and deduction information, including direct deposit amounts. Employees can choose to enroll in paperless statements to receive this same information via email after enrolling online.

All bank and account information must be verified prior to implementation of the direct deposit. Direct deposit will be effective approximately one pay period after the employee has submitted the required forms and information to payroll.

Employees are responsible for reporting any changes to their bank account. All changes, including cancellation of direct deposit, must be submitted in writing to the Payroll Office.

## POLICY 2020 WAGE AND SALARY ADMINISTRATION

**PURPOSE:** To establish and maintain a compensation system that will attract, retain, and reward qualified employees at all levels of responsibility, reflect the difficulty and responsibility of jobs, be externally competitive and internally ~~equitable~~ accessible, motivate employees to work toward achievement of Fresno EOC's goals, create an incentive for personal growth and advancement on the basis of demonstrated performance, control direct and indirect personnel costs, and comply with applicable laws.

**POLICY:** It is the policy of Fresno EOC, in regards to compensation, to: (1) create and maintain job descriptions which are reflective of the duties and responsibilities of all jobs in Fresno EOC; (2) establish wage and pay grades that reflect the value to Fresno EOC of the various jobs, as determined by a formal system of continuing job evaluation and review, taking into account the duties and level of responsibility of each job; (3) establish and maintain justifiable differentials between job levels; (4) adjust pay grades when warranted by changing economic and competitive factors, as determined by periodic surveys and available resources; (5) encourage quality performance by adjusting the pay rate of each employee on the basis of individual performance, as determined by a systematic program of performance evaluations and/or based on program budget requirements and guidelines; and (6) ensure that compensation is not in violation of Fresno EOC's Equal Employment Opportunity Policy (see Policy 1020, Equal Employment Opportunity Policy).

### PROCEDURES:

#### I. JOB DESCRIPTIONS

Job descriptions, in addition to summarizing the essential functions and/or responsibilities associated with a job, also include the skills, abilities, and knowledge required for a position. Job descriptions are used for recruiting and evaluating job candidates, coaching and developing current employees, comparing positions and salaries with other employers, and providing an overview of employee job responsibilities. The ~~Human Resources Department~~ Human Resources Office is responsible for maintaining Fresno EOC job descriptions used throughout Fresno EOC, and when necessary, performs job analyses and assists management in the writing of job descriptions. The ~~Human Resources Department~~ Human Resources Office is responsible for ensuring that the job descriptions meet the requirements set forth under the Americans with Disabilities Act and any other applicable laws. Job descriptions for Head Start positions will be reviewed and approved by the Head Start Policy Council.

#### II. JOB EVALUATIONS

The ~~Human Resources Department~~ Human Resources Office is responsible for coordinating the continuing internal review of all compensation and ensuring that each job is evaluated and assigned a pay grade. The ~~Human Resources Department~~ Human Resources Office will, when considered appropriate, participate in or conduct compensation surveys covering other employers with similar jobs.

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### III. WAGE AND PAY GRADES

~~All positions are assigned a pay grade and pay range that are documented and managed by the Human Resources Office. All jobs are assigned to a pay grade.~~ For each pay grade, a range is assigned which provides for a spread from a minimum to a maximum rate paid for a job. ~~All positions are assigned a pay grade and pay range that are documented and managed by the Human Resources Department.~~ Human Resources Office.

### IV. NEW HIRE PAY

A new employee will generally be hired at a competitive rate compared to the market, at the minimum of the pay range for the pay grade assigned to their position. ~~While subject to change and consistent with its at will employment policy, the Fresno EOC's lowest wage rate is \$187.00 per hour.~~ A candidate may be offered a higher starting rate based on experience, skill level or other competitive considerations. Any change from the normal starting rate must be reviewed and approved by the appropriate program manager, director, and responsible Officer, and must include a letter of justification before a job offer is made.

### V. PROMOTIONS

A promotion is the advancement from a position in one pay grade to another position in a higher pay grade. When promoted, a fully qualified employee should receive the minimum of the pay range assigned to the new position or a 10% increase, whichever is higher.

An employee may be promoted to a higher level of the same position occupied by the employee, such as from Secretary I to Secretary II or from Teacher I to Teacher II, when certain criteria of the job description are met. An employee promoted within a series should be moved to the beginning of the pay grade, or receive 5%, whichever is higher. This may be done by recommendation from the supervisor, not subject to the recruitment process.

### VI. COMPENSATION INCREASES AND COST OF LIVING ADJUSTMENT

Employee compensation within a pay grade is based on various measurable factors including, but not limited to: performance, increased responsibility without a change in job classification, length of service, meeting objective goals established in the last performance review, availability of program funds, and external market factors.

A. MERIT INCREASE: An employee may be eligible for a merit increase once a supervisor has conducted a performance evaluation with the employee. A merit increase cannot be paid more than once every 12 months.

The supervisor is responsible for conducting a performance evaluation with each employee. A pay increase decision will follow program and agency guidelines and will be based on a combination of, but not limited to the following: performance, pay grade, length of service, and program budget considerations.

Merit increases are outlined as follows:

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|                                   |                           |
|-----------------------------------|---------------------------|
| Overall Evaluation Rating:        | Overall Evaluation Score: |
| Exceptional/Exceeds Expectations  | 4.0                       |
| Above Expectations                | 3.00-3.99                 |
| Meets Expectations                | 2.00-2.99                 |
| Below Expectations/Unsatisfactory | 0-1.99                    |

An employee may be eligible for an annual merit increase following the above evaluation rating and corresponding score. Merit increase amounts may be implemented at proportional rates based upon program budget for personnel costs and salary increases. Program personnel costs and budget for increases should be analyzed prior to the budget year, starting to ensure equitable-a balanced and fair notice to all affected staff.

Additionally, an employee subject to formal corrective disciplinary action (written reprimand, final notice, or suspension) is not eligible for a merit increase.

B. Cost of Living Adjustment (COLA): The Agency recognizes that inflation and increased cost of living impacts employees. Cost of Living Adjustments are not automatic or guaranteed. A proposed COLA amount will be determined based upon availability of funds, increases implemented during the same fiscal year and other factors. A COLA will be implemented agency-wide as recommended by the Chief Executive Officer, with consideration from the Chief Financial Officer and Human Resources Director/Officer Human Resources Office, and with approval of the Board of Commissioners.

C. Other: Recommendations for salary adjustments outside of this policy' must be submitted with a letter of justification to the responsible Officer for approval. Final approval will be issued by the Human Resources Department Human Resources Office after being reviewed for equity balance, impact and overall fairness.

Employees who have reached the maximum of the pay range for their job will not be eligible for further salary increases unless the range is adjusted, except for a Cost-of-Living Adjustment.

Employees covered by a collective bargaining agreement are not eligible for increases outside of the negotiated wages.

## VII. TEMPORARY INCREASES/INTERIM ASSIGNMENTS

A. Temporary Increase: An employee who is performing additional work in the same capacity for at least 10 consecutive working days will normally be compensated with a 5% salary increase for the duration of the increased workload. This temporary increase may occur for a variety of reasons including, but not limited to: an employee in the same job title being on vacation, a leave of absence or a vacancy existing. The increased workload should not last for more than four (4) months.

B. Interim Assignment: An employee may be placed on interim assignment to a position that is vacant or created for a temporary need. The employee must meet the qualifications of



the position and should be paid the minimum of the new pay grade or receive a 10% increase, whichever is higher.

#### **VIII. RECLASSIFICATIONS**

Reclassifications may be made when a major change in the position content occurs, or when the incumbent in the position relinquishes or assumes substantial responsibilities and/or requires a marketplace adjustment. When a position warrants reclassification, the job description will be reviewed, reevaluated, and assigned to the proper pay grade.

If, as a result of reevaluation, a position is changed to a higher or lower pay grade, a change in pay rate should be considered. If the employee's position is evaluated to a higher pay grade, the rate should be increased to reflect the minimum of the new grade. If the employee's position is evaluated to a lower pay grade, the rate will remain the same unless it is above the maximum of the new pay range, in which case it will be adjusted to the maximum of the pay range, subject to program funding.

When an employee is demoted, the rate will be continued, provided it does not exceed the maximum of the salary range of the new classification. If the employee's current rate exceeds the maximum of the new classification, the rate will be adjusted to the new maximum, subject to program funding.

#### **IX. TRANSFERS**

Transfers may be from one position to another within the same pay grade or from a position in one program to a position of equal value in another program (see Policy 1120, Transfers and Promotions). An employee transferred to a job within the same pay grade will continue to receive their existing rate of pay.

#### **X. DEMOTION**

Demotion is the movement from a position in a higher pay grade to a position in a lower pay grade. An employee may be demoted due to: ~~corrective disciplinary~~ action reasons, lack of work, budgetary reasons, reorganization, or at their own request. Upon demotion, the employee will receive a pay decrease of 10% but receive a rate no higher than mid-range of the new position. The employee will usually be paid at their former rate, unless the former exceeds the maximum rate of the new job in which case the employee will be paid the maximum rate of the new job.

#### **XI. APPROVAL OF WAGE AND SALARY ADJUSTMENTS**

A. Forms: A formal procedure has been established for recording employment status and changes to an employee's rate, classification, and/or assignment. The Employee Form and Temporary Payroll Notice are the only official methods by which supervisors can be assured that their recommendations for changes will be recorded on all pertinent records. All requests for pay adjustments must be accompanied by appropriate documentation, which may include but is not exclusive to ~~may include~~ performance evaluations to support the request.

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B. Approval: The Employee Form or Temporary Payroll Notice requesting any change must be completed and signed by the supervisor, program manager and/or director. The signed form will be submitted to the ~~Human Resources Department~~[Human Resources Office](#) for implementation of the change and filing in the employee's personnel file. Proposed changes related to pay shall not be discussed with the employee until final approval has been received.

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## **POLICY 2030 GARNISHMENTS**

**PURPOSE:** To establish a procedure for the proper handling of garnishments against employee wages.

**POLICY:** It is the policy of Fresno EOC to comply with garnishment orders. Garnishments are court orders to an employer to withhold a sum of money from an employee's wages or salary. Because both federal and state laws govern garnishments, it is the policy of Fresno EOC to process them within the requirements of state law, Title III of the Consumer Credit Protection Act, and the Child Support Enforcement Program.

**REFERENCE:** Consumer Credit Protection Act 15 U.S.C. §§ 1671 et. seq. Child Support Enforcement Program 42 U.S.C. §§ 654 and 666, Bankruptcy Act of 1978 and the Bankruptcy Act Amendments of 1984 11 U.S.C. § 525(a) and (b).

### **PROCEDURES:**

#### **I. RESPONSIBILITY**

A. Employee: Employees are responsible for managing their personal finances so that they do not adversely impact job performance. The failure of an employee to meet their financial obligations may impose an administrative and financial burden on Fresno EOC in terms of the expense and bookkeeping in responding to and complying with court orders.

B. Payroll: Any writ of garnishment or attachment, notice of levy by any taxing authority, or any other similar order requiring payment of a portion of an employee's compensation to someone other than the employee served on Fresno EOC is to be referred to the Payroll Office. The Payroll Office will take immediate action and ensure that the employee receives a copy of the order. The employee will be encouraged to take care of the financial obligation, if possible, and obtain a release of the garnishment prior to any deductions being taken from the employee's wages. The Payroll Office will be responsible for receiving the garnishment order and deducting the proper amount each pay period in accordance with federal and state law until the obligation is met.

#### **II. TYPES OF GARNISHMENTS**

Garnishments are legal claims against an employee's wages and may be in the form of federal or state levies for taxes, child support orders, or other court-ordered claims for indebtedness. Each of the forms of garnishments has different preferences and deduction requirements from employee disposable earnings. Disposable earnings are defined as that part of the employee's earnings after deductions required by law. These deductions include federal and state income taxes, social security taxes, state disability payments and state paid family leave.

Fresno EOC will withhold amounts required by the garnishment or wage order from the disposable earnings up to the amounts permitted by law.

#### **III. CORRECTIVE/DISCIPLINARY ACTION**

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No employee will be terminated from employment because earnings have been subjected to garnishment for one indebtedness within one year, even if it is for more than one garnishment for the same indebtedness. However, repeated garnishments for more than one indebtedness may result in corrective action, up to and including termination, depending on the circumstances of the case and any restrictions under state and federal law.

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## **POLICY 2040 – DISCRETIONARY BONUS INCENTIVE POLICY**

**PURPOSE:** To provide an effective means to motivate and compensate eligible employees through discretionary monetary award bonuses for exceptional performance, significant contributions, and substantial accomplishments well beyond normal or regular work responsibilities. A discretionary bonus does not increase the base salary nor serve as a means to give a larger annual increase. This bonus is given at the discretion of the Program Director with approval from the CEO. Fresno EOC believes that such discretionary compensation can be a highly effective means to enhance the employer-employee relationship. In addition, Fresno EOC hopes that by providing discretionary short-term bonuses, the Agency will motivate and increase the retention rate among its employees, which, in turn, will enhance Fresno EOC's long-term value.

**POLICY:** It is the policy of Fresno EOC to provide, at the sole and total discretion of the Program Director and CEO, a discretionary bonus to employees for the exceptional performance, significant contribution, and substantial accomplishments of employees that go well beyond normal or regular work responsibilities. There is no guarantee or promise, whether express or implied, to pay employees a discretionary bonus. No oral promise to award a discretionary bonus by any officer, director, manager, or supervisor is enforceable. Fresno EOC will only honor written bonuses that have been approved by the Program Director and CEO. This discretionary bonus is only applicable when funds are available and cannot be awarded more than once annually.

### **ELIGIBILITY:**

Employees may be eligible for a discretionary bonus, at the sole discretion of the Program Director and CEO, provided the following performance standards are met:

- 1) Significant and outstanding contribution and effort well beyond normal expectations and day-to-day responsibilities.
- 2) Contribution is regarded as major, key, or vital.
- 3) Extraordinary effort to meet quality and quantity requirements while meeting the essential requirements and performance standards of the regular job.

Employees may receive a discretionary bonus only if they are employed on the date the payment is processed and have not indicated an intent to resign.

Employees may not be rewarded twice for the same performance standards described in 1-3, above. A discretionary bonus must not be used in place of additional job responsibilities that may be assigned or overtime payment in circumstances where the employee is entitled to such premium wage.

Employees should not receive more than one discretionary bonus within a 12-month period.

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The establishment of a discretionary bonus does not constitute a contract for continued employment or alter the at-will relationship between the employee and Fresno EOC.

**PROCEDURES:**

Appropriate documentation for the discretionary bonus must be in writing and must include the following information:

- Brief and specific description of the bonus plan
- Date or timeframe of contribution or event
- Discretionary bonus amount
- Approval signatures from Program Director and Program Officer.

Programs must ensure that funds are available. If necessary, all formal programmatic recommendations and approvals must be obtained prior to awarding discretionary bonuses. A discretionary bonus must be made as a one-time payment and must not be added to an employee's base salary.

Fresno EOC will deduct any federal, state, or local income tax withholding requirements or other tax requirements or withholdings applicable to the discretionary bonus, and all such determinations shall be final and conclusive.

A discretionary bonus will not be included in employee benefits-related calculations (i.e. retirement and pension benefits) or regular rate of pay. The discretionary bonus is not measured by or dependent upon hours worked, production or efficiency.

Programs must apply extreme care when awarding a discretionary bonus inasmuch as these awards may give rise to perceptions of favoritism and inequality. Programs must consistently and fairly apply the standards for awarding a discretionary bonus.

Fresno EOC reserves the right to dismiss any employee at-will (at any time, with or without prior notice, with or without cause), or otherwise implement other personnel or corrective actions to the employee to the same extent as though the discretionary bonus had not been adopted.

Fresno EOC (CEO) may terminate or revoke any discretionary bonus, at its sole discretion, at any time and amend, from time to time the discretionary bonus without the approval of any employee.

## **POLICY 2050 — HAZARD PAY POLICY**

**PURPOSE:** To compensate employees that are required to perform hazardous duties on behalf of the Fresno EOC.

**POLICY:** It is the policy of Fresno EOC to recognize that employees must be compensated for their willingness to take on hazardous duties. Employees may perform hazardous duties, work in hazardous areas or both.

**REFERENCE:** Department of Labor

### **PROCEDURES:**

#### **I. — DEFINITION**

Hazard pay means additional pay for performing hazardous duty or work involving physical hardship. Work duty that causes extreme physical discomfort and distress which is not adequately alleviated by protective devices is deemed to impose a physical hardship.

#### **II. — ELIGIBILITY**

All employees assigned to positions classified as "hazardous" are eligible for hazard duty pay, regardless of employment status.

#### **III. — HAZARD DUTY PAY**

Employees assigned to positions eligible for hazard pay will receive a rate pre-determined by the program on a bi-weekly basis. Hazard rates must be applied consistently across all staff within the same position. Hazard pay will be paid as mandated by state or federal laws. Hazard Pay will not be paid when the employee is on a leave of absence.

#### **IV. — PAY AND TAX IMPLICATIONS**

According to the Internal Revenue Service (IRS), hazard duty pay is considered taxable income. These amounts will be included on the employee's W-2.

## POLICY 20650 – PAY SCALE INFORMATION

**PURPOSE:** To comply with pay posting requirements and limitations on the ability to require an applicant to provide or rely on salary history information in determining whether to hire an applicant or what salary to offer the applicant.

**POLICY:** It is the policy of Fresno EOC to comply with pay posting requirements and limitations on its ability to require an applicant to provide or rely on salary history information in determining whether to hire an applicant or what salary to offer the applicant.

**REFERENCE:** CA Labor Code section 432.2

### PROCEDURES:

Fresno EOC does not rely on the salary history of a job applicant in deciding whether to extend an offer of employment or what salary to offer unless the applicant voluntarily discloses this information. Fresno EOC also does not seek, either personally or through an agent, salary history information about an applicant. Moreover, upon request, Fresno EOC will provide to existing employees the pay scale (defined as “the salary or hourly wage range that the employer reasonably expects to pay for the position”) for the position in which the employee is currently employed. Fresno EOC will maintain records of a job title and wage rate history for each employee for the duration of the employment plus three years after the end of the employment. Pay scales will also be included for a position in any job posting. If Fresno EOC engages a third party to announce, post, publish, or otherwise make known a job posting, it will provide the pay scale to the third party and the third party should include the pay scale in job postings.



## POLICY 3010 HOLIDAYS

**PURPOSE:** To observe and allow time off with pay for designated holidays.

**POLICY:** It is the policy of Fresno EOC to designate and observe certain days each year as holidays. Eligible employees will be given a day off with pay for each holiday observed. The following holidays are observed; however, Fresno EOC reserves the right to amend this policy at its discretion:

New Year's Day  
Martin Luther King Jr. Day  
Lincoln's Birthday  
Washington's Birthday (President's Day)  
Cesar Chavez Day  
Memorial Day  
Juneteenth  
Independence Day  
Labor Day  
Indigenous People's Day  
Veterans Day  
Thanksgiving Day  
Day after Thanksgiving  
Christmas Day ~~through New Years Day~~

### PROCEDURES:

#### I. ELIGIBILITY

All regular full-time employees are eligible to receive their regular rate of pay for each observed holiday. Regular part-time employees are eligible to receive holiday pay only for holidays on which they would normally be scheduled to work, and only for their regularly scheduled number of hours.

Temporary and substitute on-call employees are treated the same as full-time or part-time employees for holiday purposes, depending on whether such temporary or substitute employee is working full-time or part-time.

Employees on leaves of absences, seasonal breaks, or on lay-off status are not eligible to receive holiday pay.

To receive holiday pay, an eligible employee must work the day before and after a holiday or taking approved time off ~~absence~~ be at work, who call out, or taking an approved absence on the scheduled workdays immediately preceding and immediately following the day on which the holiday is observed. If an employee is absent on one or both of these days because of an illness or injury, Fresno EOC reserves the right to verify the reason for the absence before approving holiday pay.

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## **II. HOLIDAY SCHEDULE**

An approved holiday that occurs on a Saturday or Sunday will be observed on either the preceding Friday or following Monday, respectively.

Holidays that occur during an employee's vacation will not be counted as vacation days taken.

Fresno EOC may schedule work on an observed holiday, as it considers necessary. Normally, work on an observed holiday will be paid as if the day were a regularly scheduled day. The responsible Officer will determine if the employee ~~will receive~~ receives additional pay for the day or take a paid day off at another time. However, Fresno EOC may, at its discretion, require an employee to work on scheduled holidays and provide pay in lieu of time off.

## **III. HOLIDAY PAY**

Non-exempt employees who are required to work on a designated holiday will be paid their regular rate of pay plus holiday pay or be allowed to observe the holiday by taking off another day approved by the employee's supervisor and program manager/director within the same workweek. Holidays that are observed and not worked will not be considered as time worked for the purpose of calculating overtime.

## **IV. OTHER HOLIDAYS**

Fresno EOC recognizes that some employees may wish to observe, as periods of worship or commemoration, certain days that are not included in Fresno EOC's regular holiday schedule. Accordingly, employees who would like to take a day off for those reasons may do so if it will not impose an undue hardship on the ability of Fresno EOC to conduct business, and the time off is requested and approved in advance by the employee's supervisor. Employees may use accumulated days ~~off~~ of paid vacation for these occasions, or they may take the time off as an unpaid, excused absence.

## **V. HOLIDAY PROCEDURES RELATING TO SOUL TEACHERS**

SOUL teachers observe holidays in alignment with Fresno Unified School District holidays.

## POLICY 3020 VACATION

**PURPOSE:** To establish a vacation plan for the benefit of regular full-time and eligible part-time employees.

**POLICY:** It is the policy of Fresno EOC to provide vacation benefits to eligible employees to enable them to take paid time off.

### PROCEDURES:

#### I. ELIGIBILITY

All regular full-time and part-time employees working thirty (30) hours or more per week are eligible to accrue vacation benefits based on their continuous length of service, measured from the date of hire or date from which the employee became eligible for vacation benefits. Continuous length of service is defined as service that is uninterrupted by termination of employment and subsequent rehire by Fresno EOC.

#### II. VACATION ACCRUAL

A. Full-time Employees: Vacation accrues according to the following schedule:

| Years of Continuous Service                                   | Vacation Accrual                                                                   |
|---------------------------------------------------------------|------------------------------------------------------------------------------------|
| Date of hire or eligibility through completion of second year | 1-1/4 working days for each full month worked up to a maximum of 15 days per year. |
| Third year and thereafter                                     | 1-2/3 working days for each full month worked up to a maximum of 20 days per year. |

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Vacation accrues on a bi-weekly basis based on the number of hours worked. To receive a full accrual for the month, employees must either work the full bi-weekly period or receive paid time off. Any unpaid time off will affect the vacation accrual.

B. Part-time Employees: Regular part-time employees working a minimum of thirty (30) hours per week accrue vacation benefits on a pro rata basis which relates to the average number of hours worked to a regular full-time work week. Part-time employees who work less than thirty (30) hours per week do not accrue vacation benefits.

C. Temporary and On-Call Employees: Temporary and On-Call employees do not accrue vacation benefits.

**D-D.** —Maximum Accrual: Vacation accruals may not exceed twice an employee's current annual entitlement (e.g., 30 days for an employee with less than two years of service or 40 days for an employee with more than two years of service). Once this maximum is reached, all further accruals will cease. Vacation accruals will recommence after the employee has taken vacation and accrued hours have dropped below maximum.

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E. Vacation Accrual during Periods of Leaves of Absence: Vacation time does not accrue during a leave of absence. Vacation accruals recommence when the employee returns to work. Vacation accrual will be tracked on employees' itemized wage statements.

### III. VACATION APPROVAL AND SCHEDULING

A. Vacation Approval: All vacations must be approved in advance by the employee's immediate supervisor, program manager/director.

B. Vacation Scheduling: Scheduling of vacations is to be done in a manner consistent with Fresno EOC's operational requirements. Vacation requests should be submitted by an employee to their immediate supervisor for approval at least two weeks prior to the commencement of a vacation period or as requested by the program director. Fresno EOC reserves the right to deny the employee's requested date(s) of vacation if granting such vacation time will disrupt Fresno EOC's business. In the event two or more employees have requested vacations covering the same period and may not be absent simultaneously, preference shall be given to the employee with the greater length of service.

C. Vacation Advances: An employee is not permitted to borrow on future accrual of vacation benefits unless otherwise agreed upon by the responsible Officer who must approve any exceptions or as otherwise provided by specific program needs such as mandatory seasonal closures, such as Head Start ~~that closes~~that close for winter break or as required for program necessities.

### IV. VACATION USE

Accrued vacation must be taken in increments of at least 30 minutes.

Employees who request family or medical leave (see Policy 4010, Family and Medical Leave and California Family Rights Act) may apply any available accrued vacation pay to their family or medical leave.

No allowance will be made for sickness or other compensable ~~type of~~ absence occurring during a scheduled vacation.

### V. VACATION PAY

Vacation pay for full-time and part-time employees will consist of the employee's base rate of pay for the vacation period and will be paid on the ~~regular~~regularly scheduled payday.

No vacation cash outs are allowed. On termination of employment, the employee will be paid all accrued but unused vacation at the employee's base rate of pay at the time of termination.

Employees may utilize vacation accruals while on protected leave.

### VI. VACATION PROCEDURES RELATING TO SOUL TEACHERS

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SOUL teachers do not accrue vacation benefits.

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## **POLICY 3030 SICK TIME**

**PURPOSE:** To help prevent loss of earnings that may be caused by personal or family illness or injury. This policy is for the benefit of eligible employees and should be used wisely. This is separate from the Paid Sick Leave Policy.

**POLICY:** It is the policy of Fresno EOC to permit employees to be absent from work for personal illness or injury or the illness or injury of a family member, as defined in Section I (A) of Policy 4010 or registered domestic partner, or the child of a registered domestic partner, which requires immediate attention.

**REFERENCE:** California Labor Code § 233, California Labor Code sections 245-249 and section 2810.5.

### **PROCEDURES:**

#### **I. DEFINITION**

Sick time is time off from work that employees can use during periods of temporary illness to address their health and safety needs or that of a family member as defined in section IV of this policy. Sick time that is longer than ~~five (5)~~ 3 days may be designated as Family and Medical Leave Act if all criteria is met and must be converted to an approved leave of absence for employment rights to be maintained (see Policy 4010, Family and Medical Leave and California Family Rights Act). Fresno EOC reserves the right to amend this policy at its discretion.

#### **II. ELIGIBILITY**

All regular full-time and part-time employees working thirty (30) hours or more per week are eligible to accrue sick time benefits.

Part-time employees working less than thirty (30) hours per week, temporary, and on-call employees are not eligible to participate in this program but may take unpaid absences if approved by their supervisor.

All employees are eligible for Paid Sick Leave (PSL) (see Policy 3040, Paid Sick Leave).

#### **III. ACCRUAL**

All regular full-time employees are eligible to accrue up to a maximum of ~~seven (7)~~ ~~nine (9)~~ days of sick time per calendar year. Eligible part-time employees are eligible to accrue sick time on a pro rata basis which relates the average number of hours per week worked to a regular full-time workweek. Sick time accrues on a bi-weekly basis. Sick time may not accrue during any unpaid time off. To receive a full accrual for the pay period, employees must either work the full bi-weekly period or receive paid time off.

#### **IV. USE OF SICK TIME**

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Sick time may be taken for personal illness or injury, disability, illness of a family member such as a child, spouse or parent, registered domestic partner or the child of a registered domestic partner, or for a family care or medical leave purpose (see Policy 4010, Family and Medical Leave and California Family Rights Act). Hours absent for medical and dental appointments will be treated as sick time. When possible, employees are expected to plan medical appointments in a manner that minimizes a disruption of the workflow.

Employees must use sick time in no less than a minimum of thirty (30) minutes~~one (1) hour~~. Employees' sick time will be tracked on their itemized wage statement.

#### V. KIN CARE

Kin care may be used when an employee needs time to care for themselves or a family member. Kin care runs on a calendar year and resets on January 1. An employee may use up to ~~only one-half~~ of their annual sick time accrual, once it has actually accrued, ~~when they need time to care for themselves or a family member~~. The amount of sick time available for kin care does not carry over from year to year.

A family member means any of the following: a child (biological, adopted, foster, step, legal ward, child to whom the employee stands in loco parentis); parent (biological, adoptive, foster, step, legal guardian of employee or employee's spouse or registered domestic partner or a person who stood in loco parentis when employee was a minor child; spouse; registered domestic partner; grandparent; grandchild; sibling; and designated person. A "designated person" is defined as "a person identified by the employee at the time the employee requests paid sick days." Employees are limited to designating one designated person per 12-month period for sick days. Management retains the right to request verification at any time from a licensed health care provider for any absences related to kin care.

The amount of sick time available for kin care does not carry over from year to year.

Fresno EOC will not ~~retaliatediscriminate in any manner~~ against an employee for using or attempting to use sick time for kin care.

Sick time used for kin care, up to one half of the employee's annual accrual, will not count towards Fresno EOC Attendance Policy (see Policy 1160 Punctuality and Attendance).

#### VI. MAXIMUM ACCRUAL

Sick time may be accumulated up to a maximum of sixty (60) working days or 450 hours for use in future years.

#### VII. SICK PAY

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Eligible employees will be compensated for regular base wages lost during certain periods of absence to the extent that they have accumulated days of sick time under this policy. Sick time will be paid at the employee's base rate of pay and paid for regularly scheduled workdays.

Compensation for absences will not be granted before sick time has been accrued. Sick time will not be considered as work time for calculating weekly overtime compensation.

No unused sick time benefits will be paid upon termination of employment or retirement.

#### **VIII. REQUEST/APPROVAL PROCESSAPPROVAL OF SICK TIME**

A timekeeping request must be completed for each absence and approved by the employee's supervisor. After exhaustion of PSL, management retains the right to request verification of absence at any time from a licensed health care provider after three (3) days. Employee must submit verification of absence on the day they return to work to confirm fitness for duty. for all absences due to illness or disability. Sick pay may be denied if a satisfactory verification is not provided by the employee upon request by the supervisor.

An employee will not be allowed to use more than their accrued sick time balance. In the event an employee is unable to report to work due to personal or family illness or injury, the employee's supervisor or program manager/director must be directly contacted no later than the normal reporting time or adhere to the location reporting procedure. The date of return must be provided. If unknown, the employee's supervisor or program director/manager must be directly contacted each day prior to the normal reporting time, unless a written statement has been provided by a licensed health care provider.

#### **IX. COORDINATION OF SICK TIME BENEFITS WITH WORKERS' COMPENSATION AND NON-OCCUPATIONAL DISABILITY OR MEDICAL LEAVES OF ABSENCE**

An eligible employee may use sick time benefits during the applicable waiting period prior to being paid workers' compensation temporary disability benefits. Similarly, an employee may be paid sick time benefits during the applicable waiting period before becoming eligible for benefits under the state disability or paid family leave insurance plan.

Following the applicable waiting periods, an employee may continue to receive accrued sick pay, less the disability benefits actually received or the disability benefits that would have been received had the employee made timely application to the appropriate agency.



## **POLICY 3040 PAID SICK LEAVE**

**PURPOSE:** To ensure that all Fresno EOC employees can address their own health needs and the health needs of their family by providing paid sick days including time for family care. In addition, Fresno EOC strives to enable its employees to seek early and routine medical care for themselves and their family members and to provide leave for victims of domestic violence, sexual assault, or stalking.

**POLICY:** It is the policy of Fresno EOC to provide State-mandated Paid Sick Leave (PSL) to every employee. PSL is different and separate from Policy 3030 (Sick Time).

**REFERENCE:** California Labor Code sections 245-249 and section 2810.5, [SB 616](#).

### **PROCEDURE:**

#### **I. DEFINITION(S)**

Paid Sick Leave (PSL) is leave used for the diagnosis, care or treatment of an existing condition, or preventive care, for the employee or for a family member. This also includes leave used by employees who are victims of domestic violence, sexual assault, or stalking.

For purposes of sick leave use, employee includes full-time, part-time, and temporary employees, and family member includes child, parent, spouse, registered domestic partner, domestic partner's child, grandparent, grandchild, sibling, and designated person. A "designated person" is defined as "a person identified by the employee at the time the employee requests paid sick days. Employees are limited to designating one designated person per 12-month period for sick days. "Child" is defined as a biological, foster, or adopted child; stepchild; legal ward; or a child for whom you accepted the duties and responsibilities of raising, even if the child is not your legal child. "Parent" is defined as your biological, foster, or adoptive parent; stepparent; legal guardian of the employee or the employee's spouse or registered domestic partner; or a person who accepted the duties and responsibilities of raising the employee, even if parent is not the employee's legal parent, when the employee was a minor child. "Spouse" is defined as your legal spouse according to the laws of the State of California, which does not recognize "common law" spouses (a union which has not been certified by a civil or religious ceremony). "Domestic partner" is defined as another adult with whom you have chosen to reside and with whom you have filed a Declaration of Domestic Partnership with the Secretary of State. A "domestic partner's child" is the biological, foster, or adopted child; stepchild; or legal ward of your domestic partner; or a child for whom your domestic partner has accepted the duties and responsibilities of raising, even if the child is not your domestic partner's legal child.

#### **II. ELIGIBILITY**

All employees who have been employed by Fresno EOC for 30 or more days within a year from the beginning of employment will be entitled to PSL.

#### **III. FRONT LOAD BASIS**

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Employees will be provided forty (40)- hours, or five (5)- days, whichever is greater, which an employee ~~is eligible to~~ may use on or after the 90<sup>th</sup> day of employment.

For purposes of calculating PSL, employees who are exempt from overtime as an administrator, executive or professional under the appropriate wage order will be deemed to work their regularly scheduled workweek. All other employees must keep a record of hours worked so that Fresno EOC can properly account for accrued sick leave.

#### IV. MAXIMUM EARNED

Unused PSL cannot be carried over and will be zeroed out each year at the end of December and a new forty (40) hours, or five (5) days, whichever is greater, will be provided on the first of January.

Unused PSL will not be paid to the employee at the separation of employment. However, if the employee is rehired by Fresno EOC within one year of the date of separation, previously accrued but unused PSL will be reinstated at rehire.

#### V. USE OF PAID SICK LEAVE

Employees requesting time off under this policy should provide notice of the need for leave as soon as practicable, and in advance, if foreseeable. A request for time off can be made orally or in writing.

Employees must use PSL in no less than a minimum of one (1) hour.

An employee cannot use more than forty (40) hours, or five (5) days, whichever is greater, of PSL in each calendar year of employment. Fresno EOC will not lend PSL to employees in advance (i.e., employees are not allowed to have a negative balance for this benefit).

Employee ~~MUST~~ must designate if leave used will be PSL (Paid Sick Leave). Designation must be made as soon as reasonable or within the current pay period. If no designation is given by the employee, Fresno EOC may designate the time off according to Sick Time Policy (see Policy 3030, Sick Time). If no designation is given for the time off (even though the employee still has PSL available), and if the employee has exhausted their sick time, the time off shall be taken as unpaid. If PSL has been exhausted for the given year and if there is no sick time available, the time off shall be taken as unpaid.

Leave taken under this policy may run concurrently with leave taken under local, state or Federal law including leave taken pursuant to California Family Rights Act (CFRA) or Family Medical Leave Act (FMLA). Time off for medical and dental appointments will be treated as PSL.

#### VI. APPROVAL OF PSL

Fresno EOC will not ~~discriminate or~~ retaliate ~~in any manner~~ against an employee for using or attempting to use PSL.

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Time off for PSL will not count towards the Fresno EOC Attendance Policy (see Policy 1160 Punctuality and Attendance).

#### **VII. PSL PAY**

PSL will be paid at the employee's hourly rate of pay. ~~For employees paid different hourly pay rates within the last 90 days before taking PSL, or employees paid by commission, piece rate or non-exempt salaried employees, the rate of pay will be calculated by dividing the employee's total wages, excluding overtime, by total hours worked.~~ PSL benefits may be integrated with benefits provided under State Disability Insurance or Workers' Compensation. In no event shall the combination of disability benefits, plus PSL benefits, exceed regular earnings.

#### **VIII. NOTICE TO EMPLOYEES**

A poster describing PSL rights shall be located in the break room or other common area frequented by staff.

Fresno EOC will maintain records documenting hours worked, PSL earned and used, and will make them available within 21 days upon request. Employees may designate paid sick leave as either for the employee's own health condition, for obtaining relief in the case of crimes or abuse, or for care of family members who have serious health conditions as provided.

## POLICY 3050 INSURANCE BENEFITS

**PURPOSE:** To summarize the insurance benefits available for employees of Fresno EOC.

**POLICY:** It is the policy Fresno EOC to provide its employees with various insurance benefits. Information and summaries intended to explain the various insurance benefit plans will be furnished to all plan participants. Fresno EOC reserves the right to modify, amend, or terminate its insurance plans as they apply to all current and former employees. The benefits offered to eligible employees include workers' compensation insurance; State Disability Insurance; medical, dental, vision, and prescription drugs insurance; group life, accidental death and dismemberment, and business travel insurance. Eligibility will depend upon the specific requirements of each benefit plan and is described in the summary plan document where applicable.

**REFERENCE:** Consolidated Omnibus Budget Reconciliation Act, California Labor Code Section 3700, Unemployment Insurance Code Section 3300-3306, Health Insurance Portability and Accountability Act.

### PROCEDURES:

#### I. GROUP INSURANCE BENEFITS

A. Insurance Coverage Information: Eligibility requirements and further information concerning insurance coverage are fully explained in the Group Health Plan Summary Plan Documents available from the [Human Resources Department](#)~~Human Resources Office~~.

B. Group Health Insurance: The group health plan includes medical, vision, dental, and prescription drug coverage.

1. Eligibility: All regular full-time and part-time employees working thirty (30) hours or more per week and their dependents are eligible to participate in the group health plan beginning the first of the month following employment, provided an enrollment form is completed within thirty-one (31) days following employment. Those who are not eligible for the group health plan may be eligible for the sub on call plan based upon requirements as allowed by law. Employees who become eligible after employment may participate beginning the first of the month following eligibility, provided an enrollment form is completed within thirty-one (31) days of becoming eligible. Newly acquired dependents, such as by marriage, birth or by adoption, will become eligible on the effective date of the occurrence, provided an enrollment form is completed within thirty-one (31) days of the occurrence.
2. Open Enrollment: An annual open enrollment period of 30 days will be conducted each year for eligible employees and their dependents. Employees who did not enroll during the time periods mentioned above have an opportunity to enroll during this open enrollment period. The effective date of

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coverage will be January 1, following submission and approval of enrollment selections.

3. Termination of Coverage: Insurance coverage terminates on the last day of the month that employment terminates or when an authorized leave of absence exceeds four (4) months unless the employee is on an approved CFRA leave preceded by PDL leave or as otherwise required by law.
4. Conversion/Post-Employment Insurance Options: Pursuant to the Consolidated Omnibus Budget Reconciliation Act of 1985 (COBRA), eligible employees and their dependents are entitled to continue health insurance coverage after employment with Fresno EOC ceases. The [Human Resources Department/Human Resources Office](#) and/or the third-party administrator must provide employees with information on how they can continue health care coverage under COBRA.
- C. Group Life Insurance: All regular full-time and part-time employees working thirty (30) hours or more per week are eligible for life insurance. Coverage begins on the first of the month following employment or eligibility. The maximum amount covered is described in the summary plan document.
- D. Accidental Death and Dismemberment: All regular full-time and part-time employees working thirty (30) hours or more per week are eligible for accidental death and dismemberment insurance beginning on the first of the month following employment or eligibility. The maximum amount covered per loss is described in the summary plan document.
- E. Premium Payments for Insurance Coverage: Employees who are enrolled in a group health insurance plan are required to participate in the cost of the insurance by having a deduction taken from their paycheck bi-weekly for use towards the premium cost. The employee is responsible for their benefit premiums while on protected leave. Any payments that have been missed even while on leave will be the responsibility of the employee. Failure to pay the employee portion of premiums could result in the loss of health insurance. Payment must be received in the Human Resources Office by the 25th day of each month. If the payment is more than 30 days late, the employee's health care coverage may be dropped for the duration of the leave. Fresno EOC will provide 15 days' notification prior to the employee's loss of coverage.

Group health insurance benefits ordinarily provided by Fresno EOC, and for which the employee is otherwise eligible, will continue during an authorized leave of absence for up to the required amount allowed by the leave, in most cases up to four (4) months, provided the employee pays the required contributory amount. Payment must be received in the Human Resources Department/Human Resources Office by the 25th day of each month. If the payment is more than 30 days late, the employee's health care coverage may be dropped for the duration of the leave. Fresno EOC will provide 15 days' notification prior to the employee's loss of coverage. Employees returning from an authorized Leave of Absence will be reinstated into health coverage effective the 1st of the following month. After the four (4) month period, employees will be given the option to continue with group health insurance through COBRA.

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## II. OTHER INSURANCE BENEFITS

A. Paid Family Leave (PFL): To protect employees who miss work due to a serious illness of a family member covered by California law, or to bond with the employee's new child, the new child of the employee's spouse or registered domestic partner or a child in connection with the adoption or foster care placement of the child with the employee's spouse or registered domestic partner, the law requires that a small percentage of each employee's wages, up to the prevailing maximum, be deducted each pay period for disability insurance. PFL provides up to eight (8) weeks of benefits in a twelve (12) month period based on the employee's earnings. Benefits are paid directly to the employee by the state. The program is under the state's disability insurance program and funded through an employee tax (SDI). Employees may receive SDI or PFL while on a protected leave covered under the Family and Medical Leave Act (FMLA), California Family Rights Act (CFRA), and Pregnancy Disability Leave (PDL). Claim forms and an informational brochure are available from the [Human Resources Department](#) or online at [www.edd.ca.gov](http://www.edd.ca.gov).

B. State Disability Insurance (SDI): To protect employees who miss work due to a non-work-related accident or illness, the law requires that a small percentage of each employee's wages, up to the prevailing maximum, be deducted each pay period for disability insurance. There is a seven-day waiting period before benefits are payable. Benefits are paid directly to the employee by the state. Disabled employees who are eligible will be paid a percentage of their regular earnings for a maximum period provided by law in any one year. Benefits are based on the wages paid during a specific 12-month base period, depending upon when the claim is filed. Claim forms and an informational brochure are available from the [Human Resources Department](#).

Sick time benefits may be coordinated with SDI (see Policy 3030, Sick Time).

C. Worker's Compensation Insurance: Fresno EOC carries workers' compensation insurance coverage as required by law to protect employees who are injured on the job. In general, this insurance provides medical, surgical, and hospital treatment in addition to payment for loss of earnings that result from work-related injuries. Disability payments for qualified employees begin from the first day of an employee's hospitalization or after the third day following the injury if an employee is not hospitalized. Sick time benefits may be coordinated with workers' compensation benefits (see Policy 3030, Sick Time).

D. Business Travel Accident Insurance: The Group Travel Accident Insurance Plan provides all-risk accident protection against most types of accidents while an employee is traveling on business, including flying as a passenger (but not as a pilot or crew member) in any commercial non-charter aircraft or an aircraft operated by Fresno EOC. All employees are eligible for coverage under this plan when they are traveling on business for Fresno EOC. Business travel means travel for the purpose of furthering the business of the Fresno EOC. Injuries sustained during the course of everyday travel to and from work, leaves of absence or vacations are not, for the purpose of this insurance, regarded as injuries sustained during business travel. The maximum amount payable under this plan is described in the summary plan document. There is no additional cost to the employee for this benefit.

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### **III. HEALTH INSURANCE PORTABILITY AND ACCOUNTABILITY ACT – PRIVACY RULE (HIPAA):**

The HIPAA Privacy Rule regulates the use and disclosure of Protected Health Information (PHI) held by “covered entities” (generally health care clearinghouses, employer-sponsored health plans, health insurers, and medical service providers that engage in certain transactions). PHI is any information held by a covered entity which concerns health status, provision of health care, or payment for health care that can be linked to an individual. This is interpreted broadly and includes any part of an individual’s disclosure of Protected Health Information (PHI) held by covered individual within 30 days upon request. They also must disclose PHI when required to do so by law such as reporting suspected child abuse to state child welfare agencies.

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## POLICY 3060 RETIREMENT PLANS

**PURPOSE:** To provide eligible employees with retirement benefits and provide all employees with the opportunity to establish a savings plan to supplement retirement income.

**POLICY:** It is the policy of Fresno EOC to provide a defined contribution retirement plan funded by contributions made by Fresno EOC. Additionally, Fresno EOC has established the opportunity for all employees to save for retirement through a voluntary, self-directed retirement plan. All benefits provided in the plan are described in the plan document which is available for review in the [Human Resources Department Human Resources Office](#) by any plan participant or beneficiary.

**REFERENCE:** Pension Plan of Fresno EOC as amended; Internal Revenue Code § 415; Employee Retirement Income Security Act of 1974; 1991 Omnibus Bill. Internal Revenue Code § 403(b), (12); DOL Regulation 2510.3-29(f).

### PROCEDURES:

#### I. RETIREMENT PLANNING

In addition to providing a defined contribution retirement plan and a self-directed retirement savings plan, Fresno EOC provides financial planning services at no cost to employees. Employees can contact the [Human Resources Department Human Resources Office](#) for contact information for the financial planning advisor.

#### II. 401(a) RETIREMENT PENSION PLAN

A. Summary: The 401(a) [Retirement Pension](#) Plan is provided by the Agency at an equivalent of 5% of an employee's gross pay.

B. Eligibility: To become a participant in the plan, an employee must reach age 21, and complete [two six years months](#) of service. ~~A year of service is defined as a year (counting from the hire date or from the anniversary of the hire date) in which the employee worked at least 5004,000 hours.~~

C. ~~Vestment: An employee will be vested in the plan at two years of continuous service with the agency. Separation before completion of two years of service will result in forfeiture of the 401(a) plan.~~

~~D.~~ Enrollment: An employee who becomes eligible will be notified of their eligibility and will automatically be enrolled in the Plan. All employees are required to designate a beneficiary.

~~E.~~ Benefit Calculation:

1. An employee begins participating and receiving benefits on the first day of the month after meeting eligibility.

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2. The agency contribution benefit is equal to 5% of an employee's gross pay each pay period.

~~EE~~. Distribution of Funds: Employees should refer to the third-party administrator website for distribution and loan information.

### III. 403(b) TAX SHELTERED PLAN

A. Summary: The 403(b) plan gives an employee the opportunity to put contributions into a retirement savings plan. Employee participation in the program is voluntary.

B. Eligibility: An employee who normally works at least 20 hours per week is eligible to participate.

C. Enrollment: An employee can enroll in the voluntary contribution plan by ~~either completing an enrollment form or~~ registering an ~~online~~-account and electing contributions.

D. Contributions:

1. This plan consists of voluntary contributions as elected by the employee. There are no employer contributions to this plan.
2. Contributions may be made as a percentage of pay or a fixed amount. Annual contributions are limited to the amounts allowed under IRC §415(b). Catch-up contributions under IRC §414(v) are allowed for employees over age 50.
3. The plan offers both pre-tax Salary Reduction and after-tax Roth Contributions options. Employees may elect to divide their contributions between these options.

E. Distribution of Funds: Employees should refer to the third-party administrator website for distribution and loan information.

### IV. 457(b) DEFERRED COMPENSATION PLAN

A. Eligibility: Employees may participate in the plan immediately if they belong to a select group of management or key highly compensated employees.

B. Enrollment: An eligible employee can enroll in the voluntary contribution plan by either completing an enrollment form or registering an ~~online~~-account and electing contributions. Eligible employees will be notified and given the opportunity to enroll.

C. Contributions:

1. Eligible employees are allowed to make voluntary contributions to the plan up to the limits allowed under IRC §415(b); catch-up contributions are permitted under the 3-Year Special Catch-up rule.
2. Employer contributions that are non-elective and discretionary are allowed but must have appropriate approval.

D. Distribution: Employees should refer to the third-party administrator website for distribution and loan information.

#### V. PLAN REPORTING

Quarterly financial and investment reports are prepared and reviewed by the assigned Finance Office staff and are approved by the ~~Board of Commissioners or designated committee, board~~Pension Committee. Transaction and balance activity is gathered from the monthly statements received from the record-keeper.

Annual 1099-R and IRS Form 945 are processed by record-keeper.

Upon request, a report can be generated reflecting the balances in the plan by participant. Detailed information regarding employer and employee contributions, income, and withdrawals, is included. These reports and others are available through the ~~third-party administrator~~Transamerica Sponsor website.

#### VI. AMENDMENTS/TERMINATION OF THE PLAN

Fresno EOC reserves the right to amend the Retirement Plans. Plan amendments cannot reduce a participant's interest in the vested account balance, nor divert any portion of Plan assets to any purpose other than the payment of retirement benefits or defraying reasonable trust expenses. The Board of Commissioners of Fresno EOC has the authority to terminate the Plan by appropriate resolution and amendment. In the event of a Plan termination, a participant's interest in the Plan remains one hundred percent (100%) vested and non-forfeitable, and the participant's interest will be distributed as if the participant had terminated employment prior to retirement.

## **POLICY 3070 — VACCINATION POLICY**

**PURPOSE:** In accordance with Fresno EOC's duty to provide and maintain a workplace that is free of known hazards, the Agency strongly encourages employees to receive vaccines that safeguard the health of employees and their families; clients and guests, and community at large from infectious diseases, such as COVID-19 or other illnesses. This policy will comply with all applicable laws and is based on guidance from the Centers for Disease Control and Prevention, California Department of Public Health, California Civil Rights Department, and local health authorities, as applicable.

**POLICY:** All employees are encouraged to receive vaccinations as determined by Fresno EOC.

### **PROCEDURES:**

#### **I. — VOLUNTARY VACCINATION:**

A. — Vaccination against communicable diseases is not longer a mandatory requirement for employment with Fresno EOC. All individuals are free to choose whether to receive vaccinations.

B. — The Agency strongly encourages employees to consult with their healthcare providers to make informed decisions about vaccination based on their individual circumstances, medical history, and the recommendations of public health authorities.

C. — Employees who choose to get vaccinated are encouraged to provide documentation of their vaccination status to the designated authority, which will be kept confidential in accordance with applicable privacy laws.

#### **II. — SAFETY MEASURES AND MITIGATION:**

1. — The Agency will continue to implement and enforce safety measures and protocols to protect the health and well being of employees, contractors, and visitors, regardless of vaccination status.

2. — Safety measures may include but are not limited to, practicing good hygiene, maintaining physical distancing where feasible, providing personal protective equipment, and adhering to relevant public health guidelines and regulations.

## **POLICY 3080 — HEALTH AND WELLNESS PLATFORM**

**PURPOSE:** Fresno EOC values its employees and their contributions to the success of the Agency. Fresno EOC endeavors to provide employees with a wellness program that protects their health and well-being now and in the future. This health and wellness policy is in conjunction with any agency and program requirements/mandates for vaccinations.

**POLICY:** It is the policy of Fresno EOC to be committed to the health of its employees.

### **PROCEDURES:**

#### **I. — ELIGIBILITY**

The employee wellness policy applies to all our employees. However, some specific benefits may be for benefit eligible, or benefit enrolled employees only.

The Agency provides a wellness program that promotes employee health and disease prevention. Each employee can have a personalized wellness plan and a variety of wellness resources.

#### **II. — WELLNESS RESOURCES**

Fresno EOC provides the following wellness resources, discounts, or other incentives at no cost:

- Access to Health and Wellness Coach
- Wellness Competition Platform
- Discounted Gym Membership
- Fitness Activities
- Employee Assistance Program and wellness website

As part of the wellness program, Fresno EOC may use third-party vendors such as gyms, wellness centers, coaches, physicians, and health education providers. Physicians or health experts may ask employees to answer assessment questions and take biometric screenings to determine their health risk and help them follow a suitable program. Participation in and completion of questions and screenings are voluntary and regulated.

#### **III. — WELLNESS INCENTIVES**

Fresno EOC encourages employees to participate in our wellness programs and provides incentives to do so. Employees may be eligible for rewards for meeting wellness objectives as part of the personalized wellness plan. Incentives and rewards may come in the form of gifts or gift cards.

Some incentives and rewards may be considered taxable by the IRS. Fresno EOC will follow and process IRS regulations and others that may apply.

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#### **IV. — EMPLOYEES WITH DISABILITIES**

~~Fresno EOC wants all employees to have access to wellness plans and resources they can use. Fresno EOC will make reasonable accommodation for employees with disabilities, who are pregnant or have other medical restrictions. Physicians and wellness experts may consult with the Human Resources DepartmentHuman Resources Office to help affected employees have a suitable wellness plan. The Agency will also provide wellness incentives and rewards to employees who participate in the wellness programs without discriminating against protected classes.~~

~~Employees are encouraged to reach out to the Human Resources DepartmentHuman Resources Office to request accommodation(s). Any information provided will be kept confidential.~~

#### **III. — LEGALITY OF WELLNESS PROGRAM**

~~Fresno EOC will ensure that all information is handled and processed following legal and confidentiality requirements.~~

#### **IV. — GENETIC INFORMATION AND DISABILITY**

~~Any genetic information and disability status information learned by the Agency during this process will not be used to create a disadvantage for employees in any way. Wellness incentives and rewards are not offered in exchange for genetic information or for health/medical information of employees or their family members. Fresno EOC and the providers used in the wellness program will not coerce employees into providing health/genetic information or taking medical examinations.~~

~~Fresno EOC and the wellness providers will endeavor to identify what information is needed prior to enrollment or use of the programs. Employees will be able to readily know who has access to this data and why. All data will be kept confidential, and the Agency will be able to access aggregated (summarized) data.~~

#### **V. — VOLUNTARY PARTICIPATION**

~~Fresno EOC encourages employees to participate in the wellness program, but participation is strictly voluntary. There will be no punishment, retaliation, or other adverse action for employees who choose not to use the wellness resources and program.~~

#### **VI. — INCENTIVES**

~~Incentives and rewards given to employees will be issued within legal guidelines. All employees who participate in our wellness program will receive the same incentive or reward, regardless of accommodation status.~~

#### **V. — DESIGN**

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The wellness program is designed with employee health in mind. The goal for the program to be engaging without being time consuming or a financial burden for participating employees. Fresno EOC welcomes ideas and suggestions from employees to make it an effective wellness program.

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## **POLICY 307090 – VACATION DONATION POLICY**

**PURPOSE:** The purpose of vacation donation program is to provide employees facing medical emergencies themselves or by family members that will require prolonged absences from work and will result in a substantial loss of income to the employee. This policy enables employees to take the necessary time to address their personal or family needs without having to worry about the financial implications of being away from work for an extended period.

**POLICY:** It is the policy of Fresno EOC to endeavor to provide support to our employees when feasible.

**REFERENCE:** ~~(executive order, labor code, other laws)~~

### **PROCEDURES:**

#### **I. BENEFIT OF VACATION DONATION PROGRAM**

The Vacation Donation Program demonstrates compassion and solidarity among colleagues. It allows employees to support each other during difficult times, fostering a sense of community and mutual care within the agency.

Vacation donation programs contribute to maintaining a healthy work-life balance, as well as allow employees to prioritize their well-being and attend to personal matters without compromising income. Employees who are assisted the vacation donation program to address medical emergencies are likely to return to work with a clearer mind and higher productivity.

#### **II. ELIGIBILITY**

Donor: Any employee who has accrued a minimum of one day of vacation time can donate to the program.

Recipient: ~~An employee must be employed for at least twelve (12) months and has been with the agency for at least three months is to be~~ eligible to apply for and receive donated vacation time, participate in the vacation donation program as a donor or recipient.

Employees who experience a qualifying medical emergency personally or with a family member's illness, or similar unforeseen circumstances that necessitate leave of absence and have exhausted all available paid leave options are eligible to receive donated vacation time.

#### **III. DONATION PROCESS**

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Donors must submit a Vacation Donation Form to the Human Resources Office indicating the amount of vacation time they wish to donate. Non-exempt staff can donate in increments of one hour; exempt staff can donate in increments of one day. Donations cannot exceed more than one-half of an employee's annual accrual. Once donated, the vacation time cannot be returned to the donor.

Donors can donate vacation time to the vacation donation bucket. Donated vacation pay will be paid as the receiving employee's base hourly rate of pay. Donor employees may not claim an expense, a tax deduction or a charitable contribution for any of the leave donated under the plan. All paid leave granted to the recipient employee is considered wages and is subject to appropriate tax withholding.

The Human Resources Office will verify the donor's eligibility and process the donation accordingly.

Donated vacation time will be maintained in a bucket until applied accordingly to an eligible recipient employee's balance.

#### **IV. RECIPIENT APPLICATION**

Employees seeking to receive donated vacation time must submit a written request to the Human Resources Office, along with supporting documentation outlining the circumstances necessitating additional leave (some exceptions may apply).

The Human Resources Office will review the application and determine the eligibility of the recipient based on the severity of the circumstances and the availability of donated vacation time.

#### **V. ALLOCATION OF DONATED TIME**

Donated vacation time will be allocated to recipients on a first-come, first-served basis, subject to approval by the Human Resources Office.

The maximum amount of donated vacation time a recipient may receive in a calendar year is twenty-five (25) days. Nothing in this policy will be construed to limit or extend the maximum allowable absence under the Family and Medical Leave Act and other leave policies.

All information regarding the donation and recipient of vacation time will be kept confidential by the Human Resources Office and shared only with the relevant parties involved.

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This Vacation Donation Policy may be revised as necessary by the Human Resources Office to ensure compliance with applicable laws and regulations and to address any unforeseen circumstances that may arise.

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## **POLICY 3080 EMPLOYEE ASSISTANCE PROGRAM**

**PURPOSE:** The Employee Assistance Program is a confidential resource that helps employees deal with life's challenges and the demands that come with balancing home and work. The program provides professional counseling and referrals for a wide array of personal and work-related concerns.

**POLICY:** It is the policy of Fresno EOC to recognize that personal problems may have a negative impact on an employee's attendance, job performance, or behavior at work. Employees may occasionally benefit from professional assistance with personal problems. Accordingly, Fresno EOC provides an Employee Assistance Program (EAP) for all employees.

**REFERENCE:** California Labor Code §§ 1025-1026, Civ. Code § 56 et seq., California Constitution, Article 1, § 1.

### **PROCEDURES:**

#### **I. EMPLOYEE ASSISTANCE PROGRAM**

The Employee Assistance Program is administered by an outside employee assistance firm. The EAP provides confidential and professional counseling and when appropriate, referral to other services to address personal problems. The EAP is offered to enhance personal well-being.

Employees who need assistance with a personal life situation should contact EAP. Although employees are encouraged to use the EAP, participation in the program does not relieve an employee of their obligation to perform their work in a satisfactory manner and to comply with other Fresno EOC rules and guidelines including Fresno EOC's Alcohol/Drug-Free Workplace policy.

If a violation of Fresno EOC's Alcohol/Drug-Free Workplace policy occurs, subsequently using the EAP will not necessarily lessen disciplinecorrective action and may, in fact, have no bearing on the determination of appropriate disciplinecorrective action (see Policy 5040, Alcohol/Drug-Free Workplace). The employee's decision to seek assistance from the EAP will not be used as a basis for disciplinecorrective action and will not be used against the employee in any disciplinary proceeding. On the other hand, using the EAP will not be a defense to the imposition of disciplinecorrective action where facts proving a violation of the Alcohol/Drug-Free Workplace policy are obtained outside of the EAP. Accordingly, the purpose and practice of the Alcohol/Drug-Free Workplace policy and an employee's use of the EAP are not in conflict and are distinctly separate in their application.

#### **II. ELIGIBILITY**

The Employee Assistance Program is offered to all employees and all household members.

#### **III. COUNSELING AND REFERRAL SERVICES**

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The EAP program provides for up to three (3) free visits per six (6) month period for problem assessment, professional consultation, counseling, information, and/or referral. EAP counseling is typically a three-stage process that includes (1) clarifying the problem, (2) identifying the possible solutions, and (3) developing an action plan. If the action plan calls for treatment by another resource, participating employees will be responsible for paying those fees or some of the costs may be covered under the group health plan. EAP brochures and information for online resources are available from the Human Resources Office.

#### **IV. USE OF THE EAP**

Employees should make every effort to schedule EAP appointments before or after working hours, or during meal periods. EAP appointments scheduled during working hours will be treated the same as medical appointments and may be charged against sick time unless it is employer mandated.

#### **V. SELF-REFERRAL**

Any employee or dependent who desires confidential assistance with a personal problem should call EAP directly. The EAP will arrange for a counselor to see the individual for confidential consultation.

#### **VI. SUPERVISOR REFERRAL**

In collaboration with the Human Resources Office, supervisors may refer an employee to the EAP when the supervisor has reason to believe that an attendance, behavior, or work-performance problem may be the result of a personal problem. Employees may be required to attend the EAP as a condition of employment when deemed necessary. Fresno EOC, however, may take such steps as it deems appropriate in response to the underlying attendance, behavior, or work-performance problem.

#### **VII. CONFIDENTIALITY**

All EAP records and services are treated confidentially. The EAP will not share information concerning an individual's involvement in the program without the individual's written permission unless life, safety, or national security is seriously threatened, or disclosure is otherwise required by law.

If an employee is referred to the EAP by the employee's supervisor because of an attendance, behavior, or work performance problem, the EAP will confidentially inform Human Resources whether the employee attends the EAP session(s) and cooperates with the counseling plan. However, no further information will be shared by EAP without the employee's written permission.

#### **VIII. EMERGENCY RESPONSE TO CRITICAL INCIDENTS**

In the event of a crisis or a critical incident (e.g., suicide or death of a co-worker, critical accident), the EAP's Critical Incident Response Team responds by debriefing the individuals involved in the traumatic event.

#### IX. QUESTIONS REGARDING EAP PROGRAM

Questions regarding EAP services should be directed to the Human Resources Office or the EAP provider.

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## POLICY 4010 FAMILY AND MEDICAL LEAVE AND CALIFORNIA FAMILY RIGHTS ACT

**PURPOSE:** To define Fresno EOC's policy and procedures to provide (A) family care and medical leave in accordance with California's Family Rights Act and the Federal Family and Medical Leave Act of 1993:

**POLICY:** It is the policy of Fresno EOC to provide family, medical, pregnancy and other disability leaves of absences in accordance with applicable law.

**REFERENCE:** California Family Rights Act, California Labor Code §12945.2, 2 California Code of Regulations § 7291.2 et seq. and § 7297.0 et seq., and the Federal Family and Medical Leave Act of 1993, Genetic Information Nondiscrimination Act, California Labor Code § 132a.

### PROCEDURES:

#### I. FAMILY AND MEDICAL LEAVE

Fresno EOC recognizes that employees may need to provide care for their dependent children, elder parents and certain other family members as defined in Section I(A). Fresno EOC also recognizes that family care obligations can, at times, require an employee to be absent from the workplace for an extended period. For that reason, Fresno EOC has established the following Family and Medical Leave Policy. The intent of this policy is to enable employees to attend to serious medical conditions of certain family members, including their own serious health condition, when necessary. Fresno EOC follows the regulations set forth in the Federal Family and Medical Leave Act (FMLA) and the California Family Rights Act (CFRA). There are times when this leave runs concurrently with other forms of leave of absence.

**Employee Eligibility:** To be eligible for family and medical leave benefits under FMLA, you must: (1) have worked for Fresno EOC for a total of at least 12 months; (2) have worked at least 1,250 hours over the previous 12-month period; and (3) work at a location where at least 50 employees are employed by Fresno EOC within 75 miles. For eligibility under the CFRA, you must: (1) have worked for Fresno EOC for a total of at least 12 months and (2) have worked at least 1,250 hours during the previous 12-month period.

**Leave Available:** Eligible employees may receive up to a total of 12 workweeks of unpaid leave during a 12-month period. A 12-month period begins on the date of the employee's first use of family and medical leave. Successive 12-month periods commence on the date of an employee's first use of family and medical leave after the preceding 12-month period has ended. Leave may be used for one or more of the following reasons:

- a. The birth of the employee's child or placement of a child with the employee for adoption or foster care;
- b. [To care for employee's family member who has a serious health condition, including a child \(meaning biological, adopted, foster child, legal ward, stepchild, or child of a domestic partner or a person standing in loco parentis;](#)

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including adult child under CFRA and adult child under FMLA if incapable of self-care because of mental or physical disability), spouse (including domestic partner under CFRA), parent (including biological or an individual who stood in loco parentis; also including under CFRA foster or adoptive parent, parents-in-law, stepparent, or legal guardian), grandparent (under CFRA), grandchild (under CFRA), sibling (under CFRA), or a designated person (under CFRA: meaning any individual related by blood or whose association with the employee is the equivalent of a family relationship).~~FMLA: To care for the employee's immediate family member (spouse, registered domestic partner, child, or parent) with a serious health condition and CFRA: To care for the employee's family member (spouse, registered domestic partner, child, parent, grandparent, grandchild or sibling), or designated person with a serious health condition.~~ A "designated person" is defined as "any individual related by blood or whose association with the employee is equivalent of a family relationship." Employees shall designate a person at the time the employee requests leave and may limit an employee to one designated person per 12-month period for family care and medical leave; The Human Resources Office is responsible for tracking the "designated person";

- c. To take medical leave when the employee is unable to work because of a serious health condition; or
- d. For employees who need to take leave due to a "qualifying exigency" ("Qualifying Exigency Leave") resulting from (See Section IV):
  - 1. Their spouse, son, daughter, and/or parent is a member of the Armed Forces ("Military Member") being deployed on covered active duty to a foreign country; or
  - 2. Their spouse, son, daughter, and/or parent is a member of the National Guard or Reserves ("Military Member") being deployed under a call or order to covered active duty to a foreign country.

For purposes of FMLA, a "serious health condition" entitling an employee to FMLA leave means an illness, injury, impairment, or physical or mental condition that involves:

- a. Inpatient care (i.e., an overnight stay) in a hospital, hospice, or residential medical care facility, including any period of incapacity (for purposes of this section, defined to mean inability to work, attend school or perform other regular daily activities due to the serious health condition, treatment therefore, or recovery therefrom), or any subsequent treatment in connection with such inpatient care: or
- b. Continuing treatment by a health care provider. A serious health condition involving continuing treatment by a health care provider includes any one or more of the following:

(I) A period of incapacity (i.e., inability to work, attend school or perform other regular daily activities due to the serious health condition, treatment therefore, or recovery there-from) of more than ~~five (5)~~<sup>three</sup> consecutive full calendar days, and any subsequent treatment or period of incapacity relating to the same condition, that also involves:

(A) Two visits to a health care provider, by a nurse or physician's assistant under direct supervision of a health care provider, or by a provider of health care services (e.g., physical therapist) under orders of, or on referral by, a health care provider within 30 days of the beginning of the period of incapacity and the first visit to the health care provider taking place within seven days of the first day of incapacity, or

(B) Treatment by a health care provider on at least one occasion which results in a regimen of continuing treatment under the supervision of the health care provider.

(ii) Any period of incapacity due to pregnancy, or for prenatal care.

(iii) Any period of incapacity or treatment for such incapacity due to a chronic serious health condition that involves at least two visits to a health care provider per year. Common ailments do not qualify for FMLA unless complications arise.

Under most circumstances, leave under federal and state law will run at the same time. However, leave because of the employee's disability for pregnancy, childbirth, or related medical condition is not counted as time used under CFRA. Time off because of pregnancy disability, childbirth, or related medical condition does count as family and medical leave under FMLA. Thus, employees who take time off for pregnancy disability and who are eligible for FMLA will also be placed on family and medical leave that runs at the same time as their pregnancy disability leave. If you are pregnant, please review the pregnancy disability leave policy below and notify the ~~Human Resources Department~~<sup>Human Resources Office</sup> if you need leave due to your pregnancy.

Leave taken for the birth, adoption, or foster care placement of a child does not have to be taken in one continuous period of time. CFRA/Baby Bonding leave taken for the birth or placement of a child will be granted in a minimum amount of two weeks. However, Fresno EOC will grant a request for a CFRA leave taken for birth/placement of a child for a period of less than two weeks' duration on any two occasions. Any leave taken must be concluded within one year of the birth or placement of the child with the employee.

The employee may take FMLA leave in 12 consecutive weeks, may use the leave intermittently (take a day periodically when needed over the year) or, under certain circumstances, may use the leave to reduce the workweek or workday, resulting in a reduced hours schedule. In all cases, the leave may not exceed a total of 12 workweeks (or 26 workweeks to care for an injured or ill service member) over a 12-month period. In order for time to be counted toward Intermittent FMLA/CFRA. An employee must record intermittent FMLA/CFRA usage on their time sheet. In addition to the above-referenced family and medical leave, Fresno EOC also provides Military Caregiver Leave, which is a protected leave of absence for employees who

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are a spouse, son, daughter, parent or next of kin of a covered Military Member who need to take time off to care for:

The Military Member who, while on active duty with the United States Armed Forces, the National Guard, or Reserves, suffered or aggravated a "serious injury or illness" that:

- a. Requires the Military Member to undergo medical treatment, recuperation, or therapy as a result of that serious injury or illness; or
- b. Places the Military Member on the temporary disability retired list.

The Military Member who is a veteran of the Armed Forces, the National Guard, or Reserves ("Veteran Military Member") who was discharged or released under conditions other than dishonorable at any time during the five-year period prior to the first date the eligible employee takes FMLA leave who suffered or aggravated a "serious injury or illness" that:

- a. Requires the Veteran Military Member to undergo medical treatment, recuperation, or therapy as a result of that serious injury or illness.

Under those circumstances, an affected employee is entitled to receive up to 26 weeks of unpaid leave in a single 12-month period, which can be taken either in one large block of time or intermittently. An employee who, in the same 12-month period, previously took other family and medical leave is entitled to receive Military Caregiver Leave, but, under those circumstances, the total leave taken will not exceed 26 weeks. For Military Caregiver Leave the 12-month period begins on the date of the employee's first use of Military Caregiver Leave.

## II. MILITARY FAMILY LEAVE

A. Qualifying Exigency Leave - Eligible employees with a spouse, son, daughter, parent or next of kin on active duty, called to active-duty status, having veteran status and has been honorably discharged in the last five (5) years, in the National Guard or Reserves in support of a contingency operation may use their 12 week leave entitlement to address certain qualifying exigencies.

"Qualifying exigencies" include:

- a. Issues arising from a military member's short notice deployment (i.e., deployment on seven or less days of notice) for a period of seven days from the date of notification;
- b. Military events and related activities (e.g. official ceremonies, programs, or events sponsored by the military or family support or assistance programs, and informational briefings sponsored or promoted by the military, military service organizations, or the American Red Cross) that are related to the covered active duty or call to covered active duty status of a military member;
- c. Certain childcare and related activities arising from the covered active duty or call to covered active duty status of a military member (e.g. arranging for alternative childcare, providing childcare on a non-routine, urgent, immediate

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need basis, enrolling or transferring a child in a new school or day care facility, and attending certain meetings at school or a day care facility if they are necessary due to circumstances arising from the covered active duty or call to covered active duty of the military member);

- d. Caring for a military member's parent who is incapable of self-care when the care is necessitated by the military member's covered active duty (e.g. arranging for alternative care, providing care on an immediate need basis, admitting or transferring the parent to care facility, or attending meetings with staff at a care facility);
- e. Making or updating financial and legal arrangements to address a military member's absence;
- f. Attending counseling provided by someone other than a health care provider for oneself, the military member, or the child of the military member, the need for which arises from the covered active duty or call to covered active duty status of the military member;
- g. Taking up to fifteen days of leave to spend time with a military member who is on short-term, temporary rest and recuperation leave during deployment;
- h. Attending certain post-deployment activities, including attending arrival ceremonies, reintegration briefings and events, and other official ceremonies or programs sponsored by the military for a period of 90 days following the termination of the military member's covered active duty status, and addressing issues arising from the death of a military member; and
- i. Any other event that the employee and Fresno EOC agree is a "qualifying exigency" or that qualifies as such under Gov. Code § 12945.2 and Unemployment Insurance Code § 3302.2 where applicable.

B. **Military Caregiver Leave:** Eligible employees with a spouse, child, parent, or next of kin of a covered service member can take up to 26 weeks of leave to care for a covered service member during a single 12-month period. A covered service member is a current member of the Armed Forces, including a member of the National Guard or Reserves, who has a serious injury or illness incurred in the line of duty on active duty that may render the service member medically unfit to perform his or her duties for which the service member is undergoing medical treatment, recuperation, or therapy; or is in outpatient status; or is on the temporary disability retired list. If a spouse or registered domestic partner both work for Fresno EOC and each wishes to take leave to care for a covered service member, the spouse or registered domestic partner may take a combined total of 26 weeks of leave and must take the leave within the 12-month period.

Certain restrictions on these benefits may apply.

**Notice & Certification:** If you need family and medical leave and/or Military Caregiver Leave, you may be required to provide:

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- i. 30-day advance-notice when the need for the leave is foreseeable—where the need for leave is unforeseeable, please inform Fresno EOC as soon as reasonably practical. The employee must submit an electronic request, when able, for approval by the employee's immediate supervisor, program manager/director. If an employee fails to provide the requisite 30-day advance-notice for foreseeable events without any reasonable excuse for the delay, Fresno EOC reserves the right to deny the taking of the leave until at least 30 days after the date the employee provides notice of the need for family care or medical leave. if an employee fails to provide adequate certification the absence will not be covered or protected by FMLA/CFRA and the employee may be subject to disciplinecorrective action, up to and including termination, via the agency's standard attendance policy.

All requests for family care or medical leave should include the anticipated date(s) and duration of the leave.

- ii. Medical certification from a health care provider (both prior to the leave and prior to reinstatement) or, for Qualifying Exigency Leave, a copy of the military member's duty orders or other documentation issued by the military that indicates that the military member has been deployed to covered duty in a foreign country and the dates of the military member's deployment to that foreign country or for Rest and Recuperation leave, a copy of the military member's Rest and Recuperation leave orders, or other documentation issued by the military setting forth the dates of the military member's leave. In addition, for Qualifying Exigency Leave, an eligible employee may be required to provide certification of the exigency necessitating leave. In providing this medical certification, Fresno EOC shall comply with the provisions of the Genetic Information Nondiscrimination Act of 2008 (GINA), which prohibits employers from requesting or requiring genetic information of an employee or family member of the employee, except as specifically allowed by law. To comply with GINA, Fresno EOC is asking that employees not provide any genetic information when responding to this request for medical information. Fresno EOC will not discriminate against any employee on the basis of his or her genetic tests, the genetic tests of that employee's family members, or the manifestation of a disease or disorder in family members of the employee.

The medical certification for leave for the employee's own serious health condition shall include (a) the date on which the serious health condition commenced; (b) the probable duration of the condition; and (c) a statement that, due to the serious health condition, the employee is unable to perform the functions of the position. In addition, Fresno EOC may require the employee to obtain a second opinion from a doctor of Fresno EOC's choosing at Fresno EOC's expense. If the employee's health care provider and the doctor providing the second opinion do not agree, Fresno EOC may require a third opinion, also at

Fresno EOC's expense, performed by a mutually agreeable doctor who will make a final determination. Before permitting the employee to return to work, Fresno EOC requires the employee to provide medical certification that they are able to return to work. An employee may be denied reinstatement until certification is provided. An employee who is denied reinstatement due to a failure to provide medical certification for return to work, may be considered to have voluntarily resigned. An employee who does not provide a medical certification within 15 days and remains absent from work may be considered to have voluntarily resigned.

Any request for medical leave for an employee's own serious health condition or for family care leave to care for a child, spouse, or parent with a serious health condition must be supported by medical certification from a health care provider. For foreseeable leaves, employees must provide the required medical certification before the leave begins. When this is not possible, employees must provide the required certification within 15 calendar days after Fresno EOC's request for certification. Failure to provide the required medical certification within 15 days of being requested to do so may result in a denial of the employee's continued leave and the employee may be considered to have voluntarily resigned. Any request for an extension of the leave also must be supported by an updated medical certification by a health care provider. If a certification is incomplete or insufficient, Fresno EOC will inform the employee in writing of needed information to complete the medical certification. The employee must furnish the additional information within 7 calendar days or the request for leave may be denied, and the employee may be considered to have voluntarily resigned.

For Qualifying Exigency Leave, a copy of the military member's duty orders or other documentation issued by the military that indicates that the military member has been deployed to covered duty in a foreign country and the dates of the military member's deployment to that foreign country; or for Rest and Recuperation leave, a copy of the military member's Rest and Recuperation leave orders, or other documentation issued by the military setting forth the dates of the military member's leave. In addition, for Qualifying Exigency Leave, an eligible employee may be required to provide certification of the exigency necessitating leave.

- iii. Periodic recertification when prior certification expires; and
- iv. Periodic reports during the leave.

When leave is needed to care for an immediate family member or your own serious health condition, and is for planned medical treatment, you must try to schedule treatment so as not to unduly disrupt Fresno EOC's operation. The medical certification for a child, spouse, or parent with a serious health condition shall include (a) the date on which the serious health condition commenced; (b) the probable duration of the condition; (c) the health care provider's

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estimate of the amount of time needed for family care: and (d) the licensed health care provider's assurance that the health care condition requires family care leave.

Upon receiving notice of your need for family and medical leave and/or Military Caregiver Leave and absent any extenuating circumstances, Fresno EOC will notify you whether the leave will be designated as family and medical leave and/or Military Caregiver Leave within five business days of learning that leave is being taken for a qualifying reason.

A "child" includes a biological, adopted or foster child, stepchild, or a legal ward. "Parent" means a biological, foster, or adoptive parent, a stepparent, or a legal guardian. Parent does not include a parent-in-law. "Spouse" means a partner in marriage or a registered domestic partner.

**Compensation During Leave:** Family and medical leave is typically unpaid. However, an employee who is granted a medical leave shall be entitled to use any accrued sick time and/or vested vacation benefits during the period of leave. Sick time benefits may be coordinated with State Disability, Paid Family Leave and/or Workers' Compensation temporary disability benefits payable under such a plan, provided the employee has sick or vacation time and elects to coordinate the two benefits. Except to the extent that other paid time is substituted for family care or medical leave, family care (and medical) leave is unpaid.

If the leave is under FMLA only, the employee is required to use accrued and unused vacation or sick leave during the otherwise unpaid portion of the leave, unless otherwise prohibited by the law.

If the leave is under FMLA and CFRA, or CFRA only, for the employee's own serious health condition, the employee is required to use accrued and unused vacation or sick leave during the otherwise unpaid portion of the leave, unless otherwise prohibited by the law.

If the leave is under FMLA and CFRA, or FMLA and PDL, or falls under more than one leave, the laws regarding use of vacation or sick leave that are more favorable to the employee will apply.

If the employee is receiving a partial wage benefit during the family and medical leave (during FMLA only, CFRA only, or FMLA and CFRA leave), the employer and employee may agree to use vacation or sick leave to supplement the partial wage replacement benefit, unless otherwise prohibited by the law.

The substitution of paid leave for family care or medical leave does not extend the total duration of family care and medical leave to which an employee is entitled to beyond 12 weeks in a 12-month period. For example, if an employee has accrued four weeks of unused paid vacation time at the time of the request for family care or medical leave; that paid vacation time will be substituted for the first four weeks of family care or medical leave, leaving up to eight additional weeks of unpaid leave.

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**Benefits During Leave:** The Agency will maintain, for up to a maximum of 12 workweeks of family and medical leave and 26 weeks for Military Caregiver Leave, any group health insurance coverage that was provided before the leave on the same terms as if the employee had continued to work. Payments must be received by the 25th of the month. If payment is more than 30 days late Fresno EOC will provide 15-day notice before loss of coverage. Upon the employee's return, reinstatement of health benefits will occur on the 1st of the following month. In some instances, Fresno EOC may recover premiums it paid to maintain health coverage if you do not return to work following family or medical leave.

Employees on family care and medical leave accrue employment benefits, such as vacation benefits, or seniority only when paid leave is being substituted for unpaid leave and only if the employee would otherwise be entitled to such accrual. However, where a CFRA baby bonding leave follows an employee's pregnancy disability leave, Fresno EOC will provide health coverage for the pregnancy disability leave, up to four months, and an additional 12 weeks of CFRA leave.

**Job Reinstatement:** Under most circumstances, upon return from family and medical leave, you will be reinstated to your previous position, or to an equivalent job with equivalent pay, benefits, and other employment terms and conditions. However, upon return from a family and medical leave, you have no greater right to reinstatement than if you had been continuously employed rather than on leave. For example, if you would have been laid off had you not gone on family and medical leave, or if your position has been eliminated during the leave, then you will not be entitled to reinstatement.

Prior to returning to work after taking family and medical leave for your own serious health condition, you will be required to submit a fitness-for-duty certification from your health care professional certifying that you are able to return to work. Failure to provide the fitness-for-duty certification in a timely manner may either delay your reinstatement to your position or result in a denial of your reinstatement request if the certification is never provided.

If you are returning from family and medical leave taken for your own serious health condition, but you are unable to perform the essential functions of your job because of a physical or mental disability, Fresno EOC will engage in the interactive process with you to determine if there is a reasonable accommodation that may be provided to enable you to perform the essential functions of your position to the extent that doing so would not create an undue hardship for Fresno EOC. Your use of family and medical leave will not result in the loss of any employment benefit that you earned or were entitled to before using family and medical leave.

**Unlawful Acts:** It is unlawful for Fresno EOC to interfere with, restrain, or deny the exercise of any right provided by state or federal family and medical leave law. It is also unlawful for Fresno EOC to refuse to hire or to terminate or discriminate against any individual for being involved in any proceedings related to family and medical leave.

Fresno EOC retains the discretion to transfer the employee temporarily to an alternative position with equivalent pay and benefits which better accommodates the leave.

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### **III. ~~INTERACTIVE PROCESS/LIGHT DUTY ASSIGNMENTS FOR TEMPORARY DISABLED EMPLOYEES WHO HAVE A MEDICAL DISABILITY~~**

~~Disability leave as required to reasonably accommodate employees with a qualified disability under the Americans with Disabilities Act (ADA), California Fair Employment and Housing Act, or with a workplace injury.~~

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~~Request: Extended Medical Leave will be granted and used as a reasonable accommodation during the interactive process if requested by the employee. This leave of absence will only be used to extend the period of absence due to an employee's medical disability. An employee, who qualified for FMLA/CFRA and/or PDL has exhausted their leaves and is unable to return to work after the allowable leave described in Section I and/or Section III of this policy, may request an extended medical disability leave in thirty (30) day increments or less. Initial requests for extended medical disability leave must be supported by a medical certification from a health care provider as defined in Section I(D)(2) of this policy. Any request(s) for extensions of this leave must be supported by a note from a health care provider. It is the employee's responsibility to provide the supervisor and/or program manager/director with a status report at least every thirty (30) days. Before returning to work following an extended medical disability leave, an employee must submit a licensed health care provider's verification stating the employee's ability to return to work with or without restrictions and the date the employee is able to return.~~

~~Status of Employee Benefits during Extended Medical Disability Leave: An employee who is granted an Extended Medical Disability Leave shall be entitled to use any accrued sick time and/or vested vacation benefits during the period of disability. Sick time benefits may be coordinated with State Disability and/or Workers' Compensation temporary disability benefits payable under such a plan, provided the employee has sick time and elects to combine the two benefits. Except to the extent that other paid leave is substituted for medical leave, the extended leave is unpaid.~~

~~Group health and life insurance benefits ordinarily provided by Fresno EOC and for which the employee is otherwise eligible may be continued during the extended disability leave but for no more than four (4) months total within a 12 month period, including benefits received during the previous 12 week period. The employee must pay the required contributory amount. Payments must be received by the 25th of the month. If payment is more than 30 days late Fresno EOC will provide 15 day notice before loss of coverage. Upon the employee's return, reinstatement of health benefits will occur on the 1st of the following month. Employees whose total medical leaves, including the extended leave, are in excess of four (4) months and who are enrolled in the health care plan have the right to elect continuation of coverage under COBRA. If a covered person is totally disabled when coverage terminates, benefits will be provided for that totally disabling condition until maximum benefits are paid, the disability ends, or up to twelve (12) months have passed since termination of coverage.~~

~~Reinstatement from Extended Leave: Except as provided by applicable law, Fresno EOC will make every effort to place an employee returning from an approved Extended Medical Disability Leave in the same or comparable position. If such position ceases to exist because of legitimate business reasons or if a position is not available, employment will be terminated,~~

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~~and the employee will be considered for future openings (see Policy 1090 Recruitment, Selection, and Employment). Employees who do not return after the period of the approved leave expires may be considered to have voluntarily resigned, unless unusual circumstances have prevented the return and a reasonable excuse has been offered and accepted within three (3) workdays after the period of the approved leave expired.~~

~~Procedures: When feasible, Fresno EOC will locate and assign temporary light duty work to employees who are temporarily unable to perform the essential functions of their job due to injury.~~

~~Limitations: A temporary light duty assignment for an injured or ill employee shall stop when any of the following occurs: a) The employee is medically released to perform the essential functions of their regular position; or b) A medical provider deems the employee temporarily unable to perform any work in any capacity; or c) A temporary light duty assignment is no longer available due to operational necessity and/or is otherwise no longer reasonable to provide; or d) The employee's temporary medical limitations and/or restrictions render them unable to continue performing the temporary light duty assignment; or e) The employee is medically determined to have a permanent limitation(s) and/or restriction(s) that prevent them from being able to perform the essential functions of their regular position. When this occurs, Fresno EOC will continue the interactive process by engaging in alternative work search and/or through exhaustion of the interactive process.~~

~~On the job injury/Occupational Disabilities: A temporary disability leave of absence to reasonably accommodate a work-related injury will be granted to any employee who sustains a work related disability.~~

~~Disability leave under this section may run concurrently with any medical leave to which the employee is entitled under Section I of this policy. Employees taking disability leave must comply with the Family Care and Medical Leave provisions regarding substitution of paid leaves (Section I(B)), notice (Section I(D)(1)), and medical certification (Section I(D)(2)). An electronic request must be submitted to and approved by the employee's immediate supervisor, program manager/director, and director. For the purpose of applying these provisions, occupational disability leave will be considered to be medical leave. The employee will be responsible for providing periodic updates to the supervisor and/or program manager/director at least every thirty (30) days during the leave concerning status, expected date of return, and continued intent to return to work upon expiration of the leave.~~

~~Subject to any limitations permitted by law, a leave of absence for a work related disability shall be extended for the duration of the work related disability until one of the following situations takes place:~~

- ~~• The employee is released with or without restrictions that can be accommodated.~~
- ~~• Fresno EOC receives medical evidence satisfactory to it that the employee will be unable to return to work.~~
- ~~• The employee resigns.~~

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~~• The position which the employee occupied prior to the leave of absence ceases to exist or is filled for legitimate business reasons.~~

~~B. Status of Employee Benefits during Leave: Accrued sick time benefits or vested vacation benefits may be coordinated with Workers' Compensation temporary disability benefits payable under such a plan, provided the employee has accrued sick time and/or vested vacation benefits and elects to combine the two benefits. Except to the extent that other paid time is substituted for medical leave, the leave is unpaid.~~

~~Group health and life insurance benefits ordinarily provided by Fresno EOC, and for which the employee is otherwise eligible, will be continued during the period of disability for up to four (4) months, and provided the employee pays the required contributory amount. Payments must be received by the 25th of the month. If payment is more than 30 days late Fresno EOC will provide 15-day notice before loss of coverage. Upon the employee's return, reinstatement of health benefits will occur on the 1st of the following month. Employees whose occupational leave is in excess of four (4) months and who are enrolled in the health care plan have the right to elect continuation of coverage under COBRA.~~

~~C. Leave's Effect on Reinstatement: Before returning to work following a leave of absence for a work-related disability, the employee must provide a medical certification from a licensed health care provider stating the date and ability to return to work. Except as provided by applicable law, Fresno EOC will make every effort to place an employee returning from leave in the same or comparable position for which the individual is qualified unless such position is unavailable or ceases to exist because of legitimate business reasons. In such cases, the employee may be terminated and may be considered for future openings (see Policy 1090, Recruitment, Selection, and Employment).~~

~~An employee who fails to report for work at the end of the approved leave may be considered to have voluntarily resigned unless unusual circumstances have prevented the return and a reasonable excuse has been offered and accepted within three (3) workdays after the employee was released to return to work.~~

#### **~~IV.~~ PREGNANCY LEAVE IN ACCORDANCE WITH THE CALIFORNIA FAIR EMPLOYMENT AND HOUSING ACT**

##### **A. Eligibility and Duration**

1. Leave of Absence: Any employee who is disabled due to pregnancy, childbirth, or related conditions may take a pregnancy-related disability leave of up to four months. At the end of the pregnancy disability leave, an employee may request family care or medical leave to which the employee may be entitled under Section I of this policy (Family Care and Medical Leaves).

2. Temporary Transfer before Childbirth: An employee who is disabled due to pregnancy, childbirth, or related conditions may be entitled to transfer temporarily to a less strenuous or hazardous position or to less strenuous or hazardous duties if the transfer is medically necessary and the transfer can be reasonably accommodated. A

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written statement must be provided from a licensed health care provider stating the necessity of the transfer to a less strenuous or hazardous position or to less strenuous or hazardous duties.

B. Substitution of Paid Leave for Pregnancy Related Disability Leave: An employee taking pregnancy related disability leave may, at her option, substitute accrued vacation time or unused sick time for all or a portion of the leave. The substitution of paid leave for pregnancy-related disability leave does not extend the total duration of the leave to which an employee is entitled.

The employee must provide the Agency with a certification from their healthcare provider. The medical certification should include:

1. The date on which the employee became disabled due to pregnancy or the date of the medical advisability for the transfer;
2. The probable duration of the period(s) of disability or the period(s) for the advisability of the transfer; and
3. A statement that, due to the disability, the employee is unable to work at all or to perform any one or more of the essential functions of their position without undue risk to themselves, the successful completion of their pregnancy or to other persons or a statement that, due to the pregnancy, a transfer is medically advisable.

C. Leave's Effect on Benefits: Group health and life insurance benefits ordinarily provided by Fresno EOC, and for which the employee is otherwise eligible, will be continued during the period of pregnancy-related disability leave for up to four (4) months provided the employee pays the required contributory amount. Payments must be received by the 25th of the month. If payment is more than 30 days late Fresno EOC will provide 15-day notice before loss of coverage. Upon the employee's return, reinstatement of health benefits will occur on the 1st of the following month. Employees whose pregnancy-related disability leave is in excess of four (4) months and who are enrolled in the health care plan have the right to elect continuation of coverage under COBRA. Pregnancy disability leave or a transfer begins when ordered by the employee's health care provider.

D. Other Terms and Conditions of Leave: Upon return from a pregnancy disability leave, the employee is required to provide medical certification from their health care provider that they are able to return to work. Under most circumstances, upon submission of certification from a health care provider that the employee is able to return to work from a pregnancy disability leave, the employee will be reinstated to their same position held at the time the leave began or to an equivalent position, if available. An employee returning from a pregnancy disability leave has no greater right to reinstatement than if they had been continuously employed.

The provisions of Fresno EOC's Family Care and Medical Leave policy regarding the leave's effect on pay (Section I(C)), notice requirements (Section I(D)(1)), medical Certification requirements (Section I(D)(2)); and reinstatement (Section I(E)) also apply to all pregnancy-

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related disability leaves. However, for pregnancy-related disabilities, there is no process for obtaining more than one medical opinion. For the purpose of applying those provisions, an employee's pregnancy-related disability is considered to be a serious health condition.

#### **IV. SAFE HARBOR GENETIC INFORMATION NON-DISCRIMINATION ACT (GINA)**

The Genetic Information Notification Act of 2008 (GINA) prohibits employers and other entities covered by GINA Title II from requesting or acquiring genetic information of an individual or family member of the individual, except as specifically allowed by this law. To comply with this law, Fresno EOC will not provide any genetic information when responding to a request for medical information. Genetic information, as defined by GINA, including an individual's family medical history, the results of an individual's or family member's genetic tests, the fact that an individual or an individual family member sought or received genetic services, and genetic information of a fetus carried by an individual or any individual's family member or an embryo lawfully held by an individual or family member receiving assistive reproductive services.

#### 402010 A- INTERACTIVE PROCESS/LIGHT DUTY ASSIGNMENTS

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**PURPOSE:** To define Fresno EOC'S interactive process for light duty and modified assignments.

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**POLICY:** It is the policy of Fresno EOC to engage in the interactive process for light duty and modified assignments. Engaging in this process provides is a benefit to the employee and the agency.

#### **PROCEDURES:**

Disability leave ~~is~~ required to reasonably accommodate employees with a qualified disability under the Americans with Disabilities Act (ADA), California Fair Employment and Housing Act, or with a workplace injury.

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#### **I. REQUEST:**

A. Extended Medical Leave will be granted and used as a reasonable accommodation during the interactive process if requested by the employee. This leave of absence will only be used to extend the period of absence due to an employee's medical disability. An employee, who qualified for FMLA/CFRA and/or PDL has exhausted their leaves and is unable to return to work after the allowable leave described in Section I and/or Section III of this policy, may request an extended medical disability leave in thirty (30) day increments or less. Initial requests for extended medical disability leave must be supported by a medical certification from a health care provider as defined in Section I(D)(2) of this policy. Any request(s) for extensions of this leave must be supported by a note from a health care provider. It is the employee's responsibility to provide the supervisor and/or program manager/director with a status report at least every thirty (30) days. Before returning to work following an extended medical disability leave, an employee must submit a licensed health care provider's verification stating the employee's ability to return to work with or without restrictions and the date the employee is able to return.

B. Status of Employee Benefits during Extended Medical Disability Leave: An employee who is granted an Extended Medical Disability Leave shall be entitled to use any accrued sick time and/or vested vacation benefits during the period of disability. Sick time benefits may be coordinated with State Disability and/or Workers' Compensation temporary disability benefits payable under such a plan, provided the employee has sick time and elects to combine the two benefits. Except to the extent that other paid leave is substituted for medical leave, the extended leave is unpaid.

C. Group health and life insurance benefits ordinarily provided by Fresno EOC and for which the employee is otherwise eligible may be continued during the extended disability leave but for no more than four (4) months total within a 12-month period, including benefits received during the previous 12-week period. The employee must pay the required contributory amount. Payments must be received by the 25th of the month. If payment is more

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than 30 days late Fresno EOC will provide 15-day notice before loss of coverage. Upon the employee's return, reinstatement of health benefits will occur on the 1st of the following month. Employees whose total medical leaves, including the extended leave, are in excess of four (4) months and who are enrolled in the health care plan have the right to elect continuation of coverage under COBRA. If a covered person is totally disabled when coverage terminates, benefits will be provided for that totally disabling condition until maximum benefits are paid, the disability ends, or up to twelve (12) months have passed since termination of coverage.

## II. REINSTATEMENT FROM EXTENDED LEAVE:

-Except as provided by applicable law, Fresno EOC will make every effort to place an employee returning from an approved Extended Medical Disability Leave in the same or comparable position. If such position ceases to exist because of legitimate business reasons or if a position is not available, employment will be terminated, and the employee will be considered for future openings (see Policy 1090 Recruitment, Selection, and Employment). Employees who do not return after the period of the approved leave expires may be considered to have voluntarily resigned, unless unusual circumstances have prevented the return and a reasonable excuse has been offered and accepted within three (3) workdays after the period of the approved leave expired.

Procedures: When feasible, Fresno EOC will locate and assign temporary light duty work to employees who are temporarily unable to perform the essential functions of their job due to injury.

## III. LIMITATIONS:

A temporary light duty assignment for an injured or ill employee shall stop when any of the following occurs: a) The employee is medically released to perform the essential functions of their regular position with or without reasonable accommodation; or b) A medical provider deems the employee temporarily unable to perform any work in any capacity; or c) A temporary light duty assignment is no longer available due to operational necessity and/or is otherwise no longer reasonable to provide; or d) The employee's temporary medical limitations and/or restrictions render them unable to continue performing the temporary light duty assignment; or e) The employee is medically determined to have a permanent limitation(s) and/or restriction(s) that prevent them from being able to perform the essential functions of their regular position. When this occurs, Fresno EOC will continue the interactive process by engaging in alternative work search and/or through exhaustion of the interactive process.

On the job injury/Occupational Disabilities: A temporary disability leave of absence to reasonably accommodate a work-related injury will be granted to any employee who sustains a work-related disability.

Disability leave under this section may run concurrently with any medical leave to which the employee is entitled under Section I of this policy. Employees taking disability leave must comply with the Family Care and Medical Leave provisions regarding substitution of paid leaves (Section I(B)), notice (Section I(D)(1)), and medical certification (Section I(D)(2)). An

electronic request must be submitted to and approved by the employee's immediate supervisor, program manager/director, and director. For the purpose of applying these provisions, occupational disability leave will be considered to be medical leave. The employee will be responsible for providing periodic updates to the supervisor and/or program manager/director at least every thirty (30) days during the leave concerning status, expected date of return, and continued intent to return to work upon expiration of the leave.

Subject to any limitations permitted by law, a leave of absence for a work-related disability shall be extended for the duration of the work-related disability until one of the following situations takes place:

- The employee is released with or without restrictions that can be accommodated.
- Fresno EOC receives medical evidence satisfactory to it that the employee will be unable to return to work.
- The employee resigns.
- The position which the employee occupied prior to the leave of absence ceases to exist; the employee requests an indefinite leave of absence; or the leave can no longer be accommodated because of is filled for legitimate business reasons.

