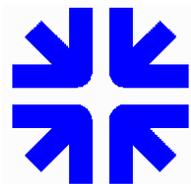


Finance Committee
Nora Davis, Chairperson
Jennifer West, Council Member



AGENDA

FINANCE COMMITTEE

Special Meeting of the Advisory Committee
Garden Terrace Conference Room – Old Town Hall
Friday, March 12, 2010 at 5:30 p.m.

All Advisory Committee meetings are noticed as Special City Council Meetings so that any or all of the City Council may attend and participate in the Advisory Committee's deliberations. However, actions taken by Advisory Committees are not official actions of the City Council but must be ratified at a regular City Council. All writings that are public records and relate to an agenda item below which are distributed to a majority of the Finance Committee (including writings distributed to a majority of the Finance Committee less than 72 hours prior to the meeting noticed below) will be available at the Information Counter, 1333 Park Avenue, Emeryville, California during normal business hours (9am to 5pm, Monday through Friday, excluding legal holidays).

AGENDA

- I. Roll Call
- II. Public Comment
- III. Agenda Items
 - Operational Alternatives for the Emeryville Child Development Center
- IV. Committee Member Comments
- V. Adjournment

FURTHER INFORMATION may be obtained by contacting Edmund Suen, Finance Director, at (510) 596-4328.

DATED: March 8, 2010

Karen Hemphill, City Clerk

**CITY OF EMERYVILLE
MEMORANDUM**

DATE: March 12, 2010

TO: Finance Committee

FROM: Melinda Chinn, Community Service Director

SUBJECT: OPERATIONAL CONSIDERATIONS FOR THE EMERYVILLE CHILD DEVELOPMENT CENTER

ACTION REQUESTED

Staff is requesting the Finance Committee of the City of Emeryville consider two (2) operational alternatives for the future operation of the Emeryville Child Development Center (ECDC) and recommend a preferred alternative to the Emeryville City Council.

- 1) City operated program that provides quality child care for infants, toddlers and pre-k children with market rate slots, reduced rate slots for Emeryville families and sub-contract the City funds from the State Department of Education for subsidized child care to the Berkeley-Albany YMCA

or

- 2) Lease the Emeryville Child Development Center facility to the Berkeley-Albany YMCA to operate a child care program for infants, toddlers and pre-k children.

BACKGROUND

The City of Emeryville has been offering quality child care since 1979 when it began providing a subsidized program to thirty (30) low-income families through funds from the State Department of Education. The program's objectives were to offer full-time child care to low-income families and provide children with the skills necessary for successful entry into the educational system. The program was offered at Anna Yates and Ralph Hawley schools. In 1983, the program expanded to include subsidized care for fifteen (15) infants and toddlers. In 1991, the program moved to its current location and added 55 market rate openings for a total of eighty-five (85) children.

Since 2004, the City has been working to control rising costs through several program and staffing modifications while still providing a quality program. The most significant modification took place in 2005 with the elimination of the Infant Care Program; staffing reorganization that included the elimination of the Assistant Director, Master Teacher position and 2.5 full-time teachers (through retirement and promotion) and the addition of two (2) full-time Program Coordinators.

In 2006, the City was able to reinstate the Infant Care Program through a three-year access agreement with Novartis for \$175,000 each year (\$525,000 total) in exchange for up to twenty (20) program slots. In 2009 when the agreement expired, staff and Novartis negotiated a new one-year agreement for a minimum of \$100,000 and maximum of \$150,000. The funds from Novartis have allowed us to briefly continue the current program but are only a stop gap measure for solving the significant long-term financial imbalance between program revenues and expenditures. In addition, the direction to tie the tuition increases to the Bay Area CPI has also added to the difficulty in keeping the revenues in line with rising personnel and other program costs. As costs continue to outstrip program revenues, the shortfall between revenues and expenses will continue to escalate to nearly \$1 million by fiscal year 2016.

At the June 6, 2009 Council Advance (staff report attached as Exhibit A) staff presented the Council with information regarding the program's financial imbalance and four (4) options to consider for the future operations of the center. These options included:

1. Maintain the current program with no modifications
2. Contract with a third-party provider to assume operation of the program
3. Reduce the program size, relinquish the state grant and adopt a sliding scale fee structure
4. Discontinue offering full-time child care and offer a recreational pre-school program similar to what other cities offer

Staff was given direction at the meeting to continue the current program, but to pursue the issuance of an RFQ to third-party infant, toddler and preschool child care providers to obtain information on this method of service delivery for comparison purposes between that type of child care program and our existing city-operated program. Options #3 and #4 were rejected.

On December 15, 2009 Council gave approval for the RFQ to be issued (staff report attached as Exhibit B). The RFQ was sent to twenty (20) providers of infant, toddler and preschool child care providers. One response was received from the Berkeley-Albany YMCA by the February 24, 2010 deadline.

Parents of ECDC participants were notified of the issuance of the RFQ in late December 2009. A parent meeting to address questions and concerns was held on February 23, 2010. City Manager Patrick O'Keeffe presented information on the current financial situation of the City and how the General Fund revenues and Redevelopment Agency Fund revenues could be used to support programs or infrastructure. Community Services Director Melinda Chinn provided historical information about the ECDC program, financial information and the next steps in the process for moving forward with determining the future operations of the center. Over sixty (60) parents and ECDC staff members attended the meeting. Attendees inquired about additional business contributions to ECDC. Parents commented that they were very pleased with the ECDC program as currently provided.

At the March 4, 2010 City/Schools Committee meeting, staff presented several options for ECDC program configuration and the estimated revenues, expenditures and general fund investment needed for each option which included:

1. Infant/Toddler Program only with a combination of market rate and state subsidy
2. Infant/Toddler Program only at market rate
3. Infant/Toddler Program with all students subsidized with the state subsidy
4. Pre-K Program only with 32 Children all subsidized with the state subsidy (Original ECDC Program)
5. Lease the ECDC facility to the Berkeley-Albany YMCA to operate as a child care center.

Staff also presented several other program modifications including raising fees 5% each year, charge market rate parents fees to cover the full cost of providing service, contracting out of the food service program, and to sub contract with Berkeley/Albany YMCA to provide the state subsidized portion of the program. Members of the City/Schools Committee, parents of ECDC participants, ECDC staff and members of the public provided feedback regarding the information presented by staff.

ANALYSIS

Staff is requesting that the Finance Committee consider two (2) operational alternatives for the future operations of the ECDC that both address the need to provide quality full-time child care for Emeryville families, both low-income families and those that can afford market rate fees, and recommend a preferred alternative for consideration by the Emeryville City Council at a regular meeting on April 6, 2010.

The two (2) operational alternatives for future operations of the Emeryville Child Development Center are summarized below.

- 1) City Run Program with Market Rate slots, Reduced Tuition slots for Emeryville Residents and Sub Contract State Grant Funds to the Albany/Berkeley Head Start

Ages Served:

- 4 months to 5 years

Total # of students: 68 (City Run Program)

- 9 Market Rate Infants
- 3 Reduced Tuition Infants (at 50% of Market Rate Tuition for Emeryville residents)
- 12 Market Rate Toddlers
- 4 Reduced Tuition Toddlers (at 50% of Market Rate Tuition for Emeryville residents)
- 30 Market Rate Pre-K
- 10 Reduced Tuition Pre-K (at 50% of Market Rate Tuition for Emeryville residents)

Revenue:

- \$860,366 – Parent Fees (Assumes average of 13% increase for FY10/11, and 5% increases each subsequent fiscal year)
- \$30,000 - Rental of excess classrooms

Total Revenue: \$890,366 (FY 10/11)

Expenditures:

- Staffing: \$904,156 (15 FTE) (Reduction of 7.5 FTE) (Assumes 2% increase in FY 10/11, 2% increase in FY 11/12 and 3% in FY 12/13 and 13/14)
- Supplies/Services: \$242,778

Total Expenditures: \$1,146,944 (FY 10/11)

General Fund: \$256,578 First Year

(Four year revenue and expenditure projection attached as Exhibit C)

Reduction of following positions:

- Eliminate 4 Teacher I positions (4 FTE)
- Eliminate 2 Program Coordinator positions (2 FTE)
- Eliminate Assistant Cook position (1 FTE)
- Eliminate permanent part-time Teacher Aide Substitute (.5 FTE)

Advantages:

- Sub contract State Grant Funds of up to \$260,000 to Berkeley-Albany YMCA for up to 32 Subsidized Slots potentially utilizing two excess center classrooms
- Provides both Market Rate, reduced tuition at 50% for Emeryville residents and up to 32 subsidized slots for low-income families (Potential total children served at center rises to 100 total)
- Families that don't qualify for the state grant (i.e. state grant only serves low-income families) might qualify for reduced tuition fee
- Reduces General Fund Investment for the next four fiscal years from \$256,578 in FY 10/11 to \$210,419 in FY 13/14
- Eliminates staff time and positions that are involved in managing state grant

Challenges:

- Reduction of 7.5 FTE

- 2) Lease ECDC Facility to Albany/Berkeley YMCA to Assume Operations of ECDC
(Proposal attached as Exhibit D)

Ages Served:

- Birth to 5 years

Total # of students: 110

- 6 Market Rate Infants
- 6 Subsidized Infants
- 16 Market Rate Toddlers
- 16 Subsidized Toddlers
- 40 Market Rate Pre-K
- 26 Subsidized Pre-K

Revenue:

- \$884,520 – Parent Fees
- \$761,693 - Grants

Total Revenue: \$1,646,213

Expenditures:

- Staffing: \$1,285,903 (27.8 FTE)
- Supplies/Services: \$206,584
- Indirect Costs: \$153,726

Total Expenditures: \$1,646,213

General Fund: (\$0)

Advantages:

- Provides both Market Rate, 10 percent reduced tuition for Emeryville residents and state grant subsidized slots for a potential of 110 total slots
- YMCA can provide additional grant funding that the City is not eligible to receive
- Eliminates General Fund Investment which will help balance the City's budget
- Current eligible staff would have priority for interviews and positions with the YMCA operated program
- Staff would have three years to obtain required educational upgrades
- Berkeley-Albany YMCA is already providing quality child care programs in Emeryville through the Berkeley-Albany YMCA Head Start program

Challenges:

- Reduction of 22.5 FTE
- Income ranges are different than what City of Emeryville offers (Staffing salary comparison chart attached as Exhibit E)
- Medical Benefits (Kaiser) fully paid by the YMCA. Family coverage paid for by employee
- YMCA contributes 10% of employee salary toward retirement. At retirement, amount of annual/or monthly income would be determined by the total amount in the fund and which annuity plan employee chose.

CONCLUSION

Staff and the City Council have been working for the past seven (7) years to address the financial imbalance between revenues and expenditures for the Emeryville Child Development Center. Programs have been eliminated and reestablished, positions have been eliminated through attrition and promotion and yet costs have continued (and will continue) to outstrip revenues. If program changes are not addressed soon, the General Fund investment will grow from an investment of \$300,000 for FY 10/11 to nearly \$1 million by FY 15/16.

The two program options presented will both address these financial imbalances. The City run program will serve infants, toddlers and pre-k children with market rate slots and reduced tuition slots and will keep the general fund investment stable for the next four years. The proposal from the Berkeley-Albany YMCA will provide service for infants, toddlers and pre-k children with market rate slots, tuition reduction of 10 percent for Emeryville residents, and subsidized slots for low-income families. This proposal will eliminate the necessary investment from the General Fund that can be used to balance the City's budget.

Respectfully Submitted By:

MELINDA CHINN
Community Services Director

Approved and Forwarded to the Finance Committee:

Patrick O'Keeffe, City Manager

Date

Attachments:

- Exhibit A. June 6, 2009 Council Advance Staff Report
- Exhibit B. December 15, 2009 Staff Report
- Exhibit C. Four Year Revenue and Expenditure Projection
- Exhibit D. Berkeley-Albany YMCA Proposal
- Exhibit E. Staffing comparison chart

MEMORANDUM

DATE: June 6, 2009
TO: Patrick D. O’Keeffe, City Manager
FROM: Community Services Department
SUBJECT: Council Direction on a Preferred Alternative for the Future Operation of the Emeryville Child Development Center Program

ACTION REQUESTED

Staff is requesting the City Council of the City of Emeryville choose a preferred alternative for the future operation of the Emeryville Child Development Center and direct staff to return to a future Council meeting with a business plan and implementation strategy for the preferred alternative.

BACKGROUND

The City of Emeryville has operated the Emeryville Child Development Center (ECDC) since 1979. The major objectives of the program were to provide full-time childcare for low-income families and to make sure the children were provided with the skills necessary for successful entry into the educational system. In 1991, the City built the current facility that now houses the Center. At that time the enrollment doubled with the addition of full-cost participants and additional staff and teachers were hired.

ECDC offers a nurturing and educational environment for infants, toddlers, and preschool children aged 4 months to 5 years from varied socio-economic backgrounds. As of April 2009, the ECDC provides child care services Monday through Friday, year-round, for 94 children. The program was established with funding primarily provided by a State contract for subsidized families and a small contribution from the City of Emeryville General Fund. Over the years this fiscal model has reversed with the State contract now providing about 15 percent of the total ECDC budget and the General Fund contributing about 25 percent of the program revenues. Currently parent fees make up 46 percent of the revenues and the Novartis contribution makes up 11 percent of the total revenues.

Detailed below are the residency demographics and program enrollment for the 08/09 school year.

Student Residency Demographics 2009

Resident	62 (66%)
Work in Emeryville	25 (27%)
94608	1 (01%)
Greater East Bay	6 (6%)
<i>Total</i>	<i>94</i>

Program Enrollment 2009

Infants	11 (12%)
Toddlers	17 (18%)
Pre-Kindergarten	66 (70%)
<i>Total</i>	<i>94</i>

Since the inception of ECDC, there have been concerns with the program's fiscal sustainability. To address the more recent issues, staff has requested City Council approval for financial, programmatic, and staffing modifications several times over the past four fiscal years.

Fiscal Year 04/05

- Staffing reorganization and budget adjustments that included elimination of a vacant part-time office assistant and a vacant teacher position

Fiscal Year 05/06

- Elimination of the Infant Care Program for the 2005 school year
- Staffing reorganization and budget adjustments that included the elimination of the Assistant Director and Master Teacher positions
- The addition of (2) full-time Program Coordinators (time divided 50 percent to classroom work and 50 percent to program coordination including curriculum development and operational/administrative oversight)
- Reduction of full time teachers from 17.5 to 15 FTE due to the elimination of the infant program

Fiscal Year 06/07

- Approval of a three-year funding agreement with Novartis VAD for \$175,000 each year which allowed for the reinstatement of the infant program for at least three years beginning with the 2006 school year

Fiscal Year 07/08

- Mid Cycle Budget adjustments to add 5 part-time teachers (2.5 FTE) to back fill staffing in the Infant program for the 2007 school year

May 6, 2008

- Update to the Council with concerns about rising operational costs of the ECDC, the status of the various revenue sources including projections that by fiscal year 2011/12 the Child Development fund would be operating in a deficit position
- Provided participant demographics
- Staff sought direction on significant issues that would affect the operational and financial aspects of the program including:
 - What population should receive priority for childcare services?
 - Should we continue to provide subsidized care as dictated and compensated by the state grant?
 - Should tuition increases be tied to the Bay Area CIP?
 - Can the City continue to afford the General Fund investment of \$442,000+ annually to this program; is there a cap on the amount of General Fund investment the City is willing to devote to this program?

DISCUSSION

The Center currently operates with tuition, state grant funds, and a General Fund investment (FY 08/09 = \$427,000) as its three main revenue streams. This current business model has both advantages and disadvantages.

The advantages of this model are that roughly 30 economically challenged families living and working in Emeryville, as well as the surrounding area, have access to quality, full-time childcare via the state grant. The state grant pays approximately \$8,160 per grant recipient per year or 49.6 to 69.3 percent of a child's tuition costs.

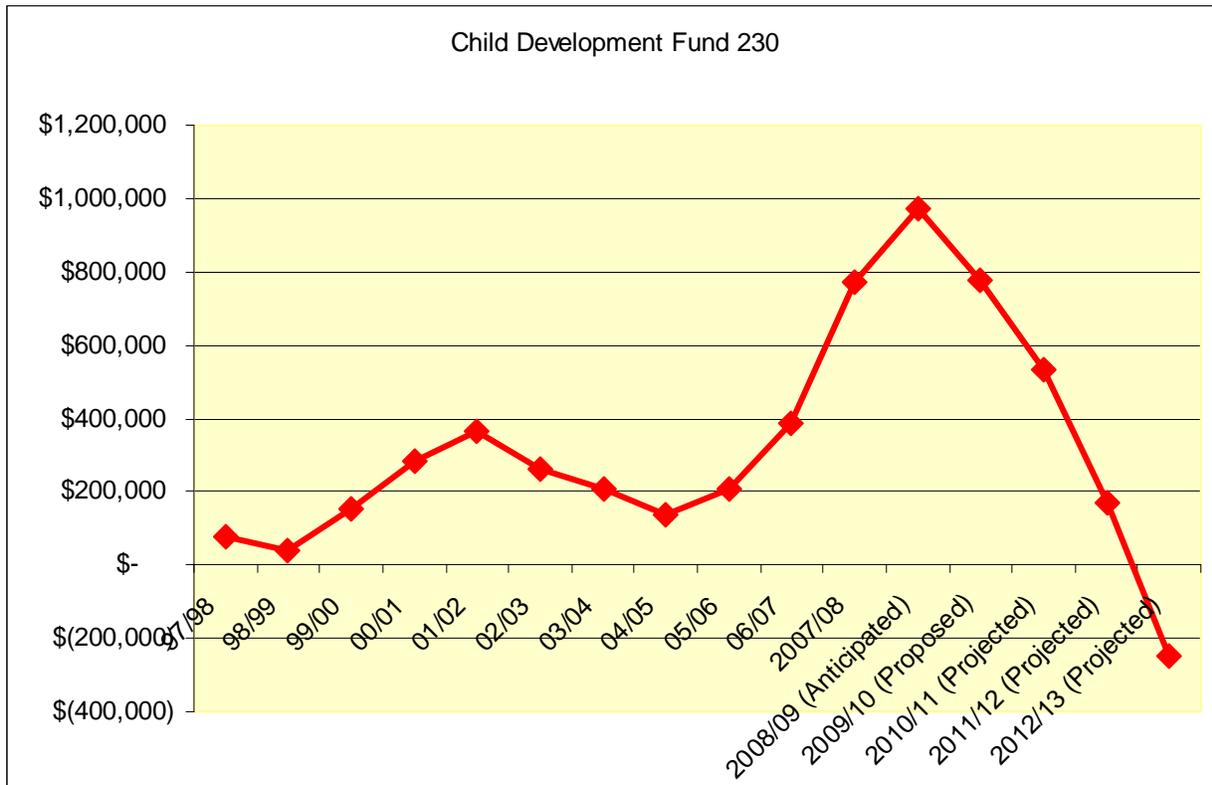
The disadvantages of this model is that it is costly to maintain. The state grant comes with major administrative reporting requirements. These mandated reports take up much of the Center Manager's time in order to assure compliance. The state grant also requires the program to maintain higher teacher/student ratios. This requires the City to employ more teachers and staff which increases our employment costs.

Finally, the Council has elected to tie tuition increases to the Bay Area CPI, thus tuition costs will be increasing 2.33 percent for the 09/10 school year while employment costs, historically, experience an approximate annual increase of 5 percent year-over-year.

Below is a history of program generated revenues and expenses for the Child Development Center:

	FY0405	FY0506	FY0607	FY0708	FY 0809 (Projected)
Tuition Revenues	\$ 612,371	\$ 644,743	\$ 847,957	\$ 845,391	\$ 712,773
State Revenues	\$ 233,682	\$ 258,000	\$ 215,797	\$ 280,084	\$ 261,000
Program Generated Revenue Subtotal	\$ 846,053	\$ 902,743	\$ 1,063,754	\$ 1,125,475	\$ 973,773
General Fund Investment	\$ 450,000	\$ 450,000	\$ 475,000	\$ 500,000	\$ 427,000
Novartis Donation	-	-	\$ 175,000	\$ 175,000	\$ 175,000
Interest Earnings & Misc	\$ 6,190	\$ 4,549	\$ 14,184	\$ 22,867	\$ 23,000
Total Program Revenue	\$ 1,302,243	\$ 1,357,292	\$ 1,727,938	\$ 1,823,342	\$ 1,598,773
Program Expenditures	\$ 1,376,123	\$ 1,341,529	\$ 1,355,113	\$ 1,443,671	\$ 1,425,436
Revenues less Expenditures	\$ (73,880)	\$ 15,763	\$ 372,825	\$ 379,671	\$ 173,337

Due to the historical structural imbalances between revenues and expenditures, the Child Development Fund (Fund 230) reached a fund balance low of \$37,775 in FY98/99. Program reductions and staffing reductions were implemented in attempt to make the program more cost effective. Starting in 2006, thanks to the generous annual donation of \$175,000 by Novartis VAD for a three-year period, the center became more fiscally sound, was able to reinstate the infant care program and operate under the existing business model that includes acceptance of the state grant. However, the annual donations expire at the end of the 08/09 fiscal year. The expiration of the Novartis donation, coupled with escalating operating costs that out pace tuition/grant revenues will cause the Child Development Fund to require dramatically increased General Fund Investment in 2012/2013 in order to continue operations at the current level.



The graphs and tables detail the severity of the situation if the City continues under the current business model. The graph on the previous page projects the imbalance between revenues (tuition increases estimated at 3 percent per year) and expenditures (employment costs estimated at 5 percent per year) on the fund balance over the next seven (7) years with the assumption of a discontinuation of the Novartis donation. The tables below show that by fiscal year 12/13 the annual General Fund investment will need to increase from \$442,000 to \$889,918. By FY14/15 the annual General Fund investment will be over \$1 million.

	FY 0809	FY0910	FY1011	FY1112	FY1213	FY1314	FY1415	FY1516
Tuition Revenues	\$ 713,711	\$ 730,340	\$ 752,251	\$ 774,818	\$ 798,063	\$ 822,005	\$ 846,665	\$ 872,065
State Grants	\$ 260,000	\$ 260,000	\$ 260,000	\$ 260,000	\$ 260,000	\$ 260,000	\$ 260,000	\$ 260,000
Total Program Revenues	\$ 973,711	\$ 990,340	\$1,012,251	\$1,034,818	\$1,058,063	\$1,082,005	\$1,106,665	\$1,132,065
General Fund Investment	\$ 427,000	\$ 442,000	\$ 442,000	\$ 442,000	\$ 442,000	\$ 442,000	\$ 442,000	\$ 442,000
Novartis Donation	\$ 175,000							
Investment Earnings & Misc	\$ 23,000	\$ 4,036	\$ 4,951	\$ 5,100	\$ 5,253	\$ 5,410	\$ 5,572	\$ 5,740
Total Revenues	\$1,575,711	\$1,432,340	\$1,454,251	\$1,476,818	\$1,500,063	\$1,524,005	\$1,548,665	\$1,574,065
Program Expenditures	\$1,425,436	\$1,723,588	\$1,794,767	\$1,869,506	\$1,947,981	\$ 2,031,880	\$2,119,906	\$2,212,266
Revenues less Expenditures	\$ 150,275	\$(291,248)	\$(340,516)	\$(392,688)	\$(447,918)	\$ (507,875)	\$ (571,241)	\$ (638,201)
Year End Anticipated Fund Balance	\$ 921,049	\$ 629,801	\$ 289,285	\$(103,403)	\$(551,321)	\$(1,059,196)	\$(1,630,438)	\$(2,268,639)

Anticipated General Fund Investment	FY 0809	FY0910	FY1011	FY1112	FY1213	FY1314	FY1415	FY1516
Current Budgeted Investment	\$427,000	\$442,000	\$442,000	\$442,000	\$442,000	\$442,000	\$ 442,000	\$ 442,000
Needed Additional Investment	\$ -	\$ -	\$ -	\$103,403	\$447,918	\$507,875	\$ 571,241	\$ 638,201
Total General Fund Investment Needed	\$427,000	\$442,000	\$442,000	\$545,403	\$889,918	\$949,875	\$1,013,241	\$1,080,201

ANALYSIS

At the May 6, 2008 City Council meeting, the Council provided direction to staff in a number of areas regarding future operations of the center including:

- ECDC will serve Emeryville residents, children of parents who work in Emeryville and residents in the 94608 zip code only
- Eliminate the state grant as long as it was cost neutral to Emeryville residents
- Consider creating a sliding scale fee structure to serve a wider range of family incomes
- Keep the tuition increases tied to the Bay Area CPI
- The contribution to the program from the general fund would depend on the financial health of the city and its ability to contribute
- Develop several program alternatives that could address the programmatic and fiscal structure imbalances and present these to the City Council for consideration and adoption.

Staff has identified four possible alternatives that could be utilized for the future operation of the Emeryville Child Development Center program. Each alternative has its own unique advantages, challenges and financial implications. Our goal is to have the City Council consider each alternative and provide staff with direction as to a preferred program model that we will bring back to council by August 2009 with a business plan and a final implementation strategy. The proposed program alternatives are as follows:

Alternative #1 – Existing Model (Status Quo with minor modifications)

Service Provider	Ages Served	Funding Sources 08/09 Fiscal Year	Advantages	Challenges	Financial Implications
<i>City of Emeryville</i>	<i>4 mo to 5 years</i>	<i>\$427,000 General Fund \$245,000 State Grant \$712,773 Parent Fees \$10,752 Interest, late fees, rental fees \$175,000 Novartis *</i> <i>*(Novartis funding contract expires in July 2009)</i>	<i>City maintains control of the program operations;</i> <i>Meets the original program objective of providing very low cost childcare to families that qualify for the subsidized program and prepares children for successful entry into the educational system</i>	<i>Salaries and benefits increase at a rate higher than the rate that fees can be adjusted (average Bay Area CPI);</i> <i>Staffing changes made since 04 (net loss of 3.8 FTE without a reduction in program size) is limiting management’s ability to efficiently comply with the requirements of the state grant due to the extensive administrative paperwork and documentation, and still maintain the level of program quality to stay competitive.</i>	<i>Costs outstripping revenues which will result in a projected CDC Fund deficit in fiscal year 2012/13;</i> <i>State grant does not reimburse the city for all costs to provide service to subsidized children;</i> <i>Cost for a consultant to monitor the grant ranges between \$13,000-30,000, These costs could be covered by additional funding from Child Development fund.</i>

The City would continue to operate the program for 94 children using the three existing revenue streams; tuition, General Fund investment and contract earnings from the State Department of Education. Staffing changes that were made in fiscal year 05/06 have not been ideal. The creation of two (2) Program Coordinator positions each working 50 percent in the classroom and the other 50 percent as administrative support is not working effectively, as each Program Coordinator

spends on average of 75 percent of the time working in the classroom. The State contract requires extensive administrative responsibilities which currently consumes up to 75 percent of the Center Manager’s time. As a result, the quality of service to children and families is being compromised.

For continued success of the program, it is vital that the Center Manager has the ability to devote an adequate amount of time to supervising, mentoring and the professional development of staff. The most cost effective solution with the current staffing structure is to contract with the a consultant that is knowledgeable on all State requirements and has worked with Alameda County First Five and the State Contractors network.

As stated previously, the continuation of the present model will result in the General Fund Investment increasing each year to \$1 million by fiscal year 14/15.

Implementation timeline: Approximately three months to hire a consultant to manage the state contract.

Alternative #2 – Third Party Child Care Provider to Operate the Center

Service Provider	Ages Served	Funding Sources	Advantages	Challenges	Financial Implications
<i>Third Party child care provider</i>	<i>Infant to 5 years</i>	<i>Parent Fees Grants Fund raising efforts</i>	<p><i>Would still provide community members with infant, preschool age and child care services;</i></p> <p><i>City gains revenue from lease of the facility;</i></p> <p><i>In lieu of a building lease rental fee, the provider could offer scholarships for 15-20 low income families;</i></p> <p><i>Meets the objectives of the ECDC program;</i></p> <p><i>The General Fund investment could be redirected to other City services/programs;</i></p>	<p><i>Third Party provider may have higher educational qualifications for staffing which our current staff may not possess (i.e. AA or BA degrees);</i></p> <p><i>Elimination of City staff (labor relations implications.);</i></p>	<i>Could eliminate the need for a General Fund Investment that could be redirected to other services and programs;</i>

In this alternative the City would enter into an agreement with a third party child care provider to assume operations of the program. The City would lease the ECDC building to the provider but would continue to be responsible for major maintenance of the building and grounds (with the cost for the maintenance paid for through the lease agreement). The provider would be responsible for all of the day-to-day operations of the program including providing qualified personnel, training, supplies and equipment, licensing, promotion, registration, liability, janitorial services and management of the center. The cities of Mountain View, Los Altos and Martinez and one of the large employers in Emeryville use this type of arrangement for the provision of child care services. With this alternative the City would be able to discontinue the General Fund Investment of

approximately \$427,000 per year. Tuition charged by these third party providers is comparable to market-rate tuition fees charged by ECDC.

Fiscal Implications: This alternative is the most fiscally sound if the City wishes to continue to offer childcare services to low income residents. The Center and its program would be created and run by a third party provider whose core competency is providing child care and preschool education services. The City would retain ownership of the building and collect a portion of the tuition fees as rent from the childcare center. The initial savings to the General Fund is approximately \$350,000. A portion of the rent collected from the third party provider would be budgeted to provide ongoing maintenance of the building, which is approximately \$60,000 per year. Another portion of the rent would be deposited into the Major Maintenance Fund for major repairs to the Center, such as a roof. Currently the Child Development operating budget deposits \$37,000 into the Major Maintenance Fund in anticipation of future major repairs. Furthermore, depending upon structure of the contract, the remainder of the rent could be used by the City to fund tuition scholarships to low income Emeryville residents who wish to use the Center’s services.

Implementation timeline: A transition timeline of fifteen to twenty four months; (prior to the opening of the September 2011 school year) is anticipated as selection of this model may involve bargaining with SEIU 1021. The transition to this model would require the issuance of a RFP to third party child care providers, interviews, selection of a provider and contract approval. We would also use this transition time to work with existing staff to provide training that would potentially make them competitive for positions with the third party provider. This would also provide parents with time to find alternative day care if they chose not to continue with the new provider.

Alternative #3 – Program Reduction/Relinquish State Grant and Adopt a Sliding Fee Scale

Service Provider	Ages Served	Funding Sources	Advantages	Challenges	Financial Implications
<i>City of Emeryville</i>	<i>4 mo to 5 years</i>	<i>Parent Fees General Fund investment</i>	<i>Center would operate in a fiscally positive environment with no increase to the current general fund investment; Elimination of the administrative burden by not having to administer the state grant; Meets the objectives of the ECDC program;</i>	<i>Elimination of full time staff (labor relations implications.); Would be serving a smaller number of participants than current program;</i>	<i>Center would operate in a fiscally positive environment with no increase to the current general fund investment;</i>

For this alternative the City would continue to offer the program to all age groups but reduce the total number of children served to 48 (4 infants, 8 toddlers, and 36 Pre-K) instead of the current 94 (11 infants, 17 toddlers, and 66 Pre-K) and eliminate the state grant funding. The City is currently slated to receive state funding for the 2009/10 school year and will need to notify the State in December 2009 if we do not intend to accept the grant for the 10/11 school year. For the 10/11 school year ECDC would have one subsidized child in the program that would need to be

transitioned to a sliding scale since we would no longer be receiving the grant. ECDC would also not accept new children into the program until the 11/12 school year to achieve the 48 child cap.

Relinquishing the Grant and moving to a sliding scale would require a complete revamping of the Child Development Program. If the program were decreased to 48 children and with the higher teacher child ratios, total center staff could be reduced to 1 FTE Center Manager, 5 FTE teachers, 0.5 FTE Cook, and 1 FTE program coordinator. Under this model the center could provide 50 percent of the available openings for moderate to very low income families.

Implementation timeline – A transition timeline of fifteen months (i.e., the beginning of the 10/11 school year) as selection of this model may involve bargaining with SEIU 1021.

Fiscal Implications

Acceptance of the State Grant provides a guaranteed funding stream that allows for economically challenged families in the Emeryville area to obtain full day child care. The grant pays between 49 percent and 69 percent of tuition fees. Of the 28 children currently enrolled in the program who are subsidized by the State Grant, 25 are residents of Emeryville. Of the 25 recipients 17 have no co-pay and the remaining grant recipients have a co-pay between \$60 and \$250 per month.

The concept behind a sliding scale is that all participants would pay some tuition costs based upon annual household income and number of family members living in the home. For example, in FY 09/10, an Emeryville resident family of three earning an annual income between \$0 and \$29,139 would be expected to pay tuition costs of \$182 for infants/toddlers or \$147 for pre-Kindergarten.

This model would generate approximately \$581,000 in tuition fees. With lower projected tuition revenues, coupled with lower projected operating expenses, the Center would be able operate in a fiscally positive environment without any increased investment from the General Fund over what is currently provided. It is recommended with this model that the operating costs for the Child Development Fund be fully transferred to the General Fund, as with the other Community Services departments, and the Child Development Fund closed. The operating budget for the center would decrease approximately 54% percent. Projected operating budget may look as follows:

EXAMPLE BUDGET	FY 09/10	FY10/11	FY11/12	FY12/13	FY13/14	FY14/15
Tuition Revenues	\$ 581,346	\$ 598,786	\$ 616,750	\$ 635,252	\$ 654,310	\$ 673,939
General Fund Investment	\$ 442,000	\$ 442,000	\$ 442,000	\$ 442,000	\$ 442,000	\$ 442,000
Interest Earnings & Misc	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
Total Program Revenue	\$ 1,026,346	\$ 1,043,786	\$ 1,061,750	\$ 1,080,252	\$ 1,099,310	\$1,118,939
Program Expenditures	\$ 792,500	\$ 821,375	\$ 851,694	\$ 883,528	\$ 918,030	\$ 954,751
Revenues less Expenditures	\$ 233,846	\$ 222,411	\$ 210,056	\$ 196,724	\$ 181,280	\$ 164,188

Alternative #4 – Discontinue Providing Full Day Child Care Services and Provide Recreational Preschool Programs

Service Provider	Ages Served	Funding Sources	Advantages	Challenges	Financial Implications
<i>City of Emeryville</i>	<i>3-5 years</i>	<i>Parent Fees</i>	<p><i>Fee based recreational activities for 3-5 year children are cost effective by using part-time staff;</i></p> <p><i>We would see a net savings of from the General Fund Investment that could be redirected to other City services/programs;</i></p> <p><i>We would be meeting the objective of providing skills for successful entry into the educational system;</i></p>	<p><i>Parents would need to find other child care options;</i></p> <p><i>Necessity to eliminate full-time staff (Labor relations implications);</i></p> <p><i>Doesn't meet the objective of providing full-time child care;</i></p>	<p><i>The General Fund investment could be redirected to other City services/programs; we would still need to provide funding of approximately 60K for utilities and major maintenance of the building;</i></p> <p><i>As a fee-based program donations would need to be acquired in order to provide scholarships for low income families;</i></p>

In this alternative the City would discontinue providing full-day child care services. Most other cities do not directly provide full-day child care services (see Attachment A) but do provide recreational activities and partial day care for children 3-5 years of age (e.g.: Parent and Me, Tot Time, Kindergarten Readiness) through the use of part-time staff as program leaders and with parent fees covering all program costs.

This model would consist of programs that operate three hours per day and two to five days per week (6-15 hours per week depending on the program). The program would be play-based where children would learn social skills, develop fine and gross motor skills and gain concepts needed for successful entry into the educational system. This type of program is license exempt because the children attend less than 16 hours per week.

Implementation timeline – Twelve months would allow for a transition period for parents to seek other child care options with completion by the start of the 2010 school year.

SUMMARY

The City of Emeryville has been providing child care services through the ECDC for thirty years. Providing these services is expensive and requires City of Emeryville to devote a significant investment in general fund revenues to sustain the program. If the current model of child care services is maintained then the commitment of general fund investment will continue to increase up to \$1 million by fiscal year 14/15. If the City cannot commit to this level of general fund investment into the future then an alternative program model will need to be adopted prior to fiscal year 2012/13 when the Child Development Fund is depleted. Each of the four alternatives presented have specific advantages, disadvantages, and financial implications. They also differ in how they meet the original mission of the ECDC program which was to provide full-time child care to low income families and prepare children for successful entry into the educational system.

Alternative #1 Existing Model

Program Objectives: The existing model meets the original program objectives of the ECDC by providing full-time child care to low income families and prepares children for successful entry into the educational system.

Financial Implications: The existing model allows the City to provide low cost full day care to low income families through a state grant but relies on a significant investment from the General Fund of \$427,000 with increases expected to reach \$1million by fiscal year 14/15.

Alternative #2 Third Party Child Care Provider to Operate the Center

Program Objectives: This alternative would meet all of the original program objectives of the ECDC by providing full-time child care. Stipulating in an agreement with the Third Party Provider that they would provide low income families with scholarships in lieu of (or reduced) lease payments to the City would meet the objective of having full-time child care available to low income families. The City could also expect the Provider to offer a curriculum that prepares children for successful entry into the educational system.

Financial Implications: This model should eliminate the need for a General Fund investment since the Third Party Provider would assume responsibility for staffing, supplies, equipment and other operational costs. Major maintenance costs for the ECDC facility would be recouped through fees charged to the Third Party Provider. Cost savings of \$450,000 annually would help address the long term financial gap.

Alternative #3 Program Reduction/Relinquish State Grant/Adopt a Sliding Fee Scale

Program Objectives: This model would meet the original program objectives of the ECDC by providing full-time child care at a reduced fee for low income families and would also provide children with skills necessary for successful entry into the educational system. The reduction in the numbers of participants would limit the availability of full-time child care for working families.

Financial Implications: The City would be giving up a guaranteed funding stream by relinquishing the state grant but through reductions in staffing we would be able to maintain the program for many years with the current level of General Fund investment of approximately \$450,000 annually.

Alternative #4 – Discontinue Providing Full Day Child Care Services and Provide Recreational Preschool Programs

Program Objectives: This model would only partially meet the original program objectives of the ECDC because while it would not be providing full-time child care to low income families, the City would still be able to provide children with the skills necessary for successful entry into the educational system.

Financial Implications: The City would be able to discontinue the General Fund investment since the program would be funded through parent fees that would cover the cost of part-time staff that would lead the program. Savings of \$450,000 annually would help address the long term financial gap.

NEXT STEPS

Staff is requesting that the Council select a preferred alternative for the future operation of the Emeryville Child Development Center. Staff will return to a council meeting in August 2009 to present a business plan and a final implementation schedule for the preferred alternative.

MELINDA CHINN
Community Services Director

**APPROVED AND FORWARDED TO THE
EMERYVILLE CITY COUNCIL**

PATRICK D. O'KEEFFE, City Manager

Attachments

- A. Matrix of City Sponsored programs for children age 0-5

Attachment A

Pre-school: Partial day several days per week**Child Care:** Full day care for working parents**License exempt:** Programs where children attend fewer than 16 hours per week are license exempt**0-5 Programs by City**

City/Agency Population	Type of Program	Ages	Hours of operation	Operating Organization	Number of Facilities/ Children	Staffing	Annual Expenditures	Annual Revenues and Sources of Funding	Comments
Emeryville 10,087 residents	Child Care: Licensed	4 mos to 5 years	M-F 7am - 6pm	City of Emeryville Community Services Dept	One City owned and maintained building 11,000 sq.ft.; 94 Children	24.1 FTE (21 full-time; 11 part-time)	\$1,599,487	\$1,598,752 \$427,000 General Fund \$10,752 misc \$245,000 State Dept of Ed \$740,000 Parent Fees \$175,000 Novartis *	Breakfast, lunch and daily snacks provided. 100% Employee PERS paid by City; Medical coverage provided by City;
Mountain View 70,708 residents	Child Care: Licensed	6 weeks to 5 years	M-F 7am - 6pm	Children's Creative Learning Center Inc.	One City owned and maintained building 7,000 sq ft; 94 Children	17.5 FTE (1 f/t director, 16 f/t and 1 p/t teachers)	\$1,331,131	\$1,368,723	Through the partnership with Children's Creative Learning Center the city receives \$210,000 per year in fees from the operation of the program.
Newark 44,000 residents	Child Care: Licensed	3 to 5 years	M-F 7am - 6pm	City of Newark Recreation and Community Services Dept	One City owned and maintained building; 48 Children	5.6 FTE (All staff full-time)	\$500,000 (does not include janitorial or major maintenance costs.)	\$500,000 \$320,000 Parent Fees \$180,000 City Investment	Daily snacks provided. Parents must provide lunches. No staff for meal preparation. Employees pay 8% toward PERS; City does not provide staff with medical coverage but it is available for purchase by employees. Newark is a Total Compensation Employer so salaries are higher so that staff can pay for their 8% PERS contribution and medical insurance if necessary
Albany 16,800 residents	Pre-school; Licensed Parent Co-Op	2.9 years through Kindergarten	M-F 9am-12noon and 12-3pm	Albany Preschool	One City owned facility; 24 children per class time	n/a	n/a	n/a	City provides free use of a city facility
Alameda 74,581	Pre-school: license exempt	6 mos to 3 years; 3-5 years	Children attend 6-15 hours per week depending on age	City of Alameda Parks and Recreation Dept	Five City owned facilities.	4 FTE (All staff part-time)	\$300,000	\$300,000 covered by parent fees	All Pre-school only using part-time staff
Berkeley 104,534	Pre-school: license exempt	2-4 years	Children attend 6-9 hours per week	City of Berkeley Parks, Recreation and Waterfront Dept	Four City owned sites	.75 FTE	n/a	All expenditures are covered by parent fees	Program is very popular and is always full

City/Agency Population	Type of Program	Ages	Hours of operation	Operating Organization	Number of Facilities/ Children	Staffing	Annual Expenditures	Annual Revenues	Comments
Hercules 23,360	Pre-School "Tiny Tots"	3 and 4 year olds	Mon, Wed, Fri for 4 y.o. only = 9am-12pm / Tue + Thu for 3 y.o. only = 9am-11am	City of Hercules	Two School owned sites, 3 y.o. "lil learners" = 36-48 children / 4 y.o. "pre-k's" = 48 children	17 FTE (2 ft supervisors and roughly 30 p/t teachers)	n/a	n/a	Receive requests to open a child care center for 0-5 but no plans to do so in the near future
Livermore Area Recreation and Park District 80,723	Pre-school: license exempt	6 months to 6 years	Children attend 1.25 - 15 hours per week depending on age	Livermore Area Recreation and Park District	Six sites - 2 District owned, 2 shared and 2 on school sites	5 FTE (10 p/t staff)	\$206,053	\$297,550	Teachers are part-time non-benefited staff
Martinez 36,818	Child Care: Licensed	2 years through Kindergarten	7am - 6pm	Lasting Impresions	One city owned facility	n/a	n/a	n/a	City discontinued offering child care programs. Wasn't a good fit for the City
Oakland 412,318	Parent/Child playgroups Drop-in; free	6 years and under	MWF 9:30am - 12noon	MOCHA	Operates at three City Facilities	n/a	n/a	n/a	n/a
Pleasant Hill 33,638	Pre-school: both license exempt and community care licensed	2.6 years to 6 years / school year only (Sep-Jun)	9am-12pm with optional 12pm-2pm extended care available	Pleasant Hill Recreation and Park District	Two programs located in two separate city facilities --> 60 in licensed care, 103 in comm care	7 FTE (12-15 p/t staff that work b/w 10-30 hrs/wk)	\$167,000 (not including maintenance or janitorial)	\$363,000	no snacks or lunch provided by district.
San Leandro 81,442	Pre-school: license exempt	1.5 years to 5.5 years	Children attend 3-15 hours per week depending on age	City of San Leandro Recreation and Human Services Dept	Two City owned and maintained facilities	n/a	n/a	n/a	The city provides the SLUSD Adult School Program \$5,000 (Per the Community Asstance Program) to help pay for child care at the Adult School Facility.



MEMORANDUM

DATE: December 15, 2009

TO: Patrick D. O’Keeffe, City Manager

FROM: Melinda Chinn, Community Services Director

SUBJECT: Resolution of the City Council of the City of Emeryville Issuing a Request for Qualifications for Providers of Infant and Preschool Child Care Services for the Emeryville Child Development Center

RECOMMENDATION

Staff recommends that the City Council of the City of Emeryville approve the issuance of the attached Request for Qualifications for Providers of Infant and Preschool Child Care Services for the Emeryville Child Development Center (Center).

BACKGROUND

At the June 6, 2009 Council Advance, staff presented to the City Council four possible alternatives for providing child care services at the Center (Staff report attached as Attachment D). The purpose of that report was to inform the Council of the severe financial imbalance of the current program and receive direction on a preferred method for providing child care services at the Center into the future. Staff presented four alternatives with the financial implications of each and how closely the alternatives met the program objectives of providing full-time child care for low income families that reside or work in Emeryville and providing children with the skills necessary for successful entry into the educational system. The four alternatives included: 1) Retain current model; 2) Contract with a third party provider to operate the program; 3) Program reduction, relinquish state grant, and adopt a sliding fee schedule; and 4) Discontinue providing full-day child care services and provide recreation preschool programs.

The Council gave staff direction to continue with the current program for the time being but requested that staff return to a future council meeting with information on how the program could remain workable and financially stable while providing a quality program and opportunities for low-income families that reside or work in Emeryville. Possible suggestions included relinquishing the state grant, research possible alternatives for providing meals to the participants, fundraising efforts and possibly collaborating with the EUSD where possible. On a parallel track, staff was also directed to issue a Request for Qualifications to third-party child care providers to obtain information on this method of service delivery for comparison purposes between that type of child care program and our existing city-operated program. While preparing this RFQ staff researched similar documents from both the City of Menlo Park and the City of Mountain View.

The City of Mountain View contracts with a third party provider to operate an infant and preschool program in a city facility. In 2006 the City of Menlo Park issued a RFP for a third-party provider to take over operations of their preschool and school-age child care programs but

decided to continue with the city-run program when the two proposers withdrew their proposals. The City of Menlo Park, Parks and Recreation Commission is revisiting this issue and plan to release an RFP for a third party provider in February of 2010.

DISCUSSION

The ECDC program is very expensive to operate and costs will continue to escalate to the point that by 2013 the investment from the city's general fund will exceed \$1M which is over double the current investment of \$442,000 for FY 2009/10. Our goal is to provide the best program possible in the most cost effective manner. The information we receive from these proposals will help us determine if there are options for providing a program that match or exceed our level of service while reducing the cost to the city's general fund.

The RFQ will be distributed beginning December 16, 2009. There will be a mandatory pre-proposal conference and tour of the Center on Wednesday, January 13, 2010. The final proposals will be due on Wednesday, February 24, 2010. Staff plans to return to a council meeting in April 2010 to present the findings from the responses to this RFQ and information about possible modifications to the current child care program that were discussed at the June 6, 2009 Council Advance.

If the Council members would be interested in having a tour of the Mountain View child care facility that is operated by a third-party provider then staff would be able to arrange a visit in early January. The Community Services Bus could be used to provide transportation. The Council members could discuss possible dates they are available and direct staff to proceed with making the arrangements for a tour.

FISCAL IMPACT

There is no financial impact by issuing this RFQ.

MELINDA CHINN
Community Services Director

APPROVED AND FORWARDED TO THE EMERYVILLE CITY COUNCIL

PATRICK D. O'KEEFFE, City Manager

Attachments:

- A. Draft RFQ
- B. Insurance Requirements
- C. Living Wage Ordinance

D. June 6, 2009 Staff Report to City Council

RESOLUTION NO.

**RESOLUTION OF THE CITY COUNCIL OF THE CITY OF EMERYVILLE ISSUING
A REQUEST FOR QUALIFICATIONS FOR PROVIDERS OF INFANT AND
PRESCHOOL CHILD CARE SERVICES FOR THE EMERYVILLE CHILD
DEVELOPMENT CENTER**

WHEREAS, The Emeryville Child Development Center (“Center”) has been in operation since 1979 and;

WHEREAS, The Center provides care to a total of 94 children (84 FTE) ages four months to five years and;

WHEREAS, the costs for operating the Emeryville Child Development Center are rising dramatically and by fiscal year 2013 will require a general fund investment of over \$1M which is double the general fund investment of \$442,000 for FY 08/09, and

WHEREAS, at the June 6, 2009 Council Advance staff presented the Council with four alternatives for future operation of the Center one of which was the possible provision of child care services at the Center by a third-party provider, and

WHEREAS, the Council gave staff direction to issue a Request for Qualifications to third party child care providers to obtain information on this method of service delivery for comparison purposes between that type of child care program and our existing city-operated program, and

WHEREAS, staff has prepared a draft RFQ and if approved will be distributed to third-party providers, now, therefore, be it

RESOLVED, that the City Council of the City of Emeryville hereby authorizes the issuance of a Request for Qualifications for providers of infant and preschool child care services at the Emeryville Child Development Center

ADOPTED, by the City Council of the City of Emeryville at a regular meeting held Tuesday, December 15, 2009, by the following vote:

AYES: _____

NOES: _____ ABSTAINED: _____

EXCUSED: _____ ABSENT: _____

MAYOR

ATTEST:

APPROVED AS TO FORM:

CITY CLERK

CITY ATTORNEY



City of Emeryville
Request for Qualifications (RFQ)
For
Providers of Infant and Preschool Child Care Programs
At the Emeryville Child Development Center

MANDATORY
PRE-PROPOSAL CONFERENCE & FACILITY TOUR*

Wednesday, January 13, 2010
Emeryville Child Development Center
1220 53rd Street
Emeryville,
6:30-7:30 p.m.

RFQ RESPONSE DEADLINE

Wednesday, February 24, 2010
5:00 p.m.
Community Services Department
4321 Salem Street
Emeryville, CA 94608
Attn: Melinda Chinn, Community Services Director

*Please note: To alleviate any disruption to program staff and participants, site visits other than the mandatory pre-proposal conference and tour will not be allowed.

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1. BACKGROUND AND PROJECT DESCRIPTION

The City of Emeryville is a small urban city encompassing 1.2 square miles in the heart of San Francisco's East Bay Region, with a 2009 residential population of just over 10,000 and a daytime population of about 20,000 employees. The City was established in 1896 and grew into a center for industry and business during the early 20th Century. Prompted by the industrial decline of the 1980's, the City has experienced remarkable redevelopment during the life of the current 1987 General Plan. Today Emeryville is a dynamic mixed-use city, with diverse industry, both regional and local commercial centers, and new housing to support an increasing residential population.

In 2005, the Community Services Department was established to integrate the City's community services under a single department to maximize effectiveness and efficiency of service delivery as well as to coordinate the City's increasing efforts to address quality of life issues for the Emeryville community. The Community Services Department consists of four divisions: Community Services Administration, Child Development Programs, Recreation Programs, and Senior Programs. The Recreation Programs Division provides recreational, educational, cultural and social activities for all ages that strengthen the community by promoting a sense of pride and unity. The Senior Programs Division provides a comprehensive array of activities and services that promote healthy aging and contribute to the physical, emotional, and financial well being of older persons in the Emeryville community at the Senior Center.

The Child Development Programs Division operates a state licensed infant, and preschool program for 94 children ages four months to five years at Emeryville Child Development Center (i.e.; Center) at 1220 53rd Street. The Center is approximately 12,000 square feet and consists of two infant rooms, and three pre-Kindergarten rooms, multi purpose room, full-service kitchen, toilet rooms, staff offices, storage areas, lobby area, and three age-appropriate play areas (each are scheduled for complete renovation in late 2009). The program was the first city-run child care center in California. The program has been in operation since 1979 and located in its current facility since 1991.

The City of Emeryville is exploring various alternatives for the provision of child care services and will be carefully considering all options. Therefore, we are seeking information from experienced infant and preschool child care providers to determine if there are alternatives for providing child care services at the Center which match or exceed current service levels, while reducing the cost to the City's general fund. If a provider is considered, it is anticipated that the term of any lease or contract agreement would be subject to negotiation. If the city chooses to have a provider operate the program, it would most likely begin with the 2011-2012 school year.

2. SCOPE OF SERVICES

The Child Care Provider (Provider) shall provide information on how they would meet the following requirements:

- 2.1. Licensing and Accreditation – The program shall serve the licensing capacity of 94 children (12 infants, 18 toddlers, 64 Pre-K) and shall be licensed by the State of California Department of Social Services and maintain compliance with Title 22 licensing requirements. The ability to

obtain accreditation for the Center by the National Association for the Education of Young Children (NAEYC) is highly desired but not required

- 2.2. Schedule – Maintain a schedule that meets the needs of parents, matching or exceeding the hours and flexibility of the existing schedule as follows:

7:30 a.m. to 6:00 p.m. Monday through Friday except for legal holidays that are recognized by the City of Emeryville.
- 2.3. Enrichment Activities - The Provider shall facilitate children’s access to enrichment activities that are available throughout the region. The City encourages the Provider to provide creative ideas for offering a wide range of enrichment opportunities.
- 2.4. Staffing Ratios and Requirements - Meet or exceed staffing ratios and requirements for infant early preschool and preschool age children as specified in the licensing requirements of Title 22 of the California Code of Regulations. Job descriptions shall be developed and maintained for all positions including staff employed on a substitute or temporary basis. The Provider shall secure and maintain all staff licenses necessary to meet state licensing requirements.
- 2.5. Health and Safety - Enforce health and safety standards that are consistent with state regulations in such areas as administration of medications, emergency information forms, and exclusion of sick children. The Provider shall ensure that staff members receive ongoing training in the areas of basic first aid and cardiopulmonary resuscitation (CPR).
- 2.6. Emergency Procedures - Implement and follow emergency procedures and drills that are consistent with state laws. The Provider shall ensure that staff members receive ongoing emergency preparedness training and shall on an annual basis inform parents of enrolled children about the programs’ policies and procedures regarding emergency preparedness.
- 2.7. Sign-in and Sign-Out – Maintain sign-in and sign-out procedures in accordance with state licensing requirements.
- 2.8. Staff Development - Offer appropriate staff development activities on an ongoing basis in order to fully meet the child development skills needed to provide high quality care to children in the program.
- 2.9. Fee Schedule - Maintain a fee schedule for all services offered. Tuition and other fees shall be comparable to those charged by similar child care programs for similar services. The City requires that the Center serve families with financial need while still being self-supporting. The provider shall specify whether this is feasible and, if so, state its plan for serving families with financial need. The goal is that 30% of the program spaces be allocated to Emeryville low-income families. The City desires that the program serve Emeryville residents, families that work in Emeryville and families that live in the 94608 zip code. Currently, the City provides lower tuition to Emeryville residents. The Provider shall consider such a tiered fee structure and propose how it plans to ensure that the program continues to serve Emeryville residents.
- 2.10. Enrollment/Waiting List - Maintain a waiting list when the program is at licensed capacity and enrollment policies with respect to currently enrolled children, siblings, Emeryville residents,

and part-time care. The City expects that currently enrolled children will be given priority for re-enrollment. The City expects that Emeryville residents will receive priority in enrollment. The Provider shall have a policy for drop-in care; if it is to be offered (the Center does not currently offer drop-in care). The waiting list and enrollment policies shall be in writing and available to the City upon request.

- 2.11. Parent Involvement - Provide the opportunity for the establishment of a parent advisory committee. All interested parents shall be eligible for membership. The provider shall document parent feedback and shall conduct an annual parent survey and make the results available to the City.
- 2.12. Annual Review - Participate in an annual evaluation conducted by the City to ensure that the program continues to satisfactorily meet the quality standards and requirements stated in this scope of services. The agreement with the selected provider will include provisions for termination of the agreement if performance problems occur and are not satisfactorily resolved.
- 2.13. Liability Insurance - Secure and maintain for the full term of the agreement liability insurance for all aspects of the child care program, including but not limited to child accident insurance, professional liability and general program liability insurance, workers' compensation insurance, etc. The Provider shall secure said insurance at its sole expense. Insurance requirements are listed in Attachment B. The City of Emeryville shall be listed as additional insured.
- 2.14. Responsibility for Operating Costs - Pay all direct operating costs associated with the operation of the center including salaries and benefits, utilities, maintenance, telephone services, security, and janitorial costs. Provider shall maintain facility in good repair and shall replace and repair existing furnishings and equipment, which remain the property of the City. The City shall continue to provide major maintenance for the buildings and grounds to include, but not limited to, play yard repairs and renovations, landscaping, exterior building painting, fencing repairs, roof repairs, replacement of floor coverings
- 2.15. Rent Payments - Specify proposed amount of rent, if any, to be paid to the City.
- 2.16. Augmentations to Scope - The above scope of services specify the City's minimum requirements for meeting or exceeding the level of service currently provided by the City-run child care program. The Provider is encouraged to propose service enhancements, best practices and creative approaches that would result in the highest quality and most cost-effective program.

