



CITY OF OAKLAND

HUMAN SERVICES DEPARTMENT

HEAD START PROGRAM

ADVISORY BOARD MEETING

MEETING AGENDA – FINAL

Thursday, 04-17-25

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, 04-17-2025; 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*

Molly Tafoya, *Chair*

Christina Michaud, *Vice Chair*

Dr. Javay Ross

Kevin Bremond

Dr. Mariamawit (Mari) Tamerat
(Excused)

Dr. Jei Watkins

Julia Forte Frudden

(2 Vacant Seats)

1. Call for Public Comment

II. APPROVAL OF AGENDA ITEMS: *Molly Tafoya, Chair*

1. Review and Approval of Advisory Board Meeting Agenda, April 17, 2025

2. Review and Approval of Advisory Board Meeting Minutes, March 13, 2025

III. ACTION ITEMS:

1. Monthly Progress Report Update: *Diveena Cooppan & Program Staff*

- Monthly Enrollment and Content Area Monitoring Report – *March 2025*

2. Monthly Financial Report: *Kurry Foley, HSD Budget & Fiscal Manager*

- Monthly Financial Report (Budget Expenditure Report; CACFP Reports
(February 2025))
- *Purchase Card Report – *March 2025 *(postponed until May)*

3. Grant Actions/Requests:

- **FY 25-26 Selection Criteria**
- **FY 25-26 Head Start Continuation Funding Application**
- **FY 24-25 Contract – Oakland Children’s Initiative**

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. Current Program Updates:

- Focus Area 2 Monitoring Review Report (March 17 – 21, 2025) (see packet)
- RAN-CAP Extension Request (June 7, 2025)
- Early Childhood Education Partnership Changes in FY 25-26
- COO Head Start Wage & Compensation Study (see packet) –
Follow up (with *Martina Bouey*)

2. Communication from Office of Head Start:

- Office of Head Start Regional Office Closures
- Office of Head Start – Chronic Under-Enrollment Letter (see packet)
- Notification of Preliminary Non-Competitive Designation (see packet)

VI. OPEN FORUM

VII. ADJOURNMENT

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

Day & Time: Thursday, 3-13-2025; 3:30-5:00pm

In Person Location: Oakland City Hall

1 Frank H. Ogawa Plaza; Council Chambers

Zoom Meeting

*** MEETING MINUTES**

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

Advisory Board Members Present:

Molly Tafoya, *Chair*
Christina Michaud, *Vice Chair*
Dr. Javay Ross
Julia Forte Frudden
Kevin Bremond

Advisory Board Members Excused:

Dr. Mariamawit (Mari) Tamerat
Dr. Jei Watkins

Public Participants:

To Niya Scott-Smith,
Parent Policy Council Chair

Staff Present:

Diveena Cooppan, *Manager/Program Director*
Tracey Black, *Governance & Contracts Manager*
Sarah Trist, *Programs Operations Manager*
Shelley Taylor, *Supervisor- HR & Business Services*
Gloria Martinez, *Center Director*
Scott Kim, *Programs Operations Manager*
Conterenia Farrish, *Family Services Specialist*
Wenonah Elms, *Mental Health & Disabilities Coordinator*
Michael Fries, *Fiscal Analyst*
Martina Bouey, *Assistant to the Director, HSD*
Thao Ly, *Education Coordinator*
Brittany Pierce, *Administrative Assistant II*
Erica Mendoza, *Administrative Assistant I*
Trisha Barua, *HHS Planner, HS/EHS*
Krischa Esquivel, *Education Manager*
Emari Dimagiba, *Health & Human Services Planner*
Betty Ly, *Safety Analyst*
Everardo Mendoza, *ERSEA and Data Program Coordinator*
Valeria Vallejo, *Office Assistant I*
Monique Young, *Head Start Supervisor*
Alisa Burton, *Head Start Supervisor*
Equal Access - *International Contact Interpretation Team*
(4 members present)

I. ROLL CALL:

The Head Start Advisory Board Meeting was called to order by Tracey Black at 3:30 PM.

1. Public Comments:

II. APPROVAL OF AGENDA ITEMS:

1. Review and Approval of March 13 ,2025 Meeting Agenda

- *Chair, Molly Tafoya* called for a motion to approve the March 13, 2025, AB Meeting Agenda.
- *Member, Julia Forte Frudden* seconded the motion.; Motion carried. Vote: (4)-ayes, (0)-nays, (0)-abstentions, (1) no response

2. Review and Approval of February 20th, 2025, Advisory Board Meeting Minutes

- *Member Forte Frudden* motioned to approve the February 20th, 2025, Meeting Minutes.
- *Chair Tafoya* seconded the motion. Motion carried. Vote: (4)-ayes, (0)-nays, (0)-abstentions, (1) no response

III. ACTION ITEMS:

1. Monthly Progress Report: *Trisha Barua presented. Please refer to packet.*

a. Monthly Enrollment and Content Area Monitoring Report – February 2025

- *Chair Tafoya*, motioned to approve the Monthly Progress Report.
- *Vice Chair, Christina Michaud* seconded the motion. Motion carried. Vote: (4)-ayes, (0)-nays, (0)-abstentions, (1) no response

The Mobile Classroom is designed to support families—especially those experiencing homelessness or living in overcrowded conditions, by meeting them in community locations like parks, libraries, or a mobile classroom, rather than in their homes. This approach offers families enrolled in the home-based program a more comfortable and flexible setting for visits.

Each family receives a 1.5-hour visit, which includes wraparound services and referrals. The mobile classroom also hosts monthly socialization events, such as dental and health screenings, to broaden access to care. The program partners with local shelters and case managers to identify and enroll families, often coordinating visits around families’ schedules and shelter requirements.

Enrollment is flexible, with some families engaging short-term and others transitioning into more stable or full-time care early care and education options. The program focuses on being responsive to each family’s needs, while maintaining consistent, responsive, and community-based support.

Interest in how the potential \$166 billion in Measure C (Children’s Child & Health Care Initiative of Alameda County) Emergency Stabilization Funding (ESF) might impact the program and whether there are any measures in place to align with it, was stated. Additionally, a request was made to include teachers’ primary language data in future reports to complement the existing race, ethnicity, and primary language data for children and families, allowing for a clearer picture of language alignment and cultural responsiveness within the program.

2. Monthly Financial Report- *Kurry Foley presented. Please refer to packet.*

- a. Monthly Financial Report (Expenditures, CACFP Report) January/February 2025**
- b. Purchase Card Report February 2025**
- c. *Expenditure Report on Mental Health & Disabilities Services *(Information only)**

- *Chair Tafoya* motioned to approve the Monthly Financial Report: Expenditures, CACFP Report.
- *Member Forte Frudden* seconded the motion. Motion carried. Vote: (5)-ayes, (0)-nays, (0)-abstentions, (0) no response

- *Chair Tafoya* motioned to approve the Purchase Card Report December 2024/January 2025.
- *Member Forte Frudden* seconded the motion. Motion carried. Vote: (5)-ayes, (0)-nays, (0)-abstentions, (0) no response

3. FY 25-26 Selection Criteria

- *Chair Tafoya* motioned to postpone the vote to collect and provide more information to the Advisory Board Meeting in April.
- *Member, Dr. Javay Ross* seconded the motion. Motion carried. Vote: (5)-ayes, (0)-nays, (0)-abstentions, (0) no response

Discussion on how homelessness is defined, broadly, under the McKinney-Vento Act, including families who are doubled up. However, additional points are granted to families in more extreme situations, such as living in a car or on the street, to reflect greater urgency.

There was interest in advocating for more points for families in crisis, though it was noted that any point adjustment must be backed by data from the community assessment, which is used to guide the criteria formally.

Teen parent participation was estimated at around 10–15% of the applicant pool. A suggestion was made to consider raising the age range for teen parent qualification (currently under 20), as the difference in support needs between a 19-year-old and a 22–23-year-old may not be significant. However, it was also noted that teen parents receive additional points from overlapping criteria like homelessness or zero income, since they often live with their own parents and lack independent housing. Request was made to change *Pregnant Women* to *Pregnant People*. In addition to adding geography to include when considering points.

4. Policies and Procedures

- Active Shooter, Threatening, or Violent Situation
 - Fire and Earthquake Safety Protocol
- *Chair Tafoya* motioned approve the Active Shooter, Threatening, or Violent Situation Policy and Fire and Earthquake Safety Protocol Policy.
 - *Member Kevin Bremond* seconded the motion. Motion carried. Vote: (5)-ayes, (0)-nays, (0)-abstentions, (0) no response

IV. PARENT POLICY COUNCIL UPDATES: Diveena Cooppan & Program Staff; Parent Policy Council Chair

V. INFORMATION ITEMS: Diveena Cooppan & Program Staff

1. Current Program Updates:

- Wage Compensation Comparison – Martina Bouey presented.
- ERSEA Training (see packet)
- Recap of FY 24-25 Virtual Governance Training with Breakwater Associates, Saturday, March 8, 2025 (Recording of Governance Training, available)
- Focus Area 2 Monitoring Review (March 17 – 21, 2025) – Program Governance
- Program Governance & Impasse Proceedings Policy & Procedure (see packet)
- Strategic Planning Policy & Procedure (see packet)
- FY 22-26 Program Goals (see packet)
- FY 24-25 Program Planning Calendar (see packet)
- Proposed FY 24-25 Governance Training Calendar
- ICE Protocol for Program

2. *Communication from Office of Head Start:*

- Office of Head Start – Chronic Under-Enrollment Letter (see packet)
- Office of Head Start - Funding Guidance Letter – FY 25-26 Head Start Continuation Funding Application (see packet)

3. **Standing Program Updates:**

- RAN-CAP (see packet)
- Upcoming Oakland Children’s Initiative (OCI) Community Listening Sessions (see packet)

VI. OPEN FORUM

VII. ADJOURNMENT

- Chair Tafoya, called for a motion to **Adjourn the Advisory Board Meeting**
- Motion carried. Vote: (5)-ayes, (0)-nays, (0)-abstentions, (0) no response
Meeting adjourned at 5:00 pm

Submitted by
Brittany Pierce
Administrative Assistant II



Apprentices and Program Workforce Development staff at Oakland Literacy Coalition's Literacy and Justice Symposium

**CITY OF OAKLAND HEAD START
PARENT POLICY COUNCIL AND ADVISORY BOARD
MARCH 2025
MONTHLY REPORT**

AT-A-GLANCE

	Preschool	Infant/Toddler	Current Total
HS Enrolled/Funded	166/292	249/330	415/622
HS Enrolled/Funded (%)	57%	76%	67%
OCI Enrolled/Funded	27/40	8/12	35/52
OCI Enrolled/Funded (%)	68%	67%	67%
Program-wide Enrolled/Funded	193/332 (58%)	257/342 (75%)	432/674 (67%)
Daily-attendance	82.3%*	84.7%*	83.2%*
Medical Home	98.9%	100%	97.3%
Health Insurance	98.4%	100%	97.1%
Physical exam/Well-baby Check	99%	73.8%	83.8%
Updated Immunizations	96.4%	94.4%	94.2%
Hearing Screening	99.5%	97.1%	98.1%
Vision Screening	99.5%	96.7%	97.9%
Growth Screening	98.9%	99.2%	99.1%
Dental Screening	94.4%	94%	97.8%
Nutrition Screening	98.0%	99.6%	97.1%
Health & Developmental History	100%	100%	97.3%
% 1st Family Outcomes Assessment (FOA) (Grantee and Partner)	100%	100%	100%
% 2nd Family Outcomes Assessment (FOA) (Grantee and Partner)	100%	100%	100%
DRDP - 1 st Assessment Completed	89%	93%	91%
1 st Parent Teacher Conference Completed	84%	87%	85%
1 st Education Home Visit Completed	91%	97%	94%
Developmental Screening (ASQ)	96%	95%	95%
Behavioral Screening – (ASQ-SE)	96%	94%	95%
Referrals to RCEB or OUSD	18	9	27
Children enrolled with IFSP or IEP	32	23	55
% of children enrolled with an IFSP or ISP	12.6% of actual enrollment		

**Partial data attendance data was reported for March 2025, due staff leaves and Federal Review*

INFORMATION MEMORANDUMS & PROGRAM INSTRUCTIONS

- [Office of Head Start ACF-OHS-IM-25-03 \(03/19/25\)](#): Promoting Healthy Eating and Nutrition for Head Start Families
- [California Department of Education Implementation of Management Bulletin 23-10 \(03/10/2025\)](#): Classroom Assessment Scoring System Data Guidance
- [California Department of Education Management Bulletin 25-02 \(03/19/2025\)](#): Fiscal Year 2024–25 Program Self-Evaluation for California State Preschool Program Contractors

RECAP: FOCUS AREA (FA2) REVIEW

- FA2 took place between March 17-21, 2025
- The review included
 - 8 Meetings and Discussions with content areas and program stakeholders
 - 11 Explorations
 - 10 Centers
 - 1 Home-Based Socialization
 - 7 Data Tours with content areas
 - Daily Fiscal Data Tour and Reviews
- The Reviewers shared that the Program should be very proud of the services we offer.
- Reviewers do not decide results of FA2; they share the data, documents, and notes with the federal Office of Head Start.