#### IVB.—STATUS OF EMPLOYEE BENEFITS DURING LEAVE:

Accrued sick time benefits or vested vacation benefits may be coordinated with Workers' Compensation temporary disability benefits payable under such a plan, provided the employee has accrued sick time and/or vested vacation benefits and elects to combine the two benefits. Except to the extent that other paid time is substituted for medical leave, the leave is unpaid.

Group health and life insurance benefits ordinarily provided by Fresno EOC, and for which the employee is otherwise eligible, will be continued during the period of disability for up to four (4) months, and provided the employee pays the required contributory amount. Payments must be received by the 25th of the month. If payment is more than 30 days late Fresno EOC will provide 15-day notice before loss of coverage. Upon the employee's return, reinstatement of health benefits will occur on the 1st of the following month. Employees whose occupational leave is in excess of four (4) months and who are enrolled in the health care plan have the right to elect continuation of coverage under COBRA.

#### V.C. LEAVE'S EFFECT ON REINSTATEMENT

÷Before returning to work following a leave of absence for a work-related disability, the employee must provide a medical certification from a licensed health care provider stating the date and ability to return to work. Except as provided by applicable law, Fresno EOC will make every effort to place an employee returning from leave in the same or comparable position for which the individual is qualified unless such position is unavailable or ceases to exist because of legitimate business reasons. In such cases, the employee may be terminated

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and may be considered for future openings (see Policy 1090, Recruitment, Selection, and Employment).

An employee who fails to report for work at the end of the approved leave may be considered to have voluntarily resigned unless unusual circumstances have prevented the return and a reasonable excuse has been offered and accepted within three (3) workdays after the employee was released to return to work.

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## POLICY 403020 LEAVES OF ABSENCE

**PURPOSE:** To clarify and distinguish the parameters and procedures for authorized leaves for eligible Fresno EOC employees.

**POLICY:** It is the policy of Fresno EOC to provide authorized leaves of absence for specified periods of time to all eligible employees on a non-discriminatory basis. Leaves will be considered for personal reasons, education, bereavement, and legally required absences as set forth below.

**REFERENCE:** California Labor Code § 230. California Election Code § 14350. California Labor Code § 1025. California Labor Code §§ 1040-1044. California Labor Code §§ 230.7-230.8. California Labor Code § 230.3, CA SB 579, [CA SB 848](#).

### PROCEDURES:

#### I. PERSONAL LEAVE

Regular full-time and part-time employees may request a personal leave of absence without pay for personal compelling reasons for a reasonable period of time, up to thirty (30) days. Extensions may be granted in up to thirty (30) day increments due to special circumstances but may not exceed a total of four (4) months.

Personal leaves due to compelling reasons may involve circumstances such as family emergencies and family or personal disabilities for which the employee is not otherwise eligible for leave (see Policy 4010, Family and Medical Leave and California Family Rights Act).

A. Requests: An employee must submit a request for Personal Leave ~~in writing~~, accompanied by electronic time off requests, which must include the reason for the request, and approved by the employee's immediate supervisor and program manager/director. Requests for leaves of absences will be considered at the discretion of Fresno EOC and on the totality of circumstances, including, but not limited to the employee's length of service, performance, responsibility level, the reason for the request, the urgency of the situation, whether other individuals are already out on leave, and the expected impact of the leave on the employee's department. It is the employee's responsibility to report to work at the end of the approved leave.

B. Status of Employee Benefits during Personal Leave: During the leave of absence, the employee may use any accrued vacation benefits. However, the use of vacation benefits will not extend the duration of the leave. Group health and life insurance benefits ordinarily provided by Fresno EOC, and for which the employee is otherwise eligible, may be continued during the period of the leave, provided the employee pays the required contributory amount. Payments must be received by the 25th of the month. If payment is more than 30 days late Fresno EOC will provide 15-day notice before loss of coverage. Upon the employee's return, reinstatement of health benefits will occur on the 1st of the following month. No vacation, sick time, or seniority will accrue during a leave without pay.

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Any leave taken under this provision that qualifies as leave under the state and/or federal family/medical leave acts, will be counted as family/medical leave and charged against the entitlement of twelve (12) work weeks of family/medical leave in a twelve (12) month period.

C. Leave's Effect on Reinstatement: An employee who fails to report to work on the day after the leave expires will be considered to have voluntarily resigned, unless unusual circumstances have prevented the employee from returning and a reasonable excuse has been offered and accepted within three (3) workdays after the leave expired.

Every effort will be made to place an employee in the same or comparable position after the end of the leave unless such a position is unavailable or ceases to exist because of legitimate business reasons. If a position is not available, the employee will be laid off, and the employee may be considered for future openings (see Policy 1090 Recruitment, Selection, and Employment).

## **II. EDUCATIONAL LEAVE**

Regular full-time and part-time employees may request an Educational Leave without pay for a reasonable period of time not to exceed four (4) months per rolling calendar year. Educational leave may be granted when the educational program undertaken is likely to enhance Fresno EOC's capabilities to provide service to the public. Consequently, the training should have as its objective either an increase in the effectiveness of an employee in the current job assignment or be designed to enhance the employee's advancement possibilities within Fresno EOC.

An employee may be granted up to six (6) hours of time off during the normal work week per semester to attend an approved educational program, unless it would cause undue hardship to the program.

This time off is unpaid; however, the employee may use existing vacation benefits, if available and approved. Fresno EOC reserves the right to request that the employee furnish written verification from the school as proof that the employee participated in school activities on the specific date at the specific time. Failure to provide written verification is grounds for corrective action. See Section I (A), (B), and (C) of this policy for the application process, status of benefits, and reinstatement.

## **III. BEREAVEMENT LEAVE**

Active employees who have experienced a death or terminal illness in the immediate family will be granted an emergency paid leave of up to five (5) working days per fiscal year. Subsequent bereavement leave is unpaid, but the employee can use accrued time. Immediate family is defined as: employee's spouse, domestic partner as defined by law, child, stepchild, parent, stepparent, parent-in-law, child-in-law, sibling, ~~step-sibling~~stepsibling, grandparent, grandchild, or an adult who stood in loco parentis to the employee during childhood.



Active employees who have experienced a death or terminal illness in the extended family will be granted an emergency paid leave of up to one (1) working day. Extended family is defined as: brother-in-law, sister-in-law, aunt, uncle, or spouse or domestic partner's grandparent.

The employee will be paid the regular rate for each of the scheduled workdays missed and may be required to furnish satisfactory evidence to support the leave. The employee must request bereavement leave in writing and approved by the employee's supervisor and program manager/director. Employees ~~under discipline for attendance issues~~ may be required to provide documentation with regard to their bereavement leave, including but not limited to a death certificate, published obituary, or written verification of death, burial, or memorial services from a mortuary, funeral home, burial society, crematorium, religious institution, or governmental agency. The employee asked to submit such documentation must do so within 30 days of the first day leave is used.

The leave need not be consecutive but must be taken within one year from the date of loss.

Employees may be allowed up to four hours of bereavement leave to attend the funeral of a fellow regular employee or retiree of the Agency, provided such absence from duty will not interfere with normal operations of the agency.

The Agency will not refuse to provide the leave or discriminate/retaliate against an employee who utilizes leave under this policy.

#### **IV. CIVIC RESPONSIBILITIES**

Employees who do not have sufficient time outside of their regular working hours to vote in an election may request time off to vote. If possible, employees should give at least two working days' notice to their supervisor that time off for voting is desired if the employee knows or has reason to know of the need for the time off. Up to two hours of paid time off will be provided at the beginning or end of the employee's regular shift, whichever will allow the most free time for voting and require the least amount of time off, unless otherwise mutually agreed.

It is Fresno EOC's policy to enable its employees to fulfill their civic obligations. An employee who is called for jury duty or is required by law to appear in court will be provided time off for that purpose and will be paid regular pay less amounts received for jury duty or service as a witness. This does not apply in the case of legal or criminal action brought against an employee. It is the employee's responsibility to notify the supervisor as soon as notice has been received that the employee has been requested for jury duty or required to appear. The employee must provide a copy of the jury summons or subpoena to appear in court. In order to receive pay for days of absence, the employee must submit electronic time off requests and present a certificate or time sheet from the court verifying jury service or testimony for each day of absence to the supervisor. The employee's time sheet shall indicate jury duty for days of absence. The employee will be required at the end of the obligation to provide a copy of the jury or witness check whereby an adjustment will be made on the next paycheck, or the jury or witness check may be endorsed over to Fresno EOC. Any mileage received will be retained by the employee. The employee is expected to return to work each day when they are

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not selected as a juror or they are released from service during normal working hours and must return to work at the completion of their obligation.

#### **V. ALCOHOL AND DRUG REHABILITATION LEAVE**

Fresno EOC will make reasonable accommodations to employees who have enrolled voluntarily in a drug or alcohol rehabilitation program. Employees who have enrolled in a rehabilitation program will be given unpaid time off to participate in the program unless it would result in undue hardship on Fresno EOC. Fresno EOC will make reasonable efforts to keep confidential the fact that the employee is enrolled in the program.

This time off is unpaid; however, the employee may use any accrued sick time or accrued vacation benefits while on leave. This leave may run concurrently with any other medical leave to which the employee is entitled (see Policy 4010, Family and Medical Leave and California Family Rights Act).

To qualify for a leave, the employee will be required to provide a certification of enrollment within 15 days of the request and successfully complete the program to return to work. An employee who does not provide a certification within 15 days and remains absent from work may be considered to have voluntarily resigned.

#### **VI. LITERACY ASSISTANCE**

Any employee who needs time off to attend an adult literacy education program should make the request through the supervisor. Fresno EOC will attempt to make reasonable accommodations for the employee of up to six (6) hours of time off during the normal work week, unless it would cause an undue hardship to do so. This time off is unpaid; however, the employee may use existing accrued vacation benefits, if available and approved. Fresno EOC will also attempt to safeguard the privacy of the fact that an employee is enrolled in an adult literacy education program.

#### **VII. OTHER LEGALLY REQUIRED LEAVES**

An employee who has a child enrolled in kindergarten through grade twelve (12), or cared for by a licensed childcare provider, may take time off from work, up to 40 hours each year, not exceeding 8 hours in any calendar month, for certain child-related activities. These activities are: (1) to find, enroll, or reenroll a child in a school or with a licensed childcare provider; (2) to participate in activities of the school or licensed childcare provider; or (3) to address a childcare provider or school emergency.

“Parent” means a parent, guardian, stepparent, foster parent, grandparent, or a person who stands in loco parentis to a child. “Child care provider or school emergency” means that the child cannot remain in school or with the child care provider because: (1) the school or child care provider has requested that the child be picked up; (2) the school or child care provider has an attendance policy (excluding planned holidays) that prohibits the child from attending or requires the child be picked up; (3) behavioral or discipline problems; (4) closure or

unexpected unavailability of the school or child care provider (excluding planned holidays); or (5) a natural disaster including fire, earthquake, or flood.

To take time off under reasons (1) or (2), the employee must give reasonable notice to their supervisor. To take time off under reason (3), the employee must simply give notice to their supervisor as soon as possible. An employee may use vacation time for the visits, if available and approved. A supervisor may request the employee to provide documentation from the school or childcare provider verifying the date and time of the child-related activity.

If both parents of the child work for Fresno EOC, the parent who first gives notice is eligible for the time off. The other parent may be permitted to take time off, under the conditions set forth in this policy, only if a supervisor authorizes the leave of absence. An employee requested to appear at their child's school due to the child's suspension may take an unpaid leave of absence provided that the employee gives Fresno EOC reasonable notice of the request to appear.

#### **VIII. SCHOOL APPEARANCE LEAVE**

An employee that is the parent or legal guardian of a child suspended from school is entitled to take an unpaid leave to comply with the principal's written request of the employee's presence at the school, provided the employee gives reasonable advance notice to the Agency. Check with the [Human Resources Department](#) [Human Resources Office](#) for eligibility and scheduling before taking any leave to attend.

#### **IX. ORGAN AND BONE MARROW DONOR LEAVE**

After completing 90 days of employment with Fresno EOC, an employee undergoing an organ donation procedure or treatment related to organ donation may take up to 30 business days of paid leave in a one-year period related to the donation. The one-year period is measured from the date the employee's leave begins and shall consist of 12 consecutive months. Up to 10 days of an employee's accrued but unused vacation or sick time (not PSL) available at the time of leave is to be taken and will be credited against the 30 paid business days of donor leave available for organ donation. An additional unpaid leave of absence, not exceeding 30 business days in a one-year period, will be provided to an employee who is an organ donor, for the purpose of donating the employee's organ to another person.

After completing 90 days of employment with Fresno EOC, any employee undergoing a bone marrow donation procedure or treatment related to bone marrow donation may take up to 5 business days of paid leave in a one-year period related to the donation. The one-year period is measured from the date the employee's leave begins and shall consist of 12 consecutive months. Up to 2 days of an employee's accrued but unused vacation or sick time (not PSL) available at the time of leave is to be taken and will be credited against the 5 business days of donor leave available for bone marrow donation.

An employee must provide written verification that they are an organ or bone marrow donor and that there is a medical necessity for the donation. An employee will be restored to the same or equivalent position upon their return. This leave will not be considered as a break in

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continuous service for the purposes of accrued benefits, salary adjustments and health care. This leave will not run concurrently with FMLA or CFRA and can be taken in one or more periods. Donor leave taken will also not be counted against an employee's seniority/length of service and will not affect eligibility for pay increases or other benefits. Employees who take donor leave will not be retaliated or otherwise discriminated against for doing so.

#### **X. CIVIL AIR PATROL LEAVE**

Members of the Civil Air Patrol who have been employed at least 90 days are eligible for an unpaid leave of absence of a maximum of ten (10) days per calendar year for the purpose of responding to an emergency operational mission of the California Wing of the Civil Air Patrol. Under normal circumstances, the leave for a single emergency operation mission shall not exceed three days. Employees shall give the Agency as much notice as possible of the intended dates upon which the Civil Air Patrol leave will begin and end. The Agency may require certification to verify the eligibility of the employee for the leave requested or taken. Employees taking Civil Air Patrol leave are not required to exhaust accrued leave time but may do so at their election.

#### **XI. VOLUNTEER CIVIL SERVICE LEAVE**

An employee who is a volunteer firefighter, a reserve peace officer, or emergency rescue personnel who intends to perform emergency duties during work hours, should notify their supervisor that they may have to take time off to perform emergency duty. The employee should also notify their supervisor prior to leaving the premises in the event they need to take time off for emergency duty or training.

An employee who is a volunteer firefighter, reserve peace officer or emergency rescue personnel, will be permitted to take temporary leaves of absence for the purpose of engaging in fire, law enforcement or emergency rescue training. This amount of leave permitted will not exceed an aggregate of 14 days per calendar year.

#### **XII. REPRODUCTIVE LOSS LEAVE**

The Agency will provide up to five (5) days of reproductive loss leave upon a qualifying reproductive loss event, so long as the employee has worked for the agency for at least 30 days prior to the commencement of leave. "Qualifying Reproductive Loss Events" are as follows: failed adoption, failed surrogacy, miscarriage, stillbirth, or unsuccessful assisted reproduction. Assisted reproduction means a method of achieving pregnancy –artificial insemination or an embryo transfer and includes gamete and embryo donation. Reproductive loss leave applies if the employee would have been a parent had the Qualifying Reproductive Loss Event not occurred.

Reproductive loss leave is unpaid, but employees may utilize accrued and available paid time off during such leave, including accrued and available vacation and paid sick leave. If an employee experiences more than one reproductive loss event within a 12-month period, the Agency shall not be obligated to grant reproductive loss leave time in excess of 20 days within a 12-month period.

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The five days do not have to be taken in a consecutive manner, but employees must complete leave within **three** months of the qualifying event. Notwithstanding the **three-month** limitation, if, prior to or immediately following a reproductive loss event, an employee is on or chooses to go on leave from work pursuant to Pregnancy Disability Leave, the California Family Rights Act, or any other applicable leave entitlement under law, the employee shall complete their reproductive loss leave within **three** months of the end date of the other leave.

The Agency will not take adverse action against employees for exercising their right to take reproductive loss leave or for giving information or testimony as to their own leave or another employee's leave. The Agency also will not interfere with, retrain, or deny the exercise of, or the attempt to exercise, reproductive loss leave rights.

The Agency will maintain the confidentiality of any employee requesting reproductive loss leave. Any information provided to the Agency will be maintained as confidential and will only be disclosed to internal personnel or counsel, as necessary, or as required by law.

**POLICY 404030 MILITARY LEAVE- UNIFORMED SERVICES EMPLOYMENT & REEMPLOYMENT-  
RIGHTS ACTS**

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**PURPOSE:** The purpose of this policy is to provide guidance and procedures for granting time off for military leave to full- and part-time regular employees.

**POLICY:** It is the policy of Fresno EOC to grant short or long-term leaves for uniformed service in accordance with applicable federal and state law.

**REFERENCE:** Uniformed Services Employment and Reemployment Rights Act of 1994 (Public Law 103-353) the California Military and Veterans Code § 394, and California Assembly Bill 392.

**PROCEDURES:**

**I. MILITARY SERVICE**

An employee inducted into military service will be granted an approved unpaid leave of absence and will have reinstatement privileges upon return to the Agency. "Service" is defined as duty on a voluntary or involuntary basis, including: active duty; active duty for training; initial active duty for training; inactive duty training; full-time National Guard duty; and absences for examinations to determine fitness for duty.

The term "service in the uniformed services" means the performance of duty on a voluntary or involuntary basis in a uniformed service and includes active duty, active duty for training, initial active duty for training, inactive duty training, full-time National Guard duty, and a period for which an employee is absent for the purpose of an examination to determine fitness to perform any such duty.

A. Long-term Tour of Duty: An employee who enters into or is called to uniformed service duty shall notify the supervisor immediately and shall be granted a leave of absence not to exceed five (5) years. A written verification from the appropriate military authority to the employee's supervisor, and program manager/director. No prior notice of leave is required if it is precluded by military necessity or the giving of such notice is impossible or unreasonable.

B. Short-term Leave of Absence: An employee who is a member of the National Guard or of a reserve component of the Armed Forces shall, upon furnishing a copy of the official orders or instructions, be granted military training leave. Training leaves will not, except in emergency or in the event of extenuating circumstances, exceed two weeks a year, plus reasonable travel time. An employee must submit written verification from the appropriate military authority to the employee's supervisor, and program manager/director. The employee will be expected to return to work the first full regularly scheduled work period following completion of the service (with an eight-hour period for safe transportation).

C. Reinstatement from Leave: Fresno EOC will reinstate an employee returning from leave to their same position or one of comparable seniority, status, and pay if they:

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1. Have a certificate of satisfactory completion of service;
2. Return the first full regularly scheduled work period (if such first regularly scheduled work period is at least 8 hours after the arrival at the employee's place of residence) following completion of service if service is less than 30 days; apply within fourteen days after release from active duty if active duty was for 30 days but less than 181 days; apply within 90 days if absence was more than 180 days, or within such extended period, if any, as their rights are protected by law; and
3. Are qualified to fill their former position.

Reservists who are ordered to initial active duty for training of not less than twelve consecutive weeks and Selected Reservists on active duty for operational missions are required to apply for reemployment within 31 days of their release from training or service. Fresno EOC is not required to reemploy an employee after military leave if the circumstances have changed as to make such reemployment impossible or unreasonable: if the employment would impose an undue hardship on the employer; or the employment held by the employee was so brief or nonrecurring that there was not reasonable expectation that the employment would continue indefinitely or for a significant period.

D. Leave and Benefits: Employees are permitted, but are not required, to use accrued vacation benefits toward short-term uniformed service time. Any unpaid time off will affect vacation and sick time accrual. Seniority, for the purpose of benefits, will accrue during short-term leaves as defined in Section B of this policy. Eligible employees who take a long-term leave will be paid any accrued vacation on the last day prior to the beginning of the leave. Seniority, for the purpose of benefits, will accrue for no more than five (5) years during long-term tours of duty as defined in Section A of this policy (unless otherwise required by law).

Whenever the uniformed service leave is four (4) months or less, the employee may continue group health and life insurance benefits, if eligible, by paying the required contributory amount. Payments must be received by the 25th of the month. If payment is more than 30 days late Fresno EOC will provide 15-day notice before loss of coverage. Upon the employee's return, reinstatement of health benefits will occur on the 1st of the following month. Employees whose leaves are in excess of four (4) months and who are enrolled in the health care plan have the right to elect continuation of coverage under COBRA. The maximum length of required continuation coverage is the lesser of 18 months beginning on the date the employee became eligible or the day after the date on which the employee fails to apply for or return to active employment with Fresno EOC. Employees returning to work are entitled to reinstate health coverage as if they had never left. Exclusions for pre-existing conditions, proof of good health, and waiting periods do not apply. However, exclusions for illnesses or injuries which were service connected are applied.

## **II. MILITARY SPOUSE LEAVE**

Eligible employees may request Military Spouse Leave for up to ten (10) days when a spouse in the Armed Forces, National Guard or Reserves who has been deployed during a period of military conflict is on leave from military deployment. Employees must provide notice of intent to take Military Spouse Leave within two business days of receiving official notice that the

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military spouse will be on leave from deployment. An employee must submit supporting documentation certifying that the military member will be on military leave from deployment during the time of the requested leave.

To be eligible for Military Spouse Leave, an employee must work an average of 20 or more hours per week and be the spouse of a qualified member of the military. For Military Spouse Leave purposes only, the term "spouse" includes registered domestic partners. The term "qualified member of the military" is defined as (1) a member of the Armed Forces of the United States who has been deployed during a period of military conflict to an area designated as a combat theater or combat zone by the President of the United States; or (2) a member of the Armed Forces Reserve Components or the National Guard who has been deployed during a period of military conflict. Combat zones are designated by the President of the United States. "Military conflict" means a period of war declared by the United States Congress or a period of deployment for which a member of a reserve component is ordered to active duty either by the Governor or the President of the United States. Provided all the conditions of this policy are met, an employee may take a maximum of ten (10) days of Military Spouse Leave. Questions concerning eligibility should be directed to the [Human Resources Department Human Resources Office](#).

Leave requested pursuant to this section is unpaid. However, an employee who is granted Military Spouse Leave shall be entitled to use any accrued vacation benefits during the period of leave. Paid sick time during Military Spouse Leave may only be utilized in conformance with Policy 3030 (see Section IV of Policy 3030, Sick Time). The use of paid leave does not extend the total duration of Military Spouse Leave to which an employee is entitled. Employees on Military Spouse Leave accrue employment benefits, such as sick time, vacation benefits, or seniority only when paid leave is being substituted for unpaid leave and only if the employee would otherwise be entitled to such accrual.

Employees who fail to return to work on the first workday after the period of the approved leave expires will be considered to have voluntarily resigned, unless unusual circumstances have prevented the return and a reasonable excuse has been offered and accepted within three (3) workdays after the period of the approved leave expired.



## **POLICY 405040 DOMESTIC VIOLENCE, SEXUAL ASSAULT, OR STALKING VICTIM LEAVE**

**PURPOSE:** To define Fresno EOC's policy and procedure on Domestic Violence, Sexual Assault, or Stalking Victim Leave in accordance with California Labor Code.

**POLICY:** It is the policy of Fresno EOC to allow employees to take leave for purposes of domestic violence, sexual assault, or stalking to ensure their health, safety, or welfare, or that of their child.

**REFERENCE:** California Labor Code § 230 and 230.1; Family Code § 6211; Penal Code §§ 261, 261.5, 262, 265, 266, 266a, 266b, 266c, 266g, 266j, 267, 269, 273.4, 285, 286, 288, 288a, 288.5, 289, or 311.4; Family Medical Leave Act of 1993; AB2377

### **PROCEDURE:**

#### **I. DEFINITION**

A "victim", for the purposes of this leave, is defined as someone who is a victim of stalking, domestic violence, or sexual assault, a victim of a crime that caused physical injury or that caused mental injury, or a person whose immediate family member is deceased as a direct result of a crime.

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#### **II. DOMESTIC VIOLENCE, SEXUAL ASSAULT AND STALKING VICTIMS' LEAVE: LEGAL PROCEEDINGS/ REASONABLE ACCOMMODATION**

If an employee is a victim of domestic violence and/or sexual abuse, the employee may use accrued sick leave or may take unpaid time off from work, to help ensure their health, safety or welfare, or that of their child; to seek medical attention for injuries caused by such abuse; obtain services from a domestic violence shelter; obtain psychological counseling related to an experience of domestic violence; obtain a restraining order; seek court assistance; or similar activities.

#### **III. CRIME VICTIMS' LEAVE**

An employee who is the victim of certain crimes (violent felonies, felony thefts and serious felonies as defined by law) or is the immediate family member, registered domestic partner or child of the registered domestic partner of such a victim will be given time off as necessary to attend judicial proceedings in relation to the crime. A "victim" for the purposes of this leave is defined as someone who is a victim of stalking, domestic violence, or sexual assault, a victim of a crime that caused physical injury or that caused mental injury and a threat of physical injury, or a person whose immediate family member is deceased as a direct result of a crime.

Fresno EOC will also allow time off for employees to appear in court to be heard at any proceeding in which the right of the victim is at issue. The victim may be the employee, spouse, parent, child, sibling or guardian. The crimes to which this time off applies is extensive. The employee should ask the [Human Resources Department](#) [Human Resources Office](#) about their

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particular circumstances. As a condition of taking time off, employees may be required to provide reasonable advanced notice if feasible and documentation establishing the right to such time off. Fresno EOC will make every effort to maintain the confidentiality of any employee requesting crime victim leave. An employee may use accrued paid vacation time that is otherwise available to the employee for this time off.

#### **IV.H. REQUESTING TIME OFF**

An employee who is a victim of domestic violence, sexual assault, or victims of stalking will not be discriminated or retaliated against when taking time off from work to help ensure their health, safety, or welfare, or that of their child by obtaining:

- A temporary restraining order;
- A restraining order; or
- Other court assistance;
- Medical attention for injuries caused by domestic violence, sexual assault, or stalking;
- Services from a domestic violence shelter, program, or rape crisis center as a result of domestic violence or sexual assault;
- Psychological counseling related to an experience of domestic violence, sexual assault, or stalking; or
- To participate in safety planning and take other actions to increase safety from future domestic violence or sexual assault, including temporary or permanent relocation.

Employees must give Fresno EOC reasonable advance notice of the employee's intention to take time off, unless the advance notice is not feasible. A leave request must be submitted and approved by the employee's immediate supervisor, and program manager/director. Should an unscheduled absence occur, the employee is responsible for providing a certification to Fresno EOC. Certification may be in the form of the following:

- A police report indicating that the employee was a victim of domestic violence, sexual assault, or stalking; or
- A court order protecting or separating the employee from the perpetrator of an act of domestic violence, sexual assault, or stalking or other evidence from the court or prosecuting attorney that the employee has appeared in court; or
- Documentation from a medical professional, domestic violence advocate or advocate for victims of sexual assault, health care provider, or counselor that the employee was undergoing treatment for physical or mental injuries or abuse resulting in victimization from an act of domestic violence, sexual assault, or stalking.

[An employee may use up to 24 hours, or 3 days, whichever is greater, of Paid Sick Leave \(PSL\) in each calendar year of employment \(see Policy 3040, Paid Sick Leave\).](#)

~~The certification is only valid active for a period of one-year, updated certifications must be submitted to extend the need for leave past a one year period. should be submitted as the need for leave changes and once the certification meets the one year period.~~ An employee may use accrued and unused vacation or sick time while on leave. Leave may not exceed the unpaid leave time allowed under the unpaid leave permitted by the federal Family and Medical Leave Act within a rolling 12-month period.

~~Fresno EOC will also provide reasonable accommodations for a victim of domestic violence, sexual assault, or stalking who requests an accommodation for the safety of the victim while at work, unless it would constitute an undue hardship on Fresno EOC's business operations. Upon receiving an employee's request for accommodation, Fresno EOC shall engage in a timely, good faith interactive process with the employee to determine effective reasonable accommodations. If an employee is a victim of a crime or abuse, the employee may take leave to obtain or attempt to obtain any relief, including, but not limited to, a temporary restraining order, restraining order, or other injunctive relief, to help ensure the health, safety, or welfare of the employee or the employee's child. Leave is typically unpaid, though employees may use available paid time off for such leave.~~

~~A "victim" for the purposes of this leave is defined as someone who is a victim of stalking, domestic violence, or sexual assault, a victim of a crime that caused physical injury or that caused mental injury and a of physical injury, or a person whose immediate family member is deceased as a direct result of a crime.~~

~~Employees are required to provide reasonable advance notice of the employee's intention to take time off, unless advance notice is not feasible. When an unscheduled absence occurs, the Agency will not take any action against the employee if the employee, within a reasonable time after the absence, provides certification/documentation establishing the right to such time off. The Agency will make every effort to maintain the confidentiality of any employee requesting such leave.~~

~~The Agency will also provide reasonable accommodations for a victim of domestic violence, sexual assault, or stalking who requests an accommodation for the safety of the victim while at work, unless it would constitute an undue hardship on the Agency's business operations. Upon receiving an employee's request for accommodation, the Agency shall engage in a timely, good faith interactive process with the employee to determine effective reasonable accommodations.~~

To the extent allowed by law, Fresno EOC shall maintain the confidentiality of any employee requesting leave.

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## POLICY 5010 WORKPLACE ATMOSPHERE

**PURPOSE:** ~~To maintain a friendly, congenial and professional atmosphere.~~

~~The purpose of this policy is to provide a safe, supportive, and respectful environment for all employees, where bullying behavior is not tolerated. Fresno EOC is committed to fostering a workplace that promotes inclusivity, belonging, fairness, and respect, ensuring that everyone can perform their duties free from harassment or intimidation.~~

**POLICY:** It is the policy of Fresno EOC that all employees maintain a working environment that encourages mutual respect; promotes civil and congenial relationships among employee; and is free from all forms of harassment, discrimination, retaliation, and violence. Fresno EOC's respect and reputation in the community will be determined by the work we do, and by the employees who represent us. We are proud of those who work for us, and employees can be proud of the positions of trust they hold.

### PROCEDURE:

#### I. DEFINITION

Employees are expected to conduct themselves in an appropriate manner in accordance with this policy.

Employees have the right to conduct their work without disorderly interference from other employees and be treated with respect and professionalism. Employees are also expected to maintain their work area in a neat and professional manner ~~as to so as to~~ not disrupt another employee's work environment or create any safety hazards.

Fresno EOC encourages a congenial work environment of respect and professionalism. Therefore, employees, clients and/or program participants should not:

- verbally abuse others;
- use intimidation tactics and/or make threats;
- sabotage another's work;
- stalk others; or
- make malicious, false and/or harmful statements about others.

#### II. ANTI-BULLYING POLICY

~~The purpose of this policy is to provide a safe, supportive, and respectful environment for all employees, where bullying behavior is not tolerated. Fresno EOC is committed to fostering a workplace that promotes inclusivity, fairness, and respect, ensuring that everyone can perform their duties free from harassment or intimidation.~~

#### Scope

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This policy applies to all employees, contractors, interns, and visitors, regardless of their position or role, and covers bullying behavior in the workplace, during work-related travel, at off-site work functions, and on digital platforms associated with Fresno EOC.

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~~The purpose of this policy is to communicate to all employees, including supervisors, managers, and executives, that Fresno EOC will not in any instance tolerate bullying behavior. Employees found in violation of this policy will be disciplined, up to and including termination.~~

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#### A. Definition

Fresno EOC defines bullying as repeated, unreasonable actions directed towards an individual or a group that are intended to intimidate, humiliate, degrade, or undermine, or that create a risk to health and safety. Bullying can be verbal, physical, or psychological, and can occur in person or via digital communication (e.g., email, social media). ~~The Agency defines bullying as repeated inappropriate behavior, either direct or indirect, whether verbal, physical, or otherwise, conducted by one or more persons against another or others, at the place of work and/or in the course of employment. Such behavior violates the Workplace Atmosphere policy, which clearly states that all employees will be treated with dignity and respect.~~

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#### B. Employee Responsibility

All employees share the responsibility to contribute to a positive, respectful, and safe work environment. This includes taking proactive steps to prevent, recognize, and respond to bullying behaviors.

##### Treat Everyone with Respect:

- Employees are expected to behave professionally and with respect toward their colleagues, supervisors, and subordinates at all times. This includes being mindful of language, tone, and actions in both verbal and written communications.

##### Lead by Example:

- ~~Employees, especially those in leadership or management roles, are responsible for setting a positive example. This includes demonstrating respectful behavior, managing conflicts professionally, and addressing inappropriate conduct immediately.~~

##### Recognize Bullying Behavior:

- Employees should familiarize themselves with the agency's definition of bullying and be aware of common forms of bullying, such as verbal abuse, exclusion, or intimidation. By understanding what constitutes bullying, employees are better equipped to recognize and prevent it.

##### Speak Up:

- If an employee experiences or witnesses bullying behavior, they are encouraged to speak up. This can be done by:
  - Politely addressing/confronting the bully, if safe and comfortable to do so, and asking them to stop the inappropriate behavior.
  - Reporting the behavior to a supervisor, manager, or Human Resources.
  - Using the agency's reporting mechanisms if they do not feel comfortable reporting directly.

##### Support Others:

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- Employees should support colleagues who may be experiencing bullying. This can include offering emotional support, encouraging them to report the incident, or witnessing any bullying behavior if needed during an investigation.

#### **Cooperate in Investigations:**

- Employees who are involved in or witness a bullying incident have a responsibility to cooperate in any subsequent investigation. This includes providing honest, accurate information and respecting the confidentiality of the process.

#### **Avoid Retaliation:**

- Employees are responsible for not retaliating against anyone who reports bullying or participates in an investigation. Retaliation can take the form of exclusion, further intimidation, or other forms of negative treatment.

#### **Commit to Self-Improvement:**

- Employees are encouraged to continuously develop their interpersonal and conflict resolution skills. This may involve participating in agency-provided training or seeking feedback on their behavior to ensure they contribute positively to the work environment.

#### **Foster a Positive Culture:**

- Everyone has a role in building and maintaining a culture of respect and collaboration. Employees should actively contribute to team-building efforts, encourage open communication, and address minor conflicts before they escalate into bullying.

Each and every employee of the Agency is expected to support the implementation of this policy by:

- Conducting themselves in a manner which demonstrates professional conduct, mutual respect for others and which honors diversity in the workplace;
- not engaging in the bullying and harassment of others;
- participating fully and in good faith in any resolution process or formal complaint and investigation process where they have been identified as having potentially relevant information;
- reporting any bullying and harassing behaviors which they experience or observe in the workplace which may be in violation of this policy; and
- respecting the rights to personal dignity, privacy and confidentiality pertaining to this policy.

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### **C. Management Responsibility**

Managers and supervisors play a critical role in maintaining a respectful and safe workplace. In addition to their own behavior, they are responsible for preventing, addressing, and resolving instances of bullying among employees. Their leadership sets the tone for workplace culture and helps ensure the anti-bullying policy is effectively enforced.

#### **Foster a Positive Work Environment:**

- Managers must actively create and maintain a work culture where respect, inclusion, a welcoming environment, and collaboration are encouraged. This includes promoting open communication, teamwork, and professionalism within their teams.

#### **Lead by Example:**

- Managers and supervisors must model appropriate, respectful behavior at all times. They should demonstrate the agency's values in their interactions with employees, clients, and other stakeholders. As role models, their behavior sets the standard for how others should conduct themselves.

#### **Be Proactive in Identifying Bullying:**

- Managers should be vigilant in identifying any signs of bullying or inappropriate behavior within their teams. This includes monitoring workplace dynamics, listening to employee concerns, and addressing potential issues before they escalate. Early intervention is key in preventing a toxic work environment.

#### **Provide Support to Employees:**

- Managers must provide support to employees who report bullying or exhibit signs of distress due to workplace behavior. They should listen to complaints without judgment, ensure confidentiality, and reassure employees that their concerns will be taken seriously.

#### **Encourage Reporting:**

- Managers should actively encourage employees to report bullying or any behavior that violates the agency's anti-bullying policy. They should ensure that all employees are aware of the reporting channels and feel comfortable using them without fear of retaliation.

#### **Take Immediate Action:**

- Upon receiving a report of bullying, managers are responsible for acting swiftly. This includes:
  - Reporting the matter to Human Resources immediately.
  - Ensuring that the alleged bullying stops during the investigation process.
  - Protecting the privacy of both the complainant and the accused to prevent workplace gossip or unfair treatment.

#### **Cooperate in Investigations:**

- Managers are expected to fully cooperate with Human Resources and any investigating bodies in a bullying investigation. They should provide all relevant information and documentation, including witness reports and any previous complaints that may be connected to the case.

#### **Enforce Consequences:**

- If an investigation determines that bullying has occurred, managers must ensure that appropriate ~~corrective disciplinary~~ actions are taken promptly and fairly. This ~~may include but is not exclusive to~~ may include issuing warnings, suspensions, or even termination, in line with the agency's policy.

#### **Protect Employees from Retaliation:**

- Managers are responsible for protecting employees from retaliation after they report bullying or participate in an investigation. This includes monitoring the workplace to ensure that the complainant is not treated unfairly or excluded by colleagues, and addressing any signs of retaliatory behavior immediately.

#### **Provide Training and Education:**

- Managers should ensure that employees receive regular training on anti-bullying, conflict resolution, and workplace behavior. They should also promote awareness of the agency's anti-bullying policy and foster continuous dialogue on creating a respectful work culture.

#### **Address Workplace Conflict:**

- Managers are responsible for resolving conflicts within their teams before they escalate into bullying situations. This includes holding regular one-on-one meetings with employees to discuss any concerns and providing mediation or conflict resolution support when necessary.



### Monitor Workplace Well-being:

- Managers must regularly assess the well-being of their teams by conducting employee satisfaction surveys, one-on-one check-ins, and observing team dynamics. Proactive management can help identify potential issues early on and prevent a bullying culture from developing.

While every employee is responsible for maintaining and contributing to an environment which is free from bullying, those in supervisory positions carry more responsibility with the Agency. Management personnel have additional obligations to make every reasonable effort to establish and maintain a workplace free of bullying or harassment. Related to this policy, their responsibilities include but are not limited to: ensuring that employees have full access to information regarding employer policies and standards;

- respecting the rights of all parties to a fair, equitable and confidential process for responding to complaints;
- providing support to all those who participate in a problem-solving process; and
- enforcement of corrective and/or disciplinary measures, where applicable.

Examples of Bullying Behavior include, but are not limited to:

- Verbal abuse, such as insults, name-calling, offensive nicknames or offensive or jokes.
- Physical intimidation or aggression, including inappropriate gestures or threats.
- Public humiliation or spreading rumors.
- Excluding or isolating individuals from workplace activities; ignoring or interrupting others.
- Excessive and unjustified criticism of work or performance.
- Deliberately overloading someone with work or imposing impossible/unreasonable deadlines; manipulating or impeding in an employee's ability to perform their work.
- Cyberbullying, including harmful or intimidating messages through digital platform.
- Refusing reasonable requests for time off for leave or denying requests for reasons not related to work.
- Taking credit for another person's ideas or work product.

Bullying may be intentional or unintentional. However, it must be noted that when an allegation of bullying is made, the intention of the alleged bully is irrelevant. As in sexual harassment, it is the effect of the behavior on the individual that is important. The Agency considers the following types of behavior examples of bullying:

- Verbal Bullying: Slandering, ridiculing, or maligning a person or their family; persistent name calling that is hurtful, insulting, or humiliating; using a person as butt of jokes; abusive and offensive remarks.
- Physical Bullying: Pushing, shoving, kicking, poking, tripping, assault or threat of physical assault, damage to a person's work area or property.
- Gesture Bullying: Nonverbal threatening gestures; glances that can convey threatening messages.

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(4) ~~Exclusion: Socially or physically excluding or disregarding a person in work-related activities.~~

(5) ~~In addition, the following examples may constitute or contribute to evidence of bullying in the workplace:~~

- ~~• Persistent singling out of one person.~~
- ~~• Shouting or raising voice at an individual in public or in private.~~
- ~~• Using verbal or obscene gestures.~~
- ~~• Not allowing the person to speak or express themselves (i.e., ignoring or interrupting).~~
- ~~• Personal insults and use of offensive nicknames.~~
- ~~• Public humiliation in any form.~~
- ~~• Constant criticism on matters unrelated or minimally related to the person's job performance or description.~~
- ~~• Ignoring or interrupting an individual at meetings.~~
- ~~• Public reprimands.~~
- ~~• Repeatedly accusing someone of errors that cannot be documented.~~
- ~~• Deliberately interfering with mail and other communications.~~
- ~~• Spreading rumors and gossip regarding individuals.~~
- ~~• Encouraging others to disregard a supervisor's instructions.~~
- ~~• Manipulating the ability of someone to do their work (e.g., overloading, under loading, withholding information, assigning meaningless tasks, setting deadlines that cannot be met, giving deliberately ambiguous instructions).~~
- ~~• Inflicting menial tasks not in keeping with the normal responsibilities of the job.~~
- ~~• Taking credit for another person's ideas.~~
- ~~• Refusing reasonable requests for leave in the absence of work-related reasons not to grant leave.~~
- ~~• Deliberately excluding an individual or isolating them from work-related activities, such as meetings.~~
- ~~• Unwanted physical contact, physical abuse or threats of abuse to an individual or an individual's property (defacing or marking up property).~~

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## POLICY 5020 STANDARDS OF PERFORMANCE AND CONDUCT

**PURPOSE:** To identify performance and conduct considered improper and unacceptable in the workplace and which may result in corrective action.

**POLICY:** It is the policy of Fresno EOC that employees are expected to observe and demonstrate the highest standards of conduct and professionalism. An employee is expected to conduct themselves in a manner benefiting their status as an employee of Fresno EOC and exercise prudence and discretion in regard to all agency business. When performance or conduct does not meet the standards of the Agency, the Agency will endeavor, when it deems appropriate and at its sole discretion, to provide the employee a reasonable opportunity to correct the deficiency unless Fresno EOC determines such conduct is not able to be remedied or warrants immediate termination. An employee who fails to make the necessary changes in order to be in compliance with this policy will be subject to corrective action up to and including termination.

### PROCEDURES:

#### I. STANDARDS

The standards set forth below are intended to provide employees with fair notice of performance and conduct considered improper and unacceptable in the workplace. However, such rules cannot identify every type of unacceptable conduct and performance. Therefore, employees should be aware that conduct not specifically listed below but which adversely affects or is otherwise detrimental to the interests of Fresno EOC, other employees, clients and/or program participants, may also result in corrective action up to and including termination.

- A. Job Performance: All agency employees shall perform their duties diligently, thoroughly, and properly. An employee may be issued corrective action, up to and including termination, for poor job performance, including but not limited to the following:
1. Failure to perform the job duties satisfactorily;
  2. Failure to maintain minimum qualifications of the job;
  3. Failure to follow established safety regulations;
  4. Neglect of duty.
- B. Conduct: All agency employees are expected to observe and demonstrate the highest standards of conduct and professionalism. An employee may be issued corrective action, up to and including termination, for misconduct including, but not limited to the following:

1. Using offensive, demeaning, or abusive language towards colleagues, supervisors, or clients.

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2. Engaging in behavior that intimidates, harasses, or discriminates against others based on race, gender, religion, sexual orientation, or any other protected characteristic.
3. Refusing to follow reasonable instructions or directions from a supervisor or manager.
4. Engaging in actions that disturb the work environment, such as making excessive noise, interrupting meetings, or arguing with colleagues.
5. Stealing, misuse or unauthorized use of agency property, supplies, or funds, including agency credit cards or expense accounts.
6. Falsifying records, expense reports, or any other agency documents for personal gain.
7. Using agency property such as computers or vehicles, for personal purposes without permission.
8. Falsifying timesheets, clocking in for another employee, or taking extended breaks without approval.
9. Abusing sick leave, vacation time, or other forms of paid time off by providing false reasons for absence.
10. Leaving the job without authorization.
11. Sleeping on the job.
12. Regularly missing work without valid reasons or failing to notify the supervisor in compliance with the attendance policy.
13. Incurring unauthorized meal and rest break period break premiums.
14. Disclosing confidential agency information, trade secrets, or client data with unauthorized individuals or entities.
15. Violating program confidentiality policies concerning information about children, families, and other staff members.
16. Failing to secure sensitive information, leading to data breaches or unauthorized access.
17. Talking about confidential business matters in public places where they could be overheard.
18. Engaging in activities that create a conflict of interest, such as accepting gifts from vendors in exchange for preferential treatment.
19. Providing false information during hiring, performance reviews, or investigations.
20. Claiming another person's work or ideas as your own, especially in reports, presentations, or creative work.
21. Ignoring or violating safety protocols, such as failing to wear required protective gear or not following emergency procedures.
22. Violating vehicle codes and/or agency policies which cause an accident, injury, or property damage.
23. Using, possessing, or being under the influence of alcohol or illegal drugs while on agency premises or during work hours.
24. Consistently ignoring the agency's dress code, wearing inappropriate attire to work or meetings.
25. Making unwanted advances, inappropriate comments, or engaging in any other forms of sexual harassment towards a colleague.

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26. Treating someone unfairly based on their race, gender, age, religion, sexual orientation, or any other protected characteristic.
27. Taking adverse actions against an employee who has reported misconduct, such as bullying or harassment, or who has participated in an investigation.
28. Failing to perform job duties with the required level of care, resulting in errors, accidents, or financial loss.
29. Demonstrating a lack of commitment, such as frequently arriving late, procrastinating, or producing low-quality work.
30. Accessing restricted areas, systems, or confidential information without permission.
31. Making decisions or taking actions that exceed the scope of one's job role without proper authorization.
32. Altering, deleting, or falsifying agency records without authorization.
33. Spreading rumors or engaging in harmful gossip about colleagues or the agency.
34. Allowing personal relationships to interfere with professional duties, such as favoritism or conflicts of interest.
35. Gambling on agency premises or while conducting agency business.
36. Possessing a firearm or other dangerous weapon on agency property or while conducting agency business.
37. Failure to report to Fresno EOC within five (5) days any criminal conviction that may impact the employee's: (1) ability to perform their position duties; (2) licensing under the program the employee works; (3) insurability by the agency carrier; or (4) as otherwise required by law to be disclosed.
38. Stereotyping any child or family on any basis, including gender, race, ethnicity, culture, religion, disability, sexual orientation, or family composition.
39. Leaving children or clients alone or unsupervised while under their care.
40. Use corporal punishment.
41. Use isolation to discipline a child.
42. Binding or tying a child to restrict movement or taping a child's mouth.
43. Use or withhold food as a punishment or reward.
44. Use toilet learning/training methods that punish, demean, or humiliate a child.
45. Use any form of emotional abuse, including public or private humiliation, rejecting, terrorizing, extended ignoring, or corrupting a child.
46. Physically abuse a child.
47. Use any form of verbal abuse, including profane, sarcastic language, or derogatory remarks about the child or child's family.
48. Use physical activity or outdoor time as a punishment or reward.
49. Ignoring grantor requirements relating to any program for the Agency.
50. Engaging in actions that reflect adversely upon grantors and/or the families or communities Fresno EOC serve.
51. Acting in a manner deliberately contradicting the Agency's mission, vision or values.
52. Failure to comply with agency policies and procedures.

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1. Discourteous or unprofessional conduct;
2. Insubordination, including refusal to comply with reasonable request from supervisor or refusal to perform a job assignment;
3. Excessive absenteeism, tardiness, or abuse of break or meal privileges;
4. Dishonesty, fraud, bribery or gratuity;
5. Violation of safety practices, procedures, rules and regulations;
6. Failure to notify supervisor of any inability to report to work;
7. Unauthorized possession, misuse, defacement, or destruction of agency property or the property of another;
8. Theft;
9. Unauthorized removal of agency property from its proper location;
10. Violating conflict of interest rules and accepting gratuities;
11. Disclosing or using confidential or proprietary information without authorization;
12. Falsifying or altering Fresno EOC's or another employee's records or documents, including but not limited to the application for employment and time sheets, etc.;
13. Theft of time
14. Incurring unauthorized meal premiums;
15. Threatening, intimidating, coercing, or otherwise interfering with other employees, clients, and/or program participants;
16. Physical violence;
17. Unruly behavior or "horseplay";
18. Use of obscene, abusive, or offensive language;
19. Harassment as defined in Policy 1030;
20. Being under the influence of, manufacturing, dispensing, distributing, using, or possessing alcohol or illegal or controlled substances on agency property or while conducting agency business;
21. Gambling on agency premises or while conducting agency business;
22. Wearing clothing inappropriate for the work being performed;
23. Smoking where prohibited by local ordinance or agency guidelines;
24. Leaving the job without authorization;
25. Sleeping on the job;
26. Possessing a firearm or other dangerous weapon on agency property or while conducting agency business;
27. Failure to report to Fresno EOC within five (5) days any criminal conviction that may impact the employee's: (1) ability to perform their position duties; (2) licensing under the program the employee works; (3) insurability by the agency carrier; or (4) as otherwise required by law to be disclosed;
28. Failure to report an on the job incident or accident;
29. Causing an accident as a result of operating an agency vehicle in a reckless and negligent manner;
30. Violating vehicle codes and/or agency policies which cause an accident, injury, or property damage;
31. Failure to comply with agency policies and procedures;

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32. Violating program confidentiality policies concerning information about children, families, and other staff members;
33. Using abusive, profane, sarcastic language or verbal abuse or threats, against or about Fresno EOC, staff, clients or client's family;
34. Failure to conduct themselves in a professional and ethical manner with all employees, co-workers, clients and/or program participants;
35. Engaging in sexual or other inappropriate contact or relationships with program participants;
36. Ignoring grantor requirements relating to any program for the Agency;
37. Engaging in actions that reflect adversely upon grantors and/or the families or communities we serve;
38. Acting in a manner deliberately contradicting the Agency's Mission, Vision or Values;
39. Violation of any agency rule, policy, or procedure.
40. Stereotyping any child or family on any basis, including gender, race, ethnicity, culture, religion, disability, sexual orientation, or family composition;
41. Leaving children or clients alone or unsupervised while under their care;
42. Use corporal punishment;
43. Use isolation to discipline a child;
44. Bind or tie a child to restrict movement or tape a child's mouth;
45. Use or withhold food as a punishment or reward;
46. Use toilet learning/training methods that punish, demean, or humiliate a child;
47. Use any form of emotional abuse, including public or private humiliation, rejecting, terrorizing, extended ignoring, or corrupting a child;
48. Physically abuse a child;
49. Use any form of verbal abuse, including profane, sarcastic language, threats, or derogatory remarks about the child or child's family; or,
50. Use physical activity or outdoor time as a punishment or reward;

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These examples of conduct violations do not affect the at-will status of all employment whereby an employee can be terminated with or without cause or advance notice.

## II. DISCIPLINARY CORRECTIVE ACTION

The level of discipline corrective action used to correct performance and conduct deficiencies will be determined in light of considering the facts and circumstances of each individual case at the sole discretion of Fresno EOC. ~~Each incident will be considered by a variety of factors, including: (1) the seriousness of the incident and the impact to the Agency; (2) the employee's past conduct; (3) the nature of any previous incidents; and (4) the general practice as it relates to the incident (see Policy 5030, Progressive Discipline).~~

The Agency will not tolerate retaliation against any employee for cooperating in an investigation or for making a complaint in good faith.

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## **POLICY 5030 ~~CORRECTIVE ACTION~~PROGRESSIVE DISCIPLINE**

**PURPOSE:** To establish procedures with respect to coaching and corrective action while ensuring corrective action procedures are applied uniformly. To give employees who violate agency policies the opportunity to improve by advising what specific actions they should take to meet performance and conduct standards unless the employee's misconduct is determined to warrant immediate termination.

**POLICY:** It is the policy of Fresno EOC that all employees are required to comply with the Agency's standards of performance and conduct and that any noncompliance will be addressed accordingly. Fresno EOC has implemented a corrective action system that supports uniformity. Circumstances and employee conduct may warrant eliminating one or more steps in the corrective action system, possibly resulting in immediate suspension or termination. Nothing in this policy modifies Policy 1010 which provides that employment with Fresno EOC is at-will and can be terminated at any time with or without notice or cause.

### **PROCEDURES:**

#### **I. DOCUMENTED COACHING**

Supervisors are expected to regularly coach employees and correct performance and/or conduct issues immediately. The goal of coaching is to work with the employee to solve performance problems and to improve the work of the employee and the organization. Employees who fail to respond positively to informal coaching may receive corrective action and/ or be placed on a Performance Improvement Plan (PIP).

#### **II. ~~PROGRESSIVE~~ ~~CORRECTIVE ACTION~~DISCIPLINE**

Fresno EOC maintains the right to escalate the progressive ~~corrective action~~discipline process considering ~~The level of discipline used to maintain the standards of performance and conduct will be determined in light of~~considering the facts and circumstances of each individual case, ~~at the sole discretion of Fresno EOC.~~ Each incident will be considered based on a variety of factors, including but not limited to: (1) the seriousness of the incident and the impact to the Agency; (2) the employee's past conduct; (3) the nature of any previous incidents; and (4) the general practice as it relates to the incident.

All progressive ~~corrective action~~discipline must be formally documented and submitted to the Human Resources Office before for approval being issued to the employee.

There are two paths for progressive ~~corrective action~~discipline: Performance and Conduct. For attendance violations see Policy 1160, Attendance Policy.

Depending on the circumstances and nature of the incident, Fresno EOC may place an employee on paid administrative leave pending the results of an investigation. Paid administrative leave must be approved by the program-responsible Officer and may not exceed a maximum of four weeks.

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A. ~~Verbal Warning Counseling Memo~~: If an employee is not meeting Fresno EOC standards of performance and/or conduct, the employee's supervisor should take the following action:

1. Issue a ~~Verbal Warning Counseling Memo~~ to the employee;
2. Inform the employee of the nature of the problem and that continued failure to meet Fresno EOC's standards and expectations for performance and conduct will result in more severe ~~discipline~~ corrective action up to and including termination;
3. Require the employee to read and sign the ~~verbal warning memo~~. If the employee refuses to sign, ~~the issuer~~ witness(es) will indicate refused to sign on the employee signature line. An employee has up to five (5) business days to provide a written response;
4. Submit the signed ~~verbal warning memo~~ to the ~~Human Resources Department~~ Human Resources Office to be filed in the employee's personnel file. A copy of the memo will be provided to the employee.

B. Written Warning: If there is a continued breach of performance or conduct standards, or if the severity warrants, the supervisor should hold a meeting with the employee and take the following action:

1. Issue a Written Warning to the employee;
2. Inform the employee that continued failure to meet the Fresno EOC's standards and expectations for performance and/or conduct will result in more severe corrective action up to and including termination;
3. Require the employee to read and sign the ~~written warning reprimand~~. If the employee refuses to sign, ~~the issuer~~ witness(es) will indicate refused to sign on the employee signature line. The employee will have up to five (5) business days to provide a written response; and
4. Submit the signed Written Warning to the ~~Human Resources Department~~ Human Resources Office to be filed in the employee's personnel file. A copy of the form will also be provided to the employee.

C. Final Warning or Suspension: If there are additional occurrences, and/or depending on the severity of the performance and/or conduct issues, the supervisor should take the following action:

1. Recommend a Final Warning or Suspension to the Program Director, responsible Officer and ~~Human Resources Department~~ Human Resources Office;

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2. Meet with the employee and Human Resources Manager/Director/Officer to issue a Final Warning or Suspension ~~(without pay for up to five working days)~~, indicating the next breach will warrant termination;

~~2.3.~~ A letter of suspension will be issued to the employee indicating it is without pay ~~(for up to five working days)~~.

~~3.4.~~ Submit the signed suspension notice form to the ~~Human Resources Department~~ Human Resources Office to be filed in the employee's personnel file. A copy of the form will be provided to the employee.

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All suspensions, including those that may lead to termination, must be reviewed by and approved by the program manager/director, responsible Officer and ~~Human Resources Department~~ Human Resources Office.

D. Termination: An employee may be discharged for poor performance, misconduct, or other violations of Fresno EOC's rules of conduct (see Policy 5020, Standards of Performance and Conduct). Discharges must be approved by the responsible Officer with approval by the Head Start Policy Council when applicable. Prior to discharging an employee under this policy, the ~~Human Resources Director/Officer~~ Human Resources Office will be consulted to ensure proper documentation and procedures have been followed.

As required by Federal Head Start rules, if the Head Start Policy Council disagrees as to the discharge of a Head Start employee, a committee shall be established with representatives of the Policy Council, Head Start staff and Fresno EOC. The committee shall meet and confer in an attempt to resolve the difficulty and clarify the termination criteria to be utilized.

### III. DEMOTION

The program manager, with the approval of the director, may demote an employee for ~~discipline-corrective action~~ reasons at any point during the process outlined above. A demotion is a change of any employee from a position of one pay grade to a position in a lower pay grade. The employee must meet the qualifications for the position in the lower grade. Demotions must be documented in writing and specify the cause for such action. Approval must be granted by the responsible Officer. Approval by the Head Start Policy Council, where applicable, is also required.

### IV. SERIOUS MISCONDUCT

In cases involving serious misconduct, or any time the supervisor determines it is necessary, such as a breach of policy or violation of law, the procedures contained above may be accelerated.

The Program Director, with approval from the responsible Officer and ~~Human Resources Director/Officer~~ Human Resources Office will determine, based on the facts, if the employee will be placed on paid administrative leave or unpaid suspension. The ~~Human Resources~~

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~~Department~~Human Resources Office will conduct an investigation of the allegations or misconduct to determine what further action, if any, should be taken, including termination.

#### V. INCIDENT REVIEW

An incident review is a process in which minor concerns or incidents will be reviewed by the program before escalation to the ~~Human Resources Department~~Human Resources Office. An incident review will be conducted by program management for the purpose of determining the facts involved in any suspected violation of Fresno EOC rules and regulations, except for allegations of discrimination, harassment, bullying or retaliation. These allegations will be investigated by the ~~Human Resources Department~~Human Resources Office.

A typical review consists of interviewing the involved employee(s) and any witnesses, finding and assessing any physical evidence, and evaluating the facts. The ~~Human Resources Department~~Human Resources Office may be required to assist with the review. The interviewer should advise the witness as to the nature of the situation requiring investigation. Confidentiality shall be maintained during incident reviews to the extent possible. Only those with a business need-to-know should be told about the allegations and interviews, and participants should be requested not to discuss the situation with others in order to preserve the integrity of the review.

#### VI. TIME LAPSE BETWEEN PREVIOUS ~~DISCIPLINE~~CORRECTIVE ACTION

If an employee completes twelve (12) months without further ~~discipline~~corrective action under this policy, any failure to meet performance or conduct may be treated as a first occurrence under this policy. However, Fresno EOC may still consider all past ~~discipline~~corrective action in the continuation of employment and/or evaluating the performance of an employee (see Policy 70~~4030~~, Performance Evaluations). Past ~~discipline~~corrective action(s) are relevant when making employment decisions and when evaluating an employee's overall performance.

## POLICY 5040 ALCOHOL/DRUG FREE WORKPLACE

**PURPOSE:** It is the intent of Fresno EOC to maintain a workplace that is free of drugs and alcohol.

**POLICY:** It is the policy of Fresno EOC that the Agency has a vital interest in maintaining safe and efficient working conditions for its employees. Substance abuse is incompatible with the health, safety, efficiency, and success of Fresno EOC. Employees who are under the influence of drug(s) or alcohol on the job compromise Fresno EOC's interests, endanger their own health and safety and the health and safety of others.

Fresno EOC has established this policy to further its interest in avoiding accidents, to promote and maintain safe and efficient working conditions for employees, and to protect property, equipment, and operations. Each employee must abide by this policy as a condition of continued employment with Fresno EOC.

**REFERENCE:** Drug-Free Workplace Act of 1988 (DFWA), 41 U.S.C. § 701, et seq.; Drug-Free Workplace Act of 1990 (CDFWA), Gov. Code § 8359 et seq.; Americans with Disabilities Act (ADA), 42 U.S.C. § 12101 et seq.; The Rehabilitation Act, 29 U.S.C. § 701 et seq.; Omnibus Transportation Employee Testing Act (OTETA): Gov. Code § 8350 et seq.; California Confidentiality of Medical Information Act, Civ. Code § 56 et seq.; California Labor Code 1026; Federal Controlled Substances Act.

### PROCEDURES:

#### I. PROHIBITED CONDUCT

Employees are prohibited from using, selling, dispensing, distributing, possessing, or manufacturing illegal drugs, controlled substances, narcotics, legal drugs including marijuana or alcoholic beverages on Fresno EOC premises or work locations, and [in](#) Agency vehicles. The exception to this policy is Agency-sponsored events with a special waiver by the Chief Executive Officer for alcoholic beverages. if on agency premise a day liquor license must be obtained by the Alcoholic Beverage Commission Department.

Supervisors, as well as any other employees, should immediately report any action by an employee who demonstrates an unusual or affected behavior to their immediate supervisor and ~~Human Resources Director/Officer~~ Human Resources Office. Employees believed to be at work under the influence of illegal drugs, controlled substances, narcotics, legal drugs including marijuana or alcoholic beverages will be approached by the supervisor who will initiate the appropriate action. An employee in a designated safety-sensitive position as described in Section VII will be subject to drug and/or alcohol testing as described in Section VII ~~(B)~~ of this policy.

#### II. ~~CORRECTIVE~~DISCIPLINARY ACTION

A. Criminal Convictions: Employees are required by this policy to notify Fresno EOC within five days of any conviction that may impact the employee's: ability to perform their position

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duties, licensing under the program the employee works, insurability by the Agency carrier; or as otherwise required by law to be disclosed. Failure to notify Fresno EOC of the above will result in discipline-corrective action up to and including termination. When required by federal law, Fresno EOC will notify any federal agency with which it has a contract of any employee who has been convicted under a criminal drug and/or alcohol statute.

B. Discharge for Violation of Policy: Employees will be subject to discipline-corrective action, up to and including termination, for violations of this policy. Violations include, but are not limited to: possessing illegal drugs, controlled substances, narcotics, legal drugs including marijuana or alcoholic beverages at work; being under the influence of those substances while working; using them while working; or dispensing, distributing, transporting, or manufacturing or selling them on Fresno EOC premises or work locations, and Agency vehicles. However, the Agency will not discriminate against an employee or applicant, or otherwise penalize an employee or applicant, based on the person's use of cannabis off the job and away from the workplace, or on the basis of an employer-required drug screening that has found the person to have "non-psychoactive cannabis metabolites" in their system unless otherwise prohibited by state or federal law.

C. Discretion Not to Discharge: Fresno EOC may choose not to discharge an employee for a violation of this policy if the employee satisfactorily completes participation in an approved drug or alcohol abuse assistance or rehabilitation program when recommended by Fresno EOC or the employee contacts an Employee Assistance Program (EAP) and follows the recommendations made by the EAP, including satisfactory completion of or participation in an approved drug or alcohol abuse assistance or rehabilitation program.

D. Effect of Criminal Conviction: An employee who is convicted under a criminal drug/alcohol statute for a violation occurring on work duty will be deemed to have violated this policy.

### III. USE OF OVER-THE-COUNTER (OTC)/PRESCRIBED MEDICATION

Fresno EOC recognizes that an employee may, from time to time, be prescribed medication that, when taken as prescribed or according to the manufacturer's instructions, may result in their impairment. Employees must report their use of over the counter or prescribed medications to their supervisor if the use might impair their ability to perform their job safely and effectively. Employees may not work while impaired using prescribed medication if the impairment might endanger the employee or someone else, pose a risk of significant damage to Fresno EOC property, or substantially interfere with the employee's job performance. To accommodate the absence, the employee may use accrued sick time or vacation benefits. The employee may also qualify for an unpaid leave of absence, such as family care or medical leave. Nothing in this policy is intended to sanction the use of accrued sick time or vacation benefits to accommodate absences due to the abuse of prescribed medication. Further, nothing in this policy is intended to diminish Fresno EOC's commitment to employ or reasonably accommodate qualified disabled individuals. Fresno EOC will reasonably accommodate any qualified disabled employee who must take prescribed medication because of a disability if, with such reasonable accommodation, the employee can perform the essential functions of the position.

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#### **IV. UNREGULATED OR AUTHORIZED CONDUCT**

A. Customary Use of Over-the-Counter Drugs: Nothing in this policy is intended to prohibit the customary and ordinary purchase, sale, use, possession, or dispensation of over-the-counter drugs, so long as that activity does not violate any law or result in an employee being impaired using such drugs in violation of this policy.

B. Off-the-Job Conduct: This policy is not intended to regulate off-the-job conduct, so long as the employee's off-the-job use of alcohol or drugs does not result in the employee being under the influence of or impaired using alcohol or drugs in violation of this policy while at work. An employee, while not consuming alcohol at work, may be under the influence from off-duty consumption or have a strong smell of alcohol, which affects their ability to professionally perform job duties. An employee in a designated safety-sensitive position, as described in Section VII, will be subject to drug and/or alcohol testing as described in Section VII (B) of this policy.

#### **V. CONFIDENTIALITY**

To safeguard privacy rights, disclosures made by an employee to their supervisor concerning their use of legal drugs will be treated confidentially and will not be disclosed to any other person unless there is an important work-related reason to do so in order to determine whether it is advisable for the employee to continue working. For the same reason, disclosures made by an employee to their supervisors concerning their participation in a drug and/or alcohol rehabilitation program will be treated as confidentially as possible.

#### **VI. COUNSELING/EMPLOYEE ASSISTANCE**

Fresno EOC maintains an Employee Assistance Program, which provides help to employees who seek assistance for drug and/or alcohol abuse as well as for other personal or emotional problems. An employee who suspects that they may have an alcohol and/or drug problem, even in the early stages, is encouraged to voluntarily seek diagnosis and to follow through with the treatment as prescribed by qualified professionals.

Participation in counseling, including Fresno EOC-sponsored or required counseling, is confidential and should not have any influence on performance evaluations. Job performance, not the fact that an employee seeks counseling, is to be the basis of all performance evaluations.

#### **VII. DRUG AND ALCOHOL TESTING**

A. Reasonable Suspicion Testing for Current Employees: An employee may be referred by a supervisor or other management to the Agency's Occupational Health provider for evaluation when there is reason to believe that an employee is intoxicated or under the influence of drugs, including controlled substances, during work hours. Evidence of such behavior ~~may include but is not exclusive to may include, but is not limited to:~~ slurred speech, uneven gait, mood swings, violent temper, excessive absenteeism and tardiness, a reportable

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work-related accident or injury, or an avoidable accident involving a vehicle or causing property damage.

B. Procedures for Drug and Alcohol Testing: Fresno EOC will refer the applicant or employee to an independent, National Institute on Drug Abuse (NIDA)-certified medical clinic or laboratory, which will administer the test. Fresno EOC will pay the cost of the test. The employee will have the opportunity to alert the clinic or laboratory personnel to any prescription or nonprescription drugs that have been taken that may affect the outcome of the test. All drug testing will be performed by urinalysis. Initial screening will be done by EMIT II. All urine specimens will be analyzed for the following drugs: (1) marijuana (THC metabolite); (2) cocaine; (3) amphetamines; (4) opiates (including heroin); and (5) phencyclidine (PCP). Positive results will be confirmed by gas chromatography/mass spectrometry.

Alcohol testing will be conducted using a calibrated evidential breath-testing device (EBT). If the test result is less than .02, the test is negative. If the test result is .02 or greater, a confirmation test will be performed. The clinic or laboratory will inform Fresno EOC as to whether the applicant passed or failed the drug or alcohol test. Failure of the test by the employee will be considered a violation of this policy and the employee will be subject to discipline-corrective action up to and including termination.

Employees who have engaged in alcohol or drug misuse as indicated by the above testing procedure will not be permitted to return to safety-sensitive duties until they have been evaluated by a substance abuse professional, have complied with recommended treatment and rehabilitation, and had a negative result on a return-to-duty test. Follow-up testing to monitor continued abstinence may be required.

C. Acknowledgment and Consent: Any employee subject to testing under this policy will be asked to sign a form acknowledging the procedures governing testing and consenting to (1) the collection of a urine sample for the purpose of determining the presence of alcohol or drugs, and (2) the release to Fresno EOC of medical information regarding test results. Refusal to sign the agreement and consent form, or to submit to a drug and/or alcohol test, will result in the revocation of an applicant's job offer, or will subject an employee to discipline-corrective action up to and including termination. Applicants, as a condition of employment, must consent to Fresno EOC obtaining information on their drug and/or alcohol test results for the previous two years. The driver's previous employers will be requested to furnish reports on any positive tests and/or refusals to test.

D. Confidentiality: All drug and/or alcohol testing records will be treated as confidential.

E. Fitness for Duty: To protect the health and well-being of our employees, and to maintain a safe work environment for employees and clients, Fresno EOC reserves the right to request a Fitness for Duty evaluation when:

- There is reasonable cause for serious concern about an employee's ability to perform duties safely;
- An employee's behavior is grossly inappropriate for the workplace;
- There is reasonable concern for workplace safety; or

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- Medical clarification is needed to support a reasonable accommodation request.

All matters will be treated as confidential.

The Agency will not tolerate retaliation against any employee for cooperating in an investigation or for making a complaint.

F. Testing of Applicants or Employees for Designated Safety-Sensitive Positions are subject to the current Transit Systems Drug and Alcohol Testing Policy.

## POLICY 5050 MANDATORY REPORTING ~~OF CHILD ABUSE~~

**PURPOSE:** This policy ensures compliance with California's mandated reporting laws, requiring employees, volunteers, and affiliates of Fresno EOC to report known or suspected cases of child abuse, elder abuse, and dependent adult abuse in accordance with state law. To inform employees of their responsibility to report known or suspected instances of child abuse.

**POLICY:** It is the policy of Fresno EOC that employees who work with children, elders and dependent adults are required by law to report any known or suspected ~~child~~ abuse to the appropriate authorities.

**REFERENCE:** California Penal Code, §§ 11164-11174.4

### I. DEFINITION OF ABUSE

Abuse includes physical injury, sexual abuse, emotional abuse, neglect, financial exploitation, and abandonment. Specific forms of abuse that must be reported include:

- Physical Abuse: Infliction of injury through hitting, kicking, shaking, or other forms of harm.
- Sexual Abuse: Any form of sexual contact or exploitation of a child, elder, or dependent adult.
- Emotional Abuse: Verbal threats, intimidation, humiliation, or psychological manipulation.
- Neglect: Failure to provide food, shelter, medical care, or basic needs.
- Financial Abuse: Illegal or improper use of a person's funds, property, or assets.
- Abandonment: Desertion of a child, elder, or dependent adult by a caregiver.

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### II. MANDATED REPORTERS

California law designates certain professionals and individuals as mandated reporters, including but not limited to:

- Teachers and school personnel
- Healthcare providers
- Mental health professionals
- Social workers
- Childcare providers

Additionally, all Head Start 0 to 5 employees are mandated reporters. Other program staff may be subject to mandated reporting based upon funding source requirements.

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### III. PROCEDURE:

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A. Mandated reporters must immediately report any known or reasonably suspected abuse to the appropriate authorities, such as:

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- Child Abuse: Reports must be made to a local child protective agency or law enforcement (Penal Code § 11166).
- Elder and Dependent Adult Abuse: Reports must be made to Adult Protective Services or law enforcement (Welfare and Institutions Code § 15630).

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B. Immediate Verbal Report: Mandated reporters must immediately call the appropriate agency or law enforcement upon learning of the abuse.

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C. Written Report: A written report must be submitted within 36 hours for child abuse cases and within two working days for elder or dependent adult abuse cases.

D. Confidentiality: Reports must remain confidential. The identity of the reporter is protected under the law.

E. Failure to Report: Failure to report may result in legal penalties, including fines and potential criminal liability.

Mandated Reporters must also and follow program internal guidelines for reporting.

#### IV. TRAINING & ACKNOWLEDGMENT:

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All mandated reporters must complete training upon hire and regularly thereafter on recognizing and reporting abuse.

~~A mandated reporter is any employee that works with children as defined in Penal Code §11165.7. Any mandated reporter who fails to report an incident of known or reasonably suspected child abuse or neglect as required by law is guilty and punishable by law. All Head Start and Early Head Start employees are "mandated reporters."~~

~~A mandated reporter shall make a report to the appropriate authorities whenever, within the employee's professional capacity or within the scope of employment, the employee has knowledge of, observes, or reasonably suspects a child has been the victim of child abuse or neglect. A mandated reporter must make a report if there is a substantial risk that abuse or neglect may occur, either in the care of a Fresno EOC Head Start/Early Head Start center or outside of the program. The mandated reporter shall make a report to the authorities immediately or as soon as is practicably possible by telephone and shall prepare and send a written report thereof within 36 hours of receiving the information concerning the incident. The mandated reporter may include with the report any non-privileged documentary evidence relating to the incident. Agency programs and individuals must not attempt to investigate; to do so can jeopardize the accuracy of the official investigation conducted by child protective services. Any employee who is the subject of a reported case of abuse or neglect must be removed from contact with children during the state investigation and until the charge is fully resolved.~~

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## POLICY 5060 EMPLOYMENT OF RELATIVES (NEPOTISM) AND PERSONAL RELATIONSHIPS

**PURPOSE:** ~~The purpose of this policy is to ensure fair and equitable treatment of all employees, prevent conflicts of interest, and maintain a professional work environment by regulating the employment of relatives and managing personal relationships within the workplace. This policy is applicable to employees, interns and volunteers. To avoid favoritism or the perception of favoritism by related employees and Commissioners or employees involved in a personal relationship with other employees.~~

**POLICY:** ~~Fresno EOC is committed to fostering a work environment where decisions related to hiring, promotion, and other employment matters are based on merit and qualifications. To avoid any real or perceived conflicts of interest, the agency restricts the employment of relatives and the involvement of personal relationships within the workplace that could affect impartiality, objectivity, or the work environment. It is the policy of Fresno EOC to avoid the employment, assignment, transfer, promotion or compensation of relatives of employees or employees involved in a personal relationship into situations where the possibility of favoritism or the perception of conflicts of interest might exist.~~

**REFERENCE:** California Government Code § 12940(a) (3) (A).

### PROCEDURES:

#### I. ASSIGNMENTS

Fresno EOC endeavors to avoid situations in which actual or an appearance of a conflict of interest may exist in the employment of relatives or employees involved in a personal relationship. To implement this objective, Fresno EOC will attempt to avoid assignments that involve actual or potential conflicts of interest, as well as working relationships involving relatives or individuals with close personal relationships that may potentially lead to complaints of favoritism, lack of objectivity, or employee morale and dissension problems that can result from such relationships.

In keeping with this policy, relatives of employees and the Board of Commissioners and individuals with whom employees reside will not be eligible for employment with Fresno EOC in any situation where potential problems of supervision, safety, security or morale exist or where personal relationships may create an actual or potential conflict of interest, cause disruption, or create a negative or unprofessional work environment. For example, Fresno EOC may refuse to place one relative under the direct supervision of the other relative for the reasons given above. For the same reasons, Fresno EOC may refuse to place relatives or employees involved in a personal relationship in the same program, component, department, division, or facility if the work involves potential conflicts of interest or hazards that are greater for relatives than for other individuals.

#### II. ~~II.~~ DEFINITIONS OF RELATIVE

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**Relative:** For the purposes of this policy, a relative includes, but is not limited to, spouses, domestic partners, parents, children, siblings, grandparents, grandchildren, aunts, uncles, cousins, nieces, nephews, and in-laws.

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**Personal Relationship:** A relationship involving close personal connections, including but not limited to romantic or intimate relationships, friendships that extend beyond the workplace, or any relationship that may lead to favoritism or bias.

### **Employment of Relatives (Nepotism)**

- **Hiring of Relatives:** Relatives of current employees may be considered for employment with the Agency based on their qualifications. However, relatives are not permitted to work in positions where one relative would have direct or indirect supervision or influence over the other's employment conditions, including decisions related to hiring, promotions, salary, performance reviews, and ~~corrective disciplinary~~ actions.
- **Transfers and Promotions:** Employees may not be transferred or promoted into a position that would result in them having direct or indirect supervising or being supervised, directly or indirectly, by a relative. If a situation arises where a supervisory relationship between relatives is created due to restructuring, promotion, or other changes, the Agency will work with the employees to find an appropriate solution, which may include but is not exclusive to ~~may include~~ reassignment or transfer.
- **Disclosure:** Employees must disclose the existence of any familial relationship with another employee at the time of hire or when such a relationship is established during employment. This disclosure should be made to the Human Resources Office or the employee's direct supervisor.

### **Personal Relationships in the Workplace**

- **Disclosure of Personal Relationships:** Employees who enter into a personal relationship that could affect their work or create a conflict of interest must disclose the relationship to the Human Resources Office. This includes romantic or intimate relationships between employees, especially where a power imbalance exists (e.g., between a supervisor and a subordinate).
- **Handling of Personal Relationships:** The Agency may take steps to manage the impact of personal relationships in the workplace. This could include reassigning duties, changing reporting lines, or transferring one of the individuals involved to a different department or location to avoid conflicts of interest or perceptions of favoritism.
- **Professional Conduct:** Employees involved in a personal relationship are expected to maintain professionalism and not allow their relationship to interfere with their work or the work environment. Any inappropriate behavior related to the personal relationship, including public displays of affection, favoritism, or conflicts arising from the relationship, may result in ~~corrective disciplinary~~ action.

### **Conflicts of Interest**

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- **Avoidance of Bias:** Employees must avoid situations where their personal relationships could lead to actual or perceived favoritism, bias, or conflict of interest. Employees must not participate in any employment-related decision-making that could affect the relative or individual with whom they have a personal relationship.
- **Duty to Report:** If an employee becomes aware of a potential conflict of interest involving a personal relationship or the employment of a relative, they must complete a Conflict of Interest form report it to the Human Resources Office immediately where a mitigation plan can be developed, if deemed necessary.

#### Consequences of Policy Violation

- **CorrectiveDisciplinary Action:** Violations of this policy, including failure to disclose a relevant relationship or allowing a relationship to affect workplace decisions or behavior, may result in correctivedisciplinary action, up to and including termination of employment.
- **Remedial Measures:** In cases where a violation of this policy has occurred, the Agency may take remedial measures to eliminate conflict of interest. This could include reassignment, transfer, or other actions to ensure compliance with the policy.

#### Confidentiality and Non-Retaliation

- **Confidentiality:** All disclosures of relationships and any related actions taken by the Human Resources Office will be handled with sensitivity and confidentiality, to the extent possible while ensuring compliance with this policy.
- **Non-Retaliation:** Employees who report concerns or disclose personal relationships in good faith are protected from retaliation. Retaliatory actions against employees who comply with this policy will not be tolerated and may result in correctivedisciplinary action.

#### Exceptions

- **Management Discretion:** In certain circumstances, exceptions to this policy may be granted at the discretion of senior management, provided that such exceptions do not compromise the principles of fairness, objectivity, or the integrity of the work environment. Any exceptions must be documented and approved in writing.

For purposes of this policy, relatives include an employee's parent, grandparent, child (natural, foster, or adopted), spouse, domestic partner, brother or sister, stepparent, stepchild, stepbrother or stepsister. Relatives also include any parent, child, brother or sister of an employee's spouse. As noted above, the policy is not limited to relatives and applies to other covered situations involving actual and potential conflicts of interest.

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If two employees become subject to the restrictions of this policy after they are hired, one or both of the employees must seek a transfer or reassignment that eliminates the actual or potential conflict of interest as specified in this policy. (For example, if two employees marry, become romantically involved, become related, or cohabitate as domestic partners, and the potential problems noted above exist, only one of the employees will be permitted to stay within the same program, component, department, division, or facility.) The decision as to which of the individuals will remain must be made by the two employees within thirty (30) calendar days from the beginning of the relationship or potential conflict. If no decision has been made by the employees involved during this time, management reserves the right to make an assignment.

### III. — DEFINITION OF PERSONAL RELATIONSHIP

For purposes of this policy, personal relationship is defined as a relationship between individuals who have or have had a continuing relationship of a romantic or intimate nature.



## POLICY 5070 CODE OF ETHICS AND BUSINESS CONDUCT

**PURPOSE:** Fresno EOC expects employees to adhere to the highest possible standards of ethics and business conduct and to comply with all laws and regulations in relation to the Agency.

**POLICY:** It is the policy of Fresno EOC to preserve and foster the public's trust and confidence. Employees are expected to be knowledgeable about their job, conduct all aspects of their employment in an ethical and legal manner and in accordance with laws and regulations, and to comply with Fresno EOC policies and procedures.

**REFERENCE:** Whistleblower Protection Act, California Labor Code 1102.5 (a-c)

### PROCEDURES:

#### I. CONFLICTS OF INTEREST

It is the policy of Fresno EOC to prohibit employees from engaging in any activity, practice or conduct which conflicts with, or appears to conflict with, the interests of Fresno EOC. A conflict of interest exists when the employee's conduct and/ actions are divided between Fresno EOC's interest and those of another, such as clients, funding sources, suppliers, personal businesses, or for another employer.

A. Reporting Conflicts of Interest: Employees are expected to use good judgment, to adhere to high ethical standards, and to avoid situations that create an actual or potential conflict between the employee's personal interests and the interests of Fresno EOC. Both the fact and the appearance of a conflict of interest will be avoided. Employees unsure as to whether a certain transaction, activity, or relationship constitutes a conflict of interest should refer questions and concerns to their supervisor or the [Human Resources Department](#)~~Human Resources Office~~ for clarification.

B. Conflicts of Interest: Conflicts of interest prohibited in this policy are not intended to be exhaustive and only include some of the more common examples. Failure to adhere to this policy, including failure to disclose any conflicts, will result in ~~discipline~~ corrective action up to and including termination.

Some of the more common conflicts from which employees should refrain include the following:

- engaging in, directly or indirectly either on or off the job, any conduct that is disloyal, disruptive, competitive, or damaging to Fresno EOC;
- accepting personal gifts, meals or entertainment from clients, funding sources, suppliers, or potential suppliers, except those of nominal value;
- engaging in outside activity or accepting work in any outside position that interferes with the ability to devote full and best efforts to Fresno EOC's interests;

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- using proprietary or confidential Fresno EOC information for personal gain or to the detriment of Fresno EOC;
- using Fresno EOC assets or labor for personal use;
- developing a relationship with a client or an employee that interferes with the exercise of impartial judgment in decisions affecting Fresno EOC or any employees of Fresno EOC; and
- taking positions on behalf of Fresno EOC of a political nature and/or endorsement of a candidate or issue.

## II. CONFIDENTIALITY

Confidentiality is an essential part of our Agency. Fresno EOC's clients provide us private/personal information about themselves and rightfully trust us to keep this information in confidence. Technology has enabled us to keep more information about our clients on computer systems. Agency employees shall not disclose confidential information without proper authorization from their supervisor, manager and/or [Human Resources Department/Human Resources Office](#). Misuse of information is against the Agency's ethical standards and business practices.

An employee's role in privacy protection is critical. Employees will have access to confidential information about the Agency, its clients, and co-workers. Such information is intended solely for use within the Agency and is limited to those with a business need-to-know. Confidential information acquired by an employee through employment must be held in confidence and, except for a business reason, must never be discussed outside the scope of the employee's position. Information is to be used solely for agency purposes.

Employees must not disclose confidential information obtained in the course of employment to any other employee unless the other employee has a business need-to-know the information for the performance of duties on behalf of the Agency. Except for authorized management personnel, confidential information may not be disclosed to any person outside the Agency except when its disclosure is required by law or has been specifically authorized in writing by the client or employee. [All employees are required to sign a confidentiality agreement during new hire orientation.](#)

Improper release of confidential information damages trusts in the Agency and can result in loss of business and even legal action. An employee who violates this policy is subject to [corrective/disciplinary](#) action, up to and including termination.

The Agency will not tolerate retaliation against any employee for cooperating in an investigation regarding the possible violation of this policy.

## III. WHISTLEBLOWING

It is the policy of Fresno EOC and public policy of the State of California to encourage employees to notify Fresno EOC or an appropriate government or law enforcement agency when they have reason to believe an employer is violating a state or federal statute, rule, or regulation, or violation of fiduciary responsibility, or violating or not complying with a state or

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federal rule or regulation. Fresno EOC will not retaliate against any employee for filing a complaint or participating in an investigation related to the complaint. Fresno EOC will not tolerate or permit retaliation. Any possible violations of state or federal statutes, rules, or regulations, or violations of fiduciary responsibility should be directed to the ~~Human Resources Director/Officer~~Human Resources Office or the California State Attorney General's Whistleblower Hotline at 1-800-952-5225.

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## POLICY 5080 SOLICITATION, DISTRIBUTION, AND POSTING

**PURPOSE:** To establish a policy prohibiting solicitation.

**POLICY:** Fresno EOC prohibits employees from soliciting or distributing literature to other employees, clients, or visitors on Agency premises except for approved work-related activities. It is the policy of Fresno EOC that employees are not to solicit or distribute literature to other employees, clients, and visitors on Agency premises other than for approved work-related business.

### PROCEDURE:

Fresno EOC does not allow solicitation, distribution, or posting of materials by employees or non-employees on Agency property, unless explicitly permitted by this policy. Exceptions are limited to charitable or community activities supported by management, or Agency-sponsored programs directly related to Agency services. Fresno EOC prohibits the solicitation, distribution and posting of materials on or at Agency property by any employee or non-employee, except as may be permitted by this policy. The sole exceptions to this policy are charitable and community activities supported by management and Agency sponsored programs related to Agency services.

Non-employees are not permitted to solicit or distribute materials to employees on Agency premises during work hours at any time. They may only enter work areas with management approval or if participating in an Agency-sponsored program. Such visits must not disrupt the workflow, and they must always be accompanied by the employee who invited them. Non-employees may not solicit employees or distribute literature of any kind on Agency premises at any time. Employees may only admit non-employees to work areas with management approval or as part of an Agency-sponsored program. These visits should not disrupt workflow. The employee must accompany the non-employee at all times.

Employees are not allowed to solicit other employees during working hours unless it is part of an Agency-approved or sponsored event.

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Employees are prohibited from distributing any literature during work time or in work areas, except in connection with an Agency-sponsored event.

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"Work time" refers to the time when an employee is performing job duties and does not include meal periods or rest breaks.

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Employees may not solicit other employees during work times, except in connection with an Agency-approved or sponsored event.

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Employees may not distribute literature of any kind during work times, or in any work area at any time, except in connection with an Agency-sponsored event. "Work time" excludes off duty meal periods and rest breaks.

Posting of materials or electronic announcements, including Agency newsletters, Intranet announcements, and other Agency-wide communications, is not permitted unless it is related to an Agency-sponsored event or has been approved by the Agency. The posting of materials or electronic announcements is not permitted, except in connection with an Agency-sponsored event or approved Intranet announcement.

Violations of this policy should be reported to the Human Resources Office. Employees who fail to comply with this policy may face ~~corrective~~disciplinary action, up to and including termination. Violation of this policy should be reported to the Human Resources Department/Human Resources Office. An employee who violates this policy is subject to discipline up to and including termination.

## **POLICY 5090 PRIVACY AND THE USE OF FRESNO EOC RESOURCES**

**PURPOSE:** To establish a policy for privacy and confidentiality in relation to the appropriate use of Fresno EOC resources, particularly the use of computers, electronic devices, telephones, cellular phones, e-mail, the Internet, Wi-Fi, blogging, social media, instant messaging and voice mail.

**POLICY:** It is the policy of Fresno EOC to observe the requirements of all federal and state laws and regulations pertaining to privacy and confidentiality in the workplace.

**REFERENCE:** United States Constitution, Fourth Amendment. California Constitution, Article I, Section I. Title III of the Omnibus Crime Control and Safe Streets Act of 1968, The Electronics Communications Privacy Act of 1986, California Penal Code §§ 630, 631, 632, and 637, California Private Investigators Act, California Business and Professional Code § 7523 (b), IT Policy Procedures 3010

### **PROCEDURES:**

#### **I. DEFINITION**

Agency-owned or administered information technology resources include but are not limited to: computer system hardware and software, network equipment, servers, software and services, email and instant messaging systems, telephone and voicemail equipment and services, video equipment, printers, scanners, and other imaging systems, fax machines, copiers, other electronic equipment, and all electronic files and storage media.

#### **II. AUDIO AND VIDEO RECORDING**

Audio recording or video recording of private conversations and private meetings is prohibited by state law unless all the parties involved grant permission or are notified that they are being recorded. Audio recording or video recording of public events is generally permissible.

#### **III. OTHER TECHNOLOGY RESOURCES**

Resources including, but not limited to accessing E-mail, social media, the Internet, Wi-Fi, voice mail, instant messages, blogging, and text messages, stored on, or transmitted by or through, any of the Agency's equipment including laptops and cell phones, or ITs network(s). These resources, regardless of whether used through a third party, are provided to employees by Fresno EOC solely for the purposes of conducting Fresno EOC business and its related activities. These are the property of the Agency whether or not the communication concerns the Agency's business, or intended to be private, either during or after the end of employment. Except for occasional and infrequent personal needs, such as briefly contacting a family member, employees will not use Fresno EOC resources for any purposes other than the performance of their job duties and responsibilities. Employees are prohibited from using personal service provider accounts to conduct any Agency's business and/or accessing employee accounts on personal or third-party service providers, using Agency resources. Employees are expected to exercise discretion and avoid the use of unnecessary, excessive,

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and inappropriate remarks in e-mail and voice mail messages, and refrain from accessing and using the Internet for non-work-related purposes. Employees should have no expectation of privacy and, in fact, do not have privacy rights in the use of these resources.

Fresno EOC reserves the right to inspect such resources to make certain they are being used properly. Fresno EOC may, at its sole discretion, retrieve and examine the contents of e-mail, voice mail, text messages and instant messages, and any other information that is stored on an employee's computer (including desktop, laptops, and tablets) and telephone, as well as the contents of files stored on computer hard drives, cloud storage, portable and removable storage and any media used by employees.

Desks, file cabinets, and similar Fresno EOC resources used by employees in the performance of their duties and responsibilities are subject to search by management personnel or their designees when, in Fresno EOC's sole judgment, it is necessary and reasonable to do so for work-related purposes or for the investigation of suspected employee misconduct.

Employees are advised that e-mail and other stored data deleted by an employee may still be retrieved from the computer network and are subject to subpoena in any legal action in which they are relevant and subject to discovery.

Disclosure: Fresno EOC employees should have no expectations of and have no right to privacy in the use of e-mail, voice mail, cloud storage, and other Fresno EOC resources and will have no right to file a grievance or take any form of legal action against Fresno EOC related to the retrieval, disclosure, and reading of their stored messages and files by Fresno EOC management personnel or other designated agents of Fresno EOC.

#### **IV. INFORMATION TECHNOLOGIES AND OTHER DESIGNEES OF THE AGENCY**

IT and other designated employees who ~~are able to~~ access messages and information from the computer network or telephone system, or directly from other employees' computers and voice mail, are prohibited from accessing and reading any such messages and information unless it is necessary to do so in the conduct of their duties and responsibilities or unless specifically directed to do so by Fresno EOC management.

Employees are prohibited from using Agency owned and grant funded electronic communication systems and/or equipment to engage in behavior that would violate Fresno EOC policies, including but not limited to sending messages that violate Fresno EOC's EEO and anti-harassment policies, including but not limited to those containing racist material of any kind, sexual innuendoes, or inappropriate content.

The following are examples of prohibited activities:

- Viewing, storing, downloading, or forwarding pornographic images or other perceived obscene, racist, or harassing materials.
- Sending electronic mail that is non-business-related, obscene, racist, harassing, contains jokes, violent or otherwise offensive.
- Hacking, including attempting to gain access to restricted information.

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- Knowingly or intentionally accessing Agency information technology resources without authorization or exceeding authorized access, including through the unauthorized use of another user's login ID, account, or password.
- Downloading or forwarding electronic games, music, video, or other non-business-related materials.
- Participating in non-work-related chat rooms or streaming music online.
- Solicitation or distribution of non-work-related information, such as requests for signatures, charitable contributions, support of political or organizational activities, or requests for donations.
- Bidding/purchasing of non-work merchandise or services.
- Downloading or forwarding chain letters.
- Gambling or any other illegal activity.
- Using Agency property, including computers, for personal use.
- Any other activities that violate Fresno EOC policies.

Engaging in any of these or any other non-business activities will result in corrective action up to and including termination.

Employees will maintain the confidentiality of any messages and information retrieved and read while performing their duties and responsibilities and will be disclosed to those who need to know.

Employees are provided an opportunity to establish passwords so that access to business messages can be limited to the intended recipients: password protection capability is not intended to be used by employees to protect the privacy of personal messages and files.

Except as noted above, employees who have been granted appropriate proxy rights will not access messages and files for which they are not the intended recipients.

The Agency will not tolerate retaliation against any employee for cooperating in an investigation or for making a complaint.



## POLICY 5100 SOCIAL NETWORKING

**PURPOSE:** To establish a policy for the appropriate use of Fresno EOC resources, particularly the use of social networking. Because online postings are a common means of communication and self-expression, they can conflict with the interests of Fresno EOC and its clients; the Agency has adopted the following policy. Breach of this policy may result in counseling and ~~discipline~~corrective action, up to and including termination.

**POLICY:** It is the policy of Fresno EOC to endeavor to observe the requirements of all federal and state laws and regulations pertaining to social networking in the workplace. Fresno EOC takes no position on employees' decision to start or maintain a blog or participate in other social networking activities on their personal time. However, it is the right and duty of the Agency to protect itself from unauthorized disclosure of information. Fresno EOC's Social Networking Policy includes guidelines for agency-authorized social networking and personal social networking and applies to all executive officers, board members, management, and staff.

Nothing in this policy is intended to or will be applied in a manner that limits employees' rights to engage in protected concerted activity as prescribed by the National Labor Relations Act.

**REFERENCE:** Fair Employment and Housing Council § 11031, National Labor Relations Act

### PROCEDURES:

#### I. DEFINITION

This policy applies to all forms of social media or technology including, but not limited to: video or wiki postings, sites such as Facebook and Twitter, chat rooms, personal blogs or other similar forms of online journals, diaries or personal newsletters not affiliated with Fresno EOC.

#### II. GUIDELINES

The following guidelines apply to social networking when authorized by Fresno EOC and done on agency time. The guidelines apply to all employer-related social networking entries, including Fresno EOC subsidiaries or affiliates.

Only authorized employees, who have received adequate training, and have been approved by the Communications Department, can prepare and modify content located on Fresno EOC's website or social media channels.

All employees who are authorized to post/interact on behalf of the Agency must be logged into their program page to post comments or responses on the Agency's social networking sites. Employees should not be interacting through their personal page as an agency representative.

Fresno EOC reserves the right to remove, without advance notice or permission, all content considered inaccurate or offensive.

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### III. CONFIDENTIALITY AND PRIVACY

Employees must not disclose the Agency's confidential or proprietary information including trade secrets, client lists or identifying information, internal reports, policies, procedures, or other internal business related, confidential information in online postings or publications (see Policy 5070, Code of Ethics and Business Conduct). Sharing these types of information, even unintentionally, could result in harm to the Agency and legal action against employees and/or the Agency.

### IV. EMPLOYEE'S ONLINE IDENTITY

A. An employee is personally liable for all communications and information they publish online. The Agency may be liable for online activity that uses agency assets, an agency e-mail address or any e-mail address that can be traced back to the Agency's domain, which generally is any internet address affiliated with the Agency. Using an employee's name and an Agency e-mail address may imply that an employee is acting on the Agency's behalf. Due to social media and networking being public activities, Agency e-mail addresses and Agency assets/account should be used only to perform job-related activities, which may include but is not exclusive to may include professional networking, but does not include personal social networking.

B. Outside the workplace, employees have a right to participate in social media networks using their personal accounts. Employees may repost or forward Agency sponsored events and information on Fresno EOC social media and websites. Information and communications that are published on personal online sites/accounts should never be attributed to the Agency or appear to be endorsed by, or to have originated from, the Agency.

C. If an employee chooses to disclose their affiliation with the Agency in an online communication, then they must treat all communications associated with the disclosure as professional communications governed by this and other Agency Policies.

### V. LIMITATIONS ON ONLINE PUBLICATIONS

A. Employees should never identify a client or co-worker in an online posting without their prior written permission.

B. Employees may not post any information or engage in any online activity that violates applicable local, state or federal laws, or professional rules of conduct (see Policy 5070, Code of Ethics and Business Conduct).

C. Employees must identify all copyrighted or borrowed material with citations and links. When publishing direct or paraphrased quotes, thoughts, ideas, photos or videos, credit must be given to the original publisher or author.

D. Comments employees post about current and former co-workers can have legal consequences, even if the comments are made personally and not on the Agency's behalf.

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E. While using Agency equipment, employees must refrain from publishing comments about controversial or potentially inflammatory subjects with a malicious motive, including, but not limited to: politics, sex, religion or any other non-business-related subject in any posts or other online communications involving the Agency.

While using Agency equipment, employees must avoid hostile or harassing communications in any posts or other online communications involving the Agency. Harassment is any offensive conduct based upon a person's race, color, ethnicity, national origin, ancestry, sex, pregnancy, religion, creed, religious dress and grooming practices, age, physical or mental disability, medical condition, marital status, sexual preference, sexual orientation, gender identity, gender expression, sex stereotype, transgender, transitioning or perceived to be, genetic information, immigration status, veteran's status, primary language or because of a person's relationship or association with members of a protected group or associations with organizations established for the preservation of rights protected under the law, or for any other reason prohibited by law or regulation and not work related (see Policy 1030, Discrimination/Harassment/Retaliation Complaint and Prevention Policy).

