



Item #17-4-4

Government Relations & Public Affairs Committee Consent

March 31, 2017

Employee Handbook Adoption & Delegation to CEO for Updates

Issue: Consolidation and update of personnel rules, benefits information, and legal requirements into a single Employee Handbook, and delegation of authority to CEO to implement and modify within the scope of representation.

Recommendation: That the Government Relations and Public Affairs Committee recommend that the Board approve the Employee Handbook, and authorize the CEO to modify the handbook as needed.

Discussion: SACOG last modified its Personnel Rules in 2007. Since that time, SACOG has implemented several personnel policies for legal compliance or for areas of management prerogative. Concurrent to negotiation of a new Memorandum of Understanding (MOU) with the SACOG Employees' Association (SEA) approved by the Board in February, staff has worked with outside HR and legal experts to prepare a new Employee Handbook that is more user-friendly for staff, managers, and is legally compliant.

As part of the MOU, SACOG and the SEA agreed to allow: the CEO to make all personnel appointment decisions (rather than going to the board for temporary and acting positions); review the grievance process for any potential process improvements; changing anniversary dates to be linked to date of hire, not six-month anniversary; and the CEO to implement other minor changes to the Personnel Rules without consultation of the SEA. Those areas that fall under collective bargaining protections will be negotiated with the SEA.

Approved by:

Kirk E. Trost
Interim Chief Executive Officer

KET:EJ:ts
Attachment

Key Staff: Erik Johnson, Manager of Policy & Administration, (916) 340-6247



SACRAMENTO AREA COUNCIL OF GOVERNMENTS

EMPLOYEE HANDBOOK

Draft February 10, 2017

TABLE OF CONTENTS

SECTION I: INTRODUCTION.....	4
1. <u>Welcome from the CEO</u>	<u>5</u>
2. <u>Statement of Intent</u>	<u>6</u>
3. <u>Responsibility for Administration</u>	<u>7</u>
4. <u>Equal Employment Opportunity and Harassment, Discrimination and Retaliation Prevention</u>	<u>7</u>
5. <u>Employment Eligibility Requirement</u>	<u>10</u>
6. <u>Business Ethics.....</u>	<u>10</u>
SECTION II: EMPLOYMENT PRACTICES	17
1. <u>Your Position and Pay</u>	<u>18</u>
2. <u>Classification and Salary Plans</u>	<u>19</u>
3. <u>Hiring.....</u>	<u>20</u>
4. <u>Personal Information and Personnel Records</u>	<u>23</u>
5. <u>Attendance.....</u>	<u>24</u>
6. <u>Performance Evaluation and Feedback Procedures.....</u>	<u>27</u>
7. <u>Career Development Plan</u>	<u>35</u>
8. <u>Progressive Discipline</u>	<u>38</u>
9. <u>Separation, Demotion, and Suspension.....</u>	<u>40</u>
10. <u>Grievance Procedures.....</u>	<u>42</u>
11. <u>Rules of SACOG Relating to Employees Represented by the SACOG Employee Association</u>	<u>46</u>
SECTION III: BENEFITS.....	49
1. <u>Regular Employee Benefits</u>	<u>50</u>
2. <u>Leaves of Absence.....</u>	<u>69</u>
3. <u>Temporary and Intermittent Employee Benefits.....</u>	<u>78</u>

4. Student Intern Employee Benefits..... 80

SECTION IV: RULES AND REGULATIONS.....83

1. Nepotism Policy 84

2. Alcohol and Drug-Free Workplace Policy 85

3. Illness and Injury Prevention Program..... 86

4. Personal Property 88

5. Security and Privacy..... 89

6. Smoke-Free Environment 89

7. Workplace Violence 90

8. Visitors and Solicitations..... 90

9. Requests for Information and Media Contact 91

10. Social Media 91

10. Gifts..... 94

11. Employee Attire Guidelines 95

12. Teleworking 95

13. Travel Policy 98

14. Fraud Reporting Policy..... 101

15. Whistleblower Protection..... 103

16. Technology Policy 104

17. SACOG Values 110

ACKNOWLEDGMENT OF RECEIPT OF HUMAN RESOURCES POLICY HANDBOOK..... 113

SECTION I: INTRODUCTION

1. WELCOME FROM THE CEO

Thank you for choosing to work at SACOG. Each of you plays an important role in achieving our strategic mission.

SACOG Strategic Mission:

Provide leadership and a dynamic, collaborative public forum for achieving an efficient regional transportation system, innovative and integrated regional planning, and a high quality of life within the greater Sacramento region.

SACOG VALUES

- Professional Excellence
- Innovation
- Integrity
- Leadership
- Mutual Respect, and Accountability
- Teamwork and Collaboration
- Communication
- Personal Growth

In everything you do, you represent SACOG and serve as a critical link in serving our member jurisdictions and the public. I hope you will take pride in being a member of our team and strive to uphold SACOG's values.

This handbook describes the expectations we have for each other and outlines policies and benefits. It is intended to answer many of the questions you may have about your employment at SACOG.

Please familiarize yourself with the contents of this handbook. If you have any questions, please contact your Primary Team Manager or our Human Resources staff.

Again, welcome to SACOG. I hope your tenure here will be enjoyable, challenging and rewarding.

James Corless
CEO

2. STATEMENT OF INTENT

SACOG strives to be an excellent organization internally as well as externally. From a human resources perspective, this means fair and meritorious decisions, efficient processes, opportunities for all staff to be successful, and continuous professional development for all staff. The dynamic nature of SACOG's work, combined with its small staff, requires a flexible staff and a flat organizational structure. Teams are the focal point of all SACOG's project work. Team Managers have much more authority and responsibility than in a traditional organization. The role of management in reviewing and directing project work is much different. Rather than reporting up through a hierarchical management structure, teams are organized to include all individuals who need to approve, or be reported to, for any aspects of the project.

The counties and cities represented by SACOG and their citizens have the right to expect that SACOG will employ the best qualified persons to achieve the goals adopted by the SACOG Board of Directors.

Employees will be:

- treated with consideration and respect;
- provided a safe, healthy and clean environment that is free from workplace violence, harassment and threatening or coercive behavior or bullying;
- fully informed of their duties and responsibilities;
- provided with adequate direction;
- informed as to how well they are performing their duties through regular informal feedback and formal evaluations, and will be encouraged and helped to improve their level of performance;
- recognized and rewarded for performance; and
- provided justification before dismissal.

SACOG Goals

Goal 1: Sustain the agency's emphasis on information-based decision making by providing state-of-the-art data and tools to members, partners, stakeholders and residents to help them shape the futures of their communities and the region.

Goal 2: Maximize strategic influence for the region through integrated regional transportation plans that produce unique and significant quality of life benefits for residents of the region.

Goal 3: Serve as a source of high quality information, convener, and/or advocate on a range of regional issues when the agency's involvement would provide unique, added value to promoting a sustainable future for the region.

Any changes to this handbook that are within the scope of representation (i.e., wages, benefits, hours of work, work rules and safety, evaluation procedures, disciplinary procedures, grievance procedures, layoff procedures) are subject to meeting and conferring between the CEO or his/her designee and representatives of the SACOG Employees' Association (SEA). Any such changes jointly agreed upon will be recommended to the Government Relations and Public Affairs Committee of the Board of Directors. Any employee wishing to comment upon the recommendations will have an opportunity to do so before the committee. These rules are pursuant to the terms and conditions of the Memorandum of Understanding between SACOG and SEA.

For convenience and clarity, there are sections of this handbook that are not within the scope of representation (i.e., determining mission, determining levels of service and hours of operation, equipment/technology, hiring standards, assignment of duties, individual personnel actions, deciding whether to layoff staff). SACOG may implement these changes administratively in compliance with its obligations under the Meyers-Milias Brown Act and will document any changes in revisions to this handbook that will be shared with all staff.

It is SACOG's policy always to follow all federal, state and local laws, ordinances and regulations. To the extent that there are sections of this handbook that are not adequate, the law or regulation shall prevail. SACOG may implement these changes administratively and will document any changes in revisions to this handbook that will be shared with all staff.

3. RESPONSIBILITY FOR ADMINISTRATION

The CEO has delegated responsibility for personnel matters covered by the scope of this handbook to the Manager of Policy and Administration. For convenience and transparency, specific assignments of delegation are noted in this handbook. The CEO has ultimate authority to administer all SACOG rules, policies and procedures, and may act in place of any delegated official independently without requiring changes to this handbook. The CEO may also implement changes to these delegations administratively and will document any changes in revisions to this handbook that will be shared with all staff.

4. EQUAL EMPLOYMENT OPPORTUNITY AND HARASSMENT, DISCRIMINATION AND RETALIATION PREVENTION

A. POLICY

SACOG is an equal opportunity employer. SACOG is committed to providing a work environment free of harassment, discrimination, retaliation, and disrespectful, or other unprofessional conduct based on sex (including pregnancy, childbirth, breastfeeding or related medical conditions), race, religion (including religious dress and grooming practices), color, gender (including gender identity and gender expression), national origin (including language use restrictions and possession of a driver's license), ancestry, physical or mental disability, medical condition, genetic information, marital status, registered domestic partner status, age, sexual orientation, military and veteran status, or any other basis protected by federal, state or local law or ordinance or regulation. It also prohibits discrimination, harassment, disrespectful or unprofessional conduct based on the perception that anyone has any of those characteristics, or is associated with a person who has or is perceived as having any of those characteristics. In addition, SACOG prohibits retaliation against individuals who raise complaints of discrimination or harassment or who participate in workplace investigations. All such conduct violates SACOG policy.

B. COMMITMENT TO DIVERSITY

SACOG values diversity and believes that a range of backgrounds brings a variety of ideas, perspectives and experiences that contribute to an innovative and collaborative environment in which talents are fully utilized, uniqueness is valued, and SACOG's objectives are met. SACOG is committed to building a culturally diverse workplace. Women, minorities, individuals with disabilities, members of the LGBTQ community, and veterans are encouraged to apply.

C. HARASSMENT PREVENTION

SACOG's policy prohibiting harassment applies to all persons involved in the operation of SACOG. SACOG prohibits harassment, disrespectful or unprofessional conduct by any employee of SACOG, including supervisors, managers and co-workers. SACOG's anti-harassment policy also applies to vendors, customers, independent contractors, interns, volunteers, persons providing services pursuant to a contract, and other persons with whom you come into contact while working.

Prohibited harassment, disrespectful or unprofessional conduct includes, but is not limited to, the following behavior:

- Verbal conduct such as epithets, derogatory jokes or comments, slurs or unwanted sexual advances, invitations, comments, posts or messages;
- Visual displays such as derogatory and/or sexually-oriented posters, photography, cartoons, drawings or gestures;
- Physical conduct including assault, unwanted touching, intentionally blocking normal movement or interfering with work because of sex, race or any other protected basis;
- Threats and demands to submit to sexual requests or sexual advances as a condition of continued employment, or to avoid some other loss, and offers of employment benefits in return for sexual favors;
- Retaliation for reporting or threatening to report harassment; and
- Communication via electronic media of any type that includes any conduct that is prohibited by state and/or federal law or by SACOG policy.

Sexual harassment does not need to be motivated by sexual desire to be unlawful or to violate this policy. For example, hostile acts toward an employee because of his/her gender can amount to sexual harassment, regardless of whether the treatment is motivated by sexual desire.

Prohibited harassment is not just sexual harassment, but harassment based on any protected category.

D. NON-DISCRIMINATION

SACOG is committed to compliance with all applicable laws providing equal employment opportunities. This commitment applies to all persons involved in SACOG operations. SACOG prohibits unlawful discrimination against any job applicant, employee or unpaid intern by any employee of SACOG, including supervisors and coworkers.

Pay discrimination between employees of the opposite sex performing substantially similar work, as defined by the California Fair Pay Act and federal law, is prohibited. Pay differentials may be valid in certain situations defined by law. Employees will not be retaliated against for inquiring about or discussing wages.

E. ANTI-RETALIATION

SACOG will not retaliate against you for filing a complaint or participating in any workplace investigation and will not tolerate or permit retaliation by management, employees or co-workers.

F. REASONABLE ACCOMMODATION

Discrimination can also include failing to reasonably accommodate religious practices or qualified individuals with disabilities where the accommodation does not pose an undue hardship.

To comply with applicable laws ensuring equal employment opportunities to qualified individuals with a disability, SACOG will make reasonable accommodations for the known physical or mental limitations of an otherwise qualified individual with a disability who is an applicant or an employee unless undue hardship would result.

Any job applicant or employee who requires an accommodation to perform the essential functions of the job should contact the Manager of Policy and Administration and discuss the need for an accommodation. SACOG will engage in an interactive process with the employee to identify possible accommodations, if any, that will help the applicant or employee perform the job. An applicant, employee or intern who requires an accommodation of a religious belief or practice (including religious dress and grooming practices, such as religious clothing or hairstyles) should also contact the Manager of Policy and Administration and discuss the need for an accommodation. If the accommodation is reasonable and will not impose an undue hardship, SACOG will make the accommodation.

SACOG will not retaliate against you for requesting a reasonable accommodation and will not knowingly tolerate or permit retaliation by management, employees or co-workers.

G. COMPLAINT PROCESS

If you believe that you have been the subject of harassment, discrimination, retaliation or other prohibited conduct, bring your complaint to the Manager of Policy and Administration, General Counsel, or Chief Executive Officer as soon as possible after the incident. You may bring your complaint to any of these individuals. If you need assistance with your complaint, or if you prefer to make a complaint in person, contact one of these individuals. Please provide all known details of the incident or incidents, names of individuals involved and names of any witnesses. It would be best to communicate your complaint in writing, but this is not required.

SACOG encourages all individuals to report any incidents of harassment, discrimination, retaliation or other prohibited conduct forbidden by this policy immediately so that complaints can be quickly and fairly resolved.

You also should be aware that the Federal Equal Employment Opportunity Commission and the California Department of Fair Employment and Housing investigate and prosecute complaints of prohibited harassment, discrimination and retaliation in employment. If you think you have been harassed or discriminated against or that you have been retaliated against for resisting, complaining or participating in an investigation, you may file a complaint with the appropriate agency. The nearest office can be found by visiting the agency websites at www.dfeh.ca.gov and www.eeoc.gov.

Team Managers must refer all complaints involving harassment, discrimination, retaliation or other prohibited conduct to the Manager of Policy and Administration so that SACOG can try to resolve the complaint.

When SACOG receives allegations of misconduct, it will immediately undertake a fair, timely, thorough and objective investigation of the allegations in accordance with all legal requirements. SACOG will reach reasonable conclusions based on the evidence collected.

SACOG will maintain confidentiality to the extent possible. However, SACOG cannot promise complete confidentiality. The employer's duty to investigate and take corrective action may require the disclosure of information to individuals with a need to know.

Complaints will be:

- Responded to in a timely manner
- Kept confidential to the extent possible

- Investigated impartially by qualified personnel in a timely manner
- Documented and tracked for reasonable progress
- Given appropriate options for remedial action and resolution
- Closed in a timely manner

If SACOG determines that harassment, discrimination, retaliation or other prohibited conduct has occurred, appropriate and effective corrective and remedial action will be taken in accordance with the circumstances involved. SACOG also will take appropriate action to deter future misconduct.

Any employee determined by SACOG to be responsible for harassment, discrimination, retaliation or other prohibited conduct will be subject to appropriate disciplinary action, up to, and including termination. Employees should also know that if they engage in unlawful harassment, they can be held personally liable for the misconduct.

5. EMPLOYMENT ELIGIBILITY REQUIREMENT

In accordance with The Immigration and Control Act of 1986, SACOG hires only those individuals who are lawfully authorized to work in the United States.

Each new and rehired employee must provide original and current documentation to SACOG to establish employment eligibility and identification. A completed Employment Eligibility Verification Form I-9 must be furnished to SACOG within seventy-two (72) hours of date of hire. Providing false documentation or making false statements on the verification form will be grounds for immediate termination.

6. BUSINESS ETHICS

A. PERSONAL CONDUCT

You are required always to conduct yourself in such a manner as to avoid bringing discredit to SACOG or otherwise interfere in the normal and routine operations of SACOG.

You are expected to conduct your personal financial affairs in such a manner that creditors and collectors will not have to make use of SACOG offices or employee time for collecting legal debts. Repeated garnishments (not including wage assignments for child or spousal support) by more than one creditor, or repeated contact by your creditors which takes substantial time of SACOG employees and thereby imposes a cost upon SACOG will be grounds for disciplinary action, up to and including termination.

If you drive any motor vehicle not owned by SACOG on SACOG business, you must have a valid California driver's license and have at least the minimum insurance as required by the State of California.

If you are required to have a valid driver's license to perform essential job functions and your driver's license is suspended, restricted or revoked, you must immediately notify the Manager of Policy and Administration. In addition, if you have been cited and/or arrested for driving under the influence, you must immediately notify the Manager of Policy and Administration of such arrest and/or citation, as well as any restriction of your driving privileges. If you have been cited, arrested and/or convicted for violation of any California Vehicle or Penal Code section for operating a motor vehicle while under the influence of alcohol and/or drugs, you will not be covered by SACOG's Liability Insurance provider until such citation has been dismissed or adjudicated and any revocation, suspension or other conditions imposed by the Department of Motor Vehicles and/or the Court have been

satisfied.

1. **VIOLATION** Any violation of this section will result in the CEO or his/her designee notifying the affected employee of the progressive disciplinary action, up to and including termination, pursuant to the Progressive Discipline procedure contained in these rules that will be taken against the employee for engaging in prohibited activities.
2. **APPEAL PROCEDURE** Any employee dissatisfied with the ruling of the CEO or his/her designee or the imposition of disciplinary action under this section may utilize the Grievance Procedure contained in these Rules.

B. INCOMPATIBLE ACTIVITIES

It is the policy of SACOG to conduct business in accordance with the letter and the spirit of the law and in conformity with high ethical standards.

Accordingly, employees must not take any action on behalf of SACOG that violates any law or regulation. Employees must adhere to high moral and ethical standards in the conduct of business. Employees may not engage in activity that results in a conflict of interest with SACOG or that reflects unfavorably on its integrity. Employees violating these standards are subject to disciplinary action, up to and including termination.

In carrying out your responsibilities, you are expected to adhere to the following principles of conduct:

- You will demonstrate scrupulous honesty and ethical behavior in, business operations and management practices, avoiding any conduct or action that would create the appearance of violating legal or ethical standards.
- You will exercise your discretion in business decisions and dealings with co-workers, vendors, consultants and others in a fair, objective and truthful manner.
- You will avoid any situation, interest or conduct that conflicts — or appears to conflict — with impartial performance of your work responsibilities. This requirement extends to, but is not limited to the following: 1) the solicitation of or entering into any contract where there the employee may have a financial interest or be the recipient of any financial benefit per Government Code Sections 1090 et seq.; and 2) the acceptance of gifts that exceed standard business practice from vendors, suppliers and others with whom SACOG has business relationships or is in violation of the Political Reform Act.
- You will maintain and respect the confidentiality of information about SACOG employees and SACOG.
- You will exhibit mutual respect in your interactions with co-workers, customers and others through civil, courteous and business-like behavior.
- You will respect others and participate in maintaining a workplace free of unlawful or inappropriate conduct, including discrimination or harassment of any kind.

In situations and on issues involving ethical or moral judgments, employees may sometimes have difficulty determining the correct course of action. In such situations, employees are urged to discuss the matter with the CEO or designee.

Certain employees are subject to SACOG's Conflict of Interest Code disclosure requirements (see below). The following are guidelines for ethical conduct that SACOG employees are expected to practice. California law (Gov. Code § 1125 et seq.) establishes the basis for SACOG policy and philosophy pertaining to conflict-of-interest activities.

C. CONFLICT-OF-INTEREST ACTIVITIES

While employed by SACOG, employees are expected to devote their energies to their jobs with SACOG. Employees are expected to adhere to high ethical standards and avoid situations that create an actual or potential conflict between the employee's personal interests and the interests of SACOG. A conflict of interest exists when the employee's loyalties or actions are divided between SACOG's interests and those of another, such as a political figure, vendor/supplier, or non-profit organization SACOG does business with. Both the fact and the appearance of a conflict of interest should be avoided. Regular full-time employees may not hold an outside salaried or fee based job without approval from the Manager of Policy and Administration. The Manager of Policy and Administration may provide written approval of the outside employment, either upon hire by SACOG or when an employee requests additional employment so long as the outside job will not interfere with the employee providing satisfactory performance of his/her job responsibilities for SACOG. Outside employment will present a conflict of interest and be prohibited if it has an actual or potential adverse impact on SACOG. An employee's outside employment, activity, or enterprise may be prohibited if it:

- involves the use of SACOG time, facilities, equipment and supplies, or the prestige or influence of SACOG for private gain or advantage;
- involves receipt or acceptance of any money or other consideration from anyone other than SACOG for the performance of an act which the employee would be required or expected to render in the regular course or hours of his/her employment by SACOG;
- involves the performance of an act in other than his/her capacity as a SACOG employee which act may later be subject directly or indirectly to the control, inspection, review, audit, or enforcement of any other SACOG employee, or committee, or the Board of Directors; or
- conflicts with the employee's work schedule, duties, and responsibilities at SACOG; creates a conflict of interest or is incompatible with the employee's position with SACOG; impairs or has a detrimental effect on the employee's work performance with SACOG; requires the employee to conduct work or related activities on SACOG property during the employee's working hours or using SACOG facilities and/or equipment; or directly or indirectly competes with the business or the interests of SACOG.

Employees who wish to engage in additional employment that may create a real or apparent conflict of interest must submit a written request to the Manager of Policy and Administration explaining the details of the additional employment. If the additional employment is authorized, SACOG assumes no responsibility for it. SACOG shall not provide workers' compensation coverage or any other benefit for injuries occurring from or arising out of additional employment. Authorization to engage in additional employment can be revoked at any time.

PERMISSIBLE OUTSIDE EMPLOYMENT

It is not the intent of SACOG to prevent the employment by outside employers of any SACOG employee, to do work either related to or unrelated to and compatible with their regular employment providing such work is not performed during the employee's normal work schedule unless paid time off or compensatory time is being used and provided the person to be employed has the prior approval of the Manager of Policy and Administration.

1. SACOG funds and property may not be used for any unlawful purpose. This prohibition includes, but is not limited to: (a) unlawful political contributions, (b) payments to governmental officials or employees, (c) illegal rebates or refunds, and (d) payments or commitments made with the understanding or under circumstances that would indicate that these payments are kickbacks, bribes, or to obtain influence.

2. No unrecorded fund shall be established or maintained for any purpose.
3. All financial transactions shall be promptly recorded on the books of SACOG. No false or misleading entry shall be made for any reason. All substantive commitments and agreements must be documented, properly authorized and disclosed to the Board of Directors.
4. Employees shall not make commitments or agreements beyond what is authorized by the Board of Directors. This authorization may be in the budget document or by explicit policy or resolution, or minute order.
5. No payments shall be made with the understanding that any part is to be used for any purpose other than that described by the records supporting the payment.
6. The highest standards of honorable and ethical conduct must be observed in all relationships with other agencies and the public. It is prohibited to make disparaging statements, take any other unfair actions, or participate in any activity intended to damage SACOG, other agencies or the public.
7. If an employee is asked by another employee or Board Member to (a) perform any act that appears unlawful, (b) make any unlawful entry on SACOG's records or reports, (c) omit any entry that should lawfully be made, (d) suppress or hide any information that may result in detriment to SACOG or be in violation of the law, or (e) disclose information of a confidential nature except when legitimately required, it is that employee's duty and responsibility to bring the matter to the attention of the Manager of Policy and Administration, General Counsel, and/or the CEO. An employee who files a grievance of this nature will not be retaliated against.
8. SACOG letterhead/stationery may be used only for SACOG matters and not for personal or non-official correspondence.
9. Employees are expected to treat each other with courtesy, honesty, respect and understanding. Job-related problems should be discussed openly and differences resolved fairly, professionally and promptly. Confidential matters pertaining to employees will be respected.
10. Employees are expected to be polite, courteous, prompt and attentive to every person who calls or visits SACOG's offices and to each other. When a situation arises where the employee does not feel comfortable or capable of handling an issue from the public, the employee's Primary Team Manager or Manager of Policy and Administration should be contacted for assistance.
11. Employees shall not release personal or other confidential or sensitive information about customers, co-workers, SACOG or other parties to individuals who have no business reason for access to the information.
12. Employees shall not take any action or engage in any conduct that violates the law and/or regulations governing conduct of SACOG's business, regardless of reason, justification or dollar value.
13. Employees shall not take any action on a matter in which you or a member of your family or personal household has a personal interest or in circumstances under which their impartiality may be questioned. This prohibition also applies in situations involving business organizations in which you or a member of your family or household serves as an officer, director, trustee, general partner or employee.
14. Employees shall not misuse their positions for personal or another's private gain.
15. Employees shall not accept a personal gift, gratuity or service from vendors or individuals with business interests with SACOG without prior discussion with management to ensure no conflict of interest or ethical violation would exist. (See policy regarding Gifts below.)

16. Employees shall not obtain, use or divert any SACOG property for personal use or benefit; nor shall they remove from the premises, alter or destroy any SACOG property without prior approval from management.
17. Employees shall not knowingly report information of material importance to SACOG inaccurately or dishonestly, including attendance reports, applications for employment and benefits, etc.
18. Employees shall not fail to report any action, conduct or situation that they reasonably believe may represent a violation of SACOG's legal and ethical obligations.
19. Employees shall not engage in any other conduct that would be viewed by a reasonable, prudent individual as representing a breach of these principles and standards or other accepted standards of business conduct.

Employees are permitted to accept standard business gifts of limited or minimal intrinsic value, such as lunches, refreshments or other items, provided acceptance of such gifts does not create a conflict of interest or violate provisions of this policy. Employees required to file under the Conflict of Interest Code below are subject to certain limitations. For the most recent limits, visit www.fppc.ca.gov. If an employee receives a gift that cannot be accepted, they may return the gift or pay its market value. If the gift is perishable or not practical to return, the gift, with approval by the Manager of Policy and Administration, may be shared in the office or given to a charity.

If an employee believes he/she may be in a potential conflict of interest situation with respect to a pending business decision, he/she should discuss the situation with the Manager of Policy and Administration. When so advised, the employee shall remove himself/herself from the decision process.

Employees may report a potential violation of legal requirements or provisions of SACOG's ethics standards to the Manager of Policy and Administration, General Counsel, and/or CEO.

Employees found to have engaged in conduct in violation of this policy will be subject to disciplinary action, up to and including termination. The severity of the corrective action will be based on the facts determined during the investigation and the circumstances of the offense. Conduct involving theft, fraud, embezzlement or other unlawful activity is subject to immediate termination, without regard to the dollar amount involved. Further, it is the practice of SACOG to pursue prosecution of employees found to have engaged in unlawful activities to the fullest extent permitted by law, except in situations in which there are compelling mitigating circumstances.

It would be virtually impossible to cite examples of every type of activity that might give rise to a question of unethical conduct. Therefore, it is important that employees rely on good judgment in the performance of their duties and responsibilities. When those situations occur where the proper course of action is unclear, employees are to request advice and counsel from the Manager of Policy and Administration, or General Counsel. The reputation and good name of SACOG depends upon the honesty and integrity of each employee.

D. CONFLICT OF INTEREST CODE

The Political Reform Act (Gov. Code §8100, et seq.) requires state and local government agencies to adopt and promulgate conflict of interest codes.

Fair Political Practices Commission regulations (2 Cal. Code of Regs., §18730) and the table below designating officials and employees and establishing disclosure categories, shall constitute the Conflict of Interest Code of the Sacramento Area Council of Governments (SACOG).

Designated employees shall file Statements of Economic Interest with SACOG. Statements of Economic Interest and relevant information on requirements is available at www.fppc.ca.gov. Upon receipt of the Statements of

SACOG’s directors, their alternates, and the Executive Director, SACOG shall make and retain a copy and forward the original of those Statements to the Fair Political Practices Commission.

Classification	Disclosure Categories
Chief Executive Officer	1, 2, 4
Chief Operating Officer/General Counsel	1, 2, 4
Analyst II - Land Use Planning	1, 2, 4
Analyst II - Transportation Planning	1, 2, 4
Associate Analyst - Land Use Planning Associate	1, 2, 4
Analyst - Management Services	1
Associate Analyst - Public Information & Legislative Analysis	3, 4
Associate Analyst - Transportation Planning	1, 2, 4
Data Services Manager	1, 4
Director of External Affairs and Member Services	1, 4
Director of Research and Analysis	1, 4
Director of Transportation Services	1, 2, 4
Finance Manager	1
Information Technology (IT) Administrator	3
Manager of ITS and 511 Programs	1
Manager of Policy and Administration	1
Planning Manager	1, 2, 4
Principal Program Expert	1, 2, 4
Senior Analyst – Land Use Planning	1, 2, 4
Senior Analyst – Public Information & Legislative Analysis	1, 2, 4
Senior Analyst – Transportation	1, 2, 4
Consultants/New Positions	*

* Consultants/new positions shall be included in the list of designated positions and shall disclose pursuant to the broadest disclosure category in the code, subject to the following limitation:

DISCLOSURE CATEGORIES

The disclosure categories listed below identify the types of investments, business entities, sources of income, or real property, which the designated employee must disclose for each disclosure category to which he or she is assigned.

CATEGORY 1: All investments, business positions in business entities, and sources of income, including gifts, loans, and travel payments, from, business entities of the type that contract with, or provide services, goods, machinery, equipment, or services utilized by SACOG.

CATEGORY 2: All interests in real property which is located in whole or in part within or not more than two (2) miles outside the jurisdiction of SACOG.

CATEGORY 3: All investments, business positions in business entities, and sources of income, including gifts, loans, and travel payments, from, business entities of the type that contract with, or provide services, goods, machinery, equipment, or services purchased or leased by the designated position’s division or unit.

CATEGORY 4: All investments, business positions in business entities, and sources of income, including gifts, loans, and travel payments, from entities (including non-profit entities) of the type to receive grants from or through SACOG.

The Chief Executive Officer may determine in writing that a particular consultant/new position, although a "designated position," is hired to perform a range of duties that is limited in scope and thus is not required to comply fully with the disclosure requirements described in this section. Such determination shall include a description of the consultant's/new position's duties and, based upon that description, a statement of the extent of disclosure requirements. The Chief Executive Officer's determination is a public record and shall be retained for public inspection in the same manner and location as this conflict of interest code (Gov. Code, § 81008).

