



**CITY OF OAKLAND**  
HUMAN SERVICES DEPARTMENT  
**HEAD START PROGRAM**  
***ADVISORY BOARD MEETING***

**MEETING AGENDA – FINAL**

**Thursday, 10-17-24**

**3:30-5:00pm**

**In person Meeting Location:**

*Oakland City Hall*

*1 Frank H. Ogawa Plaza, City Council Chambers*

**Virtual Zoom Meeting Location for Public Participation Only**

<https://us02web.zoom.us/j/87487107470>

**Please See the Agenda to Participate in The Meeting**

*Thank you!!*

**Human Services Department  
HEAD START/EARLY HEAD START PROGRAM**

**ADVISORY BOARD MEETING**

**Day & Time:** Thursday, 10-17-24; 3:30-5:00pm  
**In Person Location:** Oakland City Hall; 1 Frank H. Ogawa Plaza;  
**City Council Chambers**

**AGENDA**

- I. CALL TO ORDER / ROLL CALL: *Host/Program Staff***
- |  |   |   |
|--|---|---|
| <i>Molly Tafoya, Chair</i><br><i>Alysoun (Aly) Bonde,</i><br><i>Vice Chair</i> | Dr. Javay Ross<br>Kevin Bremond<br>Dr. Mariamawit (Mari)<br>Tamerat | Dr. Jei Watkins<br>Christina Michaud<br>Julia Forte Frudden<br><i>(Vacant Seat)</i> |
|--|---|---|
1. Public Comment
- II. APPROVAL OF AGENDA ITEMS: *Molly Tafoya, Chair***
1. Review and Approval of **October 17, 2024, Advisory Board Meeting Agenda**
  2. Review and Approval of **September 26, 2024, Advisory Board Meeting Minutes**
- III. ACTION ITEMS:**
1. **Monthly Progress Report Update:** *Diveena Cooppan & Program Staff*
    - a. Monthly Enrollment and Content Area Monitoring Report – *September 2024*
  2. **Monthly Financial Report:** *Kurry Foley, HSD Budget & Fiscal Manager*
    - a. Monthly Financial Report (Expenditures, CACFP Report, Purchase Card Report)  
*September 2024*
  3. **FY 24-25 Change of Scope Request – Reduction in Slots**
  4. **FY 25-26 State Continuation Funding Applications (CDE/CSPP & CDSS/CCTR) and CACFP Contract**
- IV. PARENT POLICY COUNCIL UPDATES: *Diveena Cooppan, Program Director/Manager;*  
*Parent Policy Council Chair & Program Staff***
- a. **Parent Policy Council Feedback**
- V. INFORMATION ITEMS: *Diveena Cooppan & Program Staff***
1. FY 24-15 Oakland Children’s Initiative (OCI) Contract & Responses to Advisory Board Questions from First 5 Alameda.
  2. FY 24-25 COO HS/EHS Wage & Compensation Study
  3. Final Rule – *Supporting the Head Start Workforce and Consistent Quality Programming* Virtual Presentation and Q&A Session – (Pending PPC/AB decision on date)
  4. FY 24-25 CLASS Review/Implementation – *in progress*
  5. Standing Program Updates:
    - FY 24-25 Community Assessment Update
    - Measure C (Children’s Health & Child Care Initiative for Alameda County)
- VI. OPEN FORUM**
- VII. ADJOURNMENT**

**Human Services Department  
HEAD START/EARLY HEAD START PROGRAM  
ADVISORY BOARD MEETING**

**Day & Time: Thursday, 9-26-2024; 3:30-5:00pm  
In Person Location: Oakland City Hall;  
1 Frank H. Ogawa Plaza; Hearing Room #1  
Zoom Meeting**

**\* MEETING MINUTES**

**\*(PENDING APPROVAL FROM THE ADVISORY BOARD)**

**Advisory Board Members Present:**

Molly Tafoya, *Chair*  
Kevin Bremond  
Dr. Mariamawit (Mari)Tamerat  
Christina Michaud  
Julia Forte Frudden  
Dr. Jei Watkins

**Staff Present:**

Diveena Cooppan, *Manager, Early Childhood & Family Services Division;/Program Director, Head Start Program*  
Tracey Black, *Manager; Governance & Contracts*  
Sarah Trist, *Manager; Programs Operations*  
Shelley Taylor, *Supervisor- HR & Business Services*  
Thao Ly, *Education Coordinator*  
Kurry Foley, *Manager; HSD Budget & Fiscal Division*  
Robyn Levinson, *HHS Planner, HS/EHS*  
Wenonah Elm, *Disabilities & Mental Health Coordinator*  
Trisha Baurua, *HHS Planner, HS/EHS*  
Everardo Mendoza, *ERSEA and Data Program Coordinator*  
Clara Sanchez, *Administrative Assistant II*  
Valeria Vallejo, *Office Assistant I*  
Michael Fries, *Program Analyst I*  
Equal Access - *International Contact Interpretation Team*  
(4 members present)

**Advisory Board Members Excused:**

Alysoun Bonde, *Vice-Chair*  
Dr. Javay Ross

**I. ROLL CALL:**

The Head Start Advisory Board Meeting was called to order by Tracey Black at 3:40 PM.

**1. Public Comments:**

**II. APPROVAL OF AGENDA ITEMS:**

**1. Review and Approval of September 26,2024 Meeting Agenda**

*Chair, Molly Tafoya, called for a motion to approve the September 26,2024 AB Meeting Agenda. Member Julia Forte Frudden seconded the motion.; Motion carried. Vote: (6)-ayes, (0)-nays, (0)-abstentions, (0) no response*

**2. Review and Approval of August 15, 2024, Advisory Board Minutes**

*Chair Tafoya*, motioned to approve the August 15, 2024, Meeting Minutes. *Member, Forte Frudden* seconded the motion. Motion carried. Vote: (6)-ayes, (0)-nays, (0)-abstentions, (0) no response

### **III. ACTION ITEMS:**

**1. Monthly Progress Report: *Robyn Levinson Presented, please refer to packet.***

- a.** Monthly Enrollment and Content Area Monitoring Report – August 2024

*Chair Tafoya*, motioned to approve the Monthly Progress Report: *Member, Kevin Bremond* seconded the motion. Motion carried. Vote: (6)-ayes, (0)-nays, (0)-abstentions, (0) no response

**2. Monthly Financial Report- *Kurry Foley Presented, please refer to packet.***

- a.** Monthly Financial Report (Expenditures, CACFP Report, Purchase Card Report) July/August 2024

*Chair Tafoya* motioned to move the Monthly Budget Report to July/August: *Member, Dr. Tamerat* seconded the motion. Motion carried. Vote: (6)-ayes, (0)-nays, (0)-abstentions, (0) no response

**HSD Budget & Fiscal Manager, Kurry Foley** – Technically it is all of July’s numbers and two days of August’s numbers, pertaining to payroll, operations, and maintenance expenses. Another note, that in November we will bring a complete consolidated end of year closing report for fiscal 23-24. The City of Oakland is still in the process of fiscal year closing. It will likely be closed in sometime in October.

**3. FY 24-25 Head Start Advisory Board Bylaws-Tracey Black Presented, please refer to packet.**

- a.** Revision for review and approval – “Adjusted quorum for temporary leave.”

*Member Christina Michaud* motioned to approve the change to the FY 24-25 Head Start Advisory Board Bylaws: *Chair Tafoya* seconded the motion. Motion carried. Vote: (6)-ayes, (0)-nays, (0)-abstentions, (0) no response

**4. Oakland Children’s Initiative (OCI) FY 24-25 Contract Amendment**

**Manager/Program Director, Diveena Cooppan** - The OCI contract amendment was intended for approval at this meeting, but there has been a change, so it is not included in your packet. In December 2023, we were asked to submit a proposal for potential program expansion, which we revised to a shorter time frame, arriving at a budget of \$12.1 million. This budget prioritized partnerships and family childcare provider expansions. However, after a contract review in May raised concerns, we received a directive last week to reduce the budget to \$6.6 million. The city administration supports this change, and we need to present it to you by October. Meanwhile, the three sites—Arroyo, Franklin, and Tassafaronga, along with the kitchen, have been operating without a contract.

**5. Policies & Procedures, Tracey Black presented, please refer to packet.**

- a.** FY 2024-25 Comprehensive & Program Governance Planning Calendars and Strategic Planning Process

*Chair Tafoya* motioned to approve the Program Governance & Planning Calendars and Strategic Planning Process: *Member Dr. Tamerat* seconded the motion. Motion carried. Vote: (6)-ayes, (0)-nays, (0)-abstentions, (0) no response

**Human Services Manager: Governance & Contracts, Tracey Black-** I wanted to note that There's a typo regarding the fiscal year that needs correction, along with some minor adjustments to the calendar months that will be reflected in the final approved version.

**IV. PARENT POLICY COUNCIL UPDATES:**

a. Parent Policy Council Feedback – *Chair, ToNiya Scott-Smith Presented*

**V. INFORMATION ITEMS:**

1. FY 24-25 Change-in-Scope Application for AB approval – October 2024 – We will bring this to you in October to approve this is related to the under enrollment notice that we were given. We will be able to keep the full amount and assist with providing higher wages.

2. Final Rule – *Supporting the Head Start Workforce and Consistent Quality Programming Training* with Lucia Palacios, Program Consultant – Pending October (date TBD) – We will have Lucia Palacios do a training around this final rule.

3. Risk Assessment Notification Report and Corrective Action Plan (RAN-CAP) & Extension – We submitted a request to extend, and this was approved and now our deadline is Dec.13<sup>th</sup>. Giving us time to implement, monitor and make changes as we need to.

4. CLASS Review in FY 24-25 and Focus Area 2 Monitoring Review – We received our notice that we will be reviewed. Our review period is October 7<sup>th</sup> to November 22<sup>nd</sup>, and we selected the video recording CLASS Review option.

5. Follow-up Session Mock Focus Area 2 Monitoring Review Interview w/ Lucia Palacios, pending date. We have not received our letter yet. We will remain in our Mock Review Prep period for the time being [and continue to prepare for the review]. You all had an intro period to with Lucia Palacios and will be doing a second practice round, soon, we will be looking for dates to interview you all with Lucia Palacios.

6. General Program Updates:

- City of Oakland Office of City Attorney - Frequently Asked Questions Re: Return to In-Person Meetings and Member Participation by Teleconference under Brown Act – Relative to Assembly Bill 2449 (March 30, 2023) (In reference to question asked by AB Member Ross)

- Human Services Department Director position - Our Human Services director position is being deleted as part of the budget deficit fees as well as the proposed merger with parks and recs.