## **VI. AUTHORIZED SOCIAL NETWORKING**

The goal of authorized social networking is to become a part of the industry conversation and promote web-based sharing of ideas and exchange of information. Authorized social networking is used to convey information about the agency's services, promote and raise awareness of the agency, communicate with employees and clients or respond to breaking news or negative publicity, and discuss specific activities and events.

When social networking or using other forms of web-based forums, the Agency must ensure that use of these communications is consistent with our brand identity, integrity and reputation while minimizing actual or potential legal risks, whether used inside or outside the workplace.

The Communications Department must create and continue to have access to any Agency or Agency's program website, blog, video-sharing site, bulletin board or other social media. No employee may incorporate the Agency's logo or other intellectual property in a website, blog, chat room, video-sharing site bulletin board or other social media without the Agency's written permission.

An employee that is authorized and maintains an Agency or program account(s) including, but not limited to: website, blog, chat room, video-sharing site, bulletin board or other social media account that promotes the Agency, is responsible for reviewing responses to online posts and resolving any concerns about the propriety of the responses before they are posted.

## **VII. USE OF AGENCY INFORMATION**

Unless specifically instructed, employees are not authorized and are therefore restricted from communicating on behalf of the agency. Employees may not publicly discuss clients, products, employees or any confidential work-related matters, outside agency-authorized communications. Employees are expected to protect the privacy of the Agency and its

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employees and clients and are prohibited from disclosing personal employee and non-employee information and any other proprietary and nonpublic information to which employees have access. Such information includes but is not limited to client information, financial information, and strategic business plans.

Employees are cautioned that they should have no expectation of privacy while using the Internet or Wi-Fi. Employee postings can be reviewed by anyone, including Fresno EOC. Fresno EOC reserves the right to monitor comments or discussions about the agency, its employees, clients, and the industry, posted on the Internet by anyone, including employees and non-employees.

Employees are cautioned that they should have no expectation of privacy while using agency equipment or facilities for any purpose, including authorized internet use.

Fresno EOC reserves the right to use content management tools to monitor, review or block content that violates agency policy and procedures, and guidelines.

#### **VIII. REPORTING VIOLATIONS**

Fresno EOC requests and strongly urges employees to report any violations or possible or perceived violations to supervisors, managers, or the [Human Resources Department Human Resources Office](#). Violations include unauthorized discussions of the Agency and its employees and clients, any discussion of proprietary information and any unlawful activity related to social networking.

The Agency will not tolerate retaliation against any employee for cooperating in an investigation or for making a complaint.

#### **IX. CORRECTIVE ACTION FOR VIOLATIONS**

All reports of violations of this policy and other related policies will be investigated. Any violation may result in [discipline-corrective action](#) up to and including termination.

#### **X. POSTING COMMENTS**

Employees are expected to follow the guidelines and policies set forth to provide a clear distinction between you as the individual and you as the employee.

Fresno EOC does not discriminate against employees who use private social networking accounts for personal interests, personal affiliations and/or other lawful purposes.

All employees and non-employees are personally responsible for their comments which are posted on Fresno EOC's websites and may be held personally liable for any comments that are considered defamatory, obscene, proprietary or libelous by any offended party, not just the agency.

Employees cannot use Agency-owned equipment, including computers, Wi-Fi, agency-licensed software or other electronic equipment, facilities, or agency time to conduct personal blogging or social networking activities.

Employees cannot use the Internet or social networking sites to harass, threaten, or discriminate against employees or anyone associated with or doing business with Fresno EOC.

Employees may be viewed by readers as a spokesperson for Fresno EOC. Because of this possibility, employees must state their views expressed are their own and not those of the Fresno EOC, nor of any person or organization affiliated or doing business with Fresno EOC.

Employees cannot post on personal social networks or other sites the name, logo or any business with a connection to Fresno EOC. Employees cannot post agency-privileged information, including client information or agency-issued documents, photographs of other employees, clients, vendors, or suppliers, nor can employees post photographs of persons engaged in agency business or at agency events.

Other than links to position openings and announcements, employees cannot link from a personal social networking site to Fresno EOC's internal website.

If an employee is contacted by the media or press about their post that relates to the Agency, the employee is not to respond and must inform their supervisor(s) or the Communications Department immediately.

Nothing in this manual prohibits employees from discussing terms and conditions of employment and nothing in this policy is intended to infringe upon employee rights under Section 7 of the National Labor Relations Act ("NLRA").

## **POLICY 5110 REMOTE WORK AND ACCESS GUIDELINES**

**PURPOSE:** To establish guidelines for remote work, or telecommuting, and access.

**POLICY:** In the event work functions are disrupted due to a pandemic or other large-scale business disruption, Fresno EOC may find it necessary for employees to work from home or at another designated location. Fresno EOC can provide a variety of services to connect with our employees, consultants, contractors, vendors, clients, funding sources, community advocates, remotely to continue uninterrupted work. Telecommuting may be appropriate for some employees and jobs but not for others. Telecommuting is not an entitlement, it is not an agency-wide benefit, and it in no way changes the terms and conditions of employment with Fresno EOC.

### **PROCEDURES**

Telecommuting can be informal, such as working from home for a short-term project, on the road during business travel or a formal, set schedule of working away from the office as described below. Either an employee or a supervisor can suggest telecommuting as a possible work arrangement. Every effort will be made to provide reasonable advanced notice to accommodate commuting, childcare and other issues that may arise from the implementation and/or conclusion of a telecommuting arrangement. There may be instances, however, when no notice is possible.

#### **I. ELIGIBILITY**

The employee and supervisor or program manager, with the assistance of the [Human Resources Department](#)~~Human Resources Office~~, will evaluate the suitability of such an arrangement, reviewing the following areas:

- A. Employee suitability: The employee and supervisor or program manager will assess the needs and work habits of the employee, compared to traits customarily recognized as appropriate for successful telecommuters.
- B. Job responsibilities: The employee and supervisor or program manager will discuss the job responsibilities and determine if the job is appropriate for a telecommuting arrangement.
- C. Equipment needs, workspace design considerations and scheduling issues: The employee and supervisor or program manager will review the physical workspace needs and the appropriate location for remote work.
- D. Tax and other legal implications: The employee must determine any tax or legal implications under IRS, state and local government laws, and/or restrictions of working out of a home-based office. Responsibility for fulfilling all obligations in this area rests solely with the employee.

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Fresno EOC reserves the right to request a telecommuting agreement that is signed by all parties. Once approved, an appropriate level of communication between the telecommuter and supervisor will be agreed to as part of the discussion process. The supervisor and telecommuter will communicate at a level consistent with employees working at the office or in a manner and frequency that is appropriate for the job and the individuals involved.

## II. USE OF AGENCY AND PERSONAL PROPERTY

Fresno EOC will determine, with information supplied by the employee and the supervisor, the appropriate equipment needs (including hardware, software, wireless hot spots, phone and data lines and other office equipment) for each telecommuting arrangement. The Human Resources and Information Technology Offices will serve as resources in this matter.

Equipment supplied by the employee, if deemed appropriate by the agency, will be maintained by the employee subject to appropriate reimbursement policies and procedures. Fresno EOC accepts no responsibility for damage or repairs to employee-owned equipment. Fresno EOC reserves the right to make determinations as to appropriate equipment, subject to change at any time.

Equipment supplied by the agency will be maintained by the agency and is to be used for business purposes only. The telecommuter must sign an inventory of all agency property received and agree to take appropriate action to protect the items from damage or theft. Upon separation of employment, all ~~agency~~ company property will be returned to the agency.

Fresno EOC will supply the employee with appropriate office supplies (pens, paper, etc.) as deemed necessary. Fresno EOC will also reimburse the employee shipping costs that are reasonably incurred in carrying out the employee's job.

Fresno EOC will provide a reasonable technology stipend for business-related expenses, such as home internet usage and phone calls. Stipend rates will be determined by a number of factors including job duties and responsibilities. Rates will be paid at following the reimbursement categories: Non-Exempt, Exempt and Executive, minimum, low, medium and high.

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The employee will establish an appropriate work environment within their home for work purposes. The employee should test the following equipment, at home to ensure the item can be used as intended:

- A. Laptop, Tablet, or Desktop Computer: This device should allow the employee to perform and generate work equivalent to the quality and quantity of work that was being generated in the office.
- B. Microphone or Headset: This device may be built into a laptop/desktop/tablet or may be a secondary device that can be connected. The employee should discuss the business need and receive approval from the supervisor prior to purchasing a microphone/headset if one is not available.

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- C. Webcam: This device may be built into the laptop/desktop/tablet or may be a secondary device that can be connected. The purpose of the webcam is to provide video conferencing for business needs to help conduct a meeting or discussion that replicates the interactions that would have been obtained in an in-person/office environment. The employee should discuss the business need and receive approval from the supervisor prior to purchasing a webcam if one is not available.
- D. Internet: The employee may utilize their personally obtained internet or an agency provided wireless hotspot.

### III. TECHNOLOGY SUPPORT

The employee should contact the Information Technology Office if they have any questions or issues. Information Technology staff can set up remote access support sessions. The employee can also bring in their equipment to get questions answered and trained how to work from home. If the employee does not have access to program equipment that meets these standards, please consult with the Program Director.

During a pandemic or other mandated telecommuting event, the IT Office may require an employee to set up an appointment to ensure meeting social distancing or other implemented protocols. Please contact the IT Office at 263-1300 or [ITSupport@fresnoeoc.org](mailto:ITSupport@fresnoeoc.org) prior to going to the IT Office for support.

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### IV. TECHNOLOGY AND SOFTWARE RESOURCES

- A. Microsoft Office and Office365: Microsoft Office software and web-based Office365 are the productivity suites of choice for Fresno EOC. Office365 accounts are available for free to all Fresno EOC employees.
  - 1. Microsoft Teams: Microsoft Teams combines modern online meeting technology with real time chat, file storage, collaboration, and remote support. The full functionality of teams is available to Fresno EOC employees with an agency provided Office365 account. To get started, log in to Microsoft Teams from a web browser or download the Microsoft Teams app from the app store. Use of Microsoft Teams while logged in with an agency-provided account is intended for business use only.

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2. Microsoft OneDrive and SharePoint: Fresno EOC utilizes OneDrive and SharePoint for Business cloud file storage. Fresno EOC employees working from home are encouraged to save files to the cloud for additional file access. OneDrive is a personal drive in which employees can store files. SharePoint is a shared drive in which employees can store and edit files shared with other staff given access to the drive.

- B. Internet Browsers: Fresno EOC recommends that employees use the Microsoft Edge or Google Chrome browser to ensure compatibility and security regarding access to Fresno EOC resources, including software and hardware.

#### V. ACCESS TO FRESNO EOC PHONE/VOICEMAIL (EXECUTIVE PLAZA ONLY)

When an employee is out of the office during working hours, there are several options for employees to access their calls and voicemail.

1. The Mobility Extension feature will ring both the employee's desk phone and alternate number (cell/home phone) allowing the employee to receive calls on and off-site. Alternatively, the office phone can be forwarded so it will only ring to the alternate number provided.

2. -The voicemail to email feature, once configured, will forward voicemail messages received at an employee's desk phone to the employee's Office365/Outlook email as a sound file attachment. The employee can double-click on the sound file to listen to the voicemail message.

3. -Fresno EOC Executive Plaza employees can also check and manage voicemails by calling (559) 263-1399, press \*2, and entering their extension/password to access voicemail off-site.

4. Off-site programs must follow their phone system guidelines to forward calls or retrieve voicemail messages. Please contact Information Technology for phone system options.

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2. The voicemail to email feature, once configured, will forward voicemail messages received at an employee's desk phone to the employee's

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- ~~4. Off site programs must follow their phone system guidelines to forward calls or retrieve voicemail messages. Please contact Information Technology for phone system options.~~

## **VI. REMOTE ACCESS SERVICES**

~~Fresno EOC will utilize Virtual Private Network (VPN), Remote Desktop Protocol services (RDP), and other approved platforms such as Microsoft Teams, Zoom and Adobe Sign, to provide online meetings, webinars, access to computers, remote document signing, and remote technical support. Employees needing to access resources that require connecting remotely should contact the IT Office and set an appointment. Program Manager/Director approval is needed.~~

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## **VII. SECURITY**

Consistent with agency expectations of information security for employees working at the office, telecommuting employees will be expected to ensure the protection and confidentiality of proprietary agency and customer/client information accessible from their home office.

All work items, including documents, files, laptops, tablets, smartphones, and any other sensitive materials, should not be left unattended in public areas, common spaces, or unsecured locations within the workplace. Employees are responsible for safeguarding these items and should keep them within their direct control or secured in a designated storage area when not in use.

## **VIII. SAFETY**

Employees are expected to maintain their home workspace in a safe manner, free from safety hazards. Injuries sustained by the employee in a home office location and in conjunction with his or her regular work duties are normally covered by Fresno EOC's workers' compensation policy. Telecommuting employees are responsible for notifying the employer of such injuries as soon as practicable. The employee is liable for any injuries sustained by visitors to his or her home worksite.

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Telecommuting is not designed to be a replacement for appropriate childcare. Although an individual employee's schedule may be modified to accommodate childcare needs, the focus of the arrangement must remain on job performance and meeting business demands.

#### **IX. TIME WORKED**

Telecommuting employees who are not exempt from the overtime requirements of the Fair Labor Standards Act or California Industrial Wage Orders will be required to accurately record all hours worked using Fresno EOC's time-keeping system. Hours worked in excess of those scheduled per day and per workweek require the advance approval of the telecommuter's supervisor. Failure to comply with this requirement may result in the immediate termination of the telecommuting agreement.

## POLICY 5120 – REMOTE WORK POLICY

**PURPOSE:** To define remote work expectations of employees and the Agency.

**POLICY:** It is the policy of Fresno EOC to provide remote work arrangements, when possible, that would be of mutual benefit to the Agency and the employee.

### PROCEDURES:

#### I. DEFINITION

Remote work (also known as telecommuting) is a business arrangement that allows employees to work from a remote location by virtually linking to Fresno Economic Opportunities Commission whether from home, the road, a client's location, or elsewhere.

#### II. REQUESTING PERMISSION TO WORK REMOTELY

Employees who would like to explore the option of remote work should communicate with their supervisor and with Human Resources. Fresno Economic Opportunities Commission will consider requests for remote work on a case-by-case basis, taking into account factors including appropriateness of the role for telecommuting, tenure, seniority, employee performance, prior ~~corrective disciplinary~~ action, flexibility, the reason(s) for remote work and the ability to work independently. Employees who are permitted to work remotely must sign a Remote Work Agreement and, if approved to work remotely, will be expected to communicate with the Fresno Economic Opportunities Commission at a level consistent with employees working at the office or in a manner and frequency that seems appropriate for the job and the individuals involved. Fresno EOC reserves the right to modify or retract any remote work arrangements at any time without written or prior notice. This may occur based on operational needs, changes in job requirements, performance concerns, or any other reason deemed appropriate by Fresno EOC management.

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Employees must successfully complete their introductory period before requesting remote work.

#### III. EQUIPMENT AND SUPPLIES

On a case-by-case basis, and subject to change at any time, Fresno EOC will determine what equipment, if any, to provide to the employee to facilitate the remote working arrangement. The Agency accepts no responsibility for theft, loss, damage or repairs to employee-owned equipment. Any equipment that the Agency provides to an employee as part of a remote working arrangement shall remain the property of the Agency, and the Agency will maintain that equipment. This equipment must be used for business purposes only. Depending on the circumstances, the employee may be responsible for any theft, damage, or loss of property belonging to the Agency. Fresno EOC will supply the employee with appropriate office supplies (e.g., pens, paper, printer ink) for successful completion of job responsibilities. Fresno EOC will also reimburse the employee for certain business-related expenses (e.g., phone plan, shipping costs) that are reasonably incurred in accordance with

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job responsibilities. Unless otherwise agreed to in advance in writing, the Agency will not be responsible for any other costs the employee may incur while working remotely.

#### **IV. REMOTE WORK SITE**

An employee approved to work remotely should designate a workspace, at the off-site work area, for installation of any equipment to be used while working remotely. This workspace should be maintained in a safe condition, free from hazards to people and equipment. The employee will immediately report any injury sustained while working remotely immediately to the employee's supervisor. Prior to granting approval to remote work, Fresno EOC reserves the right to require that the employee provide a floor plan of their remote work sites and/or be subject to a visit by a representative of the Fresno EOC to determine the appropriateness and viability of the remote working space from a technical standpoint. Given a minimum of 24 hours advance notice, a representative of Fresno EOC, trained for the purpose of the visit, may make on-site visits to the remote worker's work site, including residence. The purpose of the visit would be to determine that the work site is safe and free from hazards and, where appropriate, to maintain, repair, inspect or retrieve equipment, software, data and supplies owned by the Fresno Economic Opportunities Commission.

#### **V. ALL OTHER POLICIES APPLY**

Fresno EOC's remote employees must continue to abide by all other policies and procedures including those in regard to computer use, social media and confidentiality. As a condition of remote work, all employees who receive permission to work remotely under this Policy must first sign a remote work agreement.

#### **VI. REQUESTS FOR LEAVE**

Unless a flexible schedule is agreed to, employees should not permit non-work-related events and activities to disrupt or interfere with scheduled work time. Requests to use sick leave, vacation or other leave must be approved in the same manner as the employee who does not work remotely. If a non-exempt employee is unable to work at an alternate work location due to illness or other reason, the employee must report the hours actually worked and use accrued time for those hours not worked.

#### **VII. NONEXEMPT EMPLOYEES**

Employees ~~that who~~ are non-exempt under the Fair Labor Standards Act [or California Industrial Welfare Orders](#) are not exempt from the overtime requirements and therefore must comply with all recordkeeping requirements. Non-exempt remote employees must accurately record and timely report all working time as a condition of continued participation in the remote work program. A supervisor must approve, in advance, any hours worked in excess of those specified per day and per week, in accordance with local, state and federal requirements. Fresno EOC reserves the right to revoke the remote working privileges of any employee failing to comply with this requirement.

#### **VIII. TAX IMPLICATIONS**

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Employees who work remotely from another state or work in several states are responsible for determining their taxes correctly. Employees are encouraged to consult a tax professional to determine the correct method for withholding income taxes.

#### **IX. DURATION OF THE REMOTE WORKING ARRANGEMENT**

All remote working arrangements are granted on a revocable basis. Consequently, in its sole discretion, Fresno EOC may discontinue any remote working arrangement at any time, although reasonable advance notice will be provided where practicable. Unless other arrangements have been made, upon termination of the remote working arrangement or employment, whichever is first, the employee must return all ~~agency~~company property to the Fresno EOC in good working order, less any normal wear and tear.

This Policy is not intended to alter the employment at-will relationship in any way. Accordingly, unless an employee has a valid written and signed contract of employment stating otherwise, employment is at-will and can be terminated by the employee or by Fresno EOC at any time.

## **POLICY 5130 – RETENTION POLICY**

**PURPOSE:** To define strategic actions to keep employees motivated and focused so they elect to remain employed and fully productive for the benefit of the organization.

**POLICY:** It is the policy of Fresno EOC to show our employees that we care for them and that we are committed to providing a culture that attracts and retains employees.

### **PROCEDURES:**

#### **I. DEFINITION**

Employee retention is the number of employees that stay with the ~~agency~~ company in a given period of time. Typically, these employees only count as retained if they are happy, engaged, productive, and not looking for other work. Employee retention strategies help organizations prevent high turnover, usually through improving employee engagement and providing competitive benefits.

#### **II. VALUING OUR EMPLOYEES**

Fresno EOC understands how internal policies and practices reflect an organization's culture, which in turn can shape turnover. In general, a culture that supports retention employs the following practices:

- employees are treated with dignity and respect;
- there are open lines of communication among organizational levels;
- employees can participate in decisions affecting their jobs;
- policies and rules are applied fairly and consistently;
- there is a shared understanding of how to advance one's career;
- there is work-life balance; and
- employees are treated as organizational assets and not costs.

#### **III. POLICIES TO PROMOTE A HEALTHY WORKPLACE**

Creating psychologically healthy workplaces, coupled with the ability for employees to perform their jobs successfully and thereby receive ample rewards, results in a high-performance work culture. This, in turn, results in an organization that retains top performers and that replaces those employees who cannot meet its ever-increasing standards.

Fresno EOC is proud that the following policies support a high performance and retention culture:

- ~~diversity, equity and inclusion~~representation;
- preventing workplace discrimination, harassment and retaliation;
- pay;
- open door;
- professional development
- sick leave;

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- physical and emotional wellness;
  - flexible work schedules;
  - remote work;
  - accountability; and
  - Employee feedback

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## **POLICY 5140—EMPLOYEE REFERRAL INCENTIVE PROGRAM**

**PURPOSE:** The purpose of the Employee Referral Incentive Program is to provide an incentive to current employees for referring new talent to Fresno EOC. This policy encourages employees to refer qualified applicants, whom the employee knows personally and/or professionally, will share in Fresno EOC's values and vision, and will demonstrate the competencies for an opportunity to become employed with Fresno EOC.

**POLICY:** It is the policy of Fresno EOC to provide an incentive to employees for referring applicant(s) that result in successful hires within the Agency.

### **PROCEDURES:**

#### **I. DEFINITION(S)**

- A. Referring Employee—the current Fresno EOC employee that completes the referral form (Refer a Friend) providing the name of the applicant referred.
- B. Successful Referral/Hire—an applicant who applied for a position at the recommendation of a referring employee, makes it through the recruitment process and is hired to fill the vacancy. A successful hire/referral cannot be a current or previous employee of the agency.

#### **II. ELIGIBILITY**

- A. All full time, part time, and temporary employees and paid interns are eligible to receive a referral incentive with the exception of the following:
  - i. Hiring Managers (including direct reports and anyone with influence in the hiring process) for the position in question
  - ii. Human Resources staff with direct involvement or who have staff involved in the recruitment duties for a vacancy.
  - iii. Executive level staff are not eligible to participate in the Employee Referral Reward Program.
- B. Incentive Eligibility:
  - i. In the event more than one employee completes a referral, the first employee to complete the referral and is listed as the referral source on the successful hire's application will receive the referral incentive.
  - ii. The referral incentive reward will be provided to the referring employee following completion of 1,000 hours of employment by the successful hire. Both the referring employee and successful hire must be in the employment of Fresno EOC at the time the referral incentive is awarded.

#### **III. REFERRAL PROCESS**

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A. Only open positions, which have gone through the approved Fresno EOC recruitment process, will be eligible for the Employee Referral Incentive Program (see Policy 1090, Recruitment and Selection).

B. The referring employee must complete referral electronically by logging into the ADP entering the applicant's name in the "refer a friend" option in the career center.

C. The applicant must complete the referral section of the employment application with the name of the current Fresno EOC employee to be eligible to participate in the Employee Referral Incentive Program.

#### **IV. INCENTIVE PROCESS AND REDEMPTION**

A. Referral incentive rewards are paid out utilizing a gift redemption method. The referring employee will be notified via email or phone once the incentive has been activated and have 90 days to redeem the gift option of their choice (gifts have a cash equivalent up to \$300.00)

#### **V. HUMAN RESOURCES DEPARTMENT HUMAN RESOURCES OFFICE ROLE AND RESPONSIBILITY**

The Human Resources Department Human Resources Office will ensure that this policy is implemented as equally and fairly as possible, and that all employees eligible for the referral incentive are offered the incentive as outlined in this policy.

Any questions or policy clarifications arising from the application or administration of this program will be reviewed by the Human Resources Department Human Resources Office.

## POLICY 514050 – CHILD SUPPORT REFERRAL

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**PURPOSE:** To provide guidance on Fresno EOC's responsibility to clients regarding Child Support Services in the state of California.

**POLICY:** It is the policy of Fresno EOC to comply with the Community Services Block Grant Act Child Support Services regulations regarding referrals to Child Support Services for custodial parents in single-parent families.

**REFERENCE:** 42 U.S. Code § 9919

### PROCEDURES:

If a client is a single parent, who has custody of a child under the age of 18, the client may be eligible for help from CA Child Support Services.

#### I. ELIGIBILITY DETERMINATION PROCESS FOR STAFF

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If a client indicates that they have custody of their child/children on an intake form and the client does not live with the other parent, the staff providing eligibility/enrollment services must:

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1. Offer the client information such as a copy of the application for such services to be submitted to CA Child Support Services, an informational brochure and/or where someone could obtain additional information.

2. Enter applicable tracking codes for the services rendered into Fresno EOC's intake software.

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## POLICY 6010 COMMITMENT TO SAFETY

**PURPOSE:** To establish Fresno EOC's commitment to safety and to providing a work environment as free as practical from all recognized safety and health hazards.

**POLICY:** It is the policy of Fresno EOC to be committed to providing and maintaining a healthy and safe working environment for all employees. Accordingly, Fresno EOC has instituted a Safety Program designed to protect the health and safety of all personnel. Employees are expected to comply with all safety and health requirements whether established by Fresno EOC or by federal, state, or local laws.

**REFERENCE:** California Labor Code §§ 6401, 6401.7; 8 Cal. Code Reg. § 3203; California Labor Code § 6404.5.

### PROCEDURES:

#### I. RESPONSIBILITIES

A. All Employees: Every employee should understand the importance of safety in the workplace. By remaining safety conscious, employees can protect their own interests as well as those of their co-workers. Accordingly, Fresno EOC emphasizes "safety first" and expects all employees, including supervisors and management, to take steps to promote safety in the workplace. All employees are encouraged to submit suggestions to their supervisor or the [Human Resources Department/Human Resources Office](#) concerning safety and health matters in the workplace.

Compliance with safety requirements is a condition of employment and will be evaluated, together with other aspects of an employee's performance, as a part of the performance evaluation process. Due to the importance of safety considerations to Fresno EOC, employees who violate safety standards, who cause hazardous or dangerous situations, or who allow such conditions to remain when they could be effectively remedied, may be subject to discipline-corrective action up to and including termination.

Therefore, it is essential that all employees comply fully with standards and practices established by Fresno EOC that are designed to promote a safe and healthy working environment. Fresno EOC has established a program to train and retrain employees as appropriate to assist them to avoid dangerous and unhealthful conditions and to remedy problems of hazards before they cause accidents or injuries.

B. Supervision: Supervisors are expected to facilitate compliance with all Fresno EOC safety rules, regulations, and procedures. Supervisors' safety responsibilities include: (1) being familiar with all safety and health procedures relevant to their operation; (2) inspecting their work areas periodically; (3) training their employees in safety matters; (4) identifying unsafe conditions; and (5) reporting accidents and injuries to the Safety Specialist immediately; and (6) ensuring that any injured employee is referred to appropriate medical care.

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C. Safety Coordinator: The Safety Coordinator is in the ~~Human Resources Department~~Human Resources Office and oversees Fresno EOC's safety policies and procedures. The Safety Coordinators responsibilities include but are not limited to (1) monitoring compliance with safety rules and regulations; (2) developing and implementing written safety plans or programs as needed; (3) investigating and ensuring that safety and health hazards are corrected; (4) conducting periodic safety and health inspections; (5) representing Fresno EOC during investigations conducted by Cal OSHA; (6) organizing safety training; (7) monitoring compliance with various requirements established by law or by the workers' compensation insurance carrier; (8) investigating accidents and hazardous incidents when necessary; (9) ensuring that all required notices are posted; and (10) evaluating the effectiveness of Fresno EOC's safety program.

## II. REPORTING INJURIES AND UNSAFE CONDITIONS

Employees are required to immediately report all injuries to their supervisor. If an employee identifies an unsafe condition or an occupational safety and health risk, the matter should be immediately reported to the employee's supervisor. If the supervisor is not readily available, the condition may be reported to the Safety Specialist. Fresno EOC strongly encourages employees to report any situations of this nature.

Fresno EOC will not retaliate, nor will it tolerate retaliation, against any employee who reports any safety issue.

In compliance with Proposition 65, the Agency will inform employees of any known exposure to a chemical known to cause cancer or reproductive toxicity.

## III. THE INJURY AND ILLNESS PREVENTION PROGRAM (IIPP)

An Injury and Illness Prevention Program (IIPP) has been developed to comply with state rules and requires safety meetings, training programs, posting safety notices and safety tips, and providing periodic written communications to employees regarding safety matters.

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## IV. SMOKING

In keeping with the commitment to a philosophy of providing a work environment free of safety and health hazards, smoking is not permitted in the workplace. Accordingly, smoking including cigarettes, e-cigarettes, using dip or chew, or other nicotine-delivery devices such as vaporizers, is prohibited inside all Fresno EOC buildings, rented, leased, or owned; transportation vehicles; restrooms; elevators; outside entrances to offices, or any other work areas. Employees who wish to smoke must limit smoking to break and meal periods and only in authorized areas. Employees are expected to exercise common courtesy and to respect the needs and sensitivities of co-workers and the public regarding the smoking policy.

Employees who violate this policy will be subject to ~~discipline~~corrective action up to and including termination.

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## **V. FIRST AID**

For basic First Aid & Universal Precautions see the Medical Emergency First Aid Program on the Safety Section of the Fresno EOC Intranet or contact the Safety Coordinator.

## **VI. WORKER'S COMPENSATION**

Worker's Compensation is a system whereby an employer must provide insurance to pay the lost wages and medical expenses of an employee who is injured on the job.

## **VII. EMERGENCY CONDITION**

In the event of an "emergency condition," the Agency will not take or threaten adverse action against any employee for (1) refusing to report to, or leaving, a workplace or worksite within the affected area because the employee has a reasonable belief that the workplace or worksite is unsafe; (2) preventing any employee from accessing the employee's mobile device or other communication device from seeking emergency assistance, assessing the safety of the situation, or communicating with a person to verify their safety. When feasible, an employee must notify the employer of the "emergency condition" prior to leaving the workplace or refusing to report and, if not feasible beforehand, then the employee must notify the employer as soon as possible. For these purposes, an "emergency condition" means the existence of either of the following: (1) conditions of disaster or extreme peril to the safety of persons or property at the workplace or worksite caused by natural forces or a criminal act; and/or (2) an order to evacuate a workplace, a worksite, a worker's home, or the school of a worker's child due to natural disaster or a criminal act." "Emergency condition" explicitly excludes a health pandemic. "A reasonable belief that the workplace or worksite is unsafe" means that a reasonable person, under the circumstances known to the employee at the time, would conclude there is a real danger of death or serious injury if that person enters or remains on the premises.

## POLICY 6020 WORKPLACE VIOLENCE PREVENTION

**PURPOSE:** To maintain a safe working environment where employees and non-employees are free from the threat of workplace violence.

**POLICY:** ~~It is the policy of Fresno EOC to maintain a safe, violence-free workplace. To this end, the organization strictly prohibits any form of violent, intimidating, or threatening behavior by employees, Board of Commissioners, consultants, clients, visitors, or any individuals participating in Fresno EOC-related activities or present on Fresno EOC premises. In alignment with this policy, Fresno EOC prioritizes the prevention of workplace violence and reserves the right to address behaviors that indicate a potential for violence, even in the absence of actual violent conduct. It is the policy of Fresno EOC to be committed to providing a safe, violence-free workplace and strictly prohibits employees, Board of Commissioners, consultants, clients, visitors, or anyone else on Fresno EOC premises engaging in a Fresno EOC-related activity from behaving in a violent, intimidating, or threatening manner. As part of this policy, Fresno EOC seeks to prevent workplace violence before it begins and reserves the right to deal with behavior that suggests a propensity towards violence even prior to any violent behavior occurring.~~

**REFERENCE:** Cal/OHSA Guidelines for Workplace Security; California Labor Code §§ 6310, 6311; Workplace Violence Safety Act of 1994.

**PROCEDURES:** Fresno EOC believes that prevention of workplace violence begins with recognition and awareness of potential early warning signs and has established procedures for responding to any situation that presents the possibility of violence. The Agency's Workplace Violence Prevention Plan is available for review by employees and/or employee representatives in Human Resources Office and on the intranet.~~[Option 1: within the Agency's Injury Illness Prevention Program described above][Option 2: [describe if standalone document]].~~

### I. WORKPLACE VIOLENCE DEFINED

Workplace violence includes:

- Threats of any kind.
- Threatening, physically aggressive, or violent behavior, such as intimidation of or attempts to instill fear in others.
- Other behavior that suggests a propensity toward violence, which can include belligerent speech, excessive arguing or swearing, sabotage, or threats of sabotage of Fresno EOC property, or a demonstrated pattern of refusal to follow Fresno EOC policies and procedures.
- Defacing Fresno EOC property or causing physical damage to the facilities; or
- With the exception of public safety personnel, bringing weapons or firearms of any kind on Fresno EOC premises, in Fresno EOC parking lots, or while conducting Fresno EOC business.

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## **II. ~~II.~~ TRAINING**

Employees are required to complete Workplace Violence Prevention training annually.

## **III. REPORTING**

If any employee observes or becomes aware of any of the above-listed actions or behavior by an employee, commissioner, client, consultant, visitor, or anyone else, the employee's supervisor must be notified immediately. The supervisor will immediately notify the Director or designee, and Human Resources, who will take the necessary action steps to report a potential violence issue. The following contacts should be used to report critical situations.

- Imminent danger – dial 911
- Facilities – 559-263-1207
- Executive Plaza Site – building security as contracted by Fresno EOC or Fresno Police Department Dispatch 621-7000

AND

- Human Resources – 263-1070

Employees are encouraged to notify their supervisor and the ~~Human Resources Department~~[Human Resources Office](#) if any restraining order is in effect, or if a potentially violent non-work-related situation exists that could result in violence in the workplace.

## **III. INVESTIGATION**

All reports of workplace violence will be taken seriously and will be investigated promptly and thoroughly by the Director or appointee. In the appropriate circumstances, Fresno EOC will inform the reporting individual of the results of the investigation. To the extent possible, Fresno EOC will maintain the confidentiality of the reporting employee and of the investigation but may need to disclose results in appropriate circumstances, for example, in order to protect individual safety. Fresno EOC will not tolerate retaliation against any employee who reports workplace violence. A report will be made to law enforcement if a violent act is suspected to be a criminal act or a violation of a restraining order.

## **IV. ~~CORRECTIVE~~DISCIPLINARY ACTION**

If Fresno EOC determines that workplace violence has occurred, the employee will be subject to ~~discipline~~[corrective action](#) up to and including termination. Fresno EOC may request that the employee participate in counseling as a condition of continued employment. Any employee who may have a problem that could lead to violent behavior is encouraged to use the Employee Assistance Program.

If the violent behavior is that of a non-employee, Fresno EOC will take appropriate action to ensure that such behavior is not repeated.

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## **POLICY 6030 INFECTIOUS DISEASE CONTROL**

**PURPOSE:** To establish guidelines and protocols during an infectious disease outbreak.

**POLICY:** Fresno EOC will take proactive steps to protect employees and the workplace in the event of an infectious disease outbreak in accordance with local, state, and federal guidelines. It is the goal of Fresno EOC during any such period to strive to operate effectively and ensure that all essential services are continuously provided and that employees are safe within the workplace.

**REFERENCE:** Center for Disease Control and Prevention, California Department of Public Health, Fresno County Department of Public Health, Occupational Safety and Health Administration

### **PROCEDURES:**

Fresno EOC is committed to providing authoritative information about the nature and spread of infectious diseases, including symptoms and signs to watch for, as well as required steps to be taken in the event of an illness or outbreak. Violations of this policy may lead to discipline up to and including termination.

#### **I. PREVENTING THE SPREAD OF INFECTION IN THE WORKPLACE**

Fresno EOC will ensure a clean workplace, including the regular cleaning of objects and areas that are frequently used, such as bathrooms, breakrooms, conference rooms, door handles and railings. A committee will be designated to monitor and coordinate events around an infectious disease outbreak, as well as to create work rules and guidelines that could be implemented to promote safety through infection control as outlined by local, state, and federal agencies.

Fresno EOC asks all employees to cooperate in taking steps to reduce the transmission of infectious disease in the workplace. The best strategy remains frequent hand washing with warm, soapy water; covering your mouth whenever you sneeze or cough; and discarding used tissues in wastebaskets. Fresno EOC will also install alcohol based hand sanitizers throughout the workplace and in common areas.

Unless Fresno EOC communicates otherwise, the normal attendance and leave policies will remain in place. Individuals who believe they may face challenges reporting to work during an infectious disease outbreak should take steps to develop any necessary contingency plans. For example, employees might want to arrange for alternative sources of childcare should schools close and/or speak with supervisors about the possibility to work from home temporarily or on an alternative work schedule. An employee may also be eligible for leave as described in Fresno EOC leave policies. (see Policy 4010, Family and Medical Leave and California Family Rights Act and Policy 403020 Leaves of Absences.)

All employees working with clients or the public as part of an essential job function shall ensure to take all necessary precautions as outlined by local, state, and federal agencies.

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Technology should be optimized to offer clients virtual, telephonic, or other electronic means to continue to seek and/or receive services.

## **II. — PERSONAL PROTECTIVE EQUIPMENT (PPE)**

When required, Fresno EOC shall provide personal protective equipment (PPE) to all employees working onsite. Employees are required to use PPE in accordance with established protocols and guidelines of Fresno EOC and local, state, and federal agencies. All employees working with clients or the public as part of an essential job function shall take all necessary precautions.

## **III. — LIMITING TRAVEL**

All nonessential business travel shall be immediately suspended until further notice. Employees who travel as an essential part of their job should consult with management on appropriate actions.

Employees should avoid crowded public transportation when possible. Alternative scheduling options should be discussed with the supervisor.

## **IV. — TELECOMMUTING**

Requests to work remotely will be handled on a case-by-case basis. While not all positions will be eligible, all requests for temporary telecommuting should be submitted to your supervisor for consideration (see Policy 5110 Remote Work Access Guidelines)

## **V. — STAYING HOME WHEN ILL**

Many times, with the best of intentions, employees report to work even though they feel ill. Fresno EOC provides paid sick time to compensate employees who are unable to work due to illness (see Policy 3030, Sick Time and Policy 3040, Paid Sick Leave).

During an infectious disease outbreak, it is critical that employees do not report to work while they are ill and/or experiencing symptoms such as fever, cough, sore throat, runny or stuffy nose, body aches, headache, chills and fatigue. While subject to change, the Centers for Disease Control and Prevention (CDC) recommends that people with an infectious illness such as the flu remain at home until at least 24 hours after they are free of fever (100 degrees F or 37.8 degrees C) or signs of a fever without the use of fever reducing medications. Employees who report to work ill will be sent home in accordance with current health guidelines as provided by the CDC, California Department of Public Health or other local health agencies.

## **VI. — REQUESTS FOR MEDICAL INFORMATION AND/OR DOCUMENTATION**

It may become necessary to request information from an employee and/or their health care provider if an employee is out sick or shows symptoms of being ill. In general, the supervisor or agency may request medical information to confirm the employee's need to be absent, to

show whether and how an absence relates to the infection, and to know that it is appropriate for the employee to return to work with or without accommodation. If a national or state of emergency is declared, Fresno EOC reserves the right to request alternative documentation, including if an employee is unable to see a health care provider.

## **VII. ~~CONFIDENTIALITY OF MEDICAL INFORMATION~~**

It is the policy of Fresno EOC to treat any medical information as a confidential medical record. In furtherance of this policy, any disclosure of medical information is in limited circumstances with supervisors, managers, first aid and safety personnel, and government officials as required by law.

## **VIII. ~~SOCIAL DISTANCING GUIDELINES FOR WORKPLACE INFECTIOUS DISEASE OUTBREAKS~~**

In the event of an infectious disease outbreak, Fresno EOC may implement social distancing guidelines to minimize the spread of the disease among the staff.

A. ~~During the workday, employees are requested to:~~

- ~~1. Avoid meeting people face to face. Employees are encouraged to use the telephone, online conferencing, e mail, or instant messaging to conduct business as much as possible, even when participants are in the same building.~~
- ~~2. If a face to face meeting is unavoidable, limit the size of the meeting, minimize the meeting time, choose a large meeting room, and sit at least six (6) feet from each other; avoid any person to person contact such as shaking hands.~~
- ~~3. Avoid any unnecessary travel and cancel or postpone nonessential meetings, gatherings, workshops, and training sessions.~~
- ~~4. Do not congregate in break rooms, copier rooms or other areas where people socialize.~~
- ~~5. Consider taking your meal periods and rest breaks away from others (avoid lunchrooms and crowded restaurants).~~

## **IX. ~~OUTSIDE ACTIVITIES~~**

A. ~~Employees might be encouraged to the extent possible to:~~

- ~~1. Avoid public transportation (by walking, cycling, or driving a car) to avoid rush-hour crowding on public transportation.~~
- ~~2. Avoid recreational or other leisure classes, meetings, activities, etc., where employees might encounter contagious people.~~

## POLICY 7010 LEARNING AND DEVELOPMENT

**PURPOSE:** To establish Fresno EOC's commitment to learning and development of employees' career and advancement opportunities.

**POLICY:** It is the policy of Fresno EOC to encourage employees to use the process of learning and development to explore new opportunities in managing career progression. Training will commence with the initial orientation process and ~~may include but is not exclusive to may include~~ developmental steps towards a career path and increased responsibilities in a current position. ~~Underrepresented communities will be given opportunities to improve their education and skills to help them compete on level playing grounds with other employees.~~

### PROCEDURES:

The benefits to Fresno EOC of effective and timely employee training and development programs are numerous:

- Confident and satisfied employees who will treat clients and co-workers with care and efficient service,
- Cross-training in other positions,
- Increased competitive advantage and responsibilities in current position,
- Lower employee turnover,
- Employees who follow safe work procedures, and
- Competent, promotable employees.

Training and development opportunities at the Agency ~~may include but is not exclusive to may include:~~

#### I. EMPLOYEE ORIENTATION

The Agency employee orientation training program provides new employees with information concerning Agency policies, procedures, safety and employee benefits. Supervisors will conduct an initial orientation and training to give an employee the information needed to conduct business in their new position.

#### II. STAFF AND MANAGEMENT DEVELOPMENT SEMINARS

Management and regular employees are provided periodic training opportunities on a variety of subjects, from personal and professional development topics (customer service, multi-cultural awareness, computer courses, etc.) to informational programs (group insurance, retirement plan updates, etc.).

#### III. SAFETY TRAINING

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Fresno EOC offers training at both the Agency and program level on a variety of safety related topics.

#### **IV. OUTSIDE SEMINARS AND CONFERENCES**

The Agency supports employee attendance and participation in professional seminars and conferences offering general topics or specialized information in the employee's field. Each program establishes an annual budget for staff development seminars/conferences, within the program's financial resources.

#### **V. MEMBERSHIP IN PROFESSIONAL ORGANIZATIONS**

The Agency encourages employee membership in professional organizations. Networking provides a cost-effective opportunity to share knowledge, resources and experiences with professionals.

## POLICY 7020XXX PROFESSIONAL CERTIFICATION REIMBURSEMENT

**PURPOSE:** To provide guidelines for Fresno EOC's approved professional certification and license.

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**POLICY:** Fresno EOC supports to employees in furthering their professional skills in their current positions to better prepare employees for their roles within the agency by providing reimbursements for professional certification and licenses to full-time employees in regular status.

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### **PROCEDURE:**

#### **I. ELIGIBILITY**

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The following eligibility requirements will apply to certification reimbursement:

- a. Employees in a position that have a required or preferred certification requirement in their job or position descriptions, or employees whose manager and program director signs the reimbursement form and validates it is Fresno EOC's best interest for the employee to have/maintain the designated certification.
- b. Regular full-time employees who have completed their introductory period 90 days of employment with Fresno EOC will receive up to 100% reimbursement for renewing or obtaining a certification within their role.

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#### **II. PAYMENT**

Based on the program discretion, reimbursement will cover:

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- a. The cost of certification exams only, or
- b. The cost of certification exams and all preparation materials.

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#### **III. PAYMENT EXCLUSIONS:**

The following exclusions apply and will not be reimbursed certification reimbursement:

- a. Late fees
- b. Employee who did not pass the requirements to obtain certification

#### **IV. PROCEDURE:**

When an employee requests reimbursement for certification, the employee must:

- a. Ensure that he/she is qualified to sit for the desired certification the accrediting school, association, or organization.
- b. Satisfactorily complete all the requirements for the certification.
- c. Complete the Certification Reimbursement Application, attach documentation that the certification has been awarded and an itemized paid receipt for the certification fee.
- d. Submit the completed application materials to his/her Program Manager Director for review and approval.

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e. Send the completed, signed application and supporting materials to Human Resources for payment as soon as the certification has been received. Incomplete applications will be returned to the employee. The deadline for submitting completed certification reimbursement forms to Human Resources is 30 days following certification notification.

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#### **V. REPAYMENT:**

Employees will be expected to repay Fresno EOC the amount of certification reimbursement if the employee's employment ends within one (1) year following the completion of the certification. The employee must repay the certification reimbursement provided based the amount of passed time from certification/licensing date:-

- A. 1 – 3 months worked, 100%
- B. 4 – 6 months worked, 75%
- C. 7 – 9 months worked, 50%
- D. 10 – 12 months worked, 25%

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**VI. REIMBURSEMENT PRACTICE:** An issuance of reimbursement by Fresno EOC for a specific certification or license does not guarantee future reimbursement or the rate paid for previous or future similar certifications or licenses.

## POLICY 703020 SUCCESSION PLANNING

**PURPOSE:** Recognizing that changes in management are inevitable, Fresno EOC has established a succession plan to provide continuity in leadership and avoid extended and costly vacancies in key positions. Fresno EOC's succession plan is designed to identify and prepare candidates for high-level management positions that become vacant due to retirement, resignation, death, or new business opportunities.

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**POLICY:** It is the policy of Fresno EOC to assess the leadership needs of the ~~agency~~company to ensure the selection of qualified leaders that are ~~diverse~~representative and a good fit for the organization's mission and goals and have the necessary skills for the organization.

### PROCEDURES:

The CEO is responsible for Fresno EOC's succession plan. The CEO chairs the succession planning committee, which also includes ~~Officers and Directors, the Executive Officers, Chief Operation Officer, Chief Program Officer, Chief Finance Officer, and the Human Resources Officer~~Human Resources Office.

#### A. TIMELINE

Each January, a succession planning committee meeting will be held. At each meeting, each program director will:

- Present to the committee a review of the program succession plan.
- Identify key positions and incumbents targeted for succession planning. This should include an analysis of planned retirements, potential turnover, etc.
- Identify individuals who show the potential needed for progression into the targeted positions and leadership within the ~~company~~agency.
- Outline the actions taken in the previous six months to prepare identified individuals to assume a greater role of responsibility in the future.

By the end of February each year, the committee will approve targeted candidates.

By the end of March each year, the committee will approve an outline of actions that will be taken in the following six months to prepare individuals to assume a greater role of responsibility in the future.

The CEO will periodically request updates from senior management on the development process for each targeted candidate.

The committee establishes a succession plan that identifies critical executive and management positions, forecasts future vacancies in those positions and identifies potential managers who would fill vacancies. Vacancies will be filled from within or, in the event no viable candidate is available, on an "acting" basis while an external recruitment effort is conducted.

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## **POLICY 704030 PERFORMANCE EVALUATIONS**

**PURPOSE:** To motivate employees, assess job performance and progress, communicate expected standards of performance, and discuss future objectives and goals.

**POLICY:** It is the policy of Fresno EOC that the job performance of each employee should be evaluated regularly by their supervisor. Performance evaluations are a management tool and provide an objective and consistent process to measure each employee's performance. The evaluation process should inform employees of their employment standing and communicate expected standards of performance. It is also used to discuss work standards, areas where improvement is needed, corrective plans, development and growth opportunities.

### **PROCEDURES:**

#### **I. EVALUATION SCHEDULE**

A. **Introductory Period and Evaluation:** The introductory period applies to all employees, commences on the employee's seniority date and lasts six (6) months. During this time, supervisors should carefully observe the performance of the employee. Where appropriate, weaknesses in performance and behavior are to be brought to the employee's attention for correction.

A formal evaluation will be conducted by the supervisor at the midpoint of the introductory period, and a full written performance evaluation will be completed at the end of the six (6) month period. The employee will transition from introductory status when they have received a satisfactory evaluation and recommendation of status change from their supervisor and approval by the Program Manager/Director (see policy 1140, Introductory Period).

B. Annual Evaluation: Performance evaluations will occur on an annual (12 month) basis from the employee's seniority date.~~Common Date Evaluation: Performance evaluations will occur on a common date basis, January 1, annually thereafter.~~

#### **II. PERFORMANCE FACTORS TO BE CONSIDERED IN EVALUATIONS**

When evaluating employees, supervisors should consider factors such as experience and training, commitment to continuing education, job duties and responsibilities, and attainment of previously set objectives and goals. Other factors to be considered include but are not limited to knowledge of the job, quantity and quality of work, promptness in completing assignments, cooperation, initiative, reliability, attendance, judgment, conduct, and acceptance of responsibility.

#### **III. PERFORMANCE EVALUATION PROCESS**

A. **Written Evaluation:** In conjunction with established timelines, supervisors should prepare a written evaluation of each employee's job performance using the approved performance evaluation template. The evaluation should include the supervisor's comments

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and recommendations, an action plan for both the employee and supervisor, and performance goals for the next evaluation period.

B. Evaluation Review with Employee: The supervisor should review the evaluation with the next level of management prior to meeting with the employee to discuss the evaluation. During the meeting the employee and supervisor should assess the employee's strengths and weaknesses in a constructive manner and set objectives and goals for the period ahead. The employee should be given the opportunity to review the evaluation and make written comments about any aspect of it. The evaluation is signed by the supervisor and employee. A copy of the evaluation will be provided to the employee. The evaluation is forwarded to the ~~Human Resources Department~~ Human Resources Office for processing and ~~inclusion~~ placement in the employee's personnel file. An approved Employee Form should accompany the performance evaluation, if necessary.

An employee who contests the evaluation may file a written response to the performance evaluation within thirty (30) days of receiving the performance evaluation. The response will be attached to the performance evaluation and included in the personnel file.

C. Effects of Performance Evaluations: Information derived from the performance evaluation will be considered when making decisions affecting training, pay, promotion, transfer, or continued employment. An employee will not be eligible for a pay increase if the overall evaluation of an employee is unsatisfactory, ~~or improvement is needed~~. A Performance Improvement Plan (PIP) will be developed by the employee's supervisor, and the employee will be reviewed again within ninety (90) days. If no improvement is shown, the employee will be subject to discipline corrective action up to and including termination in accordance with the corrective action procedure (see Policy 5030, ~~Progressive Discipline~~ Corrective Action).

#### IV. PERFORMANCE IMPROVEMENT PLAN

The Performance Improvement Plan (PIP) is a formal process wherein the supervisor meets with the employee to provide structured counseling and feedback regarding performance and conduct.

~~If the employee fails to successfully complete the PIP, the supervisor will follow the discipline procedures. An employee may be placed on a PIP lasting in increments of thirty (30), sixty (60) or ninety (90) days. The duration of one Performance Improvement Plan, including extensions, cannot exceed , up to a maximum of ninety (90) days. The supervisor must schedule weekly meetings with the employee to follow up on areas needing improvement if the PIP is thirty (30) days. If the PIP is more than 30 days, the supervisor must meet at least bi-weekly. During the PIP, the supervisor must evaluate the employee at the midpoint and at the end of the period.~~

The supervisor will review the outcome of PIP with the employee, and either end or extend the PIP up to a maximum of ninety (90) days. The employee may be terminated at any point during the PIP for failure to demonstrate immediate and sustained improvement in job performance and/or conduct.

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## **POLICY 7040 EMPLOYEE ASSISTANCE PROGRAM**

**PURPOSE:** The Employee Assistance Program is a confidential resource that helps employees deal with life's challenges and the demands that come with balancing home and work. The program provides professional counseling and referrals for a wide array of personal and work-related concerns.

**POLICY:** It is the policy of Fresno EOC to recognize that personal problems may have a negative impact on an employee's attendance, job performance, or behavior at work. Employees may occasionally benefit from professional assistance with personal problems. Accordingly, Fresno EOC provides an Employee Assistance Program (EAP) for all employees.

**REFERENCE:** California Labor Code §§ 1025-1026, Civ. Code § 56 et seq., California Constitution, Article 1, § 1.

### **PROCEDURES:**

#### **I. — EMPLOYEE ASSISTANCE PROGRAM**

The Employee Assistance Program is administered by an outside employee assistance firm. The EAP provides confidential and professional counseling and when appropriate, referral to other services to address personal problems. The EAP is offered to enhance personal well-being.

Employees who need assistance with a personal life situation should contact EAP. Although employees are encouraged to use the EAP, participation in the program does not relieve an employee of their obligation to perform their work in a satisfactory manner and to comply with other Fresno EOC rules and guidelines including Fresno EOC's Alcohol/Drug-Free Workplace policy.

If a violation of Fresno EOC's Alcohol/Drug-Free Workplace policy occurs, subsequently using the EAP will not necessarily lessen discipline and may, in fact, have no bearing on the determination of appropriate discipline (see Policy 5040, Alcohol/Drug-Free Workplace). The employee's decision to seek assistance from the EAP will not be used as a basis for discipline and will not be used against the employee in any disciplinary proceeding. On the other hand, using the EAP will not be a defense to the imposition of discipline where facts proving a violation of the Alcohol/Drug-Free Workplace policy are obtained outside of the EAP. Accordingly, the purpose and practice of the Alcohol/Drug-Free Workplace policy and an employee's use of the EAP are not in conflict and are distinctly separate in their application.

#### **II. — ELIGIBILITY**

The Employee Assistance Program is offered to all employees and all household members.

#### **III. — COUNSELING AND REFERRAL SERVICES**

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The EAP program provides for up to three (3) free visits per six (6) month period for problem assessment, professional consultation, counseling, information, and/or referral. EAP counseling is typically a three stage process that includes (1) clarifying the problem, (2) identifying the possible solutions, and (3) developing an action plan. If the action plan calls for treatment by another resource, participating employees will be responsible for paying those fees or some of the costs may be covered under the group health plan. EAP brochures and information for online resources are available from the Human Resources Department Human Resources Office.

#### **IV. — USE OF THE EAP**

Employees should make every effort to schedule EAP appointments before or after working hours, or during meal periods. EAP appointments scheduled during working hours will be treated the same as medical appointments and may be charged against sick time unless it is employer mandated.

#### **V. — SELF-REFERRAL**

Any employee or dependent who desires confidential assistance with a personal problem should call EAP directly. The EAP will arrange for a counselor to see the individual for confidential consultation.

#### **VI. — SUPERVISOR REFERRAL**

In collaboration with the Human Resources Department Human Resources Office, supervisors may refer an employee to the EAP when the supervisor has reason to believe that an attendance, behavior, or work performance problem may be the result of a personal problem. Employees may be required to attend the EAP as a condition of employment when deemed necessary. Fresno EOC, however, may take such steps as it deems appropriate in response to the underlying attendance, behavior, or work performance problem.

#### **VII. — CONFIDENTIALITY**

All EAP records and services are treated confidentially. The EAP will not share information concerning an individual's involvement in the program without the individual's written permission unless life, safety, or national security is seriously threatened, or disclosure is otherwise required by law.

If an employee is referred to the EAP by the employee's supervisor because of an attendance, behavior, or work performance problem, the EAP will confidentially inform Human Resources whether the employee attends the EAP session(s) and cooperates with the counseling plan. However, no further information will be shared by EAP without the employee's written permission.

#### **VIII. — EMERGENCY RESPONSE TO CRITICAL INCIDENTS**

~~In the event of a crisis or a critical incident (e.g., suicide or death of a co-worker, critical accident), the EAP's Critical Incident Response Team responds by debriefing the individuals involved in the traumatic event.~~

#### ~~IX. QUESTIONS REGARDING EAP PROGRAM~~

~~Questions regarding EAP services should be directed to the Human Resources Department Human Resources Office or the EAP.~~

## **POLICY 7050 SEPARATION OF EMPLOYMENT**

**PURPOSE:** To define the types of separations of employment from Fresno EOC and the process.

**POLICY:** Employees separate from employment with Fresno EOC by resignation, discharge, a reduction in the work force, reorganization, or retirement. This policy is only a guideline and shall not be construed to act as or create any type of employment contract with any employee of Fresno EOC. Fresno EOC reserves the right to implement its policies and procedures in the best interest of the Agency.

**REFERENCE:** California Labor Code §§ 201 and 201.5; § 227.3; §§ 221, 224, and 225.5.

### **PROCEDURES:**

#### **I. DEFINITIONS**

A. Voluntary Separation: Fresno EOC will consider an employee to have voluntarily ended their employment if they:

1. Elect to resign or retire; or
2. Fail to return from an approved leave of absence on the date specified by medical certification paperwork and is not otherwise extended as a reasonable accommodation; or
3. Fail to provide the required certification or forms for approval of a leave of absence when such forms are required to be submitted; or
4. Fail to report for work without notice to Fresno EOC for three consecutive days.

B. Involuntary Termination: An employee may be terminated, at-will, with or without cause, with or without notice at any time (see Policy 1010, At-Will Employment).

Notice of termination should be handled carefully and discreetly, preferably in a private meeting including the employee to be terminated, the immediate supervisor, and representative of Human Resources.

C. Layoff Due to Reorganization, Job Elimination, or Lack of Work: From time to time, Fresno EOC may need to separate an employee as a result of reorganization, consolidation, job elimination, lack of work, or when funds are withdrawn or reduced (see Policy 7070, Layoffs).

#### **II. VOLUNTARY SEPARATION PROCESS**

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Employees are encouraged to give two weeks' written notice prior to resignation. During this notice period, employees are expected to work their full remaining schedule to ensure a smooth transition and the completion of outstanding tasks. The supervisor or manager will prepare a Personnel Termination Form as the first step in the separation process. The form should be accompanied by supporting documents, such as a letter of resignation and final timesheet. All documents will be forwarded to the ~~Human Resources Department~~[Human Resources Office](#) for processing.

### III. INVOLUNTARY TERMINATION PROCESS

All involuntary terminations must be approved at the executive management level and by the responsible Officer or designee. The supervisor should contact the ~~Human Resources Department~~[Human Resources Office](#) to start the termination process.

The supervisor will be required to complete the Personnel Separation Form accompanied with the timesheet, performance evaluation, ~~discipline~~corrective action or other supporting documentation. All documents will be forwarded to the ~~Human Resources Department~~[Human Resources Office](#) for processing. In addition, all terminations of Head Start/Early Head Start employees must be accepted by the Head Start Policy Council. The ~~Human Resources Director/Officer~~[Human Resources Office](#) or ~~Manager~~ should review the termination requests to ensure proper documentation and procedures have been followed and to ensure compliance with any state and/or federal laws.

### IV. EXIT PROCESS

Employees must return all Fresno EOC-furnished property, such as uniforms, tools, equipment, I.D. cards, keys, key cards, credit cards, and other Fresno EOC documents. Arrangements for clearing any outstanding debts with Fresno EOC such as travel advances, or petty cash must be made prior to the date of termination.

### V. BENEFITS

The ~~Human Resources Department~~[Human Resources Office](#) is responsible for notifying employees who are covered by Fresno EOC's group health plan of their right to continue coverage under that plan. Information regarding other benefits such as retirement life insurance conversion, etc. will also be provided. The employee may be eligible for unemployment benefits; determination of benefits will be made by Employment Development Department.

### VI. PAYMENT ON RESIGNATION OR TERMINATION

If an employee resigns, a final paycheck will be available on the final day of work, provided the employee has given at least seventy-two (72) hours' prior notice. If an employee resigns without giving seventy-two (72) hours' notice or fails to return to work, a final paycheck will be made available for the employee to pick up no later than seventy-two (72) hours after the date when an employee is considered to have resigned, unless the employee consents to Human Resources that their final paycheck may be mailed.

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If an employee is terminated involuntarily, the final paycheck will be available at the time of discharge.

The employee's final paycheck will include payment for all wages due and for unused vacation time, minus authorized deductions. Sick time and PSL are not compensable and will not be paid upon separation of employment.

#### **VII. REQUESTS FOR REFERENCES**

Requests for employment references or verifications of employment should be directed to the ~~Human Resources Department~~Human Resources Office.



## POLICY 7060 LAYOFFS AND FURLOUGHS

**PURPOSE:** To establish a fair and consistent procedure for determining and notifying employees of pending layoffs or furloughs.

**POLICY:** It is the policy of Fresno EOC to recognize that layoffs or furloughs may become necessary due to (1) job elimination, (2) lack of work, (3) reorganization, (4) consolidation, or (5) when funds are withdrawn or reduced, resulting in the phasing out of positions or programs or (6) budget constraints.

**REFERENCE:** Worker Adjustment and Retraining Notification Act (WARN Act) (U.S.C. § 2101-2109 et seq.), Consolidated Omnibus Budget Reconciliation Act of 1985

### PROCEDURES:

#### I. LAYOFFS

A. Factors Used to Determine Order of Layoffs: If a layoff is determined to be necessary, the Director shall consult the ~~Human Resources Department~~ [Human Resources Office](#) to develop a layoff plan to be approved by the responsible Officer. This plan shall include the anticipated number and classifications of employees to be laid off and a plan for conducting an orderly layoff plan to minimize adverse effects on the employees to be laid off. Once the scope of the layoff is determined, employees will generally be laid off in the following order:

1. Temporary and on-call employees;
2. Introductory employees;
3. Regular Part-Time employees; and
4. Full-Time employees

Fresno EOC reserves the right to deviate from this order whenever it concludes that circumstances warrant such a deviation.

Within each of the classifications noted above, employees shall be selected for layoff based on a combination of factors, including, but not limited to: the ability to perform the work required, past performance, qualifications, attendance, punctuality, and length of service with the Agency and the program.

B. Interview Priority: An employee who has successfully completed their introductory period and who is ~~identified~~ [selected](#) for layoff may apply for any open position for which they are qualified. An application must be submitted no later than ninety (90) days after the date of layoff (see Policy 1090, Recruitment, Selection, and Employment). Affected employees who meet the qualifications for the open positions will be automatically considered a finalist, will be entitled to an interview and will be required to go through the selection process along with other candidates.

C. [Separation Process: see Policy 7050, Separation of Employment, sections IV – VI.](#)

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## II. FURLOUGHS

A. Fresno EOC may initiate and approve furlough leaves of absence. Furlough reasons include but are not limited to when financial conditions and make it necessary for the Agency to do so when the program temporarily stops operations.

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-A furlough is a temporary period of leave, that places affected employees on a reduced schedule or a leave of absence/non-paid status for a limited and specific period of time. Employee furloughs are subject to the following:

- The employee remains employed with the Agency and maintains their hire/rehire date (see Policy 1070 Employment Classifications).
- ~~The employee may choose to use any accrued vacation or sick time available during this period. If an employee will be on a temporary furlough leave of absence that extends beyond the current payroll period the furlough is scheduled to begin, the employee will be paid all accrued vacation along with the final paycheck on the date of the furlough. Further, the employee may be eligible for unemployment insurance benefits.~~
- The Agency shall continue to pay the full employee share of health premiums for those employees and dependents who are enrolled, during the furlough period and the employee shall continue to be eligible for such benefits, not to exceed four months. The employee can remit the monthly insurance premium amount while on furlough or upon returning to work, the premiums shall be reimbursed by payroll deductions. If the furlough leave extends beyond four months, employees will receive notification to elect to continue coverage through Consolidated Omnibus Budget Reconciliation Act (COBRA).

Furlough leave provisions do not apply to employees on worker's compensation leave due to an industrial illness or injury.

## POLICY 7070 – SEVERANCE PAY

**PURPOSE:** The purpose of this policy is to outline discretionary severance pay benefits that may be implemented at the discretion of Fresno EOC.

**POLICY:** This policy, when implemented at the discretion of Fresno EOC, applies to all exempt and non-exempt, full-time and part-time employees. Part-time employees may receive severance pay on a pro-rated basis in accordance with their scheduled hours. Severance pay benefits are also subject to program restrictions and funding.

### PROCEDURES:

In the event of an involuntary termination due to a reduction in force/downsizing, change in program or agency direction, job elimination, or as otherwise deemed appropriate by Fresno EOC, the Agency may provide a severance benefit for the affected employees. This does not apply to terminations for cause, refusal to be reassigned, or refusal to be relocated.

**A. SEVERANCE PRACTICE:** An issuance of severance pay by Fresno EOC for a specific event does not guarantee future severance pay or the rate paid for previous or future similar events.

**B. SEVERANCE RATES:** Criteria for the rate of severance pay are:

- 1). Non-exempt staff and non-supervisory exempt: severance pay equivalent to two weeks' pay.
- 2). Exempt management staff: severance pay equivalent to one month's pay.
- 3). Exempt director staff: severance pay equivalent to two months' pay.
- 4). Officers: severance pay equivalent to three months' pay.
- 5). Chief Officers: severance pay equivalent to four months' pay.

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## BOARD OF COMMISSIONERS MEETING

|                                                 |                                 |
|-------------------------------------------------|---------------------------------|
| <b>Date:</b> May 19, 2025                       | <b>Program:</b> N/A             |
| <b>Agenda Item #:</b> 10                        | <b>Director:</b> Andy Arredondo |
| <b>Subject:</b> 2026-2027 Community Action Plan | <b>Officer:</b> Brian Angus     |

### Recommended Action

The Interim Chief Executive Officer recommends approval for full Board consideration of Fresno EOC's 2026-2027 Community Action Plan (CAP), to be submitted to the State of California Department of Community Services and Development (CSD) by May 31, 2025.

### Background

This item was presented during the April 16, 2025, Program Planning & Evaluation Committee Meeting and the April 21, 2025, Board Meeting and additional time to review was requested.

The State of California Department of Community Services and Development (CSD) designates eligible entities as Community Action Agencies as part of their state plan to the U.S. Department of Health and Human Services (HHS). To be considered an eligible entity, Fresno EOC is required to meet the California code, *Government Code - GOV § 12747 (a)*, "*Community action plans shall be developed by eligible entities...*". Meeting this eligibility requirement also complies with Organizational Standards 1.1, 1.2, 2.1, 2.2, 3.1, 3.2, 3.3, 3.4, 3.5, 4.1, 4.2, 4.3, and 6.4. To meet the CAP requirements and deadline, staff have implemented the following timeline:

- Feb 28, 2025 – Publicly posted draft CAP (must be 30 days prior to the CAP public hearing)
- March 20, 2025 – Posted public hearing information (location, time, etc.) (must be at least ten days prior to the public hearing)
- April 1, 2025 – Conducted CAP public hearing and incorporated community testimony
- April 16, 2025 – Presented final draft CAP to Program Planning & Evaluation Committee
- May 19, 2025 – Board approval of CAP

A prerequisite to the CAP is completing a Community Needs Assessment (CNA) which was presented and accepted by the board on May 20, 2024, agenda item number ten (10).

### Fiscal Impact

Submission of the Board approved 2026-2027 CAP will ensure Fresno EOC meets compliance with the Community Services Block Grant (CSBG) Act and continues to receive CSBG funding.

# 2026/2027 Community Needs Assessment and Community Action Plan

## Fresno Economic Opportunities Commission



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## Introduction

The Department of Community Services and Development (CSD) has developed the 2026/2027 Community Needs Assessment (CNA) and Community Action Plan (CAP) template for the Community Services Block Grant (CSBG) Service Providers network. CSD requests agencies submit a completed CAP, including a CNA, to CSD on or before **June 30, 2025**. Changes from the previous template are detailed below in the “What’s New for 2026/2027?” section. Provide all narrative responses in 12-point Arial font with 1.15 spacing. A completed CAP template should not exceed 65 pages, excluding the appendices.

## Purpose

Public Law 105-285 (the CSBG Act) and the California Government Code require that CSD secure a CAP, including a CNA from each agency. Section 676(b)(11) of the CSBG Act directs that receipt of a CAP is a condition to receive funding. Section 12747(a) of the California Government Code requires the CAP to assess poverty-related needs, available resources, feasible goals, and strategies that yield program priorities consistent with standards of effectiveness established for the program. Although CSD may prescribe statewide priorities or strategies that shall be considered and addressed at the local level, each agency is authorized to set its own program priorities in conformance to its determination of local needs. The CAP supported by the CNA is a two-year plan that shows how agencies will deliver CSBG services. CSBG funds are by their nature designed to be flexible. They shall be used to support activities that increase the capacity of low-income families and individuals to become self-sufficient.

## Federal CSBG Programmatic Assurances and Certification

The Federal CSBG Programmatic Assurances are found in Section 676(b) of the CSBG Act. These assurances are an integral part of the information included in the CSBG State Plan. A list of the assurances that are applicable to CSBG agencies has been provided in the Federal Programmatic Assurances section of this template. CSBG agencies should review these assurances and confirm that they are in compliance. Signature of the board chair and executive director on the Cover Page certify compliance with the Federal CSBG Programmatic Assurances.

## State Assurances and Certification

As required by the CSBG Act, states are required to submit a State Plan as a condition to receive funding. Information provided in agencies’ CAPs will be included in the CSBG State Plan. Alongside Organizational Standards, the state will be reporting on [State Accountability Measures](#) in order to ensure accountability and program performance improvement. A list of the applicable State Assurances is provided in this template. CSBG agencies should review these assurances and confirm that they are in compliance. Signature of the board chair and executive director on the Cover Page certify compliance with the State Assurances.

## Compliance with CSBG Organizational Standards

As described in the Office of Community Services (OCS) [Information Memorandum \(IM\) #138](#) dated January 26, 2015, CSBG agencies will comply with the Organizational Standards. A list of Organizational Standards that are met by an accepted CAP, including a CNA, are found in the Organizational Standards section of this template. Agencies are encouraged to utilize this list as a resource when reporting on the Organizational Standards annually.

## What's New for 2026/2027?

**Due Date.** The due date for your agency's 2026/2027 CAP is June 30, 2025. However, earlier submission of the CSBG Network's CAPs will allow CSD more time to review and incorporate agency information in the CSBG State Plan and Application. CSD, therefore, requests that agencies submit their CAPs on or before May 31, 2025.

**ROMA Certification Requirement.** CSD requires that agencies have the capacity to provide their own ROMA, or comparable system, certification for your agency's 2026/2027 CAP. Certification can be provided by agency staff who have the required training or in partnership with a consultant or another agency.

**Federal CSBG Programmatic and State Assurances Certification.** In previous templates, the federal and state assurances were certified by signature on the Cover Page and by checking the box(es) in both federal and state assurances sections. In the 2026/2027 template, CSD has clarified the language above the signature block on the Cover Page and done away with the check boxes. Board chairs and executive directors will certify compliance with the assurances by signature only. However, the Federal CSBG Programmatic Assurances and the State Assurances language remain part of the 2026/2027 template.

**Other Modifications.** The title page of the template has been modified to include your agency's name and logo. Please use this space to brand your agency's CAP accordingly. CSD has also added references to the phases of the ROMA Cycle i.e. assessment, planning, implementation, achievement of results, and evaluation throughout the 2026/2027 template. Additionally, there are a few new questions, minor changes to old questions, and a reordering of some questions.



## Checklist

- ☒ Cover Page
- ☒ Public Hearing Report

### Part I: Community Needs Assessment Summary

- ☒ Narrative
- ☒ Results

### Part II: Community Action Plan

- ☒ Vision and Mission Statements
- ☒ Causes and Conditions of Poverty
- ☒ Tripartite Board of Directors
- ☒ Service Delivery System
- ☒ Linkages and Funding Coordination
- ☒ Monitoring
- ☒ ROMA Application
- ☒ Federal CSBG Programmatic Assurances
- ☒ State Assurances
- ☒ Organizational Standards

### Part III: Appendices

- ☒ Notice of Public Hearing
- ☒ Low-Income Testimony and Agency's Response
- ☒ Community Needs Assessment

## Cover Page

|                             |                                          |
|-----------------------------|------------------------------------------|
| <b>Agency Name:</b>         | Fresno Economic Opportunities Commission |
| <b>Name of CAP Contact:</b> | Andy Arredondo                           |
| <b>Title:</b>               | Evaluation Director                      |
| <b>Phone:</b>               | 559-263-1057                             |
| <b>Email:</b>               | andy.arredondo@fresnoeoc.org             |

|                                                                             |              |
|-----------------------------------------------------------------------------|--------------|
| <b>Date Most Recent CNA was Completed:</b><br>(Organizational Standard 3.1) | May 20, 2024 |
|-----------------------------------------------------------------------------|--------------|

### Board and Agency Certification

The undersigned hereby certifies that this agency will comply with the [Federal CSBG Programmatic Assurances \(CSBG Act Section 676\(b\)\)](#) and [California State Assurances \(Government Code Sections 12747\(a\), 12760, and 12768\)](#) for services and programs provided under the 2026/2027 Community Needs Assessment and Community Action Plan. The undersigned governing body accepts the completed Community Needs Assessment. (Organizational Standard 3.5)

|                          |                                 |                            |             |
|--------------------------|---------------------------------|----------------------------|-------------|
| <b>Name:</b> Brian Angus |                                 | <b>Name:</b> Oliver Baines |             |
| <b>Title:</b>            | Interim Chief Executive Officer | <b>Title:</b>              | Board Chair |
| <b>Date:</b>             |                                 | <b>Date:</b>               |             |

### ROMA Certification

The undersigned hereby certifies that this agency's Community Action Plan and strategic plan document the continuous use of the Results Oriented Management and Accountability (ROMA) system or comparable system (assessment, planning, implementation, achievement of results, and evaluation). (CSBG Act 676(b)(12), Organizational Standard 4.3)

|                    |                |
|--------------------|----------------|
| <b>Name:</b>       | Andy Arredondo |
| <b>ROMA Title:</b> | NCRI           |
| <b>Date:</b>       | May 22, 2024   |

### CSD Use Only

| Dates CAP |          | Accepted By |
|-----------|----------|-------------|
| Received  | Accepted |             |
|           |          |             |

## Public Hearing(s)

California Government Code Section 12747(b)-(d)

### State Statute Requirements

As required by California Government Code Section 12747(b)-(d), agencies are required to conduct a public hearing for the purpose of reviewing the draft CAP. Testimony presented by low-income individuals and families during the public hearing shall be identified in the final CAP.

### Guidelines

#### Notice of Public Hearing

1. Notice of the public hearing should be published at least 10 calendar days prior to the public hearing.
2. The notice may be published on the agency's website, social media channels, and/or in newspaper(s) of local distribution.
3. The notice should include information about the draft CAP; where members of the community may review, or how they may receive a copy of, the draft CAP; the dates of the comment period; where written comments may be sent; date, time, and location of the public hearing; and the agency contact information.
4. The comment period should be open for at least 10 calendar days prior to the public hearing. Agencies may opt to extend the comment period for a selected number of days after the hearing.
5. The draft CAP should be made available for public review and inspection approximately 30 days prior to the public hearing. The draft CAP may be posted on the agency's website, social media channels, and distributed electronically or in paper format.
6. Attach a copy of the Notice(s) of Public Hearing in Part III: Appendices as Appendix A.

#### Public Hearing

1. Agencies must conduct at least one public hearing on the draft CAP.
2. Public hearing(s) must be held in the designated CSBG service area(s).
3. Low-income testimony presented at the hearing or received during the comment period should be memorialized verbatim in the Low-Income Testimony and Agency's Response document and appended to the final CAP as Appendix B in Part III: Appendices.
4. The Low-Income Testimony and Agency's Response document should include the name of low-income individual, his/her testimony, an indication of whether or not the need was addressed in the draft CAP, and the agency's response to the testimony if the concern was not addressed in the draft CAP.

### **Additional Guidance**

For the purposes of fulfilling the public hearing requirement on the draft CAP, agencies may conduct the public hearing in-person, remotely, or using a hybrid model based on community need at the time of the hearing.

### **Public Hearing Report**

|                                                                                                      |                                                                               |
|------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|
| Date(s) the Notice(s) of Public Hearing(s) was/were published                                        | March 20, 2025                                                                |
| Date Public Comment Period opened                                                                    | February 28, 2025                                                             |
| Date Public Comment Period closed                                                                    | April 2, 2025                                                                 |
| Date(s) of Public Hearing(s)                                                                         | April 1, 2025                                                                 |
| Location(s) of Public Hearing(s)                                                                     | Fresno EOC Franklin Head Start<br>1189 Martin Ave #3631<br>Fresno, CA 93706   |
| Where was the Notice of Public Hearing published? (agency website, newspaper, social media channels) | Agency websites, social media accounts, program centers, head start locations |
| Number of attendees at the Public Hearing(s)                                                         | 5                                                                             |

## Part I: Community Needs Assessment Summary

CSBG Act Section 676(b)(11)

California Government Code Section 12747(a)

### Helpful Resources

A community needs assessment provides a comprehensive “picture” of the needs in your service area(s). Resources are available to guide agencies through this process.

- CSD-lead training – “Community Needs Assessment: Common Pitfalls and Best Practices” on Tuesday, September 10, 2024, at 1:00 pm. [Registration is required](#). The training will be recorded and posted on the Local Agencies Portal after the event.
- Examples of CNAs, timelines, and other resources are on the [Local Agencies Portal](#).
- [Community Action Guide to Comprehensive Community Needs Assessments](#) published by the National Association for State Community Service Programs (NASCS).
- [Community Needs Assessment Tool](#) designed by the National Community Action Partnership (NCAP).
- National and state quantitative data sets. See links below.

| Sample Data Sets                                                                       |                                                                                          |                                                                                                      |
|----------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|
| <b>U.S. Census Bureau</b><br><a href="#">Poverty Data</a>                              | <b>U.S. Bureau of Labor Statistics</b><br><a href="#">Economic Data</a>                  | <b>U.S. Department of Housing and Urban Development</b><br><a href="#">Housing Data &amp; Report</a> |
| <b>HUD Exchange</b><br><a href="#">PIT and HIC Data Since 2007</a>                     | <b>National Low-Income Housing Coalition</b><br><a href="#">Housing Needs by State</a>   | <b>National Center for Education Statistics</b><br><a href="#">IPEDS</a>                             |
| <b>California Department of Education</b><br><a href="#">School Data via DataQuest</a> | <b>California Employment Development Department</b><br><a href="#">UI Data by County</a> | <b>California Department of Public Health</b><br><a href="#">Various Data Sets</a>                   |
| <b>California Department of Finance</b><br><a href="#">Demographics</a>                | <b>California Attorney General</b><br><a href="#">Open Justice</a>                       | <b>California Health and Human Services</b><br><a href="#">Data Portal</a>                           |
| <b>CSD</b><br><b>Census Tableau</b><br><a href="#">Data by County</a>                  |                                                                                          | <b>Population Reference Bureau</b><br><a href="#">KidsData</a>                                       |
| <b>Data USA</b><br><a href="#">National Public Data</a>                                | <b>National Equity Atlas</b><br><a href="#">Racial and Economic Data</a>                 | <b>Census Reporter</b><br><a href="#">Census Data</a>                                                |

| Sample Data Sets                                                                              |                                                                                                                        |                                                                                                                 |
|-----------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|
| <b>Urban Institute</b><br><a href="#">SNAP Benefit Gap</a>                                    | <b>Race Counts</b><br><a href="#">California Racial Disparity Data</a>                                                 | <b>Rent Data</b><br><a href="#">Fair Market Rent by ZIP</a>                                                     |
| <b>UC Davis<br/>Center for Poverty &amp; Inequality</b><br><a href="#">Poverty Statistics</a> | <b>University of Washington<br/>Center for Women's Welfare</b><br><a href="#">California Self-Sufficiency Standard</a> | <b>University of Wisconsin<br/>Robert Wood Johnson<br/>Foundation</b><br><a href="#">County Health Rankings</a> |
| <b>Massachusetts<br/>Institute of Technology</b><br><a href="#">Living Wage Calculator</a>    | <b>Nonprofit Leadership Center</b><br><a href="#">Volunteer Time Calculator</a>                                        | <b>Economic Policy Institute</b><br><a href="#">Family Budget Calculator</a>                                    |

## Narrative

CSBG Act Section 676(b)(9)

Organizational Standards 2.2, 3.3

ROMA – Assessment

Based on your agency's most recent CNA, please respond to the questions below.

1. Describe the geographic location(s) that your agency is funded to serve with CSBG. If applicable, include a description of the various pockets, high-need areas, or neighborhoods of poverty that are being served by your agency.

Fresno Economic Opportunities Commission (Fresno EOC) is funded to serve Fresno County with Community Services Block Grant (CSBG) funds. Fresno County is located in the heart of California's Central Valley and is characterized by a diverse population and a rich agricultural heritage. The county has over 35 different communities, including 15 incorporated cities and 25 small, unincorporated communities. The major cities in Fresno County include Clovis, Coalinga, Firebaugh, Fowler, Fresno, Huron, Kerman, Kingsburg, Mendota, Orange Cove, Parlier, Reedley, Sanger, San Joaquin, and Selma. Some of the smaller unincorporated communities include Auberry, Biola, Cantua Creek, Caruthers, Del Rey, Highway City, Laton, Pinedale, and Riverdale.

### **Geographic Overview**

Fresno County covers a vast area with a population of 1,008,280 residents. The City of Fresno is the largest city in the county, with a population of 541,528. The county's population density varies significantly, with urban areas like Fresno and Clovis being more densely populated compared to the rural areas.

### **High-Need Areas and Neighborhoods of Poverty**

Fresno County faces significant challenges related to poverty and inequity. The overall poverty rate in the county is 19%, with certain communities experiencing much higher rates of poverty. The following sections provide a detailed description of the various pockets, high-need areas, and neighborhoods of poverty.

#### **City of Fresno**

The poverty rate in Fresno City is 22.1%, with 117,570 individuals living below the poverty line. Specific neighborhoods, particularly in the southwest areas, have the highest concentrations of poverty. These areas also have higher rates of unemployment, underemployment, and housing instability.

#### **Rural Communities**

Several rural communities experience widespread poverty and face unique challenges due to their

geographic isolation and limited access to resources. Some of the high-need rural communities include:

- **Huron:** has a population of 6,250 and a poverty rate of 32.1%. The community faces significant challenges related to housing instability, food insecurity, and limited access to healthcare services.
- **Mendota:** has a population of 12,603 and a poverty rate of 32.7%. The community has a high percentage of farm workers who earn low wages and often live in substandard housing conditions.
- **Firebaugh:** has a population of 8,139 and a poverty rate of 43.3%. The community experiences high rates of food insecurity and limited access to affordable housing.
- **Orange Cove:** has a population of 9,635 and a poverty rate of 46.5%. The community faces significant challenges related to housing, food insecurity, and access to healthcare services.
- **Parlier:** has a population of 14,554 and a poverty rate of 27.4%. The community has a high percentage of residents who are farm workers and face challenges related to low wages and housing instability.
- **San Joaquin:** has a population of 3,725 and a poverty rate of 33.2%. The community experiences high rates of food insecurity and limited access to healthcare services.

### Other High-Need Areas

In addition to the rural communities, several other areas within Fresno County have high poverty rates and face significant challenges:

- **Coalinga:** Coalinga has a population of 17,488 and a poverty rate of 18.7%. The community faces challenges related to housing instability and limited access to healthcare services.
- **Kerman:** Kerman has a population of 15,980 and a poverty rate of 21.9%. The community experiences high rates of food insecurity and housing instability.
- **Reedley:** Reedley has a population of 25,441 and a poverty rate of 15.9%. The community faces challenges related to housing instability and limited access to healthcare services.
- **Selma:** Selma has a population of 24,318 and a poverty rate of 21.2%. The community experiences high rates of food insecurity and housing instability.

Listed below are several of the key conditions of poverty broken down by areas of high need.

### Inadequate Housing

Housing is a significant issue throughout Fresno County, with many homes having substandard conditions that contribute to health challenges, lower quality of life, and safety concerns. According to the data, 42% of homes in the county have at least one substandard condition. Housing instability and homelessness are also significant problems, with many residents struggling to find



affordable housing due to rising costs and limited availability. The community needs assessment survey respondents noted a major need for temporary housing, utility assistance, home repair programs, safe multi-family housing, and programs to support energy efficiency.

General Geographic Area of High Need:

- Southwest and Southeast Fresno City: These areas have a high concentration of substandard housing conditions, contributing to health challenges and safety concerns.
- Rural Communities: Areas such as Huron, Mendota, Firebaugh, and Orange Cove have significant issues with housing instability and substandard living conditions.

### **Food Insecurity**

Food insecurity is a prevalent issue in Fresno County, particularly in communities with the highest poverty rates. Many areas in the county are considered food deserts, where residents have limited access to nutritious food. Black/African American and Hispanic residents experience higher degrees of food insecurity compared to Whites. Data shows that more than 50,000 people in Fresno County with a low-income live in areas with low access to food.

General Geographic Area of High Need:

- Southwest and Southeast Fresno City: These areas have several food deserts where residents have limited access to nutritious food.
- Rural Communities: Areas such as Huron, Mendota, Firebaugh, and Orange Cove experience high levels of food insecurity.

### **Unemployment and Low-Wage Jobs**

Limited job opportunities and the prevalence of low-wage jobs make it challenging for individuals to secure stable employment and earn sufficient income to meet their basic needs. The unemployment rate in Fresno County is 9.5%, which is higher than the state and national averages. There is also a significant problem of underemployment, with over 34,000 workers in the county being underemployed. Income and employment disparities due to race/ethnicity further exacerbate the challenges faced by residents.

General Geographic Area of High Need:

- Southwest and Southeast Fresno City: High unemployment and underemployment rates, with limited job opportunities.
- Rural Communities: Areas such as Huron, Mendota, Firebaugh, and Orange Cove have high rates of unemployment and low-wage jobs.

### **Educational Inequities**

Educational inequities are a significant issue in Fresno County, with schools in lower-income neighborhoods often having fewer resources, larger class sizes, and less access to advanced placement courses or extracurricular activities. This disparity impacts the educational outcomes and future opportunities for many children and young adults. The school funding formula, which is

dependent on property taxes, contributes to these inequities, as low-income neighborhoods receive less tax revenue for schools compared to more affluent areas.

General Geographic Area of High Need:

- Southwest and Southeast Fresno City: Schools in these areas have fewer resources and larger class sizes, impacting educational outcomes.
- Rural Communities: Areas such as Huron, Mendota, Firebaugh, and Orange Cove face significant educational disparities.

### **Limited Access to Healthcare**

Access to affordable healthcare services is a barrier for people living in poverty in Fresno County. The county has a limited number of healthcare providers, and transportation barriers further limit access to services. Many residents rely on Medicaid, but some providers do not accept public insurance as payment. Specific cohorts of the population, such as pregnant mothers, children, and the unemployed, are more greatly impacted by the lack of access to healthcare services.

General Geographic Area of High Need:

- Southwest and Southeast Fresno City: Limited number of healthcare providers and transportation barriers to accessing services.
- Rural Communities: Areas such as Huron, Mendota, Firebaugh, and Orange Cove have significant healthcare access issues.

### **Adverse Early Childhood Experiences and Family Challenges**

The rate of child abuse in Fresno County is rising, with a rate of 61.3 per 1,000 children compared to 43.5 per 1,000 for California. Many children under five years old live in single-parent families or are unhoused, contributing to adverse early childhood experiences.

General Geographic Area of High Need:

- Southwest and Southeast Fresno City: High rates of child abuse and adverse early childhood experiences.
- Rural Communities: Areas such as Huron, Mendota, Firebaugh, and Orange Cove face significant family challenges and high rates of child abuse.

2. Indicate from which sources your agency collected and analyzed quantitative data for its most recent CNA. (Check all that apply.) (Organizational Standard 3.3)

**Federal Government/National Data Sets**

- ☒ Census Bureau
- ☒ Bureau of Labor Statistics
- ☒ Department of Housing & Urban Development
- ☒ Department of Health & Human Services
- ☐ National Low-Income Housing Coalition
- ☐ National Equity Atlas
- ☒ National Center for Education Statistics
- ☒ Academic data resources
- ☒ Other online data resources
- ☒ Other

**Local Data Sets**

- ☒ Local crime statistics
- ☒ High school graduation rate
- ☒ School district school readiness
- ☒ Local employers
- ☒ Local labor market
- ☒ Childcare providers
- ☒ Public benefits usage
- ☒ County Public Health Department
- ☒ Other

**California State Data Sets**

- ☐ Employment Development Department
- ☒ Department of Education
- ☒ Department of Public Health
- ☐ Attorney General
- ☐ Department of Finance
- ☐ Other

**Surveys**

- ☒ Clients
- ☒ Partners and other service providers
- ☒ General public
- ☒ Staff
- ☐ Board members
- ☒ Private sector
- ☒ Public sector
- ☐ Educational Institutions
- ☐ Other

**Agency Data Sets**

- ☒ Client demographics
- ☒ Service data
- ☐ CSBG Annual Report
- ☒ Client satisfaction data
- ☐ Other

3. Indicate the approaches your agency took to gather qualitative data for its most recent CNA. (Check all that apply.) (Organizational Standard 3.3)

**Surveys**

- ☒ Clients
- ☒ Partners and other service providers
- ☒ General public
- ☒ Staff
- ☐ Board members
- ☒ Private sector
- ☒ Public sector
- ☐ Educational institutions

**Interviews**

- ☒ Local leaders
- ☒ Elected officials
- ☐ Partner organizations' leadership
- ☐ Board members
- ☐ New and potential partners
- ☒ Clients

**Focus Groups**

- ☒ Local leaders
- ☒ Elected officials
- ☐ Partner organizations' leadership
- ☐ Board members
- ☐ New and potential partners
- ☒ Clients
- ☐ Staff

☒ **Community Forums**

☐ **Asset Mapping**

☐ **Other**

4. Confirm that your agency collected and analyzed information from each of the five community sectors below as part of the assessment of needs and resources in your service area(s). Your agency must demonstrate that all sectors were included in the needs assessment by checking each box below; a response for each sector is required. (CSBG Act Section 676(b)(9), Organizational Standard 2.2)

**Community Sectors**

- ☒ Community-based organizations
- ☒ Faith-based organizations
- ☒ Private sector (local utility companies, charitable organizations, local food banks)
- ☒ Public sector (social services departments, state agencies)
- ☒ Educational institutions (local school districts, colleges)

## Results

CSBG Act Section 676(b)(11)

California Government Code Section 12747(a)

Organizational Standards 4.2

State Plan Summary and Section 14.1a

ROMA – Planning

Based on your agency's most recent CNA, please complete Table 1: Needs Table and Table 2: Priority Ranking Table.

| Table 1: Needs Table                                                |             |                      |                            |                                   |                       |
|---------------------------------------------------------------------|-------------|----------------------|----------------------------|-----------------------------------|-----------------------|
| Needs Identified                                                    | Level (C/F) | Agency Mission (Y/N) | Currently Addressing (Y/N) | If not currently addressing, why? | Agency Priority (Y/N) |
| Individuals/Families lack stable housing.                           | F           | Y                    | Y                          | Choose an item.                   | Y                     |
| Individuals/Families lack job opportunities that pay a living wage. | F           | Y                    | Y                          | Choose an item.                   | Y                     |
| Community lacks access to healthcare.                               | C           | Y                    | Y                          | Choose an item.                   | Y                     |
| Individuals/Families lack nutritious food.                          | F           | Y                    | Y                          | Choose an item.                   | Y                     |
| Individuals/Families lack safe and clean neighborhoods.             | F           | Y                    | Y                          | Choose an item.                   | Y                     |
| Individuals/Families lack educational resources and support.        | F           | Y                    | Y                          | Choose an item.                   | Y                     |

**Needs Identified:** Enter each need identified in your agency's most recent CNA. Ideally, agencies should use ROMA needs statement language in Table 1. ROMA needs statements are complete sentences that identify the need. For example, "Individuals lack living wage jobs" or "Families lack access to affordable housing" are needs statements. Whereas "Employment" or "Housing" are not. Add row(s) if additional space is needed.

**Level (C/F):** Identify whether the need is a community level (C) or a family level (F) need. If the need is a community level need, the need impacts the geographical region directly. If the need is a family level need, it will impact individuals/families directly.

**Agency Mission (Y/N):** Indicate if the identified need aligns with your agency's mission.

**Currently Addressing (Y/N):** Indicate if your agency is addressing the identified need.

**If not currently addressing, why?:** If your agency is not addressing the identified need, please select a response from the dropdown menu.

**Agency Priority:** Indicate if the identified need is an agency priority.

**Table 2: Priority Ranking Table**

|    | Agency Priorities                                                   | Description of programs, services, activities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Indicator(s) or Service(s) Category                                                                                                                                |
|----|---------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. | Individuals/Families lack stable housing.                           | <p>Sanctuary Homeless Services: Provides emergency to permanent housing solutions using a Housing-First approach, including outreach services, housing navigation, and permanent housing support. (~581 annually)</p> <p>Energy Services: Offers utility payment assistance and weatherization measures to improve energy efficiency and safety, helping over 10,000 households annually.</p>                                                                                                                                                                                                                                                                                                             | <p>FNPI 4a, 4b, 4c, 4d, 4e, 4f, 4g, 4h</p> <p>SRV 4c, 4d, 4e, 4f, 4g, 4h, 4i, 4j, 4k, 4l, 4m, 4n, 4o, 4p, 4q, 4r, 4s, 4t</p>                                       |
| 2. | Individuals/Families lack job opportunities that pay a living wage. | <p>Local Conservation Corps (LCC): Offers paid job training to ages 18-26 and educational opportunities for young adults, including high school diploma programs and college credit courses. (~141 annually)</p> <p>Valley Apprenticeship Connections (VAC): Provides a 12-week training program to ages 18-64 to prepare individuals for the construction workforce. (~62 annually)</p> <p>Workforce Connection Young Adult Program: Guides young adults ages 14-24 towards education, training, and career development. (~441 annually)</p> <p>Summer Internship Program: Targets high school graduates transitioning to postsecondary education, offering mentorship opportunities. (~81 annually)</p> | <p>FNPI 1a, 1b, 1c, 1d, 1e, 1f, 1g, 2e, 2f, 2g, 2h,</p> <p>SRV 1a, 1b, 1c, 1d, 1e, 1f, 1g, 1h, 1i, 1j, 1k, 1l, 1m, 1n, 1o, 1p, 1q, 2d, 2e, 2h, 2i, 2j, 2p, 2q,</p> |
| 3. | Community lacks access to healthcare.                               | <p>Community Health Center: Provides reproductive health services, STI testing, and transportation for teens to clinic appointments. (~2,476 annually)</p> <p>Dental Health &amp; School Based Sealant Program: Offers dental screenings, education, and preventative services to low-income families. (~2,950 annually)</p> <p>Adolescent Health Education Programs: Delivers health education and case management services on topics like reproductive health and healthy relationships. (~11,123 annually)</p> <p>LGBTQ+ Resource Center: Provides STI screenings, supportive healthcare, and mental health services. (~438 annually)</p>                                                              | <p>FNPI 5a, 5b, 5c, 5d, 5e, 5f, 5g, 5h, 5i, 5j</p> <p>SRV 5j, 5k, 5l, 5m, 5n, 5o, 5p, 5q, 5u, 5v, 5w, 5aa, 5bb, 5cc, 5dd, 5ee, 7a</p>                              |
| 4. | Individuals/Families lack nutritious food.                          | <p>Women, Infants &amp; Children (WIC): Provides healthy food, nutrition education, and breastfeeding support to over 27,000 participants annually.</p> <p>Food Distribution: Distributes essential food commodities to low-income families in rural and inner-city areas. (~13,942 homes annually)</p> <p>Food Services Home Delivery: Delivers nutritious meals to</p>                                                                                                                                                                                                                                                                                                                                  | <p>FNPI 5d, 5e, 5j</p> <p>SRV 5ff, 5gg, 5hh, 5ii, 5jj</p>                                                                                                          |

|    |                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                  |
|----|--------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|
|    |                                                              | homebound seniors. (~1,200 annually)<br><br>Summer Meals for Kids: Offers free nutritious meals to children and disabled individuals during the summer break.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                  |
| 5. | Individuals/Families lack safe and clean neighborhoods.      | <p>Advance Peace Fresno: Implements healing-centered strategies to reduce gun violence through mentorship and conflict resolution. (~60 annually)</p> <p>Central Valley Against Human Trafficking (CVAHT): Supports survivors of human trafficking with resources and personalized action plans. (~121 annually)</p> <p>LGBTQ+ Resource Center: Provides a safe space and expert guidance on resources, including STI screenings, supportive healthcare, and housing assistance. (~438 annually)</p> <p>Transit Systems: Provides transportation services, including a shuttle service for students, enhancing access to education and reducing travel challenges. (~80,000 annually)</p> | <p>FNPI 4a, 4b, 5a, 5b, 5c, 6a, 6b, 6c</p> <p>SRV 4c, 4d, 4e, 4m, 4n, 4o, 4p, 5j, 5k, 5l, 5m, 5n, 5o, 5v, 5w, 5x, 7a, 7c, 7d</p> |
| 6. | Individuals/Families lack educational resources and support. | <p>Head Start 0 to 5: Offers educational, emotional, social, health, and nutritional services to children and families, preparing children for academic success. (~2,000 annually)</p> <p>School of Unlimited Learning (SOUL): Provides comprehensive educational experience with classroom-based and independent study options, along with case management support. (~223 annually)</p> <p>Foster Grandparent Program: Engages older adults ages 55+ in volunteer activities to support children's education and emotional literacy. (~55 annually)</p>                                                                                                                                  | <p>FNPI 2a, 2b, 2c, 2d, 2e, 2f, 2g, 2h, 2i, 2j, 5a, 5c</p> <p>SRV 2a, 2b, 2c, 2d, 2e, 2h, 2p, 2q, 5a, 5b, 5c, 5d, 5g, 7a</p>     |

**Agency Priorities:** Rank the needs identified as a priority in Table 1: Needs Table according to your agency's planned priorities. Ideally, agencies should use ROMA needs statement language. Insert row(s) if additional space is needed.