SERIOUS MISCONDUCT

Serious misconduct will not be tolerated by SACOG. If you commit serious violations, you may be subject to immediate suspension or termination. Serious misconduct includes, but is not necessarily limited to:

- Using intoxicants to the extent it interferes with your ability to perform your duties, including alcohol, narcotics, hallucinatory drugs or unprescribed stimulating or depressing drugs, or being under the influence thereof while on duty. If you are reasonably suspected of being under the influence of any of the above, you will be immediately required to undergo medical evaluation which may include a drug/alcohol screening test.
- Insubordination or refusal to take direction from managers and supervisors making appropriate and reasonable requests for action or behavior, including refusal to perform assigned tasks for any reason other than personal safety.
- Theft or misappropriation of any property of SACOG or of its employees.
- Careless, negligent or intentional mishandling of any SACOG property, vehicles, materials or equipment.
- Careless, negligent, abusive or other actions that endanger or threaten to endanger yourself, other employees or the public.
- Falsifying work records or the practice of fraud of any type.
- Misuse of sick leave.
- Leaving the job during duty hours without approval of the Primary Team Manager.
- Violation of safety rules and regulations.
- Becoming uninsurable by the standards of SACOG's vehicle insurance carrier for any reason.
- Sleeping on the job.
- Conviction of a felony in a state or federal court which pertains to an act of violence, alcohol or illegal substances, or theft which may affect your ability to perform your duties; or which involves an act of moral turpitude.
- Misrepresenting or withholding material facts in securing employment.
- Disclosing confidential information to unauthorized parties.
- Engaging in conduct that is a conflict of interest or a violation of policies included in this Handbook.
- Exhibiting abusive or grossly inappropriate conduct with co-workers.
- Harassing (sexually or otherwise), threatening, intimidating or coercing any other employee, customer or the public.
- Any other conduct or behavior seriously detrimental to SACOG's interests.

This list is intended to provide examples and is not intended to indicate all those acts that could lead to employee corrective actions.

SECTION II: EMPLOYMENT PRACTICES

1. YOUR POSITION AND PAY

A. TYPES OF POSITIONS

Employees are assigned an employment status reflecting their eligibility for benefits. In addition, all SACOG positions are classified according to their coverage under the Fair Labor Standards Act (FLSA) regarding the payment of overtime.

- If you are a regular full-time employee, you are regularly scheduled to work 40 hours per week and are eligible for most SACOG benefits, subject to the terms, conditions and limitations of each benefit program. Benefit eligibility may depend on length of continuous service. Benefit eligibility requirements may also be imposed by the plans themselves or by law.
- If you are a regular part-time employee who is regularly scheduled to work less than 40 hours per week on a continuing basis, you are eligible for pro-rated paid time off and certain other SACOG benefits, based on the eligibility requirements of each benefit program.
- Temporary, Intermittent Employees, and Interns: employees in this category are those holding jobs of limited or specified duration according to the needs of SACOG's work program. Employees in this category are eligible to participate in benefits programs according to SACOG's benefits policies for such employees.

In accordance with provisions of FLSA, your position is classified as either exempt or non-exempt

- **EXEMPT EMPLOYEES** include managers, professional staff and others who are paid a salary for performing a particular function, rather than for carrying out assigned duties during a standard workweek. Exempt employees are paid a monthly salary that is intended to compensate them for the completion of their responsibilities, and therefore are not entitled to overtime pay.
- **NON-EXEMPT EMPLOYEES** are employees in all other types of positions who are entitled to overtime pay for hours worked in compliance with applicable federal law.

If a change in position will result in a change to your exempt/non-exempt classification, the Manager of Policy and Administration will explain how this change will affect you.

B. RECORDING WORK TIME

SACOG complies with applicable federal and state laws that require records to be maintained of the hours worked by its employees. This is to ensure that accurate records are kept of the hours you work (including overtime where applicable) and of the accrued leave time that is taken and to ensure that you are paid in a timely manner. You are expected to personally report time worked and taken off in a timely, complete and accurate manner.

All employees must accurately record on a timesheet the number of hours worked daily, in quarter-hour (0.25 hour) increments. Non-exempt employees are eligible for compensatory time off. Exempt employees are not eligible for compensatory time off.

Any falsification of timekeeping records is grounds for corrective action or discipline, up to and including termination.

C. ISSUING PAYCHECKS

Paychecks are issued monthly, on the last day of each month. A regular monthly paycheck covers work performed through the completion of the previous pay period. For salaried employees, the pay period is first through last day of the current month. For hourly employees, the pay period contains the 16th through the 15th across two months (e.g. Feb. 16 – Mar. 15). When a payday falls on a SACOG-observed holiday, paychecks are issued on the preceding regularly scheduled workday.

D. AUTOMATIC PAYROLL DEPOSIT

SACOG offers automatic payroll deposit for all employees. The employee may begin and stop automatic payroll deposit at any time. To begin automatic payroll deposit, the employee must inform Accounting one pay period prior to the pay period that the service is to begin. The employee should monitor his/her payroll deposit for the first two pay periods after the service begins. A voided check showing the employee's account number must be submitted with a request for automatic payroll deposit.

To stop automatic payroll deposits, employees should inform Accounting one pay period prior to the pay period in which they wish to stop the automatic service.

E. FINAL PAYCHECK

Although it is requested that an employee give two (2) weeks' notice before resigning, if an employee provides seventy-two hours (72) notice, the employee will receive the final paycheck on the last day of work. If less than seventy-two (72) hours' notice is given, SACOG shall release the final check within seventy-two (72) hours of when notice is given.

If the employee is terminated involuntarily, a final paycheck will be provided on the day of termination.

2. CLASSIFICATION AND SALARY PLANS

A. CLASSIFICATION PLAN

The current Classification Plan is available on SharePoint and with Human Resources.

The CEO shall recommend a classification plan and any necessary modifications to the SACOG Board of Directors as needed. The classification plan shall consist of class specifications, including title, a description of duties and responsibilities and a statement of employment standards to be required of applicants for employment. The classification plan shall be developed so that all positions substantially similar with respect to duties, responsibilities and employment standards are included in the same class, and so that the same pay ranges may be made to apply fairly to all positions in the same class. Only the Board of Directors shall approve modifications to the classification plan.

Any regular employee may submit a request for a review of his/her assigned class specification to his/her Primary Team Manager, or the Manager of Policy and Administration at any time. A Career Development Plan should be developed (see section below on Career Development Plans). The request shall set forth the reasons justifying the review. Such a review shall then be made, a recommendation shall be formulated by the Primary Team Manager or

other manager, and a decision shall be made by the Manager of Policy and Administration, and the employee and appropriate team managers shall be notified of the decision.

B. SALARY PLAN

According to a schedule agreed upon through a Memorandum of Understanding (MOU) with SEA, the CEO shall review the salary plan and recommend appropriate salaries, fringe benefits and working conditions after meeting and conferring with representatives of SEA. Salary ranges shall be based upon the principle that like salaries shall be paid for comparable duties. In recommending salary ranges, the CEO shall take into consideration the generally prevailing rates for such service in cities and counties in the Sacramento region and comparable councils of governments in California. Any recommendations jointly agreed upon by the CEO and SEA will be presented to the Government Relations and Public Affairs Committee of the Board of Directors in the form of a proposed MOU. Any employee wishing to comment upon the recommendations will have an opportunity to do so before the committee. After considering the recommendations contained in the proposed MOU, and any other recommendations made by the CEO, SEA, any employee and the committee, the Board of Directors shall determine the salary ranges, fringe benefits and working conditions to apply to all positions.

3. HIRING

SACOG desires to be an employer of choice for individuals, whether in temporary or regular positions. The Manager of Policy and Administration shall fill all vacancies from among those qualified by examination, or by transfer, or by re-employment. SACOG applies the same standards to recruiting and hiring interns and temporary employees as it does to regular employees.

A. APPLICATIONS

The Manager of Policy and Administration shall publicize vacancies by appropriate means and accept applications from all qualified persons, including current SACOG employees.

B. EXAMINATIONS

As the Manager of Policy and Administration may determine, examinations may consist of any one or a combination of the following types of tests: written, oral, evaluation of training and experience, or any other form designed to test the applicant's ability to perform the duties associated with the position. In compliance with federal and state law, the Manager of Policy and Administration shall consider reasonable accommodation measures that may be necessary for the applicant to perform the essential functions of the position. An appointment to a position may be conditioned upon the applicant passing a job-related medical examination.

C. PROBATIONARY PERIOD

The probationary period is an integral part of the selection process and is utilized as an opportunity to observe the employee's work, to provide special training, to assist the employee in adjusting to the new position, and to reject any employee whose work performance, adaptation or personal conduct fails to meet required standards. During the probationary period, employment may be terminated without cause and without notice by either SACOG or the employee.

DURATION: The probationary period for new employees shall be twelve months. The probationary period for employees promoted, transferred, laterally reassigned, or demoted to a new classification shall be six months. The anniversary date of the employee shall be revised to coincide with the date of the promotion, transfer, reassignment, or demotion.

INTERRUPTION IN SERVICE: Any interruption in service longer than thirty days during an employee's probationary period shall not be counted as part of such probationary period.

PERFORMANCE EVALUATION: Probationary employees will receive a performance evaluation after six months of employment. The evaluation will include employee goals and objectives for the subsequent six months. The employee will receive a second evaluation six months later. Once probation ends, an employee will be evaluated at least annually.

EXTENSION OF PROBATIONARY PERIOD: An employee's probationary period may be extended by the Manager of Policy and Administration in such cases where such action is in the best interest of SACOG. Extensions may not exceed six months.

D. ANNIVERSARY DATE

The anniversary date for all employees shall be the first of the month nearest the employee's hire date.

All newly hired or promoted employees beginning at the minimum salary Step "A" of a given salary range shall receive a one-step salary increase at the start of the seventh full month of employment, if the employee's performance is at least satisfactory and he/she meets expectations. Subsequent one-step increases shall be granted at one-year intervals thereafter until the final step of the salary range is reached.

All newly hired or promoted employees shall receive a one-step increase in pay on the employee's one-year anniversary and each year thereafter, if the employee's performance is at least satisfactory and he/she meets expectations.

E. LATERAL TRANSFERS

Upon any vacancy occurring among the regular staff, or upon the creation of a new position, the Manager of Policy and Administration shall announce such vacancy to all regular staff members with the same class title who shall be given three working days to request, in writing, transfer to such vacant position. If the staff member possesses the necessary qualifications for the position, has the approval of the Manager of Policy and Administration, and it is determined such transfer will not cause a detrimental effect upon SACOG's work program, such transfer may be made.

F. RE-EMPLOYMENT

When it is deemed advantageous to the work program, the Manager of Policy and Administration may fill a vacancy by re-employment, if the former employee left in good standing and within the previous two years. If the employee is re-employed in the same classification he/she formerly held, the employee shall be re-employed at the step in the salary schedule he/she held at the time of resignation. The new anniversary date will be determined by taking the original anniversary date in that step and adding the number of months the employee was off the payroll. Thus, if the employee's anniversary date was March 1st, and he/she was off the payroll for two months, the anniversary date would be May 1st. No credit shall be given for unused paid time off accrued prior to

termination. The employee shall accrue paid time off at the same rate as a new employee without consideration of prior service. Eligibility for longevity pay, however, consistent with Benefits section of this Handbook, does include prior service. The anniversary date for paid time off accrual purposes shall be the date of re-employment.

G. CAREER ADVANCEMENT

All present employees, including persons holding temporary and interim positions, shall be encouraged to compete for appropriate vacancies, and SACOG shall consider their job performance and utilization of staff training and career development programs. When it is deemed advantageous to the work program, the Manager of Policy and Administration may limit an examination to existing SACOG regular employees when the following conditions are met:

- 1) There are at least three fully qualified candidates; and
- 2) Oral Board examinations are conducted.

H. ACTING APPOINTMENTS

When a vacancy occurs and it is deemed advantageous to the work program, the CEO may make an acting appointment. The employee shall be given a salary commensurate with the higher-level position.

The Manager of Policy and Administration may make a regular appointment without open competition for an employee who has worked in an acting appointment for one year, and whose performance has been satisfactory.

I. VOLUNTEERS

Unless authorized by the Manager of Policy and Administration, SACOG does not use volunteers for more than five days. Volunteers draw from a narrower candidate pool, because they must have other sources of income to meet their basic needs. This may lead to a less diverse candidate pool, which is not consistent with SACOG's recruiting standards. Additionally, volunteers are less likely to be able to make a commitment to work at SACOG for a long period due to the unpaid nature of the position.

J. INTERNS

SACOG hires interns enrolled in community college, undergraduate, or graduate university programs working towards a degree. Interns shall receive an hourly rate of pay in accordance with the adopted salary schedule, which reflects a combination of educational achievement and job experience. Participants shall submit a copy of their most recent transcript at the end of each semester to maintain eligibility in the program. Interns must maintain enrollment during the regular summer school to continue work at SACOG. Interns shall work no more than 40 hours per week. Benefits for interns are found in Section III of the Employee Handbook.

The work assigned to an intern should be viewed as an extension of the individual's educational experience, and the staff person supervising an intern should develop an internship work and learning plan. The internship should be of a fixed duration, established prior to the outset of the internship.

K. TEMPORARY EMPLOYEES

SACOG hires temporary employees to assist with the work program. These differ from limited-term appointments, in that they receive limited benefits and are at-will positions. Salaries for temporary employees shall be based on the adopted salary schedule, and shall not exceed the hourly rate of pay for regular employees with comparable qualifications or duties.

Employees cannot work in a temporary position for more than six months due to CalPERS requirements. Any employees would need to be appointed to an acting position after six months. Benefits for temporary employees are found in Section II of the Employee Handbook.

L. RETIRED ANNUITANTS

After an employee retires, he/she can work as a retired annuitant in a temporary position and continue to receive retirement benefits. CalPERS approval is not needed. However, the California Public Employees' Pension Reform Act (PEPRA) requires the following provisions:

- The annuitant is limited to working 960 hours or less within a fiscal year (July 1 to June 30).
- The annuitant is not paid any other compensation or benefits in addition to the hourly pay rate.
- The annuitant must wait 180 days after his/her retirement date before he/she can return to work for a CalPERS employer.
- The annuitant will not accrue service credit or any additional retirement rights or benefits.
- The annuitant's position must be classified as a temporary retired annuitant position (not a permanent, full-time or part-time position).
- The annuitant's salary is an hourly pay rate that is within the salary schedule for the position.

If employment does not meet all the retired annuitant requirements, it could lead to a mandatory reinstatement from retirement. The annuitant may be required to reimburse the amount of retirement allowance received while unlawfully employed.

4. PERSONAL INFORMATION AND PERSONNEL RECORDS

SACOG's personnel files are considered confidential records and are SACOG's property; access is limited to employees and those who have a legitimate business reason to see such files or pursuant to a legal process. Employees' medical information and health records will be kept in a separate confidential file in accordance with Health Insurance Portability and Accountability Act (HIPAA) regulations. No documents contained in an employees' personnel file will be released without your written consent, except pursuant to legal process.

Disclosure of personnel information to outside sources will be limited. However, SACOG will cooperate with requests from authorized law enforcement or local, state or federal agencies conducting official investigations.

No manager or employee may provide any information (either on- or off-the-record) regarding current or former employees to any non-SACOG employee, without express written authorization by the Manager of Policy and Administration. This prohibition includes letters of reference. All requests for employment references regarding current or former employees will be referred to the Manager of Policy and Administration.

You may review your own personnel file with a Human Resources representative present at a mutually convenient time to answer any questions. You may request copies of all documents that you have previously signed or

received. You may also add your response with informational copies to an appropriate party of any disputed item within your personnel file.

You may designate a representative to conduct the inspection of the records or receive a copy of the records. However, any designated representative must be authorized by you in writing to inspect or receive a copy of the records. SACOG may take reasonable steps to verify the identity of any representative you have designated in writing to inspect or receive a copy of your personnel records.

The personnel records may be made available to you either at the place where you work or at a mutually agreeable location (with no loss of compensation for going to that location to inspect or copy the records). The records will be made available no later than 30 calendar days from the date SACOG receives your written request to inspect or copy your personnel records (unless you/your representative and SACOG mutually agree in writing to a date beyond 30 calendar days but no later than 35 calendar days from receipt of the written request).

If you request a copy of the contents of your file, you will be charged the actual cost of copying.

Promptly notify Human Resources when important changes in your personal circumstances occur. These include:

- Driving record or status of driver's license if you operate a SACOG vehicle or regularly drive on SACOG business
- Exemptions on your W-4
- Completion of educational and training courses
- Involvement in professional, industry and civic activities
- Change of address, family or marital status, or other changes of personal information

SACOG personnel is authorized to verify position and employment dates only. No other reference information will be released. Any other information, including address and phone numbers, may be released only with a written authorization by the employee. All reference inquiries regarding SACOG employees shall be referred to the Manager of Policy and Administration.

5. ATTENDANCE

A. WORK WEEK

The work week at SACOG is 40 hours. The work week begins at 12:01 a.m. on Sunday and ends at 12:00 a.m. the following Sunday, except for any employee working an 80-hour schedule over nine days and taking his/her 9/80 day off on a day other than Friday, that employee's work week shall begin at 12:01 a.m. on her/his scheduled day off. No non-exempt employee shall work more than 40 hours in any given work week without approval of their Primary Team Manager. No non-exempt employee shall work more than 40 hours in any given work week without approval of their Primary Team Manager.

B. HOURS OF WORK

The regular SACOG working hours shall be from 8:00 a.m. to 5:00 p.m., Monday through Friday. Employees shall be at work during these hours unless an alternate schedule is approved by the Manager of Policy and Administration.

Upon request, an employee's working period may be scheduled between the hours of 6:00 A.M. and 7:00 P.M., with a beginning and ending time different from regular SACOG working hours ("flexible schedule"). Such request must be pre-approved by the Manager of Policy and Administration and will be approved only when such flexibility

has no adverse effect upon the daily operation of SACOG. In addition, the Manager of Policy and Administration shall develop procedures to enable time off occasionally during the regular work period for personal business or other personal reasons, provided such occasional flexibility has no adverse effect upon the daily operation of SACOG. The Manager of Policy and Administration retains the right to withdraw approval of regular or occasional flexibility upon evidence the variation from the normal work hours is causing a detrimental effect upon the operation of SACOG or employee performance. Employees on flexible schedules shall post their schedules and contact information electronically and on the sign-in sheet and coordinate with their team members to ensure important work that must be done in the office is covered in their absence.

C. REST PERIODS

All employees shall be allowed paid rest periods not to exceed fifteen minutes during each four consecutive hours of work. Such rest periods will not normally be scheduled within one hour of the beginning or the end of the work day or lunch period and may not be accumulated. Such rest periods will not normally be scheduled within one hour of the beginning or the end of the work day or lunch period and may not be accumulated.

D. LUNCH PERIOD

All employees shall be allowed a daily unpaid lunch period of no less than thirty (30) minutes, which shall normally begin no earlier than 11:00 a.m. and end no later than 2:00 p.m. All employees shall be allowed a daily unpaid lunch period of no less than thirty (30) minutes, which shall normally begin no earlier than 11:00 a.m. and end no later than 2:00 p.m.

E. REPORTING ABSENCES

Employees must notify their Primary Team Manager as soon as possible by e-mail or telephone, but no later than one hour after normal starting time, if the employee is unable to report to work on time or is going to be absent. The employee should also advise the Receptionist by e-mail or telephone so that the Receptionist can log the employee on the sign-out sheet. Unreported absences or excessive tardiness are prohibited and will subject the employee to disciplinary action, up to and including termination.

F. TIME RECORDS

All employees must complete an accurate time sheet for each pay period denoting the following: (1) hours worked, (2) overtime hours worked, (3) paid time off (PTO) or compensatory time off (CTO) hours used, and (4) such other information as the Primary Team Manager may request. Time sheets shall be approved by the employee's Manager or his/her designee.

Employees must keep their Outlook calendars up to date to show their work schedule and any work time that will be conducted out of the office. Any employee leaving the SACOG offices will complete the daily sign-out sheet indicating time of departure, destination, and estimated time of return.

G. BREASTFEEDING

Non-exempt employees who are breastfeeding may take additional unpaid breaks with their Primary Team Manager's approval to express breast milk for an infant child. Employees will be required to use the paid rest break time already provided to them, if possible. If a reasonable amount of additional time is needed, that time will be

unpaid and will only be approved if the employee's taking the additional time does not seriously disrupt business operations. The employee may choose to use her lunch break time to express breast milk as well. SACOG will make reasonable efforts to provide employees who need a lactation accommodation with the use of a room or other private location, other than a toilet stall, that is located reasonably close to the employee's work area. Employees with private offices, i.e., with a door that can be locked and without visibility to passers-by, may use their offices to express breast milk. Employees who desire lactation accommodations should contact their Primary Team Manager or Human Resources to request accommodations.

H. GENERAL ATTENDANCE

Consistent attendance and punctuality are expected from each employee. Poor, uncertain or irregular attendance produces disruptive results for SACOG operations, lowers overall productivity and continuity of work and often is burdensome to other employees.

Employees are expected to report to work as scheduled, on time and prepared to start work. Employees are also expected to remain at work for their entire work schedule, except for meal periods or when required to leave on authorized SACOG business. Late arrivals, early departures or other absences from scheduled hours are disruptive and must be avoided.

If you are unable to report for work on any day, you must call your Primary Team Manager at least one hour before the time you are scheduled to begin working for that day. If you call less than one hour before the scheduled time to begin work, you will be considered tardy for that day. In all cases of absence or tardiness, you must provide your Primary Team Manager with an honest reason or explanation. SACOG reserves the right to require an employee to bring in a doctor's certification for any absences related to illness. You must also inform your Primary Team Manager of the expected duration of any absence. Unless there are extenuating circumstances, you must call in on any day you are scheduled to work and will not report to work.

An employee who is out of work due to a prolonged illness or disability is required to contact his/her direct Primary Team Manager regularly, as determined by the Primary Team Manager, but not less than once per week, to provide a medical status report.

In the event of an emergency that makes it impossible for the employee to comply with the procedures outlined above, the employee must notify their Primary Team Manager as soon as possible after the emergency and/or be prepared to provide evidence of extenuating circumstances.

If you do not report to work for five or more consecutive workdays and fail to contact SACOG during that time, you are deemed to have voluntarily separated.

Employees are expected to report to their designated work location at the start of their work shift. Tardiness, unexcused absence or failure to report as required may result in disciplinary action, up to and including termination. The attendance record of an employee who is consistently late or absent will be evaluated on a case-by-case basis to determine the appropriate disciplinary action, up to and including termination.

6. PERFORMANCE EVALUATION AND FEEDBACK PROCEDURES

A. OVERVIEW

SACOG has shifted from a more hierarchical, traditional organizational structure towards a more organic, diffuse, team-based structure. This change has required an entirely different way of providing feedback and evaluating employees. Instead of receiving supervision from a single supervisor, most staff now work on many different teams, with several different team managers.

The teaming plan contemplates, supports, and encourages a system in which all staff provide and receive immediate feedback on their work in the project teams. Individual team members are responsible for evaluating their team’s performance, evaluating their own performance as a part of the team, and helping other team members evaluate their own performance within that team. Self-evaluation of each team and each team member is a key process that all staff must use to measure individual progress towards personal goals and objectives that support each team’s goals and objectives, and in turn the work of the agency.

In our team-based structure, a regular feedback system is essential to our teaming plan and it is a key to many of our organizational values, including professional excellence, trust, mutual respect, and accountability, open communication, and personal growth.

These procedures should give employees and team managers step-by-step instructions for how to give (and receive) feedback and participate in evaluations.

B. SACOG FEEDBACK AND EVALUATION PROCESS



C. GOALS FOR THE FEEDBACK AND EVALUATION PROCESS

- Transparent, consistent, current, and timely
- Engaging and enfranchising
- Requiring personal and team responsibility
- Defining expectations for teams and individuals
- Encouraging and reinforcing a culture of feedback

D. DEFINITIONS/ROLES

FEEDBACK: Formal or informal discussions or comments among and between staff regarding work-related matters; feedback is distinct from, but informs, more formal evaluations. Co-workers and team managers are encouraged to give regular feedback. Each team will provide feedback to all its members quarterly.

EVALUATION: the formal process and documentation describing a staff person's performance over a defined period. For staff new to SACOG or reclassified, a probationary evaluation will be completed after six months. For all staff, an evaluation will be completed annually.

CO-WORKERS: All staff in the agency, regardless of position or team assignments, should provide feedback to any co-workers during daily interaction.

TEAMS: Provide collective feedback to individuals, primarily on work products, and assess their own performance.

TEAM MANAGERS: Provide regular, but no less than quarterly, feedback to individuals on work, as well as overall professional performance.

PRIMARY TEAM MANAGERS: In addition to quarterly feedback, Primary Team Managers discuss goals and objectives each quarter with each assigned employee. They will meet with each employee annually to discuss the evaluation and develop goals and objectives for the coming year. They share responsibility with the evaluated employee for completing evaluations on time. A current list of Primary Team Managers is attached. A current copy will be maintained on the Intranet.

INDIVIDUALS: Receive feedback, self-evaluate, and develop goals and objectives. They share responsibility with their Primary Team Manager for completing evaluations on time.

HR: The HR Coordinator is available to assist employees and Team Managers with evaluations.

PROJECT MANAGEMENT OFFICE: The Project Management Office Lead is responsible for working with Team Managers on feedback issues and responding to issues related to team performance, and skill development of Team Managers.

MANAGEMENT: The Chief Operating Officer and the Manager of Policy & Administration will also work with Primary Team Managers and individuals if there is a need to address serious performance deficiencies or conflicts. The COO and Manager of Policy & Administration are responsible for ensuring that all employees are fairly evaluated and evaluated on time.

CONTINUE-STOP-START (CS²): SACOG uses the CS² Method for feedback, which is an approach to providing feedback that uses positive statements to examine a team's or an individual's performance. CS² feedback begins by examining what behaviors or actions the team or individual should continue, followed by behaviors or actions that detract from performance objectives that should be stopped, and finally, beneficial behaviors or actions that the team or individual should start.

E. REGULAR FEEDBACK

Quick, direct feedback should happen regularly. It should include things that should be continued, stopped, or started (CS²), but it may just include one of these three types of feedback. Here are some simple tips to remember.

- Don't overthink it. If you have feedback for someone, you could say, "I would like to give you some feedback" or "are you open to my thoughts on this?" This gets immediate attention and sets the right tone.
- Be flexible and open, particularly to delaying the discussion; for a lot of reasons, it may not be the best time for the individual to receive feedback.
- Be honest, sincere, and personal while addressing the issue head on; think about how you like to receive feedback.
- Offer a solution. If something should be done differently, say so.

F. QUARTERLY FEEDBACK

The quarterly feedback process is intended to give the agency, each Team Manager, and all members of each team a way to provide feedback about team members, each team, and the teaming system.

The formalized feedback process does not substitute for ongoing, informal feedback that team members should give regularly.

G. INDIVIDUAL AND TEAM FEEDBACK FOR TEAM MEMBERS AND MANAGERS

Every quarter, teams will hold meetings to give collaborative feedback on individual and team performance. Individuals and Team Managers are responsible for recording feedback as described in the Quarterly Meeting Structure outlined below. These meetings will occur within three weeks of the end of each quarter. Only team members who have actively worked on a team in the most recent quarter need to be included in the feedback meetings.

The second quarter feedback meeting (held in January), will function as a mid-year assessment for the team. This is an important meeting to assess how the team has performed so far, what can be improved for the second half of the year, and what resources may be needed in the next fiscal year, for which the OWP will also be under development.

QUARTERLY MEETING STRUCTURE

The point of feedback is to communicate what is working, what needs to be changed, and what should be stopped. The goal is for everyone to be performing to their highest potential to meet the goals and objectives of their team and the agency. Meetings will utilize the CS2 Method for providing feedback.

Who participates?

At least one week prior to each feedback meeting, the Team Manager will designate employees to receive individual feedback. Team Managers can use the following criteria, or their own, to determine which employees to include:

- Hours worked on the team during the quarter
- General theme to their work (e.g., GIS, planning, transit)
- How critical their role is on the team (e.g., technical advisor vs. coordinator)

Topics to Discuss

Team members will assess the team's performance as it relates to identified agency and team-specific objectives. Team members will review their own commitments and the team's commitment to that quarter's projects' scopes, schedules, and budgets. At a minimum, commitments should be discussed in terms of hours projected and worked, deadlines or milestones met or missed, and progress on agreed to products or tasks.

The Team Manager should share the current or proposed Project Workplan/Status Report with all the team members and solicit input. The Project Workplan/Status Report is the only deliverable that must be submitted from the quarterly feedback meeting.

Team members also will assess their own performance as it relates to the goals and objectives in their annual evaluation. If no annual evaluation exists, or if their role has change significantly enough so that the prior goals and objectives are no longer relevant, the team member can begin outlining goals and objectives to include in the annual evaluation. It is essential that as part of the quarterly feedback process, individuals review their personal goals and objectives to ensure regular progress throughout the year.

In a collaborative feedback session, the Team Manager will review past quarter goals, and team members will discuss the team's performance as outlined on the Team Feedback Form. The Team Manager will record all feedback to be used in subsequent team feedback meetings.

One-on-One Meetings

Team Managers and team members are strongly encouraged to meet one-on-one at least quarterly. These meetings are intended to provide more detailed input on individual performance, go over notes, observe trends and improvements, provide context (if needed) to receive feedback, and air any Team Manager or team member concerns. If the Team Manager and team member agree, they can forgo meeting.

Prior to meeting, team members should think about what's going well (continue), what's not going well (stop), and what they might do differently (start). Team Managers should also ask the same questions about each team member. It is the Team Manager's responsibility to ensure that all feedback, particularly critical feedback, is provided in a positive and constructive manner. At any quarterly feedback meeting, a Team Manager or team member may decide to have a more in-depth conversation using any of the questions from the annual evaluation, but that is optional.

In the quarter in which an employee's evaluation is due, there should be a more detailed conversation between the individual and the Team Manager. After the meeting, the individual and the Team Manager will share a summary with the Primary Team Manager for that individual so that this feedback can be used in the annual evaluation.

If developing a Career Development Plan, the quarterly one-on-one meeting is the appropriate place to develop and revisit it.