UPDATE: MEASURE C AND EMERGENCY STABILIZATION FUND

Measure C is a half-percent sales tax approved in Alameda County in 2020 to support child care, early education, and pediatric health care, generating about \$150 million annually. The funds are split: 80% for Child Care, Preschool, and Early Education (managed by First 5 Alameda) and 20% for Pediatric Health Care (overseen by a citizen committee).

- A **5-Year Plan** is currently being developed (March–June 2025) by First 5 Alameda, informed by community input and provider surveys, with hopes of approval by the **Alameda County Board of Supervisors in June 2025**.
- Once approved, funding will become available to eligible early education providers, including the **City of Oakland Head Start program**.
- The plan includes an **Emergency Stabilization Fund**, offering up to \$500,000 in relief for qualifying providers and programs, like Oakland Head Start.
 - Small Family Child Care (FCCs) providers (6-8 children) are eligible for \$40,000 and Large FCCs (12-14 children) are eligible for \$50,000. Tiny Steps providers can access Emergency Stabilization grants separately from City of Oakland Head Start.
 - Details about eligibility and application for these emergency funds are still being finalized.
 - The Emergency Stabilization Fund will launch after the adoption of the full 5-year plan.
- **Community engagement and advisory council input will continue throughout the planning process to shape final funding strategies.**

UPDATE: PROGRAM DEMOGRAPHICS PROGRAM INFORMATION REPORT (PIR) DATA

Primary Language (B.12) – with % of staff

Primary Language (B.12)	% of Participants	% of Teaching Staff
English	34.5%	49.6%
Spanish	37.8%	24.4%
Native Central American	5.7%	0.0%
Caribbean Languages	0.0%	0.0%
Middle Eastern and South Asian Languages	3.2%	1.6%
East Asian Languages	14.9%	19.5%
Native North American/Alaskan	0.0%	0.0%
Pacific Island Languages	0.0%	0.8%
European/Slavic Languages	0.6%	0.8%
African Languages	1.1%	2.4%
American Sign Language	0.2%	0.0%
Other	1.9%	0.8%
Language Unspecified	0.2%	0.0%

UPDATE: FAMILY SERVICES PROGRAM INFORMATION REPORT (PIR) DATA

Family Services Received (PIR C.44) – *with examples*

Asset Building Services: 18.4%

- Brilliant Baby presented for Home Base and centers on college savings accounts
- Announcements were sent out to families regarding Oakland Promise-Brilliant Babies and free VITA sites

Assistance in enrolling in education or job training programs: 25.2%

- City of Oakland Head Start Apprenticeship Program
- Enrollment at Peralta Community Colleges (Laney/Merritt)

Education on health/consequences of tobacco: 31.5%

- Group education and presentations provided at Caregiver meetings.
- Family Services team/Home Visitors provided 1:1 support to families

Education on Nutrition: 75.3%

- Sites hosted a guest speaker for National Nutrition Month in March
- Topics include: Easy meal prep for nutritious meals, snacking tips, budget friendly meals, and other topics of interest

Father Engagement: 33.8%

- Parenting Education workshops (partnerships with other agencies)
- Information sent to dads: Dad-scussion from Father Corp, Family Paths Dad groups)
- Engagement in goal setting for the family, education visits and parent-teacher conferences
- Male Involvement Week hosted at centers

SPOTLIGHT: OAKLAND KINSHIP CARE AND “FAMILIES IN CRISIS”

The Program’s current enrollment includes:

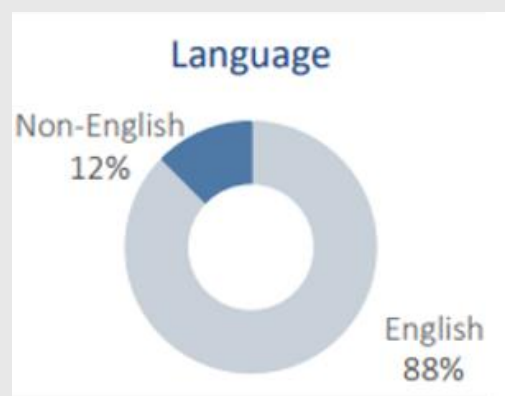
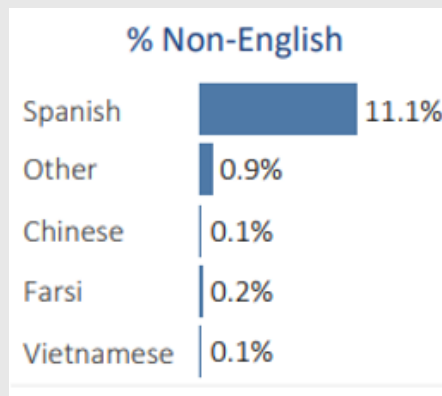
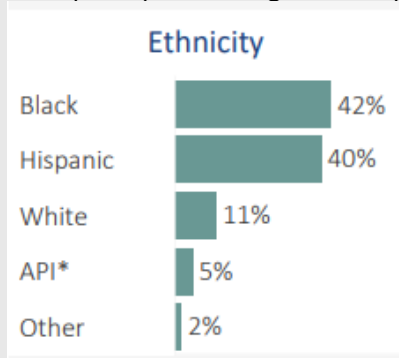
- Foster Placements: 7 participants
 - Formal Kinship: 3 participants
 - Non-Kinship: 4 participants
- Informal Kinship Care: 5 participants
 - There may be more, and the program needs to develop a tracking system

Alameda County Social Services Agency December 2024 Monthly Report Data

Children & Family Services

- 1,377 Child Welfare cases in Alameda County, as of November 2024 (+/- up to 2.5% per month over the past 12 months)
 - 44.9% of children (0-17) are placed in Relative/Nonrelative Extended Family Members (NREFM) [formal kinship care]

Demographics of Children (0-17) & Young Adults (18-20) in Child Welfare



Black and Hispanic children/young adults are disproportionately represented in the Child Welfare system. English is the primary language of most children in the system. Oakland has the highest percentage (31%) of people in the system countywide.

Child Care

- [FCCAP Emergency Child Care Bridge Program For Foster Children \(Bridge Program\)](#) is temporary child care to help stabilize a new child in the foster system and a bridge to long term child care solutions.
- Alameda County has 48 FCCAP slots, which is 2.4% of all subsidized slots.

- California Department of Social Services (CDSS) funds a free online database for kinship caregivers and former foster youth to find services: [California Kinship Navigator \(CKN\)](#).
 - City of Oakland Head Start is listed, but some of the Program information is either incorrect (address) or incomplete (phone number).

Agencies contacted

- [Alameda County Social Services Agency](#): Response pending from Children & Family Services for child care access for informal/formal kinship care, Foster Child Care Bridge funding, and families at risk of abuse and neglect. Response pending on disaggregated data for ages 0-5 years old.
- [BANANAS](#): Pending discussions on kinship families enrolled in Tiny Steps with BANANAS staff, pending connections to staff who manage Foster Bridge subsidy and referrals for kinship care families.

Recommendation

- Based on existing eligibility and selection points data, the Program will develop a monitoring report to track informal kinship care.
- PPC/AB collaboration with the Program on designing kinship and families-in-crisis data collection process for PY 25-26 Community Needs Assessment. Options for data collection include focus groups (current/past Head Start families; non-Head Start Oakland kinship care situations; informal v. formal kinship care; etc.) and surveys.

SPOTLIGHT: CHILD CARE GEOGRAPHIES AND SELECTION CRITERIA

California General Child Care Development (CCTR) program and California State Preschool Program (CSPP) allocate slots based on zip code priorities, defined as:

Priority 1: 40% or more of eligible children underserved, and there are more than 300 children underserved.

Priority 2: 40% or more of eligible children underserved, and there are more than 200 children underserved.

Priority 3:

Option 1: A zip code qualifies as Priority 3 when there are 25% or more of eligible children underserved, and there are more than 100 children underserved.

Option 2: All other zip codes in the county.

Option 3: No other zip codes in the county.

Each county's Early Care and Education Local Planning Council determines the priority zip codes based on data shared by California Department of Education and California Department of Social Services.

2023-2024 Oakland Priority Zip Codes

Area	ZIP Code	CSPP Priority	CCTR Infant/Toddler Priority	# HS Sites	# EHS Sites	# HS/EHS Sites (including FCCs, Home Visiting)	% Current Head Start Participant ZIP Codes
East Oakland	94601	1	1	1		2	19.8%
Dimond	94602	2	1				2.7%
Deep East – Brookfield	94603	1	1	1		3	12.9%
Eastmont, Havenscourt	94605	1	1		1	2	8.1%
San Antonio	94606	2	1	3	1		15.5%
West Oakland	94607	3	1	1			6.6%
North Oakland	94608	2	1			1	2.8%
North Oakland	94609	3	1				2.0%
Grand Lake	94610	3	1			1	4.0%
Montclair	94611	3	1				<1%
Downtown	94612	3	1		2		2.3%

Mills	94613	3	3				0
Rockridge	94618	3	3				0
Redwood Heights	94619	2	1	1			3.0%
Deep East – Coliseum	94621	1	1	1		6	15.0%

This data shows that the densest ZIP Codes of where City of Oakland Head Start participants live (10-20%) are aligned with Priority ZIP Codes for CSPP and CCTR funding. Based on this data, the Program is already enrolling families who live in the most underserved zip codes. There may be an opportunity for more targeted enrollment efforts in 94605 (Eastmont/Havenscourt), which is a Priority 1 area where 8.5% of currently enrolled participants live.

ATTENDANCE & ENROLLMENT

The Average Daily Attendance for the month of March 2025 was 83.2% program-wide, which is slightly below the 85% average daily attendance threshold established by the Office of Head Start.

- Children’s illnesses and transportation (car trouble, change of work schedule or other transportation arrangement, etc.) were the top reasons for absences impacting attendance.
- The average daily attendance reported is higher compared to the same month last program year (82.8%)

NOTE: Due to staff leaves and the Federal review, partial attendance data was reported. The program will input and analyze all attendance data and present it to the bodies during the month of May 2025.

HEALTH & NUTRITION

- Health Team was involved in Home-Based Socialization on women's health, where La Clinica Women's Health presented on pre- and postnatal care.
- The Health Team reported 3 cases of communicable disease pink eye to Alameda County Public Health Department
- Early Head Start medical exam completion dropped by 3.8% to 73.8%. The Health Team is working with Family Services staff and Home Visitors on following up on past due or missing EHS Medical Exams, as well as addressing barriers in sharing medical records. All other Health requirements are completed at 94-97%.



Children at Sungate make pretzels, a fun, fine motor skills activity!

DISABILITIES & MENTAL HEALTH

- The program is meeting the Head Start requirement to have 10% actual enrollment of children with disabilities across all Head Start and Early Head Start program options
- 55 children have IFSPs or IEPs, a total of 12.6% of all enrolled children. They have the following diagnoses:
 - Speech/language delay (33%)
 - Non-categorical developmental delay diagnosis (33%)
 - School District Autism diagnosis (33%)
- There are 27 children referred by the Program to the Regional Center of the East Bay (RCEB) or OUSD with pending evaluations.
- The Program's Mental Health/Disabilities, Education, Home-Based, and Family Services met with RCEB Case Managers for Early Start and Over Three Services to learn more about each agency's respective programs and services.

FAMILY SERVICES & COMMUNITY ENGAGEMENT

- FA2 interview with Parent Policy Council and parents went well
- Families have requested more evening and weekend events. Events of interest include:
 - Daddy & Me events @ Plank
 - Museum of Children Art (MOCHA)
 - Movie screenings
- One Family Service Worker completed their Domestic Violence training certificate, bringing the total of trained Family Services staff to 5.
- The second Family Outcomes Assessment (FOA) shows that some sites scores dropped in the area of Support Systems and Community Involvement. Family Services staff will collaborate with Home Based to learn more about emerging caregiver needs.

ADVOCATE'S CORNER – *Family Service Workers share how they collaborate with families to strengthen outcomes and navigate systems.*

“Rare opportunity to apply for Section 8 housing waitlist in Oakland. For the first time in 14 years, the Oakland Housing Authority will accept applications for the affordable housing voucher waitlist.”