- FY 24-25 City Budget
- Program Information Report (PIR) FY 23-24
- Personnel
- Mobile Classroom
- Workforce Development

- Oakland Children’s Initiative (Measure AA)
- Measure C (Children’s Health & Child Care Initiative for Alameda County)
- National League of Cities – Early Learning Nation Capacity Building Initiative

**VI. OPEN FORUM**

**VII. ADJOURNMENT**

- Chair Tafoya, called for a motion to **Adjourn the Advisory Board Meeting**
  - Motion carried. Vote: (6)-ayes, (0)-nays, (0)-abstentions, (0) no response

Meeting adjourned at 4:55 pm

Submitted by  
**Brittany Pierce**  
Administrative Assistant II



# SEPTEMBER 2024

Parent Policy Council and Advisory Board Monthly Report

## AT-A-GLANCE

	<b>Preschool</b>	<b>Infant/Toddler</b>	<b>Current Total</b>
HS Enrolled/Funded	164/292	241/330	405/622
HS Enrolled/Funded (%)	56.2%	70.3%	65.1%
OCI Enrolled/Funded	14/40	4/12	22/52
OCI Enrolled/Funded (%)	(35%)	(33.3%)	(34.6%)
Program-wide Enrolled/Funded	178/332 (53.6%)	245/342 (71.6%)	423/674 (62.8%)
Daily-attendance	87.43%	87.53%	87.5%
Medical Home	90.6%	100%	99.2%
Health Insurance	98.8%	99.5%	99.2%
Physical exam/Well-baby Check	93.4%	80.4%	86.1%
Updated Immunizations	98.9%	95.2%	96.8%
Hearing Screening	96.0%	97.5%	96.9%
Vision Screening	97.4%	99%	98.3%
Growth Screening	97.4%	99%	97.7%
Dental Home	90.6%	93.3%	93.2%
Nutrition Screening	99.4%	99.1%	99.2%
Developmental Screening (ASQ)	99%	100%	100%
Behavioral Screening – (ASQ-SE)	99%	100%	100%
Referrals to RCEB or OUSD	12	3	15
Children enrolled with IFSP or IEP	27	13	40
% of children enrolled with an IFSP or ISP	9.7% of actual enrollment		



## INFORMATION MEMORANDUMS & PROGRAM INSTRUCTIONS

- [California Department of Social Services CCB 24-19 \(September 6, 2024\): Travel and Mileage Reimbursement Guidance](#)
- [California Department of Social Services CCB 24-15E \(September 12, 2024\): Erratum To Implementation Of Redistribution Of Unspent Stipend Funds From Assembly Bill \(AB\) 110 \(Chapter 4, Statutes Of 2023\), Senate Bill \(SB\) 115 \(Chapter 2, Statutes Of 2022\), And Assembly Bill \(AB\) 179 \(Chapter 249, Statutes Of 2022\) For Child Care Providers Caring For Children Receiving A State Child Care Subsidy](#)

## ATTENDANCE & ENROLLMENT

The Average Daily Attendance for the month of September 2024 was 87.47% program wide, which is above the 85% average daily attendance threshold established by the Office of Head Start. The reported attendance is higher compared to the same month last school year (84.4%).

The following sites are fully enrolled, based on staff capacity: Lion Creek Crossing (EHS – Infant/Toddler [I/T]), Mobile Classroom (EHS – I/T), Tiny Steps (Partner – Family Child Care [FCC]), Brighter Beginnings (EHS – Pregnant Participants / Home Visiting). Most sites cannot enroll all funded slots due to being understaffed.

There are 244 total children waitlisted across Head Start program options:

- Early Head Start / Infant-Toddler: 130
- Head Start / Preschool: 114

Of these, 206 children are on the waitlist for Center-Based Options, while the rest are on the waitlist for Home-Based Options or Family Child Care.

## DENTAL/PHYSICAL HEALTH & NUTRITION

In comparison to the prior year, there is a 5% increase in the completion of vision and hearing screenings by September 2024. There is a 4% decline in up-to-date medical exam completion in comparison to September 2023, from 90% to 86%. The Health Team is reviewing if this decline is due to greater enrollment of children in the status of Homeless and Foster Care, who can enroll without medical exams. Dental exams are being completed at all sites through Asian Health Services, ahead of the 90-day deadline to meet this requirement.

The Nutrition Team provided meals for approximately 180 children in September and started Child and Adult Care Food Program (CACFP) monitoring. In these initial monitoring visits, all teachers were engaged in family-style meal service.

Emari Dimagiba started as the new Health Manager in mid-September, and she will be leading the Health Team.

## DISABILITIES & MENTAL HEALTH

Across all Head Start and Early Head Start program options, 9.9% of enrolled children (40 total) have IFSPs or IEPs. These children have the diagnosis of speech/language delay (18%), non-categorical developmental delay diagnosis (45%), and School District Autism diagnosis (30%). Services to children with disabilities include individualized support to parents during referral process and during IFSP/IEP meetings, individualized lesson planning, internal referrals to Speech Language Pathologist or developmental consultant, and a mental health consultant to support child in the classroom. To ensure that the program enrolls at least 10% of children who have a diagnosed, the Disabilities and Mental Health Team is working closely families through the referral process, as well as with Center Directors and Family Advocates to support enrollment for children with diagnosed disabilities.



## EDUCATION & SCHOOL READINESS

September focused on staff training, strengthening policies and processes, and working on increased visibility for the program. The Education Manager and Central Office staff collaborated with a videographer to make a recruitment video that highlight centers and Center Director passion for early childhood education. When released, this video will be used for both

student enrollment and staff recruitment. The Education and Health Teams met to clarify the process for reporting child outbreaks. There is planning underway for Program for Infant and Toddler Caregiving (PITC) training and technical assistance, which will focus on monthly coaching sessions with Broadway and West Grand teachers.

For September, Early Head Start classrooms focused on sensory and motors skills activities for the children as they learned to experience and explore the environment. Head Start classrooms focused on getting to know each other's names and learning about routines and schedules as they begin the year. To support families experiencing homelessness, the program continued to share resources, books, and access to the Ready Rosie family curriculum.

## HOME-BASED PROGRAM

The Home-Based Program hosted four socialization sessions for September with two different groups. Group 1 had pregnant participants and children up to 18 months old, and Group 2 had families with children 18 months and older. Each group had a dental event where pregnant participants and children received dental exams from Asian Health Services. We also had a walk through with families on our program's family curriculum, Ready Rosie. Home visitors shared how families can engage their children with curriculum videos and activities. The socialization topics include connection with your child (making bracelets, matching puzzles/toys, baby massage), families and communities.

## FAMILY SERVICES & COMMUNITY ENGAGEMENT

The Family Services Team participated in two Outreach and Recruitment events with community partners: a Community Health & Resource Fair with Parks Chapel on September 8<sup>th</sup> and Church and a [Black Love Opportunity and Outcome Improvement In Medicine \(BLOOM\) Clinic](#) event at Fairyland on September 28<sup>th</sup>. One Family Advocate became a car seat tech with SAFE KIDS and to provide Head Start families with car seat education and proper installation. The program now has three total car seat techs, and there will be three more techs after a February 2025 training. Family Service Team and Home Visitors have created an event in Child Plus to start monthly tracking of resources and referrals for families experiencing homelessness.

## PREGNANT PARTICIPANTS

Total expectant parents served this Program Year	16
City of Oakland to date	7
Brighter Beginnings to date	9
Number of babies born in September	2
Number of babies born in Program Year 24-25	5

The Program enrolled three new pregnant participants, bringing the total to 16 enrolled expectant parents this Program Year. The program has significant improvement with documentation of Tdap immunization during pregnancy (80% of 12 participants), compared to September 2023 in which 54% of participants had documentation that they received immunization on time. Home Visitors played a critical role in increasing the immunization competition by supporting the referral process.

## WORKFORCE DEVELOPMENT

The Program is currently implementing Year 2 of the Early Educator Apprenticeship Program, which is a registered pre/apprenticeship program in Early Childhood Education (ECE) for Head Start parents and other community members. The program includes college coursework, on-the-job training and upon completion certification as an Associate Teacher through a permit issued by the California Commission on Teacher Credential. Through the California Apprenticeship Initiative grant, the COO/YMCA of East Bay Cohort is a partnership that serves 36 participants, divided equally between the two Head Start agencies. During the month of September, Cohort 2 included 18 COO apprentices who started as enrolled college students taking two ECE classes at Merritt College: (1) Teaching Practices, and (2) Child, Family, and Community. These new Cohort 2 apprentices experienced an orientation, received laptops and hotspots, and participated in the first set of soft skills training on Digital Fluency.

<b>Apprenticeship Program Progress (Sept 2024)</b> <i>*Each apprentice can be making progress in multiple areas below</i>		<b>Additional Information</b>
<u>Cohort 1 (PY 23-24)</u> Apprentices who enrolled and successfully completed Merritt ECE Classes	32	COO and YMCA combined. 18 COO apprentices.
<u>Cohort 1 Tier 1 (C1T1)</u> Completion (addition of on-the-job training and professional development)	13 / 18	COO only. 5 apprentices did not continue to Tier 1 due to personal reasons, life changes, family loss
<u>C1T1</u> Apprentices <i>hired</i> as Early Learning Aides	8 / 13	COO only
<u>C1T1</u> Apprentices <i>in process of being hired</i> as Associate Teachers	10 / 13	
<u>C1T1</u> Apprentices who <i>met requirements</i> for Associate Teacher Permit	13 / 13	
<u>Cohort 1 Tier 2</u> Progress (addition of AA degree)	11 / 13	

## HUMAN RESOURCES & PROFESSIONAL DEVELOPMENT

For the month of September, the program received several applications several for the Center Director, Early Learning Aide, Assistant Instructor and Associate Instructor positions. We continue to recruit and have been working with Human Resource Management to assist our apprentices who are applying to the next level position (Assistant or Associate Instructor). We continue to recruit through other methods such as adding our flyers in recruitment bags passed out at events such as the Oakland Pride Parade.

### Professional Development

During the month of September, staff completed their skill profiles as a first step in making their professional development plans. This exercise in reflection on skills and goals helps staff and their supervisors plan for staff to advance their education, receive support in skill development, and plan for career growth. Plans are due by the end of the month and supervisors follow up with staff throughout the year on their goals and to strengthen skillsets.

<b>Current Staffing</b>	
<b>Position</b>	<b># City of Oakland Current Staff</b>
Early Head Start Instructors	19
Head Start	10
Home Visitors	7
Family Advocates/Specialists	10
Other Staff	92
Staff Separations	1

<b>Recruitments</b>	
<b>Position</b>	<b># Vacancies</b>
Early Head Start Instructors	14
Head Start Instructors	14
Family Services Specialist	6
Head Start/Early Head Start Associate Instructor	5
Head Start/Early Head Start Assistant Instructor	3

## SAFE AND SANITARY ENVIRONMENTS

In September, the Safety Analyst connected with Fire Inspectors in each City district to build relationships with them. The Safety Analyst is working across content areas to update the Safety Monitoring Form to coordinate and streamline monitoring of health and safety at center sites. Major projects completed in September include fire inspection / clearances at Home-Based and Manzanita; fixing water leaks/ceiling stains at Home-Based and Sungate locations, and servicing fire extinguishers at Lion Creek and 85<sup>th</sup> Ave.

## PARTNERS:

### Enrollment

Partner Organization	Early Head Start	Head Start	Total
BANANAS	24/26 (92.3%)	30/33 (90.9%)	54/59 (91.5%)
Brighter Beginnings	70/100 (70%)	19/20 (95%)	89/120 (74.2%)
Laney	N/A	15/48 (31.3%)	18/64 (28.1%)
Merritt	N/A	3/16 (18.8%)	

### Brighter Beginnings

275 home visits were completed during September. Brighter Beginnings held 5 different socialization events, including a back-to-school day at the park and Sensory Fall Celebration. The agency introduced the new Family Assessment tool and is working with COO HS to ensure the tool is accessible in Spanish, as well as further instruction on how to effectively implement the tool.

Brighter Beginnings is also focusing on Learning Genie observations for DRDP, though some clients may have limited observations due to staffing and administrative capacity. The agency has had one Home Visitor resign and another accept a verbal offer of employment. Current vacancies for needed staff include 2 Home Visitor and 1 Assistant Manager/Coordinator roles.



### Family Child Care

Tiny Steps is close to reaching full enrollment, with the last FCC slots in the process of being filled. Tiny Steps staff are working with families to complete the required enrollment forms. Tiny Steps sites celebrated September as Literary Awareness Month by welcoming Oakland ECE Educator Peter Limata to sites to read to and engage children in unique outdoor story time experiences. Tiny Steps providers all had individual site-by-site parent meetings to discuss pedestrian safety, site expectations, and upcoming family events.



Following ASQ 3/SE results, Tiny Steps staff have shared ASQ activities with providers and families to address identified concerns. Staff are working with family child care providers on individualization of Creative Curriculum lesson plans for children, as well as working with Oakland Head Start's Disabilities/Mental Health Coordinator on the referral process.

Maggie Guess, grandparent at Precious Gifts Child Care, will be the Tiny Steps representative for Parent Policy Council.

### Peralta

All enrolled children at Peralta have completed their ASQ and ASQ-SE screenings, meeting their 45 day requirements. They have also all completed their Health & Nutrition 30 day requirements. Staff at Laney and Merritt Child Development Centers participated in Professional Development & Training on Safe & Sanitary Environments and Child Health & Safety reporting. Peralta staff deepened their understanding on unusual incident reporting, children's personal rights, and standards of conduct.