After each session, Team Managers should also ask themselves:

- What can I do to support this employee's development between now and our next one-on-one meeting?
- What did I learn from this meeting that I didn't know going in?
- What did my team member learn? What key messages were reinforced in the meeting?

Documentation

Project Workplan/Status Report: After the team quarterly feedback session, the Team Manager will submit an updated Project Workplan to the Project Management Office.

Individual Feedback Forms: Team members and Team Managers should retain copies of these forms. Forms and any notes are to be retained for at least one year, and should be used as references for the development of annual evaluations. The purpose of two sets of notes is to promote accuracy and to allow for follow up between the individual and the Team Manager when/if needed. They do not need to be submitted.

One-on-One meetings: Team Managers will report to the HR Coordinator which staff members they met with for one-on-one meetings.

H. INDIVIDUAL EVALUATION

Evaluations will be completed electronically and assigned by Human Resources. The procedures outlined here need to be followed to successfully complete an evaluation.

WHY DO WE DO EVALUATIONS?

Evaluations provide a way for employees and their Primary Team Managers to discuss, agree on, and document:

- job duties,
- workload,
- agency and personal goals and objectives,
- successes and areas for improvement, and
- professional development.

Evaluations are different than feedback. Quarterly feedback, because it is focused on a much shorter time and on just one team, will necessarily be more detailed and task specific. Annual evaluations should consider changes from the prior evaluation, look ahead to the coming year, and cover all the employee's teams.

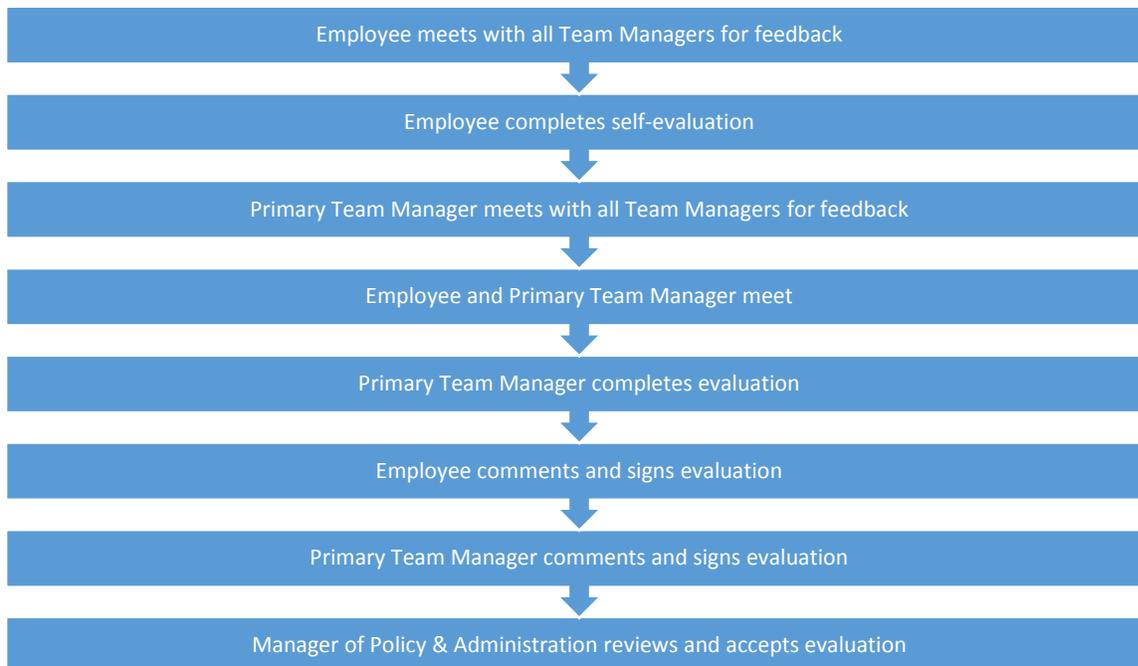
A Primary Team Manager is assigned for each employee to help complete the evaluation. They are intended to have the best understanding of the individual's overall workload and role within other teams. Most often this will be the Team Manager for the team on which the individual has the most hours assigned. The Primary Team Manager will assist the individual in compiling and summarizing all input from other Team Managers into a single final evaluation. The final evaluation will consider an individual's performance across all teams and in all roles. This evaluation form will serve as the primary assessment of an individual's performance and contributions as a SACOG employee.

EVALUATION DEADLINES BASED ON SACOG ANNIVERSARY

Individual evaluations will be completed annually immediately after the end of the quarter in which an employee's anniversary date falls. Employees and their Primary Team Managers are responsible for assuring accuracy and submitting their portions of individual evaluations before the individual's SACOG anniversary.



EVALUATION PROCESS



INSTRUCTIONS TO EMPLOYEES

1. Meet with your Team Managers for feedback from the current quarter.
2. Ask for feedback on your work over the last 12 months.
3. Discuss key team-specific objectives for you to work toward over the next 12 months.
4. Incorporate comments from your Team Managers into your evaluation.
5. Complete your portion one month prior to your evaluation due date.

Employee Self-Evaluation

1. Review your job description, or, if no job description exists, your classification or last evaluation. Suggest any changes to clarify your job description.
2. Report the major feedback you have received from Team Managers throughout the year.
3. List the projects you are currently working on, or have completed in the last twelve months.
4. List five ways you were successful this year.
5. Identify areas of your job that you need to improve, including any needs that you have to be successful.
6. Identify your top five goals and objectives (see section on Goals and Objectives below) for the last twelve months, and rate whether you have met, exceeded, or not met each. List both work program and professional goals. If performance was different in the past (better or worse), mention that and talk about why that may be.
7. Identify your top five goals and objectives for the next twelve months (or beyond). This will help start the conversation with your Primary Team Manager about how to achieve them.
8. List any professional development activities (e.g., conferences, training, education) you have completed during the past 12 months.
9. Identify professional development activities that you would like to complete within the next 12 months (or beyond). Every employee must identify at least one activity to complete within 12 months. This could be a traditional training, or focusing on building upon Strengthsfinder strengths.

INSTRUCTIONS TO PRIMARY TEAM MANAGERS

1. Ask the other Team Managers for all your assigned employees for feedback to be included in the evaluation, including the questions to be addressed by Team Managers for one-on-one meetings as outlined in the Feedback and Evaluation Framework.
2. Review the employee's portion of the evaluation.
3. Meet with the employee to discuss your portion prior to finalizing the evaluation.
4. Complete your portion by the evaluation due date for the given quarter.

Primary Team Manager Evaluation

1. The Primary Team Manager will ensure accuracy in stated accomplishments and assessments, and will provide final input regarding overall performance and growth in relation to the individual's role on the team through either scoring and/or a narrative assessment.
2. Is the employee's job description still accurate? If changes are necessary, they should be identified and noted in the evaluation.
3. Is the majority of the employee's work in a different classification, and is this a temporary or permanent change? If yes, please explain and talk to the Manager of Policy and Administration about a more complete reclassification assessment.
4. Is the employee performing consistently across teams (i.e., are they performing at the same level across all teams? completing all tasks? meeting or exceeding objectives and goals (see section on Goals and Objectives below)?)? If not, please explain. If performance was different in the past (better or worse), mention that and talk about what you have observed.
5. Synthesize the feedback from each of the employee's Team Managers. Be as specific as possible.
6. Do you agree with the employee's responses to whether he/she has you met all goals and objectives? If not, please explain.
7. Please respond to the employee's response about where he/she has been successful. Be as specific as possible.

8. Please respond to the employee's response about the areas of his/her job that need to improve. Be as specific as possible.
9. What are the top two goals and objectives that you and the employee agree to for the next twelve months (or beyond)?
10. What are the top two professional development activities (e.g., conferences, training, education) that you and the employee agree to have he/she complete in the next 12 months (or beyond)?

INSTRUCTIONS FOR EVALUATION MEETING

Preparing for the Meeting

- Primary Team Managers are responsible for scheduling evaluation meetings. They should give employees at least one week notice and set aside an hour. Avoid distractions by meeting in a conference room or even off-site
- Employees and Primary Team Managers should come prepared to talk about the self-evaluation, team manager feedback, and any other issues to discuss.
- Employees and Primary Team Managers should be familiar with the employee's job description, last evaluation, or classification description.

Meeting Guidelines

- Focus on the evaluation, and not other topics.
- Stick to work-related comments and questions.
- Be courteous. Don't interrupt each other. If the conversation gets difficult, it's okay to take a break.
- The Primary Team Manager should let the employee start and talk about how the year has gone and what they wrote in their self-evaluation. Then the Primary Team Manager may share their thoughts.
- The meeting should cover the following issues:
 - Job description
 - Feedback from other team managers
 - Projects (past and future)
 - Successes
 - Areas for improvement (and the tools needed)
 - Goals and objectives (past and future)
 - Professional development activities (past and future)
 - Any general comments from employee
 - Any general comments from Primary Team Manager

In some cases, it may be useful to have a meeting with all Team Managers if new issues arise that were not covered in previous feedback meetings, or if desired to give feedback collectively or to develop goals collectively.

GOALS AND OBJECTIVES

Goal setting and progress checks are important for all employees. While HR staff won't be reviewing goal progress throughout the year, it's a critical tool for team managers and staff to understand that they're on the same page.

Employees and their Team Managers should contribute to establishing goals and objectives. Goals should include actions that are designed to fulfill the responsibilities of the job.

Each team member is accountable for making and measuring progress towards the goals and objectives they have on each of their teams, and the individual goals and objectives they have set in their professional development plan. Team Managers are accountable for assuring that the work of the team becomes the goals and objectives of individual team members. When a team member repeatedly falls short of his or her goals and objectives, or an individual's goals and objectives are unreasonably low, it is the responsibility of the Team Manager to work with the Manager of Policy and Administration to work on improving that team member's performance.

A goal is a broad outcome (e.g., to become a more experienced planner).

An objective is a measurable step to achieve a goal (e.g., grow my planning experience by managing X project, or taking Y class).

In writing goals and objectives, follow the "SMART" criteria:

SPECIFIC: what exactly is the goal or objective?

MEASURABLE: how will you measure it? Is it mutual agreement? A specific quantity or deliverable? Use baseline measurements and realistic benchmarks if possible.

ATTAINABLE: is this reasonable within the existing classification? With their current responsibilities?

RELEVANT: the objective should be results-oriented.

TIMELY: when will it be completed?

PERFORMANCE VS. CLASSIFICATION

The purpose of the individual evaluation is to assess how an individual is doing in performing in their current classification. Historically, high-performing employees have sometimes been rewarded with reclassifications. Where reclassifications may be appropriate, the employee or any team manager may initiate a Career Development Plan, which is necessary to consider a reclassification.

7. CAREER DEVELOPMENT PLAN

A career development plan is the recommended method to connect an individual's evaluation to personal development and advancement within the agency. SACOG is a dynamic organization, so staff at all levels need to continually grow to be successful in their positions. Here are the basic guidelines for Career Development Plans:

WHAT IS A CAREER DEVELOPMENT PLAN? It is an optional professional development tool outlining specific career goals and specific objectives to meet those goals.

WHO GETS A CAREER DEVELOPMENT PLAN? Any staff member at SACOG may have a Career Development Plan.

WHO CAN INITIATE? Either an employee or a Team Manager.

WHO REVIEWS? A Team Manager.

WHO APPROVES? An initial plan needs approval from the Manager of Policy & Administration to ensure that it is reasonable, and does not make commitments that the agency cannot follow through on (i.e., specific reclassifications without conditions relating to resources and meeting detailed goals).

WHAT IS THE DURATION FOR A CAREER DEVELOPMENT PLAN? A one-year plan is a common duration, but plans could be written without a specific time goal. However, plans should be reviewed at least every six months to check in on progress.

WHAT RESOURCES ARE AVAILABLE FOR INCLUDING IN A CAREER DEVELOPMENT PLAN? Human Resources is available to assist anyone in identifying training and career development opportunities to help meet the goals and objectives in the plan. Employees may wish to partner with an internal or external mentor to help with their Career Development Plan, but a mentor is not required.

A. CAREER DEVELOPMENT PROGRAM

The SACOG Career Development Program provides employees with increased opportunities to prepare for positions of greater responsibility, give them new tools to increase their expertise, and give them a goal oriented framework for professional development. This program supports succession planning, helps retain and recruit high quality employees, and assists the professional and personal development of employees.

SACOG Career Development Committee (CDC) consists of the Manager of Policy and Administration and an individual appointed by the Manager of Policy and Administration, and two individuals appointed by the SEA. The Committee's responsibilities include:

- Oversee the general administration of the program; monitor program finances; and forward recommendations to the Manager of Policy and Administration on all aspects of the career development program.
- Support the agency's goal of identifying career development opportunities for employees, and help facilitate the realization of these opportunities.
- Review applications for the competitive components of this program, as outlined in sections Merit Program and Special Conference Selection below.
- Meet quarterly, or as needed.
- Members of the CDC are ineligible to go on sabbatical or to participate in the competitive benefit provisions for the duration of their committee service.

This program is funded for \$75,000 in each fiscal year of the current MOU. Like all SACOG programs, the funding for career development is predicated upon the general health of agency finances. Funds not expended in any given fiscal year shall carryover to the next.

Team Managers shall counsel the employees that report directly to them at least once per year on the employees' career development goals. The Team Manager is expected to make their expectations clear to the employee, and to make specific recommendations. The employee is expected to articulate his/her near and long term goals in this area. Documentation of this counseling in a Career Development Plan is encouraged. At the discretion of the Chief Executive Officer, the reporting and the timing of this counseling can be formalized in some manner.

PROFESSIONAL TRAINING

Many career development opportunities will fall within this category. These include skill training, software training, program specific training, general professional training, and professional conferences. Employees shall submit a travel request for any such training. A reasonable nexus to the employees' job description and responsibilities is expected. During the review process, the Primary Team Manager and Manager of Policy and Administration may

also consider any other relevant factors, including issues of timing, program work-load, cost, the employee's professional development goals, and the employee's job performance and past training.

GENERAL EDUCATIONAL ASSISTANCE

This category of professional development refers to educational opportunities pursued by employees on their personal time. Any educational or vocational opportunity that has a reasonable nexus to employee's current or possible future job description may be eligible. The benefits are as follows:

- SACOG may pay 50% of the costs of tuition and registration fees, or \$900.00, whichever is less, per semester or its equivalent.
- SACOG may pay up to \$150.00 towards books, software programs, and other educational supplies per semester or its equivalent.
- To remain eligible for these benefits, the employee must remain in good overall academic standing. If an employee should withdraw from coursework for any reason, he/she must reimburse SACOG all costs paid for that course by the agency.
- The employee shall submit appropriate documentation for reimbursable expenses.

MERIT PROGRAM

The Merit Program supports the professional development of highly motivated and valuable employees. Assuming available funding under this Program, a competitive process may select up to one bargaining unit employee per year to participate, and may support the participant's program for up to three years.

- Applicants will be solicited no later than July 15 of each year, and the Committee shall select a participant by August 31 of each year.
- The employee shall submit a proposal to the CDC describing the educational opportunity he/she wishes to pursue, and shall demonstrate how this will further his/her professional goals and the interests of SACOG.
- The selected employee is permitted to choose from any number of accredited or academically recognized programs. In addition to degrees of higher education, special professional certifications may be considered.
- SACOG may pay 90% of all tuition, fees, and educational expenses for the selected program, or \$3,000 per semester or equivalent, whichever is less depending on the amount paid, an employee may receive a taxable amount of reimbursement. Employees should consult with a tax professional about the current-year tax threshold. The employee must establish their eligibility with the selected institution prior to incurring any reimbursable costs.
- To remain eligible for these benefits, the employee must remain in good overall academic standing and pass their coursework. If an employee should withdraw from coursework for any reason, they must reimburse SACOG all costs paid by the agency for that particular course. The Manager of Policy and Administration may waive some of this liability based upon extenuating circumstances or hardship
- The employee shall submit appropriate documentation for reimbursable costs.

SPECIAL CONFERENCE SELECTION

To promote broad exposure to the state of the art and practice in planning, and assuming available funding under this Program, SACOG will reserve one seat per year for a bargaining unit employee to both the annual meeting of the Transportation Research Board, and to the national conference of the American Planning Association.

- The Career Development Committee shall solicit interested employees at least three months prior to the respective professional conference. At its discretion, the CDC may develop selection criteria.
- Under this program, no employee may be selected to more than one conference in a given year, or to the same conference in consecutive years.
- This provision is not meant to limit SACOG’s discretion to send any number of employees to these, or any other, conference, if it is in the best interest of SACOG.

MENTORSHIP

SACOG promotes mentorship within the agency, and between SACOG and its member agencies. This program is strictly voluntary, and should remain flexible as to meet the needs of a diverse workforce. The Career Development Committee develops general guidelines for mentorship, and otherwise promotes the practice.

RESOURCE ALLOCATION

Opportunities routinely arise for staff training or conference attendance that are tied to the needs of specific projects, including grant funded programs. Political advocacy has specially designated funding sources. The Career Development Program is not meant to be a substitute for these activities.

TAX CONSEQUENCES

Any tax consequence from benefits received as part of the Career Development Program shall be the sole responsibility of the employee.

8. PROGRESSIVE DISCIPLINE

The purpose of this policy is to provide guidelines that will ensure uniform application of progressive discipline for SACOG employees who have satisfactorily completed the probationary period. This policy does not apply to probationary employees, temporary employees, or contract employees, who may be dismissed at any time without notice or progressive discipline and without the right to appeal. Contract employees’ contracts state that they have no property interest (i.e., no right to “for cause” dismissal).

A. STANDARDS

Disciplinary actions will adhere to the following standards:

- Performance and behavioral problems will be discussed with the employee in a timely manner following their occurrence.
- Disciplinary action shall be placed in writing and the documentation should demonstrate unacceptable performance or behavior of the employee.

B. DISCIPLINARY ACTION FOR CAUSE

Disciplinary action against an employee shall be for cause, as it may affect work performance and effectiveness within the organization. Egregious behavior or incidents of serious misconduct may not be subject to progressive discipline. SACOG may proceed directly to suspension or termination per Section 9 below.

C. PROCEDURES

ORAL REPRIMAND

The employee shall be counseled concerning the unsatisfactory areas of work or conduct and shall be informed about methods of improvement, or the employee's Primary Team Manager, or Manager of Policy and Administration may issue an oral reprimand. An oral reprimand must be documented by the Manager of Policy and Administration, and placed in the Human Resources file established for this purpose; the employee has the right to review this documentation. In this case, nothing will be placed in the employee's personnel file. The seriousness of the employee's conduct or offense will dictate whether oral or written reprimands or other corrective action is taken prior to initiating action to suspend or dismiss the employee.

A performance improvement plan is the recommended method to address weak or unsatisfactory performance. It will include specific actions, goals for progress or completion of work products, process or behavioral changes, and specific deadlines. The Manager of Policy & Administration can answer any questions about Performance Improvement Plans.

WRITTEN REPRIMAND

In cases where an oral reprimand has not been successful and the employee's performance or conduct has not improved, or where the employee's infraction of rules and regulations or conduct has been of a more serious nature, the Primary Team Manager or Manager of Policy and Administration may issue a written reprimand. The purpose of a written reprimand is to call the attention of the employee to serious defects in his/her work performance or conduct. The written reprimand should include a detailed statement of the problem and a notation to the effect that the problem was discussed with the employee, including data and time. The employee shall be given a copy of the written reprimand and will be requested to sign an acknowledgment of receipt. A copy of the written reprimand must be included in the employee's personnel file. The employee may respond to the written reprimand and such response shall be placed in the employee's personnel file.

SUSPENSION

An employee may be suspended with or without pay for a period (not to exceed 30 days) to impress upon the employee that continued failure to improve his/her performance and/or conduct may result in dismissal. The CEO or his/her designee will issue the suspension. Employees may not use any accrued leave to make up for loss of pay in the event of a suspension without pay. The employee will not earn PTO while on suspension. The seriousness of the offense will dictate whether oral or written reprimands or other corrective action is taken prior to initiating action to suspend an employee. Consequently, oral or written reprimands are not a prerequisite to a suspension. When the CEO or his/her designee intends to suspend an employee without pay in excess of two days, the CEO or his/her designee shall follow the procedures in Section 9 below.

DEMOTION

When reprimands or suspensions fail to affect satisfactory performance and/or conduct, or when the employee's infraction of rules and regulations or conduct has been of a more serious nature as determined by the CEO or his/her designee, the CEO or his/her designee may demote the employee. Consequently, oral or written reprimands or suspensions are not a prerequisite to a demotion. A "demotion" occurs when an employee receives a reduction in salary or is moved to a position with a lower salary range, whether the employee's existing salary is affected. When the CEO or his/her designee intends to demote an employee, the CEO or his/her designee shall follow the procedures in Section 9 below.

TERMINATION

When reprimands, suspensions, or demotions fail to affect satisfactory performance and/or conduct, or when the employee's infraction of rules and regulations or conduct has been of a more serious nature as determined by the CEO or his/her designee, only the CEO may terminate the employee. Consequently, oral or written reprimands, suspensions, or demotions are not a prerequisite to a termination. When the CEO intends to terminate an employee, the CEO shall follow the procedures in Section 9.c. (Termination, Demotion, or Suspension) below.

9. SEPARATION, DEMOTION, AND SUSPENSION

A. RESIGNATION

An employee wishing to resign his or her position and leave in good standing should notify the Manager of Policy and Administration in writing at least two weeks before leaving. A resignation shall not be canceled based on: (1) duress; (2) mistake; (3) fraud; (4) undue influence; or (5) any other claim that the resignation was not a free, voluntary, and binding act of the person resigning, unless a petition to cancel the resignation is filed in a timely manner with SACOG and the SACOG Board of Directors finds that the resignation was not free and voluntary. A petition must be filed within thirty days of: (1) the last date upon which services were rendered to SACOG and the employee received pay, or (2) the date the resignation is tendered to the Manager of Policy and Administration, whichever occurs last. If a petition is filed timely, the Board shall determine, after a hearing, whether the resignation should be canceled. For this purpose, the Chair of the Board may authorize the use of the services of a hearing officer. For this purpose, the Chair of the Board may authorize the use of the services of a hearing officer.

B. ABSENCE WITHOUT LEAVE AS AUTOMATIC RESIGNATION, NOTICE, REINSTATEMENT

Absence without leave, whether voluntary or involuntary, for five or more consecutive working days without any notice to or communication with SACOG may be declared by the CEO or his/her designee as an automatic resignation from employment, except in extremely extenuating circumstances. Prior to declaring an automatic resignation, SACOG shall make a reasonable attempt to contact the employee and to ensure her/his safety and well-being. The CEO or his/her designee shall mail a notice of separation to the employee by U.S. Mail, First Class, at the employee's address on file with SACOG shall mail a notice of separation to the employee by U.S. Mail, First Class, at the employee's address on file with SACOG.

A regular or probationary employee may file a written request with the CEO or his/her designee for reinstatement; if the request for reinstatement must be made in writing and filed within fifteen calendar days of the date of the written notice of separation. Reinstatement may be granted by the CEO or his/her designee at his/her discretion only if the employee makes a satisfactory explanation as to the cause of his/her absence and his/her failure to obtain leave for the absence, and the CEO or his/her designee finds that the employee is ready, able, and willing to resume the performance of the duties of his/her position or, if not, the employee has obtained the consent of the CEO or his/her designee to a leave of absence to commence upon reinstatement. An employee so reinstated shall not be paid any compensation for the period of his/her unexcused absence or separation or for any portion thereof.

C. TERMINATION, DEMOTION, OR SUSPENSION

Any employee who has satisfactorily completed the probationary period may be disciplined, demoted, suspended, or terminated at any time for cause as outlined under Section 7: Progressive Discipline. When CEO or his/her designee intends to demote, suspend without pay in excess of two days, or terminate an employee who has satisfactorily completed the probationary period, the CEO or his/her designee shall provide the employee with (i)

advance written notice of and the reasons for the intended action and (ii) a reasonable opportunity to respond orally or in writing prior to any imposition of the intended action, except when there is a clear threat to the safety of the employee, other employees, or the public. If the CEO or his/her designee does demote, suspend without pay in excess of two days, or terminate such an employee, the CEO or his/her designee shall provide the employee with a written demotion, suspension, or termination order.

Any person who is in probationary status may be demoted, suspended, or terminated at any time during said probationary period without any written notice of the action or the reasons therefore and without a right of appeal.

Employees who have satisfactorily completed the probationary period may appeal their demotion, suspension without pay for more than two days, or termination. Appeal shall be made by filing a written statement with the CEO or his/her designee within ten calendar days after receiving the written termination, suspension, or demotion order. Said written statement of appeal shall contain a full discussion of the reasons which the employee or former employee is asserting as justification for the appeal. The CEO or his/her designee shall review the employee's appeal and make a final determination as to whether the demotion, suspension without pay for more than two days, or termination should be implemented.

If the employee does not agree with the CEO or his/her designee's decision, he/she may appeal the decision to the Board or the Government Relations and Public Affairs Committee of the Board which shall schedule and hear the appeal, and shall adopt procedures for the conduct of the hearing. Formal rules of evidence shall not apply, but the Board or Committee shall consider the procedures and evidentiary standards established for administrative hearings pursuant to California Government Code Section 11513. The Chair of the Board or Committee may authorize use of the services of a hearing officer. Upon completion of the appeals hearing, the Board shall issue findings and shall determine whether the disciplinary action should be sustained or amended. The action of the Board shall be final.

D. REDUCTION IN FORCE

All SACOG employees must recognize that SACOG is a voluntary association of local governments and while SACOG strives to develop tenure of employees, it reserves the right to reduce its workforce because of lack of work, lack of funds, abolishment of positions, or in the interest of economy, or any other reasons. The need to reduce SACOG's workforce or to alter or change its Employee Handbook, or to discontinue any program or programs is within the sole and exclusive discretion of SACOG.

Continued employment is dependent upon financial resources which have and will continue to fluctuate. The CEO may reduce the workforce with the approval of the Board because of reduced budgetary and program resources, to reorganize the staff, or to meet changed operational demands. Prior to separating regular employees, the CEO shall consult with the representatives of the Bargaining Unit to consider alternatives, which shall include, but not be limited to, the following, which are not in priority order:

- Curtailment of hiring of new employees.
- Separation of employees during their probationary period.
- Separation of temporary employees.
- Reassignment of regular employees to other appropriate assignments.
- Separation of employees who submit requests for voluntary early retirement.
- Separation of employees who submit requests for voluntary layoff.
- Granting unpaid leave of absence to employees who request it.

- Reduction of operating expenses.
- Increasing regular part-time and/or job sharing positions with the agreement of the affected employees.
- Reduction of work week and/or salary after meeting and conferring with the Bargaining Unit.
- Pursuit of additional funding sources.
- Rescission of acting appointments to their previous regular status and duties.
- Any other approach deemed reasonable by the CEO.

If, because of any of the reasons stated in this Rule, it becomes necessary to reduce SACOG's regular staff, the CEO shall analyze the status of the agency's funding resources and the remaining work which must be accomplished. The CEO shall define the work to be performed and the organizational structure necessary to accomplish the agency's work program. The work program, organizational structure, and layoffs are subject to approval by the Board.

Notice of Layoff: The employee(s) identified for layoff shall be given written notice of layoff. The written notice shall either be personally handed to the employee(s) or delivered by certified mail to the latest address on file with SACOG. The notice shall be deemed served on the date it is personally handed to the employee five calendar days from the date of mailing by certified mail. Every effort will be made to give the employee(s) as much notice as possible prior to the effective layoff date, but in no case shall the employee(s) be given less than fourteen calendar days' notice.

REQUEST FOR RECONSIDERATION

The employee(s) receiving notice of layoff shall have the right to file a written request for reconsideration to the CEO within five working days from service of the notice of layoff as specified above. The request shall include the reasons therefore and alternate proposals to be considered. The CEO, based on the information supplied, may or may not rescind or modify the written notice of layoff.

If the CEO does not rescind the written notice of layoff, the employee(s) may, within five working days thereafter, appeal to the Board by letter. The appeal will be placed on the agenda of the next regularly scheduled meeting of the Board. The action of the Board shall be final and binding upon both parties.

10. GRIEVANCE PROCEDURES

A. PURPOSE

SACOG has established these grievance procedures to promote improved employer-employee relations by providing a systematic means for employees to seek redress of any alleged unfair or improper aspect of employment or treatment. It is further the intent that the processing and resolution of all employee complaints, whether informal or formal, be handled expeditiously. The time frames specified throughout this procedure are maximums and in no way suggest that the full amount of time must be utilized. Every effort shall be undertaken to address and resolve all complaints in the shortest possible time. Every effort shall be undertaken to address and resolve all complaints in the shortest possible time.

B. DEFINITIONS

GRIEVANCE

A good-faith complaint of one or a group of employees against another employee(s) or SACOG, concerning the interpretation, application, breach or violation of any provisions of these Personnel Rules or an employment action taken by SACOG that the employee feels is unfair or unwarranted.

EMPLOYEE

Any person currently employed by SACOG, including those on recall lists. A probationary employee may file a grievance as defined above except for disciplinary actions and termination during probation unless discriminatory or other unlawful treatment is alleged.

PRIMARY TEAM MANAGER

The individual who is responsible for the assignment, review and direction of the work of an employee.

C. GENERAL PROVISIONS

EMPLOYEE REPRESENTATION

At any step in the grievance procedure, the employee concerned may choose to represent himself/herself or be accompanied by a representative. The employee concerned shall be personally present at all stages unless this right is specifically waived in writing.

GROUP GRIEVANCE

In the event more than one employee is involved in an issue, the employees may, at any step in the grievance procedure, select one of their group to carry the grievance through the procedure. The employee selected may choose to be accompanied by a representative; in any event, the employee selected shall be personally present at all stages unless this right is specifically waived in writing.

GRIEVANCE PREPARATION

The employee shall be permitted to use a reasonable amount of work time, office facilities and materials, as determined by the CEO, in conferring about and preparing a grievance.

EXTENSION OF TIME LIMITS

Any time limits specified in these procedures may be extended for a reasonable time and to a definite date by agreement of the employee and reviewer concerned. The agreement shall be confirmed in writing.

NO RETALIATION

Employees shall be free from retaliation or reprisal in any form resulting from use of these grievance procedures.