One of the families I work with has prioritized affordable housing this program year, due to times becoming tough. When this opportunity came to their attention through an email that I sent, they were interested in applying. As time went on, the application slipped out of their minds. However, when they saw the email reminder about this application, they tried to submit it the night before the due date. While trying to submit the application, they faced a lot of trouble accessing it. This family called me the night it was due, asking for support on this application. Therefore, I connected with them on zoom and did each step with them one at a time. And now, they have successfully submitted their application, and are waiting for the results.

– by Jenny Hoang

HOME-BASED PROGRAM

- Home-based hosted 4 socializations focusing on Women’s History Month and featuring a sip & paint activity. The socializations engaged families in nutrition activities that teach healthy food choices, as well as juicing fruits and vegetables.
- Home visitors completed 353 visits in March. 33 visits were canceled by families due to family/child sickness.

EDUCATION & SCHOOL READINESS

- For FA2, the Education Team prepared sites for Center Explorations, teaching staff for interviews, and data/resources for Data Tours.
- Lion Creek Crossing temporarily closed on March 14 due to lack of safe playground access because of ongoing construction at the entire affordable housing complex. The tentative reopening date is April 21. Center staff worked with families to find alternate site placements during this time.

PREGNANT PARTICIPANTS

Total expectant parents served this Program Year	22
City of Oakland to date	12
Brighter Beginnings to date	10
Completed	17
% of current Pregnant Participants with Medical Insurance, Medical and Dental Homes	100%
Number of babies born in March	2
Number of babies born in Program Year 24-25	19

During PY 24-25, the program has served 22 Pregnant Participants thus far:

- As of March 2025, 5 Pregnant Participants are currently enrolled
 - 2 delivered and are still enrolled, 3 aren’t due yet
 - 1 enrolled within the last 30 days.
 - Participants completed all medical requirements, except Dental Exam (33%)

**Daniela Zamora, Family Services Specialist
Eligibility, Recruitment, Selection, Enrollment, Attendance
(ERSEA)**

How long have you been with Head Start?

I've been with Head Start for five years. First, I was a Family Advocate at a nonprofit for three years, and now I'm in my second year with the City's ERSEA team as a Family Services Specialist. Being part of ERSEA has been great – we're really the foundation for families starting the program. I manage the California General Child Care and Development (CCTR) program, which is for our younger Early Head Start kids (zero to three) and requires families to show a need, and I also help with California State Preschool Program (CSPP), which funds our Head Start program for three to five-year-olds.

What do you enjoy most about your job?

I love working with our diverse families; everyone's story is unique, and I often connect with them because I also come from a low-income background and know the struggles. It's not easy to apply for a program. Sometimes they are even scared to apply for these services. Being in ERSEA lets me really help these families by explaining the programs and application process, which feels like I'm making a real difference in our Oakland community, especially for our many new immigrant families who might need extra support with language and interpretation.

What is a highlight from March?

Definitely the federal review! It was my first one, so it was a mix of a lot of emotions, having to do a lot of work beforehand – reviewing files and data – but also a huge learning experience. My supervisor Everardo Mendoza was really supportive, and even though it was challenging to review all those enrollment files, I think we did really well, which I'm super happy about. It was a lot of teamwork and preparation with reviewing all of our Policies & Procedures.

Parent Policy Council and Advisory Board govern Head Start and help our program set priorities. Based on your experience, what's the most important thing for PPC and AB to keep in mind?

I believe the PC and AB meetings are key resources for Head Start families here in Oakland to stay informed and speak up on every decision being made. The meetings cover important areas like budget, enrollment, and policies, and while it's tough that many families miss out due to work and their busy lives, these meetings offer valuable information and resources. Even as staff, I find them really informative.



What does being a Featured Leader mean to you, as a Head Start employee? (from Hawa Sheriff, previous Featured Leader)

To me, leadership is really about adaptability and resilience. We face so many daily challenges and requests, so being able to adjust and bounce back is key. Plus, having empathy is crucial as a leader, so we can help each other and support the families.

What question would you like the next Featured Leader to answer?

What is a professional development or education goal of yours, and how would achieving this goal help you better serve families?

SAFE AND SANITARY ENVIRONMENTS

- The Program has been in contact with the Lion Creek Crossing property manager and contractor regarding the ongoing construction, with the goal of resolving safety concerns and reopening the site as soon as possible. The property manager agreed to expedite the work by covering the contractor's overtime costs.
- Completed projects and accomplishments:
 - Window Replacement: San Antonio CDC, Manzanita, Sungate, and 85th Ave.
 - Electrical cord management at Sungate and Broadway.
 - Transfer of the Program's funds to the City's Public Works Department to start contracting with an electrical contractor for the service upgrade project at Brookfield.

WORKFORCE DEVELOPMENT

March 2025 Apprentice Progress Data

- Cohort 2 (started PY 24-25)
 - 18 apprentices are enrolled in Merritt College ECE courses
 - 15 apprentices are completing On-the-Job training at the Program's Head Start / Early Head Start sites
 - *By balancing coursework and training, Cohort 2 apprentices are on track to apply for their Associate Teacher permit by July 2025*
- Human Resources Updates
 - *12 apprentices from Cohorts 1 and 2 have been hired*
 - 2 apprentices are now Associate Teachers, moving up from being Early Learning Aides
 - 1 apprentice is a newly hired Associate Teacher

Professional Development and Skills Training

- Partnership Conversations with EDVance College to implement BA Degree Apprenticeship model. 14 staff and apprentices combined expressed interest in this option.
- 11 apprentices attended the Literacy and Justice for All Conference, where they deepened their understanding of early childhood literacy and strategies for promoting literacy at home.
- 18 apprentices submitted petitions to receive their Assistant Teacher Certificate and Infant-Toddler Specialist Certificate to Merritt College

HUMAN RESOURCES

- Due to FA2 preparation, the Program did not participate in job fairs.
- No new staff onboarded or separations.
- Supervisors are preparing for completing Performance Appraisals.

Job Postings:

- [Early Childhood Center Director \(Continuous\)](#)
- [Early Head Start Instructor \(Continuous\)](#)
- [Head Start Instructor \(Continuous\)](#)
- [Head Start/Early Head Start Assistant Instructor \(Continuous\)](#)
- [Head Start/Early Head Start Substitute Associate Instructor \(Continuous\)](#)

MARCH 2025 VACANCIES	
Position	# Vacancies
Early Head Start Instructors	12
Head Start Instructors	15

MARCH 2025 PENDING HIRES	
ELDE Head Start Education Coordinator	Declined offer
HS/EHS Assistant Instructor	Former Apprentice, pending acceptance of Conditional Offer Letter

MARCH 2025 STAFFING	
Position	COO
HS Teachers	9
EHS Teachers	19
Associate Teachers	13
Assistant Teachers	3
Home Visitors	8
Family Advocates/Specialists	9
Center Directors	13
Other Staff *	62
Staff Separations	0
*Includes kitchen, facilities, early learning aides, and administrative staff	

PARTNERS

Enrollment

Partner Organization	Early Head Start	Head Start	Total
BANANAS	25/26 (96.2%)	28/33 (84.8%)	53/59 (89.8%)
Brighter Beginnings	75/120 (63%)	20/20 (100%)	95/140 (67.8%)
Laney	N/A	16/48 (33.3%)	26/64 (40.6%)
Merritt	N/A	10/16 (65%)	

Brighter Beginnings

- Brighter Beginnings hosted a “Lucky You” St. Patrick’s-themed fine motor/sensory social and “Move into Spring” gross motor social
- 2 new hires began the Home Visitor certification process
- Education transition plans for children are completed to date
- Brighter Beginnings and Health Team are working together on effective information exchange and communication with healthcare providers
- There remains 1 vacant caseload (approximately 12 clients)
- 266 Home Visits were completed, with 45 family cancellations, 8 family no shows, and 60 staff cancelations (3 vacant caseloads)



Brighter Beginnings Gross Motor Socialization and Fine Motor/Sensory Food Activity

Tiny Steps: Family Child Care

- Tiny Steps and the Program followed up on FCC Lead Water and Paint testing by documenting and communicating results, as well as developing lead-in-paint corrective action plans
 - The Program visited all Tiny Step sites to deliver water pitches, fliers, provide lead testing updates
- 2 Tiny Steps providers participated in FA2 teacher interviews
- Tiny Steps provided DRDP training and coaching to providers, as well as monitored the submission of the 2nd individualized curriculum for DRDP

Peralta

- Peralta notified the Program they will end their partnership with the Program in June.
- The Program is supporting Peralta with facilities upgrades, such as indoor decorations and outdoor plants

DATA & ONGOING MONITORING

- Provided project management and data support for FA2, including strengthening data system security features, implementing new tracking systems for user access, and organizing program policies and data as needed.
- The Program routinely audits participant files of families experiencing homelessness. There are 89 participants who are program-eligible due to homelessness status. As part of FA2 preparation, the Program worked with all Family Services Workers and Home Visitors to ensure consistent documentation of services provided around homelessness.

UPCOMING EVENTS

- **April 22, 6-7:30pm:** Family Paths' Money Management Workshop (Zoom)
 - RSVP: onward@familypaths.org
- **April 25, 10am-12pm:** Help Me Grow Virtual Connection Café on “Know Your Rights: Navigating Services and Legal Protections for Families”
 - Register Here for Zoom Link: <https://high5.my.site.com/First5/s/login/>
- **May 6, 9am-12pm:** Health and Mental Health Services Advisory Committee @ Joaquin Miller Community Center.
 - RSVP: Health Manager Emari Dimagiba (edimagiba@oaklandca.gov).



CITY OF
OAKLAND Early Childhood & Family Services | Head Start

Health and Mental Health Services Advisory Committee 2025 Spring Meeting

Please join us!

Tuesday, May 6, 2025

9:00 AM – 12:00 PM

Joaquin Miller Park Community Center

3594 Sanborn Drive Oakland, CA 94602



Light breakfast provided

Optional hike included

RSVP kindly requested



Head Start & Early Head Start Budget Summary - All Federal Projects
Report as of 02/28/25 - Payroll from 07/01/2024 to 02/28/25

Fiscal year budget spent

67%

Category	Budget	Encumbrance	Expenditures	Available	% of Budget Spent
a. Personnel	\$ 6,219,172.00	\$ -	\$ 3,487,084.70	\$ 2,732,087.30	56%
b. Fringe Benefits	\$ 2,776,384.00	\$ -	\$ 2,568,795.33	\$ 207,588.67	93%
c. Travel	\$ 49,948.00	\$ -	\$ 30,403.26	\$ 19,544.74	61%
d. Equipment		\$ -	\$ -	\$ -	0%
e. Supplies	\$ 569,841.00	\$ 51,354.26	\$ 432,958.88	\$ 85,527.86	85%
f. Contractual	\$ 2,936,537.00	\$ 18,626.50	\$ 661,808.23	\$ 2,256,102.27	23%
g. Construction	\$ -	\$ -	\$ -	\$ -	0%
h. Other	\$ 1,031,847.00	\$ 637.81	\$ 881,880.53	\$ 149,328.66	86%
i. Total Direct Charges	\$ 13,583,729.00	\$ 70,618.57	\$ 8,062,930.93	\$ 5,450,179.50	60%
j. Indirect Charges	\$ 213,328.00	\$ -	\$ -	\$ 213,328.00	0%
k. TOTALS	\$ 13,797,057.00	\$ 70,618.57	\$ 8,062,930.93	\$ 5,663,507.50	59%

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 02/28/25 - Payroll from 07/01/24 to 02/28/25

Fiscal year budget spent

67%

Category	Budget	Encumbrance	Expenditures	Avail	% of Budget Spent
a. Personnel	\$ 2,674,073.00	\$ -	\$ 1,215,220.15	\$ 1,458,852.85	45%
b. Fringe Benefits	\$ 1,350,044.00	\$ -	\$ 869,904.41	\$ 480,139.59	64%
c. Travel	\$ 16,579.00	\$ -	\$ 11,612.25	\$ 4,966.75	70%
d. Equipment	\$ -	\$ -	\$ -	\$ -	-
e. Supplies	\$ 270,000.00	\$ 24,327.39	\$ 198,347.07	\$ 47,325.54	82%
f. Contractual	\$ 1,014,098.00	\$ 8,641.24	\$ 552,187.46	\$ 453,269.30	55%
g. Construction	\$ -	\$ -	\$ -	\$ -	-
h. Other	\$ 405,644.00	\$ 322.89	\$ 385,669.15	\$ 19,651.96	95%
i. Total Direct Charges	\$ 5,730,438.00	\$ 33,291.52	\$ 3,232,940.49	\$ 2,464,205.99	57%
j. Indirect Charges	\$ 49,218.00	\$ -	\$ -	\$ 49,218.00	0%
k. TOTALS	\$ 5,779,656.00	\$ 33,291.52	\$ 3,232,940.49	\$ 2,513,423.99	57%