3. SUBMITTAL REQUIREMENTS

All proposals shall address the following items in the order and with the numbering listed below. Please be as concise and clear as possible in your responses.

Cover Letter/Application

Provide a cover letter/application including the name, title, address, and telephone

number and email address of the lead contact on this proposal and the signature of the person or persons authorized to represent the proposer. State your acceptance of the certifications listed in Section 4.4 a) below.

Table of Contents

Please provide a table of contents.

3.1. Qualifications and Background of Provider

- a) State your headquarters address and legal (corporate) status.
- b) Describe your organization's history/background, mission and the services you provide. Provide information on the location of your centers, and the ages and number of children you serve. Highlight any centers that are similar in size and nature to the program covered through this RFQ.
- c) Provide an organization chart for your agency/company.
- d) Describe your experience with NAEYC or NSACA accreditation. List all centers you operate that are accredited and describe any plans to achieve accreditation for centers not currently accredited.
- e) Submit complete audited financial statements for the two previous years, preferably prepared by a Certified Public Accountant. Include a balance sheet, income statement and complete Notes to the Financial Statements. In addition, include an unaudited statement for the previous year as of June 30, 2009.
- f) List the companies, cities or other entities, if any, with which you currently have contractual or lease arrangements to provide child care services. Describe your approach and success in managing relationships with these client entities. Provide up to three client references, including client entity name, contact person name, title, address and telephone number. Provide information regarding all contracts or agreements that have been cancelled, terminated or not renewed within the last five years.
- g) Provide three parent references, including parent name, center his or her child attends, address and telephone number.
- h) Describe your understanding of Emeryville and its child care needs.

3.2. Program, Curriculum and Schedule

- a) Explain your approach to child development and your program philosophy and goals.
- b) Describe your curriculum for each age group in the center. Include your approach to providing a diverse and multi-cultural environment.
- c) Provide sample daily curriculum and schedules for each age group.

- d) State your proposed hours of operation and schedule options (such as part-time schedules, drop-in care) to be offered at the center by age group.
- e) Describe your approach to child transitions between age groups.
- f) Describe your approach to providing care to children with special needs.
- g) Describe the special/support services and enrichment activities you will provide.
- h) Explain your nutrition policies and provide sample menus for each age group.
- i) Describe your approach to child behavior management and procedures for addressing problems that state whether you have any interest in expanding the age range or changing the age groupings to be served at the Center. If you feel facility changes would be necessary to accommodate such a proposal, please briefly describe these changes. Any such facility changes would be subject to City review and implemented at your sole expense.

3.3. Center Staffing and Management

- a) Provide your proposed organizational structure for this center.
- b) List the titles, responsibilities, qualifications, certifications, salaries and benefits for all staff positions at the center.
- c) Describe your compensation philosophy and benefits package and the percent of salary this represents.
- d) Current licensed capacity for the Center is as follows: 30 children age birth to 2.9 years, and 64 children age 3 years to 1st grade entry. For this licensed capacity, state the group size and adult-to-child ratios for each age group. If there are age groupings that you would consider being more optimal for the center, or additional age ranges you would like to serve, you may state the size and adult to-child ratios for such alternatives as well (i.e. provide both plans).
- e) Address how your staffing patterns will maintain adult-to-child ratios that promote high child care quality throughout the day, as enrollment varies and during staff absences.
- f) Explain your approach to employee recruitment, screening, performance evaluation and retention. Describe the turnover experienced by your centers (including the average turnover rates for your centers by position) for the past 12 months and the past five years. Describe any problems you have had and you have addressed them.
- g) If the Center operations are transitioned to a private provider, the City desires that current staff be given preference in filling center positions. Describe your plans for considering current City child care staff in the hiring process for the center.
- h) Describe your training program and approach to professional development for staff.

- i) Provide the names, titles, experience and qualifications of the staff that will be involved in center oversight at the agency/company level.
- j) Describe your systems of center oversight and program management.
- k) Identify any subcontractors that would be needed to perform the required services in the proposal and describe their role.

3.4. Quality Assurance, Risk Management and Insurance

- a) Summarize your agency's history with licensing, noting compliance issues that have arisen and how they have been resolved.
- b) State whether you would consider seeking accreditation for the Center and, if so, your timeline for completing this process. If you do not plan to seek accreditation, please explain why.
- c) Explain the tools/processes used by your agency for quality assessment.
- d) Describe your approach to risk management and specify monitoring tools. Describe procedures for responding to and correcting identified risks.
- e) Note and explain any litigation against your agency or its staff in the past ten years, including any pending litigation, related to the operation of your child care programs.
- f) Describe your child sign-in and sign-out procedures.
- g) Explain your process for transporting children to and from the center and during any field trips. What staff requirements and safety procedures you will institute?
- h) Describe your procedures for protecting child health and meeting standards. Refer to the City's requirements for insurance coverage (see Attachment A) and confirm your ability to provide such coverage.

3.5. Parent Involvement, Communication and Enrollment

- a) Discuss your philosophy of parent involvement within the center.
- b) Describe how you maintain communication between parents, center staff and management.
- c) Describe techniques to obtain and maintain enrollment.
- d) Describe policies by which children will be enrolled, matriculated or removed from the program. Include information about wait list procedures and policies for enrollment of currently enrolled children, Emeryville residents, siblings, part-time schedules and drop in schedules, if any.

- e) Explain your methods for assessing and maintaining parent satisfaction.
- f) Describe procedures for responding to parent concerns and complaints.
- g) Provide a sample parent handbook.

3.6. Tuition

- a) List proposed monthly tuition rates by age group. Include tuition for both full-time and any part-time schedules to be offered. State what, if any, tuition difference there will be between Emeryville residents and non-residents. List any additional charges or fees that may apply.
- b) State your approach to fee increases. Provide the average percentage fee increase you have implemented each year for the past five years.
- c) Describe your ability/plan to maintain tuition rates that are comparable to similar programs.
- d) The City will require that the provider serve families who cannot afford market rate care. Describe if and how your agency will be able to serve families with financial need.

3.7. Financial Information

- a) Provide a proposed annual budget for all center revenues and expenses, including the following categories. Provide a budget narrative with all relevant assumptions, including the notes requested below.

Revenues

- Tuition (noting monthly tuition by age group, subsidies offered to families with financial need and differential in tuition based on Emeryville residency)
- Other fees
- Grants and fund raising
- Other program revenues
- General support, if any, to be provided by the proposer's agency
- Support requested, if any, from the City of Emeryville (noting the expenses with which the proposer requests the City's assistance and projecting the level of assistance needed)

Expenses

- Salaries (noting staff ratios by age group, number of staff FTEs by position and anticipated salaries by position). Please note the requirement that the provider must comply with the City's Living Wage Ordinance which is explained in Attachment B (Chapter 31 of the City of the Emeryville Municipal Code)
- Benefits (noting benefits provided by position)
- Direct Operating Costs, including
 - Utilities
 - Food
 - Instructional materials and supplies
 - Liability insurance

- Facility, grounds and equipment maintenance
- Vehicle insurance, fuel, maintenance and depreciation or lease costs
- Custodial services
- Any other operating costs
- Any other costs
- Overhead to be charged to the program by the proposer's agency, if any
- Rent to be paid to the City of Emeryville, if any

The budget shall be based on the current enrollment and age groupings as described in Section 1 above. The Provider may also propose an alternative age grouping and submit additional budgets if it wishes.

3.8. Transition between Providers

- a) The City desires that the transition to a private provider, if it is to occur, will take place in time to begin operations for the 2011-2012 school year.
- b) Note any challenges associated with this start date and how you might address them.
- c) Based on this start date, provide a plan, including activities and timelines, for transitioning the center from one provider to another, both at the beginning of the lease or contract and at the end. Include a timetable for obtaining required state licensing, hiring staff, holding introductory parent meetings and other pertinent information.
- d) Explain how the continuity of care will be maintained and the disruption to the children will be minimized.

3.9. Assistance from City

- a) Specify what, if any, assistance from the City you would find helpful or necessary for the successful operation of the programs. Include here any assistance from the City, if any, that was built into your proposed budget in Section 3.7 above.

3.10. Augmentations to the Scope of Service

- a) Summarize any service enhancements, best practices and creative approaches included in your proposal that exceed the minimum requirements specified in the Scope of Services in Section 2.16.

3.11. Additional Information

- a) Provide other essential information that may assist in the evaluation of this proposal.

4. RFQ INSTRUCTIONS

4.1. Submittal of Proposals

- a) All proposals must be submitted according to the specifications in the section above. Failure to adhere to these specifications may be cause for rejection of the proposal. **Proposals shall be submitted by mail or in person by 5:00 p.m. on Wednesday, February 24, 2010 to:**

Melinda Chinn
Community Services Director
City of Emeryville
4321 Salem Street
Emeryville, CA 94608

Proposals received after that time will not be considered. No faxed or emailed proposals will be accepted. The proposer shall submit one original proposal, five paper copies, and one electronic copy of its proposal.

4.2. RFQ Timeline

RFQ issued	December 16, 2009
Pre-proposal conference and tour	January 13, 2010
Deadline for questions, clarifications	January 20, 2010
Deadline for receipt of proposals	February 24, 2010
Presentation of process results to City Council	April, 2010

4.3. Addenda/Clarifications

- a) Should discrepancies or omissions be found in this RFQ or should there be a need to clarify this RFQ, questions or comments regarding this RFQ must be emailed to mchinn@emeryville.org by January 13, 2010. Responses from the City will be communicated by email to all prospective proposers who attend the mandatory pre-proposal meeting. All addenda shall become part of this RFQ. The City shall not be responsible for nor be bound by any oral instructions, interpretations or explanations issued by the City.

4.4. Certification of Proposal Documents

- a) The cover letter/application included in the proposal submission shall include a certification by the proposer that they:
- Have carefully read and fully understand the information in the RFQ
 - Have the capability to successfully undertake the scope of work herein and complete the responsibilities and obligations of the proposal being submitted
 - Represent that the information contained in the proposal is true and correct
 - Did not in any way collude, conspire or agree, directly or indirectly, with any person, firm, corporation, City employee or other proposer in regard to the amount, terms or conditions of this proposal
 - Acknowledge that the City has the right to make any inquiry it deems appropriate to substantiate or supplement information supplied by the propose

4.5. Modification

- a) Once submitted, proposals cannot be altered without the prior written consent of the City.

4.6. Rights of the City of Emeryville

- a) This RFQ does not commit the City to enter into a contract, nor does it obligate the City to pay for any costs incurred in preparation and submission of proposals or in anticipation of a contract. The City reserves the right to:
 - Make the selection based on its sole discretion
 - Reject any and all proposals
 - Issue subsequent Request for Qualifications and/or Requests for Proposals
 - Remedy technical errors in the RFQ process
 - Negotiate with any, all or none of the proposers
 - Waive informalities and irregularities in the proposals that the City considers to be non-substantive
 - Enter into an agreement with another proposer in the event the originally selected proposer defaults or fails to execute an agreement with the City

4.7. Review Process

- a) The City will be reviewing the qualification proposals to determine adherence to information requested and proposals that most closely meet or exceed the current service levels while reducing the demand on the City's general fund. Staff will present the results of the process to the City Council. At that point the Council may or may not direct staff to pursue this RFQ alternative for the provision of child care services in Emeryville currently provided by the City.

4.8 Disqualification

- a) Factors such as but not limited to any of the following may be considered just cause to disqualify a proposal without further consideration:
 - Evidence of collusion, directly or indirectly, among proposers in regard to the amount terms or conditions of this proposal
 - Evidence of incorrect information submitted as part of the proposal
 - Evidence of a proposer's inability to successfully complete the responsibilities and obligations of the proposal
 - Outstanding litigation that could impinge on the proposer's ability to complete the responsibilities and obligations of the proposal

4.9. Questions

All questions pertaining to this RFQ must be emailed to Melinda Chinn, Community Services Director, at mchinn@emeryville.org by January 13, 2010. Responses to the questions will be provided to proposers that attend the mandatory pre-proposal meeting and site

visit. To alleviate any disruption to the program staff and participants, site visits other than the mandatory pre-proposal meeting will not be allowed.

Attachments:

- A. City's Insurance Requirements
- B. City's Living Wage Ordinance

DRAFT

Attachment B

D. Insurance

1. Requirements: The Consultant shall have and maintain in full force and effect for the duration of this Agreement, insurance insuring against claims for injuries to persons or damages to property which may arise from or in connection with the performance of the work by the Consultant, its agents, representatives, employees or subcontractors. All policies shall be subject to approval by the City Attorney to form and content. These requirements are subject to amendment or waiver if so approved in writing by the City Manager.

2. Minimum Limits of Insurance: Consultant shall maintain limits no less than:

- a. Commercial General Liability providing coverage at least as broad as ISO CGL Form 00 01 on an occurrence basis for bodily injury, including death, of one or more persons, property damage and personal injury with limits of no less than Three Million Dollars (\$3,000,000) per occurrence. The policy shall include contractual liability and, if required by City, products and completed operations coverage for the term of the policy. _____
- b. Comprehensive Automobile Liability (owned, non-owned, hired) providing coverage at least as broad as ISO Form CA 00 01 on an occurrence basis for bodily injury, including death, of one or more persons, property damage and personal injury with limits of no less than Three Million Dollars (\$3,000,000) per occurrence.
- c. Professional Liability of Three Million Dollars (\$3,000,000) per occurrence providing coverage on claims made basis for errors, omissions, or malpractice. Professional liability insurance must be continued for at least 5 years after termination or final payment under the Agreement, whichever is later.
- d. Workers' Compensation limits as required by the laws of the State of California and Employers Liability limits of \$1,000,000 per accident.

No Workers' Compensation insurance shall be required if Consultant completes the following certification:

I certify that my business has no employees and that I do not employ anyone. I am exempt from the legal requirement to provide Workers' Compensation Insurance.

_____ (Consultant's initials)

3. Deductibles and Self-Insured Retentions: Any deductibles or self-insured retentions must be declared to and approved by the City.

4. Other Insurance Provisions: The policy is to contain, or be endorsed to contain, the following provisions:

a. General Liability and Automobile Liability Coverage.

i. Consultant shall name the City of Emeryville, its officials, employees, agents, officers, and volunteers as additionally insured in its Commercial General Liability and Automobile Liability policies. If Contractor submits the ACORD Insurance Certificate, the additional insured endorsement must be set forth on a CG 20 10 11 85 form (or more recent) and/or CA 20 48 – Designated Insured Form (for business auto insurance); The coverage shall contain no special limitations on the scope of protection afforded to the City, its officials, employees, agents, officers, or volunteers.

When a certificate says, "certificate issued to" this does not mean the same as *additional insured* and is not acceptable.

ii. Consultant's insurance coverage shall be primary noncontributing insurance as respects to any other insurance or self-insurance available to the City, its officials, employees, agents, or volunteers. Any insurance or self-insurance maintained by the City, its officials, employees, or volunteers shall be excess of the Consultant's insurance and shall not contribute with it.

iii. Any failure to comply with reporting provisions of the policies shall not affect coverage provided to the City, its officials, employees, agents, or volunteers.

iv. Coverage shall state that the Consultant's insurance shall apply separately to each insured against whom claim is made or suit is brought, except with respect to the limits of the insurer's liability.

i. Coverage shall be provided on a Apay on behalf@ basis, with defense costs payable in addition to policy limits. There shall be no cross liability exclusion.

vi. The insurer agrees to waive all rights of subrogation against the City, its officials, employees, agents, and volunteers for losses arising from work performed by the Consultant for the City.

vii. All endorsements to policies shall be executed by an authorized representative of the insurer.

b. Workers' Compensation Coverage

The insurer will agree to waive all rights of subrogation against the City, its officials, employees, agents, and volunteers for losses arising from work performed by the Consultant for the City.

c. All Coverages

- i. Each insurance policy required by this clause shall be endorsed to state that City will be provided thirty (30) days written notice of cancellation or material change in the policy language or terms.

5. Acceptability of Insurers: Insurance is to be placed with insurers with an A.M. Best's rating of no less than A:VII.
6. Verification of Coverage: Consultant shall furnish the City with certificates of insurance and endorsements to the policies evidencing coverage required by this Agreement prior to the start of work. The certificates of insurance and endorsements for each insurance policy are to be signed by a person authorized by that insurer to bind coverage on its behalf. The certificate of insurance and endorsements shall be on a form utilized by Consultant's insurer in its normal course of business and shall be received and approved by the City prior to execution of this Agreement by the City. The City reserves the right to require complete, certified copies of all required insurance policies, at any time. The Consultant shall provide proof that any expiring coverage has been renewed or replaced at least two (2) weeks prior to the expiration of the coverage.
7. Subcontractors: Consultant shall either include all subcontractors as insured under its policies or shall furnish separate certificates and endorsements for each subcontractor demonstrating that subcontractors maintain insurance coverage that meets the minimum scope and limits of insurance coverage required by this Agreement, including but not limited to naming the City, its officials, employees, agents and volunteers as additional insured.
8. Claims-Made Policies. Consultant shall extend any claims-made insurance policy for at least 5 years after termination or final payment under the Agreement, whichever is later.
9. Subcontractors: Consultant is responsible for ensuring that all subcontractors comply with all insurance requirements stated in this Agreement including but not limited to naming the parties as additionally insured.

against the City for nonenforcement of the Smoking Pollution Control Ordinance.

(e) Notwithstanding any other provision of this chapter, no person, business, nonprofit entity, owner, manager, operator or employer who owns, manages, operates or otherwise controls the use of any premises controlled by this chapter shall be cited, fined, subject to an enforcement action brought either by the City or private citizen, or be held guilty or liable for a violation of this chapter, specifically including maintaining a nuisance, as a result of smoking or permitting smoking within an area set forth in and in accordance with the requirements of Section 5-29.07.

(Sec. 2 (part), Ord. 06-021, eff. Mar. 1, 2007)

5-29.16. Violation – Penalty.

(a) It is unlawful for any person, business, nonprofit entity, owner, manager, operator or employer who owns, manages, operates or otherwise controls the use of any premises subject to the regulation under this chapter to fail to comply with its provisions.

(b) It is unlawful for any person to smoke in any area restricted by the provisions of this chapter.

(c) Any person, business, nonprofit entity, owner, manager, operator or employer who violates any provision of this chapter shall be guilty of an infraction, punishable in accordance with Chapter 2 of Title 1 of the Emeryville Municipal Code, Subsection 1-2.01.

(Sec. 2 (part), Ord. 06-021, eff. Mar. 1, 2007)

5-29.17. Appeal Process.

Decisions made by the City Manager relating to this chapter may be appealed to the City Council in accordance with Chapter 4 of Title 1 of the Emeryville Municipal Code.

(Sec. 2 (part), Ord. 06-021, eff. Mar. 1, 2007)

CHAPTER 30.

(Reserved)

CHAPTER 31.

LIVING WAGE ORDINANCE

Sections:

- 5-31.01 Title and Purpose
- 5-31.02 Findings
- 5-31.03 Definitions
- 5-31.04 Persons and Entities Subject to the Requirements of this Chapter
- 5-31.05 Living Wage Rate
- 5-31.06 Waivers
- 5-31.07 Required Contract Provisions
- 5-31.08 Exemptions
- 5-31.09 Retaliation and Discrimination Prohibited.
- 5-31.10 Employee Complaints to the City
- 5-31.11 Enforcement
- 5-31.12 Effective Date

5-31.01. Title and Purpose.

The purpose of this chapter is to assure that City employees, employees of City service contractors, subcontractors, and employees and contractors of City financial assistance earn an hourly wage that is sufficient to live with dignity and to achieve economic self-sufficiency. The City contracts with many businesses and organizations to provide services to the public, and provides financial assistance to developers and businesses for the purpose of promoting economic development and job growth. Such public expenditures should also be spent to set a community economic standard that permits workers to live out of poverty. The City Council finds that the use of City funds to provide living wage jobs will decrease poverty, increase consumer income, invigorate neighborhood businesses and reduce the need for taxpayer funded social service programs.

This chapter shall be known and may be cited as the "Living Wage Ordinance." The purpose of this chapter is to protect the public health, safety and welfare. It does this by requiring that public funds be expended in such a manner as to facilitate individual self-reliance by employees

of City contractors, lessees, recipients of City financial aid and their respective subcontractors. (Sec. 2 (part), Ord. 06-019, eff. July. 1, 2007)

5-31.02. Findings.

(a) The City of Emeryville awards contracts to private firms and other businesses to provide services to the public and to City government; and

(b) The City of Emeryville has a limited amount of taxpayer resources to expend; and

(c) The use of taxpayer dollars to promote sustenance and creation of living wage jobs will increase consumer income, decrease levels of poverty and reduce the need for taxpayer-funded social programs in other areas; and

(d) When City funds are used to contract for services, such contracts should demonstrate an effort to promote an employment environment that enhances the general quality of life within the community and maximizes the productive effect of the City's limited resources; and

(e) The City's use of contractors that do not provide health insurance to their employees can result in imposing the costs of their medical care on the county, state and federal governments; and

(f) That employees are far likelier to be healthy if their employer provides reasonable health insurance to them and their dependents; and

(g) The payment of a minimum level of compensation as required by this chapter benefits these interests.

(Sec. 2 (part), Ord. 06-019, eff. July. 1, 2007)

5-31.03. Definitions.

The following words and phrases whenever used in this chapter shall be construed as defined in this section:

a. "City" means the City of Emeryville, Management of Emeryville Services Authority ("MESA"), and all City departments and agencies, including but not limited to the Emeryville Redevelopment Agency and the City of Emeryville Public Finance Authority.

b. "City financial aid recipients" means all persons or entities that receive from the City direct assistance in the form of grants, loans, or loan guarantees, in-kind services, waivers of City fees, real property or other valuable consideration in the amount of more than one hundred thousand dollars (\$100,000.00) within the City's fiscal year (July 1st through June 30th). This term shall not include those who enjoy an economic benefit as an incidental effect of City policies, regulations or ordinances.

c. "Contractor" means any person or entity that enters into a service contract as hereafter defined with the City in an amount equal to or greater than twenty-five thousand dollars (\$25,000.00) within the City's fiscal year. (Contractor includes subcontractors whose employees are engaged in City funded services.)

d. "Employee" means any individual employed by an employer who performs at least twenty-five percent (25%) of the work arising from a service contract, City financial aid, or City lease. No work may be reassigned in order to evade coverage under this chapter.

e. "Health Benefits" means an employer's monetary contribution toward the cost of health and medical care insurance for covered employees and their dependents. Health benefits may include the following types of insurance: medical health, including mental health, dental and vision care. The hourly cost of providing health benefits shall be credited as compensation along with wages under this chapter. Retirement benefits, accidental death and dismemberment insurance, life insurance, disability insurance and other benefits that do not provide medical or health-related coverage shall not be credited as compensation.

f. "Nonprofit" shall mean a nonprofit organization described in Section 501(c) of the Internal Revenue Code of 1954 which is exempt from taxation under Section 501(c) of that code, or any nonprofit educational organization qualified under Section 23701(d) of the Revenue and Taxation Code.

g. "Person" means any individual, proprietorship, partnership, joint venture, corporation, limited liability company, trust, association, or other entity that may employ individuals or enter into contracts.

h. "Service contract" means a contract given a contractor by the City for twenty-five thousand dollars (\$25,000.00) or more for the furnishing of services to or for the City, except those contracts where services are incidental to the delivery of products, equipment or commodities. Service contracts include but are not limited to security guard services, janitorial services, waste management, landscaping, parking attendant services, and towing. "Service contract" does not include: (1) a contract between the City and another governmental entity or public utility; (2) a contract wherein prevailing wage as defined by Division 2, Part 7, of the California Labor Code applies so long as prevailing wage is greater than the living wage requirement; and (3) a contract subject to federal or state laws or regulations that would preclude application of the living wage requirement otherwise applicable pursuant to this chapter. (Sec. 2 (part), Ord. 06-019, eff. July. 1, 2007)

5-31.04. Persons and Entities Subject to the Requirements of this Chapter.

The persons and entities described below shall comply with the minimum compensation standards established by this chapter if they employ more than ten employees:

a. The City of Emeryville, including all its agencies, departments and offices.

b. For-profit service contractors which receive contract(s) from the City for twenty-five thousand dollars (\$25,000.00) or more within the City's fiscal year. Compliance shall be required during the term of the contract for all employees who perform at least twenty-five percent (25%) of the work arising from the service contract.

c. Nonprofit service contractors which receive contracts from the City of one hundred

thousand dollars (\$100,000.00) or more within the City's fiscal year. Compliance shall be required during the term of the contract for all employees who perform at least twenty-five percent (25%) of the work arising from the service contract.

d. Lessees of public property, licensees, concessionaires and franchisees which employ twenty-five (25) or more employees and have three hundred fifty thousand dollars (\$350,000.00) or more in annual gross receipts. Compliance shall be required during the lease term for any employees who spend twenty-five percent (25%) or more of their compensated time on the leased property or engage in work directly related to the license, concession or franchise.

e. City financial aid recipients which receive more than one hundred thousand dollars (\$100,000.00) in loans or other cash and/or non-cash assistance within the City's fiscal year. Compliance shall be required for a duration of one year for each one hundred thousand dollars (\$100,000.00) of assistance, up to a maximum duration of five (5) years, following receipt of the aid for all employees who spend twenty-five percent (25) or more of their compensated time engaged in work directly related to the purposes for which the City provided the aid.

f. Subcontractors and sublessees of any of the entities or persons described in subparagraphs (a) through (d) above: (Sec. 2 (part), Ord. 06-019, eff. July. 1, 2007)

5-31.05. Living Wage Rate.

All persons and entities subject to this chapter shall pay covered employees a wage of no less than the living wage set forth in this chapter:

a. "Living wage" means no less than twelve dollars (\$12.00) per hour including wages and health benefits. If employer contributions for health benefits are not paid on an hourly basis, the employer must demonstrate to the City the hourly value of such benefits in order to receive credit for such payments to covered employees.

b. Additional Compensation Permissible. Nothing in this chapter shall be construed to limit an employer's discretion to provide greater wages to its employees.

c. The initial rates set forth in subsection (a) of this section shall increase annually on July 1st, to reflect the twelve month average in the Consumer Price Index for all urban consumers in the San Francisco-Oakland-San Jose Metropolitan Statistical Areas for the preceding year from May through April, not to exceed three percent (3%) in any one year.

(Sec. 2 (part), Ord. 06-019, eff. July. 1, 2007)

5-31.06. Waivers.

Following a review and recommendation by the City Manager, the City Council may approve waivers with or without conditions to any of the requirements and regulations set forth in this ordinance, or in any implementing policies, upon the following findings:

a. The services to be provided are available from a single source and that source has significant barriers to meeting the requirements of the ordinance; or

b. A waiver is necessary to provide emergency services essential to mitigate or prevent possible threats to public safety or public health for a limited period of time; or

c. All bidders for the service to be provided have significant barriers to meeting the requirements of the ordinance; or

d. Any other circumstances that the City Council finds to be in the public interest.

e. All of the provisions of this chapter, or any part hereof, may be waived by a bona fide collective bargaining agreement, but only if the waiver is explicitly set forth in such agreement in clear and unambiguous terms.

(Sec. 2 (part), Ord. 06-019, eff. July. 1, 2007)

5-31.07. Required Contract Provisions.

Every City contract, lease, license, concession agreement, franchise agreement or agreement for financial aid with an employer shall require com-

pliance with the requirements of this chapter. Such contract provisions shall address the employer's duty to promptly provide to the City documents and information verifying compliance with the requirements of this chapter, and sanctions for non-compliance. Such contract provisions shall also require the employer to notify each of its affected employees with regards to wages that are required to be paid pursuant to this chapter.

(Sec. 2 (part), Ord. 06-019, eff. July. 1, 2007)

5-31.08. Exemptions.

The requirements of this chapter shall not be applicable to the following employees:

a. Employees of another government agency, including without limitation, cities, counties, state agencies, and public utilities.

b. An employee participating in a temporary job training program approved by the City in which a significant component of the employee's training consists of acquiring specialized knowledge, abilities, skills or job readiness (e.g., the importance of proper work attire, punctuality and workplace demeanor).

c. An employee who is in an internship or other job training program for which the employee is also receiving academic credit.

d. An employee who is under eighteen (18) years of age.

e. A temporary employee of the City of Emeryville who is employed for a limited term to a regular or non-regular position including casual, seasonal and emergency appointments with no guarantee of continued employment beyond the initial hire season.

f. Volunteers.

g. Owners of a business who are also employees of the business and their immediate family members (spouse, domestic partner, parent, siblings and children).

h. Employees who are standing by or on-call according to the criteria established by the Fair Labor Standards Act, 29 U.S.C. section 201. This exemption shall apply only during the time when the employee is actually standing by or on-call.

i. Employees of contractors and subcontractors subject to the requirements of Division 2, Part 7, of the California Labor Code, for payment of prevailing wage when prevailing wage requires compensation greater than that required by this chapter.

j. An employee for whom application of the requirements of this chapter is prohibited by state or federal law.

k. An employee subject to a bona fide collective bargaining agreement where the waiver of the provisions of this chapter are set forth in clear and unambiguous terms in such an agreement.

(Sec. 2 (part), Ord. 06-019, eff. July. 1, 2007)

5-31.09. Retaliation and Discrimination Prohibited.

It shall be unlawful to retaliate or discriminate against any person on account of having claimed a violation of this chapter.

(Sec. 2 (part), Ord. 06-019, eff. July. 1, 2007)

5-31.10. Employee Complaints to the City.

a. An employee who alleges violation of any provision of the requirements of this chapter may report such acts to the City. The City Manager may establish a procedure for receiving and investigating such complaints and take appropriate enforcement action.

b. Any complaints received shall be treated as confidential matters to the extent permitted by law. Any complaints received and all investigation documents related thereto shall be deemed exempt from disclosure pursuant to California Government Code Sections 6254 and 6255.

(Sec. 2 (part), Ord. 06-019, eff. July. 1, 2007)

5-31.11. Enforcement.

a. A person claiming violation of this chapter may bring an action in the Superior Court of the State of California against an employer and obtain the following remedies:

1. Back pay for each day during which the employer failed to pay the compensation required by this chapter.

2. Reinstatement and compensatory damages.

3. For a willful violation of this chapter, a court may award as a penalty up to treble the amount of moneys to be paid as damages.

4. Reasonable attorney's fees and costs.

b. Notwithstanding any provision of this chapter or any other ordinances to the contrary, no criminal penalties shall attach for any violation of this chapter.

c. No remedy set forth in this chapter is intended to be exclusive or a prerequisite for asserting a claim for relief to enforce any rights hereunder in a court of law.

d. No Liability of City. Claims or lawsuits against the City arising under this chapter are not authorized, nor shall the remedies provided in subsection (a) be awarded against the City. The City shall not be liable to any person or entity because of the City's failure to notify an employer of the applicability of this chapter, the City's failure to investigate or enforce violations of this chapter, or based upon another employer's failure to comply with this chapter.

e. The City may terminate a service contract, financial assistance, or lease or facility agreement and pursue any other legal remedies available to the City, including debarment, for non-compliance with this chapter.

(Sec. 2 (part), Ord. 06-019, eff. July. 1, 2007)

5-31.12. Effective Date.

This chapter shall apply to every City contract, lease, license, concession agreement, franchise agreement or agreement for financial aid with an employer entered into or amended on or after July 1, 2007.

(Sec. 2 (part), Ord. 06-019, eff. July. 1, 2007)

Attachment D

MEMORANDUM

DATE: June 6, 2009

TO: Patrick D. O’Keeffe, City Manager

FROM: Community Services Department

SUBJECT: Council Direction on a Preferred Alternative for the Future Operation of the Emeryville Child Development Center Program

ACTION REQUESTED

Staff is requesting the City Council of the City of Emeryville choose a preferred alternative for the future operation of the Emeryville Child Development Center and direct staff to return to a future Council meeting with a business plan and implementation strategy for the preferred alternative.

BACKGROUND

The City of Emeryville has operated the Emeryville Child Development Center (ECDC) since 1979. The major objectives of the program were to provide full-time childcare for low-income families and to make sure the children were provided with the skills necessary for successful entry into the educational system. In 1991, the City built the current facility that now houses the Center. At that time the enrollment doubled with the addition of full-cost participants and additional staff and teachers were hired.

ECDC offers a nurturing and educational environment for infants, toddlers, and preschool children aged 4 months to 5 years from varied socio-economic backgrounds. As of April 2009, the ECDC provides child care services Monday through Friday, year-round, for 94 children. The program was established with funding primarily provided by a State contract for subsidized families and a small contribution from the City of Emeryville General Fund. Over the years this fiscal model has reversed with the State contract now providing about 15 percent of the total ECDC budget and the General Fund contributing about 25 percent of the program revenues. Currently parent fees make up 46 percent of the revenues and the Novartis contribution makes up 11 percent of the total revenues.

Detailed below are the residency demographics and program enrollment for the 08/09 school year.

Student Residency Demographics 2009

Resident	62 (66%)
Work in Emeryville	25 (27%)
94608	1 (01%)
Greater East Bay	6 (6%)
<i>Total</i>	<i>94</i>

Program Enrollment 2009

Infants	11 (12%)
Toddlers	17 (18%)
Pre-Kindergarten	66 (70%)
<i>Total</i>	<i>94</i>

Since the inception of ECDC, there have been concerns with the program's fiscal sustainability. To address the more recent issues, staff has requested City Council approval for financial, programmatic, and staffing modifications several times over the past four fiscal years.

Fiscal Year 04/05

- Staffing reorganization and budget adjustments that included elimination of a vacant part-time office assistant and a vacant teacher position

Fiscal Year 05/06

- Elimination of the Infant Care Program for the 2005 school year
- Staffing reorganization and budget adjustments that included the elimination of the Assistant Director and Master Teacher positions
- The addition of (2) full-time Program Coordinators (time divided 50 percent to classroom work and 50 percent to program coordination including curriculum development and operational/administrative oversight)
- Reduction of full time teachers from 17.5 to 15 FTE due to the elimination of the infant program

Fiscal Year 06/07

- Approval of a three-year funding agreement with Novartis VAD for \$175,000 each year which allowed for the reinstatement of the infant program for at least three years beginning with the 2006 school year

Fiscal Year 07/08

- Mid Cycle Budget adjustments to add 5 part-time teachers (2.5 FTE) to back fill staffing in the Infant program for the 2007 school year

May 6, 2008

- Update to the Council with concerns about rising operational costs of the ECDC, the status of the various revenue sources including projections that by fiscal year 2011/12 the Child Development fund would be operating in a deficit position
- Provided participant demographics
- Staff sought direction on significant issues that would affect the operational and financial aspects of the program including:
 - What population should receive priority for childcare services?
 - Should we continue to provide subsidized care as dictated and compensated by the state grant?
 - Should tuition increases be tied to the Bay Area CIP?

- Can the City continue to afford the General Fund investment of \$442,000+ annually to this program; is there a cap on the amount of General Fund investment the City is willing to devote to this program?

DISCUSSION

The Center currently operates with tuition, state grant funds, and a General Fund investment (FY 08/09 = \$427,000) as its three main revenue streams. This current business model has both advantages and disadvantages.

The advantages of this model are that roughly 30 economically challenged families living and working in Emeryville, as well as the surrounding area, have access to quality, full-time childcare via the state grant. The state grant pays approximately \$8,160 per grant recipient per year or 49.6 to 69.3 percent of a child’s tuition costs.

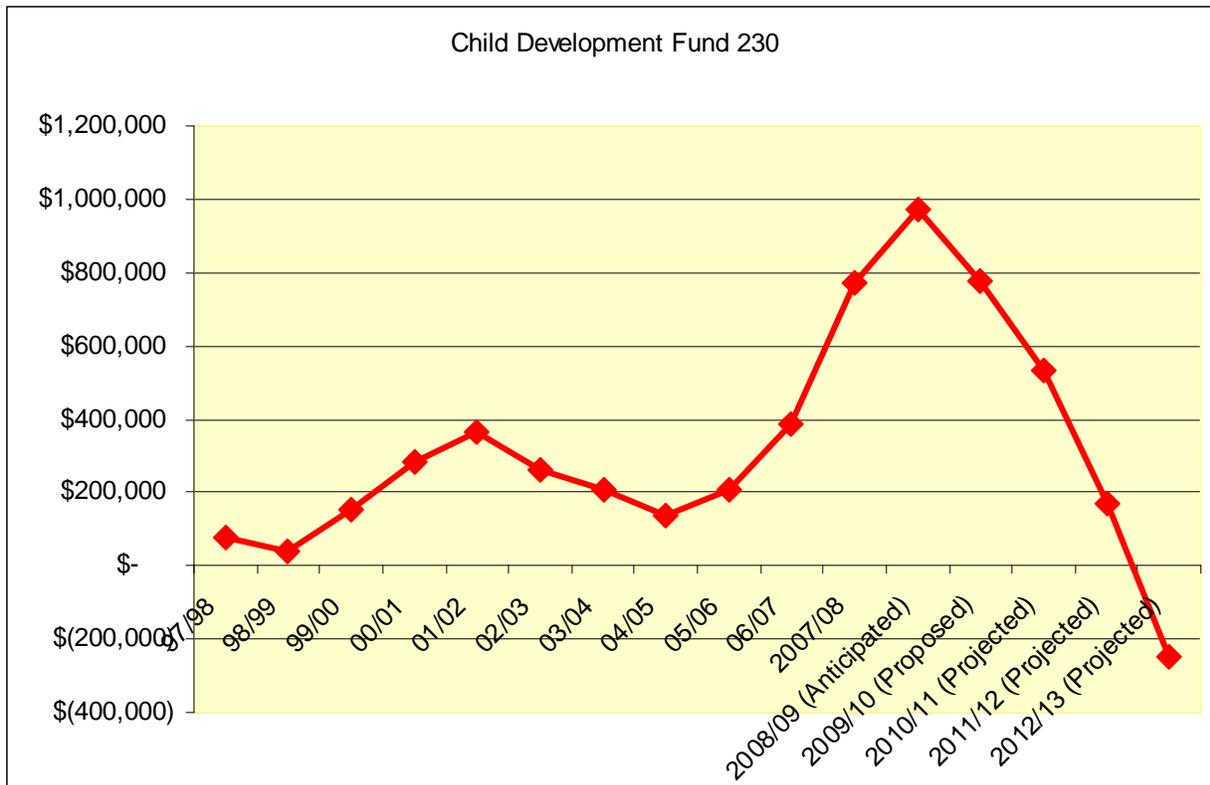
The disadvantages of this model it that it is costly to maintain. The state grant comes with major administrative reporting requirements. These mandated reports take up much of the Center Manager’s time in order to assure compliance. The state grant also requires the program to maintain higher teacher/student ratios. This requires the City to employ more teachers and staff which increases our employment costs.

Finally, the Council has elected to tie tuition increases to the Bay Area CPI, thus tuition costs will be increasing 2.33 percent for the 09/10 school year while employment costs, historically, experience an approximate annual increase of 5 percent year-over-year.

Below is a history of program generated revenues and expenses for the Child Development Center:

	FY0405	FY0506	FY0607	FY0708	FY 0809 (Projected)
Tuition Revenues	\$ 612,371	\$ 644,743	\$ 847,957	\$ 845,391	\$ 712,773
State Revenues	\$ 233,682	\$ 258,000	\$ 215,797	\$ 280,084	\$ 261,000
Program Generated Revenue Subtotal	\$ 846,053	\$ 902,743	\$ 1,063,754	\$ 1,125,475	\$ 973,773
General Fund Investment	\$ 450,000	\$ 450,000	\$ 475,000	\$ 500,000	\$ 427,000
Novartis Donation	-	-	\$ 175,000	\$ 175,000	\$ 175,000
Interest Earnings & Misc	\$ 6,190	\$ 4,549	\$ 14,184	\$ 22,867	\$ 23,000
Total Program Revenue	\$ 1,302,243	\$ 1,357,292	\$ 1,727,938	\$ 1,823,342	\$ 1,598,773
Program Expenditures	\$ 1,376,123	\$ 1,341,529	\$ 1,355,113	\$ 1,443,671	\$ 1,425,436
Revenues less Expenditures	\$ (73,880)	\$ 15,763	\$ 372,825	\$ 379,671	\$ 173,337

Due to the historical structural imbalances between revenues and expenditures, the Child Development Fund (Fund 230) reached a fund balance low of \$37,775 in FY98/99. Program reductions and staffing reductions were implemented in attempt to make the program more cost effective. Starting in 2006, thanks to the generous annual donation of \$175,000 by Novartis VAD for a three-year period, the center became more fiscally sound, was able to reinstate the infant care program and operate under the existing business model that includes acceptance of the state grant. However, the annual donations expire at the end of the 08/09 fiscal year. The expiration of the Novartis donation, coupled with escalating operating costs that out pace tuition/grant revenues will cause the Child Development Fund to require dramatically increased General Fund Investment in 2012/2013 in order to continue operations at the current level.



The graphs and tables detail the severity of the situation if the City continues under the current business model. The graph on the previous page projects the imbalance between revenues (tuition increases estimated at 3 percent per year) and expenditures (employment costs estimated at 5 percent per year) on the fund balance over the next seven (7) years with the assumption of a discontinuation of the Novartis donation. The tables below show that by fiscal year 12/13 the annual General Fund investment will need to increase from \$442,000 to \$889,918. By FY14/15 the annual General Fund investment will be over \$1 million.

	FY 0809	FY0910	FY1011	FY1112	FY1213	FY1314	FY1415	FY1516
Tuition Revenues	\$ 713,711	\$ 730,340	\$ 752,251	\$ 774,818	\$ 798,063	\$ 822,005	\$ 846,665	\$ 872,065
State Grants	\$ 260,000	\$ 260,000	\$ 260,000	\$ 260,000	\$ 260,000	\$ 260,000	\$ 260,000	\$ 260,000
Total Program Revenues	\$ 973,711	\$ 990,340	\$1,012,251	\$1,034,818	\$1,058,063	\$1,082,005	\$1,106,665	\$1,132,065
General Fund Investment	\$ 427,000	\$ 442,000	\$ 442,000	\$ 442,000	\$ 442,000	\$ 442,000	\$ 442,000	\$ 442,000
Novartis Donation	\$ 175,000							
Investment Earnings & Misc	\$ 23,000	\$ 4,036	\$ 4,951	\$ 5,100	\$ 5,253	\$ 5,410	\$ 5,572	\$ 5,740
Total Revenues	\$1,575,711	\$1,432,340	\$1,454,251	\$1,476,818	\$1,500,063	\$1,524,005	\$1,548,665	\$1,574,065
Program Expenditures	\$1,425,436	\$1,723,588	\$1,794,767	\$1,869,506	\$1,947,981	\$ 2,031,880	\$2,119,906	\$2,212,266
Revenues less Expenditures	\$ 150,275	\$(291,248)	\$(340,516)	\$(392,688)	\$(447,918)	\$ (507,875)	\$ (571,241)	\$ (638,201)
Year End Anticipated Fund Balance	\$ 921,049	\$ 629,801	\$ 289,285	\$(103,403)	\$(551,321)	\$(1,059,196)	\$(1,630,438)	\$(2,268,639)

Anticipated General Fund Investment	FY 0809	FY0910	FY1011	FY1112	FY1213	FY1314	FY1415	FY1516
Current Budgeted Investment	\$427,000	\$442,000	\$442,000	\$442,000	\$442,000	\$442,000	\$ 442,000	\$ 442,000
Needed Additional Investment	\$ -	\$ -	\$ -	\$103,403	\$447,918	\$507,875	\$ 571,241	\$ 638,201
Total General Fund Investment Needed	\$427,000	\$442,000	\$442,000	\$545,403	\$889,918	\$949,875	\$1,013,241	\$1,080,201

ANALYSIS

At the May 6, 2008 City Council meeting, the Council provided direction to staff in a number of areas regarding future operations of the center including:

- ECDC will serve Emeryville residents, children of parents who work in Emeryville and residents in the 94608 zip code only
- Eliminate the state grant as long as it was cost neutral to Emeryville residents
- Consider creating a sliding scale fee structure to serve a wider range of family incomes
- Keep the tuition increases tied to the Bay Area CPI
- The contribution to the program from the general fund would depend on the financial health of the city and its ability to contribute
- Develop several program alternatives that could address the programmatic and fiscal structure imbalances and present these to the City Council for consideration and adoption.

Staff has identified four possible alternatives that could be utilized for the future operation of the Emeryville Child Development Center program. Each alternative has its own unique advantages, challenges and financial implications. Our goal is to have the City Council consider each alternative and provide staff with direction as to a preferred program model that we will bring back to council by August 2009 with a business plan and a final implementation strategy. The proposed program alternatives are as follows:

Alternative #1 – Existing Model (Status Quo with minor modifications)

Service Provider	Ages Served	Funding Sources 08/09 Fiscal Year	Advantages	Challenges	Financial Implications
<i>City of Emeryville</i>	<i>4 mo to 5 years</i>	<i>\$427,000 General Fund \$245,000 State Grant \$712,773 Parent Fees \$10,752 Interest, late fees, rental fees \$175,000 Novartis *</i> <i>*(Novartis funding contract expires in July 2009)</i>	<i>City maintains control of the program operations;</i> <i>Meets the original program objective of providing very low cost childcare to families that qualify for the subsidized program and prepares children for successful entry into the educational system</i>	<i>Salaries and benefits increase at a rate higher than the rate that fees can be adjusted (average Bay Area CPI);</i> <i>Staffing changes made since 04 (net loss of 3.8 FTE without a reduction in program size) is limiting management’s ability to efficiently comply with the requirements of the state grant due to the extensive administrative paperwork and documentation, and still maintain the level of program quality to stay competitive.</i>	<i>Costs outstripping revenues which will result in a projected CDC Fund deficit in fiscal year 2012/13;</i> <i>State grant does not reimburse the city for all costs to provide service to subsidized children;</i> <i>Cost for a consultant to monitor the grant ranges between \$13,000-30,000, These costs could be covered by additional funding from Child Development fund.</i>

The City would continue to operate the program for 94 children using the three existing revenue streams; tuition, General Fund investment and contract earnings from the State Department of

Education. Staffing changes that were made in fiscal year 05/06 have not been ideal. The creation of two (2) Program Coordinator positions each working 50 percent in the classroom and the other 50 percent as administrative support is not working effectively, as each Program Coordinator spends on average of 75 percent of the time working in the classroom. The State contract requires extensive administrative responsibilities which currently consumes up to 75 percent of the Center Manager’s time. As a result, the quality of service to children and families is being compromised.

For continued success of the program, it is vital that the Center Manager has the ability to devote an adequate amount of time to supervising, mentoring and the professional development of staff. The most cost effective solution with the current staffing structure is to contract with the a consultant that is knowledgeable on all State requirements and has worked with Alameda County First Five and the State Contractors network.

As stated previously, the continuation of the present model will result in the General Fund Investment increasing each year to \$1 million by fiscal year 14/15.

Implementation timeline: Approximately three months to hire a consultant to manage the state contract.

Alternative #2 – Third Party Child Care Provider to Operate the Center

Service Provider	Ages Served	Funding Sources	Advantages	Challenges	Financial Implications
<i>Third Party child care provider</i>	<i>Infant to 5 years</i>	<i>Parent Fees Grants Fund raising efforts</i>	<p><i>Would still provide community members with infant, preschool age and child care services;</i></p> <p><i>City gains revenue from lease of the facility;</i></p> <p><i>In lieu of a building lease rental fee, the provider could offer scholarships for 15-20 low income families;</i></p> <p><i>Meets the objectives of the ECDC program;</i></p> <p><i>The General Fund investment could be redirected to other City services/programs;</i></p>	<p><i>Third Party provider may have higher educational qualifications for staffing which our current staff may not possess (i.e. AA or BA degrees);</i></p> <p><i>Elimination of City staff (labor relations implications.);</i></p>	<i>Could eliminate the need for a General Fund Investment that could be redirected to other services and programs;</i>

In this alternative the City would enter into an agreement with a third party child care provider to assume operations of the program. The City would lease the ECDC building to the provider but would continue to be responsible for major maintenance of the building and grounds (with the cost for the maintenance paid for through the lease agreement). The provider would be responsible for all of the day-to-day operations of the program including providing qualified personnel, training, supplies and equipment, licensing, promotion, registration, liability, janitorial services and

management of the center. The cities of Mountain View, Los Altos and Martinez and one of the large employers in Emeryville use this type of arrangement for the provision of child care services. With this alternative the City would be able to discontinue the General Fund Investment of approximately \$427,000 per year. Tuition charged by these third party providers is comparable to market-rate tuition fees charged by ECDC.

Fiscal Implications: This alternative is the most fiscally sound if the City wishes to continue to offer childcare services to low income residents. The Center and its program would be created and run by a third party provider whose core competency is providing child care and preschool education services. The City would retain ownership of the building and collect a portion of the tuition fees as rent from the childcare center. The initial savings to the General Fund is approximately \$350,000. A portion of the rent collected from the third party provider would be budgeted to provide ongoing maintenance of the building, which is approximately \$60,000 per year. Another portion of the rent would be deposited into the Major Maintenance Fund for major repairs to the Center, such as a roof. Currently the Child Development operating budget deposits \$37,000 into the Major Maintenance Fund in anticipation of future major repairs. Furthermore, depending upon structure of the contract, the remainder of the rent could be used by the City to fund tuition scholarships to low income Emeryville residents who wish to use the Center’s services.

Implementation timeline: A transition timeline of fifteen to twenty four months; (prior to the opening of the September 2011 school year) is anticipated as selection of this model may involve bargaining with SEIU 1021. The transition to this model would require the issuance of a RFP to third party child care providers, interviews, selection of a provider and contract approval. We would also use this transition time to work with existing staff to provide training that would potentially make them competitive for positions with the third party provider. This would also provide parents with time to find alternative day care if they chose not to continue with the new provider.

Alternative #3 – Program Reduction/Relinquish State Grant and Adopt a Sliding Fee Scale

Service Provider	Ages Served	Funding Sources	Advantages	Challenges	Financial Implications
<i>City of Emeryville</i>	<i>4 mo to 5 years</i>	<i>Parent Fees General Fund investment</i>	<i>Center would operate in a fiscally positive environment with no increase to the current general fund investment; Elimination of the administrative burden by not having to administer the state grant; Meets the objectives of the ECDC program;</i>	<i>Elimination of full time staff (labor relations implications.); Would be serving a smaller number of participants than current program;</i>	<i>Center would operate in a fiscally positive environment with no increase to the current general fund investment;</i>

For this alternative the City would continue to offer the program to all age groups but reduce the total number of children served to 48 (4 infants, 8 toddlers, and 36 Pre-K) instead of the current 94 (11 infants, 17 toddlers, and 66 Pre-K) and eliminate the state grant funding. The City is currently

slated to receive state funding for the 2009/10 school year and will need to notify the State in December 2009 if we do not intend to accept the grant for the 10/11 school year. For the 10/11 school year ECDC would have one subsidized child in the program that would need to be transitioned to a sliding scale since we would no longer be receiving the grant. ECDC would also not accept new children into the program until the 11/12 school year to achieve the 48 child cap.

Relinquishing the Grant and moving to a sliding scale would require a complete revamping of the Child Development Program. If the program were decreased to 48 children and with the higher teacher child ratios, total center staff could be reduced to 1 FTE Center Manager, 5 FTE teachers, 0.5 FTE Cook, and 1 FTE program coordinator. Under this model the center could provide 50 percent of the available openings for moderate to very low income families.

Implementation timeline – A transition timeline of fifteen months (i.e., the beginning of the 10/11 school year) as selection of this model may involve bargaining with SEIU 1021.

Fiscal Implications

Acceptance of the State Grant provides a guaranteed funding stream that allows for economically challenged families in the Emeryville area to obtain full day child care. The grant pays between 49 percent and 69 percent of tuition fees. Of the 28 children currently enrolled in the program who are subsidized by the State Grant, 25 are residents of Emeryville. Of the 25 recipients 17 have no co-pay and the remaining grant recipients have a co-pay between \$60 and \$250 per month.

The concept behind a sliding scale is that all participants would pay some tuition costs based upon annual household income and number of family members living in the home. For example, in FY 09/10, an Emeryville resident family of three earning an annual income between \$0 and \$29,139 would be expected to pay tuition costs of \$182 for infants/toddlers or \$147 for pre-Kindergarten.

This model would generate approximately \$581,000 in tuition fees. With lower projected tuition revenues, coupled with lower projected operating expenses, the Center would be able to operate in a fiscally positive environment without any increased investment from the General Fund over what is currently provided. It is recommended with this model that the operating costs for the Child Development Fund be fully transferred to the General Fund, as with the other Community Services departments, and the Child Development Fund closed. The operating budget for the center would decrease approximately 54% percent. Projected operating budget may look as follows:

EXAMPLE BUDGET	FY 09/10	FY10/11	FY11/12	FY12/13	FY13/14	FY14/15
Tuition Revenues	\$ 581,346	\$ 598,786	\$ 616,750	\$ 635,252	\$ 654,310	\$ 673,939
General Fund Investment	\$ 442,000	\$ 442,000	\$ 442,000	\$ 442,000	\$ 442,000	\$ 442,000
Interest Earnings & Misc	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
Total Program Revenue	\$ 1,026,346	\$ 1,043,786	\$ 1,061,750	\$ 1,080,252	\$ 1,099,310	\$1,118,939
Program Expenditures	\$ 792,500	\$ 821,375	\$ 851,694	\$ 883,528	\$ 918,030	\$ 954,751
Revenues less Expenditures	\$ 233,846	\$ 222,411	\$ 210,056	\$ 196,724	\$ 181,280	\$ 164,188

Alternative #4 – Discontinue Providing Full Day Child Care Services and Provide Recreational Preschool Programs

Service Provider	Ages Served	Funding Sources	Advantages	Challenges	Financial Implications
<i>City of Emeryville</i>	<i>3-5 years</i>	<i>Parent Fees</i>	<p><i>Fee based recreational activities for 3-5 year children are cost effective by using part-time staff;</i></p> <p><i>We would see a net savings of from the General Fund Investment that could be redirected to other City services/programs;</i></p> <p><i>We would be meeting the objective of providing skills for successful entry into the educational system;</i></p>	<p><i>Parents would need to find other child care options;</i></p> <p><i>Necessity to eliminate full-time staff (Labor relations implications);</i></p> <p><i>Doesn't meet the objective of providing full-time child care;</i></p>	<p><i>The General Fund investment could be redirected to other City services/programs; we would still need to provide funding of approximately 60K for utilities and major maintenance of the building;</i></p> <p><i>As a fee-based program donations would need to be acquired in order to provide scholarships for low income families;</i></p>

In this alternative the City would discontinue providing full-day child care services. Most other cities do not directly provide full-day child care services (see Attachment A) but do provide recreational activities and partial day care for children 3-5 years of age (e.g.: Parent and Me, Tot Time, Kindergarten Readiness) through the use of part-time staff as program leaders and with parent fees covering all program costs.

This model would consist of programs that operate three hours per day and two to five days per week (6-15 hours per week depending on the program). The program would be play-based where children would learn social skills, develop fine and gross motor skills and gain concepts needed for successful entry into the educational system. This type of program is license exempt because the children attend less than 16 hours per week.

Implementation timeline – Twelve months would allow for a transition period for parents to seek other child care options with completion by the start of the 2010 school year.

SUMMARY

The City of Emeryville has been providing child care services through the ECDC for thirty years. Providing these services is expensive and requires City of Emeryville to devote a significant investment in general fund revenues to sustain the program. If the current model of child care services is maintained then the commitment of general fund investment will continue to increase up to \$1 million by fiscal year 14/15. If the City cannot commit to this level of general fund investment into the future then an alternative program model will need to be adopted prior to fiscal year 2012/13 when the Child Development Fund is depleted. Each of the four alternatives presented have specific advantages, disadvantages, and financial implications. They also differ in how they meet

the original mission of the ECDC program which was to provide full-time child care to low income families and prepare children for successful entry into the educational system.

Alternative #1 Existing Model

Program Objectives: The existing model meets the original program objectives of the ECDC by providing full-time child care to low income families and prepares children for successful entry into the educational system.

Financial Implications: The existing model allows the City to provide low cost full day care to low income families through a state grant but relies on a significant investment from the General Fund of \$427,000 with increases expected to reach \$1million by fiscal year 14/15.

Alternative #2 Third Party Child Care Provider to Operate the Center

Program Objectives: This alternative would meet all of the original program objectives of the ECDC by providing full-time child care. Stipulating in an agreement with the Third Party Provider that they would provide low income families with scholarships in lieu of (or reduced) lease payments to the City would meet the objective of having full-time child care available to low income families. The City could also expect the Provider to offer a curriculum that prepares children for successful entry into the educational system.