CONFIDENTIALITY

To the extent permitted by law, all materials pertaining to employee grievances shall be confidential between the employee and his/her representative, appropriate supervisory personnel, any other directly involved employee(s),

and appropriate Board members. Records of grievance complaints and supporting documents shall be maintained separately from the employee personnel files.

D. MATTERS EXCLUDED FROM GRIEVANCE PROCEDURE

The following matters are specifically excluded from these grievance procedures: these grievance procedures:

- Accusatory charges relating to the professional fitness of a fellow employee, including charges that a fellow employee has engaged in actions which interfere with the conduct of SACOG business. Such charges shall be addressed to the CEO.
- Complaints about the subject matter of a SACOG policy, rule or administrative procedure, rather than the administration of such policies, rules or procedures. An employee with such a complaint should direct such suggestions for change to the Manager of Policy and Administration.
- Complaints about SACOG's work program, organizational structure or layoffs. Such complaints should be made to the CEO or his/her designee.
- Complaints of harassment, including sexual harassment. An employee with such a complaint should immediately inform his/her Primary Team Manager, the Manager of Policy and Administration or the CEO. See Section II for SACOG's Equal Employment Opportunity and Harassment, Discrimination and Retaliation Prevention Policy.

E. GRIEVANCE PROCEDURE

Grievances are to be handled in two stages: Informal and Formal.

INFORMAL

First-Level Review: In any instance of complaint, the employee(s) concerned shall first make efforts to resolve such complaint in informal written form, with the Primary Team Manager involved, within thirty days following the alleged event or action giving rise to the complaint, or within thirty days of the discovery of such event or action. The Primary Team Manager is obligated to hear all the allegations and issues and communicate a decision, along with supporting reasons, in writing to the employee(s) within five working days from the date of submittal.

Second-Level Review: Should the Primary Team Manager's decision be unsatisfactory to the employee; within five working days the employee shall discuss the matter with the Manager of Policy and Administration. The Manager of Policy and Administration shall, within five working days, attempt to reconcile the differences between the parties prior to the filing of a formal grievance.

FORMAL

First-Level Review: If a satisfactory solution of the complaint is not reached after discussions with the Manager of Policy and Administration, then within five working days from the second-level informal discussion, the aggrieved employee(s) may submit their complaint in writing as a grievance, supplemented by any necessary attachments.

The grievance complaint shall set forth all the issues involved; shall be dated and signed by the employee(s); and shall be submitted to the employee's Primary Team Manager. The Primary Team Manager shall provide a copy of the complaint(s) filed to the person(s) complained against, if applicable, who shall then be given five working days to review and respond to the charges filed against him/her/them.

The Primary Team Manager shall make such investigation of the facts and issues as is required/appropriate and reach a decision, in writing, as soon as possible consistent with the nature of the investigation and with normal conduct of SACOG's business; but in no event should the time exceed ten working days.

The Primary Team Manager's decision shall include:

- A complete statement of the Primary Team Manager's decision and the facts upon which it was based.
- A full description of remedies or corrections being offered, if any.

In conducting the investigations, the Primary Team Manager shall meet with the complaining employee(s), the accused employee(s), and other involved employee(s) who may be witnesses or can reasonably be expected to have related information.

After a decision is reached, the Primary Team Manager shall again meet with the complainant(s) to discuss the decision and the remedies or corrections.

In the event that the Primary Team Manager complainant is a Manager or the grievance is against a Manager, this first level procedure should be submitted to the CEO, who shall follow the procedures outlined above.

Second-Level Review: If mutual agreement is not reached in the first-level appeal, the employee(s), within five working days after receiving the Primary Team Manager's written reply, shall forward the grievance to the CEO. The CEO will review the facts and issues and make such further investigations as are necessary to reach a conclusion at the earliest possible date consistent with the nature of the investigation and with normal conduct of SACOG's business; but in no event should the time exceed ten working days.

Upon reaching a conclusion, the CEO shall reply in writing setting forth the decision, including:

- A complete statement of the decision and of the facts upon which it was based.
- A full description of the remedies or corrections offered, if any.

In conducting his/her investigation, the CEO shall meet with the complaining employee(s), the employee(s) complained against, if any, their Primary Team Manager, any other employees who may be witnesses or can reasonably be expected to have related information, and the Primary Team Manager who performed the first-level review. If circumstances permit, opportunities for direct interchange between the parties will be encouraged. After a decision is reached, an additional meeting shall be held with the employees involved to discuss the decision and any remedies or corrections offered.

Third-Level Review: If the complaining employee(s) is/are not satisfied with the decision of the CEO, at the request of either party, the Manager of Policy and Administration will arrange for the services of a neutral mediator, with the agreement of the President of the employee association representing the Bargaining Unit for represented employees, to attempt to reconcile the differences between the parties. If the mediator is unable to reconcile the differences between the parties, the mediator shall be requested to prepare a written opinion, setting forth the mediator's recommendation for solution.

Fourth-Level Review: If the services of a mediator have not resulted in an acceptable resolution, the complaining employee(s) may, within five working days, appeal the decision of the CEO to the Board by letter.

Upon receipt of a grievance, the Board or the Government Relations and Public Affairs Committee may elect to conduct a hearing as a body, and make investigations and conduct hearings as the Government Relations and Public Affairs Committee determines, followed by recommendations to the full Board.

Should the grievance be heard by the Government Relations and Public Affairs Committee, complaining employee(s) shall have the option to make an additional presentation to the full Board following the committee recommendations.

The committee shall make recommendations to the full Board. The decision of the Board shall be made at its next regularly scheduled meeting following the receipt of the special committee's recommendations and any additional presentation by the complaining employee(s).

The Board's decision shall:

1. Direct the CEO as to the disposition of the case, and
2. Be final and binding upon all parties.

F. TIMELINESS

If the employee(s) fail(s) to proceed with a grievance within any of the specified time limits, the grievance will be deemed settled on the basis of the last decision reached. If the Primary Team Manager, Manager of Policy and Administration, or CEO fails to respond within the time limits specified in this policy, the employee(s) may proceed to the next level. Time limits provided in this policy may be extended, with agreement between the employee(s) and SACOG when reasonably necessary to obtain all facts or in the interest of fairness and justice. Grievance appeals will not expand the scope of the formal grievance process.

11. RULES OF SACOG RELATING TO EMPLOYEES REPRESENTED BY THE SACOG EMPLOYEES' ASSOCIATION

A. AUTHORITY

These rules regulate the conduct of employee relations between SACOG and employee represented by the SACOG Employees' Association (SEA), and are promulgated pursuant to the Meyers-Milias-Brown Act, Section 3500 et seq. of the California Government Code. The words and phrases used herein shall have the same meaning as defined in the Meyers-Milias-Brown Act. SACOG will comply with the requirements of the Meyers-Milias-Brown Act.

B. DUES DEDUCTIONS

Dues deductions shall be permitted only for members of the SEA subject to the following provisions: subject to the following provisions:

- a. Dues deduction shall be for a specified percentage of gross pay upon the written authorization of a SEA member.
- b. Dues deduction may be canceled by the member by giving thirty days' written notice to the Finance Manager.
- c. Dues deduction shall continue until canceled by the member.
- d. Dues deduction shall be on a form provided by the Manager of Policy and Administration.

C. ATTENDANCE AT MEETINGS

Unless a greater number is approved in advance by the CEO, SEA may select not more than two duly authorized representatives to attend scheduled meetings with the Board, or any SACOG Committee on subjects within the scope of representation during regular work hours without loss of compensation. may select not more than two duly authorized representatives to attend scheduled meetings with the Board, or any SACOG Committee on subjects within the scope of representation during regular work hours without loss of compensation.

D. ACCESS TO WORK LOCATIONS

Reasonable access to employee work locations shall be granted officers of SEA for contacting members of SEA concerning business within the scope of representation. Such officers shall not enter any work location without previous notice to and consent from the CEO, and access may be restricted so as not to interfere with SACOG operations. Such officers shall also give reasonable notice to their Primary Team Manager that time is needed to discuss SEA business with other members of SEA. In no one week shall the time devoted by all such representatives exceed three hours without loss of compensation, unless additional time has been approved in advance by the CEO. Any time utilized under this rule shall be reported weekly to the CEO by email.

E. INTERNAL MANAGEMENT

Solicitation of membership and activities concerned with the internal management of SEA, such as collecting dues, holding membership meetings, campaigning for office, conducting elections, and distributing literature shall not be conducted during working hours., such as collecting dues, holding membership meetings, campaigning for office, conducting elections, and distributing literature shall not be conducted during working hours.

F. USE OF SACOG FACILITIES

SEA may use, on an availability basis, SACOG conference rooms and similar building facilities for meeting with employees in the representation units during non-working hours, provided such use of facilities is not disruptive in any way to SACOG activities. Upon approval of the CEO, SEA may post materials on SACOG bulletin boards. Use of reproduction equipment shall be on the same basis as personal use by employees. Reasonable amounts of material may be transmitted through the standard office routing systems. Reasonable amounts of material may be transmitted through the standard office routing systems.

G. REPRESENTATION OF SACOG

SEA shall be represented in meeting and conferring with SEA by the CEO and/or his/her designee with whatever staff or consultant assistance he/she deems necessary. The Board of Directors shall meet with and instruct the CEO on its position respecting matters within the scope of representation in advance of such meetings and conferences, as necessary.

H. MEMORANDUM OF UNDERSTANDING

When the CEO or his/her designee and the representatives of SEA reach agreement, they shall jointly prepare a written memorandum of such understanding. That memorandum shall be submitted to the SACOG General Counsel for review before submission to the Government Relations and Public Affairs Committee of the Board of

Directors. Such memorandum shall be subject to approval by the Board of Directors. Such memorandum shall be subject to approval by the Board of Directors.

I. LACK OF AGREEMENT

If SACOG representatives and the representative(s) of SEA are unable to reach agreement, the points of agreement and points of disagreement shall be submitted in writing to the Government Relations and Public Affairs Committee of the Board of Directors. SACOG and SEA may engage in mediation to resolve the points of disagreement. In addition, or in the alternative to mediation, the parties will comply with the requirements of Government Code sections 3505.4 through 3505.7. Action of the Board will be final. Action of the Board will be final.

SECTION III: BENEFITS

1. REGULAR EMPLOYEE BENEFITS

All regular non-contract SACOG employees are eligible for certain benefits beginning upon the first date of full employment. Management employees are on employment contracts that may specify different benefits. A SACOG employee is considered a “regular” employee unless he or she is classified as an intermittent, temporary employee, student intern (*see separate Benefits descriptions*), or is otherwise described in a written employment contract. Employees identified upon hire as Limited Term Employees (18 months or less) are considered regular employees for benefits purposes. Some benefits for regular employees will not begin until after the first full month of employment, while others will be prorated for partial months of employment. The SACOG benefits staff will explain your eligibility when you complete your employment entrance forms. All benefits for regular employees working less than 100% will be prorated based on the percentage of regularly scheduled work hours (i.e. 90% work schedule, 80% work schedule), except where the benefits plans themselves require a certain number of minimum hours worked per week to be eligible. This handbook is intended to explain the employee benefits for regular SACOG staff.

A. HOLIDAYS

REGULAR HOLIDAYS

The following twelve (12) regular holidays shall be observed:

- New Year’s Day (January 1)
- Martin Luther King, Jr., Day (third Monday in January)
- Lincoln’s Birthday (February 12)
- Washington’s Birthday (third Monday in February)
- Memorial Day (last Monday in May)
- Independence Day (July 4)
- Labor Day (first Monday in September)
- Veteran’s Day (November 11)
- Thanksgiving Day (last Thursday in November)
- Friday after Thanksgiving
- Christmas Eve ½ Day (last working day prior to the Christmas holiday)
- Christmas (December 25)
- New Year’s Eve ½ Day (last working day prior to the New Year’s holiday)

When a holiday falls on a Sunday, the following Monday will be observed. When a holiday falls on a Saturday, the preceding Friday will be observed. Annually, not later than December 31, Human Resources will send Outlook appointments for the specific dates for each holiday for the next calendar year.

If an employee is regularly scheduled to work on a holiday, if the employee’s regularly scheduled day off falls on a holiday, or if the employee is on other paid status, he/she will receive holiday pay. If the employee is on an unpaid leave of absence, he/she is not eligible for holiday pay unless he/she is on paid status for a regularly assigned shift either immediately preceding or following the holiday.

If an employee is on a 9/80 schedule and an observed holiday falls on the Friday off, the employee will accrue eight hours of PTO time. If an observed holiday falls on the employee’s working eight-hour day, he/she will receive eight hours of holiday pay. If an observed holiday falls on the employee’s working nine-hour day, the employee may elect to use one hour of PTO or compensatory time, if any, to supplement the eight-hour holiday pay.

Holidays occurring during the employee’s PTO are not charged against the PTO balance unless he/she fails to return to work following PTO.

FLOATING HOLIDAYS

Each employee who has completed one year of service shall be granted two floating holidays per calendar year. Floating holidays are not PTO. Such floating holidays may be scheduled at the employee’s discretion during the year in which they were earned, subject to approval of the supervisor. Floating holidays shall not be taken in increments of less than one working day. If a floating holiday is not taken within the calendar year in which it is granted, the floating holiday cannot be carried over into the following year and is lost.

Employees who complete their first year of employment shall be credited with two floating holidays in the calendar year in which they complete their first full year.

Floating holidays not used at the time an employee leaves SACOG employment shall be paid to the employee.

A. PAID TIME OFF

ACCRUAL

SACOG provides regular employees with Paid Time Off (PTO) instead of sick leave or vacation leave. PTO is calculated based on full-time employment. For employees working less than full-time, they will receive a prorated amount. If full-time employment begins at some time after the first of the month, PTO accrual shall be prorated daily for the number of days of employment during the first month. The accumulation of Paid Time Off shall be as follows:

Monthly PTO Accrual by Years of Service

Years 0-3	Years 4-15	Years 16+
18.67 hours	22 hours	25.34 hours

PTO is also subject to the conditions in the following sections.

USE REQUIREMENTS

Effective July 1, 2017, employees are required to take periodic PTO leave and stay at or below 592 hours as of June 30 each year. SACOG retains full discretion to deny PTO request(s) and schedule planned PTOs to meet its business needs. All PTO is subject to cancellation in case of emergency conditions.

The minimum amount of PTO the employee is required to take is shown below:

ANNUAL PTO USE REQUIREMENTS BY YEAR OF EMPLOYMENT

Years 0-2	Year 3	Year 4	Years 5-15	Years 16+
No requirement	80 hours (cumulative)	224 hours (cumulative)	144 hours (annually)	184 hours (annually)

If on June 30 of any fiscal year, an employee has not met the use requirements outlined above, SACOG will freeze leave accrual until the time sufficient leave has been taken to reduce the balance to the maximum level allowed.

The use of paid or unpaid PTO time off is not generally cause for corrective action. However, SACOG expects employees to maintain an acceptable standard of attendance. Regardless of the cause, excessive absenteeism will result in disciplinary action, up to and including termination.

Unscheduled PTO is for leave related to sickness, family emergencies, and unscheduled appointments. Scheduled PTO should be submitted at least thirty (30) calendar days in advance and approved by the employee's Primary Team Manager by sending a request through Paychex Flex/StratusTime.

The employee's Primary Team Manager has authority to approve leave up to 15 consecutive work days. Leave more than 15 working days requires the approval of the Manager of Policy and Administration.

PTO taken immediately prior to the date of separation may not exceed one month or approximately 20-22 concurrent work days.

UPON SEPARATION

Upon separation of employment, PTO in excess of 80 hours shall be deposited into a 401(a) account (Special Pay Plan) for the separating employee. Should this amount exceed the then-current IRS limitation, the difference shall be paid to the employee. Upon death of an employee, the employee's designated beneficiary shall be paid the monetary value of the accrued Paid Time Off. It shall not be paid to the Special Pay Plan.

OTHER PROVISIONS

PTO leave is compensated at your current rate of pay.

Employees will accrue PTO while actively at work or on PTO (such as SACOG-observed holidays), provided that they return to work following an absence. If you are on an unpaid leave of absence, you will cease to accrue PTO when you go on leave without pay.

If you are on a 9/80 schedule and take a one-week PTO the week you are scheduled to work on Friday, 44 hours of PTO will be deducted from your PTO accrual balance for that week. If you take a one-week PTO during the week scheduled for a 9/80 day off, 36 hours will be deducted from your PTO accrual balance. If you take one day of PTO leave at a time, PTO time off will be deducted at the rate of 9 hours for Monday through Thursday and 8 hours for Friday.

While on an unpaid leave, employees can take accrued and unused PTO before taking unpaid leave, or having unpaid absences. This includes Family and Medical, and Pregnancy Disability Leave. If you are receiving wage replacement through SACOG's long-term disability leave plan, accrued and unused PTO time can be integrated with disability benefits.

USE OF PTO FOR ILLNESSES AND INJURIES

PTO may be used for any planned or unplanned absence due to your personal illness or injury, illness or injury of an immediate family member, preventive healthcare appointments or bereavement leave. In addition, employees who are victims of domestic violence, sexual assault or stalking can use PTO when they need time off to appear in legal proceedings or for medical treatment.

For purposes of this PTO policy, a covered family member includes:

- A child defined as a biological, foster or adopted child; a stepchild; or a legal ward, regardless of the age or dependency status of the child. A "child" also may be someone for whom you have accepted the duties and responsibilities of raising, even if he or she is not your legal child.
- A "parent" defined as a biological, foster or adoptive parent; a stepparent; or a legal guardian of an employee or the employee's spouse or registered domestic partner. A parent may also be someone who accepted the duties and responsibilities of raising you when you were a minor child, even if he or she is not your legal parent.
- A spouse.
- A registered domestic partner.
- A grandparent.
- A grandchild.
- A sibling.

You may be required to take PTO if, in the reasonable opinion of your Primary Team Manager, you are exposing fellow employees to hazard, illness or injury.

SACOG reserves the right to investigate any reported illness/injury, or require you to verify an illness/injury for which you are claiming sick or injury leave benefits. SACOG has the right to require proof of illness in the form of a Doctor's Statement or Release from Work for the day(s) you are using PTO for an illness or injury.

If you are returning to work following a non-work related injury/illness which affects your ability to perform essential job functions in a safe and efficient manner, you must contact Human Resources prior to commencing work. Human Resources will review your medical release and, if needed, have a SACOG physician review your condition to confirm that you can safely and efficiently perform job functions and/or whether modified/light duty is appropriate.

An employee who becomes disabled due to an illness or injury not caused by work and who is eligible for payments through SACOG's disability insurance plan must apply for such payments. Informational pamphlets and application forms are available from Human Resources. SACOG shall continue to contribute its share to the health, dental and life insurance premiums of an employee receiving disability benefits so long as he/she is in a payroll status. An employee is in a payroll status if he/she is using accrued PTO or compensatory time off in conjunction with disability benefits.

Disability payments and the employee's available PTO shall be integrated so you will continue to receive the equivalent of a normal monthly paycheck. If you have no available PTO, you may substitute other time off, if any, subject to prior approval by the CEO or designee. SACOG shall charge your appropriate PTO or other time off benefit account on a pro-rata basis. If you exhaust all paid leave accruals and the disability continues, you shall be placed on a leave of absence without pay.

An employee who is chronically unable to perform his/her assigned duties as scheduled may be required to undergo a Fitness for Duty Examination. The purpose of the examination is to determine the employee's physical and/or psychological ability to withstand the rigors of a full-time position. SACOG will assume the cost of the examination.

Paid PTO time is a benefit that can also cover absences for work-related illness or injury. Employees who have a work-related illness or injury are covered by workers' compensation insurance. However, workers' compensation benefits usually do not cover absences for medical treatment. When an employee reports a work-related illness or injury, he/she will be sent for medical treatment, if treatment is necessary. You will be paid regular wages for the time spent seeking initial medical treatment. Any further medical treatment will be under the direction of the health care provider. Any absences from work for follow-up treatment, physical therapy or other prescribed appointments will not be paid as time worked. If you have accrued and unused PTO, the additional absences from

work can be paid with the use of PTO time. PTO can also be used to supplement your workers' compensation benefits, provided your regular rate of pay is not exceeded.

B. SPECIAL PAY PLAN AND PTO CASH OUT

The Special Pay Plan is comprised of: the depository for excess PTO for regular employees and payment of PTO at the time of separation of employment for any reason, and the Deferred Compensation Plan for non-regular employees. The Special Pay Plan is a 401(a) plan.

For employees who may have more than 592 hours by June 30 of any given year, PTO hours must either be cashed out or be deposited into the Special Pay Plan. The deposit shall be made in an account for the benefit of the employee.

In December of the preceding year, employees must make an irrevocable election to (a) cash out the first 80 hours above 592 hours or (b) roll all hours above 592 into the Special Pay Plan.

Deposits to the Special Pay Plan shall be coordinated with deposits to the ICMA-RC 401(a) plan in a manner such that the then-current maximum amount to be deposited to an individual 401(a) plan is not exceeded for any employee. Should the amount subject to the Special Pay Plan exceed the then-current IRS limitation, the difference shall be paid to the employee.

Employees may accrue more than 592 hours between July 1 and June 30, subject to the use requirements in the Paid Time Off section above.

For any employee who leaves SACOG employment, SACOG shall deposit the cash value of PTO more than eighty (80) hours into the Special Pay Plan in an account for the benefit of the employee.

Disbursements from the fund are at the discretion of the employee. As with other 401(a) plans, cash withdrawal of funds will be taxed and may carry early withdrawal penalties. Funds may be transferred to other eligible investment funds held by the employee.

Deposits to the Special Pay Plan for the FICA Alternative Plan for Temporary Employees and Student Interns are outlined under benefits for those employees.

C. EMERGENCY PAID TIME OFF BANK

The purpose of this policy is to create an emergency Paid Time Off (PTO) bank for SACOG employees who have exhausted their PTO balance and to establish formal procedures for administration of that leave bank.

An eligible employee is a regular (part-time or full-time) employee, as defined this policy handbook. Probationary employees are included in the definition of "regular" employees. Temporary employees and student interns are not eligible.

CREATION OF EMERGENCY PTO BANK

An employee may contribute PTO and/or floating holidays to the Emergency PTO Bank. All contributions are strictly voluntary. An employee may contribute any accrued PTO more than 40 hours by contacting Human Resources for a contribution form. The hours contributed may not be designated to one individual or group of individuals. The hours go into one Bank for all eligible employees.

REQUEST FOR EMERGENCY PTO

An employee may request hours from the Bank only if he/she has a medical emergency and has exhausted or is about to exhaust his/her paid PTO because of the emergency.

A “medical emergency” is a condition of an employee that will (1) require the employee to miss work for a prolonged period, and (2) will result in a substantial loss of income because all other paid leave will be exhausted. The medical emergency must be personal to the employee, i.e., the medical emergency of a family member is not covered under this personnel policy.

Applications for leave time from the PTO bank will be reviewed by the Manager of Policy and Administration, and will be approved or rejected in accordance with this policy.

EMERGENCY PTO LIMITS

An employee may not receive more than 60 days leave time from the Bank, or until he/she qualifies for Long Term Disability Insurance, whichever is less.

D. COMMUNITY SERVICE DAY

Effective July 1, 2017, SACOG will provide all employees with 8 hours of service time annually, to be used to volunteer in a qualifying activity of the employee’s choice. The Career Development Committee will define the specifics of the Community Service Day program before the benefit is available.

E. BEREAVEMENT LEAVE

Bereavement Leave with pay shall be authorized for a regular employee, when needed, due to the death of the employee’s parent, stepparent, spouse, child, grandchild, stepchild, grandparent, brother, stepbrother, sister, stepsister, uncle, aunt, mother-in-law, father-in-law, son-in-law, daughter-in-law, brother-in-law, sister-in-law, or the death of any person who resided with the employee in the employee’s household at the time of death. The employee shall give notice to his/her Primary Team Manager in advance of taking such leave.

Such absence for family death shall be limited to time that is required and shall not exceed forty (40) hours for any one death.

F. LEAVE WITHOUT PAY

Leave of absence without pay may be granted to any employee upon the specific written request of the employee and with the prior written approval of the CEO for the following purposes:

- Family and Medical Care Leave – See separate policy.
- Pregnancy-Disability Leave - See separate policy.
- Other personal reasons that do not impair the effectiveness of SACOG, not to exceed three (3) months.

At the request of the employee, the Manager of Policy and Administration has the discretion to extend a leave of absence for up to an additional three (3) months if conditions warrant such an extension. In exercising such discretion, the Manager of Policy and Administration may consider SACOG’s workload needs for the timeframe in question and may give stronger weight to leave requested for an employee’s serious health condition or a family

member's serious health condition and who may have exhausted the leave available under the Family Medical Leave Act and the California Family Rights Act as opposed to other type of extended leave. In exercising his/her discretion to grant such leave in this circumstance, the Manager of Policy and Administration may also grant the employee paid benefits for up to three months.

All accrued PTO and all compensatory time off (CTO) must be used prior to the effective date of leave of absence without pay, including family and medical care leave and pregnancy disability leave.

A leave of absence may be revoked by the CEO or his/her designee upon evidence that the cause for granting the leave of absence was misrepresented or has ceased to exist.

Upon expiration of the leave of absence, the employee shall be reinstated to his/her former position at the same step in the salary range.

Leave of absence without pay shall not be counted as qualifying service for the purposes of accruing Paid Time Off, annual salary adjustments, California Public Employees Retirement, longevity, or seniority.

PAYMENT OF INSURANCE PREMIUMS

- (1) An employee taking family and medical care leave or pregnancy disability leave shall receive for a period not to exceed three (3) or four (4) months, respectively, in any one (1) year period, health, dental, vision, and life insurance coverage to the same extent that the employee would receive this coverage if the employee were not on leave.
- (2) All other employees on unpaid leave and wishing to maintain health, dental, vision, and life insurance shall be responsible for paying the full monthly premium payments, plus a 2% administrative fee, at the time and manner provided for by SACOG.

An employee who resigns without returning to work following a leave of absence shall be paid according to the Special Pay Plan policy for the monetary value of his/her accrued Paid Time Off.

G. COMPENSATORY TIME OFF

This provision applies only to employees in positions designated as non-exempt from the weekly overtime provisions of the federal Fair Labor Standards Act (FLSA).

The work week shall be 40 hours. The work week shall begin at 12:01 a.m. on Sunday and end at 12:00 a.m. the following Sunday, except that for any employee working an 80-hour schedule over nine days and taking his/her 9/80 day off on a day other than Friday, that employee's work week shall begin at 12:01 P.M. on his/her scheduled day off. No non-exempt employee shall work more than 40 hours in any given work week without approval of his/her immediate Primary Team Manager and the Manager of Policy and Administration.

Time worked by non-exempt employees more than forty (40) hours during the applicable work week is considered overtime. Employees subject to this provision shall be granted compensatory time off (CTO). In either instance, the value shall be at the rate of time-and-a-half for each hour worked more than scheduled work hours. Employees shall not accrue more than 240 hours of CTO. Any overtime earned more than 240 hours of CTO will be paid to the employee. Absence with pay (e.g. holidays, PTO) shall not be counted as time worked for complying with this provision and the Fair Labor Standards Act. CTO calculations are dependent upon an employee's work schedule and designated work week.

Prior approval for CTO must be given by the Team Manager for the project. Documentation for CTO hours worked will be written by the Team Manager in the "Manager Notes" in Ajera on the employee's timesheet – thus attached to and submitted with the employee's monthly time sheet. Employees will document the prior approval by making the appropriate recordings for the approval of the CTO which includes date, number of hours estimated for CTO for the project, updates of discussion and plan to use the CTO in the Notes section of the timesheet. Employees must use accumulated CTO as soon as possible after it has been earned, or by agreement with the employee's Primary Team Manager and Manager of Policy and Administration, usage may be postponed to a mutually beneficial date. CTO must be used or paid out before an employee is promoted, and must be paid out once the balance exceeds 240 hours.

All CTO earned shall be recorded against the project that caused the need for the CTO. All accrued CTO used shall be recorded against the CTO used account established by the SACOG Finance Team.

In the event an employee separates from employment with SACOG, the employee can either take any accrued and used CTO, if time permits, or be paid for earned overtime.

H. COST OF LIVING ADJUSTMENTS

An annual cost of living adjustment shall be made to the salary table effective July 1 of each year. The cost of living adjustment shall be equivalent to the change in the Federal Consumer Price Index for all urban consumers (CPI-U) for the State of California from January of the previous year to January of the current year, except that it shall be no less than one percent (1%) and no more than four percent (4%).

I. LONGEVITY PAY

SACOG will provide longevity pay in the amount of 2.5% above current base salary for those employees who have completed the equivalent of thirteen years of full time regular employment with SACOG and an additional 2.5% at the completion of the equivalent of eighteen years of full time regular employment with SACOG. Only an employee's status as a regular employee or limited term employee, either through continuous service or interrupted service, may be counted in calculating longevity pay. A period where an employee did not work for SACOG, or was classified as a student intern, intermittent, or temporary, shall not be included in the calculation of total years of service that the employee has with SACOG.

J. CALIFORNIA PUBLIC EMPLOYEES RETIREMENT SYSTEM

SACOG participates in the California Public Employees Retirement System (CalPERS) for regular employees. The CalPERS retirement program is subject to such terms and conditions as SACOG, in its sole discretion, may contract with that system. SACOG has three plans that are outlined below.

2.5% AT AGE 55 PLAN

Employees hired by SACOG prior to July 1, 2011 are eligible for a PERS retirement formula of 2.5% @ 55, with a one-year average compensation formula, with the following additional stipulations:

- (1) As of January 1, 2017, SACOG pays 2.1% for the "employee's contribution". SACOG shall report any employee contribution paid by SACOG to CalPERS as reportable income. Employees pay 100% of any increase in the employer's contribution level that exceeds 5.71%, by paying a larger percent of the employee's contribution, with a cap of an additional 1% in any year.

- (2) Beginning July 1, 2017, employees will make additional contributions to their employee share. Employees shall pay their full employee share of PERS contributions by 2019. After June 30, 2019, Tier I employees shall also split with SACOG (50-50) any normal increase of the employer rate, except that the employees shall pay no more than an additional 1% in each year. Any increase over the 1% cap in any given year for employees shall be borne by SACOG. The 1% cap applies in any given year, not cumulatively. In any given year, if the employer rate decrease, employees' contribution shall not decrease. The table below illustrates the employee cost sharing that will occur through 2021. Once 50% of normal cost sharing is reached (PEPRA goal), no further cost sharing will occur until rates increase again.