**Description of programs, services, activities:** Briefly describe the program, services, or activities that your agency will provide to address the need. Including the number of clients who are expected to achieve the indicator in a specified timeframe.

**Indicator/Service Category:** List the indicator(s) (CNPI, FNPI) or service(s) (SRV) that will be reported on in Modules 3 and 4 of the CSBG Annual Report.

## Part II: Community Action Plan

CSBG Act Section 676(b)(11)

California Government Code Sections 12745(e), 12747(a)

California Code of Regulations Sections 100651 and 100655

### Vision and Mission Statements

ROMA – Planning

#### 1. Provide your agency's Vision Statement.

A strong Fresno County where people have resources to shape their future free from poverty.

#### 2. Provide your agency's Mission Statement.

We fight to end poverty.



## Causes and Conditions of Poverty

Organizational Standards 1.1, 1.2, 3.2, 3.4

ROMA – Planning

### 1. Describe the key findings of your analysis of information collected directly from low-income individuals to better understand their needs. (Organizational Standards 1.1, 1.2)

The information below was collected during the agency's needs assessment survey and community focus groups and forums. Some statistical data from the needs assessment was also included to support the responses received from the community. 3,542 surveys were received, four (4) community forums, and 57 focus groups.

#### **Affordable Housing and Homelessness:**

- A consistent and urgent need for affordable and quality housing was identified, with many communities highlighting the high cost of living and the need for more housing options, including shelters for the homeless.
- Rental assistance and programs to assist in home repairs are also significant needs.
- Safe and affordable housing is a significant concern, with 73% of community survey respondents indicating it as a major need.
- There is a high rate of substandard housing, with 42% of homes having at least one substandard condition.
- Many residents experience a housing cost burden, with 38% spending more than 30% of their income on housing.
- Homelessness is a critical issue, with 1,128 households identified as homeless in the 2023 Point-In-Time Count.

#### **Childcare and Education:**

- There is a significant demand for affordable childcare, extended school hours, and more educational resources, including after-school programs and support for special needs children.
- A majority (72.95%) of respondents have children, with 32.68% participating in Head Start or Early Head Start.
- Common childcare challenges include cost (46.22%) and availability (30.65%).
- Many respondents (40.48%) need full-time childcare services.
- Educational attainment is low among low-income individuals, with many lacking a high school diploma or higher education.
- There are disparities in educational outcomes, particularly among children of color.
- Access to quality early childhood education and childcare is limited, especially for infants and toddlers.

#### **Employment and Financial Assistance:**

- Many individuals expressed the need for better job opportunities, higher wages, and financial

assistance to cope with the rising cost of living. This includes job training programs and support for finding employment.

- A notable portion (30.65%) of respondents are seeking employment.
- Major employment needs include job opportunities within the community (63.54%) and childcare access to get a job (63.76%).
- Common employment challenges include low-paying jobs (48.50%) and lack of skills (43.68%).
- Earned income is the primary source of household income for 70.76% of respondents.
- Unemployment and underemployment are significant issues, with the unemployment rate at 9.5% as of March 2024.
- Many low-income individuals work in low-wage jobs without benefits, contributing to financial instability.
- There is a need for better job opportunities, career training, and support for individuals seeking employment.
- Assistance with utilities, such as paying for electricity and water, was frequently mentioned, along with the need for basic necessities like clothing and household items.

#### **Transportation:**

- Access to reliable and affordable transportation is a major concern, with many communities needing better public transportation options, bus vouchers, and safer routes for children to get to school.
- Local transportation for shopping, medical, school, or work is a major need for 50.41% of respondents.
- Additional hours of transportation operation (nights/weekends) are also a significant need.
- Transportation is a barrier for many low-income individuals, with limited public transportation options and long commute times.
- Lack of vehicle ownership is common in certain communities, further limiting access to essential services and opportunities.

#### **Healthcare and Mental Health Services:**

- Access to affordable healthcare, including mental health services, is a critical need. Many communities also highlighted the lack of healthcare professionals and the need for better medical facilities.
- Limited access to health services and difficulty getting timely appointments are major health needs for 55.22% of respondents.
- Insurance coverage and enrollment assistance are also significant concerns.
- There are high rates of chronic diseases and poor health outcomes, particularly in low-income and minority communities.
- Mental health services and support for substance abuse are needed to address the high rates of depression, anxiety, and substance abuse.
- There is a major need for free/low-cost mental health services (61.62%) and substance abuse treatment services (58.71%).

**Food Security:**

- There is a need for more food banks, affordable healthy food options, and better nutritional support for families.
- Food insecurity is prevalent, particularly among Black/African American and Hispanic residents.
- Many low-income individuals lack access to healthy food, with 11.5% of the low-income population living more than ½ mile from the nearest supermarket or grocery store.
- Participation in food assistance programs like CalFresh and WIC is not maximized.

**Community Resources and Support:**

- Many individuals emphasized the need for better access to community resources, including support groups, educational programs, and activities for children and families.
- Emergency shelters for natural disasters (57.24%) and neighborhood clean-up projects (63.80%) are major needs.
- Crime reduction and neighborhood safety programs are also highly needed (66.26%).
- Schools (52.99%), churches (48.75%), and people (46.39%) are seen as the main strengths of the community.

**Specialized Support:**

- Specific groups, such as seniors, LGBTQ+ individuals, and those with disabilities, highlighted the need for tailored support services, including affirming housing, healthcare, and employment opportunities.

**Communication:**

- Digital connectivity is a challenge, with disparities in access to high-speed internet impacting education, employment, and access to services.

**2. Describe your agency's assessment findings specific to poverty and its prevalence related to gender, age, and race/ethnicity for your service area(s). (Organizational Standard 3.2)**

**Poverty Rates:** The overall poverty rate in Fresno County is 19%, with significant variations across different communities and demographic groups. For example, the poverty rate among female-headed households with children is 49%, while the rate for seniors is 14%.

**Racial and Ethnic Disparities:** Hispanic/Latino residents make up 54% of the county's population, with higher concentrations in certain communities. Black/African American and Hispanic residents experience higher rates of poverty and food insecurity compared to White residents. The data also revealed disparities in educational attainment and health outcomes among different racial and ethnic groups.

**Gender Disparities:** Female-headed households with children are disproportionately affected by poverty, with higher rates of unemployment and underemployment. Women also face barriers to accessing affordable childcare and healthcare services.

**Age Disparities:** Children and seniors are particularly vulnerable to poverty. The poverty rate for children under five years is higher than the general population, with significant impacts on their health, education, and overall well-being. Seniors face challenges related to housing affordability, healthcare access, and social isolation.

3. “Causes of poverty” are the negative factors that create or foster barriers to self-sufficiency and/or reduce access to resources in communities in which low-income individuals live. After review and analysis of your needs assessment data, describe the causes of poverty in your agency’s service area(s). (Organizational Standard 3.4)

**Education:** Limited access to quality education or low educational attainment levels leads to limited employment opportunities and lower wages, which contributes to poverty.

**Unemployment/Underemployment:** High unemployment rates or a lack of job opportunities for specific segments of the population are persistent in the service area, particularly for individuals with limited skills or education, which makes it difficult for people to escape poverty. Underemployment, where individuals work part-time or in jobs that don't match their skills, also keeps people in poverty.

**Low Wages:** Fresno County data shows wages vary among specific cohorts of the population and contribute to poverty rates and inequities.

**Demographic Factors:** Certain demographic factors contribute to poverty rates. For example, a high percentage of single-parent households and households where the adult has limited English proficiency face increased vulnerability to poverty.

**Affordable Housing:** The availability and affordability of housing in the area plays a significant role in poverty. High housing costs or limited affordable housing options consume a significant portion of a household's income, leaving less for other essential needs.

**Racial and Ethnic Disparities:** Systemic inequalities and racial or ethnic disparities contribute to higher poverty rates among certain groups, as they face discrimination, limited access to resources, and fewer opportunities for economic mobility.

**Economic Shocks and Lingering Pandemic Transitions:** Economic downturns, job losses, or changes in local industries are having a significant impact on poverty rates. Inflation of the cost of goods and services is occurring at the same time as pandemic assistance is falling away, returning and leaving many in poverty.

4. “Conditions of poverty” are the negative environmental, safety, health and/or economic conditions that may reduce investment or growth in communities where low-income individuals live. After review and analysis of your needs assessment data, describe the conditions of poverty in your agency’s service area(s). (Organizational Standard 3.4)

**Overall Poverty Rate:** 19% of individuals in Fresno County live in poverty, with concentrated poverty in the City of Fresno and rural areas such as Huron, Mendota, and Orange Cove.

**Family Poverty:** 15% of families have an income below the poverty level. Among these, 40% are

married-couples with children, and 49% are female-headed households with children.

**Senior Poverty:** The poverty rate for seniors in Fresno County is 14%, higher than the 11% rate for California.

**Educational Inequities:** Schools in lower-income neighborhoods often have fewer resources and larger class sizes, impacting educational outcomes. The school funding formula, dependent on property taxes, results in disparities between low-income and affluent neighborhoods.

**Unemployment and Low-Wage Jobs:** The unemployment rate in Fresno County is 9.5%, higher than the state and national rates. Over 34,000 workers are underemployed. Community survey respondents identified a need for better job opportunities, career training assistance, and affordable childcare.

**Inadequate Housing:** 42% of homes in Fresno County have at least one substandard condition, contributing to health challenges and safety concerns. Housing instability and homelessness are significant issues, with 64% of community survey respondents noting a major need for temporary housing, utility assistance, home repair programs, safe multi-family housing, and energy efficiency programs.

**Food Insecurity:** Food insecurity is prevalent, particularly in communities with high poverty rates and limited access to food. More than 50,000 low-income people in Fresno County live in areas with low access to food. Black/African American and Hispanic residents experience higher food insecurity rates than Whites.

**Limited Access to Healthcare:** Access to affordable healthcare services is a barrier for people in poverty. The ratio of healthcare providers to low-income residents is low, and transportation barriers further limit access. Over 61,544 people in Fresno County are uninsured, with specific cohorts such as pregnant mothers and Medicaid recipients being more greatly impacted.

**Maternal and Child Health Disparities:** 28% of births are to mothers in poverty, and the teen birth rate is 4%. The rate of prenatal depression is 17%, and the infant mortality rate for Black infants is significantly higher than for Hispanic/Latino and White infants.

**Adverse Early Childhood Experiences:** The rate of child abuse in Fresno County is 61.3 per 1,000 children, higher than the state rate of 43.5 per 1,000. Over 14,000 children under five live in single-parent families, and more than 5,000 children under six are in double-up housing or are unhoused. There were 8,748 domestic violence reports contributing to homelessness and family trauma.

## 5. Describe your agency's data and findings obtained through the collecting, analyzing, and reporting of customer satisfaction data.

Customer satisfaction questions were incorporated into the needs assessment survey and from those questions, the following data was gathered and reviewed:

- Most respondents (87.45%) found it either very easy or easy to access Fresno EOC program services.

- A high percentage (95.95%) reported that services were provided in a timely manner.
- The majority (97.77%) felt welcome and respected by Fresno EOC staff and volunteers.
- A significant portion (94.35%) felt that their issues or concerns were effectively addressed by the staff.
- The overall weighted average satisfaction rating is 4.59 out of 5, with 73.24% rating their satisfaction as 5 out of 5.

The agency has a customer satisfaction data collection process in addition to the needs assessment survey. Customers can complete the satisfaction survey at any time which will provide continuous insight. Through collecting and discussing customer satisfaction data, the agency has implemented several changes such as moving to electronic intake forms and changing phone systems.

## Tripartite Board of Directors

CSBG Act Sections 676B(a) and (b), 676(b)(10)

Organizational Standards 1.1. 3.5

ROMA – Evaluation

1. Describe your agency's procedures under which a low-income individual, community organization, religious organization, or representative of low-income individuals that considers its organization or low-income individuals to be inadequately represented on your agency's board to petition for adequate representation. (CSBG Act Section 676(b)(10), Organizational Standard 1.1)

To ensure Fresno EOC's Board adequately represents the community, the agency has a tri-partite system for electing board members. Eight board members must be from the public sector i.e. publicly elected officials or their designees, eight must be from the private sector, including from businesses, public agencies, and/or community groups, and eight must be elected low-income target area representatives from throughout Fresno County.

Any person or organization that would like to have representation on the Board of Commissioners may apply or nominate someone for one of the eight private sector representatives. Any low-income individual may apply for one of the eight target area representative positions and participate in a democratic selection process. The availability of positions and how to apply are made publicly available via agency websites and other publicly accessible outlets such as social media. This ensures that all organizations and individuals in the community have an equal opportunity to increase their group representation on the Board of Commissioners. Any concerns or petitions can be addressed in the public comment section of the monthly Board of Commissioner meetings.

2. Describe your process for communicating with and receiving formal approval from your agency board of the Community Needs Assessment (Organizational Standard 3.5).

The first step in the Community Needs Assessment (CNA) process is presenting a proposed timeline to the board, outlining key milestones for data collection, analysis, review, and approval. Once the timeline is approved, the agency begins gathering data through various methods such as surveys, focus groups, interviews, and reviewing existing reports. After the CNA has been drafted, it undergoes an internal review process where department heads, staff, and advisory groups provide feedback. This input is incorporated into the final version of the CNA, which is then prepared for the board. An executive summary is created to accompany the full report, providing the board with an overview of the key findings and recommendations. The agency then schedules to formally present the CNA at the next available board meeting. During the meeting, the agency's leadership and/or consultant presents the report, highlighting the assessment's findings and addressing any recommendations. The board reviews the document, discusses the findings, and may ask questions or request clarification on certain points. After the discussion, the board votes to formally approve the CNA. Following the board's decision, the agency communicates the

approval internally to staff, ensuring everyone is aligned on the next steps. The approved CNA serves as the foundation for the agency's future planning, guiding action plans and resource allocation.

DRAFT



## Service Delivery System

CSBG Act Section 676(b)(3)(A)

State Plan 14.3a

ROMA - Implementation

1. Describe your agency's service delivery system. Include a description of your client intake process or system and specify whether services are delivered via direct services or subcontractors, or a combination of both. (CSBG Act Section 676(b)(3)(A), State Plan 14.3a)

Fresno EOC has provided the Fresno County community with services for 60 years. The agency manages a service delivery system that is designed to meet the diverse needs of the low-income individuals and families in the target areas. The agency's strategic plan is to provide holistic support to clients in the following focus areas: food insecurity, housing stability, employment opportunities, community safety, educational achievement, and health and wellness.

To support service delivery, the agency has implemented a central intake system (CAP60) whereby client data is entered into and tracked for all programs. The intent of the central intake system is to provide unduplicated service and client counts, decentralized access to services, client referrals across internal programs and partners, and advanced programmatic reporting. This system simplifies entrance into our programs and significantly improves efficiency. To expand accessibility, the agency continues to add standalone central intake kiosks in strategic target areas based on our needs assessment feedback. We are committed to ensuring that language, disability, education, and transportation are not barriers to receiving services.

The majority of the agency's programs provide services directly to clients, using a combination of direct and subcontracted services. Because the agency has diverse funding, the client intake process varies from program to program, but generally includes an intake form and interview. If a specific intake system is required by a funder, programs will upload client data to the central intake system as needed. During this process, programs need to verify eligibility and will ask for supporting documents depending on their agreed to intake process. These documents may include income verification, a Medicaid card, a letter from the foster system, etc. Clients are asked to complete enrollment forms and optional demographics surveys.

2. Describe how the poverty data related to gender, age, and race/ethnicity referenced in Part II: Causes and Conditions of Poverty, Question 2 will inform your service delivery and strategies in the coming two years?

The poverty data related to gender, age, and race/ethnicity will significantly inform service delivery and strategies in the coming two years.

**Gender-specific strategies:** targeted support services such as job training, childcare assistance, and financial literacy programs will be prioritized for female-headed households, which have a high poverty rate of 49%. Programs will also focus on providing comprehensive support to single

mothers, including access to affordable childcare, housing assistance, and educational opportunities.

**Age-specific strategies:** will address the high poverty rates among children, especially those under five, by expanding early childhood education programs like Head Start and Early Head Start, and integrating additional support services such as nutrition programs, healthcare access, and parental support. For seniors, services will include increased access to healthcare, technology training, affordable housing, and social support programs to improve their quality of life.

**Race/ethnicity-specific strategies:** will develop culturally responsive services for Hispanic/Latino and Black/African American communities, which experience higher poverty rates. This includes bilingual education programs, targeted job training, and community health initiatives. Programs will also focus on improving educational attainment among minority groups by providing scholarships, mentorship, and after-school programs to reduce dropout rates and enhance future employment opportunities. Holistic approaches will involve engaging community leaders and members in planning and implementing services to ensure they are culturally relevant and effectively address the unique needs of different demographic groups.

## Linkages and Funding Coordination

CSBG Act Sections 676(b)(1)(B) and (C); 676(b)(3)(B), (C) and (D); 676(b)(4), (5), (6), and (9)

California Government Code Sections 12747(a), 12760

Organizational Standards 2.1

State Plan 9.3b, 9.4b, 9.5, 9.7, 14.1b, 14.1c, 14.3d, 14.4

1. Describe how your agency coordinates funding with other providers in your service area. If there is a formalized coalition of social service providers in your service area, list the coalition(s) by name and methods used to coordinate services/funding. (CSBG Act Sections 676(b)(1)(C), 676(b)(9); Organizational Standard 2.1; State Plan 14.1c)

Fresno EOC's approach to service delivery leverages other local service providers and their assets to fill gaps in services to its clients. This can be seen by the agency's participation in numerous collaborations:

### **Health Services Program:**

- Collaborates with schools and organizations to implement comprehensive sex education and dental services.

### **Sanctuary and Support Services Program:**

- Partners with organizations like California Coalition for Youth, Fresno Unified School District, Centro La Familia Advocacy Services, Inc, Integral Community Solutions, Inc, and others to provide integrated care, legal assistance, and supportive services for youth, young adults, chronically homeless adults, survivors of human trafficking, and the LGBTQ+ community.

### **Local Conservation Corps (LCC):**

- Works with entities such as the City of Fresno, County of Fresno, CalRecycle, Amazon, and others to fund and support recycling, public lands, and workforce development programs.

### **Transit Systems Program:**

- Coordinates with organizations like California Veterans Home, Fresno Unified School District, Central Valley Regional Center, and others to provide transportation services for various populations.

### **Energy Services Program:**

- Partners with organizations like Pacific Gas and Electric Company, City of Fresno, Proteus Inc, and others to install weatherization measures, solar systems, and provide financial assistance for energy bills.

**Advance Peace Fresno:**

- Collaborates with organizations like Crime Survivors for Safety and Justice, Fresno United, Fresno Barrios Unidos, and others to support survivors, address food insecurities, and provide resources for formerly incarcerated citizens.

**Women, Infants, and Children (WIC) Program:**

- Partners with Anthem Blue Cross, California Health Collaborative, Cal Viva Health, and others to provide postpartum depression prevention, baby showers, and breastfeeding support.

**Fresno Regional Workforce Development Board:**

- Funds programs like the Fresno Urban East Young Adult Program and collaborates with organizations like the Economic Development Corporation, County of Fresno Probation, and others to provide training and employment opportunities.

**School of Unlimited Learning (SOUL):**

- Partners with Central California Legal Services, CSU Fresno Social Work Department, Cultural Arts Rotary of Fresno, and others to provide legal advice, internships, food pantry services, and medical referrals.

**Food Services Program:**

- Partners with various organizations, including Fresno State Dietetic Internship Program, Roman Catholic Diocese of Fresno, Catalano Fenske & Associates, Centro La Familia, Fresno Madera Area Agency on Aging, City of Selma, Kepler Neighborhood School, Kaiser Permanente Fresno Medical Center, City of Fowler, and RH Community Builders, to provide nutritious meals and support services to students, seniors, and homeless individuals and families.

Below are a few examples of the coalitions that the programs work with and how they support the coordination of funding:

**California Coalition for Youth:**

- The Fresno EOC Sanctuary and Support Services program collaborates with this coalition, which operates the state-wide crisis line for youth and young adults. The Sanctuary Director serves on their Board of Directors reflecting active participation and coordination.

**Fresno Madera Continuum of Care (FMCoC):**

- This coalition assists homeless persons in transitioning from homelessness to independent or supportive permanent housing. The Fresno EOC Sanctuary and Support Services program works with FMCoC to provide these services and the Sanctuary Director serves as the FMCoC Treasurer.

**California Association of Local Conservation Corps:**

- The Fresno EOC Local Conservation Corps (LCC) is part of this state-wide coalition, which supports local conservation work, advocacy, and provides programmatic support.

**The Corps Network:**

- This national organization provides legislative and programmatic support to the Fresno EOC Local Conservation Corps (LCC).

**YouthBuild USA:**

- The Fresno EOC Local Conservation Corps (LCC) partners with YouthBuild USA, which leads YouthBuild programming for construction and AmeriCorps Education awards.

**Central Valley Freedom Coalition (CVFC):**

- The Fresno EOC Sanctuary and Support Services program and this coalition leverage their resources and networks to raise awareness, train law enforcement and community members, and ensure trafficking survivors have access to essential services like shelter, legal aid, and counseling. Fresno EOC created this coalition in 2009 and the agency's CVAHT Manager serves as the coalition's Chairperson.

**2. Provide information on any memorandums of understanding and/or service agreements your agency has with other entities regarding coordination of services/funding. (CSBG Act Section 676(b)(3)(C), Organizational Standard 2.1, State Plan 9.7)**

Through strategic partnerships and collaborations, Fresno EOC ensures the effective delivery of services across multiple sectors, including health, support services, conservation, transit, energy, peace initiatives, women and children's services, workforce development, early childhood education, and alternative education.

The Health Services Program collaborates with various school districts and organizations to implement comprehensive sex education and dental services. These partnerships include Agape Schools, Central Unified School District, and the Boys and Girls Club of Fresno County, among others, ensuring that youth receive essential health education and dental care.

The Sanctuary and Support Services Program partners with multiple organizations to provide crisis intervention, counseling, legal assistance, and support for homeless individuals, survivors of human trafficking, and the LGBTQ+ community. Key coordination includes working with Fresno Family Counseling, Integral Community Solutions, Inc, and Centro La Familia, which help deliver comprehensive support services to vulnerable populations.

The Local Conservation Corps (LCC) works with local and state entities to fund and support recycling programs, legal services, educational opportunities, and job training. Notable partners

include the City of Fresno, CalRecycle, and the Fresno Workforce Development Board, which contribute to the success of LCC's environmental and workforce development initiatives.

The Transit Systems Program collaborates with various organizations to provide transportation services for veterans, students, developmentally disabled individuals, and the elderly. Partnerships with entities like the California Veterans Home, Fresno Unified School District, and United Cerebral Palsy ensure that transportation needs are met for diverse community members.

The Energy Services Program partners with subcontractors and utility companies to install weatherization measures, and provide financial assistance for energy bills. Collaborations with Pacific Gas and Electric Company, and Habitat for Humanity help improve energy efficiency and support households experiencing energy crises.

Advance Peace Fresno collaborates with organizations to support crime survivors, address food insecurities, and provide resources for formerly incarcerated individuals. Partners such as Crime Survivors for Safety and Justice, Fresno United, and Time Done play a crucial role in extending the reach and impact of the program's initiatives.

The Women, Infants, and Children (WIC) Program works with health organizations and community partners to provide postpartum support, baby showers, and distribute essential supplies like diapers. Anthem Blue Cross, California Health Collaborative, American Heart Association, and the Central California Food Bank are key partners in supporting WIC clients.

The Food Services Program has established several partnerships to enhance service coordination and funding. Collaborations include the Fresno State Dietetic Internship Program, which provides dietetic interns, and catering agreements with the Roman Catholic Diocese of Fresno, Catalano Fenske & Associates, and Centro La Familia. The Fresno Madera Area Agency on Aging and the City of Selma contract with Food Services to provide meals for seniors, while Kepler Neighborhood School ensures students receive nutritious meals. Kaiser Permanente Fresno Medical Center hosts a weekly Farmers Market and partners in the Market Match program. The City of Fowler also contracts for senior meals, and RH Community Builders partners for milk delivery to locations offering housing and support services to homeless individuals and families.

The Workforce Development Programs engage with workforce boards, educational institutions, and employers to provide job training, internships, and employment opportunities. Collaborations with the Fresno Regional Workforce Development Board, State Center Community College District, and various construction employers help create pathways to employment for youth and adults.

The Head Start 0 to 5 Program partners with educational and social service organizations to support children and families with special needs, housing assistance, and health services. Key partners include the Fresno County Superintendent of Schools, Central Valley Regional Center, and Fresno State's School of Nursing.

The School of Unlimited Learning (SOUL) works with legal services, food banks, medical providers, and educational institutions to support students' academic and personal needs. Partnerships with Central California Legal Services, Fresno City College, and the Central California Food Bank ensure that students receive comprehensive support to succeed in their education and personal lives.

3. Describe how your agency ensures delivery of services to low-income individuals while avoiding duplication of services in the service area(s). (CSBG Act Section 676(b)(5), California Government Code 12760)

Fresno EOC has approximately 585 partnerships with other community service providers both public and private. These partnerships ensure services target low-income, minority communities that are disproportionately impacted by poverty while avoiding duplication of services and aligning funding. This is done through targeted outreach, locating concentrated areas of poverty throughout the county, data sharing, and listening to the voices of those communities.

Program and agency staff are in regular communication with other service providers to ensure services are maximized, and clients are referred to programs they may need. This helps avoid service duplication and ensures that resources are used in a more efficient way. Fresno EOC locates its services and headquarters within the communities and neighborhoods that demonstrate the most need. For example, the Local Conservation Corps (LCC) operate community centers in Southwest Fresno, a neighborhood that experiences higher poverty and pollution rates compared to the rest of the city. Low-income individuals and families can more readily benefit from LCC services when they are close and accessible. Programs such as SOUL (School of Unlimited Learning) Charter School and Sanctuary and Support Services also have locations in the target area of downtown Fresno City.

Community needs are identified by gathering information directly from target areas and through the agency's Board of Commissioners that provide the necessary insight and direction for program services to meet the needs of low-income populations. Advisory Committees made up of community members and stakeholders also inform projects and services that the programs deliver.

4. Describe how your agency will leverage other funding sources and increase programmatic and/or organizational capacity. (CSBG Act Section 676(b)(3)(C))

The agency's 2023-2026 strategic plan outlines the approach used to leverage funding sources and to increase programmatic and organizational capacity.

**Financial Structure and Support:**

- Invest in financial systems and supports improving operations, functions, programs, and services.
- Significantly increase unrestricted funding for flexibility and stability.
- Create a funding evaluation tool to assess the cost-benefit of funding opportunities.

- Supplement financial gaps with flexible funding.

#### **Program and Administrative Stabilization:**

- Ensure stabilization of current programs and administrative structures, including staffing, alignment, evaluation plans, salaries, and benefits.
- Provide infrastructure stabilization for current programs to prepare for expansion into new programming areas.

#### **Community Engagement and Responsiveness:**

- Create consistent communication channels for community members to share experiences and ideas.
- Invest in technology to implement a data collection and analysis system to understand community needs and program effectiveness.

#### **Advocacy and Partnerships:**

- Increase visibility and influence to advocate for anti-poverty policies and legislation.
- Build and reinforce partnerships with elected officials, community agencies, and mission-aligned organizations to influence and advocate for policy changes.
- Develop a Community Relationship Management system to index external partners and stakeholders.

#### **Staff Development and Support:**

- Hire and train staff to embody Fresno EOC's values and advance its mission.
- Provide education on core competencies of organizational leadership and support tools to manage workload and improve morale and organizational culture.
- Invest in a consistent, fair, and competitive compensation system.

### **5. Describe your agency's contingency plan for potential funding reductions. (California Government Code Section 12747(a))**

In the event of a reduction in funding, Fresno EOC would modify program offerings, while also mitigating the impact on client service delivery. In the event of a severe reduction in funding, Fresno EOC will proceed with the following actionable steps:

- The CEO would provide notification to the Board of Commissioners
- With support from the Board, staff would identify other sources of funding (i.e. corporate and donor giving, private foundations, government) to close the financial gap and ensure minimal impact on program services
- Reassess the agency's capacity to determine what level of service is feasible with the reduction in funding
- Prioritize the highest needs identified from the community needs assessment and



community action plan

- Communicate any changes, pivots in client service delivery, and/or major staff reductions to the community through various methods (i.e. e-newsletter “Poverty Fighters”, agency website, social media, press release, press conference).

Through the diversification of funding, the agency reduces the risk of significant impact of funding reductions. During the fourth quarter (month of October) of every fiscal year, the agency plans the annual budget for the following calendar year. Through this fiscal planning process, the agency would identify any potentially significant loss of funding and begin the process of identifying other sources.

6. Describe how your agency will address the needs of youth in low-income communities through youth development programs and promote increased community coordination and collaboration in meeting the needs of youth. (CSBG Act Section 676(b)(1)(B), State Plan 14.1b)

Fresno EOC addresses the needs of youth in low-income communities and through several youth development programs:

**Local Conservation Corps (LCC):**

- Provides young adults (ages 18-26) with paid job training and educational opportunities.
- Offers hands-on experience in environmental conservation, including solar panel installation, hazardous fuel reduction, and trail maintenance.
- Supports Corpsmembers in earning college credits, high school diplomas, and certifications.

**Valley Apprenticeship Connections (VAC):**

- Prepares individuals for the workforce through an intense 12-week training program focused on the construction industry.
- Facilitates job placements and apprenticeships, leading to higher-paying positions and career advancement.

**Workforce Connection Young Adult Program:**

- Guides young adults (ages 14-24) along the pathway to education, training, personal development, and rewarding careers.
- Offers comprehensive services including job search and interview skills training, career counseling, workshops, and life skills coaching.
- Provides support for both in-school and out-of-school youth, ensuring they have access to education and employment opportunities.

**Summer Internship Program:**

- Targets high school graduates transitioning into postsecondary education.

- Offers mentorship opportunities with industry leaders, providing practical experience and career guidance.
- Helps students gain valuable work experience and build professional networks.

#### **School of Unlimited Learning (SOUL):**

- Provides a comprehensive and fully accredited educational experience to youth, offering an alternative to traditional large high schools.
- Offers both classroom-based and independent study options, with case management assistance to help students overcome educational obstacles.
- Leverages the agency's wide array of resources to support the entire family, including Energy Services, Health Services, and Food & Nutrition Programs.

Fresno EOC promotes increased community coordination and collaboration through the following processes:

#### **Strategic Partnerships:**

- Collaborates with local businesses, educational institutions, and community organizations to create a network of support for youth development programs.
- Engages with employers to understand their hiring needs and tailor training programs to meet industry demands.

#### **Comprehensive Support Services:**

- Provides case management assistance to help youth overcome barriers to education and employment, such as lack of transportation, childcare, or housing.
- Offers wrap-around services including food assistance, health services, and financial literacy training to support overall well-being and stability.

#### **Innovative Training Approaches:**

- Utilizes technology and innovative training methods to enhance learning and skill development.
- Implements programs like the YouthBuild Charter High School of California, which combines academic education with vocational training.

#### **Community Engagement:**

- Organizes key community events to expand outreach and staffing, such as the Express Enrollment Fair and job fairs.
- Engages parents and community members as volunteers, fostering a supportive environment for youth development.

7. Describe how your agency will promote increased community coordination and collaboration in meeting the needs of youth, and support development and expansion of innovative community-based youth development programs such as the establishment of violence-free zones, youth mediation, youth mentoring, life skills training, job creation, entrepreneurship programs, after after-school childcare. (CSBG Act Section 676(b)(1)(B), State Plan 14.1b)

Fresno EOC promotes increased community coordination and collaboration in meeting the needs of youth through various innovative community-based youth development programs. These programs are designed to create supportive environments and provide essential resources for youth development:

**Advance Peace Fresno:**

- Implements healing-centered strategies to reduce gun violence through mentorship and conflict resolution.
- Provides peer support, creating violence-free zones.

**Local Conservation Corps (LCC):**

- Offers paid job training and educational opportunities for young adults (ages 18-26).
- Provides life skills training, job creation, and opportunities for earning college credits and high school diplomas.
- Engages youth in environmental conservation projects, promoting entrepreneurship and community service.

**Valley Apprenticeship Connections (VAC):**

- Supports the hiring needs of Central Valley's construction contractors through an intense 12-week training program.
- Prepares youth for the workforce, leading to higher-paying positions and fostering economic uplift.

**Workforce Connection Young Adult Program:**

- Guides young adults (ages 14-24) along the pathway to education, training, personal development, and rewarding careers.
- Offers job search and interview skills training, career counseling, and workshops.

**School of Unlimited Learning (SOUL):**

- Provides a comprehensive and fully accredited educational experience with both classroom-based and independent study options.
- Offers case management assistance, life skills coaching, and free meals through the School Lunch Program.

**Foster Grandparent Program:**

- Engages older adults in mentoring and supporting children and youth, fostering intergenerational connections.
- Provides emotional literacy workshops and senior tech training, enhancing community engagement and support.

**LGBTQ+ Resource Center:**

- Offers a safe space and expert guidance on resources, including STI screenings, supportive healthcare, and housing assistance.
- Provides peer support groups, social and emotional support, and competency trainings to create welcoming environments.

**Strategic Partnerships:**

- Fresno EOC collaborates with local and state partners to address the growing needs of the community and fight poverty.
- Partnerships with organizations like PG&E, Target, Costco, and local schools enhance the reach and impact of youth programs.

**Community Events:**

- Organizes key community events such as the Express Enrollment Fair and job fairs to streamline enrollment and recruitment processes.
- Hosts events like “Candy Cane Xpress” to deliver holiday cheer and support to low-income families.

**Innovative Solutions:**

- Implements technological advancements like CAP60, a central intake system, to enhance efficiency and data management.
- Incorporates ROMA (Results Oriented Management Accountability) training to evaluate and refine services for impactful support.
- Fresno EOC is the Safe Place program administrator for Fresno County through its Sanctuary and Support Services division. This program offers immediate assistance and safety to youth in crisis by connecting them with a network of designated Safe Place sites, including schools, businesses, and community centers.

8. Describe your agency's coordination of employment and training activities as defined in Section 3 of the Workforce and Innovation and Opportunity Act [29 U.S.C. 3102]. (CSBG Act Section 676(b)(5); State Plan 9.4b)

Fresno EOC coordinates employment and training activities through targeted programs designed to enhance employment prospects and foster economic uplift in the community:

**Local Conservation Corps (LCC):**

- Provides young adults (ages 18-26) with paid job training and educational opportunities.
- Offers hands-on experience in environmental conservation, hazardous fuel reduction, and trail maintenance.
- Supports Corpsmembers in earning college credits, high school diplomas, and certifications.

#### **Valley Apprenticeship Connections (VAC):**

- Prepares individuals for the workforce through an intense 12-week training program focused on the construction industry.
- Supports the hiring needs of Central Valley's construction contractors by providing skilled and trained workers.
- Facilitates job placements and apprenticeships, leading to higher-paying positions and career advancement.

#### **Workforce Connection Young Adult Program:**

- Guides young adults (ages 14-24) along the pathway to education, training, personal development, and rewarding careers.
- Offers comprehensive services including job search and interview skills training, career counseling, workshops, and life skills coaching.
- Provides support for both in-school and out-of-school youth, ensuring they have access to education and employment opportunities.

#### **Summer Internship Program:**

- Targets high school graduates transitioning into postsecondary education.
- Offers mentorship opportunities with industry leaders, providing practical experience and career guidance.
- Helps students gain valuable work experience and build professional networks.

#### **Strategic Partnerships:**

- Collaborates with local businesses, educational institutions, and community organizations to create a network of support for employment and training activities.
- Engages with employers to understand their hiring needs and tailor training programs to meet industry demands.

#### **Comprehensive Support Services:**

- Provides case management assistance to help individuals overcome barriers to employment, such as lack of transportation, childcare, or housing.
- Offers wrap-around services including food assistance, health services, and financial literacy training to support overall well-being and stability.

**Innovative Training Approaches:**

- Utilizes technology and innovative training methods to enhance learning and skill development.
- Implements programs like the YouthBuild Charter High School of California, which combines academic education with vocational training.

9. Describe how your agency will provide emergency supplies and services, nutritious foods, and related services, as may be necessary, to counteract conditions of starvation and malnutrition among low-income individuals. (CSBG Act Section 676(b)(4), State Plan 14.4)

Fresno EOC provides emergency supplies and services, nutritious foods, and related services to counteract conditions of starvation and malnutrition among low-income individuals through a variety of targeted programs and initiatives.

**Food Distribution:**

- Distributes essential food commodities, including fresh produce, bread, beans, rice, pasta, and other nutritious foods to low-income families in rural and inner-city areas.
- Operates nine distribution sites across Fresno County, serving 13,942 households.

**Food Services Home Delivery:**

- Offers a convenient and affordable solution for individuals who may need help preparing their own meals daily.
- Provides home-delivered meals to 1,200 homebound seniors, producing 528,410 senior meals and serving 321,053 homebound senior meals.

**Summer Meals for Kids:**

- Provides free nutritious meals for children and disabled individuals during the summer break.
- Operates two Food Express Buses serving rural locations and numerous physical sites, serving 445,503 meals to 1,616 children.

**Women, Infants & Children (WIC):**

- Provides healthy food, nutrition education, breastfeeding support, and family referrals to resources for over 27,000 women, children, and families in Fresno County.
- Distributes books to improve literacy and promote child development through the Books for Kids initiative, with 32,377 books distributed in 2023.

**Community Health Center:**

- Offers education, counseling, and treatment services to adults and teens at risk for unintended pregnancy and sexually transmitted infections.
- Provides transportation to teens for clinic appointments and administers rapid STI tests at various locations.

**Dental Health & School-Based Sealant Program:**

- Provides dental and oral health services to low-income families during in-school sessions and community outreach events.
- Offers education, screenings, linkages to quality dental homes, and preventative services such as fluoride varnish to children.

**Energy Services:**

- Assists low-income households with utility payment assistance to prevent disconnection or restore service.
- Provides weatherization measures to improve safety and energy efficiency, benefiting over 10,000 households annually.

**Sanctuary & Support Services:**

- Offers transformative housing solutions, from emergency to permanent options, using a Housing-First approach.
- Provides outreach services, housing navigation, and permanent housing support to individuals facing homelessness.

**Foster Grandparent Program:**

- Engages older adults in mentoring and supporting children and youth, fostering intergenerational connections.
- Provides emotional literacy workshops and senior tech training, enhancing community engagement and support.

**10. Is your agency a dual (CSBG and LIHEAP) service provider?**

☒ Yes

☐ No

**11. For dual agencies:**

Describe how your agency coordinates with other antipoverty programs in your area, including the emergency energy crisis intervention programs under Title XXVI, relating to low-income home energy assistance (LIHEAP) that are conducted in the community. (CSBG Act Section 676(b)(6), State Plan 9.5)

**For all other agencies:**

Describe how your agency coordinates services with your local LIHEAP service provider?

Fresno EOC manages the emergency energy crisis intervention program and collaborates with a wide range of partners, including government entities, community-based organizations (CBOs), funders, and private associations, all dedicated to improving the living conditions in Fresno County. The agency also work closely with non-profit organizations and social service providers to identify

and assist households in need. By sharing resources, information, and referrals, the agency ensures that eligible households receive timely assistance. These partners include, but are not limited to:

- City and County governments
- Chambers of Commerce
- Faith-based organizations
- Educational institutions
- Central Valley Community Foundation
- United Way and other local CBOs like Centro La Familia, Proteus, American Red Cross, Salvation Army
- Fresno Regional Workforce Investment Board
- Health agencies and hospitals
- Housing providers (such as the Housing Authority and local CBOs that provide housing)

Fresno EOC continues to be the forefront of energy crisis intervention by administering emergency energy assistance programs. Currently, we manage Low-Income Home Energy Assistance Program (LIHEAP), Department of Energy (DOE) Weatherization Assistance Program (WAP), and DOE Bipartisan Infrastructure Law (BIL) in Fresno County. Under the LIHEAP program emergency energy assistance to households facing energy crises is provided. The agency coordinates with utility companies and other service providers to expedite aid to those in urgent need, preventing disconnections and ensuring continued access to essential services.

12. Describe how your agency will use funds to support innovative community and neighborhood-based initiatives, which may include fatherhood and other initiatives, with the goal of strengthening families and encouraging effective parenting. (CSBG Act Section 676(b)(3)(D), State Plan 14.3d)

Fresno EOC currently funds a variety of innovative and community-based initiatives aimed specifically at strengthening families and parents.

**Community-directed programs and services:**

- Creating programs and services that respond to changing community priorities, providing support for immediate needs and infrastructure for wealth generation.

**Holistic Support:**

- Providing for the whole person, understanding that poverty impacts the community in multiple ways.

**Advocacy:**

- Amplifying community voices, particularly those experiencing poverty, to lead to changes that disrupt systemic poverty.
- Specific activities will include creating community spaces, participating in collaborative



initiatives, increasing direct outreach, investing in technology, building and reinforcing partnerships, and forming coalitions.

Below are some examples of initiatives the agency will use funds to support:

**WIC Program:**

- **Baby Showers:** Sponsored by Cal Viva Health, these events provide supplies, refreshments, giveaways, and strollers, along with breastfeeding education to new parents.
- **WIC EBT Cards:** Accepts farmers market purchases by families to encourage healthy eating and support local agriculture.
- **Breastfeeding Support:** Provided by 37 lactation specialists through hands-on support, breastfeeding classes, and virtual meetups.
- **Community Partnerships:** Collaborations with organizations like Anthem Blue Cross, California Health Collaborative, Central California Food Bank, and Fresno Community Regional Medical Center to provide additional resources such as postpartum depression prevention programs, perinatal mental health resources, disposable diapers, and breastfeeding counseling.
- **Fatherhood Initiatives:** The program acknowledges the importance of father involvement where the presence of fathers in the WIC staff has made the services more relatable and supportive for single fathers.

**Health Services:**

- **Adolescent Health Project:** This initiative focuses on reducing unwanted pregnancies and increasing reproductive health knowledge among youth. It provides comprehensive sexual health education, case management services for pregnant and parenting teens, and promotes healthy relationships and communication.
- **Community Health Center:** This Title X-funded clinic offers low-cost and no-cost family planning and reproductive health services, including education, outreach, counseling, STI testing and treatment, and contraception. It also provides prenatal care and regular follow-ups to ensure the health of expecting parents.
- **Dental Services:** The program addresses the dental health needs of children in Fresno County through drive-through fluoride varnish events, school-based sealant programs, oral health education, and care coordination. These services aim to improve dental health and increase access to dental care for underserved communities.
- **Community Engagement Program Partnerships:** The program collaborates with various schools and community organizations to implement comprehensive sex education and dental services, ensuring that these initiatives reach a wide audience and have a significant impact on the community.

**Advance Peace Fresno Program**

- Providing mentorship and human resources to at-risk youth ages 9-30.
- Offering mental health services and counseling to help participants recognize and cope with

their traumas.

- Engaging in community conflict mediation and street outreach to address and prevent violence.
- Collaborating with various community partners to address food insecurity, housing stability, and employment opportunities.

#### **Head Start 0-5**

- **Fatherhood Initiatives:** The program has a successful Fatherhood annual conference that engages fathers in their children's education, promoting effective parenting and family involvement.
- **Parent Engagement and Training:** The program recognizes parents as the child's first teacher and partners with them to enhance learning opportunities both at school and home. This includes providing training for parents throughout the school year.
- **Community Partnerships:** Collaborations with various community organizations such as the Fresno County Superintendent of Schools, Central Valley Regional Center, Catholic Charities, and others help provide comprehensive support services to families, including health, nutrition, education, and social services.
- **Technology Integration:** The program has moved towards becoming paperless, with digital applications and online referrals, making it easier for families to access services and stay informed about program activities.

#### **Advancing Fresno County Guaranteed Income Program**

- This program is a pilot initiative aimed at alleviating poverty in specific areas of Fresno County. Launched in July 2024, the program provides a monthly, unrestricted cash payment of \$500 for one year to 150 qualifying households. The selected families reside in the 93706 ZIP code in southwest Fresno and the 93234 ZIP code in Huron, areas identified as having high rates of concentrated poverty.
- **Program Objectives:** The initiative aims to empower families by providing financial stability, thereby enabling them to address immediate needs, reduce economic stress, and improve overall well-being. By offering unconditional financial support, the program seeks to enhance the quality of life for participants and contribute to the reduction of poverty in the targeted communities.

13. Describe how your agency will develop linkages to fill identified gaps in the services, through the provision of information, referrals, case management, and follow-up consultations. (CSBG Act Section 676(b)(3)(B), State Plan 9.3b)

Fresno EOC addresses service gaps and develops linkages by providing information, conducting referrals, case management, and follow-up, all aligned with the ROMA Logic Model process. This strategy is part of the agency's strategic plan for 2023-2026.

#### **Information Dissemination:**

- Fresno EOC regularly conducts needs assessments to identify community priorities, ensuring services are responsive to the evolving needs of the target community. This

process allows the agency to identify and fill service gaps.

- The agency actively engages with the community through surveys, meetings, and direct outreach, ensuring alignment with the needs and preferences of the community.

#### **Referrals:**

- The agency uses a centralized intake system that streamlines referrals, enabling clients to access multiple services through a single point of contact. This system also supports the ROMA process by ensuring client needs are accurately assessed and addressed.

#### **Case Management:**

- The agency provides integrated services such as health support, education, and housing assistance to address clients' diverse needs, ensuring a holistic approach to problem-solving. Each client receives personalized case management to guide them toward self-sufficiency and improved well-being.
- Fresno EOC follows the ROMA Logic Model process, which emphasizes clear goals, measurable outcomes, and continuous monitoring of client progress. This model helps ensure that interventions are effective and contribute to long-term success.

#### **Customer Satisfaction Surveys:**

- Fresno EOC regularly administers customer satisfaction surveys to gauge the effectiveness of services and gather valuable insights from clients. This feedback helps the agency refine programs, identify areas for improvement, and ensure that client needs are consistently met.
- The results from these surveys are integrated into the ROMA Logic Model's feedback loop, so that client satisfaction and the effectiveness of the services are continually assessed and enhanced.

#### **Follow-Up:**

- Through regular follow-up check-ins, case managers assess the ongoing needs of clients and adjust service plans as necessary to ensure clients remain on track toward achieving their goals.

## Monitoring

### ROMA – Planning, Evaluation

1. If your agency utilizes subcontractors, please describe your process for monitoring the subcontractors. Include the frequency, type of monitoring, i.e., onsite, desk review, or both, follow-up on corrective action, issuance of formal monitoring reports, and emergency monitoring procedures.

All programs complete requests for proposals, create memorandum of understanding or service agreements with subcontractors above \$150,000. Fresno EOC subcontractor oversight is a vital part of our subcontract agreement with each subcontractor. Programs establish agreements with subcontractors, and program directors monitor compliance, employing both onsite and desk reviews for progress reporting and billing. The Finance Department approves invoices and processes payment for distribution, ensuring compliance. The Internal Auditor also conducts routine and scheduled monitoring, as required.

The agency has multiple subcontractor contracts outlining duties and responsibilities. Desk reviews are conducted monthly for shorter-term projects and quarterly for multi-year contracts. Programs, such as our Energy Services and Sanctuary & Support Services, are required to conduct onsite and desk reviews as a part of funding requirements from State of California, Department of Community Services and Development (CSD) and Governor's Office of Emergency Services (CalOES), respectively. Desk reviews consist of financial, administrative, and programmatic requirements. Onsite reviews are conducted, as needed, to inspect project milestones. In the event that deficiencies are identified, Fresno EOC creates a corrective action plan with the subcontractor to address specific areas of concern from the monitoring process. Depending on the severity of the corrective actions required, timelines and follow-ups are set up to ensure progress is made to correct deficiencies.

## ROMA Application

CSBG Act Section 676(b)(12)

Organizational Standards 4.2, 4.3

ROMA – Planning, Evaluation



1. Describe how your agency will evaluate the effectiveness of its programs and services. Include information about the types of measurement tools, the data sources and collection procedures, and the frequency of data collection and reporting. (Organizational Standard 4.3)

Fresno EOC utilizes numerous tracking software for delivered services. This data is analyzed to determine if contractual obligations are met and whether clients had a change in their condition that led them to seek out services. Programs measure these changes by collecting client attestation forms, client follow-ups/appointments, attendance logs for training/coaching sessions, service utilization reports, local service provider data sharing and client satisfaction surveys.

The agency has implemented several tools and processes that report program achievements. Among these reports are the strategic program progress reports that were recently presented at a CalCAPA conference. These reports reflect the services and outcomes achieved, current community partners, logic models, and the programs alignment with ROMA and the CSD annual report services and indicators. The agency has also completed program specific dashboards that can be found on agency websites. This is a work in progress and there are additional dashboards that are in the process of being built.

As a part of continuous improvement goals for the agency, future performance scorecards will be tied to program dashboards so all pertinent program data can be reviewed.

2. Select one need from Table 2: Priority Ranking Table and describe how your agency plans to implement, monitor progress, and evaluate the program designed to address the need. (Organizational Standard 4.2)

### **Need: Families Lack Nutritious Food**

#### **Implementation Plan**

#### **Nutritional Education and Resources:**

- Provide educational sessions on nutrition and healthy eating habits.

- Distribute materials that offer guidance on meal planning and budgeting for nutritious food.
- Offer cooking classes and workshops on preparing healthy meals.
- Provide medically tailored meals for prescribed customers
- Provide nutrition assessments and counseling by a Registered Dietitian

#### **Food Assistance Programs:**

- Connect families with local food assistance programs and resources including Fresno EOC's food distribution program.
- Assist families in applying for food benefits and accessing food pantries.
- Distribute nutritious food packages to families in need.

#### **Community Partnerships:**

- Partner with local organizations to provide fresh produce and other nutritious food options.
- Organize community events that focus on healthy eating and cooking demonstrations.

#### **Monitoring Progress**

##### **Documentation and Tracking:**

- Keep records of educational sessions and the number of families accessing food assistance programs.
- Track participation in community events and partnerships.

##### **Regular Staff Meetings and Supervision:**

- Hold monthly staff meetings to review progress and discuss challenges.
- Provide regular supervision and support to staff involved in food assistance programs.

##### **Activity Updates:**

- Provide quarterly updates on food assistance activities and outcomes to program directors.

#### **Evaluation**

##### **Outcome Measures:**

- Monitor the number of families accessing nutritious food and their reported improvements in diet via software such as WIC Wise.
- Track the effectiveness of educational sessions and community partnerships.

##### **Program Review and Quality Assurance:**

- Conduct an annual review of the food assistance program to assess impact and identify improvements.
- Include activities in the agency's internal quality assurance plan and address deficiencies

through quality improvement activities.

**Participant Feedback:**

- Collect feedback from participants to assess the effectiveness of the food assistance and educational support provided.

**Optional**

- 3 . Select one community level need from Table 2: Priority Ranking Table or your agency's most recent Community Needs Assessment and describe how your agency plans to implement, monitor progress, and evaluate the program designed to address the need. (CSBG Act Section 676(b)(12), Organizational Standard 4.2)

**Need: Community lacks access to healthcare**

**Implementation**

**Community Health Worker (CHW) Initiative:**

- Train and deploy CHWs who are familiar with the local community and can provide culturally competent support. CHWs can help patients navigate the healthcare system, make appointments, and understand medical conditions and treatments.
  - o CHWs can also conduct outreach and education, helping individuals understand the available services, such as Medi-Cal, and connect them to healthcare providers.

**Community Supports Initiative:**

- Provide non-medical services to address social determinants of health (e.g., housing, food insecurity, transportation). For instance, the agency could offer free transportation to medical appointments or help families access medically tailored meals.

**Enhanced Care Management (ECM) Initiative:**

- Offer comprehensive care coordination for individuals with complex healthcare needs. Case managers can oversee the patient's care and help connect them to a wide range of healthcare services, from medical appointments to behavioral health and social support services.

**Monitoring Progress**

**Electronic Health Record System (eClinicalWorks):**

- Fresno EOC will use eClinicalWorks (ECW) for clinical documentation and tracking of care coordination activities.
- This system will help monitor the engagement activities carried out by CHWs, including referral data, interactions, and client outcomes.

**Cap 60 System:**

- This internal platform will monitor internal referrals and generate detailed reports on the

services provided by CHWs.

### **Evaluation**

#### **Data Collection and Reporting:**

- Collect data through ECW and Cap 60.
- This data will be used to develop structured reports and gather client feedback.
- Utilize key indicators to track change and improvements in a client's health and use of health services.

#### **Client Feedback:**

- Feedback from clients will be communicated back to Managed Care Plans (MCPs) to foster opportunities for ongoing improvement in the CHW program.
- Client satisfaction data will be collected and reported to program directors and the agency board.



## Federal CSBG Programmatic Assurances

### CSBG Act Section 676(b)

#### Use of CSBG Funds Supporting Local Activities

**676(b)(1)(A):** The state will assure “that funds made available through grant or allotment will be used – (A) to support activities that are designed to assist low-income families and individuals, including families and individuals receiving assistance under title IV of the Social Security Act, homeless families and individuals, migrant or seasonal farmworkers, and elderly low-income individuals and families, and a description of how such activities will enable the families and individuals--

- a. to remove obstacles and solve problems that block the achievement of self- sufficiency (particularly for families and individuals who are attempting to transition off a State program carried out underpart A of title IV of the Social Security Act);
- b. to secure and retain meaningful employment;
- c. to attain an adequate education with particular attention toward improving literacy skills of the low-income families in the community, which may include family literacy initiatives;
- d. to make better use of available income;
- e. to obtain and maintain adequate housing and a suitable living environment;
- f. to obtain emergency assistance through loans, grants, or other means to meet immediate and urgent individual and family needs;
- g. to achieve greater participation in the affairs of the communities involved, including the development of public and private grassroots
- h. partnerships with local law enforcement agencies, local housing authorities, private foundations, and other public and private partners to
  - 
  - i. document best practices based on successful grassroots intervention in urban areas, to develop methodologies for wide-spread replication; and
  - ii. strengthen and improve relationships with local law enforcement agencies, which may include participation in activities such as neighborhood or community policing efforts;

#### Needs of Youth

**676(b)(1)(B)** The state will assure “that funds made available through grant or allotment will be used – (B) to address the needs of youth in low-income communities through youth development programs that support the primary role of the family, give priority to the prevention of youth problems and crime, and promote increased community coordination and collaboration in meeting the needs of youth, and support development and expansion of innovative community-based youth development programs that have demonstrated success in preventing or reducing youth crime, such as--

- I. programs for the establishment of violence-free zones that would involve youth development and intervention models (such as models involving youth mediation, youth mentoring, life skills training, job creation, and entrepreneurship programs); and
- II. after-school childcare programs.

## **Coordination of Other Programs**

**676(b)(1)(C)** The state will assure “that funds made available through grant or allotment will be used – (C) to make more effective use of, and to coordinate with, other programs related to the purposes of this subtitle (including state welfare reform efforts)

## **Eligible Entity Service Delivery System**

**676(b)(3)(A)** Eligible entities will describe “the service delivery system, for services provided or coordinated with funds made available through grants made under 675C(a), targeted to low-income individuals and families in communities within the state;

## **Eligible Entity Linkages – Approach to Filling Service Gaps**

**676(b)(3)(B)** Eligible entities will describe “how linkages will be developed to fill identified gaps in the services, through the provision of information, referrals, case management, and follow-up consultations.”

## **Coordination of Eligible Entity Allocation 90 Percent Funds with Public/Private Resources**

**676(b)(3)(C)** Eligible entities will describe how funds made available through grants made under 675C(a) will be coordinated with other public and private resources.”

## **Eligible Entity Innovative Community and Neighborhood Initiatives, Including Fatherhood/Parental Responsibility**

**676(b)(3)(D)** Eligible entities will describe “how the local entity will use the funds [made available under 675C(a)] to support innovative community and neighborhood-based initiatives related to the purposes of this subtitle, which may include fatherhood initiatives and other initiatives with the goal of strengthening families and encouraging parenting.”

## **Eligible Entity Emergency Food and Nutrition Services**

**676(b)(4)** An assurance “that eligible entities in the state will provide, on an emergency basis, for the provision of such supplies and services, nutritious foods, and related services, as may be necessary to counteract conditions of starvation and malnutrition among low-income individuals.”

## **State and Eligible Entity Coordination/linkages and Workforce Innovation and Opportunity Act Employment and Training Activities**

**676(b)(5)** An assurance “that the State and eligible entities in the State will coordinate, and establish linkages between, governmental and other social services programs to assure the effective delivery of such services, and [describe] how the State and the eligible entities will coordinate the provision of employment and training activities, as defined in section 3 of the Workforce Innovation and Opportunity Act, in the State and in communities with entities providing activities through statewide and local workforce development systems under such Act.”

## **State Coordination/Linkages and Low-income Home Energy Assistance**

**676(b)(6)** “[A]n assurance that the State will ensure coordination between antipoverty programs in each community in the State, and ensure, where appropriate, that emergency energy crisis intervention programs under title XXVI (relating to low-income home energy assistance) are conducted in such community.”

## **Community Organizations**

**676(b)(9)** An assurance “that the State and eligible entities in the state will, to the maximum extent possible, coordinate programs with and form partnerships with other organizations serving low-income residents of the communities and members of the groups served by the State, including religious organizations, charitable groups, and community organizations.”

### **Eligible Entity Tripartite Board Representation**

**676(b)(10)** “[T]he State will require each eligible entity in the State to establish procedures under which a low-income individual, community organization, or religious organization, or representative of low-income individuals that considers its organization, or low-income individuals, to be inadequately represented on the board (or other mechanism) of the eligible entity to petition for adequate representation.”

### **Eligible Entity Community Action Plans and Community Needs Assessments**

**676(b)(11)** “[A]n assurance that the State will secure from each eligible entity in the State, as a condition to receipt of funding by the entity through a community service block grant made under this subtitle for a program, a community action plan (which shall be submitted to the Secretary, at the request of the Secretary, with the State Plan) that includes a community needs assessment for the community serviced, which may be coordinated with the community needs assessment conducted for other programs.”

### **State and Eligible Entity Performance Measurement: ROMA or Alternate System**

**676(b)(12)** “[A]n assurance that the State and all eligible entities in the State will, not later than fiscal year 2001, participate in the Results Oriented Management and Accountability System, another performance measure system for which the Secretary facilitated development pursuant to section 678E(b), or an alternative system for measuring performance and results that meets the requirements of that section, and [describe] outcome measures to be used to measure eligible entity performance in promoting self-sufficiency, family stability, and community revitalization.”

### **Fiscal Controls, Audits, and Withholding**

**678D(a)(1)(B)** An assurance that cost and accounting standards of the Office of Management and Budget (OMB) are maintained.

## State Assurances

California Government Code Sections 12747(a), 12760, 12768

### **For CAA, MSFW, NAI, and LPA Agencies**

[California Government Code § 12747\(a\)](#): Community action plans shall provide for the contingency of reduced federal funding.

[California Government Code § 12760](#): CSBG agencies funded under this article shall coordinate their plans and activities with other agencies funded under Articles 7 (commencing with Section 12765) and 8 (commencing with Section 12770) that serve any part of their communities, so that funds are not used to duplicate particular services to the same beneficiaries and plans and policies affecting all grantees under this chapter are shaped, to the extent possible, so as to be equitable and beneficial to all community agencies and the populations they serve.

### **For MSFW Agencies Only**

[California Government Code § 12768](#): Migrant and Seasonal Farmworker (MSFW) entities funded by the department shall coordinate their plans and activities with other agencies funded by the department to avoid duplication of services and to maximize services for all eligible beneficiaries.

## Organizational Standards

### Category One: Consumer Input and Involvement

**Standard 1.1** The organization/department demonstrates low-income individuals' participation in its activities.

**Standard 1.2** The organization/department analyzes information collected directly from low-income individuals as part of the community assessment.

### Category Two: Community Engagement

**Standard 2.1** The organization/department has documented or demonstrated partnerships across the community, for specifically identified purposes; partnerships include other anti-poverty organizations in the area.

**Standard 2.2** The organization/department utilizes information gathered from key sectors of the community in assessing needs and resources, during the community assessment process or other times. These sectors would include at minimum: community-based organizations, faith-based organizations, private sector, public sector, and educational institutions.

### Category Three: Community Assessment

**Standard 3.1 (Private)** Organization conducted a community assessment and issued a report within the past 3 years.

**Standard 3.1 (Public)** The department conducted or was engaged in a community assessment and issued a report within the past 3-year period, if no other report exists.

**Standard 3.2** As part of the community assessment, the organization/department collects and includes current data specific to poverty and its prevalence related to gender, age, and race/ethnicity for their service area(s).

**Standard 3.3** The organization/department collects and analyzes both qualitative and quantitative data on its geographic service area(s) in the community assessment.

**Standard 3.4** The community assessment includes key findings on the causes and conditions of poverty and the needs of the communities assessed.

**Standard 3.5** The governing board or tripartite board/advisory body formally accepts the completed community assessment.

#### **Category Four: Organizational Leadership**

**Standard 4.2** The organization's/department's Community Action Plan is outcome-based, anti-poverty focused, and ties directly to the community assessment.

**Standard 4.3** The organization's/department's Community Action Plan and strategic plan document the continuous use of the full Results Oriented Management and Accountability (ROMA) cycle or comparable system (assessment, planning, implementation, achievement of results, and evaluation). In addition, the organization documents having used the services of a ROMA-certified trainer (or equivalent) to assist in implementation.

### Part III: Appendices

Please complete the table below by entering the title of the document and its assigned appendix letter. Agencies must provide a copy of the Notice(s) of Public Hearing, the Low-Income Testimony and the Agency's Response document, and a copy of the most recent community needs assessment as appendices A, B, and C, respectively. Other appendices as necessary are encouraged. All appendices should be labeled as an appendix (e.g., Appendix A: Notice of Public Hearing) or separated by divider sheets and submitted with the CAP.

| Document Title                              | Appendix Location |
|---------------------------------------------|-------------------|
| Notice of Public Hearing                    | A                 |
| Low-Income Testimony and Agency's Response  | B                 |
| Community Needs Assessment                  | C                 |
| Community Needs Assessment Partner Survey   | D                 |
| Community Needs Assessment Community Survey | E                 |
| Public Hearing Presentation                 | F                 |
| Public Hearing Sign-In Sheet                | G                 |
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## Appendix A



Community Action Plan 2026-2027

fresnoeoc.org/community-action-plan-2026-2027/

HOME ABOUT OUR AGENCY PROGRAMS MEDIA CAREERS DONATE

Fresno Economic Opportunities Commission

HELP ME WITH: Type here to Search

## 2026-2027 COMMUNITY ACTION PLAN PUBLIC HEARING

Members of the public can attend the Public Hearing on the Fresno EOC Community Action Plan. The public hearing will be held on:

Tuesday, April 1 at 5:30 pm at Fresno EOC Head Start Franklin

1189 Martin Ave #3631, Fresno, CA 93706

COMMUNITY ACTION PLAN 2026-2027

Fresno Economic Opportunities Commission has drafted our bi-annual Community Action Plan (CAP). The CAP includes information about our community's population, service needs, and community

Your Community, Our Priority!

Want to Chat?

8:45 AM 3/31/2025

Fresno Economic Opportunities Commission

Public Hearing: Help Shape Our Community Action Plan! We want your feedback! Join us for a public hearing o...

**2026-2027 Community Action Plan Public Hearing**

Members of the public can attend the Public Hearing on the Fresno EOC Community Action Plan. The public hearing will be held on:

**Tuesday, April 1st 5:30pm**

Join us in person at:

Fresno EOC Head Start Franklin  
1189 Martin Ave., Fresno, CA 93706

Fresno Economic Opportunities Commi...  
4,722 followers  
2w •

Public Hearing: Help Shape Our Community Action Plan!

We want your feedback! Join us for a public hearing on the Fresno EOC Community Action Plan for 2026-2027. Your input is vital in shaping services that meet our community's needs.

When: Tuesday, April 1 at 5:30 PM

Where: Fresno EOC Head Start Franklin, 1189 Martin Ave, Fresno, CA 93706

This is your chance to express your thoughts on the draft plan and ensure your needs are addressed. The public comment period is open until April 2, 2025, so don't miss out!

Submit Comments: <https://lnkd.in/guBdN5yC>

We look forward to hearing from you!

#FresnoEOC #CommunityAction #publichearing2025 #fresno #CommunityEngagement

**2026-2027 Community Action Plan Public Hearing**

**We want your feedback!**

**2026-2027 Community Action Plan Public Hearing**

Review and provide feedback on our action plan's strategies to address the needs and challenges faced by low-income individuals and families in Fresno County.

Members of the public can attend the Public Hearing on the Fresno EOC Community Action Plan. The public hearing will be held on:

**Tuesday, April 1st | 5:30pm**

Join us in person at:

Fresno EOC Head Start Franklin  
1189 Martin Ave.  
Fresno, CA 93706

Helping People Changing Lives.

Fresno EOC Community Action Plan can be found at [fresnoeoc.org/community-action-plan-2026-2027](https://fresnoeoc.org/community-action-plan-2026-2027)

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**¡Queremos escuchar su opinión!**

**2026-2027 Plan de Acción Comunitaria Audiencia pública**

Revisar y comentar sobre las estrategias de nuestro plan de acción para abordar las necesidades y desafíos que enfrentan las personas y familias de bajos ingresos en el condado de Fresno.

El público puede asistir a la Audiencia Pública sobre el Plan de Acción Comunitaria de Fresno EOC. La audiencia pública se celebrará el:

**Martes, 1 de Abril | 5:30pm**

Únete a nosotros en persona en:

Fresno EOC Head Start Franklin  
1189 Martin Ave.  
Fresno, CA 93706

Apoyando a las personas. Cambiando vidas.

El Plan de Acción Comunitaria de Fresno EOC se puede encontrar en [fresnoeoc.org/community-action-plan-2026-2027](https://fresnoeoc.org/community-action-plan-2026-2027)

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## Appendix B

**Community Member #1 (In-person):**

“Just one thing that I think would be a really good add is, along with unemployment, really having a metric for underemployment. I think that one of the big issues is that relatively the unemployment rate isn't necessarily astronomical, but a lot of people are employed and still not making a livable wage. So there's a distinct difference between being employed and being employed in a spot that creates the ability to generate wealth and be sustained.

I will add the other thing is also potentially, also within that, figuring out ways to align some of the employment work. Based on the needs of the market as well. I think sometimes there is a tendency to train folks on things that we know that we've done before, but there may not be a lot of jobs in that particular area. So, like that diversification, maybe something to consider and also then advocating with employers about like what are the needs that they have and kind of aligning that with some of the job training.”

**Agency Response:** Thank you for your input! As of March 2024, underemployment is estimated to be 7.3% which would be over 34,000 workers if applied to Fresno County. The agency currently provides skills training and supports job placement. Another initiative that the agency is working on is expanding our digital literacy and access program. The intention is to help all ages increase their digital skills to be more successful in applying to jobs, improve computer skills for different types of work beyond traditional trade skill jobs, and support the navigation of other services mostly accessible online.

**Community Member #2:**

Name: Jane Doe

Are you low income? Yes

Do you live in Fresno County? Yes

Your feedback on the Draft Community Action Plan:

This plan outlines targeted strategies for gender, age, and race/ethnicity-based poverty solutions, but a critical question remains: Will these "solutions" be co-authored with the very populations and demographics they aim to serve? Too often, well-intended strategies are designed behind closed doors, with little to no direct collaboration with the people facing these challenges daily. What equitable participatory frameworks will Fresno EOC implement to ensure continuous (not just onetime) community involvement in shaping these strategies? And how frequently?

Were your needs addressed in the Draft Community Action Plan? No

**Agency Response:** Thank you for your feedback! The section for gender, age, and race/ethnicity is an important part of the plan but does not encompass the total plan strategies. For instance, we can gather that a community member self identifies as a woman, but it does not determine if she is a mother, single mother, going to school, etc. In this plan, under section “Causes and Conditions of Poverty”, the agency provides a breakdown of the events that took place to involve the community in our planning process. In addition, several of our programs and one third of our board are governed by community appointed representatives. Your feedback sparked a conversation about conducting some innovative community events that may shape how we collect additional community input.

**Community Member #3:**

Name: Robin Ceja

Are you low income? Yes

Do you live in Fresno County? Yes

Your feedback on the Draft Community Action Plan:  
I need help with pge 2437 w garland ave fresno ca 93705  
Were your needs addressed in the Draft Community Action Plan? Yes

**Agency Response:** Thank you for your feedback. Our LIHEAP Director has been made aware of your need. Thank you for providing your information.

**Community Member #4:**

Name: A Hillis

Are you low income? No

Do you live in Fresno County? Yes

Your feedback on the Draft Community Action Plan:

When mentioning Adverse Early Childhood Experiences and Family Challenges (page14), only child abuse is mentioned, when we know that ACES are more than just that. It involves household challenges, too, which can create environments where abuse arises. Household challenges like mental illness, incarceration, divorce or separation, substance use/abuse, food insecurities, etc. It makes sense that we tie all of the factors together so to not blame our community for being overlooked and underserved. Page 21-early/head start, but it is being cut short? Also, this feedback form is too short.

Were your needs addressed in the Draft Community Action Plan? Yes

**Agency Response:** Thank you for your feedback. Our community action plan is intended to provide insight into leading causes of issues in our community. While the plan focused on the Adverse Early Childhood Experiences (ACES) pertaining to child abuse, additional impacts to children were identified in our food insecurity, and unstable housing sections. Due to your feedback, the agency will review our community needs assessment to incorporate any additional items pertaining to ACES.

**Community Member #5:**

Name: Cindy Hernandez

Are you low income? No

Do you live in Fresno County? Yes

Your feedback on the Draft Community Action Plan:

Although great outline of programs and services that are needed in the community, it dawns on me that a great systems impact can be made if the ST Plan also includes ways that EOC can be more intentional on system change through policy and advocacy. Poverty is a system issue and programming can only go so far to address those symptom causes and systems approach is also needed. Coalition building with other community CBOs, public, & private entities is need to make long-term impact. How can EOC leverage its data, programs for advocacy & policy change to fix the systemic issue that is poverty.

Were your needs addressed in the Draft Community Action Plan? No

**Agency Response:** Thank you for your feedback! Our agency attends advocacy events throughout the year such as Legislative Day and our programs attend specific advocacy events that pertain to their focus areas. With your feedback, we have decided to shine a light on some of our advocacy during our Strategic Plan Third Year Program Portfolios which will allow us to also take a deeper dive into our advocacy efforts.

**Community Member #6:**

Name: Joe Martinez

Are you low income? Yes

Do you live in Fresno County? Yes

Your feedback on the Draft Community Action Plan:

How much funding did EOC receive for CSD funded activities? How many clients were served under CSD funds? Did all CSD funded programs meet their requirements or set goals? CSD allows for flexibility, how did this help EOC funded programs? How did EOC decide which of their programs would receive CSD funding?

Were your needs addressed in the Draft Community Action Plan? Yes

**Agency Response:** Thank you for your feedback! Our agency receives a Community Service Block Grant (CSBG) allocation from the state every year as we are a designated community action agency and are required to meet certain guidelines to remain in good standing. Our CSBG allocations, budget, and agency annual report outcomes are required to be approved by our tripartite board and specific dollar amounts can be found on our website [www.fresnoeoc.org](http://www.fresnoeoc.org) under our board meeting minutes. The budget is in a format that aligns the spending with our strategic plan goals that are also aligned with our most recently approved community needs assessment.

**Community Member #6:**

Name: Anthony Gonzales

Are you low income? Yes

Do you live in Fresno County? Yes

Your feedback on the Draft Community Action Plan:

I'm on unemployment i very behind on bills

Were your needs addressed in the Draft Community Action Plan? Yes

**Agency Response:** Thank you for your feedback. We will attempt to locate you in our system. If you read this response, please contact our agency at 559-263-1057.

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## Appendix C





## COMPREHENSIVE COMMUNITY NEEDS ASSESSMENT 2024-2025



Fresno EOC Executive Office  
1920 Mariposa Street, Suite 300  
Fresno, CA 93721  
(559) 263-1000

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## Executive Summary

Fresno County, located in the heart of California's Central Valley, is a community marked by an impressive array of strengths that contribute to its unique character and resilience. Among these strengths, the rich agricultural heritage stands out, positioning Fresno as a vital contributor to both the national and global food supply. This agricultural prowess fosters a sense of pride and tradition among residents, who benefit from and contribute to a thriving local economy.

Another significant strength of Fresno County is its diverse population, which brings together a vibrant tapestry of cultures, languages, and traditions. This diversity is celebrated through various community events, festivals, and educational programs, enhancing mutual understanding and cooperation among its residents. Furthermore, the community's commitment to education and innovation is evident in its support for local schools, libraries, and universities, which prepare future generations for a dynamic world.

Fresno County also exhibits a strong spirit of volunteerism and community service, with numerous organizations and individuals dedicated to supporting those in need. Whether it's providing shelter and services to the homeless, assisting low-income families, or preserving the natural beauty of the region, the people of Fresno are actively engaged in making their community a better place. This collective commitment to civic engagement and mutual aid not only addresses immediate needs but also strengthens the social fabric of the county, making it a heartwarming example of community solidarity and resilience.

### ***Conditions of Poverty***

Fresno County, despite its many strengths, also faces significant challenges related to inequity among its population. One of the most pronounced issues is the economic disparity that exists within the county. The overall poverty rate among individuals is 19%, however it is much more pronounced in specific communities, cultural enclaves, and among specific populations. Geographically, there is concentrated poverty in the City of Fresno and widespread poverty in the more rural areas of the county and in some communities such as Huron, Mendota, and Orange Cove.

Family status is tied to poverty rates. Among families, 15% have an income below poverty, of these families, 40% are married-couples with children and 49% are female – headed households with children. The rate of seniors living in poverty in Fresno County is higher than for California. The poverty rate for seniors is 14% compared to a rate of 11% for all of California. Poverty reflects broader socio-economic challenges, and the conditions of poverty are multifaceted impacting thousands of residents and various aspects of life.

**Inadequate Housing:** Housing was noted throughout the community data, community forums and interviews conducted for the community assessment as a condition of poverty. Fresno County has a high number of homes with substandard conditions which contribute to health



challenges, a lower quality of life and safety concerns for people who reside in those homes. According to the data, 42% of homes had at least one substandard condition. Housing Instability and insecurity is also a concern. Furthermore, housing instability and homelessness are significant problems, with many residents struggling to find affordable housing due to rising costs and limited availability. This issue is compounded by a lack of supportive services and infrastructure to assist those in need. Of the community survey respondents, 64% noted the county has a major need for temporary housing, utility assistance, home repair programs, safe multi-family housing and programs to support energy efficiency.

**Food Insecurity:** Some individuals and families that live in poverty experience food insecurity, meaning they lack consistent access to enough nutritious food to lead a healthy life. Food insecurity rates in Fresno County did not stand out in the public data as one of the top needs. However, when viewed from an equity perspective several conditions are revealed that should be addressed. First, there are many food deserts throughout the county and the communities with the highest poverty rates also have the least access to food. Since these communities are home to more diverse populations, there is a racial disparity in food access. This trend is also supported with data for Fresno County from Feeding America which notes that Black/African American and Hispanic residents experience a higher degree of food insecurity than Whites. Data shows that more than 50,000 people in Fresno County with a low-income live in an area where they also have low access to food. Food insecurity was also noted repeatedly in the community forums as a top community problem.

**Unemployment and Low-Wage Jobs:** Limited job opportunities or the prevalence of low-wage jobs make it challenging for individuals to secure stable employment and earn a sufficient income to meet their basic needs. The COVID-19 pandemic has led to changes in the job market that are fueling unemployment rates. For example, there are lingering layoffs and job losses, reskilling and upskilling needs to help the unemployed transition into new careers, and job market shifts where e-commerce, health care, and fields that involve remote work have become more desirable, yet they lack a workforce and often people do not possess the soft skills for success in these jobs. The unemployment rate in Fresno County far exceeds that of California and the nation at 9.5%.

There is also the problem of underemployment. Based on national percentages, as of March 2024, 7.3% of all workers were underemployed. If this percentage were applied to Fresno County this would mean that over 34,000 workers are underemployed. Adequate employment and good jobs were noted as a community concern in the community assessment survey responses and also in the community forums. Among community survey respondents, 64% noted the community needs better job opportunities.

There are income and employment disparities due to race/ethnicity as the result of factors such as historical injustices and discriminatory practices, low rates of educational attainment that limit earning potential, occupational segregation in which minorities are concentrated in lower – paying positions and lack business ownership, the wealth gap where individuals of color are less likely to own assets that can generate additional income, and racial discrimination practices in hiring.

**Educational Inequities:** In Fresno County, schools in lower-income neighborhoods often have fewer resources, larger class sizes, and less access to advanced placement courses or extracurricular activities compared to schools in more affluent areas. This disparity impacts the educational outcomes and future opportunities for many children and young adults. Foundational issues contributing to this problem include a school funding formula that is dependent on property taxes where low-income neighborhoods receive less tax revenue for schools versus neighborhoods that have homes with a higher value have schools that benefit from higher contributions of tax dollars to support educational programs.

**Limited access to Healthcare and Racial and Socioeconomic Disparities Contributing Social Determinants of Health:** Access to affordable healthcare services is a barrier for people in poverty. Lack of health insurance coverage and the limited availability of healthcare can result in inadequate medical care which impacts the life span and the quality of life for those in poverty. The Fresno County health care provider to low-income resident ratio for dentists, physical health, and mental health care professionals indicates that people have more limited access to health care. Data reflecting community wellbeing factors indicates that the number of providers is an issue, however transportation barriers also limit access to services. In addition, the large percentage of the population that receives Medicaid also impacts access to health care services because some providers will not accept public insurance as payment.

Data shows that residents in the economically disadvantaged areas of Fresno County often have less access to healthcare services, including preventive care. Even when people do go to the doctor, they are often told they can only address one issue if they are utilizing Medicaid and they must wait an extended period of time to see a doctor. This is exacerbated by environmental issues, such as poor air quality and pesticide exposure, which disproportionately affect low-income, rural farming communities. The result is a higher incidence of health problems like asthma, diabetes, and other chronic conditions in these populations. Other public and individual health concerns include a high rate of substance abuse and overdose deaths. In the community assessment survey, 55% of respondents noted that lack of access to health services was a major concern and 55% also reported they had inadequate insurance coverage. When data from the U.S. Census is analyzed, it was found that specific cohorts of the population are impacted more greatly by lack of access to health services such as pregnant mothers who do not receive adequate prenatal care, people using Medicaid, primarily children, and the unemployed which have an uninsurance rate of 14%. In Fresno County, more than 61,544 people are uninsured.

There are also deep disparities in maternal child health. Over 28% of births are to mothers in poverty and the teen birth rate is 4% of all babies. The rate of prenatal depression in Fresno County is 17% compared to a rate of 14% for California. Additionally, Fresno fares worse than the state in the number of babies that are born with low birthweight, a major contributor to infant death. The Fresno County infant mortality rate exceeds that of California and when disaggregated by race, the rate of infant mortality for Black infants is 9.71/per 1,000 births compared to 6.33/1,000 for Hispanic/Latino babies and 5.06/1,000 for White infants.



Addressing these inequities is vital for the overall health and cohesion of Fresno County. Efforts to reduce disparities and promote inclusivity are essential to ensuring that all residents can contribute to and benefit from the community's strengths and resources.

**Adverse Early Childhood Experiences and Family Challenges:** The rate of child abuse in the service area is rising and the rate for Fresno County is 61.3/1,000 children, compared to a rate of 43.5/1,000 for California. There are many factors that contribute to a tendency of children to be impacted by an adverse experience. In Fresno County, community risk factors include that more than 14,000 children under five years live in single-parent families. It is also estimated that more than 5,000 children under six reside in doubled-up housing or they are unhoused. There were also 8,748 domestic violence reports in the county for the time period analyzed in this report, which is a major contributor to homelessness and child and family trauma. Within the Head Start program in the past year, 445 families received assistance to resolve a crisis highlighting the vulnerability of young children and families.

### ***Causes of Poverty***

There are various causes of poverty in Fresno County. Some of these issues reflect evidence on the primary causes of poverty such as structural inequities, labor market issues, differences in educational attainment and the changing economy. However, the causes of poverty can also be attributed to and are exacerbated by political factors, individual decisions, and the restriction of safety net programs such as Temporary Aid for Needy Families (TANF), food assistance, health insurance, subsidized housing, and childcare subsidies. These challenges have led to an overburdened system and families and individuals lack access to the assistance they need to climb out of poverty. The lack of programs and services in the counties disproportionately impacts the poor and near-poor population.

A shifting economic landscape also drives significant changes. Data collected for this community assessment demonstrates that employment opportunities increasingly lie in jobs requiring higher level skills, including a college degree and analytical and technical skill sets. At the same time, jobs requiring physical or manual skills have faded or remain low paying. These changes have played out over decades resulting in inequities in earnings, as workers with in-demand skills experience rising wages while wages for workers without a college education have remained stagnant. Even small increases in wages have been outpaced by inflation and an increased cost of living. Barriers to upward mobility such as low-income, limited language proficiency, lack of social and/or family support, and limited self-sufficiency have been identified as contributors to poverty and are also experienced by subpopulations in the service area at disparate rates.



## Causes of Poverty

### Education

Limited access to quality education or low educational attainment levels leads to limited employment opportunities and lower wages, which contributes to poverty.

### Unemployment/Underemployment

High unemployment rates or a lack of job opportunities for specific segments of the population are persistent in the area, particularly for individuals with limited skills or education, which makes it difficult for people to escape poverty. Underemployment, where individuals work part-time or in jobs that don't match their skills, also keeps people in poverty.

### Low Wages

Fresno County data shows wages vary among specific cohorts of the population and contribute to poverty rates and inequities.

### Demographic Factors

Certain demographic factors contribute to poverty rates. For example, a high percentage of single-parent households and households where the adult has limited English proficiency face increased vulnerability to poverty.

### Affordable Housing

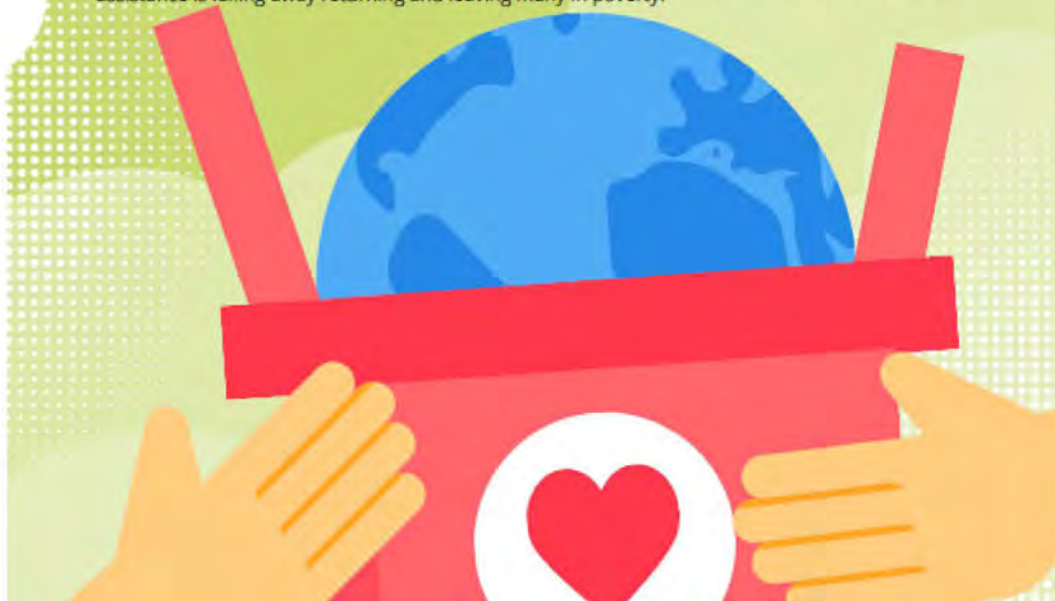
The availability and affordability of housing in the area plays a significant role in poverty. High housing costs or limited affordable housing options consume a significant portion of a household's income, leaving less for other essential needs.

### Racial and Ethnic Disparities

Systemic inequalities and racial or ethnic disparities contribute to higher poverty rates among certain groups, as they face discrimination, limited access to resources, and fewer opportunities for economic mobility.

### Economic Shocks and Lingering Pandemic Transitions

Economic downturns, job losses, or changes in local industries are having a significant impact on poverty rates. Inflation of the cost of goods and services is occurring at the same time as pandemic assistance is falling away returning and leaving many in poverty.



## Introduction

The community needs assessment is facilitated by Fresno Economic Opportunity Commission every three years and by Fresno Head Start 0 to 5 every five years. The intent of the community assessment is to determine the underlying causes and conditions of poverty throughout Fresno County, in the communities served by Fresno Economic Opportunities Commission. The community needs assessment is the first phase of the Results Oriented Management and Accountability Cycle. Together, the community needs assessment and the Results Oriented Management and Accountability Cycle (ROMA) create a foundation for the work to develop and deliver programs and services that improve equity and lift families and communities out of poverty.

## Methodology

### ***The Community Needs Assessment***

The purpose of the community wide strategic planning and needs assessment is to provide a current snapshot of the well-being of families and children in Fresno Economic Opportunities Commission (Fresno EOC) service area of Fresno County. The community-wide strategic planning and needs assessment (community assessment) assists the agency in designing a program that meets community needs and builds on the strengths and resources in the community. This document is prepared in accordance with 45 CFR 1302.11. This report also conforms with the regulations governing community assessments for Community Service Block Grant (CSBG) agencies which are designed to ensure that resources are effectively targeted to reduce poverty and improve living conditions for low-income individuals and families.

By requiring thorough and periodic assessments, Fresno EOC aims to be responsive to changing needs and to foster community involvement and accountability for our programs. The community assessment serves as an overall assessment of local social and economic conditions as they relate to the needs, priorities, and lives of low-income individuals, families, and Head Start eligible children in Fresno County. It provides information compiled from various local, regional, national, state, and authoritative sources for the service area.

#### **Purpose of the Community Assessment**

- To guide and solidify the overall vision and direction of the agency.
- To inform decision-making and program planning, including coordinated approaches.
- To educate staff and stakeholders.
- To establish the program goals and long and short-term program objectives.
- To address changing priorities and policies and to respond to trends and changes.
- To mobilize community resources and maximize community relationships.
- To identify the service and recruitment area served by Head Start and Early Head Start.
- To identify the number of Head Start and Early Head Start eligible children and families in the service area and appropriate locations for services.
- To identify community partners.

Table 1. Purpose of Community Assessment



Throughout the community assessment process, the staff, Fresno EOC Board of Commissioners and Head Start 0-5 County-Wide Policy Council worked collaboratively to determine the information to collect, methods for collecting data, the participants for each data collection method, the anticipated process timelines, and the data sources for each indicator in the community assessment. The community assessment was prepared by Heartland Solutions, a Colorado consulting firm.

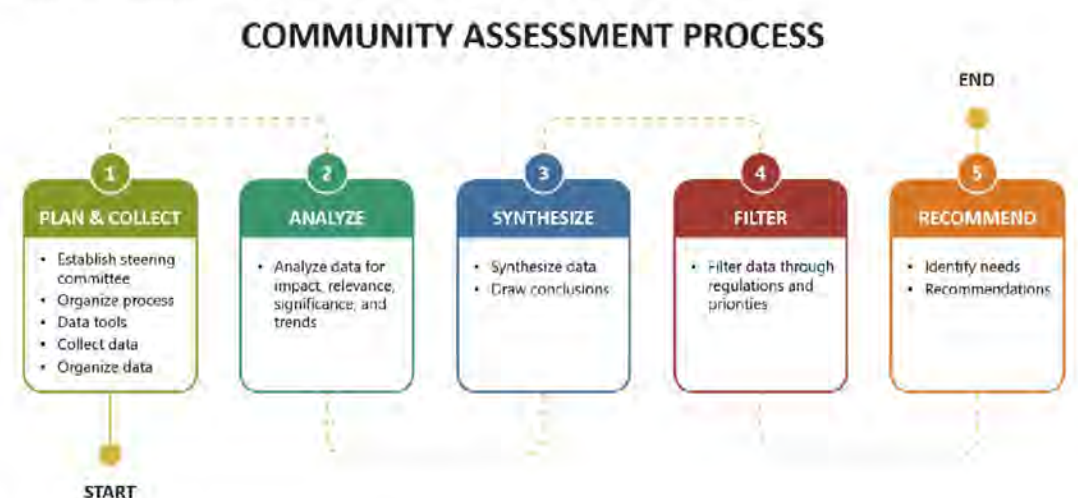


Figure 1. Community Assessment Process

To meet the requirements for the CSBG program and for Head Start 0 to 5, the community assessment includes the following information:

- *Overview of Fresno County, its communities, and demographics.* Detailed demographic data on the community, including age, gender, race, ethnicity, and family composition. This information helps identify specific groups within the community that may have unique needs. This also enables the program to determine the context for providing services and programs.
- *An analysis of community wide conditions including economics, education levels, housing, health and nutrition, and social services.* An internal and external analysis of quantitative and qualitative data in order to address verified urgent and local needs.
- *A description and analysis of the needs of low-income individuals, their families and Head Start eligible families and children.* The agency staff worked with the Heartland demographer and research team to discover the needs of low-income individuals using a variety of sources.
- *A description of the Head Start eligible population.* A profile of the service area's Head Start and Early Head start eligible families based on authoritative information sources, including the number of eligible infants, toddlers, preschool age children, and expectant mothers, along with their geographic location, race, ethnicity, and spoken languages.
- *A description of special populations, targeted populations and other marginalized groups.* An analysis of children experiencing homelessness in collaboration with, to the extent

possible, McKinney-Vento Local Educational Agency Liaisons and an estimate of the number of children in foster care.

- *An overview of access to early childhood education programs.* A review of other child development, childcare centers, and family childcare programs that serve eligible children, including home visiting, publicly funded state and local preschools, and the approximate number of eligible children served.
- *A description of the number of children with disabilities and access to services.* A description of the number of children with disabilities, including the types of disabilities and relevant services and resources provided to these children by community agencies such as IDEA Part C and B providers.
- *Economic, employment, education, housing, health, Nutrition, transportation, asset development, and social service needs.* A description of the needs of low-income families and children including prevalent social or economic factors that impact their well-being. This also includes a description of the specific needs of low-income individuals and families within the community. This should include barriers to economic security and opportunities for improvement.
- *The childcare and training schedules of parents of children birth-to-five.* Typical work, school, and training schedules of parents with eligible children.
- *Community resources and strengths.* Identification of resources and strengths within the community that can be leveraged to address needs, including community organizations, volunteer groups, and local businesses.

The community assessment will serve as Fresno EOC's baseline for identifying current community needs, designing new plans, choosing community partners, developing strategic collaborations, evaluating the effectiveness and progress of prior strategies and interventions for serving low-income families and children in the community, and for making decisions about the program that can accelerate outcomes for low-income individuals, children, and families. The community assessment is also used to assess and identify the Head Start 0 to 5 program recruitment and service area, develop goals and objectives, select program options and calendar, and to establish the annual selection criteria and program priorities.

Figure 2. depicts how the community assessment informs the Head Start 0 to 5 program recruitment process and other aspects of the program including selection of children, recruitment, enrollment, recordkeeping, eligibility, and attendance procedures.



## How does the Community Assessment Inform?



Figure 2. Community Assessment Information (Head Start)

| Community Assessment Process                                                                                                                                                                                                |                     |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
| Project activities begin.                                                                                                                                                                                                   | January 2023        |
| Needs assessment workgroup created, assessment coordinator identified within Fresno EOC and Heartland, appointed the agency planning team, and created a data map, including quantitative and qualitative data and sources. | January 2023        |
| Implement data collection plan (qualitative and quantitative data), timelines monitored, defined roles of staff, board members, agency partners, consultants.                                                               | February-April 2024 |
| Data analysis and key findings are identified.                                                                                                                                                                              | April 2024          |
| 1 <sup>st</sup> draft is submitted for review. Agency staff and governing body members review data and identify critical community issues, resources, and service gaps.                                                     | May 2024            |
| Final draft is submitted for acceptance. .                                                                                                                                                                                  | May 2024            |
| Presentation of CNA to Board and Head Start County-Wide Policy Council. .                                                                                                                                                   | May-June 2024       |

Table 2. Community Assessment Timeline

### Sources of Data and Data Collection Methods

Numerous primary and secondary data sources were used to describe the demographics of the service area and the physical, social, and economic well-being of low-income families. Sources of data included population datasets such as the U.S. Census Bureau, the CARES Community Engagement Network website, California Education Agency the Kids Count Data Center, California Department of Health and Human Services, Healthy People 2030, and the County Health Ranking reports. In addition, the assessment includes information garnered from other

secondary sources such as community health and needs assessments published by other agencies in the service area and community interviews.

Internal data included information necessary to create a profile of children and families, services received, and services for children with disabilities. These sources included the Head Start/Early Head Start Program Information Report for Fresno EOC and community action service reports. The following table details the distinguishing features of the American Community Survey Data and was utilized for data consistency throughout this report and to select community areas of focus. It is important to note there are data inconsistencies due to differing data sources. The data is intended to identify trends and where appropriate examines multiple sources of data.

| Distinguishing Features of ACS 1-year, 3-year, and 5-year Estimates |                                                                        |                                                                                    |
|---------------------------------------------------------------------|------------------------------------------------------------------------|------------------------------------------------------------------------------------|
| 1-year estimates                                                    | 3-year estimates                                                       | 5-year estimates                                                                   |
| 12 months of collected data                                         | 36 months of collected data                                            | 60 months of collected data                                                        |
| Data for areas with populations of 65,000+                          | Data for areas with populations of 20,000+                             | Data for all areas                                                                 |
| Smallest sample size                                                | Larger sample size than 1 year                                         | Largest sample size                                                                |
| Less reliable than 3 years or 5 years                               | More reliable than 1 year; less reliable than 5 years                  | Most reliable                                                                      |
| Most current data                                                   | Less current than 1-year estimates; more current than 5-year estimates | Least current                                                                      |
| <b>Best Used When</b>                                               | <b>Best Used When</b>                                                  | <b>Best Used When</b>                                                              |
| Currency is more important than precision                           | More precise than 1-year, more current than 5-years                    | Precision is more important than currency                                          |
| Analyzing large populations                                         | Analyzing smaller populations and geographies                          | Analyzing very small populations and tracts for which 1-year data is not available |

Table 3. Distinguishing Factors of Census Data

| Summary of Data Sources                                                                      |                                                                                                                                               |
|----------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|
| Source                                                                                       | Topics                                                                                                                                        |
| U.S. Census; American Community Survey                                                       | Demographics, Education, Income, Healthcare/Insurance, Employment, Housing, Nutrition, Maternal and Child Health, Basic Assistance, Economics |
| U.S. Department of Labor; Bureau of Labor Statistics and North Carolina Workforce Commission | Employment, Income and Wages, Industry, Workforce                                                                                             |
| California Department of Health Services                                                     | Behavioral Risk Factors, Health, Immunizations, Oral Health, Birth Defects, Health Workforce, Nutrition                                       |
| U.S. Center for Disease Control                                                              | Oral Health                                                                                                                                   |
| Annie E. Casey Foundation Kids Count Data Center                                             | Dual Language Learners, Maternal and Child Health, Child Abuse, WIC Enrollment                                                                |
| United Health Foundation                                                                     | Health Rankings                                                                                                                               |
| Mental Health America                                                                        | Mental Health                                                                                                                                 |



| Summary of Data Sources                          |                                                                                                                                                                                                                                                                       |  |
|--------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| Quantitative Data                                |                                                                                                                                                                                                                                                                       |  |
| Source                                           | Topics                                                                                                                                                                                                                                                                |  |
| U.S. Department of Housing and Urban Development | HUD and housing information                                                                                                                                                                                                                                           |  |
| CARES Community Engagement Network               | Population Density, Demographics, Education, Student Achievement, English Language Proficiency, Health, Neighborhood and Environment, Housing, Veterans, Insurance, Health Professional Shortage Areas, Immunization Data, Elderly Population Demographics, Nutrition |  |
| National Center for Education Statistics         | Education, Student Achievement, Disabilities, English Language Learners, Economically Disadvantaged Students                                                                                                                                                          |  |
| Head Start Program Information Report            | Head Start Demographics, Enrollment, and Services                                                                                                                                                                                                                     |  |

Table 4. Summary of Data Sources

### Methods for Data Analysis

Initial data analysis was completed by Heartland Solutions and the Fresno EOC management team. Conclusions and recommendations were formulated from these reviews and were considered by the Fresno EOC Board of Commissioners and Head Start 0-5 County-Wide Policy Council. Heartland utilized the following process to analyze the community assessment data:

| Data Analysis Strategies                                                                         |                                                                                                                                                                            |
|--------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Analysis Task                                                                                    | Purpose                                                                                                                                                                    |
| Data was organized and combined according to information about each indicator that was assessed. | Although data differs slightly combining the data allows the assessment team to analyze the multiple dimensions of a single issue.                                         |
| Closely related information was grouped together and organized into domains.                     | Issues were analyzed in order to connect conditions to the different statistical, programmatic, and opinion indicators that facilitate a complete understanding of issues. |
| The data was analyzed to identify similarities in findings across data sources.                  | The thematic analysis allows the assessment team to rank needs present in the service area.                                                                                |
| Needs are ranked and categorized.                                                                | Classification of the needs assists in developing strategies to address each need.                                                                                         |
| The program staff determine how the program can address needs.                                   | The comparison of data allows Fresno EOC to assess how effectively the community is meeting the needs identified in the community assessment.                              |

Table 5. Data Analysis Strategies

### Data Limitations

It should be noted that throughout this assessment there are some inconsistencies in data due to the design of the community survey which allowed respondents to select multiple responses to specific questions. As a result, the total percentage of respondents reported for some indicators may exceed 100%.