Financial Implications: This model should eliminate the need for a General Fund investment since the Third Party Provider would assume responsibility for staffing, supplies, equipment and other operational costs. Major maintenance costs for the ECDC facility would be recouped through fees charged to the Third Party Provider. Cost savings of \$450,000 annually would help address the long term financial gap.

Alternative #3 Program Reduction/Relinquish State Grant/Adopt a Sliding Fee Scale

Program Objectives: This model would meet the original program objectives of the ECDC by providing full-time child care at a reduced fee for low income families and would also provide children with skills necessary for successful entry into the educational system. The reduction in the numbers of participants would limit the availability of full-time child care for working families.

Financial Implications: The City would be giving up a guaranteed funding stream by relinquishing the state grant but through reductions in staffing we would be able to maintain the program for many years with the current level of General Fund investment of approximately \$450,000 annually.

Alternative #4 – Discontinue Providing Full Day Child Care Services and Provide Recreational Preschool Programs

Program Objectives: This model would only partially meet the original program objectives of the ECDC because while it would not be providing full-time child care to low income families, the City would still be able to provide children with the skills necessary for successful entry into the educational system.

Financial Implications: The City would be able to discontinue the General Fund investment since the program would be funded through parent fees that would cover the cost of part-time staff that would lead the program. Savings of \$450,000 annually would help address the long term financial gap.

NEXT STEPS

Staff is requesting that the Council select a preferred alternative for the future operation of the Emeryville Child Development Center. Staff will return to a council meeting in August 2009 to present a business plan and a final implementation schedule for the preferred alternative.

MELINDA CHINN
Community Services Director

**APPROVED AND FORWARDED TO THE
EMERYVILLE CITY COUNCIL**

PATRICK D. O'KEEFFE, City Manager

Attachments

- A. Matrix of City Sponsored programs for children age 0-5

Exhibit C Four Year Estimated Revenue and Expenditures				
	FY 10/11	FY 11/12	FY 12/13	FY 13/14
Revenues	\$ 890,366	\$ 934,884	\$ 981,629	\$ 1,030,710
Expenditures	\$ 1,146,944	\$ 1,169,883	\$ 1,204,979	\$ 1,241,129
General Fund Investment	\$ (256,578)	\$ (234,999)	\$ (223,351)	\$ (210,419)



BERKELEY-ALBANY YMCA
We build strong kids, strong families,
strong communities.

February 24, 2010

Melinda Chinn, Community Services Director
City of Emeryville
4321 Salem Street
Emeryville, CA 94608

Dear Ms. Chinn,

Attached you will find the Berkeley-Albany YMCA proposal for Emeryville Child Development Center. The lead contact on this proposal is:

Pamm Shaw, Executive Director
Berkeley-Albany YMCA Early Childhood Services
2009 Tenth Street
Berkeley, CA 94710
510-848-9092, pshaw@baymca.org

We accept the following certifications identified below:

- Have carefully read and fully understand the information in the RFQ;
- Have the capability to successfully undertake the scope of work herein and complete the responsibilities and obligations of the proposal being submitted;
- Represent that the information contained in the proposal is true and correct;
- Did not in any way collude, conspire or agree, directly or indirectly, with any person, firm, corporation, City employee or other proposer in regard to the amount, terms or conditions of this proposal; and
- Acknowledge that the City has the right to make any inquiry it deems appropriate to substantiate or supplement information supplied by the proposer.

We look forward to discussing our proposal with you.

Sincerely,

Pamm Shaw, Executive Director



Head Start/Early Head Start

YMCA Early Childhood Services
2009 10th Street
Berkeley, CA 94710
Phone: 510.848.9092
Fax: 510.848.0102

www.baymca.org

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Response to City of Emeryville:

**Request for Qualifications for
Emeryville Child Development Center**

February 24, 2010

Berkeley-Albany YMCA Response/Request for Qualifications

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Attachments

1. Center Locations
2. Organizational Charts/YMCA, Early Childhood Services
3. Audited Financial Statements
4. Family Handbook
5. Sample Menus
6. Job Descriptions
7. Salary Scale
8. Annual Budget
9. Transition Timeline

Berkeley-Albany YMCA Response/Request for Qualifications

Summary – Program Design

The Berkeley-Albany YMCA (BAYMCA) is uniquely qualified to operate the Emeryville Child Development Center. BAYMCA operates high quality early care and education programs that meet or exceed state and federal standards, guidelines and practices. We have systems, policies and procedures in place to meet all of the requirements included in the Scope of Services. As a result of our multiple funding sources, we have the ability to offer an array of program enhancements (including field trips, special projects, consultants) to all of the enrolled children. Children enrolled in Head Start/CDE Child Care will receive additional services and/or supports as required by those funding sources.

The YMCA already has a visible presence in the community, operating the state preschool/Head Start program in collaboration with the Emery Unified School District. While the Early Childhood Services goal has always been to serve low income families, we are eager for the opportunity to provide a diverse program that does not segregate children and families based on their ability to pay tuition.

We propose to serve 110 infants, toddlers and preschoolers in the following configuration:

- Infants (birth to 18 months) – 12 children in two groups of 6 children each in the infant class
- Toddlers (18 months – 3 years) – 32 children in four groups of 8 children each in the toddler class and the former Head Start classroom.
- Preschool (3-5 years) – 66 children, in 3 preschool classes with 22 children in each class.

The proposed enrollment with teaching staff is as follows:

	PROPOSED ENROLLMENT			TEACHING STAFFING REQUIRED			
	Subsidized	Full Fee	Total	HT	AT	TA	TOTAL
Infants	6	6	12	2	2	1	5
Toddlers	16	16	32	2	2	1	5
Preschool	26	40	66	3	3	3	9
	48	62	110	7	7	5	19

HT Head Teachers

AT Associate Teachers

TA Teacher Assistants

Because we will be operating Head Start and CDE Child Care in conjunction with full fee program, all children will receive hearing, vision and developmental screenings, in addition to family services if needed.

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3.1. Qualifications and Background of Provider

a) State your headquarters address and legal (corporate) status.

The Berkeley-Albany YMCA headquarters are located at 2070 Allston Way, Berkeley, CA 94704. The Early Childhood Services Branch is located at 2009 Tenth Street, Berkeley, CA. 94710

b) Describe your organization's history/background, mission and the services you provide. Provide information on the location of your centers, and the ages and number of children you serve. Highlight any centers that are similar in size and nature to the program covered through this RFQ.

Founded in 1903, the Berkeley-Albany YMCA is one of the oldest human services organizations in Berkeley and a leader in providing innovative programs that build health in spirit, mind and body. For the past 107 years, the Berkeley-Albany YMCA has offered a broad range of health, wellness and youth development programs for the service areas of Berkeley, Emeryville, Albany, El Cerrito and Kensington. Through our four (4) branches, we serve more than 23,000 people each year from a diverse range of ages, abilities and backgrounds.

The YMCA is a membership organization open to all. We strive to make our programs available to everyone regardless of financial circumstances. In 2007, 30% of our adult members and 50% of our youth members participated with the help of financial assistance.

The Berkeley-Albany YMCA's mission is to bring people together in pursuit of spiritual, mental and physical growth. To build community. To serve.

We achieve our mission through these five priorities:

- Strengthening the family
- Empowering teens
- Fostering healthy development of the child
- Improving health and wellness for all ages, abilities and fitness levels
- Engaging, retaining and increasing membership

The Early Childhood Services (ECS) Branch operates comprehensive child development programs for approximately 500 children birth to age 5 through seven (7) directly operated centers, five (5) partner sites and one home based program for pregnant women and very young infants. Centers are located in Emeryville, Berkeley and Albany. Centers range in size from 22 children to 70 children for direct operated programs. Partner sites are center operated with contracts to serve Head Start children and for whom the YMCA provides

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staffing, services and supports for the children and families enrolled. This includes family services, health and mental health supports as well as monitoring service quality and compliance. Most centers serve children from low income families. At least 10% of enrollment opportunities are reserved for children with disabilities. See Attachment 1 for Center locations.

- c) Provide an organization chart for your agency/company.

See Attachment 2 – YMCA and Early Childhood Services Organizational charts.

- d) Describe your experience with NAEYC or NSACA accreditation. List all centers you operate that are accredited and describe any plans to achieve accreditation for centers not currently accredited.

Pamm Shaw, Executive Director, is a trained NAEYC validator for the NAEYC Accreditation program. While none of our centers are accredited, most meet or exceed accreditation standards due to meeting the Head Start Performance Standards and California Department of Education's Funding Terms and Conditions and Title V requirements.

We are closely monitoring the Early Learning Quality Improvement System (ELQIS) Committee work at the state level to determine the quality rating system that will be put in place in California for all child care programs. Title 5 and Head Start Performance Standards are factored into the proposed rating system as well as NAEYC accreditation. This should be determined within the next year. At that time, we will consider whether accreditation is beneficial to the program.

- e) Submit complete audited financial statements for the two previous years, preferably prepared by a Certified Public Accountant. Include a balance sheet, income statement and complete Notes to the Financial Statements. In addition, include an unaudited statement for the previous year as of June 30, 2009.

Please see Attachment 3 – Audited financial statements.

- f) List the companies, cities or other entities, if any, with which you currently have contractual or lease arrangements to provide child care services. Describe your approach and success in managing relationships with these client entities. Provide up to three client references, including client entity name, contact person name, title, address and telephone number. Provide information regarding all contracts or agreements that have been cancelled, terminated or not renewed within the last five years.

The YMCA has contracts with the U.S. Department of Health and Human Services to operate the Head Start/Early Head Start program for Berkeley, Albany and Emeryville, the California Department of Education, Kidango, Inc. (CA State Preschool, Child Care), Emery Unified

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School District (CA State Preschool) and Berkeley Unified School District (CA State Preschool and CalSAFE child care). In addition, we have contracts in which the YMCA subcontracts with Berkeley and Albany Unified School Districts and the Center for Early Intervention on Deafness (CEID) to provide Head Start services. We are working with UC Berkeley Child Care and plan to open a center in University Village, Albany in fall 2010. In addition to those listed we have lease agreements for 5 of the 7 centers we operate.

Our approach and success in managing these complex and multiple contract arrangements is to maintain honest and open relationships, communicate early and frequently if there are issues, resolve problems right away, hire extremely competent staff and train them well.

No contracts or agreements have been terminated in the last five years.

The following people can be used as client references:

1. Margo Hunkins, Consultant, CA Department of Education, 1430 N Street, Suite 3410, Sacramento, CA 95814, 916-323-1305
 2. Paul Miller, Executive Director, Kidango, Inc., 44000 Warm Springs Rd., Fremont, CA 94538, 510-897-6900
 3. John Sugiyama, Superintendent, Emery Unified School District, 4727 San Pablo Ave., Emeryville, CA 94608, 510-601-4906
 4. Christina Faulkner, Director, Curriculum and Instruction, Berkeley Unified School District, 2134 Martin Luther King Jr. Way, Berkeley, CA 94704, 510-644-6202
- g) Provide three parent references, including parent name, center his or her child attends, address and telephone number.
1. Columba Munoz –Marina, 1094-A 48th Street, Emeryville, CA 94608, Tel. (510) 653-4538
 2. Elizabeth Ortiz – Marina, 3875 Market Street, Oakland, CA 94608, Tel. (510) 985-2980
 3. Kimberly Duckett – Marina, 3510 Magnolia St. Apt. D, Emeryville, CA 94608, Tel. (510) 467-2182
- h) Describe your understanding of Emeryville and its child care needs.

Emeryville is very diverse – ethnically, linguistically and economically. According to the 2000 U.S. Census, Emeryville had approximately 610 children aged birth to 12 years old, accounting for just under nine percent of the City's total population. Emeryville has the lowest percentage of children compared to its total population among Alameda County cities and unincorporated towns. The city has nearly twice the proportion of African American children (35 percent) compared to the county overall (16 percent). Approximately 42 percent of children under six are in households headed by two working parents or a working single parent. The population demographics of Emeryville change in the daytime

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with the influx of employees from all over the Bay Area, many of whom are parents with young children.

The age cohort with the largest demand for child care in Emeryville is ages two to four, similar to the county overall. Although 58 percent of the City's supply serves this cohort, there is still a small gap in meeting pre-school demand. Approximately 19 percent of infants and toddlers demand center-based or family child care while only nine percent of the supply in Emeryville serves children aged birth to 24 months. A portion of Emeryville's preschool demand is likely accommodated by neighboring Berkeley preschool programs. (*Alameda County Child Care Needs Assessment 2006*).

There are three providers of licensed center based care for preschool aged children in Emeryville – the City, the YMCA and a private program (Pacific Rim International School). There are several licensed family child care providers and many more informal arrangements to assist families living or working in Emeryville. Emeryville is uniquely situated between some of the poorest areas in Oakland and Berkeley. Approximately 80% of the children enrolled in Emeryville schools qualify for the free/reduced lunch program indicating high rates of poverty not captured in other census data or sources.

At this time, it appears that the preschool needs may be met with the existing supply for residents and employees based on estimates from BANANAS Resource & Referral Agency as well as the Alameda County Child Care Planning Council. As it is throughout Alameda County, there is a dire need to increase infant and toddler care in Emeryville.

3.2 Program, Curriculum and Schedule

- a) Explain your approach to child development and your program philosophy and goals.

The Berkeley-Albany YMCA (BAYMCA) provides comprehensive early care and education programs that promote school success and family involvement, reflecting the cultural and linguistic diversity of our service area - Albany, Berkeley, and Emeryville. Services are available for children birth to age 5, pregnant women, and their families. Our Early Childhood Services (ECS) programs provide:

- ❖ Warm, safe, and nurturing environments for young children.
- ❖ Highly qualified staff with caring and supportive attitudes.
- ❖ Opportunities for families to participate in leadership and policy-making groups, make friends, and build communities.
- ❖ Services that are respectful, comprehensive, and designed to meet the needs of children, families, and the community.

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We offer a variety of state and federally funded programs for children and families including: Head Start, Early Head Start, State Preschool, Child Care and Development, and CalSAFE (child care for teen parents) as well as fee for service programs.

All children are provided with a classroom climate that is inclusive, culturally sensitive, relationship-based, and developmentally appropriate for the ages and developmental levels of individual children. Through positive, open-ended, and engaging adult-child interactions, children develop a sense of identity and security, build friendships, and learn problem-solving and communication skills.

Classroom environments are rich, inviting, organized, and reflective of children's interests. Children are given time to freely explore the classroom environment and drive their own learning. Classroom materials and activities evolve as children move to new skill levels. Infants and toddlers are cared for in small groups, and are assigned a Primary Caregiver. Whenever possible, infants and toddlers remain with their Primary Caregiver for the duration of their enrollment in the program.

- b) Describe your curriculum for each age group in the center. Include your approach to providing a diverse and multi-cultural environment.

BAYMCA uses the Creative Curriculum, a research-based, developmentally appropriate curriculum for children birth to age 5 to plan for children's individual activities and skills. In addition, infant toddler classes use the Program for Infant Toddler Caregivers (PITC) model to ensure infants/toddlers are cared for in small groups, that there is continuity of care with primary caregivers, and that all services are provided respectfully and responsively.

Children are provided with a classroom environment and activities that are based on their interests, as well as results from observations, screenings, and assessments. Curriculum is designed to meet the developmental needs of individuals, as well as groups of children, including children with special needs.

All children are approached with respect for their individual differences and are encouraged through positive adult-child interactions to understand and empathize with others. Classroom environments include materials that are multicultural in nature. Books and print in the classroom are representative of the cultures and home languages of the children. Book collections represent people with disabilities and differing family compositions, and are free from gender bias. Photos of the children and their families are displayed in prominent areas of each classroom and staff encourages family and community members to participate in the program. Whenever possible, staff who speaks the home languages of the children are present in the classroom.

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- c) Provide sample daily curriculum and schedules for each age group.

SCHEDULE OF ACTIVITIES

The following is a sample schedule of activities in a typical day in the program.

SAMPLE PRESCHOOL SCHEDULE

7:30 a.m. – 8:30 a.m.	Child care – free play
7:30 a.m. – 9:00 a.m.	Arrival (times vary depending on program enrollment), wash-up, breakfast, toileting
9:00 a.m. – 10:00 a.m.	Indoor free choice
10:00 a.m. – 10:45 a.m.	Outdoor play time
10:45 a.m. – 11:15 a.m.	Small group time
11:15 a.m. – 12:00 p.m.	Wash-up, lunch, brush teeth
12:00 p.m. – 2:00 p.m.	Rest time
2:00 p.m. – 2:30 p.m.	Snack
2:30 p.m. – 3:30 p.m.	Indoor free play activities
3:30 p.m. – 5:30 p.m.	Indoor/outdoor activities
5:45 p.m.	Center Closure

During indoor free choice, children select from a variety of developmentally appropriate activities such as playing with puzzles and other manipulative activities, playing with blocks or in the housekeeping dramatic arts area, and doing art or cooking projects. Drawing/writing, reading books and computers are also available during this time.

Small group time allows children to work with a primary teacher or caregiver and focus on their individual needs and interests.

SAMPLE INFANT TODDLER SCHEDULE

7:30 a.m. - 8:30 a.m.	Arrival/greetings/ hand washing (Arrival times depend upon program enrollment)
8:30 a.m. – 9:00 a.m.	Food preparation/Breakfast
9:00 a.m. – 11:30 a.m.	Indoor play, Diaper changing; Snack if hungry; Clean up – diaper changing; Outdoor/ motor play – balls – dancing; Diaper check/wash hands
11: 30 a.m. – 12:00 p.m.	Lunch, clean up, brush teeth
12:30 p.m. – 2:30 p.m.	Diaper change, read story, naptime, soft music
2:30 p.m.	Hand washing, snack; Indoor play

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3:00 p.m.	Clean up, Diaper change, outdoor play – blow bubbles (other similar activity)
4:30 p.m. - 5:45 pm	Departure

Infant schedules are more open-ended reflecting the needs of individual children.

- d) State your proposed hours of operation and schedule options (such as part-time schedules, drop-in care) to be offered at the center by age group.

We currently operate from 7:30 a.m. to 5:45 p.m. We are willing to change and/or extend hours based on the needs of the families enrolled. We offer full and part-day options as well as full and school-year programs. This Center would be full year and mostly full day options.

We do not offer drop in care at this time and do not anticipate being able to offer that in this center since the Center is likely to be at license capacity for services.

- e) Describe your approach to child transitions between age groups.

Child transitions are well-planned prior to any transition with parent and staff input. To the extent possible, infants and toddlers remain with their primary caregiver for three years. Caregivers work in teams to ensure continuity in case of absence or turnover. Caregivers move with their children from infant to toddler classes. Planning for preschool transition begins when the child turns 2.5 years. The teacher, family advocate and parent(s) meet to ensure a smooth transition and that the child's needs are met in the best setting. Children are moved when they are ready and as space becomes available in older classes. Children will visit their new classrooms, and transition over a short period, spending a few hours each day in their new rooms. As classes are chosen, staff from the new classroom become involved in the team planning in order for the child to make a smooth transition.

As children get ready to move to kindergarten, teachers collect information for both parents and kindergarten teachers. Parent-teacher conferences are held to review children's progress in preschool and readiness for kindergarten. A kindergarten night is held at the center to allow families to become familiar with local schools. Children in the Emery Unified School District will have an opportunity to spend a day at Anna Yates Elementary in the spring before moving to kindergarten.

- f) Describe your approach to providing care to children with special needs.

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At least 10% of enrollment includes children with disabilities. All children are screened using the Ages and Stages Questionnaires (ASQ-3 & ASQ:SE) for developmental and behavioral concerns from 2 months through 60 months of age. Staff, in partnership with parents, completes this valid, norm-referenced tool. Based on screening results, children with mild developmental concerns are monitored and teachers and/or parents are provided curriculum and home activities to support the areas of need. For children with greater developmental concerns, staff will assist parents with referrals to the Regional Center of the East Bay or to the local school district of residence for further diagnostic evaluations/assessments. Specialized services may be provided onsite based upon individual children's needs. After a referral is made, staff works in partnership with the family and school district or Regional Center to monitor timelines and then assist in coordinating efforts related to a referral or a child's IFSP/IEP.

Children with disabilities are fully included in all program activities. Staff receive specialized training and make necessary modifications and/or accommodations if needed according to the individual needs of the child. A Disabilities Services Manager is available to consult with parents and staff when there are concerns. Supports and services necessary for each child to succeed are provided onsite working closely with the Regional Center of the East Bay, local medical providers, the Family Resource Network, Center for Early Intervention on Deafness (CEID) and the local school districts.

- g) Describe the special/support services and enrichment activities you will provide.

All preschool children visit the Downtown Berkeley YMCA for kindergym once a month. Children ride AC transit. In addition, other regular field trips include visits to the library, Habitot, Lawrence Hall of Science, and taking advantage of our community resources. Once or twice a year, preschoolers go on "big" field trips. The program hires a bus and trips may include the zoo, planetarium, Exploratorium, etc.

Other enrichment services include Raising a Reader (book sharing), RIF (distribution of free books through Kiwanis), librarian/story time in centers, and consultants/contractors that provide enhanced science, music, dance or other activities in class.

Family Advocates are assigned to all centers and work directly with the families to identify their needs and ensure services are provided to help families meet their individual goals. Mental health consultants are also available at all centers to provide support for children, families and staff.

- h) Explain your nutrition policies and provide sample menus for each age group.

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BAYMCA participates in the Child and Adult Care Food Program (CACFP). At this time, the Y contracts with Chefables who delivers breakfast, lunch and snacks daily. Chefables specializes in food service for children birth to 5 years and provides healthy, nutritious, fresh and organic (to the extent possible) foods. No high fructose corn syrup or saturated fats are used in any of the foods served. Accommodations are made for vegetarians and children requiring modifications due to food allergies and/or other health issues. All meal patterns are designed to take into account the nutrient needs of children and meet USDA requirements. Meal and snack periods are appropriately scheduled and adjusted, where necessary, to insure that individual needs are met. Infants and young toddlers who need it are fed "on demand."

See Attachment 5 – Sample Menus.

- i) Describe your approach to child behavior management and procedures for addressing problems.

Child management is best approached through a framework of consistent, developmentally appropriate educational care given within a context of warm and nurturing relationships rooted in mutual respect. Teachers expand on strategies that promote effective child management such as reinforcing desired behaviors and setting up classroom environments in such a way as to minimize behavioral issues. Mental health consultation is available on a weekly basis so teachers have opportunities to reflect on their practice in order to build workforce capacity while identifying strategies to support the child and work with the child's family. In addition, staff works with families to assist with mental health referrals if necessary and/or identify needs early in order to prevent bigger problems from developing. We have a discipline plan in place (see Family Handbook).

Individualized behavior support plans are developed for children who continue to experience challenges in the group care setting. Staff works in partnership with families and community service providers to ensure continuity between home and school.

- j) State whether you have any interest in expanding the age range or changing the age groupings to be served at the Center. If you feel facility changes would be necessary to accommodate such a proposal, please briefly describe these changes. Any such facility changes would be subject to City review and implemented at your sole expense.

We are proposing to expand by an additional 16 children to bring the total center capacity to 110 children. We plan to reduce the current toddler class size to 16 (from 18) in order to meet Head Start class size limits. We propose to serve an additional 14 toddlers in the large,

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vacant classroom previously used by the YMCA Head Start program. This would increase the total number of toddlers served from 18 to 32. We propose to add 2 preschoolers to bring the total to 66 preschoolers, or 22/classroom. This will allow the center to serve additional low income/subsidized children and maintain the current enrollment numbers of full fee families.

3.3 Center Staffing and Management

- a) Provide your proposed organizational structure for this center.

The center will be staffed by a qualified Center Director who supervises the center staff. Two family advocates are assigned to the center full time and are responsible for enrollment, health and family services.

Preschool classes maintain an 8:1 child/adult ratio. Each class is staffed by a head teacher (AA degree with a Child Development Site Supervisor, Master Teacher or Teacher Permit), an associate teachers and a teacher assistant. Preschool teachers must have their BA degrees and Associate teachers must have AA degrees by 2013 in order to meet federal Head Start requirements. This would apply to all ECE staff. Teacher assistants/floater staff provide breaks, support food service and substitute in classes.

Toddler classes (children 18 months to 3 years of age) maintain a 4:1 child/adult ratio. Classes are staffed with a head teacher and an associate teacher with a group size of 8. Infant classes (children birth to 18 months) maintain a 3:1 child/adult ratio with a head teacher and associate teacher, with a group size of 6. Teacher assistants are assigned to float among the classes, giving breaks, individual attention to children, and substituting as needed.

Other support staff includes two program assistants who staff the front door, collect and manage family fees, ensure supplies are ordered and available, and generally support program staff. Because of our multiple funding sources and requirements an array of content area expert staff are available to provide consultation, training, support, and technical assistance to staff. See organizational chart and budget for staff details.

- b) List the titles, responsibilities, qualifications, certifications, salaries and benefits for all staff positions at the center.

See Attachment 6 – Job Descriptions for the following positions
Center Director
Family Advocate
Head Teacher

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Teacher
Associate Teacher
Teacher Assistant
Program Assistant
Teacher Aide

The YMCA has a collective bargaining agreement with SEIU 1520. The Union contract articulates salaries and benefits for all positions and job descriptions spells out qualifications and certifications. The Salary Scale for 2009-2010 is found in Attachment 7. The YMCA provides competitive benefits including health, dental, and retirement for all positions working more than 30 hours/week.

- c) Describe your compensation philosophy and benefits package and the percent of salary this represents.

Staff should be well-trained, experienced and competent and should be compensated accordingly. Our salary scale is based on education and experience, with strong influence to staying in school, taking classes and completing degrees. Fringe benefits equal approximately 44% of the salary. Salaries and benefits represent approximately 80% of the total budget. All salaries exceed the minimum wage requirements of the City of Emeryville with the exception of the Teacher Aide. This position is an entry level training position where the employee must earn six units in early childhood education within the first year of employment. At that point the salary increases substantially.

- d) Current licensed capacity for the Center is as follows: 30 children age birth to 2.9 years, and 64 children age 3 years to 1st grade entry. For this licensed capacity, state the group size and adult-to child ratios for each age group. If there are age groupings that you would consider being more optimal for the center, or additional age ranges you would like to serve, you may state the size and adult to-child ratios for such alternatives as well (i.e. provide both plans).

Because of state and federal funding, the following ratios and group sizes are met at all times:

Age	Adult/Child Ratios	Group Size	Class Size
Birth – 18 months	1:3 infants	6 children	12
18 months – 3 years	1:4 toddlers	8 children	16
3-5 years	1:8 children	20-24 children	22

Group sizes allow staff to work in teams to plan for the individual needs of a smaller group of children. Staff within a classroom coordinate the activities of the larger group.

- e) Address how your staffing patterns will maintain adult-to-child ratios that promote high child care quality throughout the day, as enrollment varies and during staff absences.

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Floating staff are assigned to classes to give staff breaks, deliver and prepare food, and step into the classroom as needed for substituting or giving children more individual attention. Classes merge early and late in the day depending upon enrollment and the ages of the children present. The Center Director and family advocates may step in to classes in cases of emergency when needed as well. Community volunteers are also encouraged to participate in the program and reduce adult/child ratios.

- f) Explain your approach to employee recruitment, screening, performance evaluation and retention. Describe the turnover experienced by your centers (including the average turnover rates for your centers by position) for the past 12 months and the past five years. Describe any problems you have had and you have addressed them.

BAYMCA recruits qualified staff from a variety of sources –local colleges and universities, Craig’s List, YMCA outreach, and from parents in the program. We offer Merritt College classes at one of our centers and encourage qualified students to apply for employment as opportunities arise. All applications are submitted to the ECS Office at 10th Street where they are screened by management personnel. All employees must be interviewed by a committee consisting of supervisors, managers and at least one parent representative. References are checked and applications are vetted. All personnel must complete Livescan criminal record clearance and submit original transcripts prior to hire. Performance appraisals are conducted annually.

For an early childhood program, we have fairly low turnover. Five to six teaching staff leave our program each year – many to return to school, because they move out of the area, others due to retirement. This is less than 10% turnover rate for teaching staff.

Like all other ECE programs, we are competing for a small pool of qualified staff. We believe we offer excellent opportunities for staff that include attendance at conferences, workshops, classes onsite, staff development days, support from family advocates, mental health consultants and a management team with expertise in health, social services, parent involvement, disabilities, computer data systems, etc. Benefits include family membership to the YMCA.

- g) If the Center operations are transitioned to a private provider, the City desires that current staff be given preference in filling center positions. Describe your plans for considering current City child care staff in the hiring process for the center.

We encourage current E-CDC staff who meet the qualification for positions to apply. All eligible staff will receive interviews and priority consideration in hiring. Teaching staff who do not have degrees will be required to meet the Head Start teacher requirements by 2013 (BA degree for teachers, AA degree for Associate/Assistant teachers).

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h) Describe your training program and approach to professional development for staff.

The Berkeley-Albany YMCA values learning as well as providing an environment conducive to learning. We believe that training should:

1. Embody reflective practice;
2. Be well-planned, well-thought out, and timely;
3. Use varied sources of information;
4. Meet or exceed program requirements;
5. Articulate the impact and outcomes;
6. Infuse multi-modality strategies, honoring adult learning principles;
7. Integrate all program areas;
8. Embed cultural competence in all trainings; and
9. Support continuous program improvement.

Program staff and/or consultants deliver training through various formats and levels that include: Training designed for new employees with the specific needs of their position.

Staff are given opportunities for professional growth in order to meet national, regional, or local agency changes and growth as well as their own individual plans and aspirations. Training is planned and implemented in response to program monitoring and self assessment. Staff meetings are designed to serve the dual purpose of communicating information and ongoing training program-wide and at the center level. Performance appraisals that include professional development plans are taken into consideration when designing trainings.

Our state and federal funding provides additional resources specifically in staff development and to assist preschool teachers in completing their BA degrees and assistant teachers in completing their AA degrees. We are working closely with local colleges and universities to train staff as well as to recruit. We conduct large group as well as small group and individualized training for staff. In addition, the program has contracted with several educational consultants that support the ongoing professional skills of staff in implementing the Creative Curriculum and PITC. We also participate in AB212 allowing staff that work in state subsidized programs to receive a stipend for participating in professional development activities.

The YMCA offers Merritt College early childhood classes at one of our centers for both staff and community members.

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The center closes 3-4 days per year to allow staff to participate in in-service activities. We also close early (4 pm) one day per month to allow the center staff to meet as a group. Families are given early notice to ensure alternative child care arrangements can be made. We believe that a well-trained, qualified staff provides better and higher quality care for children.

- i) Provide the names, titles, experience and qualifications of the staff that will be involved in center oversight at the agency/company level.

Pamm Shaw is the Executive Director of the Berkeley-Albany YMCA Early Childhood Services Branch that includes Head Start, Early Head Start, State Preschool and Child Development programs. Pamm has worked in early childhood education and with Head Start and state subsidized child development programs for over 30 years as a teacher, administrator, trainer, and director.

Prior to coming to the YMCA, Pamm directed several statewide training and technical assistance projects. With a focus on hard to reach and traditionally underserved populations, Pamm has brought together key stakeholders to effect systems change through program and organizational development through a variety of projects, including: *California's Map to Inclusive Child Care Project*, *Early Intervention Assistant Certificate Program* with community college child development departments, infusing competencies for working with children with special needs and their families into early childhood coursework and *All of Us Together...Moving to Inclusion* intensive training institutes for teams of child care professionals with specialized service providers to develop community plans to improve the access to child care for children with special needs.

Ms. Shaw has a Masters Degree in special education and early childhood education and has completed doctoral coursework in early childhood special education, administration and policy. She has extensive experience in successfully implementing programs, curriculum development and adaptation, training, and managing multiple funding sources. She has developed and contributed to numerous articles and curricula specifically to improve the skills of child care providers to meet the needs of all children and families and regularly presents at local, state, and national conferences. She is the lead author on the California Children and Families (First 5) Commission funded report *Barriers to Inclusive Child Care Research Study*.

Toni McCree, Associate Director, has been with the Berkeley-Albany YMCA Head Start Program since 1994. She is a former Family Service Worker, Parent Involvement Coordinator and Family Services Manager. In 2008, Toni became the Associate Director, responsible for supervising day to day operations of the ECS direct operated programs, including all of the center directors.

Ms. McCree has a Bachelor of Science degree from Howard University, Washington, DC, in Consumer Studies (Consumer Education/Resource Management) with a minor in business administration: Marketing concentration, and has completed business coursework at San Francisco

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State University, San Francisco, CA. In addition, she has a Juris Doctor from the University of California, Hastings College of the Law, San Francisco, CA.

Ms. McCree's work experience has primarily focused on issues pertaining to low income populations and community advocacy. She has completed internships and/or been employed by the District of Columbia's Department of Consumer and Regulatory Affairs, the United States Office of Consumer Affairs, Alameda County Public Defender, Santa Clara Public Defender, County of San Francisco Sheriff's Department/Prisoner Legal Services, and several law firms in the Bay Area. She has also been a substitute teacher at middle schools in the Oakland Unified School District.

In addition to conducting and participating in numerous trainings and workshops, Toni and Pamm have both participated in the Johnson and Johnson Fellows Program at the UCLA Anderson School of Business. This extraordinary early childhood management training program focuses on the business of early care and education.

Angelo Gallego joined the Berkeley Albany YMCA (BAYMCA) in July of 2002 as Vice President/Chief Financial Officer. Before joining the BAYMCA Angelo served for seven years as the Chief Operating Officer for the Chabot Space and Science Center where, in addition to being responsible for the Center's fiscal activities, he was also responsible for the construction of the new 84,000 square foot facility. The Center, built in the Oakland Hills, is regarded as a major destination point for both local and out of town visitors. Prior to his involvement in the non-profit world Angelo held management positions in finance and operations for a number of subsidiaries of foreign national corporations. Angelo has a degree in Economics from Queens College and took various graduate courses at St. Johns University before moving to Northern California from Long Island, New York.

j) Describe your systems of center oversight and program management.

The Executive Director provides general program oversight, ensures financial stability, and compliance with all program and funding sources. The Associate Director supervises and supports the Center Director who is responsible for ensuring effective day-to-day operations at the center. CFO provides fiscal oversight. Regular monitoring occurs to ensure all program requirements are met. An annual self assessment is conducted that includes parent surveys and analysis of child outcomes.

Policies and procedures are in place to support and guide center administration. Family handbooks describe many of these policies so that staff and parents are familiar with and can expect consistency in the program.

Berkeley-Albany YMCA Response/Request for Qualifications

- k) Identify any subcontractors that would be needed to perform the required services in the proposal and describe their role.

The YMCA will be contracts with Chefables, food service vendor. If selected for this center, the YMCA will evaluate the cost benefits associated with producing meals onsite. We also contract with ABS Janitorial Service. Janitors must be members of an SEIU Collective Bargaining Agreement as part of the contract.

3.4 Quality Assurance, Risk Management and Insurance

- a) Summarize your agency's history with licensing, noting compliance issues that have arisen and how they have been resolved.

Our centers have been licensed since 1972. All of our centers meet or exceed Title 22 Licensing requirements. Occasionally incidents occur. We self report to licensing when required. All issues have been resolved in a timely manner.

- b) State whether you would consider seeking accreditation for the Center and, if so, your timeline for completing this process. If you do not plan to seek accreditation, please explain why.

We would not seek accreditation at this time. As this program would be blended funded with state, federal and fee for service, the highest standards for each of these sources would have to be met. At this time, the CDE is exploring a Quality Improvement System for all child care programs with tiered levels of certification. All levels build on previous levels. Since all of our programs meet the highest of state or federal standard, we believe that we exceed the accreditation standards at this time.

- c) Explain the tools/processes used by your agency for quality assessment. (assuming program quality assessment)

ITERS/ECERS are conducted at least once per year. In addition, a program self-assessment is conducted each spring with a plan developed as needed for any areas found out of compliance or to improve quality. Head Start will be requiring use of the CLASS tool, which we have begun to implement measuring teacher/child interactions and used to plan professional development activities.

In addition, we have an ongoing monitoring system that includes monthly site visits by program managers, review of data reports and file reviews. All information about children and families is kept in a secure data base as well as locked files.

Because of our mixed funding, we are monitored regularly by the federal and state governments.

Berkeley-Albany YMCA Response/Request for Qualifications

- d) Describe your approach to risk management and specify monitoring tools. Describe procedures for responding to and correcting identified risks.

The ECS Health Manager conducts monthly monitoring. Twice a year, staff use a health and safety checklist (developed by the Office of Head Start) to ensure safe environments (that exceed licensing requirements). The YMCA conducts Injury and Illness Prevention Program (IIPP) monitoring in collaboration with our insurance carrier.

Teaching staff use daily checklists to observe classroom and playgrounds prior to children arriving in the center. Items needing repair or that could cause a risk are reported to the supervisor immediately. We will work closely with the City to ensure that the facility remains well-cared for and safe for children.

Quarterly health and safety and child care food program monitoring is also conducted by health staff. Corrective action plans are developed for any identified risks or problems and resolved.

In addition to health and safety risks, the federal government conducts risk management meetings annually to ensure program and fiscal accountability with federal funds.

- e) Note and explain any litigation against your agency or its staff in the past ten years, including any pending litigation, related to the operation of your child care programs.

No litigation.

- f) Describe your child sign-in and sign-out procedures.

Berkeley-Albany YMCA Early Childhood Services programs comply with the State of California, Title 22 Regulations on the Operation of Child Care Center, sections 101326.1 and 101329.1 requiring written Agency procedures that account for the transferring of care from the parent to the Center, and from the Center to the parent. Our sign in/out procedures are fairly stringent in order to meet and monitor the requirements of state and federal funding. The following procedures are in place in all of our centers:

1. Parent/Guardian signs full name and exact time at arrival and departure from the Center each day.
2. Head Teachers or the Center Director checks the Sign In and Out sheets daily for accuracy.
3. Parents/guardians are instructed to call their Center by 9:00 am, to inform staff of specific reasons for absences. On the Absence Record, located on the back of each child's Sign In and Out sheet, staff note the date, the explanation for the absence

Berkeley-Albany YMCA Response/Request for Qualifications

(including how they obtained the information), give a full signature, and mark the box labeled "AR" to indicate that s/he is an agency representative. Staff enter a code on the Absence Record for each absence based on excused, unexcused, best interest day or other. This is to ensure compliance with Title V/Head Start funding as well as Title 22.

4. If an absence occurs, and a parent/guardian fails to call and inform staff, the CD, Family Advocate, or teaching staff must call the family and get the appropriate information to document the absence on the Absence Record.
5. If an absence occurs, a parent fails to call and inform staff, and staff is unable to reach the family by phone, a staff member or parent may fill out the Absence Record upon the child's return to the Center. The parent will include the date of the absence, a detailed explanation, give a full signature, and mark the box labeled "P" to indicate that he/she is a parent/guardian. Staff will enter the appropriate code. A staff member will use the same procedure, but will mark the box labeled "AR" to indicate that s/he is an agency representative.
6. If a child is absent for a second day, and a parent has not contacted the Center, the CD or Family Advocate (FA) must call the parent. This contact must be documented in the child file, regardless of whether the family was reached or not.
7. After 3 consecutive days of absence with no explanation, the FA sends a letter to the parent requesting immediate response, and offering family support services to help maintain regular attendance. The letter advises the family that if there is no response within four days, they may be dropped from the program. A copy of the letter is placed in the child file.
8. If the parent is reached, and the absence is "Excused," the FA notes this on the Absence Record using the procedures explained above.
9. If the parent is reached and the absence is "Unexcused," the absence policy is explained. If the parent needs assistance in adhering to the policy, a further meeting with the FA will be scheduled, and assistance given.
10. If absenteeism continues with no response from the parent to calls or letters, the child will be dropped from the program through a Change of Status and/or Notice of Action (State Programs). The ASM will move forward with filling the vacancy.

If a child is absent regularly -- four or more consecutive or non-consecutive unexcused absences in a month -- the FA must attempt to offer support for the family in maintaining regular attendance. If absenteeism continues, the child may be dropped from the program through a Change of Status and/or Notice of Action (State Programs), and steps will begin to fill the vacancy.

- g) Explain your process for transporting children to and from the center and during any field trips. What staff requirements and safety procedures you will institute?

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As above, AC Transit and contracted buses are used for field trips. Lower adult/child ratios are maintained (1:4 or 5 for preschool; 1:2 for toddlers) when children are on field trips or out of the building. This is done through the use of all staff, including floaters and family advocates as well as parents or other community volunteers.

- h) Describe your procedures for protecting child health and meeting standards. Refer to the City's requirements for insurance coverage (see Attachment A) and confirm your ability to provide such coverage.

Daily health checks are conducted on all children as they enter the center to ensure that children arrive healthy and ready for school. A Health manager and health advocate are available to consult with staff and parents regarding any health issues or concerns. Family advocates facilitate health services support for each child and family. Health and safety monitoring indoors and outdoors occurs daily, weekly, and quarterly. BAYMCA collaborates and partners with local health agencies (ie. Alameda County Public Health) to ensure that child health issues are in the forefront of care.

There will be no problem for BAYMCA to meet the City's requirements for insurance coverage.

3.5 Parent Involvement, Communication and Enrollment

- a) Discuss your philosophy of parent involvement within the center.

Early childhood programs are not just for children. We welcome parent and family participation in all aspects of the program. Active family involvement makes our programs better for the children. Families are strongly encouraged to volunteer by:

- Volunteering in the classroom or office.
- Attending monthly parent Center Committee or Policy Council meetings.
- Attending parent workshops, trainings or meetings.
- Participating on committees (Personnel, Literacy, Budget, and Health Advisory).
- Contributing recipes and helping with cooking projects in the classroom.
- Attending field trips.

The YMCA has been operating the Head Start program since 1972. For 45 years Head Start has been providing comprehensive services to low income families and their children. One of the most important aspects of Head Start is the involvement of parents in all of the service areas: Education, Health, Disabilities, Mental Health, and Family and Community Services. The philosophy of parent involvement in Head Start and Early Head Start is that

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parents are the primary educators of their children and therefore their most important advocate.

At the center level we believe that parents know their child best and that their involvement is crucial to the child's success in our program. We believe that parents have the right to be welcomed into the center and be a part of the overall center team by volunteering in the classroom and supporting the classroom's daily routine.

b) Describe how you maintain communication between parents, center staff and management.

Strong systems for communicating with parents are developed and begin early in the enrollment application process that include but are not limited to:

- A scheduled appointment to complete the intake process. At this time information is provided to the parent regarding the variety of ways that they can be involved in their child's education at the center level.
- An assessment tool is used to gather information about the family's strengths and needs. (for state/federal funded families)
- A parent orientation is provided to all parents at the center to inform them about the program, the curriculum, hours of operation, and the importance of their involvement in their child's education.
- For children enrolled in Head Start, a home visit is scheduled in order to provide the child's family with information regarding the curriculum, but more importantly to find out about the child and his/her family.
- Parent and Teacher conferences are scheduled twice a year to provide the parent with information about the progress of their child and to find out how we can further support the family with any of their concerns regarding their child's early development.
- Monthly parent meetings are scheduled for each program year. Parents are provided with the opportunity to become leaders at the center, provide input, feedback and ideas regarding the education activities in their center.
- A structure is also in place for parents to participate in leadership roles on the Policy Council. The Policy Council is a requirement of the Head Start program and is made up of parent representatives from each center and community representatives.
- Parents are welcome to communicate with their child's teachers, Family Advocate, and Center Director at any time during the day.
- Parents will have translators as needed.
- All material provided to parents is translated into Spanish as well as a majority language other than English and Spanish as the need arises.

Regular newsletters/ notes/emails are sent to parents to keep them informed as to program and classroom activities. Lesson plans are posted in each classroom. Teachers

Berkeley-Albany YMCA Response/Request for Qualifications

and center staff communicate verbally with parents daily at pick up and drop off. Social events, back to school nights and open houses are conducted each year as well.

c) Describe techniques to obtain and maintain enrollment.

Berkeley Albany YMCA Early Childhood Services complies with all Federal, State of California Title 22 Regulations for the Operation of Child Care Centers, and local laws and ordinances in collecting mandated and relevant information before the child's first day of enrollment. The intake process will mark the beginning of partnerships built with families throughout their enrollment in the program.

The recruitment process utilizes a variety of ways for contacting families to ensure that the neediest children from low-income families are recruited for the subsidized program. It is designed to inform all eligible families of the availability of program services in order to provide them with an opportunity to apply for enrollment in the program. We maintain an extensive wait list at all times.

Recruitment involves a variety of publicity methods, including but not limited to flyers, newsletters, brochures, posters, banners, posters, public service announcements, and a visible presence at community events. Personal contacts are made with community agencies and businesses through events and meetings to develop relationships and partnerships to identify families that meet the state or federal eligibility requirements. Recruitment is ongoing throughout the year with an emphasis on the months prior to the need for children to enroll in the fall.

BAYMCA uses the Alameda County Centralized Eligibility List (CEL) to recruit families who may be eligible for the program. The goal is to increase visibility of our services throughout the community and to reach programs that serve newly present diverse populations that are potentially eligible for services. For this center, staff would provide explicit outreach to the Emeryville business community and residents as needed. We would work with current families in the program to "spread the word," as we have found that parents, friends and neighbors are the greatest source of referrals for the program.

Berkeley-Albany YMCA Early Childhood Services provides wrap-around child care services to enrolled Early/Head Start families under the state-funded California Department of Education Child Development Division. Families receiving extended day care in conjunction with and beyond Head Start hours must meet eligibility and need criteria as required by the

Berkeley-Albany YMCA Response/Request for Qualifications

California Department of Education. The program must maintain full enrollment for monthly federal reporting.

- d) Describe policies by which children will be enrolled, matriculated or removed from the program. Include information about wait list procedures and policies for enrollment of currently enrolled children, Emeryville residents, siblings, part-time schedules and drop in schedules, if any.

Berkeley-Albany YMCA Head Start maintains a waiting list of eligible children. All applications are entered into a data base system where a prioritized waitlist based on the agency criteria is maintained allowing for immediate replacement of vacancies and full enrollment. Families on the waitlist are contacted regularly throughout the enrollment year to update their applications and confirm continued interest in the program. Residents of Emeryville will be given priority for placement. If a vacancy occurs, age eligible siblings of enrolled children will be given priority.

For subsidized children, before receiving services through CDE, a family must be certified for care by the enrollment staff. Certifications are valid for one year. During the year after certification, families may experience unlimited changes in their income and/or need for care. Families are required to report any changes to the FA within 5 business days, and provide documents supporting the changes within 30 calendar days. Failure to report changes in income/and or need and provide supporting documentation may result in termination. After initial certification, the family must be certified at least once a year to maintain enrollment in the CDE program. Families may re-certify before their anniversary date, but not after in order to avoid a lapse in services. If a family terminates from the program, and later wants to re-enroll, they must re-certify. Re-certification paperwork is the same as certification paperwork.

Families may be terminated from the CDE program for the following reasons:

1. Failure to submit documentation in a timely fashion
2. Failure to report changes in income/need/family size
3. Non-use of authorized hours of care on a regular basis
4. Use of non-authorized hours of care on a regular basis
5. Submission of fraudulent documentation
6. Delinquent Family Fee payments
7. Failure to maintain a grade point average of 2.0 or higher if parent is in a graded training program
8. Failure to pass at least 50% of non-graded courses and/or failure to make adequate progress according to the training institution

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9. Documented income that has exceeded CDE limits
10. Voluntary termination by the family for any reason

Families paying full fee for services may be terminated for failure to pay or consistent lateness in paying fees. Family Advocates will work with these families to determine if they are eligible for state or federal subsidies.

- e) Explain your methods for assessing and maintaining parent satisfaction.

Annual parent surveys are completed as part of the annual self assessment process. Recommendations for changes are incorporated into planning efforts. In addition, parents can speak with teachers, the center director or management of the program at any time if they have concerns about the program – or compliments!

At the beginning of the year parents are provided with a survey that assesses the best date and time for parent meetings and trainings as well as training topics that they are interested in. Training is planned throughout the year based on the results of the survey.

- f) Describe procedures for responding to parent concerns and complaints.

The procedure for parent concerns and complaints is designed so that parents can raise concerns directly to their child's teacher. After the concern is communicated (verbally or in writing) and there is no resolution or satisfaction, the parent informs the center director about their concern; a meeting is scheduled to resolve the issue that includes the child's teacher, the Center Director and when needed, the Family Advocate. On the rare possibility that a concern/complaint is not resolved at the center level, the parent has the right to bring the concern to the Associate Director in charge of day to day operations. If the complaint is about the services being provided by the Family Advocate, the parent has the right to call the immediate supervisor. If a parent does not speak English, a translator is provided as needed.

- g) Provide a sample parent handbook. See Attachment 4.

3.6. Tuition

- a) List proposed monthly tuition rates by age group. Include tuition for both full-time and any part-time schedules to be offered. State what, if any, tuition difference there will be between Emeryville residents and non-residents. List any additional charges or fees that may apply.

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YMCA FEE SCHEDULE 2009-2010		10% discount for Emeryville Residents	Part day (up to 6 hours/day)
Infants (birth – 18 months)	\$ 1,650	\$ 1,485	
Toddlers (18-36 months)	\$ 1,500	\$ 1,350	\$ 1,275
Preschool (3-5 years)	\$ 1,200	\$ 1,080	\$ 1,020

There are no part time options for infants at this time since infant care is so expensive and competitive with a 3:1 child/adult ratio. In order to maintain consistent staffing with this most vulnerable age group, consistent income needs to be guaranteed.

Other fees include:

- One-time only registration/wait list fee non-refundable of \$100 for full fee families
- Diaper fees – can be daily use or monthly contract if parents choose not to bring (this does not apply to subsidized families)
- Late pick up: \$2/minute
- Returned check fee: \$30
- Late payment of tuition: \$5/day

Other fees may be established as needed (e.g., voluntary participation in special classes or for field trips). Families will be notified in advance of any fee changes.

- b) State your approach to fee increases. Provide the average percentage fee increase you have implemented each year for the past five years.

Fees increases are needed in order to maintain quality staff and pay salaries that are competitive with other agencies. We try to minimize the “pain” to families by having subsidies available for those families who qualify for state/federal programs. We give parents as much notice as possible when fees are increased. Typically fees increase effective July 1 of each year. In the past few years, BAYMCA has served very few families paying full fees. Annually, we survey child care programs in the neighboring area to determine their fees for similar services. We try not to increase fees by so much that current families in the program would not be able to continue services, but recognize that the cost of high quality care comes with a fee. In addition, we must charge no less than what we are reimbursed from the state or federal government to full fee paying families.

- c) Describe your ability/plan to maintain tuition rates that are comparable to similar programs.

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As above, we survey similar programs annually to determine appropriateness of fees. The budget is closely monitored to allow us to maintain tuition at a reasonable level for the quality of services provided.

- d) The City will require that the provider serve families who cannot afford market rate care. Describe if and how your agency will be able to serve families with financial need. As indicated throughout this proposal, we plan to use both federal Early Head Start/Head Start and California Department of Education funds to serve eligible families. The YMCA has been serving the low income community in Emeryville under contract with Emery Unified School District for the past eight years and will continue to do so in coordination with this proposal. We have systems in place for identifying, recruiting and enrolling these families. Family Advocates work closely with the families who may be eligible for subsidies and link them with appropriate resources.

3.7. Financial Information

- a) Provide a proposed annual budget for all center revenues and expenses, including the following categories. Provide a budget narrative with all relevant assumptions, including the notes requested below.

See Attachment 8 – Annual Budget.

Budget Narrative – The annual budget reflects the cost of serving 110 children in 6 classes with staffing appropriate to the ages and required ratios. Tuition/fees are based on Emeryville resident rates (10% discount) to allow for resident priority for slots. Approximately 62 children will be full fee and 48 will be subsidized using state and federal funding. The subsidized families must meet California Department of Education and/or Head Start income and need eligibility requirements. BAYMCA participates in the Child Care Food Program, generating an estimated \$53,916 per year. The State has a sliding fee schedule for low income parents. We have found that many of our families due to income and family size pay little to no fees so this amount is not included in the budget. Any revenue generated over the amount presented will be put directly into program enhancements, such as field trips, music and movement specialists, etc.

Expenses reflect primarily salaries and benefits (80% of the budget) for staff. The balance of the budget is detailed in the Attachment and reflects modest estimates of expenses to operate the center. There will undoubtedly be additional expenses the first year as a new program gets implemented including staff recruitment and training and parent meetings.

3.8. Transition between Providers

- a) The City desires that the transition to a private provider, if it is to occur, will take place in time to begin operations for the 2011-2012 school year.
- b) Note any challenges associated with this start date and how you might address them.

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We do not anticipate any problems with this transition timeframe.

- c) Based on this start date, provide a plan, including activities and timelines, for transitioning the center from one provider to another, both at the beginning of the lease or contract and at the end. Include a timetable for obtaining required state licensing, hiring staff, holding introductory parent meetings and other pertinent information.

See Attachment 9 – Transition timeline. A one year timeline to transition from one program to the other allows adequate time to address any facilities issues (in terms of adding a classroom), getting the center licensed and purchasing any needed supplies or equipment to fully implement the curriculum. Once an agreement is reached with the City, BAYMCA staff will meet with current program staff and parents to address any questions, concerns and create a transition team that includes BAYMCA staff/managers, current parents and staff to ensure a smooth change occurs.

- d) Explain how the continuity of care will be maintained and the disruption to the children will be minimized.

BAYMCA strongly believes in a continuity of care model that will be the least disruptive to the children and families to the extent possible. We anticipate finalizing staff hiring in the last quarter prior to opening so there is plenty of time to transition to new caregivers/teachers if that is the case. We anticipate and hope that current staff that are qualified will apply for positions to minimize the disruption to children. We are giving time to up-front staff training. We will be available to parents to discuss concerns and will encourage parents to spend as much time in the center as possible during this transition to ease and comfort their children if needed. In other instances where we have had significant staff changes, we ensured that at least one staff person who the children are familiar with is present. We also anticipate that current staff will work closely with any new staff coming in to help with this transition.

3.9. Assistance from City

- a) Specify what, if any, assistance from the City you would find helpful or necessary for the successful operation of the programs. Include here any assistance from the City, if any, that was built into your proposed budget in Section 3.7 above.

As above, we anticipate that staff will work collaboratively with new program staff and management to successfully transition the center. In addition, if the City wishes to have lower fees for Emeryville residents, or program participants, this can only happen with reduction in rent we would be paying the City or through additional City support.

We would also be very interested in taking over the City's contract for Child Development Services with the California Department of Education.

Berkeley-Albany YMCA Response/Request for Qualifications

3.10. Augmentations to the Scope of Service

- a) Summarize any service enhancements, best practices and creative approaches included in your proposal that exceed the minimum requirements specified in the Scope of Services in Section 2.16.

BAYMCA operates high quality early care and education programs that meet or exceed state and federal standards, guidelines and practices. We have systems, policies and procedures in place to meet all of the requirements included in the Scope of Services. As a result of our multiple funding sources, we have the ability to offer an array of program enhancements (including field trips, special projects, consultants) to all of the enrolled children. Children enrolled in Head Start/CDE Child Care will receive additional services and/or supports as required by those funding sources.

3.11. Additional Information

- a) Provide other essential information that may assist in the evaluation of this proposal.