Employee and Employer Cost Sharing

	Employer Paid Member Contributions	Employee Contributions to Employer Share
2016	2.1%	0%
2017	1.1%	0%
2018	0.1%	0%
2019	0%	0.9%
2020	0%	1.9%
2021	0%	2.9%

2% AT AGE 55 PLAN

Each employee hired by SACOG on or after November 1, 2011, except those covered by the Public Employees' Pension Reform Act (PEPRA), shall receive a 2% @ 55 benefit with a three-year average compensation formula.

- (1) As of January 1, 2017, SACOG pays 1.1% for the "employee's contribution". SACOG shall report any employee contribution paid by SACOG to CalPERS as reportable income. Employees pay 100% of any increase in the employer's contribution level that exceeds 5.71%, by paying a larger percent of the employee's contribution, with a cap of an additional 1% in any year.
- (2) Beginning July 1, 2017, employees will make additional contributions to their employee share. Employees shall pay their full employee share of PERS contributions by 2019. After June 30, 2019, Tier I employees shall also split with SACOG (50-50) any normal increase of the employer rate, except that the employees shall pay no more than an additional 1% in each year. Any increase over the 1% cap in any given year for employees shall be borne by SACOG. The 1% cap applies in any given year, not cumulatively. In any given year, if the employer rate decrease, employees' contribution shall not decrease. The table below illustrates the employee cost sharing that will occur through 2021. Once 50% of normal cost sharing is reached (PEPRA goal), no further cost sharing will occur until rates increase again.

Employee and Employer Cost Sharing

	Employer Paid Member Contributions	Employee Contributions to Employer Share
2016	1.1%	0%
2017	1.1%	0%
2018	0%	0%
2019	0%	0.9%
2020	0%	1.9%
2021	0%	2.9%

2% AT AGE 62 PLAN

Effective January 1, 2013, SACOG adopted the PERS retirement formula of 2% @ 62, with a three year average compensation formula, as required by California law. This plan covers employees either hired on or after January 1, 2013, or those who have not worked for a PERS-participating employer within the last six months. Employees are required to contribute the full employee portion.

K. SOCIAL SECURITY

All regular SACOG employees, except for those who are exempt from Social Security under previous agreements, shall be subject to Social Security and its provisions.

For regular employees not covered by Social Security, SACOG will contribute to a Deferred Compensation Plan or a Money Purchase Plan provided the employee contributes to either plan an equal amount of salary to match SACOG's contribution. The employee may designate the amounts allocated to each plan. SACOG's total contribution in any month shall not exceed the amount of the employee's deferment that month or the maximum amount that SACOG would have contributed to the employee's Social Security account in that month. The employee may annually increase the amount contributed to either plan in a future fiscal year and SACOG shall increase, subject to the FICA maximum limitation, its contribution to match this amount, provided the CEO is notified by May 15, prior to the start of the new fiscal year, and if SACOG's contribution does not exceed the maximum amount that SACOG would have contributed to the employee's Social Security account in that month. An employee may decrease his/her contribution at any time, provided the CEO is notified thirty (30) days in advance of the date the decrease is to become effective. You may receive a deferred compensation distribution at any of the following times:

- Normal retirement date as defined in the deferred compensation plan distribution provisions.
- Upon termination, subject to the plan provisions, terms and conditions.
- In the event of your death, your beneficiary will be entitled to the distribution.
- In the event of unforeseen, severe financial emergency resulting from a sudden and unexpected illness or accident of you or your dependent or a similar extraordinary circumstance.
- Late retirement date as defined in the deferred compensation plan distribution provisions; however, benefits accruals are subject to any maximums established by the plan.
- You are required by law to begin receiving benefits by April 1 of the calendar year following the year in which you reach 70½ years of age or terminate your employment.

When you terminate employment with SACOG, you will elect a payout option available under the deferred compensation plan or may choose to transfer your plan assets to another eligible plan or leave them in the current plan. Refer to Summary Plan Descriptions for further information on SACOG's deferred compensation plan that can be obtained from Human Resources.

L. CAFETERIA PLAN

All benefits and providers will remain the same, except that benefits will be provided through a cafeteria plan for administrative purposes and to allow SACOG to continue to provide post-retirement benefits outlined in the prior MOU. Additionally, nothing in this section vests the benefits or providers. SACOG and SEA will continue discussions about how other insurance providers (those benefits outside of medical health insurance) might offer more options to staff including voluntary short-term disability insurance or enhanced long-term disability insurance. SACOG will strive to continue to provide health insurance through PERS and the same level of other

benefits (family dental coverage plan and vision) outlined in the current MOU, regardless of providers that may be selected. SACOG will work with SEA to select/change providers should the agency and/or staff want to pursue other providers.

M. HEALTH INSURANCE

1. PREMIUMS

SACOG will provide health insurance coverage for each eligible employee through CalPERS. SACOG employees shall be provided health insurance at the 2006 Kaiser Bay Area/Sacramento Family Basic Premium, plus 50% of all monthly premium increases.

SACOG shall maintain a Base Health Care Cost Schedule that will track the respective dollar amounts of the Kaiser Bay Area/Sacramento Family Basic Premium for which SACOG and the employees are responsible. This schedule shall be available to all employees and be updated no later than each January. For 2017, the amount contributed is \$1,444.13.

1. CASH UP

Employees who select a health insurance option which costs less than the Kaiser Bay Area/Sacramento Family Basic Premium are eligible to receive a portion of the cash value. Cash up is defined as the value of the difference between the actual premium cost for employee health insurance (if any) and the Kaiser Bay Area/Sacramento Family Basic Premium.

- a) Employees shall compensate SACOG for all employer's costs, including FICA (OASDI and Medicare). As of July 1, 2006, this shall be calculated as 92.89% of the pre-tax dollar amount to which employees are entitled. This same calculation will be used for those employees who exceed the FICA maximum.
- b) The percentage rate may change if the FICA (OASDI and Medicare) rates, or any other SACOG employer costs change, during the life of this agreement.
- c) Employees hired prior to June 30, 2006, are eligible to receive \$1,444.13 per month, minus the employer costs, for a total \$1,341.45 per month. Employees hired after July 1, 2006, are eligible to receive \$903.65 per month, minus the employer costs, for a total of \$839.40 per month.
- d) As of July 1, 2017, there will be no annual adjustments to cash up, except for any changes to employer's costs.

N. POST-RETIREMENT HEALTH BENEFITS

SACOG will provide health insurance coverage for each employee who retires from the California Public Employees' Retirement System (CalPERS) within 120 days of separation from SACOG employment. SACOG will contribute to such health insurance program as identified below. The retiree may select either a PERS health plan or a non-PERS health plan.

PRE-2019 RETIREES

For employees hired on or before October, 2005, SACOG shall pay post-retirement health benefits in an amount not to exceed an amount equal to the Kaiser Bay Area/Sacramento Family Premium.

For employees hired between November 1, 2005, and June 30, 2006, SACOG shall pay post-retirement health benefits in an amount not to exceed the Kaiser Bay Area/Sacramento Family Premium subject to the vesting schedule below.

For employees hired on or after July 1, 2006, or as soon thereafter as it is practicable to amend the PERS contract, SACOG shall pay post-retirement health benefits in an amount not to exceed the Kaiser Bay Area/Sacramento Two-Party Basic Premium subject to the adopted vesting schedule below.

<i>Credited</i>	
<i>Years of CalPERS Service</i>	<i>Percentage of</i>
<i>(5 must be from SACOG)</i>	<i>SACOG Contribution</i>
10	50
11	55
12	60
13	65
14	70
15	75
16	80
17	85
18	90
19	95
20 or more	100

Post-Retirement Health Opt-Out Option:

- A. Employees hired prior to July 1, 2006, may “opt out” of any retiree medical benefits in exchange for monthly HRSA contributions equal to the Kaiser Bay Area/Sacramento Two-Party Basic Premium as of the retirement date, for ten years from the date of retirement. The employee and spouse/domestic partner must sign a release waiving all rights to any retiree medical coverage in exchange for these contributions.
- B. Current employees will receive the existing MOU post-retirement benefits until December 31, 2018 with the exception that the “opt out” provided in section D above is only for an HRSA, not cash (see post-retirement opt-out description below).

POST-2018 RETIREES

After January 1, 2019, there shall be two Tiers:

Tier 1:

For employees hired prior to July 1, 2017, those who retire from SACOG and retire from CalPERS within 120 days would receive the same SACOG contribution towards the medical benefit premium amount as existing employees, whatever that amount is at the time of retirement, with the vesting schedule based on years of service at SACOG. As the employee benefit portion paid by SACOG increases, retirees will see this same increase. SACOG will pay the then-current PEMHCA minimum, which is set by CalPERS. The current rate is \$125 per month towards CalPERS-provided health premiums. The rest of the premium will be paid to the retiree through an HRSA, and the premium amount will be deposited by direct deposit to the retiree once the retiree identifies annually to the benefits administrator the monthly premium amount.

<i>Credited Years of CalPERS Service (5 must be from SACOG)</i>	<i>Percentage of SACOG Contribution</i>
10	50
11	55
12	60
13	65
14	70
15	75
16	80
17	85
18	90
19	95
20 or more	100

Tier 2:

For employees hired starting on or after July 1, 2017, those who retire from SACOG and retire from CalPERS within 120 days will receive the then-current PEMHCA minimum, which is set by CalPERS. The current rate is \$125 per month towards CalPERS-provided health premiums. An additional \$50 per month will be added to a portable HRSA during employment at SACOG (i.e., the employee can take the HRSA funds if they leave SACOG, pre- or post-retirement).

Post-Retirement Health Opt-Out Option

Current employees hired prior to July 1, 2006, who choose the Post-Retirement Health Opt-Out Option, who retire from SACOG within 120 days of retiring from CalPERS will receive contributions to an HRSA equal to the Kaiser Bay Area/Sacramento Two-Party Basic Premium as of the retirement date (currently \$1,381.12) for ten years from the date of retirement.

Employees and their domestic partners/spouses must sign a release waiving all rights to any retiree medical coverage in exchange for this option.

O. DENTAL PLAN

SACOG shall provide a fully paid dental plan for each employee. SACOG participates in the County of Sacramento’s dental insurance program. As of July 1, 2006, the plan covers the employee and all dependents at no cost to the employee; however, this is subject to change and is determined by the County of Sacramento.

P. VISION PLAN

SACOG will provide a Vision Plan for each employee who works at least 60% of the time. The per employee cost to SACOG for such vision plan shall not exceed an amount determined each year based on agreement between SACOG and SEA.

Q. LIFE INSURANCE

SACOG participates in the County of Sacramento’s employee life insurance program at no cost to the employee. The benefits related to this program are subject to change and are determined by the County of Sacramento. [As of January 1, 2016, the benefit to each employee is one times the employee’s annual salary rounded to the next

highest \$1,000 up to \$50,000 (basic insurance). SACOG also has \$5,000 of employee term life insurance coverage as a portion of SACOG's long term disability policy at no cost to the employee.

R. COBRA

In accordance with the Consolidated Omnibus Budget Reconciliation Act of 1986 (COBRA), SACOG provides you and/or your covered dependents an opportunity to continue your group health coverage on a temporary basis beyond the date where coverage otherwise would have ended. Under COBRA, you and/or your qualified dependents have the right to continue health insurance coverage if covered under a SACOG group health plan.

Eligibility for continuation coverage begins when a qualifying event occurs. A qualifying event is an event which results in the loss of group health care for individuals covered under a group health plan. Loss of coverage must be due to:

- Termination of employment, except for gross misconduct
- Reduction in hours to part-time status
- Employee's death
- Divorce or legal separation
- Loss of dependent status
- Employee's entitlement to Medicare coverage

COBRA coverage may be continued for the following time periods:

- 18 months, if the qualifying event is:
 - Termination
 - Reduction in hours to part-time
- 29 months, in the event you or an eligible dependent was disabled in accordance with the terms of the Social Security Act on the date employment was terminated (or work hours were reduced to part-time).
- 36 months, if the qualifying event is:
 - Employee's death (dependent coverage)
 - Divorce or legal separation
 - Loss of dependent status

When a qualifying event occurs, you are responsible for informing Human Resources *promptly*. You and/or your dependents will have 60 days following the date Human Resources mails the notification to you to respond to the COBRA administrator. If a response is not received within 60 days, you and/or your dependents will no longer be eligible for continuation of group health insurance.

S. TRANSPORTATION ASSISTANCE

1. TRANSIT PASSES

Each employee who regularly uses a public transportation system as the principal method of commuting to work will be provided a monthly transit pass. SACOG's contribution toward the cost of such transit pass shall not exceed the higher of the cost of a Sacramento Regional Transit District (SRTD) or YOLOBUS pass, including express bus price.

2. CAR POOLS

Each employee who regularly participates in a car pool as the principal method of commuting to and from work shall be reimbursed as follows:

Two-person car pool	55% of the higher of the cost of the SRTD or YOLOBUS pass
Three-person car pool	60% of the higher of the cost of the SRTD or YOLOBUS pass
Four-person car pool	65% of the higher of the cost of the SRTD or YOLOBUS pass
Five-person car pool	70% of the higher of the cost of the SRTD or YOLOBUS pass

The size of the car pool shall be the number of participating licensed drivers.

Each participating member of a car pool shall complete a car pool authorization form. If car pool members are not SACOG employees, they must also identify their work location and work hours to qualify the SACOG employee for the car pool subsidy.

3. NON-MOTORIZED COMMUTING

Each employee who regularly uses a non-motorized means of transportation as the principal method of commuting to work shall be reimbursed at the same value as the higher of an SRTD or YOLOBUS monthly pass, including express bus price.

4. EMERGENCY RIDE HOME

SACOG is a member of the Sacramento Transportation Management Association (TMA) which provides the Emergency Ride Home program. Emergency Ride Home (ERH) is a benefit that provides free rides home, up to six (6) times per year, in the event of unscheduled overtime or emergency. To qualify, you must use alternative transportation 60% of your work week and make a free account at www.SacRegionCommuterClub.org. Alternative transportation is defined as any mode of transportation that is not driving alone.

Sacramento TMA will cover the entire cost for a taxi or rental car, up to 6 times a year, under the following circumstances:

- An immediate family member has an emergency
- A serious problem arises at your child's school or daycare

- Fire or burglary damages your home
- You are sick and can't wait for your normal ride home
- Your carpool or vanpool partner has an emergency and you have no way to get home
- Unscheduled, supervisor-approved overtime
- Your commute bicycle broke down today and cannot be repaired at your work site.
- Unexpected severe weather is preventing you from cycling or walking home after work today.

Sacramento TMA will *not* cover the cost of the Emergency Ride Home program for the following reasons:

- Personal errands
- Medical or dental appointments
- Building evacuations
- Business travel
- Job related injuries
- A natural disaster (floods)
- Transit problems (the transit provider is responsible for providing another bus or train)
- Missed bus, carpool or vanpool ride home
- Other reasons deemed invalid by program administrator

For trips 20 miles and under, a taxi will be provided. For trips over 20 miles, a rental car will be provided.

To use an Emergency Ride Home Voucher: log in to your Commuter Club account, click the Emergency Ride Home tab, and download a voucher. Present the voucher to the rental car company or taxi driver. You will be prompted to take a survey after the voucher has been used.

T. LONG-TERM DISABILITY INSURANCE

SACOG shall provide a fully paid Long-Term Disability Insurance Plan (LTD) for each employee beginning the first of the month following employment. Long-Term Disability is subject to the terms and conditions of policy. The LTD amount is taxable income.

U. UNEMPLOYMENT INSURANCE

SACOG shall provide unemployment insurance to all employees as determined by California law.

V. WORKERS' COMPENSATION

SACOG will provide Workers' Compensation Insurance as required by state law. An employee who incurs a work-related injury or illness, as verified by Workers' Compensation Insurance, and which necessitates an unpaid leave of absence from work, shall have his/her insurance premiums for health, dental, vision, and life continue to be paid by SACOG for a period not to exceed three (3) months. If at the end of the three-month period, the employee has not returned to work the employee must remit full monthly payments, with a 2% administrative fee, to SACOG for health, dental, life and vision insurance coverage to continue.

On-the-Job Injuries: Employees must immediately report on-the-job injuries or illnesses to the injured employee's Primary Team Manager and to the Manager of Policy and Administration. In the event of an emergency, medical treatment should be sought immediately and "911" should be called if necessary. SACOG may send an injured employee to a physician designated by SACOG for medical treatment, unless the employee has pre-designated another physician in writing.

SACOG has a third-party administrator that will handle workers' compensation claims and all parties involved in an on-the-job injury or illness shall cooperate with that administrator.

For the purpose of accruing paid time off, longevity pay, and annual salary adjustments, such time on Workers' Compensation (up to a maximum of three [3] months) shall be counted as qualifying work service, but shall not count toward CalPERS service time.

W. COMPUTER EQUIPMENT PURCHASE PROGRAM

This program is designed to assist SACOG employees in acquiring computer hardware and software to allow them to telework. The benefits of teleworking have been proven both for the employee and employer in terms of employee morale, increased productivity, lowered absenteeism and transportation demand management. The program will allow employees to acquire the necessary equipment to enable them to telework without creating a tremendous financial burden on themselves or the agency.

To participate, regular employees (salaried and non-probationary) need to complete the Purchase Request Form providing the specifications and cost of their desired equipment and/or software. Equipment and software purchased through this program needs to be compatible with existing agency hardware and software. Equipment can be either purchased directly by the employee or purchased by SACOG at times when SACOG is purchasing equipment and/or software.

The Chief Executive Officer or designee shall be responsible for reviewing and approving purchase requests within 5 working days of submittal. It is assumed that requests from regular employees in good standing will be approved.

Upon approval, employees are required to complete and sign both the Participation and Loan Agreement and the Promissory Note and Payroll Deduction Authorization forms that can be obtained from Human Resources.

The maximum debt load that any one employee can carry at any time shall be equal to their monthly base salary. The greater of equal payments over one year (1/12 amount) or \$25 will be deducted automatically from the employee's monthly paycheck to cover debt service for each purchase made. Additional purchases can be made subsequently as long as the maximum debt load is not exceeded. Additional purchases would be treated as new loans. One deduction would appear on the employee's paycheck but the balances and payments for each subsequent purchase would be accounted for individually. Employees would be allowed to accelerate pay-off by either authorizing a larger payroll deduction or depositing personal checks toward their individual accounts with the accounting department.

Since promissory contracts are drawn prior to purchase, equipment requested by employees and acquired by SACOG is at no time the property of SACOG. However, SACOG's Technology Policy applies when conducting SACOG work either at SACOG or remotely.

Any outstanding balance on equipment acquired through this program at the time of the employee's termination or separation for any reason will immediately be due and payable in full.

X. OPTIONAL EMPLOYEE BENEFITS

There are certain programs which SACOG has established that are optional for employee participation. These are employee benefits for which the employee has sole responsibility for the contributions or to pay the premiums. These include:

1. ICMA 401(A) PLAN

SACOG provides a 401(a) money purchase plan for all regular employees through the ICMA Retirement Corporation (ICMA-RC). Employees may designate a percentage of compensation they wish to contribute up to the then-current IRS limits for 401(a) contributions. The minimum contribution is 1% of gross taxable monthly salary and the maximum contribution is 20% of gross taxable monthly salary. Contributions shall be in increments of 1% only. Once an option is selected, changes may not be made to the amount contributed or to select an option to not participated.

Deposits to the ICMA-RC 401(a) Plan shall be coordinated with deposits to the Special Pay Plan in a manner such that the then-current maximum amount to be deposited to an individual 401(a) plan is not exceeded for any employee.

2. ICMA 457 DEFERRED COMPENSATION PLAN

SACOG provides a 457 deferred compensation investment plan for all regular employees through the ICMA Retirement Corporation (ICMA-RC). Employees may designate the amount of compensation they wish to contribute as a specific dollar amount. The minimum monthly contribution may not be less than \$25.00.

Changes may be made by employees to the amount contributed to the 457 plan by completing the required forms and submitting to the SACOG benefits department. Changes may be made throughout the year.

3. FLEXIBLE SPENDING ACCOUNTS

FLEXIBLE SPENDING ACCOUNTS UNDER IRS SECTION 125 — A FSA 125 Plan is a tax preferred benefit created under Internal Revenue Code Section 125. The plan allows participating employees to redirect earnings on a pre-tax basis into special "accounts." Elections are exempt from federal withholding tax, Social Security tax (including the Medicare component), and state withholding tax. SACOG offers three options:

DEPENDENT CARE — The Dependent Care FSA allows a participant to set aside pre-tax dollars for qualified dependent care expenses such as daycare or after school care expenses. Qualified dependent care expenses are generally defined as expenses related to the care of a dependent child under the age of 13 or any dependent that is incapacitated and unable to care for him/herself.

To qualify as an expense under a Dependent Care FSA, the expense must be related to dependent care that allows the participant and spouse to work and/or seek employment. Dependent care expenses are also permitted through a flexible spending account if the participant is employed and his or her spouse is a full-time student or disabled. The maximum annual amount of reimbursement will be based on IRS guidelines and regulations each year.

Eligible dependents are dependent children under age 13, or any other tax-filing dependents who are incapable of caring for him/herself and whose principal residence is in your home. Eligible providers are licensed day care providers which care for six or more persons; unlicensed providers caring for less than six persons; an in-home

provider, as long as that provider is not your child under age 19 or someone you or your spouse claim as a dependent for tax purposes.

HEALTHCARE — The Healthcare FSA allows a participant to set aside pre-tax dollars. These pretax dollars may be used to pay for qualified health expenses such as insurance deductibles or co-payments, and non-covered medical expenses. Non-covered medical expenses may include vision or dental care procedures, and prescription medication, that are not covered by an insurance policy.

Qualified health expenses are determined by Section 213 of the Internal Revenue Code.

However, pursuant to certain rules described under Section 125 of the Internal Revenue Code, insurance premiums are not a reimbursable expense under a Healthcare FSA.

Employees must work for one year prior to being eligible to participate in the Healthcare FSA. The maximum annual amount of reimbursement will be based on IRS guidelines and regulations each year.

PREMIUM ONLY PLAN (POP) — Any out of pocket employer-sponsored group health insurance premiums are on a pre-tax basis.

4. LIFE INSURANCE

In addition to the basic life insurance provided by SACOG, employees have the option of selecting additional life insurance through the County of Sacramento as follows:

- 1 times annualized salary to \$600,000 maximum, plus basic insurance.
- 2 times annualized salary to \$600,000 maximum, plus basic insurance.
- 3 times annualized salary to \$600,000 maximum, plus basic insurance.
- 4 times annualized salary to \$600,000 maximum, plus basic insurance
- 5 times annualized salary to \$600,000 maximum, plus basic insurance
- Dependent life insurance

Current premium amounts for these options are available from the Human Resources staff.

5. AFLAC INSURANCE POLICIES

AFLAC offers supplemental coverage for SACOG's insurance plans that pay benefits to employees directly. These plans are designed to cover such costs as out-of-pocket medical expenses, non-medical costs, and loss of income. The premiums for these plans may be tax deferred, depending on the plan.

Sample plans available:

- Personal Accident Indemnity
- Personal Disability Income Protection
- Personal Cancer Indemnity
- Hospital Confinement Indemnity
- Personal Hospital Intensive Care
- Personal Recovery Plus
- Personal Sickness Indemnity

- Term Life Insurance – Personal and/or Family

The availability of these plans and the addition of new plans are at the option of AFLAC. See the SACOG Human Resources staff for further details.

2. LEAVES OF ABSENCE

A. FAMILY AND MEDICAL LEAVE

GENERAL

Under the Federal Family and Medical Leave Act (FMLA) and the California Family Rights Act (CFRA), employees may have the right to an unpaid family or medical leave of up to twelve (12) workweeks in a twelve (12)-month period, under the following conditions:

1. The employee has more than twelve (12) months of service. If the leave is for FMLA only, the twelve (12) months of service must have accumulated within the previous seven (7) years. There is no such cap under CFRA;
2. The employee has worked at least 1,250 hours during the preceding twelve (12)-month period before the need for leave;
3. The employee is employed at a work site where there are 50 or more employees within a 75-mile radius.

Leave may be taken for one or more of the following reasons:

1. For the birth, adoption, or foster care placement of the employee's child (FMLA/CFRA);
2. To care for the employee's spouse, child, or parent who has a serious health condition (FMLA/CFRA);
3. To care for the employee's registered domestic partner (CFRA only);
4. For a serious health condition that makes the employee unable to perform his/her job (FMLA/CFRA);
5. For any "Qualifying Exigency" (defined by federal regulation) because the employee is the spouse, son, daughter, or parent of any individual on covered active duty (or has been notified of an impending call or order to active duty) in the Armed Forces (FMLA only); or
6. An employee who is the spouse, son, daughter, parent, or next of kin of a covered service member shall be entitled to a total of 26 workweeks of leave during a twelve (12)-month period to care for the service member (FMLA/CFRA for twelve (12) weeks if the care provider is eligible for both, followed by fourteen (14) weeks of FMLA only), or 26 weeks of FMLA only if leave is not CFRA covered leave).

CALCULATING THE TWELVE (12)-MONTH PERIOD

For purposes of calculating the twelve (12)-month period during which twelve (12) weeks of FMLA or qualifying exigency leave may be taken, SACOG uses a rolling twelve (12)-month period, which means each time an employee takes family leave, the remaining leave entitlement is any balance of the twelve (12) workweeks that has not been used during the immediately preceding twelve (12) months. No carryover of unused leave from one twelve (12)-month period to the next twelve (12)-month period is permitted.

For employees working more or fewer than five (5) days a week, or working alternative work schedules, the number of working days that make up the twelve (12) weeks of leave is calculated on a pro rata or proportional basis.

Under most circumstances, leave under federal and state law will run at the same time and the eligible employee will be entitled to a total of twelve (12) weeks of family and medical leave in the designated twelve (12)-month period.

For leave to care for a covered service member, the twelve (12)-month period begins on the first day of the leave, regardless of how the twelve (12)-month period is calculated for other leaves. Leave to care for a covered service member is for a maximum of 26 workweeks during a twelve (12)-month period.

PREGNANCY DISABILITY LEAVE (PDL) AND FMLA/CFRA

If an employee is disabled by pregnancy, childbirth or related medical conditions, she is entitled to take a pregnancy disability leave (PDL) of up to four (4) months, depending on the period(s) of actual disability. Leave because of the employee's disability for pregnancy, childbirth or related medical condition is not counted as time used under CFRA. Time off because of pregnancy disability, childbirth or related medical condition does count as FMLA leave. Employees who take time off for pregnancy disability and who are eligible for Family Medical Leave will also be placed on Family Medical Leave that runs at the same time as their PDL. Once the pregnant employee is no longer disabled, she may apply for leave under CFRA for purposes of baby bonding.

INTERMITTENT FAMILY MEDICAL LEAVE

Any leave taken for the birth, adoption, or foster care placement of a child does not have to be taken in one continuous period. CFRA leave taken for the birth or placement of a child will be granted in minimum amounts of two (2) weeks. However, SACOG will grant a request for CFRA leave (for birth/placement of a child) of less than two (2) weeks' duration on any two occasions. Any leave taken must be concluded within one (1) year of the birth or placement of the child with the employee.

Employees may take Family Medical Leave intermittently (in blocks of time, or by reducing their normal weekly or daily work schedule) if the leave is for the serious health condition of the employee's child, parent, spouse or domestic partner, or of the employee, and the reduced leave schedule is medically necessary as determined by the healthcare provider of the person with the serious health condition; and/or based on the Department of Labor's rules and regulations pertaining to qualifying military exigencies. The smallest increment of time that can be used for such leave is one quarter of an hour.

NOTICE REQUIREMENTS

If possible, the employee must contact Human Resources to provide at least thirty (30) days' notice for foreseeable events (such as the expected birth of a child, the employee's own planned medical treatment or that of a family member, or qualifying military exigencies). If the employee cannot provide thirty (30) days' notice, SACOG must be informed as soon as is practical.

For events that are unforeseeable, the employee must notify SACOG, at least verbally, as soon as he/she learns of the need for the leave.

Failure to comply with these notice rules is grounds for, and may result in, deferral of the requested leave until the employee complies with this notice policy.

The employee must consult with his/her supervisor regarding scheduling of any planned medical treatments or time off for a qualifying military exigency to minimize disruption to SACOG's operations. Any such scheduling is subject to the approval of the healthcare provider of the employee or the healthcare provider of the employee's child, parent, spouse or domestic partner, or per notification of a qualifying military exigency.

SECOND OPINION

If the Family Medical Leave request is made because of the employee's own serious health condition, SACOG may require, at its expense, a second opinion from a health care provider that SACOG chooses. The health care provider designated to give a second opinion will not be one who is employed on a regular basis by SACOG.

If the second opinion differs from the first opinion, SACOG may require, at its expense, the employee to obtain the opinion of a third health care provider designated or approved jointly by SACOG and the employee. The opinion of the third health care provider shall be considered final and binding on SACOG and the employee.

CERTIFICATION REQUIREMENTS

SACOG requires the employee to provide certification within fifteen (15) days of any request for Family Medical Leave, unless it is not practical to do so. SACOG may require re-certification from the health care provider if additional leave is required.

If the employee does not provide medical certification in a timely manner to substantiate the need for Family Medical Leave, SACOG may delay approval of the leave, or continuation thereof, until certification is received.

If the leave is needed to care for a sick child, spouse or domestic partner, or parent, the employee must provide a certification from the health care provider stating:

- Date of commencement of the serious health condition;
- Probable duration of the condition;
- Estimated amount of time for care by the health care provider; and
- Confirmation that the serious health condition warrants the participation of the employee.

If both parents are employed by SACOG, and both request leave for the birth or placement for adoption or foster care of a child, SACOG will not grant more than a total of twelve (12) workweeks between the two parents of Family Medical Leave for this reason.

If an employee cites his/her own serious health condition as a reason for leave, the employee must provide a certification from the health care provider stating:

- Date of commencement of the serious health condition;
- Probable duration of the condition; and
- Inability of the employee to work at all or perform any one or more of the essential functions of his/her position because of the serious health condition.

SACOG will require certification by the employee's health care provider that the employee is fit to return to his/her job.