Early Head Start Budget Summary - Federal Basic
Report as of 02/28/25 - Payroll 07/01/24 to 02/28/25

Fiscal year budget spent

67%

Category	Budget	Encumbrance	Expenditures	Avail	% of Budget Spent
a. Personnel	\$ 3,402,304.00	\$ -	\$ 2,271,864.55	\$ 1,130,439.45	67%
b. Fringe Benefits	\$ 1,362,593.00	\$ -	\$ 1,698,890.92	\$ (336,297.92)	125%
c. Travel	\$ 21,369.00	\$ -	\$ 10,803.65	\$ 10,565.35	51%
d. Equipment	\$ -	\$ -	\$ -	\$ -	-
e. Supplies	\$ 299,841.00	\$ 27,026.87	\$ 234,611.81	\$ 38,202.32	87%
f. Contractual	\$ 1,849,275.00	\$ 9,985.26	\$ 109,620.77	\$ 1,729,668.97	6%
g. Construction	\$ -	\$ -	\$ -	\$ -	-
h. Other	\$ 498,394.00	\$ 314.92	\$ 462,500.35	\$ 35,578.73	93%
i. Total Direct Charges	\$ 7,433,776.00	\$ 37,327.05	\$ 4,788,292.05	\$ 2,608,156.90	65%
j. Indirect Charges	\$ 153,471.00	\$ -	\$ -	\$ 153,471.00	0%
k. TOTALS	\$ 7,587,247.00	\$ 37,327.05	\$ 4,788,292.05	\$ 2,761,627.90	64%

Head Start T/TA Budget Summary - Training and Technical Assistance
Report as of 02/28/25 - Payroll from 07/01/24 to 02/28/25

Fiscal year budget spent

67%

Category	Budget	Encumbrance	Expenditures	Avail	Budget Spent %
a. Personnel	\$ -	\$ -	\$ -	\$ -	0%
b. Fringe Benefits	\$ -	\$ -	\$ -	\$ -	0%
c. Travel	\$ 6,000.00	\$ -	\$ 2,371.63	\$ 3,628.37	40%
d. Equipment	\$ -	\$ -	\$ -	\$ -	0%
e. Supplies	\$ -	\$ -	\$ -	\$ -	0%
f. Contractual				\$ -	0%
g. Construction	\$ -	\$ -	\$ -	\$ -	0%
h. Other	\$ 60,672.80	\$ -	\$ 16,509.87	\$ 44,162.93	27%
i. Total Direct Charges	\$ 66,672.80	\$ -	\$ 18,881.50	\$ 47,791.30	28%
j. Indirect Charges	\$ -			\$ -	0%
k. TOTALS	\$ 66,672.80	\$ -	\$ 18,881.50	\$ 47,791.30	28%

Early Head Start T/TA Budget Summary - Training and Technical Assistance
Report as of 02/28/25 - Payroll from 07/01/24 to 02/28/25

Fiscal year budget spent

67%

Category	Budget	Encumbrance	Expenditures	Avail	Budget Spent %
a. Personnel	\$ -	\$ -	\$ -	\$ -	0%
b. Fringe Benefits	\$ -	\$ -	\$ -	\$ -	0%
c. Travel	\$ 6,000.00	\$ -	\$ 5,615.73	\$ 384.27	94%
d. Equipment	\$ -	\$ -	\$ -	\$ -	0%
e. Supplies	\$ -	\$ -	\$ -	\$ -	0%
f. Contractual		\$ -	\$ -	\$ -	0%
g. Construction	\$ -	\$ -	\$ -	\$ -	0%
h. Other	\$ 112,878.00	\$ -	\$ 17,201.16	\$ 95,676.84	15%
i. Total Direct Charges	\$ 118,878.00	\$ -	\$ 22,816.89	\$ 96,061.11	19%
j. Indirect Charges	\$ -	\$ -	\$ -	\$ -	0%
k. TOTALS	\$ 118,878.00	\$ -	\$ 22,816.89	\$ 96,061.11	19%

Head Start GPF Budget Summary - City General Purpose Fund Head Start
Report as of 02/28/25 - Payroll from 07/01/24 to 02/28/25

Fiscal year budget spent

67%

Category	Budget	Encumbrance	Expenditures	Avail	Budget Spent %
a. Personnel	\$ 396,294.00	\$ -	\$ 246,582.97	\$ 149,711.03	62%
b. Fringe Benefits	\$ 318,849.00	\$ -	\$ 195,732.24	\$ 123,116.76	61%
c. Travel	\$ -	\$ -	\$ -	\$ -	0%
d. Equipment	\$ -	\$ -	\$ -	\$ -	0%
e. Supplies	\$ 5,000.00	\$ -	\$ 1,240.51	\$ 3,759.49	25%
f. Contractual	\$ 170,881.00	\$ 1,598.93	\$ 61,741.13	\$ 107,540.94	37%
g. Construction	\$ -	\$ -	\$ -	\$ -	0%
h. Other	\$ -	\$ -	\$ -	\$ -	0%
i. Total Direct Charges	\$ 891,024.00	\$ 1,598.93	\$ 505,296.85	\$ 384,128.22	57%
j. Indirect Charges	\$ 88,268.00		\$ -	\$ 88,268.00	0%
k. TOTALS	\$ 979,292.00	\$ 1,598.93	\$ 505,296.85	\$ 472,396.22	52%

Early Head Start GPF Budget Summary - City General Purpose Fund Early Head Start
Report as of 02/28/25 - Payroll from 07/01/24 to 02/28/25

Fiscal year budget spent

67%

Category	Budget	Encumbrance	Expenditures	Avail	Budget Spent %
a. Personnel	\$ 382,174.00	\$ -	\$ 191,156.87	\$ 191,017.13	50%
b. Fringe Benefits	\$ 307,483.00	\$ -	\$ 150,123.87	\$ 157,359.13	49%
c. Travel	\$ -	\$ -	\$ -	\$ -	0%
d. Equipment	\$ -	\$ -	\$ -	\$ -	0%
e. Supplies	\$ 5,000.00	\$ -	\$ 547.16	\$ 4,452.84	11%
f. Contractual	\$ 973,605.00	\$ 479.68	\$ 113,457.75	\$ 859,667.57	12%
g. Construction	\$ -	\$ -	\$ -	\$ -	0%
h. Other	\$ -	\$ -	\$ -	\$ -	0%
i. Total Direct Charges	\$ 1,668,262.00	\$ 479.68	\$ 455,285.65	\$ 1,212,496.67	27%
j. Indirect Charges	\$ -	\$ -	\$ -	\$ -	0%
k. TOTALS	\$ 1,668,262.00	\$ 479.68	\$ 455,285.65	\$ 1,212,496.67	27%

Head Start & Early Head Start CCFP Budget Summary - Child and Adult Care Food Program
Report as of 02/28/25 - Payroll from 07/01/24 to 02/28/25

Fiscal year budget spent

67%

Category	Budget	Encumbrance	Expenditures	Avail	Budget Spent %
a. Personnel	\$ -	\$ -	\$ -	\$ -	0%
b. Fringe Benefits	\$ -	\$ -	\$ -	\$ -	0%
c. Travel	\$ -	\$ -	\$ -	\$ -	0%
d. Equipment	\$ -	\$ -	\$ -	\$ -	0%
e. Supplies	\$ 260,000.00	\$ 5,885.13	\$ 77,171.53	\$ 176,943.34	32%
f. Contractual	\$ -	\$ -	\$ -	\$ -	0%
g. Construction	\$ -	\$ -	\$ -	\$ -	0%
h. Other		\$ -		\$ -	0%
i. Total Direct Charges	\$ 260,000.00	\$ 5,885.13	\$ 77,171.53	\$ 176,943.34	32%
j. Indirect Charges	\$ -		\$ -	\$ -	0%
k. TOTALS	\$ 260,000.00	\$ 5,885.13	\$ 77,171.53	\$ 176,943.34	32%

Early Head Start CCTR Budget Summary - General Child Care and Development Expansion
Report as of 02/28/25 - Payroll from 07/01/24 to 02/28/25

Fiscal year budget spent

67%

Category	Budget	Encumbrance	Expenditures	Avail	Budget Spent %
a. Personnel	\$ 1,863,655.28	\$ -	\$ 583,884.89	\$ 1,279,770.39	31%
b. Fringe Benefits	\$ 1,462,157.72	\$ -	\$ 327,175.21	\$ 1,134,982.51	22%
c. Travel	\$ -	\$ -	\$ -	\$ -	0%
d. Equipment	\$ -	\$ -	\$ -	\$ -	0%
e. Supplies	\$ -	\$ -	\$ -	\$ -	0%
f. Contractual	\$ -	\$ -	\$ -	\$ -	0%
g. Construction	\$ -	\$ -	\$ -	\$ -	0%
h. Other	\$ 20,000.00	\$ -	\$ 11,137.50	\$ 8,862.50	56%
i. Total Direct Charges	\$ 3,345,813.00	\$ -	\$ 922,197.60	\$ 2,423,615.40	28%
j. Indirect Charges	\$ -	\$ -	\$ -	\$ -	0%
k. TOTALS	\$ 3,345,813.00	\$ -	\$ 922,197.60	\$ 2,423,615.40	28%

Head Start CSPP Budget Summary - California State Preschool Program
Report as of 02/28/25 - Payroll from 07/01/24 to 02/28/25

Fiscal year budget spent

67%

Category	Budget	Encumbrance	Expenditures	Avail	Budget Spent %
a. Personnel	\$ 821,002.66	\$ -	\$ 447,196.33	\$ 373,806.33	54%
b. Fringe Benefits	\$ 659,493.94	\$ -	\$ 339,965.78	\$ 319,528.16	52%
c. Travel	\$ -	\$ -	\$ -	\$ -	0%
d. Equipment	\$ -	\$ -	\$ -	\$ -	0%
e. Supplies	\$ 740,775.30	\$ -	\$ 21,868.18	\$ -	3%
f. Contractual	\$ 430,789.92	\$ -	\$ -	\$ -	0%
g. Construction	\$ -	\$ -	\$ -	\$ -	0%
h. Other	\$ 712,694.95	\$ -	\$ 86,465.48	\$ 626,229.47	12%
i. Total Direct Charges	\$ 3,364,756.77	\$ -	\$ 895,495.77	\$ 1,319,563.96	27%
j. Indirect Charges	\$ -	\$ -	\$ -	\$ -	0%
k. TOTALS	\$ 3,364,756.77	\$ -	\$ 895,495.77	\$ 1,319,563.96	27%

Head Start CPKS Budget Summary -CA Pre-Kindergarten and Family Literacy Support
Report as of 02/28/25 - Payroll from 07/01/24 to 02/28/25

Fiscal year budget spent

67%

Category	Budget	Encumbrance	Expenditures	Avail	Budget Spent %
a. Personnel	\$ -	\$ -	\$ -	\$ -	0%
b. Fringe Benefits	\$ -	\$ -	\$ -	\$ -	0%
c. Travel	\$ -	\$ -	\$ -	\$ -	0%
d. Equipment	\$ -	\$ -	\$ -	\$ -	0%
e. Supplies	\$ 32,500.00	\$ -	\$ 32,500.00	\$ -	100%
f. Contractual	\$ -	\$ -	\$ -	\$ -	0%
g. Construction	\$ -	\$ -	\$ -	\$ -	0%
h. Other	\$ -	\$ -	\$ -	\$ -	0%
i. Total Direct Charges	\$ 32,500.00	\$ -	\$ 32,500.00	\$ -	100%
j. Indirect Charges	\$ -	\$ -	\$ -	\$ -	0%
k. TOTALS	\$ 32,500.00	\$ -	\$ 32,500.00	\$ -	100%