### ***Community Engagement***

Community engagement is a crucial component of Fresno EOC's community assessment process. To effectively identify and address local needs, we rely on the active participation of the community members we aim to serve. This involvement ensures that the assessment reflects the true conditions and challenges faced by the community. Engaging the community included conducting surveys, holding town hall meetings, and focus groups that allowed specific populations to express their concerns, needs, and suggestions. This inclusive approach not only helps in gathering accurate data but also fosters a sense of ownership and collaboration among community members, increasing the likelihood of successful implementation of the agency's interventions. Moreover, by incorporating diverse perspectives, especially from underrepresented groups, Fresno EOC can tailor its strategies to be more effective and equitable, ensuring that all voices are heard and acted upon.

In interviews with Fresno County community leaders, a recurring theme was the array of obstacles faced by the economically disadvantaged population, particularly in accessing essential services. Awareness and access to services, transportation, and the need for more collaborative efforts among service providers emerged as significant challenges. Leaders emphasized the importance of coordinated data sharing, aligning funding between impact agencies, and improving coordination among institutions to enhance service provision. Furthermore, access to healthy affordable food in rural communities and improved healthcare access were identified as pressing needs, alongside access to childcare, early childhood services, and affordable housing, especially for those transitioning out of programs like foster care. There was a consensus on the necessity of expanded early childhood programs to facilitate greater economic upward mobility.

Despite these challenges, the community was recognized for its resilience and determination to overcome economic hardships. However, it was also noted that this resilience might inadvertently perpetuate the cycle of poverty because adaptation and normalization can be seen as a strength. Additionally, the lack of "soft skills" was highlighted as a formidable challenge for workforce development. Services in rural and urban areas were identified as needing differentiation based on the specific needs of each community. Throughout the discussions, Fresno EOC emerged as a pivotal provider of services for the economically disadvantaged, underlining the importance of stable leadership and Fresno EOC's role in removing barriers to accessing essential services.





Figure 4. Community Engagement Summary

## Demographics

The Fresno EOC service area, Fresno County is comprised of over 35 different communities. The county has 15 incorporated cities. Clovis, Coalinga, Firebaugh, Fowler, Fresno, Huron, Kerman, Kingsburg, Mendota, Orange Cove, Parlier, Reedley, Sanger, San Joaquin, and Selma. In addition, there are 25 small, unincorporated communities; among these are: Auberry, Biola, Cantua Creek, Caruthers, Del Rey, Highway City, Laton, Pinedale, and Riverdale. For this report demographic data for the smaller communities has been

organized into community profiles, while this report features the larger communities in the service area for which public data is available and to allow for the comparison of community data. In some cases, the data differs due to the data source and time period collected. However, overall trends can be identified, making it a valuable contribution to the report.

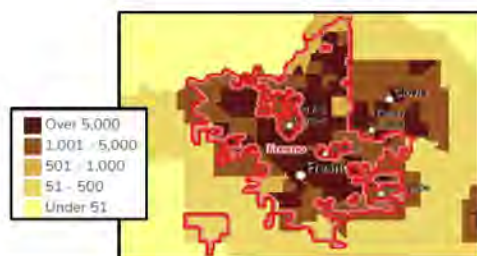


Figure 5. Fresno EOC Service Area

### Population Density

Population density is important in determining the needs of the community. How many people a community has influences whether a business will have enough customers to survive, which impacts economic development. Whether the population grows or shrinks influences decisions on school funding formulas, employment, housing, and other allocations for public funding, as well as the resource needs of the community. Whether the population is young or old also influences the needs of the community and the economy. The population of Fresno County is 1,008,280, with the City of Fresno representing 541,528 residents<sup>1</sup>.

#### Population Density (per sq. mi.)



| Area          | Population |
|---------------|------------|
| Clovis        | 123,529    |
| Coalinga      | 17,488     |
| Huron         | 6,250      |
| Kerman        | 15,980     |
| Kingsburg     | 12,490     |
| Mendota       | 12,603     |
| Orange Cove   | 9,635      |
| Parlier       | 14,554     |
| Reedley       | 25,441     |
| Sanger        | 26,461     |
| Selma         | 24,318     |
| Fresno City   | 541,528    |
| Fresno County | 1,008,280  |

Table 6. Population

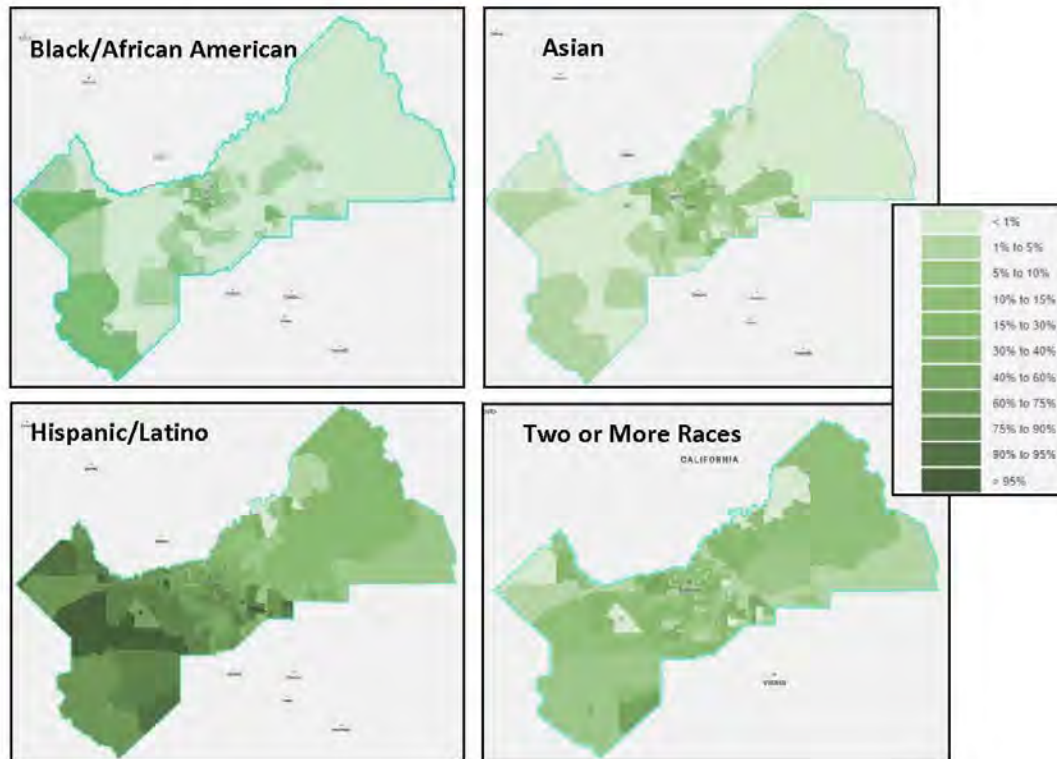
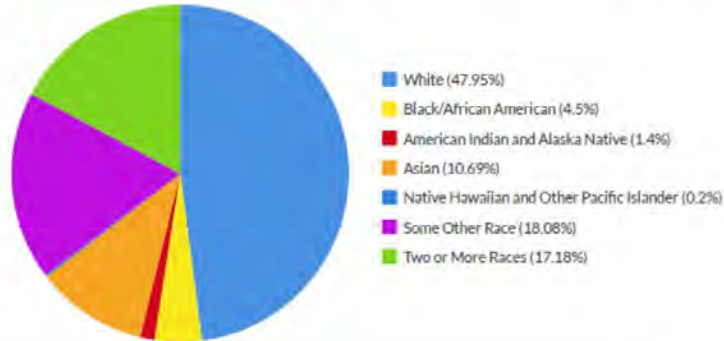
<sup>1</sup> United States Census Bureau. *American Community Survey, 2022.*



### Race & Ethnicity

Fresno County is considered one of the most diverse counties in California, home to a generous mixture of people and cultures. The following figures provide an overview of the race and ethnicity of the county and detail the percentage of the population comprised of specific populations by census tract. In total, 54% of the county population is Hispanic/Latino<sup>1</sup>. Among the smaller communities, the population that is Hispanic/Latino is higher ranging from a low of 34% in Clovis to a rate exceeding 90% of the population in Huron, Orange Cove, and Riverdale <sup>1</sup>.

Fresno County Race



### Population Change

Population growth can impact the population in several ways. For example, population growth can positively impact the economy and negatively impact the environment. Since 2020, the county population has increased by 78,204 people or 8%. The fastest growing communities include Mendota (+ 12% population) and the City of Fresno (+6%). In contrast, some communities have experienced a population decline including Riverdale (-17%), Laton (-15%) and Firebaugh (-8%)<sup>1</sup>.

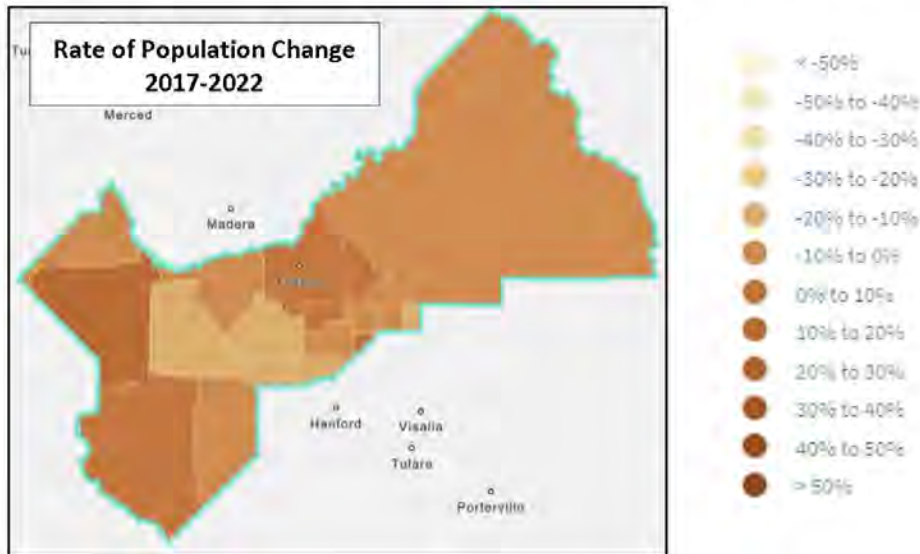
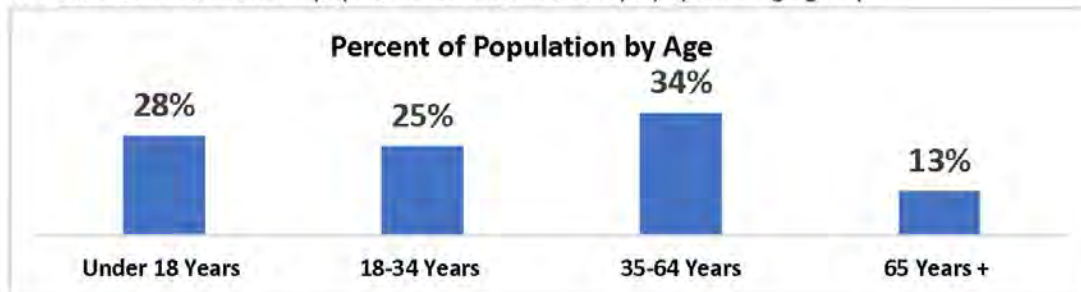


Figure 6. Rate of Population Change

### Age

The table below shows the population of Fresno County by specific age group<sup>1</sup>.



| Percent of Population by Age for Community Areas |       |        |       |           |         |             |
|--------------------------------------------------|-------|--------|-------|-----------|---------|-------------|
| Age                                              | Biola | Clovis | Huron | Kingsburg | Mendota | Orange Cove |
| Under 18 Years                                   | 38.4% | 28.9%  | 34.1% | 25.9%     | 38.5%   | 37.8%       |
| 18-34 Years                                      | 35.4% | 21.6%  | 29.1% | 20.0%     | 26.0%   | 24.7%       |
| 35-64 Years                                      | 18.1% | 36.4%  | 33.9% | 36.7%     | 29.0%   | 31.5%       |
| 65 Years +                                       | 8.2%  | 13.1%  | 2.9%  | 17.4%     | 6.6%    | 6.1%        |

|                | Parlier | Reedley | Riverdale | Sanger | Selma | Fresno City |
|----------------|---------|---------|-----------|--------|-------|-------------|
| Under 18 Years | 32.4%   | 30.3%   | 47.9%     | 29.2%  | 26.8% | 27.8%       |
| 18-34 Years    | 28.2%   | 25.7%   | 21.3%     | 25.5%  | 27.4% | 26.6%       |
| 35-64 Years    | 31.3%   | 18.1%   | 27.6%     | 34.5%  | 34.3% | 33.6%       |
| 65 Years +     | 8.2%    | 8.2%    | 3.3%      | 10.7%  | 11.6% | 11.9%       |

Table 7. Percent of Population by Age by Community

| Population Under Five Years by Age by Specific Community |       |        |       |           |         |             |
|----------------------------------------------------------|-------|--------|-------|-----------|---------|-------------|
| Age                                                      | Biola | Clovis | Huron | Kingsburg | Mendota | Orange Cove |
| Under 3 Years                                            | 107   | 4,383  | 303   | 294       | 756     | 407         |
| 3 and 4 Years                                            | 47    | 3,935  | 206   | 310       | 480     | 405         |

| Age           | Reedley | Riverdale | Parlier | Kerman | Firebaugh |
|---------------|---------|-----------|---------|--------|-----------|
| Under 3 Years | 1,335   | 42        | 468     | 758    | 314       |
| 3 and 4 Years | 1,041   | 24        | 627     | 485    | 319       |

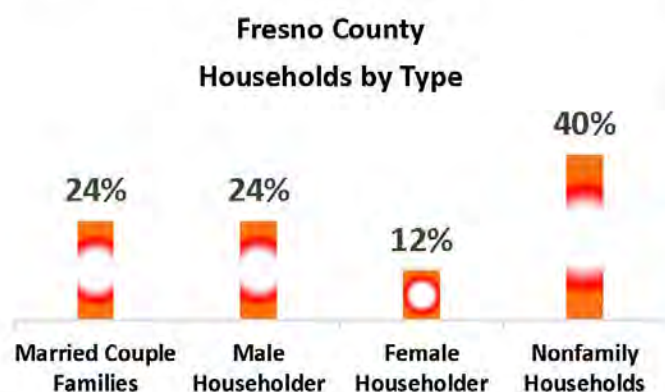
  

| Age           | Sanger | Selma | Coalinga | Fresno City | Fresno County |
|---------------|--------|-------|----------|-------------|---------------|
| Under 3 Years | 1,009  | 886   | 456      | 23,373      | 40,995        |
| 3 and 4 Years | 1,113  | 764   | 342      | 16,906      | 31,582        |

Table 8. Population Under Five Years by Community

### Family Composition

The U.S. Census Bureau reports there are 177,757 households, of which 118,129 are family households, comprising 66.4% of all households<sup>1</sup>.



A total of **14,189** children under five in Fresno County live in single parent families.

In Fresno City, **6,035** children under three and 3 and **3,357** children 3 & 4 live in single parent households.

Figure 7. Households by Type



### Family Status of Head Start Children

According to the Head Start Program Information Report (PIR) for the Fresno County Head Start program, 1,167 children live in single-parent families (52%) and 1,091 children live in two-parent families (48%). Within Head Start, almost four times as many children live in single-parent families compared to the general community. Six percent of children live with their grandparents<sup>1</sup>.

## Grandparents Caring for Grandchildren

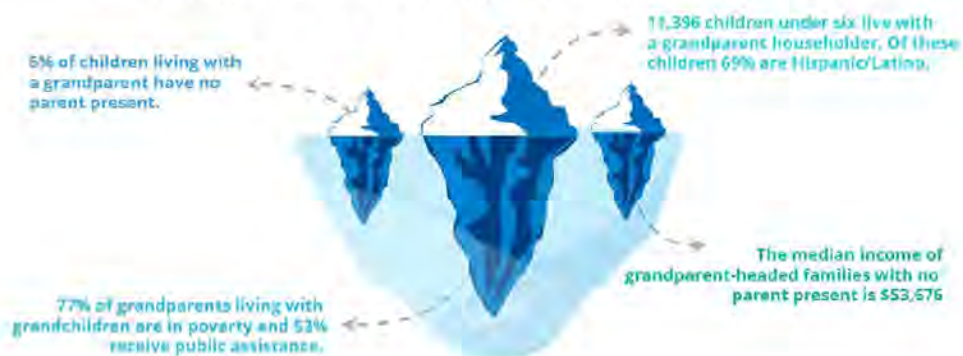


Figure 8. Grandparents Caring for Grandchildren



### Demographic Data Key Findings

The social environments of communities in Fresno County shape the experiences of those who live there and contribute to the life experiences of children who grow up in Fresno County. These differences can transfer into racial disparities. It is important to understand the location and make-up of various communities in the area in order to identify appropriate community partners and to direct services to geographic areas and populations that can benefit most.

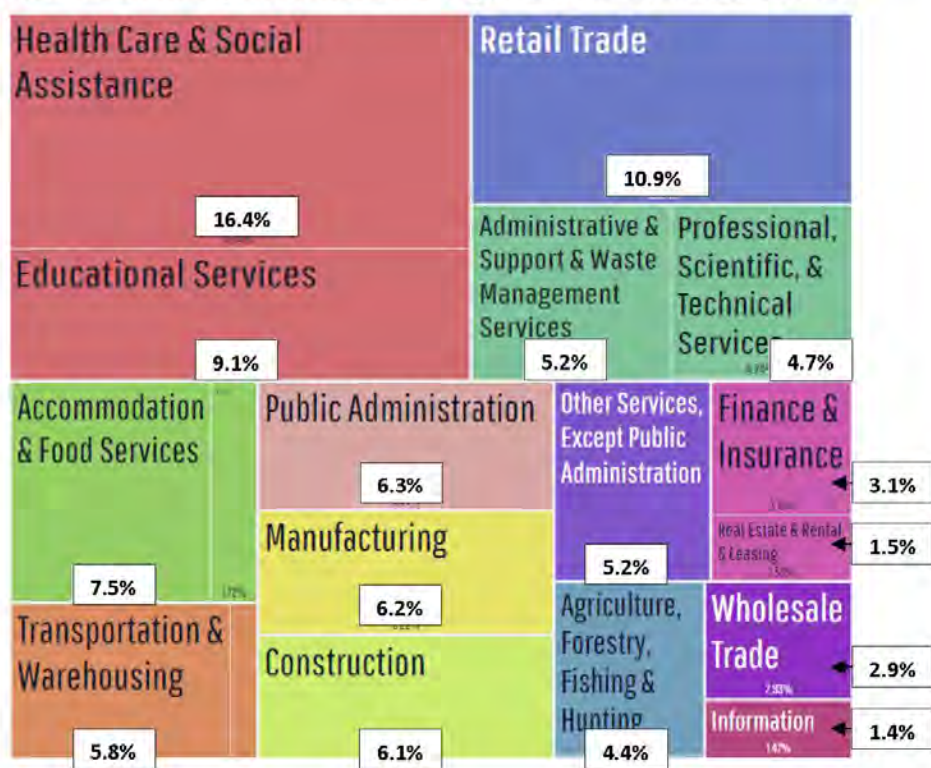
Fresno County's population is primarily white, however there are diverse communities of culture and place. Overall, the population that is Hispanic/Latino exceeds 50%. There are a large number of Hispanic/Latinos that live in southwest Fresno County. According to Fresno State University, the City of Fresno experienced an influx of Southeast Asian refugees in the 1970's giving rise to a diverse Asian population in the City of Fresno that today is comprised of a number of subgroups in the Asian Community, including Hmong, Filipino, Japanese, Khmer, Korean, Indian, and Vietnamese-Americans. Many of the county's Black/African American residents live in west Fresno. Within the general demographic patterns there is great diversity that is often obscured due to data collection gaps and undercounting of some populations in the U.S. Census.

## Economic Activities

The economic characteristics of the community impact job growth, employment, and can contribute to or detract from the prosperity of individuals and families. For example, cycles of growth, the types of industries, and employment opportunities available in a community can generate cycles of opportunity that advance human development as parents invest in their child's education and adults seek career training so they can participate in a positive labor market and improve their economic status. In turn, as income increases or decreases, so does an individual's health status. As a social determinant of health, a household's income impacts choices about housing, education, childcare, food, and medical care. Employment also usually includes health benefits which further support healthy lifestyle choices. Underemployment and unemployment limit purchasing power and the inability to accumulate savings and assets puts individuals and their families at risk during times of economic distress.

### Industry

The following figure demonstrates the different industries that make up the Fresno County economy. Fresno County is experiencing growth in Agribusiness, Logistics/E-Commerce, Advanced Manufacturing, Healthcare and Energy and Water Technology Sectors<sup>2</sup>.



<sup>2</sup> DataUSA. <https://datausa.io>.



## ***Agriculture***

Fresno County is home to 1.88 million acres of the world's most productive farmland and agriculture covers over half of the county's geography. Fresno County growers raise more than 350 different crops, supporting 20% of all jobs in the Fresno area and the county is the second top agricultural producer in California and the nation. Many of the county's crops are not grown commercially anywhere else in the nation. Every \$1 generated on the farm produces another \$3.50 in the local and regional economy<sup>3</sup>. According to the Department of Labor Occupational Outlook there are over 18,360 farmworkers in Fresno County who earn an average wage of \$16.86 per hour<sup>4</sup>. According to the California National Agricultural Workers Survey Research Report, farmworkers have the following characteristics:

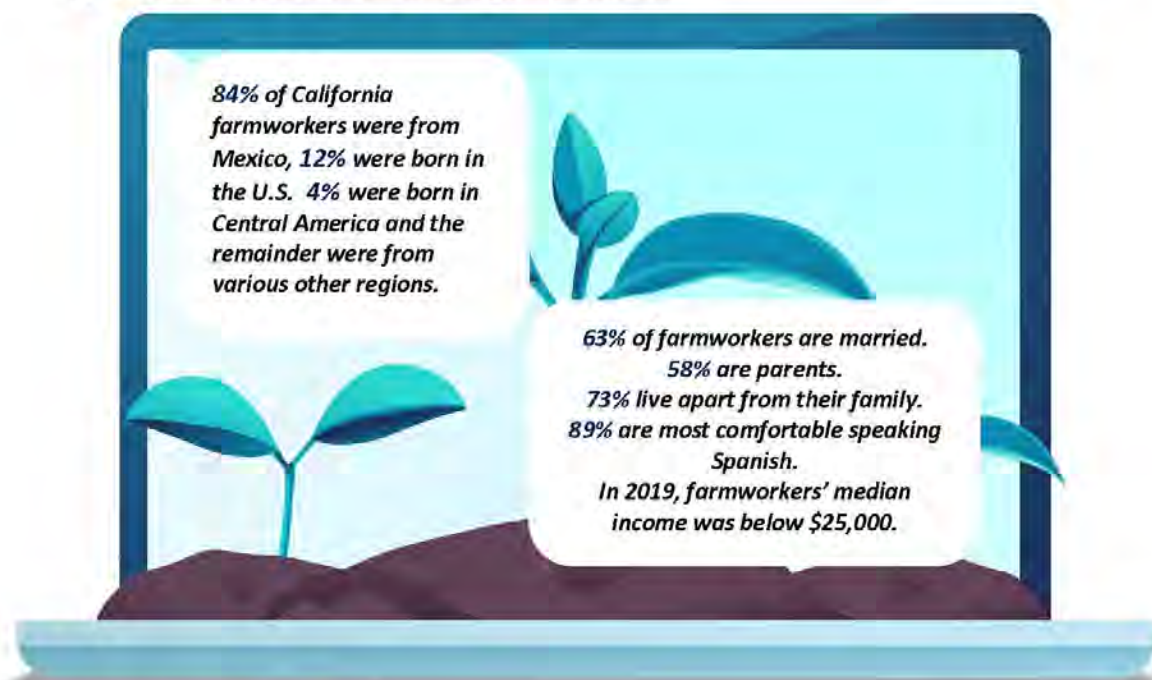


Figure 9. Farmworker Characteristics

## ***Unemployment Rate***

The unemployment rate in Fresno County has now climbed to pre-pandemic rates. The unemployment rate was 7.6% in 2023, down from 8.2% in 2020. However, in 2024, the rate has increased to more than double the national unemployment rate to 8.8% (January 2024) and has risen to 9.5% as of March, 2024<sup>5</sup>.

<sup>3</sup> Fresno County Crop Report, 2022.

<sup>4</sup> U.S. Bureau of Labor Statistics, 2024, [https://www.bls.gov/oes/current/oes\\_23420.htm#45-0000](https://www.bls.gov/oes/current/oes_23420.htm#45-0000)

<sup>5</sup> US Department of Labor, Bureau of Labor Statistics. 2024 - January.



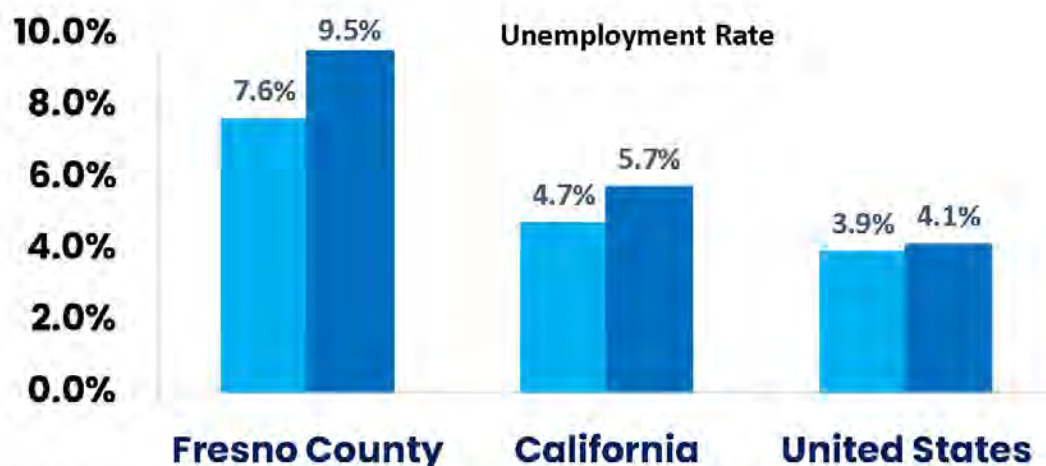


Figure 10. Unemployment Rate

### Underemployment

Visible underemployment is where an individual works fewer hours than is necessary for a full-time job. Underemployment may refer to a variety of situations, most commonly it refers to someone who is employed, but not in the desired capacity. The unmet need may relate to any or all hours of work, level of skill utilization, application of qualifications or experience, or level of compensation (i.e. working in a lower paid job than qualifications would suggest the worker is suited to). The underemployment rate (U6) includes – in addition to the Unemployment Rate – anyone who wants to work but has given up looking for employment in the last year, as well as people working part-time who would like to work full-time.

To gauge the number of Fresno County workers that are underemployed, we considered data from the U.S. Bureau of Labor Statistics on the percent of the population in the labor force that is working less than 35 hours due to economic reasons<sup>6</sup>. Based on national percentages, as of March 2024, 7.3% of all workers were underemployed. If this percentage were applied to Fresno County this would mean that over 34,000 workers are underemployed.

<sup>6</sup> Labor Force Statistics, Current Population Survey. <https://www.bls.gov/cps/cpsaat20.htm>; <https://www.bls.gov/news.release/emps/t.t15.htm>



### Community Survey Responses

Of the community survey respondents ( total 2,775), 843 were currently seeing employment. Community survey respondents were asked to rank and identify the employment needs in their community. The highest rated needs were for additional job opportunities in the community, followed by financial assistance to attend training programs and access to affordable childcare. This data is consistent with feedback from the community forums.

Percent of Survey Respondents Reporting Employment Needs by Type of Need

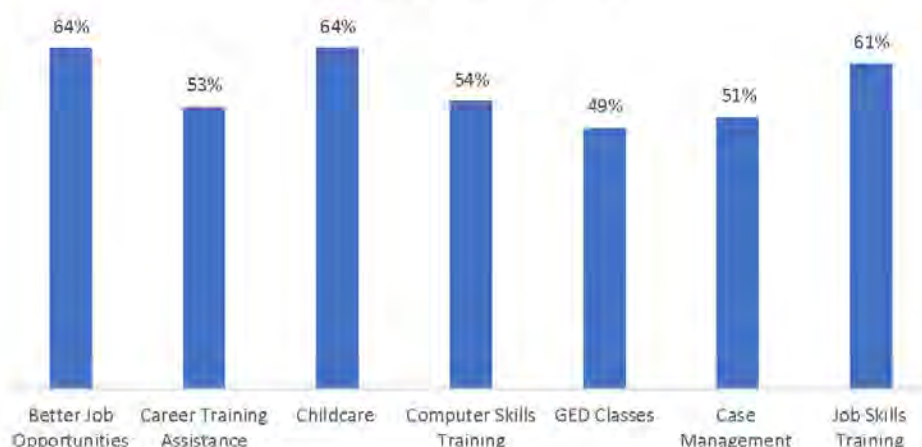


Figure 11. Employment Needs in Fresno County

A total of 2,672 respondents noted the following employment problems impacting Fresno County. Respondents noted more than one factor when appropriate.

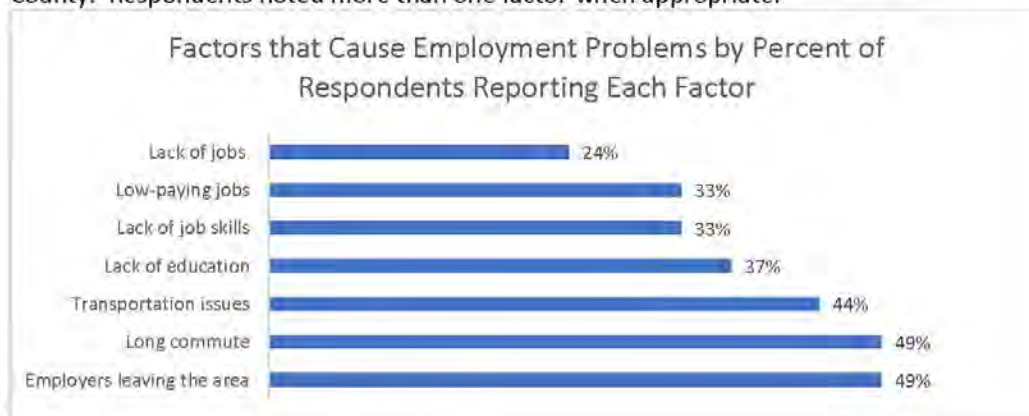


Figure 12. Factors that Cause Employment Problems

### Median Income Level

The median income for households is highly stratified by race and community. The chart below illustrates the median income by race for Fresno County households. The largest percentage of the population is comprised of Whites (54%) and Hispanic/Latinos (46%). Black/African American's comprise 9% of the population, while Asians, who have the highest income represent 9.2% of the population. Fresno County families and households have a lower median income than their peers statewide. Family income for married couples is more than twice that of married couple families.

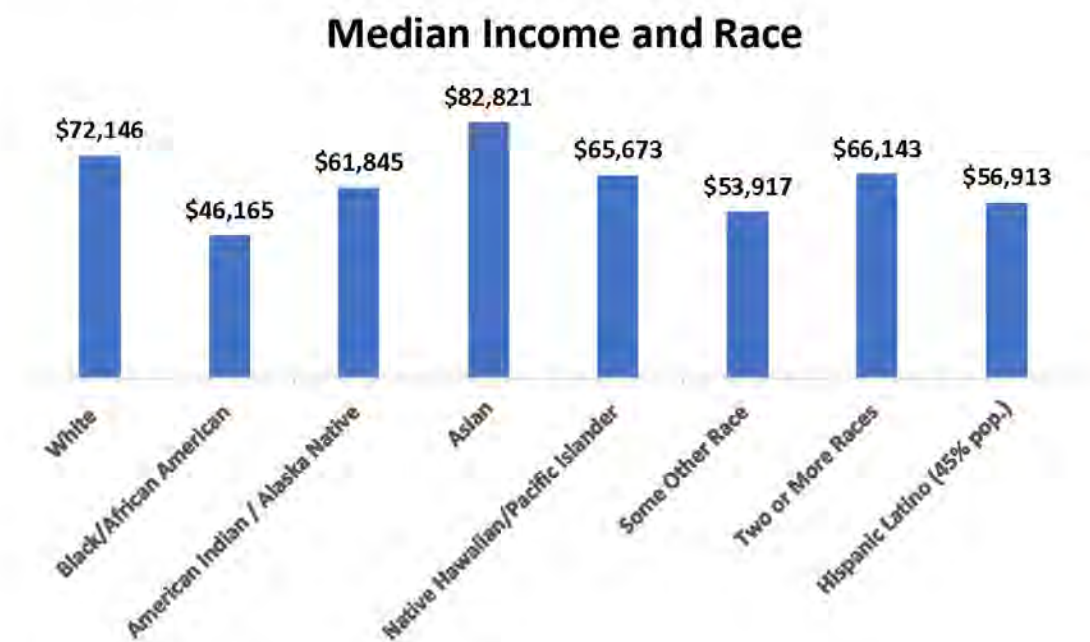


Figure 13. Median Income by Race



### Community Survey Responses

Of the community survey respondents (2,663):

- 69% earned their income from work activities
- 8% received Temporary Assistance for Needy Families
- 8% received retirement income from Social Security
- 6% received SSI income
- 4% were disabled
- 5% received unemployment



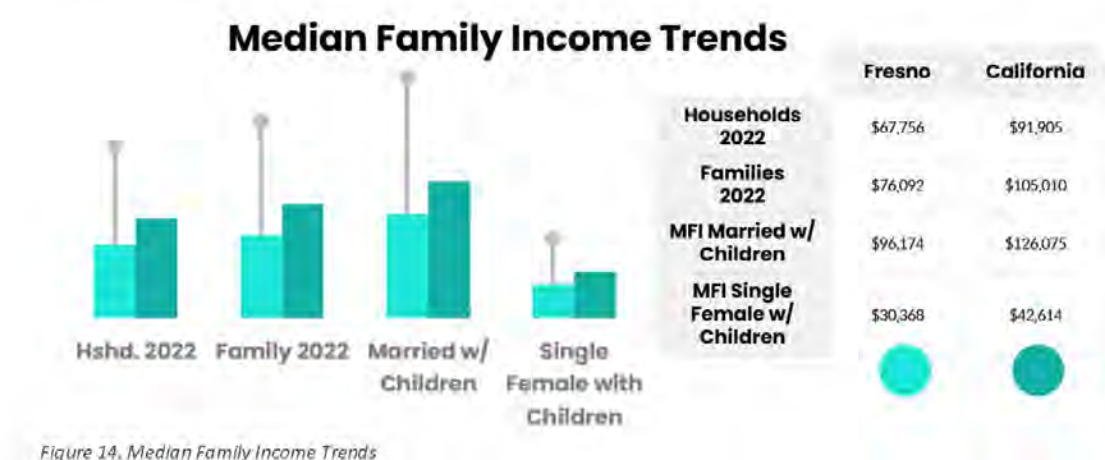


Figure 14. Median Family Income Trends

### Living Wage

Families must earn enough income to pay for their typical expenses to be self-sufficient. This includes the cost of food, childcare, medical, housing, transportation, and other necessities. The chart below shows the annual income required to achieve self-sufficiency in Fresno County for families with two adults with two children and families with one adult with two children<sup>7</sup>. When this data is compared to data for the median income in the service area it is evident that the median income for all types of families in Fresno County is insufficient to achieve self-sufficiency. This data indicates there is a large percentage of families that are vulnerable to shifts in employment, wages, and the economy.



Figure 15. Self Sufficiency Standard

<sup>7</sup> MIT Living Wage Calculator (2019). Living Wage Calculator. Retrieved from <https://livingwage.mit.edu/>; United States Census

The cost of living was noted as a concern in the community forums and is evidenced in data from the community assessment survey. The following figure shows the percentage of respondents (totaling 2,658) that paid a bill late in the past six months by the type of bill paid.

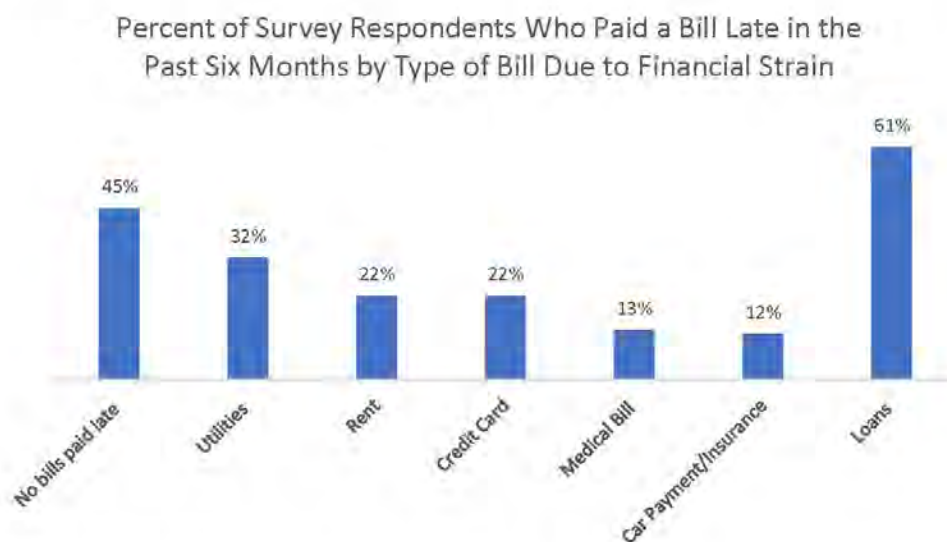


Figure 16. Bills Paid Late by Community Survey Respondents

| Median Income Level by Family Type |            |           |                         |                                      |                         |
|------------------------------------|------------|-----------|-------------------------|--------------------------------------|-------------------------|
| Area                               | Households | Families  | Married Couple Families | Single Female Householder w/Children | Single Male Householder |
| Clovis                             | \$98,554   | \$111,257 | \$132,797               | \$51,617                             | \$67,945                |
| Coalinga                           | \$68,976   | \$69,500  | \$86,685                | \$22,351                             | \$59,351                |
| Huron                              | \$43,664   | \$48,070  | \$48,070                | \$19,151                             | \$68,281                |
| Kerman                             | \$53,956   | \$58,234  | \$73,917                | \$37,026                             | \$75,313                |
| Kingsburg                          | \$74,897   | \$83,242  | \$95,154                | \$60,848                             | \$68,750                |
| Mendota                            | \$43,315   | \$43,301  | \$55,087                | \$14,464                             | \$39,453                |
| Parlier                            | \$50,026   | \$51,592  | \$65,142                | \$29,133                             | \$42,868                |
| Orange Cove                        | \$33,671   | \$33,691  | \$45,227                | \$18,987                             | \$31,053                |
| Reedley                            | \$61,629   | \$66,774  | \$76,453                | \$37,513                             | \$87,576                |
| Sanger                             | \$69,333   | \$71,324  | \$85,866                | \$38,326                             | \$41,696                |
| Selma                              | \$53,874   | \$58,562  | \$71,193                | \$24,167                             | \$54,295                |
| Fresno City                        | \$63,001   | \$71,430  | \$92,651                | \$28,901                             | \$54,038                |
| Fresno County                      | \$67,756   | \$76,092  | \$96,174                | \$30,827                             | \$45,547                |

Table 9. Median Income by Family Type

### Supplemental Security Income

Supplemental Security Income (SSI), provides monthly financial payments to low-income adults that are blind, disabled, or age 65 and older. Disabled or blind children are also eligible to receive SSI benefits. Families receiving SSI are categorically eligible for Head Start services, providing the family an additional supportive resource<sup>1</sup>.

| Receipt of Supplemental Security Income (SSI), Cash Public Assistance (CPA), SNAP |           |               |               |                |
|-----------------------------------------------------------------------------------|-----------|---------------|---------------|----------------|
| Area                                                                              | Total     | % Pop.<br>SSI | % Pop.<br>CPA | % Pop.<br>SNAP |
| Clovis                                                                            | 123,529   | 3.1%          | 4.9%          | 12.7%          |
| Coalinga                                                                          | 17,488    | 6.4%          | 5.1%          | 17.6%          |
| Huron                                                                             | 6,250     | 2.6%          | 4.9%          | 35.8%          |
| Kerman                                                                            | 15,980    | 7.5%          | 5.6%          | 24.7%          |
| Kingsburg                                                                         | 12,490    | 6.9%          | 5.0%          | 14.6%          |
| Mendota                                                                           | 12,603    | 5.2%          | 2.2%          | 29.3%          |
| Parlier                                                                           | 14,554    | 8.8%          | 5.6%          | 26.5%          |
| Orange Cove                                                                       | 9,635     | 8.2%          | 8.5%          | 36.0%          |
| Reedley                                                                           | 25,441    | 7.0%          | 7.4%          | 18.4%          |
| Sanger                                                                            | 26,461    | 10.8%         | 5.8%          | 17.4%          |
| Selma                                                                             | 24,318    | 5.1%          | 8.1%          | 22.4%          |
| Fresno City                                                                       | 541,528   | 9.3%          | 7.3%          | 22.0%          |
| Fresno County                                                                     | 1,008,280 | 7.7%          | 5.8%          | 22.7%          |

Table 10. Social Security Income & Public Assistance

| 2023 Head Start Families Receipt of Public Assistance |             |          |             |           |
|-------------------------------------------------------|-------------|----------|-------------|-----------|
|                                                       | SNAP        | SSI      | WIC         | TANF      |
| HS/EHS Families                                       | 1,325 (59%) | 111 (5%) | 1,521 (70%) | 521 (23%) |

Table 11. Head Start Families Receipt of Public Assistance

### Profile of Self-Sufficiency

Indicators of self-sufficiency that can be gleaned from Program Information Report (PIR) data for Head Start families include rates of parental employment and the extent to which families use public assistance. The number of families in which one parent is employed, in job training or in school totals 1,475, which is 66% of all enrolled families. Of these families, 185 are in job training (13%) and 32 are attending school to obtain a GED or a degree. This rate is higher than in 2022, in which 24% of parents were unemployed and not attending school or job training. Among children in Fresno County under six years, 62% had all parents in the labor force. Among children aged 6-17 years, 68% had all parents in the labor force. This data shows that parents in the program work at levels comparable to other families in the community.





### ***Economic Activities Key Data Findings***

- The unemployment rate is rising over pre-pandemic levels and in March 2024 reached 9.5%, meaning that there is a total of 44,600 people that are unemployed. Additionally, there are over 34,000 workers who are underemployed.
- Fresno County is experiencing growth in Agribusiness, Logistics/E-Commerce, Advanced Manufacturing, Healthcare and Energy and Water Technology Sectors. With training, these careers offer entry level career opportunities for individuals in poverty.
- Economic trends indicate that the largest sectors by industry employment are education and health care and social assistance. However, there is a significant number of farmworkers and individuals employed in agriculture. Farmworkers have higher rates of poverty and most often have limited English proficiency.
- Median income is stratified by race and Hispanic/Latinos and African American/Black residents are more likely to have a lower income than the general population. Additionally, the median income for married-family households with children is three times that of single-female headed households. Fresno County median income is lower than the state median income for families and households.

There have been changes in the work environment and in the job structure due to the COVID-19 pandemic. Many people in poverty that are working are employed in the low-wage labor market in jobs that lack benefits. As shown by underemployment and growing unemployment rates. In Fresno County, a significant number of jobs are also in the retail and hospitality sector where employers schedule work hours unpredictably. These factors result in wage volatility that undergirds poverty and the ability to achieve self-sufficiency.

### **WHAT HAPPENS AFTER UNEMPLOYMENT TO FAMILIES?**

Unemployment can be especially devastating for families with children and for individuals. Housing payments, food and transportation costs, health care needs, and even childcare costs don't end when a job ends. Research shows that children are more likely to repeat a grade when parents lose jobs, and those living with unemployed single mothers are more likely to drop out of school and to experience lower emotional wellbeing. Other studies document that unemployment often intensifies parental stress, which in turn impairs children's future outcomes.

Single-mothers, whose families stand to gain the most from the benefits of postsecondary degrees, face obstacles to college completion which would help them move out of low-wage employment, including financial insecurity and heavy caregiving burdens. Steps that can be taken to help people transition into self-sufficiency include:

- Providing support for increasing education in alignment with job growth trends. Aligning education and employment can help clients enter into careers that offer full-time work and benefits.
- Providing comprehensive services that buffer the impact of the caregiving burden and lack of resources experienced by single mothers. For example, offering childcare programs that meet the full-time/year-round care needs of families and creating peer support groups. The Head Start program model is particularly effective at combining mental health, financial, and other career support to help families.
- Integrating data collection efforts into HS and other programs that uncover the reasons behind unemployment, calculating under-employment among individuals, and developing targeted strategies to address the needs of people that are struggling. For example, creating surveys to uncover the barriers experienced in relation to employment barriers.

#### WHAT ARE THE IMPACTS OF UNEMPLOYMENT ON INDIVIDUALS?

Financial hardship that leads to difficulties covering basic expenses.

Uncertainty and a loss of a sense of purpose can contribute to emotional distress.

Loss of self-esteem and identity because work often plays a crucial role in shaping a sense of self and identity.

Health implications such as loss of insurance and physical health problems due to stress and anxiety.

Negative impacts on relationships and financial strains may affect interactions with others.

Reduced social interactions and more limited sense of community.

Delaying life's milestones such as retirement, starting a family, or buying a home.

Negative long-term career effects as the result of lengthy periods of unemployment.



## Poverty

Poverty contributes to death, disease, and health impairments. As income inequality increases, life expectancy differences also emerge. According to a recent study, low-income Americans have higher rates of physical limitation, heart disease, diabetes, stroke, and other chronic conditions, compared to high-income Americans.<sup>8</sup> Conversely, wealth supports educational attainment, housing stability, and financial security.<sup>9</sup> Poverty also exerts adverse impacts on children through family stress processes because it can lead to family dysfunction, stress among caregivers, and parenting challenges.

Elderly poverty can lead to depression and reduce the life span. Some individuals may 'inherit' poverty because of being born into a particular social group defined by race, class, and location. Others experience situational poverty from which they never escape. Poverty is interconnected along five pathways: substance abuse, educational failure, unemployment, debt, and family breakdown, making it particularly insidious.

Population in Poverty by Census Tract

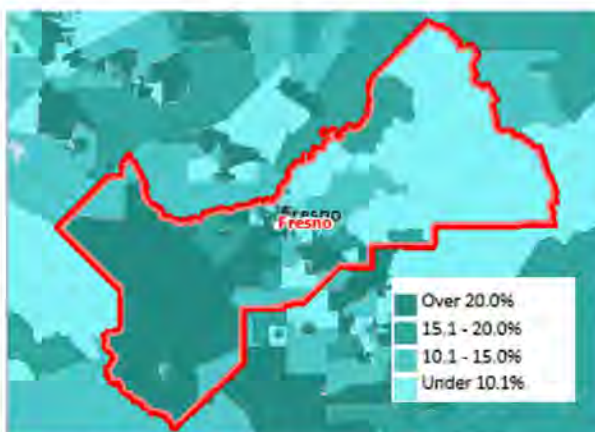


Figure 17. Population in Poverty by Census Tract

### Number Below Poverty Level

Poverty estimates for 2022 show a total of 193,675 Fresno County residents have an income below the poverty threshold. The poverty rate is 19.5% compared to a rate of 12.5% for California<sup>1</sup>.

| Area          | Population  | Poverty Rates         |                    |
|---------------|-------------|-----------------------|--------------------|
|               |             | Population in Poverty | Percent in Poverty |
| Fresno County | 990,821     | 193,675               | 19.5%              |
| California    | 38,643,585  | 4,685,272             | 12.1%              |
| United States | 323,275,448 | 40,521,584            | 12.5%              |

<sup>8</sup> Chetty R, Stepner M, Abraham S, et al. (2016). The Association Between Income and Life Expectancy in the United States, 2001-2014. JAMA, 315(16):1750-1766. doi:10.1001/jama.2016.4226

<sup>9</sup> Health Affairs (2018). Health, Income, & Poverty: Where We Area & What Could Help. Retrieved from <https://www.healthaffairs.org/doi/10.1377/hpb20180817.901935/full/>.

| Population in Poverty by City |         |                       |                         |                                  |
|-------------------------------|---------|-----------------------|-------------------------|----------------------------------|
| Area                          | Total   | Population in Poverty | % Population in Poverty | Individuals Income < 50% Poverty |
| Clovis                        | 119,318 | 10,049                | 8.4%                    | 4,703                            |
| Coalinga                      | 14,185  | 2,654                 | 18.7%                   | 1,372                            |
| Firebaugh                     | 8,139   | 3,521                 | 43.3%                   | 843                              |
| Huron                         | 6,260   | 2,007                 | 32.1%                   | 1,051                            |
| Kerman                        | 15,564  | 3,408                 | 21.9%                   | 1,023                            |
| Kingsburg                     | 12,490  | 1,185                 | 9.6%                    | 472                              |
| Mendota                       | 12,603  | 4,101                 | 32.7%                   | 1,937                            |
| Orange Cove                   | 9,635   | 4,463                 | 46.5%                   | 891                              |
| Parlier                       | 14,554  | 3,988                 | 27.4%                   | 1,756                            |
| Reedley                       | 25,441  | 3,977                 | 15.9%                   | 1,219                            |
| Sanger                        | 26,461  | 4,198                 | 5.8%                    | 1,219                            |
| San Joaquin                   | 3,725   | 1,238                 | 33.2%                   | 242                              |
| Selma                         | 24,318  | 5,157                 | 21.2%                   | 1,882                            |
| Fresno City                   | 532,251 | 117,570               | 22.1%                   | 55,948                           |

### Poverty Rate by Family Type

In the service area, children living in single female headed households are more than three times likely to be living in poverty than all families. Within the service area 35,096 families (15%) live in poverty. Of families in poverty, 13,985 are married couples (39.8%), 4,095 are male householders and 17,016 are female – headed households (48.5%)<sup>1</sup>.

### Families in Poverty by Family Type



Figure 18. Poverty Rate by Family Type

### Number of Children Living in Poverty

Among Fresno County children, the poverty rate is 8%, compared to a rate of 11.9% in California and 17.0% in the U.S. The highest rates of poverty among children are in Orange Cove and Firebaugh<sup>1</sup>.

| Area        | Children in Poverty |                        |                       |                           |
|-------------|---------------------|------------------------|-----------------------|---------------------------|
|             | Total Population    | Population < 18 years. | % Children in Poverty | Total Children in Poverty |
| Clovis      | 119,318             | 33,821                 | 9.6%                  | 10,049                    |
| Coalinga    | 14,185              | 4,092                  | 25.1%                 | 1,026                     |
| Firebaugh   | 8,139               | 2,849                  | 55.3%                 | 1,575                     |
| Huron       | 6,260               | 2,135                  | 56.9%                 | 1,214                     |
| Kerman      | 15,564              | 4,846                  | 28.1%                 | 1,364                     |
| Kingsburg   | 12,490              | 3,231                  | 7.9%                  | 255                       |
| Mendota     | 12,603              | 4,782                  | 41.2%                 | 1,970                     |
| Orange Cove | 9,635               | 3,609                  | 61.0%                 | 2,203                     |
| Parlier     | 14,554              | 4,677                  | 38.4%                 | 1,797                     |
| Reedley     | 25,441              | 7,517                  | 21.1%                 | 1,586                     |
| Sanger      | 26,461              | 7,765                  | 23.2%                 | 1,803                     |
| San Joaquin | 3,725               | 1,444                  | 44.0%                 | 635                       |
| Selma       | 24,318              | 6,445                  | 29.6%                 | 1,908                     |
| Fresno City | 532,251             | 148,084                | 30.4%                 | 45,043                    |

Table 12. Children in Poverty by Age



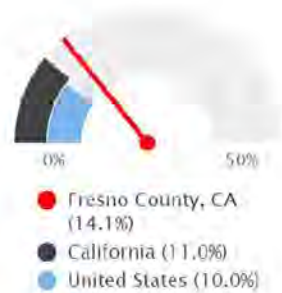
Figure 19. Poverty by Population Type



### Seniors Living in Poverty

According to the American Community Survey 5-year data, an average of 19% of people in Fresno County lived in a state of poverty during 2022. The poverty rate for seniors living in Fresno County is 14.1%, totaling 17,307 people, a rate higher than the rate for California and the rate for the nation<sup>1</sup>.

Ages 65 and Up Poverty Rate



### Poverty by Race/Ethnicity

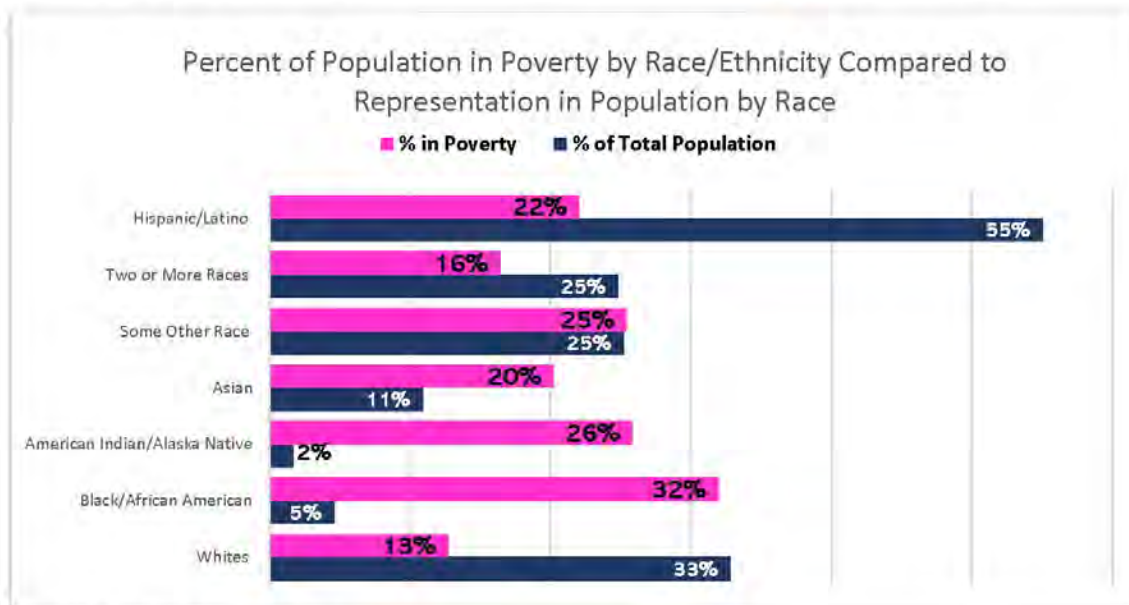


Figure 20. Poverty by Race and Ethnicity

Latino and Hispanic households are more likely to live in poverty than the general population.

Percent of Hispanic/Latino Population living in Households with an Income below Poverty

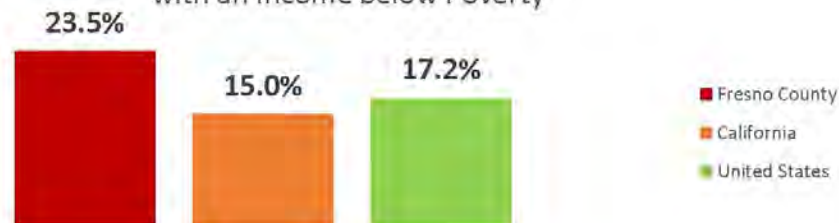


Figure 21. Hispanic / Latino Population in Poverty

### Children Age 0 to 4 in Poverty by Race (%)



Figure 22. Children Aged 0-4 Years in Poverty by Race

### Individuals and Families Near Poverty

It is important to examine the near poverty rate to identify people who have an income that may be above the poverty line, but an income still low enough to put them at significant risk of falling into poverty due to unforeseen circumstances such as job loss, major illness, or divorce. Additionally, the data can be used to create stabilization solutions that can help households before they fall into poverty. In regard to social equity, focusing on the near poverty rate can lead to more equitable social programs that address disparities in access to resources and opportunities. This focus can help mitigate systemic issues that contribute to persistent poverty. The graphic to the right indicates the number of people that have an income near the poverty level.

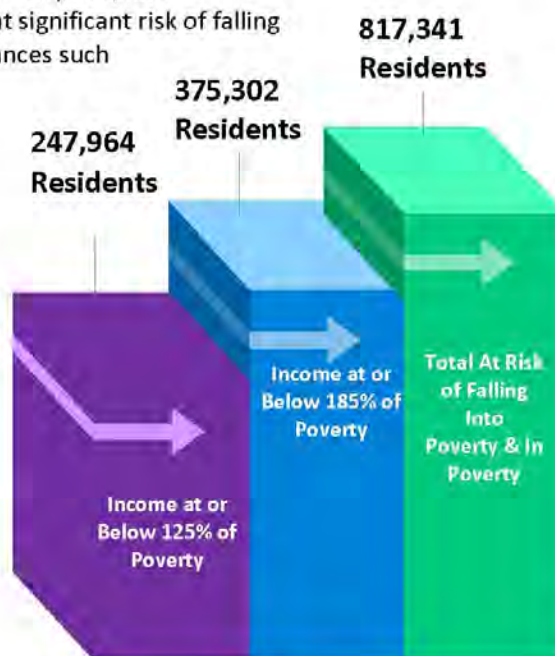


Figure 23. Population at-risk of Poverty

Poverty among racial/ethnic groups in the service area differs due to the longstanding impacts of historical injustices, discrimination, and bias in various aspects of society such as education disparities, employment discrimination, and the wealth gap. The criminal justice system and neighborhood segregation also contribute to higher poverty rates among some groups.



### Community Survey Responses

Community survey respondents were asked about which factors of inequity impacted their daily lives. The following data details the responses by 2,437 community survey answering this question.

- 31% of respondents reported that families of color live in specific neighborhoods.
- 17% of respondents reported that children of color do not get the same quality of education as children who are not of color.
- 17% reported they are treated differently at their job because of their color, race, or gender.

### Poverty Rate by Educational Attainment

Individuals who have lower levels of educational attainment are more likely to live in poverty.

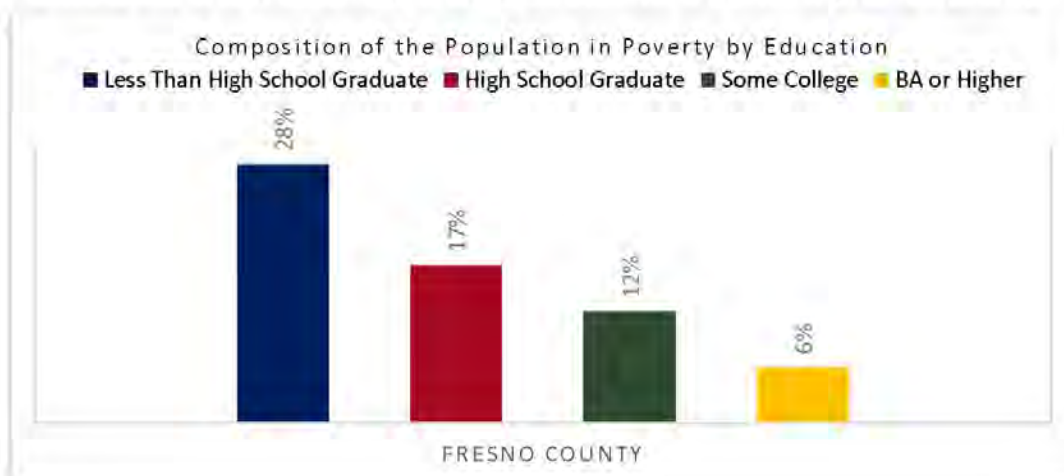


Figure 24. Poverty and Educational Attainment

### Poverty Rate by Employment Status

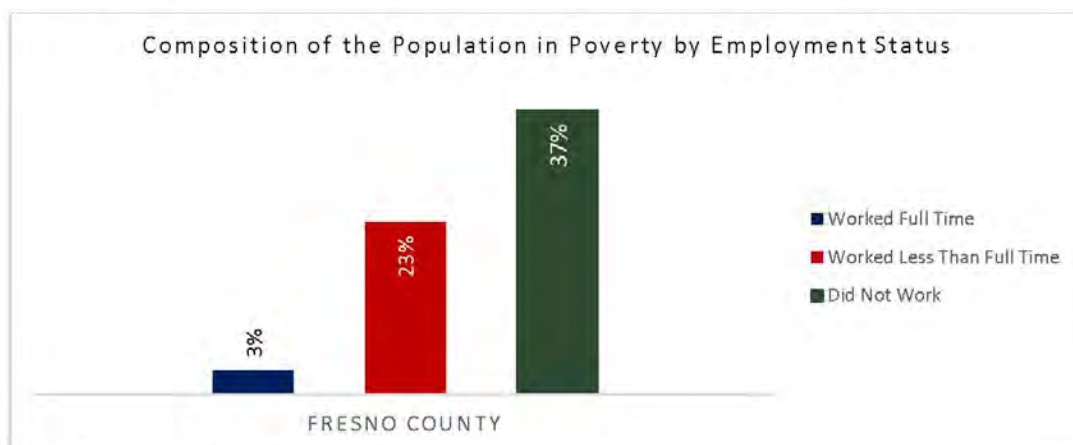


Figure 25. Poverty Rate by Employment Status

### Social Vulnerability

The Social Vulnerability Index uses census data to determine the social vulnerability of the population based on 15 social factors, including poverty, lack of vehicle access, and crowded housing. The data is grouped into four themes as follows:

- Socioeconomic
- Housing Composition and Disability
- Minority Status and Language
- Housing and Transportation

The map that follows shows Fresno County census tracts with the greatest vulnerability.

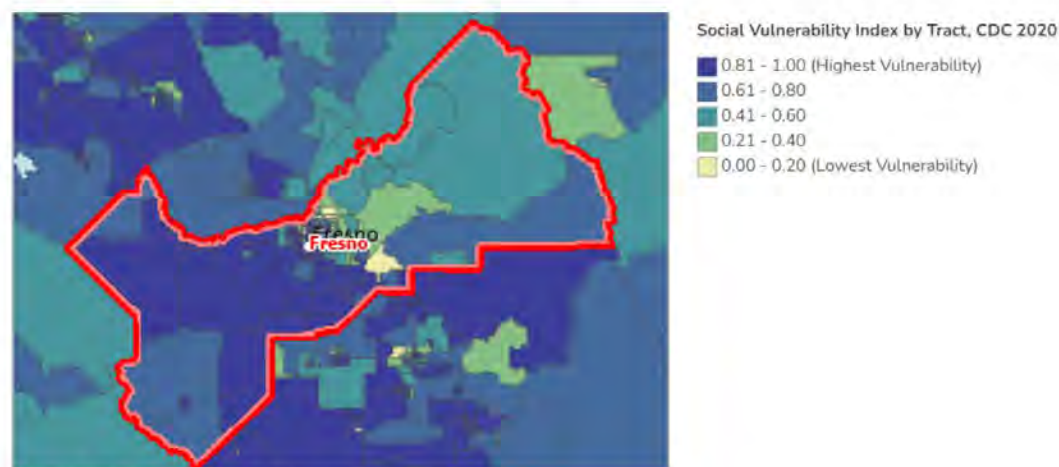


Figure 26. Social Vulnerability by Census Tract





### ***Poverty Key Data Findings***

The poverty rate indicates that 193,675 individuals live in poverty, totaling 19.5% of the population. The rate of poverty among children is higher than the general rate of poverty. The southwest areas of the county have the highest poverty rates. The data also reveals that high levels of education correlate with employment resulting in higher incomes and lower rates of poverty. For example, Fresno County householders that worked full-time had a poverty rate of 3% compared to a rate of 37% for households with no workers. Other notable trends included a wide disparity in which single-female headed households and people of color experienced higher poverty rates than Whites and married-couples.

The communities with the lowest rates of poverty are Sanger, Clovis, and Kingsburg. The communities with the highest rates of poverty are San Joaquin, Mendota, Huron, and Firebaugh. In ranking community needs it is important to consider both the percentage of the population in poverty as well as the number of people in poverty. The City of Fresno has by far the greatest number of individuals that live in poverty.



## Early Care and Education & Head Start Eligibles

### ***Context for Preschool Early Childhood Services***

The Fresno County early childhood landscape is changing which has provided unique opportunities and challenges for Head Start and Early Head Start. Four critical trends must be included in any effort to take stock of the developing system so that data-driven program adjustments can be made.

**Expansion of Childcare Subsidies:** Families with children under age 5, who have incomes below the federal poverty line who pay for childcare, typically spend 36% of their income on childcare costs. For many families, the high cost of childcare leaves insufficient funds for food, housing, and other basic costs. Households with incomes just above the federal poverty level spend more than 20% of their income on childcare<sup>10</sup>. In April 2024, legislative changes to the Child Care and Development Fund will lower the costs of childcare for families by allowing access to subsidies for families so that childcare costs do not comprise more than 7% of their income. The changes will also simplify enrollment in childcare programs<sup>10</sup>.

Federal policymakers began expanding access to childcare in 2020 in an effort to rebuild and stabilize the childcare system after the COVID-19 pandemic. However, the finality of the changes are still in flux both at the state level and in Washington D.C. Ambitious proposals are on the table to expand access to childcare and to fix the unsustainable childcare system, but the state is facing a budget shortfall, and the federal response is not guaranteed.

**Expansion of Transitional Preschool:** California's Transitional Kindergarten (TK) program provides an additional year of schooling within the K–12 system that aims to prepare children for kindergarten. Launched a decade ago with limited eligibility, the program will be expanded to all four-year-olds by 2025–26. The program has expanded rapidly which impacts the enrollment of four-year olds in Head Start as parents are drawn to programs offered in elementary schools. The program is expected to expand; however, the most recent state budget proposal will not be approved until May so decisions cannot be made until a final proposal is approved. In the past, and in other states facing budget shortfalls that have committed to expanding preschool programs, slot expansions have been delayed which could be the case for California as well.

**Employment Volatility:** Access to full-day childcare and early education programs impacts families' ability to work. In Fresno County, the percentage of parents that work is lower than for the state and the unemployment rate is rising. This may impact the need for extended-day early care and education programs. Many families responding to the community survey note that they work variable hours or part-time and less than two parents are working. These working parents, who often earn low wages and cannot rely on a consistent schedule (or paycheck) or who work nights or weekends, have few childcare options available to them. Within the Head Start

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<sup>10</sup> <https://www.federalregister.gov/documents/2024/03/01/2024-04139/improving-child-care-access-affordability-and-stability-in-the-child-care-and-development-fund-ccdf>

program, 66% of children have at least one parent working. This factor could impact enrollment and attendance in Head Start programs in addition to impacting the stability of families.

**Early Childhood Staffing Crisis:** Research is clear that skilled early educators “are the single most important factor” in providing children with the early experiences necessary to foster positive learning and development in early childhood settings<sup>11</sup>. Despite this research, most early educators earn exceedingly low wages, sometimes at or near the federal poverty level, lack access to workplace benefits, and often struggle to meet the needs of their own families<sup>12</sup>. Despite interventions and investments in the early childhood workforce several factors have undermined the effort to resolve the early childhood staffing crisis. For example, environment related issues such as burnout from working with children and families with more intense needs and increased demand for early childhood staff as other programs expand has worsened these trends.

**Head Start Regulations:** In November 2023 the Office of Head Start related a set of proposed rules for the program that will impact the operation of Head Start programs. The rulemaking proposed to:

- Increase wages to align with preschool teachers in public school settings and to make progress toward full pay parity with elementary school teachers;
- Improve benefits for Head Start staff, including health insurance and paid leave, and to enhance staff health and wellness supports;
- Ensure better integration of mental health supports in program services;
- Improve child health and safety in program facilities;
- Improve family engagement services; and
- Modernize the processes for programs to identify and meet community needs.

The proposed changes provide a substantial shift in how Head Start programs will be required to use their limited resources. For example, the rules propose a cap of 40 for the caseloads of family service workers. The changes are not yet approved but should be monitored and plans for when the rules are implemented should be a focus of program design decisions.

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<sup>11</sup> Yoshikawa, H., Weiland, C., Brooks-Gunn, J., Burchinal, M., Espinosa, L., Gormley, J., Ludwig, J., Magnuson, K., Phillips, D., & Zaslow, M. (2013). Investing in Our Future: The Evidence Base on Preschool Education. New York, NY: Foundation for Child Development and Society for Research in Child Development.

<sup>12</sup> United States Department of Health and Human Services and United States Department of Education (2016). High quality early learning settings depend on a high-quality workforce: Low compensation undermines quality. Washington, D.C.: Institute of Education Sciences, U.S. Department of Education.



### Number of Children Eligible for Head Start and Early Head Start

| Head Start and Early Head Start Eligibles |                       |                          |                                   |               |              |                                   |
|-------------------------------------------|-----------------------|--------------------------|-----------------------------------|---------------|--------------|-----------------------------------|
| Area                                      | # of Children Under 3 | # of Children Aged 3 & 4 | Poverty Rate for Children Under 5 | EHS Eligibles | HS Eligibles | Annual Births to Women in Poverty |
| Biola                                     | 107                   | 47                       | 42%                               | 45            | 20           | 29                                |
| Clovis                                    | 4,383                 | 3,935                    | 11%                               | 482           | 433          | 204                               |
| Coalinga                                  | 456                   | 342                      | 19%                               | 87            | 65           | 79                                |
| Firebaugh                                 | 314                   | 319                      | 61%                               | 192           | 195          | 37                                |
| Huron                                     | 303                   | 206                      | 67%                               | 203           | 138          | 109                               |
| Kerman                                    | 758                   | 485                      | 19%                               | 144           | 92           | 73                                |
| Kingsburg                                 | 294                   | 310                      | 10%                               | 29            | 31           | 20                                |
| Mendota                                   | 756                   | 480                      | 37%                               | 280           | 178          | 38                                |
| Orange Cove                               | 407                   | 405                      | 48%                               | 195           | 194          | 64                                |
| Parlier                                   | 468                   | 627                      | 45%                               | 211           | 282          | 49                                |
| Reedley                                   | 1,335                 | 1,041                    | 14%                               | 187           | 146          | 53                                |
| Riverdale                                 | 111                   | 149                      | 11%                               | 12            | 16           | 0                                 |
| Sanger                                    | 1,009                 | 1,113                    | 14%                               | 141           | 156          | 82                                |
| San Joaquin                               | 225                   | 208                      | 52%                               | 117           | 108          | 29                                |
| Selma                                     | 886                   | 764                      | 37%                               | 328           | 283          | 65                                |
| Fresno City                               | 23,373                | 16,906                   | 31%                               | 7246          | 5241         | 2,474                             |
| Fresno County                             | 39,152                | 30,381                   | 28%                               | 10,963        | 8,507        | 4,150                             |

Table 13. Head Start and Early Head Start Eligibles

### Number of Children by Age

Data on the number of children eligible for Head Start and Early Head Start can be examined using two measures, that both differ in the final count. However, examining the number of children by single years of age is helpful for classroom planning and for expansion efforts.

| Number of Children by Age |        |        |        |        |
|---------------------------|--------|--------|--------|--------|
| Child Population          | 1 yr.  | 2 yrs. | 3 yrs. | 4 yrs. |
| Total Children            | 13,859 | 13,991 | 13,979 | 14,649 |

Table 14. Number of Children by Age

### Race/Ethnicity of Head Start/Early Head Start Eligible Children

According to the Children's Defense Fund, Black and Hispanic/Latino children continue to suffer disproportionately from poverty, with the youngest children most at-risk of being poor.<sup>13</sup> The data below shows disparities among children in the U.S. by race. Fresno County poverty trends reflect the increased likelihood that children in poverty are of color.

<sup>13</sup> <http://www.childrensdefense.org/library/data/child-poverty-in-america-2015.pdf>

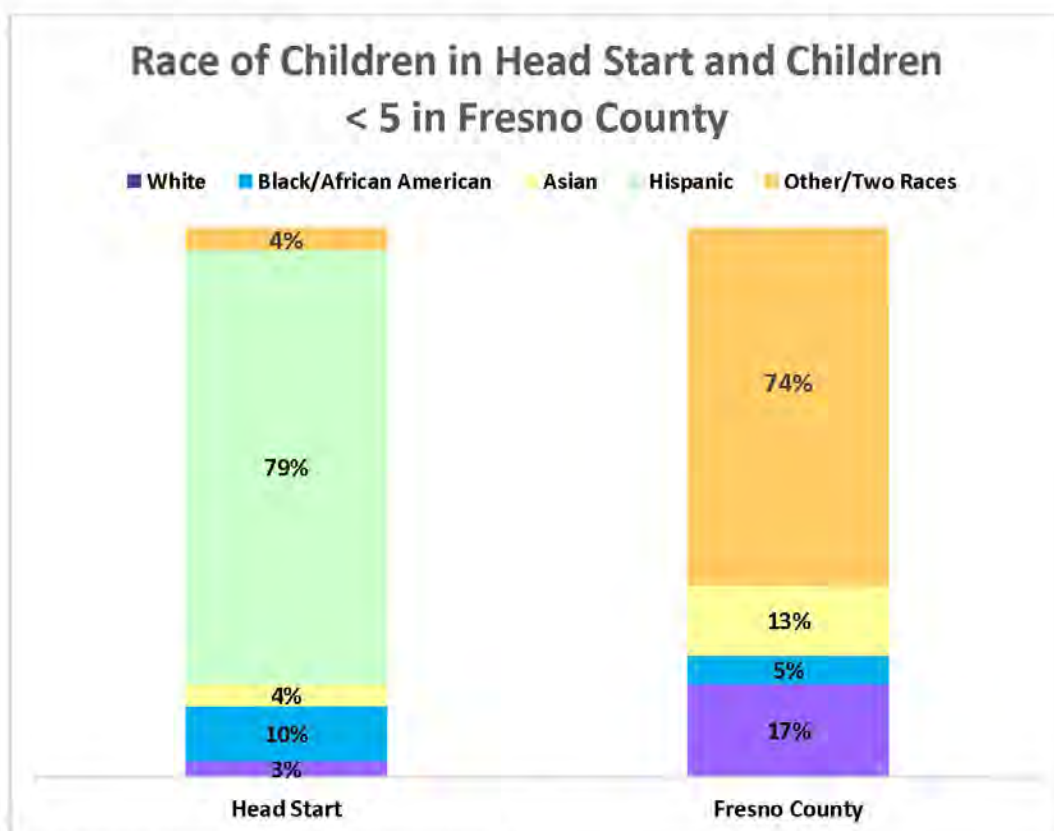


Figure 27. Race of Children in Head Start and Fresno County

Based on the poverty rate for children that are White, Black/African American, Asian, and Hispanic the following table estimates the race and ethnicity of the Head Start eligible population. Note - this data does not equal the total number of HS/EHS eligibles due to differing data sources and calculation methods. However, this data can be utilized to identify general trends in the race of children eligible for HS/EHS.

| Race of Head Start Eligibles for Primary Racial Groups<br>(racial groups comprising more than 1% of the total child population under six years) |                   |                                                          |                                        |
|-------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|----------------------------------------------------------|----------------------------------------|
| Race/Ethnicity                                                                                                                                  | Children < 5 Yrs. | Poverty Rate for Children < 6 yrs. by Race <sup>14</sup> | Estimated HS and EHS Eligibles by Race |
| White                                                                                                                                           | 18,103            | 7%                                                       | 1,267                                  |
| Black/African American                                                                                                                          | 3,727             | 24%                                                      | 894                                    |
| Hispanic/Latino                                                                                                                                 | 45,605            | 41%                                                      | 18,698                                 |

<sup>14</sup> U.S. Census American Community Survey, 2022. B17010A: B17010B: B17010C: B17010D: B17010E: B17010F

|                               |        |     |       |
|-------------------------------|--------|-----|-------|
| Asian                         | 8,278  | 14% | 1,158 |
| American Indian/Alaska Native | 1,479  | 27% | 399   |
| Other /2 Races                | 38,420 | 22% | 8,452 |

Table 15. Race of Head Start and Early Head Start Eligibles

**Dual Language Learners Eligible for Head Start and Early Head Start**

In Fresno County a large number of children live in a household with limited English proficiency. Out of 2,590 enrollees, 68% speak English as the primary language at home. Using data from the Program Information Report and the percentages provided in the table below, it is estimated that there are 4,824 infants and toddlers eligible for Early Head Start and 3,743 children eligible for Head Start that are dual language learners. Note – this data does not equal the total number of HS/EHS eligibles due to differences in calculation methods.

| Head Start and Early Head Start Eligibles - Dual Language Learners <sup>15</sup> |                       |                          |                                              |               |              |
|----------------------------------------------------------------------------------|-----------------------|--------------------------|----------------------------------------------|---------------|--------------|
| Area                                                                             | # of Children Under 3 | # of Children Aged 3 & 4 | % Families Speak Language other than English | EHS Eligibles | HS Eligibles |
| Biola                                                                            | 45                    | 20                       | 80%                                          | 36            | 16           |
| Clovis                                                                           | 482                   | 433                      | 24%                                          | 116           | 104          |
| Coalinga                                                                         | 87                    | 65                       | 47%                                          | 41            | 31           |
| Firebaugh                                                                        | 192                   | 195                      | 80%                                          | 154           | 156          |
| Huron                                                                            | 203                   | 138                      | 90%                                          | 183           | 124          |
| Kerman                                                                           | 144                   | 92                       | 73%                                          | 105           | 67           |
| Kingsburg                                                                        | 29                    | 31                       | 20%                                          | 6             | 6            |
| Mendota                                                                          | 280                   | 178                      | 87%                                          | 244           | 155          |
| Orange Cove                                                                      | 195                   | 194                      | 84%                                          | 164           | 163          |
| Parlier                                                                          | 211                   | 282                      | 81%                                          | 171           | 228          |
| Reedley                                                                          | 187                   | 146                      | 63%                                          | 118           | 92           |
| Riverdale                                                                        | 12                    | 16                       | 73%                                          | 9             | 12           |
| Sanger                                                                           | 141                   | 156                      | 52%                                          | 73            | 81           |
| San Joaquin                                                                      | 117                   | 108                      | 82%                                          | 96            | 89           |
| Selma                                                                            | 328                   | 283                      | 51%                                          | 167           | 144          |
| Fresno City                                                                      | 7,246                 | 5,241                    | 43%                                          | 3,116         | 2,254        |
| Fresno County                                                                    | 10,963                | 8,507                    | 44%                                          | 4,824         | 3,743        |

Table 16. Fresno EOC Dual Language Learners Eligible for Head Start

<sup>15</sup> United States Census Bureau. *Language* 20122. Table S1601. Retrieved from: <https://data.census.gov>.



| Primary Language of Head Start and Early Head Start Families |                  |            |       |
|--------------------------------------------------------------|------------------|------------|-------|
| Language                                                     | Early Head Start | Head Start | Total |
| English                                                      | 317              | 266        | 583   |
| Spanish                                                      | 133              | 711        | 844   |
| Native Central American/South American/Mexican Languages     | 2                | 4          | 6     |
| Middle Eastern & South Asian Languages                       | 6                | 24         | 30    |
| East Asian Languages                                         | 13               | 44         | 57    |
| European and Slavic Languages                                | 0                | 1          | 1     |
| American Sign Language                                       | 0                | 1          | 1     |
| Other-Unspecified                                            | 0                | 5          | 5     |

Table 17. Primary Language of Head Start and Early Head Start Families

### Homeless Children Eligible for Head Start and Early Head Start

Homeless children are particularly vulnerable and experience poor health, disruption in services due to mobility, lack of access to adequate nutrition, and exposure to trauma at a rate that exceeds that of children that live in families with secure housing.

Difficulty in accounting for the homeless population makes it challenging to estimate the number of homeless children eligible for Head Start. The Early Childhood Homeless State Profile for California states that 1 in every 12 children are homeless. Using this methodology, there is estimated to be 3,262 children aged birth-two years and 2,531 children aged three-to-five years who are homeless in Fresno County<sup>16</sup>. Included in the table below are estimates by community.

| Estimates of Early Childhood Homelessness by Community |                       |                          |               |              |
|--------------------------------------------------------|-----------------------|--------------------------|---------------|--------------|
| Area                                                   | # of Children Under 3 | # of Children Aged 3 & 4 | EHS Eligibles | HS Eligibles |
| Biola                                                  | 45                    | 20                       | 4             | 0            |
| Clovis                                                 | 482                   | 433                      | 40            | 36           |
| Coalinga                                               | 87                    | 65                       | 7             | 5            |
| Firebaugh                                              | 192                   | 195                      | 16            | 16           |
| Huron                                                  | 203                   | 138                      | 17            | 5            |

<sup>16</sup> U.S. Department of Education. Estimates of Early Childhood State Homelessness.

<https://www2.ed.gov/rschstat/eval/disadv/homeless/early-childhood-homelessness-state-profiles-2021.pdf>

| Estimates of Early Childhood Homelessness by Community |                       |                          |               |              |
|--------------------------------------------------------|-----------------------|--------------------------|---------------|--------------|
| Area                                                   | # of Children Under 3 | # of Children Aged 3 & 4 | EHS Eligibles | HS Eligibles |
| Kerman                                                 | 144                   | 92                       | 12            | 8            |
| Kingsburg                                              | 29                    | 31                       | 2             | 5            |
| Mendota                                                | 280                   | 178                      | 23            | 15           |
| Orange Cove                                            | 195                   | 194                      | 16            | 5            |
| Parlier                                                | 211                   | 282                      | 18            | 24           |
| Reedley                                                | 187                   | 146                      | 16            | 5            |
| Riverdale                                              | 12                    | 16                       | 1             | 1            |
| Sanger                                                 | 141                   | 156                      | 13            | 13           |
| San Joaquin                                            | 117                   | 108                      | 9             | 9            |
| Selma                                                  | 328                   | 283                      | 24            | 24           |
| Fresno City                                            | 7,246                 | 5,241                    | 437           | 437          |
| Fresno County                                          | 10,963                | 8,507                    | 709           | 709          |

Table 18. Estimates of Early Childhood Homelessness by Community

According to the Fresno County Program Information Report, Head Start 0-5 served 25 families who were experiencing homelessness during the 2022 program year. In total, 19 children experiencing homelessness were enrolled in Head Start because they were categorically eligible due to homelessness.

### ***Foster Children Eligible for Head Start and Early Head Start***

The Head Start program served 100 children in foster care during the 2022 program year. The rate of foster care entry for children under age 1 is 13.3/1,000 children. For children aged 1-2 years, the rate of foster care entry is 4.8/1,000 children. Among children aged 3-5 years the rate is 3.7/1,000 children<sup>17</sup>. Based on this data it is estimated there are 136 infants under 1 year; 129 children aged 1-2 years; and 105 children aged 3-5 years in foster care eligible for Head Start and Early Head Start.

### ***Children with Disabilities Eligible for Head Start and Early Head Start***

The California Department of Education reports that in 2022, 21,987 children in Fresno County received disabilities services<sup>18</sup>. Of these children, 6.9% received services in a preschool setting. This indicates there are 1,517 preschoolers with disabilities in the county that are age-eligible for Head Start. The Central Valley Regional Center (CVRC) reported in 2022 they served 22,430 individuals of these 15% were aged 0-2 years and 12% were 3-5 years. This data indicates that

<sup>17</sup>KidsData.org. <https://www.kidsdata.org/topic/17/foster-entries-age/table#fmt=2325&loc=357&tf=125&ch=928,924,926,927,923,925&sortColumnId=0&sortType=asc>

<sup>18</sup> California Department of Education. 2022. Disabilities Enrollment by Age. <https://data1.cde.ca.gov/dataquest/DQCensus/SPEDEnrLevels.aspx?aggllevel=County&cde=10&year=2022-23>



there is estimated to be 3,364 infants and toddlers with disabilities and 2,691 children aged 3-5 years with a disability served by CVRC<sup>19</sup>.



### ***Head Start Eligibles Key Data Findings***

In Fresno County, there are 10,963 children aged 0-2 years eligible for Early Head Start and 8,507 children aged 3-4 years eligible for Head Start. There were 4,150 births to women in poverty in the past 12 months in Fresno County. The race and ethnicity of children served in the Head Start program reflects that of the county, as it is comprised of more Hispanic/Latino children than any other group. It also reflects the high rates of poverty found among this population. It is estimated there are a significant number of dual language learners eligible for Head Start as the rate of families that speak a language other than English at home in the population is more than 50% in some communities. It is estimated there are 4,824 infants and toddlers that are living in linguistically isolated households and 3,743 preschoolers living in households where the language spoken at home is not English.

Communities in Fresno County show both increasing and decreasing birth rates, but there are around 13,000 new births every year. Many of these children are born to single mothers in poverty that are eligible for Head Start and Early Head Start, as demonstrated by poverty rates for children under five years that exceed 40% in Firebaugh, Huron, Orange Cove, Biola, Parlier, and San Joaquin. The rate of poverty among children under five is even higher for children living in single parent families. The rate of poverty for children under five exceeds 30% in Mendota, Selma, and Fresno. This means that these communities are ideal locations for Head Start and Early Head Start services due to such a large population that lives in concentrated deep poverty.

An important responsibility of the Head Start program is to serve children that are the most vulnerable. To achieve this aim, the program targets children in foster care, children that are homeless, and children with disabilities. According to the data there are 3,262 infants and toddlers and 2,531 children aged 3-5 years that are homeless in Fresno County. There are also 3,364 infants and toddlers and 2,691 preschoolers with disabilities age-eligible for Head Start. The number of children in foster care totals 136 infants under 1 year; 129 children aged 1-2 years; and 105 children aged 3-5 years in foster care eligible for Head Start and Early Head Start.

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<sup>19</sup> Summary Performance Report for Central Valley Regional Center, Spring 2022



## Social Determinants of Health and Wellbeing

Health status is disparate in Fresno County with affluent communities experiencing better health and increased access to health services while poor communities experience less access to services across a range of health needs. In research it is also well documented that people with a lower income experience a greater degree of disease and mortality, especially seniors, infants, and children. Differences in the use of health services and lack of access to health insurance also results in disproportionate health issues as individuals grow older. Higher educational attainment and incomes typically result in a higher use of health care such as preventive visits which also contributes to better health outcomes throughout life. The following graphic details the components that make up social determinants of health (SDoH) which allows for the tracking and design of solutions to mediate disparities in health outcomes.

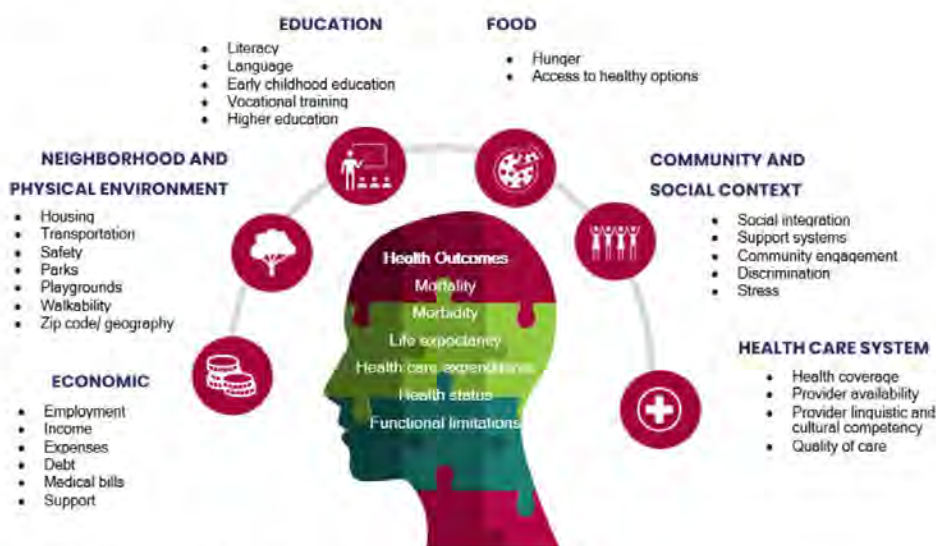


Figure 28. Social Determinants of Health



### Community Survey Responses

Community survey respondents (2,457) were asked about health problems and health needs in the community. The following notes the percentage of respondents identifying a specific health issue as a major need. The question allowed for respondents to identify more than one need.

- 55% of respondents reported lack of access to health services as a major problem, consistent with the community forums.
- 39% reported their work conditions were unhealthy.
- 48% reported there is limited help for people to enroll in public insurance.
- 55% reported inadequate insurance coverage.
- 35% reported lack of access to culturally responsive care.

Population Health



The Robert Wood Johnson Foundation and the University of Wisconsin Population Health Institute conduct an annual snapshot analysis of county health throughout the United States which helps to identify possible solutions to create healthier places to live, learn, work and play. The ranking also provides a broadened understanding of the many factors that shape health and provides a lens through which the social determinants of health that are impacting the population in the area can be evaluated. The following components provide information on four areas that influence health: health behaviors, clinical care, social and economic factors, and the physical environment. The following charts detail health outcomes for residents living in Fresno County and California.

20

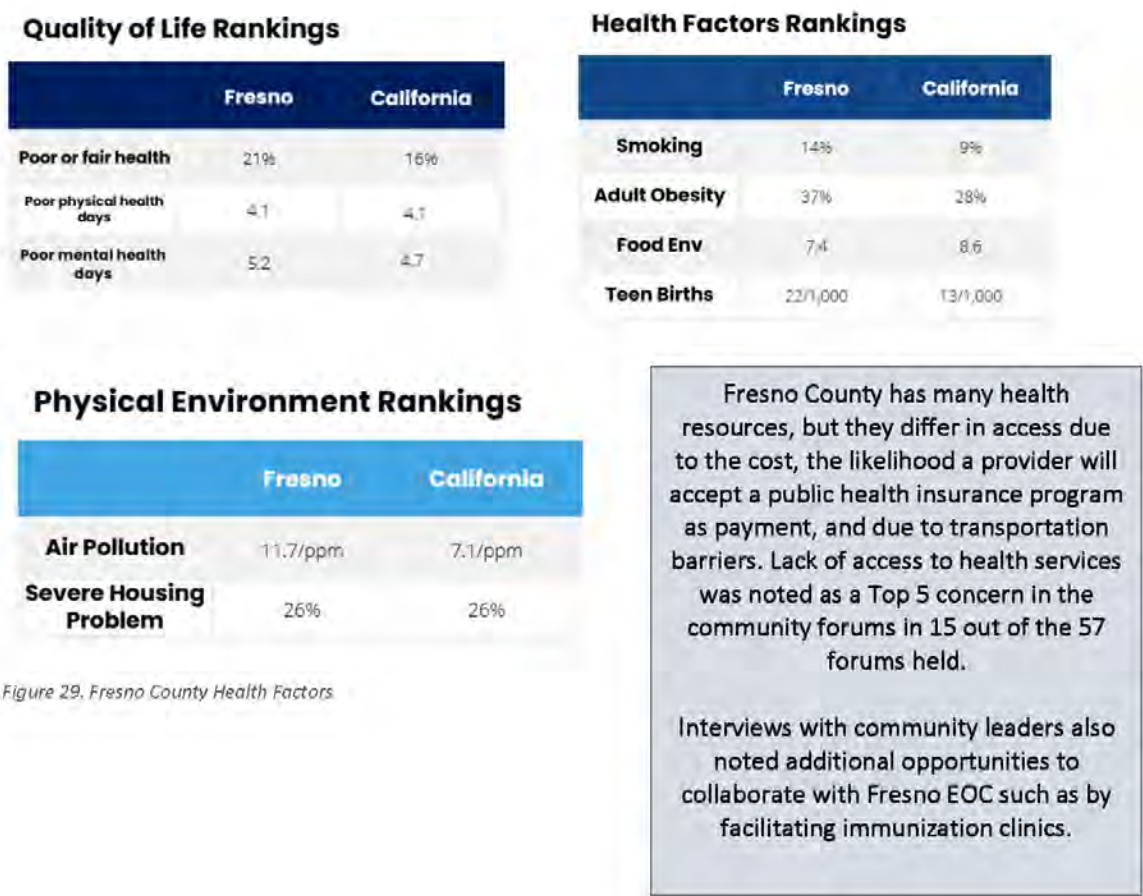


Figure 29. Fresno County Health Factors

<sup>20</sup> County Health Rankings, 2024. <https://www.countyhealthrankings.org/health-data/california/fresno?year=2024>.



Poor outcomes on the SDoH can result in reduced life expectancy. In Fresno County, the average life expectancy is 78.5 years which is lower than found for California residents (80.32 yrs.), but comparable to the national life expectancy of 78.69 yrs.<sup>21</sup>

20

### Social and Economic Factors Ranking

|                                      | Fresno | California |
|--------------------------------------|--------|------------|
| Some College                         | 58%    | 68%        |
| Unemployment                         | 6.4%   | 4.2%       |
| Children in Poverty                  | 25%    | 15%        |
| Income Inequality                    | 5.1%   | 5.2%       |
| Children in Single Parent Households | 28%    | 22%        |
| Social Associations                  | 5.2    | 6.0        |
| Injury Deaths                        | 68     | 59         |



Life Expectancy At Birth, Years by Tract



Figure 30. Life Expectancy

### Disease and Illness

The rate of communicable and other diseases in Fresno County is detailed below.

| Rate of Disease and Illness in Fresno County <sup>22</sup> |                       |                    |                                         |        |                                    |
|------------------------------------------------------------|-----------------------|--------------------|-----------------------------------------|--------|------------------------------------|
| Area                                                       | Cancer Incidence Rate | Adults with Asthma | Chlamydia Infections Rate (per 100,000) | Hep C. | Gonorrhea Infections (per 100,000) |
| Fresno County                                              | 389.1                 | 15.8%              | 637.3                                   | 41.1   | 179.1                              |
| California                                                 | 394.7                 | 14.2%              | 488.2                                   | 22.1   | 158.5                              |

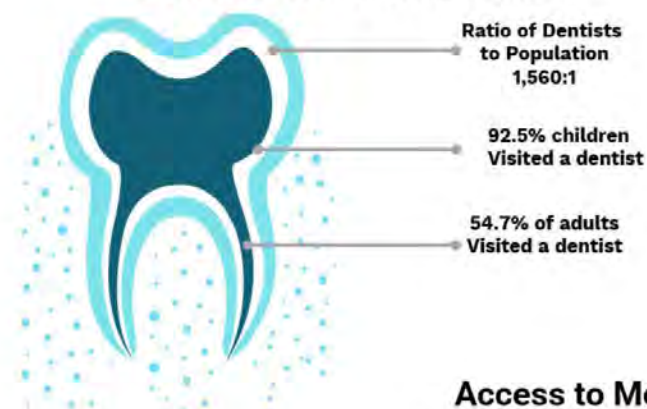
Table 19. Disease and Illness

<sup>21</sup> Centers for Disease Control and Prevention and the National Center for Health Statistics, U.S. Small-Area Life Expectancy Estimates Project. 2010-15.

<sup>22</sup> Cares Engagement Network, Community Action Partnership, 2024

## Access to Health Services

### Access to Dental Care



23

### Access to Mental Health Providers



*The rate of deaths of despair for Fresno County is 43.1/100K compared to a rate of 37.1 for California.*

### Access to Primary Care

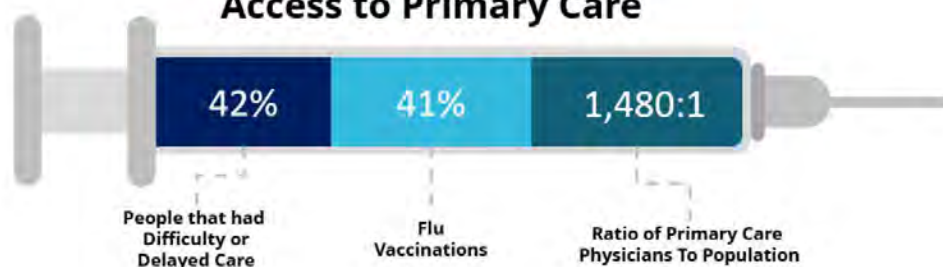
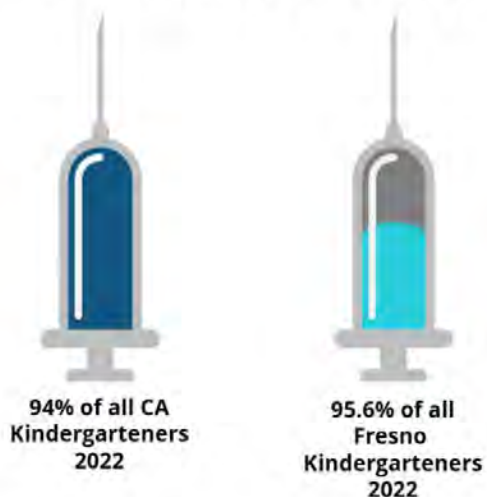


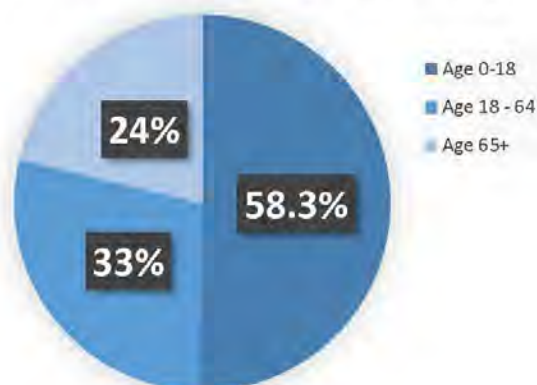
Figure 31. Access to Health Services

<sup>23</sup> Healthy Fresno County. <https://www.healthyfresnocountydata.org/indicators>.