Failure to provide certification by the health care provider of the employee's fitness to return to work will result in denial of reinstatement for the employee until the certificate is obtained.

A leave taken due to a qualifying exigency related to military service must be supported by a certification of its necessity. A leave taken due to the need to care for a service member shall be supported by a certification by the service member's health care provider.

CONTINUATION OF HEALTH AND OTHER BENEFITS

An employee taking Family Medical Leave will be allowed to continue participating in any health and welfare benefit plans in which he/she was enrolled before the first day of the leave (for a maximum of twelve (12) workweeks, or 26 workweeks if the leave is to care for a covered service member) at the level and under the conditions of coverage as if the employee had continued in employment for the duration of such leave. SACOG will continue to make the same premium contribution as if the employee had continued working. The continued participation in health benefits begins on the date leave first begins. SACOG reserves the right to recover from an employee premiums paid to maintain health coverage if the employee fails to return to work following Family Medical Leave.

Employees on Family Medical Leave who are not eligible for continued paid coverage may continue their group health insurance coverage through SACOG in conjunction with the federal Consolidated Omnibus Budget Reconciliation Act (COBRA) guidelines. Employees should contact Human Resources for further information. Payment is due when it would be made by payroll deduction.

Employees on Family Medical Leave will not continue to accrue paid time off during unpaid portions of their leave.

SUBSTITUTION OF PAID LEAVE

Generally, FMLA/CFRA leave is unpaid. Employees on approved Family Medical Leave will be required to exhaust accrued paid time off to the extent permitted by law. Once accrued paid time off is exhausted, any remaining Family Medical Leave will be unpaid.

RETURN TO WORK

Under most circumstances, upon return from Family Medical Leave, an employee will be reinstated to his or her original job or to an equivalent job with equivalent pay, benefits, and other employment terms and conditions. However, an employee has no greater right to reinstatement than if he/she had been continuously employed rather than on leave. For example, if an employee on Family Medical Leave would have been laid off had he/she not gone on leave, or if the employee's job is eliminated during the leave and no equivalent or comparable job is available, then the employee would not be entitled to reinstatement. In addition, an employee's use of Family Medical Leave will not result in the loss of any employment benefit that the employee earned before using family/medical leave.

B. PREGNANCY DISABILITY LEAVE OF ABSENCE

If an employee becomes unable to perform the duties of her position because of a medical disability related to pregnancy, childbirth, or related medical conditions, the employee may be eligible for placement on pregnancy disability leave (PDL). The leave of absence will be extended to the employee for the duration of the disability, up to a maximum of four (4) months, measured from the onset of the disability. Any leave does not need to be taken in one continuous period.

NOTICE OF PREGNANCY DISABILITY LEAVE

An employee planning to take PDL should advise her supervisor as early as possible. The individual should make an appointment with the supervisor to discuss the following conditions:

1. **DURATION OF LEAVE:** The duration of the leave will be determined by the advice of the employee's health care provider. Employees disabled by pregnancy, childbirth, and/or related medical condition may take up to a maximum of four (4) months off. Part-time employees are entitled to leave on a pro-rata basis. The four (4) months of leave include any period for actual

disability caused by the employee's pregnancy, childbirth, or related medical condition. This includes leave for severe morning sickness and for prenatal care.

2. **SCHEDULING OF LEAVE:** Employees who need to take PDL must inform SACOG when a leave is expected to begin and how long it will likely last. If the need for a leave is foreseeable, employees must provide notification at least thirty (30) days before the medical or pregnancy disability leave is to begin. Employees must consult with their Primary Team Manager or the Manager of Policy and Administration regarding the scheduling of any planned medical treatment or supervision to minimize disruption to SACOG's operations. Any such scheduling is subject to the approval of the employee's health care provider. If thirty (30) days' notice is not possible, notice must be given as soon as practical. Failure to give reasonable notice may result in the delay of leave, reasonable accommodation, or transfer.
3. **CHANGE OF WORK ASSIGNMENT:** In the case of a pregnancy disability, upon the request of an employee and recommendation of the employee's physician, the employee's work assignment may be changed if necessary to protect the health and safety of the employee and her child.
4. **JOB DUTIES:** In the case of a pregnancy disability, requests for transfers of job duties will be reasonably accommodated if the job and security rights of others are not breached and the accommodation does not create undue hardship for SACOG.
5. **TEMPORARY TRANSFERS:** Temporary transfers due to pregnancy disability to a less strenuous or hazardous position (where one is available) or duties will be granted when possible. However, the transferred employee will receive the pay that accompanies the job, as is the case with any other temporary transfer due to temporary health reasons.
6. **PHYSICIAN CERTIFICATION:** PDL usually begins when ordered by the employee's physician. The employee must provide SACOG with a certificate from a health care provider. The certification should contain:
 - The date on which the employee became disabled due to pregnancy or related medical conditions;
 - The probable duration of the period or periods of disability; and
 - A statement that, due to the disability, the employee is unable to perform one or more of the essential functions of her position without undue risk to herself or to other persons.
7. **RETURN FROM LEAVE:** Leave returns will be allowed only when the employee's physician sends a release.
8. **USE OF SICK LEAVE AND OTHER PAID LEAVE:** The employee will be required to use any accrued unused sick leave and will be allowed to use any other accrued leave (if otherwise eligible to take the time) during a PDL.
9. **OTHER EMPLOYMENT:** An employee on PDL may not accept outside employment without the express written approval of the CEO or his/her designee.

PREGNANCY DISABILITY LEAVE TIME PERIODS

PDL does not need to be taken in one continuous period and may be taken in increments of not less than one quarter of one hour.

ACCRUAL OF BENEFITS

Employees on PDL will not accrue sick leave, PTO, or holiday benefits during the period of any unpaid absence.

HEALTH INSURANCE COVERAGE DURING MEDICAL OR PREGNANCY DISABILITY LEAVE

SACOG will continue to provide up to four (4) months of coverage under any health benefit plan during Pregnancy Disability Leave at the same level and under the same conditions as if the employee had continued in employment continuously for the duration of the leave.

SACOG reserves the right to recover from an employee premiums paid to maintain health coverage if the employee fails to return to work following her PDL.

RETURN TO WORK FROM A PREGNANCY DISABILITY LEAVE

Under most circumstances, upon submission of a medical certification that an employee can return to work from a pregnancy disability leave, an employee will be reinstated to the same position held at the time the leave began or, in certain instances, to a comparable position, if available. There are limited exceptions to this policy. An employee returning from a pregnancy disability leave has no greater right to reinstatement than if the employee had been continuously employed.

C. MILITARY SERVICE LEAVE

This policy shall apply to all employees covered under the Uniformed Services Employment and Re- Employment Rights Act of 1994 (USERRA) and shall be amended as necessary as the Act is revised.

Employees who wish to serve in the military and take military leave should contact the Manager of Policy and Administration for information about their rights before and after such leave. You are entitled to reinstatement upon completion of military service, provided you return or apply for reinstatement within the time allowed by law.

Employees who work more than 20 hours per week and have a spouse in the Armed Forces, National Guard or Reserves who have been deployed during a period of military conflict are eligible for up to 10 unpaid days off when their spouse is on leave from (not returning from) military deployment.

Employees must request this leave in writing to the Manager of Policy and Administration within two business days of receiving official notice that their spouse will be on leave. Employees requesting this leave are required to attach to the leave request written documentation certifying the spouse will be on leave from deployment.

D. JURY DUTY/COURT APPEARANCE

In accordance with state law, SACOG provides paid leave for you to serve as a juror or when required by court order to serve as a witness in a court action in which you are not a party. You will receive your base pay for the period you are absent from your scheduled shift for jury duty or court leave, and you will be required to opt out of your per-diem juror fee except for your reimbursement for mileage and parking and/or transit.

You are expected to notify your Primary Team Manager of the need for time off for jury duty or to serve as a witness as soon as a notice or summons from the court is received.

If you are called as a witness in a SACOG-related case or hearing, this time will be considered work time. Paid or unpaid leave may be used for the time you will be absent from work due to your service as a witness in any legal proceeding in which you are a party at interest.

If an employee, because of the time released from jury duty, cannot report to work in sufficient time to be on the job for at least one (1) hour, either before or after the report time then the employee is not required to report to work. If an employee wishes to take leave after jury duty in lieu of reporting back to work, then all time after the release from jury duty will be charged to either PTO or compensatory time off, and must be approved by his/her Primary Team Manager prior to taking the time off.

E. VOLUNTEER CIVIL SERVICE PERSONNEL

Employees will be allowed to take time off to perform emergency duty as a volunteer firefighter, peace officer, emergency rescue personnel, or as a member of disaster medical response teams sponsored or requested by the state. They are also eligible to take unpaid leave for required training. If you are an official volunteer firefighter or designated as emergency rescue personnel, you should alert Human Resources that you might have to take time off for emergency duty. When taking time off for emergency duty, your Primary Team Manager should be advised before doing so when possible. Time taken in such an emergency will be considered administrative time and must be approved by the Manager of Policy and Administration.

F. VOTING

If you do not have sufficient time outside of working hours to vote in an official state-sanctioned election, you may take off enough working time to vote. Such time off shall be taken at the beginning or end of the regular working shift, whichever allows for more free time and the time taken off shall be combined with the voting time available outside of working hours to a maximum of two (2) hours combined. Under these circumstances, an employee will be allowed a maximum of two hours of time off during an election day without loss of pay. When possible, an employee requesting time off to vote shall give his/her Primary Team Manager at least two (2) days' notice.

G. SCHOOL VISITS LEAVE

Employees who are parents, guardians, grandparents, stepparents, foster parents or a person who stands in loco parentis of any child in K-12 are allowed unpaid time off, with a maximum of forty (40) hours per child per school year, to participate in any child's school activities, as follows:

- Covered employees can use the time off to find, enroll or reenroll a child in a school or with a licensed child care provider or to participate in activities of the child's school or licensed child care provider. The time off for these purposes cannot exceed eight (8) hours in any calendar month.
- Covered employees can also use time off to address a "child care provider or school emergency." A child care provider or school emergency means that the employee's child cannot remain in a school or with a child care provider due to one of the following:
 - The school or child care provider has requested that the child be picked up, or has an attendance policy (excluding planned holidays) that prohibits the child from attending or requires the child to be picked up from the school or child care provider;
 - Behavioral or discipline problems;
 - Closure or unexpected unavailability of the school or child care provider, excluding planned holidays; or
 - A natural disaster, including, but not limited to, fire, earthquake or flood.

You must provide your Primary Team Manager with reasonable notice of the planned time off by completing the appropriate leave request form. You may elect to use available PTO to cover the time taken for the school visit(s). Upon SACOG's request, you must provide written verification from the school or licensed child care provider of parental participation specifying the date and time of the activity.

If more than one parent is employed by SACOG, the first employee to request such leave will receive the time off. Another parent will receive the time off only if the leave is approved by his or her supervisor.

H. CHILD'S SUSPENSION

An employee who is the parent or guardian of a child who has been suspended from school shall be given time off if requested to appear at the school about that suspension. The employee must give reasonable notice to SACOG of the request.

I. VICTIMS OF DOMESTIC VIOLENCE, SEXUAL ASSAULT, OR STALKING

A victim of domestic violence, sexual assault, or stalking must give SACOG reasonable notice of the intention to take time off (unless reasonable notice is not feasible, then as soon as possible) to obtain a temporary restraining order; a restraining order; court assistance; medical attention for injuries caused by domestic violence; and/or services from a shelter, program or counselor related to domestic violence.

Rather than taking unpaid time, you may elect to use PTO or compensatory time off, or unpaid leave.

If the time off is an unscheduled absence, you shall notify your Primary Team Manager as soon as possible of your absence and provide documentation to SACOG within a reasonable time after the absence. Acceptable documentation includes a police report, court order or other evidence from the court, or a note from a medical professional, domestic violence advocate, health care provider, or counselor.

Under no circumstance may you take more unpaid time off than allotted under the Family and Medical Leave section above.

J. VICTIMS OF CRIME

An employee who is a victim or who is the family member of a victim of a violent felony or serious felony may take time off from work under the following circumstances:

- The crime must be a violent or serious felony, as defined by law; and
- You must be the victim of a crime, or must be an immediate family member of a victim, a registered domestic partner of a victim, or the child of a registered domestic partner of a victim.

An immediate family member is defined as: a spouse, child, stepchild, brother, stepbrother, sister, stepsister, mother, stepmother, father or stepfather.

A registered domestic partner means a domestic partner who is registered in accordance with California State law.

The absence from work must be to attend judicial proceedings related to a crime listed above, including court proceedings involving the alleged perpetrator of the crime.

Before you are absent for such a reason, you must provide documentation of the scheduled proceeding. Such notice is typically given to the victim of the crime by a court or government agency setting the hearing, a SACOG attorney or prosecuting attorney's office or a victim/ witness office.

If advanced notice is not possible, you must provide appropriate documentation within a reasonable time after the absence.

Any absence from work to attend judicial proceedings will be unpaid, unless you choose to take paid time off.

K. BLOOD DONATION

You may, with advance approval, take paid time off of up to one (1) hour to donate blood to a local Blood Bank. This may be utilized no more than twice in a calendar year.

L. ORGAN AND BONE MARROW DONOR LEAVE

Employees who are donors for organ or bone marrow may take paid time off as follows:

You may take up to thirty (30) workdays of leave in any one-year period for donating an organ to another person. You may take up to five (5) workdays of leave in any one-year period for donating bone marrow to another person. The one-year period is calculated from the date the employee's leave begins.

During the leave for organ/bone marrow donors, SACOG will continue to provide for any group health plan benefits the employee was enrolled in prior to the leave of absence.

Employees who wish to take a leave of absence to donate bone marrow or an organ will be required to provide written verification of the need for leave, including confirmation that the employee is an organ or bone marrow donor and that there is a medical necessity for the donation of the organ or bone marrow.

SACOG requires that employees taking leave for organ donation use two (2) weeks of accrued but unused PTO.

SACOG requires that employees taking leave for bone marrow donation use five (5) days of accrued but unused PTO.

Once a donor has exhausted the required PTO, you will be paid for the remaining leave of absence, if additional leave is needed, up to the maximum allowed by law.

3. TEMPORARY AND INTERMITTENT EMPLOYEE BENEFITS

All temporary and intermittent SACOG employees are eligible for certain benefits, some of which begin upon the first date of full employment and some of which begin following a specified length of service or after certain requirements are met. Intermittent employees are those who are not scheduled for a predetermined, minimum number of hours per week per year. Temporary employees are those who are scheduled for a predetermined number of hours per week but for a temporary period which normally does not exceed six months. SACOG benefits staff will explain your eligibility when you complete your employment entrance forms.

A. HOURLY RATE

Temporary and intermittent employees' hourly rates shall be tied to the SACOG salary schedule. Cost of living adjustments as approved for regular employees shall apply.

B. FICA ALTERNATIVE PLAN

Temporary and Intermittent employees are required to participate in a FICA Alternative Plan in lieu of contributions to Social Security. Under the FICA Alternative Plan, 7.5% of gross pre-tax wages will be deposited to a 401(a) account for benefit of the employee. SACOG will not contribute to Social Security or the FICA Alternative Plan on behalf of the employee. Upon leaving SACOG employment, the funds remain the property of the employee and may remain on deposit, transferred to an eligible plan, or withdrawn subject to IRS 401(a) rules.

C. HOLIDAYS

The following regular holidays are observed at SACOG:

- New Year's Day (January 1)
- Martin Luther King, Jr., Day (third Monday in January)
- Lincoln's Birthday (February 12)
- Washington's Birthday (third Monday in February)
- Memorial Day (last Monday in May)
- Independence Day (July 4)
- Labor Day (first Monday in September)
- Veteran's Day (November 11)
- Thanksgiving Day (third Thursday in November)
- Friday after Thanksgiving
- Christmas Eve ½ Day (last working day prior to the Christmas holiday)
- Christmas (December 25)
- New Year's Eve ½ Day (last working day prior to the New Year's holiday)

When a holiday falls on a Sunday, the following Monday will be observed. When a holiday falls on a Saturday, the preceding Friday will be observed. Annually, not later than December 31, Human Resources will send Outlook appointments for the specific dates for each holiday for the next calendar year.

When a holiday as listed above falls on a regularly scheduled work day for a temporary or intermittent employee, and if the employee worked the regularly scheduled work days immediately preceding and following the holiday, the employee shall receive holiday pay.

Temporary and intermittent employees receive pro-rated holiday pay based on actual hours worked. For example, an employee who works 20 hours per week, on average, throughout the year, will receive 50% of holiday pay. If the employee is on an unpaid leave of absence, he/she is not eligible for holiday pay unless he/she is on paid status for a regularly assigned shift either immediately preceding or following the holiday.

Holidays occurring during the employee's PTO are not charged against the PTO balance unless he/she fails to return to work following PTO.

D. FLOATING HOLIDAYS

One floating holiday per calendar year shall be granted to employees who have completed twelve (12) months of service. Such holidays may be scheduled at the employee's discretion during the calendar year in which it was earned. If a floating holiday is not taken within the calendar year in which it is granted, the floating holiday cannot be carried over to the following year and is lost. Floating holidays accrued but not used at the time an employee leaves SACOG employment shall be paid to the employee.

E. PAID TIME OFF

For the first year of employment, temporary and intermittent employees do not earn Paid Time Off (PTO). Beginning in the thirteenth month of employment, each employee shall receive 18.67 hours of Paid Time Off for each month of full time employment prorated for the number of actual hours worked. Unscheduled PTO is for leave related to sickness, family emergencies, and scheduled appointments. Scheduled PTO must be approved in writing by the employee's Primary Team Manager in advance using the PTO Procedures. No more than three days of unscheduled PTO may be used by any employee who has submitted his/her resignation unless the employee provides certification from a physician that the employee was, in fact, incapacitated for work. Any remaining accrued PTO shall be paid to the employee upon separation from SACOG.

F. SICK LEAVE

After 90 days of employment, 24 hours of sick leave shall be granted to temporary and intermittent employees and student interns. After the first year of employment, temporary and intermittent employees earn PTO in lieu of sick leave. Sick leave may be scheduled at the employee's request and must be approved by his/her primary team manager. Employees should provide advance notification to their primary team manager if the need to use sick leave is foreseeable. Where the need is unforeseeable, the employee shall provide notice to their primary team manager as soon as practicable.

Employees may use sick leave for preventive care for themselves or a family member, as well as for the diagnosis, care, or treatment of their or their family member's existing health conditions. California law defines "family member" as a (1) child (as defined), (2) parent (as defined), (3) spouse, (4) registered domestic partner, (5) grandparent, (6) grandchild, or (7) sibling. Paid sick days may also be used for an employee who is a victim of domestic violence, sexual assault, or stalking.

Unused sick leave expires after 12 months from the date it is awarded. For any employee covered by this policy, sick leave accrued but not used at the time the employee leaves SACOG employment shall not be paid. However, if the separated employee restarts employment with SACOG within 12 months as a temporary or intermittent employee or student intern, the unused sick leave balance at separation that has not expired will be available, and there is no 90 day waiting period to use that sick leave. Temporary and intermittent employees and student interns who change to an employment status with SACOG that earns PTO will not carry forward their sick leave.

In the 13th month of employment, temporary and intermittent employees will no longer have sick leave and must begin using PTO pursuant to Section 5 above (Paid Time Off).

G. HEALTH INSURANCE

For the first year of employment, temporary and intermittent employees do not receive any contributions to health and dental plans. Effective at the beginning of the thirteenth month of employment, SACOG shall make payment to the employee in lieu of making contributions to health and dental plans. This payment by SACOG shall be in the same amounts as identified for regular employees, subject to proration and costs calculation as follows. The amount identified for regular employees shall be prorated according to the percentage of time the temporary or intermittent employee is in a paid status each month. This prorated amount shall then be reduced in an amount to compensate SACOG for all employer costs, including FICA (OASDI and Medicare).

H. TRANSIT PASSES

Each temporary and intermittent employee who regularly uses a public transportation system as the principal method of commuting to work will be provided an appropriate number of transit tickets or a monthly transit pass. SACOG's contribution toward the cost of such transit pass shall not exceed the higher of the cost of a Sacramento Regional Transit District or YOLOBUS pass. Such transit pass shall also be available to employees for use during the day while conducting SACOG business.

I. UNEMPLOYMENT INSURANCE

SACOG shall provide unemployment insurance as determined by California law.

J. WORKERS' COMPENSATION

SACOG will provide Workers' Compensation Insurance as required by state law. For accruing PTO and annual salary adjustments, such time on Workers' Compensation (up to a maximum of three [3] months) shall be counted as qualifying work service.

4. STUDENT INTERN EMPLOYEE BENEFITS

Student interns are employees enrolled in a college curriculum pertinent to the department at SACOG where they are assigned. Employment is based on continued enrollment in a college program. The number of semester hours, or equivalent, and relevant work experience will determine the hourly rate of pay. Student interns will be classified as follows:

- First year student – less than 30 semester hours completed
- Second year student – equivalent of 30 semester hours completed
- Third year student – equivalent of 60 semester hours completed
- Fourth year student – equivalent of 90 semester hours completed
- Graduate student – B.A. or B.S. degree completed

A. HOURLY RATE

Student Intern hourly rates shall be tied to the SACOG salary schedule. Cost of living adjustments as approved for regular employees shall apply.

B. FICA ALTERNATIVE PLAN

Student intern employees are required to participate in a FICA Alternative Plan in lieu of contributions to Social Security. Under the FICA Alternative Plan, 7.5% of gross pre-tax wages will be deposited to a 401(a) account for benefit of the intern. SACOG will not contribute to Social Security or the FICA Alternative Plan on behalf of the intern. Upon leaving SACOG employment, the funds remain the property of the intern and may remain on deposit, transferred to an eligible plan, or withdrawn subject to IRS 401(a) rules.

C. HOLIDAYS

The following regular holidays are observed at SACOG:

- New Year's Day (January 1)
- Martin Luther King, Jr., Day (third Monday in January)
- Lincoln's Birthday (February 12)
- Washington's Birthday (third Monday in February)
- Memorial Day (last Monday in May)
- Independence Day (July 4)
- Labor Day (first Monday in September)
- Veteran's Day (November 11)
- Thanksgiving Day (third Thursday in November)
- Friday after Thanksgiving
- Christmas Eve ½ Day (last working day prior to the Christmas holiday)
- Christmas (December 25)
- New Year's Eve ½ Day (last working day prior to the New Year's holiday)

When a holiday falls on a Sunday, the following Monday will be observed. When a holiday falls on a Saturday, the preceding Friday will be observed. Annually, not later than December 31, Human Resources will send Outlook appointments for the specific dates for each holiday for the next calendar year.

When a holiday as listed above falls on a regularly scheduled work day, and if the student intern employee worked the regularly scheduled work days immediately preceding and following the holiday, the employee shall receive holiday pay.

Student intern employees receive pro-rated holiday pay based on actual hours worked. For example, an employee who works 20 hours per week, on average, throughout the year, will receive 50% of holiday pay. If the employee is on an unpaid leave of absence, he/she is not eligible for holiday pay unless he/she is on paid status for a regularly assigned shift either immediately preceding or following the holiday.

D. FLOATING HOLIDAYS

One floating holiday per calendar year shall be granted to interns who have completed eighteen (18) months of service. Such holidays may be scheduled at the intern's discretion during the calendar year in which it was earned. If a floating holiday is not taken within the calendar year in which it is granted, the floating holiday cannot be carried

over to the following year and is lost. Floating holidays accrued but not used at the time an intern leaves SACOG employment shall be paid to the intern.

E. SICK LEAVE

After 90 days of employment, 24 hours of sick leave shall be granted to student interns. In the 13th month of employment, and every 12 months thereafter, student interns will receive 24 hours of sick leave. Sick leave may be scheduled at the employee's request and must be approved by his/her primary team manager. Employees should provide advance notification to their primary team manager if the need to use sick leave is foreseeable. Where the need is unforeseeable, the employee shall provide notice to their primary team manager as soon as practicable.

Employees may use sick leave for preventive care for themselves or a family member, as well as for the diagnosis, care, or treatment of their or their family member's existing health conditions. California law defines "family member" as a (1) child (as defined), (2) parent (as defined), (3) spouse, (4) registered domestic partner, (5) grandparent, (6) grandchild, or (7) sibling. Paid sick days may also be used for an employee who is a victim of domestic violence, sexual assault, or stalking.

Unused sick leave expires after 12 months from the date it is awarded. For any employee covered by this policy, sick leave accrued but not used at the time the employee leaves SACOG employment shall not be paid. However, if the separated employee restarts employment with SACOG within 12 months as a temporary or intermittent employee or student intern, the unused sick leave balance at separation that has not expired will be available, and there is no 90-day waiting period to use that sick leave. Temporary and intermittent employees and student interns who change to an employment status with SACOG that earns PTO will not carry forward their sick leave.

F. UNEMPLOYMENT INSURANCE

SACOG shall provide unemployment insurance as determined by California law.

G. WORKERS' COMPENSATION

SACOG will provide Workers' Compensation Insurance as required by state law.

H. TRANSIT PASSES

Each intern who regularly uses a public transportation system as the principal method of commuting to work will be provided an appropriate number of transit tickets or a monthly transit pass. SACOG's contribution toward the cost of such transit pass shall not exceed the higher of the cost of a Sacramento Regional Transit District or YOLOBUS pass, including express bus sticker. Such transit pass shall also be available to interns for use during the day while conducting SACOG business.

SECTION IV: RULES AND REGULATIONS

1. NEPOTISM POLICY

It is the policy of SACOG that no employee may influence in any manner the hiring, assigning, promotion, or disciplining of or contracting with another person with whom he/she has a personal relationship. This policy has been drafted to cover the specific issues addressed. It does not and should not be construed to modify, replace or supersede other state or federal conflict of interest laws which apply to SACOG.

Employees who have personal relationships with other SACOG employees may not:

- Work for the same Primary Team Manager;
- Have a direct or indirect team manager relationship;
- Audit the work or exercise fiscal control over a person with whom they have a personal relationship, regardless of organizational separation; or
- Participate in the development and/or administration of an examination or a hiring interview of a person with whom they have a personal relationship.

Definitions and Relationships

NEPOTISM is defined for SACOG's purposes as the practice of an employee using his/her personal power or influence to aid or hinder another person in the employment setting because of a personal relationship.

PERSONAL RELATIONSHIPS include, but are not limited to, associations through blood, adoption, foster arrangement, a current marriage (including in-laws), a previous marriage and/or cohabitation.

Responsibilities

Employees must notify the Manager of Policy and Administration when working arrangements conflict with this policy.

Primary Team Managers must ensure that their employees are aware of this policy and shall take corrective action in cases of violations of this policy.

Applicability

This policy applies to all categories of SACOG employees, including full-time, limited-term, part-time, temporary and interim, as well as members of the Board of Directors.

Remedy

Violations of this policy may require reassignment or other forms of discipline, up to and including termination.

If two employees become subject to the restrictions of this policy after they are hired, one or both employees must seek a transfer or reassignment that eliminates the violation of this policy. For example, if two employees marry, become related, or cohabitate with one another, only one of the employees will be permitted to continue to work for the same Primary Team Manager or with SACOG. The decision as to which of the individuals will be reassigned or resign must be made by the two employees within ninety days. If no decision has been made during this time, SACOG may reassign or terminate either or both employees, based on consideration of factors such as quality of performance, comparative need for skills and experience, length of service and other appropriate factors.

If co-employees or employees and Board members marry, SACOG will make reasonable efforts, as required by law, to assign job duties to minimize problems of supervision, safety, security or morale.

2. ALCOHOL AND DRUG-FREE WORKPLACE POLICY

SACOG is committed to providing and maintaining an alcohol and drug-free workplace.

Unlawful manufacture, distribution, dispensing, possession of, or use of alcohol, marijuana, illegal drugs, or any controlled substance in SACOG offices is strictly prohibited. Compliance with this prohibition is a condition of SACOG employment. Employees violating this prohibition will be subject to disciplinary action up to and including termination. The employee is expected to report to work with no illegal drugs or their metabolites, marijuana, or alcohol in his/her body, or have any in his/her body while on the job.

No alcoholic beverages or marijuana are allowed on SACOG premises. Violation can result in disciplinary action, up to and including termination, even for first offenses. Possession of alcohol in unopened containers on SACOG premises does not violate this Policy.

No prescription drugs are allowed on SACOG premises by any other person other than the person for whom the drug is prescribed by a licensed medical practitioner and will be used only in the manner, combination and quantity prescribed. The use, possession, sale, offer to sell, transfer or purchase of illegal drugs, controlled substances, alcohol or marijuana is prohibited. Violation can result in disciplinary action, up to and including termination, even for first offenses.

SACOG reserves the right to search, with or without the employee's consent, all areas and property in which SACOG maintains control or joint control with the employee. In areas not jointly or fully controlled by SACOG, SACOG may notify the appropriate law enforcement agency that it has what is believed to be facts which constitute a reasonable suspicion that the employee has possession of contraband on SACOG premises for further investigation and action by such agency.

Employees who attend work-related events (such as dinners and receptions where they may be representing SACOG in their official capacity) where alcohol is served, are not violating policy if they have a drink.

Any employee who has been convicted of violating any criminal drug statute in the workplace is required to notify the Manager of Policy and Administration or CEO within five calendar days after such conviction. Within ten calendar days after receiving such notice of conviction, the CEO or his/her designee shall notify the Federal Transit Administration and any other federal funding agency requiring such notification, as mandated by the federal Drug-Free Work Place Act of 1988. Within thirty calendar days of receiving notice of such conviction, the CEO shall also take one of the following actions with respect to any employee so convicted:

Initiate disciplinary action and/or require the convicted employee to participate satisfactorily in a drug abuse assistance or rehabilitation program approved for such purposes by a Federal, State, or local health, law enforcement or another appropriate agency.

The employee may be required to submit to a test for the presence of alcohol or drugs when:

- He/she reports to work and appears to be intoxicated or under the influence of an intoxicating substance or drug (i.e., smells of an intoxicating substance, exhibiting irrational or inappropriate behavior, thick or slurred speech or being incoherent).

- He/she drinks an alcoholic beverage or uses drugs while on the job.
- His/her attendance record indicates absenteeism beyond an acceptable rate, the customary methods of improving attendance have failed to result in a positive change and the supervisor believes the employee has exhibited the signs and symptoms of drug or alcohol use.
- He/she exhibits dangerous or unreasonably unusual behavior.