Child and Adult Care Food Program FY2024-25

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: February-25

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
		AM Snack	Breakfast	Lunch	PM Snack								
1 1	Full Day 85th Avenue I	3.00	79.00	93.00	86.00	19.00	entire site (50)	16.00	16.00	1.00	304.00	NO	NO
1 2	Full Day 85th Avenue II	4.00	82.00	87.00	79.00	19.00	entire site (50)	10.00	16.00	1.00	304.00	NO	NO
1 3	Full Day 85th Avenue III	7.00	184.00	225.00	197.00	19.00	entire site (50)	8.00	16.00	1.00	304.00	NO	NO
2 4	Full Day Arroyo Viejo	3.00	76.00	79.00	63.00	20.00	16	12.00	12.00	1.00	240.00	NO	NO
3 5	Full Day BROADWAY/INFANT	1.00	29.00	30.00	28.00	19.00	8	8.00	9.00	1.00	171.00	NO	NO
3 6	Full Day BROADWAY/RM 3 (TODDLER)	3.00	85.00	117.00	103.00	19.00	8	8.00	9.00	1.00	171.00	NO	NO
3 7	Full Day BROADWAY/RM 4 (TODDLER)	4.00	97.00	129.00	119.00	19.00	8	8.00	8.00	1.00	152.00	NO	NO
4 8	Full Day Brookfield 1	7.00	62.00	71.00	52.00	13.00	entire site (48)	16.00	16.00	1.00	208.00	NO	NO
4 9	Full Day Brookfield 2 - closed	-	-	-	-	-	entire site (48)	16.00	16.00	1.00	-	NO	NO
5 10	Full Day							-			-	NO	NO
6 11	Full Day							-			-	NO	NO
7 12	Full Day Franklin	7.00	127.00	153.00	134.00	19.00	18	16.00	32.00	1.00	608.00	NO	NO
8 13	Full Day Lion's Creek 1	-	199.00	225.00	211.00	19.00	18	16.00	16.00	1.00	304.00	NO	NO
8 14	Full Day Lions Creek 2	3.00	103.00	121.00	115.00	19.00	8	8.00	8.00	1.00	152.00	NO	NO
9 15	Full Day Manzanita / Brookfield	7.00	126.00	155.00	161.00	19.00	20	16.00	20.00	1.00	380.00	NO	NO
10 16	Full Day San Antonio CDC 1	6.00	196.00	227.00	223.00	19.00	entire site (24)	24.00	24.00	1.00	456.00	NO	NO
11 17	Full Day San Antonio Park I	7.00	74.00	108.00	95.00	19.00	8	8.00	9.00	1.00	171.00	NO	NO
11 18	Full Day San Antonio Park II	4.00	72.00	87.00	70.00	19.00	8	10.00	9.00	1.00	171.00	NO	NO
12 19	Full Day Sungate I	10.00	234.00	279.00	245.00	19.00	24	24.00	24.00	1.00	456.00	NO	NO
12 20	Full Day						0	-	16.00	1.00	16.00	NO	NO
13 21	Full Day Tassafaronga	4.00	136.00	149.00	134.00	18.00	24	24.00	24.00	1.00	432.00	NO	NO
14 22	Full Day West Grand (Infant)	2.00	95.00	98.00	90.00	19.00	8	8.00	9.00	1.00	171.00	NO	NO
14 23	Full Day West Grand (Older)	3.00	63.00	66.00	60.00	19.00	8	8.00	9.00	1.00	171.00	NO	NO
14 24	Full Day West Grand (Young)	4.00	84.00	95.00	83.00	19.00	8	8.00	8.00	1.00	152.00	NO	NO
	TOTAL	89.00	2,203.00	2,594.00	2,348.00	374.00		272.00	326.00		5,494.00		
	HS	48.00	1,249.00	1,485.00	1,348.00	223.00							
	EHS	40.00	954.00	1,109.00	1,000.00	151.00							

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: Emari Dimagiba
Emari Dimagiba (Mar 10, 2025 15:30 PDT)

Emari Dimagiba
Head Start Health Manager

* 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 129.70

=(max meals)/(max days)

ADP ENTRY 130.00

Prepared by : Michael Fries

Fiscal Approval: 
Kurry Foley
Human Services Fiscal Manager



150 Frank H. Ogawa Plaza, Suite 5352 Oakland, CA 94612
 TEL: (510) 238-3165 FAX: (510) 238-6784 www.oaklandheadstart.com

2025 SELECTION CRITERIA

The following selection criteria will be used to formally select children and families to participate in the City of Oakland Head Start and Early Head Start (HS/EHS) Program. Oakland HS/EHS has developed a point system that uses the ChildPlus software database to generate a waiting list of eligible families. Program applications received are ranked and placed on a priority list according to this system and participants are selected from the list as vacancies occur.

Eligibility Criteria	Points
Experiencing Homelessness	300
Children in Foster Care	300
Children from families receiving Public Assistance: TANF and/or Supplemental Security Income	150
Children from families receiving Public Assistance: Federal Supplemental Nutrition Assistance Program (SNAP) / CalFresh	100
Families with Incomes: 0 to 50% FPL	100
Families with Incomes: 51% to 75% FPL	50
Families with Incomes: 76% to 100% FPL	25
Age Criteria – Head Start Preschool	Points
Transition from Early Head Start to Head Start Program	200
Class Age 3 years old	125
Class Age 4 years old (Including TK age eligible)	25
Age Criteria – Early Head Start	Points
Pregnant Women	150
Birth to 18 Months Old	100
18 months or older	25
Child Disability	Points
Diagnosed with current <i>IFSP</i> or <i>IEP</i> from RCEB or OUSD (eligible for services under IDEA)	75
Parental Status/Other Situations:	Points
Staff members’ children	250
Informal kinship care arrangements	75
Transfer from another Early Head Start/Head Start Program	50
Homeless families in imminent risk of unsheltered/unstable housing situations; in car, hotel, emergency shelter, transitional housing, fleeing from violence, on the street, doubled- up, or in another temporary housing arrangement of 30 days or <u>less</u> .	50
Child Protective Services (CPS) (At Risk for Abuse or Neglect) or Court Order	50
Family in Crisis (death of a family household member, exposed to violence, domestic violence, chronic/terminal illness, incarceration, mental health concerns, fire or another catastrophic event, etc.)	25
Teen parent(s) 19 years or younger.	25
Referral from Homeless Shelter, Health or Social Services Agency	10

RATIONALE:

City of Oakland must annually establish selection criteria that weigh and rank the prioritization of eligible participants based on community needs identified in the community assessment, as described in §1302.11(b). In addition to the community assessment, the selection criteria also factor in the family’s income, whether the child is experiencing homelessness, whether the child is in foster care, the child’s age, whether the child is eligible for special education or early intervention services as determined under the Individuals with Disabilities Education Act (IDEA), and any other relevant family or child risk factors. Using the 2024-2025 Oakland Head Start Community Assessment update and family needs data, the program will target the following three populations for recruitment and outreach:

- 1) Hard to reach families with children experiencing homelessness who do not reside in shelters and may be living in cars, abandoned buildings, and other uninhabitable places;
- 2) 3-year-old children transitioning from Early Head Start to Head Start, to provide continuity of care and meet the need for comprehensive, subsidized early care and education services for 3-year-old children in Oakland, and
- 3) 4-year-old children whose next step is Transitional Kindergarten (TK) or Kindergarten;

ELIGIBILITY CRITERIA:

Categorically Eligible: If one of these categories can be verified, income information is not required.

- Families experiencing homelessness: includes families housed with other families with no residence of their own, families in a shelter program, and families that are unsheltered.
- Families receiving Public Assistance: includes families receiving TANF/CalWORKs, Supplemental Security Income (SSI), and SNAP/CalFresh.
- Children in Foster Care/families who receive aid through Foster Care payments.

Income Category: Federal Poverty Level (updated annually)

- Families with Incomes under the Federal Poverty Level: Zero to 50%, 51% to 75%, and 76% to 100%

Excessive Housing Costs: Families who exceed the FPL guidelines below may submit housing and utility expenses. The program may reduce the total gross income by the amount spent on housing costs that exceed more than 30 percent.

2025 FEDERAL POVERTY GUIDELINES

The 2025 poverty guidelines are in effect as of January 15, 2025

Household / Family Size	100% or Below	101% to 130%
1	\$15,650	\$20,345.00
2	\$21,150	\$27,495.00
3	\$26,650	\$34,645.00
4	\$32,150	\$41,795.00
5	\$37,650	\$48,945.00
6	\$43,150	\$56,095.00
7	\$48,650	\$63,245.00
8	\$54,150	\$70,395.00

Over-income families:

Families that are over-income (making above 130% based on poverty guideline chart above) are welcome to apply for Head Start/Early Head Start Preschool services. Over-Income families will be considered for enrollment if the City of Oakland Head Start program determines the need based off the Head Start Performance Standards and City of Oakland Head Start Policies & Procedures. Families with a child(ren) with an active IEP/IFSP who are over-income will receive priority over other over-income eligible families.

AGE: Age, in addition to other criteria, determines which families receive priority.

Early Head Start: 0 to 3 years old

- Pregnant women & children under 18 months: Whenever an enrolled pregnant parent delivers her baby, the infant will subsequently be enrolled in the Early Head Start Program, to promote continuity of care. Alameda County ranks among the lowest statewide for percentage of women receiving adequate prenatal care.
- 18 months or older (Early Head Start): A child who is 18 months or older on December 2nd.

Head Start Preschool: 3 to 5 years old

- Transition from Early Head Start: Provided that the family remains income eligible, a child who was enrolled in the EHS program and is now age-eligible to transition to the HSP program receives priority over new applicants to support development and promote continuity of care. PS. 1302.12 (j)(4)
- Three (3) year-olds: A child who turns three on or before December 1st of the of the enrollment year
- Four (4) -year-olds: A child who turns four on or before September 1st
- TK-Eligible children: A child whose 5th birthday falls between September 2, 2025 and June 2, 2026. TK-eligible children are eligible for Head Start services, but do not receive additional points in the age category due to Oakland's ongoing expansion of TK options. If a TK option is not available near the family's home, or the family is not able to secure a slot in a TK option, the child will receive priority points in the age category.

DISABILITIES:

- A child with an Individualized Family Service Plan (IFSP), certified by Regional Center of the East Bay (RCEB), or a child with an Individualized Education Program (IEP), a certified by the Oakland Unified School District (OUSD).
- 10% of eligible children served shall be children with a diagnosed disability or eligible for services under IDEA (Individuals with Disabilities Education Act). 10% of actual enrollment.

PARENTAL STATUS/OTHER SITUATIONS:

- Staff members' children – To support the recruitment and retention of staff. Staff must be employed or have an official employment start date with City of Oakland Head Start Program, and meet income or categorical eligibility requirements.
- Informal kinship care arrangements – “Informal” kinship care families who are not supervised by the child welfare system. Most children in kinship care in the US are informal placements.
- Transfer from other HS/EHS programs – to provide continuity of care to HS/EHS children moving to Oakland.
- Referral from Homeless Shelter, Social Service Agency/Health Agency.
- Family in Crisis – families who volunteer or self-disclose this information at time of application.
- Involvement in Child Protective Services (the child is at risk for abuse or neglect) or a court order.
- Parent(s) ages 19 years old or younger.
- Families experiencing homelessness or are in imminent risk of being unsheltered/unstable; families living in a car, hotel, emergency shelter, transitional housing, fleeing from violence, on the street, doubled- up, or in another temporary housing arrangement of 30 days or less.

The Selection Criteria is submitted to the Parent Policy Council and the Governing Board for approval before program recruitment begins for the upcoming school year.



**City of Oakland
Head Start Prenatal to Five Program**

**FY 2025-26
Grant Application for Continued Funding**

Continuation Funding Application (CFA)

Following the initial Head Start baseline grant application, grantees submit an annual **Continuation Funding Application (CFA)**. In this application, grantees describe any changes to the program design, goals, approach to service delivery, and supporting budget. Grantees provide a rationale for changes, such as changes to program scope, updates resulting from ongoing monitoring, or using data for continuous improvement, as described in [1302.102\(b\)-\(c\)](#) of the Head Start Program Performance Standards (HSPPS) (August 2024). Also, grantees describe challenges with implementing the program design and how they are working to address those challenges.

The application consists of three components. Below are the general headings:

Section I. Program Design and Approach to Service Delivery

Sub-Section A: Goals

Sub-Section B: Service Delivery

Sub-Section C: Governance, Organizational, and Management Structures

Section II. Budget and Budget Justification Narrative

Documents

Summary of Key Updates of Proposed Application

Background

In FY 2021–22, the City of Oakland Head Start/Early Head Start program was awarded a new five-year grant totaling \$12,252,694 to serve 622 children and families with comprehensive early childhood services and support 105.5 FTE staff.

In FY 2023–24, the program submitted a continuation application requesting \$13,484,533 for FY 2024–25—an increase of \$915,573—to continue serving 622 children and families from July 1, 2024, to June 30, 2025. This application included a program change to shift 46 partner slots (formerly St. Vincent) to the City’s Home-Based program due to the inability to identify a new partner. The reallocated funds supported five new FTEs for the 46 children, plus two additional positions to meet health and safety standards. The application was approved as submitted.

In October FY 2024–25, the program submitted a Change in Scope request to address under-enrollment and increase staff salaries to improve recruitment. The request was returned with recommendations for revision.

For FY 2025–26, the program seeks approval to submit a continuation funding application for \$13,797,057—an increase of \$312,524—to serve 449 children and families. This includes 260 Early Head Start and 189 Head Start slots. The proposed reduction of 173 slots (70 EHS, 103 HS) reflects continued under-enrollment and the exit of Peralta Community College from the grant. Cost savings from the Peralta contract will help offset a 2% City staff salary increase effective March 2025. No federal COLA has been issued.