## Immunization Rate



## Medicaid Use by Age Group



## Insurance Characteristics

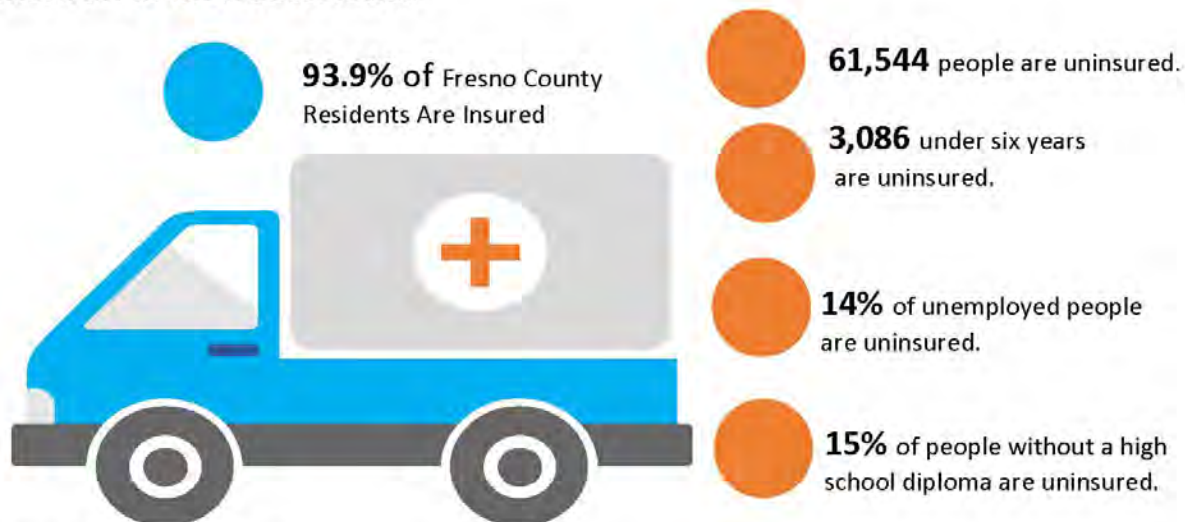


Figure 32. Insurance Characteristics



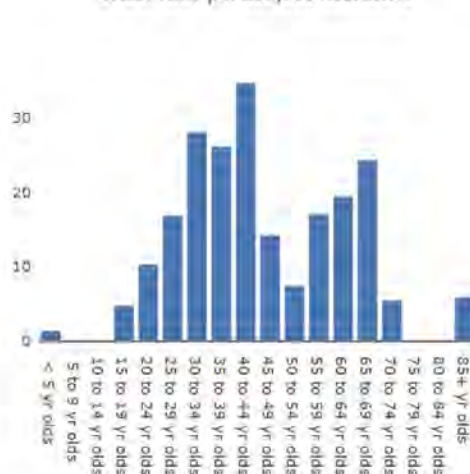
## Substance Abuse<sup>24</sup>

The impact of drug and alcohol abuse on individuals, families, and communities is profound. Compared to their peers, children of substance abusing parents show increased rates of anxiety, depression, oppositional behavior, conduct problems, and aggressive behavior as well as lower rates of self-esteem and social competence<sup>25</sup>. Because the younger children are, the more dependent they are on the care of their parents. This makes drug and alcohol abuse the most harmful for the youngest children.

For adults, substance abuse contributes to depression, anxiety, chronic disease and poor mental health. According to the County Health Rankings dataset, about 15% of Fresno County adults report excessive drinking and 28% of driving deaths in Fresno County involved alcohol. The county fares worse than the state in regard to impaired driving deaths.

The most recent data analyzed for the community assessment shows an increase in substance abuse that has worsened over time. As shown below, the rate of accidental overdose deaths has been rising since 2019 and slightly declined in 2021<sup>26</sup>. Out of the total coroner cases, statistics report about 43% of them were deemed accidental deaths. Of these accidents, more were overdose-related than in prior years. In total, 232 were accidental overdoses with males making up 75% of those deaths. Methamphetamine was present in a majority of these overdoses with fentanyl following closely behind.

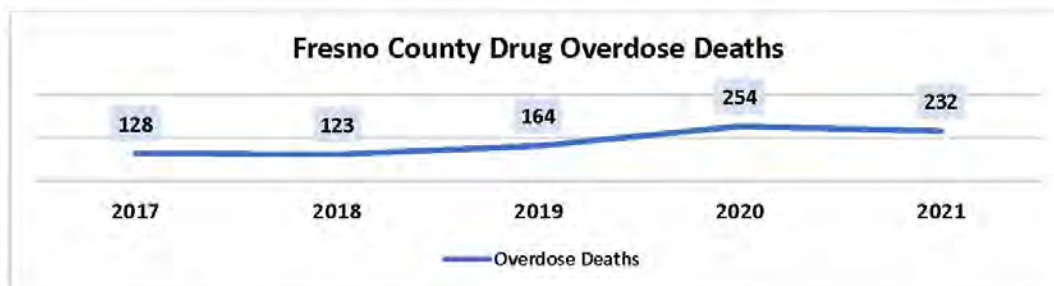
**Any Opioid-Related Overdose Deaths - Fresno County by Age Groups, 2022.**  
Crude Rate per 100,000 Residents



<sup>24</sup> California Department of Public Health. Substance Abuse Dashboard. <https://skylab.cdph.ca.gov/ODdash/?tab=CTY>

<sup>25</sup> Solis, J. M., Shadur, J. M., Burns, A. R., & Hussong, A. M. (2012). Understanding the diverse needs of children whose parents abuse substances. *Current drug abuse reviews*, 5(2), 135–147. <https://doi.org/10.2174/1874473711205020135>

<sup>26</sup> Fresno County Sheriff's Office Coroner Unit Statistics 2021. chrome-extension://efaldnbmnnibpcajpcgiclfndmkaj/https://www.fresnosheriff.org/images/pdfs/2021\_Coroner\_Unit\_Statistics.pdf



### Fresno County Adverse Early Childhood Experiences

According to KidsData.org, 21% of parents reported their child has been exposed to two or more adverse childhood experiences (ACEs). Additionally, 31% reported their child has been exposed to at least one ACE. The following table shows factors that contribute to adverse early childhood experiences and their prevalence in the Head Start eligible population<sup>27</sup>. The illustration below shows the trajectory of the ACE process.



### Child Abuse

Child maltreatment is an adverse experience and exerts severe effects on children's cognitive, social-emotional, language, mental health, and behavioral development that can last well into adulthood. Adults who were neglected or abused as children are at a greater risk for substance abuse, eating disorders, mental health issues, and chronic disease.<sup>28</sup> In contrast, safe, stable, and nurturing relationships and environments enable healthy growth and development. However, in

<sup>27</sup> Fresno County Domestic Violence Dashboard. <https://mmcenter.org/domestic-violence-dashboard>

<sup>28</sup> National Center for Injury Prevention and Control (2014). *Understanding Child Maltreatment: Fact Sheet*. Retrieved from: [www.cdc.gov/violenceprevention](http://www.cdc.gov/violenceprevention)

Fresno County, the rate of child abuse and neglect is far higher than found for the State of California at 61.3 per 1,000 children, compared to 43.5/per 1,000<sup>29</sup>. Young children under the age of four are at the greatest risk for the most severe consequences of abuse and neglect. The rates of child abuse are highest for children aged 11-15 years, but this is likely due to their ability to report abuse<sup>30</sup>. The following chart shows reports of abuse and neglect by age group for Fresno County<sup>29</sup>.

**Reports of Child Abuse by Age Group**

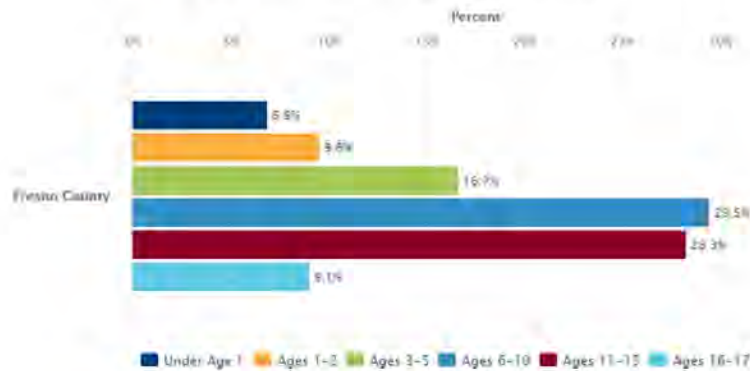


Figure 33. Child Abuse Rate by Age

Children in families of color are often over-represented among the child welfare population, even when they have the same problems and characteristics as white children due to a reporting bias and cultural differences between families and child welfare staff<sup>30</sup>. Additionally, children in poverty are also over-represented because poverty is frequently confused with neglect<sup>31</sup>.

**Reports of Child Abuse by Race**

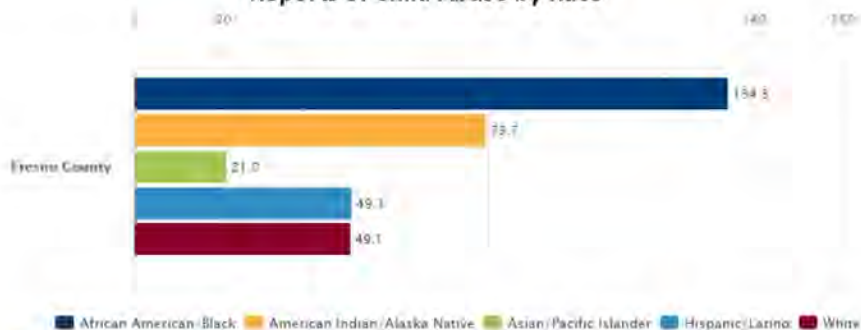


Figure 34. Child Abuse Rate by Race

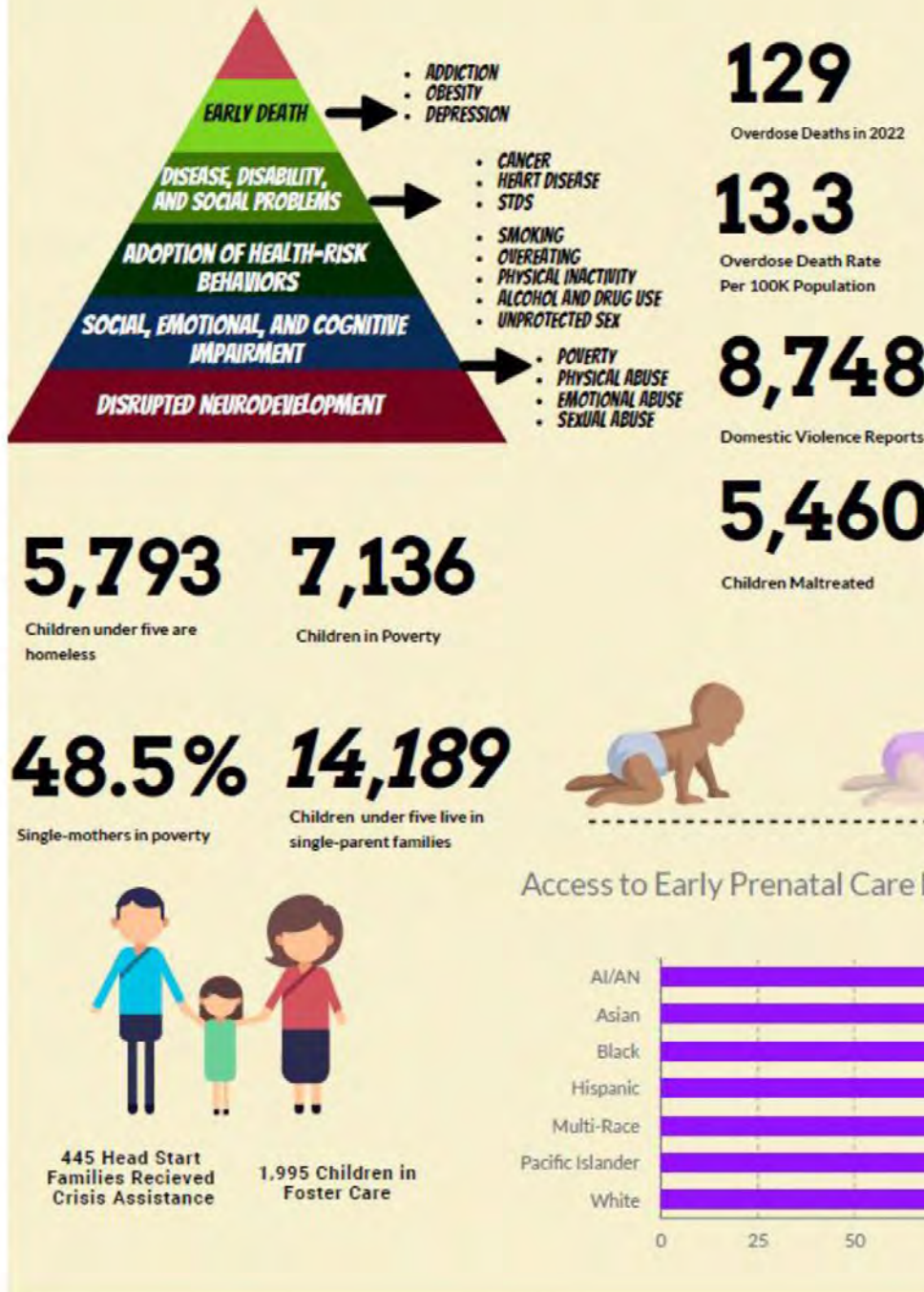
<sup>29</sup> <https://www.kidsdata.org>

<sup>30</sup> Ellis, K. (2019). Race and Poverty Bias in the Child Welfare System: Strategies for Child Welfare Practitioners. [https://www.americanbar.org/groups/public\\_interest/child\\_law/resources/child\\_law\\_practiceonline/january--december-2019/race-and-poverty-bias-in-the-child-welfare-system---strategies-f/](https://www.americanbar.org/groups/public_interest/child_law/resources/child_law_practiceonline/january--december-2019/race-and-poverty-bias-in-the-child-welfare-system---strategies-f/).

<sup>31</sup> California Child Welfare Indicators Project, CCWIP Reports. University of California at Berkeley & California Dept. of Social Services (Oct. 2021).



## Fresno County Adverse Childhood Experiences



### Disabilities

Disabilities services are provided by Fresno Unified School District, Clovis Unified School District and the Fresno County Superintendent of Schools which serves as the umbrella agency for all other school districts. These programs reported serving 878 children aged 3-5 years<sup>18</sup>. For infants and toddlers, the Fresno County Superintendent of Schools, Fresno Unified School District, and Central Valley Regional Center provide services to approximately 327 infants and toddlers annually<sup>32</sup>. Fresno EOC served 253 children in Head Start with a diagnosed disability and 52 children in Early Head Start with a disability.

| Early Childhood Disabilities Services   |                           |                             |
|-----------------------------------------|---------------------------|-----------------------------|
| Provider                                | Preschool Children Served | Infants and Toddlers Served |
| Fresno County Superintendent of Schools | 33                        | 39                          |
| Fresno Unified School District          | 510                       | 66                          |
| Clovis Unified School District          | 335                       | 0                           |
| Central Valley Regional Center          |                           | 327                         |
| <b>Total</b>                            | <b>878</b>                | <b>432</b>                  |

Table 20. Early Childhood Disabilities Services

### Disability and High School Graduation

Receiving early intervention is linked to the likelihood a child with a disability will graduate from high school. The table below details high school graduation rates for youth with a disability by race and ethnicity and shows a slight racial disparity in graduation rates<sup>33</sup>.



Figure 35. Disability and Graduation Rate by Race

<sup>32</sup> California Department of Social Services, Regional Center Oversight Dashboard, Central Valley Regional Center, Overview Report 2022. <https://www.dds.ca.gov/rc/dashboard/>

<sup>33</sup> Annie Casey Kids Count Data Center, 2023



## Maternal and Child Health

Maternal and child health factors in Fresno County and local communities show that pregnant and new mothers and children fare similarly or worse in relation to maternal child health outcomes than their peers in California and the nation. There are also persistent racial disparities that undermine maternal and child health<sup>34</sup>. One of the most significant factors impacting the health of newborns is low birthweight. In Fresno County, the rate of low birthweight babies is 7.62/1,000 compared to 7.42/ 1,000 for California<sup>34</sup>.



### Fresno County At-Risk Births

**Births to Mothers in Poverty**  
4,187  
28.5% of Births

**Births to Mothers with Low Educational Attainment**  
2,890  
19.7% of Births

**Teen Births**  
630  
4.3%

**Post-natal depression is one of several common mental health conditions experienced during pregnancy. Prenatal depression increases the risk of preterm birth, low birthweight and preeclampsia and can negatively impact breastfeeding and the ability of new mothers to bond with their baby. The rate of prenatal depression in Fresno County is 17.1% versus a rate of 14.7% for California.**

**6% of pregnant women drank alcohol during their third trimester of pregnancy and 5% used marijuana during pregnancy<sup>34</sup>.**

## Infant and Child Mortality

The infant mortality rate is the number of infant deaths for every 1,000 live births. The CDC states that “in addition to giving us key information about maternal and infant health, the infant mortality rate is an important marker of the overall health of a society.” Fresno

County’s infant mortality rate is high when compared to the state and there is also a racial disparity in infant mortality<sup>35</sup>. Note – There was no data reported for multi-race births.

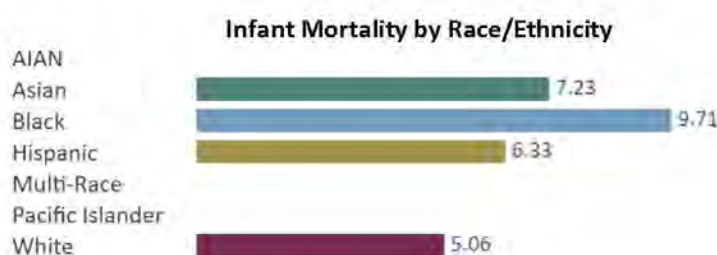


Figure 35. Infant Mortality by Race

<sup>34</sup> California Department of Public Health. Maternal Child Health Dashboard, 2024.

<https://www.cdph.ca.gov/Programs/CFH/DMCAH/surveillance/Pages/Low-Birthweight.aspx>

<sup>35</sup> <https://www.cdph.ca.gov/Programs/CFH/DMCAH/surveillance/Pages/Infant-Mortality.aspx>



### **Health Key Data Findings**

At first glance Fresno County residents experience far worse health outcomes than their peers in California. However, in several areas the county fares at-parity with California including in the rate of children with immunizations, the ratio of mental health care providers to people in the population in need of care is lower than for the state, and the rates of uninsurance in the general population are low. Despite these factors, the data shows there is still a lack of access to care, that plays out in lower rates of life expectancy. There is also a high rate of children exposed to adverse early childhood experiences and deep racial disparities in well-being that impact the population.

The healthcare system is overburdened, likely due to the high rates of use of public health insurance and lack of transportation, a theme that was also reiterated in community feedback. The ratio of people to health care providers such as primary care physicians and dentists is greater than found for the state.

Racial disparities in health and well-being are concerning, particularly disparities in maternal and child health. Improving maternal health often involves empowering women with access to education, reproductive rights and economic opportunities. Empowered women can make informed decisions about their health and the well-being of their families. Improving maternal and child health is instrumental in breaking the cycle of poverty and in reforming systems of oppression and inequity. Healthy mothers can participate more actively in the workforce and contribute to their families' economic stability, thus improving the overall socioeconomic conditions of their communities. Maternal health and well-being plays a vital role in promoting early childhood development. A healthy and nurturing environment during a child's early years positively impacts their physical, cognitive, and emotional growth. Low birthweight babies often require more intensive medical care during infancy and childhood, leading to increased healthcare costs for families and the healthcare system.

When asked about health needs and concerns in the community, survey respondents reported the following issues: lack of access to doctors, lack of access to oral health services, lack of safe parks and streets, lack of transportation, non-responsive public systems, the cost of medical care and copays and lack of doctors that accept public insurance as payment for services.



## Education

Education is a strong determinant of socioeconomic status and health outcomes. Steps taken to increase the educational level in a population can decrease poverty and improve population health. It is known that on average, those with more than 12 years of education have a higher life expectancy than those with 12 or fewer years of education. People with less education often have less income and reduced access to health insurance and other social services they may need to attain self-sufficiency.

Low levels of educational attainment can perpetuate a cycle of poverty and economic inequality. Individuals with lower education levels often face restricted access to well-paying jobs and career advancement opportunities. This income disparity contributes to various equity issues, such as income inequality which can hinder social mobility and perpetuate intergenerational poverty cycles. Additionally, in today's digital age those with lower educational attainment may face barriers in acquiring digital literacy skills, exacerbating the digital divide, and further limiting access to educational resources and opportunities for participation in the digital economy. Furthermore, education plays a crucial role in determining access to health insurance and other social services, impacting overall well-being and exacerbating health disparities between individuals with different educational backgrounds. Thus, efforts to increase educational levels in a population can lead to improved socioeconomic status, reduced poverty, and better health outcomes, ultimately promoting equity and social justice.

### ***Educational Attainment***

Educational attainment data shows the distribution of the highest level of education achieved among Fresno County residents. This helps schools and businesses to understand the needs of adults, whether it be workforce training or the ability to develop science, technology, engineering, and mathematics education opportunities that prepare individuals to enter into growing industries. In the following table, educational attainment is calculated for persons over 25 years old and is an estimated average for 2022. In Fresno County, 16% of the population has at least a bachelor's degree, while 23% stopped their formal educational attainment after high school. In all of the service area cities except Clovis and Kingsburg, the rate of individuals without a high school diploma is higher than for the state. Only Clovis, at 9%, has a lower rate of individuals with no high school than in the nation. Often times, when a community demonstrates this, it is indicative of lower median income due to lack of attainment of a college degree.

| Area          | Educational Attainment |                     |              |                  |                   |                                 |
|---------------|------------------------|---------------------|--------------|------------------|-------------------|---------------------------------|
|               | No High School Diploma | High School Diploma | Some College | Associate degree | Bachelor's Degree | Graduate or Professional Degree |
| Clovis        | 3.7%                   | 19.6%               | 25.9%        | 10.3%            | 22.2%             | 13.1%                           |
| Coalinga      | 14.1%                  | 26.4%               | 23.9%        | 7.7%             | 8.0%              | 4.1%                            |
| Firebaugh     | 38.9%                  | 17.4%               | 26.1%        | 9.7%             | 4.0%              | 3.1%                            |
| Fowler        | 13.5%                  | 8.9%                | 19.2%        | 19.6%            | 11.2%             | 8.5%                            |
| Huron         | 48.9%                  | 14.8%               | 17.2%        | 11.3%            | 4.8%              | 2.6%                            |
| Kerman        | 25.7%                  | 16.4%               | 21.4%        | 16.7%            | 6.7%              | 10.4%                           |
| Kingsburg     | 5.5%                   | 8.8%                | 29.5%        | 26.0%            | 8.6%              | 12.7%                           |
| Mendota       | 47.9%                  | 14.9%               | 23.6%        | 7.5%             | 2.5%              | 2.9%                            |
| Orange Cove   | 45.5%                  | 10.0%               | 18.9%        | 13.9%            | 5.0%              | 4.8%                            |
| Parlier       | 36.5%                  | 10.9%               | 28.6%        | 15.3%            | 3.7%              | 4.1%                            |
| Reedley       | 20.8%                  | 12.3%               | 21.6%        | 18.9%            | 10.4%             | 10.5%                           |
| Sanger        | 16.9%                  | 10.4%               | 27.9%        | 24.5%            | 7.6%              | 10.0%                           |
| San Joaquin   | 38.7%                  | 15.4%               | 26.3%        | 11.3%            | 5.7%              | 2.7%                            |
| Selma         | 17.9%                  | 9.8%                | 26.3%        | 26.0%            | 8.7%              | 8.1%                            |
| Fresno City   | 10.1%                  | 10.1%               | 22.4%        | 23.5%            | 9.4%              | 16.4%                           |
| Fresno County | 12.2%                  | 24.0%               | 21.8%        | 9.4%             | 15.9%             | 23.4%                           |
| California    | 15.3%                  | 20.5%               | 19.3%        | 7.9%             | 22.5%             | 14.4%                           |
| United States | 10.4%                  | 26.1%               | 19.1%        | 8.8%             | 21.6%             | 14.0%                           |

Table 21. Educational Attainment

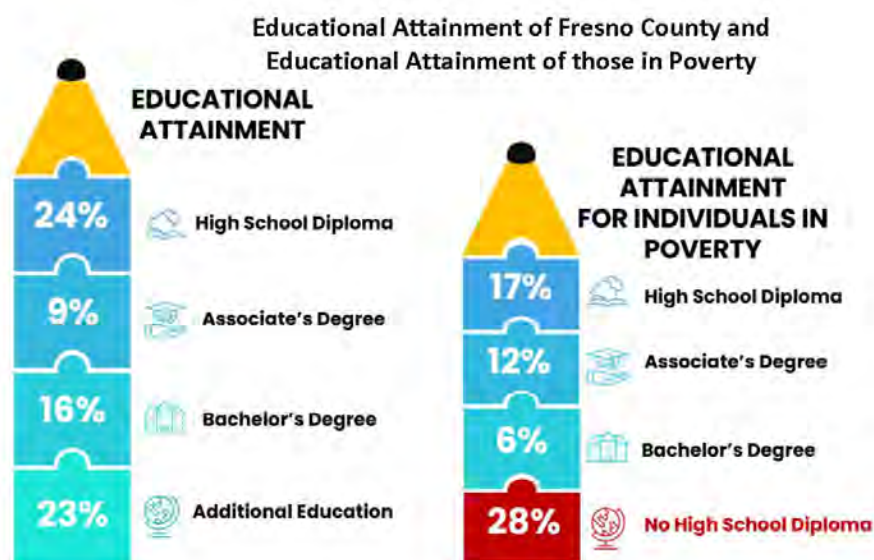
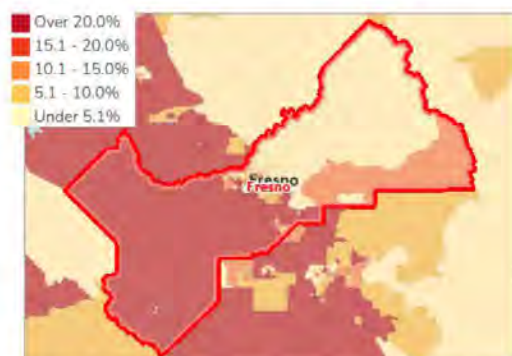


Figure 37. Comparison of Educational Attainment in Fresno County

### Population with no HS Diploma by Tract

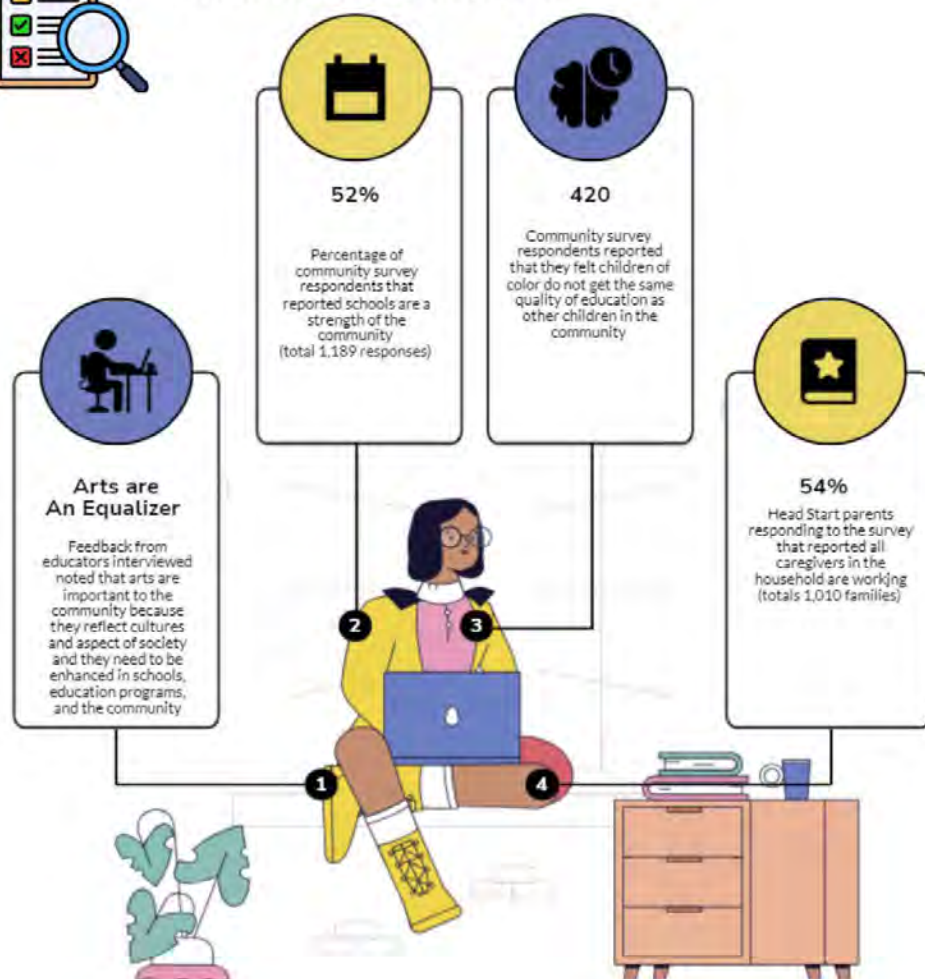


Areas shaded in the darkest orange have the largest percentage of the population without a high school diploma. The areas that have the highest poverty rates also have the lowest rates of educational attainment.

Figure 38. Population with Low Educational Attainment by Tract



### Community Survey Responses





### Educational Attainment by Race

The composition of the population obscures racial disparities in educational attainment. The predominant races in Fresno County are White and Hispanic/Latino as shown in the charts that follow. Analyzing educational attainment data by race/ethnicity in reveals significant racial disparities. While 92% of White individuals hold a high school diploma, only 68% of Hispanic individuals do, highlighting a substantial gap of 24 percentage points. Moreover, White individuals are more than twice as likely as Hispanic individuals to hold a bachelor's degree, with 33% of Whites having a bachelor's degree compared to 15% of Hispanics. Asians have a higher high school diploma attainment rate at 79% compared to Hispanic individuals, but are slightly behind White individuals. However, they surpass both White and Hispanic individuals in bachelor's degree attainment, with 31% of Asians having obtained a bachelor's degree.

Black/African American individuals in Fresno County also face educational disparities. Among Black/African Americans, 90% hold a high school diploma which is a rate comparable to Whites. Black/African Americans lag behind Whites in the rate of bachelor's degree attainment at 25%. These disparities underscore the existence of systemic barriers and inequities in educational opportunities and access to resources, which perpetuate racial inequalities in Fresno County. Addressing these disparities requires targeted interventions aimed at improving educational access, quality, and support systems for marginalized communities to ensure equitable opportunities for all residents.

### EDUCATIONAL ATTAINMENT BY RACE/ETHNICITY

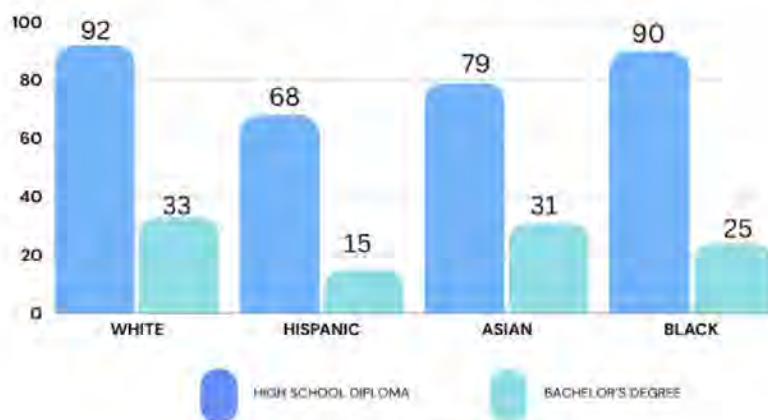


Figure 39. Educational Attainment by Race and Ethnicity



Analyzing data from the Fresno County school district CAASPP test scores alongside educational attainment rates reveals notable patterns and comparisons between county and state data. While Fresno County's educational attainment rates are slightly below the statewide averages, its CAASPP test scores in both English Language Arts (ELA) and Math fall below the state averages by 3.5 and 4.2 percentage points, respectively. Among Fresno County school districts, Clovis Unified stands out with the highest educational attainment rates and CAASPP scores significantly above both the county and state averages. Clovis is also one of the highest income communities.

Conversely, districts like Parlier Unified and Laton Joint Unified have lower educational attainment rates, higher poverty rates, and notably lower CAASPP scores, indicating disparities in academic performance. These discrepancies highlight the importance of addressing equity issues in the education system to ensure all students have access to quality education and opportunities for academic success, regardless of their socioeconomic backgrounds or geographic location. Further examination of factors influencing academic achievement in these districts is crucial for implementing targeted interventions and improving student outcomes.

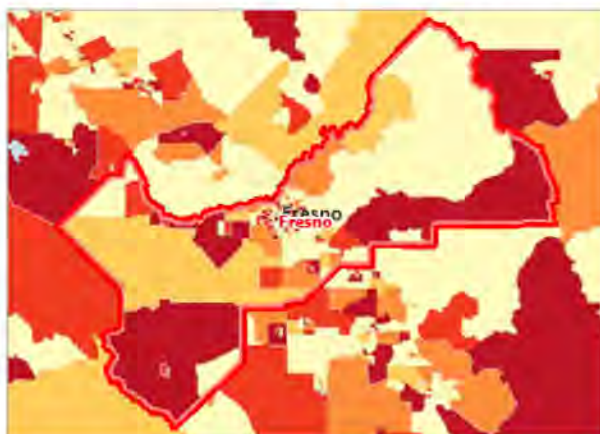
| Student Achievement          |       |        |
|------------------------------|-------|--------|
| School District              | ELA   | MATH   |
| Sierra Unified               | 38.0% | 28.7%  |
| Selma Unified                | 38.5% | 23.1%  |
| Sanger Unified               | 47.6% | 34.5%  |
| Parlier Unified              | 24.0% | 12.0%  |
| Pacific Union                | 42.7% | 36.9%  |
| Laton Joint Unified          | 19.8% | 11.9%  |
| Kingsburg Joint Union High   | 63.6% | 30.1%  |
| Riverdale Joint Unified      | 36.4% | 29.1%  |
| Kings Canyon Joint Unified   | 48.5% | 35.6%  |
| Kerman Unified               | 39.8% | 24.1%  |
| Golden Plains Unified        | 21.6% | 15.8%  |
| Fowler Unified               | 45.2% | 32.3%  |
| Firebaugh-Las Deltas Unified | 38.2% | 18.9%  |
| Coalinga-Huron               | 19.8% | 10.5%  |
| Clovis Unified               | 66.1% | 51.0%  |
| Central Unified              | 41.3% | 26.5%  |
| Caruthers Unified            | 43.7% | 29.1%  |
| Burrel Union Elementary      | 25.9% | 24.7%  |
| Washington Unified           | 31.1% | 17.7%  |
| Fresno Unified               | 33.2% | 23.3%  |
| Mendota                      | 35.3% | 20.45% |
| Fresno County                | 43.1% | 30.4%  |
| California                   | 46.6% | 34.6%  |

Table 22. Student Achievement by District

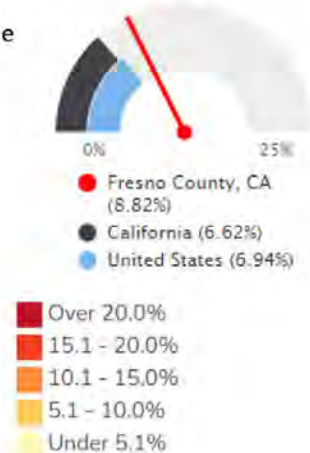
### Dropout Rate

High school dropout rates can be calculated by examining the number of young people not in school and not working. This measure provides valuable information regarding the educational and career outlook for young adults.

#### Youth Not Working and Not in School by Census Tract



#### Population aged 16-19 Not in School and Not Employed



### Adult Literacy

Individuals with literacy skills at Level 2 still struggle to perform text based informational tasks but are nearing reading proficiency. People in this literacy level can usually read printed words and digital print and can relate to and make inferences from multiple pieces of information that can be pulled from more than one document. However, complex evaluation and inferencing may still be too difficult. The percentage of the population with a literacy level at or below Level 2 in Fresno County is estimated at 25.9%, with a 95% probability that the actual (true, unknown) percentage is between 20.3% and 31.7%.

| Adult Literacy Rate |                       |                           |                         |                         |
|---------------------|-----------------------|---------------------------|-------------------------|-------------------------|
| Report Area         | Population Ages 16-74 | Total At or Below Level 1 | Lower Credible Interval | Upper Credible Interval |
| Fresno County       | 675,013               | 39.3%                     | 36.4%                   | 44%                     |
| California          | 28,700,840            | 28.4%                     | 24.9%                   | 31.9%                   |
| Unites States       | 235,567,157           | 21.8%                     | 18.1%                   | 25.6%                   |

Table 23. Adult Literacy Rate

### Educational Attainment of Head Start Families

Among Early Head Start and Head Start families the rate of households headed by someone without a high school diploma is equal to the general population. However, more Head Start families have a high school diploma or associate degree as their highest level of education compared to the general population. The data in the table reveals that 40% of families are headed



by parents who are high school graduates or parents who have obtained a GED, indicating a substantial portion of families have at least a basic level of education. Additionally, 27.6% of families have parents with an associate degree, vocational school certificate, or some college education, suggesting a moderate level of educational attainment. However, disparities persist, with 24.9% of families headed by parents with less than a high school education, highlighting significant educational challenges and potential limited opportunities. Furthermore, 7.4% of families are led by parents with an advanced degree or bachelor's degree, showing a smaller but still significant segment with higher levels of educational attainment. Understanding these educational backgrounds can inform initiatives to help families and individuals gain access to post-secondary education and career training programs that are vital for achieving a living wage.

| Head Start and Early Head Start Parent/Guardian Educational Attainment                                          |                             |               |
|-----------------------------------------------------------------------------------------------------------------|-----------------------------|---------------|
| Of the total number of families, the highest level of education obtained by the child's parent(s) / guardian(s) | # of families at enrollment | % of families |
| An advanced degree or baccalaureate degree                                                                      | 168                         | 7.4%          |
| An associate degree, vocational school, or some college                                                         | 624                         | 27.6%         |
| A high school graduate or GED                                                                                   | 902                         | 39.9%         |
| Less than high school graduate                                                                                  | 564                         | 24.9%         |

Table 24. Educational Attainment of Head Start Families

## PARENT/GUARDIAN EDUCATION LEVEL

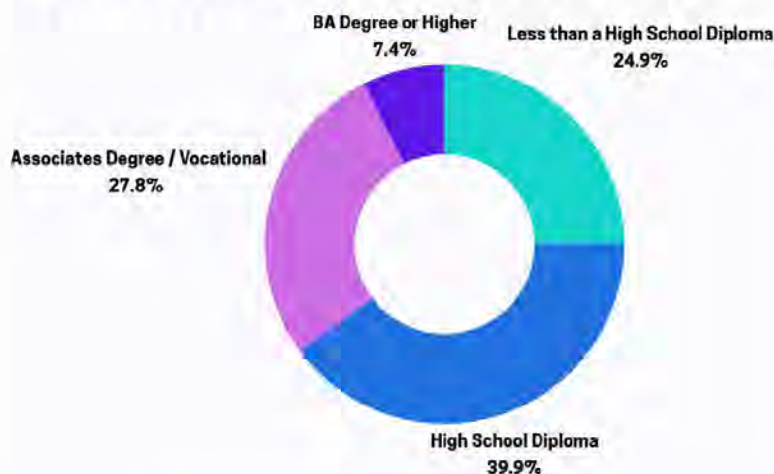


Figure 40. Educational Attainment of Head Start Families

### Population Aged 3-4 Years Enrolled in School

This indicator reports the percentage of the population aged 3-4 years that is enrolled in public and private preschools. This data helps identify geographic locations where preschool opportunities are either abundant or lacking.

| Area          | Population Aged 3-4 | Enrolled Population Age 3-4 Public | Enrolled Population Aged 3-4 Private | % Age 3-4 Enrolled in Public School |
|---------------|---------------------|------------------------------------|--------------------------------------|-------------------------------------|
| Clovis        | 3,935               | 348                                | 373                                  | 8.8%                                |
| Coalinga      | 352                 | 133                                | 0                                    | 37.7%                               |
| Huron         | 206                 | 42                                 | 0                                    | 20.3%                               |
| Kerman        | 485                 | 113                                | 13                                   | 23.2%                               |
| Kingsburg     | 310                 | 37                                 | 85                                   | 11.9%                               |
| Mendota       | 480                 | 167                                | 0                                    | 34.7%                               |
| Parlier       | 627                 | 208                                | 0                                    | 33.1%                               |
| Reedley       | 1,041               | 451                                | 30                                   | 43.3%                               |
| Sanger        | 627                 | 402                                | 0                                    | 64.1%                               |
| Selma         | 764                 | 568                                | 50                                   | 74.3%                               |
| Fresno City   | 16,751              | 6,330                              | 1,721                                | 37.7%                               |
| Fresno County | 30,381              | 9,821                              | 3,067                                | 32.3%                               |

Table 25. Population 3-4 Years Enrolled in School

### 3- & 4-Year Olds Enrolled in School by Census Tract

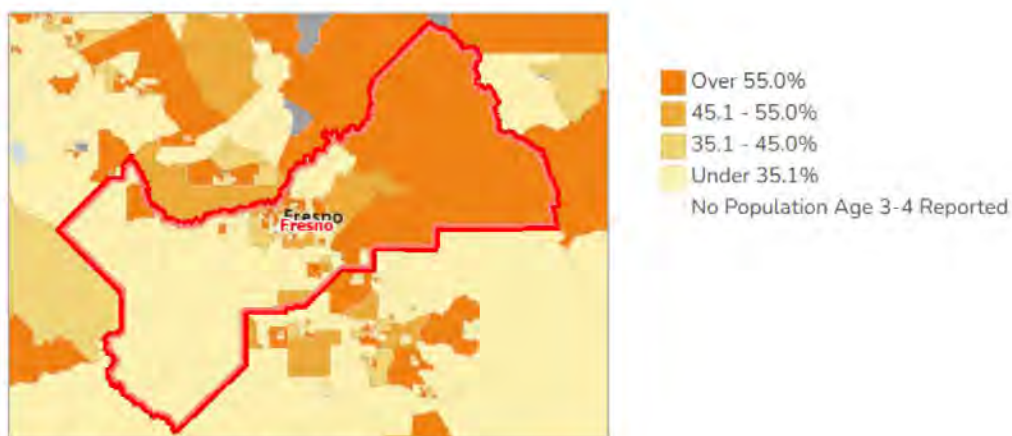


Figure 41. 3 & 4 Year-Olds Enrolled in School by Census Tract

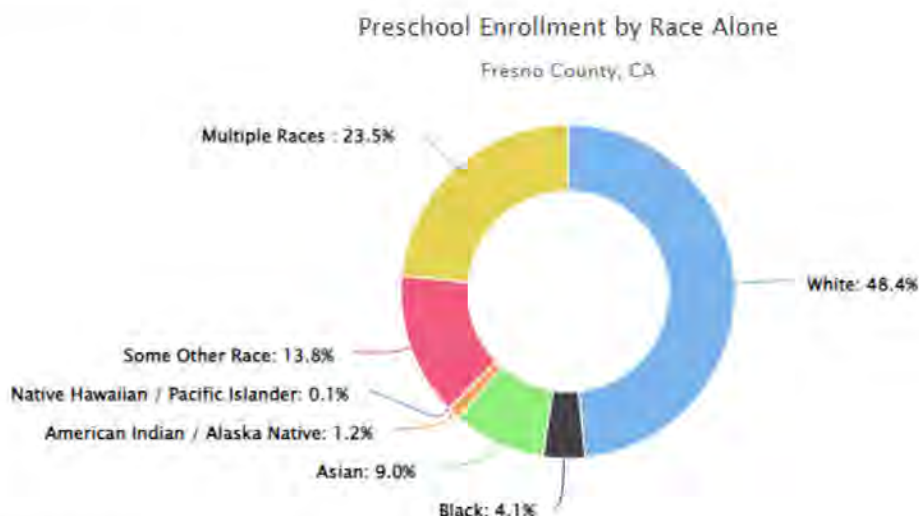


Figure 42. Preschool Enrollment by Race



### Education Key Data Findings

The data indicates Fresno County has a large percentage of the population that is educated with a college degree at the same time as having higher high school dropout rates and lower rates of student achievement on Math and Reading tests. The resulting social challenge in communities that experience this trend is that the education levels in the population do not necessarily lead to proportional improvements in social and economic outcomes. For example, economic and educational success are not always correlated, and people experience factors such as underemployment, wage stagnation, student debt, a mismatch between skills and job opportunities, limited access to a high-quality education and a changing job market where skills quickly become outdated.

Addressing the education paradox requires a comprehensive approach that includes aligning education with the needs of the job market, improving access to quality education, providing relevant skills training and development, and promoting lifelong learning. It also involves addressing structural barriers and inequalities that hinder individuals' ability to fully utilize their educational qualifications in the workforce. By understanding and addressing the education paradox, societies can strive to create more equitable and sustainable pathways to economic and social success for individuals of all backgrounds.

Among Early Head Start and Head Start families, the rate of families that are less than a high school graduate is equal to the rate for Fresno County. In contrast, when compared to the general population, more Head Start families have a high school diploma or associate degree as their highest level of education. Since the completion of some college education is typically required



to earn a living wage, it is important to help families and individuals gain access to post-secondary education and career training programs. At the same time, community interview participants noted that individuals need soft skills training. Prior research has found that the risk factors of living in a household without a parent who has not completed high school, living in a single-parent household, and living in poverty are associated with poor educational outcomes for students, including receiving low achievement scores, having to repeat a grade, and dropping out of high school.

Educational attainment data for Fresno County shows the following trends:

- Families in poverty demonstrate low rates of educational attainment, particularly regarding the attainment of a bachelor's degree and a high school diploma.
- The rate at which individuals in poverty have an associate degree indicates that many people are working in low-wage jobs.
- The degree attainment rates among families in Head Start is lower than found among the general population. Head Start families are more likely to have a high school diploma than other members of the population in poverty in Fresno County. Among Head Start families, 7% have a bachelor's degree, 27% have an associate degree, 40% have a high school diploma, and 25% have not attained a high school diploma.
- Educational disparities are present among children of color.

## Nutrition

Food insecurity is the household-level economic and social condition of limited or uncertain access to adequate food. Increases in diet-related diseases and obesity are major public health problems in communities across America. Limited access to supermarkets, grocery stores, and other sources of healthy and affordable food may make it harder for some residents to eat a balanced diet. Food security was noted as a Top 5 need in the community in 17 out of the 57 community forums conducted for the community assessment.

### Food Insecurity<sup>36</sup>

## FOOD INSECURITY

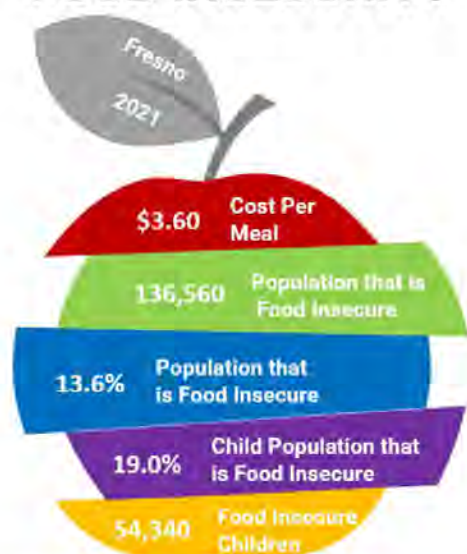
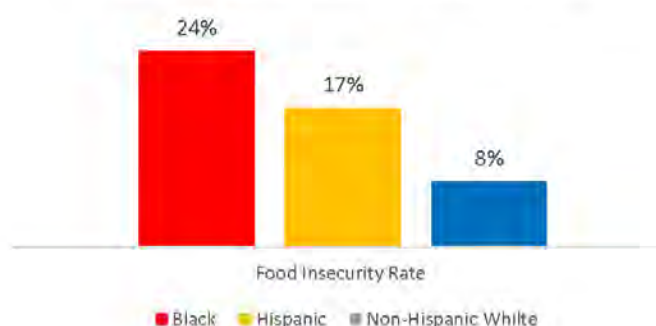


Figure 43. Food Insecurity Data

### Food Insecurity Rate by Race/Ethnicity



The USDA Food Environment Atlas and Map the Meal Gap from Feeding America provide statistics on three broad categories that describe food insecurity. The indicators include the following:

- **Food Choices** - Indicators of the community's access to and acquisition of healthy, affordable food, such as: access and proximity to a grocery store; number of food stores and restaurants; expenditures on fast foods; food and nutrition assistance program participation; food prices; food taxes; and availability of local foods.
- **Health and Well-Being**- Indicators of the community's success in maintaining a healthy diet.

<sup>36</sup> Feeding America, 2021.



- **Community Characteristics** - Indicators of community characteristics that might influence the food environment, such as: demographic composition; income and poverty; population loss; metro-nonmetro status; natural amenities; and recreation and fitness centers.

Children and adults living in the service area experience a higher rate of food security than children in the state and the nation. There is a racial disparity in which Black/African American residents experience more food insecurity than Whites and individuals in the community.

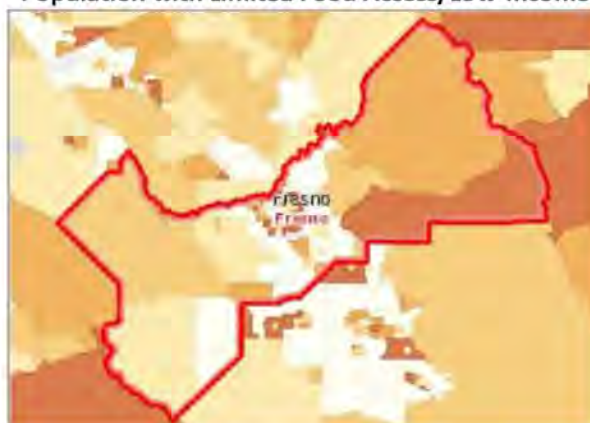


### **Food Assistance Program Participation**

#### **Low-Income and Low-Food Access**

Families and individuals with a low-income and low food access are those that live more than ¼ mile from the nearest supermarket or grocery store. Data from the 2020 Food Access Research Atlas notes 11.5% of Fresno's low-income population falls into this category, totaling 49,776 individuals. This rate is slightly above the state rate of 10.3% of all residents<sup>37</sup>. The number of SNAP authorized food stores totals 9.2 per 10,000 residents which is above the rates for the state and nation which are 6.1 (per 10,000) for California and 7.4 (per 10,000) for the U.S.<sup>38</sup>.

#### **Population with Limited Food Access/Low-Income**



Population with Limited Food Access, Low Income, Percent by Tract, USDA - FARA 2019

Over 50.0%  
20.1 - 50.0%  
5.1 - 20.0%  
Under 5.1%

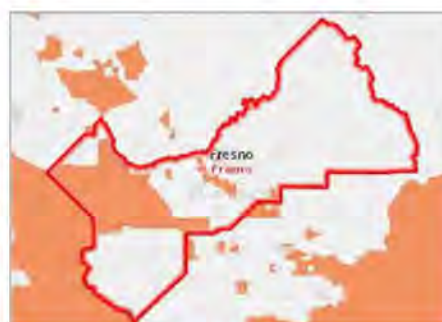


Figure 44. Food Desert Census Tracts

THE AREAS OF THE COUNTY WITH THE HIGHEST POVERTY RATES HAVE THE LEAST ACCESS TO FOOD.

<sup>37</sup> US Department of Agriculture, Economic Research Service, USDA - Food Access Research Atlas. 2019. Source geography: Tract

<sup>38</sup> US Department of Agriculture, Food and Nutrition Service, USDA - SNAP Retailer Locator. Additional data analysis by CARES. 2021. Source geography: Tract

### **Nutrition Resources**

Programs that provide nutrition education in Fresno County include Metro Ministry cooking classes in Fresno, the UC Cooperative Extension CalFresh Nutrition Education Program for families with children age four and above, individuals and seniors living in a household with an income up to 185% of the Federal Poverty Level; the West Fresno Family Resource Center; and the Fresno County Health Department's Nutrition Education and Obesity Prevention program which targets areas in the city of Fresno, Parlier, Kerman, Reedley and Sanger.

There is a wide variety of food resources in the county. These include: food distribution sites throughout the county; CalFresh assistance and CalFresh enrollment outreach by community organizations/service providers; food pantries; emergency food assistance and meal services provided by churches and community organizations; the Food Bank's Mobile Pantry (fresh produce); Neighborhood Markets (produce and perishables) and support of food pantries throughout the county; community garden programs, Fresno EOC's Summer Food Service Program for children 1-18 years old and the federal After-School At-Risk Program at locations throughout the county.

### **Population Receiving SNAP (CalFresh) Benefits**

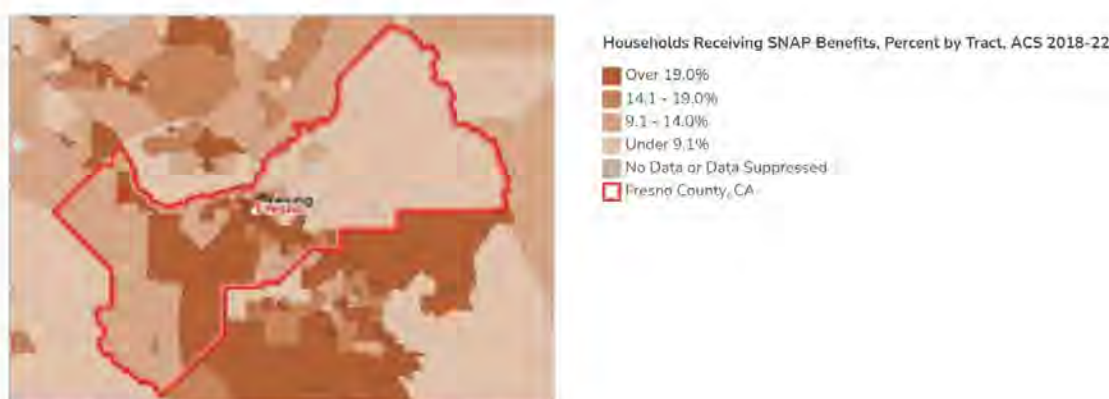


Figure 46. Population Receiving CalFresh by Census Tract

In Fresno County, 61,139 households participate in CalFresh. Of these, 26,536 are households headed by seniors totaling a rate of 36% of senior households that participate in CalFresh. Within the county, 41,799 households with children participate in CalFresh<sup>1</sup>. The table below shows the number of households that receive food assistance. A significant percentage of households receiving food assistance have an income below poverty. The areas of the county with the highest rate of people receiving food assistance are Huron, San Joaquin, Firebaugh and Orange Cove.



| Participation in CalFresh by Area <sup>1</sup> |                                         |                            |                                       |                                              |
|------------------------------------------------|-----------------------------------------|----------------------------|---------------------------------------|----------------------------------------------|
| Area                                           | # of Households (HH) receiving CalFresh | % of HH receiving CalFresh | # HH receiving CalFresh with Children | % in HH Using CalFresh with income < poverty |
| Clovis                                         | 5,367                                   | 9.9%                       | 1,954                                 | 16.3%                                        |
| Coalinga                                       | 804                                     | 17.6%                      | 492                                   | 44.4%                                        |
| Firebaugh                                      | 794                                     | 33.6%                      | 440                                   | 44.2%                                        |
| Huron                                          | 595                                     | 35.8%                      | 422                                   | 37.3%                                        |
| Kerman                                         | 1,520                                   | 24.7%                      | 1,121                                 | 30.7%                                        |
| Kingsburg                                      | 620                                     | 14.6%                      | 205                                   | 33.5%                                        |
| Mendota                                        | 936                                     | 29.3%                      | 710                                   | 55.0%                                        |
| Orange Cove                                    | 894                                     | 34.1%                      | 691                                   | 69.9%                                        |
| Parlier                                        | 1,187                                   | 23.4%                      | 972                                   | 46.8%                                        |
| Reedley                                        | 1,401                                   | 18.4%                      | 1,099                                 | 44.3%                                        |
| Sanger                                         | 1,462                                   | 17.4%                      | 1,103                                 | 42.7%                                        |
| San Joaquin                                    | 382                                     | 33.9%                      | 291                                   | 59.9%                                        |
| Selma                                          | 1,814                                   | 22.4%                      | 1,208                                 | 38.9%                                        |
| Fresno City                                    | 46,614                                  | 22.0%                      | 28,037                                | 43.0%                                        |
| Fresno County                                  | 22%                                     | 19.2%                      | 38,121                                | 43.6%                                        |

Table 26. Participation in CalFresh by Community

**Women, Infants, and Children (WIC)**

In Fresno County 28,928 pregnant women and new mothers participate in WIC<sup>39</sup>. Fresno EOC Head Start and Early Head Start programs provided 34 pregnant women (100%) nutrition information and support in 2021. Additionally, 2,045 families (58%) participated in WIC and 38% participated in CalFresh.

| Head Start Families that Receive Food Assistance <sup>40</sup>                                                                      |                                  |                                         |
|-------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|-----------------------------------------|
| Subject                                                                                                                             | Number of families at enrollment | Number of families at end of enrollment |
| Total number of families receiving services under the Special Supplemental Nutrition Program for Women, Infants, and Children (WIC) | 1,577                            | 1,521                                   |
| Total number of families receiving benefits under the Supplemental Nutrition Assistance Program (SNAP)                              | 1,325                            | 1,271                                   |

Table 27. Head Start Families Receiving Food Assistance

<sup>39</sup> KidsData.Org. <https://m.kidsdata.org/table/357/fresno-county/2145/wic-participant-type>

<sup>40</sup> Head Start Program Information Report, 2022.



### ***Nutrition Key Data Findings***

Efforts to address food insecurity often involve a combination of social assistance programs, community initiatives and policy changes aimed at improving access to affordable, nutritious food for all individuals and families. The service area has disparate access and outcomes in access to healthy food for populations that are low-income and populations of color. As shown in the data the following findings are notable:

Racial Disparity in Food Security – Black/African American and Hispanic residents experience higher rates of food insecurity than their peers when compared to Whites.

Access to Food is Limited – The percentage of the low-income population that lacks access to healthy food is highest in the most impoverished and rural areas of Fresno County.

Food Programs are Not Utilized – A large percentage of the eligible population is not enrolled in SNAP or WIC. Based on family income and poverty rates cross-referenced with food insecurity data it is likely that many eligible families are not using CalFresh. Of community survey respondents, 1,534 indicated that there should be more help for people that need to apply for public assistance.

## Housing and Homelessness

Adequate and safe housing plays a crucial role in promoting overall well-being and in maintaining good health for individuals and communities. For example, housing is linked to physical health because safe and well-maintained housing provides protection from pests and pollutants and exposure to environmental hazards such as mold, lead, asbestos, and poor air quality which can lead to respiratory issues, allergies, and other health problems. Adequate housing also supports personal hygiene and sanitation which is essential for preventing the spread of diseases. Mental health is also connected to housing. Living in a stable environment promotes lower stress levels and improved mental health outcomes. On the other hand, overcrowded, unstable, or unsafe housing can contribute to anxiety, depression and other mental health issues.

A child's healthy growth and development are dependent on many factors, including their living environment. The impact on children's development is both immediate and long term; growing up in poor or overcrowded housing has been found to have a lasting impact on a child's health and well-being throughout life. Research has demonstrated that children's life chances (the factors that affect their current and future well-being) are affected by the standard of their housing. This "housing effect" is especially pronounced in relation to health. Both children and adults living in poor or overcrowded conditions are more likely to experience respiratory problems, to be at risk of infections, and to experience mental health issues. Housing that is in poor condition or overcrowded also threatens safety. Further, neighborhood conditions have a major impact on health, birth outcomes and exposure to risk factors such as injury, violence and hazards. The town we live in can also limit the choices and resources available. For example, living in an urban area without access to safe public parks. Children in rural areas may have little access to recreation or other opportunities for development. Adults also suffer from poor recreational opportunities which undermines overall health and wellbeing.



Figure 47. Housing Characteristics



## Housing Landscape



**Households:**  
310,097



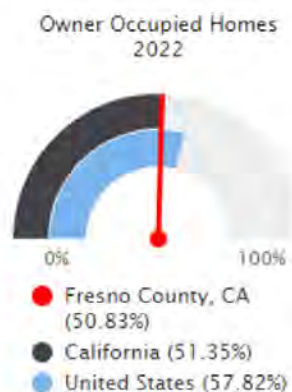
**Population:**  
990,821



**Total Census Tracts:**  
199

## Housing Characteristics

Homeownership is important because it provides an avenue for wealth building. As individuals build equity and make payments on their mortgage and the property value increases, the ability of a home to serve as a source of security and wealth is established. Additionally, owning a home provides a sense of belonging and security in a community and supports stable housing costs, which also contributes to wealth building. Over the past 20 years, the number of owner – occupied homes has decreased by almost 7% which has occurred in-step with rising housing costs. Beginning in 2012, the rate of home ownership leveled off around 55% which has remained consistent over time. Of, 339,270 housing units, 172,455 are owner occupied<sup>1</sup>.



| Housing Characteristics – Home Ownership <sup>1</sup> |                                |                                 |                                |                                 |
|-------------------------------------------------------|--------------------------------|---------------------------------|--------------------------------|---------------------------------|
| Area                                                  | % Owner-Occupied Homes<br>2012 | % Renter-Occupied Homes<br>2012 | % Owner-Occupied Homes<br>2022 | % Renter-Occupied Homes<br>2022 |
| Fresno County                                         | 55.0%                          | 45.0%                           | 54.2%                          | 45.8%                           |
| California                                            | 56.0%                          | 44.0%                           | 55.6%                          | 44.4%                           |

*Data from the Fresno Multi-Jurisdictional Housing Element (December 2023) notes that asking rents increased by 10.7% between 2020 and 2021. According to the same report, renters need to earn approximately 1.6 times the minimum wage to afford the average asking rent in Fresno County. This could pose as a barrier to finding adequate housing.*



Figure 48. Housing Tenure by Community

### Vacant Housing Units

There are many reasons for a high rate of vacant housing units, some of which are not a problem and many of which are needed to sustain the housing market. However, vacant housing units have economic and social costs such as undermining the quality of life in neighborhoods, diminishing the value of nearby properties, and providing a place for criminal activity to take place. Vacant properties also signal other problems, such as concentrated poverty and economic decline. Typical vacancy rates for rental units is between 5%-6% and for ownership housing a vacancy rate of 2% is considered optimum<sup>41</sup>. When vacancy rates approach 20% or more, “hyper-vacancy”, they indicate that market conditions have deteriorated. The overall residential vacancy rate for Fresno is 1.5%. There are higher vacancy rates in some of the unincorporated areas of the county due to the proximity of Kings Canyon and the Sierra National Forest and the large number of vacation rentals in these areas. Vacancy

### Housing Vacancy Rate by Census Tract

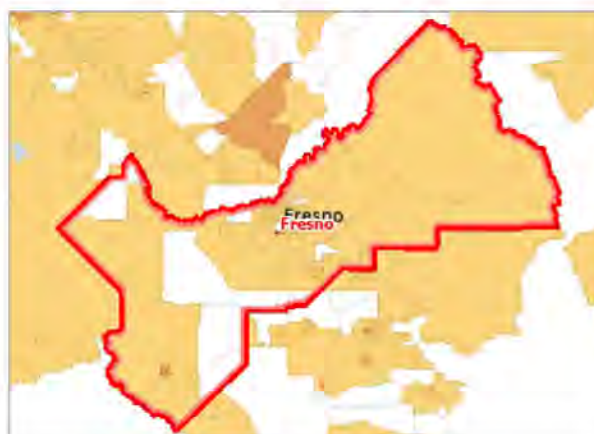


Figure 49. Vacancy Rates by Census Tract

<sup>41</sup> Fresno Multi-Jurisdictional Housing Element. Dec. 2023. FCOG Data Packet, 2022 – U.S. Census Bureau, American Community Survey 5-Year Estimates (2016-2020).



rates are highest in Firebaugh and Reedley at 8.1% and 6.1%, respectively indicating a low housing stock<sup>41</sup>.

### **Housing Costs**

Fresno County rents are significantly below the state average. The highest rental costs are in the City of Fresno followed by Clovis.

| Location      | Median Housing Cost <sup>1</sup>                       |                             |
|---------------|--------------------------------------------------------|-----------------------------|
|               | Median Monthly Costs for Housing Units with a Mortgage | Median Monthly Rental Costs |
| Fresno County | \$1,493                                                | \$1,304                     |
| California    | \$2,009                                                | \$1,870                     |

Table 28. Median Housing Costs

Nearly 50% of residents in Fresno County and 52% of residents in the City of Fresno are renters, placing them at a greater risk of having a housing cost burden<sup>42</sup>. Housing typically comprises the largest share of monthly household expenses. A housing burden creates financial insecurity. Individuals and families experiencing a housing burden often have trouble meeting basic consumption needs, may need to rely on public assistance and have limited savings/emergency funds. Financial resources which would otherwise be used for food, clothing, medical costs etc. must be allocated to housing costs. The housing burden can be examined in two ways; first by the percent of owners that are spending more than 30% of their income on housing and additionally, by the percent of renters that are spending more than 30% of their income on housing. A severe housing burden exists when more than 50% of income is spent on housing. Orange Cove has the greatest share of the population that experiences a housing cost burden, followed by Riverdale. The City of Fresno is also home to a large population of families and individuals with a housing cost burden.

| Location      | Housing Cost Burden <sup>1</sup>                                 |                                                                            |
|---------------|------------------------------------------------------------------|----------------------------------------------------------------------------|
|               | Percent with a Housing Cost Burden (30% income spent on housing) | Percent with a Severe Housing Cost Burden (50% of income spent on housing) |
| Fresno County | 38%                                                              | 18.0%                                                                      |

Table 29. Housing Cost Burden

<sup>42</sup> Evicted in Fresno-Facts for Housing Advocates (2019).  
[https://drive.google.com/file/d/1w2Q\\_\\_CstpJHwLDmioYao7OZwCk6fKpu9/view](https://drive.google.com/file/d/1w2Q__CstpJHwLDmioYao7OZwCk6fKpu9/view)

### Housing Cost Burden by Census Tract

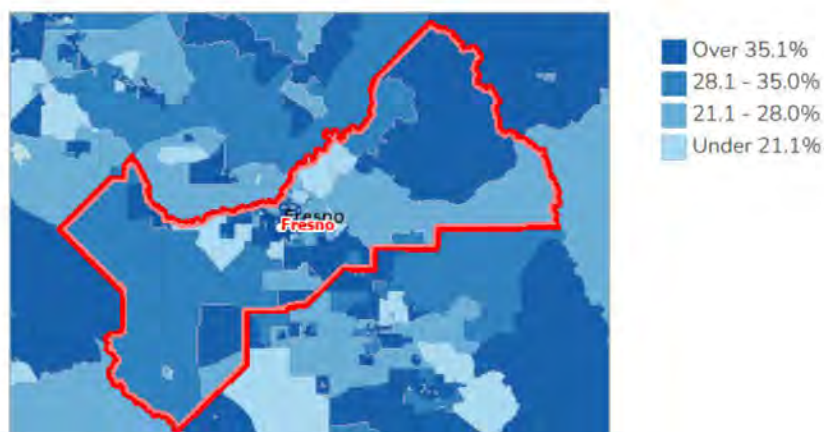


Figure 50. Cost Burdened Households by Census Tract

### Evictions

Fresno has a higher eviction filing rate than the nation. The most evictions occur in south Fresno. Eviction rates are nearly three times as high in neighborhoods with the lowest median incomes. Eviction rates also vary by race and ethnicity. As shown in the maps that follow, the eviction rate is highest in the parts of Fresno where the percentage of the population comprised of Whites is lowest. The rate of eviction in non-majority White neighborhoods is 2.22 compared to a rate of eviction in majority White neighborhoods of 1.58<sup>43</sup>.

### Neighborhood Eviction Rates



### Neighborhood Percent White



Figure 51. Neighborhood Eviction Rates

<sup>43</sup> Evicted in Fresno-Facts for Housing Advocates.

[https://drive.google.com/file/d/1w2O\\_\\_CstpJHwLDmioYao7OZwCk6fKpu9/view](https://drive.google.com/file/d/1w2O__CstpJHwLDmioYao7OZwCk6fKpu9/view)

### Assisted Housing Units

Housing, and lack there-of, can make communities more segregated by race and class, encourage sprawl, and generate clogged highways and packed trains. Lack of housing also impacts the economy as employers experience difficulty recruiting new employees. Elevated housing costs result in a generational-wealth transfer where younger people must pay huge sums of money to the older generation for homes their elders bought at a much lower cost. Based on the rate of families that experience a cost burden, data indicates that the supply of affordable housing does not match the need for affordable housing.

Affordable housing resources are offered by the Fresno Housing Authority, which develops, maintains, and operates public housing including the Section 8 rental assistance program. Affordable housing costs are expressed as the percentage of affordable units in which housing costs do not exceed 30% of the total household median income for a particular area. According to the data, just 49% of the housing available is affordable for those earning less than the median income. Fresno fares better than the state in regard to affordable housing but due to the high poverty rates, many families earn less than the median income and are still priced out of housing, specifically single-female householder who earn less than 30% of the median income.

| Location      | Affordable Housing <sup>1</sup>                                                                    |                                                                     |
|---------------|----------------------------------------------------------------------------------------------------|---------------------------------------------------------------------|
|               | Percent of Houses that are Affordable for those earning 30% of Annual Median Income (AMI) or Lower | Percent of Houses that are Affordable for those earning 100% of AMI |
| Fresno        | 5.1%                                                                                               | 47.8%                                                               |
| California    | 5.0%                                                                                               | 52.8%                                                               |
| United States | 8.3%                                                                                               | 59.4%                                                               |

Table 30. Affordable Housing

| Area   | HUD Housing Stock <sup>44</sup> |                               |                   |                                |                   |                   |
|--------|---------------------------------|-------------------------------|-------------------|--------------------------------|-------------------|-------------------|
|        | Housing Choice Voucher Units    | Project-Based Section 8 Units | Section 236 Units | Public Housing Authority Units | Section 202 Units | Section 811 Units |
| Fresno | 13,175                          | 3,149                         | 157               | 909                            | 279               | 19                |

Table 31. HUD Housing Stock

<sup>44</sup> HUD Office of Policy Development and Research (2023). *Assisted Housing: National and Local*. Retrieved from <https://www.huduser.gov/portal/datasets/assthsg.html>



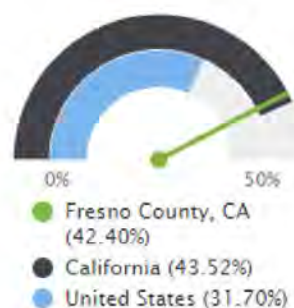
### Substandard Housing

Substandard housing is considered to be housing that is:



- lacking complete plumbing facilities,
- lacking complete kitchen facilities,
- with 1.01 or more occupants per room,
- with selected monthly owner costs as a percentage of household income are greater than 30%; and gross rent as a percentage of household income that is greater than 30%.

### % of Homes that are Substandard

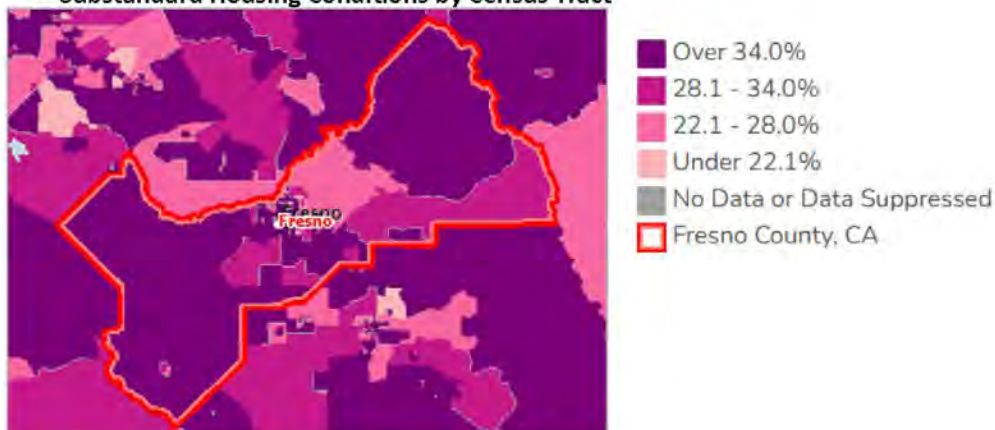


Selected conditions provide information that can be used to assess the quality of the housing inventory. This data is used to identify homes where the quality of living and housing can be considered substandard.

| Substandard Housing Conditions <sup>1</sup> |                                                    |                                                   |
|---------------------------------------------|----------------------------------------------------|---------------------------------------------------|
| Location                                    | Total Houses with 1 or More Substandard Conditions | % of Houses with 1 or More Substandard Conditions |
| Fresno                                      | 134,960                                            | 42.4%                                             |
| California                                  | 5.7M                                               | 43.5%                                             |
| United States                               | 3.9M                                               | 31.7%                                             |

Table 32. Homes with One or More Substandard Conditions

### Substandard Housing Conditions by Census Tract



### Homeless Count (PIT)

The U.S. Department for Housing and Urban Development (HUD) defines homelessness according to two different classifications:

- 1) an individual resides in a place not meant for human habitation, such as a car, park, sidewalk, abandoned building, or on the street; or
- 2) an individual who resides in an emergency shelter or transitional housing for homeless persons who originally came from the streets or emergency shelters.

According to the 2023 Point-In-Time Count (PIT) for Fresno County there are 1,128 total households where people are homeless. Of these, 101 are composed of at least one adult and one child. The following graphic details the characteristics of unhoused subpopulations.



Figure 52. Point-In-Time Count (PIT)

### Homeless Students

Data from the California Department of Education indicates in 2023, there were 2,810 homeless students attending Fresno County schools<sup>45</sup>. Of students that were homeless, 71% were living in

<sup>45</sup> California Department of Education. Dataquest.

<https://data1.cde.ca.gov/dataquest/DQCensus/HmlsEnrByDTLevels.aspx?aggllevel=County&cde=10&year=2022-23>



doubled – up housing, 14% were staying in temporary shelters, 11% were in motels and 4% were temporarily unsheltered.

### Energy Assistance

The Low-Income Home Energy Assistance Program (LIHEAP) is a federally funded program that provides assistance to eligible low-income households with the goal of managing and meeting their immediate home heating and cooling needs. There are several program components: the Home Energy Assistance Program (HEAP) provides one-time financial assistance to help balance an eligible household's utility bill. The Energy Crisis Intervention Program (ECIP) provides assistance to low-income households that are in a crisis situation. LIHEAP Weatherization provides free energy efficiency upgrades to low-income households to lower their monthly utility bills while also improving the health and safety of the household's occupants. The program also offers education on basic energy efficiency practices and instruction on the proper use and maintenance of installed weatherization measures and energy budget counseling.

## Energy Trends and Energy Insecurity

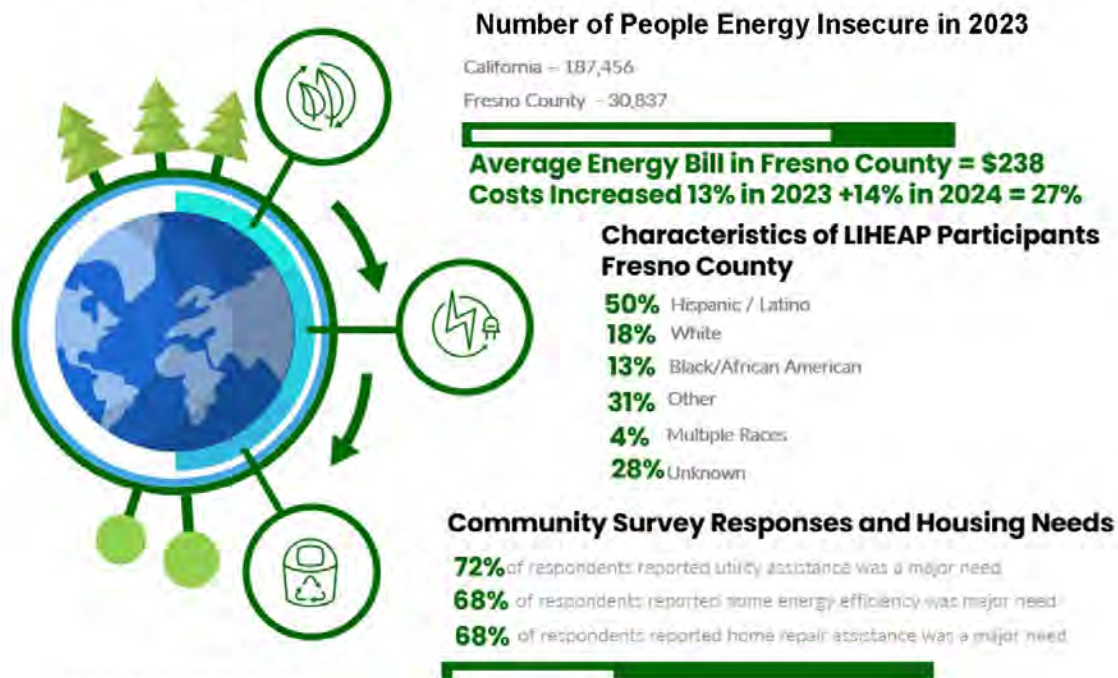


Figure 53. Energy Insecurity

<sup>46</sup> Energy Sage. 2024. Fresno EOC LIHEAP Reports. 2023-2024.  
[https://www.google.com/search?q=average+electricity+bill+in+Fresno+County+CA&oeq=average+electricity+bill+in+Fresno+County+CA&gs\\_lcrp=EgZjaHJvWUyBggAEEUYOTIHCAEQIRigATIHCAIQIRigATIHCAMQIRigAdIBCTYyNDBqMGoxNagCCLACAQ&sourceid=chrome&ie=UTF-8](https://www.google.com/search?q=average+electricity+bill+in+Fresno+County+CA&oeq=average+electricity+bill+in+Fresno+County+CA&gs_lcrp=EgZjaHJvWUyBggAEEUYOTIHCAEQIRigATIHCAIQIRigATIHCAMQIRigAdIBCTYyNDBqMGoxNagCCLACAQ&sourceid=chrome&ie=UTF-8)



### Community Survey Responses

Affordable housing was noted as a Top Five problem in 36 of the focus groups. It was also noted as a community problem in interviews with community leaders and by 73% (2,728) of community survey respondents.

Percent of Community Survey Respondents Indicating Housing as a Community Need by Housing Factor



Figure 54. Housing Needs Identified by Community Survey Respondents



### Housing and Homelessness Key Data Findings

Adequate housing provides a sense of security and safety. It protects individuals from violence, crime and accidents. Unsafe neighborhoods or inadequate housing can lead to increased stress and fear, negatively affecting mental health. Access to suitable housing promotes a sense of belonging and community engagement. People who have stable housing are more likely to establish connections with neighbors, schools, and local services, leading to a support network that positively influences mental and emotional well-being.

Policies and initiatives that focus on improving housing affordability, safety and accessibility can have a significant positive impact on individual and public health. Recognizing the intricate connection between housing and well-being is essential for creating healthier, happier communities. In Fresno County the following housing needs are prevalent:

**Barriers in accessing homeownership** – The costs of purchasing a home is high and has increased over the past decade at a rate faster than wages have risen. Additionally, because the median income in the area is higher than the poverty rate and due to the high cost of living and low wage employment, it is difficult for people to qualify for homeownership assistance programs.



Additionally, there are few programs to assist with issues such as meeting down payment and credit score requirements.

Barriers in accessing rental housing – Some tenants living in Fresno County face a series of barriers that make it more difficult to find and keep a rental home such as involvement with the criminal justice system, limited credit history or delinquent utility payments. The eviction rate is higher for people of color than for Whites.

Cost-burdened residents– There are a significant number of individuals that experience a rental or homeownership housing cost burden. Among residents 38% are cost-burdened and 18% are severely cost burdened.

Lack of affordable housing – There are an insufficient number of affordable and assisted housing units available in Fresno County when the rate of affordable and assisted housing units is compared to the rate of people that have a low-income. Additionally, approximately 53% of all rental units are not affordable for households earning the median income for Fresno County.

Substandard conditions – In Fresno County, 42% of all homes have at least one substandard condition.

The primary strategies being used to resolve the housing challenges include community-based and state initiatives to improve housing quality and affordability, providing economic mobility initiatives, and expanding the scale of assistance to meet the needs of renters. The primary strategies used to support home owners in Fresno County are to stabilize homeowners, revitalizing existing homes, and to deconcentrate poverty.

Energy Assistance - Energy poverty is a measure of inequality because data shows that a considerable portion of income for a low-income household is spent on energy<sup>47</sup>. In turn, because low – income households in Fresno County are more likely to be households headed by single-females, Blacks, Hispanics and Asians, energy has resulted in racial disparities. The inability to afford energy costs leads to a likelihood that an individual may live in a home that has an unsafe temperature level which contributes to health conditions that could result in death due to Fresno County's high temperatures at certain times during the year. Energy costs are also a variable expense that can be cut when a household is struggling financially. Energy insecurity is a growing public health problem and could be examined as a social determinant of health<sup>47</sup>.

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<sup>47</sup> Sociodemographic disparities in energy security among low-income households before, during and after the COVID-19 pandemic. <https://www.nature.com/articles/s41560-020-00763-9>

## Early Care and Education

Adequate early care and education programs provide critical support to families. First, child development programs offer structured environments where children can learn skills that lay a solid foundation for lifelong success. Infant/toddler and preschool programs, in addition to childcare services enable families to pursue education and training, which can lead to better job opportunities and improved financial stability. Early childhood programs often play a role in identifying and addressing developmental delays or special needs, ensuring that children receive appropriate interventions sooner rather than later. Overall, early childhood education and childcare are crucial in supporting the well-being of both children and their families, promoting a healthy, balanced approach to family and work life. This section of the community assessment provides an overview of the early care and education system in Fresno County.

### ***The Fresno County Early Care and Education System***

#### Public Preschool Programs

Fresno County has an extensive network of publicly subsidized preschool programs for three and four-year olds as well as services for infants and toddlers. These include: The California State Preschool Program (CSPP) where children receive full or part-day services, Transitional Universal Kindergarten (TK) which is expanding access to preschool for three-year olds; Head Start, licensed childcare centers/family childcare homes, subsidized General Childcare programs and the Migrant Head Start program. In most cases, the state directly contracts with providers to serve children under five years. The Migrant Head Start program has sites located in Firebaugh, Orange Cove, Parlier, Selma, Reedley, and Mendota.

For infants and toddlers, the programs include Early Head Start and Migrant Early Head Start. Infants and toddlers are also served in licensed childcare centers, family childcare homes and through the infant and toddler Cal-SAFE program serving teens. In total, there are 23,830 publicly subsidized slots. There are also other informal programs that serve children but we are not including them in this section because these programs do not impact Head Start enrollment.

| Public Preschool Program Slots 2023 <sup>48</sup> |                 |
|---------------------------------------------------|-----------------|
| Type of Program                                   | Slots Available |
| Head Start                                        | 2,112           |
| Migrant Head Start <sup>49</sup>                  | 198             |
| California State Preschool                        | 5,633           |
| Transitional Kindergarten <sup>50</sup>           | 2,954           |
| Total Slots Available                             | 10,897          |

<sup>48</sup> California Department of Education DataQuest.

<https://www.cde.ca.gov/ds/ad/csp/enrollmentbyprovidercountyreports.asp>

<sup>49</sup> <https://www.cclid.dss.ca.gov/carefacilitysearch/Search/ChildCare>

<sup>50</sup> <https://dq.cde.ca.gov/dataquest/tkreports/TkLevels.aspx?cdscode=00000000000000&year=2021-22>



**Number of Programs by Type**

| Program Types <sup>51</sup> |                    |
|-----------------------------|--------------------|
| Program Types               | Number of Programs |
| Head Start (HS)             | 1                  |
| Early Head Start (EHS)      | 1                  |
| Migrant and Seasonal HS/EHS | 1                  |
| Total Programs              | 3                  |

Table 33. Number of Programs by Type

The Transitional Kindergarten program serves children in the year before kindergarten. There are 2,379 slots (2021-2022) offered at elementary schools throughout Fresno County. Since the last community assessment was completed there has been an increase of 575 slots, now totaling 2,954 (2023). The number of slots are awarded based on the number of kindergarteners that must be served in a given year and in response to program availability.

| Transitional Kindergarten Slots by Site (2021-2022) <sup>52</sup> |                          |
|-------------------------------------------------------------------|--------------------------|
| Site                                                              | TK Program Participation |
| Alvina Elementary                                                 | 2                        |
| Big Creek Elementary                                              | 0                        |
| Burrel Union Elementary                                           | 6                        |
| Caruthers Unified                                                 | 30                       |
| Central Unified                                                   | 211                      |
| Clay Joint Elementary                                             | 0                        |
| Clovis Unified                                                    | 491                      |
| Coalinga-Huron                                                    | 25                       |
| Firebaugh-Las Deltas Unified                                      | 33                       |
| Fowler Unified                                                    | 28                       |
| Fresno County Office of Education                                 | 40                       |
| Fresno Unified                                                    | 1,047                    |
| Golden Plains Unified                                             | 8                        |
| Kerman Unified                                                    | 80                       |
| Kings Canyon Joint Unified                                        | 76                       |
| Kingsburg Elementary Charter                                      | 46                       |
| Laton Joint Unified                                               | 6                        |
| Mendota Unified                                                   | 24                       |
| Monroe Elementary                                                 | 0                        |
| Orange Center                                                     | 20                       |
| Pacific Union Elementary                                          | 4                        |
| Parlier Unified                                                   | 24                       |

<sup>51</sup> <https://rrnetwork.org/research/child-care-data-tool#!0>

<sup>52</sup> <https://dq.cde.ca.gov/dataquest/tkreports/TkLevels.aspx?cdscode=1000000000000000&year=2021-22>

## Fresno EOC Community Needs Assessment

|                              |    |
|------------------------------|----|
| Pine Ridge Elementary        | 4  |
| Raisin City Elementary       | 7  |
| Riverdale Joint Unified      | 24 |
| Sanger Unified               | 5  |
| Selma Unified                | 54 |
| Sierra Unified               | 19 |
| Washington Colony Elementary | 5  |
| West Park Elementary         | 4  |
| Westside Elementary          | 56 |

Table 34. TK Participation by Site

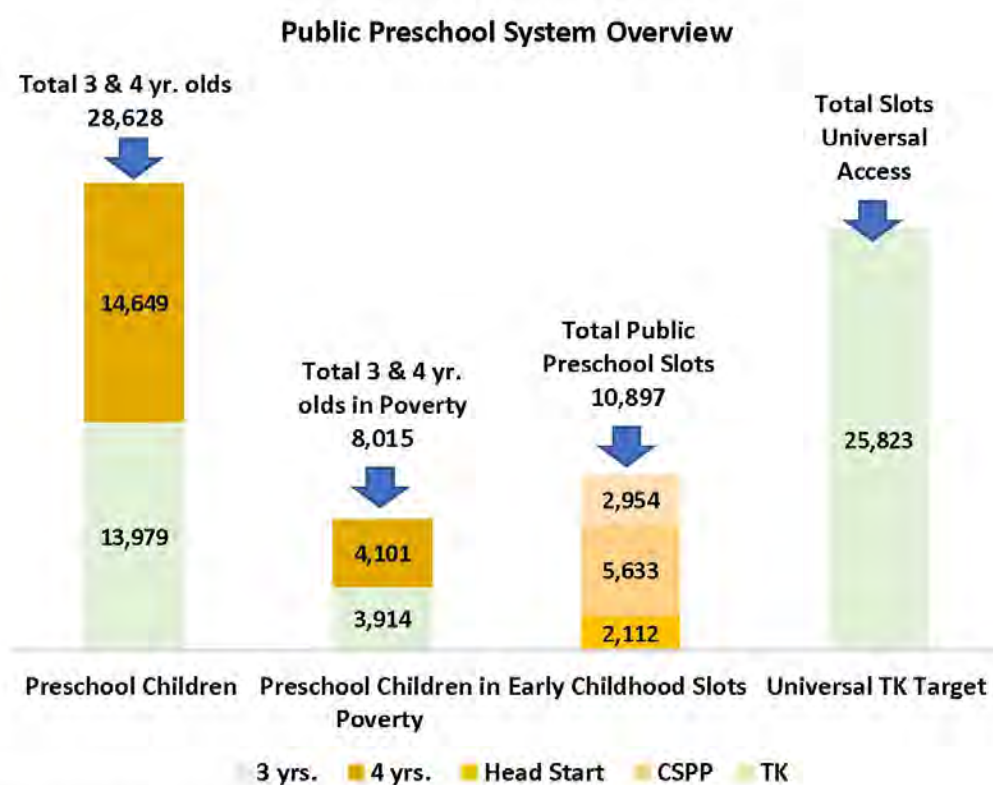


Figure 55. Preschool System Overview

### ***Transitional Universal Preschool (TK)***

According to the California School Board Association, enrollment in Transitional Universal Preschool (TK) totaled 19% of all kindergarten students in Fresno in 2021. Fresno County programs served 2,144 children in TK in 2021 and 2,294 in 2022-2023 which shows the growing scope of the program. At full implementation of the TK program in 2025-2026, it is anticipated that 85% of all children aged 3 & 4 years will be served in state-funded early childhood programs. The impact of TK on Head Start is unknown but several considerations should remain at the forefront.



- There is a need to further create and coordinate TK plans with local school districts. This includes timelines for expansion, facilities, and staffing. Fresno EOC is well suited to expand their blended model with state preschool programs to support the expansion.
- Based on the formula funding and the anticipated number of TK slots there will be a need for additional preschool teachers. How will the county produce newly credentialed teachers in the midst of a current staffing crisis?
- Do the school districts have the infrastructure necessary to expand TK? How can Fresno EOC help leverage the current childcare and Head Start systems to assist in the endeavor?
- How will TK impact current Head Start enrollment? Where are opportunities to collaborate?
- Many TK programs will run for ½ day which will not meet the needs of working families and they will be part-year programs. Currently, just 29% of state preschool slots operate for a full-day. However, there are full-day subsidized slots in childcare centers and other programs and some TK programs are paired with childcare and extend into the evenings.
- How do you change the narrative, so families are better able to recognize the value of the comprehensive service model offered in Head Start?
- Could a referral system be put into place where the most at-risk families, based on the number of adverse early childhood experiences, are automatically referred to Head Start?

The enrollment challenges that arise with the expansion of TK are rooted in family choices. For example, families may prefer to enroll their child in TK or state preschool rather than Head Start due to the convenience of having all the children in the family attend school at one site. Also, there is an assumption that starting public school “early” will lead to increased success and often Head Start is not seen as a “school – based program”. There is a trend in which families enroll their children in Head Start and then disenroll in Head Start when a state preschool program slot becomes available. It is important to convey that TK slots are not comprehensive, which will undermine the success of the most at-risk families should they opt out of Head Start.



*There are currently many other options available for four-year-olds besides TK, including the California State Preschool Program (CSPP), Head Start, other center-based care, and home-based care. Most recent estimates suggest about 40 percent of four-year-olds are in publicly provided care, about half of which is TK (Friedmann-Kraus 2023). Estimates from a few years prior (2016) find that 71 percent of four-year-olds are in non-parental care, and 62 percent are in center based care (Master Plan for Early Childhood Learning and Care). To the extent that these other options provide high quality care that promotes educational and social-emotional development, we may not expect TK to produce a relative improvement in outcomes even if it is high-quality.*

*--2023 Public Policy Institute of California*

### **Infant and Toddler Programming**

Fresno County is home to 39,152 infants and toddlers, of which 10,963 live in a family with an income below the federal poverty threshold. The infant and toddler early care and education landscape is strikingly different than the preschool landscape due to several factors that include: lack of investment in birth-to-three programs at the state and federal levels, an increased number of infants and toddlers when compared to preschool-aged children, and a limited number of infant and toddler care slots in center-based programs due to the high cost of caring for infants and toddlers. Additionally, more infants and toddlers are served in home visiting programs and in family childcare programs. Based on the number of infants and toddlers eligible for Early Head Start the current funding for public infant and toddler services in the area can serve 6% of all infants and toddlers with a low-income and 1% of all infants and toddlers in the population. Early Head Start serves less than 1% of all program eligible infants and toddlers in Fresno County.

| Publicly Funded Center-Based Infant/Toddler Program Slots  |                 |
|------------------------------------------------------------|-----------------|
| Type of Program                                            | Slots Available |
| Early Head Start                                           | 478             |
| Early Head Start Childcare Partnership (Tribal/Non-Tribal) | 137             |
| Migrant Early Head Start                                   | 61              |
| Cal-SAFE Teen Parent Programs                              | 33              |
| Total                                                      | 709             |

Table 35. Public Infant and Toddler Slots

### **Home Visiting Services**

The most recent data indicates that 2,405 families were served through 19 different home visiting programs operating throughout Fresno County. The services were provided primarily to families with infants and toddlers. The programs varied from comprehensive services delivered using an evidence-based model for children birth-to-five such as Nurse Family Partnership, to visits focused solely on health and literacy<sup>53</sup>.

<sup>53</sup> Cradle to Career Fresno County, 2019. chrome-extension://efaidnbmnnnibpcajpcgclefindmkaj/https://fresnoc2c.org/files/2020-11/C2C\_Blueprint\_FINAL%20%28corrected%201-23-20%29.pdf

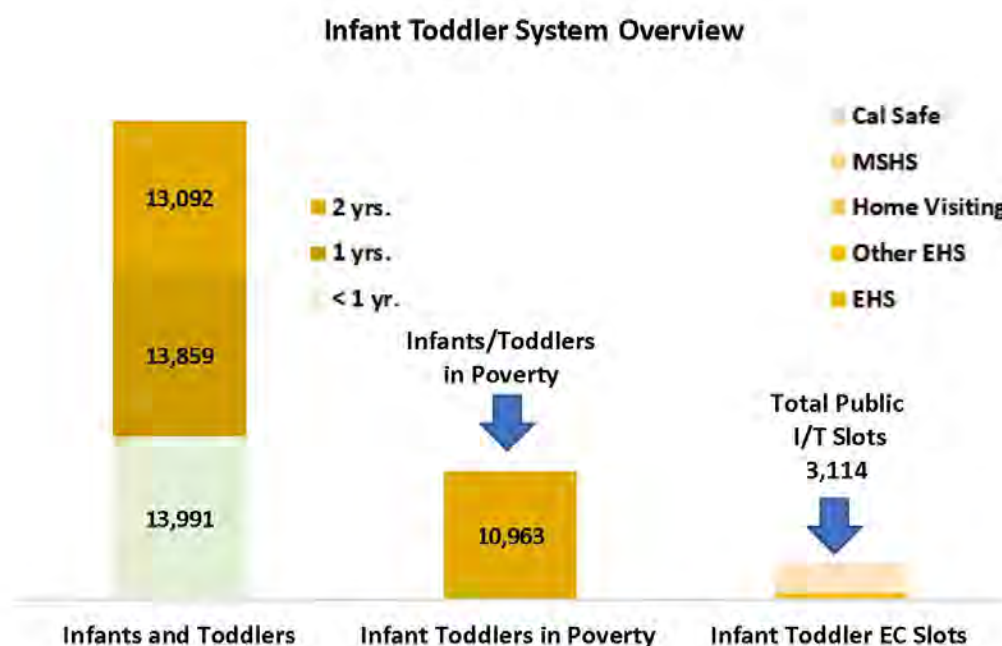


Figure 56. Infant and Toddler System Overview

### Licensed Childcare Slots

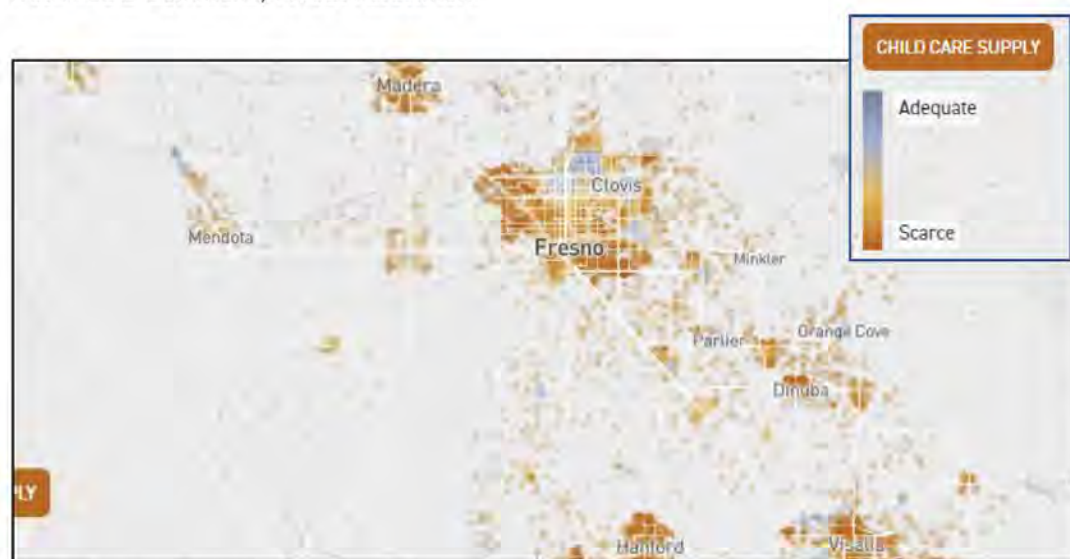
The availability of licensed childcare slots in family childcare homes and centers varies by community. Within the county, there are 798 licensed childcare centers and 503 family childcare homes. The majority of childcare slots are available in the population centers such as Fresno or Clovis, while the rural areas are underserved, or they are served only by family childcare homes. Of these slots, it is estimated that there are 1,185 licensed childcare spaces available for infants and toddlers and 13,366 licensed childcare spaces available for preschool-aged children.

| Supply of Licensed Childcare Slots      |        |
|-----------------------------------------|--------|
| Licensed Childcare Slots Preschool      | 13,336 |
| School-Age                              | 2,030  |
| Licensed Childcare Slots Infant/Toddler | 1,185  |
| Licensed Family Childcare Homes         | 503    |
| Childcare Centers                       | 798    |

Table 36. Licensed Childcare Programs and Slots by Age and Type of Facility

Fresno County is home to many childcare deserts. There is adequate supply in areas of Clovis, but the rest of the county remains unserved, particularly in the rural areas.