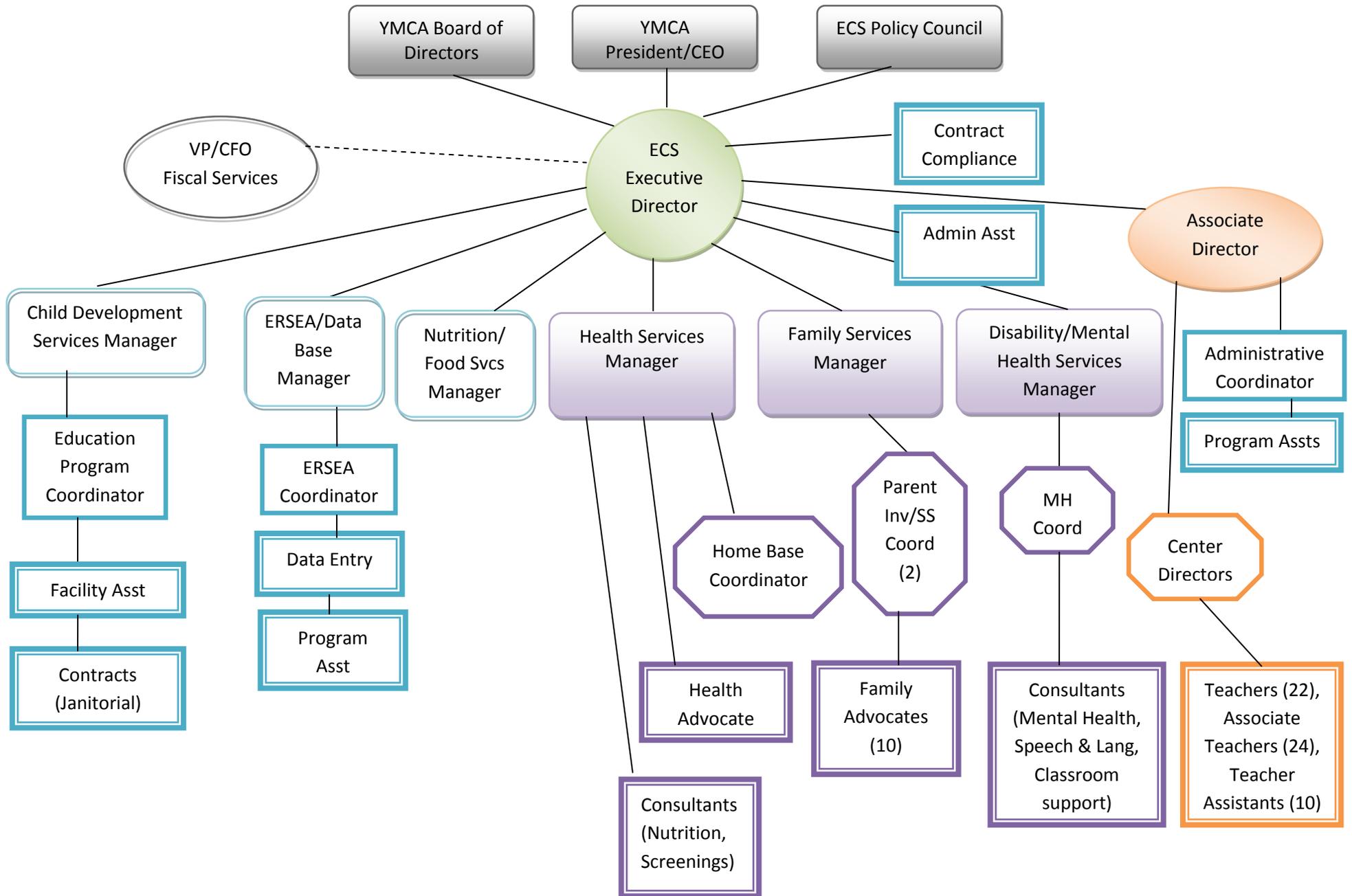
We believe that the Berkeley-Albany YMCA is uniquely qualified to take over management of the Emeryville Child Development Center. The YMCA already has a visible presence in the community, operating the state preschool/Head Start program in collaboration with the Emery Unified School District. While the Early Childhood Services goal has always been to serve low income families, all of the Y staff have worked in fee for service programs and are eager for the opportunity to provide a diverse program that does not segregate children and families based on their ability to pay tuition.

Berkeley-Albany YMCA Early Childhood Services

2009-2010 CENTER LOCATIONS

YMCA OPERATED PROGRAMS	
<p>6th Street (Lic 013414247)(capacity 40) 1450 6th Street • Berkeley 510-558-2110 Infants/Toddlers Birth to 3</p>	<p>Emery Marina (Lic 013416362)(capacity 48) 4727 San Pablo Ave • Emeryville 510-601-8674 #1 • 510-601-7365 #2 Preschool – Ages 3-5</p>
<p>Oceanview (Lic 013411435)(capacity 72) 1422 San Pablo Avenue • Berkeley 510-559-2091 Toddlers/Preschool – Ages 2-5</p>	<p>Sacramento (Lic 013411804)(capacity 40) 3155 Sacramento Street • Berkeley 510-547-6683 Preschool – Ages 3-5</p>
<p>South YMCA* (Lic 010200607)(under construction, 2010 capacity 80) 2901 California Street • Berkeley 510-549-3529 • 510-649-7988 Preschool – Ages 3-5</p>	<p>Vera Casey Center (Lic 013417825)(capacity 27) 2246 Martin Luther King, Jr. Way • Berkeley 510-549-3063 Infants/Toddlers Birth to 3</p>
<p>*West Campus (Lic 013420511)(capacity 40) 1222 University Avenue • Berkeley 510-809-0406 Preschool – Ages 3-5 <i>Open during 2009-2010 only during South Y construction</i></p>	<p>West YMCA - Administrative Office (Lic 010206120 Preschool)(capacity 80) (Lic 013417823 Infant Center)(capacity 8) 2009 10th Street • Berkeley • 94710 510-848-9092 • Fax 510-848-0103 Infants/Toddlers/Preschool – Ages 1-5</p>
PARTNER PROGRAMS	
<p>Albany Unified School District Children's Center 800 Red Oak Ave • Albany 510-559-6590 Preschool – Ages 3-5</p>	<p>Center for Early Intervention on Deafness (CEID) 1035 Grayson Street • Berkeley 510-848-4800 Preschool – Ages 3-5</p>
Berkeley Unified School District Children's Centers	
<p>Franklin 1460 Eighth Street • Berkeley Office 644-6339 Preschool – Ages 3-5</p>	<p>Hopkins 1810 Hopkins Street • Berkeley 644-6663 • 644-6406 • 644-6944 Preschool – Ages 3-5</p>
<p>King 1939 Ward St • Berkeley Office 644-6358 Preschool – Ages 3-5</p>	

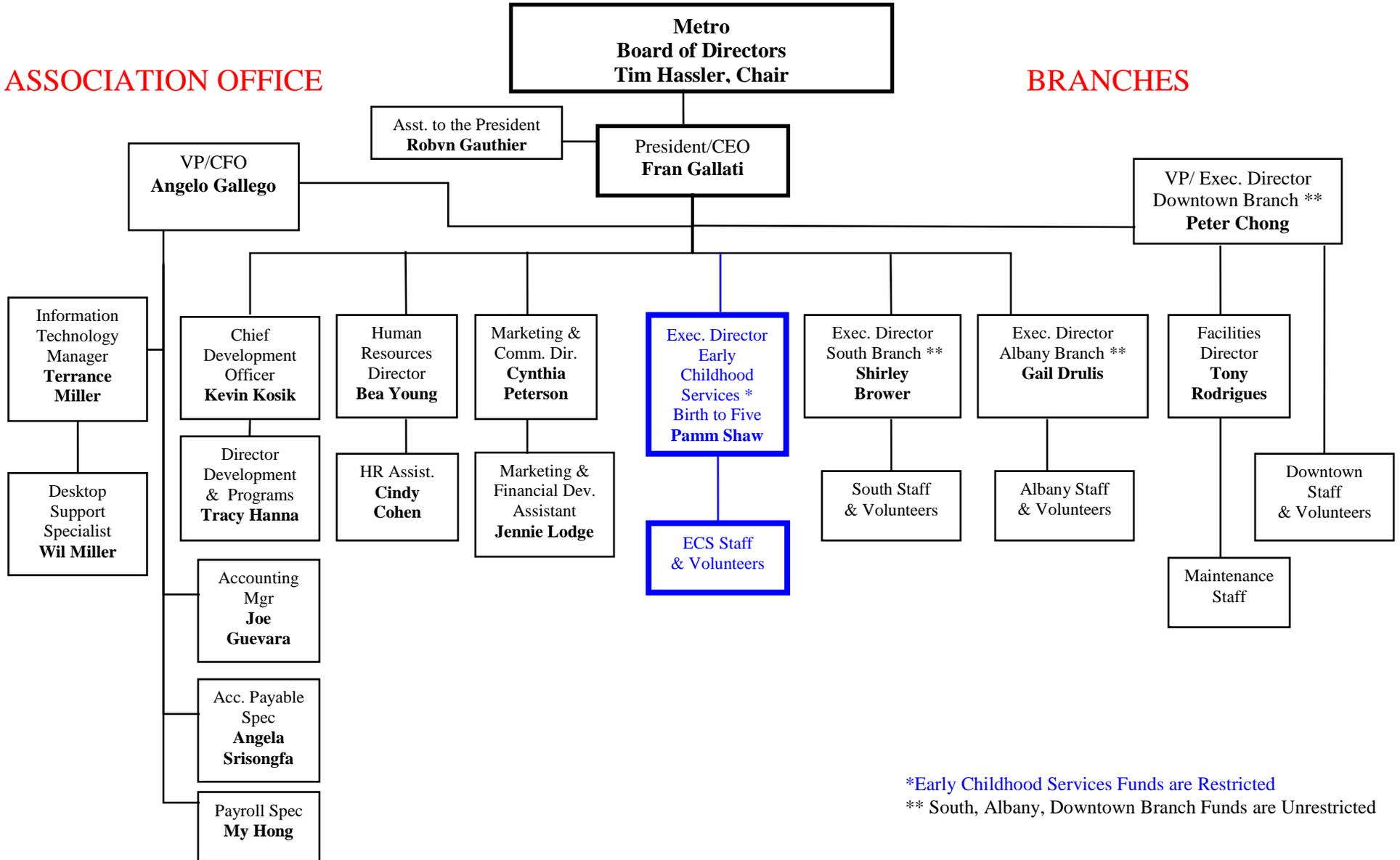
Berkeley-Albany YMCA Early Childhood Services – ORGANIZATIONAL STRUCTURE 2009



**BERKELEY-ALBANY YMCA
ORGANIZATIONAL STRUCTURE**

ASSOCIATION OFFICE

BRANCHES



*Early Childhood Services Funds are Restricted
** South, Albany, Downtown Branch Funds are Unrestricted

**Attachment 3.
Audited Financial
Statements**

**BERKELEY YOUNG MEN'S
CHRISTIAN ASSOCIATION**
**FINANCIAL STATEMENTS,
SINGLE AUDIT REPORTS AND
STATE CHILDCARE DEVELOPMENT REPORTS**
JUNE 30, 2008
(WITH COMPARATIVE TOTALS FOR 2007)

Armanino McKenna ^{LLP}
Certified Public Accountants & Consultants

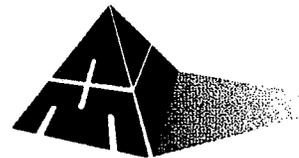


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INDEPENDENT AUDITORS' REPORT

The Board of Directors
Berkeley Young Men's Christian Association
Berkeley, California

We have audited the accompanying statement of financial position of Berkeley Young Men's Christian Association (the "Association") as of June 30, 2008, and the related statements of activities, functional expenses, and cash flows for the year then ended. These financial statements are the responsibility of the Association's management. Our responsibility is to express an opinion on these financial statements based on our audit. The prior year summarized comparative information has been derived from the Association's 2007 financial statements, which were audited by other auditors whose report, dated November 14, 2007, expressed an unqualified opinion on those financial statements.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Berkeley Young Men's Christian Association as of June 30, 2008, and the changes in its net assets and its cash flows for the year then ended in conformity with accounting principles generally accepted in the United States of America.

In accordance with *Government Auditing Standards*, we have also issued our report dated October 1, 2008 on our consideration of the Association's internal control over financial reporting and our tests of its compliance with certain provisions of laws, regulations, contracts and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* and should be read in conjunction with this report in considering the results of our audit.

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Our audit was conducted for the purpose of forming an opinion on the basic financial statements taken as a whole. The accompanying schedule of expenditures of Federal and State awards is presented for purposes of additional analysis as required by U.S. Office of Management and Budget Circular A-133, *Audits of States, Local Governments, and Non-Profit Organizations*, and is not a required part of the basic financial statements. The supplemental schedules listed in the foregoing table of contents are also for purposes of additional analysis and are not a required part of the basic financial statements. These schedules are the responsibility of the Association's management. Such schedules have been subjected to the auditing procedures applied in our audit of the basic financial statements and in conformity with the *Audit Guide for Audits of Child Development and Nutrition Programs* issued by the California Department of Education and in our opinion, are fairly stated in all material respects, in relation to the basic financial statements taken as a whole.

Armanino McKenna LLP

ARMANINO McKENNA LLP

October 1, 2008

BERKELEY YOUNG MEN'S CHRISTIAN ASSOCIATION

Statement of Financial Position

June 30, 2008

(With Comparative Totals for 2007)

ASSETS

	<u>2008</u>	<u>2007</u>
Cash and cash equivalents	\$ 1,405,277	\$ 1,346,836
Investments	23,283,820	23,757,621
Accounts receivable, net	105,564	126,377
Grants receivable	1,235,847	1,544,240
Prepaid expenses and other assets	447,258	344,596
Assets limited as to use	58,470	51,616
Land, property and equipment, net	11,641,893	9,979,296
Interest in charitable remainder trust	710,164	770,531
Derivative agreement asset	-	58,921
Deferred financing costs, net	104,753	111,737
Total assets	<u>\$ 38,993,046</u>	<u>\$ 38,091,771</u>

LIABILITIES AND NET ASSETS

Liabilities		
Accounts payable	\$ 1,728,033	\$ 936,749
Accrued payroll and other payroll related liabilities	997,941	755,982
Deposits	281,419	277,243
Deferred revenue	1,322,447	1,638,477
Derivative agreement liability	237,230	-
Bonds payable	8,515,000	8,820,000
Total liabilities	<u>13,082,070</u>	<u>12,428,451</u>
Net assets		
Unrestricted	24,521,978	24,213,955
Temporarily restricted	710,164	770,531
Permanently restricted	678,834	678,834
Total net assets	<u>25,910,976</u>	<u>25,663,320</u>
Total liabilities and net assets	<u>\$ 38,993,046</u>	<u>\$ 38,091,771</u>

The accompanying notes are an integral part of these financial statements.

BERKELEY YOUNG MEN'S CHRISTIAN ASSOCIATION

Statement of Activities

For the Year Ended June 30, 2008

(With Comparative Totals for 2007)

	2008			Total	2007 Total
	Unrestricted	Temporarily Restricted	Permanently Restricted		
Revenue and support					
Membership dues	\$ 8,526,021	\$ -	\$ -	\$ 8,526,021	\$ 8,498,222
Government grants	6,798,249	-	-	6,798,249	5,523,293
Program fees	2,975,944	-	-	2,975,944	2,759,320
Investment income	934,802	-	-	934,802	610,236
Contributions	682,009	-	-	682,009	453,914
Sales of supplies	109,324	-	-	109,324	99,857
Other income	106,488	-	-	106,488	57,104
Special events - net	6,393	-	-	6,393	9,400
United Way	769	-	-	769	1,958
Total revenue and support	20,139,999	-	-	20,139,999	18,013,304
Expenses					
Program expenses					
Health services	6,830,864	-	-	6,830,864	6,585,846
Community services	7,683,024	-	-	7,683,024	6,390,608
Residence	798,958	-	-	798,958	780,529
Camping	32,459	-	-	32,459	39,940
Total program services	15,345,305	-	-	15,345,305	13,796,923
Management and general	2,250,056	-	-	2,250,056	2,070,800
Fundraising	240,581	-	-	240,581	269,660
Total expenses	17,835,942	-	-	17,835,942	16,137,383
Change in net assets from operations	2,304,057	-	-	2,304,057	1,875,921
Other changes					
Realized gain on investments	804,961	-	-	804,961	603,893
Unrealized gain (loss) on investments	(2,504,844)	-	-	(2,504,844)	1,360,532
Change in interest in charitable remainder trust	-	(60,367)	-	(60,367)	113,544
Unrealized loss on interest rate hedging related to bonds	(296,151)	-	-	(296,151)	(110,916)
Change in net assets	308,023	(60,367)	-	247,656	3,842,974
Net assets, beginning of year	24,213,955	770,531	678,834	25,663,320	21,820,346
Net assets, end of year	\$ 24,521,978	\$ 710,164	\$ 678,834	\$ 25,910,976	\$ 25,663,320

The accompanying notes are an integral part of these financial statements.

BERKELEY YOUNG MEN'S CHRISTIAN ASSOCIATION
Statement of Functional Expenses
For the Year Ended June 30, 2008
(With Comparative Totals for 2007)

	Health Services	Community Services	Residence	Camping	Total Program Services	Management and General	Fundraising	Total	2007 Total
Salaries	\$ 3,200,564	\$ 3,918,777	\$ 316,716	\$ -	\$ 7,436,057	\$ 999,635	\$ 143,098	\$ 8,578,790	\$ 7,478,648
Employee benefits	408,414	681,868	71,947	-	1,162,229	144,873	15,446	1,322,548	1,123,969
Payroll taxes	350,230	452,202	35,461	-	837,893	75,051	12,032	924,976	992,127
Professional fees	249,605	959,279	34,289	-	1,243,173	272,475	36,251	1,551,899	1,467,626
Supplies	275,261	683,257	37,453	-	995,971	14,338	12,465	1,022,774	794,042
Telephone	26,128	55,912	7,732	-	89,772	56,074	-	145,846	110,787
Postage	23,794	10,177	555	-	34,526	17,051	2,026	53,603	44,027
Occupancy costs	683,255	417,196	123,466	3,575	1,227,492	138,992	996	1,367,480	1,305,448
Equipment maintenance	194,740	178,290	12,992	-	386,022	83,172	3,034	472,228	323,833
Public relations	108,124	39,210	5,433	-	152,767	87,901	9,778	250,446	239,679
Travel expenses	44,701	86,485	886	-	132,072	17,678	132	149,882	143,267
Conferences and meetings	38,653	120,054	244	-	158,951	16,775	2,329	178,055	134,122
Membership dues	355	4,405	-	-	4,760	154,255	-	159,015	164,598
Financing costs	426,996	22,131	6,565	-	455,692	91,851	495	548,038	571,036
Insurance	161,290	31,111	26,814	-	219,215	24,848	-	244,063	371,794
Miscellaneous	6,814	16,023	4,102	-	26,939	536	2,499	29,974	54,928
	<u>6,198,924</u>	<u>7,676,377</u>	<u>684,655</u>	<u>3,575</u>	<u>14,563,531</u>	<u>2,195,505</u>	<u>240,581</u>	<u>16,999,617</u>	<u>15,319,931</u>
Depreciation and amortization	631,940	6,647	114,303	28,884	781,774	54,551	-	836,325	817,452
Total expenses	<u>\$ 6,830,864</u>	<u>\$ 7,683,024</u>	<u>\$ 798,958</u>	<u>\$ 32,459</u>	<u>\$ 15,345,305</u>	<u>\$ 2,250,056</u>	<u>\$ 240,581</u>	<u>\$ 17,835,942</u>	<u>\$ 16,137,383</u>

The accompanying notes are an integral part of these financial statements.

Statement of Cash Flows
For the Year Ended June 30, 2008
(With Comparative Totals for 2007)

	<u>2008</u>	<u>2007</u>
Cash flows from operating activities		
Change in net assets	\$ 247,656	\$ 3,842,974
Adjustments to reconcile change in net assets to net cash provided by operating activities		
Depreciation and amortization	836,325	817,452
Realized gain on investments	(804,961)	(603,893)
Unrealized (gain) loss on investments	2,504,844	(1,360,532)
Donated investments	(235,011)	(58,100)
Interest in charitable remainder trust	60,367	(113,544)
Unrealized loss on interest rate hedging related to bonds	296,151	110,916
Changes in operating assets and liabilities		
Accounts receivable, net	20,813	(302,624)
Grants receivable	308,393	-
Prepaid expenses and other assets	(102,662)	85,495
Accounts payable	791,284	383,148
Accrued payroll and other payroll related liabilities	241,959	81,628
Deposits	4,176	-
Deferred revenue	(316,030)	314,803
Net cash provided by operating activities	<u>3,853,304</u>	<u>3,197,723</u>
Cash flows from investing activities		
Increase in assets limited as to use	(6,854)	(2,299)
Purchase of land, property and equipment	(2,491,938)	(461,180)
Proceeds from sale of investments	13,778,082	18,886,013
Purchases of investments	(14,769,153)	(21,021,300)
Net cash used in investing activities	<u>(3,489,863)</u>	<u>(2,598,766)</u>
Cash flows from financing activities		
Payments on bonds payable	(305,000)	(280,000)
Increase in cash and cash equivalents	58,441	318,957
Cash and cash equivalents, beginning of year	<u>1,346,836</u>	<u>1,027,879</u>
Cash and cash equivalents, end of year	<u>\$ 1,405,277</u>	<u>\$ 1,346,836</u>
<u>Supplemental information</u>		
Interest paid	<u>\$ 318,217</u>	<u>\$ 390,691</u>

The accompanying notes are an integral part of these financial statements.

BERKELEY YOUNG MEN'S CHRISTIAN ASSOCIATION
Notes to Financial Statements
June 30, 2008

1. Organization

The Berkeley Young Men's Christian Association d.b.a. Berkeley-Albany YMCA (the "Association") is a not-for-profit corporation whose specific purpose is to advance spiritual, mental, and physical growth, and to forge bonds of fellowship among all peoples and generations in support of individuals and families in the local and global community. This purpose is accomplished by:

- Enhancing health, wellness, and physical fitness as a condition to be achieved and maintained.
- Developing values and standards for daily living, especially in the young.
- Teaching skills which enrich the quality of life and help participants develop self-confidence and appreciate their own worth as individuals.
- Providing programs that strengthen the family and enhance the quality of family life.
- Increasing intercultural and international respect in pursuit of world peace and understanding.
- Providing affordable residence facilities for those who possess limited financial resources and can benefit from the support of the Association's programs.
- The Association generates its revenues primarily from membership dues, governmental grants, program service fees and contributions.

2. Summary of Significant Accounting Policies

Basis of accounting

The financial statements of the Association have been prepared on the accrual basis of accounting.

Net assets

Net assets and changes therein are classified as follows:

Unrestricted Net Assets

The portion of net assets that is neither temporarily restricted nor permanently restricted by donor-imposed stipulations. The Board has resolved that certain contributions will be invested and the earnings from the contributions will be used for certain programs of the Association. At June 30, 2008, \$5,464,002 of net assets have been designated for these purposes.

BERKELEY YOUNG MEN'S CHRISTIAN ASSOCIATION
Notes to Financial Statements
June 30, 2008

2. Summary of Significant Accounting Policies (continued)

Net assets (continued)

Temporarily Restricted Net Assets

The portion of net assets whose use by the Association is limited by donor-imposed stipulations that either expire by passage of time or can be fulfilled and removed by actions of the Association.

Permanently Restricted Net Assets

The portion of net assets whose use by the Association is limited by donor-imposed stipulations that neither expire by passage of time nor can be fulfilled or otherwise removed by actions of the Association.

Revenue recognition

Contributions and grants are recognized at fair value when the donor/grantor makes an unconditional promise to give to the Association. Contributions that are restricted by the donor/grantor are reported as increases in unrestricted net assets if the restrictions expire in the fiscal year in which the contributions are recognized. All other donor-restricted contributions and grants are reported as increases in temporarily or permanently restricted net assets depending on the nature of the restrictions. When a restriction expires, temporarily restricted net assets are reclassified to unrestricted net assets.

Membership dues and program service fees are recognized as revenue when earned. Revenues from government grants are recognized as the contracts are fulfilled.

Payments received related to future programs, membership dues applicable to future periods, and non-expended Head Start program grants are reported as deferred revenue. Deferred revenue is recognized as revenue in the period the related programs are held, dues are earned or expenditures for the Head Start program are incurred.

Accounts receivable

Accounts receivable are stated at the amount management expects to collect from outstanding balances. The Association uses the allowance method to determine uncollectible receivables. The allowance is based on prior years' experience and management's analysis of specific promises made. At June 30, 2008 the allowance for doubtful accounts was \$10,000.

Investments

Investments are recorded at fair value, based on quoted market prices, with realized and unrealized gains and losses reflected in the Statement of Activities.

BERKELEY YOUNG MEN'S CHRISTIAN ASSOCIATION

Notes to Financial Statements

June 30, 2008

2. Summary of Significant Accounting Policies (continued)

Fair value of financial instruments and interest rate swap agreement

The carrying value of the bonds payable approximates fair value as they bear interest at variable interest rates, which approximate current market rates for bonds with similar maturities.

The fair market value of the interest rate swap is accrued as market rates change. Changes in the fair market value of the interest rate swap is reported as an unrealized gain (loss) on interest rate hedging related to bonds on the Statement of Activities.

The fair values of financial instruments not otherwise disclosed herein are comparable to their carrying values due to the short term nature of the instruments.

Property and equipment

Property and equipment are recorded at cost, or if donated, at estimated fair value at the date of donation. Construction in progress is recorded as incurred, but not depreciated until the related asset is placed into service. Depreciation has been provided on the straight-line method over the estimated useful lives of the assets. The estimated useful lives of the assets are:

Buildings and improvements	10 - 40 years
Furniture, equipment and autos	3 - 10 years

Certain property and equipment are security for the bonds payable.

Financing costs

Bond issuance and other financing costs are amortized on a straight-line basis over the term of the related debt.

Donated services

Donated services are not recorded by the Association as they do not meet the criteria for recognition under accounting standards.

The Head Start Program requires 20% of total expenses to be provided by the sponsor and participants in the program. To comply with this requirement, the Association has developed a reporting system to determine all in-kind contributions, which consist primarily of community partners agreements and CDE Child Care Contracts valued at the nominal contract amounts, to the Head Start Program. The value of these Head Start in-kind contributions, totaling \$654,979 for the year ended June 30, 2008, has not been reflected in the financial statements.

2. Summary of Significant Accounting Policies (continued)

Income taxes

The Association has been determined to be exempt from federal and state income taxes pursuant to Section 501(c) (3) of the Internal Revenue Code and Section 23701(d) of the California Revenue and Taxation Code. In addition, the Association has been determined by the Internal Revenue Service not to be a private foundation within the meaning of Section 509(a) of the Internal Revenue Code.

Cash and cash equivalents

For the purpose of the Statement of Cash Flows, the Association considers all unrestricted highly liquid investments, with a maturity of three months or less, to be cash equivalents.

Indirect cost allocation

The costs of providing program services have been summarized on a functional basis. Costs directly associated with a particular program are allocated to that program. Certain costs, not directly attributable to a particular program, have been allocated among program and support services based upon estimates made by management and in accordance with the terms of grants and contracts, if applicable.

Use of estimates

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions. These estimates and assumptions affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements. Actual results could differ from those estimates.

Prior year information

The financial statements include certain prior year summarized comparative information in total but not in sufficient detail to constitute a presentation in conformity with accounting principles generally accepted in the United States of America. Accordingly, such information should be read in conjunction with the Association's financial statements for the year ended June 30, 2007, from which the summarized information is derived.

Reclassifications

Certain prior year amounts have been reclassified to conform with current year classifications. These reclassifications had no effect on net assets or change in net assets.

BERKELEY YOUNG MEN'S CHRISTIAN ASSOCIATION
Notes to Financial Statements
June 30, 2008

3. Investments

Investments at June 30, 2008 consist of the following:

Mutual funds	\$11,675,627
Fixed income	3,109,570
Bonds	7,180,442
Money market accounts	<u>1,318,181</u>
	<u>\$23,283,820</u>

Investment income consists of the following for the year ended June 30, 2008:

Realized gain	\$ 804,961
Unrealized losses	\$2,504,844
Interest income	\$ 934,802

4. Interest in Charitable Remainder Trust

The Association has been named a 40% remainder beneficiary of a charitable remainder trust. The trust agreement provides for an annual distribution of 5% of the trust's fair market value to the two life beneficiaries over their lifetimes. At the time of death of the remaining beneficiary, the trust's assets will be distributed to the Association.

The Association's residual interest in the trust has been recorded as Interest in Charitable Remainder Trust in the Statement of Financial Position based upon the net present value of its share of the fair market value of the trust's assets (\$3,393,543 at June 30, 2008) and the actuarial life expectancies of the trust's beneficiaries and the required payments to be made to them.

During the year ended June 30, 2008 the change in the interest in the charitable remainder trust was reported as a decrease in temporarily restricted net assets of \$60,367.

5. Assets Limited as to Use

Assets limited as to use represent cash and cash equivalents which are restricted under the bond indenture agreement for payment of bond interest and bond principal.

BERKELEY YOUNG MEN'S CHRISTIAN ASSOCIATION
Notes to Financial Statements
June 30, 2008

6. Deferred Financing Costs

Deferred financing costs at June 30, 2008 consist of the following:

Bond issuance costs	\$174,593
Less accumulated amortization	<u>(69,840)</u>
	<u>\$104,753</u>

Amortization expense for the year ended June 30, 2008 amounted to \$6,984.

7. Land, Property and Equipment

Land, property and equipment consist of the following at June 30, 2008:

Land	\$ 393,400
Building and improvements	15,961,550
Equipment	<u>2,990,168</u>
Total	19,345,118
Less accumulated depreciation	(9,056,846)
Construction in progress	<u>1,353,621</u>
	<u>\$11,641,893</u>

Depreciation expense for the year ended June 30, 2008 amounted to \$829,341.

The construction in progress is related to remodeling, additional renovations and seismic upgrades at the Downtown branch.

8. Bonds Payable

On June 1, 1998, the Association remarketed its revenue bonds issued by the City of Berkeley on June 1, 1993, of \$10,755,000, as allowed under the original bond indenture, to reduce the future debt service costs of the Association. Interest rates are subject to the rates determined by the remarketing agent in accordance with the provisions of the indenture agreement with the trustee. The variable interest rate at June 30, 2008 was 1.58%.

The Association had a reimbursement agreement with Banque Nationale de Paris, pursuant to which the Bank issued a \$10.9 million letter of credit under which the trustee was entitled to make drawings under certain circumstances for the benefit of the holders of the bonds. Effective September 3, 2004, the Association cancelled the agreement with Banque Nationale de Paris and signed a new agreement with Wells Fargo Bank, N.A. (the "Bank") in the amount of \$9,780,611.

BERKELEY YOUNG MEN'S CHRISTIAN ASSOCIATION
Notes to Financial Statements
June 30, 2008

8. Bonds Payable (continued)

Under this direct-pay letter of credit (LOC), the trustee will be entitled to draw up to an amount sufficient to pay 100% of the principal amount of the bonds outstanding on the date of such draw, plus accrued interest on the bonds. The LOC is secured by the Association's gross revenues and certain real property. The LOC will expire on September 1, 2008, but shall be automatically extended, without written amendment, to September 1 in each succeeding calendar year up to, but not beyond, September 1, 2014. The bonds contain certain financial covenants, including maintaining minimum debt service coverage and minimum unrestricted net assets. At June 30, 2008, the Association was in compliance with such financial covenants.

The Association is required by the indenture to make mandatory sinking fund payments on June 1, of each year for the retirement of the bonds as follows:

2009	\$ 325,000
2010	350,000
2011	375,000
2012	405,000
2013	435,000
Thereafter	<u>6,625,000</u>
	<u>\$8,515,000</u>

In July 2008, the Association entered into a new bond agreement with the Bank, in the amount of \$15,865,000. The bond proceeds will be used to fund the renovations of its Downtown facility and to pay off the remaining balance on the existing bonds.

Interest rate option

The Association has remarketed its variable-rate revenue bonds issued by the City of Berkeley. This debt obligation is exposed to variability in interest payments due to changes in interest rates.

The Association believes that it is prudent to limit the variability of its interest payments. To meet this objective, the Association has entered into a separate financial instrument to manage fluctuations in cash flows resulting from interest rate risks. On May 2, 2005 the Association fixed the interest rate on the bonds at a fixed rate of 3.72% by entering into a derivative financial instrument with the Bank.

Under this separate agreement with the Bank, the Association swapped its variable-rate cash flow exposure on the bonds for a fixed rate, which is in place through 2014. Also, at anytime during the next six years, and at the Association's sole discretion, and at no cost to the Association, the Association can convert any of the fixed-rate portion of the bonds back to a variable rate.

8. Bonds Payable (continued)

Interest rate option (continued)

Since the fixed-rate is guaranteed for the next six years of the life of the bond, there is a termination fee/income calculation, representing the change in the fair market value of the interest rate swaps, if the Association terminates the agreement prior to the fixed terms of the swap. If interest rates go down and the Association terminates the agreement, the Bank would lose income, as they would have to provide loans to other customers at a lower interest rate. The opposite would be true if interest rates increase.

As of June 30, 2008, interest rates have changed since the inception of the swap. If the Association terminated the swap agreement with the Bank as of June 30, 2008, the Association would have realized a loss of \$72,706 as the interest income the Bank would earn is calculated over the nine-year term of the agreement. At the present time, the Association has no intention of terminating this agreement with the Bank. Changes in the fair market value of the interest rate swap is reported as unrealized gains or losses in interest rate hedging related to bonds on the Statement of Activities. As of June 30, 2008, the valuation of the interest rate swap resulted in a net unrealized loss (which has no effect on the cash position of the Association) in the amount of \$296,151, due to the changes in interest rates as discussed above. The liability related to this unrealized gain is included in the Statement of Financial Position as of June 30, 2008.

The Association does not enter into derivative instruments for any purpose other than the interest payments as discussed above; that is, the Association does not speculate for investment purposes using derivative instruments.

9. Line of Credit

The Association has a line of credit agreement with Wells Fargo Bank under which it may borrow up to \$350,000, on an unsecured basis, at the bank's prime rate plus one-half percent. The agreement expires on December 1, 2008, at which time it is subject to renegotiation. There are no outstanding borrowings under this agreement at June 30, 2008.

10. Commitments and Contingencies

The Association is the sponsor for the Head Start Program in Berkeley, California. The program is subject to program compliance audits by the grantor or its representative. The amount of expenditures which may be disallowed by the granting agency cannot be determined at this time. The Association expects such disallowed amounts, if any, to be immaterial to the financial position and activity of the Association.

BERKELEY YOUNG MEN'S CHRISTIAN ASSOCIATION
Notes to Financial Statements
June 30, 2008

10. Commitments and Contingencies (continued)

The Association has entered into operating lease agreements extending through July 2014, which requires minimum base lease payments. Future minimum lease payments under the lease agreements for the next five fiscal years and thereafter are as follows:

2009	\$253,147
2010	176,195
2011	67,305
2012	40,601
2013	15,663
Thereafter	<u>13,000</u>
	<u>\$565,911</u>

Rental expense for the year ended June 30, 2008 totaled \$504,965 which includes certain month-to-month operating leases for office, child care facilities and equipment.

During 2008, the Association entered into a construction contract for approximately \$4,860,000 to renovate and perform seismic upgrades at the Downtown branch. As of June 30, 2008, the entire contract amount remains on the construction contract.

11. Employee Benefit Plans

The Association participates in a multi-employer defined contribution pension plan with other associations. All employees who work 1,000 hours per year and have been employed at least two years are eligible to participate. Pension expense for the year ended June 30, 2008 was \$471,965.

12. Temporarily Restricted and Permanently Restricted Net Assets

Temporarily restricted net assets of \$710,164 consist of the Association's interest in a charitable remainder trust (Note 4).

Permanently restricted net assets are restricted to investment in perpetuity. The income is expendable to provide services as defined by the endowment agreement. The Board of Directors of the Association has established a policy to maintain the inflation adjusted value of the Association's endowment by spending only a portion of that income. This will change only upon the recommendation of the Investment Committee (in consultation with the Finance Committee) when a correction appears warranted based on a comparison of income performance to the inflation rate of each year.

BERKELEY YOUNG MEN'S CHRISTIAN ASSOCIATION
Notes to Financial Statements
June 30, 2008

12. Temporarily Restricted and Permanently Restricted Net Assets (continued)

Permanently restricted net assets are available for the following purposes at June 30, 2008:

General operations	\$456,379
International programs	185,290
Camperships	<u>37,165</u>
	<u>\$678,834</u>

13. Concentrations of Risk

The Association has identified its financial instruments which are potentially subject to risk as cash, investments and receivables.

The Association invests its cash with various financial institutions. These deposits include amounts over federally insured limits. Investments are diversified in order to limit the market risk. Accounts receivable represent primarily unsecured amounts due from a federal agency, other government agencies, and various individuals. An allowance for doubtful accounts is maintained.

14. Capital Campaign

In October 2007, the Association received a conditional contribution of a building valued at approximately \$2 million. In accordance with the conditions of the agreement, the Association is required to spend a minimum of \$900,000 to renovate the property. The building will be used for the Association's new Teen Center. As of June 30, 2008, the Association has received approximately \$274,000 in conditional support and an additional \$189,000 in conditional promises to give towards the renovation of the property.

15. Subsequent Events

In July 2008, the Association entered into a new bond agreement (see Note 8). Interest only payments of 3.72% on \$8,515,000 and \$7,350,000 at a variable rate will be made for the first five years of the bond with interest and principal payments being made thereafter. The new agreement requires the Association to maintain certain financial covenants.

SUPPLEMENTAL SCHEDULES

BERKELEY YOUNG MEN'S CHRISTIAN ASSOCIATION
 Schedule of Expenditures of Federal and State Awards
 For the Year Ended June 30, 2008

Federal Grantor/Pass-Through Grantor/Program Title	Federal CFDA Number	Program Numbers	Expenditures
<i>Federal Awards</i>			
U.S. Department of Health and Human Services Head Start and Early Head Start	93.600	09CH022/34, 09CH022/35	\$ 4,952,673
U.S. Department of Agriculture Passed through State Government U.S.D.A Special Food Service Program	10.558	1122-01	<u>215,679</u>
Total Federal Awards			<u>\$ 5,168,352</u>
<i>State Awards</i>			
California Department of Education Infant Toddler Child Care Emery Unified School District	N/A	CCTR-7005	\$ 246,746
State Preschool	N/A	CPRE-7004	183,403
Instructional Materials	N/A	CIMS-7008	635
Berkeley Unified School District Child Development Services	N/A	unknown	212,500
CAL SAFE CCAP	N/A	CCAP-7005	2,535
CAL SAFE - Teen Parents	N/A	unknown	63,914
CCDF Capacity Project	N/A	CCAP-7006	2,876
CIMS Instructional Materials	N/A	CIMS-7030	<u>855</u>
Total California Department of Education			<u>713,464</u>
Alameda County First 5 Alameda County - Every Child Counts	N/A	CGI2007-09-018	74,891
California School Age Consortium Professional Development and Retention Project	N/A	unknown	40,800
Passed through California Department of Education - Kidango	N/A	unknown	<u>800,741</u>
Total State Awards			<u>1,629,896</u>
<i>Total Federal and State Awards</i>			<u>\$ 6,798,248</u>

See accompanying notes to the schedule of Expenditures of Federal and State Awards.

BERKELEY YOUNG MEN'S CHRISTIAN ASSOCIATION
Notes to Schedule of Expenditures of Federal and State Awards
June 30, 2008

1. Basis of Presentation

The accompanying schedule of expenditures of federal and state awards includes the grant activity of the Association and is presented on the accrual basis of accounting. The information in this schedule is presented in accordance with the requirements of OMB Circular A-133, *Audits of States, Local Governments and Non-Profit Organizations*. Therefore, some amounts presented in this schedule may differ from amounts presented in, or used in the preparation of, the basic financial statements.

2. Description of Major Program

Head Start and Early Head Start

As authorized by the Head Start Act, as amended; Improving Head Start for School Readiness Act of 2007, Public Law 110-134, to promote school readiness by enhancing the social and cognitive development of low-income children, including children on federally recognized reservations and children of migratory farm workers, through the provision of comprehensive health, educational, nutritional, social and other services; and to involve parents in their children's learning and to help parents make progress toward their educational, literacy and employment goals. Head Start also emphasizes the significant involvement of parents in the administration of their local Head Start programs.

BERKELEY YOUNG MEN'S CHRISTIAN ASSOCIATION
Supplemental Information for California Department of Education
General Information
June 30, 2008

Full Official Name of Agency	Berkeley Young Men's Christian Association
Program Names and Numbers	
Infant Toddler Child Care - CCTR-7005	
Emery Unified School District	
State Preschool - CPRE-7004	
Instructional Materials - CIMS-7008	
Berkeley Unified School District	
Child Development Services	
CAL SAFE CCAP - CCAP-7005	
CAL SAFE - Teen Parents	
CCDF Capacity Project - CCAP-7006	
California School Age Consortium	
CIMS Instructional Materials - CIMS-7030	
CDE / Kidango	
Type of Agency	Non-Profit Corporation
Address of Agency	2070 Allston Way, Suite 101 Berkeley, California 94704
Name and Address of Executive Director	Pamm Shaw Berkeley - Albany YMCA - Early Childhood Services 2009 10th Street Berkeley, California 94710
Name and Address of Chief Financial Officer	Angelo Gallego 2070 Allston Way, Suite 101 Berkeley, California 94704
Period Covered	July 1, 2007 to June 30, 2008
Number of Days of Operation	240
Schedule of Hours of Operation Each Day	Center: 7:30 a.m. - 5:45 p.m. Office: 8:00 a.m. - 5:00 p.m.

BERKELEY YOUNG MEN'S CHRISTIAN ASSOCIATION
 Combining Statement of Financial Position
 June 30, 2008

	CDE Childcare Program	CDE Toddler Child Care Grant	CDE BUSD Development Services	CDE BUSD CAL SAFE Contract	CDE CCAP CCDF Project	CDE CIMS 7030 Instructional Material	CDE/Kidango Contract	CDE BUSD CCAP CAL SAFE	School Age Consortium/Alameda County Child Care Planning Council	CDE EUSD CIMS 7008 Instructional Material	State-PreSchool Sub- Contract EUSD	Child Care Food Program	Non- governmental Supported Programs	Total
Cash and cash equivalents	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,405,277	\$ 1,405,277
Investments	-	-	-	-	-	-	-	-	-	-	-	-	23,283,820	23,283,820
Accounts receivable, net	-	-	-	-	-	-	-	-	-	-	-	-	105,564	105,564
Grant receivable	904	-	42,600	63,915	2,157	-	92,019	2,535	75,772	-	36,727	150,942	1,235,847	
Prepaid expenses and other assets	-	-	-	-	-	-	-	-	-	-	-	-	447,258	447,258
Assets limited as to use	-	-	-	-	-	-	-	-	-	-	-	-	58,470	58,470
Land, property and equipment, net	-	-	-	-	-	-	-	-	-	-	-	-	11,641,893	11,641,893
Interest in charitable remainder trust	-	-	-	-	-	-	-	-	-	-	-	-	710,164	710,164
Derivative agreement asset	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Deferred financing costs, net	-	-	-	-	-	-	-	-	-	-	-	-	104,733	104,733
Total assets	\$ 768,276	\$ -	\$ 42,600	\$ 63,915	\$ 2,157	\$ -	\$ 92,019	\$ 2,535	\$ -	\$ -	\$ 75,772	\$ 36,727	\$ 37,908,141	\$ 38,993,046
Liabilities														
Accounts payable	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,728,033	\$ 1,728,033
Accrued payroll and other payroll related liabilities	-	-	-	-	-	-	-	-	-	-	-	-	997,941	997,941
Deposits	-	-	-	-	-	-	-	-	-	-	-	-	281,419	281,419
Deferred revenue	-	-	-	-	-	-	-	-	-	-	-	-	1,322,447	1,322,447
Derivative agreement liability	-	-	-	-	-	-	-	-	-	-	-	-	237,230	237,230
Bonds payable	-	-	-	-	-	-	-	-	-	-	-	-	8,515,000	8,515,000
Interfund payable	768,276	-	42,600	63,915	2,157	-	92,019	2,535	-	-	-	-	(1,084,905)	-
Total liabilities	768,276	-	42,600	63,915	2,157	-	92,019	2,535	-	-	-	-	11,997,165	13,082,070
Net assets														
Unrestricted	-	-	-	-	-	-	-	-	-	-	-	-	24,521,978	24,521,978
Temporarily restricted	-	-	-	-	-	-	-	-	-	-	-	-	710,164	710,164
Permanently restricted	-	-	-	-	-	-	-	-	-	-	-	-	678,834	678,834
Total net assets	-	-	-	-	-	-	-	-	-	-	-	-	25,910,976	25,910,976
Total liabilities and net assets	\$ 768,276	\$ -	\$ 42,600	\$ 63,915	\$ 2,157	\$ -	\$ 92,019	\$ 2,535	\$ -	\$ -	\$ 75,772	\$ 36,727	\$ 37,908,141	\$ 38,993,046

BERKELEY YOUNG MEN'S CHRISTIAN ASSOCIATION
 Combining Statement of Activities
 For the Year Ended June 30, 2008

	Head Start Program	CDE Infant Toddler Child Care Grant	CDE BUSD Child Development Services	CDE BUSD CAL SAFE Contract	CDE CCAP 7006 Capacity Project	CDE CIMS 7030 Instructional Materials	CDE/Kidango Contract	CDE BUSD CCAP 7005 CAL SAFE	School Age Consortium/Alameda County Child Care Planning Council	CDE EUSD CIMS 7008 Instructional Material	State-Pre-School Sub-Contract EUSD	Child Care Food Program	First Five Alameda County Every Child Counts Grant	Non-governmental Supported Programs	Total
Revenue and support															
Membership dues	\$ 4,952,673	\$ 246,746	\$ 212,500	\$ 63,914	\$ 2,876	\$ 855	\$ 800,741	\$ 2,535	\$ 40,800	\$ 635	\$ 183,403	\$ 215,679	\$ 74,891	\$ 8,526,021	\$ 8.5
Government grants		4,081	3,388				6,582							2,961,893	6.7
Program fees														934,802	2.9
Investment income															
In-kind services	654,979														
Contributions														682,009	6.6
Sales of supplies														109,324	1.1
Other income														106,488	1.1
Special events - net														6,393	0.1
United Way														769	0.0
Total revenue and support	\$ 5,607,652	\$ 250,827	\$ 215,888	\$ 63,914	\$ 2,876	\$ 855	\$ 807,323	\$ 2,535	\$ 40,800	\$ 635	\$ 183,403	\$ 215,679	\$ 74,891	\$ 13,327,700	\$ 20.7
Expenses															
Salaries	2,096,574	162,118	139,554	42,001			514,952							5,480,074	8.5
Employee benefits	365,428	36,624	31,063	11,392			105,079							751,292	1.3
Payroll taxes	231,581	20,393	18,244	7,538			65,570							564,428	0.9
Professional fees	852,947	3,007	2,528				10,249		29,115					6,671	1.5
Supplies	337,412						16,590	2,535	1,649	635		215,679	7,571	432,959	1.0
Telephone	33,473	885					4,440							105,729	1.1
Postage	2,407													51,183	0.1
Occupancy costs	320,927	4,090	5,449				16,800							992,195	1.3
Equipment maintenance	130,932	4,294	3,638				10,455			28,000				322,909	0.4
Public relations	15,382													234,479	0.2
Travel expenses	35,488													113,977	0.1
Conferences and meetings	68,597								10,036					99,087	0.1
Membership dues	2,950													155,963	0.1
Financing costs	33													225,156	0.2
Insurance	13,895	1,137					3,875							27,799	0.0
Miscellaneous	2,175													548,005	0.5
Indirect cost	442,472	18,279	15,412	2,963			59,313							836,325	0.8
Depreciation and amortization	654,979													11,023,643	18.4
In-kind expenses	\$ 5,607,652	\$ 250,827	\$ 215,888	\$ 63,914	\$ 2,876	\$ 855	\$ 807,323	\$ 2,535	\$ 40,800	\$ 635	\$ 183,403	\$ 215,679	\$ 74,891	\$ 11,023,643	\$ 18.4
Change in net assets from operations														2,304,057	2.3
Other changes														804,961	0.8
Realized gain on investments														(2,504,844)	(2.5)
Unrealized loss on investments														(60,367)	(0.1)
Change in interest in charitable remainder trust														(296,151)	(0.3)
Unrealized loss on interest rate hedging related to bonds														247,656	0.2
Change in net assets														\$ 247,656	\$ 0.2

**AUDITED FINAL ATTENDANCE AND FISCAL REPORT
for Child Development Programs**

Agency Name: BERKLEY ALBANY YMCA Vendor No. E063
 Fiscal Year Ended: June 30, 2008 Contract No. CCTR-7005
 Independent Auditor's Name: Armanino McKenna LLP

SECTION I - CERTIFIED CHILDREN	EDP NO.	COLUMN A	COLUMN B	COLUMN C	COLUMN D	COLUMN E
		CUMULATIVE FISCAL YEAR PER AGENCY	AUDIT ADJUSTMENTS	CUMULATIVE FISCAL YEAR PER AUDIT	ADJUSTMENT FACTOR	ADJUSTED DAYS OF ENROLLMENT PER AUDIT
DAYS OF ENROLLMENT						
<i>Infants (up to 18 months)</i>						
Full-time-plus	101			-	2.006	-
Full-time	103	1,548		1,548	1.700	2,632
Three-quarters-time	105	256		256	1.275	326
One-half-time	107			-	0.935	-
<i>FCCH Infants (up to 18 months)</i>						
Full-time plus	101A			-	1.652	-
Full-time	103A			-	1.400	-
Three-quarters-time	105A			-	1.050	-
One-half-time	107A			-	0.770	-
<i>Toddlers (18 up to 36 months)</i>						
Full-time-plus	101B			-	1.652	-
Full-time	103B	2,449		2,449	1.400	3,429
Three-quarters-time	105B	339		339	1.050	356
One-half-time	107B			-	0.770	-
<i>Three Years and Older</i>						
Full-time-plus	111			-	1.180	-
Full-time	113	369		369	1.000	369
Three-quarters-time	115	92		92	0.750	69
One-half-time	117			-	0.550	-
<i>Exceptional Needs</i>						
Full-time-plus	121			-	1.416	-
Full-time	123			-	1.200	-
Three-quarters-time	125			-	0.900	-
One-half-time	127			-	0.660	-
<i>Limited and Non-English Proficient</i>						
Full-time-plus	131			-	1.298	-
Full-time	133	105		105	1.100	116
Three-quarters-time	135			-	0.825	-
One-half-time	137			-	0.605	-
<i>Children at Risk of Abuse or Neglect</i>						
Full-time-plus	141			-	1.298	-
Full-time	143			-	1.100	-
Three-quarters-time	145			-	0.825	-
One-half-time	147			-	0.605	-
<i>Severely Handicapped</i>						
Full-time-plus	151			-	1.770	-
Full-time	153			-	1.500	-
Three-quarters-time	155			-	1.125	-
One-half-time	157			-	0.825	-
TOTAL DAYS OF ENROLLMENT	190	5,158	-	5,158		7,296
DAYS OF OPERATION	169	240		240		
DAYS OF ATTENDANCE	179	5,031		5,031		

NO NONCERTIFIED CHILDREN - Check this box and continue to Section III if no noncertified children were enrolled in the program:

**AUDITED FINAL ATTENDANCE AND FISCAL REPORT
for Child Development Programs**

Agency Name: BERKELEY ALBANY YMCA Vendor No. E063
 Fiscal Year Ended: June, 2008 Contract No. CCTR-7005
 Commingled Contract No. (If Any) _____

SECTION II - NONCERTIFIED CHILDREN Report all children who were not certified but were served at the same site(s) as certified children.	EDP NO.	COLUMN A	COLUMN B	COLUMN C	COLUMN D	COLUMN E
		CUMULATIVE FISCAL YEAR PER AGENCY	AUDIT ADJUSTMENTS	CUMULATIVE FISCAL YEAR PER AUDIT	ADJUSTMENT FACTOR	ADJUSTED DAYS OF ENROLLMENT PER AUDIT
DAYS OF ENROLLMENT						
<i>Infants (up to 18 months)</i>						
Full-time-plus	201			-	2.006	-
Full-time	203			-	1.700	-
Three-quarters-time	205	1,576		1,576	1.275	2,009
One-half-time	207			-	0.935	-
<i>FCCH Infants (up to 18 months)</i>						
Full-time plus	201A			-	1.652	-
Full-time	203A			-	1.400	-
Three-quarters-time	205A			-	1.050	-
One-half-time	207A			-	0.770	-
<i>Toddlers (18 up to 36 months)</i>						
Full-time-plus	201B			-	1.652	-
Full-time	203B			-	1.400	-
Three-quarters-time	205B	4,385		4,385	1.050	4,604
One-half-time	207B			-	0.770	-
<i>Three Years and Older</i>						
Full-time-plus	211			-	1.180	-
Full-time	213			-	1.000	-
Three-quarters-time	215	542		542	0.750	407
One-half-time	217			-	0.550	-
<i>Exceptional Needs</i>						
Full-time-plus	221			-	1.416	-
Full-time	223			-	1.200	-
Three-quarters-time	225			-	0.900	-
One-half-time	227			-	0.660	-
<i>Limited and Non-English Proficient</i>						
Full-time-plus	231			-	1.298	-
Full-time	233			-	1.100	-
Three-quarters-time	235			-	0.825	-
One-half-time	237			-	0.605	-
<i>Children at Risk of Abuse or Neglect</i>						
Full-time-plus	241			-	1.298	-
Full-time	243			-	1.100	-
Three-quarters-time	245			-	0.825	-
One-half-time	247			-	0.605	-
<i>Severely Handicapped</i>						
Full-time-plus	251			-	1.770	-
Full-time	253			-	1.500	-
Three-quarters-time	255			-	1.125	-
One-half-time	257			-	0.825	-
TOTAL DAYS OF ENROLLMENT	290	6,503	-	6,503		7,020

**AUDITED FINAL ATTENDANCE AND FISCAL REPORT
for Child Development Programs**

Agency Name: Berkeley Albany YMCA Vendor No. E063
 Fiscal Year End: June, 2008 Contract No. CCTR-7005
 Commingled Contract No. (If Any) _____

SECTION III - REVENUE	EDP NO.	COLUMN A	COLUMN B	COLUMN C
		CUMULATIVE FISCAL YEAR PER AGENCY	AUDIT ADJUSTMENT INCREASE OR (DECREASE)	CUMULATIVE FISCAL YEAR PER AUDIT
RESTRICTED PROGRAM INCOME				
CCF/National School Lunch Program	302	\$82,868		\$82,868
Restricted income for operating costs	308	-		-
Maintenance of Effort	339			
Other (specify):	312	344,050		344,050
SUBTOTAL	310	426,918		426,918
TRANSFER FROM RESERVE FUND	311			
FAMILY FEES FOR CERTIFIED CHILDREN				
State General Fund	329	2,612		2,612
Federal Fund	331			
INTEREST EARNED ON CHILD DEVELOPMENT CONTRACT PAYMENTS				
State General Fund	349			
Federal Fund	350			
NON-RESTRICTED INCOME				
Parent fees for noncertified children	356			
Cal Learn Program	358			
Other (specify): Early Head Start/Cal Safe	362	827,416		827,416
TOTAL REVENUE	390	1,256,945		1,256,945
SECTION IV - EXPENSES				
REIMBURSABLE EXPENSES				
Direct Payments to Providers (FCCH Only)	401	590,448		590,448
1000 Certificated Salaries	402	245,892		245,892
2000 Classified Salaries	404	299,502		299,502
3000 Employee Benefits	406	92,184		92,184
4000 Books and Supplies	408	276,214		276,214
5000 Services/Other Operating Expenses	412			
6100/6200 Other Approved Capital Outlay	413			
6400 New Equipment (program-related)	414			
6500 Replace Equipment (program-related)	416			
Depreciation or Use Allowance	439			
Start-Up Expenses (service level exemption)	447			
Start-Up/Close-Down Expenses (migrant)	449			
Indirect Costs -- Rate %: 8.00%	459	17,918		17,918
NONREIMBURSABLE EXPENSES				
6100-6500 Nonreimbursable capital outlay	479			
Other nonreimbursable expenses (specify):				
	489			
TOTAL EXPENSES	490	1,522,157		1,522,157
TOTAL ADMINISTRATIVE COST (in Sec. IV)		\$130,111		\$130,111

Independent Auditor's Certifications on meeting the requirements of the California Department of Education, Child Development Division:

Attendance records are being maintained as required (check YES or NO):

YES

NO - Explain any discrepancies.

Attendance data reported in Column C of pages 1 and 2 agree with the original supporting records, such as sign-in/sign-out sheets and daily attendance records (check YES or NO):

YES

NO - Explain any discrepancies.