Section I. Program Design and Approach to Service Delivery

Sub-Section A: Goals

This section will present the goals and objectives that were approved by the Parent Policy Council and Advisory Board in February 2022.

City of Oakland Head Start Program Goals and Objective PY 2022-2026		
Program Goals	Measurable Objectives	Progress
Goal 1: Family Well-Being Collaborate and partner with families to support family well-being, parents’ aspirations, and parents’ life goals to create healthy, safe, and secure environments for young children to learn and grow.	Objective A: On an annual basis, collect quantifiable data on the number of families that are food or housing insecure, through the Family Outcomes Assessment that is collected three times per year.	Objective met
	Objective B: By the end of the Head Start grant cycle, develop a parent advocacy component within the program that pools resources and knowledge from various parent advocacy groups within the city.	Ongoing and in-progress
	Objective C: By the end of the Year 2, implement a trauma informed approach in the program that considers the social-emotional needs of families.	Ongoing and in-process
Goal 2: Community Engagement Facilitate meaningful connections with the community to enhance the lives of children and families.	Objective A: Conduct an annual review of existing community partnerships to assess how the program engages with the partnerships as well as how the partnerships are meeting the needs of the program’s families	Ongoing and in-process
	Objective B: Work with Oakland Unified School District, and other community based ECE programs, to implement the new Universal Pre-Kindergarten (UPK) infrastructure within the city and county by 2025, through actively participating in monthly, quarterly, and annual meetings.	Objective met Ongoing and in- process
Goal 3: School Readiness Provide high quality early childhood development programs designed to help children realize their greatest potential and	Objective A: By the third year of the grant cycle, align the program’s school readiness goals with the kindergarten readiness expectations as defined by the Kindergarten Readiness Assessment.	Ongoing and in-process

prepare for success in school.	Objective B: By the third year of the grant cycle, assess the program’s strategies Diversity, Equity, Including, and Belonging across all educational settings.	Ongoing and in-process
	Objective C: By the end of the grant cycle, develop formalized partnerships that build a staffing pipeline of future Head Start staff (e.g., developing a quality workforce) and partners.	Ongoing and in-process

Sub-Section B: Service Delivery

Updates to this section will focus on the following areas:

- Chosen Program Option(s) and Funded Enrollment Slots (i.e. full-day center-based, home-based, a modified home-based mobile classroom, and family child care for 449 slots)
- Centers and Facilities
- Eligibility, Recruitment, Selection, Enrollment, and Attendance

Program Duration

For the 2025-26 program year, City of Oakland Head Start, Prenatal to 5 program will operate for approximately 180 days per year.

Program Description

The City’s Head Start program will submit a continuation application to the Office of Head Start, by April 22, 2025, which includes an approved extension to the initial submission deadline of April 1, 2025, that allows the city to continue providing free, high-quality, comprehensive early care and education programming to children and families with limited economic resources, so that children start school ready to succeed. Learning environments promote social and emotional development, growth, and abilities, including self-regulation and social expression.

Oakland Head Start learning environments also promote early learning experiences and the development of school readiness skills in the learning domain areas of physical health and development; approaches toward learning; communication, language usage, and literacy, and cognition and general knowledge.

Proposed Configuration and Funded Enrollment

The current, PY 24-25 program configuration and total funded enrollment of 622 slots, along with the proposed PY 25-26 program configuration, total funded enrollment of 449 slots, the number and percentage of slots reduces, and “Notes”, as information, are presented in **Table 1**, below, for comparison and reference. The asterisk (*), where added, denotes HS slots that will be contracted to existing and/or new ECE partners in PY 25-26.

Table 1: Continuation Application Slots

Current PY 2024-25		Continuation Application PY 2025-26			
Centers	Funded Slots	Proposed Slots	# Reduced	% Reduced	Notes
HSP Program					
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	+16	80%	Increased to allow continuity
Laney College	48	0	-48	-67%	Declined New Contract
Merritt College	16	0	-16	0%	Declined New Contract
HSP Totals	292	189	-103	-35%	
EHS Program					
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	-10	-50%	Reduced
Brookfield	0	8	+8	100%	New option
EHS Totals	330	260	-70	-21%	
GRAND TOTALS	622	449	-173	-28%	

Core Program Service Areas in FY 2025-2026

City of Oakland Head Start program delivers services to children and families in core areas of early learning, health, and family well-being in each of these program options, engaging parents as partners throughout the process. The program model includes family leadership and advocacy with the Parent Policy Council representing the entire program with Parent Policy Council Representatives and Parent Committees at every site, who elect Parent Policy Council Representatives, annually, ensuring that the program goals and services are responsive to and driven by community voice.

Oakland Head Start/Early Head Start program will continue to operate the following program service options in FY 2025-2026:

a) Full-day, Center-Based Head Start and Early Head Start services, operated by the City of Oakland (the Grantee);

b) Home-Based Head Start and Early Head Start services operated by the Grantee and Partner Agency providing education, developmental and family services at homes and at the Home-Based centers,

c) Expectant Families Program that offers health and nutrition, in addition to pre/postnatal and early parenting classes, newborn home visits, and transition of infants to the Early Head Start Program by the Grantee and Partner Agency;

d) Family Child Care Partnership (FCC) Program in partnership with BANANAS, Inc. Resource and Referral Agency, Oakland Head Start works with licensed family child care providers, *Tiny Steps Program*, throughout the city to provide Early Head Start & Head Start comprehensive services; and

e) Modified Home-Based Mobile Classroom Program that offers early learning education, child development, and family services in a mobile vehicle classroom setting at family shelters and other locations where unhoused families can be served.

Selection Criteria

A summary of the Selection Criteria for FY 2025-26, is provided below:

Special Program Emphasis FY 2025-26
<ol style="list-style-type: none">1. Transitioning from Early Head Start to Head Start2. Children who are 3-years-old3. Expectant Families4. Program Staff members' children5. Informal kinship care arrangements <ul style="list-style-type: none">• The program will continue to prioritize and reinforce current service delivery efforts to support families <i>experiencing homelessness; children in foster care; and children with disabilities</i>, and will continue to work with existing partners, such as the <i>Family Front Door Program</i> – coordinated service delivery & assistance; <i>Through the Looking Glass; Lincoln Families</i>; and <i>the Family Navigators' Network</i>, to support families most in need.

The complete Selection Criteria for FY 2025-26 will be provided for final review and approval by the Parent Policy Council and Advisory Board at the Parent Policy Council and Advisory Board Meetings in April 2025.

Sub-Section C: Governance, Organizational, and

Management Structures Governance

This section will highlight the review and revision to the By-laws (if deemed necessary), and the Parent Policy Council and Advisory Board partnership through liaisons attending and presenting at meetings.

Human Resources Management

The continuation application, as proposed in the Change of Scop will create journey-level positions for early childhood development staff. The City of Oakland proposes to create the following new positions:

- Center Director II
- HS/EHS Instructor II
- HS/EHS Instructor III
- HS/EHS Associate Instructor II
- HS/EHS Assistant Instructor II

The Head Start/Early Head Start Instructor positions will allow staff who have obtained their bachelor's degree and higher, as well as their master teacher, supervisory, or program director permit to have salaries that reflect their increased skills while remaining as teachers in the program. Currently, the only opportunity for promotion is by becoming a center director or changing roles altogether. The Associate II and Assistant II positions will allow for seniority in these roles with staff who have not been able to study further to apply for the next journey-level position but who have developed expertise in their role beyond the entry-level.

The specific job specifications and final titles and salaries will be determined through the City's processes and led by the Human Resources Department in partnership with Head Start Program.

Program Management and Quality Improvement

This section will include findings from the Self-Assessment currently underway. The Self-Assessment will focus on Fiscal Management and Health & Safety. The program will present the detailed analysis of the Self-Assessment at the May 2025 Parent Policy Council and Advisory Board meetings. The findings and corrective action plans will be included in the continuation application.

Section II. Budget and Budget Justification Narrative

The program will provide a comprehensive budget that aligns with the proposed program approach and identifies allowable costs and is aggregated by object class category.

The Office of Head Start Federal Grant Revenue for FY 25-26 is \$13,797,057, an increase of \$312,524. The program will complete separate detailed budgets for Head Start and Early Head Start, in alignment with **Table 2**, below:

Table 2: Head Start Grant Award for FY 25-26

Funding Type	Head Start	Early Head Start
Program Operations	\$5,845,880	\$7,765,547
Training and Technical Assistance	\$66,752	\$118,878
Combined Total	\$5,912,632	\$7,884,425
Total Funding		\$13,797,057

Table 3: Head Start Cost Categories for FY 25-26 and Comparisons

HSP Cost Categories	Federal Share 07.01.24	Federal Share - CIS	Federal Share – CFA (2% salary increase)
Personnel	2,674,073	2,299,696	2,345,690
Fringe Benefits	1,484,268	1,854,245	1,891,330
c. Personnel Total	4,158,341	4,153,941	4,237,020
Travel Costs	16,579	7,457	7,457
Equipment	-	-	0
Supplies	120,000	25,126	25,126
Contractual	1,164,098	1,265,917	1,175,053
Construction	-	-	0
Other (Includes TTA)	254,396	70,967	70,967
Total Direct Charges	5,713,414	5,523,408	5,515,623
Indirect Charges	199,218	389,224	397,009
Total Costs	5,912,632	5,912,632	5,912,632

Table 4: Early Head Start Cost Categories for FY 25-26 and Comparisons

EHS Cost Categories	Federal Share 07.01.24	Federal Share - CIS	Federal Share – CFA (2% salary increase)
Personnel	3,402,304	3,087,507	3,149,257
Fringe Benefits	1,540,893	2,489,458	2,539,247
c. Personnel Total	4,943,197	5,576,965	5,688,504
Travel Costs	21,369	20,492	20,492
Equipment	-	-	0
Supplies	199,841	60,714	60,714
Contractual	1,949,275	1,404,229	1,282,239
Construction	-	-	0
Other (Includes TTA)	517,272	299,463	299,463
Total Direct Charges	7,630,954	7,361,863	7,351,412
Indirect Charges	253,471	522,562	533,013
Total Costs	7,884,425	7,884,425	7,884,425

Table 5: Combined Total with Federal and Non-Federal Match

Cost Categories	Federal Share – CFA (2% salary increase)	Non-Federal Share Match – CFA (2% salary increase)	Total Combined
Personnel	5,494,947	1,373,737	6,868,684
Fringe Benefits	4,430,577	1,113,352	5,543,929
c. Personnel Total	9,925,524	2,487,089	12,412,613
Travel Costs	37,948	9,488	47,436
Equipment			0
Supplies	119,840	29,960	149,800
Contractual	2,600,424	596,770	3,197,194
Construction			0
Other (Includes TTA)	371,668	92,917	464,585
Total Direct Charges	12,883,173	3,216,224	16,271,628
Indirect Charges	913,884	233,040	1,146,924
Total Costs	13,797,057	3,449,265	17,246,322

Documents required to accompany the continuation application.

The following documents will be uploaded, as part of a complete grant application package:

- Program and Budget Justification Narratives
- Results of Self-Assessment and Program Improvement Plan
- Governing Body and Policy Council Decisions
- Selection Criteria
- Cost Allocation Plan
- Training and Technical Assistance Plan
- Annual Report to the Public
- Progress on Program Goals
- Indirect Cost Rate Agreement (Per City records, show a proposal of a 9.37% indirect cost rate)
- Sample Partnership Contracts, if applicable.

**HEAD START FY24-25 REVISED
Oakland Children’s Initiative (OCI) PROPOSAL**

The Oakland Head Start Program is requesting the approval of the Parent Policy Council and Advisory Board to renew its revised contract proposal with Oakland Children’s Initiative (OCI), in the amount of \$6,600,000 for FY 24-27. This is a multi-year contract that will be reviewed annually.

The OCI funding will be utilized to continue to support our Franklin and Tassafaronga Head Start Preschool and Arroyo Viejo Early Head Start sites. Among key changes in the revised OCI contract proposal, outlined below, the contract will also be utilized to increase enrollment in our Family Child Care partnership with Bananas, Inc., support the opening of a new Head Start Program Preschool site in West Oakland in PY 2025-26, and support the initial Family Friend and Neighbor Pilot in PY 2025-26.