Figure 57. Childcare Deserts in Fresno County<sup>54</sup>

### ***Demand for Early Childhood Services***

In total, the service area needs 42,971 childcare slots to serve the estimated number of children with all parents working. This data indicates there is a slot gap of 26,420 early care and education slots. It is estimated the current system can serve 38% of all children who need care. However, the greatest shortage of care is for infants and toddlers as the public and non-public child development system can only serve 4% of all infants and toddlers who have working parents while 71% of preschool-aged children can be served.

| Area        | # of Children Under 3 | # of Children Aged 3 & 4 | % of Families with all Caregivers Working | 0-2 yrs. Slot Needed | 3-5 yrs. Slots Needed |
|-------------|-----------------------|--------------------------|-------------------------------------------|----------------------|-----------------------|
| Biola       | 107                   | 47                       | 34.3%                                     | 37                   | 16                    |
| Clovis      | 4,383                 | 3,935                    | 71.3%                                     | 3,125                | 2,806                 |
| Coalinga    | 456                   | 342                      | 67.8%                                     | 309                  | 232                   |
| Firebaugh   | 314                   | 319                      | 38.8%                                     | 122                  | 124                   |
| Huron       | 303                   | 206                      | 63.1%                                     | 191                  | 130                   |
| Kerman      | 758                   | 485                      | 62.3%                                     | 472                  | 302                   |
| Kingsburg   | 294                   | 310                      | 69.5%                                     | 204                  | 215                   |
| Mendota     | 756                   | 480                      | 56.7%                                     | 429                  | 272                   |
| Orange Cove | 407                   | 405                      | 70.2%                                     | 286                  | 284                   |
| Parlier     | 468                   | 627                      | 60.4%                                     | 283                  | 379                   |
| Reedley     | 1,335                 | 1,041                    | 63.4%                                     | 846                  | 660                   |
| Riverdale   | 111                   | 149                      | 58.5%                                     | 65                   | 87                    |

<sup>54</sup> Center for American Progress. <https://childcaredeserts.org/>

<sup>55</sup> American Community Survey, Selected Economic Characteristics. 2022.

| Work Characteristics of Families and Birth-to-Five Slots Needed <sup>55</sup> |                       |                          |                                           |                      |                       |
|-------------------------------------------------------------------------------|-----------------------|--------------------------|-------------------------------------------|----------------------|-----------------------|
| Area                                                                          | # of Children Under 3 | # of Children Aged 3 & 4 | % of Families with all Caregivers Working | 0-2 yrs. Slot Needed | 3-5 yrs. Slots Needed |
| Sanger                                                                        | 1,009                 | 1,113                    | 49.0%                                     | 494                  | 545                   |
| San Joaquin                                                                   | 225                   | 208                      | 28.8%                                     | 65                   | 60                    |
| Selma                                                                         | 886                   | 764                      | 54.2%                                     | 480                  | 414                   |
| Fresno City                                                                   | 23,373                | 16,906                   | 62.4%                                     | 14,585               | 10,549                |
| Fresno County                                                                 | 39,152                | 30,381                   | 61.8%                                     | 24,196               | 18,775                |

According to the 2023 Fresno County Child Care Portfolio, 6% of childcare requests were for evening, weekend or overnight care, down from 13% in 2019, with no childcare centers and 36% of family childcare homes offering that type of care. Additionally, of all requests for care, 28% of requests were for infants and toddlers, 44% of requests were for preschoolers, and 28% of requests were care for children over six years. The major reasons that families seek childcare include employment (83% compared to 71% in 2019); participation in school or training (8% compared to 15% in 2019), and because they are seeking employment (10% compared to 13% in 2019)<sup>56</sup>.

### Affordable Childcare

The annual cost of care for children in need of childcare represents a significant portion of family income. As shown below, for a family earning \$4,938 per month without a subsidy, infant/toddler care would consume 19% of the family budget. For a family with a subsidy, the family fee would consume 10% of the family budget<sup>56</sup>.



In 2021, the cost of care for infants and toddlers increased by 16% for center-based childcare and by 22% for family childcare. For preschoolers, in the past five years the cost of care increased by 43% in childcare centers and by 11% in family childcare homes<sup>57</sup>.

<sup>56</sup> Child Care Resource and Referral Network. 2023 Child Care Portfolio. chrome-extension://efaidnbmnnpkajpcgiclfndmkaj/https://rrnetwork.org/assets/general-files/Fresno\_2023-01-25-035626\_skrl.pdf



| Annual Cost of Childcare by Age Group and Facility Type <sup>57</sup> |          |             |
|-----------------------------------------------------------------------|----------|-------------|
| Type of Facility                                                      | Amount   |             |
|                                                                       | Infant   | Preschooler |
| Childcare Center                                                      | \$15,552 | \$14,388    |
| Family Childcare Home                                                 | \$11,148 | \$9,588     |

Table 37. Annual Cost of Care by Age Group and Facility Type

### Childcare Subsidies

In Fresno County, there are 41 programs that offer subsidized childcare. Supportive Services, Inc. administers the alternative payment program which pays all or part of the cost for childcare for eligible children aged birth-to-12 years. The 2022 Fresno County Child Care Portfolio estimates that 8,802 children received a childcare subsidy. The data indicates that 559 children under three years received a subsidy, and 8,243 aged 3-5 years received a subsidy<sup>57</sup>. KidsData notes that 32% of Fresno County families that are working have a low-income. This indicates there is a need for subsidies for 7,742 infants and toddlers and 6,008 preschoolers. The current subsidies fall short of meeting the need and the subsidy slot gap totals 4,948.

### Head Start Family Work and Training Schedules

Among families attending Head Start and Early Head Start, 65% of parents are employed or in job training or they are attending school. This data indicates that more than 1,599 families in the program are in need of childcare services. Of these families, 377 are enrolled in Early Head Start and 1,222 are enrolled in Head Start.

### Childcare Quality

The Fresno County Quality Stars rating system is a quality rating improvement system (QRIS) for licensed early care and education providers. In 2021, the total number of children served in programs participating in Quality Stars was 8,577, up from 8,195 in 2020. Of the children served, 7,665 were preschoolers, 586 were toddlers, 234 were infants, and 120 were under 1 year. The types of programs that participated included 154 center-based childcare providers, and 40 licensed family childcare homes. Of all programs participating, 2% are rated at a Tier 3, 57% are rated at Tier 4, 32 are rated at Tier 5, and 24% were not rated as of the report date<sup>58</sup>.

<sup>57</sup> <https://rrnetwork.org/research/child-care-data-tool#!0>

<sup>58</sup> [https://qualitycountsca.net/ca\\_county/fresno/?audience=quality-partners](https://qualitycountsca.net/ca_county/fresno/?audience=quality-partners)



## Community Survey Responses

The following represents responses from families receiving Head Start services who participated in the community assessment survey.

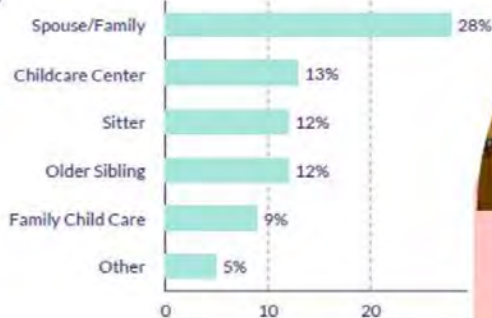
### Community Survey Responses from Head Start 0-5 Families

Do you use childcare programs other than Head Start and Early Head Start?



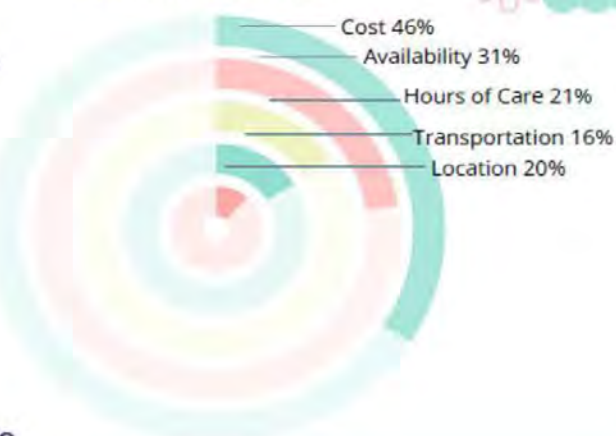
Yes (17.52%) No (82.48%)

#### Types of Childcare Utilized



Reported by % of HS Family Responses indicating they had a childcare challenge in the past year

#### Childcare Challenges



**32% of families need childcare to attend career training (605)**

#### Last Year....

- 35% of families had difficulty paying childcare costs
- 38% had difficulty with childcare and their work schedule
- 30% had difficulty obtaining childcare assistance/subsidy

#### Early Care and Education Program Preferences

36% families prefer center-based (8-10 hrs.) daily  
21% families prefer center-based (6-7 hrs.) daily  
21% families prefer school-year center-based program



Figure 58. Head Start Family Community Survey Responses





### ***Early Care and Education Key Data Findings***

Access to early care and education programs in Fresno County is more limited for families with a low-income and for families with infants and toddlers. The total capacity of the system including public and private programs is estimated to reach 61% of all children aged 3-5 years (10,897 state preschool slots/13,336 preschool childcare slots) and 100% of preschoolers in poverty. The system can serve 11% of children aged 0-3 years (3,114 publicly funded slots and 1,185 childcare slots) and the public infant/toddler system can serve 28% of infants and toddlers in poverty. However, when the home-based slots are removed, the center-based infant and toddler system can serve just 2.9% of all infants and toddlers in poverty.

When at least 85% of all children are served it is typically assumed that an early childhood system has reached universal access. It is estimated that there are sufficient publicly funded preschool slots to serve all preschool children in poverty and 45% of all three and four-year olds. To achieve universal access, the county needs a total of 25,823 preschool slots, which is already accommodated by the current early childhood system when childcare programs are included. To universally serve all children in public preschool programs, the county would need an additional 14,296 slots.

The push for universal access should also be viewed in the context of trends that include: a decreasing number of center-based childcare programs that serve children from 8-12 hours daily, lack of a qualified workforce, lack of high-quality programs, and disparate access to high-quality programs for Hispanic children due to the cost of care. While universal access programs do result in benefits for many children, there are unintended consequences that could result from such a large and fast evolution of the early care and education system such as loss of access to comprehensive services as families transition into programs that are less intensive than Head Start, uneven per-child funding between federal, state, and community-based early care and education programs and diminished quality as the most highly skilled teachers leave Head Start and community-based programs for jobs in school-based preschool programs that offer a higher salary.

In Fresno County, 61.8% of families with children under six have all parents in the workforce, a rate lower than for the nation and for California. This trend is influenced by low rates of educational attainment among families. However, in the Head Start program 65% of parents are either employed or in job training programs. The number of working families in the Head Start and Early Head Start program has decreased from the prior year. According to the data, 1,599 Head Start and Early Head Start children needed access to childcare because all parents were working and/or because their parents were in career training. The scheduling needs of Head Start families are varied, as many attend school or work rotating or alternative schedules in the evenings and on weekends. When cross-referenced with employment data, female single householder families report an employment rate of 47% which warrants a robust and affordable early care and education system that operates for the full duration of the program-year as

children living in homes headed by single-mothers are often more at-risk of remaining in poverty and the associated consequences than their counterparts living in families headed by two-working parents.

It is estimated that there are 8,802 children receiving a childcare subsidy, and 2,816 of these children are living in a family in or near poverty, making them age and income-eligible for Head Start, but attending other early care and education programs. It is also estimated that many Head Start eligible children are attending state preschool programs (this does not account for the 160 children co-enrolled in Head Start and the state preschool program).

Head Start programs can undertake several activities to determine the need to adjust services to match emerging community needs and to leverage the resources of the program, in the context of expanding universal access to preschool. Helpful strategies may include:

- The program can gather data about how families make decisions about the types of early care and education programs they utilize. For example, first identify the factors that families consider when they decide the type of program (Head Start, community-based prek, state prek) that they will utilize and, second, what process do they go through to make their early care and education and childcare decisions, i.e. what are the most important factors in selecting an early care and education provider?
- Promote Fresno EOC's participation in the Quality Rating Improvement System and childcare subsidy programs to open opportunities for Head Start to expand services to include full-day, full-year childcare and to participate in developing universal early care and education systems that require high quality ratings.
- Advocate for state preschool systems and Transitional Kindergarten to include mandates to contract out a certain percentage of slots into community-based locations. For example, NY-UPK requires that 10% of slots are allocated to providers other than a local school system. Also, explore workforce participation for families and programs that alleviate the costs of childcare for families by creating models for blending state preschool funds, Head Start and childcare subsidies. Lastly, Fresno EOC can mobilize parents to encourage local governance bodies and funders to allocate additional funds to support the massive quality lift that is needed to truly address the disparities in early learning for children in poverty.
- Continue to expand access to programs serving infants and toddlers in poverty to alleviate the infant and toddler early care and education slot gap and the childcare cost, quality and affordability crisis.



## Transportation, Communication & Community Environment

The ability to travel offers the means to reach essential opportunities such as jobs, education, shops, and a personal support network which impacts the quality of life. Providing transportation services or reducing financial (and other) barriers to travel is one solution for addressing poverty and social challenges, through for example widening the range of opportunities for employment and education that can be reached.

Fresno County has a robust transportation network. In 2020, Fresno Area Express began providing free rides, however bus fares were reinstated in September 2021, which continues to pose as a barrier to many low-income families seeking transportation. Fresno's transportation department offers 18- fixed route bus lines and Handy Ride Parent Transport services. Fresno EOC also offers limited transportation for families to and from Head Start and Early Head Start centers in rural locations or in locations where the program can partner with state preschool or childcare programs.

### **Commuter Travel Patterns**

In Fresno County, the rate at which individuals drive to work is higher than the national rate of 74.9%. In contrast, the rate of residents that utilize public transportation is much lower than the national rate of 5%. Residents in the service area also walk or bike to work at lower rates than the nation's rate of 3% of all workers. This trend is likely due to the rural nature of the county. Bus riders report they spend a significant amount of time on buses, often more than 45 minutes to an hour while commuting. The rate of individuals that work from home increased from 5% in 2020 to 8% in 2022.

| Commuter Travel Patterns <sup>59</sup> |               |               |                 |                          |              |                       |                      |
|----------------------------------------|---------------|---------------|-----------------|--------------------------|--------------|-----------------------|----------------------|
| Report Area                            | Total Workers | % Drive Alone | Percent Carpool | Percent Public Transport | Percent Walk | Percent Taxi or Other | Percent Work at Home |
| Fresno County                          | 409,153       | 76%           | 11%             | 0.8%                     | 1%           | 2%                    | 8%                   |

Table 38. Commuter Travel Patterns

Fresno County conducted a survey to identify transportation issues in response to Measure C, a ballot initiative to expand transportation that was passed by Fresno County voters in 2022. In survey responses (2,988 respondents), close to 9 in 10 people, reported there is a great need for additional funding for the county transportation system<sup>60</sup>.

### Vehicle Ownership

<sup>59</sup> United States Census Bureau. 2022. Table B08141. Retrieved from <https://data.census.gov/>.

<sup>60</sup> <https://measurecrenewal.com/wp-content/uploads/2023/05/220-6352-Fresno-County-Transportation-Issues-Survey-P-F-4-27-2022-sent.pdf>.



Car ownership is varied among the communities in Fresno County and the U.S. Census estimates that 7% of Fresno County households do not have a motor vehicle<sup>59</sup>.

| Report Area   | Vehicle Ownership                      |                                |                                 |                                         |
|---------------|----------------------------------------|--------------------------------|---------------------------------|-----------------------------------------|
|               | % Households with no Vehicle Available | % of Households with 1 Vehicle | % of Households with 2 Vehicles | % of Households with 3 Vehicles or More |
| Clovis        | 4%                                     | 27%                            | 43%                             | 26%                                     |
| Coalinga      | 7%                                     | 26%                            | 39%                             | 28%                                     |
| Firebaugh     | 17%                                    | 35%                            | 24%                             | 24%                                     |
| Huron         | 14%                                    | 25%                            | 36%                             | 25%                                     |
| Kerman        | 7%                                     | 24%                            | 40%                             | 30%                                     |
| Kingsburg     | 10%                                    | 32%                            | 35%                             | 24%                                     |
| Mendota       | 16%                                    | 24%                            | 35%                             | 26%                                     |
| Orange Cove   | 16%                                    | 35%                            | 22%                             | 27%                                     |
| Parlier       | 6%                                     | 31%                            | 35%                             | 28%                                     |
| Reedley       | 6%                                     | 28%                            | 38%                             | 28%                                     |
| Sanger        | 7%                                     | 21%                            | 37%                             | 35%                                     |
| San Joaquin   | 5%                                     | 33%                            | 34%                             | 28%                                     |
| Selma         | 8%                                     | 28%                            | 35%                             | 30%                                     |
| Fresno City   | 9%                                     | 34%                            | 35%                             | 22%                                     |
| Fresno County | 7%                                     | 31%                            | 37%                             | 26%                                     |

Table 39. Vehicle Ownership

### Travel Time to Work

Workers in the service area have an average commute to work of 23 minutes.

| Travel Time to Work <sup>22</sup> |                                    |                                                          |                                                      |                                                      |                                                          |                                |
|-----------------------------------|------------------------------------|----------------------------------------------------------|------------------------------------------------------|------------------------------------------------------|----------------------------------------------------------|--------------------------------|
| Report Area                       | Workers that Commute Age 16 and Up | Travel Time in Minutes (Percent of Workers) Less than 10 | Travel Time in Minutes (Percent of Workers) 10 to 30 | Travel Time in Minutes (Percent of Workers) 30 to 60 | Travel Time in Minutes (Percent of Workers) More than 60 | Average Commute Time (minutes) |
| Fresno County                     | 377,707                            | 13%                                                      | 60%                                                  | 22%                                                  | 5%                                                       | 23.35                          |

Table 40. Travel Time to Work

### Computer and Internet Access

Internet access is vital to participation in society. It is often needed to access educational opportunities, learning resources, and to level the playing field for people that may not have equal access to educational opportunities, which was noted as a concern in the community survey responses and in data showing disparate educational outcomes for certain populations, such as those with a low-income or minority background.

Internet access also provides links to job opportunities, government aid programs, and health services. From a mental health perspective, digital connectivity enables low-income individuals to engage in social interaction and can be a tool for empowerment and advocacy.

In data reported from the U.S. Census, residents of Fresno County have access to the internet at a rate comparable to California and the nation. However, local data and information from initiatives underway to closely examine and monitor differences in internet access in Fresno County, notes the following trends:

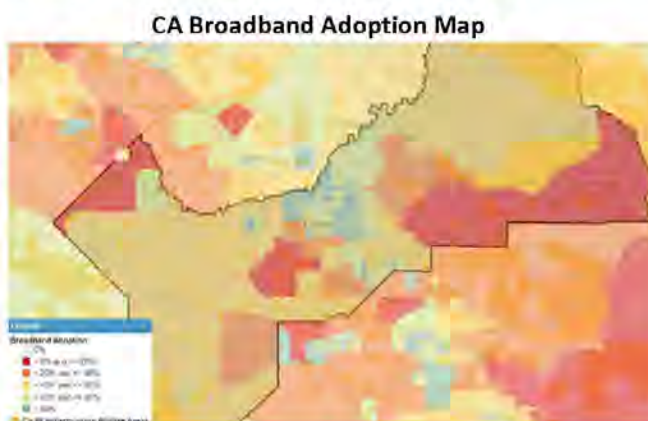


Figure 59. CA Broadband Adoption Map

- The Broadband for All Data Project is a cross-sector collaborative that includes K-12, Higher Education, Government and Community – Based Organizations (CBOs). The collaborative examined information using the CA Broadband Adoption Map, supplemented with additional qualitative data from surveys, phone calls and speed testing to identify gaps and barriers in access to broadband internet<sup>61</sup>. In response to concerns that the map obscures the true extent of access barriers, the project has developed an internet speed testing app that can be deployed on district provided devices to test internet speeds in the homes of Fresno County students.
- The San Joaquin Regional Broadband Commission is an initiative of the California Partnership for the San Joaquin Valley dedicated to accelerating the deployment, accessibility, and adoption of broadband within the San Joaquin Valley. A report produced in 2020, notes that the communities/areas most in need of improved access to broadband internet are: Cantua Creek, Giffen Cantua Creek, Huron, Raisin City, Three Rocks, Tranquility and Biola.<sup>62</sup> Additionally, the report identifies specific types of households that are least likely to have access to broadband internet. These households include

<sup>61</sup> Broadband for All Data Project. <https://ids.fcoe.org/broadband-all-data-project>

<sup>62</sup> Fresno State Office of Community and Economic Development (OECD). San Joaquin Valley Regional Broadband Consortium (SJVRC) Preferred Scenario for Unserved Households in the San Joaquin Valley February 20, 2020. chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.cetfund.org/wp-content/uploads/2021/07/SJVRC-Preferred-Scenario-Report-Amended-4.16.2020-Copy.pdf



farmworker housing communities, households in rural settings with small clusters of housing, mobile home parks, and small agricultural communities.

- The Fresno County Coalition for Digital Inclusion is comprised of a group of 30 anchor institutions and CBOs that have organized into a nonprofit entity. Data from this group noted that only 3% of Fresno County residents were unserved by internet or did not have access to high speed internet. The data was further examined and when cross-referenced with data from the Fresno Unified School District and other educational institutional entities tracking internet speed access within student households, it was found that in actuality, 27% of households are unserved by broadband internet. The following figure shows the undercount of locations in areas of poverty that do not have high-speed broadband internet access (right), compared to more recent data showing that 27% of residents do not have access to broadband (left).

#### Comparison of Data for Locations Underserved by Broadband Internet

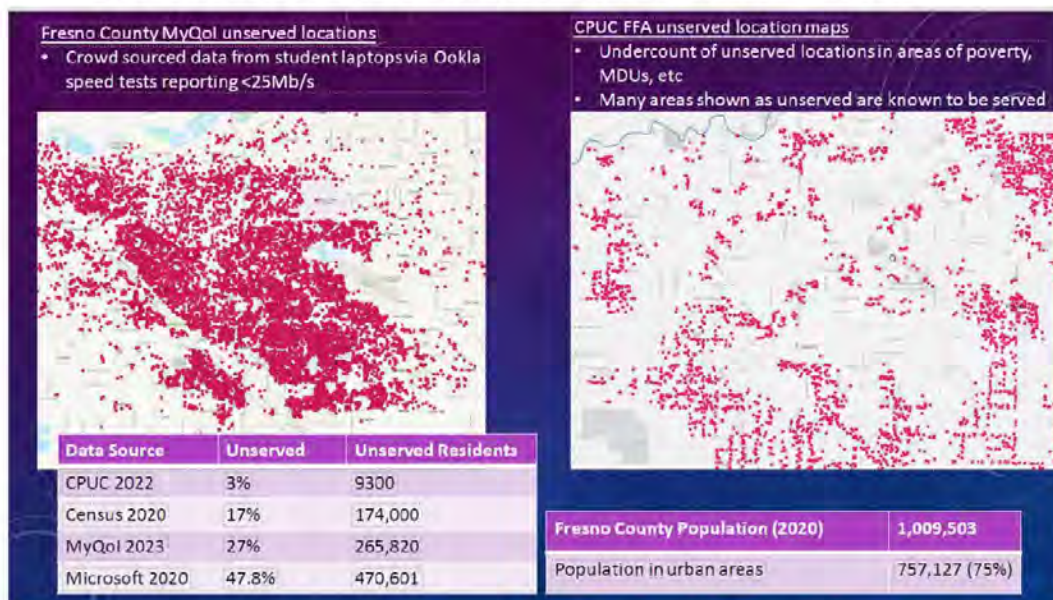


Figure 60. Comparison of Unserved Locations without Access to Broadband Internet in Fresno County

Overall, internet access can help bridge the digital divide, opening up opportunities for low-income individuals to improve their lives, connect with others, and access essential services.



#### Community Survey Responses

Community survey respondents were asked to rank their transportation needs. The following details the number of responses that noted a particular need by type of need. Transportation was also reflected in the community forums as a Top 5 need.

## Fresno EOC Community Needs Assessment



Figure 61. Transportation Needs in Fresno County

Additional community needs noted by the survey respondents related to community and neighborhood assistance were consistent with the data identified in the community forums. A total of 2,426 respondents noted the following concerns as a major need for Fresno County.

### Percent of Community Repondents that Noted Neighborhood Improvements as a Major Need by Type of Improvement

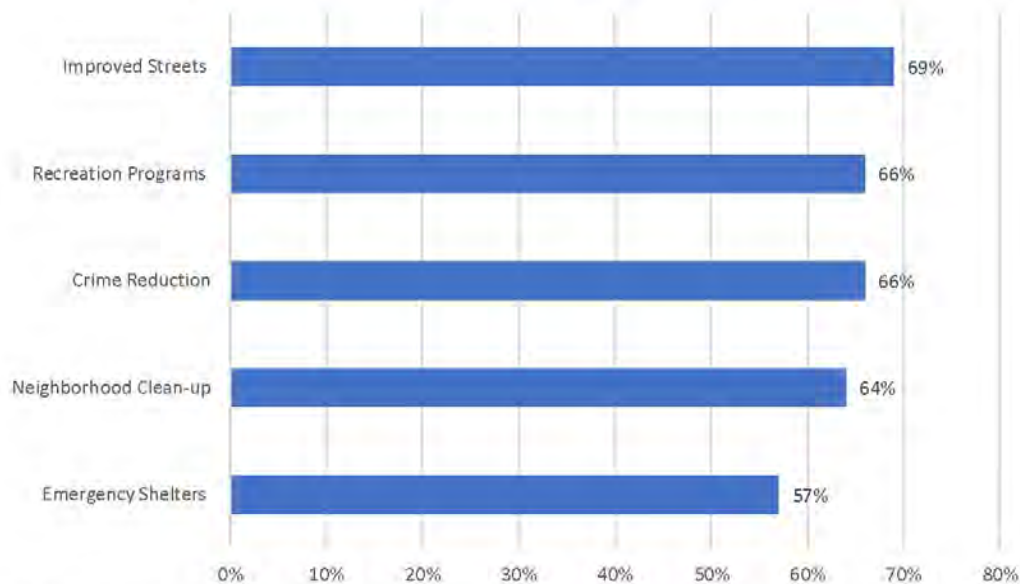


Figure 62. Neighborhood Improvements That Are a Major Need



### ***Transportation and Communication Key Data Findings***

Transportation challenges vary and are influenced by factors such as population growth, urban development, and infrastructure. Some of the general transportation challenges identified in the community assessment data and surveys in Fresno County include:

Traffic congestion – Since Fresno County has many rural areas, two lane roads are often the major commuter routes. These routes in-turn, lead to population centers. The lack of infrastructure has led to increased travel time for individuals to travel to work in these locations. The average commute time for workers is 23 minutes.

Limited public transportation - The area is composed of several rural communities and public transportation is limited to the population centers. Additionally, bus routes, the travel time from one place to another and the cost of public transportation is a barrier for residents to work, obtain assistance, attend critical appointments and socialize.

Lack of alternative means of transportation – Several parts of the service area lack a pedestrian-friendly infrastructure, such as sidewalks and bike lanes. This discourages walking and cycling as viable transportation options.

Rural-Urban Interface – Fresno County has both rural and urban areas. Balancing the transportation needs of these diverse regions can be a challenge, as rural areas may require different types of transportation infrastructure than the urban centers.

Lack of Vehicle Ownership – Lack of vehicle ownership is highest in the following communities: Firebaugh; Kingsburg; Huron; Mendota and Orange Cove. These areas also have high rates of poverty.

Disparities in Digital Connectivity – Data shows there is a disparity in high speed internet access, which impacts disadvantaged, rural communities. Additionally, discrepancies in data related to internet access and differing data sources obscure the true extend of digital inequities present in Fresno County.



## Community Needs Ranking Sheet

Community Needs Ranking

| Community   | Largest Population Increase (5= greatest increase = need for more services) (2020-2022) |   | Lowest Median Hs.Hold Income (1 highest income/15 lowest income) |    | Poverty Rate (1 lowest/15 highest pov) |    | HS Dropout (15 = highest rate of dropout/1 = lowest rate of high school dropout) |    | Births to Unmarried Mothers (15 = highest/1=lowest) |    | Renters with Cost-Burden (1 = lowest/15 = highest) |    | Scores | Community Ranking 1 + greatest need/most distress) |
|-------------|-----------------------------------------------------------------------------------------|---|------------------------------------------------------------------|----|----------------------------------------|----|----------------------------------------------------------------------------------|----|-----------------------------------------------------|----|----------------------------------------------------|----|--------|----------------------------------------------------|
| Clovis      | 3.6%+                                                                                   | 3 | \$88,554                                                         | 1  | 2                                      | 1  | 22.2%                                                                            | 5  | 41%                                                 | 6  | 18                                                 | 14 |        |                                                    |
| Coalinga    | -3.2%                                                                                   | 0 | \$68,976                                                         | 4  | 5                                      | 5  | 42.8%                                                                            | 13 | 17%                                                 | 1  | 28                                                 | 12 |        |                                                    |
| Huron       | <1%+                                                                                    | 0 | \$48,070                                                         | 11 | 11                                     | 15 | 42.7%                                                                            | 12 | 47%                                                 | 7  | 56                                                 | 3  |        |                                                    |
| Kerman      | 1.2%+                                                                                   | 1 | \$53,956                                                         | 8  | 7                                      | 9  | 41.6%                                                                            | 11 | 41%                                                 | 10 | 46                                                 | 7  |        |                                                    |
| Kingsburg   | 1.8%+                                                                                   | 2 | \$74,897                                                         | 2  | 3                                      | 2  | 6.6%                                                                             | 1  | 38%                                                 | 2  | 12                                                 | 15 |        |                                                    |
| Mendota     | <1%+                                                                                    | 0 | \$43,315                                                         | 13 | 12                                     | 14 | 18.1%                                                                            | 3  | 46%                                                 | 9  | 51                                                 | 4  |        |                                                    |
| Orange Cove | 1.2%+                                                                                   | 1 | \$33,671                                                         | 15 | 15                                     | 13 | 100%                                                                             | 15 | 59%                                                 | 12 | 71                                                 | 1  |        |                                                    |
| Parlier     | <1%+                                                                                    | 0 | \$50,026                                                         | 10 | 9                                      | 10 | 23.7%                                                                            | 6  | 59%                                                 | 13 | 48                                                 | 5  |        |                                                    |
| Reedley     | <1%+                                                                                    | 0 | \$61,629                                                         | 6  | 4                                      | 8  | 38.7%                                                                            | 9  | 59%                                                 | 14 | 41                                                 | 10 |        |                                                    |
| Sanger      | <1%+                                                                                    | 0 | \$69,333                                                         | 3  | 1                                      | 6  | 27.0%                                                                            | 7  | 39%                                                 | 3  | 20                                                 | 13 |        |                                                    |
| Selma       | <1%+                                                                                    | 0 | \$53,874                                                         | 9  | 6                                      | 7  | 68.2%                                                                            | 14 | 44%                                                 | 8  | 44                                                 | 8  |        |                                                    |
| San Joaquin | <1%+                                                                                    | 0 | \$43,750                                                         | 12 | 13                                     | 11 | 10.5%                                                                            | 2  | 40%                                                 | 5  | 43                                                 | 9  |        |                                                    |
| Firebaugh   | 3.9%+                                                                                   | 4 | \$36,078                                                         | 14 | 14                                     | 12 | 35.1%                                                                            | 8  | 39%                                                 | 4  | 56                                                 | 2  |        |                                                    |
| Fowler      | 11.8%+                                                                                  | 5 | \$56,410                                                         | 7  | 12                                     | 4  | 18.8%                                                                            | 4  | 60%                                                 | 15 | 47                                                 | 6  |        |                                                    |
| Fresno      | <1%+                                                                                    | 0 | \$63,001                                                         | 5  | 8                                      | 3  | 39.5%                                                                            | 10 | 50%                                                 | 11 | 37                                                 | 11 |        |                                                    |

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## Appendix D



## Fresno EOC 2024 Community Partner Survey

1. Please select the choice that best describes your organization:

- ☐ Non-profit sector
- ☐ Local government
- ☐ Private sector
- ☐ Other

2. What organization do you represent?

3. Please check any of the services your organization provides to low-income individuals or families (check all that apply):

- |                                                           |                                                                           |
|-----------------------------------------------------------|---------------------------------------------------------------------------|
| <input type="checkbox"/> Emergency food, clothing         | <input type="checkbox"/> Job training                                     |
| <input type="checkbox"/> Temporary shelter                | <input type="checkbox"/> Education (K-12, vocational or post high school) |
| <input type="checkbox"/> Service information and referral | <input type="checkbox"/> Mental health services or mental health care     |
| <input type="checkbox"/> Health services                  | <input type="checkbox"/> Family support services                          |
| <input type="checkbox"/> Physical services                | <input type="checkbox"/> Domestic violence programs                       |
| <input type="checkbox"/> Employment                       | <input type="checkbox"/> Youth services                                   |
| <input type="checkbox"/> Housing or housing repairs       | <input type="checkbox"/> Elderly services                                 |
| <input type="checkbox"/> Childcare                        | <input type="checkbox"/> Nutrition services                               |
| <input type="checkbox"/> Preschool                        | <input type="checkbox"/> Legal aid                                        |
| <input type="checkbox"/> Financial assistance             | <input type="checkbox"/> Financial planning, tax preparation              |
| <input type="checkbox"/> Transportation                   | <input type="checkbox"/> LGBTQ+ resources                                 |
| <input type="checkbox"/> Economic/community development   |                                                                           |
| <input type="checkbox"/> Other (please specify)           |                                                                           |

4. What unique skills, talents, or contributions do low-income individuals and families bring to our community?

5. In your opinion, what are three big problems impacting the community and/or low-income individuals and families the most?

Problem 1)

Problem 2)

Problem 3)

6. Can you share an example of a partnership or collaboration that has successfully impacted low-income people and families in Fresno County?

7. What services are missing in your community to effectively address these issues?

8. How can the partnerships between agencies in the community be improved to address the needs of low-income families?

9. What are the barriers to gaining an education in our community (check all that apply):

☐ Lack of access to programs for obtaining the HiSET/high school completion

☐ Cost of childcare

☐ Lack of childcare

☐ Cost of transportation

☐ Lack of programs for gaining computer skills

☐ Lack of tuition money/financial aid for career/post-secondary education

☐ Lack of vocational skills or training

☐ Lack of preschool programs

☐ Lack of dropout prevention programs

☐ Don't know

☐ Other (please specify)

10. How would you describe access to affordable housing in your community?

☐ There is a large supply of affordable homes and housing options

☐ There are some affordable homes and housing options

☐ There is a very small supply of affordable homes and housing options

☐ Don't know

☐ Other (please specify)

11. Money management for families is a problem because (check all that apply):

- ☐ Lack of knowledge about budgeting
- ☐ Difficulty managing money
- ☐ Lack of use of earned income tax credit
- ☐ Food stamps do not provide enough assistance
- ☐ Lack of knowledge about savings
- ☐ Money management is not a problem
- ☐ Don't know
- ☐ Other (please specify)

12. Health care is a problem for families because (check all that apply):

- |                                                                                                                |                                                                                       |
|----------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| <input type="checkbox"/> Doctors will not accept Medicaid                                                      | <input type="checkbox"/> Lack of income to pay for prescriptions                      |
| <input type="checkbox"/> No clinics or doctor offices in same town                                             | <input type="checkbox"/> Lack of income for medical emergencies                       |
| <input type="checkbox"/> Waiting list for services                                                             | <input type="checkbox"/> Lack of family resources for alcohol or drug abuse treatment |
| <input type="checkbox"/> Hospital/Urgent Care and Walk-in Clinics or emergency room not available in same town | <input type="checkbox"/> Lack of family resources for mental health treatment         |
| <input type="checkbox"/> Lack of transportation                                                                | <input type="checkbox"/> Coverage gaps                                                |
| <input type="checkbox"/> Lack of insurance                                                                     | <input type="checkbox"/> Health services are not a problem for families               |
| <input type="checkbox"/> Prevailing health conditions                                                          | <input type="checkbox"/> Don't know                                                   |
| <input type="checkbox"/> Lack of education/resources toward the prevention of chronic health conditions        |                                                                                       |
| <input type="checkbox"/> Other (please specify)                                                                |                                                                                       |

13. Have you added any additional services in the last year?

- ☐ Yes
- ☐ No
- ☐ Don't know

If yes, what services?

14. Has your organization collaborated on joint projects or provided joint services with any other agency in the past year?

- ☐ Yes
- ☐ No
- ☐ Don't know

15. In your opinion, what are three collaborative strengths among agencies in your community?

Strength 1)

Strength 2)

Strength 3)

16. Has your organization experienced any barriers to collaboration?

☐ Yes

☐ No

☐ Don't know

If yes, please describe.

17. For each of the following population groups, please indicate the degree to which you believe their overall need for services has changed in the past three years.

|                                                                    | Decreased<br>Dramatically | No Change             | Increased<br>Dramatically | Don't Know            |
|--------------------------------------------------------------------|---------------------------|-----------------------|---------------------------|-----------------------|
| Low income infants and toddlers (0-3 years)                        | <input type="radio"/>     | <input type="radio"/> | <input type="radio"/>     | <input type="radio"/> |
| Low income children aged 3-5 years                                 | <input type="radio"/>     | <input type="radio"/> | <input type="radio"/>     | <input type="radio"/> |
| Low income elementary aged children 5-10 years                     | <input type="radio"/>     | <input type="radio"/> | <input type="radio"/>     | <input type="radio"/> |
| Low income teens 11-15 years                                       | <input type="radio"/>     | <input type="radio"/> | <input type="radio"/>     | <input type="radio"/> |
| Low income youths aged 16-24 years                                 | <input type="radio"/>     | <input type="radio"/> | <input type="radio"/>     | <input type="radio"/> |
| Low income adults aged 25-54 years                                 | <input type="radio"/>     | <input type="radio"/> | <input type="radio"/>     | <input type="radio"/> |
| Low income elderly aged 55+                                        | <input type="radio"/>     | <input type="radio"/> | <input type="radio"/>     | <input type="radio"/> |
| Individuals with chronic health conditions                         | <input type="radio"/>     | <input type="radio"/> | <input type="radio"/>     | <input type="radio"/> |
| Migrant/transient households                                       | <input type="radio"/>     | <input type="radio"/> | <input type="radio"/>     | <input type="radio"/> |
| Minority households (e.g. African American/Black, Hispanic, Asian) | <input type="radio"/>     | <input type="radio"/> | <input type="radio"/>     | <input type="radio"/> |
| Non-English speaking households                                    | <input type="radio"/>     | <input type="radio"/> | <input type="radio"/>     | <input type="radio"/> |
| Households with incarcerated family members                        | <input type="radio"/>     | <input type="radio"/> | <input type="radio"/>     | <input type="radio"/> |
| Physically or developmentally disabled individuals                 | <input type="radio"/>     | <input type="radio"/> | <input type="radio"/>     | <input type="radio"/> |
| Individuals with mental health challenges/issues                   | <input type="radio"/>     | <input type="radio"/> | <input type="radio"/>     | <input type="radio"/> |
| Victims of crime                                                   | <input type="radio"/>     | <input type="radio"/> | <input type="radio"/>     | <input type="radio"/> |
| Victims of domestic violence                                       | <input type="radio"/>     | <input type="radio"/> | <input type="radio"/>     | <input type="radio"/> |
| Homeless families                                                  | <input type="radio"/>     | <input type="radio"/> | <input type="radio"/>     | <input type="radio"/> |
| Rural households                                                   | <input type="radio"/>     | <input type="radio"/> | <input type="radio"/>     | <input type="radio"/> |

Please describe any other service decreases/increases

18. Have the following service needs changed in the past three years?

|                                                   | Decreased<br>Dramatically | No Change             | Increased<br>Dramatically | Don't Know            |
|---------------------------------------------------|---------------------------|-----------------------|---------------------------|-----------------------|
| Quality affordable housing                        | <input type="radio"/>     | <input type="radio"/> | <input type="radio"/>     | <input type="radio"/> |
| Adequate family living wage                       | <input type="radio"/>     | <input type="radio"/> | <input type="radio"/>     | <input type="radio"/> |
| Need for childcare services                       | <input type="radio"/>     | <input type="radio"/> | <input type="radio"/>     | <input type="radio"/> |
| Need for emergency shelter                        | <input type="radio"/>     | <input type="radio"/> | <input type="radio"/>     | <input type="radio"/> |
| Teen pregnancy services                           | <input type="radio"/>     | <input type="radio"/> | <input type="radio"/>     | <input type="radio"/> |
| Mental health services                            | <input type="radio"/>     | <input type="radio"/> | <input type="radio"/>     | <input type="radio"/> |
| Need to address children's behavioral challenges  | <input type="radio"/>     | <input type="radio"/> | <input type="radio"/>     | <input type="radio"/> |
| Need for food assistance                          | <input type="radio"/>     | <input type="radio"/> | <input type="radio"/>     | <input type="radio"/> |
| Need for job training or basic skills development | <input type="radio"/>     | <input type="radio"/> | <input type="radio"/>     | <input type="radio"/> |
| Need for fiscal literacy                          | <input type="radio"/>     | <input type="radio"/> | <input type="radio"/>     | <input type="radio"/> |

Please describe any other changes in service needs.

19. What gaps in services have you encountered in serving families with a low-income?

20. What are the strengths in your community?

1)

2)

3)

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## Appendix E



## Fresno EOC 2024 - Community Needs Assessment Printed Survey

1. Do you live in Fresno County?

- ☐ Yes  
☐ No

2. What city do you live in?

3. What is your role?

- ☐ Program Participant (I currently receive services from Fresno EOC)  
☐ Public (I do not currently receive services from Fresno EOC)

4. How easy was it to access our Fresno EOC program services?

- ☐ Very easy  
☐ Easy  
☐ Neither easy nor difficult  
☐ Difficult  
☐ Very difficult

5. Was the service provided to you in a timely manner?

- ☐ Yes  
☐ No

6. Did you feel welcome and respected by the Fresno EOC staff and/or volunteers?

- ☐ Yes  
☐ No

If no, please let us know why.

7. Did Fresno EOC staff effectively address your issue or concern?

- ☐ Yes  
☐ No

If no, please let us know why.

8. How would you rate your satisfaction with the service(s) you received?

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

9. Are you a Fresno EOC Employee?

- ☐ Yes  
☐ No

10. What is your race?

- ☐ American Indian, Alaska Native, or Indigenous  
☐ Asian or Asian American  
☐ Black, African American, or African  
☐ Native Hawaiian or Other Pacific Islander  
☐ White  
☐ Multi Race  
☐ Do not know

11. What is your ethnicity?

- ☐ Hispanic/Latin(a)(o)(x)  
☐ Non-Hispanic/Latin(a)(o)(x)  
☐ Do not know

12. Are you seeking employment?

- ☐ Yes  
☐ No

13. What are the employment needs in your community?

|                                                              | Major need            | Minor Need            | No Need               | Unsure                |
|--------------------------------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Job opportunities within the community                       | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Assistance to attend a trade, or technical school or college | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Computer skills training                                     | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Job skills training                                          | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| High School/GED Classes                                      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Assistance with goals and case management                    | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Childcare access to get a job                                | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Other (please specify)

14. Employment in my community is a problem because (please check all that apply):

- ☐ Employment in my community is not a problem
- ☐ People lack skills to obtain a job
- ☐ People are unable to find jobs
- ☐ Current jobs are low paying
- ☐ People lack education to obtain a job
- ☐ Cost of transportation
- ☐ Long commute to jobs
- ☐ Employers leaving the area
- ☐ Lack of transportation
- ☐ Other (please specify)

15. Do you have a consistent work schedule?

- ☐ Yes
- ☐ No
- ☐ N/A

16. Please rank the following housing needs in your community:

|                                          | Major Need            | Minor Need            | No Need               | Unsure                |
|------------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Safe and affordable housing              | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Safe and affordable multi-family housing | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Rental Assistance                        | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Utility Assistance                       | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Home energy efficiency programs          | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Programs to assist in repair of homes    | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| More temporary housing                   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

17. The source of my household income is (please check all that apply):

- |                                                                         |                                                                                   |
|-------------------------------------------------------------------------|-----------------------------------------------------------------------------------|
| <input type="checkbox"/> Earned Income                                  | <input type="checkbox"/> Worker's Compensation                                    |
| <input type="checkbox"/> Retirement Income from Social Security         | <input type="checkbox"/> Temporary Assistance for Needy Families (TANF) (Cashaid) |
| <input type="checkbox"/> Pension or Retirement Income from a Former Job | <input type="checkbox"/> Non-Cash Benefits                                        |
| <input type="checkbox"/> Supplemental Security Income (SSI)             | <input type="checkbox"/> General Assistance (GA)                                  |
| <input type="checkbox"/> Social Security Disability Insurance (SSDI)    | <input type="checkbox"/> Unemployment Insurance                                   |
| <input type="checkbox"/> VA Service-Connected Disability Compensation   | <input type="checkbox"/> Child Support                                            |
| <input type="checkbox"/> VA Non-Service-Connected Disability Pension    | <input type="checkbox"/> Alimony and Other Spousal                                |
| <input type="checkbox"/> Private Disability Compensation                |                                                                                   |
| <input type="checkbox"/> Other source of income (please specify)        |                                                                                   |

18. In the past 6 months, did you miss a payment for any of the following? (please check all that apply):

- ☐ Rent or mortgage
- ☐ Medical Bills/Prescriptions
- ☐ Utilities (phone/electric/gas/water)
- ☐ Loans
- ☐ Credit Cards
- ☐ Automobile/Automobile Insurance
- ☐ No, I did not miss a payment
- ☐ Other (please specify)

19. Do you have children?

- ☐ Yes  
☐ No

20. Do you participate in Head Start or Early Head Start?

- ☐ Yes  
☐ No

21. Do you have a child aged 0-2 years:

- ☐ Yes  
☐ No

22. Do you have a child aged 3-4 years old?

- ☐ Yes  
☐ No

23. Do you use childcare programs (other than Head Start/Early Head Start)?

- ☐ Yes  
☐ No  
☐ N/A

24. Please indicate the type of childcare you use (please check all that apply):

- ☐ Childcare center  
☐ Sitter/Nanny  
☐ Older sibling  
☐ Family childcare home  
☐ Spouse/family member/partner  
☐ N/A  
☐ Other (please specify)

25. What childcare challenges do you encounter? (please check all that apply)

- ☐ Cost
- ☐ Availability
- ☐ Location
- ☐ Transportation Issues
- ☐ Hours of care
- ☐ N/A
- ☐ Other (please specify)

26. Do you need childcare to attend a training/career program?

- ☐ Yes
- ☐ No
- ☐ N/A

27. Do all parents/caregivers in your household work?

- ☐ Yes
- ☐ No

28. What types of services do you need/want (please check all that apply)?

- ☐ Center-based early childhood programs that operate for 8-10 hours per day, 5 days per-week.
- ☐ Center-based early childhood programs that operate for 6-7 hours per day, 5 days per-week.
- ☐ Center-based early childhood programs that operate for the school year and in the summer.
- ☐ Center-based early childhood programs that operate during the school year.
- ☐ Home-based/home visiting programs.
- ☐ None of the above

29. Please mark the types of childcare services that you need:

- ☐ Full-time
- ☐ Half days (5 days per week)
- ☐ Partial week
- ☐ Weekends
- ☐ Before school
- ☐ Half-days/partial week
- ☐ Night/evening care
- ☐ Varied hours weekly
- ☐ Summer care
- ☐ After school care
- ☐ None

30. Are you satisfied with your current childcare arrangements?

- ☐ Yes
- ☐ No
- ☐ N/A

31. Have you had any of the following childcare related problems in the past year?

|                                             | Yes                   | No                    | N/A                   |
|---------------------------------------------|-----------------------|-----------------------|-----------------------|
| Difficulty paying childcare bill/tuition    | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Finding temporary care                      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Finding care for a sick child               | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Finding care for a child with special needs | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Location of care                            | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Dependability of care                       | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Quality of care                             | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Scheduling of care to fit work schedule     | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Obtaining a childcare subsidy or assistance | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Extensive time on a waiting list            | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |



32. Please rank the following transportation needs in your community:

|                                                                  | Major Need            | Minor Need            | No Need               | Unsure                |
|------------------------------------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Local transportation for shopping, medical, school or work       | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Out of town transportation for shopping, medical, school or work | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Transportation for the general public                            | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Training on how to use public transportation services            | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Additional hours of transportation operation (nights/weekends)   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

33. What health needs impact your community? (please check all that apply)

|                                                                                                                     | Major Need               | Minor Need               | No Need                  | Unsure                   |
|---------------------------------------------------------------------------------------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| There is limited access to health services so it is difficult to get a timely appointment with health professional. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Working conditions are toxic/unhealthy.                                                                             | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| There is limited help for people to enroll in public health insurance programs.                                     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Insurance programs do not cover enough of individual medical expenses or prescriptions.                             | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Health care providers do not speak my language so I can receive services.                                           | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Other (please specify)

34. Please rank the extent to which you think the following occurs in your community:

|                                                                                                                    | Great Extent          | Some Extent           | No Extent             | Unsure                |
|--------------------------------------------------------------------------------------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Families of color live in specific neighborhoods.                                                                  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Children of color get the same quality of education as other children in my community who are not of color.        | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| When seeking medical/health care I feel like my doctor's decisions are affected by my race, gender, or sexuality.  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Individuals of color are represented among the public officials in my community.                                   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Law enforcement officials in my community treat people of color the same as they treat other who are not of color. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I have been treated the same as others in my same job who are of another race or gender.                           | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I have experienced difficulty finding housing due to my race or gender.                                            | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

35. Please rank the need for social services in your community:

|                                                                      | Major Need            | Minor Need            | No Need               | Unsure                |
|----------------------------------------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Free/low cost mental health services.                                | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Free/low cost substance abuse treatment services.                    | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Programs for individuals/families who are homeless.                  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Help for people who need public assistance (CalFresh, Medi-cal, WIC) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

36. Please rank the following community and neighborhood assistance needs:

|                                                                | Major Need            | Minor Need            | No Need               | Unsure                |
|----------------------------------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Emergency shelters for natural disasters                       | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Neighborhood clean-up projects                                 | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Crime reduction/neighborhood safety programs                   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| More public recreational facilities and parks                  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Improved infrastructure (streets, revitalization of buildings) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

37. What are the strengths of your community (please check all that apply)?

- ☐ Youth Organizations
- ☐ Local Businesses
- ☐ Churches
- ☐ People
- ☐ Schools
- ☐ Other (please specify)

38. Is there anything else you would like to share or any additional comments you have regarding the needs of our community that have not been addressed in this survey? Your feedback is valuable to us in understanding the full scope of community needs and improving our services.

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## Appendix F



Fresno  
Economic  
Opportunities  
Commission

## Community Action Plan Public Hearing

Franklin Head Start 0-5  
1189 Martin Ave  
Fresno, CA 93706  
April 1, 2025

**Scan the QR  
Code to view  
the Community  
Action Plan**



<https://fresnoeoc.org/community-action-plan-2026-2027/>



## Community Engagement and Data Collection



**Surveys:**  
**3,542**

clients, and the general community.



**Focus Groups:**  
**57**

focus groups



**Community Forums:**

**4**

community forums and Over 500 attending



Interviews



Qualitative Data Approaches



Quantitative Data Sources



Community Sectors



## Key Items of Poverty



Inadequate Housing:

**42% of homes**



Food Insecurity:

**Over 50,000 low-income individuals**



Unemployment and Low-Wage Jobs:

**Unemployment rate 9.5%**



Educational Inequities



Limited Access to Healthcare



Adverse Early Childhood



Experiences





## Agency Priorities

-  **Stable Housing**
-  **Job Opportunities**
-  **Access to Healthcare**
-  **Nutritious Food**
-  **Safe and Clean Neighborhoods**
-  **Educational Resources and Support**



## Programs and Services to Address Stable Housing

- **Sanctuary Homeless Services:** Provides emergency to permanent housing solutions using a Housing-First approach, including outreach services, housing navigation, and permanent housing support. Approximately 581 individuals are served annually.
- **Energy Services:** Offers utility payment assistance and weatherization measures to improve energy efficiency and safety, helping over 10,000 households annually.





## Programs and Services to Address Job Opportunities

- **Local Conservation Corps (LCC):** Offers paid job training to ages 18-26 and educational opportunities for young adults, including high school diploma programs and college credit courses. Approximately 141 individuals are served annually.
- **Valley Apprenticeship Connections (VAC):** Provides a 12-week training program to ages 18-64 to prepare individuals for the construction workforce. Approximately 62 individuals are served annually.
- **Workforce Connection Young Adult Program:** Guides young adults ages 14-24 towards education, training, and career development. Approximately 441 individuals are served annually.
- **Summer Internship Program:** Targets high school graduates transitioning to postsecondary education, offering mentorship opportunities. Approximately 81 individuals are served annually.



## Programs and Services to Address Access to Healthcare

- **Community Health Center:** Provides reproductive health services, STI testing, and transportation for teens to clinic appointments. Approximately 2,476 individuals are served annually.
- **Dental Health & School-Based Sealant Program:** Offers dental screenings, education, and preventative services to low-income families. Approximately 2,950 individuals are served annually.
- **Adolescent Health Education Program:** Delivers health education and case management services on topics like reproductive health and healthy relationships. Approximately 11,123 individuals are served annually.
- **LGBTQ+ Resource Center:** Provides STI screenings, supportive healthcare, and mental health services. Approximately 438 individuals are served annually.



## Programs and Services to Address Nutritious Food

- **Women, Infants & Children (WIC):** Provides healthy food, nutrition education, and breastfeeding support to over 27,000 participants annually.
- **Food Distribution:** Distributes essential food commodities to low-income families in rural and inner-city areas. Approximately 13,942 households are served annually.
- **Food Services Home Delivery:** Delivers nutritious meals to homebound seniors. Approximately 1,200 individuals are served annually.
- **Summer Meals for Kids:** Offers free nutritious meals to children and disabled individuals during the summer break.



## Programs and Services to Address Safe and Clean Neighborhoods

- **Advance Peace Fresno:** Implements healing-centered strategies to reduce gun violence through mentorship and conflict resolution. Approximately 60 individuals are served annually.
- **Central Valley Against Human Trafficking (CVAHT):** Supports survivors of human trafficking with resources and personalized action plans. Approximately 121 individuals are served annually.
- **LGBTQ+ Resource Center:** Provides a safe space and expert guidance on resources, including STI screenings, supportive healthcare, and housing assistance. Approximately 438 individuals are served annually.
- **Transit Systems:** Provides transportation services, including a shuttle service for students, enhancing access to education and reducing travel challenges. Approximately 80,000 individuals are served annually.





## Programs and Services to Address Educational Resources and Support

- **Head Start 0 to 5:** Offers educational, emotional, social, health, and nutritional services to children and families, preparing children for academic success. Approximately 2,000 individuals are served annually.
- **School of Unlimited Learning (SOUL):** Provides comprehensive educational experience with classroom-based and independent study options, along with case management support. Approximately 223 individuals are served annually.
- **Foster Grandparent Program:** Engages older adults ages 55+ in volunteer activities to support children's education and emotional literacy. Approximately 55 individuals are served annually.



## New Initiatives

- **Community Health Worker (CHW) Initiative:** Train and deploy CHWs who are familiar with the local community and can provide culturally competent support.
  - CHWs can help patients navigate the healthcare system, make appointments, and understand medical conditions and treatments.
  - CHWs can also conduct outreach and education, helping individuals understand the available services, such as Medi-Cal, and connect them to healthcare providers.
- **Community Supports Initiative:** Provide non-medical services to address social determinants of health (e.g., housing, food insecurity, transportation). For instance, the agency could offer free transportation to medical appointments or help families access medically tailored meals.
- **Enhanced Care Management (ECM) Initiative:** Offer comprehensive care coordination for individuals with complex healthcare needs. Case managers can oversee the patient's care and help connect them to a wide range of healthcare services, from medical appointments to behavioral health and social support services.



## We Need Your Feedback!

- This session will be a **comment session only**.
- Each person will have **two minutes** to provide their comment.
- Please speak clearly into the microphone as all comments will be recorded in our action plan.
- The intention of this hearing is to **obtain feedback** regarding our plan to address the needs identified. We ask that comments remain focused on the action plan.
- Additional feedback can be provided at <https://fresnoeoc.org/community-action-plan-2026-2027/>



**Thank you!**

DRAFT

## Appendix G



**Hoja de Registro para la Audiencia Pública del Plan de Acción Comunitaria de Fresno EOC**

201 | P a g e



## BOARD OF COMMISSIONERS MEETING

|                                      |                                 |
|--------------------------------------|---------------------------------|
| <b>Date:</b> May 19, 2025            | <b>Program:</b> N/A             |
| <b>Agenda Item #:</b> 11             | <b>Director:</b> Andy Arredondo |
| <b>Subject:</b> 2025 Risk Assessment | <b>Officer:</b> Brian Angus     |

### Recommended Action

The Interim Chief Executive Officer recommends approval for full Board consideration of Fresno EOC's 2025 Risk Assessment to be provided to the State of California Department of Community Services and Development (CSD).

### Background

The Risk Assessment Report is a comprehensive evaluation of our organization's operational areas, compiled through responses to assessment questions created by the National Association of Community Action Agencies (CAA's) - Community Action Partnership, in the performance of the U.S. Department of Health and Human Services, Administration for Children and Families, Office of Community Services Grant Number, 90ET0469. This assessment was conducted in compliance with the requirements of the Community Services Block Grant (CSBG) Act, specifically under Organizational Standard Four - *Standard 4.6: An organization-wide, comprehensive risk assessment has been completed within the past 2 years and reported to the governing board.*

The report includes input from leadership across departments such as Human Resources, Communications, Planning and Evaluation, Programs (i.e., Transit Systems), and Finance. Key areas of Fresno EOC's operations were reviewed, including governance, financial management, contracts and procurement, human resources, communications, service delivery, protecting vulnerable populations, transportation, and property. The agency-wide assessment helps inform Fresno EOC on how to mitigate risk.

### Conclusion

If approved by Board, this item will submitted to CSD prior to the August 30, 2025, Organizational Standards submission deadline.



# Fresno Economic Opportunities Commission

## Risk Assessment Report

### Risk Management Basics

#### Introduction

Agency leadership teams manage risk in different ways and with different processes and structures. This segment of your Risk Assessment report provides feedback based on your answers to questions related to the assignment of risk responsibilities, whether you have a committee dedicated to risk management, risk oversight by the board, and your confidence with respect to understanding the property & casualty coverage purchased by your agency.

#### Risk Manager

You indicated that risk management has not been assigned to a key staff person at your agency, such as a risk manager. Designating a full-time risk manager can be an important step in strengthening a risk function. However, the vast majority of community action agencies do not have a risk professional on staff.

If resources do not permit the hiring of a professional risk manager, consider naming one or more 'risk champions'--team members who can champion risk management initiatives at your agency.

Risk champions:

- uplift the notion of 'risk' as something more dynamic than a threat--something that is worth consideration and investment
- cultivate a culture of inquiry and candor among team members who must be willing to openly discuss and deconstruct risks
- drive a holistic or systems perspective that takes into account many diverse perspectives on risks and recognizes how risks intersect and play out across many departments and functions of an organization
- instill productive--not punitive--risk assessment and risk management practices, including honest reflection on past risk events and organizational failures as a platform for collectively doing better next time.

For more information on the risk champion role, see [\*What's in a Word? Risk Management Leaders as Mission Champions\*](#).

#### Risk Management Policy Statement

You indicated that your agency does not have a risk management policy statement, or other document describing the goals and scope of your risk management program. We recommend that you consider drafting such a statement. For example, your statement might explain that risk management is a shared responsibility across the agency, versus something that is the responsibility of a single person or department. Some agencies use a risk management policy statement to convey the importance of prompt reporting of incidents as well as near-misses. If you need help drafting a risk management policy statement, or if you would like someone to review your draft, use the Risk Help option available to your

agency as an Affiliate Member of the Nonprofit Risk Management Center, or simply give us a call at 703.777.3504.

## **Relationship with Your Insurance Advisor**

You indicated that although you have had a long-standing relationship with an agent or broker, your advisor has not been as responsive as you would have liked. We recommend that you consider taking the following steps to improve the relationship with your broker:

- Draft a description of the scope of services you expect to receive and need from your broker. For example, quarterly meetings to discuss changes in your agency's operations that might have an implication on coverage, post-claim debriefs to discuss what went well and what didn't, an annual stewardship report describing the parameters of your property and casualty coverage with an updated Schedule of Insurance, responses to questions within 72 hours of receiving an email or call from your agency, etc.
- Share your draft description with your broker in advance of a face-to-face meeting to discuss the document, and also what the agent/broker needs from your agency in order to serve your mission as effectively as possible
- After the meeting send a follow-up summarizing the outstanding action items

If these steps aren't practical or the relationship doesn't improve as a result of your focus on it, reach out to NRMC through complimentary Risk Help. We'll walk you through options for finding a better-suited insurance advisor.

# Governance Risk

## Introduction

This report section contains recommendations to strengthen your board, including its structure, policies and operations. Like other areas in an agency, governance weaknesses can be addressed with focus, commitment and consideration of the unique circumstances and needs of your agency. Keep in mind that governance should evolve as an agency evolves: the best possible board during a time of growth may not be an effective governing body of an agency that is winding down.

## Board Awareness

You indicated that the members of your board understand and are able to convey your organization's mission and purpose. A board that is fluent with regard to an organization's mission and purpose is less likely to take actions that will invite litigation, or otherwise act in a manner that puts the organization's vital assets at risk.

## Legal Compliance

You answered that the members of your board are confident that the organization is in compliance with federal, state and local regulations. Every organization board should operate with this high level of confidence with respect to the organization's legal compliance. Organizations are subject to a wide range of regulations and laws issued by various regulatory bodies. Keeping up with these regulations and ensuring compliance is not an easy task, even in an organization that has a large number of paid staff.

Every organization needs professional advisors that it can turn to for assistance on legal, accounting, and insurance matters. These advisors can provide valuable assistance in keeping track of key laws and regulations, and suggesting strategies that ensure compliance.

The board should receive periodic updates from the organization's key staff or professional advisors about changes in laws that apply to the organization. The board should also be kept abreast of the organization's compliance activities. Healthy boards are inquisitive, interested, and engaged in the organization's success. This means asking questions about legal compliance from time to time.

## Board Training

You indicated that your organization provides a board orientation in compliance with Standard 5.7, and that you also offer periodic educational session for your governing board. These practices are an excellent way to help a board meet its legal *duty of care*. Most organizations are dynamic organizations that regularly face new challenges and opportunities. By providing a regular forum in which to keep the board abreast of these changes you are providing the information the board needs to thoughtfully govern the organization.

## Providing Timely Materials

You indicated that background materials are distributed to your board well in advance of board meetings. This is an excellent practice. A common complaint among organization CEOs is the time involved in preparing background materials for board meetings. Some argue that the time spent preparing for board meetings leaves little time to accomplish the organization's mission. Yet distributing

thorough and comprehensive materials well in advance of board meetings is essential to managing an organization's governance risks. A board cannot meet its legal *duty of care* unless it has the opportunity to review information on programmatic activities, the organization's financial position, and current challenges and opportunities in time to formulate thoughtful questions. This review enables members to actively participate in board meetings.

## **Board Minutes**

You indicated that the minutes of your board meetings reflect dissenting views and votes on specific issues. This is an excellent practice. Maintaining concise records of board votes and dissenting views could be helpful in defending a challenge or claim of malfeasance by the board.

## **Evaluation of the CEO**

You indicated that a committee leads an annual review of the CEO, but that the entire board participates in the process. This is an excellent practice. Evaluating the chief executive's performance is an often neglected, but essential responsibility of a nonprofit board, and one that in NRMCC's view, should not be delegated entirely to a committee. Congratulations on your diligence in undertaking this almost always difficult but critically important and valuable task.

## **Fiscal Oversight**

You indicated that you have an active board committee that receives periodic financial reports from staff, and that the committee transmits and presents these reports to the full board at regular meetings. Beyond the board's legal responsibilities and pure survival instincts--the desire to keep the organization healthy and focused on its mission--there are additional motivating factors for diligence in the area of financial management. Federal and state governments may impose criminal penalties on organizations and their elected and appointed leaders who misuse funds, allow the waste of charitable assets, or squander donor resources. Also, civil actions may be initiated alleging harm based on the mismanagement of the organization.

An active, engaged finance committee is key to effective fiscal oversight. Congratulations on the work completed to date to ensure a high level of engagement. Consider the following suggestions to sustain your success in this area:

- Consider rotating membership on your Finance Committee, with every board member serving for at least one or two years during their full term on the board
- Include discussion prompts and questions as part of financial presentations, to engage the board around critical financial issues facing the organization; strive to make financial presentations two-way conversations
- Experiment with having members of the Finance Committee present different segments of the report. For example, one member could present an overview of the current financial statements, another could address the year-end forecast, and a third could speak to proposed changes in the organization's fiscal policies or banking relationships.

## **Risk Oversight by the Board**

You indicated that your board discharges its responsibility for risk oversight through the work of a board-level committee with risk oversight responsibilities, which reports periodically to the full board. This is an increasingly common practice in nonprofit organizations.

In addition to presenting information about risks, make sure that your board-level committee is engaging the board in conversation about the risks and strategies described in your reports. These conversations can help the board engage with the management team to understand the changing risk landscape and also be assured that top risks have been assessed and addressed.

In a survey of nonprofit organizations conducted by NRMC in 2017, 40% of participants reported that their boards talk about risk management *more than once per year*, and an additional 15% indicated that the subjects of risk and risk management are discussed at *every board meeting*.

One helpful tool for risk oversight committees is a charter. A charter describes the purpose and authority of a committee, its composition, and the committee's key goals and objectives. For additional insights on helping the board discharge its responsibility for risk oversight, examples of the types of risk information boards request, or to see sample risk oversight committee charters, see Chapter 9 - Risk Oversight by the Board in the NRMC publication, [\*World-Class Risk Management for Nonprofits\*](#). Included in the book, on page 122, are reflection questions for risk oversight. These include:

- Does the board's agenda include consideration of the assumptions that inspire the key objectives of the organization? If not, how can we engage the board to reflect on these assumptions?
- How does the board contribute to our shared understanding of our risk landscape: aspects of the external environment that could cause a key strategy to fail or exceed expectations?

Another potentially helpful resource is the NRMC article: [The Garden of Risk Oversight: Positioning the Board to Cultivate Strategic Risk-Taking](#).

## **Conflict of Interest Policy**

You indicated that your organization has a conflict of interest policy that applies to board members. A conflict of interest policy is a risk management tool that can minimize the likelihood that the board will make a decision that is inconsistent with the best interests of the organization. You have taken an important step to protect your organization. If you haven't already done so, ask your legal counsel to review your policy to make certain that it meets the needs of your organization.

## **Board Self-Assessment**

You indicated that your board of directors periodically assesses its own performance. This is an excellent practice that we encourage you to continue. Through a self-assessment exercise, an organization board can determine how well it is carrying out its responsibilities. A self-assessment also provides an opportunity to identify areas where the board can improve its performance. Self-assessments are often conducted prior to board retreats, and may be a valuable resource to consultants or other outside experts working with the organization to improve its performance.

# Facilities and Building Security

## Introduction

This section of your report contains recommendations based on your answers to the questions in the Facilities and Building Security Module.

## Renting Space

You indicated that your agency rents space to others. Most property owners and landlords appreciate fully the risks and potential liabilities that exist when they operate campgrounds, conference centers, and other facilities open to the public on their property. These same owners and landlords, however, often fail to understand that these risks and potential liabilities still exist when they rent or loan their premises to outside groups.

As an owner or landlord, your agency owes a general duty of care to visitors to your sites, whether they are guests, campers, or outside rental group members. These persons enjoy the legal status of invitee. An owner must use ordinary care to maintain the premises in a reasonably safe condition for invitees. The duty of ordinary care requires an owner to look for unsafe or dangerous conditions on the premises and either remedy the problem or issue an appropriate warning. This duty attaches to both regular invitees and outside rental groups, unless specific affirmative steps are taken to limit that duty.

*Limit Liability* - There are a number of ways that an agency owner/landlord can limit its liability when dealing with rental groups. First, many states have “Recreational Use” statutes that limit a landlord’s liability for any injuries that may arise if rental groups aren’t charged for use of the property. Check with your legal counsel to see if your state has a “Recreational Use” statute and if it would apply to your situation.

*Agreement* - An agreement should establish, in clear terms, the duties and responsibilities of the owner/landlord and the group [borrowing the premises]. The following items should be considered for inclusion in the standard rental agreement, depending on the circumstances:

- **Maintenance and Upkeep:** While the owner typically remains responsible for any hazardous condition on the property in existence at the time of the lease, the rental agreement can establish who will be responsible for general upkeep such as trash pickup, repairing broken steps, clearing snow and ice, etc.
- **Indemnification Clause:** The agreement should include a provision holding the owner/landlord harmless for any negligent acts or omissions by the rental group during the term of the lease.
- **Instructions on Use of Property and Facilities:** The owner/landlord should provide detailed instructions on how its facilities operate or what to do if problems arise.
- **Limits on Accessible Areas:** If the group is only using a portion of the premises, or if certain areas are off-limits, those boundaries should be clearly established in the lease. Then, if a group member strays beyond this area, his status will change from an invitee to a trespasser. Once that occurs, the borrower takes the risk of the place as he finds it and the duty of the landowner is greatly reduced.
- **Potential Hazards:** Specific warnings about dangerous or hazardous conditions on the premises should be provided.
- **Delegation of Supervision:** Depending on the situation, the owner/landlord may need to provide its own staff members to assist with supervision. For example, if swimming is available on the premises, additional lifeguards may be required.

- **Alcohol Consumption:** If alcohol is part of the rental group's activities, it may be necessary to obtain a temporary liquor license. The lease or rental agreement should require the rental group to obtain both the license and, if available, liquor liability insurance, adding the owner/landlord as an additional insured. Finally, the contract should include an acknowledgment by the rental group that no one under the age of 21 will be served alcohol.

## Renting Space for Special Events

Your agency rents additional space for special events, meetings or field trips. Renting space when needed can be an economical way to manage your agency's assets and fulfill its mission. You might rent a bowling alley for an outing, a room at the town library for a board meeting, an historic mansion for a fundraiser or a campground for an overnight field trip. No matter what the use, it's always wise to put the agreement in writing (even if--and maybe especially if--the property is owned by a "friend" of the agency). The rental agreement spells out the expectations and limits of both parties and thus may defuse many disputes before they occur.

*Rental Agreement* - Under the letter of the law, "rent" refers to property borrowed for a fee or for free. Rental agreements written by the owner/landlord serve the purpose of protecting the landlord. They are contracts and should be reviewed by the agency's attorney before being signed. The attorney can advise you whether or not you are getting the deal you discussed and whether you might protect yourself in other ways.

A rental agreement should establish, in clear terms, the duties and responsibilities of the owner/landlord and the rental group. The following items should be considered for inclusion in the standard rental agreement, depending on the circumstances:

- **Maintenance and Upkeep:** While the owner typically remains responsible for any hazardous condition on the property in existence at the time of the lease, the rental agreement can establish who will be responsible for general upkeep such as trash pickup, repairing broken steps, clearing snow and ice, etc.
- **Indemnification Clause:** The agreement should include a provision holding the owner/landlord harmless for any negligent acts or omissions by the rental group during the term of the lease.
- **Instructions on Use of Property and Facilities:** The owner/landlord should provide detailed instructions on how its facilities operate or what to do if problems arise.
- **Limits on Accessible Areas:** If the rental group is only using a portion of the premises, or if certain areas are off-limits, those boundaries should be clearly established in the lease. Then, if a renter strays beyond this area, his status will change from an invitee to a trespasser. Once that occurs, the renter takes the risk of the place as he finds it and the duty of the landowner is greatly reduced.
- **Potential Hazards:** Specific warnings about dangerous or hazardous conditions on the premises should be provided.
- **Delegation of Supervision:** Depending on the situation, the owner/landlord may need to provide its own staff members to assist with supervision. For example, if swimming is available on the premises, additional lifeguards may be required.
- **Alcohol Consumption:** If alcohol is part of the rental group's activities, it may be necessary to obtain a temporary liquor license. The lease or rental agreement should require the rental group to obtain both the license and, if available, liquor liability insurance, adding the owner/landlord as an additional insured. Finally, the contract should include an acknowledgment by the rental group that no one under the age of 21 will be served alcohol.

## Evacuation Plan



You indicated that your agency has an up-to-date evacuation plan. This is not only a wise risk management procedure, it is probably a jurisdictional (city, town, parish or county) requirement. If you are concerned that your plan may not be as thorough as it could be, check to make sure it contains the following elements:

- Conditions under which an **evacuation** would be necessary
- Conditions under which it may be better to [shelter-in-place](#)
- A clear **chain of command** and designation of the person in your business authorized to order an evacuation or shutdown
- Specific evacuation procedures, including **routes and exits**
- **Specific evacuation procedures for high-rise buildings**
- Procedures for **assisting visitors and employees** to evacuate, particularly those with disabilities or who do not speak English
- **Designation of what, if any, employees will remain** after the evacuation alarm to shut down critical operations or perform other duties before evacuating
- A means of **accounting for employees** after an evacuation
- **Special equipment** for employees

Although some agencies are reluctant to test their evacuation plan, not testing it can cause anxiety. Once the plan is complete, conduct evacuation drills no less than annually, and convene your team for a debrief to discuss what went well and how your plan can be improved.

OSHA's helpful publication on evacuation planning is available here: [www.osha.gov/Publications/osh3088.pdf](http://www.osha.gov/Publications/osh3088.pdf)

## Up-to-Date Bomb Threat Policy

You indicated that your agency does not have an up-to-date bomb threat policy applicable to all locations, or location specific up-to-date policies.

See the following resources for guidance:

- [https://emilms.fema.gov/is906/assets/ocso-bomb\\_threat\\_samepage-brochure.pdf](https://emilms.fema.gov/is906/assets/ocso-bomb_threat_samepage-brochure.pdf)
- <https://www.safetyinfo.com/bomb-threat-planning-and-training-free-index/>

## Sign in/Sign out Log

You answered that your agency doesn't use visitor sign in/sign out logs. Thus your agency has no idea who has entered your buildings on any given day, or if they ever left the building. For security purposes, anyone who isn't an employee - temporary employees, VIPs, consultants, contractors, volunteers and clients - should sign in upon entering your buildings and sign out when exiting.

## ID Badges

You answered that visitors aren't required to wear identification badges while in your facilities. A visitor badge program helps quickly legitimize people in the building who aren't staff. The badge says the visitor has signed in at the reception desk or guard station and provided information about who they are and what their business is. All visitors should be instructed to turn in their badges prior to leaving the building.

Badges may be all alike or color-coded to quickly identify various types of visitors and their business

with the organization:

- temporary employees
- general visitors, such as contractors
- clients or volunteers

The word "Visitor" and the date should be readable from several feet away. Some badge systems include a photo of the visitor, and others include a bold expiration date. No matter how simple or fancy, the purpose is to monitor and record the entrance and exit of people who are not employees of your agency.

## **Visitor Escorts**

You indicated that escorts aren't required for visitors in all of your buildings. It may be helpful to have a consistent procedure for all buildings. Barring that, clearly identifying which buildings require an escort and which buildings don't will emphasize the importance of the procedure in areas where unescorted visitors could be a risk.

This practice, along with visitor logs and visitor badges, provides a level of protection for employees and clients of your agency. Consider instigating this practice if you serve a vulnerable population, or if it would be easy for visitors to get lost or "lose themselves" while navigating your facility. This would be the case if you have many floors or a low building that spreads over a lot of ground or has many wings or corridors. In practice, the receptionist or guard at the building entrance would phone the person being visited and ask the visitor to be seated until the escort arrives. The visitor log could have a space to indicate who the escort is for each visitor.

## **ADA Compliance**

You indicated that your agency's facilities may not be compliant with the Americans with Disabilities Act. Adhering to this law protects you from legal claims under the ADA and makes it easier for your agency to service and employ folks with mental or physical challenges. For more specific information about various aspects of the ADA and how it might apply to your organization and / or facility, visit the [ADA Question and Answer](#) page.

## **Building Codes and Licensing Compliance**

You indicated that a facilities team is responsible for making certain the building is up to code, your agency's licenses are up-to-date and your agency complies with federal standards such as the American with Disabilities Act. We recommend that you ensure that the team is monitoring these three areas:

- building codes,
- licensing
- federal and state standards.

Requirements will vary based on the nature and types of services your agency provides. Professional organizations, regulatory agency websites, and colleagues at other agencies are potentially valuable resources in this area. If necessary, the facilities team may need to coordinate this monitoring with other parts of the organization (e.g., if licensing for various services is handled by another business function).

## **Landscaping**

You indicated that there is there untrimmed or tall greenery at edge of the property where people can hide. This is a liability. The agency should keep shrubs, hedges and plants trimmed below 3 feet. Tree branches lower than 6 feet should be removed.

# **Human Resources and Employment Practices**

## **Introduction**

This section of your report contains feedback and recommendations based on your answers to questions in the Human Resources and Employment Practices Module.

This report contains recommendations in the area of employment practices. Every agency with paid staff faces the possibility of a claim or lawsuit alleging illegal or unfair employment practices. The financial and other consequences of a claim can be substantial or devastating. Every organization can take steps to reduce the likelihood of a claim, and ensure a strong defense to charges of wrongdoing.

As you review these recommendations, remember that obtaining the assistance and advice of an employment attorney licensed in your state is absolutely essential to protecting your agency's assets and good name. Your mission is too important to risk losing it all in a suit you could have avoided.

## **Multiple Locations**

You indicated that you employ workers at more than one location. While a structured approach to employment practices is advisable for all employers, it is particularly important for agencies with large workforces or workers deployed at more than one location. Multiple locations increase the likelihood that an employee will not be notified in a timely fashion of a new or changed policy. Therefore, it is very important that you commit to developing standardized, written employment policies and identify the most effective methods for ensuring that everyone in the organization receives timely notification of policies and practices.

## **The Human Resources Function**

A cornerstone of effective and legal employment practices is the development and consistent application of sound policies. Unfortunately, some organizations develop and administer employment policies in an ad-hoc fashion. Where practical, it is advisable to centralize the human resources function. You indicated that responsibility for human resources in your organization is centralized in a position or department. This is an excellent first step to ensuring the development of coherent and effective policies.

## **Periodic Review of Employment Policies**

You indicated that you have a process in place to ensure the periodic review of your employment practices. How often you review these practices depends on a number of factors, including your agency's hiring frequency, rate of turnover, employee satisfaction, resource constraints or opportunities, and size. Organizations facing rapid growth or high turnover should review hiring strategies and results semi-annually. All aspects of the recruitment and selection process should be considered in light of the organization's hiring goals and commitment to not pursue strategies that adversely affect a protected group of applicants. Smaller organizations or those with very low turnover may choose a less rigorous schedule, such as annually.

## **The Board's Role**

Nonprofit boards have an important role to play in establishing appropriate employment policies and ensuring that an organization follows its policies.

The board must recognize that the policies included in an Employee Handbook or Personnel Policy Manual - as well as those found in other documents, such as employment letters, and those policies which emerge from practice - not only impose responsibilities or requirements on the employee (such as coming to work on time), but also create promises that the employer must honor and a court may enforce.

In most instances, a nonprofit board should avoid involvement in the day-to-day activities of personnel management - hiring (other than the executive director), promotions, discipline (except when the board has a defined role in a grievance process), and terminations. Overall, the board's main concern is the adoption and implementation of personnel policies and practices of the nonprofit, not its daily personnel actions.

Every board should be confident that the agency's employment policies comply with applicable federal and state laws. The board should seek guidance and assurance on this matter from an employment attorney licensed in the state in which the nonprofit operates. In addition, each board should be confident that the nonprofit's managers and supervisors are applying the policies uniformly. Board members should raise any concerns about special or preferential treatment with the chief executive officer.

For instance, did a manager terminate an entry-level employee for an infraction that he or she would have forgiven in a long-time staff member? This scenario raises the issue that every board should understand the nonprofit's policies concerning termination. Is "gross misconduct" - conduct for which an employee may be subject to immediate dismissal -- specified in the handbook? Is it clear in the handbook that certain policy violations (such as bringing a weapon to work) constitute grounds for immediate dismissal? The board should be informed and educated on these issues to ensure it fulfills its legal responsibilities. This does not mean that the board should review or question every employment action. Board members should, however, raise questions and seek clarification whenever they have reason to believe that the organization's employment policies are not in compliance with legal requirements or have not been followed.

Because termination of an employee raises considerable risk to the nonprofit, the board should know what the nonprofit's procedures are for termination and have total confidence that these procedures are adhered to.

## **Legal Review of Written Policies**

You indicated that your Employee Handbook was reviewed by an employment attorney licensed in your state before it was distributed. This is an excellent practice and we urge you to obtain further review and counsel before making any changes to this important document.

You indicated that your Employee Handbook was reviewed by an attorney during the past year. We urge you to continue the practice of obtaining regular review of your Handbook by an attorney with expertise in employment matters. This practice will go a long way to protecting your organization from making costly missteps or creating unnecessary vulnerabilities in establishing and administering employment policies.

## **Policy Changes**

You indicated that when a new employment policy is developed, a document explaining the policy is distributed to all staff. Written policies are the cornerstone to effective, defensible employment practices. Communicating the intent and nuances of new policies is essential. If not already your current practice, consider requiring each employee to acknowledge receipt of the written explanation of the

policy and retaining these signed acknowledgements in your personnel files. In this way, the nonprofit will be able to prove that each employee was aware of the changed or new policy.

## **Legal Review Prior to Implementing Policy Changes**

You indicated that you consult an employment attorney before revising existing policies or adopting new policies. It is prudent practice to request a legal audit of existing policies and seek an employment lawyer's recommendations for revisions. Another way to approach the review is to meet with key staff and any other personnel-related resources at your disposal and request suggestions on policies that they would like to see changed. With firm objectives in hand, consult legal counsel, who can recommend how to coordinate the nonprofit's objectives with legal obligations.

## **Tracking Policy Distribution**

It is prudent to request newly hired employees, whether in the offer letter, during orientation or another time, to sign an acknowledgement of receipt of personnel policies that includes a commitment, signed by the employee, to adhere to the policies. We recommend that you keep these acknowledgements in employee personnel files.

## **Confirming Receipt of Revised Policies**

Be sure to keep a copy of each employee's acknowledgement in their personnel file. In one instance an employer could not prove that a particular employee had received the newly revised version of personnel policies and therefore the former version of the policies applied to her termination. The court required the employer to re-hire the employee because her termination, under the prior policies, was found to be invalid.

## **Workplace Violence Policy**

You indicated that your nonprofit has a workplace violence policy. This reflects your understanding that violence is a reality in many workplaces today. Nonprofits, like other employers, need to train staff to be aware of the risk of workplace violence. Review your current workplace violence policy to make certain that it includes:

- Zero tolerance for violent, abusive conduct, threats of violence, or violent language;
- A complaint procedure;
- Emergency procedures in the event of any serious act of workplace violence;
- Designation of management personnel and security personnel who will be responsible to investigate complaints of violence and who will be responsible in the event of an emergency;
- Reservation of management's right to review employee e-mail, voice mail, and computer files.

While policies and raising awareness cannot completely insulate any nonprofit from the risk of workplace violence, the fact that the nonprofit has undertaken good faith efforts to educate and prepare staff for emergencies, and has acted promptly to address concerns of the incompetence of staff or threats of workplace violence, conveys the message that safety is a primary concern.

## **Technology Policy**

A comprehensive office technology policy should address privacy and appropriate conduct concerns. Consider reviewing your current policy to make certain that it:

- Prohibits or limits personal use of the Internet and e-mail while at work and prohibits personal use of the nonprofit's hardware and software or copying of the nonprofit's software;
- Defines the systems used at work as the property of the nonprofit;
- Prohibits use of the telephone, facsimile, or e-mail system for the dissemination or solicitation of information about for-profit ventures, religious beliefs or political causes, or any non-job-related business;
- Prohibits use of the telephone, facsimile or e-mail system to create or transmit any offensive, hostile, sexually explicit or suggestive messages, racial slurs, gender-specific comments or any comment that is unprofessional or offensive regarding someone's age, race, color, creed, sexual orientation, religious beliefs, national origin, gender, disability, marital status or any other protected category;
- States that the nonprofit's e-mail system may not be used to upload or download any protected, copyrighted, or proprietary information;
- States that the nonprofit reserves the right to review, audit, intercept, access and disclose all messages created, received, or sent through voice mail, facsimile or the e-mail system for any purpose, and that the content of such communications may be disclosed by the nonprofit for any purpose with or without notice to the employee;
- States that the confidentiality of any message transmitted over the nonprofit's telephone, facsimile or e-mail system should not be assumed;
- States that the use of a password does not indicate that the employee should have any expectation of privacy in computerized communications; and
- States that the nonprofit will discipline any employee who violates the office technology policy, and that violations may result in termination of employment.

## **Workplace Privacy Policy**

You indicated that you currently have a Workplace Privacy Policy. We recommend that you review your policy to make certain that it:

- reminds staff that work areas (including desks, filing cabinets, etc.) are the property of the nonprofit.
- requires that employees consent to monitoring.
- cautions employees not to have an expectation of privacy in voice mail, e-mail or requires consent to monitoring.

## **Sexual Harassment Policy**

You indicated that your Employee Handbook includes a policy specifically prohibiting sexual harassment. As you know, the risk of liability for harassment may also come from outside the organization: clients, vendors, consultants, board members, or a member of the general public could pose a threat of sexual harassment to your staff. Your written policy sends a message to staff that the organization will not tolerate harassment and helps ensure that your staff will know what to do in the event they experience or observe prohibited harassment.

Your policy should also require the reporting of observed or experienced harassment at the workplace. It is to the employer's advantage to have knowledge of alleged wrongdoing. Once the nonprofit knows of allegations of improper conduct, steps can be taken to minimize the potential harm to victims -- and in so doing to minimize potential liability to the nonprofit. By taking swift and effective remedial action, many employers have been able to reduce their liability or eliminate it altogether.

Congratulations on having a written policy in place. We recommend, however, that you review your



policy to make certain that it:

1. defines prohibited conduct;
2. encourages reporting of any offensive conduct *before* it rises to the level of a hostile environment and imposes no barrier on reporting complaints, such as requiring that complaints be in writing;
3. requires the reporting of observed or experienced harassment at the workplace;
4. explains the rights of complainants under the policy (such as not to be retaliated against and to have complaints and the investigation file maintained in confidence);
5. describes procedures for the investigation of complaints;
6. contains a description of the consequences for breach of the policy; and
7. provides at least two persons to whom the employee can report complaints to avoid any claim that the employee is excused from reporting because the person designated to accept complaints was the harasser, or a friend of the harasser.

## **Internal Complaint Procedure**

You indicated that your Handbook describes your internal complaint procedure for sexual harassment. The burden on employers to promptly investigate and respond to complaints has increased in recent years. A well thought-out and prescribed complaint procedure is an excellent risk management tool. It sends a strong message to your employees that you intend to follow-up on any complaints of harassment and takes the guessing out of the process when an actual complaint is received.

## **Job Descriptions**

Job descriptions should be used during the hiring process so that candidates for a position can review the job description and answer the question "Are you able to perform all the functions of this position?" Make sure that your written job descriptions are up to date and describe "essential functions." Identifying the essential functions is necessary in the event that an employee becomes disabled and there are concerns whether the employee is qualified. Essential functions are those tasks which are essential to the job. Examples are: the ability to lift a certain number of pounds, drive a van, carry a child, or raise arms over head. It is also helpful if the job descriptions identify whether the position is "exempt" from overtime or "nonexempt."

## **Employment Applications**

Employment applications are important risk management tools. We suggest that you review your current application to determine if it contains:

- an "at-will employment" disclaimer that expressly states that the applicant understands that employment with the nonprofit is on an at-will basis;
- a truth clause or false information warning;
- an authorization to conduct record checks (criminal history, credit, etc.) - remember that whether to conduct a certain check should be determined by the risks of the position, not the particular applicant; and
- an authorization to check references (it is worthwhile to obtain permission from every applicant to check references, and it is required under the Fair Credit Reporting Act if your nonprofit uses a third-party agency to conduct reference checks).

## **Reference Checks**

You indicated that you always check references, either before making an offer of employment or before

a new hire begins work. This is an excellent practice. Reference checks are among the most valuable screening tools at your disposal. Remember that if a candidate does not provide work-related references, you should press him or her to do so. If you discover a discrepancy between the information provided on an application and the information obtained from a reference, you should always investigate further. This investigation might include asking the candidate to clear up the discrepancy, calling additional references, or verifying credentials directly.

## **Pre-Employment Tests**

Employers in the nonprofit, business and government sectors use a wide variety of pre-employment tests and background checks to obtain information about an applicant's suitability for particular positions. These screening tools are also used to verify factual information provided by an applicant.

The risks of these screening tools fall into two broad categories:

- inappropriate reliance on the information obtained through tests and background checks at the expense of more fundamental screening tools such as written applications, interviews and reference checks; and
- the inappropriate use or interpretation of test/background check results or the violation of an applicant's legal rights.

In the first category, the growing popularity of criminal history background checks as a screening tool for applicants in youth-serving organizations has led to the reliance on these checks as a barometer of suitability. Yet there is no question that these tests cannot be relied on to provide a "clean bill of health" for an applicant. Reliance on a "clean," state-based criminal history records check and discounting other screening tools is an unwise strategy.

In the second category of risk, many employers have rushed to use tests and background checks without first considering the legal limitations on the use of these screening tools or their appropriateness for a particular position. For example, it is unlikely that a credit check would be appropriate for the position of playground supervisor. Before using such tests and background checks, you must determine:

- what if any federal, state and local laws apply to restrict, limit or prohibit the use of these tools;
- whether the potential benefits outweigh the negative affect of the use of tests (for example, one negative effect might be that the use of background checks discourages applicants from a particular group);
- whether the proposed tests or checks offer truly reliable, job-related information;
- how the test/background check results will be evaluated. For example, will certain scores or findings disqualify an applicant? The failure to identify the criteria that will be used to evaluate results in advance increases the likelihood that the process will be a waste of precious resources;
- whether the proposed tests or background checks are clearly job-related and necessary to the thorough screening of applicants for a particular position.

Remember that few, if any tests or background checks are appropriate for every position in an organization.

## **Using a Hiring Checklist**

The reason why a hiring checklist is so important is to ensure that every candidate is subjected to the same level of scrutiny during the screening process. This not only helps guard against charges of discrimination, but provides a procedure so that elements of the screening process do not fall through the cracks. For example, after investigating an allegation of client abuse, a nonprofit discovers that the one

employee for whom the nonprofit failed to get a criminal records check had a history of criminal abuse. Hiring checklists help allow the nonprofit to see at a glance if one step in the process has not been completed.

## **Offer Letters**

A written offer letter is a practical way in which to confirm details about an offer of employment. It also provides an opportunity for an employer to obtain a prospective employee's acknowledgement of the terms of employment. An offer letter may increase the risk of a subsequent employment-related claim, however, if it is worded inappropriately or if it contains promises or commitments the employer is unwilling to live up to.

It is important to make certain that any written offer letters do not needlessly impair the employment-at-will relationship. Review the language of your offer letters and make certain that these letters reiterate the employment-at-will nature of the relationship being offered to the prospective employee. Also, make certain that your discussion of topics such as annual salary, eligibility for benefits, duration of employment, potential for advancement, probationary period or other job rights, does not contravene your written policies. Before mailing the letter, make certain that you are willing to live up to the commitments made in the offer letter.

You indicated that your offer letters do not contain information about any of the following: initial period of employment (introductory period), annual salary, salary review date, eligibility for benefits, duration of employment, potential for advancement, or job rights. While you may have reduced the risk that information contained in an offer letter contravenes established employment policies, the value of an offer letter without any of this information is questionable. Consider asking an employment lawyer to review your offer letters and comment on the advisability of including pertinent details.

## **Initial Work Review Period**

You indicated that new employees serve an initial work review period. Review your policy to make certain that successful completion of the first few months of employment does not ensure job security or in any way conflict with your employment-at-will policy. Make certain that you have defined the purpose of the work review period in your written policies, noting that completion of the work review period does not increase an employee's rights in a job. Consider using language such as:

"An initial work review period is a training and get-acquainted period, completion of which does not guarantee continued employment. Following completion of this period, you still may resign and the organization has the right to terminate your employment at any time, with or without cause."

## **Rejecting Applicants**

All applicants who are considered by your organization but not hired, should be informed of the reason for the rejection. Being truthful is a fundamental tenet of effective and legal employment practices. Applicants should never be given a false reason for rejection. This can lead to costly litigation. Make certain that your decision not to hire an individual is consistent with the reasons contained in your hiring records, and that the reasons and documentation are free from discriminatory bias.

## **Employee Orientation**

You indicated that you have an orientation program for new employees. This is a good risk management strategy, and may help ensure that all new hires receive the same, thorough orientation to the nonprofit's

policies. From a legal perspective, a formal orientation program where policies are explained provides a defense to a claim that an employee was not informed about a specific policy. But providing an orientation with out-of-date, incomplete or inaccurate materials may be more risky than never conducting one in the first place. Review your orientation format and procedures to make certain that all policies distributed and explained to new hires are current.

You indicated that you maintain up-to-date personnel files for each employee. This is an excellent risk management practice.

## **Performance Appraisals**

You indicated that you conduct annual performance reviews for each employee. This practice is essential to (1) put employees on notice of unsatisfactory performance, and (2) articulate in an objective manner the goals and objectives for the employee's performance. In this way, employees are aware of their shortcomings and the nonprofit is in a strong position to support a discharge for poor performance. The practice of conducting regular, objective performance appraisals will also ensure that your organization is able to defend itself against charges of discriminatory employment practices.

A growing number of cases have reached the courts in which inadequate or nonexistent performance appraisals were the principal determining factor in a judgment for damages against an employer. Typically the litigation is brought by someone fired or denied a promotion, who then claims to be the victim of race, sex or age discrimination. The employer defends itself by claiming that the plaintiff simply wasn't doing his or her job. The plaintiff easily rebuts the employer's case by showing that his performance appraisals never mentioned any concerns or disappointments with performance. Employers that can present strong performance appraisal documentation are in a good position to defend their actions, whereas those that do not have written support for their position most often face liability. Consequently, evaluating the performance of staff and documenting the process carefully is "where the rubber meets the road" in employment-related risk management. Most often if there is a smoking gun in an employment action, performance appraisals (or the lack thereof) are the weapons of choice.