COMMENTS:

BERKELEY YOUNG MEN'S CHRISTIAN ASSOCIATION
 Combining Schedule of State Administrative Costs
 For the Year Ended June 30, 2008

	CDE CCAP - 7006	CDE BUSD CCDF Capacity Project	CDE CIMS - 7030 Instructional Material	CDE/Kidango Contract	CDE BUSD CCAP 7005 CAL SAFE	School Age Consortium/ Alameda County Child Care Planning Council	CDE EUSD CIMS - 7008 Instructional Materials	State- PreSchool Sub- Contract EUSD	Child Care Food Program	First Five Alameda County Every Child Counts Grant	Total
Administrative salaries	\$ 23,245	\$ 27,224	\$ -	\$ 46,593	\$ -	\$ -	\$ 5,102	\$ -	\$ -	\$ -	\$ 107,180
Employee benefits	4,066	4,761	-	8,149	-	-	892	-	-	-	18,745
Payroll taxes	2,574	3,014	-	5,159	-	-	565	-	-	-	11,867
Audit expense	-	-	-	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-	-	-	-
Maintenance and janitorial	3,007	-	-	-	-	-	6,671	-	-	-	9,678
Office supplies	-	-	-	-	-	-	-	-	-	356	356
Maintenance supplies	-	-	-	3,185	-	-	-	-	-	-	3,185
Security alarm	-	-	-	-	-	-	-	-	-	-	-
Telephone	885	-	-	4,440	-	-	1,319	-	-	-	6,644
Utilities	-	-	-	-	-	-	-	-	-	-	-
Printing	-	-	-	-	-	-	-	-	-	290	290
Public relations	-	-	-	-	-	-	-	-	-	209	209
Bldg gmrd contracts	-	-	-	-	-	-	-	-	-	-	-
Staff recruitment	-	-	-	-	-	-	-	-	-	225	225
Local transportation	-	-	-	-	-	-	-	-	-	307	307
Sub-total	33,777	34,999	-	67,526	-	-	14,549	-	-	1,388	158,687
Indirect cost	18,279	15,412	-	59,313	-	-	13,585	-	-	7,980	117,532
Total administrative costs	\$ 52,056	\$ 50,411	\$ -	\$ 126,839	\$ -	\$ -	\$ 28,134	\$ -	\$ -	\$ 9,368	\$ 276,219

BERKELEY YOUNG MEN'S CHRISTIAN ASSOCIATION
Combining Schedule of State Renovation and Repair Expenditures
For the Year Ended June 30, 2008

	School Age Consortium/										First Five		Total
	CDE Infant Toddler Child Care Grant	CDE BUSD Child Development Services	CDE BUSD CAL SAFE Contract	CDE CCAP -7006 CCDF Capacity Project	CDE CIMS - 7030 Instructional Material	CDE/Kidango Contract	CDE BUSD CCAP 7005 CAL SAFE	School Age Consortium/ Alameda County Child Care Planning Council	CDE EUSD CIMS - 7008 Instructional Materials	State- PreSchool Sub-Contract EUSD	Child Care Food Program	Alameda County Every Child Counts Grant	
Renovation and repairs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

BERKELEY YOUNG MEN'S CHRISTIAN ASSOCIATION
Combining Schedule of State Expenditures by State Category
For the Year Ended June 30, 2008

	CDE Infant Toddler Child Care Grant	CDE BUSD Child Development Services	CDE BUSD CAL SAFE Contract	CDE CAP - 7006 CCDF Capacity Project	CDE CIMS 7030 Instructional Material	CDE/Kidango Contract	CDE BUSD CCAP 7005 CAL SAFE	School Age Consortium/ Alameda County Child Care Planning Council	CDE EUSD CIMS - 7008 Instructional Materials	State- PreSchool Sub-Contract EUSD	Child Care Food Program	Total
EXPENSES												
1100 Certified Salaries	\$ 129,766	\$ 53,108	\$ 15,124	\$ -	\$ -	\$ 257,001	\$ -	\$ -	\$ -	\$ 69,671	\$ -	\$ 524,669
1200 Teacher's Salaries	237	9,349	2,835	-	-	14,192	-	-	-	5,102	-	31,715
1300 Administration Salaries	4,840	38,293	12,856	-	-	20,732	-	-	-	11,309	-	88,030
1900 Other Certified Salaries	1,007	-	-	-	-	39,352	-	-	-	-	-	40,358
2000 Classified Salaries	-	-	-	-	-	-	-	-	-	-	-	-
2100 Instructional Aids Salaries	3,260	20,930	6,346	-	-	123,516	-	-	-	10,660	-	164,712
2300 Clerical and Other Office Salaries	22,756	7,654	1,742	-	-	49,344	-	-	-	-	-	81,496
2400 Maintenance/Operations Salaries	253	10,221	3,099	-	-	10,815	-	-	-	-	-	24,388
2500 Food Services Salaries	-	-	-	-	-	-	-	-	-	-	-	-
3000 Employee Benefits	-	-	-	-	-	-	-	-	-	-	-	-
3300 Social Security	11,896	11,349	5,303	-	-	40,553	-	-	-	6,956	-	76,056
3400 Health and Welfare Benefits	36,624	31,063	11,391	-	-	105,079	-	-	-	21,631	-	205,789
3500 SUI	241	93	163	-	-	1,282	-	-	-	197	-	1,975
3600 Workers' Compensation	8,256	6,803	2,092	-	-	23,735	-	-	-	4,289	-	45,175
3900 Other Benefits	-	-	-	-	-	-	-	-	-	-	-	-
4000 Books, Supplies and Equipment	-	-	-	-	-	-	-	-	-	-	-	-
4200 Books Other Than Textbooks	-	-	-	-	-	-	-	-	-	-	-	-
4300 Instructional Materials and Supplies	-	-	-	-	-	-	-	-	-	-	-	-
4600 Pupil Transportation Supplies	-	-	-	-	-	-	-	-	-	-	-	-
4710 Food	-	-	-	-	-	-	-	-	-	-	-	-
4790 Other Food Service Supplies	-	-	-	-	-	-	-	-	-	-	-	-
5000 Services/Other Operating Expenses	-	-	-	-	-	-	-	-	-	-	-	-
5100 Contracts for Personal Services	-	2,528	-	-	-	-	-	-	-	-	-	-
5200 Travel, Conferences and Other	-	-	-	-	-	-	-	-	-	-	-	-
5400 Insurance	1,137	-	-	-	-	-	-	-	-	-	-	31,643
5500 Utilities and Housekeeping	3,892	-	-	-	-	3,875	-	-	-	-	-	330
5600 Contracts, Rents and Leases	4,090	5,449	-	-	-	17,874	-	-	-	7,990	-	29,756
5700 Legal, Election, and Audit	-	-	-	-	-	16,800	-	-	-	28,000	-	54,339
5800 Other Services and Operating Expenses	4,294	3,638	-	-	-	10,455	-	-	-	-	-	28,093
6000 Capital Outlay	-	-	-	-	-	-	-	-	-	-	-	-
6200 Buildings and Improvement of Buildings	-	-	-	-	-	-	-	-	-	-	-	-
6400 Equipment (Program Related)	-	-	-	-	-	-	-	-	-	-	-	-
Start up/Close Down Expenses	-	-	-	-	-	-	-	-	-	-	-	-
Depreciation and Use Allowance	-	-	-	-	-	-	-	-	-	-	-	-
Indirect Cost	18,279	15,412	2,963	-	-	59,313	-	-	-	13,585	-	109,553
Total	\$ 250,827	\$ 215,888	\$ 63,914	\$ 2,876	\$ 855	\$ 807,323	\$ 2,535	\$ 40,800	\$ 635	\$ 183,403	\$ 215,679	\$ 1,784,735

ADDITIONAL INDEPENDENT AUDITORS' REPORTS

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**REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING
AND ON COMPLIANCE AND OTHER MATTERS
BASED ON AN AUDIT OF FINANCIAL STATEMENTS PERFORMED IN
ACCORDANCE WITH GOVERNMENT AUDITING STANDARDS**

The Board of Directors
Berkeley Young Men's Christian Association
Berkeley, California

We have audited the financial statements of Berkeley Young Men's Christian Association (the "Association") as of and for the year ended June 30, 2008, and have issued our report thereon dated October 1, 2008. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States.

Internal Control Over Financial Reporting

In planning and performing our audit, we considered the Association's internal control over financial reporting as a basis for designing our auditing procedures for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Association's internal control over financial reporting. Accordingly, we do not express an opinion on the effectiveness of the Association's internal control over financial reporting.

A control deficiency exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent or detect misstatements on a timely basis. A significant deficiency is a control deficiency, or combination of control deficiencies, that adversely affects the entity's ability to initiate, authorize, record, process, or report financial data reliably in accordance with generally accepted accounting principles such that there is more than a remote likelihood that a misstatement of the entity's financial statements that is more than inconsequential will not be prevented or detected by the entity's internal control.

A material weakness is a significant deficiency, or combination of significant deficiencies, that results in more than a remote likelihood that a material misstatement of the financial statements will not be prevented or detected by the entity's internal control.

Our consideration of internal control over financial reporting was for the limited purpose described in the first paragraph of this section and would not necessarily identify all deficiencies in internal control that might be significant deficiencies or material weaknesses. We did not identify any deficiencies in internal control over financial reporting that we consider to be material weaknesses, as defined above.

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During our audit we became aware of certain matters that, while not material weaknesses or significant deficiencies, are opportunities for strengthening internal controls and/or operating efficiency. These matters have been communicated to management.

Compliance and Other Matters

As part of obtaining reasonable assurance about whether the Association's financial statements are free of material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit and, accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

This report is intended solely for the information and use of the audit committee, Board of Directors, management, federal awarding agencies, pass-through entities and is not intended to be and should not be used by anyone other than those specified parties.



ARMANINO McKENNA LLP

October 1, 2008

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**REPORT ON COMPLIANCE WITH REQUIREMENTS APPLICABLE
TO EACH MAJOR PROGRAM AND INTERNAL CONTROL
OVER COMPLIANCE IN ACCORDANCE WITH
OMB CIRCULAR A-133**

The Board of Directors
Berkeley Young Men's Christian Association
Berkeley, California

Compliance

We have audited the compliance of Berkeley Young Men's Christian Association (the "Association") with the types of compliance requirements described in the U. S. Office of Management and Budget (OMB) Circular A-133, *Compliance Supplement* that are applicable to each of its major federal programs for the year ended June 30, 2008. The Association's major federal programs are identified in the summary of independent auditors' results section of the accompanying schedule of findings and questioned costs. Compliance with the requirements of laws, regulations, contracts and grants applicable to each of its major federal programs is the responsibility of the Association's management. Our responsibility is to express an opinion on the Association's compliance based on our audit.

We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and OMB Circular A-133, *Audits of States, Local Governments, and Nonprofit Organizations*. Those standards and OMB Circular A-133 require that we plan and perform the audit to obtain reasonable assurance about whether noncompliance with the types of compliance requirements referred to above that could have a direct and material effect on a major federal program occurred. An audit includes examining, on a test basis, evidence about the Association's compliance with those requirements and performing such other procedures as we considered necessary in the circumstances. We believe that our audit provides a reasonable basis for our opinion. Our audit does not provide a legal determination on the Association's compliance with those requirements.

In our opinion, the Association complied, in all material respects, with the requirements referred to above that are applicable to each of its major federal programs for the year ended June 30, 2008.

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Internal Control Over Compliance

The management of the Association is responsible for establishing and maintaining effective internal control over compliance with requirements of laws, regulations, contracts and grants applicable to federal programs. In planning and performing our audit, we considered the Association's internal control over compliance with requirements that could have a direct and material effect on a major federal program in order to determine our auditing procedures for the purpose of expressing our opinion on compliance but, not for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, we do not express an opinion on the effectiveness of the Association's internal control over compliance.

A control deficiency in an entity's internal control over compliance exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent or detect noncompliance with a type of compliance requirement of a federal program on a timely basis. A significant deficiency is a control deficiency, or combination of control deficiencies, that adversely affects the entity's ability to administer a federal program such that there is more than a remote likelihood that noncompliance with a type of compliance requirement of a federal program that is more than inconsequential will not be prevented or detected by the entity's internal control.

A material weakness is a significant deficiency, or combination of significant deficiencies, that results in more than a remote likelihood that material noncompliance with a type of compliance requirement of a federal program will not be prevented or detected by any entity's internal control.

Our consideration of internal control over compliance was for the limited purpose described in the first paragraph of this section and would not necessarily identify all deficiencies in internal control that might be significant deficiencies or material weaknesses. We did not identify any deficiencies in internal control over compliance that we consider to be material weaknesses, as defined above.

This report is intended solely for the information and use of the audit committee, Board of Directors, management, federal awarding agencies, pass-through entities and is not intended to be and should not be used by anyone other than those specified parties.



ARMANINO MCKENNA LLP

October 1, 2008

BERKELEY YOUNG MEN'S CHRISTIAN ASSOCIATION
 Schedule of Findings and Questioned Costs
 For the Year Ended June 30, 2008

Section I - Summary of Auditors' Results

Financial Statements

Type of auditors' report issued	<u>Unqualified</u>		
Internal control over financial reporting			
Material weakness(es) identified?	_____ <u>yes</u>	_____ <u>X</u>	_____ <u>no</u>
Significant deficiency(ies) identified that are not considered to be material weaknesses	_____ <u>yes</u>	_____ <u>X</u>	_____ <u>none reported</u>
Noncompliance material to financial statements noted?	_____ <u>yes</u>	_____ <u>X</u>	_____ <u>no</u>

Federal Awards

Internal control over major programs			
Material weakness(es) identified?	_____ <u>yes</u>	_____ <u>X</u>	_____ <u>no</u>
Significant deficiency(ies) identified that are not considered to be material weaknesses?	_____ <u>yes</u>	_____ <u>X</u>	_____ <u>none reported</u>

Type of auditors' report issued on compliance for major programs	<u>Unqualified</u>		
--	--------------------	--	--

Any audit findings disclosed that are required to be reported in accordance with Section 510(a) of Circular A-133?	_____ <u>yes</u>	_____ <u>X</u>	_____ <u>no</u>
--	------------------	----------------	-----------------

Identification of major programs	
<u>CFDA number(s)</u>	<u>Name of Federal Program or Cluster</u>
93.600	Head Start and Early Head Start

Dollar threshold used to distinguish between type A and B programs	<u>\$300,000</u>
--	------------------

Auditee qualified as low-risk auditee?	_____ <u>X</u>	_____ <u>yes</u>	_____ <u>no</u>
--	----------------	------------------	-----------------

BERKELEY YOUNG MEN'S CHRISTIAN ASSOCIATION
Schedule of Findings and Questioned Costs
June 30, 2008

Section II - Financial Statement Findings

There are no findings or questioned costs to be reported.

Section III - Federal Award Findings and Questioned Costs

There are no federal award findings or questioned costs to be reported.

Section IV - Status of Prior Year Audit Findings

There were no prior year audit findings.

Section V - Corrective Action Plan

There are no current year findings.

**BERKELEY YOUNG MEN'S
CHRISTIAN ASSOCIATION**
**FINANCIAL STATEMENTS,
SINGLE AUDIT REPORTS AND
STATE CHILDCARE DEVELOPMENT REPORTS**
JUNE 30, 2009
(WITH COMPARATIVE TOTALS FOR 2008)

Armanino McKenna ^{LLP}
Certified Public Accountants & Consultants

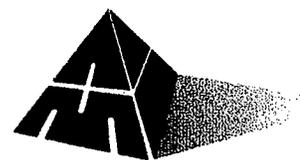


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INDEPENDENT AUDITORS' REPORT

The Board of Directors
Berkeley Young Men's Christian Association
Berkeley, California

We have audited the accompanying statement of financial position of Berkeley Young Men's Christian Association (the "Association") as of June 30, 2009, and the related statements of activities, functional expenses, and cash flows for the year then ended. These financial statements are the responsibility of the Association's management. Our responsibility is to express an opinion on these financial statements based on our audit. The prior year summarized comparative information has been derived from the Association's 2008 financial statements and, in our report dated October 1, 2008, we expressed an unqualified opinion on those financial statements.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Berkeley Young Men's Christian Association as of June 30, 2009, and the changes in its net assets and its cash flows for the year then ended in conformity with accounting principles generally accepted in the United States of America.

In accordance with *Government Auditing Standards*, we have also issued our report dated September 28, 2009 on our consideration of the Association's internal control over financial reporting and our tests of its compliance with certain provisions of laws, regulations, contracts and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* and should be read in conjunction with this report in considering the results of our audit.

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Our audit was conducted for the purpose of forming an opinion on the basic financial statements taken as a whole. The accompanying schedule of expenditures of Federal and State awards is presented for purposes of additional analysis as required by U.S. Office of Management and Budget Circular A-133, *Audits of States, Local Governments, and Non-Profit Organizations*, and is not a required part of the basic financial statements. The supplemental schedules listed in the foregoing table of contents are also for purposes of additional analysis and are not a required part of the basic financial statements. These schedules are the responsibility of the Association's management. Such schedules have been subjected to the auditing procedures applied in our audit of the basic financial statements and in conformity with the *Audit Guide for Audits of Child Development and Nutrition Programs* issued by the California Department of Education and in our opinion, are fairly stated in all material respects, in relation to the basic financial statements taken as a whole.

Armanino McKenna LLP

ARMANINO McKENNA LLP

September 28, 2009

BERKELEY YOUNG MEN'S CHRISTIAN ASSOCIATION

Statement of Financial Position

June 30, 2009

(With Comparative Totals for 2008)

ASSETS

	<u>2009</u>	<u>2008</u>
Cash and cash equivalents	\$ 1,877,443	\$ 1,405,277
Investments	23,531,936	23,283,820
Accounts receivable, net	524,993	573,135
Grants receivable	1,014,730	768,276
Contributions receivable, net	1,051,594	-
Prepaid expenses and other assets	267,150	447,258
Assets limited as to use	-	58,470
Land, property and equipment, net	16,677,325	11,641,893
Interest in charitable remainder trust	539,556	710,164
Deferred financing costs, net	310,295	104,753
Total assets	<u>\$ 45,795,022</u>	<u>\$ 38,993,046</u>

LIABILITIES AND NET ASSETS

Liabilities		
Accounts payable	\$ 1,303,723	\$ 1,728,033
Accrued payroll and other payroll related liabilities	902,864	997,941
Deposits	287,872	281,419
Deferred revenue	1,357,435	1,322,447
Derivative agreement liability	508,661	237,230
Bonds payable	15,865,000	8,515,000
Total liabilities	<u>20,225,555</u>	<u>13,082,070</u>
Net assets		
Unrestricted	23,064,086	24,521,978
Temporarily restricted	1,826,547	710,164
Permanently restricted	678,834	678,834
Total net assets	<u>25,569,467</u>	<u>25,910,976</u>
Total liabilities and net assets	<u>\$ 45,795,022</u>	<u>\$ 38,993,046</u>

The accompanying notes are an integral part of these financial statements.

BERKELEY YOUNG MEN'S CHRISTIAN ASSOCIATION

Statement of Activities

For the Year Ended June 30, 2009

(With Comparative Totals for 2008)

	2009			2008 Total
	Unrestricted	Temporarily Restricted	Permanently Restricted	
Revenue and support				
Membership dues	\$ 8,205,735	\$ -	\$ -	\$ 8,205,735
Government grants	6,269,314	-	-	6,269,314
Program fees	2,860,405	-	-	2,860,405
Investment income	673,207	-	-	673,207
Contributions	967,958	1,286,991	-	2,254,949
Sales of supplies	106,478	-	-	106,478
Other income	57,448	-	-	57,448
Special events - net	4,919	-	-	4,919
United Way	2,409	-	-	2,409
Total revenue and support	<u>19,147,873</u>	<u>1,286,991</u>	<u>-</u>	<u>20,434,864</u>
Expenses				
Program expenses				
Health services	7,072,442	-	-	7,072,442
Community services	7,311,443	-	-	7,311,443
Residence	786,144	-	-	786,144
Camping	40,765	-	-	40,765
Total program expenses	<u>15,210,794</u>	<u>-</u>	<u>-</u>	<u>15,210,794</u>
Management and general	2,072,170	-	-	2,072,170
Fundraising	174,853	-	-	174,853
Total expenses	<u>17,457,817</u>	<u>-</u>	<u>-</u>	<u>17,457,817</u>
Change in net assets from operations	1,690,056	1,286,991	-	2,977,047
Other changes				
Realized gain (loss) on investments	(469,212)	-	-	(469,212)
Unrealized loss on investments	(2,407,305)	-	-	(2,407,305)
Change in interest in charitable remainder trust	-	(170,608)	-	(170,608)
Unrealized loss on interest rate hedging related to bonds	(271,431)	-	-	(271,431)
Change in net assets	<u>(1,457,892)</u>	<u>1,116,383</u>	<u>-</u>	<u>(341,509)</u>
Net assets, beginning of year	<u>24,521,978</u>	<u>710,164</u>	<u>678,834</u>	<u>25,910,976</u>
Net assets, end of year	<u>\$ 23,064,086</u>	<u>\$ 1,826,547</u>	<u>\$ 678,834</u>	<u>\$ 25,569,467</u>

The accompanying notes are an integral part of these financial statements.

BERKELEY YOUNG MEN'S CHRISTIAN ASSOCIATION
Statement of Functional Expenses
For the Year Ended June 30, 2009
(With Comparative Totals for 2008)

	Health Services	Community Services	Residence	Camping	Total Program Services	Management and General	Fundraising	Total	2008 Total
Salaries	\$ 3,325,728	\$ 3,966,099	\$ 322,306	\$ -	\$ 7,614,133	\$ 1,003,734	\$ 98,899	\$ 8,716,766	\$ 8,578,790
Employee benefits	448,666	775,479	75,525	-	1,299,670	153,685	17,608	1,470,963	1,322,548
Payroll taxes	300,555	384,139	29,491	-	714,185	69,220	7,608	791,013	924,976
Professional fees	259,505	837,339	37,032	11,383	1,145,259	155,130	1,696	1,302,085	1,551,899
Supplies	308,944	516,271	29,919	-	855,134	9,683	14,687	879,504	1,022,774
Telephone	26,064	54,905	6,438	-	87,407	33,155	-	120,562	145,846
Postage	26,311	7,960	5	-	34,276	12,053	2,193	48,522	53,603
Occupancy costs	740,587	339,779	136,212	623	1,217,201	147,400	1,920	1,366,521	1,367,480
Equipment maintenance	170,348	76,695	6,906	-	253,949	75,544	1,192	330,685	472,228
Public relations	93,303	25,184	1,589	-	120,076	35,680	15,924	171,680	250,446
Travel expenses	52,945	86,793	446	-	140,184	8,700	2,991	151,875	149,882
Conferences and meetings	11,915	88,440	40	-	100,395	9,578	5,192	115,165	178,055
Membership dues	505	5,550	-	-	6,055	149,021	1,050	156,126	159,015
Financing costs	537,049	20,284	4,309	-	561,642	14,571	1,378	577,591	548,038
Insurance	129,244	25,568	21,237	-	176,049	19,899	-	195,948	244,063
Miscellaneous	15,427	94,563	-	-	109,990	6,561	2,515	119,066	29,974
	<u>6,447,096</u>	<u>7,305,048</u>	<u>671,455</u>	<u>12,006</u>	<u>14,435,605</u>	<u>1,903,614</u>	<u>174,853</u>	<u>16,514,072</u>	<u>16,999,617</u>
Depreciation and amortization	625,346	6,395	114,689	28,759	775,189	168,556	-	943,745	836,325
Total expenses	<u>\$ 7,072,442</u>	<u>\$ 7,311,443</u>	<u>\$ 786,144</u>	<u>\$ 40,765</u>	<u>\$ 15,210,794</u>	<u>\$ 2,072,170</u>	<u>\$ 174,853</u>	<u>\$ 17,457,817</u>	<u>\$ 17,835,942</u>

The accompanying notes are an integral part of these financial statements.

BERKELEY YOUNG MEN'S CHRISTIAN ASSOCIATION

Statement of Cash Flows
For the Year Ended June 30, 2009
(With Comparative Totals for 2008)

	2009	2008
Cash flows from operating activities		
Change in net assets	\$ (341,509)	\$ 247,656
Adjustments to reconcile change in net assets to net cash provided by operating activities		
Depreciation and amortization	943,745	836,325
Realized loss (gain) on investments	469,212	(804,961)
Unrealized loss on investments	2,407,305	2,504,844
Donated investments	(7,819)	(235,011)
Interest in charitable remainder trust	170,608	60,367
Unrealized loss on interest rate hedging related to bonds	271,431	296,151
Changes in operating assets and liabilities		
Accounts receivable, net	48,142	20,813
Grants receivable	(246,454)	308,393
Contributions receivable, net	(1,051,594)	-
Prepaid expenses and other assets	180,108	(102,662)
Accounts payable	(424,310)	791,284
Accrued payroll and other payroll related liabilities	(95,077)	241,959
Deposits	6,453	4,176
Deferred revenue	34,988	(316,030)
Net cash provided by operating activities	2,365,229	3,853,304
Cash flows from investing activities		
Decrease (increase) in assets limited as to use	58,470	(6,854)
Purchase of land, property and equipment	(5,863,767)	(2,491,938)
Proceeds from sale of investments	15,420,650	13,778,082
Purchases of investments	(18,537,464)	(14,769,153)
Net cash used in investing activities	(8,922,111)	(3,489,863)
Cash flows from financing activities		
Issuance of bonds payable	15,865,000	-
Payments for bond issuance costs	(320,952)	-
Payments on bonds payable	(8,515,000)	(305,000)
Net cash provided by (used in) financing activities	7,029,048	(305,000)
Increase in cash and cash equivalents	472,166	58,441
Cash and cash equivalents, beginning of year	1,405,277	1,346,836
Cash and cash equivalents, end of year	\$ 1,877,443	\$ 1,405,277
<u>Supplemental information</u>		
Interest paid	\$ 433,009	\$ 318,217

The accompanying notes are an integral part of these financial statements.

BERKELEY YOUNG MEN'S CHRISTIAN ASSOCIATION
Notes to Financial Statements
June 30, 2009

1. Organization

The Berkeley Young Men's Christian Association d.b.a. Berkeley-Albany YMCA (the "Association") is a not-for-profit corporation whose specific purpose is to advance spiritual, mental, and physical growth, and to forge bonds of fellowship among all peoples and generations in support of individuals and families in the local and global community. This purpose is accomplished by:

- Enhancing health, wellness, and physical fitness as a condition to be achieved and maintained.
- Developing values and standards for daily living, especially in the young.
- Teaching skills which enrich the quality of life and help participants develop self-confidence and appreciate their own worth as individuals.
- Providing programs that strengthen the family and enhance the quality of family life.
- Increasing intercultural and international respect in pursuit of world peace and understanding.
- Providing affordable residence facilities for those who possess limited financial resources and can benefit from the support of the Association's programs.
- The Association generates its revenues primarily from membership dues, governmental grants, program service fees and contributions.

2. Summary of Significant Accounting Policies

Basis of accounting

The financial statements of the Association have been prepared on the accrual basis of accounting.

Net assets

Net assets and changes therein are classified as follows:

Unrestricted Net Assets

The portion of net assets that is neither temporarily restricted nor permanently restricted by donor-imposed stipulations. The Board has resolved that certain contributions will be invested and the earnings from the contributions will be used for certain programs of the Association. At June 30, 2009, \$3,991,369 of net assets have been designated for these purposes.

BERKELEY YOUNG MEN'S CHRISTIAN ASSOCIATION
Notes to Financial Statements
June 30, 2009

2. Summary of Significant Accounting Policies (continued)

Net assets (continued)

Temporarily Restricted Net Assets

The portion of net assets whose use by the Association is limited by donor-imposed stipulations that either expire by passage of time or can be fulfilled and removed by actions of the Association.

Permanently Restricted Net Assets

The portion of net assets whose use by the Association is limited by donor-imposed stipulations that neither expire by passage of time nor can be fulfilled or otherwise removed by actions of the Association.

Revenue recognition

Contributions and grants are recognized at fair value when the donor/grantor makes an unconditional promise to give to the Association. Contributions that are restricted by the donor/grantor are reported as increases in unrestricted net assets if the restrictions expire in the fiscal year in which the contributions are recognized. All other donor-restricted contributions and grants are reported as increases in temporarily or permanently restricted net assets depending on the nature of the restrictions. When a restriction expires, temporarily restricted net assets are reclassified to unrestricted net assets.

Membership dues and program service fees are recognized as revenue when earned. Revenues from government grants are recognized as the contracts are fulfilled.

Payments received related to future programs, membership dues applicable to future periods, and non-expended Head Start program grants are reported as deferred revenue. Deferred revenue is recognized as revenue in the period the related programs are held, dues are earned or expenditures for the Head Start program are incurred.

Contributions receivable

Contributions that are promised in one year but are not expected to be collected until after the end of that year are discounted at an appropriate discount rate commensurate with the risks involved and the period of time over which the contributions are expected to be collected. Amortization of any such discounts is recorded as additional contribution revenue in accordance with donor-imposed restrictions, if any, on the contributions. An allowance for doubtful contributions receivable is provided based upon management's judgment including such factors as prior collection history, type of contribution and current aging of contributions receivable. The allowance for doubtful contributions receivable at June 30, 2009 was \$45,603.

2. Summary of Significant Accounting Policies (continued)

Accounts receivable

Accounts receivable are stated at the amount management expects to collect from outstanding balances. Based on prior write-off history, overall economic conditions and the current aging status of its customers, the Association has established an allowance for doubtful accounts at a level considered adequate to cover anticipated credit losses on outstanding trade accounts receivable. Bad debt recoveries are recorded as income when received. At June 30, 2009, the allowance for doubtful accounts was \$10,000.

Investments

Investments are recorded at fair value, based on quoted market prices, with realized and unrealized gains and losses reflected in the Statement of Activities.

Fair value measurements

The Association adopted Statement of Financial Accounting Standards No. 157, *Fair Value Measurements* ("SFAS 157"), as of July 1, 2008. SFAS 157 defines fair value, establishes a framework for measuring fair value and expands disclosure requirements for fair value measurements. The Association deferred the application of SFAS 157 for nonfinancial assets and nonfinancial liabilities as provided for by FASB Staff Position ("FSP") FAS 157-2, *Effective Date of FASB Statement No. 157*. FSP FAS 157-2 defers the effective date of SFAS 157 to fiscal years beginning after November 15, 2008, and interim periods within those fiscal years for nonfinancial assets and nonfinancial liabilities, except items that are recognized or disclosed at fair value in an entity's financial statements on a recurring basis (at least annually). The adoption of SFAS 157 did not have a material effect on the Association's financial position or results of operations.

In October 2008, the FASB issued FSP FAS 157-3, *Determining the Fair Value of a Financial Asset When the Market for that Asset is Not Active*, with an immediate effective date. The purpose of this release was to provide further clarification regarding Level 3 inputs and the assumptions management may make when the market for the asset is not active. In April 2009, the FASB issued FSP FAS 157-4, *Determining Fair Value When the Volume and Level of Activity for the Asset or Liability Have Significantly Decreased and Identifying Transactions That Are Not Orderly*, effective for periods ending after June 15, 2009. The purpose of this release was to provide additional guidance for estimating fair value in certain circumstances. The adoption of FSP FAS 157-3 and FSP FAS 157-4 did not have a material effect on the Association's financial position or change in net assets.

BERKELEY YOUNG MEN'S CHRISTIAN ASSOCIATION
Notes to Financial Statements
June 30, 2009

2. Summary of Significant Accounting Policies (continued)

Property and equipment

Property and equipment are recorded at cost, or if donated, at estimated fair value at the date of donation. Construction in progress is recorded as incurred, but not depreciated until the related asset is placed into service. Depreciation has been provided on the straight-line method over the estimated useful lives of the assets. The estimated useful lives of the assets are:

Buildings and improvements	10 - 40 years
Furniture, equipment and autos	3 - 10 years

Certain property and equipment are pledged as security for the bonds payable.

Financing costs

Bond issuance and other financing costs are amortized on a straight-line basis over the term of the related debt.

Donated services

Donated services are not recorded by the Association as they do not meet the criteria for recognition under accounting standards.

The Head Start Program requires 20% of total expenses to be provided by the sponsor and participants in the program. To comply with this requirement, the Association has developed a reporting system to determine all in-kind contributions, which consist primarily of community partners agreements and CDE Child Care Contracts valued at the nominal contract amounts, to the Head Start Program. The value of these Head Start in-kind contributions, totaling \$673,731 for the year ended June 30, 2009, has not been reflected in the financial statements.

Income taxes

The Association has been determined to be exempt from federal and state income taxes pursuant to Section 501(c) (3) of the Internal Revenue Code and Section 23701(d) of the California Revenue and Taxation Code. In addition, the Association has been determined by the Internal Revenue Service not to be a private foundation within the meaning of Section 509(a) of the Internal Revenue Code.

Cash and cash equivalents

For the purpose of the Statement of Cash Flows, the Association considers all unrestricted highly liquid investments, with a maturity of three months or less, to be cash equivalents.

BERKELEY YOUNG MEN'S CHRISTIAN ASSOCIATION
Notes to Financial Statements
June 30, 2009

2. Summary of Significant Accounting Policies (continued)

Indirect cost allocation

The costs of providing program services have been summarized on a functional basis. Costs directly associated with a particular program are allocated to that program. Certain costs, not directly attributable to a particular program, have been allocated among program and support services based upon estimates made by management.

Use of estimates

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions. These estimates and assumptions affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements. Actual results could differ from those estimates.

Prior year information

The financial statements include certain prior year summarized comparative information in total but not in sufficient detail to constitute a presentation in conformity with accounting principles generally accepted in the United States of America. Accordingly, such information should be read in conjunction with the Association's financial statements for the year ended June 30, 2008, from which the summarized information is derived.

Reclassifications

Certain prior year amounts have been reclassified to conform with current year classifications. These reclassifications had no effect on net assets or changes in net assets.

3. Investments

Investments at June 30, 2009 consist of the following:

Mutual funds	\$11,219,853
Fixed income	7,738,779
Bonds	317,905
Money market accounts	<u>4,255,399</u>
	<u>\$23,531,936</u>

BERKELEY YOUNG MEN'S CHRISTIAN ASSOCIATION
Notes to Financial Statements
June 30, 2009

3. Investments (continued)

Investment income (loss) consists of the following for the year ended June 30, 2009:

Realized loss	\$ (469,212)
Unrealized losses	(2,407,305)
Interest income	<u>673,207</u>
	<u><u>\$ (2,203,310)</u></u>

4. Fair Value Disclosures

The following are the major categories of financial assets and liabilities measured at fair value during the year ended June 30, 2009, using quoted prices in active markets for identical assets (Level 1); significant other observable inputs (Level 2); and significant unobservable inputs (Level 3):

	Level 1: Quoted Prices in Active Markets For Identical <u>Assets</u>	Level 2: Significant Other Observable <u>Inputs</u>	Level 3: Significant Unobservable <u>Inputs</u>	<u>Total at June 30, 2009</u>
Investments	\$23,531,936	\$ -	\$ -	\$23,531,936
Interest in charitable remainder trust	<u>-</u>	<u>-</u>	<u>539,556</u>	<u>539,556</u>
Total assets	<u>\$23,531,936</u>	<u>\$ -</u>	<u>\$539,556</u>	<u>\$24,071,492</u>
Derivative agreement liability	<u>\$ -</u>	<u>\$ -</u>	<u>\$508,661</u>	<u>\$ 508,661</u>

The fair value of investments is measured on a recurring basis using quoted market prices. The fair value of the derivative agreement liability is measured by a mathematical model that calculates the present value of the anticipated cash flows from the transaction using mid-market prices and other economic data and assumptions. The fair value of the interest in charitable remainder trust is based on the current fair value of the investments, future expected investment returns, and the life expectancy of the donor or donor's designee and has been recorded at present value using a discount rate of 5.5%.

BERKELEY YOUNG MEN'S CHRISTIAN ASSOCIATION
Notes to Financial Statements
June 30, 2009

4. Fair Value Disclosures (continued)

A roll forward of the fair value measurements using unobservable inputs (Level 3) as of June 30, 2009 is as follows:

	<u>Interest in Charitable Remainder Trust</u>	<u>Derivative Agreement Liability</u>
July 1, 2008	\$710,164	\$237,230
Change in value of interest in charitable remainder trust	(170,608)	-
Change in value of derivative agreement liability	<u>-</u>	<u>271,431</u>
June 30, 2009	<u>\$539,556</u>	<u>\$508,661</u>

5. Interest in Charitable Remainder Trust

The Association has been named a 40% remainder beneficiary of a charitable remainder trust. The trust agreement provides for an annual distribution of 5% of the trust's fair market value to the two life beneficiaries over their lifetimes. At the time of death of the remaining beneficiary, the trust's assets will be distributed to the Association.

The Association's residual interest in the trust has been recorded as Interest in Charitable Remainder Trust in the Statement of Financial Position and is based upon the estimated net present value of its share of the fair market value of the trust's assets (\$2,483,446 at June 30, 2009) and the actuarial life expectancies of the trust's beneficiaries and the required payments to be made to the beneficiaries.

During the year ended June 30, 2009 the change in the interest in the charitable remainder trust was reported as a decrease in temporarily restricted net assets of \$170,608.

6. Assets Limited as to Use

Assets limited as to use represent cash and cash equivalents which are restricted under the bond indenture agreement for payment of bond interest and bond principal. There were no such assets at June 30, 2009.

BERKELEY YOUNG MEN'S CHRISTIAN ASSOCIATION

Notes to Financial Statements

June 30, 2009

7. Contributions Receivable

Unconditional promises to give, which are not expected to be collected until after the year promised, are reflected in the accompanying financial statements as contributions receivable and revenue in the appropriate net asset category. Contributions receivable are recorded using a discount rate that approximates 2.43%. Contributions receivable at June 30, 2009 consisted of the following:

Due in less than one year	\$ 652,578
Due in one to five years	<u>487,503</u>
Total	1,140,081
Less allowance for doubtful contributions	(45,603)
Less discounts to present value	<u>(42,884)</u>
	<u>\$1,051,594</u>

8. Deferred Financing Costs

Deferred financing costs at June 30, 2009 consist of the following:

Bond issuance costs	\$320,952
Less accumulated amortization	<u>(10,657)</u>
	<u>\$310,295</u>

Amortization expense for the year ended June 30, 2009 amounted to \$115,410. The remaining balance of deferred financing costs associated with the previously issued revenue bonds of \$104,753 was written off during 2009.

9. Land, Property and Equipment

Land, property and equipment consist of the following at June 30, 2009:

Land	\$ 393,400
Building and improvements	16,040,252
Equipment	<u>3,098,867</u>
Total	19,532,519
Less accumulated depreciation	(9,885,181)
Construction in progress	<u>7,029,987</u>
	<u>\$16,677,325</u>

Depreciation expense for the year ended June 30, 2009 amounted to \$828,335.

BERKELEY YOUNG MEN'S CHRISTIAN ASSOCIATION
Notes to Financial Statements
June 30, 2009

9. Land, Property and Equipment (continued)

The construction in progress is related to remodeling, additional renovations and seismic upgrades at the Downtown branch and planning costs associated with the development of a Teen Center.

10. Bonds Payable

In July 2008, the City of Berkeley issued a Revenue Bond (the "Bond") on behalf of the Association in the amount of \$15,865,000. The Association received net proceeds of \$15,544,048 which were used for major renovations at the Downtown Berkeley facility (\$7,029,048) and the refinancing of debt (\$8,515,000) related to an earlier capital project at the same facility. Bond issuance costs amounted to \$320,952. The Bond is the sole repayment obligation of the Association. The Downtown Berkeley property is considered collateral in addition to amounts held in the construction funds established by the bond indenture. The Association must comply with certain financial covenants and was in compliance with all such covenants at June 30, 2009. The Bond bears interest at a variable rate based on the weekly BMA rate. Interest payments are due monthly. The Bond matures in July, 2038.

The Association is required by the indenture to make mandatory sinking fund payments on June 1, of each year, following a 4 year interest only period, for the retirement of the bonds as follows:

2014	\$ 330,000
2015	445,000
2016	460,000
2017	475,000
2018	490,000
Thereafter	<u>13,665,000</u>
	<u>\$15,865,000</u>

Interest rate option

The Association has remarketed a portion of its variable-rate revenue bonds issued by the City of Berkeley. This debt obligation is exposed to variability in interest payments due to changes in interest rates.

The Association believes that it is prudent to limit the variability of its interest payments. To meet this objective, the Association has entered into a separate financial instrument to manage fluctuations in cash flows resulting from interest rate risks. On May 2, 2005 the Association fixed the interest rate on the previously issued bonds at a fixed rate of 3.72% by entering into a derivative financial instrument with the Bank.

BERKELEY YOUNG MEN'S CHRISTIAN ASSOCIATION
Notes to Financial Statements
June 30, 2009

10. Bonds Payable (continued)

Interest rate option (continued)

Under this separate agreement, the Association swapped its variable-rate cash flow exposure on the bonds for a fixed rate, which is in place through 2014. Also, at anytime during the next six years, and at the Association's sole discretion, and at no cost to the Association, the Association can convert any of the fixed-rate portion of the bonds back to a variable rate.

Since the fixed-rate is guaranteed for the next five years of the life of the bond, there is a termination fee/income calculation, representing the change in the fair value of the interest rate swaps, if the Association terminates the agreement prior to the fixed terms of the swap. If interest rates decrease and the Association terminates the agreement, the Bank would lose income, as they would have to provide loans to other customers at a lower interest rate. The opposite would be true if interest rates increase.

As of June 30, 2009, interest rates have changed since the inception of the swap. Had the Association terminated the swap agreement with the Bank as of June 30, 2009, the Association would have realized a loss of \$196,491. At the present time, the Association has no intention of terminating this agreement with the Bank. Changes in the market value of the interest rate swap is reported as unrealized gains or losses in interest rate hedging related to bonds on the Statement of Activities. As of June 30, 2009, the valuation of the interest rate swap resulted in a net unrealized loss (which has no effect on the cash position of the Association) in the amount of \$271,431, due to the changes in interest rates as discussed above. The liability related to this unrealized loss is included in the Statement of Financial Position as of June 30, 2009.

The Association does not enter into derivative instruments for any purpose other than as discussed above; that is, the Association does not speculate for investment purposes using derivative instruments.

11. Commitments and Contingencies

The Association is the sponsor for the Head Start Program in Berkeley, California. The program is subject to program compliance audits by the grantor or its representative. The amount of expenditures which may be disallowed by the granting agency cannot be determined at this time. The Association expects such disallowed amounts, if any, to be immaterial to the financial position and activity of the Association.

BERKELEY YOUNG MEN'S CHRISTIAN ASSOCIATION
Notes to Financial Statements
June 30, 2009

11. Commitments and Contingencies (continued)

The Association has entered into operating lease agreements extending through July 2014, which requires minimum base lease payments. Future minimum lease payments under the lease agreements for the next five fiscal years and thereafter are as follows:

2010	\$ 122,155
2011	117,699
2012	98,922
2013	49,549
2014	20,700
Thereafter	<u>1,000</u>
	<u>\$410,025</u>

Rental expense for the year ended June 30, 2009 totaled \$532,347 and includes certain month-to-month operating leases for office, child care facilities and equipment.

The Association entered into a construction contract for approximately \$4,860,000 to renovate and perform seismic upgrades at the Downtown branch. As of June 30, 2009, \$947,011 remains on the construction contract.

12. Employee Benefit Plans

The Association participates in a multi-employer defined contribution pension plan with other associations. All employees who work 1,000 hours per year and have been employed at least two years are eligible to participate. Pension expense for the year ended June 30, 2009 was \$544,279.

13. Temporarily Restricted and Permanently Restricted Net Assets

Temporarily restricted net assets as of June 30, 2009 consisted of the following:

Interest in charitable remainder trust	\$ 539,556
Teen Center	<u>1,286,991</u>
	<u>\$1,826,547</u>

Earnings from permanently restricted net assets are available for the following at June 30, 2009:

General operations	\$456,379
International programs	185,290
Camperships	<u>37,165</u>
	<u>\$678,834</u>

BERKELEY YOUNG MEN'S CHRISTIAN ASSOCIATION
Notes to Financial Statements
June 30, 2009

14. Endowment

The Association's endowment consists of approximately 25 individual funds established for a variety of purposes. Its endowment includes both donor-restricted endowment funds and funds designated by the Board of Trustees to function as endowments. As required by generally accepted accounting principles, net assets associated with endowment funds, including funds designated by the Board of Trustees to function as endowments, are classified and reported based on the existence or absence of donor-imposed restrictions.

Interpretation of relevant law

On September 30, 2008, the State of California adopted the *Uniform Prudent Management of Institutional Funds Act* ("UPMIFA"), effective January 1, 2009. The Board of Trustees has interpreted UPMIFA as requiring the preservation of the fair value of the original gift as of the gift date of the donor-restricted endowment funds absent explicit donor stipulations to the contrary. As a result of this interpretation, the Association classifies as permanently restricted net assets (a) the original value of gifts donated to the permanent endowment, (b) the original value of subsequent gifts to the permanent endowment, and (c) accumulations to the permanent endowment made in accordance with the direction of the applicable donor gift instrument at the time the accumulation is added to the fund. The remaining portion of the donor-restricted endowment fund that is not classified in permanently restricted net assets is classified as temporarily restricted net assets until those amounts are appropriated for expenditure by the Association in a manner consistent with the standard of prudence prescribed by UPMIFA. In accordance with UPMIFA, the Association considers the following factors in making a determination to appropriate or accumulate donor-restricted endowment funds:

- (1) The duration and preservation of the fund
- (2) The purposes of the Association and the donor-restricted endowment fund
- (3) General economic conditions
- (4) The possible effect of inflation and deflation
- (5) The expected total return from income and the appreciation of investments
- (6) Other resources of the Association
- (7) The investment policies of the Association

Funds with deficiencies

From time to time, the fair value of assets associated with individual donor-restricted endowment funds may fall below the level that the donor or UPMIFA requires the Association to retain as a fund of perpetual duration. There were no deficiencies as of June 30, 2009.

BERKELEY YOUNG MEN'S CHRISTIAN ASSOCIATION
Notes to Financial Statements
June 30, 2009

14. Endowment (continued)

Return objectives and risk parameters

The Association has adopted investment and spending policies for endowment assets that attempt to provide a predictable stream of funding to programs supported by its endowment while seeking to maintain the purchasing power of the endowment assets. Endowment assets include those assets of donor-restricted funds that the Association must hold in perpetuity or for a donor-specified period(s) as well as board-designated funds. Under the policies, as approved by the Board of Trustees, the endowment assets are invested in a manner that is intended to produce results that meet or exceed bench marks established by the Investment Committee. The Association expects its endowment funds, over time, to provide an average rate of return at or above the rate of return of the Wilshire 5000 index. Actual returns in any given year may vary from this amount.

Strategies employed for achieving objectives

To satisfy its long-term rate-of-return objectives, the Association relies on a total return strategy in which investment returns are achieved through both capital appreciation (realized and unrealized) and current yield (interest and dividends). The Association targets a diversified asset allocation that places a greater emphasis on equity-based investments to achieve its long-term return objectives within prudent risk constraints.

Spending policy and how the investment objectives relate to spending policy

The Association has a policy of appropriating for distribution each year up to 6 percent of its endowment fund's average fair value over the prior 36 quarters through the calendar year-end preceding the fiscal year in which the distribution is planned. In establishing this policy, the Association considered the long-term expected return on its endowment. Accordingly, over the long term, the Association expects the current spending policy to allow its endowment to grow at a rate consistent with the established benchmarks. This is consistent with the Association's objective to maintain the purchasing power of the endowment assets held in perpetuity or for a specified term as well as to provide additional real growth through new gifts and investment return.

Endowment net asset composition by type of fund as of June 30, 2009 is as follows:

	<u>Unrestricted</u>	Temporarily <u>Restricted</u>	Permanently <u>Restricted</u>	<u>Total</u>
Donor-restricted endowment funds	\$ -	\$ -	\$678,834	\$ 678,834
Board-designated endowment funds	<u>3,991,369</u>	<u>-</u>	<u>-</u>	<u>3,991,369</u>
Total funds	<u>\$3,991,369</u>	<u>\$ -</u>	<u>\$678,834</u>	<u>\$4,670,203</u>

BERKELEY YOUNG MEN'S CHRISTIAN ASSOCIATION
Notes to Financial Statements
June 30, 2009

14. Endowment (continued)

Spending policy and how the investment objectives relate to spending policy (continued)

Changes in endowment net assets for the fiscal year ended June 30, 2009:

	<u>Unrestricted</u>	<u>Temporarily Restricted</u>	<u>Permanently Restricted</u>	<u>Total</u>
Endowment net assets, beginning of year	\$4,765,387	\$ -	\$678,834	\$5,444,221
Investment return				
Investment income	112,345	16,004	-	128,349
Net depreciation (realized and unrealized)	<u>(808,367)</u>	<u>-</u>	<u>-</u>	<u>(808,367)</u>
Total investment return	(696,022)	16,004		(680,018)
Contributions	-	-	-	-
Appropriation of endowment assets for expenditure	<u>(77,996)</u>	<u>(16,004)</u>	<u>-</u>	<u>(94,000)</u>
Endowment net assets, end of year	<u>\$3,991,369</u>	<u>\$ -</u>	<u>\$678,834</u>	<u>\$4,670,203</u>

15. Concentrations of Risk

The Association has identified its financial instruments which are potentially subject to risk as cash, investments and receivables.

The Association invests its cash with various financial institutions. These deposits include amounts over federally insured limits. Investments are diversified in order to limit market risk. Accounts receivable represent primarily unsecured amounts due from a federal agency, other government agencies, and various individuals. An allowance for doubtful accounts is maintained.

16. Capital Campaign

In October 2007, the Association received a conditional contribution of a building valued at approximately \$2 million. In accordance with the conditions of the agreement, the Association is required to spend a minimum of \$900,000 to renovate the property. The building will be used for the Association's new Teen Center. As of June 30, 2009, the Association has received approximately \$2,048,323 in conditional support towards the renovation of the property and has incurred \$475,283 in costs.

BERKELEY YOUNG MEN'S CHRISTIAN ASSOCIATION
Notes to Financial Statements
June 30, 2009

17. Subsequent Events

The Association has evaluated subsequent events through September 28, 2009, the date the financial statements were available to be issued. No subsequent events have occurred that would have a material impact on the presentation of the Association's financial statements.

BERKELEY YOUNG MEN'S CHRISTIAN ASSOCIATION
Schedule of Expenditures of Federal and State Awards
For the Year Ended June 30, 2009

Federal Grantor/Pass-Through Grantor/Program Title	Federal CFDA Number	Program Numbers	Expenditures
<i>Federal Awards</i>			
U.S. Department of Health and Human Services Head Start and Early Head Start	93.600	09CH9022/36, 09CH9022/37	\$ 4,379,835
U.S. Department of Agriculture Passed through State Government U.S.D.A Special Food Service Program	10.558	1122-0J	<u>231,491</u>
Total Federal Awards			<u>\$ 4,611,326</u>
<i>State Awards</i>			
California Department of Education Infant Toddler Child Care	N/A	CCTR-8005	\$ 246,746
Emery Unified School District State Preschool	N/A	CPRE-8004	183,403
Instructional Materials	N/A	CIMS-8018	643
Berkeley Unified School District Child Development Services	N/A	unknown	270,000
CAL SAFE CCAP	N/A	CCAP-8005	2,547
CAL SAFE - Teen Parents	N/A	unknown	64,341
CCDF Capacity Project	N/A	CCAP-8006	2,970
CIMS Instructional Materials	N/A	CIMS-8008	<u>865</u>
Total California Department of Education			<u>771,515</u>
Alameda County First 5 Alameda County - Every Child Counts	N/A	CGI2007-09-018	85,956
California School Age Consortium Professional Development and Retention Project	N/A	unknown	16,000
Passed through California Department of Education - Kidango	N/A	unknown	757,751
Education - Kidango Preschool	N/A	unknown	<u>26,765</u>
			<u>784,516</u>
Total State Awards			<u>1,657,987</u>
Total Federal and State Awards			<u>\$ 6,269,313</u>

See accompanying notes to the schedule of Expenditures of Federal and State Awards.

BERKELEY YOUNG MEN'S CHRISTIAN ASSOCIATION
Notes to Schedule of Expenditures of Federal and State Awards
June 30, 2009

1. Basis of Presentation

The accompanying schedule of expenditures of federal and state awards includes the grant activity of the Association and is presented on the accrual basis of accounting. The information in this schedule is presented in accordance with the requirements of OMB Circular A-133, *Audits of States, Local Governments and Non-Profit Organizations*. Therefore, some amounts presented in this schedule may differ from amounts presented in, or used in the preparation of, the basic financial statements.

2. Description of Major Program

Head Start and Early Head Start

As authorized by the Head Start Act, as amended; Improving Head Start for School Readiness Act of 2007, Public Law 110-134, to promote school readiness by enhancing the social and cognitive development of low-income children, including children on federally recognized reservations and children of migratory farm workers, through the provision of comprehensive health, educational, nutritional, social and other services; and to involve parents in their children's learning and to help parents make progress toward their educational, literacy and employment goals. Head Start also emphasizes the significant involvement of parents in the administration of their local Head Start programs.

SUPPLEMENTAL SCHEDULES

BERKELEY YOUNG MEN'S CHRISTIAN ASSOCIATION
Supplemental Information for California Department of Education
General Information
June 30, 2009

Full Official Name of Agency	Berkeley Young Men's Christian Association
Program Names and Numbers	
Infant Toddler Child Care - CCTR-8005	
Emery Unified School District	
State Preschool - CPRE-8004	
Instructional Materials - CIMS-8018	
Berkeley Unified School District	
Child Development Services	
CAL SAFE CCAP - CCAP-8005	
CAL SAFE - Teen Parents	
CCDF Capacity Project - CCAP-8006	
California School Age Consortium	
CIMS Instructional Materials - CIMS-8008	
CDE / Kidango	
CDE / Kidango Preschool	
Type of Agency	Non-Profit Corporation
Address of Agency	2070 Allston Way, Suite 101 Berkeley, California 94704
Name and Address of Executive Director	Pamm Shaw Berkeley - Albany YMCA - Early Childhood Services 2009 10th Street Berkeley, California 94710
Name and Address of Chief Financial Officer	Angelo Gallego 2070 Allston Way, Suite 101 Berkeley, California 94704
Period Covered	July 1, 2008 to June 30, 2009
Number of Days of Operation	240
Schedule of Hours of Operation Each Day	Center: 7:30 a.m. - 5:45 p.m. Office: 8:00 a.m. - 5:00 p.m.