BUDGET: \$6,600,000

Key Changes in the Revised OCI Contract Proposal:

- More children served: Directly serves 98 by 25-26 slots versus 52 in PY 22-23 and the 68 slots in FY23-24.
- Introduces the Bananas contract to serve 14 children. Will fund approximately 2 to 4 new family child care centers with Head Start programming.
- Introduces Family, Friend, and Neighbor pilot (FFN) with Head Start programming. One Home Visitor Educator position will serve 12 children and their caretakers (1 teacher to 12 children) to test this model to provide Head Start services to FFN families, provide quality improvement opportunities and serve as an FCC incubator model.
- Reduces Arroyo class size from 12 to 8 (if we are able to hire an additional EHS teacher we will do so and increase the number to 12. The position will be funded by state funds).
- Maintain a class size of 24 at Tassafaronga Preschool to meet East Oakland need.
- Introduces new site at Bethlehem Lutheran Church – 959 12th Street, West Oakland (replaces OUSD - MLK classroom) with monthly rent. Due to the previous loss of a partner, the Program currently has no preschool locations in West Oakland.
- Salary increases to align with current COO salary schedule (March 2025).
- Indirect Cost rate to align with City’s current Human Services Department rate of 9.37%.
- Introduces journey level educator positions of Associate Teacher II, Teacher II and Teacher III, and Center Director II to allow for salary increases to bring positions to the average of other programs based on the salary and wage comparability study to facilitate recruitment and retainment of educators.
- Will request one time funding for renovation of Bethlehem location from unspent funds in separate application once Real Estate secures the facility.

Child-level Data: Projected number of children enrolled by site and by age by PY 25-26.

Sites/Program Options	Funded	4 Years	3 Years
Franklin	16	14	2
Tassafaronga	24	20	4
West Oakland	24	16	8
Bananas	14	12	2
Home-Based (FFN)	12	11	1
Arroyo Viejo	8		8
Overall Total	98	73	25

Funded Children Support Directly and Indirectly by Oakland Children’s Initiative Funds in Program Year 2024-25

PY 24-25						
Program Description		4	3	0-2	Total Children	# Classrooms
Category	Site Name					
COO Center Based	Franklin	14	2	0	16	1
COO Center Based	Tassafaronga	20	4	0	24	1
COO Center Based	Arroyo	0	8	0	8	1
COO Center Based - New	West Oakland	0	0	0	0	2
Family Child Care Providers	Bananas Subcontract	0	0	0	0	
Family Friend and Neighbor	Home Visiting	0	0	0	0	
System Wide	85th Ave	8	8	8	24	3
System Wide	Broadway	0	0	24	24	3
System Wide	Brookfield	0	0	0	0	2
System Wide	Lion Creek Crossing	10	6	8	24	3
System Wide	Manzanita	10	6	0	16	1
System Wide	San Antonio Park EHS	0	0	16	16	2
System Wide	San Antonio CDC	12	4	0	16	1
System Wide	Sungate	8	8	0	16	1
System Wide	West Grand EHS	0	0	24	24	3
Total		82	46	80	208	24

West Oakland Site: Program Plan and Projected Timeline

Sites/Program Options	Funded	4 years	3 years	Classrooms	Staffing
West Oakland – Bethlehem Lutheran	24	16	8	2	7

Timeline to Enrollment:

- First 5 Contract in place – estimated by May 2025
- Real Estate Contract – estimated will take 3 months.
- Renovations – estimated will take 6 months.
- Licensing of Site – estimated will take 3 months.
- Enrollment – Spring of FY25-26

Family Child Care Programming (FCC): Program Plan and Projected Timeline:

Sites/Program Options	Funded	4 Years	3 Years	FCCs
FCC Program	14	12	2	2-4

Timeline to Enrollment:

- First 5 OCI contract is in place by May 2025
- FCC partners will be identified by September 2025
- First enrollments will begin by December 2025

Family Friend and Neighbor (FFN) Programming: Program Plan and Projected Timeline

Sites/Program Options	Funded	4 years	3 years	Staffing
FFN Program	12	11	1	1

Timeline to Enrollment:

- First 5 OCI contract is in place by May 2025
- Staff will be hired by September 2025
- First enrollments will begin by December 2025

Summary:

The Oakland Head Start Program is requesting the approval of the Parent Policy Council and Advisory Board to renew its revised contract proposal with Oakland Children’s Initiative, in the amount of \$6,600,000 for FY 24-27.



ADMINISTRATION FOR
CHILDREN & FAMILIES

Office of Head Start | 330 C St., SW, 4th Floor, Washington DC 20201 | eclkc.ohs.acf.hhs.gov

April 09, 2025

Oakland, City of

Re: Grant No. 09CH012060

Dear Grant Recipient:

The Administration for Children and Families (ACF), Office of Head Start (OHS) recently conducted a monitoring review of your program. The attached report contains information about your agency's performance and compliance with the requirements of the Head Start Program Performance Standards, Public Law 110-134, Improving Head Start for School Readiness Act of 2007, and other applicable regulations.

Please contact the OHS Oversight Division at ohsmonitoringteam@acf.hhs.gov with any questions or concerns you may have about this report.

If the report has findings the corrective action period will begin 72 hours from the time this email was sent.

Sincerely,

OHS Monitoring Team



Program Performance Summary Report

To: Authorizing Official/Board Chairperson

Mr. Jestin Johnson
City of Oakland
150 Frank H Ogawa Plz
Ste 5352
Oakland, CA 94612 - 2093

From: Responsible HHS Official

Date: 04/08/2025

Tala Hooban

Deputy Director, Office of Head Start

From March 17, 2025 to March 21, 2025, the Administration for Children and Families (ACF) conducted a Focus Area Two (FA2) monitoring review of City of Oakland. This report contains information about the grant recipient's performance and compliance with the requirements of the Head Start Program Performance Standards (HSPPS) or Public Law 110-134, Improving Head Start for School Readiness Act of 2007.

The Office of Head Start (OHS) would like to thank your governing body, policy council, parents, and staff for their engagement in the review process. Based on the information gathered during this review, it has been determined that your program has at least one area of noncompliance.

This report provides you with detailed information in each area where program performance did not meet applicable Head Start Program Performance Standards, laws, regulations and policy requirements.

Please contact the OHS Oversight Division at ohsmonitoringteam@acf.hhs.gov with any questions or concerns you may have about this report.

DISTRIBUTION OF THE REPORT





Copies of this report will be distributed to the following:

Ms. Heather Wanderski, Regional Program Manager
Ms. LaTonda Simmons, Chief Executive Officer/Executive Director
Ms. Diveena Cooppan, Head Start Director
Ms. Diveena Cooppan, Early Head Start Director

Grant(s) included as part of this review

Grant Recipient Name	Grant Number(s)
City of Oakland	09CH012060

Glossary of Terms

Term	Definition
Area of Concern (AOC) 	An area in which the agency needs to improve performance. This status is considered additional feedback and should be discussed with the agency’s Regional Office for possible technical assistance.
Area of Noncompliance (ANC) 	An area in which the agency is out of compliance with Federal requirements (including but not limited to the Head Start Act or one or more of the regulations) in one or more areas of performance. This status requires a written timeline of correction and possible technical assistance or guidance from the agency’s program specialist. If not corrected within the specified timeline, this status becomes a deficiency.
Deficiency 	<p>As defined in the Head Start Act, the term “deficiency” means:</p> <p>(A) a systemic or substantial material failure of an agency in an area of performance that the Secretary determines involves:</p> <ul style="list-style-type: none"> (i) a threat to the health, safety, or civil rights of children or staff; (ii) a denial to parents of the exercise of their full roles and responsibilities related to program operations; (iii) a failure to comply with standards related to early childhood development and health services, family and community partnerships, or program design and management; (iv) the misuse of funds received under this subchapter; (v) loss of legal status (as determined by the Secretary) or financial viability, loss of permits, debarment from receiving Federal grants or contracts, or the improper use of Federal funds; or (vi) failure to meet any other Federal or State requirement that the agency has shown an unwillingness or inability to correct, after notice from the Secretary, within the period specified; <p>(B) systemic or material failure of the governing body of an agency to fully exercise its legal and fiduciary responsibilities; or</p> <p>(C) an unresolved area of noncompliance.</p>
Strong Practice 	An activity or strategy that shows promise for long term sustainable impact. A Strong Practice has an objective basis for claiming effectiveness, potential for replication, and is shareable among other organizations.

How To Read This Report

The Focus Area Two (FA2) report includes the following sections:

- **Program Overview** provides a summary describing the grant recipient.
- **Performance Summary** provides a table view of compliance by Performance Area.
- **Review Details** provides details on the grant recipient’s performance in each Content Area, Performance Area, and Performance Measure. The following icons may be used in this section to describe the grant recipient’s performance:

Icon	Description
✓	Compliant (C)
★	Strong Practice (SP)
🔊	Area of Concern (AOC)
⚠️	Area of Noncompliance (ANC)/ Deficiency (DEF)

Program Overview

The City of Oakland, a public authority, serves residents of its northern California city. The grant recipient is funded to enroll 622 Head Start and Early Head Start children and expectant families. Children participate in center-based, home-based, or family child care settings.

Performance Summary

This section contains an overview of the grant recipient’s performance determined through this review. Detailed information can be found in the Review Details section.

Content Area	Performance Area	Grant Number(s)	Review Outcome	Applicable Standards	Timeframe for Correction
Program Design, Management, and Improvement	-	09CH012060	Compliant	-	-
Education and Child Development Services	Curricula, Screening, and Assessment Tools	09CH012060	Area of Concern	-	Follow up with Regional Office for support
Health Services	Child Health and Oral Health Status and Care	09CH012060	Area of Concern	-	Follow up with Regional Office for support
Family and	-	09CH012060	Compliant	-	-

Community Engagement Services					
Fiscal Infrastructure	Comprehensive Financial Management Structure and System	09CH012060	Area of Concern	-	Follow up with Regional Office for support
Fiscal Infrastructure	Facilities and Equipment Management Systems	09CH012060	Area of Noncompliance	75.320(d)(2)	120 Days
Eligibility, Recruitment, Selection, Enrollment, and Attendance	-	09CH012060	Compliant	-	-

Review Details

This section of the report provides details on the grant recipient’s performance in each Content Area, Performance Area, and Performance Measure.

- Each Performance Area includes the compliant Performance Measures monitored in this review.
- If there are any findings, Areas of Concern, or Strong Practices observed, they will be listed within that Performance Area.



Program Design, Management, and Improvement

The table below summarizes the performance within the Content Area. Beneath the table is a list of all Performance Areas and compliant Performance Measures monitored in this Content Area, with details on findings, Areas of Concern, and Strong Practices observed, as applicable.

Performance Area	Compliant	Finding	Area of Concern	Strong Practice
Program Design and Strategic Planning	C			
Program Governance	C			SP
Staffing and Staff Member Supports	C			SP

Performance Area: Program Design and Strategic Planning

✓ *Compliance Information*

During the review event the OHS monitoring team identified the following Performance Measures as compliant:

- The grant recipient adjusts its program design to remain responsive to shifts in community needs, strengths, and resources over time.
- The grant recipient maintains and uses program data to routinely monitor performance, progress toward goals, and drive continuous improvement.

Performance Area: Program Governance

✓ *Compliance Information*

During the review event the OHS monitoring team identified the following Performance Measures as compliant:

- The grant recipient collaborates effectively across program staff members, the governing body, and the policy council to facilitate effective program governance.
- The grant recipient’s governing body is engaged and effective in providing legal and fiscal oversight.
- The grant recipient’s policy council is effective in providing program direction.

★ *Strong Practice Information*

During the review event the OHS monitoring team identified the following Strong Practice(s) in the Performance Area:

- The grant recipient has formalized systems that remove barriers to policy council member participation.
- The policy council supports the grant recipient to develop and maintain community relationships that align with the needs identified in the community assessment.

Performance Area: Staffing and Staff Member Supports

✓ *Compliance Information*

During the review event the OHS monitoring team identified the following Performance Measures as compliant:

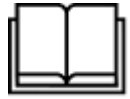
- The grant recipient’s leadership and management team has clearly defined, manageable roles and responsibilities and the appropriate experience to effectively execute Head Start program operations.
- The grant recipient supports staff members’ continuous improvement and professional development.
- The grant recipient establishes high expectations for staff members and implements ongoing communication and training systems to reinforce organizational accountability.

- The grant recipient develops systems that support the Head Start workforce by providing fair compensation, opportunities for career advancement, and a positive work environment for staff members.

★ ***Strong Practice Information***

During the review event the OHS monitoring team identified the following Strong Practice(s) in the Performance Area:

- The grant recipient staff members regularly collaborate with other staff members and relevant service providers to coordinate and individualize services for children.
- The grant recipient creates opportunities for staff member growth through innovative career pathways and progressions.



Education and Child Development Services

The table below summarizes the performance within the Content Area. Beneath the table is a list of all Performance Areas and compliant Performance Measures monitored in this Content Area, with details on findings, Areas of Concern, and Strong Practices observed, as applicable.