### DATA & ONGOING MONITORING

The program held trainings on Program Information Report (PIR), Data Management Program Planning Calendar, SurveyMonkey, Internal Monitoring Checklists, and ChildPlus. Completed projects include updates on Learning Genie (an online tool for teachers to complete DRDP), which will now be run monthly and matched with ChildPlus data, as well as other ChildPlus updates.

The Data and Monitoring Team also completed audits on how we document family housing situations and services provided to unhoused families, as well as our pregnant participant documentation, in partnership with Family Services, Home Visitor, and Health Team staff. For the family housing situation audit, we found that events related to housing and services provided were not being consistently completed by Home Visitors and Family Advocates. Based on the audit findings, we are asking for stronger documentation practices: marking HUD or McKinney-Vento checkboxes, adding notes and monthly tracking for all homelessness events, and communication between supervisors and staff on process. For the pregnant participant audit, we found that there were inconsistencies in prenatal and postpartum depression screening timing, 2-week newborn visit timing, low completion of dental exams, and issues with infant enrollment in Early Head Start. The audit recommendations center on improving our internal processes with ChildPlus (i.e. understanding how data points are calculated) and establishing accessible documentation guidelines for Home Visitors, so they can succeed in documenting pregnant participant activities accurately and effectively.

## UPCOMING

- **EveryoneHome Fall Community Meeting:** *October 29 and 30, 9am-4pm @ California Endowment Center (2000 Franklin, Downtown Oakland)*
  - Hear updates on the work of our community to prevent and end homelessness in the Oakland, Berkeley/Alameda County Continuum of Care
  - Alameda County residents with lived experience of homelessness are encouraged to attend.
  - [Register Here](#) by **October 18** to attend virtually or in-person
  
- **College Day – a fair with all 23 CSU campuses:** *November 2, 9am-12pm @ Fremont High (4610 Foothill, East Oakland)*
  - Partnership with OUSD, California State Universities (CSUs), Oakland Children’s Initiative, Oakland Promise
  - All ages welcome, including Early Head Start and Head Start students and families



**Head Start & Early Head Start Budget Summary - All Federal Projects**  
**Report as of 10/11/24 - Payroll to 08/16/24**

<b>Category</b>	<b>Budget</b>	<b>Encumbrance</b>	<b>Expenditures</b>	<b>Available</b>	<b>% of Budget Spent</b>
a. Personnel	\$ 6,219,172.00	\$ -	\$ 502,002.77	\$ 5,717,169.23	8%
b. Fringe Benefits	\$ 2,776,384.00	\$ -	\$ 371,757.35	\$ 2,404,626.65	13%
c. Travel	\$ 37,948.00	\$ -	\$ -	\$ 37,948.00	0%
d. Equipment		\$ -	\$ -	\$ -	0%
e. Supplies	\$ 319,841.00	\$ 69,116.56	\$ 153,434.55	\$ 97,289.89	70%
f. Contractual	\$ 3,186,537.00	\$ 0.01	\$ 27,483.75	\$ 3,159,053.24	1%
g. Construction	\$ -	\$ -	\$ -	\$ -	0%
h. Other	\$ 793,847.00	\$ 22,374.95	\$ 165,495.97	\$ 605,976.08	24%
<b>i. Total Direct Charges</b>	<b>\$ 13,333,729.00</b>	<b>\$ 91,491.52</b>	<b>\$ 1,220,174.39</b>	<b>\$ 12,022,063.09</b>	<b>10%</b>
j. Indirect Charges	\$ 463,328.00	\$ -	\$ -	\$ 463,328.00	0%
<b>k. TOTALS</b>	<b>\$ 13,797,057.00</b>	<b>\$ 91,491.52</b>	<b>\$ 1,220,174.39</b>	<b>\$ 12,485,391.09</b>	<b>10%</b>

**Summary of Categories**

a. Personnel	all salaries paid out to staff, also includes cost of substitute teachers from temp agency
b. Fringe Benefits	monies for paid leave, retirement, health/welfare.
c. Travel	money to attend trainings and conferences. Items such as: hotel, airfare, meals, incidentals and registrations
d. Equipment	purchases of equipment greater than \$5,000
e. Supplies	includes office supplies, children and family service supplies, food service and other supplies
f. Contractual	includes Delegate and Partner agencies; and consultants for educational assessments, medical for children, mental health
h. Other	rent, utilities, building maintenance, parent services, accounting and legal services, publications and advertising, training and staff development
j. Indirect Charges	costs incurred for a common or joint purpose benefitting more than one category that is difficult to directly allocate

**Head Start Budget Summary - Federal Basic**  
**Report as of 10/11/24 - Payroll to 08/16/24**

<b>Category</b>	<b>Budget</b>	<b>Encumbrance</b>	<b>Expenditures</b>	<b>Avail</b>	<b>% of Budget Spent</b>
a. Personnel	\$ 2,674,073.00	\$ -	\$ 166,675.56	\$ 2,507,397.44	6%
b. Fringe Benefits	\$ 1,350,044.00	\$ -	\$ 122,137.43	\$ 1,227,906.57	9%
c. Travel	\$ 16,579.00	\$ -	\$ -	\$ 16,579.00	0%
d. Equipment	\$ -	\$ -	\$ -	\$ -	-
e. Supplies	\$ 120,000.00	\$ 34,394.91	\$ 73,373.46	\$ 12,231.63	90%
f. Contractual	\$ 1,164,098.00	\$ 0.01	\$ 13,741.87	\$ 1,150,356.12	1%
g. Construction	\$ -	\$ -	\$ -	\$ -	-
h. Other	\$ 187,644.00	\$ 11,190.89	\$ 89,414.75	\$ 87,038.36	54%
<b>i. Total Direct Charges</b>	<b>\$ 5,512,438.00</b>	<b>\$ 45,585.81</b>	<b>\$ 465,343.07</b>	<b>\$ 5,001,509.12</b>	<b>9%</b>
j. Indirect Charges	\$ 199,218.00	\$ -	\$ -	\$ 199,218.00	0%
<b>k. TOTALS</b>	<b>\$ 5,711,656.00</b>	<b>\$ 45,585.81</b>	<b>\$ 465,343.07</b>	<b>\$ 5,200,727.12</b>	<b>9%</b>

**Early Head Start Budget Summary - Federal Basic**  
**Report as of 10/11/24 - Payroll to 08/16/24**

<b>Category</b>	<b>Budget</b>	<b>Encumbrance</b>	<b>Expenditures</b>	<b>Avail</b>	<b>% of Budget Spent</b>
a. Personnel	\$ 3,402,304.00	\$ -	\$ 335,327.21	\$ 3,066,976.79	10%
b. Fringe Benefits	\$ 1,362,593.00	\$ -	\$ 249,619.92	\$ 1,112,973.08	18%
c. Travel	\$ 21,369.00	\$ -	\$ -	\$ 21,369.00	0%
d. Equipment	\$ -	\$ -	\$ -	\$ -	-
e. Supplies	\$ 199,841.00	\$ 34,721.65	\$ 80,061.09	\$ 85,058.26	57%
f. Contractual	\$ 1,949,275.00	\$ -	\$ 13,741.88	\$ 1,935,533.12	1%
g. Construction	\$ -	\$ -	\$ -	\$ -	-
h. Other	\$ 398,394.00	\$ 11,184.06	\$ 76,081.22	\$ 311,128.72	22%
<b>i. Total Direct Charges</b>	<b>\$ 7,333,776.00</b>	<b>\$ 45,905.71</b>	<b>\$ 754,831.32</b>	<b>\$ 6,533,038.97</b>	<b>11%</b>
j. Indirect Charges	\$ 253,471.00	\$ -	\$ -	\$ 253,471.00	0%
<b>k. TOTALS</b>	<b>\$ 7,587,247.00</b>	<b>\$ 45,905.71</b>	<b>\$ 754,831.32</b>	<b>\$ 6,786,509.97</b>	<b>11%</b>

**Head Start T/TA Budget Summary - Training and Technical Assistance**  
**Report as of 10/11/24 - Payroll to 08/16/24**

Category	Budget	Encumbrance	Expenditures	Avail	Budget Spent %
a. Personnel	\$ -	\$ -	\$ -	\$ -	0%
b. Fringe Benefits	\$ -	\$ -	\$ -	\$ -	0%
c. Travel	\$ -	\$ -	\$ -	\$ -	0%
d. Equipment	\$ -	\$ -	\$ -	\$ -	0%
e. Supplies	\$ -	\$ -	\$ -	\$ -	0%
f. Contractual				\$ -	0%
g. Construction	\$ -	\$ -	\$ -	\$ -	0%
h. Other	\$ 66,672.80	\$ -	\$ -	\$ 66,672.80	0%
<b>i. Total Direct Charges</b>	<b>\$ 66,672.80</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 66,672.80</b>	<b>0%</b>
j. Indirect Charges	\$ -			\$ -	0%
<b>k. TOTALS</b>	<b>\$ 66,672.80</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 66,672.80</b>	<b>0%</b>

**Early Head Start T/TA Budget Summary - Training and Technical Assistance**  
**Report as of 10/11/24 - Payroll to 08/16/24**

Category	Budget	Encumbrance	Expenditures	Avail	Budget Spent %
a. Personnel	\$ -	\$ -	\$ -	\$ -	0%
b. Fringe Benefits	\$ -	\$ -	\$ -	\$ -	0%
c. Travel	\$ -	\$ -	\$ -	\$ -	0%
d. Equipment	\$ -	\$ -	\$ -	\$ -	0%
e. Supplies	\$ -	\$ -	\$ -	\$ -	0%
f. Contractual		\$ -	\$ -	\$ -	0%
g. Construction	\$ -	\$ -	\$ -	\$ -	0%
h. Other	\$ 118,878.00	\$ -	\$ -	\$ 118,878.00	0%
<b>i. Total Direct Charges</b>	<b>\$ 118,878.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 118,878.00</b>	<b>0%</b>
j. Indirect Charges	\$ -	\$ -	\$ -	\$ -	0%
<b>k. TOTALS</b>	<b>\$ 118,878.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 118,878.00</b>	<b>0%</b>

**Head Start GPF Budget Summary - City General Purpose Fund Head Start**  
**Report as of 10/11/24 - Payroll to 08/16/24**

<b>Category</b>	<b>Budget</b>	<b>Encumbrance</b>	<b>Expenditures</b>	<b>Avail</b>	<b>Budget Spent %</b>
a. Personnel	\$ 396,294.00	\$ -	\$ 32,134.27	\$ 364,159.73	8%
b. Fringe Benefits	\$ 318,849.00	\$ -	\$ 25,333.59	\$ 293,515.41	8%
c. Travel	\$ -	\$ -	\$ -	\$ -	0%
d. Equipment	\$ -	\$ -	\$ -	\$ -	0%
e. Supplies	\$ -	\$ -	\$ -	\$ -	0%
f. Contractual	\$ 175,881.00	\$ -		\$ 175,881.00	0%
g. Construction	\$ -	\$ -	\$ -	\$ -	0%
h. Other	\$ -	\$ -	\$ -	\$ -	0%
<b>i. Total Direct Charges</b>	<b>\$ 891,024.00</b>	<b>\$ -</b>	<b>\$ 57,467.86</b>	<b>\$ 833,556.14</b>	<b>6%</b>
j. Indirect Charges	\$ 88,268.00		\$ -	\$ 88,268.00	0%
<b>k. TOTALS</b>	<b>\$ 979,292.00</b>	<b>\$ -</b>	<b>\$ 57,467.86</b>	<b>\$ 921,824.14</b>	<b>6%</b>

**Early Head Start GPF Budget Summary - City General Purpose Fund Early Head Start**  
**Report as of 10/11/24 - Payroll to 08/16/24**