BERKELEY YOUNG MEN'S CHRISTIAN ASSOCIATION
 Combining Statement of Financial Position
 June 30, 2009

Assets	Head Start Program	CDE Children's Grants Program Revenue	CDE Infant Toddler Child Care Grant	CDE BUSD Child Development Services	CDE			CDE/Kidango Contact	CDE CIMS 8008 Instructional Material	CDE BUSD CCAP 8006 CCDF Capacity Project	CDE BUSD CCAP 8005 CAL SAFE	School Age Consortium/Alameda County Child Care Planning Council	CDE EUSD CIMS 8018 Instructional Material	CDE Kidango State Preschool	State-Pre-School Sub-Contract EUSD	Child Care Food Program	Non-governmental Supported Programs	Total
					BUSD	CAL	SAFE											
Cash and cash equivalents	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,877,443	\$ 1,877,443
Investments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	23,531,936	23,531,936
Accounts receivable, net	-	2,116	-	163,862	30,706	2,227	90,460	2,547	-	643	67,372	56,484	-	-	-	94,199	524,993	1,014,730
Grants receivable	1,014,730	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,051,594	1,051,594
Contributions receivable, net	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	267,150	267,150
Prepaid expenses and other assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Assets limited as to use	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Land, property and equipment, net	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest in charitable remainder trust	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Derivative agreement asset	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Deferred financing costs, net	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total assets	\$ 1,014,730	\$ 2,116	\$ -	\$ 163,862	\$ 30,706	\$ 2,227	\$ 90,460	\$ 2,547	\$ 643	\$ 67,372	\$ 56,484	\$ -	\$ -	\$ -	\$ -	\$ 310,295	\$ 44,349,498	\$ 45,795,022
Liabilities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,303,723	\$ 1,303,723
Accounts payable	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	902,864	902,864
Accrued payroll and other payroll related liabilities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	287,872	287,872
Deposits	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	582,044	1,357,435
Deferred revenue	775,391	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	508,661	508,661
Derivative agreement liability	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	15,865,000	15,865,000
Bonds payable	239,339	2,116	-	163,862	30,706	2,227	90,460	2,547	643	67,372	56,484	-	-	-	-	-	16,777,325	16,777,325
Interfund payable	1,014,730	2,116	-	163,862	30,706	2,227	90,460	2,547	643	67,372	56,484	-	-	-	-	-	539,556	539,556
Total liabilities	\$ -	\$ 2,116	\$ -	\$ 163,862	\$ 30,706	\$ 2,227	\$ 90,460	\$ 2,547	\$ 643	\$ 67,372	\$ 56,484	\$ -	\$ -	\$ -	\$ -	\$ 310,295	\$ 44,349,498	\$ 45,795,022
Net assets	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 23,064,086	\$ 23,064,086
Unrestricted	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,826,547	1,826,547
Temporarily restricted	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	678,834	678,834
Permanently restricted	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	25,559,467	25,559,467
Total net assets	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 23,064,086	\$ 23,064,086
Total liabilities and net assets	\$ 1,014,730	\$ 2,116	\$ -	\$ 163,862	\$ 30,706	\$ 2,227	\$ 90,460	\$ 2,547	\$ 643	\$ 67,372	\$ 56,484	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 44,349,498	\$ 45,795,022

BERKELEY YOUNG MEN'S CHRISTIAN ASSOCIATION
 Combining Statement of Activities
 For the Year Ended June 30, 2009

	Head Start Program	CDE Infant Toddler Child Care Grant	CDE BUSD Child Development Services	CDE BUSD CAL SAFE Contract	CDE CCDF Capacity Project	CDE CIMS 8008 Instructional Materials	CDE/Kidango Contract	CDE BUSD CCAP 8005 CAL SAFE	School Age Consortium/Alameda County Child Care Planning Council	CDE BUSD CIMS 8018 Instructional Material	CDE Kidango State Preschool	State-Preschool Sub-Contract EUSD	Child Care Food Program	Alameda County Every Child Grant	Non-governmental Supported Programs	Total
Revenue and support																
Membership dues	4,379,835	246,746	270,000	64,341	2,970	865	757,751	2,547	16,000	643	26,765	183,403	231,491	85,956	8,205,735	\$ 8,205,735
Government grants	-	8,105	833	-	-	-	12,214	-	-	-	-	-	-	-	1	6,269,314
Program fees	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2,839,253	2,839,253
Investment income	673,731	-	-	-	-	-	-	-	-	-	-	-	-	-	673,707	673,731
In-kind services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2,254,949	2,254,949
Contributions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	57,448	57,448
Sales of supplies	-	-	-	-	-	-	-	-	-	-	-	-	-	-	4,919	4,919
Other income	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2,409	2,409
Special events - net	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
United Way	5,053,566	254,851	270,833	64,341	2,970	865	769,965	2,547	16,000	643	26,765	183,403	231,491	85,956	14,144,399	21,108,595
Total revenue and support																
Expenses																
Salaries	2,034,567	162,982	175,424	44,726	-	-	512,435	-	-	-	18,622	102,986	43,086	50,401	5,571,537	8,716,766
Employee benefits	408,594	39,580	40,449	10,268	-	-	115,589	-	-	-	4,163	26,031	9,614	2,291	816,484	1,470,963
Payroll taxes	199,401	15,215	19,323	4,481	-	-	51,428	-	-	-	1,997	9,796	4,610	3,609	481,155	793,013
Professional fees	762,979	-	1,000	-	755	-	5,200	-	14,815	643	-	2,049	-	11,425	503,862	1,302,085
Supplies	200,067	6,840	3,693	-	-	865	16,853	2,547	-	-	-	-	174,181	8,507	465,308	879,504
Telephone	34,695	-	932	-	-	-	1,650	-	-	-	-	615	-	-	82,870	120,562
Postage	1,012	-	-	-	-	-	-	-	-	-	-	-	-	-	47,510	48,522
Occupancy costs	238,975	11,957	8,199	-	1,975	-	11,800	-	-	-	-	28,090	-	22	1,065,503	1,366,521
Equipment maintenance	54,240	-	-	-	-	-	-	-	-	-	-	-	-	-	276,445	330,685
Public relations	9,802	-	-	-	-	-	-	-	-	-	-	-	-	387	161,491	171,680
Travel expenses	38,461	-	1,000	-	-	-	-	-	-	-	-	-	-	620	111,794	151,875
Confferences and meetings	30,124	-	-	-	240	-	-	-	-	-	-	250	-	1,094	83,457	115,165
Membership dues	4,635	-	-	-	-	-	-	-	-	-	-	-	-	-	151,491	156,126
Financing costs	6	-	-	-	-	-	-	-	-	-	-	-	-	-	577,585	577,591
Insurance	13,132	-	813	-	-	-	1,400	-	-	-	-	-	-	-	180,603	195,948
Miscellaneous	1,000	-	-	-	-	-	-	-	-	-	-	-	-	-	118,066	119,066
Indirect cost	348,545	18,277	20,000	4,766	-	-	55,610	-	1,185	-	1,983	15,586	-	7,600	(471,552)	943,745
Depreciation and amortization	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
In-kind expenses	673,731	-	-	-	-	-	-	-	-	-	-	-	-	-	943,745	673,731
Total expenses	5,053,566	254,851	270,833	64,341	2,970	865	769,965	2,547	16,000	643	26,765	183,403	231,491	85,956	11,167,352	18,151,548
Change in net assets from operations	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2,977,047	2,977,047
Other changes																
Realized gain on investments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(469,212)	(469,212)
Unrealized loss on investments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(2,407,305)	(2,407,305)
Change in interest in charitable remainder trust	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(170,608)	(170,608)
Unrealized loss on interest rate hedging related to bonds	-	-	-	-	-	-	-	-	-	-	-	-	-	(271,431)	(271,431)	
Change in net assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(341,509)	(341,509)

**AUDITED FINAL ATTENDANCE AND FISCAL REPORT
for Child Development Programs**

Agency Name: BERKELEY ALBANY YMCA Vendor No. E063
 Fiscal Year Ended: June 30, 2009 Contract No. CCTR-8005
 Independent Auditor's Name: Armanino McKenna LLP

SECTION I - CERTIFIED CHILDREN	EDP NO.	COLUMN A	COLUMN B	COLUMN C	COLUMN D	COLUMN E
		CUMULATIVE FISCAL YEAR PER AGENCY	AUDIT ADJUSTMENTS	CUMULATIVE FISCAL YEAR PER AUDIT	ADJUSTMENT FACTOR	ADJUSTED DAYS OF ENROLLMENT PER AUDIT
DAYS OF ENROLLMENT						
<i>Infants (up to 18 months)</i>						
Full-time-plus	101				2.006	-
Full-time	103	889		889	1.700	1,511
Three-quarters-time	105	60		60	1.275	77
One-half-time	107				0.935	-
<i>FCCH Infants (up to 18 months)</i>						
Full-time plus	101A				1.652	-
Full-time	103A				1.400	-
Three-quarters-time	105A				1.050	-
One-half-time	107A				0.770	-
<i>Toddlers (18 up to 36 months)</i>						
Full-time-plus	101B				1.652	-
Full-time	103B	3,572		3,572	1.400	5,001
Three-quarters-time	105B	631		631	1.050	663
One-half-time	107B				0.770	-
<i>Three Years and Older</i>						
Full-time-plus	111				1.180	-
Full-time	113	164		164	1.000	164
Three-quarters-time	115				0.750	-
One-half-time	117				0.550	-
<i>Exceptional Needs</i>						
Full-time-plus	121				1.416	-
Full-time	123				1.200	-
Three-quarters-time	125				0.900	-
One-half-time	127				0.660	-
<i>Limited and Non-English Proficient</i>						
Full-time-plus	131				1.298	-
Full-time	133				1.100	-
Three-quarters-time	135				0.825	-
One-half-time	137				0.605	-
<i>Children at Risk of Abuse or Neglect</i>						
Full-time-plus	141				1.298	-
Full-time	143				1.100	-
Three-quarters-time	145				0.825	-
One-half-time	147				0.605	-
<i>Severely Handicapped</i>						
Full-time-plus	151				1.770	-
Full-time	153				1.500	-
Three-quarters-time	155				1.125	-
One-half-time	157				0.825	-
TOTAL DAYS OF ENROLLMENT	190	5,316	-	5,316		7,415
DAYS OF OPERATION	169	241		241		
DAYS OF ATTENDANCE	179	5,281		5,281		

NO NONCERTIFIED CHILDREN - Check this box and continue to Section III if no noncertified children were enrolled in the program.

**AUDITED FINAL ATTENDANCE AND FISCAL REPORT
for Child Development Programs**

Agency Name: BERKELEY ALBANY YMCA Vendor No. E063
 Fiscal Year Ended: June 30, 2009 Contract No. CTTR-8005
 Commingled Contract No. (If Any) _____

SECTION II - NONCERTIFIED CHILDREN Report all children who were not certified but were served at the same site(s) as certified children.	EDP NO.	COLUMN A	COLUMN B	COLUMN C	COLUMN D	COLUMN E
		CUMULATIVE FISCAL YEAR PER AGENCY	AUDIT ADJUSTMENTS	CUMULATIVE FISCAL YEAR PER AUDIT	ADJUSTMENT FACTOR	ADJUSTED DAYS OF ENROLLMENT PER AUDIT
DAYS OF ENROLLMENT						
<i>Infants (up to 18 months)</i>						
Full-time-plus	201			-	2.006	-
Full-time	203			-	1.700	-
Three-quarters-time	205	809		809	1.275	1,031
One-half-time	207			-	0.935	-
<i>FCCH Infants (up to 18 months)</i>						
Full-time plus	201A			-	1.652	-
Full-time	203A			-	1.400	-
Three-quarters-time	205A			-	1.050	-
One-half-time	207A			-	0.770	-
<i>Toddlers (18 up to 36 months)</i>						
Full-time-plus	201B			-	1.652	-
Full-time	203B			-	1.400	-
Three-quarters-time	205B	732		732	1.050	769
On-half-time	207B			-	0.770	-
<i>Three Years and Older</i>						
Full-time-plus	211			-	1.180	-
Full-time	213			-	1.000	-
Three-quarters-time	215	60		60	0.750	45
One-half-time	217			-	0.550	-
<i>Exceptional Needs</i>						
Full-time-plus	221			-	1.416	-
Full-time	223			-	1.200	-
Three-quarters-time	225			-	0.900	-
One-half-time	227			-	0.660	-
<i>Limited and Non-English Proficient</i>						
Full-time-plus	231			-	1.298	-
Full-time	233			-	1.100	-
Three-quarters-time	235			-	0.825	-
One-half-time	237			-	0.605	-
<i>Children at Risk of Abuse or Neglect</i>						
Full-time-plus	241			-	1.298	-
Full-time	243			-	1.100	-
Three-quarters-time	245			-	0.825	-
One-half-time	247			-	0.605	-
<i>Severely Handicapped</i>						
Full-time-plus	251			-	1.770	-
Full-time	253			-	1.500	-
Three-quarters-time	255			-	1.125	-
One-half-time	257			-	0.825	-
TOTAL DAYS OF ENROLLMENT	290	1,601	-	1,601		1,845

**AUDITED FINAL ATTENDANCE AND FISCAL REPORT
for Child Development Programs**

Agency Name: Berkeley Albany YMCA Vendor No. E063
 Fiscal Year End: June 30, 2009 Contract No. CCTR-8005
 Commingled Contract No. (If Any) _____

SECTION III - REVENUE	EDP NO.	COLUMN A	COLUMN B	COLUMN C
		CUMULATIVE FISCAL YEAR PER AGENCY	AUDIT ADJUSTMENT INCREASE OR (DECREASE)	CUMULATIVE FISCAL YEAR PER AUDIT
RESTRICTED PROGRAM INCOME				
CCF/National School Lunch Program	302	\$79,310		\$79,310
Restricted income for operating costs		-		-
Maintenance of Effort		-		-
Other (specify):	308	119,549		119,549
SUBTOTAL	310	198,859		198,859
TRANSFER FROM RESERVE FUND	311	-		-
FAMILY FEES FOR CERTIFIED CHILDREN				
State General Fund	329	8,105		8,105
Federal Fund	331	-		-
INTEREST EARNED ON CHILD DEVELOPMENT CONTRACT PAYMENTS				
State General Fund	349	-		-
Federal Fund	350	-		-
NON-RESTRICTED INCOME				
Parent fees for noncertified children	356	-		-
Cal Learn Program	358	-		-
Other (specify): Early Head Start/Cal Safe	362	1,069,489		1,069,489
TOTAL REVENUE	390	1,276,453		1,276,453
SECTION IV - EXPENSES				
REIMBURSABLE EXPENSES				
Direct Payments to Providers (FCCH Only)	401	-		-
1000 Certificated Salaries	402	\$25,365		\$25,365
2000 Classified Salaries	404	382,617		382,617
3000 Employee Benefits	406	306,182		306,182
4000 Books and Supplies	408	23,253		23,253
5000 Services/Other Operating Expenses	412	178,168		178,168
6100/6200 Other Approved Capital Outlay	413	-		-
6400 New Equipment (program-related)	414	-		-
6500 Replace Equipment (program-related)	416	-		-
Depreciation or Use Allowance	439	-		-
Start-Up Expenses (service level exemption)	447	-		-
Start-Up/Close-Down Expenses (migrant)	449	-		-
Indirect Costs - Rate %: 8.00%	459	18,277		18,277
NONREIMBURSABLE EXPENSES				
6100-6500 Nonreimbursable capital outlay	479	-		-
Other nonreimbursable expenses (specify):	489	-		-
TOTAL EXPENSES	490	1,433,862		1,433,862
TOTAL ADMINISTRATIVE COST (in Sec. IV)		\$72,852		\$72,852

Independent Auditor's Certifications on meeting the requirements of the California Department of Education, Child Development Division:

Attendance records are being maintained as required (check YES or NO):

YES

NO - Explain any discrepancies.

Attendance data reported in Column C of pages 1 and 2 agree with the original supporting records, such as sign-in/sign-out sheets and daily attendance records (check YES or NO):

YES

NO - Explain any discrepancies.

COMMENTS:

**AUDITED FINAL REVENUE AND EXPENDITURE REPORT
for One-Time-Only Contracts**

Agency Name: Berkeley Albany YMCA Vendor No. E063

Fiscal Year End: June 30, 2009 Contract No. CCAP-8006

Independent Auditor's Name: Armanino McKenna LLP

SECTION I - REVENUE	COLUMN A	COLUMN B	COLUMN C
	CUMULATIVE FISCAL YEAR PER AGENCY	AUDIT ADJUSTMENT INCREASE OR (DECREASE)	CUMULATIVE FISCAL YEAR PER AUDIT
RESTRICTED PROGRAM INCOME			
Child Care Food/National School Lunch Program	\$0	\$0	\$0
Cal Learn Program			0
Restricted income for operating costs	2,970	0	2,970
Maintenance of Effort			0
Other (specify):			0
Subtotal Restricted Program Income	2,970	0	2,970
FAMILY FEES FOR CERTIFIED CHILDREN			0
INTEREST EARNED ON CHILD DEVELOPMENT CONTRACT PAYMENTS			0
NON-RESTRICTED INCOME			
Parent fees for noncertified children			0
Other (specify):			0
Subtotal Revenue for Current Fiscal Year	2,970	0	2,970
Revenue Earned in Prior Years			0
TOTAL REVENUE	\$2,970	\$0	\$2,970

SECTION II - EXPENDITURES

REIMBURSABLE			
1000 Certificated Salaries	\$0	\$0	\$0
2000 Classified Salaries			0
3000 Employee Benefits			0
4000 Books and Supplies	2,970	0	2,970
5000 Services and Other Operating Expenses			0
6100/6200 Other Approved Capital Outlay			0
6400 New Equipment (program-related)			0
6500 Equipment Replacement (program-related)			0
Depreciation or Use Allowance			0
Start-Up Expenses (service level exemption)			0
Indirect Costs - Rate:			0
NONREIMBURSABLE EXPENSES			
6100-6500 Nonreimbursable capital outlay			0
Other nonreimbursable expenses (specify):	0	0	0
Subtotal Expenses for Current Fiscal Year	2,970	0	2,970
Expenses Incurred in Prior Years			0
TOTAL EXPENSES	\$2,970	\$0	\$2,970
TOTAL ADMINISTRATIVE COST (included in section II above)			\$0

COMMENTS - If necessary, attach additional sheet(s) to explain information contained in this report:

**AUDITED FINAL REVENUE AND EXPENDITURE REPORT
for One-Time-Only Contracts**

Agency Name: Berkeley Albany YMCA Vendor No. E063
 Fiscal Year End: June 30, 2009 Contract No. CIMS-8008
 Independent Auditor's Name: Armanino McKenna LLP

SECTION I - REVENUE	COLUMN A	COLUMN B	COLUMN C
	CUMULATIVE FISCAL YEAR PER AGENCY	AUDIT ADJUSTMENT INCREASE OR (DECREASE)	CUMULATIVE FISCAL YEAR PER AUDIT
RESTRICTED PROGRAM INCOME			
Child Care Food/National School Lunch Program	\$0	\$0	\$0
Cal Learn Program			0
Restricted income for operating costs	865	0	865
Maintenance of Effort			0
Other (specify):			0
Subtotal Restricted Program Income	865	0	865
FAMILY FEES FOR CERTIFIED CHILDREN			
INTEREST EARNED ON CHILD DEVELOPMENT CONTRACT PAYMENTS			0
NON-RESTRICTED INCOME			
Parent fees for noncertified children			0
Other (specify):			0
Subtotal Revenue for Current Fiscal Year	865	0	865
Revenue Earned in Prior Years			0
TOTAL REVENUE	\$865	\$0	\$865

SECTION II - EXPENDITURES

REIMBURSABLE	\$0	\$0	\$0
1000 Certificated Salaries			0
2000 Classified Salaries			0
3000 Employee Benefits			0
4000 Books and Supplies	865	0	865
5000 Services and Other Operating Expenses			0
6100/6200 Other Approved Capital Outlay			0
6400 New Equipment (program-related)			0
6500 Equipment Replacement (program-related)			0
Depreciation or Use Allowance			0
Start-Up Expenses (service level exemption)			0
Indirect Costs -- Rate:			0
NONREIMBURSABLE EXPENSES			
6100-6500 Nonreimbursable capital outlay			0
Other nonreimbursable expenses (specify):	0	0	0
Subtotal Expenses for Current Fiscal Year	865	0	865
Expenses Incurred in Prior Years			0
TOTAL EXPENSES	\$865	\$0	\$865
TOTAL ADMINISTRATIVE COST (included in section II above)			\$0

COMMENTS - If necessary, attach additional sheet(s) to explain information contained in this report:

BERKELEY YOUNG MEN'S CHRISTIAN ASSOCIATION
 Combining Schedule of State Administrative Costs
 For the Year Ended June 30, 2009

	CDE Infant Toddler Child Care Grant	CDE BUSD Child Development Services	CDE BUSD CAL SAFE Contract	CDE CCAP - 8006 CCDF Capacity Project	CDE CIMS - 8008 Instructional Material	CDE/Kidango Contract	CDE BUSD CCAP 8005 CAL SAFE	School Age Consortium/ Alameda County Child Care Planning Council	CDE EUSD CIMS - 8018 Instructional Materials	CDE Kidango State Preschool	State- PreSchool Sub- Contract EUSD	Child Care Food Program	First Five Alameda County Every Child Counts Grant	Total
Administrative salaries	\$ 16,480	\$ 17,143	\$ -	\$ -	\$ -	\$ 73,104	\$ -	\$ -	\$ -	\$ -	\$ 5,139	\$ -	\$ -	\$ 111
Employee benefits	3,053	3,176	-	-	-	13,542	-	-	-	-	952	-	-	20
Payroll taxes	1,765	1,836	-	-	-	7,828	-	-	-	-	550	-	-	11
Audit expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Insurance	-	813	-	-	-	1,400	-	-	-	-	-	-	-	-
Maintenance and janitorial	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Office supplies	-	-	-	-	-	1,164	-	-	-	-	2,049	-	-	2
Maintenance supplies	-	2,150	-	-	-	3,100	-	-	-	-	-	-	244	2
Security alarm	-	-	-	-	-	-	-	-	-	-	-	-	-	1
Bldg grnd repair material	-	-	-	1,974	-	-	-	-	-	-	-	-	-	5
Telephone	-	932	-	-	-	1,650	-	-	-	-	616	-	-	1
Utilities	1,837	-	-	-	-	-	-	-	-	-	-	-	-	3
Subscriptions and publications	-	-	-	-	-	-	349	-	-	-	-	-	-	1
Printing	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Public relations	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bldg grnd contracts	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Staff recruitment	-	-	-	-	-	3,800	-	-	-	-	-	-	-	310
Local transportation	-	1,000	-	-	-	-	-	-	-	-	91	-	-	77
Sub-total	23,135	27,050	-	1,974	-	105,588	349	-	-	-	9,397	-	220	168
Indirect cost	16,418	18,207	4,766	-	-	53,573	-	1,185	-	1,983	5,785	-	7,980	109
Total administrative costs	\$ 39,553	\$ 45,257	\$ 4,766	\$ 1,974	\$ -	\$ 159,161	\$ 349	\$ 1,185	\$ -	\$ 1,983	\$ 15,182	\$ -	\$ 8,831	\$ 278

BERKELEY YOUNG MEN'S CHRISTIAN ASSOCIATION
 Combining Schedule of State Renovation and Repair Expenditures
 For the Year Ended June 30, 2009

	School Age Consortium/ Alameda												Total
	CDE Infant Toddler Child Care Grant	CDE BUSD Child Development Services	CDE BUSD CAL SAFE Contract	CDE CCAP -8006 CCDF Capacity Project	CDE CIMS - 8008 Instructional Material	CDE/Kidango Contract	CDE BUSD CCAP 8005 CAL SAFE	Child Care Planning Council	CDE EUSD CIMS - 8018 Instructional Materials	CDE Kidango State Preschool	State- PreSchool Sub-Contract EUSD	Child Care Food Program	
Renovation and repairs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

BERKELEY YOUNG MEN'S CHRISTIAN ASSOCIATION
 Combining Schedule of State Equipment Expenditures
 For the Year Ended June 30, 2009

	School Age Consortium/										First Five Alameda		Total	
	CDE Infant Toddler Care Grant	CDE BUSD Child Development Services	CDE BUSD CAL SAFE Contract	CDE 8006 CCDF Capacity Project	CDE CIMS - 8008 Instructional Material	CDE/Kidango Contract	CDE BUSD CCAP 8005 CAL SAFE	Alameda County Child Care Planning Council	CDE EUSD CIMS - 8018 Instructional Materials	CDE Kidango State Preschool	State-PreSchool Sub-Contract EUSD	Child Care Food Program		County Every Child Counts Grant
Expendable equipment purchases	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ADDITIONAL INDEPENDENT AUDITORS' REPORTS

ARMANINO MCKENNA ^{LLP}
Certified Public Accountants & Consultants
12667 Alcosta Blvd., Suite 500
San Ramon, CA 94583-4427
ph: 925.790.2600
fx: 925.790.2601
www.amllp.com

**REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING
AND ON COMPLIANCE AND OTHER MATTERS
BASED ON AN AUDIT OF FINANCIAL STATEMENTS PERFORMED IN
ACCORDANCE WITH GOVERNMENT AUDITING STANDARDS**

The Board of Directors
Berkeley Young Men's Christian Association
Berkeley, California

We have audited the financial statements of Berkeley Young Men's Christian Association (the "Association") as of and for the year ended June 30, 2009, and have issued our report thereon dated September 28, 2009. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States.

Internal Control Over Financial Reporting

In planning and performing our audit, we considered the Association's internal control over financial reporting as a basis for designing our auditing procedures for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Association's internal control over financial reporting. Accordingly, we do not express an opinion on the effectiveness of the Association's internal control over financial reporting.

Our consideration of internal control over financial reporting was for the limited purpose described in the first paragraph and was not designed to identify all deficiencies in internal control over financial reporting that might be significant deficiencies or material weaknesses and therefore, there can be no assurance that all deficiencies, significant deficiencies, or material weaknesses have been identified. We did not identify any deficiencies in internal control over financial reporting that we consider to be material weaknesses, as defined below.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct misstatements on a timely basis. A material weakness is a deficiency, or a combination of deficiencies, in internal control such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected on a timely basis.



A significant deficiency is a deficiency or a combination of deficiencies in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Compliance and Other Matters

As part of obtaining reasonable assurance about whether the Association's financial statements are free of material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit and, accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance that are required to be reported under *Government Auditing Standards*.

This report is intended solely for the information and use of the audit committee, Board of Directors, management, federal awarding agencies, and pass-through entities and is not intended to be and should not be used by anyone other than those specified parties.



ARMANINO McKENNA LLP

September 28, 2009

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**REPORT ON COMPLIANCE WITH REQUIREMENTS APPLICABLE
TO EACH MAJOR PROGRAM AND INTERNAL CONTROL
OVER COMPLIANCE IN ACCORDANCE WITH
OMB CIRCULAR A-133**

The Board of Directors
Berkeley Young Men's Christian Association
Berkeley, California

Compliance

We have audited the compliance of Berkeley Young Men's Christian Association (the "Association") with the types of compliance requirements described in the U. S. Office of Management and Budget (OMB) Circular A-133, *Compliance Supplement* that are applicable to each of its major federal programs for the year ended June 30, 2009. The Association's major federal programs are identified in the summary of independent auditors' results section of the accompanying schedule of findings and questioned costs. Compliance with the requirements of laws, regulations, contracts and grants applicable to each of its major federal programs is the responsibility of the Association's management. Our responsibility is to express an opinion on the Association's compliance based on our audit.

We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and OMB Circular A-133, *Audits of States, Local Governments, and Nonprofit Organizations*. Those standards and OMB Circular A-133 require that we plan and perform the audit to obtain reasonable assurance about whether noncompliance with the types of compliance requirements referred to above that could have a direct and material effect on a major federal program occurred. An audit includes examining, on a test basis, evidence about the Association's compliance with those requirements and performing such other procedures as we considered necessary in the circumstances. We believe that our audit provides a reasonable basis for our opinion. Our audit does not provide a legal determination on the Association's compliance with those requirements.

In our opinion, the Association complied, in all material respects, with the requirements referred to above that are applicable to each of its major federal programs for the year ended June 30, 2009.



Internal Control Over Compliance

The management of the Association is responsible for establishing and maintaining effective internal control over compliance with requirements of laws, regulations, contracts and grants applicable to federal programs. In planning and performing our audit, we considered the Association's internal control over compliance with requirements that could have a direct and material effect on a major federal program in order to determine our auditing procedures for the purpose of expressing our opinion on compliance but, not for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, we do not express an opinion on the effectiveness of the Association's internal control over compliance.

A control deficiency in an entity's internal control over compliance exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent or detect noncompliance with a type of compliance requirement of a federal program on a timely basis. A significant deficiency is a deficiency, or combination of deficiencies, that adversely affects the entity's ability to administer a federal program and is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

A material weakness is a deficiency, or combination of deficiencies, in internal control, such that there is a reasonable possibility that a material noncompliance with a type of compliance requirement of a federal program will not be prevented, or detected and corrected on a timely basis.

Our consideration of internal control over compliance was for the limited purpose described in the first paragraph of this section and would not necessarily identify all deficiencies in internal control that might be significant deficiencies or material weaknesses. We did not identify any deficiencies in internal control over compliance that we consider to be material weaknesses, as defined above.

This report is intended solely for the information and use of the audit committee, Board of Directors, management, federal awarding agencies, and pass-through entities and is not intended to be and should not be used by anyone other than those specified parties.



ARMANINO McKENNA LLP

September 28, 2009

BERKELEY YOUNG MEN'S CHRISTIAN ASSOCIATION
 Schedule of Findings and Questioned Costs
 For the Year Ended June 30, 2009

Section I - Summary of Auditors' Results

Financial Statements

Type of auditors' report issued	<u>Unqualified</u>		
Internal control over financial reporting			
Material weakness(es) identified?	_____ <u>yes</u>	_____ <u>X</u>	_____ <u>no</u>
Significant deficiency(ies) identified that are not considered to be material weaknesses	_____ <u>yes</u>	_____ <u>X</u>	_____ <u>none reported</u>
Noncompliance material to financial statements noted?	_____ <u>yes</u>	_____ <u>X</u>	_____ <u>no</u>

Federal Awards

Internal control over major programs			
Material weakness(es) identified?	_____ <u>yes</u>	_____ <u>X</u>	_____ <u>no</u>
Significant deficiency(ies) identified that are not considered to be material weaknesses?	_____ <u>yes</u>	_____ <u>X</u>	_____ <u>none reported</u>

Type of auditors' report issued on compliance for major programs Unqualified

Any audit findings disclosed that are required to be reported in accordance with Section 510(a) of Circular A-133?	_____ <u>yes</u>	_____ <u>X</u>	_____ <u>no</u>
--	------------------	----------------	-----------------

Identification of major programs

CFDA number(s)
93.600

Name of Federal Program or Cluster
Head Start and Early Head Start

Dollar threshold used to distinguish between type A and B programs	<u>\$300,000</u>
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Auditee qualified as low-risk auditee?	_____ <u>X</u>	_____ <u>yes</u>	_____ <u>no</u>
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BERKELEY YOUNG MEN'S CHRISTIAN ASSOCIATION
Schedule of Findings and Questioned Costs
June 30, 2009

Section II - Financial Statement Findings

There are no findings or questioned costs to be reported.

Section III - Federal Award Findings and Questioned Costs

There are no federal award findings or questioned costs to be reported.

Section IV - Status of Prior Year Audit Findings

There were no prior year audit findings.

Section V - Corrective Action Plan

There are no current year findings.



BERKELEY-ALBANY YMCA
EARLY CHILDHOOD SERVICES
Head Start • Early Head Start
State Preschool • Child Development Programs

FAMILY HANDBOOK

2009 Tenth Street • Berkeley • California • 94710
510.848.9092 • fax 510.848.0103 • www.baymca.org

Revised August 2009



WELCOME TO THE BERKELEY-ALBANY YMCA EARLY CHILDHOOD SERVICES PROGRAMS!

Your child's center is:

Your child's teachers/primary caregiver(s) are:

Family Advocate/Phone/E-mail:

Center Director/Phone/E-mail:

Center Telephone:

BAYMCA-ECS Administrative Office
2009 Tenth Street ▪ Berkeley ▪ California ▪ 94710
Phone 510.848.9092 ▪ Fax 510.848.0103 ▪ www.baymca.org



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The mission of the YMCA Early Childhood Services programs is to provide children with an opportunity to grow and learn in a healthy environment, and to support families by offering early childhood education classes, parent training, and high quality comprehensive services by linking them to a variety of resources in our local community.

The Berkeley-Albany YMCA (BAYMCA) provides comprehensive early care and education programs that promote school success and family involvement, reflecting the cultural and linguistic diversity of our service area - Albany, Berkeley, and Emeryville. Services are available for children birth to age 5, pregnant women, and their families. Our Early Childhood Services (ECS) programs provide:

- ❖ Warm, safe, and nurturing environments for young children.
- ❖ Highly qualified staff with caring and supportive attitudes.
- ❖ Opportunities for families to participate in leadership and policy-making groups, make friends, and build communities.
- ❖ Services that are respectful, comprehensive, and designed to meet the needs of children, families, and the community.

We are committed to working with you to offer your child the finest educational experience. We welcome and encourage your comments, suggestions, and participation.

OUR PHILOSOPHY

The Berkeley-Albany YMCA recognizes that we have a great influence in the lives of children and families and a responsibility to work as a team with the family.

We believe that...

- Children learn best when they are respected, healthy, and well-nourished.
- Children are more successful when their families are involved in all aspects of their children's education and development.
- Children thrive in a safe, nurturing, and educational environment.
- Child and family needs are best met by well-trained staff with caring and supportive attitudes.
- The program is more successful when families and community members partner in program decision-making.
- Services meet the individual needs of all children and families in the context of their culture and community.

We offer a variety of state and federally funded programs for children and families including: Head Start, Early Head Start, State Preschool, Child Care and Development, and CalSAFE as well as fee for service programs.

All of our child care centers are licensed by the California Department of Social Services Community Care Licensing.

NON-DISCRIMINATION POLICY

The Berkeley-Albany YMCA prohibits discrimination in all its programs and activities on the basis of race, color, national origin, gender, religion, age, disability, sex, sexual orientation, ethnic group identification, ancestry, political beliefs, mental or physical disability, or any legally protected status. The YMCA welcomes children of all abilities including children with special needs. At least 10% of



enrollment opportunities are reserved for children with special needs. The YMCA does not provide religious instruction or allow worship in its child development programs.

PROGRAM GOALS

Every three years, the program goes through a process to establish goals and objectives based on family and community needs. The following are the goals for 2009-2012:

1. Reduce percentage of overweight and obesity among Early/Head Start children, families and staff through a stronger focus on nutritional and wellness issues and movement activities.
2. Enhance opportunities for Head Start families to receive education, training, jobs and housing information and resources at Head Start Centers.
3. Increase outreach to underserved populations.

ENROLLMENT PROCESS

To enroll your child in the program, the YMCA requires a one hour meeting with staff, or more time as appropriate, to complete the required paperwork. This meeting enables our staff to understand the needs of your child, and gives you a chance to learn about our programs.

By signing the enrollment forms, the enrolling parent or legal guardian is certifying that they have legal physical custody and authority for the child. California law requires that parents who have joint legal custody have equal access to all information regarding the child.

If you have legal issues, court orders must be submitted to prevent the other parent or legal guardian from certain activities such as picking up the child or visiting the child at the Center. We reserve the right, however, to prohibit individuals from being at the Center if the health and safety of any child, staff or family member is threatened or compromised.

ELIGIBILITY FOR ENROLLMENT

Enrollment is open to all families who qualify for services. Certain criteria determine which families have the highest priority for placement in state and federally funded programs. In order to qualify for full-day services, parents must verify that they are in training, school, or working.

All Head Start and subsidized child care and development programs have eligibility criteria that must be met by all families and children enrolled. See the specific criteria by program listed below.

In addition to meeting the eligibility requirements, in order to be enrolled in any full day or full year program all adults counted in the family size must have a documented need for child care services for the days and hours of enrollment in the child care portion of the program. Documentation verifying need for care, employment /training or school hours must be received prior to program enrollment.



If your family participates in a full day child development program, it is your responsibility to notify the YMCA of any changes in family income, family size, or reason for needing child care (including changes in the adult's training/work schedule of school/ employer) during the year. Documentation will be requested to verify these changes and the child's service hours will be reduced or expanded based on current status. Evaluation of your family's eligibility and need for subsidized child care services will be made annually.



Changes affecting eligibility or need for care in any State-funded program require a *Notice of Action* form given to parents at least 14 days in advance of the effective date of the change (or mailed to parents at least 19 days in advance of the effective date of the change).

For some programs, re-enrollment is required annually. This means you may have to re-apply, bringing proof of income, employment, and or school enrollment verification in order to remain in the program. Any change in family income, family size, marital status, work/school, or anything affecting eligibility, must be reported immediately. Health and TB clearances are also required to be submitted on a regular basis, depending on your child's age. It is your responsibility to provide the program with updated information. Please notify the family advocate for your center if there are any changes in your family status. Inaccurate information or failure to report changes may result in termination of program services.

There are **NO** fees for Head Start, Early Head Start or part-day State Preschool. If your child is enrolled in the State subsidized (CDE) child care, there is a fee scale based on family income and size.

PARENT ORIENTATION

A parent orientation will be scheduled shortly before the school year begin or upon enrollment as necessary to help acquaint parents with staff, review center requirements, and answer your questions about the program.

REQUESTS FOR INFORMATION

Agency procedures do not allow staff to make copies of forms and other documents or provide testimony, verbally or in writing, about any child, unless subpoenaed by court order, required by law, or by written request from the parent. Requests for these or other letters for parents will be reviewed by designated administrative personnel who will determine the action to be taken within one week of the request. Agency staff cannot provide character references, written or verbal. The YMCA reserves the right to refuse any request. It is not in the best interest of any child for staff to act with partiality to one parent or the other. There may be a document research and copying charge imposed.

PROGRAM OPTIONS

The Berkeley-Albany YMCA operates full-day, full-year and part-day, school-year early care and education programs. **Families who need full day child care services must be eligible for California Department of Education (CDE) services or pay full fees for the child care portion of the day.**

EARLY HEAD START (EHS)

Part-day and full-day services are offered year-round for infants and toddlers ages birth to three (3) years and their families in licensed child care centers. EHS also provides services for pregnant women and new babies through home visits, parent education and group socialization experiences.

HEAD START (HS)

Head Start is a comprehensive child development program designed to prepare young children for school. Children from three to five years as of December 2 of each year receive services in licensed centers. High quality early childhood education services include: education, health, mental health, social services, disability services, and parent education, training and program involvement.



HEAD START PARTNERS

The Berkeley-Albany YMCA partners with the Albany and Berkeley Unified School District Children's Center programs and the Center for Early Intervention on Deafness (CEID) to provide additional services to Head Start eligible children enrolled in those programs.

CALIFORNIA DEPARTMENT OF EDUCATION CHILD CARE (CDE)

Child care services are available to income eligible families and require documentation of need (parents must be working, in school or training).

CALSAFE (CALIFORNIA SCHOOL-AGE FAMILIES EDUCATION)

Teen parents receive a priority for services at the Vera Casey Center if they are under 19 years of age and enrolled in the Berkeley Unified School District (BUSD). Teen parents can receive child care services during approved and verified school activities.

CDE CALIFORNIA STATE PRESCHOOL PROGRAM (CSPP)

Under contract with the Emery Unified School District, the YMCA operates both full and part-day state funded preschool programs with Head Start. Children must be eligible to enroll in both Head Start and State Preschool to receive full-day services. Family income determines eligibility for State Preschool. Children enrolled in State Preschool receive all of the same services as those enrolled in Head Start.

Priority for State Preschool admission is based on the following:

- Children ages 3-5 referred by Child Protective Services
- Income eligible four year old children
- Income eligible three year old children
- Children residing in Emeryville or Berkeley.
- When all "residence" slots are filled, children from other areas may be accepted.

CERTIFICATION AND RE-CERTIFICATION (SEE CDE PARENT HANDBOOK FOR MORE INFORMATION)

CDE programs require families to qualify for services each year. The certification process consists of the parent/guardian submitting documentation of eligibility and need for care, including: income documentation, employment, school/training, job search, or at risk referral verification.

If a child is living in a two-parent/guardian household, both parents/guardians **MUST** show proof/documentation of income, employment, school/training, job search, or at-risk referral.

The YMCA may request updated eligibility documentation or need information throughout the year. Families that do not adhere to eligibility and need requirements for full-day services will be dropped from the full-day program.

Eligibility for CDE programs requires one or more of the following:

- EMPLOYMENT** - Parent/guardian must have a documented work schedule that necessitates child care. Parents submit Employment Verification forms and one month's worth of pay stubs.
- SCHOOL/TRAINING** - Parent/guardian must verify enrollment in a school or training program. Documentation includes: Training Verification form, class schedule, and for the CDE program, grades for each semester. Parent will receive one hour of child care per unit of study unless the student can demonstrate that s/he needs more study time due to the academic rigor of the program and can receive up to 3 hours per unit of study.



- JOB SEARCH** – If a parent/guardian becomes unemployed, they may use up to 6 hours per day for 60 calendar days of job search per fiscal year. Job search forms must be completed and submitted to the family advocate on a weekly basis.
- AT-RISK REFERRAL** – Families may be eligible for CDE services if there is an active CPS case or other At-Risk Referral. Documentation verifying CPS involvement must be received prior to program enrollment. CPS referrals must be documented on an agency Referral form, and must be dated within 6 months preceding the application. CPS Referrals are valid up until the end date indicated on form by CPS worker, not to exceed one year, and other At Risk Referrals (non CPS) are valid for up to three months.
- STATEMENT OF INCAPACITY** – Parents who require child care services due to incapacity to provide their own child care must provide a “Statement of Incapacity” form completed and signed by a legally qualified professional.

FEE FOR SERVICE PROGRAMS

Early care and education services may be available as space allows for a fee. Families enrolled in Head Start or Early Head Start whose income exceeds that allowed by CDE may purchase child care before and after the HS/EHS regular hours for a fee.

APPEAL INFORMATION

If you do not agree with the agency’s action as stated in the Notice of Action, you may appeal the intended action. To protect your appeal rights, you must follow the instructions described in each step listed below. If you do not respond by the required due dates or fail to submit the required appeal information with your appeal request, your appeal may be considered abandoned.

- STEP 1:** Complete the appeal information to request a local hearing located on the back of the Notice of Action form.
- STEP 2:** Mail or deliver your local hearing request within 14 days of receipt of this notice to the Berkeley-Albany YMCA Early Childhood Services, 209 Tenth Street, Berkeley, CA 94710, attention: Pamm Shaw, Executive Director. Phone: 510-848-9092.
- STEP 3:** Within ten (10) calendar days following the agency’s receipt of your appeal request, the agency will notify you of the time and place of the hearing. You or your authorized representative is required to attend the hearing. If you or your representative does not attend the hearing, you abandon your rights to an appeal, and the action of the agency will be implemented.
- STEP 4:** Within ten (10) calendar days following the hearing, the agency shall mail or deliver to you a written decision.
- STEP 5:** If you disagree with the written decision of the agency, you have 19 days from the date of the written decision to file an appeal with the California Department of Education (CDE). Your appeal to CDE must include the following documents and information: (1) a written statement specifying the reasons you believe the agency’s decision was incorrect, (2) a copy of the agency’s decision letter, and (3) a copy of both sides of this notice. Mail your appeal to the following address:

California Department of Education
Child Development Division
1430 N Street, Suite 3410
Sacramento, CA 95814
Attn: Appeals Coordinator



STEP 6: Within 30 calendar days after the receipt of your appeal, CDE will issue a written decision to you and the agency. *If your appeal is denied, the agency will stop providing CDE child care services immediately upon receipt of CDE's decision letter.*

HOURS OF OPERATION

Hours of operation vary by center and are based on families' need for services. The basic Head Start/Early Head Start/State Preschool program hours are from 8:30 a.m. to 12 noon. Parents may receive extended services until 2:30 p.m. at some centers by submitting documentation or a letter indicating need. Most centers offer full day, full year child care services. Only those families enrolled in the California Department of Education Child Development programs or paying full fees can receive services from 7:30 a.m. until 5:45 p.m.

Hours of care depend upon a verified parent schedule. Your contracted hours are located on your Admission Agreement. If both parents live in the home, verification is required for each parent.

CONFIDENTIALITY

Our programs respect each family's right to privacy and confidentiality. Staff members will get your written consent before disclosing information to other agencies and professionals. Information will be shared as needed and only when in the best interest of the child/family. In instances of suspected threat or harm to a child, family member or staff, staff will consult with supervisors and outside professionals for assistance. Written records on individual children are kept in locked files at each site. Access to these records is limited to staff necessary to provide comprehensive services. Families always have access to their own child's records.

As parent involvement is an integral part of the program, parents are welcome to volunteer in the program. Parents are requested to respect the privacy of the staff, children, and families in the program at all times and sign a confidentiality statement.

EDUCATION SERVICES

The Berkeley-Albany YMCA Early Childhood programs provide each child with a variety of experiences at the center and on community field trips. The program uses the *Creative Curriculum* for infants, toddlers and preschool age children. Teachers conduct developmental screenings and ongoing child assessments to develop plans for each child. These plans are carried out through daily and weekly activities found in each class' lesson plan.

Infant/toddler staff implements the *WestEd Program for Infant Toddler Caregivers*. Each child has a primary caregiver, children are cared for in small groups, and services are designed to meet the individualized needs of children, are culturally responsive, and include children with special needs. This creates a climate that allows relationships to develop and deepen over time between caregivers and the children as well as between caregivers and families.



GOALS FOR YOUR CHILD

We offer a comprehensive program that focuses on all aspects of a child's development. All children are assessed using the California Department of Education *Desired Results Developmental Profile* (DRDP). Teachers and primary caregivers meet with parents to discuss the results and to develop individual goals and plans for each child.



You can provide valuable input into the curriculum planning process during monthly center meetings with the education staff, through twice-yearly home visits, and two parent-teacher conferences.

Parents are encouraged to request individual appointments to discuss concerns or questions regarding your child's progress with the teacher or other program staff as needed. Assistance and support is provided as children transition into each program from the home or other child care settings and from preschool to kindergarten.

FIELD TRIPS

Children two to five years of age participate in field trips in and around the community. Staff, children and volunteers use public transportation to attend Kindergym at the Downtown YMCA, walk to the local public library and in the neighborhood of the Center. Preschool children go on other field trips focused on selected *Creative Curriculum* topics.

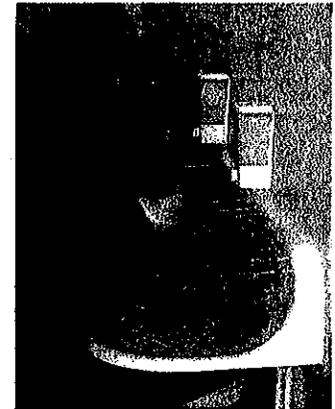
For field trips that are not accessible by public transportation, the YMCA contracts with a bus company. Parents or other community volunteers are welcome to participate. To ensure there are enough adults to supervise the children on these trips, **volunteers may not bring children not enrolled in the classroom on field trips.**

HEALTH SERVICES

Each enrolled child receives all age-appropriate health screenings as well as comprehensive health services. Program staff links the whole family with needed community-based health and dental care.

Parents share responsibility with health professionals in helping children reach the highest level of health and receive needed treatment from health and dental providers. All Head Start children receive health, vision, hearing, mental health, developmental and other screenings from trained personnel. Most of the screenings are provided at the centers. Parents receive a written report of health screening results and referrals for follow up treatment if indicated. Head Start provides training for staff and parents on achieving and maintaining good health.

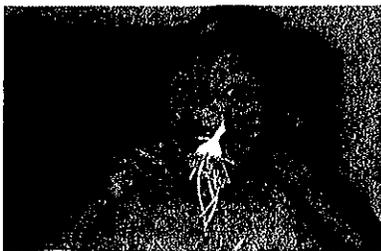
Early Head Start children receive health services from their primary health care provider. Additional screenings may be provided at the center or by referral (e.g., hearing, vision, speech/language).



The Health Curriculum is integrated into daily activities. Children participate in daily tooth-brushing, hand washing, exercising, and food experiences. Teachers and other staff are trained in CPR and First Aid. Fire and emergency drills are conducted monthly.

FOOD AND NUTRITION SERVICES

The BAYMCA participates in the USDA Child and Adult Care Food Program (CACFP). The CCFP is a state and federally funded program that provides reimbursement for meals served to eligible children. All children will be offered up to two meals (breakfast and lunch) and a snack based on the length of their program day. **All children will be offered the required meal pattern that may consist of milk, bread/bread alternate, fruits and/or vegetables and meat/meat alternate.**



Parents may request a vegetarian menu that follows the regular meal pattern using a meat alternate as a protein source. Exceptions to the required meal pattern (regular or vegetarian) will only be granted to those children with a documented medical need.

CCFP does not allow soymilk as a substitute for cow's milk unless there is a documented medical need.

A monthly menu will be provided to each parent as well as being posted in the classroom. All foods served by Head Start must be eaten on site. Program food may not be taken home. Food brought from home is discouraged unless prior authorization is obtained from the classroom staff. This includes food for birthdays and other celebrations.

Note: CCFP regulations differ for infants less than one year of age. Consult program staff for specific details.

MENTAL HEALTH SERVICES

Mental Health services help families and staff build healthy lives, as well as take steps to resolve social and emotional issues children and families may face. Staff and trained early childhood mental health consultants are regularly available for parents and staff to talk about children's emotional and social well-being and provide education, support and referrals to children, staff, and parents.

Each center has a mental health consultant onsite weekly. We work with a variety of community partners, including Alameda County Behavioral Health Care, the City of Berkeley Child, Youth & Family Services and other community providers. Services include staff training, child observations and social skill building. Additional services include referrals for individual assessment, therapy, and family support to community agencies. Your Family Advocate can help you contact the Mental Health/Special Needs Manager or your center's consultant whenever there is a question or need.

SERVICES FOR CHILDREN WITH SPECIAL NEEDS

The YMCA welcomes children of all abilities, including children with special needs. At least 10% of enrollment opportunities are reserved for children with special needs who have an individualized family service or education plan (IFSP/IEP). A child with special needs may be identified with a diagnosed medical condition, demonstrate developmental delays (e.g., speech or language delays), or have a diagnosed disability. If a newly enrolled child is suspected of having any type of special need, our program staff are available to the child and family for guidance.



If your child is already identified and has an IFSP, IEP or 504 Plan, be sure your Family Advocate is informed and has a copy, so we can work together!

Our goal is to provide a fully inclusive program for children with special needs and their families by partnering with the family, teachers, staff and other community agencies to provide the supports and services necessary for your child to succeed. We work closely with the Regional Center of the East Bay, local medical providers, the Family Resource Network, Center for Early Intervention on Deafness (CEID) and the local school districts.



FAMILY SERVICES

Family Advocates are assigned to each classroom to link the family with the center or home program. A Family Partnership Agreement is developed to identify your goals, strengths and what is needed to achieve them. This process begins with the family assessment completed during the enrollment process. Family Advocates collect, analyze, and follow up on health information and concerns, conduct home visits, monitor children's attendance, and work with families to plan program and home activities.

Many community resources are available to link families with local services such as legal aid, family or substance abuse counseling, adult education, help with your PG&E bill, employment or food resources, etc. Staff are available to answer your questions, or to direct you to these resources or provide additional assistance.

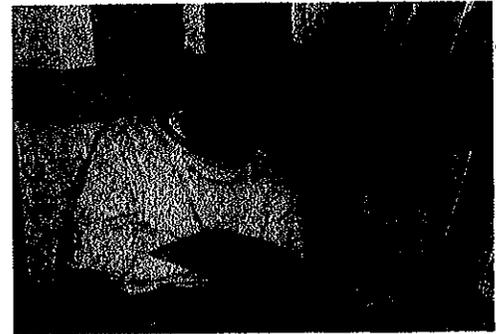
PARENT TRAINING AND WORKSHOPS

Parents and community members are encouraged to attend monthly training sessions and workshops at YMCA Centers. Training for families reinforces the learning and development of children, as well as enhancing and further developing parenting skills. Notices and information are posted in classes or through flyers about program activities and training on a variety of topics such as Parent Leadership, Access to Health Insurance, Child Development, Parenting, Discipline, and others. Training is typically offered in English and Spanish. Interpreters may be available in other languages as needed.

FAMILY INVOLVEMENT

Early childhood programs are not just for children. We welcome parent and family participation in all aspects of the program. Your time, ideas, and energy will make this a better program for your children. Families are strongly encouraged to volunteer by:

- Volunteering in the classroom or office.
- Attending monthly parent Center Committee or Policy Council meetings.
- Attending parent workshops, trainings or meetings.
- Participating on committees (Personnel, Literacy, Budget, and Health Advisory).
- Contributing recipes and helping with cooking projects in the classroom.
- Attending field trips.



Contact your child's teacher or family advocate to volunteer. Volunteers may be required to complete a volunteer application and participate in a volunteer orientation. All parents volunteering in the classroom more than 10 hours/week MUST submit proof of a negative TB test.

PARENT LEADERSHIP

There are many opportunities for parents/family members to grow, learn and participate in the program.

Parent Center Committees

The parents from each Center meet monthly to discuss general program information and specific center concerns. The committee hears center staff reports and has an opportunity to provide input on curriculum or other program activities. Each center Committee elects representatives and alternates to the program-wide Policy Council.



Policy Council (PC)

The Policy Council (PC) is made up of parents elected from each center/program option who currently have children in the program and agency/community representatives. Parents have direct involvement in program planning and operations. The PC approves major program decisions including hiring of staff, reviews budget and grant applications, and changes in program services. The PC works with staff to evaluate the program each year. PC Committees include Personnel, Budget/ Finance, and Literacy/ School Readiness. The PC meets monthly throughout the school year. Members report on center activities and bring PC decisions and information back to each center.

VOLUNTEERING AND IN-KIND

Parent participation cannot be required as a condition of enrolling a child in the program, but it is strongly encouraged!! The more actively involved you are in your child's education the better your child will do in school. Besides the gains children make when families are involved, time contributed by parents in Head Start programs is critical to our funding.

The Federal government requires Early/Head Start programs to "match" the federal funding by 20% of the federal budget! Each hour you spend with us helps support your child's program!



Staff will ask you to complete an "In-Kind" form each month for your volunteer time— this can include (but is not limited to) volunteering in classrooms or field trips, attending meetings, preparing materials at home, and/or contributing items to the program.

ATTENDANCE

SIGNING IN AND OUT

Child Care Licensing requires that each child be signed in and out by a parent or authorized representative every day on the Sign In and Out Sheets located in each classroom. You must accompany your child into the classroom and sign your full name (no initials) and the correct time of arrival. After signing in, take your child to his/her teacher or other staff member in the class for a daily health check. Never leave your child unattended.

At the end of the day, sign out by recording the correct time and your full name. Let staff know that you are taking your child home. Please do not let your child leave the center ahead of you. All others who are authorized to pick up or drop off your child should be instructed to do the same.

Anyone who is not recognized by our staff will be asked to show picture identification. Persons not authorized by you on your child's Identification and Emergency Information Child Care Form (LIC 700) and Emergency Card will **NOT** be permitted to take your child from the center. This can be embarrassing for someone who may be doing you a favor. Please be sure to notify the center – in writing – regarding all persons who will be picking up your child.

Those parents who have issues surrounding custody should consult with an attorney regarding legal protection for their children. Parents must provide us with any court orders so that we can enforce your and your child's legal rights should the need arise.

If someone under the age of 18 will be picking up your child, please inform the teaching staff so the proper releases can be signed.



ABSENCES

Children and their families receive the full benefit of the program when attendance is consistent, and the family is actively involved in the program. Parents/guardians are responsible for getting children to school each day on time, and notifying the site staff when children will be absent. **Consistent attendance and verification of all absenteeism is crucial to the funding of our program. Low attendance and absences that remain unexplained and/or undocumented can affect how much money we receive from the State and Federal governments.** A parent/guardian must call the center each day your child will be absent before 9:00 am. Upon the child's return to the center, a parent/guardian must sign the back of the child's sign in/out sheet, indicating the reason for absence. If your child must leave the center early due to illness, health care appointments, etc., the reason for absence must be documented in the same manner.

Appropriate Reasons for Absence

- The child or parent is ill
- Quarantine of the parent or child
- Family emergency (defined in the following section)
- Court requirement that the child spend time with parent or other relative (copy of court order required)
- Best Interest Days (defined in the following section)

If the parent/guardian does not notify the child's teacher of an absence, the Teacher or Family Advocate will call or make a home visit to find out why the child missed school. A family may lose services if a child has four unexcused absences in a month or if there is any form of irregular attendance.

Families in the CDE program may be terminated from their child care hours if the child has three (3) consecutive days of absence without notifying the center. Failure to notify the center will be considered a voluntary withdrawal from the program.

FAMILY EMERGENCIES

If a family emergency arises, you should notify the center within 24 hours, giving the specific reason for absence. Family emergencies can include:

- Medical Reasons (Urgent medical crisis of child or a family member, terminal illness of a family member, relative in the hospital);
- Urgent medical or physical incapacity of parent/guardian or childcare provider;
- Emotional crisis in the family;
- Domestic Violence or Sexual Assault incident in the family;
- Death in the family;
- Temporary removal of child or sibling by CPS or police;
- Unexpected change in guardianship due to legal order;
- Parent/guardian incarceration;
- Temporary homelessness or eviction;
- Property theft or damage (car or home);
- Natural disasters;
- Urgent matters related to sibling;
- Court Subpoena;
- Jury Duty that extends beyond one day; or
- Temporary delay in initiation of services to enrolled child with special needs.



Unless excused in writing by staff, children who miss more than four consecutive days due to family emergency may be dropped and placed on the waiting list. They may be re-enrolled upon return, if an opening occurs.

BEST INTEREST DAYS: The California Department of Education funded programs (State Preschool, Child Care and CalSAFE programs) allow families to have up to 10 days a year considered "in the best interest of the child." This includes vacation, visiting relatives, or spending a day with the parent on his or her day off. Any leave of more than two (2) consecutive days must be submitted in writing to a Family Advocate, and approved in advance by the Program Director or Administrative Services Manager. Best Interest Days are limited to 10 days per year and must be documented on the Sign In and Out Sheets in the same manner as other absences.

TARDINESS

Pick Up

Being late at pick-up time causes undue anxiety for your child. Staff members have their own commitments at the end of the workday, and may need to pick up their own children.

If you think you will be late picking up your child, call the center immediately and arrange for someone else to pick up your child. A child left at the center after closing is considered by State Law to be abandoned. If this occurs, Child Protective Services (CPS) or other authorities may have to be called if no authorized person can pick up your child.

When a late pick-up occurs, the Teacher or Family Advocate will meet with the parent or guardian when they arrive, or no later than the following day. The emergency list will be reviewed and updated to include reliable adults who can pick up the child.