Substance abuse testing will occur on SACOG time and at SACOG expense.

If an employee has reasonable cause to suspect that another employee is under the influence of drugs or alcohol, he/she should:

- Contact the other employee's Team Manager or his/her own Primary Team Manager about his/her concerns.
- Document in writing the facts substantiating his/her reasonable suspicion and forward to Human Resources or another supervisor directly.
- When the employee suspects a Primary Team Manager is under the influence of drugs or alcohol, he/she should immediately contact Human Resources.
- In any situation, if you request to remain anonymous, your identity will not be revealed.

While use of medically prescribed medications and drugs is not per se a violation of this policy, SACOG will not allow employees to operate any SACOG vehicles or dangerous machinery or equipment while taking any kind of medication or drugs which are labeled with a warning that they may cause significant drowsiness or impair performance.

If an employee has a substance abuse problem, he/she is encouraged to voluntarily seek assistance either directly from SACOG or through the benefits package provided by SACOG. Any form of assistance may be sought with complete confidentiality and with no adverse consequences to employment. The employees should be aware, however, that a request for assistance will not insulate him/her from disciplinary action already contemplated. SACOG is not obligated to continue to employ any person whose performance of essential job duties is impaired because of drug, alcohol or marijuana use. If the employee discloses that he/she has a substance abuse problem and wishes to seek treatment, SACOG will grant a leave of absence to undergo treatment, in compliance with its obligations to provide reasonable accommodation as required by state law. However, employees who are given the opportunity to seek treatment and/or rehabilitation, but fail to successfully overcome their dependency or problem, will not automatically be reemployed or be given a second opportunity to seek treatment and/or rehabilitation. This policy on treatment and rehabilitation is not intended to affect SACOG's treatment of employees who violate the regulations described previously. Rather, rehabilitation is an option for an employee who acknowledges a chemical dependency and voluntarily seeks treatment to end that dependency.

3. ILLNESS AND INJURY PREVENTION PROGRAM

It is the policy of SACOG to provide a safe workplace for all its employees. SACOG strives to provide a workplace that is as free as possible from conditions and acts that may result in injuries or illnesses.

Responsibility — The Manager of Policy and Administration is responsible for implementing and maintaining the SACOG safety program. Team Managers are responsible for implementing and maintaining the Illness and Injury Prevention (IIP) Program in their work areas and for answering employee questions about the IIP Program. A copy of this IIP Program is provided to each employee.

Compliance — All employees are responsible for complying with safe and healthful work practices. Our system of ensuring that all employees comply with these practices include:

- Informing employees of the provisions of our IIP Program.
- Evaluating the safety performance of all employees.
- Recognizing employees who perform safe and healthful work practices.
- Providing training to employees whose safety performance is deficient.
- Disciplining employees for failure to comply with safe and healthful work practices.

Communication — The Manager of Policy and Administration and all Team Managers are responsible for communicating with all employees about occupational safety and health in a form readily understandable by all employees. Our communication system encourages all employees to inform their Team Managers and the Manager of Policy and Administration about workplace hazards without fear of reprisal. Our communication system includes:

- New employee orientation including a discussion of safety and health policies and procedures.
- Review of our IIP Program.
- Training programs.
- Regularly scheduled safety meetings.
- Posted or distributed safety information.
- A system for employees to anonymously inform management about workplace hazards.

Hazard Assessment — Periodic inspections to identify and evaluate workplace hazards shall be performed by a competent observer in the following areas of our workplace and according to the following schedule:

- When we initially established our IIP Program;
- When new substances, processes, procedures or equipment which present potential new hazards are introduced into our workplace;
- When new, previously unidentified hazards are recognized;
- When occupational injuries and illnesses occur; and
- Whenever workplace conditions warrant an inspection.

Accident/Exposure Investigations — Procedures for investigating workplace accidents and hazardous substance exposures include:

- Interviewing injured employees and witnesses;
- Examining the workplace for factors associated with the accident/exposure;
- Determining the cause of the accident/exposure;
- Taking corrective action to prevent the accident/exposure from reoccurring; and
- Recording the findings and actions taken.

Hazard Correction — Unsafe or unhealthy work conditions, practices or procedures shall be corrected in a timely manner based on the severity of the hazards. Hazards shall be corrected according to the following procedures:

- When observed or discovered; and
- When an imminent hazard exists which cannot be immediately abated without endangering employee(s) and/or property, we will remove all exposed employees from the area except those necessary to correct

the existing condition. Employees who are required to correct the hazardous condition shall be provided with the necessary protection.

Training and Instruction — All employees shall have training and instruction on general and job-specific safety and health practices. Training and instruction is provided:

- When the IIP Program is first established;
- To all new employees;
- To all employees given new job assignments for which training has not previously provided;
- Whenever new substances, processes, procedures or equipment are introduced to the workplace and represent a new hazard;
- Whenever SACOG is made aware of a new or previously unrecognized hazard;
- To Team Managers to familiarize them with the safety and health hazards to which employees under their immediate direction and control may be exposed; and
- To all employees with respect to hazards specific to each employee's job assignment.

General workplace safety and health practices include, but are not limited to, the following:

- Implementation and maintenance of the IIP Program.
- Emergency action and fire prevention plan.
- Provisions for medical services and first aid including emergency procedures.
- Prevention of musculoskeletal disorders, including proper lifting techniques.
- Proper housekeeping, such as keeping stairways and aisles clear, work areas neat and orderly, and promptly cleaning up spills.
- Prohibiting horseplay, scuffling, or other acts that tend to adversely influence safety.
- Proper storage to prevent stacking goods in an unstable manner and storing goods against doors, exits, fire extinguishing equipment and electrical panels.
- Proper reporting of hazards and accidents to supervisors.
- Hazard communication, including employee awareness of potential chemical hazards, and proper labeling of containers.
- Proper storage and handling of toxic and hazardous substances including prohibiting eating or storing food and beverages in areas where they can become contaminated.
- Recordkeeping — We are a local governmental entity and we are not required to keep written records of the steps taken to implement and maintain our IIP Program.

4. PERSONAL PROPERTY

SACOG is not liable for the loss or theft of any personal property brought on SACOG property and will not reimburse you for lost or stolen personal property. You should not bring or store valued personal items or possessions in the workplace. You should keep your purse, wallet and other valuables in your desk or a file cabinet, out of plain sight.

Any personal property found on SACOG premises, or at a SACOG social function, will be delivered to Human Resources where it will be tagged and secured until the owner is found.

5. SECURITY AND PRIVACY

Desks, storage areas, work areas, lockers, file cabinets, credenzas, vehicles, computer systems, software, communication systems including E-mail, office telephones, scanners, postage machines, fax machines and copiers are SACOG's property and must be maintained according to this policy. Because all these items are SACOG property, employees do not have, and should not expect, any right of privacy regarding this property or the contents of the property.

Neatness: All SACOG property must be kept clean and is to be used only for work-related purposes.

Right of Inspection: SACOG reserves the right, always, and without prior notice, to inspect and search any and all SACOG property for the purpose of determining whether this policy or any other SACOG policy has been violated, or whether such inspection and investigation is necessary for purposes of promoting safety in the workplace or compliance with state and federal laws. Such inspections may be conducted during or after business hours and in the presence or absence of the employee. The employee or his/her designee may be present when the inspection occurs.

Removal of SACOG Property: Prior authorization must be obtained before any SACOG property may be removed from the premises.

Investigation of Facts: SACOG may occasionally find it necessary to investigate current employees, where behavior or other relevant circumstances raise legitimate questions concerning work performance, reliability, honesty, trustworthiness, or potential threat to the safety of co-employees or others.

When an investigation is initiated, certain records may be required, and employees subject to such investigations are expected to reasonably cooperate with the efforts to obtain relevant information that is pertinent to the investigation.

Employees are not expected to waive any rights under the law. An outright refusal by an employee to cooperate could be construed as insubordination.

If an investigative interview takes place with you and there is a potential disciplinary action you may have representation at the meeting, if applicable. you may have representation at the meeting, if applicable.

Protection of SACOG Records: Deletion or alteration of files, passwords, computer systems or programs, or other property of SACOG, or improper use of information obtained by unauthorized means, may be cause for disciplinary action up to and including termination, up to and including termination.

6. SMOKE-FREE ENVIRONMENT

Smoking and vaping are expressly forbidden in SACOG buildings, facilities, and vehicles, including customer areas, public areas or in restrooms. You should be attentive to customers or fellow employees when smoking or vaping. Smoking or vaping while outside SACOG buildings, and facilities should be a sufficient distance away from entrances and exits and from other persons so as not to subject them to secondhand smoke.

7. WORKPLACE VIOLENCE

Any act or threat of violence by *any* employee against *any* individual, including co-workers, visitors or other individuals, in SACOG's workplace or property or while conducting SACOG business will not be tolerated.

A threat of violence is an implicit or explicit remark or act that can be reasonably interpreted as intimidating and causes another individual or group of individuals to fear for their physical safety or the safety of their property. The threat need not be directed at any individual but may apply to a group or category of individuals. The apparent ability to immediately act upon the threat is not required. Any actual or implied threat of violence in the workplace will be considered a real and serious danger, will not be tolerated and is subject to corrective action or discipline, up to and including termination. Because intent may be difficult to determine, jokes about physical acts of violence will not be tolerated.

You may not possess weapons, including but not limited to guns, knives and explosives, on SACOG property, including in parked cars and parking lots, or while conducting SACOG business, except as authorized or issued by SACOG. You will be immediately terminated for violation of this policy.

If you commit violent acts or engage in threatening conduct, you will be subject to corrective action or discipline up to, and including, immediate termination and may be subject to criminal prosecution.

You are expected to report any threat or act of violence to your Primary Team Manager, Manager of Policy and Administration, or Human Resources representative *immediately*. Every effort will be made to respect and maintain your privacy and confidentiality. However, SACOG cannot guarantee that this information can be kept private.

If you obtain a protective restraining order that bars an individual from SACOG property, you must notify your Primary Team Manager, Manager of Policy and Administration, or Human Resources representative *immediately*. This notification should include the name of the individual whom the restraining order is filed against, a description of the individual and a photograph if available.

If an individual who has made a threat arrives at the workplace unexpectedly and you see the individual, you must notify your Primary Team Manager immediately.

Employees who are determined to have made a serious threat and/or present a danger to themselves or others can be placed on an immediate non-disciplinary suspension with pay, pending the results of an investigation.

8. VISITORS AND SOLICITATIONS

To prevent inconvenience and disruption in operations and to ensure efficient operation of SACOG business, it is necessary to control visitations and solicitations on SACOG property.

All visitors must be met at the reception desk by the employee and escorted to and from the employee's work area or meeting room. Personal visits by friends and relatives should be kept to a minimum and be of short duration, preferably during break and meal periods. Visitors who are disruptive to the office or its employees should be reported to the Manager of Policy and Administration or Human Resources representative and will be asked to leave.

It is against SACOG policy to use SACOG stationery, supplies or equipment (including email, copy machines, fax machines, interoffice mail) for solicitation or distribution of other business or charitable items or offers. A staff bulletin board is available for promoting charitable causes and information, however SACOG reserves the right to restrict content posted on the bulletin board.

Employees may not solicit during working time for any purpose. Employees may not distribute literature at any time for any purpose in working areas. Working time includes the working time of both the employees doing the soliciting or distributing and the employee to whom the solicitation or distribution is being directed. Working time does not include break periods, meal periods, or any other specified periods during the workday when employees are not engaged in performing their work tasks.

Solicitation or distribution of literature by non-employees of SACOG is prohibited. Access to working areas is limited to employees, on-site consultants, and authorized personnel.

Individuals from organizations representing outside interests may not conduct their business on SACOG premises unless authorized by the Manager of Policy and Administration. This includes service providers, contractors and consultants; community and education groups; product and sales organizations; and any other club, group or organization.

The Manager of Policy and Administration or Human Resources representative should politely but firmly ask the visitors to leave and reserves the right to contact local law enforcement to assist.

This policy is not intended to limit the ability of employees to use SACOG's email systems to communicate with other employees regarding the terms and conditions of their employment during non-working times, including such topics as wages, job performance, workload, supervisors or staffing.

9. REQUESTS FOR INFORMATION AND MEDIA CONTACT

It is the policy of SACOG to provide all information to the public that is not expressly prohibited from disclosure by the Public Records Act. Any request for a public document by a member of the public, shall be noted, with the date, time and substance of the request, as well as the name of the person making the request.

If staff has any question that a request is legally protected, they shall address their question to the Chief Operating Officer/General Counsel or his/her designee who shall then address the question with outside legal counsel, if necessary. Examples might be personnel records, communications between counsel and representatives of SACOG, or consultants' reports prepared with the participation of counsel.

If a copy of a document is requested, as opposed to an inspection of a public document, the copy shall be provided as soon as possible, not to exceed ten (10) days to prepare the copies and provide them to the requesting party.

Employees may be approached for interviews or comments by the news media. Only contact people designated by the CEO or Communication Team Manager may comment to news reporters or other media on programs, projects, policies or events that have an impact on SACOG. Otherwise, all media contacts and requests for information or interviews must be referred to the CEO or Communication Team Manager.

10. SOCIAL MEDIA

A. STANDARDS

- The Communication Team Manager shall authorize any staff who wish to post social media content.
- SACOG's website will remain SACOG's primary and predominant internet presence.
- The most appropriate uses of social media tools are as informational channels to increase SACOG's ability to broadcast its messages to the widest possible audience.

- Wherever possible, content posted to SACOG’s social media sites will also be made available on SACOG’s website.
- Wherever possible, content posted to SACOG’s social media sites must contain hyperlinks directing users back to SACOG’s official website for in-depth information, forms, documents or online services necessary to conduct business with SACOG.
- Staff posting social media content should use good judgment and comply with SACOG’s conflict of interest code and other applicable policies.
- SACOG’s social media sites are subject to the California Public Records Act. Any content maintained in a social media format that is related to SACOG business, including a list of subscribers and posted communication (with certain exceptions), is a public record. The staff maintaining the site, in coordination with legal counsel and the SACOG custodian of records, are responsible for responding completely and accurately to any public records request for public records on social media using standard procedures. Content related to SACOG business shall be maintained so that it can be produced in response to a request. Wherever possible, such sites shall clearly indicate that any articles and any other content posted or submitted for posting may be or are subject to public disclosure upon request. Users shall be notified that public disclosure requests must be directed to the relevant project manager or designee.

B. PROCEDURES

- The Communication Team Manager will maintain a list of SACOG’s social media sites, including login and password information.
- The Communication Team Manager will be able to immediately edit or remove content from social media sites.
- Twitter, Facebook and video (e.g., YouTube, Vimeo) have been approved by SACOG and standards have been developed for their use. The use of other sites must be approved by the Director of External Affairs and Member Services.

C. TWITTER

- SACOG will have only two Twitter accounts (@SACOG and @mayisbikemonth), unless otherwise approved by the Communication Team Manager.
- A Twitter biography and/or background information will include a link to SACOG’s website where the following disclaimer information will be posted:
 - “This is an official SACOG Twitter account. For more information about SACOG please visit www.sacog.org. This site is intended to serve as a mechanism for communication between the public and SACOG. Any direct tweets to this page and its list of followers may be considered a public record which is subject to disclosure pursuant to the California Public Records Act. Public records requests must be directed to the SACOG custodian of records.”
- The main image shall be the SACOG logo.
- The Twitter account shall serve three primary purposes:
 - Disseminate immediate interesting or important information to residents of which a news item on SACOG’s website is not necessary or possible

- Promote SACOG-sponsored meetings, events, programs and facilities
- Refer followers to a news item or content hosted at SACOG’s website and/or Facebook page
- Tweets shall be relevant, timely and informative.
- Twitter content, as much as possible, shall mirror information presented on SACOG’s website and other existing information-dissemination mechanisms. Staff shall ensure that information is posted correctly the first time.
- Twitter is more casual than most other communication tools, but all communications, including Tweets, must best represent SACOG at all times.
- Public Information Coordinators shall be responsive to those constituents who communicate via Twitter's @reply or direct message functions. Communication with followers will be timely and consistent with existing protocols.
- The Twitter account is backed up using TweetBackup, a free service.

D. FACEBOOK

SACOG strives to have a single Facebook presence, except for May is Bike Month, which is a unique campaign. However, if project managers feel they need a unique page for their program, they should work with the Communication Team Manager.

- A boilerplate section should contain a SACOG/project description and the following:
 - “This is an official Facebook page of SACOG. For more information about SACOG please visit www.sacog.org. This site is intended to serve as a mechanism for communication between the public and SACOG on the listed topics and as a forum to further the mission of SACOG. Any comment submitted to this page and its list of fans may be considered a public record which is subject to disclosure pursuant to the California Public Records Act. Public information requests must be directed to the SACOG custodian of records.”
- The Communication Team Manager will be responsible for updating Facebook pages.
- Comments to the Wall generally will be allowed if staff can and do regularly monitor content. If staff are unable to regularly monitor content, comments to the Wall shall be turned off. Discussion Boards shall be turned off unless approved by the Director of External Affairs and Member Services.
- If comments are turned on, the page shall also include a Comment Policy Box with the following disclaimer:
 - “Comments posted to this page will be monitored and inappropriate content will be removed as soon as possible. Under SACOG Social Media Use Policy, Standards and Procedures, SACOG reserves the right to remove inappropriate content, including, but not limited to, those items that have obscene language or sexual content, threaten or defame any person or organization, violate the legal ownership interest of another party, promote illegal activity and promote commercial services or products. SACOG disclaims all responsibility and liability for any materials that SACOG deems inappropriate for posting, which cannot be removed in an expeditious and otherwise timely manner.”

- Public Information Coordinators may add photos and videos to Facebook.

E. VIDEO

SACOG will enable access to online video content, as this is the way many residents communicate and obtain information online. Key objectives for video content shall meet one or more of the follow goals: to further the SACOG's mission, provide information about SACOG services, showcase SACOG and community events and explore transportation and land use issues. SACOG encourages the use of video content to further the goals of SACOG.

VIDEO POSTING GUIDELINES

- The Communications Team Manager will be responsible for approving the video content.
- Video quality must be comparable to DVD resolution quality.
- Low quality video will be considered if the audio portion is clear and the content is compelling and informative.
- Staff must secure a disclaimer from the author or owner or the right to use all or part of a video if the video was not produced by SACOG or an entity under contract (e.g., KVIE).
- Videos streamed from other sources may not be posted to SACOG's website.
- Links to external videos are permitted, but it must only be used when content is relevant and necessary approvals are received.

SUBMITTING VIDEOS TO HOSTING SITES

- The Communication Team Manager may submit videos to hosting sites such as YouTube and Vimeo as well as Facebook. Project managers shall submit any videos through the Communications Team.
- Comments posted to these sites must be monitored or the ability to post a comment shall be turned off.

10. GIFTS

An employee's obligation under this policy is in addition to and does not in any way change his/her obligation under SACOG's Business Ethics Policy. The purpose of this policy is to ensure that SACOG employees do not receive or accept excessive gifts or gratuities that may improperly influence their decision-making or job performance, subject to the business needs of SACOG.

SACOG employees may not receive a gratuity from any individual, organization, or vendor doing business with SACOG where doing so could influence or be perceived to influence the business decisions of SACOG.

All gratuities received or offered should be reported to your Primary Team Manager. Individual employees may only accept gratuities more than \$50 upon the approval of the Chief Executive Officer or his/her designee.

For this policy, a gratuity is defined as a gift or service rendered to an individual. Gifts include, but are not limited to money, candy, alcoholic beverages, tickets to events, trips, or the use of equipment or property.

Employees are required to comply with the Political Reform Act of 1974 and, as appropriate, to complete and file Form 700-FPPC, which is a public document, intended to disclose potential conflicts of interest.

Minor unsolicited gifts that may be accepted by employees are:

- Unsolicited promotional materials or advertising of nominal value such as calendars, notepads, coffee mugs, or pens;
- Food or refreshments of modest value offered as part of a reception, banquet, or social event, provided on an infrequent basis in the ordinary course of business; if the refreshments, meal, reception, or banquet occurs in an open setting, and the food or refreshment is also offered to other participants and/or attendees;
- Gifts of minimal value that are given without any expectations of special service or favorable decision-making;
- An occasional lunch or dinner provided as part of a meeting where SACOG business is discussed, and the cost of the employee's share of the meal is tracked and reported in accordance with FPPC regulation;
- Gifts of informational material provided to assist the employee in the performance of his or her official duties (e.g., books, pamphlets, reports, calendars, periodicals, or educational seminars); or
- Gifts of similar value exchanged between the employee and an individual, other than a lobbyist, on holidays, birthdays, or similar occasions.

11. EMPLOYEE ATTIRE GUIDELINES

CASUAL

Appropriate for Fridays, but not if attending meetings on behalf of SACOG. Casual includes clean, unwrinkled denims and walking shoes or nice quality athletic shoes, but not flip-flops, shorts, casual beach-wear capris (frayed material or seersucker style, bold patterns or prints), tee shirts, overly baggy clothes, sweat shirts, or similar attire.

BUSINESS CASUAL

Appropriate any day depending on types of meetings being attended, including evening or weekend community meetings. Business casual includes khakis, slacks, skirts, slack- capris (capri or cropped pants that fall below the knee and are made from suit material, linen or other dress fabric), dresses, blouses, sweaters, sweater sets, cardigans, polo shirts, dress shirts without tie. Okay for staff-level meetings where other attendees are dressed similarly or more casual.

PROFESSIONAL

Standard attire for presentations to the SACOG Board, its committees, and other elected boards. Preferred attire for many other presentations and meetings, such as presenting to a large audience or a daytime business audience. Professional attire includes suits; slacks, skirts or dresses with jackets; including ties.

Excessively revealing clothing is never appropriate on the job. Our desire is to generally be among the better-dressed staff when we meet with others, while not standing out as overdressed.

12. TELEWORKING

SACOG's policy is to maintain a workplace that supports employees' flexibility and choice of where to perform their work. Many work duties require attendance in the office, such as face-to-face meetings with colleagues or stakeholders, but many do not. With technology that can constantly connect employees to their work and each other, the office space can become a gathering place for sharing ideas and maintaining relationships. It does not have to be the space where staff put their heads down to write reports, sit in on conference calls, and respond to emails; in fact, it is often not the most productive environment to do so. Teleworking has been found to have an

overwhelmingly positive effect on how employees relate to their workplace and their job as a whole: it can increase job satisfaction, employee retention, and yes, productivity and time management.

To support its staff in taking advantage of these benefits, SACOG has developed a telework policy for both intermittent and scheduled forms of teleworking.

A. INTERMITTENT

ELIGIBILITY

Intermittent teleworking can be approved in advance by the employee's team manager on a day-to-day basis. Intermittent teleworking is defined as occasional teleworking without any set frequency or regularity. For example, intermittent teleworking could be used where an employee sprains an ankle and has trouble transporting to the SACOG office, but can still perform work duties from home, or where an employee attends an afternoon conference near their home and teleworks for that morning.

SCHEDULING

For employees teleworking intermittently, no more than three days will be permitted in one month. Employees will coordinate these with their team managers and record them on their Outlook calendars and the sign-in sheet. Employees will coordinate with fellow team members to ensure that tasks that must be completed from the office are covered in his/her absence.

B. SCHEDULED

ELIGIBILITY

All regular, non-probationary employees are eligible to request teleworking on a regularly scheduled basis. Employees wishing to telework on a regular basis must complete the "Request to Telecommute Form" and create an individual telework plan in coordination with their team leaders. There will be a 6-month telework probationary period, during which employees' performance will be evaluated to ensure that work duties, objectives and expectations of the employee, teams and agency are being met. Interim approval or disapproval to telework will be given by the Manager of Policy and Administration after the employee's completion of his/her telework plan and before initiating the 6-month probationary period; final approval or disapproval will be given by the Manager of Policy and Administration after the 6-month probationary period has been completed.

INDIVIDUAL TELEWORK PLAN

Employees wishing to take advantage of the telework benefit will create an individual telework plan in coordination with their team managers. The employee's performance as a teleworker and/or telework plan can be included and revised in quarterly team feedback sessions and yearly performance evaluations, and must be updated and reapproved by the Manager of Policy and Administration at least annually. The plan will include:

- a summary and assessment of the employee's job duties that will be done from the SACOG office and remotely, including the suitability of the employee's job duties for telework;
- an assessment of the employee's ability to work remotely with team members and leaders;
- a plan for communication with his/her team members and leaders;
- the steps to be taken by the employee to productively and successfully work and collaborate remotely (e.g., technology available at home, setting standing meetings); and

- days and/or times that the employee will work from the SACOG office and remotely.

After successful completion of the Individual Telework Plan by the employee and team managers and a positive recommendation by team managers, the request to telework will be submitted to the Manager of Policy and Administration for interim and final approval or disapproval.

SCHEDULING

For employees following a regular teleworking schedule (e.g., one day per week, or Tuesdays and Thursdays, etc.), teams will decide internally which days are best for members to be in and/or out of the office. Individuals will consult with each of their teams when creating their individual telework plan. This schedule will be posted on the employee's Outlook calendar and on the sign-in sheet.

C. TELEWORKING EQUIPMENT (INTERMITTENT AND SCHEDULED)

Employees with a regular teleworking schedule are encouraged to utilize SACOG's Computer Equipment Purchase Program to purchase their own equipment. If an employee requires SACOG-owned equipment to carry out his/her duties while teleworking, it shall be reflected in the completed Request to Telework Form and Employee's teleworking plan. The employee will compensate SACOG for the cost of any repairs to or replacement of SACOG-owned equipment resulting from damage to or the loss of such equipment when in the employee's custody. The replacement cost of such equipment shall be based on the depreciated value of the equipment at the time it was first loaned to the employee, as determined by SACOG.

FURTHER DETAILS

Each teleworker must certify that:

- he/she will be accessible for communication by telephone and email during all scheduled work hours;
- he/she will have made advance arrangements for dependent care;
- his/her work environment is equipped with a smoke alarm and fire extinguisher and is otherwise safe;
- security of confidential information will be ensured by not removing original documents or personal information (such as Social Security numbers or home addresses) from the office; and
- meetings related to SACOG business will be held at SACOG or another ADA compliant location, and will not be held at the teleworker's residence.

SACOG SUPPORT

SACOG will take actions to support employees that take advantage of the telework benefit, including but not limited to:

- Develop and offer a training to prepare all employees for successful communication, completion of work duties, establishment of teleworking norms, and reinforcement of agency expectations while teleworking or while working with teleworkers on his/her teams;
- hardwiring conference telephones in each conference room to facilitate remote access to meetings;
- installing a videoconference system in at least one conference room;
- continuing the Computer Equipment Purchase Program to allow employees to purchase their own hardware and software for a remote office, and expanding it to include for software licenses for programs such as ArcGIS;
- IT support with remote desktop connections, such as Log Me In;

- remote access to SACOG's shared drives; and
- ensure that employee compensation, benefits, work status, and work responsibilities do not change because of taking advantage of the telework policy.

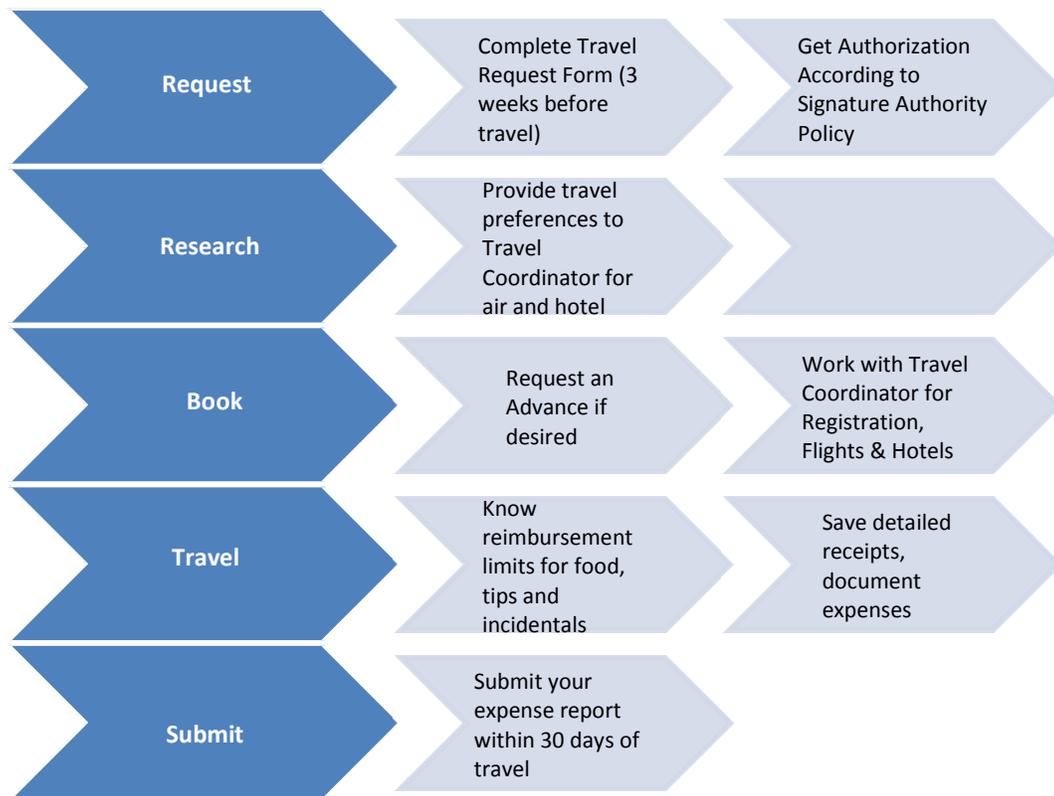
13. TRAVEL POLICY

Please see SharePoint for the detailed Travel Policy. These procedures highlight the main requirements of the SACOG Travel Policy. The Travel Policy takes precedent, so please read it if you have any questions about what is allowed.

- Authorization is required *before* any expenses are incurred.
- Covered individuals are responsible for immediate cancellation of lodging and transportation if travel is cancelled or postponed, to ensure that SACOG will not be liable for any costs.
- The SACOG American Express Business Travel Account is the preferred payment method for hotels and the only payment method for flights for staff.
- Expense reports must be submitted to Accounting within 30 days of an expense being incurred.
- Staff are required to use SACOG vehicles for official business within the SACOG region or within 80 miles one-way from SACOG's office. If unavailable, staff may use personal vehicles subject to the guidelines below. For trips greater than 80 miles one-way, staff should have the Travel Coordinator rent a vehicle unless traveling by train or air.
- Travel by the most direct and economical mode of transportation.
- SACOG will only prepay for room and tax charges. You must present a personal credit card at check-in for incidentals.
- Meals will only be reimbursed for travel lasting greater than 24 hours, because it is considered taxable income.