Evaluating performance is sound management and critical for the long-term health and prosperity of the nonprofit. In most cases the nonprofit's staff members are among the organization's most valuable assets. Staff influence the public's perception of the nonprofit, provide services to clients, and may be responsible for the welfare of vulnerable individuals on a daily basis. When staff can see how their own work successfully supports the achievement of the nonprofit's goals, a more effective organization will result.

If you are not already doing so, consider adding the review of performance appraisals by an administrator one tier above the actual supervisory relationship. This review can expose subjective comments or inconsistent rankings. The objective review is also an opportunity to evaluate how well the supervisors are conducting their roles as job coaches. In order for the objective third-party review to be effective, you need to work out a schedule for annual or six-month reviews which permits an extra period of time for the objective reviews. The objective reviews should occur prior to the employee's receipt of the formal review, in order to allow time in the event the reviewer challenges what is written and the appraisal needs to be revised.

## **Narrative Versus Multiple Choice Ratings**

Some experts believe that the most insightful appraisal format is pure narrative because supervisors are then forced to describe the employee's performance and can't make the mistake of checking a box that doesn't apply. However, narrative responses are also legally risky because a supervisor's comments

might go off on a tangent that is irrelevant and subjective, or fails to support the rest of the appraisal. Or supervisors may put the nonprofit at risk by writing observations about performance that are not job-related and therefore inherently inappropriate. Most appraisal forms feature a combination of narrative and rating questions. Often there is a summary statement or rating which is useful when a distinction based on performance is required between similarly situated employees.

Performance appraisal software and human resources consultants are available to help customize appraisal forms. Customization is recommended over simply borrowing a format from another workplace. However, many nonprofits successfully borrow forms developed for another organization, and then customize those forms as they discover what works and what doesn't.

Remember that a senior manager or the executive director should review completed appraisal forms before they are shared with an employee. The purpose of this review is to make certain that the review does not contain inappropriate information or anything that is inconsistent with the organization's policies. For example, a statement on a review indicating, "I'd like to see Mary retire from this organization" could contravene the nonprofit's employment-at-will policy.

### **Third Party Review**

The best insurance against any pitfall in the performance appraisal process is an objective review by an administrator one tier above the actual supervisory relationship. This review can expose subjective comments or inconsistent rankings and provide an opportunity to evaluate how well the supervisors are conducting their roles as job coaches. You indicated that a third-party review is not currently part of your process.

In small nonprofits, size alone may prohibit the use of an inside, third-party reviewer described above. Consider using an objective third-party who is not an employee, such as your employment attorney or a board member who serves on the personnel committee. Using an outside person will be far easier if you synchronize reviews for the organization and conduct them all at the same time each year.

The purpose of this review is to make certain that a completed appraisal does not contain inappropriate information or anything that is inconsistent with the organization's policies. For example, a statement on a review indicating, "I'd like to see Mary retire from this organization" could contravene the nonprofit's employment-at-will policy.

In order for the objective third-party review to be effective, you'll need to work out a schedule for annual or six-month reviews which permits an extra period of time for the objective reviews. The objective reviews should occur prior to the employee's receipt of the formal review, in order to allow time in the event the reviewer challenges what is written and the appraisal needs to be revised. The extra time and effort required to adjust your performance review process will be a valuable investment.

### **Training Supervisors to Conduct Reviews**

You indicated that persons who conduct performance reviews of staff do not necessarily receive training or coaching on the importance of providing truthful, candid reviews. The tendency of many supervisors in the nonprofit world to provide glowing or neutral reviews for undeserving employees is a highly risky, but common practice. Most often if there is a smoking gun in an employment lawsuit, a favorable or neutral performance appraisal is the weapon of choice.

The reasons for this include: (1) most people find it difficult giving a candid appraisal, (2) many supervisors are unaware of the legal significance of the performance review process, and (3) some supervisors believe that a favorable review can motivate an employee to improve his or her

performance.

The reluctance to provide a candid review should be acknowledged in any training or coaching program for supervisors. The organization should suggest strategies for communicating "bad news" in a respectful fashion and explain that an individual who is unable to convey bad news or impose discipline on an employee risks disqualification from supervisory status. Supervisors should be encouraged to provide ongoing feedback and not wait until the annual review to communicate dissatisfaction with an employee's performance. In addition, remind supervisors that they should document any performance counseling sessions with employees, making certain that these reports are signed by the employee and retained in the personnel file. The supervisor's notes - if not signed - may be disputed. The legal significance and importance of candid reviews should be emphasized with anyone required to conduct reviews. Written performance reviews are an organization's best evidence of whether an employee is meeting, surpassing or failing to meet the organization's expectations. Someone who is unwilling or unable to provide candid reviews of performance should not be allowed to continue in a supervisory capacity. The notion that a favorable review will motivate improved performance is untrue. Explaining to an employee why his or her performance falls short of the nonprofit's expectations remains the best strategy to motivating improvement.

We urge you to provide an orientation or training program for all supervisors who conduct performance reviews. Keep in mind that appropriate disciplinary action should be taken against any supervisor who fails to comply with your organization's requirement for timely, candid reviews of performance.

## **Multi-Source Assessments**

In theory, the idea of a multi-source assessment system is supposed to provide the highest level of management with a good sense of the effectiveness of the organization's supervisory staff. In practice, collecting such data as part of the formal appraisal system may not yield the most reliable results. Nonprofits must first have a culture of trust and honesty in order for 360-degree evaluations to be taken seriously. Many nonprofits find that facilitating roundtable discussions with staff about effective supervision and in extreme cases, arranging an internal arbitration between supervisors and subordinates is as effective as a formal system of multi-source evaluations.

## **Merit Raises**

You indicated that employees at your organization are not eligible for merit raises - salary increases based on performance. Many nonprofits continue to award cost-of-living or COLA increases only, however, the clear trend is to provide merit-based pay raises. There are two major downsides to awarding flat COLA increases. Morale can be negatively affected when employees who are strong receive the same salary adjustment as employees who are less skilled, or less committed to the nonprofit. Second, when employees who are under-performing receive an automatic raise, simply because everyone received the same adjustment, there is a risk that the employee will assume that his performance is satisfactory. More risky still is the fact that juries will make the same assumption, which will undermine an employer's defense that an employee was terminated for poor performance.

A merit raise system provides an incentive for employees to improve performance. It also rewards strong performers, helping with the nonprofit's ability to retain the most effective employees. A common way to structure a merit raise system is to create a salary scale which assigns a certain percentage or range of percentages for salary increases in each of several categories. The categories correspond to the rating system on the performance appraisal instrument. Each employee is eligible for whatever percentage raise is appropriate given the range for the rating assigned to that employee. For example, "Unacceptable" would merit no increase. "Meets expectations" would merit a 1-3% increase, "Exceeds

expectations" would earn a 3.5%-4.5% increase, and "Greatly exceeds expectations" would be awarded a 5%+ increase. In this way, the CEO, finance or personnel committee can determine the budget for salary and compensation for the coming year by looking at historic data on the number of employees in each salary and performance range.

## **Identification of Disqualified Persons**

You indicated that your agency has not identified who is a 'disqualified person' under IRS regulations. A disqualified person is any person who was in a position to exercise substantial influence over the affairs of a tax-exempt organization during the 'lookback period.' To learn more about the concept of disqualified person, the definition of lookback period, and what your nonprofit should do to reduce the risk of intermediate sanctions, see:

- [Disqualified Person - Intermediate Sanctions](#) - IRS
- [How to Stay Exempt - Exemption Requirements for Nonprofits](#) - IRS
- [Intermediate Sanctions: A Brief Overview for Tax-Exempt Organizations](#)

## **Progressive Discipline Policy**

You indicated that you currently have a Progressive Discipline policy. Remember that in general, only gross misconduct and serious violations of the nonprofit's policies justify skipping the first warning phases of progressive discipline and imposing more serious discipline in the first instance. The progression of disciplinary steps set forth in the nonprofit's Employee Handbook should be followed whenever possible, unless starting with a verbal warning would be illogical, as in a situation where an employee threatens another employee with physical violence.

Progressive discipline, if consistently applied and with flexibility for unusual cases, can be an effective risk management tool because it affords some assurance of fundamental fairness. The downside of progressive disciplinary policies is that they can create contractual obligations. If not carefully drafted, in most states policy language can be binding on the nonprofit under the theory of implied contract. Another downside of progressive discipline is that because the policy lists disciplinary steps in a certain order, the nonprofit's flexibility to select appropriate disciplinary action on a case-by-case basis can be greatly reduced. Even with language that states that the disciplinary policy is not a contract, employees will expect to be treated as described in the policy, so fundamental fairness dictates that the progressive disciplinary procedures be followed unless the employee is given notice otherwise. "Taking the high road" in employment practices requires an employer to live up to its promises, and employees regard policies as promises.

Keep in mind that progressive discipline policies should be carefully drafted and reviewed by an employment lawyer to ensure that the nonprofit will not be needlessly vulnerable to claims of breach of contract. In order to give the nonprofit the most flexibility, it is advisable to draft progressive discipline policies as guidelines, rather than set procedures to be followed in all cases.

## **Opportunity to Correct Deficiencies**

It is prudent to provide an opportunity for employees to correct deficiencies before you take adverse action against them. We urge you to continue this practice.

## **Third Party Review Prior to Termination**

We urge you to continue the practice of having a person other than the affected employee's supervisor



review the written record before an employee is terminated. This practice enables the organization to make certain that the action taken is supported in the written record, legally defensible, and consistent with action taken towards other employees.

# Financial Reporting and Internal Controls

## Introduction

This report section contains recommendations based on your answers to the questions in the Financial Reporting and Internal Controls Module. As a reminder, the assessment topics were: Fiscal Oversight, Financial Reporting, Financial Planning and Forecasting, Budgeting, Financial Monitoring, Contracts and Grants Management, Managing Fraud Risk and Internal Controls, Investments, Fiscal Policies and Audits.

As you review and consider these recommendations, keep in mind that some recommendations may need to be revised or tailored to suit your agency's unique structure or circumstances. In addition, remember to ask key advisors for their guidance and insights, including your internal finance team, board-level Finance Committee, Audit Committee, and any external finance advisors or audit firms.

## Financial Forecasting

You indicated that your agency does some financial forecasting, but it tends to be relatively short-term. We recommend that you consider the following strategies to strengthen financial forecasting:

- Ask members of your Finance Committee, Board and audit firm if they are able to recommend forecasting tools or resources used in their own organizations.
- Use rolling forecasts and require operating teams to update financial projections monthly or quarterly. Increasing the frequency of your forecasting will provide a more accurate picture and allow for more nimble management of staff time and financial resources.
- Identify key external drivers that could potentially impact financial results. Note a short list of drivers in forecasting reports.
- Visit the websites of [The Wallace Foundation](#) and [Resource Library](#) of the Nonprofits Assistance Fund for additional financial planning resources that may be helpful in your efforts.

## Authorization of Accounts and Check Signers

You indicated that bank accounts and check signers may not be authorized by the board of directors. Keep in mind that the board has fiduciary responsibilities with respect to the operation of your nonprofit. A key responsibility of staff is to support and enable the board to discharge its fiduciary and fiscal oversight responsibilities. This begins with the board authorizing the opening of bank accounts for the nonprofit's funds, and approving the persons who will sign the nonprofit's checks. It would be a prudent step to go back and obtain the board's approval of your accounts and check-signers. Prepare a Resolution describing the accounts and check-signers and present it to the board for its adoption at their next scheduled meeting.

## Restrictive Endorsements

You indicated that incoming checks are not restrictively endorsed "for deposit only" with a stamp bearing your nonprofit's bank account number by the individual who opens the mail. Having checks endorsed with the nonprofit's account information upon receipt by a person who is not connected with the accounting function helps reduce the risk of "skimming." Skimming is a form of fraud whereby an individual steals incoming receipts prior to deposit. Skimming sometimes occurs when the person who receives incoming payments is also able to make journal entries in an accounting system. Skimming risk

is greatest when incoming payments haven't been accrued or recorded in your accounting system, such as when someone sends an unanticipated donation. Payments expected by your nonprofit should be "accrued" and shown as accounts receivable until paid. A thief can intercept a payment for an outstanding invoice, but the theft should be detected when the payment is reported as overdue and follow-up notices are sent. Ensuring timely, restrictive endorsements and segregation of duties are facets of internal controls.

## **Bank Reconciliations**

You indicated that bank reconciliations may not be conducted on a timely basis. This end-of-the-month procedure is an important part of your internal control system. In addition to making certain that these reports are prepared on a timely basis, you should also assign this task to a back-up staff member during periods when the person who conducts them regularly is on vacation. While many nonprofits feel that cross-training is a luxury, doing so in this area is important to testing your systems and detecting any inappropriate practices.

You may also want to verify that your bank reconciliation procedures for all accounts include the following with respect to deposits:

- Comparison of dates and amounts of daily deposits as shown on the bank statements with the cash receipts journal.
- Investigation of bank transfers to determine that both sides of the transactions have been properly recorded on the books.
- Investigation of items rejected by the bank; for example, deposits or collection items subsequently charged back by the bank because of insufficient funds, etc., are investigated by a person independent of those responsible for receipt or recording of cash.

And check to see that your reconciliation procedures for disbursements include:

- Comparison of scanned versions of canceled checks with the disbursement journal as to number, date, payee, and amount.
- An accounting for the sequence of check numbers.
- Examination of canceled checks for authorized signatures.
- Examination of canceled checks for irregular endorsements.
- Examination of canceled checks for alterations.
- Review of voided checks.

# Contracts

## Introduction

This section of your report contains recommendations on the subject of contracts. Effective contracts help the contracting parties begin an endeavor with a shared vision of desired outcomes and deliverables, options to limit risk and exposure if either party decides to withdraw from the relationship, tools to minimize or prevent surprises with respect to staffing and cost, and a roadmap for winding up or winding down the relationships if warranted by the circumstances of either organization.

## Typical Contract Problems

Some of the typical challenges nonprofits encounter with contracting include:

- failing to limit contracting authority to designated persons
- not specifying expectations
- signing contracts that lack sufficient clarity
- not considering the possibility of termination, breach, or the possibility of circumstances that make it impossible to continue
- not realizing they have entered into a contract in the first place
- failing to assign responsibility for harm and the costs of harm
- failing to protect the nonprofit's assets, such as copyrights
- unexpected costs or disagreement about each party's responsibility for project expenses

As you review the recommendations in this report, remember that obtaining the assistance and advice of a lawyer licensed in your state is absolutely essential to protecting your agency's assets and good name. Your mission is too important to risk losing it all in a lawsuit or over unfavorable (and avoidable) terms in a contract.

## Indemnification

Incorporated entities answer for their debts and liabilities. When your agency is asked to indemnify another, you are being asked to agree in advance of an incident to pay for the debts or liability of another party. As a general rule, an organization *receiving* a service should *not agree* to indemnify (or name as an additional insured) the organization *providing* a service.

If you are providing goods or services, you may be asked to indemnify another party. The most likely places you will be asked for indemnification are: (1) facility rental agreements or leases; and (2) contracts to provide services to government agencies or other funding sources.

When you are asked to indemnify another, remember:

1. **Avoid indemnifying another party for anything that falls outside the control of your agency.**
2. The only actions that you should think of as being within your control are the actions of your directors, officers, employees, and, to a lesser extent, your members/attendees.
3. You should never agree to an all-inclusive indemnification provision, such as one requiring that you indemnify “for any and all liability” incurred in the conduct of an event because that would include liability even if it is caused by another organization's staff or negligent conduct, or caused by or to someone in the general public.
4. Try to limit any indemnification that you provide to any claims, losses, or damages to persons or

property due to the *negligence* or *gross negligence* of your directors, officers, employees, and (if necessary) your members and attendees.

5. Don't provide indemnification for your contractors. They should indemnify you.
6. **Before you provide any indemnification, check to make sure that you have insurance or other financial means to cover your promise to indemnify.** Agreeing to assume responsibility for another party's debts or liability is foolish unless you have the financial means in place to live up to your promise.
7. If you are asked to indemnify, try to make it reciprocal. Make sure the other party is indemnifying you for at least everything within their control.
8. If you are uncertain that someone who is indemnifying you can pay for the potential costs of indemnification (e.g., an author, an equipment rental company), have them provide evidence (e.g. a certificate of insurance) that they carry insurance that will cover their indemnification, and ask that your agency be named as an additional insured.

## Independent Contractor Agreements

You indicated that your agency uses written agreements with independent contractors. This is an important risk management practice that can dramatically reduce the risk of a misunderstanding concerning the nature of the appointment and each party's expectations.

As you may know, an effective independent contractor agreement does not have to be lengthy (a page or two can often suffice). You should review your current contract form to make certain that, at a minimum, it contains the following information:

- Name, type of entity (e.g., corporation, limited liability company, partnership, other?), street address, telephone number, and individual contact person of the independent contractor.
- A description of the services being provided and a timetable with measurable mileposts for when specific aspects of the service/work must be completed.
- Compensation (on monthly/work completed basis) based on invoices with dates, hours, and services performed, reports on milepost completion of work, and any out-of-pocket expenses that are necessary for the performance of the services (such as travel, lodging, and meals), but only if approved in advance and supported by appropriate documentation.
- The term of the agreement (beginning when, ending when).
- Provisions for terminating the agreement:
  - How much prior notice is required before termination?
  - How much, if anything, must the parties pay upon termination?
- Statement clarifying that the contractor is an independent contractor solely responsible for determining the means and methods for performing the services and for its own payment of taxes, with no entitlement to workers' compensation, unemployment compensation, or any employee benefits, statutory or otherwise.
- Statement that the contractor shall at all times comply with all laws, rules, regulations, and ordinances applicable to the performance of the services described in the contract.
- Statement that information obtained from you and about your organization and its operations and clients is confidential.
- Statement that the contractor agrees that all creative ideas, developments and creations conceived in the performance of the contract are the property of the Organization and assigns all those rights to the organization.
- Statement that the contractor will not engage in discrimination.
- Statement that the contract is the entire agreement, which cannot be amended except in writing by both parties.
- The State of governing law and forum for any legal action.

- Statement that the work may not be re-assigned by the contractor (e.g., the contractor you choose has to do the work; he cannot have someone else do it).
- The signatures of both parties.

## **Employment Contracts**

You indicated that your agency has entered into an employment contract with one or more employees. As you know, an employee who is working under the terms of a contract is not an "at will" employee, because the contract spells out the notice required by both parties. Although employment contracts offer benefits and protections for employers--as well as employees, they also present risks. Always consult an employment attorney licensed in your state before finalizing any employment contract.

# **Client and Participant Safety**

## **Introduction**

Every nonprofit offering services to children, dependent adults, individuals with disabilities and the elderly should take reasonable steps to protect its clients from foreseeable harm. The risk management tools available to a nonprofit must be evaluated and considered in light of practical, financial, and other considerations. This section of your report contains feedback and recommendations based on your answers to the questions in the Client and Participant Safety module.

## **Explicit Prohibitions Against Sexual Conduct**

You indicated that your organization's guidelines make it clear that any behavior that is sexual in nature -- or that could be interpreted as sexual in nature -- is not permitted. While many organizations assume that such common sense guidance would not be needed, some have discovered that failure to be explicit concerning sexual behaviors has resulted in service recipients being victimized and some organizations subjected to lawsuits. This has been especially true in some programs for adolescents in which staff members may be close in age to the residents of the facility.

## **Touching and Relationship Rules**

You indicated that you do not have guidelines that prohibit touching clients in an area typically covered by a bathing suit, and also prohibit dating or engaging in romantic relationships with clients. Having clear guidelines that explain these expectations is preferable to assuming staff will use appropriate, consistent judgement. Unfortunately, some nonprofits have learned--after a complaint has been made--that some staff did not realize that their behaviors were prohibited, harmful or unwise. It is far better to address these issues up front than to run the risk of allowing staff members to use poor judgement.

## **Hugging and Other Non-Sexual Contact**

You indicated that your organization's guidelines do not specify that, when a hug is appropriate, it should be given from the side, over the shoulders - and not from the front. Hugging and other forms of non-sexual contact are important to the nurturing of most individuals. When hugging is a full frontal embrace, there is a possibility that it will be misinterpreted in a sexualized context. Staff should be admonished to respect the boundaries that are set by clientele and if any resistance to physical contact is sensed, they should refrain from such contact.

## **Staff Responses to Inappropriate Client Behavior**

Staff members must know that it is their responsibility to set the boundaries when service recipients attempt to engage staff or other participants in inappropriate activities. You indicated that you have a policy that instructs staff about how they should respond when a service recipient attempts to initiate inappropriate contact.

Consider reviewing your policy to make sure that it instructs the staff to: confront the service recipient at the first sign of inappropriate behavior, identify the offensive behavior, explain that it is inappropriate, and request the service recipient to stop the behavior and not repeat it. Staff members should be directed to report all incidents to their supervisors. It is possible that service recipients may be attempting the



same kind of boundary violations with other staff members and reporting it ensures that a consistent response is given. Repeat episodes should result in increased sanctions, including suspending the service recipient from the program.

## **Ensuring Adequate Staffing**

Adequate staffing of all your organization's services is critical to the effective control of risks of personal injury and harm. Having a minimum of two adults (such as two staff members or a staff member and a parent) accompany all trips and outings helps to ensure that the opportunity for sexual abuse is minimized. Organizations in which one-to-one relationships are important should examine other risk reduction options.

You indicated that your organization does not have a policy that establishes a set ratio of staff/volunteers or parents to number of service recipients, depending on the nature of the activity and the requirements of participants for assistance. *Adequate staffing is a key component of conducting safe activities.* Unless your program is a mentoring program, a minimum of two staff members should be included in all trips and overnight outings. This chaperone requirement may be achieved by including volunteers and parents or adult family members of service recipients and should be supplemented by additional chaperones when members of the group will be involved in activities that require assistance or when the group is likely to become divided. Adequate supervision of an activity also provides protection for the staff and volunteers from false allegations of inappropriate conduct.

## **Limiting One-to-One Contact**

You answered that your organization's policies do not limit one-to-one contact between staff members and service recipients. *Many organizations have established strict guidelines for their staff members that, in some cases, prohibit contacts that result in isolation of a staff member with a service recipient.* When such a contact occurs despite the rule, the staff member is required to report it to his or her supervisor. This rule limits the opportunity for sexual molestation of the service recipient and also helps to protect the staff member from false allegations of molestation.

Your organization should also examine the opportunity for one-to-one contact with service recipients in the context of transportation offered by the organization to vulnerable service recipients. When possible, the organization should minimize opportunities for one-to-one contact between vulnerable service recipients and individuals transporting them to and from organization sponsored activities.

When it is not possible to eliminate one-to-one contact when transporting clients, the organization should consider setting up a tracking system similar to that used by police departments when a male officer transports a female prisoner by himself. Generally this involves contacting the dispatcher when the prisoner is picked up and then contacting the dispatcher when the prisoner is dropped-off. The duration of the trip should be only long enough to transport from point A to point B. If an accusation of inappropriate behavior is lodged against the transporting officer, the time log may offer evidence that belies the accusation.

## **Protecting Client Privacy**

You indicated that your organization has a written privacy policy that protects service recipients. Having a policy concerning client privacy is an important first step. It is also important to make sure that all staff members - employees and volunteers - understand the policy and are aware of their responsibility to use information about service recipients only as required by the organization for the delivery of its services.

## **Preventing the Release of Sensitive Information**

Service recipients expect that organizations offering them services will not release information about their association with the organization unless the organization received permission from them. By having a policy that provides a reasonable safeguard against the release of sensitive information, you are upholding an important trust.

## **Nonviolent Conflict Resolution Options**

Resorting to violence may be due to frustration -- the feeling that no other options are available. By offering opportunities for nonviolent conflict resolution and stressing the importance of using them, your organization has taken an important step to lessen the level of frustrations that individuals may otherwise experience and thereby avoid violence.

## **Review of Disciplinary Actions**

You answered that you have a review process for disciplinary actions to ensure fair treatment of service recipients. *An administrative review process before disciplinary action is taken can prevent unfair and angry reactions by service recipients against staff.* Your current practice reduces the risk that service recipients will respond inappropriately to discipline.

## **Activity Selection Policies**

You indicated that your organization does not have specific policies guiding the selection of service offerings. Every nonprofit should periodically examine the programs and services it offers to determine if these services further the organization's mission. When the potential for harm to participants is high, a greater level of scrutiny should apply. An organization should only place the safety of their service recipients at risk to the degree necessary to accomplish its mission. Even then, the risks should be assessed and appropriate risk management strategies employed to lower the risks to an acceptable level.

Activities and services offered by your organization to members of vulnerable populations should be examined for their appropriateness. Appropriateness may be measured in the context of the mental, physical, and emotional requirements for the program. While it may be desirable to challenge participants to achieve more than they thought they could, it is counter-productive - and may be unsafe - to select activities that are inherently dangerous or have risks that cannot be reduced to a safe level due to limitations of your service recipients.

## **Ensuring That Programs and Services Support the Mission of an Organization**

An organization should only place the safety of their service recipients at risk to the degree necessary to accomplish its mission. You indicated that the programs and services offered by your organization are evaluated in terms of their relationship to the mission of your organization. This is an excellent practice that reduces the likelihood that service recipients will be needlessly exposed to risk.

## **Offering Appropriate Activities**

You indicated that the activities and programs offered by your organization are assessed for their appropriateness for the ages and abilities of the intended participants or service recipients. This is an excellent practice. Keep in mind that appropriateness may be measured in the context of the mental, physical, and emotional requirements for the program.

## **Obtaining Medical Histories**

Many organizations that offer services to vulnerable clientele require either the service recipients or one of their family members to complete a medical history form. Information typically collected includes information about chronic conditions such as respiratory or cardiac problems, allergies, contagious diseases, immunizations and other relevant medical facts. Most organizations also obtain the name of the individual's physician or primary care provider and his or her telephone number.

## **Requiring a Medical Clearance**

You indicated that you require a medical clearance before accepting an individual into a program that might require physical exertion or exposure to substances that could cause an allergic reaction. As a reminder, remember that the staff members in charge of the activities need to be informed of the risks and the appropriate responses if any of the risks become realities.

## **Ensuring the Confidentiality of Medical Information**

A policy intended to ensure the confidential handling of medical information obtained from service recipients is an excellent risk management strategy that protects your nonprofit as well as your clients. This policy should be continued and adherence to the policy monitored carefully.

## **Instructing Trip Leaders**

You indicated that you require or provide instruction for leaders of trips and outings concerning the appropriate steps in emergency situations such as medical emergencies, automobile collisions, fatalities, or injuries. Often tragedies can be averted when prompt action is taken. When leaders of an organization's activities know how to respond in the face of an emergency, precious moments can be saved in obtaining the required assistance. While every organization should take reasonable steps to prevent injuries and other kinds of emergencies, every nonprofit and its staff members should be prepared to respond when necessary.

## **Obtaining Emergency Medical Care**

Planning for activities should include the possibility that one or more participants may be injured. Individuals in charge of activities need to know how to respond when a service recipient is injured. Congratulations on your policy of providing instructions to key personnel about obtaining emergency medical care.

## **Prompt Reporting of Injuries**

You indicated that your emergency procedures require staff to promptly report incidents that result in injuries to participants. This is an excellent practice. Reporting incidents involving injuries to participants enables the organization to mobilize its resources to assist the injured parties and their families. It also enables the organization to be prepared for any media attention that the incident generates.

## **Communicating During an Emergency**

In many respects the availability of cellular communications has facilitated ready access to emergency services when a crisis looms. Cell phones are not a total answer, however, as cellular service may not be available in some areas in which your organization conducts its programs. Even when cellular service is

available, batteries go dead and equipment may malfunction. In widespread emergencies, circuits may become overloaded. For these reasons, additional options should be considered.

## **Guidelines for Media Relations**

You indicated that your organization has written guidelines governing contact between staff members and media representatives. A media relations policy is an excellent risk management tool that can preserve public support of nonprofit programs while ensuring appropriate and timely responses to inquiries.

## **Guidelines Governing Access to Facilities and Clients**

You indicated that your organization requires visitors to report to a central check-in point. A sign-in procedure for visitors enables the organization to identify individuals who visit your location and determine if they have a legitimate reason for visiting by asking them whom they are visiting and the purpose of their visit.

## **Physical Barriers to Control Access**

You indicated that your organization employs physical barriers in order to control access to its facilities. Physical barriers can lessen the opportunity for unauthorized persons to gain access to your facilities and clients. Please note: do not create safety hazards by inappropriately locking fire/emergency exits in such a manner as to prevent evacuation in emergency situations. Also, never install or leave bars on windows unless the appropriate panic hardware is also installed.

## **Inspecting Facilities and Equipment**

You responded that your organization requires periodic inspections of facilities and equipment used in conjunction with the services you offer. Inspecting program areas is an important risk management tool for identifying hazardous conditions before they injure a program participant.

## **Checklists**

You indicated that your organization uses checklists for its inspections. Remember to keep your signed and dated checklists on file as documentation that scheduled inspections were performed.

## **Inspecting Equipment**

You indicated that you do not require regular inspections of the equipment used by your organization. *Safety inspections of equipment can reduce the risk by identifying hazards before injury occurs.*

Electrical equipment, mechanical equipment, and athletic/playground equipment used for or by service recipients should all be inspected on a regular basis. Manufacturers' suggestions for inspections should be followed. Some of the general points of inspection include the following:

*Electrical equipment* should be checked for frayed wires -- especially at points of wear by the plug and the entry into the equipment. The plug should be checked to see if it is intact and, if it is a three-prong plug, that the ground (middle prong) is still present and has not been cut off. Switches should be checked to see that they operate smoothly and when in the "off" position stop the operation of the equipment.

*Mechanical equipment* should be checked for ease of operation -- does it operate the way that it was designed to operate? All of the safety devices should be operational -- for example, if the organization

installed an automatic door opener, does it stay open long enough for a person using a wheelchair to clear the door?

*Athletic/Playground equipment* should be inspected for wear and tear as well as for safety. Worn athletic gear can cause injuries to the individuals using it and should be replaced. An issue for some athletic and playground equipment is proper installation. If equipment is improperly installed, it may collapse or malfunction thereby causing injuries. A good source of information concerning safety for playgrounds is the Consumer Product Safety Commission web site: [www.cpsc.gov](http://www.cpsc.gov).

## **Making Your Expectations Clear**

You indicated that your organization makes it clear during the screening and selection process what you expect with regard to the behavior of staff towards vulnerable service recipients. This is an important practice that reduces the risk that staff will subsequently act inappropriately.

Managers and board members of some organizations feel that an explicit statement prohibiting sexual acts with service recipients is unnecessary because no one in their right mind would consider such relationships to be proper. Unfortunately, the prevalence of inappropriate sexual conduct involving staff members and vulnerable service recipients gives rise to the need to clearly state what should be obvious. By making these statements during the screening process, you are putting individuals who are seeking a position with your organization in order to gain access to sexual opportunities on notice that the organization does not and will not tolerate such behaviors.

## **Position Descriptions for All Staff**

You indicated that your organization uses written position descriptions for paid staff and unpaid volunteer positions. Position descriptions are a valuable risk management tool. Through the use of written position descriptions for all of your organization's employees and volunteers, you may establish the boundaries for the responsibilities that each position has and may even limit the activities of staff members to those that are within the scope of the position. This will help avoid staff members' involvement in activities for which they are not qualified or are outside the scope of your organization's services.

## **Use of Criminal History Record Checks**

The most common types of criminal history record checks are state-based checks and federal (FBI) record checks. Generally, checking both state and federal criminal history databases involves two separate processes. State-level criminal history record checks will only reveal convictions for crimes that occurred in the state being checked. If you do not conduct a federal criminal history record check you may miss offenses committed in other states.

## **Verifying Required Credentials**

When specific credentials -- degrees, licenses, or certificates -- are required for holding a position, your organization is wise to verify that applicants possess the applicable credentials. According to human resources experts, more than a third of all resumes contain material misstatements.

## **Orienting New Staff**

You indicated that your organization provides an orientation session for new staff members. This practice is an important tool for reducing the risk that staff members will behave inappropriately toward

clients, or otherwise violate the organization's rules and procedures. An effective orientation provides a clear explanation of the organization's mission, policies, procedures and expectations, and affords an opportunity for participants to pose questions about specific circumstances.

## **Mandatory Reporting**

You responded that you provide information about reporting procedures for suspected abuse of a service recipient during your orientation for new staff. *Vulnerable service recipients, both child and adult, may be targets for abuse.* Staff members need to know what abuse is, red flags of possible abuse, what actions to take when abuse of a service recipient is suspected, and what the staff member's legal responsibilities are.

Most states have laws requiring caregivers of vulnerable individuals to report suspected abuse to either a protective services agency in state or county government or to a law enforcement agency. Failure to report suspected abuse could result in both criminal and civil penalties.

See the following [website](#) for an overview of mandated reporter obligations in New York and basic information about the New York State Child Protective Services (CPS) system.

## **In-service Training**

You indicated that your nonprofit provides in-service training for staff who work with vulnerable populations. This is an excellent practice. Congratulations on your efforts to train staff members in order to maintain the quality of your programs and the safety of your service recipients.

# Transportation

## Introduction

This segment of your report contains feedback and recommendations on the subject of transportation risks. Vehicular accidents are one of the leading causes of injury to nonprofit staff and volunteers and they are a common source of claims filed against nonprofit organizations. A surprisingly high percentage of these claims involve a single vehicle, such as property damage caused by backing into a post in a parking garage. Single vehicle accidents are most likely to occur when a driver is unfamiliar with a vehicle.

The risk of a transportation claim exists whenever a car, truck, bus, or other vehicle is used on behalf of a nonprofit. Many accidents can be avoided through the adoption of policies and procedures concerning drivers, vehicles, and passengers. In some cases, risk can be transferred to or shared with a contract transportation provider. A transportation risk financing strategy that includes automobile coverage is a must for every nonprofit.

## Understanding Your Transportation Exposure

You indicated that your organization provides or sponsors transportation services or owns (or leases) one or more vehicles. Transportation is the means for an organization to carry clients, volunteers, employees, goods, or equipment from one place to another. For many nonprofits, transportation services are an integral part of fulfilling the organization's charitable mission. For example, a nonprofit that delivers hot meals to shut-ins cannot operate without volunteers or employees driving either their own or agency vehicles. Many nonprofits that do not provide transportation services overlook their incidental transportation exposures. It is nearly impossible for a nonprofit to operate today and not have some form of transportation exposure. The risks may arise from "incidental driving" such as an employee or volunteer driving his or her own vehicle to attend meetings, or an agency function, or to run an errand to the bank, post office, or office supply store.

While every nonprofit has the possibility of a loss from an automobile claim, the level of risk increases when an organization's core business includes transporting people, materials, or equipment, or when an organization owns or leases vehicles. Therefore, your agency must be diligent in managing the risks associated with your transportation activities as well as the risks from incidental driving.

It is always prudent to consider whether your nonprofit's transportation activities are essential to achieving your core mission, or whether you can transfer or share the risk of loss by engaging a contract provider of transportation services.

## Direct Versus Vicarious Liability

Your organization's potential liability can be direct or vicarious. With direct liability, your organization may be responsible for the actions that caused harm to another. These allegations can include failure to screen, select, train, or supervise your drivers. Vicarious liability occurs when responsibility for the actions of your "agents" (drivers) is transferred to your nonprofit. Vicarious liability is the reason why your organization needs to be concerned about who is driving on its behalf - especially when they are driving their own vehicles. To be considered your "agent," the driver or agent must be acting on behalf of the organization and with its authority. Second, the organization must have the right to control the driver's actions. Finally, the incident must have occurred while the driver was acting within the scope of his or her duties.



The following section further explains the conditions needed for your organization to be deemed vicariously liable.

### *Organizational Authority*

In order for a nonprofit to be vicariously liable for the actions of its drivers, the drivers must be acting on behalf of the organization and with its authority. Therefore, the driver must be an active part of your program and someone to whom you granted authority to drive on your behalf. Consider the following in determining if your personnel are operating with organizational authority. Did your organization:

- sanction or approve the activity?
- approve either the driver or the transportation activity (either actively or passively)?
- benefit from the approved transportation activities?
- have a formal driver selection and training program?

The issue of organizational authority is related closely to the organization's right to control its personnel and the scope of the person's duties.

### *Right to Control*

The organization can also be liable if it had the right to control the driver, even if the organization never exercised its right of control. Consider the following questions when determining control. Did your organization:

- decide to undertake the activity?
- plan the scope and detail of the activity?
- ask the driver to participate?
- supervise driver performance and, if necessary, could it have reassigned the task to someone else?

Under some circumstances, a "yes" answer to any of these questions may prove to be sufficient evidence of the organization's right to control the driver.

### *Scope of Responsibility*

Another factor in determining liability is whether or not the person causing the harm was acting within the scope of his or her duties. To determine the scope of the driver's responsibilities, consider:

- Was the activity consistent with your organization's mission?
- Was the activity a regular part of the organization's program?
- Did anyone within your organization authorize the trip?
- Was driving part of the person's position description?
- Was driving related, or incidental, to normal duties?
- Did your organization benefit from the trip?

A "yes" answer to any of these questions may prove to be sufficient evidence that the driver was acting within the scope of his or her duties.

## **Exposures for Rented, Hired and Borrowed Vehicles**

You answered that your employees and/or volunteers rent, hire, or borrow vehicles to conduct your organization's business. These actions create the same exposures for your organization as your

employees and volunteers using their own vehicles on behalf of the organization. Your organization can be held vicariously liable for the actions of your employees and volunteers while driving or operating a rented, hired, or borrowed vehicle.

As with non-owned vehicles, the insurance coverage follows the car in that the vehicle owner's insurance policy will pay first. If the owner has no insurance or the limits are inadequate to cover a severe loss, your organization may be expected to pay the difference. Therefore, it is important to determine if the owner has insurance and for what limit. Many rental car companies insure their vehicles only to the level required by your state's financial responsibility law.

Aside from appropriate insurance, your organization should consider having certain policies and practices for the use of these types of vehicles and their drivers. These policies can be part of your policies concerning other non-owned vehicles (employees' and volunteers' vehicles).

## **Transportation Risk Management Statement**

You indicated that your organization has a transportation risk management statement. This is an excellent practice. Too often organizations do not state clearly their purpose and goals in providing services to their constituents. If transportation is integral to fulfilling your organization's mission you should state your view on transportation safety and risk management. The most basic risk management statement is that safety is always first and the number one priority within the organization. A "safety first" philosophy simplifies the decision-making process by making it clear that safety is your top priority. Many decisions are easier to make when the first consideration is the effect on the well-being of the people serving and being served by the organization. Putting safety first enables people to make the right decision and not be influenced unduly by other pressures such as quotas or scheduling issues.

The statement can also incorporate your basic driver safety rules. The rules delineate the desired behavior. Suggested rules are to always wear seatbelts, lock car doors, do not play loud music or have other distractions. Other guidelines are to not drive when overly tired or taking medication that impairs your abilities, do not use cell phones while driving, and so on.

## **Vehicle Use Policy**

You indicated that you have a policy concerning the use of your organization's vehicles. This is an important risk management tool.

We recommend that you review your policy and consider making sure that it clarifies:

- Who is authorized to drive the agency's vehicles;
- Who is authorized to drive their own vehicles on behalf of the organization;
- The approved uses for the vehicles (transporting clients, materials and equipment, etc.);
- If employees, volunteers, or clients can use the vehicles for personal errands. If yes, the process for requesting and granting permission for personal use of the organization's vehicles;
- If members of the employee's or volunteer's family can drive the organization's vehicles;
- Whether your organization prohibits any uses such as transporting hazardous materials, carrying passengers in an open truck bed, participating in car rallies, or other activities;
- What driving restrictions apply, such as limited night driving, limits on the number of hours someone may drive in one day, or the requirement that drivers take periodic rest breaks.

## **Passenger Behavior Policy**

Most people have witnessed drivers coping with mild to severe passenger distractions. From heated

arguments with "back seat drivers" to imposing discipline on children or other passengers within the vehicle, passenger distractions are accidents waiting to happen.

You indicated that you have a policy concerning passenger behavior. This is an important component of a comprehensive transportation program. All passengers transported by your paid and volunteer staff should be required to use basic safety equipment such as seatbelts, child safety seats, and wheelchair tie-downs as needed. Passengers should also adhere to minimum safety procedures, such as not causing distractions to the driver of the vehicle, remaining seated, not playing loud music, and no horseplay while in the vehicle. Drivers and other passengers should be required to report all violations of these rules to the appropriate personnel. The organization should consider taking action with respect to passengers who repeatedly violate the organization's rules, such as suspending future transportation privileges. Passengers should also be encouraged to report any observed unsafe driving practices to the appropriate personnel.

## **Accident Reporting Procedures**

Consider reviewing your guidelines to make sure that they:

- Stress the importance of reporting accidents to the organization as soon as practicably possible (after medical assistance has been rendered to victims).
- Clearly delineate the person to whom accidents should be reported.
- Emphasize that the organization's primary concern - and that of its drivers - is the health and well-being of the driver, passengers, the occupants of any other vehicles involved in the accident, and, if applicable, involved pedestrians or bystanders. Instruct the driver to stop at once and give aid to anyone injured in the accident and check for injuries. Drivers should also be told not to move occupants who appear to be seriously injured.
- Emphasize the importance of getting out of harm's way and protecting everyone after the accident. Many secondary accidents occur when drivers involved in a collision fail to pull over and get out of traffic lanes. A growing number of states are adopting fender-bender laws that require motorists involved in accidents to move their vehicles into breakdown lanes.
- Explain the importance of placing warning devices 200 to 300 feet behind the vehicle. Flares or markers should be placed so that traffic has enough warning to react and slow down.
- Instruct drivers and passengers involved in an accident to notify the police or highway patrol immediately, and also, to request a copy of the police accident report.
- Instruct drivers to collect additional information at the accident scene such as the license plate numbers of all involved vehicles, and the names, addresses, and driver's license numbers of all persons involved in the accident, including any witnesses. Require that an Accident Reporting Form be kept in the glove box of a vehicle at all times. Train all personnel in the proper completion and distribution of the form.
- Inform drivers and passengers that they may furnish the name and address of the insurance company that provides your organization's automobile liability insurance coverage to anyone involved in the accident who requests the information. They must also give the name of the organization's local insurance agent. This information should be accessible to all drivers, and may be stored in the glove compartment with blank accident forms. Most states require that every vehicle contain proof of insurance.
- Explain the importance of preserving evidence after a collision. Many organizations keep a disposable camera in their vehicles to use in taking pictures at the accident scene.
- Clarify the importance of avoiding a discussion with persons at the scene about who is to blame for the accident. Drivers should be instructed not to apologize or admit responsibility or guilt for the accident, but express concern without admitting liability.

Require an internal review following an accident to determine if the organization's policies and procedures were followed and if they were effective. Based upon the findings, revise any policies or procedures to more effectively respond to an automobile accident.

## **Potential Liability for Damages Caused by an Unpaid Driver**

A nonprofit *can* be held liable for the negligent act of a volunteer whether the volunteer is driving an agency vehicle or his or her own auto on agency business. An organization can be held *directly* liable for actions that cause harm to another. The injured party might assert that the organization failed to screen and select its drivers properly. Another plaintiff might allege that a nonprofit failed to train or to supervise its drivers and other personnel.

A second form of liability is *vicarious* liability where the actions of an organization's agents are transferred to the nonprofit. Vicarious liability becomes important when a nonprofit has employees or volunteers driving their cars or other vehicles not owned by the nonprofit on agency business. Under the theory of vicarious liability, a nonprofit could be responsible for the actions of its drivers and other personnel if three conditions are met. First, the driver or agent must be acting on behalf of the organization and with its authority. Second, the organization must have the right to control the driver's actions. Finally, the incident must have occurred while the driver was acting within the scope of his or her duties.

## **Driver Screening**

Screening all drivers makes good sense. Since you are already screening your drivers, you know how important this step can be. However, an effective screening and selection process needs to be quite thorough. Some organizations are casual about screening and selecting their drivers, but if there's an accident involving an "unqualified" driver, the organization's lax attitude toward screening may come back to haunt it.

The establishment of a driver selection process should be a part of your usual employee or volunteer screening program. As a rule of thumb, the greater the transportation exposure, the more extensive the driver screening process should be. First, you should review each employee and volunteer position description to determine if driving is a part of the position. The extent of the transportation exposure will vary by the position. You can view the exposures and appropriate selection process as a continuum. On one end of the continuum are the positions that do not involve any driving. At the other end of the continuum are the most hazardous positions that involve activities such as the use of buses and vans to transport people, handling special materials or equipment, transporting people with special needs such as wheelchair lift vans, or driving large, heavy vehicles. The middle section includes positions with less hazardous exposures such as transporting people in private passenger vehicles or more frequent driving as an essential function of the position that doesn't require any special licenses or training.

A basic screening process might include an application, personal interview, reference checks, verification that the applicant has a valid driver's license, and proof of personal auto insurance. Additional items that might be considered in a more rigorous process include: a statement of driving history, statement of medical condition, motor vehicle record, and a driving test.

A description of some of the tools available for driver screening and selection is provided below:

- *Position Application* - Collect basic personal information and questions regarding the person's driving status.
- *Personal Interviews* - Have someone from your organization interview the applicant to determine their acceptability for the position. Consider requiring the applicant to bring their motor vehicle

record (MVR) to the interview.

- *Reference Checks* - Contact non-family references to determine the person's suitability for the position.
- *Valid Driver's License* - Confirm that the applicant has a valid driver's license and note any restrictions or limitations placed on their ability to drive (i.e., no night driving, special equipment, corrective lenses, etc.).
- *Statement of Driving History* - For the occasional driver, it may be acceptable to ask the applicant to complete a statement of driving history instead of ordering a copy of his or her motor vehicle record.
- *Proof of Personal Insurance* - If the person will be driving his own vehicle, your organization may want to require proof of personal automobile insurance with stipulated limits.
- *Motor Vehicle Records (MVR) Check* - Look to your state guidelines for how to access DMV records.
- *Special Licenses or Certifications* - Certain sizes and types of vehicles require special driver's licenses such as the Commercial Driver's License. In some jurisdictions drivers who transport persons with developmental disabilities must obtain a special certificate. Determine if there are any special requirements applicable to the types of vehicles your organization operates or the types of passengers served.
- *Statement of Medical Conditions* - Some organizations require their drivers to submit a statement of their medical condition that includes any medications the person is taking.
- *Driving Test* - You may want to work with your local police department to have applicants take an "on-the-road" driving test.
- *Physical Examination* - Some driving positions may require that the person receive a physical medical examination prior to operating the vehicle.
- *Drug and Alcohol Testing* - An organization may decide to implement a drug and alcohol testing program for its drivers. Such a program is mandatory for any position that requires a Commercial Driver's License.

Additional screening tools are available, but this highlights the main methods used by nonprofit organizations.

## **Driver Applications and Supplements**

If a person is recruited as a driver or driving constitutes an important or major aspect of the person's position, a specific Driver Application should be used in conjunction with your organization's usual employment or volunteer application. When driving is not a major job function then you can either incorporate driving questions into your standard applications or use a supplemental application.

For positions requiring extensive driving, a Driver Application should request:

- Name
- Address
- Telephone Number
- Date of Birth
- Driver's License Number and State of Issue
- Emergency Contact Name and Telephone
- Current Employer (name and address)
- Position Held
- Dates of Employment
- Reason for Leaving
- Special Certificates: e.g., CPR, Medical Certificate, Defensive Driving, First Aid (indicate

certificate(s) and expiration dates)

- Accident Record for the Past Five Years - Consider asking the applicants to list the dates of accidents, describe the nature of each accident (e.g. head-on, rear-end). Also indicate whether the applicant was found to be at fault, and if there were any fatalities or injuries.
- Traffic Violations for the Past Five Years - Moving violations only, but include any cases where the applicant received "probation before judgment." Request the city and state of each violation, date of the violation, and infraction and penalty.
- Have you ever been denied a license, a permit, or the privilege to operate a motor vehicle?
- Has any license, permit, or privilege ever been suspended or revoked?
- Personal Insurance - Do you have an insurance policy for your personal vehicle that meets or exceeds the limits required by state law? If yes, provide the name of your insurance carrier and your policy number.
- Agreement to Abide by the Nonprofit's Policies - The application should include a statement indicating that the applicant has read and agrees to abide by the nonprofit's policies, including its driving policies, will attend any courses or training required by the nonprofit, and will inform the nonprofit of any moving violations or at-fault accidents that occur during the applicant's tenure as a volunteer or staff member, whether or not they occur while working for the nonprofit.
- Seatbelt Warranty - Some nonprofits add language about seatbelt use as a warranty at the bottom of the application. For example, "I also understand it is the policy of [Nonprofit] that all passengers and drivers must at all times wear seatbelts when riding in an organization vehicle. I agree to abide by this policy and will not transport a passenger who refuses to fasten or have his or her seatbelt fastened unless he or she is excused from this requirement by a physician's certificate."
- Truth Clause - Just above the applicant's signature should be a truth clause or false information warning. While there are many reasons for rejecting an applicant for a position at your nonprofit, dishonesty on the application is among the most defensible reasons for rejection. Every nonprofit application for volunteer or paid employment should include a truth clause. A sample is provided below:

"I certify that the answers given by me to all questions on this application and any attachments are, to the best of my knowledge and belief, true and correct and that I have not knowingly withheld any pertinent facts or circumstances. I understand that any omission or misrepresentation of fact in this application or on my resume may result in refusal of or separation from employment/volunteer service upon discovery thereof."

- Applicant's Signature, Date

For those positions with only incidental driving, the driving supplement might include the following:

- Driver's License Number and State of Issue
- Personal Insurance - Do you have an insurance policy for your personal vehicle that meets or exceeds the limits required by state law? If yes, provide the name of your insurance carrier and your policy number.
- Special Certificates - e.g., CPR, Medical Certificate, Defensive Driving, First Aid. Indicate certificate(s) and expiration dates.
- Accident Record for the Past Five Years - Ask the applicant to list the dates of accidents, describe the nature of each accident (e.g. head-on, rear-end), indicate whether the applicant was found to be at fault, and indicate if there were fatalities or injuries.
- Traffic Violations for the Past Five Years (moving violations only, include even if received "probation before judgment") - Request the city and state of each violation, date of the violation, and infraction and penalty.
- Agreement to Abide by the Nonprofit's Policies.

## Verifying Licenses

By making certain that all authorized drivers of the organization's vehicles have current, valid drivers' licenses, you are performing a very simple, but important, task. Make sure that each driver is legally licensed to drive the type of vehicle to be used and that no license restrictions affect the person's ability to perform his or her duties. Always make a copy of the license for your files.

It is also a good practice to check for valid driver's licenses for all employees or volunteers that might drive occasionally for the organization. This includes employees and volunteers that use their own vehicles, not just the people driving the organization's vehicles.

You might also consider checking drivers' records through your state Department of Motor Vehicles. Some nonprofits require applicants for volunteer positions to produce a copy of their current Motor Vehicle Record (MVR), while other organizations obtain the applicant's permission to check their motor vehicle records and do so later.

## MVR Checks

Checking the driving records of applicants for driver positions of agency vehicles is a reasonable and appropriate risk management procedure. You should consider also checking the records for personnel that may drive their cars on your behalf. Driving records are maintained by the Department of Motor Vehicles (DMV) in each state. These agencies track each licensed driver's traffic violations and vehicle accidents. Like other tools, however, you need to use the information gathered properly to achieve your desired results. Checking official agency records is *not* a panacea. *Do not be lulled into a false sense of security.* Conducting a motor vehicle record check is not a substitute for using other screening tools or risk reduction techniques such as closely supervising personnel (employees and volunteers) and monitoring their performance after placement. Moreover, conducting a record check should not lead you to disregard danger signs that appear during other parts of the screening process.

Here's a suggested approach for checking motor vehicle records:

### Step 1 - *Determine if the position involves driving*

The decision to check official agency records - including motor vehicle records - should be based primarily upon the specific responsibilities of the position. If operating a motor vehicle is not part of the position description, then why check driving records?

### Step 2 - *Decide if an MVR check is necessary*

Decide which positions require that each person's MVR needs to be checked. Consider checking the MVRs of persons authorized to drive your nonprofit's vehicles. Remember, it may still be a good idea to check a driver's MVR, even when they will be driving their own vehicle. If the position involves only incidental driving, you may want to consider using a Statement of Driving History as a screening tool.

Some proponents of record checks assert that a check encourages self-screening. They believe that individuals with disqualifying records will be discouraged from applying for driving positions. Using official records as a screening tool may also strengthen your position in litigation. Although the organization is responsible if its driver is at fault (negligent) it can avoid possible allegations of gross negligence by showing that it took proper care in screening its drivers. An organization with access to these records may be subject to criticism if it fails to use it especially if the information is readily accessible and affordable. Both of these reasons for using record checks may be valid. However, every



nonprofit must balance its selection of screening tools against the factors of relevance to the position, availability, usefulness, cost, and legal permissibility.

### *Step 3 - Establish criteria*

Before ordering motor vehicle records on applicants, you must first carefully define your selection criteria that will enable your organization to function while following its policies and procedures on a consistent basis. The selection process should identify traffic violations or accidents that will disqualify someone automatically, establish rating criteria, define judgment factors, and permit the information to be examined in the context of organizational requirements and other life experience factors of the applicants.

For example, what motor vehicle offenses would automatically disqualify an applicant? Would an applicant with a recent moving violation be automatically disqualified? Would an applicant with a moving violation five years ago be disqualified automatically? What was the nature of the moving violation - speeding, running a stop sign or red light or driving under the influence? We suggest starting with a list of offenses that would automatically disqualify any applicant, e.g. any arrest or conviction for driving under the influence or driving while intoxicated, vehicular manslaughter, or reckless driving. Then develop more specific criteria: e.g. two moving violations in the past 5 years, for disqualifying an applicant.

### *Step 4 - Obtain MVR checks on all applicants for designated positions*

If you decide that MVR checks are necessary for specific positions, you should obtain motor vehicle records for all candidates for those positions. Consistency is a key issue in any effective screening and selection process. The failure to conduct record checks on all candidates for a position may be viewed as discriminatory. In addition, it may be hard to explain if your organization placed a person not screened in accordance with your policies in such a position and that person caused an injury or perpetrated a crime.

### *Step 5 - Provide applicants with disqualifying offenses an opportunity to respond*

Unfortunately, states can make errors in recording traffic violations. It is a good risk management practice to allow applicants with disqualifying offenses to confirm if the information is correct. If the information is incorrect, the applicant should have the opportunity to "correct the record."

At a minimum, all of your drivers should have an acceptable driving record as defined by your organization. Your insurance company and agent or broker can assist you in establishing effective guidelines. Remember that checking motor vehicle records must be an on-going process. Depending upon the extent of driving exposure, the MVRs can be reviewed annually. Also be prepared to take the appropriate action if a volunteer or employee develops an unacceptable driving record while working or volunteering for your organization.

NOTE: Under Federal law anyone driving a vehicle that holds sixteen or more people (including the driver), such as vans or buses, must have a valid Commercial Driver's License (CDL). The law also requires the driver of any vehicle over 26,000 pounds to have a Commercial Driver's License. Many states have adopted more stringent requirements for Commercial Driver's Licenses. For example, California requires that anyone driving a vehicle holding ten (10) or more passengers, including the driver, have a Commercial Driver's License (Class "B" License). Check with your state Department of Motor Vehicles or your insurance agent to determine your state's requirements.

The U.S. Department of Transportation's CDL regulations require prospective employers to check,

within thirty days of the date the driver's employment begins, the motor vehicle records for the applicant's driving history. The organization must also conduct an investigation of the driver's employment record for the past three years.

## **Driver Training**

You indicated that you train your drivers. This is an important risk management step. Just be sure that you train all drivers - employees *and* volunteers. In fact, you should provide the same training and risk management procedures for any person holding a specific position whether they are volunteers or employees. One training tool is a driver's handbook that states your policies and expectations clearly.

An effective training program, like the selection process, should be developed based upon the nature and extent of the driving performed for each position. Not everyone needs to be trained to the same level unless they are performing the same tasks.

Consider reviewing your training program to make sure that the topics listed below have been covered.

### *New Employee/Volunteer Orientation*

- General Overview of transportation policies and procedures
- Transportation risk management statement including your organization's general driving rules
- Authorized drivers and vehicle use
- Mileage reimbursement policy
- Accident procedures

### *Position Specific*

- Any skill requirements or special training or licenses (first aid, CPR, special driver's license, etc.)
- Training on driving certain types of vehicles (i.e., panel trucks, large passenger vans, trucks, or buses)
- Defensive driving and other driver training programs
- Passenger assistance
- Vehicle inspection and maintenance procedures including documentation
- Use of trip logs
- Supervision - chain of command
- Transportation safety program - incentive awards, safety meetings, safety committee, review of transportation issues/problems

## **Supervising Drivers**

You indicated that you have someone responsible for overseeing your paid and volunteer drivers. Having a supervisor for driving activities is an important first step in managing transportation risks in your nonprofit. Make certain that this person has the authority to enforce the policies adopted by your organization. Also ensure that the supervisor is well versed on your transportation policies and procedures and can articulate them to all drivers in the program.

## **Monitoring Driver Performance**

Monitoring driver performance on an ongoing basis is another effective risk management tool. The proper supervision of drivers requires continuous performance monitoring and evaluation. You indicated that you do evaluate your drivers. This is an important practice that we encourage you to continue. Consider reviewing your process for drivers of agency vehicles to include the applicable following

elements:

- Periodic review of each driver's motor vehicle record
- Periodic road test
- Confirmation of medical condition if applicable
- Written driver safety tests
- Review of accident and incident reports
- Regular performance reviews and conferences
- Review of complaint logs
- Review of transportation program logs and reports (inspections, maintenance reports, trip logs, etc.)
- Verification of position requirements - current and valid driver's license, certificates or special licenses, and personal automobile insurance

## **Commercial Driver's License Issues**

Under federal law, the drivers of vehicles holding 16 or more passengers (including the driver) or weighing more than 26,000 pounds must have a Commercial Driver's License (CDL). Aside from the need for a CDL, your organization is subject to numerous Federal and state regulations. The U.S. Department of Transportation's CDL regulations require prospective employers to check, within thirty days of the date the driver's employment begins, the motor vehicle records for the applicant's driving history. The organization must also conduct an investigation of the driver's employment record for the past three years. For additional information on the regulatory requirements, contact the U.S. Department of Transportation ([www.dot.gov](http://www.dot.gov)) or your state Department of Motor Vehicles.

## **Owned or Leased Vehicles**

You indicated that your organization owns or leases one or more vehicles. Your organization either provides transportation for your clients or has enough employee or volunteer travel to have its own vehicles.

No matter what type of vehicles you own - private passenger cars, buses, trucks or vans or some combination - your organization is responsible not only for who drives the vehicles but their maintenance and upkeep. Every nonprofit that owns vehicles should have policies and procedures in place to manage the risks of owning and operating motor vehicles.

## **Vehicle Selection Policy**

You indicated that you do not have a vehicle selection and replacement policy. Whether your organization has one vehicle or a fleet, it's prudent to have guidelines to govern the selection and replacement of owned vehicles. The following are some factors to consider in establishing your policy.

- *Selection - Type of Vehicle:* Establish specific criteria for selecting the type of vehicle(s) your organization needs to fulfill its mission. The options include private passenger cars ranging from subcompacts up to luxury edition sedans. Consider the model's crash safety rating and reliability in selecting the car right for your organization. If you need trucks, vans or buses, again evaluate how the vehicle will be used. For buses and vans, consider whom you will be transporting and which type of vehicle will meet your needs best. Also, do not forget to determine if any of your selected vehicles will require drivers to hold a Commercial Driver's License.
- *Selection - Safety Equipment:* Once you have selected the types of vehicles you will purchase or lease, determine the type of safety equipment each vehicle must have. Some possible safety

features are airbags, side impact features, anti-lock brakes, four-wheel or all-wheel drive, passenger head restraints, large side mirrors, backup alarms and mirrors, cargo holders and any special mechanical equipment such as lifts.

- *Retirement or Replacement*: Determine when your organization will retire or replace a vehicle. The decision can be based on the vehicle's age, mileage or obsolescence (you do not need it any more), or some combination of these factors.

## **Trip Logs**

You indicated that you maintain trip logs for your vehicles. These logs can assist you in evaluating the need for and effectiveness of the various vehicles your organization owns. The logs also can reinforce to personnel that they are driving an agency owned vehicle and that their actions have a direct effect on the organization.

## **Inspections**

You indicated that your nonprofit requires pre- and post-trip inspections of your vehicles. Some auto accidents are due to mechanical problems and poorly maintained vehicles. Spending a few minutes inspecting a vehicle before and after a trip can save time, money and energy later.

## **Documenting Vehicle Maintenance**

Ensuring proper maintenance and repairs is one of the primary reasons for the pre- and post-trip inspections. However, if a driver does not know how to inspect or how to report problems, the inspection procedures are meaningless. You indicated that your organization has established procedures including documentation for routine and special maintenance. This indicates that you recognize the critical connection between safe equipment and a safe transportation program.

## **Controlling the Non-Owned Auto Exposure**

You indicated that your organization does not have an approval process for hiring, renting or borrowing vehicles. An approval process enables your organization to maintain control over its transportation exposures. The process does not have to create a bureaucracy or impose undue burdens on personnel. However, your staff should have some guidance on your policy for renting, hiring and borrowing vehicles. An effective policy can include the following:

- *Authorization* - Identify those positions that have the authority to rent, hire or borrow a vehicle and how other employees or volunteers can receive approval.
- *Acceptable Activities* - List the types of activities or reasons that are acceptable for renting or borrowing a vehicle.
- *Authorized Drivers* - The section should follow your acceptable driver policy. No one that has not been approved to drive either your vehicles or on your behalf should be allowed to drive a rented, hired or borrowed vehicle.
- *Acceptable Vehicles* - List the types of vehicles that can be rented or borrowed. Consider your organization's insurance coverage, especially for physical damage to rented or borrowed vehicles. In some cases it may be prudent to purchase the collision damage coverage, while in other cases this coverage may not be needed.
- *Cost Limitations or Factors* - Provide guidance on the price range for rental vehicles. Some organizations have special arrangements with specific rental car firms and require that personnel use these companies.
- *Vehicle Inspections* - Your personnel should be instructed to conduct pre- and post-trip

inspections of a rented, hired or borrowed vehicle. They should report any noted physical damage or other problems to the vehicle's owner prior to operating the vehicle. The post-trip inspection can verify that the vehicle suffered no damage when being used by your organization. Use the same inspection process if your organization loans vehicles to others.

- *Borrowed Vehicles' Insurance* - Establish a process for verifying that the owner of the borrowed vehicle has adequate auto insurance (liability and physical damage).
- *Your Insurance* - The policy should briefly explain your organization's insurance coverage (if any) for rented, hired, or borrowed vehicles. Your coverage may consist of Hired and Non-owned Auto coverage for the liability exposures and Hired Auto Physical Damage. Your nonprofit can purchase both of these coverages, whether or not you own any vehicles. Also explain any requirements that your insurance company has imposed before you rent or borrow a vehicle.

## **Monitoring Transportation Providers**

You indicated that your organization does not monitor and evaluate the performance of its transportation service providers. A performance monitoring and evaluation system is necessary to effective risk management and organizational management. Without carefully monitoring the performance of contractors, your organization will be unable to identify and correct any problems or reward outstanding service.

Here are some features to consider in establishing your monitoring system:

- *Terms of the Contract* - Determine if the vendor is meeting the terms and conditions of the contract. If not, make sure that your organization takes appropriate action. Also evaluate if the vendor is providing the necessary services in a timely manner.
- *Service Evaluation* - Ask the service recipients to evaluate the contractors' performance. Your transportation person can coordinate the evaluation process.
- *Complaint Process* - Set up a process for service recipients to submit and resolve any complaints with the contractor. Also, identify a way for the contractor to submit complaints or problems to your organization.
- *Contract Renewal Process* - The final aspect of a monitoring system is the process of deciding if your organization wants to continue contracting with each transportation service provider. The renewal process may be automatic or you may need to have another competitive bidding process. Review the recent results and modify the contract or specifications as needed.

## **Verifying Personal Auto Coverage**

You indicated that you require proof of personal auto insurance from all personnel driving their own vehicles for your organization's benefit. This is an excellent risk management strategy. Some insurance companies require this practice when you have personnel driving their own vehicles on agency business. In the event of an at-fault auto accident, the vehicle owner's insurance policy is the first line of coverage for a liability loss. If the owner does not have auto insurance, the responsibility for the financial consequences of the accident could be shifted to your organization. We encourage you to remind your employees and volunteers that their personal auto insurance will respond to any loss first. You should also tell them that your organization does not have any insurance policy that will reimburse them for any physical damage to their car.

## **Cargo Insurance**

You indicated that you transport cargo either in your own vehicles or through transportation companies. If you also have cargo insurance for these goods - well done! Few nonprofits recognize their potential

exposure to loss from transporting goods and materials. Many organizations assume that a transportation company will assume responsibility. However, a company's liability for your cargo is usually very limited. Also, some larger nonprofits have their own trucks and tractor-trailers that they use to haul materials. No auto policy covers the cargo carried by, within or on the vehicle. For this exposure, you need an inland marine policy.

# Technology and Privacy Risk Management

## Introduction

This section of your report contains feedback and recommendations about managing technology risks based on your answers to the questions in the Technology and Privacy Risk Management module. The suggestions in this report follow the subtopic headings for the module: Technology Policies, Cybersecurity Assessment, Technology Vendors, Sensitive Information, and Cyber Liability Insurance.

## Comprehensive Policy

You indicated that your technology policy is comprehensive, and that it addresses all or virtually all of the possible categories of misuse you have experienced in the past or anticipate in the future. The use of technology policies in the nonprofit sector is still an emerging practice. So your use of a policy that you believe is comprehensive is both unusual and commendable from a risk management perspective. As with any risk management tool or employment policy, you have to walk a fine line between presenting a comprehensive policy and formulating policies that are so lengthy or complex that they beg for an "executive summary." You don't want employees to violate your policies because they were hard to understand or took too long to digest. Here are a few questions you might want to ask with respect to your comprehensive technology policy:

- What are the most critical prohibitions or rules outlined in the policy?
- Does the policy place the proper emphasis on the most critical issues?
- Is the policy sufficiently or overly strict?
- How have employees reacted to the policy? Does it enjoy widespread support? Do employees understand the rationale behind the policy?
- Is the policy stated in clear terms that every employee can understand? If not, can technical terms or concepts be rewritten to increase understanding?
- Have any employees been reluctant to agree to the terms of the policy? If so, why? Are changes warranted to ensure greater acceptance of the policy?
- Is there anything about the way in which the policy is disseminated that dissuades employees from reviewing it on a timely basis? (Some nonprofits find that it works more effectively to separate the technology policy from the employee handbook, in order to emphasize its importance.)

## BYOD Policy

You indicated that your agency does not have a "Bring Your Own Device" Policy. Many staff simply don't realize the security risks associated with smartphones. We recommend that you adopt a BYOD policy that clarifies what agency information may and must never be accessed on personal devices. For example, the policy may allow employees to retrieve and send email messages from their phones, but strictly prohibit signing on to payroll, human resources or donor databases from a personal device.

As you develop your policy, remember to:

- specify what devices are covered
- make it clear who owns what
- ensure that a plan is in place to disable email and other resources accessible on a personal device at employee separation
- communicate the BYOD policy to employees, including instructions on what type of data may be accessed on personal devices, procedures for accessing data securely (e.g., through a secure



network), and procedures for storing and transmitting data securely (e.g., using encryption).

You might also decide to offer resources to employees such as AT&T Toggle, a BYOD solution that allows employees to switch from 'work mode' to 'personal mode' on a smartphone. Whatever your BYOD policy is, aim to strike a balance between protecting organizational data and upholding the privacy rights of your employees.

For additional information on BYOD policies, see:

- [Personal Devices at Work](#) - NRMC
- [BYOD Policies: What Employers Need to Know](#) - SHRM
- [7 Tips for Establishing a Successful BYOD Policy](#) - CIO

## **Telework Agreements**

You responded that your telecommuting employees are required to sign a "Telework Agreement" outlining the restrictions and requirements associated with your telecommuting program. A Telework Agreement can be an effective risk management tool, enabling a nonprofit to reduce the likelihood of surprise in the supervision of telecommuting employees. You might want to review your current Telework Agreement to make certain that it includes the following critical elements:

- An overview of the parameters of the program, and any special requirements that apply (e.g. that telework locations be within the state where the nonprofit operates, or that the nonprofit will be allowed to inspect the work site).
- Information on the nonprofit's systems security provisions and instructions.
- A restatement of the nonprofit's applicable code of conduct.
- Information about the required work schedule and means of communications between the employee and the "home office" as well as contact between the employee and the nonprofit's clients and outside vendors.
- A signed statement that the employee agrees to establish and maintain a safe and secure home workstation and that the employee has read and understands the policy and agreed to abide by its provisions.

## **Monitoring Employee Use of Technology**

You indicated that your nonprofit monitors employee use of technology. Doing so is an important risk management strategy that backs-up any steps you have taken to dispel employees' expectation of privacy while using your systems. In addition, monitoring employee use of technology puts your organization in the best position to detect possible problems before they become catastrophic. As is true with other risk management techniques, it's important to strike a balance. You'll need to balance affordability of monitoring with the potential fallout and benefits of monitoring. You don't want monitoring to seem so invasive to employees that it damages morale in your organization. Nor do you want to spend a disproportionate amount of resources on monitoring compared to the threat of loss to your systems. It's also important to keep in mind that a significant percentage of system misuse is due to ignorance-an employee may not recognize that what he or she is doing violates your policies or poses some risk to your assets. Monitoring can provide a way to detect inadvertent missteps that happen despite the presence of a comprehensive technology policy. As with any risk management strategy, it's important to obtain a broad perspective on the "problem" you're trying to address as well as the "solution." So you might consider asking a group of employees to examine your existing monitoring practices and offer suggestions to improve the policy. This might be particularly important if your monitoring policy has been met with resistance, or you're encountering other difficulties implementing the policy.

## Using Vendors

You indicated that your nonprofit uses independent contractors and/or firms to perform various technology-related functions. Vendors can be the source of a variety of risks when implementing changes within your organization. New systems usually mean the involvement of new vendors - companies and individuals with whom you may not have longstanding relationships.

When looking for a new vendor, whether for software, service or a fully outsourced technology operation, the best way to identify prospective providers is through word-of-mouth referrals. Minimize your risk of receiving poor service by asking around at local meetings, conferences, and user groups. People are usually willing to share horror and success stories, so all you have to do is ask. Check the service record of the vendor by requesting a list of references from current nonprofit customers. If the vendor is hesitant to supply references, consider moving on to another provider.

## Technology Contracts

You indicated that it is your practice to always use a written contract when hiring technology firms or contractors for specific projects. A contract is beneficial for various reasons. Most importantly, it spells out the expectations and requirements of each party and reduces the risk of surprise and disappointment. It can also provide a helpful roadmap in the event things turn out differently than expected and some deviation in the original plan is required. But a contract is only useful in this regard if it contains a sufficient degree of details and anticipates various contingencies.

Consider reviewing any pending or future technology contracts to make certain that they:

- Are written in language that is understood by both parties. When a technology firm presents a proposed contract for your review, you can expect that it will contain technical language. Make certain you understand the terms and language in the contract, or that they are specifically defined in the contract. Keep in mind that your definition of "database" or "system" may differ from the perspective of the contractor.
- Are explicit about the work the contractor will be performing and your expectations about the final product or system.
- Anticipate changes in technology that may occur during the life of the contract, helping you avoid receiving a product at the end of the process that is obsolete or inappropriate given the availability of newer technology.
- Include appropriate checkpoints in the process. You may require the vendor to provide periodic status reports, or you may agree to a timetable and have your staff responsible for determining if it has been met.
- Clearly and explicitly address the issue of ownership. Who owns what? Will the nonprofit "own" the software it is purchasing or only a license to use the software for a period of years? How will individual contributions of owned material be returned if the contractual parties decide to split? Vague statements about the vendor's obligation to return the nonprofit's property in the event the contract is cancelled are probably insufficient.
- Include a well-defined "exit strategy" in the event either party seeks to end the relationship. Some of the issues that should be addressed include: the length and form of notice required to cancel the contract, how the parting of company will be announced, and what equipment, documentation or other assets will be returned to the parties.

# **Special Events**

## **Introduction**

This section of your report contains recommendations about managing special event risks. The suggestions in this report follow the subtopic headings for the module: Planning Safe Special Events; Key Personnel; Partners, Sponsors and Vendors; Facilities; People; Special Features; Accident and Crisis Management; and Insurance for Special Events.

Most nonprofits conduct special events from time to time. Yet risk management issues are often omitted from the planning process. In the excitement that surrounds various planning and fundraising activities, the possibility of someone getting injured may not be on the radar screen. The risk that the event will generate less than the event goal may be acknowledged, but not addressed.

While most events are delivered without serious harm or injury, an unanticipated accident at an event could be disastrous for your nonprofit. Every nonprofit that conducts special events should integrate risk management into the event planning process.

## **Hosting Special Events**

You indicated that your nonprofit hosts special events. Special events are increasingly popular in the nonprofit sector as organizations look for ways to generate support for programs, raise funds for educational and service delivery initiatives, and raise public awareness about societal problems and issues. For many nonprofits special events are a cornerstone of program and service delivery. While special events can help an organization achieve its goals, they may be undertaken with little thought about the potential downsides or risks. Effective nonprofits cannot operate without risk, nor should they try to do so. However, a critical component of any special event is to identify and manage the risks related to the specific activity.

## **Documenting Risk Management Activities**

You indicated that your nonprofit documents its risk management and safety plans. This is a good business practice. Written plans can assist with training and supervising personnel as well as help ensure that certain actions are taken. The documentation can also be useful if an accident occurs and your nonprofit must defend its actions.

## **Partnership Risks**

You answered that your organization establishes partnerships or collaborations with other nonprofits, businesses, and governmental agencies for special events. Establishing a partnership has its own set of risks that you need to manage before, during, and after you begin the relationship. The first issue is selecting the right partner. This can be accomplished through appropriate research and due diligence. An improper relationship in the eyes of the public can have a devastating public relations effect on your organization. Additionally, the roles and responsibilities of each party must be clear and understood by both parties. Many organizations formalize their relationships with contracts or memoranda of understanding.

## **Recruitment/Selection Process**

You indicated that your nonprofit has a process for recruiting and selecting partners. Well done! Recruiting and selecting partners can be a treacherous endeavor. You need to find another organization that is reflective of your nonprofit's values and mission. The arrangement should make good business sense for all parties. One substantial risk is the public's reaction to the disclosure of inappropriate actions by one of your partners. The partner may use foreign "sweatshops," manufacture a dangerous product, or distribute a product that you do not want associated with your nonprofit (alcohol, guns, cigarettes, etc.). Adverse publicity affecting your partner can influence the public's perception of your organization. Choose your partners and sponsors wisely.

## **Accessibility**

The use of facilities that do not meet the accessibility requirements of the Public Accommodations section (Title III) of the Americans with Disabilities Act (ADA) can create a liability for your organization. Refer to the ADA web site ([https://www.ada.gov/ada\\_title\\_III.htm](https://www.ada.gov/ada_title_III.htm)) for additional information on meeting the public accommodation requirements of the ADA.

## **Security**

You answered that your nonprofit provides security services at its special events. Security personnel may be needed to keep unwanted people out as well as deal with the people attending or participating in your special event. However, security measures have their risks, too. The key to an effective security force is the selection, training and supervision of the security personnel, whether they are independent contractors or volunteers. When using independent contractors, don't forget to request a Certificate of Insurance and have your organization added as an additional insured to the security firm's general liability policy.

## **"Day of" Volunteers**

You indicated that your nonprofit uses "day of" or one-time volunteers for some of your special events. The proper training and supervision of "day of" volunteers is one of the greatest risk management challenges facing a nonprofit that sponsors special events. A poorly trained and supervised volunteer can create significant harm for the organization. The volunteer may get hurt while working or harm someone else, and the organization may be held responsible for the volunteer's actions. While planning the event, identify the number of volunteers needed and the tasks to be performed. Modify your Volunteer Management program so that you still can screen or select your "day of" volunteers. You also need to develop creative ways to train these volunteers quickly and provide adequate supervision. It is easy to become overwhelmed by the large number of volunteers needed for some special events. However, with proper planning and training you can manage the risks associated with the use of one-time volunteers. One of the benefits of using "day of" volunteers is that some of the volunteers may become strong supporters and advocates for your organization.

## **Spectators**

You indicated that you have special events that include spectators. Large events with a lot of spectators can be a challenge to your event organizers. Crowd control is the main concern with spectators. The organizers need to assess and design the flow of people into, throughout, and exiting the event. Road traffic and parking is another concern. Large crowds also require medical or first aid facilities plus the ability to evacuate people safely if needed.

Another challenge is to limit the spectators' access to event participants or their opportunity to interfere with the actual event. A concert with a very popular group or individual can create serious crowd control

problems. Also, an event held on public streets or public property (e.g., bike ride, road race, or rally) presents challenges in limiting spectators' access and minimizing the chance for someone to get hurt.

Some special events may place the spectators in danger such as athletic competitions or amusement rides. Your organization can transfer some of the financial risk to the vendors that provide these services, but you still retain the risk of a public relations disaster if an accident occurs. Also, if your event includes the serving of alcoholic beverages, the organizers need to plan to limit consumption, avoid serving minors, and handle intoxicated people.

## **Food and Beverages**

You responded that food and beverages are furnished at your special events. The first risk management concern is who is providing and serving the food - a vendor or your employees and volunteers. If you are using vendors, you can transfer most of the financial risk associated with food to the vendor. However, if your organization is providing food and beverages there are few things to consider.

- *Facilities* - Does the premises have adequate preparation, storage, and refrigeration facilities for the type of food served?
- *Health Regulations* - Do you need a health department permit or are you subject to any other health department regulations?
- *Food Spoilage and Contamination* - Are the food handlers trained in the proper handling of the food to be served?

## **Alcohol**

Serving alcohol at a special event brings an additional set of risk management concerns. Consider the following:

- Type of event and age of participants - Consider your event and participants and ask yourself if serving alcohol is appropriate given the circumstances.
- Permission to sell and / or serve alcohol - State and local regulations may require a license or permit to provide alcohol. In addition, the venue for the special event may have additional requirements of its own that may address alcohol provision. In either case, there may be specific guidelines governing things like times when alcohol may be served or how age verification should be conducted.
- Service requirements - You will need to determine if your servers need a bartending license or what other guidelines address the people providing the alcohol. For example, it would be important to be able to identify someone who has potentially consumed too much alcohol and should be denied service.
- Insurance requirements - Although you should have already checked in with your insurance broker about concerns related to your event, it would be prudent to discuss alcohol service as a specific concern. There may be short term insurance related to special events and alcohol that would help mitigate some of the risk involved.

## **Entertainment**

You indicated that your organization provides entertainment during some of your special events. Entertainment is a broad term and can include street performers (juggler, clown, mime, etc.), musicians, speakers, athletic events (rodeo, boxing, tennis, etc.), dances, games, and amusement rides. Each type of entertainment may have unique risks that you need to manage. The most significant exposures are bodily injury and damage to property.

Entertainment involving "name" personalities can place extraordinary stress on security and crowd control. The entertainment may also require stages with elaborate (and expensive) sound and light systems and special effects. Stages and bleachers can be extremely hazardous if not properly constructed and maintained.

The financial aspects of many entertainment risks can be transferred to another party. At a minimum, you should require that each entertainer provide you with proof of insurance. However, be aware that many entertainers (bands, street performers, etc.) do not have insurance. Without insurance, the financial consequences for any losses caused by these performers can become the responsibility of your organization. You can decide to assume that risk, or, for a larger event, you may be able to make arrangements for the entertainers to purchase a special event liability policy.

Require a certificate of insurance from each performer, vendor and contractor involved with the special event. Also, ask to have your organization added as an additional insured to their general liability policy. Ideally, each entity should also have workers' compensation insurance. However, many states do not require sole proprietors to purchase workers' compensation coverage.

## **Parking**

You responded that your organization offers parking at your special events. The risks associated with event parking depend upon who is running the parking operation. Often the parking lots are a part of the facility you are using and facility personnel handle the parking for the event. If this is the case, you have transferred the risk to the facility; however, review carefully the rental contract to ensure that the facility is responsible for all aspects of the parking operation. If your organization is responsible for operating the parking lot, be careful to whom you assign those tasks. You should train and supervise the parking aides and provide them with the appropriate safety equipment (reflective vests, flashlights, whistles, and radios). Consider posting notices and disclaimers that your organization is not responsible for any damage or loss of property while on the parking lots. If the event is at night or in a dangerous neighborhood, consider hiring a security firm to patrol the lot and assist your guests as needed.

Check the parking lots for smooth, even surfaces and mark any hazardous conditions. Often guests are parking in fields and other unpaved surfaces so be aware of the hazards of uneven surfaces and the possible consequences of inclement weather on the parking area. Also, consider the traffic flow and work with the local law enforcement agencies to minimize disruptions to traffic.

## **Transportation**

You indicated that you provide transportation services as a part of your special events. One form of transportation service can be a shuttle service between the location and another, such as from the parking lots, airport, hotel, or from venue to venue. Another type of service is transporting people for the event such as a bus trip to a resort area or camp, or a tour to another city or country. There are two risk management strategies for this transportation risk: transfer the risk to another entity or provide appropriate vehicles and suitable drivers.

If you choose to transfer the risk, you need to be diligent in selecting a transportation service provider. If you are chartering the service, request certificates of insurance. When your organization provides the transportation you should take additional precautions. Your transportation service may involve the use of cars, boats or airplanes. In all cases you need to know who is "driving" and whether they are acceptable "drivers." Also, and unless the drivers are using vehicles owned by your agency, confirm that they have the proper insurance. Finally, your organization should purchase insurance coverage for non-owned automobiles. In special circumstances when you may be using non-commercial watercraft

and aircraft, make certain that you are properly insured for these special transportation activities.

## Cash

You indicated that you do not handle a significant amount of cash, checks, or credit card receipts during your special events. However, you may be surprised how quickly the receipts can add up to a large sum of money. You may collect admission or registration fees, parking charges, or payments for the sale of merchandise, food and beverages. Other sources include auction receipts, pledges and donations, raffles or opportunity drawings, and the money from a casino night. The proper safeguarding of money, especially cash, is difficult and often overlooked when planning a special event. Some activities generate large sums of cash and checks that if lost or stolen can create a financial hardship for your organization.

The main exposure is that the funds are stolen either by an outsider or an employee, client, or volunteer. Here are some techniques for protecting your financial assets.

- *Segregate money handling duties* - A different person should be responsible for each step - receiving the funds, depositing, recording, disbursing funds, recording disbursements and reconciling your accounts. There is a significant chance for fraud if only one or two people handle all of these transactions. The more eyes overseeing the handling of your funds the better. Segregation of duties is difficult for many small nonprofits but can be accomplished with the use of employees and volunteers.
- *Safeguard undeposited receipts* - First, do not forget to stamp checks with a restrictive notice when they are first received. Make deposits frequently and safely. Vary the time of day and routes taken to the bank. If the funds are not deposited on a particular day, take the necessary steps to store the money and checks safely, especially when you are away from your office.
- *Count twice, deposit once* - Money should be collected and counted independently by two people. Many organizations establish a guarded "money room" where all of the cash is taken and counted with several witnesses. Also, when handling cash, use either a cash register or other system for recording all cash transactions. The register tape or other receipts should then be reconciled with the amount of cash collected.

## Accident Reporting Form

You answered that your nonprofit uses a standard Accident or Incident Report form during its special events. As you are no doubt aware, it is important for your organization to gather information regarding the accident. The information collected will be critically important in any subsequent investigation of the accident. You can also use the information to learn from the incident and implement changes.

Contact your insurance professional for any recommended or required forms. Train your employees and key volunteers on the proper techniques for completing these forms. The documentation should only include an *objective description* of the accident and the injuries. The person completing the form should avoid personal opinions and any editorializing. Never admit liability to anyone and do not include an admission of liability in the report. Unless your insurance professional or carrier requires that you use a specific form, review the form that is in use at your organization to make sure that it contains the following information:

- *General Information* - Your organization's name and address plus the name, date and location of the special event.
- *Injured Person(s)* - This section should identify the injured person(s) and provide basic information on the accident. Include the person's name, address, telephone number, age and gender. Note the date, time and location of the accident and a brief description of what happened.



Describe the nature of the injury. Indicate how the injured person left the scene (e.g. on foot, in personal vehicle, in an ambulance)

- *Witnesses* - Record the name, address and telephone numbers of any witnesses. Ask each witness for a brief statement or description of the accident. The witnesses' statements should be recorded accurately, reviewed, and signed.
- *Medical Treatment* - Note if any first aid treatment was administered and by whom. Many organizations have their medical volunteers complete this section of the report. Also, document if any professional treatment was performed such as the person being transported to the local hospital.
- *Accident Documentation* - Describe how the accident/injury occurred. Draw a diagram of the accident scene. Many organizations take photographs or use a video camera to document the accident scene. These pictures and diagrams will be helpful in investigating and settling any claim made against your organization.
- *Preparer's Signature* - The person that prepared the form should sign and date the form and include his or her address and telephone number.

It's always a good idea to talk to your insurance professional before you're facing an accident to discuss how your insurance company wants you to report claims. Some insurance companies want you to report every incident so they at least have a file in the event the injured party submits a claim. Other insurers do not want a claims notification form until the injured party seeks compensation. Even if your insurance company does not want immediate notification of any incidents it is prudent for your nonprofit to establish and retain incident report files. After talking with your insurance professional, establish the appropriate accident reporting procedures.

## **Notifying Victims' Families**

You responded that you have a procedure for notifying the family or caregiver of an injured person. Depending upon the relationship of the person to your organization (employee, volunteer or client), you may have difficulty identifying the people to contact. In some cases you may have to rely on the local authorities to proceed. Whoever notifies the family-organization or the police-compassion is important while conveying your nonprofit's concern for the injured person and his or her family. This is especially true for any follow-up contact with the injured person or their family. While your representative should never make promises to compensate the victim or accept fault, you may avert legal action simply by demonstrating concern for the individual and their family.

# **Crisis Management and Business Continuity Planning**

## **Introduction**

This section of your report contains feedback and recommendations based on your answers to questions in the Crisis Management and Business Continuity Planning module.

## **Responses to Common Emergencies**

There are some emergencies that are more easily identifiable and allow for the development of a specific plan to address the crisis. A fire in your facility, a medical emergency, a bomb threat, or severe weather incident may feel like they are unlikely but you will be grateful for advance planning should one occur. Use a planning committee to catalog these scenarios and determine what the appropriate response should be. Develop the documentation to outline the plan but remember to keep things brief. In the event of an emergency, it is unlikely that someone would have time to read a long manual to determine what to do. Practice the plans that you develop in order to determine the efficacy of the response. This will help identify gaps in the planning and will provide for a more effective response.

## **Crisis Communication Plan**

You answered that you have some crisis communications pieces developed, but not a full or comprehensive plan. Some agencies integrate crisis communications materials into their overall crisis management plan, while others maintain a separate crisis communications plan. Remember to choose the approach that best suits your agency.

Review the areas identified below as targets for improvement in your crisis communication plan. Gather a diverse group of leaders--with different backgrounds and life experiences--to consider issues such as chain of command, key messages, and strategies to keep key stakeholders informed during a crisis. Remember to review and update your plan regularly.

## **Business Continuity Plan**

You indicated that your agency has elements of business continuity planning in place, but that your plan may not be adequately comprehensive or up-to-date. We recommend that you review the existing pieces to determine whether you have identified:

- mission critical functions--those functions that cannot be curtailed, even during an interruption to normal operations;
- plans for short-term replacement for workspace / equipment / communications if regular resources are not available (e.g., telecommute options, alternate office space, computer equipment rental)
- access to and protection for critical organization data

# Volunteer Risk Management

## Introduction

This section of your report offers feedback and recommendations based on your answers to questions about volunteer service at your agency.

## Volunteer Position Descriptions

You indicated that your nonprofit uses volunteer agreements, but not volunteer position descriptions. It's useful to have a volunteer agreement to help supervise individuals who act as volunteers with your organization. A volunteer agreement helps to identify the guidelines around volunteer service. However, volunteer agreements are typically used once a volunteer has come on board with your organization. By developing and using volunteer position descriptions, you are providing advance notice of the expectations of various volunteer roles. Position descriptions also enable prospective volunteers to self screen--decide for themselves whether the role possibly suits their interests and skills. Position descriptions shared during the recruitment process and volunteer agreements executed with new volunteers work hand-in-hand to communicate expectations to your prospective and newly assigned volunteers.

## Staff Volunteering

Although it may be legally permissible for certain paid staff of the organization to volunteer their time as well, there are some guidelines that must be followed depending on the classification of the staff person as exempt or non-exempt.

Non-exempt employees are hourly employees who must be paid for every hour worked. In most states any hours worked in excess of 40 per week entitle the employee to overtime pay. If the duties that a non-exempt staff person is performing when they want to volunteer are *similar* to those for which other employees are compensated, then it is likely that the time would be considered 'work' time and count toward the hourly total. However, if the volunteer duties are significantly different than the regular capacity of the non-exempt employee, then it is possible for this time to be considered 'volunteer' time. For example, if an employee who otherwise has no responsibilities related to special events or their execution wants to volunteer as support staff during a special event, this would likely be acceptable as volunteer time and would not be counted toward work hours. Finally, it is important for your organization to recognize that when staff also serve as volunteers, volunteer service must always be on a volunteer basis, without coercion on the part of the organization and with no expectation of compensation on the part of the staff member/volunteer.

Exempt employees are typically paid a salary that isn't tied to the number of hours worked in a particular week. Salaried, exempt staff are expected to work as many hours as necessary to perform their duties and responsibilities. Exempt, salaried employees generally receive no additional compensation when they work more than 40 hours in a work week. Additional work requested of a salaried, exempt employee could be considered an extension of their responsibilities. An employer should not describe these additional hours--when the work is substantially similar to or related to the employee's position--as 'volunteer' work. Although there are no federal standards which restrict a nonprofit from asking exempt employees to work extra hours, requiring exempt employees to work excessive amounts of time under the guise of volunteering could have a negative effect on morale and lead to high staff turnover. When an exempt employee is invited to 'volunteer' their time for a different role, make certain that your

organization doesn't coerce or require such service. True volunteer service is willingly offered with no expectation of financial or other rewards.

## **Volunteer Orientation**

Orientation is an important part of the onboarding process for your volunteers. Inconsistent participation in your orientation can create gaps in your volunteers' knowledge of your organization and its procedures. Take steps to ensure that all of your volunteers take part in your orientation in your program.

In some cases, a volunteer may not be able to participate in orientation. If this is the case, you could use on-the-job training or other supervisory opportunities to cover the material that would normally be offered in the orientation session. Be sure to document that the volunteer has reviewed the material.

## **Volunteer Handbooks**

You indicated that your nonprofit does not have a volunteer handbook. We recommend that you consider developing an employee handbook as a tool for sharing important information with your volunteers. Volunteer handbooks often include: a welcome letter, an overview of the nonprofit's mission and services, volunteer position descriptions, the volunteer code of conduct, and descriptions or explanations of key policies and procedures.

A well-written and thorough volunteer handbook is a useful reference source when questions about the organization's policies and guidelines arise. We recommend that you consider developing a volunteer handbook.

## **Grievance Policy for Volunteers**

Although you encourage volunteers to raise concerns, a lack of clarity of how to do so may in fact discourage volunteers from bringing their concerns to light. Establishing a grievance policy that outlines the process will encourage volunteers to raise issues they encounter. Identifying the proper channels for communication will ensure that the complaints are heard and addressed. In turn, this reinforces the feeling of value that a volunteer has from the organization.

# Fundraising and Resource Development

## Introduction

This section of your report contains feedback and recommendations based on your answers to questions in the Fundraising and Resource Development module.

## Working with Individual Donors

You indicated that you are not currently soliciting support from individual donors but hope to do so in the future. As you plan for this process, consider these [risks and recommendations](#) about fundraising from individual donors.

## Government Contracts

Many nonprofits look to government contracts as a principal source of funding. According to the National Center for Charitable Statistics, "Fees for Services & Goods from Government" represented 23.1% of nonprofit revenues in 2014, second only to "fees for services and goods from private sources" (50%). (Source: Nonprofit Sector in Brief 2014 - National Center for Charitable Statistics).

Government grants and contracts come with a set of challenges that may differ from the risks associated with other funding sources. If you are relying on government financial support, remember to consider:

- *Underfunding for infrastructure* - Government contracts may not fully cover these costs, but weak infrastructure may make it difficult or impossible to meet the program and service expectations of your funders.
- *Risk of late payment* - Many government contracts are structured on a reimbursement basis, which means that your nonprofit will have to cover costs up front and wait to be reimbursed.
- *Complex reporting requirements* - These requirements will likely put an additional administrative burden on your organization. Try to learn as much as possible about reporting requirements before you bid on or apply for a government contract. Ensure that your organization is in position to comply before you apply.

## Diversifying Revenue Streams

You indicated that your nonprofit has not adopted goals with respect to the diversification of funding sources. Perhaps your agency has a single, highly reliable source of funding. Or your revenue streams have been judged adequately diverse. Striving for diversity in revenue streams reduces the risk that your organization will be substantially, negatively impacted by an unexpected shortfall in a single revenue stream. Although fewer revenue streams may be easier to track and administratively support, this situation dramatically increases the risk that you will be negatively impacted when a single revenue stream falls short of expectations. Diversifying your revenue streams minimizes the impact of a single shortfall but having multiple sources also creates additional responsibilities, obligations and risks.

There are many types of revenue sources available to raise funds for your nonprofit. Membership dues, special events and fees for services are just a few examples. Should you decide to adopt goals to increase the diversity of revenue sources, consider the following risk tips:

- Will this method help us to advance our mission? (For example, soliciting individual donations could help increase awareness of your mission.)

- How will various stakeholders perceive this method and how does that perception affect our reputation?
- What are the costs associated with the method and what kind of return can be expected given the costs?
- Is there initial or ongoing infrastructure that would need to be created or maintained to support this method?
- Do we have the infrastructure supports in place to support this new stream of revenue?
- What criteria will be used to determine if the method is successful in raising revenue?
- Have we 'done our homework' with respect to understanding the spectrum of risks and rewards associated with this fundraising strategy?
- Is a gradual ramp up possible versus going 'all in'?

# **Service Delivery Risks**

**No action warranted**

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May 19, 2025

## INTERIM CEO REPORT

### Women, Infants, and Children (WIC)

On April 22, 2025, WIC presented at the National WIC Association's Annual Education and Training Conference, held in Las Vegas. We shared our strategies on increasing breastfeeding rates, from conducting virtual classes, support groups, and meet ups, along with pairing moms with Breastfeeding Peer Counselors, and implementing an employee incentive award plan. In the past two years, our average breastfeeding rate increased from 28.4% to 37.6%. WIC attendees from around the country were very engaged, interested, and asked several questions with the goal of implementing similar strategies.

### Head Start 0 to 5 - 36<sup>th</sup> Annual Volunteer Recognition Luncheon

On May 7, 2025, Fresno EOC Head Start 0 to 5 had their 36<sup>th</sup> Annual Volunteer Recognition Luncheon at the Franklin Head Start from 11:30 a.m. to 2:00 p.m. Head Start recognized 73 volunteers for their hard work throughout the year. We thanked Commissioner Jalyssa Jenkins-McGill for joining the ceremony.

### Fresno EOC CEO Search Community Listening Sessions:

Fresno EOC has partnered with Sierra HR Partners to find its next Chief Executive Officer and the community's voice matters in this important decision. The following listening sessions took place:

- Target Area A Listening Session took place on Tuesday, April 29, 2025, at Firebaugh Senior Center.
- Target Area B Listening Session - Wednesday, May 14, 2025, at John Palacios Community Center.
- Target Area C Listening Session - Monday, May 12, 2025, at Reedley City Hall Council Chamber.
- Target Area D Listening Session - Wednesday, May 7, 2025, at Sanger Community Center.
- Target Area E – F Listening Session - Friday, April 25, 2025, at Fresno EOC Local Conservation Corps.
- Target Area G–H Listening Session - Thursday, May 8, 2025, at Fresno EOC Franklin Head Start.
- Head Start County Wide Policy Council Listening Session - Tuesday, May 6, 2025, at Franklin Head Start.

### Head Start 0 to 5 End of the Year In-Service “A Day At The Beach”

On Friday, May 30<sup>th</sup>, Fresno EOC Head Start 0 to 5 will have their End-of-Year In-Service at Woodward Park. They will spend the day together to reflect and celebrate the end of the school year.



### **Sanctuary and Support Services**

Congratulations to our Sanctuary and Support Services LGBTQ+ Resource Center staff Jess Fitzpatrick, Community Outreach Educator, who was named one of the Grand Marshalls for the 35<sup>th</sup> Annual Rainbow Pride Parade and Festival. This year's event will take place on Saturday, June 7<sup>th</sup>, 2025, at Tower District.

### **School of Unlimited Learning (SOUL) Graduation**

On June 11<sup>th</sup>, Fresno EOC SOUL will hold its 2025 Graduation Commencement Ceremony at the Tower Theater from 1:00 p.m. – 3:00 p.m. Forty (40) graduates will be honored for their achievements.