<b>Category</b>	<b>Budget</b>	<b>Encumbrance</b>	<b>Expenditures</b>	<b>Avail</b>	<b>Budget Spent %</b>
a. Personnel	\$ 382,174.00	\$ -	\$ 35,102.13	\$ 347,071.87	9%
b. Fringe Benefits	\$ 307,483.00	\$ -	\$ 27,653.69	\$ 279,829.31	9%
c. Travel	\$ -	\$ -	\$ -	\$ -	0%
d. Equipment	\$ -	\$ -	\$ -	\$ -	0%
e. Supplies	\$ -	\$ -	\$ -	\$ -	0%
f. Contractual	\$ 978,605.00	\$ -		\$ 978,605.00	0%
g. Construction	\$ -	\$ -	\$ -	\$ -	0%
h. Other	\$ -	\$ -	\$ -	\$ -	0%
<b>i. Total Direct Charges</b>	<b>\$ 1,668,262.00</b>	<b>\$ -</b>	<b>\$ 62,755.82</b>	<b>\$ 1,605,506.18</b>	<b>4%</b>
j. Indirect Charges	\$ -	\$ -	\$ -	\$ -	0%
<b>k. TOTALS</b>	<b>\$ 1,668,262.00</b>	<b>\$ -</b>	<b>\$ 62,755.82</b>	<b>\$ 1,605,506.18</b>	<b>4%</b>

**Head Start CSPP Budget Summary - California State Preschool Program**  
**Report as of 10/11/24 - Payroll to 08/12/24**

<b>Category</b>	<b>Budget</b>	<b>Encumbrance</b>	<b>Expenditures</b>	<b>Avail</b>	<b>Budget Spent %</b>
a. Personnel	\$ 821,002.66	\$ -	\$ 64,797.86	\$ 756,204.80	8%
b. Fringe Benefits	\$ 659,493.94	\$ -	\$ 50,712.00	\$ 608,781.94	8%
c. Travel	\$ -	\$ -	\$ -	\$ -	0%
d. Equipment	\$ -	\$ -	\$ -	\$ -	0%
e. Supplies	\$ 740,775.30	\$ -	\$ -	\$ -	0%
f. Contractual	\$ 430,789.92	\$ -	\$ -	\$ -	0%
g. Construction	\$ -	\$ -	\$ -	\$ -	0%
h. Other	\$ 712,694.95	\$ -	\$ -	\$ 2,373.82	0%
<b>i. Total Direct Charges</b>	<b>\$ 3,364,756.77</b>	<b>\$ -</b>	<b>\$ 115,509.86</b>	<b>\$ 1,367,360.56</b>	<b>3%</b>
j. Indirect Charges	\$ -	\$ -	\$ -	\$ -	0%
<b>k. TOTALS</b>	<b>\$ 3,364,756.77</b>	<b>\$ -</b>	<b>\$ 115,509.86</b>	<b>\$ 1,367,360.56</b>	<b>3%</b>

**Head Start CPKS Budget Summary -CA Pre-Kindergarten and Family Literacy Support**  
**Report as of 10/11/24 - Payroll to 08/12/24**

<b>Category</b>	<b>Budget</b>	<b>Encumbrance</b>	<b>Expenditures</b>	<b>Avail</b>	<b>Budget Spent %</b>
a. Personnel	\$ -	\$ -	\$ -	\$ -	0%
b. Fringe Benefits	\$ -	\$ -	\$ -	\$ -	0%
c. Travel	\$ -	\$ -	\$ -	\$ -	0%
d. Equipment	\$ -	\$ -	\$ -	\$ -	0%
e. Supplies	\$ 32,500.00	\$ -	\$ -	\$ 32,500.00	0%
f. Contractual	\$ -	\$ -	\$ -	\$ -	0%
g. Construction	\$ -	\$ -	\$ -	\$ -	0%
h. Other	\$ -	\$ -	\$ -	\$ -	0%
<b>i. Total Direct Charges</b>	<b>\$ 32,500.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 32,500.00</b>	<b>0%</b>
j. Indirect Charges	\$ -	\$ -	\$ -	\$ -	0%
<b>k. TOTALS</b>	<b>\$ 32,500.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 32,500.00</b>	<b>0%</b>

**Head Start & Early Head Start CCFP Budget Summary - Child and Adult Care Food Program**  
**Report as of 10/11/24 - Payroll to 08/16/24**

<b>Category</b>	<b>Budget</b>	<b>Encumbrance</b>	<b>Expenditures</b>	<b>Avail</b>	<b>Budget Spent %</b>
a. Personnel	\$ -	\$ -	\$ -	\$ -	0%
b. Fringe Benefits	\$ -	\$ -	\$ -	\$ -	0%
c. Travel	\$ -	\$ -	\$ -	\$ -	0%
d. Equipment	\$ -	\$ -	\$ -	\$ -	0%
e. Supplies	\$ 210,631.16	\$ 6,427.99	\$ 169,252.77	\$ 34,950.40	83%
f. Contractual	\$ -	\$ -	\$ -	\$ -	0%
g. Construction	\$ -	\$ -	\$ -	\$ -	0%
h. Other	\$ 14,500.00	\$ -	\$ 11,253.21	\$ 3,246.79	78%
<b>i. Total Direct Charges</b>	<b>\$ 225,131.16</b>	<b>\$ 6,427.99</b>	<b>\$ 180,505.98</b>	<b>\$ 38,197.19</b>	<b>83%</b>
j. Indirect Charges	\$ -		\$ -	\$ -	0%
<b>k. TOTALS</b>	<b>\$ 225,131.16</b>	<b>\$ 6,427.99</b>	<b>\$ 180,505.98</b>	<b>\$ 38,197.19</b>	<b>83%</b>

**Early Head Start CCTR Budget Summary - General Child Care and Development Expansion**  
**Report as of 09/13/24 - Payroll to 08/6/24**

<b>Category</b>	<b>Budget</b>	<b>Encumbrance</b>	<b>Expenditures</b>	<b>Avail</b>	<b>Budget Spent %</b>
a. Personnel	\$ 1,873,655.28	\$ -	\$ 44,072.29	\$ 1,829,582.99	2%
b. Fringe Benefits	\$ 1,472,157.72	\$ -	\$ 31,922.25	\$ 1,440,235.47	2%
c. Travel	\$ -	\$ -	\$ -	\$ -	0%
d. Equipment	\$ -	\$ -	\$ -	\$ -	0%
e. Supplies	\$ -	\$ -	\$ -	\$ -	0%
f. Contractual	\$ -	\$ -	\$ -	\$ -	0%
g. Construction	\$ -	\$ -	\$ -	\$ -	0%
h. Other	\$ -	\$ -	\$ -	\$ -	0%
<b>i. Total Direct Charges</b>	<b>\$ 3,345,813.00</b>	<b>\$ -</b>	<b>\$ 75,994.54</b>	<b>\$ 3,269,818.46</b>	<b>2%</b>
j. Indirect Charges	\$ -	\$ -	\$ -	\$ -	0%
<b>k. TOTALS</b>	<b>\$ 3,345,813.00</b>	<b>\$ -</b>	<b>\$ 75,994.54</b>	<b>\$ 3,269,818.46</b>	<b>2%</b>

**Child and Adult Care Food Program FY2023-24**

Meal counts are due to CDSS 45 days after the close of the month. To ensure the most accurate numbers are reported to PC and AB meal counts will be reported after they are finalized for submission to CDSS.

Institution: CITY OF OAKLAND HEADSTART  
Month/ Year: August-24

Facility Number	Facility Name	Meal Types Claimed (x)			Number of Operating Days	License Capacity (room capacity, if applicable)	Funded enrollment	Enrollment (license or room capacity, if applicable)	Shift status	Max. Number of Meals Eligible For Reimbursement (Enrollment x Operating Days)	Do any meal counts, by meal type, exceed the maximum number of meals eligible? If yes, explain why and action taken	Do any meal counts by meal type show pattern of block claim? If yes state action taken, attach supporting document
		Breakfast	Lunch	Afternoon Snack								
1 1	Full Day 85th Avenue I	62.00	62.00	54.00	15.00	entire site (50)	16.00	16.00	1.00	240.00	NO	NO
1 2	Full Day 85th Avenue II	93.00	103.00	93.00	15.00	entire site (50)	10.00	16.00	1.00	240.00	NO	NO
1 3	Full Day 85th Avenue III	153.00	160.00	120.00	15.00	entire site (50)	8.00	16.00	1.00	240.00	NO	NO
2 4	Full Day Arroyo Viejo	51.00	53.00	46.00	15.00	16	12.00	12.00	1.00	180.00	NO	NO
3 5	Full Day BROADWAY/INFANT	41.00	43.00	39.00	17.00	8	8.00	9.00	1.00	153.00	NO	NO
3 6	Full Day BROADWAY/RM 3 (TODDLER)	55.00	64.00	55.00	15.00	8	8.00	9.00	1.00	135.00	NO	NO
3 7	Full Day BROADWAY/RM 4 (TODDLER)	111.00	130.00	96.00	17.00	8	8.00	8.00	1.00	136.00	NO	NO
4 8	Full Day Brookfield 1	180.00	182.00	149.00	17.00	entire site (48)	16.00	16.00	1.00	272.00	NO	NO
4 9	Full Day Brookfield 2					entire site (48)	16.00	16.00	1.00	16.00	NO	NO
5 10	Full Day Fannie Wall					20	-	20.00	1.00	20.00	NO	NO
6 11	Full Day Frank G. Mar					21	-	20.00	1.00	20.00	NO	NO
7 12	Full Day Franklin	116.00	122.00	114.00	15.00	18	16.00	32.00	1.00	480.00	NO	NO
8 13	Full Day Lion's Creek 1	117.00	119.00	88.00	17.00	18	16.00	16.00	1.00	272.00	NO	NO
8 14	Full Day Lions Creek 2	59.00	59.00	45.00	17.00	8	8.00	8.00	1.00	136.00	NO	NO
9 15	Full Day Manzanita / Brookfield	99.00	130.00	125.00	15.00	20	16.00	20.00	1.00	300.00	NO	NO
10 16	Full Day San Antonio CDC 1	178.00	184.00	178.00	15.00	entire site (24)	24.00	24.00	1.00	360.00	NO	NO
11 17	Full Day San Antonio Park I	62.00	84.00	69.00	15.00	8	8.00	9.00	1.00	135.00	NO	NO
11 18	Full Day San Antonio Park II	44.00	59.00	53.00	15.00	8	10.00	9.00	1.00	135.00	NO	NO
12 19	Full Day Sungate I	159.00	175.00	146.00	15.00	24	24.00	24.00	1.00	360.00	NO	NO
12 20	Full Day Sungate II					0	-	16.00	1.00	16.00	NO	NO
13 21	Full Day Tassafaronga	59.00	59.00	48.00	15.00	24	24.00	24.00	1.00	360.00	NO	NO
14 22	Full Day West Grand (Infant)	62.00	64.00	62.00	15.00	8	8.00	9.00	1.00	135.00	NO	NO
14 23	Full Day West Grand (Older)	55.00	55.00	51.00	15.00	8	8.00	9.00	1.00	135.00	NO	NO
14 24	Full Day West Grand (Young)	80.00	80.00	76.00	15.00	8	8.00	8.00	1.00	120.00	NO	NO
	<b>TOTAL</b>	<b>1,836.00</b>	<b>1,987.00</b>	<b>1,707.00</b>	<b>310.00</b>		<b>272.00</b>	<b>366.00</b>		<b>4,596.00</b>		
	<b>HS</b>	<b>1,137.00</b>	<b>1,227.00</b>	<b>1,024.00</b>	<b>190.00</b>							
	<b>EHS</b>	<b>699.00</b>	<b>760.00</b>	<b>683.00</b>	<b>120.00</b>							

I certify that the edit check process was completed and that the information was reviewed. If needed, appropriate action was taken as indicated.

Certified by: Sarah Trist  
Sarah Trist (Oct 1, 2024 16:08 PDT)

**Sarah Trist**  
**Health & Human Services Program Planner**

\* Block claim - when the number of meals claimed at a facility for one or more meal types (B, L, D, or snack) is the same for 15 consecutive operating days.