TRAVEL POLICY IN 5 EASY STEPS

Follow these five steps for any conference or SACOG travel requiring registration, lodging or transportation.



When to submit your Travel Request

Transportation	Are you flying?	Yes	Minimum 3 weeks
		No	As soon as possible, preferably 1week before travel

Lodging Minimum 3 weeks

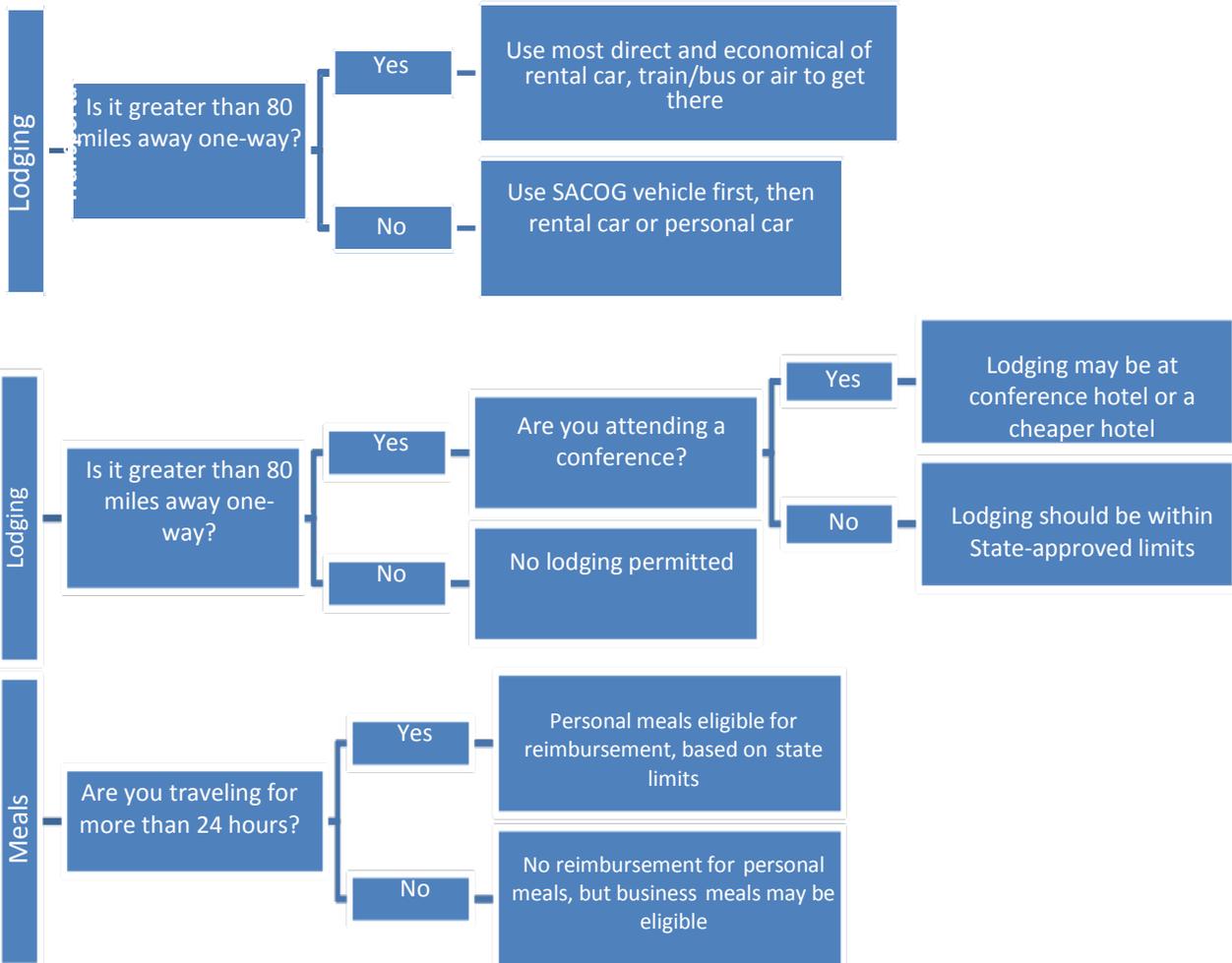
Conference

Is there an early bird discount?

Yes One week before the early bird discount

No As soon as possible, preferably 1week before travel

WHAT IS COVERED FOR TRANSPORTATION/LODGING/MEALS?



14. FRAUD REPORTING POLICY

A. SCOPE

This policy applies to any fraud or suspected fraud involving employees, officers, or directors, as well as members, vendors, consultants, contractors, funding sources, and/or any other parties with a business relationship with SACOG. Any investigative activity resulting from suspected fraud will be conducted without regard to the suspected wrongdoer's length of service, position/title, or relationship with SACOG.

B. POLICY

Management is responsible for the detection and prevention of fraud, misappropriations, and other financial irregularities. Fraud is defined as the intentional, false representation or concealment of a material fact for inducing another to act upon it to his or her injury. It is the responsibility of each member of the management team to be familiar with the types of improprieties that might occur within his or her area of responsibility, and be alert for any indication of irregularity.

SACOG has a strong desire to encourage and facilitate the reporting of fraud or abuse and questionable accounting or auditing practices. This policy will be provided to all employees upon adoption, and regularly thereafter, and will be incorporated into the SACOG employee handbook to encourage reporting.

Any fraud that is detected or suspected must be reported immediately to the Chief Operating Officer or, alternatively, to the Chair of SACOG's Government Relations & Public Affairs (GRPA) Committee. (See Reporting Procedures section below for specific procedures and alternative reporting.)

Reporting of detected or suspected fraud may also be made anonymously. Such anonymous reports shall be treated the same as non-anonymous reports.

SACOG will follow this policy with an ethics policy to serve as a practical guide for identifying potential instances of fraud or abuse or questionable accounting or auditing practices.

C. ACTIONS CONSTITUTING FRAUD

The terms fraud, defalcation, misappropriation, and other fiscal irregularities refer to, but are not limited to:

- Any dishonest or fraudulent act;
- Forgery or alteration of any document or account belonging to SACOG;
- Forgery or alteration of a check, bank draft, or any other financial document;
- Misappropriation of funds, securities, supplies, equipment, or other assets of SACOG;
- Impropriety in the handling or reporting of money or financial transactions;
- Disclosing confidential and proprietary information to outside parties;
- Accepting or seeking goods, services, or gifts prohibited by California law and SACOG policies and procedures;
- Destruction, removal, or inappropriate use of records, furniture, fixtures, and equipment; and
- Any similar or related irregularity.

D. OTHER IRREGULARITIES

Irregularities concerning an employee's moral, ethical, or behavioral conduct should be resolved by the Manager of the applicable department, by the Human Resources Department, or by the Chief Operating Officer.

If there is a question as to whether an action constitutes fraud, employees shall contact the Chief Operating Officer or the Chair of the GRPA Committee for guidance.

E. INVESTIGATION RESPONSIBILITIES

The Chief Operating Officer has the primary responsibility for the investigation of all suspected fraudulent acts as defined in this policy. The Chief Operating Officer may utilize whatever internal and/or external resources he/she considers necessary in investigating.

If an investigation substantiates that fraudulent activities have occurred, the Chief Operating Officer will issue reports to appropriate designated personnel and, if appropriate, to the Chair of the GRPA Committee and/or the Board Chair of SACOG's Board of Directors. Decisions to prosecute or refer the examination results to the appropriate law enforcement and/or regulatory agencies for independent investigation will be made in conjunction with legal counsel and the senior management, as will final dispositions of the case.

The Chief Operating Officer also shall report to the Chair of the GRPA Committee all investigations of non-minor instances of suspected fraud which resulted in a determination that no fraudulent activities have occurred.

Upon the reporting of the results of any investigation as provided herein, the GRPA Committee shall have the authority to conduct its own investigation, and the Committee shall have: (1) free and unrestricted access to all SACOG's records and premises, whether owned or rented; and (2) the authority to examine, copy, and/or remove all or any portion of the contents of files, desks, cabinets, electronic equipment or documents, and other storage facilities without prior knowledge or consent of any individual who may use or have custody or any such items or facilities when it is within the scope of their investigations.

If suspected fraud or other wrongdoing involves programs funded in whole or in part with federal funds, additional responsibilities, such as special reporting and disclosure to the awarding agency, may apply. It is the policy of SACOG to fully comply with all additional reporting, disclosure and other requirements pertaining to suspected acts of fraud as described in award documents.

F. CONFIDENTIALITY

The Chief Operating Officer and, if applicable, the Chair of the GRPA Committee, and its members, shall treat as confidential all information received confidentially.

Investigation results will not be disclosed or discussed with anyone other than those who have a legitimate need to know. This is important to avoid damaging the reputations of persons suspected but subsequently found innocent of wrongful conduct and to protect SACOG from potential civil liability.

G. REPORTING PROCEDURES

Great care must be taken in the investigation of suspected improprieties or irregularities to avoid mistaken accusations or alerting suspected individuals that an investigation is under way.

An employee who discovers or suspects fraudulent activity will notify the Chief Operating Officer or the Chair of the GRPA Committee immediately, and should not attempt to personally conduct investigations or interviews/interrogations related to any suspected fraudulent act. The employee or other complainant may remain anonymous and may be reported through SACOG's suggestion box or by sealed envelope to the Chief Operating Officer or the Chair of the GRPA Committee.

If an employee requires greater assurance of confidentiality, the employee may report the suspected fraudulent activity to the Treasurer of the County of Sacramento, who is the ex officio Treasurer of SACOG. In such instances, it is the responsibility of the Treasurer to maintain the anonymity of the reporter and to refer the matter to SACOG for handling and investigation under this policy.

All inquiries concerning the activity under investigation from the suspected individual(s), his or her attorney or representative(s), or any other inquirer should be directed to the Chief Operating Officer, the Chair of the GRPA Committee, or SACOG's legal counsel. No information concerning the status of an investigation will be given out. The proper response to any inquiry is "I am not at liberty to discuss this matter." Under no circumstances should any reference be made to "the allegation," "the crime," "the fraud," "the forgery," "the misappropriation," or any other specific reference.

The reporting individual should be informed of the following: (1) do not contact the suspected individual to determine facts or demand restitution; (2) do not discuss the case, facts, suspicions, or allegations with anyone unless specifically asked to do so by the Chief Operating Officer, the GRPA Committee or its Chair, or SACOG's legal counsel.

H. TERMINATION

If an investigation results in a recommendation to terminate an individual, the recommendation will be reviewed for approval by legal counsel, the Chief Operating Officer, and the Chief Executive Officer.

15. WHISTLEBLOWER PROTECTION

A. WHISTLEBLOWERS ARE PROTECTED

It is the public policy of the State of California to encourage employees to notify an appropriate government or law enforcement agency, person with authority over the employee, or another employee with authority to investigate, discover, or correct the violation or noncompliance, and to provide information to and testify before a public body conducting an investigation, hearing or inquiry, when they have reason to believe their employer is violating a state or federal statute, or violating or not complying with a local, state or federal rule or regulation.

B. WHO IS PROTECTED?

Pursuant to California Labor Code Section 1102.5, employees are the protected class of individuals. "Employee" means any person employed by an employer, private or public, including, but not limited to, individuals employed by the state or any subdivision thereof, any county, city, city and county, including any charter city or county, and any school district, community college district, municipal or public corporation, political subdivision, or the University of California.

C. WHAT IS A WHISTLEBLOWER?

A “whistleblower” is an employee who discloses information to a government or law enforcement agency, person with authority over the employee, or to another employee with authority to investigate, discover, or correct the violation or noncompliance, or who provides information to or testifies before a public body investigating, hearing or inquiry, where the employee has reasonable cause to believe that the information discloses:

1. A violation of a state or federal statute,
2. A violation or noncompliance with a local, state or federal rule or regulation, or
3. With reference to employee safety or health, unsafe working conditions or work practices in the employee’s employment or place of employment.

A whistleblower can also be an employee who refuses to participate in an activity that would result in a violation of a state or federal statute, or a violation of or noncompliance with a local, state or federal rule or regulation.

D. WHAT PROTECTIONS ARE AFFORDED TO WHISTLEBLOWERS?

1. An employer may not make, adopt, or enforce any rule, regulation, or policy preventing an employee from being a whistleblower.
2. An employer may not retaliate against an employee who is a whistleblower.
3. An employer may not retaliate against an employee for refusing to participate in an activity that would result in a violation of a state or federal statute, or a violation or noncompliance with a state or federal rule or regulation.
4. An employer may not retaliate against an employee for having exercised his or her rights as a whistleblower in any former employment.

Under California Labor Code Section 1102.5, if an employer retaliates against a whistleblower, the employer may be required to reinstate the employee’s employment and work benefits, pay lost wages, and take other steps necessary to comply with the law.

E. HOW TO REPORT IMPROPER ACTS

If you have information regarding possible violations of state or federal statutes, rules, or regulations, or violations of fiduciary responsibility by a corporation or limited liability company to its shareholders, investors, or employees, call the California State Attorney General’s Whistleblower Hotline at 1-800-952-5225. The Attorney General will refer your call to the appropriate government authority for review and possible investigation.

16. TECHNOLOGY POLICY

SACOG provides e-mail, voicemail and computer systems, including Internet access (collectively, “technology”), to help employees perform their job duties. SACOG encourages employees to use this technology to make communication more efficient and effective. Each employee is responsible to use this technology in a manner that increases productivity, enhances SACOG’s public image, and is respectful of other employees and individuals.

SACOG allows its employees to use their personal electronic devices at work for their convenience. SACOG reserves the right to revoke this privilege if users do not abide by the policies and procedures outlined below. By connecting their devices to SACOG technology, employees agree to comply with the terms in this policy.

This policy governs the use of technology while at SACOG or when connecting to SACOG technology remotely. To the greatest extent possible, SACOG email and not personal email should be used for conducting SACOG business. SACOG respects the individual privacy of employees, but this privacy does not extend to work-related conduct or to the use of SACOG's technology, systems, equipment, or software. Employees should be aware that this policy may affect employee privacy in the workplace.

Violation of this policy is a serious matter and may result in disciplinary action, up to and including termination of employment, pursuant to SACOG Personnel Rules.

For purposes of this policy, "we" or "our" refers to SACOG or SACOG management teams and "you" or "yours" refers to SACOG employees.

A. SACOG'S RIGHT TO ACCESS INFORMATION

We have installed e-mail, voicemail, and computer systems, including Internet access, to facilitate business communications. You have individual passwords to access these systems to prevent unauthorized access to information. However, passwords do not confer any right of privacy, as these systems belong to SACOG. The content of communications and data transmitted over, or stored in, these systems is accessible at all times by SACOG management or other designated personnel. These systems may be subject to periodic unannounced inspections and should be treated like other shared filing systems.

Only SACOG e-mail accounts should be used for conducting SACOG business. Use of non-SACOG e-mail accounts for SACOG business is not permitted.

E-mail and voicemail messages are SACOG records. The contents of these messages may be disclosed within SACOG without your permission and you should not assume that your messages are confidential or permanently deleted. Back-up copies of e-mail are maintained and referenced in accordance with SACOG's document retention policy.

Also, please be aware that, in general, e-mail and voicemail messages and all forms of computer records, including text messages, fall within the definition of public records that are subject to public inspection and copying under the California Public Records Act and the federal Freedom of Information Act. This may include messages generated on your own devices or your personal accounts. Any public records requests will first be reviewed by the Clerk of the Board and by legal counsel.

We have the right, but not the duty, to monitor all aspects of our technology including, but not limited to, monitoring sites employees visit on the Internet, monitoring instant messaging, chat rooms, and newsgroups, reviewing material downloaded or uploaded by employees, and reviewing e-mail messages sent and received by employees. We may monitor our technology to determine compliance with our policies, to investigate possible misconduct, to locate information, or for any other purpose. By using our computers and technology, you waive the right to privacy in anything you create, store, send, access, or receive on the computer or the Internet. By connecting your personal electronic devices to SACOG's network or Internet connection, you waive the right to privacy in anything you send, access, or receive while connected to SACOG's network or Internet connection. Additionally, your device may be subject to inspection based on a public records request or legal action.

B. PERSONAL USE

Occasional and incidental personal use of SACOG's technology for the following purposes is allowed if it does not interfere with your work or present an actual or potential conflict of interest with our business, and does not violate any other policy, including the Equal Employment Opportunity and Harassment, Discrimination and Retaliation Prevention Policy:

1. To send and receive occasional personal communications;
2. To prepare and store incidental personal information in a reasonable manner; and
3. To access the Internet for personal searches and inquiries during off-duty time if you observe all other usage guidelines.

All personal communications and stored data will be treated the same as other communications and data. We may access and disclose, as necessary, all communications and data in the systems, without regard to content.

Since your personal messages can be accessed by SACOG management or other authorized personnel without prior notice, you should not use SACOG technology to transmit messages not relevant to SACOG business. For example, you should not use SACOG e-mail for personal information about yourself or others, for forwarding messages under circumstances likely to embarrass the sender or receiver, or for emotional responses to business correspondence or work situations. In addition, you may not use SACOG technology for communications that are defamatory, intimidating, or threatening in nature.

SACOG assumes no liability for loss, damage, destruction, alteration, disclosure, or misuse of any personal data or communications transmitted over, or stored on, our computers or technology. In addition, we assume no liability for the loss or non-delivery of any personal communications or any personal data stored on any SACOG property or technology.

C. HARASSMENT AND DISCRIMINATION

Employees may not use SACOG technology for storing, transmitting or receiving any information that may be seen by others as discriminatory or harassing in any way. As set forth more fully in our policies prohibiting discrimination and harassment, SACOG does not tolerate discrimination or harassment based on sex (including gender, pregnancy, childbirth, or related medical conditions), race, color, religion, national origin, ethnicity, ancestry, age, physical disability, mental disability, medical condition, marital status, sexual orientation, family care or medical leave status, veteran status, or any other characteristic protected by state and federal law or local ordinance.

Examples of forbidden transmissions include sexually-explicit photographs, messages, cartoons, or jokes, unwelcome propositions or ethnic or racial slurs.

D. SOLICITATION

You may not use SACOG technology to solicit or proselytize others for commercial ventures, religious or personal causes, outside organizations, or other similar, non-job related matters.

E. COPYRIGHT LAWS

You may not use SACOG technology to copy, retrieve, forward, or send copyrighted material unless you have the author's permission or you are accessing a single copy only for your own private purposes. The placement of material on the Internet does not waive copyrights in the material. Copyright laws give the copyright holder the exclusive right to reproduce, distribute, modify, publicly perform, and publicly display the material.

F. DOWNLOADING UNAUTHORIZED SOFTWARE

It is SACOG's policy to use officially licensed software on our computers. You may not download or install software for personal use that is obtained from the Internet or from computers or networks that do not belong to SACOG. Personal software must be authorized in advance to ensure the license is valid for you to use on SACOG's computers. This does not limit staff's right to install software on their personal electronic devices, but they should be legally obtained software.

G. VOICEMAIL

Voicemail messages should be treated in the same manner as e-mail messages. You should not assume that voicemail messages that you leave for others, or messages left for you, will be confidential. SACOG has access to voicemail always and may clean out overcrowded voicemail boxes without advance notice.

Our voicemail system has limited capacity. Do not use your voicemail box as an archive of messages since that causes problems with the system and may result in callers being told that your voicemail box is full.

While it may be necessary to provide your voicemail access code to co-workers to allow access to your voicemail box, employees are prohibited from the unauthorized use of voicemail codes of other employees to gain access to other employees' voicemail messages.

H. INTERNET USAGE

We have installed Internet access that allows all employees to send and receive messages via the Internet and to retrieve work related information, either through our computers or your personal electronic devices. You may use this service occasionally for incidental personal uses, provided the use is responsible and meets all other provisions of this policy.

You may not use our Internet access to retrieve, download, or contribute to any of the following:

- Gross, indecent, or sexually-explicit photographs, pictures, or other similar materials;
- Jokes, games, or other information that may be seen as harassing, intimidating, or disparaging to people because of their race, age, sex, religion, national origin, ethnicity, ancestry, disability, medical condition, sexual orientation, or any other characteristic protected by law;
- Gambling sites;
- Illegal drug-oriented sites;
- Chain letters; and
- Any other purpose that is illegal, in violation of our policies, or contrary to our interests.

While utilizing the Internet for incidental personal use, do not sign "guest books" at any web sites, comment on articles or blogs, or post messages to Internet groups or discussion groups at web sites of personal interest. These actions may generate junk e-mail or may expose SACOG to liability or unwanted attention. Any messages or

information that you send via our Internet access could expose SACOG to adverse consequences, even if a personal “disclaimer” is included in the message.

SACOG’s web site is under the supervision of the Communication Manager. The IT Planning and Support Team will develop a list of approved staff that may implement changes to the web site. The Communication Manager may delegate authority to approve changes to the IT Planning and Support Team.

Sending, receiving, displaying, printing, or otherwise disseminating material that is fraudulent, harassing, illegal, embarrassing, sexually explicit, obscene, intimidating, or defamatory is prohibited. Employees encountering such material should report it to the Manager of Policy and Administration immediately.

All material downloaded from the Internet, or from computers or networks that do not belong to SACOG, must be scanned for viruses and other destructive programs before being placed onto our computer system.

SACOG is not responsible for any damages, direct or indirect, arising out of the use of our Internet resources.

I. USE OF TECHNOLOGY WHILE DRIVING ON SACOG BUSINESS

Employees are prohibited from sending or reading messages while operating a vehicle on SACOG business or using a cellphone without a hands-free headset or speaker.

J. SECURITY

Employees have passwords to access our computer system. Except when necessary for business purposes, you are expected to maintain your computer password as confidential and to not share your password with co-workers.

No encryption program may be used until it is approved by SACOG’s IT Administrator. All encryption keys must be made available to SACOG management.

K. PASSWORDS

To help maintain the security of our local area network, SACOG has developed the following policies for passwords that are used when accessing our system.

When you create your login password, please follow these requirements.

INTERNAL ACCESS (LOCAL AREA NETWORK)

When a user’s account is created, the user is assigned a temporary password. The first time the user logs in to their computer, they will be required to change this password and create their own secure password. This password is not to be shared with others and should not be written down. At your discretion, you may change your password. Your new password should be one that would not be easily guessed by others and should comply with the same rules for External Access (VPN) passwords as stated below. If you forget your password, talk to the system administrator who will reset your password.

EXTERNAL E-MAIL ACCESS

Your password for the local area network will also grant you external access to SACOG email and SharePoint sites through Office 365. You may gain access to your SACOG Office 365 e-mail in several different ways.

1. By opening a web browser and going to <https://portal.office.com>. You will be prompted to enter your SACOG username and password.
2. By installing Outlook on an home computer and logging in using your SACOG username and password.
3. By configuring your mobile device to retrieve e-mail through the Office 365 system using your SACOG Username and password.

PASSWORD RULES

One of the hardest parts of changing your password is trying to figure out what that new password should be. If you would like some help coming up with a strong password, please see David H or Pete and they can help with this.

Here are the rules for a strong password.

- Passwords must be at least 8 characters.
- Passwords will need both uppercase and lowercase letters.
- Passwords must contain at least one non-alphabetic character (Examples: 123456789#\$&%{.,;}@.)
- Passwords cannot contain your username; your first, middle, or last name; or any variation thereof.

Note: Inserting numbers within dictionary words are not strong passwords. (Examples: time2go, big\$deal, 2morrow, and money\$ are not valid passwords.)

One way to create a password is to use a “passphrase”. To do this, do the following:

Make up a sentence that's meaningful to you. Then use the first letter of each word as a letter in your password.

For example:

- Start with the phrase such as “**Three orange elephants invade Alaskan village; film at eleven**”.
- Take the first letter of each word to start your password: **ToeiAvfae**.
- Then, add the punctuation from the pass phrase and change the number words to just numbers to get **3oeiAv;f@11**

(This is an acceptable password; it follows the rules but is hard for someone to guess since it's essentially a random string of characters.)

Another option some have also used is combinations of addresses and telephone numbers that are not related to SACOG.

You can always test your password at the following site on our Intranet:

<http://intranet.sacog.org/password/index.htm> (Complexity rating in your password should be “Strong” or “Very Strong”)

EXTERNAL ACCESS (VPN)

SACOG has a VPN (virtual private network) that allows remote access to SACOG servers. To access the VPN, you must use a password that meets the following criteria.

- Passwords must be at least 11 characters.
- Passwords may not be all uppercase or all lowercase.
- Passwords must contain at least one non-alphabetic character (Examples: 123456789#&\$%{.,;}@.)
- Passwords may not contain your username; your first, middle, or last name; or any variation thereof.
- Pass phrases are recommended as an easy way to remember a complex password. Simply embedding a number or case-shift within a word does not make a valid password. Systematic password guessing attacks are sophisticated and will routinely 'crack' such passwords. (Examples: time2go, big\$deal, 2morrow, and money\$ are not valid passwords.)
- Passwords may not be composed of all numbers. Embedding decimal points, minus signs, or plus signs within a number does not make a valid password. (Example: 1-609-555-1212 is not a valid password.)

SUGGESTION FOR CREATING A VPN PASSWORD

Make up a sentence that's meaningful to you. Then use the first letter of each word as a letter in your password; if you wish, add additional characters to make it more difficult to guess. For example:

- Start with the phrase such as “Three orange elephants invade Alaskan village; film at eleven.” This could serve as your password in a pass phrase format, “ThreeorangeElephantsinvadeAlaskanvillagefilm@11”
- Take the first letter of each word to start your password: ToeiAvfae. Then, add the punctuation from the pass phrase and change the number words to just numbers to get “3oeiAv;f@11” (This is an acceptable password; it follows the rules but is hard for someone to guess since it's essentially a random string of characters.)

L. DELETING INFORMATION

Any information kept on SACOG computers may be electronically recalled or recreated, even if deleted or erased by an employee. If you are informed by SACOG that it reasonably expects litigation related to a certain subject matter, you may not delete or erase any material on any computer related to that subject matter. All such electronic material should be safely stored separately from other material so that it will not be inadvertently deleted or altered.

SACOG also retains the ability to wipe all information on mobile devices connected to SACOG’s Office 365 system. Employees are advised that personal devices should be archived at home in the event a software malfunction deletes all information on their device. Devices that are lost or stolen may also be wiped of all information to protect SACOG’s interests.

17. SACOG VALUES

PROFESSIONAL EXCELLENCE

- Produces and communicates consistently high quality, technically competent work of value to the organization.
- Recognizes and maintains a clear focus on strategic goals and outcomes consistent with the organization’s work programs.
- Maximizes opportunities to increase productivity and achieve high quality results.

- Recognizes that professional excellence applies not only to the Agency's products, services, and external affairs, but just as importantly to the Agency's internal structure and organization.

INNOVATION

- Solves problems creatively and is open to new ideas.
- Creates new ways of moving the organization forward to achieve its mission.
- Fosters new and creative thinking and solutions.
- Encourages open discourse of all viewpoints and ideas.
- Recognizes that mistakes are inherent in trailblazing and innovation, and that mistakes should be discussed without instilling fear that engenders complacency.

INTEGRITY

- Adheres to individual and organizational professional standards in the conduct of the Agency's business.
- Produces documents and work products that are objective, credible, and reliable.

LEADERSHIP

- Creates and sustains an atmosphere that fosters a culture of openness, inclusion, trust, and results.
- Contributes to creating a clear vision and direction.
- Inspires results and effective teamwork.
- Empowers staff and fosters independent work.
- Promotes a collaborative mentoring culture.
- Exhibits the full range of professional competencies, and models integrity and ethics.
- Recognizes that priority setting and resource planning are essential to the Agency.

TRUST, MUTUAL RESPECT, AND ACCOUNTABILITY

- Communicates readily and/or takes action in response to requests from others for information or assistance.
- Respects timelines and deadlines.
- Is observant, considerate and respectful of others' time and schedules (both personal and professional).
- Is reliably prompt and does not require reminders to achieve results, communicate, or meet obligations.

TEAMWORK AND COLLABORATION

- Takes the initiative to ensure that objectives are met and volunteers to help others for the good of the organization.
- Engages team members to work collaboratively and reliably towards a defined objective; has a keen sense for having the right people on the team.
- Recognizes, values, and leverages each person's strengths and differences.

- Encourages team members to share information, collaborate, and brainstorm on projects and issues, both formally and informally.
- Recognizes that we are all part of something bigger.

OPEN COMMUNICATION

- Encourages communication of the Agency's work and internal operations to all staff.
- Fosters an innovative and creative culture in which all ideas and viewpoints are not criticized, but are welcome, and in which it is okay to disagree.
- Is transparent with information within the agency.

PERSONAL GROWTH

- Maximizes the potential of each individual in the Agency.
- Creates and support independent work assignments.
- Encourages professional development and growth.
- Promotes job satisfaction and personal fulfillment.

18. ACKNOWLEDGMENT OF RECEIPT OF HUMAN RESOURCES POLICY HANDBOOK

I have received a copy of SACOG’s Human Resources Policy Handbook. I understand that it contains important information on SACOG policies, as well as my rights and responsibilities as an employee. I understand and agree that it is my responsibility to familiarize myself with the policies in the Handbook and abide by these policies.

I have read and understand the Handbook. I understand that I am governed by its contents. I understand that SACOG retains its discretion to make all decisions concerning my employment (including, e.g., decisions regarding promotions, demotions, transfers, job responsibilities, increases or reductions in pay, bonuses or other compensation, or any other managerial decision). No director, supervisor, or representative of SACOG has the authority to enter any agreement, express or implied, for employment for any specific period of time, or make any agreement for employment.

I understand and agree that nothing in the Human Resources Policy Handbook creates or is intended to create a promise or representation of continued employment.

I have also read and understand SACOG’s Unlawful Harassment Policy.

I further understand that SACOG can change, delete, or add to any policies, benefits, or practices described in the Handbook that are outside the scope of representation in its sole and absolute discretion with prior notice and in compliance with SACOG’s legal obligations.

Signature

Date

Print Name