Three (3) late pick-ups in six (6) months may result in the termination of your services. You will be asked to complete a late pick up form any time you are late picking up your child.

Drop-Off

Like late pick-ups, dropping your child off late for school can disrupt the child's routine, and cause anxiety for staff. Activities and meals are planned for each day, assuming that your child will attend. Dropping-off in the middle of activities and meals can be disorienting for your child and disruptive to staff and other children. **Food program regulations (CCFP) require breakfast be served at or before 9:00 am.** Please make every effort to be on time, and call staff by 9:00 am if your child will be late.

Families in the CDE program are given a schedule of regular child care hours based on documented need for services. CDE requires that parents adhere to this schedule as closely as possible. If program staff see that your family is consistently late in dropping off and/or early in picking up, they will re-evaluate your need for extended day care.

As the child's parent or guardian, it is your responsibility to:

- **Always call your child's school by 9:00 a.m. each day if you are going to be late or if your child will be absent.**
- **Sign your child in/out each day using your full name and correct time.**
- **Fill out the reason for absence, including a signature on the back of the sign/in out sheet upon your child's return to school.**



ARRIVAL AND LEAVING

Starting the day with hugs and kisses will assure a good day for your child. Take the time to bring your child into the classroom, sign in, and spend a few minutes with your child before you leave. At pick up time, take a few minutes to look over your child's work – a favorite book, art work, and other projects and talk with the teacher about your child's day.

To ensure the safety of each child, children will not be released to persons suspected of being under the influence of drugs or alcohol. A staff person will offer to call another adult who is authorized to pick the child up or call a taxi. We want all families to arrive home safely.



Please do not use cell phones in or around any of the classes. This distracts you and others from supervising your child and giving him/her the attention he/she needs when dropping off or picking up.

DAILY HEALTH CHECKS

Daily health checks are done for all children each day upon arrival. The health check is informal; however, if your child appears to be showing signs of illness, s/he may not be admitted into the center. If your child becomes ill while at the center, you or other authorized persons will be called and required to pick up your child within one hour, or as soon as possible.

WHEN YOUR CHILD IS SICK

As children enter child care, they can get sick more often. As your child gets older and used to being in care, s/he will have lower rates of illness. Certain diseases or treatments can lower the body's natural defenses against infection. Parents should notify staff if their child has a disease or is getting treatment that affects the immune system so that special attention can be given during periods of particular susceptibility.

YMCA staff are trained in and follow universal precautions. This includes proper hand washing, use of latex gloves, and proper disposal of bodily fluids to reduce the spread of infection in the child care setting.

State Law (Section 81075.1) requires that "children with obvious symptoms of illness, including but not limited to fever or vomiting are not accepted..." It is the policy of the Berkeley-Albany YMCA to exclude children from participating in the program if:

- The child doesn't feel well enough to participate comfortably in routine activities.
- Child is irritable, continuously crying, or requires more attention and care than can be provided without compromising the health and safety of the other children in the center.
- Fever of 100° F or higher with behavior change or other signs of illness such as sore throat, rash, vomiting, diarrhea, earache, etc. A temperature over 99° F in an infant under 4 months of age should be evaluated by a medical professional.
- Symptoms and signs of possible severe illness such as unusual tiredness, uncontrolled coughing or wheezing, continuous crying, or difficulty breathing.
- Diarrhea - runny, watery or bloody stools. Loose bowel movements for 2 days in a row or 3 times in one day. Child may return after they are symptom free for 24 hours.
- Vomiting - more than twice in a 24-hour period.
- Body rash with fever or behavior change.
- Sore throat with fever and swollen glands or mouth sores with drooling.



- Eye discharge - thick mucus or pus draining from the eye. (Viral conjunctivitis usually has a clear, watery discharge and may not require medication or exclusion.)
- Head lice. Hair must be washed with medicated shampoo and be free of all nits (eggs) and lice (insects) before returning to the center.
- Severe coughing - child gets red or blue in the face, or makes high-pitched whooping sound after coughing.
- Any other contagious conditions such as measles, chickenpox, mumps, whooping cough, and streptococcal infections. Children may return when they are no longer contagious. **Parents are required to call the center immediately to report contagious conditions**, and the teaching staff will notify the other parents in the center. Your child's name will remain confidential.

If a child becomes ill at school, staff will attempt to keep the child from close contact with other children and staff. We will remove, clean, and sanitize toys and other items they may have put into their mouth. Parents will be contacted to have the child picked up as soon as possible. In the meantime, we will make the child as comfortable as possible. If a child does not respond, is having trouble breathing, or is having a seizure, we will call 9-1-1.

Staff are authorized to request a written release for your child to return to school from your child's health care professional if a health concern has not been resolved. Any absence due to illness of five (5) consecutive days will require written permission from your child's health care provider to return to school.

WHEN TO GET IMMEDIATE HELP

Some conditions require immediate medical help. If you can be reached, we will ask you to come right away and to notify the child's medical provider. If you or the child's medical provider is not immediately available, we call 9-1-1 for immediate help when any of the following things happen:

- An infant under four months of age has an axillary ("armpit") temperature of 100° F or higher.
- A child over four months of age has an axillary temperature of 105° F or higher.
- An infant under four months of age has two or more forceful vomiting episodes (not the simple return of swallowed milk or spit-up) after eating.
- A preschool child that:
 - Looks or acts very ill, or seems to be getting worse quickly.
 - Has neck pain when the head is moved or touched, a stiff neck or severe headache.
 - Has a seizure for the first time.
 - Acts unusually confused.
 - Has uneven, different-sized pupils (black center spots of the eyes).
 - Has a blood-red or purple rash made up of pinhead-sized spots or bruises that are not associated with injury.
 - Has a rash of hives or welts that appears quickly.
 - Breathes so fast or hard that he or she cannot play, talk, cry or drink.
 - Has a severe stomach ache that causes the child to double up and scream.
 - Has a stomach ache without vomiting or diarrhea after a recent injury, blow to the abdomen or hard fall.
 - Has stools that are black or has blood mixed through them.
 - Has not urinated in more than eight hours, and the mouth and tongue look dry.
 - Has continuous, clear drainage from the nose after a blow to the head.

MEDICATION POLICY

Over the counter and prescription medication will be administered by staff **only** with a health care provider's written prescription. Staff will administer medication during the child's time in care, but you are expected to give as much of their medication as authorized while they are at home. In order for staff to administer medication the following must be in place:

- Parent/guardian meets with staff to sign Medication Consent form;



- Child's name must be on original container indicating dosage on the label with health care provider's name and phone number or other written instructions from health care provider;
- Child has been on medication for 24 hours with no side effects, unless child has non-contagious condition and is not feeling ill (e.g., ear infection, needs eye drops, some skin conditions); child can return as soon as s/he is feeling better or receives medication;
- Staff has received training to administer medication.

WHAT TO WEAR TO SCHOOL

We want children to be successful by participating in all activities so send your child to school in comfortable clothes that will stand up to active play and repeated washings. Provide pants that are easy for your child to manage when learning to use the toilet. Clothing that allows your child to run, jump, climb, and play freely is important. We use paint, glue, and other materials that may get on clothing. Please send children to school in clothing that can get dirty.



Your child should wear comfortable, sturdy shoes, like tennis shoes to safely climb and run. Be sure your child's shoes fit well, as poorly fitted footwear can cause accidents. For the safety of your child, plastic shoes (jellies), open toed or backless shoes and thongs (flip-flops) are never allowed. Shoes should cover your child's toes and have a back so they do not slip off. Your child must be wearing appropriate footwear to be accepted into the classroom. **The YMCA may refuse to accept a child into the classroom with inappropriate shoes for health and safety reasons.**

Mark all of your child's clothing with permanent ink or name labels, including underwear, socks, sweaters, jackets, hats, shoes and mittens/gloves. Please do not send children with jewelry that can get lost, may be dangerous or are a choking hazard for young children (e.g., hanging earrings, hair barrettes, beads, etc.).

Please keep at least one change of clothing (including extra underwear and socks) at school in case of "accidents" or extra messy days. We will provide sheets and blankets for cots. **Important:** Be sure to label each item with your child's name. Berkeley-Albany YMCA will not be responsible for, nor reimburse anyone for lost or misplaced items.

The YMCA will provide disposable diapers. We purchase the most cost effective brands, so if you wish to use something different than what is provided, you must bring an adequate supply of your own.

HOLIDAYS & CELEBRATIONS

Holidays are times of tradition, fun, family, and friends. Each family varies in the types of holidays celebrated and in the ways they are observed. It is important for each child to learn about and participate in activities that are appropriate to his/her family's beliefs and traditions. We believe that these celebrations should be unique to each individual family and school activities are not intended to take the place of each family's special observance at home. Please share with the center staff any celebrations that are important to your family so that these too may be included in classroom planning.

Respecting differences in cultures and family traditions is why the Berkeley-Albany YMCA Early Childhood Services programs do not celebrate religious-based holidays.

It is important that all foods served to children and adults on-site represent healthy food choices. All foods brought in for special celebrations must be prepared on-site or in a commercial bakery or



kitchen. If you would like to celebrate your child's birthday in class, please give teachers at least two weeks notice.

Guidelines for Birthdays:

Children's birthdays are very important. Birthdays are to be as unique as each child. Because children learn by example, birthdays should be celebrated with good nutritious food or special non-food items.

Party foods recommended

- Fruit leather
- Low fat yogurt
- Fresh fruit
- Vegetable sticks w/low fat yogurt dip
- Bran and fruit muffins
- Pizza
- Quesadilla
- Raisins
- Fruit salad
- 100% Fruit juice
- Quick breads - pumpkin, zucchini, banana
- Whole wheat crackers, Pretzels

Not recommended

- Candy, Gum
- Marshmallows
- Potato Chips
- Doughnuts
- Cakes
- Cookies
- Fruit punch
- Fruit-flavored drinks
- Soda Pop

Due to the dangers of choking for small children, the following items are also not recommended: hard candy, lollipops, trail mix, popcorn, pumpkin or sunflower seeds, jerky, and peanuts. (These items may be appropriate for older children).

End of the year transition celebrations are planned by staff and parents and are designed to be appropriate to children's ages and development. In order to ensure all enrolled children and families feel welcome, the program does not allow graduation ceremonies.

Listed below are the days when most of our centers will be closed. This is subject to change each year and may vary from site to site. Advance notice will be given when changes occur. An annual calendar will be distributed to parents and posted in classes.

January	New Year's Day, Martin Luther King Jr. Birthday (Third Monday)
February	Lincoln's Birthday, Presidents Day (Third Monday)
April	Good Friday or First Friday in April (based on BUSD Calendar)
May	Malcolm X Day, Memorial Day
July	Independence Day
September	Labor Day
November	Veteran's Day, Thanksgiving Holiday (2 days)
December	Christmas (plus approximately one week between Christmas and New Year's)

Staff in-service days are scheduled quarterly and can be found on the Master Calendar. You will also be notified beforehand.

COMMUNITY COMPLAINT PROCESS

Parents and community members sometimes have program-related concerns that need to be addressed. Our program has procedures to resolve these issues while working to achieve our program goals. If you have a problem, first talk to your child's teacher or family advocate, or the person with whom you have a problem. Second, if you do not resolve the problem, speak with his/her supervisor. Third, if you do



not get resolution with the center staff, please speak to the Center Director or a manager. Staff will make every effort to resolve issues at the level in which they occur.

UNIFORM COMPLAINT PROCEDURES

It is the intent of the BAYMCA Early Childhood Services to fully comply with all applicable state and federal laws and regulations.

Individuals, agencies, organizations, students, and interested third parties have the right to file a complaint regarding the BAYMCA Child Development Program's alleged violation of federal and/or state laws. This includes allegations of unlawful discrimination (Ed Code sections 200 and 220 and Government Code section 11135) in any program or activity funded directly by the State or receiving federal or state financial assistance.

Complaints must be signed and filed in writing with the California Department of Education.

Child Development Division, Complaint Coordinator
1430 N Street, Suite 3410, Sacramento, CA 95814

If you are not satisfied with the final written decision of the California Department of Education, remedies may be available in federal or state court. You should seek the advice of an attorney of your choosing in this event.

If you are filing a written complaint alleging violations of prohibited discrimination you may also pursue civil law remedies, including but not limited to, injunctions, restraining orders, or other remedies or orders.

PARENT'S RIGHTS

The California Department of Social Services Community Care Licensing Division monitors the basic health and safety of the program as a licensed child care provider. **As a parent, you have the right to visit the centers at any time, file a complaint, and review licensing visit reports.** State law requires that whenever Licensing visits the center you will be notified and required to sign a form indicating that you have received a copy of the report findings.

California state law provides that the Center may deny access to a parent/authorized representative if their behavior poses a risk to the children in care. (See *Code of Conduct* and CCL forms/requirements posted in Centers).

CENTER REQUIREMENTS

Berkeley-Albany YMCA Early Childhood Programs meet Federal and State regulations and operate in licensed child care facilities. The following requirements help us to ensure the safety of your child and the ease of the functioning of program activities.

- a. **ADMISSION AGREEMENT:** Upon a child's admittance to the program, the parent/guardian must review and agree to program policies, parent responsibilities, and contract hours of service described in the Admission Agreement.
- b. **EMERGENCY INFORMATION:** Before your child can participate in the program, you must provide the names, current addresses, and telephone numbers of at least three (3) persons to contact in case of an accident, illness, or emergency. **It is your responsibility to keep emergency information up-to-date.** It is essential that a parent (or another adult with parent's permission) is available during program hours to pick up your child.



- If your child requires immediate medical care, she/he will be taken to the emergency room of the nearest hospital first, and then the parent will be notified.
 - If a child requires medical attention and if his/her parent cannot be reached during an emergency, staff will notify a contact listed by the parent on the child's Emergency Information.
 - Parents must sign an emergency consent form to allow the YMCA to secure emergency medical or dental treatment should your child need it.
- c. **HEALTH INFORMATION:** Proof of up-to-date immunizations are required to be submitted before your child can begin in the classroom. A current medical exam is required in the first 30 days of attendance. A dental exam is also required for children 3 years and older within 90 days of enrollment. If your child has a health condition that may affect his/her activity in the program, we will do our best to accommodate him/her. In some cases, we will need detailed instructions from your child's doctor/other health professional describing how to best provide care.

If your child has any condition such as severe food allergies, asthma, seizures, skin conditions, or other condition that may require special care, you must notify your family advocate and a special health care plan will be developed to implement in the classroom.

Every child aged one year and over is required to show proof of a negative TB test, or in some cases, a negative chest X-Ray. Parents volunteering in the classroom more than 10 hours/week MUST submit proof of a negative TB test.

- d. **MEDICAL OR OTHER SPECIAL DIETARY NEEDS:** All child care centers must offer all participants meals that meet the USDA meal pattern. Regulations require substitutions to the standard meal pattern for participants who are considered disabled under Title 7 and whose disability restricts their diet. The regulations also permit substitutions for other participants who are not disabled but are unable to consume regular program meals because of medical or other special dietary needs. If your child is unable to eat from the regular menu for medical reasons, please ask your family advocate for a special form that you must have your medical provider fill out and return.

PERSONAL RIGHTS

Each child receiving services in a child care facility shall have rights which include, but are not limited to, the following:

- a. To be accorded dignity in his/her personal relationships with staff and other persons.
- b. To be accorded safe, healthful and comfortable accommodations, furnishings and equipment to meet his/her needs.
- c. To be free from corporal or unusual punishment, infliction of pain, humiliation, intimidation, ridicule, coercion, threat, mental abuse, or other actions of a punitive nature, including but not limited to: interference with daily living functions, including eating, sleeping, or toileting; or withholding of shelter, clothing, medication or aids to physical functioning.
- d. To be informed, and to have his/her authorized representative, if any, informed by the licensee of the provisions of law regarding complaints including, but not limited to, the address and telephone number of the complaint receiving unit of the licensing agency and of information regarding confidentiality.
- e. To be free to attend religious services or activities of his/her choice and to have visits from the spiritual advisor of his/her choice. Attendance at religious services, either in or outside the facility, shall be on a completely voluntary basis. In child care facilities, decisions concerning



attendance at religious services or visits from spiritual advisors shall be made by the parent/guardian of the child.

- f. Not to be locked in any room, building, or facility premises by day or night.
- g. Not to be placed in any restraining device, except as a supportive restraint approved in advance by the licensing agency.

CHILD ABUSE REPORTING LAW

The State of California penal code laws protect children from abuse and neglect (California Code 11165-11174). Berkeley-Albany YMCA staff are all mandated reporters of “suspected” child abuse. Mandated reporters are required by law to immediately report any suspected abuse to Children’s Protective Services. These laws were created to protect children from physical abuse, sexual abuse, severe verbal abuse, and neglectful parenting. It is not the staff’s position to determine actual abuse. If a child indicates that someone has “touched them” in inappropriate ways or shows other signs of abuse, we are required to report it.

MEGAN’S LAW

The State of California has passed legislation that allows you to check persons who have been convicted of crimes ranging from indecent exposure to rape or molestation. More information can be found at www.meganslaw.ca.gov.

CAR SEAT AND HELMET LAW

Effective January 1, 2002, California Vehicle Code states that children must be in an appropriate child passenger restraint until they are 6 years of age OR weigh 60 pounds or more. We are required by law to notify Child Protective Services or local police authorities of non-compliance with this law. If a car seat is needed, please contact your family advocate and we will try to assist you in obtaining one.

PEDESTRIAN SAFETY

To keep our children safe in neighborhoods and around traffic areas, training in pedestrian safety is provided in the first 30 days of the program. In addition to classroom activities and information at parent center meetings, written materials are available and will be distributed at all centers.



RULES FOR SAFETY

- All drivers should drive slowly and park safely at the center and surrounding neighborhoods.
- Please DO NOT block driveways or double park your car when dropping off or picking up your child.
- Do not park in no parking zones, or in driveways or parking lots that do not belong to the center.
- It is against the law to leave children under 13 years of age alone in parked cars.
- Do not leave purses or valuables visible in cars.
- Remember to close all gates when you enter and after you leave to ensure the safety of all children.
- There is NO smoking in or near any of the centers.

RULES FOR CONDUCT

- HITTING, YELLING and USING OFFENSIVE LANGUAGE is not permitted of any parent, staff, or child in/or around any of our centers or at agency functions.
- By State Law there is NO SMOKING in and near all child care centers, including playgrounds and parking lots. Please respect our children’s health.



- Please do not use cell phones inside the center or when you are supervising your child.

EMERGENCY AND DISASTER PLAN

Each center has an emergency and disaster plan to respond to both natural disasters and threats of terror by individuals and groups. The YMCA uses a name badge identification system for staff, substitutes, and volunteers to further assure the safety of children, families and staff. Information on emergency and disaster planning is available through your family advocate.

DISCIPLINE POLICY

The BAYMCA discipline policy is based on what is appropriate for children based on their age and development. The staff encourages children to use words to express their feelings such as, "I'm mad," or "You're hurting my feelings," rather than hitting, biting, or other less acceptable forms of expression. To support children's rights to be treated with dignity and respect, the following steps will be taken for handling aggressive and hurtful behavior of young children. This includes hitting, kicking, biting, pinching, punching, shoving, or any violent act that results in bodily harm to another child or staff person. No corporal punishment (hitting, grabbing, or other aggressive action) is used in disciplining children in the program. The following steps are taken in handling disciplinary actions:

STEP 1. The first time your child hurts someone, your teacher will inform you. S/he will explain what happened. At this time, teaching staff will help you speak with your child about the incident. Depending upon the severity of the incident, the teacher may immediately enforce the next step.

STEP 2. The second time your child hurts someone, you will receive a copy of the incident report submitted to Community Care Licensing and the teacher, mental health consultant, or other appropriate staff will discuss the situation with you. We will discuss how we are dealing with the situation in the classroom, and assist you in reinforcing positive behavior at home. For any child who is causing harm to him/herself or other children, a "behavior plan" will be developed. Parent/guardian must work with staff to improve behavior in order to avoid more serious consequences.

STEP 3. The third time your child hurts someone, if the first two steps have been ineffective, you will be asked to attend a team conference to develop an intervention plan for you and your child. Referrals will be provided. The plan will be reviewed frequently to ensure that it is working. Parent/guardians are expected to follow-through on referrals or meeting with mental health consultants, so that your child can continue to fully participate in the program.

STEP 4. If your child hurts someone a fourth time, and if the three previous steps have been ineffective, management may approve that your child be suspended from the center until a meeting can be held with the parent(s)/guardian(s), teacher, and mental health consultant. The intervention plan will be reviewed, and assistance provided including referrals for counseling. If a child continues to pose a health and/or safety risk to him/her self or others, or if the parent refuses to comply with the intervention plan, alternative placements will be discussed.

If parents/guardians refuse to follow through on activities agreed upon in the plan, the child may be terminated from the program.

TRANSITION

TRANSITION TO PRESCHOOL

When your child turns 2 ½ years of age, staff will meet with you to discuss your child's eligibility for Head Start and discuss timelines for transition to a preschool placement or other setting. The center director will ask you to participate in a meeting with your child's primary caregiver and other staff as appropriate to develop an Early Head Start Transition Plan.



TRANSITION TO KINDERGARTEN

Family advocates will provide information to parents regarding the kindergarten registration process at the Berkeley, Albany, and Emeryville Unified School Districts, and other local districts, as necessary. Parents are given information regarding timelines and community outreach events sponsored by the local school districts. Education staff meet with parents during the school year to discuss kindergarten readiness activities and provide reports on your child's progress while enrolled in the program.



SCHEDULE OF ACTIVITIES

The following is a sample schedule of activities in a typical day in the program. Check your child's classroom for his/her specific schedule posted on the board.

SAMPLE PRESCHOOL SCHEDULE

7:30 a.m. – 8:30 a.m.	Child care – free play
7:30 a.m. – 9:00 a.m.	Arrival (times vary depending on program enrollment), wash-up, breakfast, toileting/Brush teeth
9:00 a.m. – 10:00 a.m.	Indoor free choice
10:00 a.m. – 10:45 a.m.	Outdoor play time
10:45 a.m. – 11:15 a.m.	Small group time
11:15 a.m. – 11:45 p.m.	Wash-up, lunch, brush teeth (if not done at breakfast) Part Day Departure
11:45 p.m. – 2:00 p.m.	Rest/Nap time
2:00 p.m. – 2:30 p.m.	Snack – Extended Day departure
2:30 p.m. – 3:30 p.m.	Indoor free play activities
3:30 p.m. – 5:30 p.m.	Indoor/outdoor activities
5:45 p.m.	Center Closure

During indoor free choice, children select from a variety of developmentally appropriate activities such as playing with puzzles and other manipulative activities, playing with blocks or in the housekeeping dramatic arts area, and doing art or cooking projects. Drawing/writing, reading books and computers are also available during this time.

Small group time allows children to work with a primary teacher or caregiver and focus on their individual needs and interests.

SAMPLE INFANT TODDLER SCHEDULE

7:30 a.m. - 8:30 a.m.	Arrival/greetings/ hand washing (Arrival times depend upon program enrollment)
8:30 a.m. – 9:00 a.m.	Food preparation/Breakfast
9:00 a.m. – 11:30 a.m.	Indoor play, Diaper changing; Snack if hungry; Clean up – diaper changing; Outdoor/ motor play – balls – dancing; Diaper check/wash hands
11: 30 a.m. – 12:00 p.m.	Lunch, clean up, brush teeth (if not done after breakfast)
12:00	Part Day Departure
12:30 p.m. – 2:30 p.m.	Diaper change, read story, naptime, soft music
2:30 p.m.	Hand washing, snack; Indoor play – Extended Day departure
3:00 p.m.	Clean up, Diaper change, outdoor play – blow bubbles (other similar activity)
4:30 p.m. - 5:45 pm	Departure

Infant schedules are more open-ended reflecting the needs of individual children.



COMMUNITY RESOURCES - NORTHERN ALAMEDA COUNTY

For information about any social service in Alameda County, call 211.

INFORMATION AND REFERRAL

Alameda County Crisis Support Services 510-849-2212
Eden I&R 510-537-2552
Emergency Services Network 510-747-1090
HELPLINK 800-273-6222
Public Health Clearinghouse 800-424-7937
Women's Day Time Drop-in Center 510-548-2884

BIRTH/DEATH CERTIFICATES

Alameda County 510-272-6377
City of Berkeley 510-981-5320

CHILD ABUSE/CHILDREN IN CRISIS

Children's Protective Services-24 hr 510-259-1800
Child Youth Crisis Team 510-618-3432

CHILD CARE RESOURCE & REFERRAL

BANANAS 510-658-0381

CHILD DEVELOPMENT/ASSESSMENT SERVICES

Center for Early Intervention on Deafness 510-848-4800
Children's Hospital 510-428-3351
Family Resource Network 510-547-7322
Regional Center of the East Bay 510-383-1200

DOMESTIC VIOLENCE SERVICES

A Safe Place-Oakland 510-536-7233
Asara (East Asian) 800-313-2772
CalWORKS Domestic Violence 800-246-6833
Domestic Violence & Employment Project 888-864-8335
Family Justice Center 510-267-8800
Narika (India, Pakistan, Nepal, Sri Lanka) 800-215-7308
National Domestic Violence Hotline 800-779-7233

EMERGENCY ASSISTANCE

Berkeley Food & Housing Project 510-649-4976
Building Opps for Self-Sufficiency 510-843-3700
Harrison House 510-525-0843
Men's Emergency Shelter 510-881-9853
Women's Emergency Shelter 510-547-4663

FOOD BANKS

Alameda County Food Bank 510-834-3663
Food Pantry, Berkeley 510-525-2280
Food Stamps 510-268-2002
Hunger Hotline 800-870-3663

HEALTH SERVICES & INFORMATION

AIDS Project of the East Bay 510-663-7979
American Lung Association 800-586-4872
Asian Health Services 510-986-6800
Berkeley Primary Care 510-204-4666
Berkeley Public Health Clinic 510-981-5350
Drug Abuse HelpLine 800-234-0420
Healthy Kids, Healthy Teeth 510-208-5936
Immunization Info Line 510-267-3230
La Clinica de la Raza 510-535-4000
La Leche League (Breastfeeding Support) 510-496-6009

HEALTH SERVICES & INFORMATION (CON'T)

Lead Poisoning Prevention 800-253-2372
Lifelong Dental Care 510-280-6080
Planned Parenthood 800-967-7526
Poison Control 800-876-4766
West Berkeley Family Practice 510-704-6000
Women, Infants & Children 510-595-6400
WIC, City of Berkeley 510-981-5131

HEALTH INSURANCE

A.I.M. (Pregnancy) 800-300-1031
Alameda Alliance for Health 510-747-4567
Blue Cross 800-407-4627
Healthy Families 800-880-5305
Kaiser Cares for Kids 800-255-5053
MediCal 510-777-2300

HOUSING

Housing Authority 510-981-5470
City of Berkeley Housing 510-981-5400

LEGAL ASSISTANCE

Asian Domestic Violence Clinic 510-251-2846
Bay Area Legal Aid 510-663-4744
Berkeley Dispute Resolution Services 510-548-2377
CalWORKS Victim Witness Liaison 510-268-2455
Catholic Charities Immigration Project 510-261-1538
District Attorney 510-272-6222
East Bay Community Law Center 510-548-4040
Equal Rights Advocates 800-839-4372
Family Justice Center 510-267-8800
Family Violence Law Center 510-540-5354
International Institute of the East Bay 510-451-2846
Law Center for Families, Oakland 510-451-9261
Men's Domestic Violence Diversion 510-465-1800

MENTAL HEALTH SERVICES

ACCESS (24 hr Support Line) 800-491-9099
Asian Community Mental Health 510-451-6729
City of Berkeley Mental Health 510-981-5290
La Familia Counseling Services 510-881-5921
Oakland Community Support Services 510-481-3700
Family Paths 800-829-3777

OTHER RESOURCES

Police Non-Emergency 510-981-5900
Alameda County Dept. of Social Services 510-596-0110

RESOURCES FOR FAMILIES

Black Infant Health 510-873-6570
Grandparents/Relatives as Parents 510-568-7786
Improving Pregnancy Outcomes 510-618-2083

SERVICES FOR YOUTH/ADOLESCENTS

Berkeley Youth Alternatives 510-849-1402
Children's Hospital Teen Clinic 510-428-3387
Domestic Violence Prevention 510-644-6928
Brighter Beginnings 510-437-8950
Youth Link-24 hr 877-968-8441



EARLY CHILDHOOD SERVICES CODE OF CONDUCT

This Policy applies to all program participants, staff, community members, volunteers and parents.

POLICY: Courteous and respectful behavior between and among all program participants is essential for Berkeley-Albany YMCA to achieve its mission, help assure a **positive environment and promote the safety and security of children and families and staff.** Like employees, parents, volunteers, participants and everyone else involved with the program must follow the Code of Conduct in the Head Start Personnel Guidelines.

Standards of Conduct: All staff, consultants, parents and volunteers will:

- A. Respect and promote the unique identity of each child and family and refrain from stereotyping on the basis of gender, race, ethnicity, culture, religion or disability;
- B. Follow program confidentiality policies concerning information about children, families and other staff members;
- C. Leave no child alone or unsupervised while under their care;
- D. Use positive methods of child guidance and not engage in corporal punishment, emotional or physical abuse, or humiliation; not employ methods of discipline that involve isolation, the use of food as punishment or reward, to the denial of basic needs;
- E. Conduct themselves personally and professionally in a manner that reflects positively upon the program's reputation and upon the children and families the program serves;
- F. Not solicit or accept personal gratuities, favors or anything of significant monetary value from contractors or potential contractors if they are engaged in the award and administration of contracts or other financial awards; and
- G. All staff, volunteers and consultants are required to report any suspected child abuse to the Protective Services, the police and/or Community Care Licensing.

The Berkeley-Albany YMCA Early Childhood Services will not tolerate behavior by employees, parents, volunteers, consultants or anyone else involved with the program that violates the Code of Conduct.

Examples of violations could include but are not limited to the following:

- Threats to staff, parents or children,
- Physical or verbal punishment of a child,
- Swearing or cursing,
- Smoking, bringing drugs, alcohol or weapons to program sites or events,
- Interfering with daily routine(s) while staff are attending to children,
- Quarreling, verbal fighting, loud shouting and displays of anger,
- Physical violence,
- Inappropriate or excessive displays of physical contact between adults,
- Any form of sexual harassment, including physical demonstrations, leering, and inappropriate touching, and
- Inappropriate dress, including, for example, a low-cut top, bare midriff or clothes with words or pictures inappropriate for young children.

If a parent/staff/volunteer violates the Code of Conduct, BAYMCA reserves the right to:

1. Restrict access to program children, classrooms and activities,
2. Terminate the child's enrollment,



3. Remove the child's name from the waiting list,
4. Contact Child Protective Services,
5. Contact Community Care Licensing,
6. Contact the police, or
7. Take civil or criminal action.

PROCEDURES:

1. The staff person who witnesses the violation will speak directly with the parent in private when possible, practical and if safety is not an issue, and report to their immediate supervisor.
2. When safety is threatened, staff will call the police. This could be, but is not limited to when parents continue to quarrel, fight or threaten children, staff, or other parents or adults.
3. Staff will notify the Director as soon as is practical and as immediately as possible. In the Director's absence, the most senior management staff person present should be notified.
4. The Director will determine the program response to the violation and will notify the person(s) involved.
5. BAYMCA Personnel Policies and SEIU Collective Bargaining Agreement govern employee violations of the policy.



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ACKNOWLEDGEMENT

I have received a copy of the Berkeley-Albany YMCA Early Childhood Services Family Handbook and agree to follow the policies therein. I have read and agree to abide by the program's Code of Conduct.

Signature: _____ Date: _____
Parent/Guardian

Signature: _____ Date: _____
Staff Person/Position

Tear Acknowledgement out and place in child's classroom file.



CONTACT INFORMATION

In case of emergency, call 510-848-9092. Messages can be left for all Early Childhood Services staff at that number. The following extensions are for key management staff.

Executive Director _____	510-848-9092 x 302	Health Services _____	x315
Administrative Assistant _____	x301/319	Pregnant Moms/Home Base _____	510 549-3063
Enrollment Services _____	x314	Family Services _____	x303
Associate Director _____	x304	Reception/10 th Street _____	x324
Child Development Services _____	x 318	Special Needs/Mental Health _____	x305
Facilities _____	x333		

CENTER LOCATIONS – YMCA Operated Programs

EMERY MARINA (Lic 013416362)
4727 San Pablo Ave • Emeryville
510-601-8674 #1 • 510-601-7365 #2

6TH STREET (Lic 013414247)
1450 6th Street • Berkeley
510-558-2110

SACRAMENTO (Lic 013411804)
3155 Sacramento Street • Berkeley
510-547-6683

OCEANVIEW (Lic 013411435)
1422 San Pablo Avenue • Berkeley
510-559-2091

VERA CASEY CENTER (Lic 013417825)
2246 Martin Luther King, Jr. Way • Berkeley
510-549-3063

SOUTH YMCA (Lic 010200607)
2901 California Street • Berkeley
510-549-3529 • 510-649-7988

West YMCA Center
(Lic 010206120 Preschool) (Lic 013417823 Infant)
2009 10th Street • Berkeley
510 • 848-9092

WEST BERKELEY YMCA
Administrative Office Second Floor
2009 10th Street • Berkeley • 94710
510-848-9092 • Fax 510-848-0103

PARTNER PROGRAMS

**ALBANY UNIFIED SCHOOL DISTRICT
CHILDREN'S CENTER**
800 Red Oak Ave • Albany
510-559-6590

**CENTER FOR EARLY INTERVENTION ON
DEAFNESS (CEID)**
1035 Grayson Street • Berkeley
510-848-4800

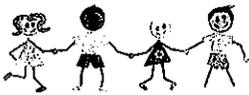
Berkeley Unified School District Children's Centers

FRANKLIN PRESCHOOL
1460 Eighth Street • Berkeley
644-4549 • 644-4548 • 644-8940
Office 644-6339

HOPKINS
1810 Hopkins Street • Berkeley
644-6663 • 644-6406 • 644-6944 • 644-8939

KING
1939 Ward Street • Berkeley
644-8943 • 644-8938
Office 644-6358

Attachment 5. Sample Menus



BAYMCA Headstart -- February 2010 Menu

Monday	Tuesday	Wednesday	Thursday	Friday
<p>1</p> <p>Breakfast Breakfast cereal Apples Lunch Spaghetti turkey Bolognese Seasoned vegetables (2-types) Snack String Cheese Animal crackers</p>	<p>2</p> <p>Breakfast French toast Fruit compote Lunch Natural chicken tenders Fresh ripe fruit Seasoned vegetables Snack Chicken salad Crackers</p>	<p>3</p> <p>Breakfast Cinnamon oatmeal Banana Lunch Cheese and Corn Quesadillas Fresh ripe fruit Seasoned vegetables Snack Cinnamon Bread Pump cranberries</p>	<p>4</p> <p>Breakfast Bagel & cream cheese Fresh pears Lunch Cheese ravioli served in a tomato cream sauce Fresh ripe fruit Seasoned vegetables Snack Jicama pickles Wheat Crackers</p>	<p>5</p> <p>Breakfast Breakfast cereal Golden apples Lunch Teriyaki tilapia served with a fresh roll Fresh ripe fruit Seasoned vegetables Snack Cottage cheese Graham Crackers</p>
<p>8</p> <p>Breakfast Breakfast cereal Oranges Lunch Chicken sausage and rice ragout Seasoned vegetables (2-types) Snack Pretzels Baby carrots</p>	<p>9</p> <p>Breakfast Pancakes Fruit compote Lunch Turkey and Vegetable Egg Roll Fresh ripe fruit Seasoned vegetables Snack Zucchini Bread Apricots</p>	<p>10</p> <p>Breakfast Roll and butter Dried apples Lunch Spaghetti turkey Bolognese Fresh ripe fruit Seasoned vegetables Snack String Cheese Animal crackers</p>	<p>11</p> <p>Breakfast Breakfast cereal Banana Lunch Chicken noodle casserole Fresh ripe fruit Seasoned vegetables Snack Hummus Pita bread</p>	<p>12</p> <p>Centers Closed</p>
<p>15</p> <p>Centers Closed</p>	<p>16</p> <p>Breakfast Breakfast cereal Fresh Crisp Apples Lunch Chefables chicken Paella Seasoned vegetables (2-types) Snack Chicken salad Crackers</p>	<p>17</p> <p>Breakfast French toast Fruit compote Lunch Chicken noodle casserole Fresh ripe fruit Seasoned vegetables Snack Cinnamon Bread Fresh String Cheese</p>	<p>18</p> <p>Breakfast Cinnamon oatmeal Banana Lunch Chicken tamales Fresh ripe fruit Seasoned vegetables Snack Cottage cheese Banana</p>	<p>19</p> <p>Breakfast Breakfast cereal Oranges Lunch Chicken salad sandwich served on a mini croissant Fresh ripe fruit Seasoned vegetables Snack Blueberry yogurt Crackers</p>
<p>22</p> <p>Breakfast Breakfast cereal Oranges Lunch BBQ chicken served with a corn tortilla Seasoned vegetables (2-types) Snack Oranges Wheat Thins</p>	<p>23</p> <p>Breakfast Cinnamon oatmeal Banana Lunch Chicken Pot stickers Fresh ripe fruit Seasoned vegetables Snack Cottage cheese Graham Crackers</p>	<p>24</p> <p>Breakfast Pancakes Fruit compote Lunch Cheese Pizzall Fresh ripe fruit Seasoned vegetables Snack Pears Pretzels</p>	<p>25</p> <p>Breakfast English muffin & butter Banana Lunch Cheese stuffed pasta shells Fresh ripe fruit Seasoned vegetables Snack Chicken salad Crackers</p>	<p>26</p> <p>Breakfast Breakfast Cereal Apples Lunch Cod Fish Sticks Fresh ripe fruit Seasoned vegetables Snack Yogurt Animal Crackers</p>

All center breakfast and lunches are served with hormone (rBST) free milk. Whole milk (infants and toddlers <2 yrs), 2 % milk (>2 yrs & preschool). Snacks are only served with milk if the menu states so.

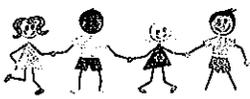
Just some of the vegetables this month

Butter Beans - Broccoli - Green Beans - Orange & White Cauliflower -
Pinto Beans - Garnet Yams - Broccoli Romanesco - Bok Choy - Yellow
Zucchini - Carrots - Butternut Squash - Button Mushrooms - Beluga
Lentils

Just some of the fruit this month

Seedless Red & Yellow Watermelon - Fresh Pineapple
Kiwi - Mangos - Bananas - Pears
Mexican Papaya - Cantaloupe - Honeydew
Apricots - Oranges - Seasonal Apples - Persimmons

Chefables reserves the right to substitute stated menu items on the meal plan or snack option if it becomes unavailable in the market or due to unforeseen circumstances.



Chefables Vegetarian Lunch Menu - February 2010

Monday	Tuesday	Wednesday	Thursday	Friday
<p>1</p> <p>Spaghetti and Black Bean Bolognese</p> <p>Fresh ripe fruit</p> <p>Seasoned vegetables</p>	<p>2</p> <p>Spaghetti, Red Bean and Tomato Sauce</p> <p>Fresh ripe fruit</p> <p>Seasoned vegetables</p>	<p>3</p> <p>Cheese and Corn Quesadillas</p> <p>Fresh ripe fruit</p> <p>Seasoned vegetables</p>	<p>4</p> <p>Cheese ravioli served in a tomato cream sauce</p> <p>Fresh ripe fruit</p> <p>Seasoned vegetables</p>	<p>5</p> <p>Buttered Noodles and Parmesan Cheese</p> <p>Fresh ripe fruit</p> <p>Seasoned vegetables</p>
<p>8</p> <p>White Bean and Rice Ragout</p> <p>Fresh ripe fruit</p> <p>Seasoned vegetables</p>	<p>9</p> <p>Black Beans and Rice</p> <p>Fresh ripe fruit</p> <p>Seasoned vegetables</p>	<p>10</p> <p>Spaghetti and Black Bean Bolognese</p> <p>Fresh ripe fruit</p> <p>Seasoned vegetables</p>	<p>11</p> <p>Cheese Pizza</p> <p>Fresh ripe fruit</p> <p>Seasoned vegetables</p>	<p>12</p> <p>Centers Closed</p>
<p>15</p> <p>Centers Closed</p>	<p>16</p> <p>Vegetable Bean Paella</p> <p>Fresh ripe fruit</p> <p>Seasoned vegetables</p>	<p>17</p> <p>Lentil and noodle casserole</p> <p>Fresh ripe fruit</p> <p>Seasoned vegetables</p>	<p>18</p> <p>White Beans and Rice</p> <p>Fresh ripe fruit</p> <p>Seasoned vegetables</p>	<p>19</p> <p>Hummus sandwich served on a mini croissant</p> <p>Fresh ripe fruit</p> <p>Seasoned vegetables</p>
<p>22</p> <p>White Beans and Rice</p> <p>Fresh ripe fruit</p> <p>Seasoned vegetables</p>	<p>23</p> <p>Cheese and Corn Quesadillas</p> <p>Fresh ripe fruit</p> <p>Seasoned vegetables</p>	<p>24</p> <p>Cheese Pizza</p> <p>Fresh ripe fruit</p> <p>Seasoned vegetables</p>	<p>25</p> <p>Cheese stuffed pasta shells</p> <p>Fresh ripe fruit</p> <p>Seasoned vegetables</p>	<p>26</p> <p>Three-Cheese Tortellini</p> <p>Fresh ripe fruit</p> <p>Seasoned vegetables</p>

Just some of the vegetables this month

Butter Beans - Broccoli - Green Beans - Orange & White Cauliflower - Garnet Yams - Broccoli Romanesco - Bok Choy - Yellow Zucchini - Sweet Corn - Butternut Squash - Beluga Lentils - Broccolini - Turnips - Pinto Beans - Carrots - Rutabaga

Just some of the fruit this month

Seedless Red & Yellow Watermelon - Kiwi Honeydew Melon - Fresh Pineapple - Mangos - Apricots - Mexican Papaya - Fruit Yogurt - Seasonal Apples - Cantaloupe - Oranges - Persimmons

Chefables reserves the right to substitute stated menu items on the meal plan or snack option if it becomes unavailable in the market or due to unforeseen circumstances.

Attachment 6. Job Descriptions

Berkeley-Albany YMCA
Job Description

JOB TITLE: CENTER DIRECTOR

EXEMPT:	Yes	JOB CODE: EXEMPT
DEPARTMENT:	Early Childhood Services	LOCATION: Varies
EMPLOYEE REPORTS TO:	EDUCATION SERVICES MANAGER	
PREPARED BY:	Early Childhood Services	DATE: June 2007

GENERAL FUNCTION: These general functions will be carried out in keeping with the Goals and Mission of the Berkeley-Albany YMCA.

Under general direction, the Early Childhood Services (ECS) Center Director provides day-to-day administration of a child development center providing child care, infant/toddler care and/or preschool services; and performs other related work as required. The Center Director is responsible for, but is not limited to the following essential duties and specific tasks:

ESSENTIAL DUTIES AND RESPONSIBILITIES include the following: Regular attendance and punctuality. The Berkeley-Albany YMCA reserves the right to add or delete essential job functions.

ESSENTIAL FUNCTIONS:

1. Effectively and sensitively deals with parents from various cultural and economic groups.
 - a. Maintains objectivity in documentation and interactions.
 - b. Maintains effective community relations and advocates for young children.
 - c. Monitors parent involvement through individual and group contacts and meetings.
 - d. Interviews and certifies parent eligibility for services.
 - e. Arranges and presents at community and parent meetings.
 - f. Participates in community affairs.
 - g. Assures that volunteer resources are mobilized.
2. Ability to clearly and concisely explain and implement policies, procedures, rules and regulations.
 - a. Ensures compliance with State licensing, federal, State and local contract requirements including standards of conduct, instructional programs, and developmentally appropriate practices.
3. Ensures that daily staffing requirements and child/staff ratios are met at all times.
 - a. Maintains sufficient levels of punctuality and attendance to meet staffing needs such that adequate level of support is maintained.
 - b. Identify emergency situations and take appropriate action while remaining calm.
 - c. May be required to provide minor first aid and CPR.
 - d. Ensures a healthy, safe and clean indoor and outdoor environment at the facility.
 - e. May be required to act in place of teacher when substitute is unavailable.
4. Makes recommendations on staffing, program and expenditures, and maintains inventory documents.
 - a. Assists in interviewing, hiring, training, evaluating, and mentoring staff.

- b. Ensures appropriate career development for self and staff and maintains documentation as needed.
 - c. Provides guidance and supervision to teaching and support staff as required.
 - d. Ability to work as a team member with branch and outside agency staff.
5. Analyze data and information, summarize and compile it into a written document using clear and concise language.
- a. Prepares and submits accurate and timely reports and correspondence.
 - b. Ensures maintenance of child, family and program files.
 - c. Follows procedures for making verbal and written reports of suspected child abuse to Children's Protective Services and to others as required.
 - d. Reports unusual incidents to Community Care Licensing and to supervisors as required.
 - e. Ensures compliance with policies and procedures regarding other child referrals.
6. Completes tasks with multiple interruptions.
- a. Enter and retrieve information from the computer (letters, reports, progress notes, flyers, announcements, parent meeting agendas, etc.).

DUTIES AND RESPONSIBILITIES:

Center Operations

1. Manages day-to-day operation of site, including supervision of staff, record keeping, implementation of all monitoring systems, and maintenance of supplies and materials.
2. Works with staff, parents and resource professionals to develop and implement a developmentally and age appropriate program.
3. Ensures compliance with State licensing (Title 22), Federal requirements (Head Start, Early Head Start), and State (Title 5, CDE/CDD, CACFP) and other contract requirements.
4. Reviews instructional programs to ensure compliance with State and Federal requirements and developmentally appropriate practices.
5. Ensures maintenance of required children, family, and program files.
6. Follows procedures for making verbal and written reports of suspected child abuse to Children's Protective Services and to others as required.
7. Reports unusual incidents to Community Care Licensing and to supervisors as required.
8. Complies with Standards of conduct as required by Federal, State and local regulations and YMCA Policies and Procedures.
9. Completes accounting records, time cards, reports, insurance claims, Early Childhood Services or YMCA records accurately and in a timely fashion.
10. Makes referrals to supportive services based upon children's needs and follows-up to see that the needs are met.
11. Coordinates the supportive services offered by other service areas within the center.
12. Follows all program confidentiality policies concerning information about children, families and staff.
13. Reviews each child's developmental screening results and individualized service plans for completion and accuracy, as well as, the classroom lesson plans and home visit reports.
14. Works with the Program Monitor to ensure work requests are received in a timely manner, keeping the Education Manager apprised of all work done in the building.

15. Completes all purchase requisitions and submits completed purchase paperwork to the appropriate supervisor.
16. Serves as a resource/liaison to all licensing representatives, health and fire inspectors who may visit the center.

Parent/Community Involvement

17. Maintains excellent rapport with parents and extended family members as well as the community.
18. Encourages, promotes and develops programmatic opportunities for parents to fully participate in their children's educational experience.
19. Monitors parent involvement through individual and group contacts and meetings.
20. Maintains effective community relations, and advocates for young children.
21. Addresses parent and community concerns.
22. Participates in monthly parent meetings.

Staff/Supervision

23. Evaluates site staff at appropriate times, in consultation with program managers.
24. Trains and supervises new staff, parent interns, substitute teachers, and community volunteers.
25. Supports the ongoing training and development of all staff.
26. Assists in interviewing, hiring, training, evaluating, and mentoring staff.
27. Ensures appropriate career development for self and staff and maintains documentation as needed.
28. Provides training and technical assistance to assigned classroom staff for the purpose of increasing their competency.
29. Makes classroom observations on a regular basis.
30. Reviews weekly classroom plans.
31. Holds individual classroom team conferences related to classroom observations and weekly classroom plans.
32. Attends classroom planning sessions.
33. Identifies training needs of the education staff, and family service staff as appropriate.
34. Maintains necessary records to document the growth and development of the education staff.
35. Provides on-going and frequent communication to staff.
36. Facilitates and monitors the home visit responsibilities of the education staff.
37. Reviews education folders of the children a minimum of twice annually.
38. Conducts regular staff meetings within the center.
39. Performs other tasks as may be required for the efficient operation of the comprehensive, integrated program.

Essential Skills, Knowledge, and Abilities:

1. Requires knowledge of developmentally appropriate inclusive programming for children birth to 5 years and experience working in a group care setting.
2. Self-motivated, excellent verbal and written communication skills.
3. Commitment to cross-cultural, multi-lingual education and sensitivity to community needs.
4. Excellent organizational skills; Must be detail oriented.
5. May be required to attend evening and/or weekend meetings and travel away from the site.
6. Demonstrates ability to:

- ◆ Interact with families and all levels of staff in order to manage a quality program.
- ◆ Work in and lead a team in a collaborative environment.
- ◆ Demonstrate experience/knowledge of supervision and training
- ◆ Establish and maintain effective working relationships
- ◆ Computer, analytical, and technology skills to effectively use: word processing software, spreadsheet format, e-mails, internet, palm pilots, and other necessary programs; Beginning to intermediate proficiency with computer software operating in a Microsoft Windows environment.
- ◆ Communicate effectively with staff, other team members, and management.
- ◆ Disseminate information in a timely and effective manner.
- ◆ Balance a variety of duties, prioritize and meet deadlines required.
- ◆ Retrieve and file documents in lateral/vertical files. Sort, collate, and staple multi-paged program materials into packets.
- ◆ Take handwritten case notes and messages intermittently throughout the day for a period of time up to three hours.

MINIMUM QUALIFICATIONS

Experience: Two (2) years of full-time or its equivalent experience as a teacher or administrator in a publicly funded preschool or child development program, one year of which must be in a supervisory capacity.

Ability to:

- Direct the work of others;
- Assess family needs;
- Establish and maintain effective relationships with staff, teachers, parents and children;
- Communicate effectively with low-income families with diverse ethnic backgrounds;
- Speak and write effectively.

License Required: Possession of a valid California Motor Vehicle Operator's License with required insurance, or ability to access public or other transportation to attend meetings and make multiple site visits.

Education:

1. A bachelor's degree from an accredited or approved college or university with a major or emphasis in early childhood education or child development; or Bachelor of arts degree in closely related field with at least 12 semester units in child development; Plus six (6) semester or equivalent quarter units shall be in administration; or
2. An associate of arts degree from an accredited or approved college or university with a major or emphasis in early childhood education or child development; or AA degree in related field with at least 24 units in child development; Plus six (6) semester or equivalent quarter units shall be in administration.

Permit: Possession of a Child Development Site Supervisor or Program Director Permit issued by the State of California Commission on Teacher Credentialing or official written verification that all requirements for the permit have been completed and application has been made to the State. Employment will require mandatory maintenance of the permit by earning continuing education

units as specified by the State for its renewal. [Alternative qualifications may be accepted with documentation of enrollment in classes to meet permit standards within 6 months of hire.]

Special Requirements:

Ability to meet such standards as may be required by the Federal Head Start Performance Standards, California Department of Education Title V, and California Department of Social Services Title XXII regulations dealing with pre-school and child development programs. **Note:** As required by law, all appointees to this position must successfully pass Criminal record/Livescan and tuberculosis clearances and a current physical examination.

Completion of 15 hours of preventive health practices training with a current certificate in pediatric first aid and pediatric cardiopulmonary resuscitation issued by [the American Red Cross or the American Heart Association, or by] a training program that has been approved by the Emergency Medical Services Authority.

Note: All applicants must submit a copy of their Child Development Site Supervisor or Program Director Permit with the application. Applicants who are awaiting State approval that all requirements have been met must submit written verification from the State that their qualifications are under review. Additionally, applicants submitting a verification letter in lieu of their Child Development Site Supervisor Permit must also submit a copy of their official transcripts showing completed qualifying course work. **Transcripts obtained from college websites will not be accepted for permanent placement in position.**

LANGUAGE SKILLS:

Ability to read and interpret documents such as health and safety rules, operating and maintenance instructions and procedure manuals. Ability to write routine and technical reports and correspondence. Ability to speak effectively before groups or employees or the organization. Bilingual (Spanish, Chinese, or Urdu/Hindi) preferred.

MATHEMATICAL SKILLS:

Ability to add, subtract, multiply, and divide in all units of measure, using whole numbers, common fractions, and decimals. Ability to compute rate, ratio, and percent.

REASONING ABILITY:

Ability to analyze moderately complex problems where there are standardized activities. Problem solving results from conformity to established patterns and policies.

OTHER SKILLS/CERTIFICATES AND ABILITIES:

- Ability to organize and follow through with detail-oriented projects and reports.
- Computer literacy.

PHYSICAL DEMANDS: The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

1. Intermittently and continuously throughout the day, must bend, stoop, crouch or kneel in order to instruct, assist and aid children at their level, whether it be from the floor, a child's chair or by bending or stooping.
2. Lift and carry equipment, toys and chairs weighing up to 50 pounds.
3. Push or pull furniture into place.
4. Stand or walk uninterrupted for up to two hours at a time.
5. Walk on uneven terrain on playground or possibly during field trips or home visits.
6. Move quickly to keep pace with young children.
7. Climb stairs as necessary at the facility or onto play equipment to assist a child or during home visits.
8. Lift children from floor up to heights of four feet.
9. Frequent use of hands for both gross motor activities as well as fine manipulation.
10. Repetitive forward reaching using both arms.
11. Assists children in dressing, eating, playing, and toileting and also maintains order and general cleanliness of the classroom.
12. Required hearing acuity sufficient to respond to soft voices or whispers as well as to loud noises and alarms.
13. Provide adequate visual supervision for a distance of up to 50 feet under a variety of circumstances.
14. Specific vision ability required by this job include close vision, peripheral vision, and the ability to adjust focus.

WORK ENVIRONMENT: The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is occasionally exposed to risk of electrical shock.

The noise level in the work environment is usually moderate.

EFFECT ON END RESULTS:

This position has a primary impact on the operations of the West Berkeley YMCA program promotion, registration and dissemination of information. The incumbent has an impact on the Head Start, Early Head Start and Child Development program. Therefore, the effectiveness of the fulfillment of this position should be measured by:

1. The knowledge of all Early Head Start/Head Start and California Department of Education Child Development program procedures.
2. The sound administration of systems and records that are organized, up-to-date, and accurate.
3. A positive point of contact for children, parents, and families with accurate, timely responses.
4. Contact point for the Head Start Policy Council and other parent groups.
5. Contact point for community groups related to health services.

Berkeley-Albany YMCA
Job Description

JOB TITLE: **PROGRAM ASSISTANT**

EXEMPT:	NO	JOB CODE:
DEPARTMENT:	ADMINISTRATION	LOCATION: HEAD START
REPORTS TO:	Administrative Services	Manager/Administrative
Coordinator		
PREPARED BY:	METRO SERVICES	DATE: December 2008

GENERAL FUNCTION: These general functions will be carried out in keeping with the Goals and Mission of the Berkeley-Albany YMCA.

Under the direction of the Executive Director the Program Assistant position is responsible for planning and administration, as well as clerical, secretarial and computer input for the Head Start/Early Head Start/State Preschool YMCA.

ESSENTIAL DUTIES AND RESPONSIBILITIES include some or all of the following depending on program needs: Regular attendance and punctuality. The Berkeley-Albany YMCA reserves the right to add or delete essential job functions.

1. DISTRIBUTE mailings and flyers for meetings and committees
2. SUPPORT parent and staff meetings/trainings by providing:
 - Catering/food provisions
 - Room set-up and clean-up
 - Supply meeting materials (sign-in sheets, in-kind sheets, evaluation forms and supply boxes)
 - Other duties as assigned
3. MAINTAIN catering binder, supply boxes, binder of current forms. Check supply of forms and order when needed.
4. RESPONSIBLE for Desk operations during scheduled hours to include answering phones, greet visitors, provide information, forward calls, and take messages.
5. RESPONSIBLE for assisting families with program applications, and following up on applications that are incomplete.
5. DISTRIBUTE mail.
6. MAINTAIN kitchen: weekly refrigerator, microwave, toaster oven cleaning.
8. MAINTAIN reception and common office space (hallways and supply room).

9. PERFORMS various clerical duties for the Executive Director, Management Team, Administrative staff, and Center staff.
10. LAMINATE OR COPY materials for staff and parent's, collect documents/information from staff and parents and direct to appropriate person.
11. MAINTAIN storeroom: supplies stored in designated shelf area, floor area kept free of debris.
12. RESPONSIBLE for checking of supplies, checking deliveries, resolving discrepancies, filling back orders, and keeping accurate records.
13. RESPONSIBLE for maintaining and organizing enrollee files and filing room.
14. RESPONSIBLE for some data entry for State funded programs, in conjunction with the Administrative Services Manager.