Keep this completed edit check form with a copy of the claim submitted for reimbursement

**Avg Daily Participation** **116.88**

=(max meals)/(max days)

**ADP ENTRY** **117.00**

Prepared by: Michael Fries

Fiscal Approval: Kurry Foley

**Kurry Foley**  
**Human Services Fiscal Manager**



# Office of Head Start

09CH012060-000 - City Oakland Head Start  
 FY2024 – 2025 - 07/01/2024-06/30/2025

## Summary – Proposed Change in Scope

COO HS is requesting a 24% reduction in HSP and 21% in EHS for an overall program reduction of 23%. The reduction takes into account enrollment and staffing patterns over time, as well as reduces class size in some classrooms for better continuity of care. There will be no elimination of any centers.

	Head Start	Early Head Start	Total
<b>Current</b>	292	330	622
<b>Change in Scope</b>	221	260	481

### ENROLLMENT

In July 2023 the City of Oakland received notice from the Office of Head Start of being placed in an under enrollment plan for both Early Head Start and Head Start Preschool. Head Start Program Performance Standards 1305.12 requires that a program must maintain a funded enrollment and fill a vacancy within 30 days. Table 2 shows our enrollment for the past two years and current October enrollment.

*Table 2: Program Enrollment Comparison*

Program	Funded Slots	Enrollment FY22-23*	Enrollment FY23-24*	Current Enrollment (10.24)
<b>Head Start Preschool</b>	<b>292</b>	235 (81%)	213 (73%)	164 (56%)
<b>Early Head Start</b>	<b>330</b>	274 (83%)	275 (83%)	241 (73%)
<b>Total</b>	<b>622</b>	<b>509</b>	<b>488</b>	<b>405</b>

\*Actual Enrollment as of last reporting month for FY.

### PROPOSED CHANGES

*Partner Changes:* Laney in FY24-25 changed the Scope of Work for their contract and shifted from 3 Head Start classrooms to one classroom with 16 children. The change in scope reflects this change. Partners have also experienced challenges with hiring staff and/or retaining staff. The slot reductions allow for increases in salaries for partners as well, and increased funding for recruitment strategies.

*Classroom Size Changes:* In the past we requested approval for locally designed options. All federal head start classrooms will be 16 children per classroom. Toddler classrooms will be 8 children per classroom. Infant classrooms will be a maximum of 6 children.

*Home Based Program Option:* In FY24-25 the home based program was increasing slots to serve the former St. Vincent slots. In the change of scope these slots are reduced. Reductions were also made in the partner home based slots to allow for an increase in staff salaries and funding for recruitment and retention initiatives.

Table 3 outlines the changes by site and program option that is being proposed in the Change of Scope. This has been shared with the Office of Head Start for technical support and aligns with changes that they are receiving and approving across the region.



**Table 3: Proposed Changes by Site and Program Option**

Current PY 2024-25		Post Reduction PY 2024-25			
Centers	Funded Slots	Proposed Slots	# Reduced	% Reduced	Notes
<b>HSP Program</b>					
85th Avenue HS	16	16	0	0%	No change
Brookfield 9600	32	16	-16	-50%	Reduce to one classroom
Lion Creek (HS)	16	16	0	0%	No change
San Antonio CDC	24	16	-8	-33%	Eliminate LDO; smaller group size
Sungate	24	16	-8	-33%	Eliminate the LDO; smaller group size
Manzanita	16	16	0	0%	No change
Mobile Class - HB	16	16	0	0%	No change
Home-Based Slots	31	6	-25	-81%	Reduced
Bananas - FCC	33	33	0	0%	No change
Brighter Beginnings	20	38	+18	80%	Increased to allow continuity
Laney College	48	16	-32	-67%	Eliminate LDO classrooms
Merritt College	16	16	0	0%	No change
<b>HSP Totals</b>	<b>292</b>	<b>221</b>	<b>-71</b>	<b>-24%</b>	
<b>EHS Program</b>					
85th Avenue EHS	18	14	-4	22%	Smaller group size
Broadway	24	22	-2	-8%	Smaller group size
Home-Based	74	52	-22	-30%	Reduced
HB - Pregnant Mothers	10	10	0	0%	No change
Lion Creek Crossing	8	8	0	0%	No change
San Antonio Park	18	16	-2	-11%	Smaller group size
West Grand	24	22	-2	-8%	Smaller group size
Mobile Class - HB	8	12	+4	50%	Add slots
Bananas - FCC	26	26	0	0%	No change
Brighter Beginnings - EHS	100	62	-38	-38%	Reduced
BB - Pregnant Mothers	20	8	-12	-50%	Reduced
Brookfield	0	8	+8	100%	New option
<b>EHS Totals</b>	<b>330</b>	<b>260</b>	<b>-70</b>	<b>-21%</b>	
<b>GRAND TOTALS</b>	<b>622</b>	<b>481</b>	<b>-141</b>	<b>-23%</b>	

The primary reason for the under-enrollment is teacher staff shortages which is occurring in California, Region 9 and nationally. Table 4 outlines the current vacancies per site and program option.

Table 4: Current Enrollment and Teaching Staff Vacancies

PY 2024-25					
Centers	Funded	Actual	Diff	% Enrolled	Staff Vacancies
<b>HSP</b>					
85th Avenue HS	16	13	-3	81%	1 Associate, 1 Assistant
Brookfield 9600	32	21	-11	66%	1 Teacher, 1 Associate, 1 Center Director (CD)
Lion Creek Crossing (HS)	16	8	-8	50%	1 Associate, 1 CD
San Antonio CDC	24	15	-9	63%	1 Teacher, 1 Associate
Sungate	24	15	-9	63%	1 Associate, 1 Assistant
Manzanita	16	14	-2	88%	1 Associate
Mobile Class - HB	16	5	-11	31%	1 Home Visitors (HV)
Home-Based Slots	31	6	-25	19%	2 Home Visitors
Bananas - FCC	33	30	-3	91%	-
Brighter Beginnings - HS	20	19	-1	95%	-
Laney College	48	15	-33	31%	Change in Contract
Merritt College	16	3	-13	19%	1 Teacher, 1 Associate
<b>HSP Totals</b>	<b>292</b>	<b>164</b>	<b>-128</b>	<b>56%</b>	<b>17 staff</b>
<b>Early HS</b>					
85th Avenue EHS	18	14	-4	77.8%	1 Teacher, 1 Assistant, 1 Floating Associate
Broadway	24	18	-6	75.0%	1 Teacher, 3 Associate
Home-Based	74	59	-15	79.7%	1 HV, 1 Associate
HB - Pregnant Mothers	10	4	-6	40.0%	1 HV
Lion Creek Crossing	8	6	-2	75.0%	2 Associates
San Antonio Park	18	12	-6	66.7%	1 Teacher, 2 Associate
West Grand	24	17	-7	70.8%	1 Teacher, 3 Associate
Mobile Class - HB	8	8	0	100.0%	-
Bananas - FCC	26	24	-2	92.3%	-
Brighter Beginnings -EHS	100	70	-30	70.0%	3 Home Visitors
BB - Pregnant Mothers	20	9	-11	45.0%	1 Home Visitor
<b>EHS Totals</b>	<b>330</b>	<b>241</b>	<b>-89</b>	<b>73.0%</b>	<b>23 Staff</b>
<b>GRAND TOTALS</b>	<b>622</b>	<b>405</b>	<b>-217</b>	<b>65.1%</b>	<b>40 staff</b>

The City of Oakland has introduced several recruitment strategies, from widening the sites were positions are advertising, advertisements on AC Transit, recruitment at job fairs, speaking at community colleges, and recruitment at major public events where the program has a booth or table with recruitment staff. Applications received are higher for assistant and associate positions but the instructor position has low interest. The City of Oakland hired a consultant to conduct a salary and wage comparability study. The final report will be shared once approved by City leadership. The preliminary findings are shared in Table 5 and 6 below.

*Table 5: Preliminary Findings of the Wage Comparability Study - Overall Analysis*

Classification Title	City of Oakland - Annual Max Salary	Annual Max Salary Mean – Comparable Programs	% above or below the Market Mean
Head Start Instructor	\$60,684.00	\$75,538.07	-19.66%
Early Head Start Instructor	\$60,684.00	\$76,519.46	-20.69%
Early Childhood Center Director	\$81,412.50	\$87,746.65	-7.22%
Assistant Instructor	\$40,989.00	\$46,603.13	-12.05%
Associate Instructor	\$48,574.50	\$56,829.99	-14.53%

*Table 6: Wage Comparability Study Comparison with Oakland Unified School District*

City of Oakland Classification Title	Annual Max Salary	OUSD's Classification Title	Annual Max Salary Mean	% difference between OUSD and the City's Max Annual Salary
Head Start Instructor	\$60,684.00	Pre-School Teacher ECE	\$103,876.91	71.18%
Early Head Start Instructor	\$60,684.00	Pre-School Teacher ECE	\$103,876.91	71.18%
Early Childhood Center Director	\$81,412.50	CDC Site Administrator	\$122,272.12	50.19%

The OUSD comparison shows the highest level that a pre-school teacher can reach with specific education requirements that are currently not comparable to the City of Oakland instructor position but is share here for reference as the Head Start Final Rule require wage comparability for Head Start teachers with OUSD Kindergarten o 3<sup>rd</sup> grade teachers by 2031.

The change of scope proposes increases in salaries through the introduction of journey-level positions for early childhood development staff. The City of Oakland proposes to create the following new positions:

1. Center Director II - \$95,332
2. HS/EHS Instructor II - \$76,024
3. HS/EHS Instructor III - \$81,413
4. HS/EHS Associate Instructor II - \$57,263
5. HS/EHS Assistant Instructor II - \$48,575

The salaries for these positions are proposed and must be reviewed through the City human resources process before final determination. We will provide ongoing updates as this process moves forward.

**PROPOSED BUDGET CHANGES**

The overall budget remains the same and includes the COLA funding that was rolled into our base grant in July 2024. Key changes are to the Personnel Total which reflects the increases in personnel costs. The indirect costs also increase as the City’s rate is now 9.37%. The non-federal share match increase reflects the inclusion of the additional COLA funds received in July. Table 7 summarizes these proposed changes.

Table 7: Current and Proposed Federal Budget

Cost Categories	Federal Share 07.01.24	Federal Share - CIS	Non-Federal Share 07.01.24	Non-Federal Share Match - CIS
Personnel	6,076,377	5,387,204	1,458,331	1,346,801
Fringe Benefits	2,966,797	4,366,089	1,356,318	1,091,522
<b>c. Personnel Total</b>	<b>9,043,174</b>	<b>9,753,293</b>	<b>2,814,649</b>	<b>2,438,323</b>
Travel Costs	37,948	37,948	0	9,488
Equipment		-		
Supplies	319,841	119,840	63,968	29,960
Contractual	3,171,737	2,600,424	368,081	650,106
Construction		-		
Other (Includes TTA)	771,668	371,668	77,167	92,917
<b>Total Direct Charges</b>	<b>13,344,368</b>	<b>12,883,173</b>	<b>3,323,865</b>	<b>3,220,794</b>
Indirect Charges	452,689	913,884	47,269	228,471
<b>Total Costs</b>	<b>13,797,057</b>	<b>13,797,057</b>	<b>3,371,134</b>	<b>3,449,265</b>

**PROGRAM MANAGEMENT – PROGRAM/STRATEGIC PLANNING**

<b>HSPPS Subpart:</b>	J: Program Management and Quality Improvement	<b>Program Management Advisory Committee Review Date:</b>	N/A
<b>HSPPS and other regulations</b>	§1302.101	<b>Policy Council Approval Date:</b>	07/16/24
<b>State or Local Regulations:</b>	N/A	<b>Advisory Board Approval Date:</b>	09/26/24
<b>Effective Date:</b>	07/16/24; 09/26/24	<b>Revised Date:</b>	07/16/24
<b>Policy Statement and Detailed Procedures</b>			
<b>Policy Statement:</b>	<p>The Head Start planning systems and related activities are an essential part of program operations. Thoughtful planning is critical to successful programming. However, it becomes even more important as programs shift from an indefinite grant period to a five-year project period. According to the Head Start planning requirements, the <i>Federal Oversight of Five Year Head Start Grants (ACF-IM-HS-14-02)</i> indicates that the five-year grant applications require programs to describe and define:</p> <ul style="list-style-type: none"> <li>• Long-term goals they will accomplish during the five-year period.</li> <li>• Short-term objectives</li> <li>• Expected outcomes that are aligned with the goals and objectives.</li> <li>• Data tools and methods for tracking progress toward their goals, objectives, and expected outcomes.</li> </ul> <p>Grantees report on this progress in their yearly continuation applications over the course of the five-year project period.</p>		
<b>Rationale:</b>	<p>The purpose of the planning process is to establish and maintain a systematic approach to decision-making about the direction and scope of programs and services offered by City of Oakland Head Start. The planning process provides overall direction for the City Council and/or its designee (the Head Start Advisory Board), Policy Council and staff.</p> <p>Main components of the planning process include Community Assessment, Self-Assessment, Long-range Goals and Short-term Objectives, Strategies, Expected Outcomes over 5-years; Criteria for Recruitment, Selection and Enrollment Priorities, and funding applications.</p> <p>Additional Head Start planning requirements include <b>HEAD START ACT 641(A)(g)(2)(A): Standards: Monitoring of Head Start Agencies and Programs - Self-Assessments:</b></p>		

Policy Statement and Detailed Procedures	
	<p>(1) IN GENERAL- Not less frequently than once each program year, with the consultation and participation of Policy Councils and, as applicable, policy committees and, as appropriate, other community members and each Head Start agency, and each delegate agency, that receives financial assistance under this subchapter shall conduct a comprehensive self-assessment of its effectiveness and progress in meeting program goals and objectives and in implementing and complying with standards described in subsection (a)(1).</p> <p>(2) GOALS, REPORTS, AND IMPROVEMENT PLANS-</p> <p>(A) GOALS - An agency conducting a self-assessment shall establish agency-determined program goals for improving the school readiness of children participating in a program under this subchapter, including school readiness goals that are aligned with the Head Start Child Outcomes Framework, State early learning standards as appropriate, and requirements and expectations of the schools the children will be attending.</p> <p>(B) IMPROVEMENT PLAN- The agency shall develop, and submit to the Secretary a report, to accompany its annual continuation funding grant application, an improvement plan approved by the governing body of the agency to strengthen any areas identified in the self-assessment as weaknesses or in need of improvement.</p> <p>(3) ONGOING MONITORING- Each Head Start agency (including each Early Head Start agency) and each delegate agency shall establish and implement procedures for the ongoing monitoring of their respective programs, to ensure that the operations of the programs work toward meeting program goals and objectives and standards described in subsection (a)(1).<sup>1</sup></p> <p><b>*FORMER HS PROGRAM PERFORMANCE STANDARD 1304.51 (a) (1) (2) *(Still relevant and will be utilized in FY 2024-25):</b> Head Start Grantee and delegate agencies must develop and implement a systematic, ongoing program planning process, in collaboration with the program’s governing body, policy groups, program staff, delegate agency and other community organizations, that includes but is not limited to: Community Assessment; Self-Assessment; Grant Application; Program Goals &amp; Objectives; Child Outcomes; Training Plan; Ongoing Monitoring, Program Information Report (PIR).</p>
<b>Responsibility:</b>	<ul style="list-style-type: none"> <li>• HS Program Director</li> <li>• HS Program Planner</li> <li>• All Head Start Management Staff (Content, Human Resources, Facilities &amp; Fiscal)</li> </ul>

<sup>1</sup> <https://eclkc.ohs.acf.hhs.gov/policy/head-start-act/sec-641a-standards-monitoring-head-start-agencies-programs>; 7/14/17

Policy Statement and Detailed Procedures

**Procedure:**

- The program school year begins in **July**. The Program will initiate its multi-year strategic planning process in **July** of each year. The planning process for all upcoming planning cycles, including **1)** an Annual Comprehensive Program Calendar; **2)** and a Program Governance Calendar, will be reviewed and approved annually by the Parent Policy Council (PC) and the City Council or its designee, the Head Start Advisory Board (AB) in **August** or **September** (if bodies opt for Recess in August), with existing Parent Policy Council members and again in **November** and **December**, with newly elected Parent Policy Council members for the current program year.
- Written work plans to accompany content area planning calendars will then be developed by program content area coordinators, and updated annually.
- A program operating budget will be presented to the Parent Policy Council's Finance Committee or Parent Council and Advisory Board for review and input at the beginning each program year, in **July** or **September**.
- When the budget is finalized in **July** or **September**, it will be forwarded to the Policy Committee or Parent Policy Council and Advisory Board for final approval.
- Written work plans will be monitored quarterly, and budgets will be analyzed at management meetings to determine the need for improvement and adjustments.
- Monthly Program Reports will then be forwarded to the Parent Policy Council and Advisory Board for input and approval. Written plans will be revised, and budget modifications will be made, as required/needed.
- The Head Start Planner will assess community needs, resources, strengths and possible challenges every five years (Community Assessment), and will conduct updates annually, for the following four years. The planning for the Community Assessment (or Community Assessment Update) will begin in **September** of each year and will consist of 1-2 Community Assessment Planning Meetings in the months of **November** and **December**. Participants will include Parent Policy Council and Advisory Board members, as well as community stakeholders (i.e. local community agencies, delegate agency, partners, school district, parents and program staff). In **November**, the first planning meeting will include the review of data collected, and the opportunity for the Parent Policy Council and Advisory Board to contribute relevant information and feedback to the development of the Community Assessment and/or update(s).
- The Community Assessment and/or update(s) results will be shared and discussed with the Parent Policy Council, Advisory Board, and community

Policy Statement and Detailed Procedures

	<p>members between <b>January-February</b>. Staff will use this analysis, along with the findings of the program’s Self-Assessment between <b>January-March</b>, to review, update, or revise long-term goals, short-term objectives, school readiness and parent, family &amp; community engagement goals, to inform specific program direction for the existing and coming program year (i.e. priorities for selection, recruitment and enrollment, enhancements to collaboration activities with other community agencies).</p> <ul style="list-style-type: none"> <li>• Long-range goals, short-term objectives, expected outcomes and program impacts and financial goals and objectives, based on data from the Community Assessment/Update, Self-Assessment, Child Outcomes, latest PIR, Parent Survey, and Parent Policy Council and Advisory Board, program staff, and community input, will be presented to and approved by the Parent Policy Council and the City Council or its designee, the Advisory Board. Progress in meeting program goals and objectives will be tracked and reviewed regularly at Management Team and Coordinator’s meetings.</li> <li>• In <b>January-February</b>, Community Assessment data will be used to inform recruitment, Selection and Enrollment Priorities, and any changes to program options, will be proposed by staff and approved by the Parent Policy Council and the City Council or its designee, the Advisory Board.</li> <li>• The joint Budget and Fiscal Committee (if available), along with Head Start Management staff, will review the budget for areas that may need changes, according to available resources.</li> <li>• In <b>January - February</b>, The Head Start Program Director, Program Planner, and designated management staff, will develop the draft of the federal Head Start and other relevant funding applications, based on the above planning procedures, including a review of budget changes.</li> <li>• In <b>February-March</b>, the Head Start Director will present the final application and summary to the Parent Policy Council, Advisory Board, and City Council for review and approval.</li> </ul>
Monitoring:	<ul style="list-style-type: none"> <li>• See procedures and Annual Comprehensive &amp; Program Calendars</li> </ul>
Documentation:	<ul style="list-style-type: none"> <li>• See procedures</li> </ul>
Timeframe:	<ul style="list-style-type: none"> <li>• See Annual Comprehensive &amp; Program Governance Planning Calendar</li> </ul>



## ANNUAL COMPREHENSIVE PLANNING CALENDAR

July 2024			August 2024 (Re-Opening)			September 2024			October 2024		
<u>Date:</u>	<u>Report or Task Name</u>	<u>Unit</u>	<u>Date:</u>	<u>Report or Task Name</u>	<u>Unit</u>	<u>Date:</u>	<u>Report or Task Name</u>	<u>Unit</u>	<u>Date:</u>	<u>Report or Task Name</u>	<u>Unit</u>
PC: 7/16 AB: 7/18	<u>PC/AB Meetings</u> <ul style="list-style-type: none"> <li>Monthly Program Progress Report</li> <li>Monthly Program Financial Report</li> <li>Strategic Planning - Planning Calendars Overall &amp; Governance Review</li> <li>Partner Onboarding &amp; Review of Contracts and SOW</li> <li>DA Final Expenditure Report</li> <li>All staff Classroom Assignments</li> <li>Professional Development Plans</li> <li>5-yr Background Check Audit</li> <li>Acceptance Letters</li> <li>ERSEA File Audit</li> <li>End-of-year CSPP/CDE Final Attendance Report</li> </ul>	PM/PLN  FSC  PM/PLN  PM/PLN  FSC/PM   C/PD   ERSEA	PC: On Recess AB: 8/22	<u>PC/AB Meetings</u> <ul style="list-style-type: none"> <li>Monthly Program Progress Report</li> <li>Monthly Program Financial Report</li> <li>Strategic Planning - Planning Calendars</li> <li>Budget Presentation &amp; Staff Training</li> <li>Beginning of year budget presentation to Central Office</li> <li>CACFP Application Due</li> <li>PIR Activated in Child Plus (if not 7/1)</li> <li>Pre-Service</li> <li>New Staff Orientation</li> <li>Mandatory Child Abuse &amp; Neglect Training</li> <li>Program Information Report (PIR)</li> <li>Start of Program Services</li> </ul>	PM/PLN  FSC  PM/PLN   ERSEA C/PD  PLN	PC: 9/24 AB: 9/26	<u>PC/AB Meetings</u> <ul style="list-style-type: none"> <li>Monthly Program Progress Report</li> <li>Monthly Program Financial Report</li> <li>Final Budget Spend-down from Last Fiscal Year</li> <li>Staff Qualifications &amp; Professional Development Plan Audit</li> <li>Planning for Community Assessment Update: Work Begins <i>Annual Report for Head Start, due</i></li> </ul>	PM/PLN  FSC   C/PD	PC: 10/15 AB: 10/17	<u>PC/AB Meetings</u> <ul style="list-style-type: none"> <li>Monthly Program Progress Report</li> <li>Monthly Program Financial Report</li> <li>Carryforward Request Process</li> <li>Final Year Report from Last Fiscal Year</li> <li>CLASS Audit</li> <li>CDE/CSPP Audit</li> <li>Quarterly Monitoring updates:               <ul style="list-style-type: none"> <li>❖ Quarterly Goal Review</li> <li>❖ Quarterly PIR Review</li> <li>❖ Ongoing Monitoring</li> </ul> </li> <li>Community Assessment Work (continues)</li> </ul>	PM/PLN  FSC   C/PD  ERSEA  PM/PLN