KNOW HOW:

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

EDUCATION and/or EXPERIENCE:

One year certificate from college or technical school; or six months to one year related experience and/or training; or equivalent combination of education and experience.

LANGUAGE SKILLS:

Ability to read and interpret documents such as safety rules, operating and maintenance instructions and procedure manuals. Ability to write routine reports and correspondence. Ability to speak effectively before groups of customers or employees or the organization.

MATHEMATICAL SKILLS:

Ability to add, subtract, multiply, and divide in all units of measure, using whole numbers, common fractions, and decimals. Ability to compute rate, ratio, and percent.

REASONING ABILITY:

Ability to analyze moderately complex problems where there are standardized activities. Problem solving results from conformity to established patterns and policies.

OTHER SKILLS/CERTIFICATES AND ABILITIES:

Word, Excel

Accounts payable and receivable knowledge
Proficiency with 10 key
Ability to organize and follow through with detail-oriented projects.

PHYSICAL DEMANDS: The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is frequently required to talk or hear. The employee is occasionally required to stand; walk; sit; use hands to finger, handle, or feel objects, tools, or controls; climb or balance; and stoop, kneel, crouch, or crawl.

The employee must occasionally lift and/or move up to 50 pounds. Specific vision abilities required by this job include close vision, peripheral vision, and the ability to adjust focus.

WORK ENVIRONMENT: The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is occasionally exposed to risk of electrical shock.

The noise level in the work environment is usually moderate.

EFFECT ON END RESULTS:

This position has a primary impact on the operations of the Head Start/Early Head Start YMCA program. The incumbent has an impact on staff and parent satisfaction. Therefore, the effectiveness of the fulfillment of this position should be measured by:

1. The knowledge of all Branch programs, schedules, office and administrative procedures.
2. The sound administration of systems and records that are organized and up-to-date and accurate.
3. A positive point of contact for parents and staff with accurate, timely responses.
4. Contact point for the members of the PC with the branch.

Berkeley-Albany YMCA
Job Description

JOB TITLE: HS/EHS FAMILY ADVOCATE

EXEMPT:	NO	JOB CODE: NON-EXEMPT
DEPARTMENT:	Early Childhood Services	LOCATION: HEAD START
EMPLOYEE REPORTS TO:	Family Services Manager	
PREPARED BY:	METRO SERVICES	DATE: March 2005

GENERAL FUNCTION: These general functions will be carried out in keeping with the Goals and Mission of the Berkeley-Albany YMCA.

Under the direct line supervision of the Family Services Manager, and in coordination with the Administrative Services and Health Services Managers and the Area Supervisors, the HS/EHS Family Advocate is responsible for, but is not limited to the following essential duties and specific tasks:

ESSENTIAL DUTIES AND RESPONSIBILITIES include the following: Regular attendance and punctuality. The Berkeley-Albany YMCA reserves the right to add or delete essential job functions.

A. ESTABLISH MUTUALLY RESPECTFUL PARTNERSHIPS WITH FAMILIES TO ENHANCE THE QUALITY OF THEIR LIVES AND THEIR COMMUNITIES.

1. **CONDUCT** outreach, recruitment, and enrollment, meeting Head Start Performance Standards and CDE Funding Terms and Conditions.
2. **FILL** any vacancies in enrollment within 30 days.
3. **PROVIDE** orientation on philosophy of program and services provided.
4. **ESTABLISH** and maintain ongoing partnerships based on trust with families.
5. **COMMUNICATE** effectively using appropriate verbal and nonverbal messages and reflective listening skills.
6. **IMPLEMENT** strategies including home visits to learn about families and the changing community.

B. SUPPORT FAMILIES' EFFORTS TO REACH THEIR GOALS.

1. **DEVELOP** strengths-based assessments with families that describe their goals, strengths, resources and support networks, as well as necessary services and supports that include health concerns.
2. **DEVELOP** an individualized family plan in partnership with the family that includes health.
3. **FACILITATE** families' problem-solving and support enhancing problem-solving skills.
4. **COACH**, consult, educate, and utilize counseling skills, where appropriate.
5. **ADVOCATE** for families and support them in advocating for themselves.

6. FOLLOW-UP with the family on the progress toward meeting their goals and any needed revisions to the plan.

7. ASSIST with transitions to other programs, communities and schools.

C. SUPPORT THE HEALTH AND WELLNESS OF PROGRAM CHILDREN AND THEIR FAMILIES.

1. ENSURE all health requirements are met upon entrance into the program.

2. TRACK all health, dental and nutrition-related data, and ensure routine follow-up.

3. ASSIST with all health screenings required for completion within 45 calendar days of child's enrollment in the program.

4. PROVIDE all necessary documentation to and ASSIST health/nutrition services staff in providing health follow-up where concerns are noted.

D. OFFER PARENTS OPPORTUNITIES TO BE INVOLVED IN-GROUP ACTIVITIES, INCLUDING POLICY GROUPS AND EDUCATIONAL ACTIVITIES BASED ON INTEREST AND NEED.

1. IDENTIFY common interests and needs of parents in order to plan appropriate activities.

2. WORK with parent groups on group formation, group processing, and leadership.

3. PROVIDE and/or coordinate training and educational opportunities for parents.

4. ENGAGE parents in volunteering, community service and other ways of contributing to program activities and services.

E. PROVIDE OPPORTUNITIES FOR CHILDREN AND FAMILIES TO PARTICIPATE IN FAMILY LITERACY SERVICES.

1. WORK with other program staff to support interactive literacy activities between parents and their children.

2. PROVIDE training for parents in how to be the primary teacher for their children and full partners in the education of their children.

3. ASSIST parents as adult learners to recognize and address their own literacy goals.

4. LINK and SUPPORT parents in engaging in literacy training that contribute to self-sufficiency.

F. COORDINATE AND INTEGRATE HEAD START SERVICES IN ORDER TO ENHANCE EFFECTIVENESS.

1. SERVE as a productive team member on an interdisciplinary team of professionals.

2. PARTICIPATE in and FACILITATE case conferences to promote service integration.
 3. APPLY knowledge of health, mental health, disabilities, and child development in order to ensure holistic service delivery.
 4. PROMOTE and SUPPORT parent involvement and leadership throughout the program.
- G. SUPPORT FAMILIES IN ACCESSING OTHER COMMUNITY RESOURCES.**
1. RESEARCH and keep up-to-date on program and community resources.
 2. ANALYZE match of community resources to family needs and identify unmet family needs.
 3. REFER families to community resources and follow-up on the effectiveness of referrals.
 4. PROMOTE community partnerships that will improve supports to families.
- H. ASSIST IN FAMILIES IN CRISIS.**
1. LISTEN to families and assess the crisis situation.
 2. TAKE active steps to ensure the safety of all involved.
 3. DECIDE when to intervene and when to refer a family.
 4. IDENTIFY family strengths, options, resources, and consequences to address crises.
 5. SUPPORT families in making decisions and taking active steps to resolve current crises and be prepared to address future crises.
- I. RESPECT AND RESPOND COMPETENTLY TO THE CULTURE, TRADITIONS, LIFESTYLE, LANGUAGE, AND VALUES OF EACH FAMILY AND COMMUNITY.**
1. LEARN about and be sensitive to each family's values, beliefs, traditions, cultural influences, makeup, and circumstances;
 2. WORK with families representing different cultures using a culturally competent and flexible approach.
 3. IDENTIFY and REFLECT on personal values, experiences and biases that facilitate and present barriers in working with certain groups of people.
- J. CONTRIBUTE TO EFFECTIVE PROGRAM PRACTICES AND MAINTAIN A COMMITMENT TO PROFESSIONALISM.**
1. PERFORM record-keeping and internal and external reporting tasks in a timely and objective fashion.

2. **EFFECTIVELY** utilize supervisory professional development and technical assistance resources to improve competence.
3. **CONTRIBUTE** to and participate in strategic planning, program self-assessment and other efforts to improve program services and agency responsiveness to families.
4. **MAKE** decisions and act based on family support principles, theories, practices, and code of ethics.
5. **ARTICULATE** an awareness of self, values, and ethics as they impact on work with families.
6. **MAINTAIN** professional boundaries and confidentiality.

KNOW HOW:

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

EDUCATION and/or EXPERIENCE:

1. Bachelor's Degree from any accredited college or university with a major in one of the following: Human Development, Family Development, Social Welfare, Psychology, Sociology, or a related field; **OR**
2. Bachelor's degree in other area with demonstrated ability to meet job competencies and 2 years experience in family services with low-income, diverse populations; **OR**
3. Associate Degree or equivalent in human services or related area with 4 years of experience in family services with low-income, diverse populations; **AND**
4. T.B. and other required health clearances at the time of employment;
5. Fingerprint clearance by the DOJ and CCL agencies;
6. Valid CDL and use of a personal automobile including evidence of auto liability insurance coverage.

LANGUAGE SKILLS:

Bilingual (Spanish/English) desired; Ability to read and interpret documents such as performance standards, funding terms and conditions, safety rules, operating and maintenance instructions and procedure manuals. Ability to write routine reports and correspondence. Ability to speak effectively before groups or employees or the organization.

MATHEMATICAL SKILLS:

Ability to add, subtract, multiply, and divide in all units of measure, using whole numbers, common fractions, and decimals. Ability to compute rate, ratio, and percent.

REASONING ABILITY:

Ability to analyze moderately complex problems where there are standardized activities. Problem solving results from conformity to established patterns and policies.

OTHER SKILLS/CERTIFICATES AND ABILITIES:

1. Ability to organize and follow through with detail-oriented projects.
2. Working knowledge of the principles of family dynamics, crisis intervention, and child development.
3. Working knowledge of community resources for children, parents, and staff.
4. Ability to work closely with community agencies as program advocate and liaison;

5. Ability to work closely with low income, diverse populations;
6. Ability to prioritize tasks and be flexible to changes deemed necessary by senior managers.
7. Ability to manage time, to work efficiently and thoroughly, and to contribute to the team concept of getting the job done;
8. Knowledge of and ability to use computer including: word processing, data entry, data base management, and spread sheets.

PHYSICAL DEMANDS: The physical demands described here represent those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is frequently required to talk or hear. The employee is occasionally required to stand; walk; sit; use hands to finger, handle, or feel objects, tools, or controls; climb or balance; and stoop, kneel, crouch, or crawl.

The employee must occasionally lift and/or move up to 40 pounds. Specific vision abilities required by this job include close vision, peripheral vision, and the ability to adjust focus.

WORK ENVIRONMENT: The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is occasionally exposed to risk of electrical shock.

The noise level in the work environment is usually moderate.

EFFECT ON END RESULTS:

This position has a primary impact on the operations of the West Berkeley YMCA program promotion, registration and dissemination of information. The incumbent has an impact on the Head Start program. Therefore, the effectiveness of the fulfillment of this position should be measured by:

1. The knowledge of all Head Start program procedures.
2. The sound administration of organized, up-to-date, and accurate systems and records.
3. A positive point of contact for children, parents, and families with accurate, timely responses.
4. Contact point for the members of the Policy Council and Center Committees with the branch.

Berkeley-Albany YMCA
Job Description
JOB TITLE: HEAD TEACHER

EXEMPT:	No	JOB CODE:	Non-Exempt
DEPARTMENT:	Early Childhood Services	LOCATION:	TBD
REPORTS TO:	Center Director		
PREPARED BY:	ECS Branch	DATE:	July 2009

GENERAL FUNCTION: These general functions will be carried out in keeping with the Goals and Mission of the Berkeley-Albany YMCA.

Head Teachers are responsible for providing and modeling high quality responsive care and education that is respectful of the child's development and needs. Head Teachers provide a developmentally appropriate environment using the Creative Curriculum. In addition to Creative Curriculum, Early Head Start Head Teachers will implement the Program for Infant Toddler Caregivers. Head Teachers plan and implement a program designed to support the emotional, social, cognitive, and physical development for individuals and groups of children both within the classroom and in outdoor play areas. Head teachers observe and assess individuals and groups of children to ensure best practices. Head Teachers create a classroom environment with an anti-bias approach, reflecting the Head Start Performance Standards as well as the California Department of Education Infant-Toddler and/or Preschool Foundations.

The Head Teacher must be able to:

1. Work effectively in a high stress environment.
2. Analyze and resolve problems within a clearly defined activity. Problem solving results from conformity to established patterns and policies.
3. Communicate effectively with children and families from a wide range of cultures.
4. Work effectively with a team.
5. Articulate and follow policies and procedures.
6. Successfully conduct child observation and assessment.
7. In coordination with the Center Director, mentor Associate Teachers, Teacher Assistants, Aides, and community volunteers.
8. Represent the organization in a professional manner at all times, following the ECS Code of Conduct and NAEYC's Code of Ethics.
9. Ensure confidentiality in all aspects of the program.

ESSENTIAL FUNCTIONS:

Regular attendance and punctuality. The Berkeley-Albany YMCA reserves the right to add or delete essential job functions.

Curriculum Development

1. Develop written curriculum goals in accordance with the Creative Curriculum, National Association for the Education of Young Children best practices, and California Department of Education regulations.
2. Plan and implement learning activities that meet curriculum goals for individuals and groups of children, while providing direction, guidance, and supervision.

3. Monitor and document the progress of each child using observation notes, anecdotal notes, work samples, screenings, and assessments.
4. Conduct two home visits and two parent/teacher conferences for each child annually.
5. Create and maintain stimulating, organized, and inviting learning environments in the classroom and outdoor play areas that are reflective of the cultural diversity in the surrounding community.
6. Develop relationships with families that foster effective partnerships and promote each child's optimum growth and development.

Health and Safety

1. Have knowledge of and carry out all Health and Safety requirements according to Community Care Licensing, Head Start Performance Standards, and California Department of Education regulations.
2. Conduct a daily health check for each child and adhere to treatment/intervention plans for children with special health needs.
3. Monitor classroom materials and equipment daily to ensure safety, performing and/or requesting maintenance as required.
4. Inspect indoor/outdoor facilities daily for hazardous conditions, performing and/or requesting maintenance as required.
5. Instruct and guide children in the proper and safe use of facilities, materials, and equipment.
6. Instruct and monitor children in proper health and hygiene skills, including toileting, hand washing, and tooth-brushing.
7. Monitor classroom attendance sheets daily for proper parent sign-in and sign-out.
8. Supervise and monitor children at all times.
9. Conduct and log monthly earthquake/fire drills.

Administration

1. Under the direction of the Center Director, supervise work of teachers, associated teachers, teacher assistants and aides, as appropriate.
2. Maintain California Child Development Permit at the Site Supervisor level or higher.
3. Participate in meetings, classes, and trainings for professional growth.
4. Maintain updated and organized files on all children and ensure that all required paperwork including observations, screenings, and assessments is completed within set deadlines.
5. Ensure accurate documentation of Daily Meal Counts for the Child Care Food Program.
6. Attend and participate in Center Staff Meetings and Parent Center Meetings.
7. Maintain effective relationships with family members through face to face conversations, daily notes, home visits, and parent/teacher conferences.
8. Assume duties of the Center Director in his/her absence.

MIMIMUM QUALIFICATIONS

Education

1. Possession of associate degree or above in Child Development, Early Childhood Education, or related field with appropriate ECE coursework. (NOTE: Successful completion of BA Degree will be required by 2013 to maintain position.)
2. Possession of and maintenance of current Child Development permit at the Master Teacher or Site Supervisor level.
3. Successful completion of 6 semester units of administration/supervision in Early Childhood Programs with grade C or above.
4. For work with infant/toddlers, completion of 3 units of infant/toddler development with grade C or above.
5. Basic computer literacy-Microsoft Office, email, internet.

Experience

1. At least three years experience as a classroom teacher in Early Childhood Programs. Prefer experience in state subsidized or Early/Head Start setting.
2. Experience working with children and families of diverse cultural backgrounds.

Special Requirements

1. Pre-employment physical examination and TB clearance.
2. Current certificates for Pediatric First Aid and CPR, including a total of 15 hours of preventative health and safety training, or completion of this training within 90 work days of hire.
3. LiveScan and criminal record clearance.

Language Skills

1. Ability to read, analyze, and interpret policies, procedures, regulations, and reports.
2. Ability to complete observations, lesson plans, screenings, assessments, written teacher-parent communication and other required classroom paperwork.
3. Ability to clearly explain, demonstrate, and supervise the practice of subject matter to children.

Mathematical Skills

1. Ability to add, subtract, multiply, and divide.
2. Ability to accurately take and record temperature.
3. Ability to interpret charts and graphs.

Physical Requirements

While performing the duties of this job, the employee is regularly required to sit; use hands to finger, handle, or feel objects, tools, or controls; and talk or hear. The employee is often required to stand; walk; reach with hands and arms; and stoop, kneel, crouch, or crawl.

The employee must occasionally lift and/or move up to 40 pounds. Specific vision abilities required by this job include close vision, distance vision, color vision, peripheral vision, depth perception, and the ability to adjust focus.

The employee is required to work outdoors daily.

Work Environment

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

The noise level in the work environment is usually moderate

Effect on End Results

This position has a primary impact on the operations of the Head Start/Early Head Start Program. Therefore, the effectiveness of the fulfillment of this position should be measured by:

1. The knowledge of all Head Start/Early Head Start program procedures.
2. The sound administration of systems and records that are organized and up-to-date and accurate.
3. A positive point of contact for children, parents, and families with accurate and timely responses.

I have received a copy of this job description.

Signature

Date

Berkeley-Albany YMCA
Job Description
JOB TITLE: ASSOCIATE TEACHER

EXEMPT:	No	JOB CODE:	Non-Exempt
DEPARTMENT:	Early Childhood Services	LOCATION:	TBD
REPORTS TO:	Center Director		
PREPARED BY:	ECS Branch	DATE:	July 2009

GENERAL FUNCTION: These general functions will be carried out in keeping with the Goals and Mission of the Berkeley-Albany YMCA.

Associate Teachers are responsible for providing and modeling high quality responsive care and education that is respectful of the child's development and needs. Associate Teachers provide a developmentally appropriate environment using the Creative Curriculum. In addition to Creative Curriculum, Early Head Start Associate Teachers will implement the Program for Infant Toddler Caregivers. Associate Teachers plan and implement a program designed to support the emotional, social, cognitive, and physical development for individuals and groups of children both within the classroom and in outdoor play areas. Associate Teachers observe and assess individuals and groups of children to ensure best practices. Associate Teachers create a classroom environment with an anti-bias approach, reflecting the Head Start Performance Standards as well as the California Department of Education Infant-Toddler and/or Preschool Foundations.

The Associate Teacher must be able to:

1. Work effectively in a high stress environment.
2. Analyze and resolve problems within a clearly defined activity. Problem solving results from conformity to established patterns and policies.
3. Communicate effectively with children and families from a wide range of cultures.
4. Work effectively with a team.
5. Articulate and follow policies and procedures.
6. Successfully conduct child observation and assessment.
7. Represent the organization in a professional manner at all times, following the ECS Code of Conduct and NAEYC's Code of Ethics.
8. Ensure confidentiality in all aspects of the program.

ESSENTIAL FUNCTIONS:

Regular attendance and punctuality. The Berkeley-Albany YMCA reserves the right to add or delete essential job functions.

Curriculum Development

1. Develop written curriculum goals in accordance with the Creative Curriculum, National Association for the Education of Young Children best practices, and California Department of Education regulations.
2. Plan and implement learning activities that meet curriculum goals for individuals and groups of children, while providing direction, guidance, and supervision.
3. Monitor and document the progress of each child using observation notes, anecdotal notes, work samples, screenings, and assessments.

4. Conduct two home visits and two parent/teacher conferences for each child annually.
5. Create and maintain stimulating, organized, and inviting learning environments in the classroom and outdoor play areas that are reflective of the cultural diversity in the surrounding community.
6. Develop relationships with families that foster effective partnerships and promote each child's optimum growth and development.

Health and Safety

1. Have knowledge of and carry out all Health and Safety requirements according to Community Care Licensing, Head Start Performance Standards, and California Department of Education regulations.
2. Conduct a daily health check for each child and adhere to treatment/intervention plans for children with special health needs.
3. Monitor classroom materials and equipment daily to ensure safety, performing and/or requesting maintenance as required.
4. Inspect indoor/outdoor facilities daily for hazardous conditions, performing and/or requesting maintenance as required.
5. Instruct and guide children in the proper and safe use of facilities, materials, and equipment.
6. Instruct and monitor children in proper health and hygiene skills, including toileting, hand washing, and tooth-brushing.
7. Monitor classroom attendance sheets daily for proper parent sign-in and sign-out.
8. Supervise and monitor children at all times.
9. Conduct and log monthly earthquake/fire drills.

Administration

1. Maintain California Child Development Permit at the Associate Teacher level or higher.
2. Participate in meetings, classes, and trainings for professional growth.
3. Maintain updated and organized files on all children and ensure that all required paperwork including observations, screenings, and assessments is completed within set deadlines.
4. Ensure accurate documentation of Daily Meal Counts for the Child Care Food Program.
5. Attend and participate in Center Staff Meetings and Parent Center Meetings.
6. Maintain effective relationships with family members through face to face conversations, daily notes, home visits, and parent/teacher conferences.

MIMIMUM QUALIFICATIONS

Education

1. High School Diploma or equivalent. (NOTE: Successful completion of AA Degree will be required by 2013 to maintain position.)
2. Current Child Development permit at the Associate Teacher level or above.

3. Successful completion of 12 semester units in Early Childhood Education, including 3 units of Growth and Development, 3 units of Child, Family, and Community, and 6 units Early Childhood Curriculum with grade C or above.
4. For work with infant/toddlers, completion of 3 units of infant/toddler development with grade C or above.
5. Basic computer literacy-Microsoft Office, email, internet.

Experience

1. At least one year experience as a classroom teacher in Early Childhood Programs. Prefer experience in state subsidized or Early/Head Start setting.
2. Some experience working with children and families of diverse cultural backgrounds.

Special Requirements

1. Pre-employment physical examination and TB clearance.
2. Current certificates for Pediatric First Aid and CPR, including a total of 15 hours of preventative health and safety training, or completion of this training within 90 work days of hire.
3. LiveScan and criminal record clearance.

Language Skills

1. Ability to read, analyze, and interpret policies, procedures, regulations, and reports.
2. Ability to complete observations, lesson plans, screenings, assessments, written teacher-parent communication and other required classroom paperwork.
3. Ability to clearly explain, demonstrate, and supervise the practice of subject matter to children.

Mathematical Skills

1. Ability to add, subtract, multiply, and divide.
2. Ability to accurately take and record temperature.
3. Ability to interpret charts and graphs.

Physical Requirements

While performing the duties of this job, the employee is regularly required to sit; use hands to finger, handle, or feel objects, tools, or controls; and talk or hear. The employee is often required to stand; walk; reach with hands and arms; and stoop, kneel, crouch, or crawl.

The employee must occasionally lift and/or move up to 40 pounds. Specific vision abilities required by this job include close vision, distance vision, color vision, peripheral vision, depth perception, and the ability to adjust focus.

The employee is required to work outdoors daily.

Work Environment

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

The noise level in the work environment is usually moderate

Effect on End Results

This position has a primary impact on the operations of the Head Start/Early Head Start Program. Therefore, the effectiveness of the fulfillment of this position should be measured by:

1. The knowledge of all Head Start/Early Head Start program procedures.
2. The sound administration of systems and records that are organized and up-to-date and accurate.
3. A positive point of contact for children, parents, and families with accurate and timely responses.

I have received a copy of this job description.

Signature

Date

**Berkeley-Albany YMCA
Job Description
JOB TITLE: TEACHER**

EXEMPT:	No	JOB CODE:	Non-Exempt
DEPARTMENT:	Early Childhood Services	LOCATION:	TBD
REPORTS TO:	Center Director		
PREPARED BY:	ECS Branch	DATE:	July 2009

GENERAL FUNCTION: These general functions will be carried out in keeping with the Goals and Mission of the Berkeley-Albany YMCA.

Teachers are responsible for providing and modeling high quality responsive care and education that is respectful of the child's development and needs. Teachers provide a developmentally appropriate environment using the Creative Curriculum. In addition to Creative Curriculum, Early Head Start Teachers will implement the Program for Infant Toddler Caregivers. Teachers plan and implement a program designed to support the emotional, social, cognitive, and physical development for individuals and groups of children both within the classroom and in outdoor play areas. Teachers observe and assess individuals and groups of children to ensure best practices. Teachers create a classroom environment with an anti-bias approach, reflecting the Head Start Performance Standards as well as the California Department of Education Infant-Toddler and/or Preschool Foundations.

The Teacher must be able to:

1. Work effectively in a high stress environment.
2. Analyze and resolve problems within a clearly defined activity. Problem solving results from conformity to established patterns and policies.
3. Communicate effectively with children and families from a wide range of cultures.
4. Work effectively with a team.
5. Articulate and follow policies and procedures.
6. Successfully conduct child observation and assessment.
7. Represent the organization in a professional manner at all times, following the ECS Code of Conduct and NAEYC's Code of Ethics.
8. Ensure confidentiality in all aspects of the program.

ESSENTIAL FUNCTIONS:

Regular attendance and punctuality. The Berkeley-Albany YMCA reserves the right to add or delete essential job functions.

Curriculum Development

1. Develop written curriculum goals in accordance with the Creative Curriculum, National Association for the Education of Young Children best practices, and California Department of Education regulations.
2. Plan and implement learning activities that meet curriculum goals for individuals and groups of children, while providing direction, guidance, and supervision.
3. Monitor and document the progress of each child using observation notes, anecdotal notes, work samples, screenings, and assessments.

4. Conduct two home visits and two parent/teacher conferences for each child annually.
5. Create and maintain stimulating, organized, and inviting learning environments in the classroom and outdoor play areas that are reflective of the cultural diversity in the surrounding community.
6. Develop relationships with families that foster effective partnerships and promote each child's optimum growth and development.

Health and Safety

1. Have knowledge of and carry out all Health and Safety requirements according to Community Care Licensing, Head Start Performance Standards, and California Department of Education regulations.
2. Conduct a daily health check for each child and adhere to treatment/intervention plans for children with special health needs.
3. Monitor classroom materials and equipment daily to ensure safety, performing and/or requesting maintenance as required.
4. Inspect indoor/outdoor facilities daily for hazardous conditions, performing and/or requesting maintenance as required.
5. Instruct and guide children in the proper and safe use of facilities, materials, and equipment.
6. Instruct and monitor children in proper health and hygiene skills, including toileting, hand washing, and tooth-brushing.
7. Monitor classroom attendance sheets daily for proper parent sign-in and sign-out.
8. Supervise and monitor children at all times.
9. Conduct and log monthly earthquake/fire drills.

Administration

1. Participate in meetings, classes, and trainings for professional growth.
2. Maintain updated and organized files on all children and ensure that all required paperwork including observations, screenings, and assessments is completed within set deadlines.
3. Ensure accurate documentation of Daily Meal Counts for the Child Care Food Program.
4. Maintain effective relationships with family members through face to face conversations, daily notes, home visits, and parent/teacher conferences.
5. Attend and participate in Center Staff Meetings and Parent Center Meetings.

MIMIMUM QUALIFICATIONS

Education

1. High School Diploma or equivalent. (NOTE: Successful completion of BA/AA Degree will be required by 2013 to maintain position.)
2. Current Child Development permit at the Teacher level or above.
3. Successful completion of 24 semester units in Early Childhood Education, plus 16 units of general education with grade C or above.

4. Possess and maintain California Child Development Permit at the Teacher level or higher.
5. For work with infant/toddlers, completion of 3 units of infant/toddler development with grade C or above.
6. Basic computer literacy-Microsoft Office, email, internet.

Experience

1. At least two years experience as a classroom teacher in Early Childhood Programs. Prefer experience in state subsidized or Early/Head Start setting.
2. Experience working with children and families of diverse cultural backgrounds.

Special Requirements

1. Pre-employment physical examination and TB clearance.
2. Current certificates for Pediatric First Aid and CPR, including a total of 15 hours of preventative health and safety training, or completion of this training within 90 work days of hire.
3. LiveScan and criminal record clearance.

Language Skills

1. Ability to read, analyze, and interpret policies, procedures, regulations, and reports.
2. Ability to complete observations, lesson plans, screenings, assessments, written teacher-parent communication and other required classroom paperwork.
3. Ability to clearly explain, demonstrate, and supervise the practice of subject matter to children.

Mathematical Skills

1. Ability to add, subtract, multiply, and divide.
2. Ability to accurately take and record temperature.
3. Ability to interpret charts and graphs.

Physical Requirements

While performing the duties of this job, the employee is regularly required to sit; use hands to finger, handle, or feel objects, tools, or controls; and talk or hear. The employee is often required to stand; walk; reach with hands and arms; and stoop, kneel, crouch, or crawl.

The employee must occasionally lift and/or move up to 40 pounds. Specific vision abilities required by this job include close vision, distance vision, color vision, peripheral vision, depth perception, and the ability to adjust focus.

The employee is required to work outdoors daily.

Work Environment

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable

accommodations may be made to enable individuals with disabilities to perform the essential functions.

The noise level in the work environment is usually moderate

Effect on End Results

This position has a primary impact on the operations of the Head Start/Early Head Start Program. Therefore, the effectiveness of the fulfillment of this position should be measured by:

1. The knowledge of all Head Start/Early Head Start program procedures.
2. The sound administration of systems and records that are organized and up-to-date and accurate.
3. A positive point of contact for children, parents, and families with accurate and timely responses.

I have received a copy of this job description.

Signature

Date

Berkeley-Albany YMCA
Job Description
JOB TITLE: TEACHER ASSISTANT

EXEMPT:	No	JOB CODE:	Non-Exempt
DEPARTMENT:	Early Childhood Services	LOCATION:	TBD
REPORTS TO:	Center Director		
PREPARED BY:	ECS Branch	DATE:	July 2009

GENERAL FUNCTION: These general functions will be carried out in keeping with the Goals and Mission of the Berkeley-Albany YMCA.

Teacher Assistants are responsible for providing and modeling high quality responsive care and education that is respectful of the child's development and needs. Teacher Assistants contribute to providing a developmentally appropriate environment using the Creative Curriculum. In addition to Creative Curriculum, Early Head Start Teacher Assistants will assist in implementing the Program for Infant Toddler Caregivers. Teacher Assistants contribute to implementing a program designed to support the emotional, social, cognitive, and physical development for individuals and groups of children both within the classroom and in outdoor play areas. Teacher Assistants contribute to creating a classroom environment with an anti-bias approach, reflecting the Head Start Performance Standards as well as the California Department of Education Infant-Toddler and/or Preschool Foundations.

The Teacher Assistant must be able to:

1. Work effectively in a high stress environment.
2. Ability to analyze and resolve problems within a clearly defined activity. Problem solving results from conformity to established patterns and policies.
3. Communicate effectively with children and families from a wide range of cultures.
4. Work effectively with a team.
5. Articulate and follow policies and procedures.
6. Represent the organization in a professional manner at all times, following the ECS Code of Conduct and NAEYC's Code of Ethics.
7. Ensure confidentiality in all aspects of the program.

ESSENTIAL FUNCTIONS:

Regular attendance and punctuality. The Berkeley-Albany YMCA reserves the right to add or delete essential job functions.

Curriculum Development

1. Assist Head Teachers, Teachers, and Associate Teachers in implementing learning activities that meet curriculum goals for individuals and groups of children, while providing direction, guidance, and supervision.
2. Assist in maintaining stimulating, organized, and inviting learning environments in the classroom and outdoor play areas that are reflective of the cultural diversity in the surrounding community.
3. Develop relationships with families that foster effective partnerships and promote each child's optimum growth and development.

Health and Safety

1. Conduct a daily health check for each child and adhere to treatment/intervention plans for children with special health needs.
2. Monitor classroom materials and equipment daily to ensure safety, performing and/or requesting maintenance as required.
3. Inspect indoor/outdoor facilities daily for hazardous conditions, performing and/or requesting maintenance as required.
4. Instruct and guide children in the proper and safe use of facilities, materials, and equipment.
5. Instruct and monitor children in proper health and hygiene skills, including toileting, hand washing, and tooth-brushing.
6. Monitor classroom attendance sheets daily for proper parent sign-in and sign-out.
7. Supervise and monitor children at all times.

Administration

1. Participate in meetings, classes, and trainings for professional growth.
2. Ensure accurate documentation of Daily Meal Counts for the Child Care Food Program.
3. Attend and participate in Center Staff Meetings and Parent Center Meetings.

MIMIMUM QUALIFICATIONS

Education

1. High School Diploma or equivalent.
2. Successful completion of 6 semester units in Early Childhood Education, including 3 units of Growth and Development, 3 units of Child, Family, and Community, and/or 6 units Early Childhood Curriculum with grade C or above.
3. Must be enrolled in at least 2 units of Early Childhood Education coursework per semester until 12 core units are completed.
4. For work with infant/toddlers, completion of 3 units of infant/toddler development with grade C or above.
5. Basic computer literacy-Microsoft Office, email, internet.

Experience

1. At least one year experience working with children in Early Childhood Programs.
2. Experience working with children and families of diverse cultural backgrounds.

Special Requirements

1. Pre-employment physical examination and TB clearance.
2. Current certificates for Pediatric First Aid and CPR, including a total of 15 hours of preventative health and safety training, or completion of this training within 90 work days of hire.
3. LiveScan and criminal record clearance.

Language Skills

1. Ability to read, analyze, and interpret policies, procedures, regulations, and reports.
2. Ability to clearly explain, demonstrate, and supervise the practice of subject matter to children.

Mathematical Skills

1. Ability to add, subtract, multiply, and divide.
2. Ability to accurately take and record temperature.
3. Ability to interpret charts and graphs.

Physical Requirements

While performing the duties of this job, the employee is regularly required to sit; use hands to finger, handle, or feel objects, tools, or controls; and talk or hear. The employee is often required to stand; walk; reach with hands and arms; and stoop, kneel, crouch, or crawl.

The employee must occasionally lift and/or move up to 40 pounds. Specific vision abilities required by this job include close vision, distance vision, color vision, peripheral vision, depth perception, and the ability to adjust focus.

The employee is required to work outdoors daily.

Work Environment

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

The noise level in the work environment is usually moderate

Effect on End Results

This position has a primary impact on the operations of the Head Start/Early Head Start Program. Therefore, the effectiveness of the fulfillment of this position should be measured by:

1. The knowledge of all Head Start/Early Head Start program procedures.
2. The sound administration of systems and records that are organized and up-to-date and accurate.
3. A positive point of contact for children, parents, and families with accurate and timely responses.

I have received a copy of this job description.

Signature

Date

Berkeley-Albany YMCA
Job Description
JOB TITLE: AIDE

EXEMPT:	No	JOB CODE:	Non-Exempt
DEPARTMENT:	Early Childhood Services	LOCATION:	TBD
REPORTS TO:	Center Director		
PREPARED BY:	ECS Branch	DATE:	July 2009

GENERAL FUNCTION: These general functions will be carried out in keeping with the Goals and Mission of the Berkeley-Albany YMCA.

The ECS Aide is primarily responsible for the preparation and implementation of the daily food service operations at the center. The ECS Aide works collaboratively with other center staff to ensure the smooth operation of a high quality Early Childhood program the meets Federal, State, and local requirements.

The ECS Aide must be able to:

1. Work effectively in a high stress environment.
2. Analyze and resolve complex problems.
3. Work effectively with a team.
4. Articulate and follow policies and procedures.
5. Represent the organization in a professional manner at all times, following the ECS Code of Conduct and NAEYC's Code of Ethics.
6. Ensure confidentiality in all aspects of the program.

ESSENTIAL FUNCTIONS:

Regular attendance and punctuality. The Berkeley-Albany YMCA reserves the right to add or delete essential job functions.

Food Service

1. Prepare food based on what is indicated on the daily menu.
2. Implement health and sanitation procedures including washing hands, using gloves, and sanitizing food preparation areas properly.
3. Divide food into correct portions for each classroom at the center.
4. Provide food, dishes, utensils, and other supplies to each classroom in time for meal service.
5. Review transportation sheets to be sure that they match what is indicated on the daily menu. Log changes on the menu and transportation sheet, when necessary.
6. Monitor quality of food from food service vendor. Refuse fruits and vegetables that are bruised or are not fresh.
7. Determine if the food service vendor has delivered the appropriate amount of food.
8. Heat food in the microwave, oven, or hot box if it is not at the proper temperature.
9. Take temperature of cold items such as milk and cold cuts to ensure they are 40 degrees Fahrenheit or below.
10. Clean thermometers before and after every use with soap, water, and bleach-water solution.

11. Return delivery boxes to the food service vendor, or break down and recycle.
12. At the end of the shift, put all leftover food in the garbage.
13. Clean and maintain refrigerator and kitchen areas in the center.
14. Order condiments and supplies with the approval of the Center Director.

Classroom/Playground/Other Center Space

1. Give teachers breaks in the classroom, following the daily schedule, routines, and planned activities.
2. Follow instructions from the Head Teacher/Teacher regarding classroom operations.
3. Keep all areas of the center clean, organized and litter free. Report anything that needs to be fixed or maintained to the Center Director.

Administration

1. Ensure accurate documentation of Temperature Logs and menu changes for the Child Care Food Program.
2. Attend and participate in Center Staff Meetings and trainings as required.
3. Perform miscellaneous job-related duties as assigned.

MIMIMUM QUALIFICATIONS

Education

1. High School Diploma or equivalent.
2. 0-5 Early Childhood Education Units with grade C or better
3. Upon hire, must enroll in at least 3 units of Early Childhood Education from an accredited college or university per semester, until 12 units are successfully completed with a grade of C or better.

Special Requirements

1. Pre-employment physical examination and TB clearance.
2. LiveScan and criminal record clearance.

Language Skills

1. Ability to read, analyze, and interpret policies, procedures, regulations, and reports.

Mathematical Skills

1. Ability to add, subtract, multiply, and divide.
2. Ability to accurately take and record temperature.
3. Ability to interpret charts and graphs.

Physical Requirements

While performing the duties of this job, the employee is regularly required to sit; use hands to finger, handle, or feel objects, tools, or controls; and talk or hear. The employee is often required to stand; walk; reach with hands and arms; and stoop, kneel, crouch, or crawl.

The employee must occasionally lift and/or move up to 40 pounds. Specific vision abilities required by this job include close vision, distance vision, color vision, peripheral vision, depth perception, and the ability to adjust focus.

The employee is required to work outdoors daily.

Work Environment

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

The noise level in the work environment is usually moderate

Effect on End Results

This position has a primary impact on the operations of the Head Start/Early Head Start Program. Therefore, the effectiveness of the fulfillment of this position should be measured by:

1. The knowledge of all Head Start/Early Head Start program procedures.
2. The sound administration of systems and records that are organized and up-to-date and accurate.
3. A positive point of contact for children, parents, and families with accurate and timely responses.

I have received a copy of this job description.

Signature

Date

**BERKELEY-ALBANY YMCA EARLY CHILDHOOD SERVICES
SALARY SCALE 2009-2010**

	Level	1	2	3	4	5	6	7	8	9	10	11	12
Job Classification		Aide	Teacher Asst			Associate Teacher			Teacher			Head Teacher	
Development Permit*		none	Asst Permit (Optional)			Associate Teacher			Teacher/ Master Teacher			Site Supervisor/ Program	
Minimum Education		not required	6 units ECE, MUST be enrolled 2 units ECE/semester until complete 12 core units			12 units ECE			24 units ECE + 16 General Education+ 15 hours health & safety			Same as Teacher + 6 units hours health & safety	
Other Qualifications		0-5 units	6 units	7-11 units	BA+ 6 units	12 units	24 units	BA + 12 units	24 ECE + 16 GE	Supv permit no AA/or AA/BA with tchr/MT permit	BA +12+	AA	AA+ 24 units
Years of Experience	STEPS												
Credit for entry level - up to 5 years experience in other related ECE program (see below)	1	\$8.52	\$10.37	\$11.41	\$14.44	\$13.48	\$14.15	\$14.85	\$14.44	\$15.90	\$17.33	\$17.33	\$17.77
	2	\$8.72	\$10.64	\$11.69	\$14.81	\$13.81	\$14.49	\$15.22	\$14.81	\$16.30	\$17.76	\$17.77	\$18.22
	3	\$8.72	\$10.64	\$11.69	\$14.81	\$13.81	\$14.49	\$15.22	\$14.81	\$16.30	\$17.76	\$17.77	\$18.22
	4	\$8.95	\$10.90	\$11.99	\$15.18	\$14.16	\$14.86	\$15.60	\$15.18	\$16.70	\$18.22	\$18.22	\$18.67
	5	\$8.95	\$10.90	\$11.99	\$15.18	\$14.16	\$14.86	\$15.60	\$15.18	\$16.70	\$18.22	\$18.22	\$18.67
	6	\$8.95	\$10.90	\$11.99	\$15.18	\$14.16	\$14.86	\$15.60	\$15.18	\$16.70	\$18.22	\$18.22	\$18.67
	7	\$9.17	\$11.18	\$12.29	\$15.55	\$14.50	\$15.23	\$15.99	\$15.55	\$17.12	\$18.67	\$18.67	\$19.15
	8	\$9.17	\$11.18	\$12.29	\$15.55	\$14.50	\$15.23	\$15.99	\$15.55	\$17.12	\$18.67	\$18.67	\$19.15
	9	\$9.17	\$11.18	\$12.29	\$15.55	\$14.50	\$15.23	\$15.99	\$15.55	\$17.12	\$18.67	\$18.67	\$19.15
	10	\$9.17	\$11.18	\$12.29	\$15.55	\$14.50	\$15.23	\$15.99	\$15.55	\$17.12	\$18.67	\$18.67	\$19.15
	11-15 yrs	\$9.26	\$11.29	\$12.41	\$15.71	\$14.65	\$15.38	\$16.15	\$15.71	\$17.29	\$18.86	\$18.86	\$19.33
	16-20 yrs	\$9.35	\$11.39	\$12.54	\$15.87	\$14.80	\$15.53	\$16.31	\$15.87	\$17.47	\$19.05	\$19.04	\$19.52
21+	\$9.45	\$11.51	\$12.66	\$16.02	\$14.94	\$15.68	\$16.48	\$16.02	\$17.64	\$19.24	\$19.24	\$19.72	
NOTES:													
ECE must include core units as identified in Child Development Permit Matrix.													
All positions must maintain permit and meet all permit requirements, including professional growth.													
STARTING SALARY CONSIDERATIONS													
Related ECE programs include Head Start, State Subsidized, other programs serving low income children/families. (must have verification)													
1 yr of Head Start/State Funded = 2 years private/general ECE up to 5 years entering													
limited/no salary increases for employees with 6 units, NOT enrolled in ECE classes [or COLA only NO steps]													
BA degree in related area; must possess applicable permit before hire													
* other qualifications may apply to possess and maintain the Child Development Permit (e.g., continuing education requirements, experience requirements)													
NOTE: 2009-2010 SALARY SCALE includes one time only COLA of 1.84%.													

**BERKELEY-ALBANY YMCA EARLY CHILDHOOD SERVICES
SALARY SCALE 2009-2010**

	Level	13
Job Classification		
Development Permit*		n Director
Minimum Education		admin + 15
Other Qualifications		BA/BA+
Years of Experience	STEPS	
Credit for entry level - up to 5 years experience in other related ECE program (see below)	1	\$18.02
	2	\$18.47
	3	\$18.47
	4	\$18.93
	5	\$18.93
	6	\$18.93
	7	\$19.40
	8	\$19.40
	9	\$19.40
	10	\$19.40
	11-15 yrs	\$19.59
	16-20 yrs	\$19.80
	21+	\$19.99
NOTES:		
ECE must include core units as i		
All positions must maintain perm		
STARTING SALARY CONSIDER		
Related ECE programs include t		
1 yr of Head Start/State Funded		
limited/no salary increases for er		
BA degree in related area; must		
* other qualifications may apply t		
NOTE: 2009-2010		

Berkeley-Albany YMCA 2009-2010 SALARY SCALE

CLERICAL STAFF

LEVELS

STEPS	Program Assistant 1					Program Assistant 2					Program Assistant 3				
Qualifications/ Job Scope	High School grad/equivalent; One year professional experience/75% or more reception and 25% or less clerical support/data entry					1-2 years of college, 2-4 years professional experience/50% or more clerical support/data entry and 50% or less reception					Completion of AA or equivalent (60 units college), 5+ years professional experience/75% or more clerical support/data entry and 25% or less reception				
	BASE 08-09	3.16%	total	1.84%	Grand Total	BASE 08-09	3.16%	total	1.84%	Grand Total	BASE 08-09	3.16%	total	1.84%	Grand Total
1	\$ 11.38	\$ 0.36	\$ 11.74	\$ 0.21	\$ 11.95	\$ 12.55	\$ 0.40	\$ 12.95	\$ 0.23	\$ 13.18	\$ 13.81	\$ 0.44	\$ 14.25	\$ 0.25	\$ 14.50
2	\$ 11.66	\$ 0.37	\$ 12.03	\$ 0.21	\$ 12.24	\$ 12.86	\$ 0.41	\$ 13.27	\$ 0.24	\$ 13.51	\$ 14.15	\$ 0.45	\$ 14.60	\$ 0.26	\$ 14.86
3	\$ 11.66	\$ 0.37	\$ 12.03	\$ 0.21	\$ 12.24	\$ 12.86	\$ 0.41	\$ 13.27	\$ 0.24	\$ 13.51	\$ 14.15	\$ 0.45	\$ 14.60	\$ 0.26	\$ 14.86
4	\$ 11.95	\$ 0.38	\$ 12.33	\$ 0.22	\$ 12.55	\$ 13.18	\$ 0.42	\$ 13.60	\$ 0.24	\$ 13.84	\$ 14.50	\$ 0.46	\$ 14.96	\$ 0.27	\$ 15.23
5	\$ 11.95	\$ 0.38	\$ 12.33	\$ 0.22	\$ 12.55	\$ 13.18	\$ 0.42	\$ 13.60	\$ 0.24	\$ 13.84	\$ 14.50	\$ 0.46	\$ 14.96	\$ 0.27	\$ 15.23
6	\$ 11.95	\$ 0.38	\$ 12.33	\$ 0.22	\$ 12.55	\$ 13.18	\$ 0.42	\$ 13.60	\$ 0.24	\$ 13.84	\$ 14.50	\$ 0.46	\$ 14.96	\$ 0.27	\$ 15.23
7	\$ 12.25	\$ 0.39	\$ 12.64	\$ 0.23	\$ 12.87	\$ 13.51	\$ 0.43	\$ 13.94	\$ 0.25	\$ 14.19	\$ 14.86	\$ 0.47	\$ 15.33	\$ 0.27	\$ 15.60
8	\$ 12.25	\$ 0.39	\$ 12.64	\$ 0.23	\$ 12.87	\$ 13.51	\$ 0.43	\$ 13.94	\$ 0.25	\$ 14.19	\$ 14.86	\$ 0.47	\$ 15.33	\$ 0.27	\$ 15.60
9	\$ 12.25	\$ 0.39	\$ 12.64	\$ 0.23	\$ 12.87	\$ 13.51	\$ 0.43	\$ 13.94	\$ 0.25	\$ 14.19	\$ 14.86	\$ 0.47	\$ 15.33	\$ 0.27	\$ 15.60
10	\$ 12.25	\$ 0.39	\$ 12.64	\$ 0.23	\$ 12.87	\$ 13.51	\$ 0.43	\$ 13.94	\$ 0.25	\$ 14.19	\$ 14.86	\$ 0.47	\$ 15.33	\$ 0.27	\$ 15.60
11-15 yrs	\$ 12.37	\$ 0.39	\$ 12.76	\$ 0.23	\$ 12.99	\$ 13.65	\$ 0.43	\$ 14.08	\$ 0.25	\$ 14.33	\$ 15.02	\$ 0.47	\$ 15.49	\$ 0.28	\$ 15.77
16-20 yrs	\$ 12.50	\$ 0.40	\$ 12.90	\$ 0.23	\$ 13.13	\$ 13.78	\$ 0.44	\$ 14.22	\$ 0.25	\$ 14.47	\$ 15.16	\$ 0.48	\$ 15.64	\$ 0.28	\$ 15.92
21+	\$ 12.62	\$ 0.40	\$ 13.02	\$ 0.23	\$ 13.25	\$ 13.92	\$ 0.44	\$ 14.36	\$ 0.26	\$ 14.62	\$ 15.31	\$ 0.48	\$ 15.79	\$ 0.28	\$ 16.07

FAMILY ADVOCATES

	BA+				
STEPS	BASE 08-09	3.16%	total	1.84%	Grand Total
1	\$ 17.16	\$ 0.54	\$ 17.70	\$ 0.32	\$ 18.02
2	\$ 17.59	\$ 0.56	\$ 18.15	\$ 0.32	\$ 18.47
3	\$ 17.59	\$ 0.56	\$ 18.15	\$ 0.32	\$ 18.47
4	\$ 18.03	\$ 0.57	\$ 18.60	\$ 0.33	\$ 18.93
5	\$ 18.03	\$ 0.57	\$ 18.60	\$ 0.33	\$ 18.93
6	\$ 18.03	\$ 0.57	\$ 18.60	\$ 0.33	\$ 18.93
7	\$ 18.48	\$ 0.58	\$ 19.06	\$ 0.34	\$ 19.40
8	\$ 18.48	\$ 0.58	\$ 19.06	\$ 0.34	\$ 19.40
9	\$ 18.48	\$ 0.58	\$ 19.06	\$ 0.34	\$ 19.40
10	\$ 18.48	\$ 0.58	\$ 19.06	\$ 0.34	\$ 19.40
11-15 yrs	\$ 18.66	\$ 0.59	\$ 19.25	\$ 0.34	\$ 19.59
16-20 yrs	\$ 18.85	\$ 0.60	\$ 19.45	\$ 0.35	\$ 19.80
21+	\$ 19.04	\$ 0.60	\$ 19.64	\$ 0.35	\$ 19.99

SPECIALISTS (includes ERSEA Specialist, Contract Compliance Specialist, etc)

(see specific job description for qualifications)

STEPS	BASE 08-09	3.16%	total	1.84%	Grand Total
1	\$ 19.25	\$ 0.61	\$ 19.86	\$ 0.35	\$ 20.21
2	\$ 19.45	\$ 0.61	\$ 20.06	\$ 0.36	\$ 20.42
3	\$ 19.45	\$ 0.61	\$ 20.06	\$ 0.36	\$ 20.42
4	\$ 20.03	\$ 0.63	\$ 20.66	\$ 0.37	\$ 21.03
5	\$ 20.03	\$ 0.63	\$ 20.66	\$ 0.37	\$ 21.03
6	\$ 20.63	\$ 0.65	\$ 21.28	\$ 0.38	\$ 21.66
7	\$ 20.63	\$ 0.65	\$ 21.28	\$ 0.38	\$ 21.66
8	\$ 20.63	\$ 0.65	\$ 21.28	\$ 0.38	\$ 21.66
9	\$ 21.25	\$ 0.67	\$ 21.92	\$ 0.39	\$ 22.31
10	\$ 21.25	\$ 0.67	\$ 21.92	\$ 0.39	\$ 22.31
11-15 yrs	\$ 21.25	\$ 0.67	\$ 21.92	\$ 0.39	\$ 22.31
16-20 yrs	\$ 21.25	\$ 0.67	\$ 21.92	\$ 0.39	\$ 22.31
21+	\$ 21.89	\$ 0.69	\$ 22.58	\$ 0.40	\$ 22.98

**Berkeley-Albany YMCA
2009-2010 SALARY SCALE**

**Berkeley-Albany YMCA Early Childhood Services
Annual Budget (using 2009-2010 information)**

Revenues				
	• Tuition			
1	12 infants			
	6 full fee @ \$1485	\$ 106,920		
	6 subsidized/low income			
2	32 toddlers			
	16 full fee @ \$1350	\$ 259,200		
	16 subsidized/low income			
3	64 preschool			
	40 full fee @ \$1080	\$ 518,400		
	26 subsidized/low income			
			\$ 884,520	
	• Other fees			
	• Grants and fund raising			
	Early Head Start/Head Start funding	\$ 347,999		
	California Department of Education Funding	\$ 359,778		
	Child Care Food Program	\$ 53,916		
			\$ 761,693	
	• Other program revenues			
	• General support, if any, to be provided by the proposer's agency			
	• Support requested, if any, from the City of Emeryville			
	TOTAL REVENUES			\$ 1,646,213
Expenses				
A. Salaries		#	Hourly Rate	Annual Rate
1	Executive Director	0.05		\$ 6,335
2	Associate Director	0.05		\$ 4,056
3	Center Director	1		\$ 48,668
4	Family Advocate	2	\$ 18.93	\$ 78,749
5	Program Assistants	1.75	\$ 14.86	\$ 54,090
6	Head Teachers	7	\$ 18.67	\$ 271,835
7	Associate Teachers	8	\$ 14.86	\$ 247,270
8	Teacher Assistants	5	\$ 11.99	\$ 124,696
9	Teacher Aides/teacher trainee/on call subs	3	\$ 8.95	\$ 55,848
		27.85	FTE	
				\$ 891,547
B. Benefits				
1	Social Sec, SUI, W/C	12.46%		\$ 111,087
2	Health/Dental/Life/LTD	6,970	employee	\$ 194,115
3	Retirement	10.0%		\$ 89,155
				\$ 394,356
C. Occupancy/Other Costs				
1	Utilities/telephone			\$ 28,200
2	Food			\$ 32,000

**Berkeley-Albany YMCA Early Childhood Services
Annual Budget (using 2009-2010 information)**

3	Liability insurance			\$ 439	
4	Instructional materials and supplies			\$ 12,000	
5	Maintenance, janitorial/misc supplies			\$ 9,035	
6	Office supplies/postage			\$ 6,000	
7	Facility, grounds and equipment maintenance			\$ 2,500	
8	Vehicle insurance, fuel, maintenance and depreciation or lease costs			n/a	
9	Custodial services			\$ 22,320	
10	Any other operating costs				
	o field trips, licensing, misc. expenses			\$ 7,090	
11	Any other costs				
	o training - professional dev/conferences etc			\$ 10,000	
	o consultants (music, science, etc)			\$ 2,500	
	o copy costs/printing/advertising			\$ 3,500	
	o mental health consultation			\$ 13,500	
	o Audit/legal services			\$ 2,500	
12	Rent to be paid to the City of Emeryville			\$ 55,000	
					\$ 206,584
				TOTAL DIRECT COSTS	\$ 1,492,487
	Indirect Costs	10.3%			\$ 153,726
				GRAND TOTAL	\$ 1,646,213

Berkeley-Albany YMCA Early Childhood Services - Emeryville CDC Transition Timeline

ACTIVITY	Year 1 (Quarters)			
	1	2	3	4
Site Development				
Complete contracts/lease negotiations with City				
Make necessary improvements/modifications				
Purchase supplies & materials needed				
Secure necessary license				
Fully operational				
Staff Recruitment and Development				
Post positions, interview, check references				
Policy Council approval of new hires				
Hire/orient/train staff				
Develop/implement individual staff training plans				
Initial/ongoing training for staff				
PITC/Creative Curriculum training				
Child/Family Recruitment/Enrollment				
Conduct parent meeting of current participants				
Conduct outreach/recruitment				
Determine eligibility for subsidized program				
Complete enrollment process/intakes				
Implement parent orientations				
Complete transition of services				

CODE:
completion of task
ongoing activity

Exhibit E

City of Emeryville & Berkeley-Albany YMCA
Staffing Comparisons

Program	Position	Education/Exp	Hourly Range
C.O.E.	Program Manager	BA + exp	\$30.29 to \$41.28
YMCA	Center Director	BA + exp	\$23.40
C.O.E.	OA I/II	High School + 6 months to 2yrs exp	\$16.71 to \$25.50
YMCA	Program Asst.	1 year certificate college or technical school	\$12.55 to \$15.23
C.O.E	Program Coordinator	2 years college +2 years exp	\$21.97 to \$27.40
YMCA	Family Advocate	BA +exp	\$18.93
C.O.E	Teacher 2	24 units ECD + 3 yrs exp	\$15.80 to \$19.21
YMCA	Head Teacher	AA degree BA by 2013 – Master Teacher or Site Supervisor permit	\$18.22 to \$18.93
C.O.E	Teacher 1	12 units ECE + 1 yrs exp	\$11.93 to \$14.49
YMCA	Associate teacher	Associate teacher permit	\$14.60 to \$15.60
YMCA	Teacher Asst.	6 units ECE	\$10.90 to \$15.18