November 2024			December 2024			January 2025			February 2025		
<b>Date:</b>	<b>Report or Task Name</b>	<b>Unit</b>	<b>Date:</b>	<b>Report or Task Name</b>	<b>Unit</b>	<b>Date:</b>	<b>Report or Task Name</b>	<b>Unit</b>	<b>Date:</b>	<b>Report or Task Name</b>	<b>Unit</b>
PC: 11/19 AB: 11/21	PC/AB Meetings <ul style="list-style-type: none"> <li>Monthly Program Progress Report</li> <li>Monthly Program Financial Report</li> <li>Planning Calendars: Program &amp; Program Governance</li> <li>Staff Recruitment Off-site</li> <li>CLASS Audit</li> <li>CDE/CSPP &amp; CDSS/CCTR Continuation Funding Applications for Head Start and CDE/CSPP</li> <li>Community Assessment Planning &amp; Data Meeting #1 (tentative)</li> </ul>	PM/PLN  FSC  PM/PLN  C/PD  PM/PLN PM/ PLN	PC: 12/17 AB: 12/19	PC/AB Meetings <ul style="list-style-type: none"> <li>Monthly Program Progress Report</li> <li>Monthly Program Financial Report</li> <li>Mid-Year Budget Review</li> <li>Coach Assignment/Selection</li> <li>Mid-Year Performance Review</li> <li>Self-Assessment begins</li> <li>Community Assessment Planning &amp; Data Meeting #2 (tentative)</li> <li><b>Annual Report for Head Start, due</b></li> <li><i>Joint PPC/AB Meeting (tentative)</i></li> </ul>	PM/ PLN  FSC C/PD PM/ PLN  HR/ PD  PM/ PLN	PC: 1/14 AB: 1/16	PC/AB Meetings <ul style="list-style-type: none"> <li>Community Assessment Completed</li> <li>Self-Assessment Completed</li> <li>Monthly Program Progress Report</li> <li>Monthly Program Financial Report</li> <li>Evaluation of RFP/RFQs for Next Program Year</li> <li>City Review of Mid-Year Budget</li> <li>Selection Criteria Developed</li> <li>Letter of Intent to Re-enroll</li> <li>ERSEA File Audits</li> <li>Practice-Based Coaching</li> <li>CLASS Audit</li> <li>Quarterly Monitoring Updates: <ul style="list-style-type: none"> <li>Quarterly Goals</li> <li>PIR</li> <li>Ongoing Mtg.</li> </ul> </li> </ul>	PM/ PLN  PM/ PLN FSC  PM/ PLN  FSC  ERSEA  C/PD  PM/ PLN	PC: 2/18 AB: 2/20	PC/AB Meetings <ul style="list-style-type: none"> <li>Selection Criteria Approved</li> <li>Monthly Program Progress Report</li> <li>Monthly Program Financial Report</li> <li>New Program Year Activated in Child Plus</li> <li>❖ Site Selection,</li> <li>❖ Opening Dates</li> <li>❖ School Year Calendar, Hours of Operation</li> </ul>	PM/PLN ERSEA  PM/PLN  FSC  PM/PLN

March 2025			April 2025			May 2025			June 2025		
<b>Date:</b>	<b>Report or Task Name</b>	<b>Unit</b>	<b>Date:</b>	<b>Report or Task Name</b>	<b>Unit</b>	<b>Date:</b>	<b>Report or Task Name</b>	<b>Unit</b>	<b>Date:</b>	<b>Report or Task Name</b>	<b>Unit</b>
PC: 3/11 AB: 3/13	PC/AB Meetings <ul style="list-style-type: none"> <li>Monthly Program Progress Report</li> <li>Monthly Program Financial Report</li> <li>New Selection Criteria added to Child Plus</li> </ul>	PM/PLN  FSC  ERSEA	PC: 4/15 AB: 4/17	PC/AB Meetings <ul style="list-style-type: none"> <li>Monthly Program Progress Report</li> <li>Monthly Program Financial Report</li> <li>Drafting of Partner Contracts for Next Program Year</li> <li>Finalize Next Year's Budget</li> <li>Annual Grant Application Due (Cont. Funding)</li> <li>Child Selection Rosters for Newbies and Returnees</li> <li>Performance Appraisals</li> <li>Staff Recruitment</li> <li>Off-site Quarterly Monitoring updates: <ul style="list-style-type: none"> <li>❖ Quarterly Goal</li> <li>❖ Quarterly PIR</li> <li>❖ Ongoing Monitoring</li> </ul> </li> </ul>	PM/PLN  FSC  PM/PLN  FSC  PM/PLN  ERSEA HR/PD  PM/PLN	PC: 5/13 AB: 5/15	PC/AB Meetings <ul style="list-style-type: none"> <li>Monthly Program Progress Report</li> <li>Monthly Program Financial Report</li> <li>ERSEA File Audit</li> <li>Initial Interviews for All New Families @ Sites</li> <li>Full Enrollment for Coming Program Year</li> </ul>	PM/PLN  FSC  ERSEA	PC: 6/10 AB: 6/12	PC/AB Meetings <ul style="list-style-type: none"> <li>Monthly Program Progress Report</li> <li>Monthly Program Financial Report</li> <li>Final Fund Obligation for Program Year</li> <li><b>CSPP/CDE</b></li> <li><b>CCTR/CDSS Program Self-Evaluation (PSE)</b></li> <li>Final PIR Reconciliation</li> <li> </li> <li><i>Joint PPC/AB Meeting (tentative)</i></li> </ul>	PM/PLN  FSC  PM/PLN

### Weekly, Monthly, Quarterly, and Annual Reporting

Monthly		Quarterly	Annually
End of Month Enrollment (EOM) Reported on HSES CDE/CSPP 801-A Report Program Progress & Data Accountability Report		Goals & Objectives Progress Update Ongoing Monitoring Progress Update Program Information Report Update	Annual Report to Public (Per HSPPS) Annual Program Report to City Council (Per HSD/ECFS) Full Community Assessment, then Annual updates Self-Assessment Report CACFP Application CDE/CSPP/CCTR Program Self-Evaluation HS/EHS Continuation Funding Application CDE/CSPP/CCTR Continuation Funding Applications
Individual/Unit Responsible		Abbreviations Key: Projects/Agencies/Programs	
PLN	Planning	PPC/AB	Parent Policy Council/Advisory Board
CON	Content Collective	CDE/CSPP	California Department of Education/California State Preschool Program
FSC	Fiscal	CDE/PSE	California Department of Education/Program Self-Evaluation
C/PD	Coaching & Professional Development	CDSS/CCTR	California Department of Social Services/General Child Care Program (CCTR)
ERSEA	Eligibility, Recruitment, Selection, Attendance	CACFP	Child & Adult Care Food Program
PM	Program Management	SOW	Scope of Work
CD/ED	Child Development & Education	PIR	Program Information Report

## PROGRAM GOVERNANCE

July 2024			August 2024 (Recess)			September 2024			October 2024		
<b>Date:</b> PC: 7/16 AB: 7/18	<b>Report or Task Name</b> PC/AB Meetings <ul style="list-style-type: none"> <li>• Monthly Program Progress Report</li> <li>• Monthly Program Financial Report</li> <li>• Planning Calendars Review: Program &amp; Governance</li> <li>• Strategic Planning Process</li> <li>• Policies &amp; Procedures discussion</li> </ul>	<b>Unit</b> PM. PLN  PM/ PLN FSC  PLN/ PM  PM/ PLN	<b>Date:</b> PC: On Recess AB: 08/22	<b>Report or Task Name</b> PC/AB Meetings <ul style="list-style-type: none"> <li>• Monthly Program Progress Report</li> <li>• Monthly Program Financial Report</li> <li>• Program Infor. Report (PIR) (Due: 8/30)</li> <li>• Planning Calendars: Program &amp; Governance</li> <li>• Strategic Planning Process</li> <li>• Annual CACFP Renewal Application (Due 8/15)</li> </ul>	<b>Unit</b> PM. PLN  PM/ PLN  FSC  PL  PM/ PLN	<b>Date:</b> PC: 9/17 AB: 9/19	<b>Report or Task Name</b> PC/AB Meetings <ul style="list-style-type: none"> <li>• Monthly Program Progress Report</li> <li>• Monthly Program Financial Report</li> <li>• PIR Summary (presented)</li> <li>• Community Assessment planning begins</li> <li>▪ <b>Annual Report Due</b></li> </ul>	<b>Unit</b> PM. PLN  PM/ PLN FSC PLN  PLN	<b>Date:</b> PC: 10/15 AB: 10/17	<b>Report or Task Name</b> PC/AB Meetings <ul style="list-style-type: none"> <li>• <u>PC Member Elections at Site Level</u> (by 10/9)</li> <li>• Monthly Program Progress Report</li> <li>• Monthly Program Financial Report</li> <li>• Qtly. Monitoring updates presented:</li> <li>• Program Goals</li> <li>• <i>PIR Summary</i></li> <li>• OGM</li> <li>• Community Assessment work continues</li> </ul>	<b>Unit</b> PM. PLN
November 2024			December 2024			January 2025			February 2025		
<b>Date:</b> PC: 11/19 AB: 11/21	<b>Report or Task Name</b> PC/AB Meetings <ul style="list-style-type: none"> <li>• New &amp; Returning PC Members <u>Attend. New members seated at first formal PC Meeting</u></li> <li>• Monthly Program Progress Report</li> <li>• Monthly Program Financial Report</li> <li>• Planning Calendars: Program &amp; Governance</li> <li>• Community Assessment Planning &amp; Data Meeting #1</li> <li>• <i>CDE/CSPP &amp; CCTR</i></li> <li>• Governance Training – Session I</li> <li>• <i>*Continuation Funding Application for CDE/CSPP &amp; CCTR (Due: 11/1)</i></li> </ul>	<b>Unit</b> PM/ PLN  PM/ PLN  FSC  PM/ PLN	<b>Date:</b> PC: 12/17 AB: 12/19	<b>Report or Task Name</b> PC/AB Meetings <ul style="list-style-type: none"> <li>▪ New PC Officer Elections Process</li> <li>▪ Recognition of outgoing PC Members &amp; Officers</li> <li>• Monthly Program Progress Report</li> <li>▪ Monthly Program Financial Report</li> <li>▪ Self-Assessment begins (12/1-21)</li> <li>▪ Community Assessment Planning &amp; Data Meeting #2</li> <li>▪ Governance Training Session II</li> <li>▪ <b>Annual Report Due</b></li> <li>▪ <b>Joint PPC/AB Meeting (Tentative)</b></li> </ul>	<b>Unit</b> PM/ PLN  PM/ PLN FSC  PM/ PLN	<b>Date:</b> PC: 1/14 AB: 1/16	<b>Report or Task Name</b> PC/AB Meetings <ul style="list-style-type: none"> <li>▪ Monthly Program Progress Report</li> <li>▪ Monthly Program Financial Report</li> <li>▪ Community Assessment (<i>results presented</i>)</li> <li>▪ Self-Assessment (<i>results presented</i>)</li> <li>▪ Qtly. Monitoring updates presented</li> <li>▪ Selection Criteria discussed</li> <li>▪ Governance Training Session III</li> </ul>	<b>Unit</b> PM/ PLN  FSC  PM/ PLN  ERSEA	<b>Date:</b> PC: 2/18 AB: 2/20	<b>Report or Task Name</b> PC/AB Meetings <ul style="list-style-type: none"> <li>• Monthly Program Progress Report</li> <li>• Monthly Program Financial Report</li> <li>• Governance Training Session IV</li> <li>• Selection Criteria (<i>presented for approval</i>)</li> <li>• Fall Child Outcomes Report</li> </ul>	<b>Unit</b> PM/ PLN  FSC  ERSEA  EDUC

March 2025			April 2025			May 2025			June 2025		
<b>Date:</b> PC: 3/11 AB: 3/13	<b>Report or Task Name</b> PC/AB Meetings <ul style="list-style-type: none"> <li>Monthly Program Progress Report</li> <li>Monthly Program Financial Report</li> </ul>	<b>Unit</b> PM/ PLN  FSC	<b>Date:</b> PC: 4/15 AB: 4/17	<b>Report or Task Name</b> PC/AB Meetings <ul style="list-style-type: none"> <li>Monthly Program Progress Report</li> <li>Monthly Program Financial Report</li> <li>Qtly. Monitoring updates presented</li> <li><i>Annual HS Continuation Funding Grant Application (Due: 4/1)</i></li> </ul>	<b>Unit</b> PM/ PLN  PM/ PLN FSC PM/ PLN	<b>Date:</b> PC: 5/13 AB: 5/15	<b>Report or Task Name</b> PC/AB Meetings <ul style="list-style-type: none"> <li>Monthly Program Progress Report</li> <li>Monthly Program Financial Report</li> </ul>	<b>Unit</b> PM/ PLN  FSC	<b>Date:</b> PC: 6/10 AB: 6/12	<b>Report or Task Name</b> PC/AB Meetings <ul style="list-style-type: none"> <li>Monthly Program Progress Report</li> <li>Monthly Program Financial Report</li> <li><i>CSPP/CDE Program Self-Evaluation (PSE) (Due: 6/1)</i></li> <li><i>Joint PPC/AB Meeting (Tentative)</i></li> </ul>	<b>Unit</b> PM/ PLN  FSC  PM/ PLN

**City of Oakland**  
**Head Start Advisory Board**  
**FY 2024-25**

**BYLAWS**

**ARTICLE I**

**Name**

The name shall be the Head Start Advisory Board of the City of Oakland, California, established by Motion of the City Council on November 28, 2000 and confirmed by Resolution No. 76996 C.M.S. passed on March 12, 2002; rescinded in May 20, 2014; and ordained by the Oakland City Council, by Resolution No. 13230, re-establishing the Head Start Advisory Board in Accordance with the City Charter Section 601.

**ARTICLE II**

**Purpose**

The Head Start Advisory Board (HSAB) is created to assist the Oakland City Council in its Governance role for the Head Start Program. The HSAB is involved in all of the “must approve” items in the Head Start Performance Standards that require the approval of the City Council except Human Resource Management, which is the authority of the City Administrator and the City Personnel Department.

**ARTICLE III**

**Functions and Duties**

- Section 1. The functions and duties of the Head Start Advisory Board shall include providing advice and recommendations to the City Council (Board) about the Head Start program in the following areas:
- a. The procedure for program planning, which describes how and when significant planning activities for the Head Start program occur.
  - b. The needs of Head Start eligible families and how those needs can be addressed within the mandates of the program.
  - c. The program’s philosophy and multi-year goals and annual objectives.

- d.** The selection of any new delegate agencies to operate part of the program.
- e.** All funding applications for the Head Start program.
- f.** The composition of the Head Start Parent Policy Council and the procedures by which policy group members are chosen.
- g.** Procedures for hearing and resolving community feedback about the Head Start program.
- h.** Procedures that describe how the Advisory Board, Parent Policy Council and City Council (Board) will implement those activities that are shared functions between the Governing Body and Parent Policy Council as required by Head Start Performance Standards.

Section 2.

In the performance of its duties, the Board shall:

- a.** participate in mandated planning activities in accord with the program calendar and planning procedure, Head Start funding guidance and regulations.
- b.** participate in the budget process for the Head Start program, including recommending the adoption of budgets that support the attainment of program goals and objectives, receiving regular reports on program expenditures and making recommendations for changes if appropriate.
- c.** work with staff to ensure that all activities are made publicly available and accessible.

Section 3.

In addition to the functions and duties described in Sections 1. and 2. above, the HSAB shall perform the following:

- a.** The HSAB shall, in consultation with the City Administrator, establish rules and procedures for the conduct of its business. Such procedures shall include those required to maintain the Head Start program in good standing.
- b.** The HSAB shall submit regular, publicly-available reports and information (orally and/or in writing) to the City Council's Life Enrichment Committee, or any other committee designated as the liaison to the Board. The Board shall report on their recommendations for planning, general procedures, and for other major programmatic decisions; and, on the progress of the Head Start Program in meeting its stated goals and objectives. The frequency of reporting shall be based on the decision-making requirements of the governing body as



outlined in the HSAB planning procedures. These reports shall occur no less than semi- annually. Each year, the Board shall review the goals and objectives of the City Council to better integrate the activities of the Board with those of the City’s overall activities.

- c. The HSAB shall submit its recommendations for action on those Head Start items that require Council approval with sufficient time for meeting the time frames mandated by the Federal Government.

## **ARTICLE IV**

### **Membership**

#### **Section 1.      Composition**

The HSAB shall be composed of at least 9 members appointed by the Mayor. Members of the HSAB must reside or conduct business in the City of Oakland and be directly involved in at least one of the following interests:

- a. Public Education—knowledge of issues in early education and kindergarten-transition issues and services to children with disabilities.
- b. Public Health—knowledge of issues and services in health, including general health, nutrition, mental health, and dental health.
- c. Family Services—knowledge of issues relating to low-income families and general approaches to services for families.
- d. Childcare/Child Development—knowledge of issues related to early care and education and transitions to focus on families involved in Welfare Reform.
- e. Management and Administration—knowledge of business practices, budgeting and accountability systems.
- f. Human Resources—knowledge of training, organizational structure and design.
- g. State and Federal Government—knowledge of and relationship to State and Federal Officials representing the City of Oakland.
- h. Head Start parent or alum (parent or guardian)--knowledge of the direct impact of Head Start as a parent or guardian of a current or former student OR as alum themselves.

Additional members may be added to represent other interests, with the approval of the City Council and with appropriate changes to City documents required to create such Boards.

Section 2      Terms

- a.** Members of the HSAB shall serve for a term of at least three calendar years. Board members may serve a maximum of four consecutive three-year terms.
- b.** A currently seated member may continue to serve on the Board until the Mayor and Life Enrichment Committee name a replacement. But in no event shall the member serve more than one year beyond the end of the member's term.
- c.** The City Council may reconsider its decision to create and maintain a Head Start Advisory Board, as a means of carrying out its governance responsibilities for the Head Start program. In the event it is determined that the Head Start Advisory Board will be disbanded, the terms of all members shall cease on the date determined by the City Council.

Section 3.      Removal

- a.** To ensure the City's full compliance with Head Start requirements, the participation of Head Start Advisory Board members in the designated activities is essential. Attendance at regularly scheduled and special meetings of the Board will provide the involvement and deliberations needed to make sound decisions and recommendations about the City's Head Start program.

Removal by the Head Start Advisory Board

- b.** A member may be removed pursuant to Section 601 of the City Charter, for, among other things, a conviction of a felony, misconduct, incompetence, or inattention to or inability to perform duties. Absence from three consecutive regular meetings shall constitute cause for removal.
- c.** A proposal to remove a member may be considered at a regular or special meeting of the Board. The reasons for the proposed removal shall be clearly stated for the consideration of the membership. The Board member being considered for removal may request an opportunity to respond to the concerns raised by the Board. If a majority of those present vote for removal, the Board's recommendation shall be forwarded to the Life Enrichment Committee of the City Council with a request for a replacement member in the same category as that represented by the member proposed for removal.

- d. The removal recommendation shall automatically take effect within 60 days from the date of the presentation to the Life Enrichment Committee, in the event that Committee takes no action on the proposal for removal.

Removal by the City Council

- e. The City Council's Life Enrichment Committee has the discretion, by majority vote, to remove a member from the Head Start Advisory Board.

**ARTICLE V**

**Officers**

Section 1.

- a. Each year at its first regular meeting in September the Board shall elect a chairperson and vice chairperson from among its members.
- b. The Chairperson shall
  - 1) preside at all meetings of the Board
  - 2) oversee the activities of the Board
  - 3) appoint all committee members to serve on standing and ad hoc committees
  - 4) represent (or designate an alternate) the Board at meetings, public gatherings and other functions related to the Board and the Head Start program.
  - 5) consult with staff in the preparation of meeting agenda
  - 6) receive and review correspondence on behalf of the Board
  - 7) serve as a liaison (Head Start/Early Head Start parent or guardian) with the Parent Policy Council
- c. The Vice Chairperson shall
  - 1) Serve as chair in the absence of the chairperson
  - 2) Succeed to the office of the chairperson in the event the chair is no longer able or willing to serve.
  - 3) Perform such duties as may be assigned by the chair or by the Board.

**ARTICLE VI**

**Meetings**

Section 1

- a. All regular and special meetings of the Board will comply with the requirements of the Sunshine Ordinance and Brown Act. Minutes shall be

taken and maintained in official files for review upon request by interested parties.

- b.** Regular meetings of the Advisory Board shall be held at the time and place designated by the Board each year at its first meeting in September. In FY 24-25, meetings are currently held from 3:30-5:00pm, unless otherwise agreed upon and deemed necessary by the Advisory Board.
- c.** At the Advisory Board Meeting, in June of each year, the board will vote , Y/N, on whether the body will Recess in August of each year, in alignment with the Oakland City Council.
- d.** Meetings called for special purposes to meet critical deadlines and scheduled at a time and/or place different from regular meetings shall be designated special meetings.
- e.** A quorum shall consist of a majority (50 percent plus one) of currently filled positions on the Advisory Board for the purpose of conducting business. In cases when an Advisory Board Member has notified the board in advance of the need to take a temporary leave, the quorum requirement will be temporarily adjusted, based on the active Advisory Board Members seated. In the absence of a quorum, no information may be presented, and no official action shall be taken by the Board except to order a call of the Board, to reschedule the meeting, to recess, or to adjourn.
- f.** Persons wishing to address the Board must complete a speaker card for each agenda item they wish to speak on. Speaker cards shall not be required for teleconference meetings.
- g.** The Chair or presiding officer shall have the power to order removal from the meeting any person who commits the following acts:
  - 1) Disorderly conduct that disrupts the due and orderly course of the meeting such as making noise, speaking out of turn, or otherwise refusing to comply with the Board's Bylaws and procedures;
  - 2) A breach of the peace, boisterous conduct or violent disturbance, tending to interrupt the due and orderly course of the meeting; or
  - 3) Disobedience of any lawful order of the Chair, which shall include, but not be limited to, an order to be seated.

## **ARTICLE VII**

## **Committees**

### **Section 1.**

- a.** The Board may from time to time establish ad hoc committees.
- b.** In order to expedite the work of the Board, the membership may agree to work jointly with **Parent** Policy Council (PC) committees in the mandated activities prescribed in the Head Start Performance Standards as described in Article III.
- c.** Section 1. above.

## **ARTICLE VIII**

### **Standards of Conduct**

#### **Section 1.**

- a.** Members of the Head Start Advisory Board are expected to maintain standards of behavior that avoid the perception of any wrongdoing. Specifically, Board members must adhere to the following standards while serving as members of the Board:
  - i.** Board members will follow program confidentiality policies concerning information about children, families and staff and other Board members.
  - ii.** Board members will neither solicit nor accept personal gratuities, favors or anything of monetary value for personal use from contractors or potential contractors with the Head Start program.
  - iii.** Board members will not use their influence for personal gain. Travel and other activities that require the use of program funds in support of Board activities will be approved in formal proceedings of the Board and only when necessary and in support of program objectives. Funds may be used to support only those Board activities that enhance the operation of the Head Start program and are included in the budget approved by the Head Start Parent Policy Council and other appropriate approving authorities of the City.
  - iv.** No one member may make decisions or recommendations on behalf of the Board without the express approval of the Board at a duly called meeting at which the decision or recommendation is discussed and voted on.
  - v.** Board members must adhere to these Bylaws, the Head Start Act and Regulations, City ordinances and requirements. Procedures that describe shared governance in Head Start become operating procedures for the Board once they are adopted by the Board, the Parent Policy Council and the City Council Committee designated responsibility for the Board.

Failure to adhere to these Standards of Conduct may result in sanctions, including the recommendation for removal of any Board member.

## ARTICLE IX

### **Governance Procedures**

#### Section 1.

- a. The Head Start Advisory Board will adopt, and recommend to the City Council, procedures for implementing shared governance that include each of the enumerated responsibilities in Article III. Section 1 above. Those procedures shall be approved by the Head Start Parent Policy Council prior to being recommended to the City Council.
- b. The Advisory Board may prescribe and enforce such general and specific rules and regulations as deemed necessary to the general operations and conduct of the Advisory Board.
- c. Roberts Rules of Order shall be used as the guiding procedures for the conduct of Board activities.

## ARTICLE X

### **Amendments**

#### Section 1.

- a. These Bylaws shall be reviewed by the Advisory Board annually, or more frequently if deemed necessary.
- b. Amendments to these Bylaws may be made by the City Council or by the Advisory Board, according to the following procedures:
  - (1) The Advisory Board may adopt amendments to these Bylaws at any regular meeting of the Advisory Board, by a majority of those present, provided that such proposed amendments have been provided to all Advisory Board members at least ten (10) days prior to the meeting.
  - (2) Adopted amendments shall be proposed to the City Council Life Enrichment Committee annually or as necessary.
  - (3) City Council, on its own initiative, may propose amendments to these Bylaws.

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Chairperson Signature

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Date