Performance Area	Compliant	Finding	Area of Concern	Strong Practice
Curricula, Screening, and Assessment Tools			AOC	
Teaching Strategies and Learning Environments	C			SP
Qualifications, Professional Development, and Coaching	C			SP

Performance Area: Curricula, Screening, and Assessment Tools

Area of Concern Information

The monitoring review found the following Area(s) of Concern that reflect areas of performance that are at risk of becoming noncompliant in subsequent reviews. This additional feedback should be addressed to support compliance in this Performance Area.

- The grant recipient should improve the timeliness of its efforts to complete or obtain developmental screenings for all children within 45 days of enrollment.
- The grant recipient should continue to explore strategies to complete developmental screenings for all children within 45 days of enrollment.

Performance Area: Teaching Strategies and Learning Environments

Compliance Information

During the review event the OHS monitoring team identified the following Performance Measures as compliant:

- The grant recipient provides responsive, effective care and teaching practices that are tailored to meet the needs of all children.
- The grant recipient uses home visits and group socializations to promote parent engagement and extend children’s learning.

Strong Practice Information

During the review event the OHS monitoring team identified the following Strong Practice(s) in the Performance Area:

- The grant recipient uses data from standardized tool(s) to assess and continuously improve the quality of the learning environments.
- The grant recipient uses data from standardized tools to assess and continuously improve the quality of teaching and home-visiting strategies.

Performance Area: Qualifications, Professional Development, and Coaching

Compliance Information

During the review event the OHS monitoring team identified the following Performance Measures as compliant:

- The grant recipient has qualified education staff members.
- The grant recipient offers education staff members a system of professional development to support delivery of quality education and child development services.
- The grant recipient implements a research-based coaching strategy to support education staff members in using

effective teaching practices.

★ ***Strong Practice Information***

During the review event the OHS monitoring team identified the following Strong Practice(s) in the Performance Area:

- The grant recipient regularly follows up with education staff members to ensure learning is implemented.



Health Services

The table below summarizes the performance within the Content Area. Beneath the table is a list of all Performance Areas and compliant Performance Measures monitored in this Content Area, with details on findings, Areas of Concern, and Strong Practices observed, as applicable.

Performance Area	Compliant	Finding	Area of Concern	Strong Practice
Child Health and Oral Health Status and Care			AOC	
Mental Health and Social and Emotional Well-Being	C			
Child Nutrition	C			SP
Safe and Sanitary Environments	C			
Expectant Families	C			SP

Performance Area: Child Health and Oral Health Status and Care

Area of Concern Information

The monitoring review found the following Area(s) of Concern that reflect areas of performance that are at risk of becoming noncompliant in subsequent reviews. This additional feedback should be addressed to support compliance in this Performance Area.

- The grant recipient should improve the timeliness of its efforts to obtain medical and oral health determinations from a health care professional for all children within the prescribed timeframes.
 - The grant recipient should continue to identify strategies to obtain initial medical health determinations for children within the required timeframe.
- The grant recipient should improve its efforts to obtain or perform evidence-based vision and hearing screenings for all children.
 - The grant recipient should address barriers to obtaining vision and hearing screenings for all children within 45 days of enrollment.

Performance Area: Mental Health and Social and Emotional Well-Being

Compliance Information

During the review event the OHS monitoring team identified the following Performance Measures as compliant:

- In partnership with a qualified mental health consultant, the grant recipient develops a positive program environment that promotes the mental health and social and emotional well-being of children.
- The grant recipient implements practices that prohibit the use of expulsion and severely limit suspension.
- The grant recipient provides family support services for mental health and social and emotional well-being.

Performance Area: Child Nutrition

Compliance Information

During the review event the OHS monitoring team identified the following Performance Measures as compliant:

- The grant recipient implements nutrition services that accommodate children’s unique nutritional needs.

Strong Practice Information

During the review event the OHS monitoring team identified the following Strong Practice(s) in the Performance Area:

- The grant recipient incorporates seasonal, program-grown, or local produce into learning experiences and consistently serves it to children

Performance Area: Safe and Sanitary Environments

✓ *Compliance Information*

During the review event the OHS monitoring team identified the following Performance Measures as compliant:

- The grant recipient establishes appropriate administrative safety practices and policies.
- The grant recipient completes background checks prior to hire for all staff members.
- The grant recipient establishes safe environments through daily and ongoing oversight of facilities, equipment, and materials.
- The grant recipient establishes and follows emergency preparedness plans.
- The grant recipient ensures staff members engage in appropriate hygiene practices.
- The grant recipient ensures staff members engage in appropriate safety practices.

Performance Area: Expectant Families

✓ *Compliance Information*

During the review event the OHS monitoring team identified the following Performance Measures as compliant:

- The grant recipient designs and provides comprehensive services to expectant families.
- The grant recipient provides appropriate newborn and transition services following the birth of the infant.

★ *Strong Practice Information*

During the review event the OHS monitoring team identified the following Strong Practice(s) in the Performance Area:

- The grant recipient's transition planning intentionally includes ongoing postpartum supports for as long as the expectant family needs.
- The grant recipient integrates services for enrolled expectant families with other offered services.



Family and Community Engagement Services

The table below summarizes the performance within the Content Area. Beneath the table is a list of all Performance Areas and compliant Performance Measures monitored in this Content Area, with details on findings, Areas of Concern, and Strong Practices observed, as applicable.

Performance Area	Compliant	Finding	Area of Concern	Strong Practice
Supporting Family Well-Being and Family Engagement	C			
Family Partnerships	C			
Promoting Strong Parent-Child Relationships and Engagement in Children’s Learning	C			
Community Partnerships	C			

Performance Area: Supporting Family Well-Being and Family Engagement

✓ **Compliance Information**

During the review event the OHS monitoring team identified the following Performance Measures as compliant:

- The grant recipient continuously engages all families in the program through open and effective communication.
- The grant recipient has qualified family services staff members who are supported to meet the specific needs of enrolled families.

Performance Area: Family Partnerships

✓ **Compliance Information**

During the review event the OHS monitoring team identified the following Performance Measures as compliant:

- The grant recipient implements a family partnership process that supports family-driven goals.

Performance Area: Promoting Strong Parent-Child Relationships and Engagement in Children’s Learning

✓ **Compliance Information**

During the review event the OHS monitoring team identified the following Performance Measures as compliant:

- The grant recipient implements strategies, including a research-based parenting curriculum, that promote parenting skills and engage parents in children’s development.

Performance Area: Community Partnerships

✓ **Compliance Information**

During the review event the OHS monitoring team identified the following Performance Measures as compliant:

- The grant recipient has identified community partnerships that meet the needs and interests of families.



Fiscal Infrastructure

The table below summarizes the performance within the Content Area. Beneath the table is a list of all Performance Areas and compliant Performance Measures monitored in this Content Area, with details on findings, Areas of Concern, and Strong Practices observed, as applicable.

Performance Area	Compliant	Finding	Area of Concern	Strong Practice
Budget Development, Implementation, and Oversight	C			
Comprehensive Financial Management Structure and System			AOC	
Facilities and Equipment Management Systems		ANC		

Performance Area: Budget Development, Implementation, and Oversight

✓ *Compliance Information*

During the review event the OHS monitoring team identified the following Performance Measures as compliant:

- The grant recipient engages in a transparent, data-informed, strategic process to develop and maintain a budget that aligns with program goals and circumstances.

Performance Area: Comprehensive Financial Management Structure and System

🔊 *Area of Concern Information*

The monitoring review found the following Area(s) of Concern that reflect areas of performance that are at risk of becoming noncompliant in subsequent reviews. This additional feedback should be addressed to support compliance in this Performance Area.

- The grant recipient should improve its efforts to ensure that its financial management systems are sufficient to prepare required reports in a timely manner.
 - The grant recipient did not submit its FY 2023 Federal Financial Report Standard Form (SF)-425 until 389 days after it was due.
 - The grant recipient did not submit its FY 2024 SF-425 until 36 days after it was due.
 - The grant recipient should explore strategies to support staff in submitting required Federal financial reports on time.

Performance Area: Facilities and Equipment Management Systems

⚠️ *Finding Information*

Area of Noncompliance - 75.320(d)(2)

Summary

Grant Number(s) Cited: 09CH012060

Timeframe for Correction: 120 Days

Performance Standard

Regulation Text: 75.320 Equipment. (d) Management requirements. Procedures for managing equipment (including replacement equipment), whether acquired in whole or in part under a Federal award, until disposition takes place will, as a minimum, meet the following requirements: (2) A physical inventory of the property must be taken and the results reconciled with the property records at least once every two years.

Finding Details

- The grant recipient did not take a physical inventory of its equipment and reconcile it with property records at least once every 2 years.
 - The Head Start director stated the grant recipient had not taken a physical inventory of its equipment and reconciled the results since 2021.
 - The grant recipient provided evidence showing its electronic records were destroyed during a cyber attack in February 2023.
 - The fiscal manager stated the grant recipient had made progress toward hiring staff and creating a policy to support a physical inventory and reconciliation process.



Eligibility, Recruitment, Selection, Enrollment, and Attendance

The table below summarizes the performance within the Content Area. Beneath the table is a list of all Performance Areas and compliant Performance Measures monitored in this Content Area, with details on findings, Areas of Concern, and Strong Practices observed, as applicable.

Performance Area	Compliant	Finding	Area of Concern	Strong Practice
Recruitment	C			
Selection	C			
Eligibility	C			
Enrollment	C			
Attendance	C			

Performance Area: Recruitment

✓ *Compliance Information*

During the review event the OHS monitoring team identified the following Performance Measures as compliant:

- The grant recipient implements a recruitment strategy focusing on all families with eligible children, with specific outreach efforts to families with vulnerable children.

Performance Area: Selection

✓ *Compliance Information*

During the review event the OHS monitoring team identified the following Performance Measures as compliant:

- The grant recipient establishes selection criteria and a waitlist based on community needs.

Performance Area: Eligibility

✓ *Compliance Information*

During the review event the OHS monitoring team identified the following Performance Measures as compliant:

- The grant recipient implements a clear, consistent, and compliant process for enrolling eligible families.
- The grant recipient trains staff members to follow ERSEA regulations and establishes policies and procedures to ensure compliance with eligibility requirements.

Performance Area: Enrollment

✓ *Compliance Information*

During the review event the OHS monitoring team identified the following Performance Measures as compliant:

- The grant recipient establishes practices to maintain full enrollment and accurately tracks current enrollment.
- The grant recipient fills at least 10 percent of the program’s total actual enrollment with children eligible for services under the Individuals with Disabilities Education Act (IDEA).

Performance Area: Attendance

✓ *Compliance Information*

During the review event the OHS monitoring team identified the following Performance Measures as compliant:

- The grant recipient consistently employs strategies to encourage regular attendance.

----- End of Report -----



ADMINISTRATION FOR
CHILDREN & FAMILIES

Office of Head Start | 330 C St., SW, 4th Floor, Washington DC 20201 | eclkc.ohs.acf.hhs.gov

March 31, 2025

Oakland, City of

Re: Grant No. 09CH012060

Dear Head Start Grant Recipient:

The Office of Head Start (OHS) has determined that your program is currently eligible for a non-competitive five year grant award to operate the Head Start program. This new award will be issued at the completion of your current project. If the current grant ends on a date that does not align with the annual funding month, please contact the Regional Office to learn about the available options to accommodate such alignment.

Should your program meet one of the conditions specified under [45 CFR Part 1304.11](#) prior to your new award, your agency must report to your Regional Office using HSES Correspondence within 10 working days of occurrence. If OHS determines that your agency has met one of the conditions under [45 CFR Part 1304.11](#) prior to award, your designation will change and you will receive notice that your organization will instead be required to compete for funding.

You must file a complete Form SF-429 with Attachment A ([Real Property Status Report](#)) to establish the existence of property subject to a federal interest for which your organization (or a delegate agency) holds title prior to award and must be filed even if such property does not exist.

Thank you for your continued work on behalf of children and families. Please direct questions to your Regional Office.

Sincerely,

/CAPT Tala Hooban/

CAPT Tala Hooban
Acting Director
Office of Head Start



City of Oakland- Human Services

Final Total Compensation Study Report

August 30, 2024

SUBMITTED BY:
Tameka Usher

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Appendix A: Benefit Component Description

Appendix B: Final Total Compensation Datasheets

Appendix C: The City and OUSD Comparison Table

Appendix D: Benefit Tables

Introduction

The City of Oakland (City) retained Usher Forward HR Consulting (Usher Forward) to conduct a total compensation study for eight (8) benchmark classifications. The study's objective was to determine the competitiveness of the City's total compensation within the labor market. To achieve this, a labor market of seven (7) agencies was established to collect and analyze data. Given the limited data, the City added an additional agency, as noted in the Project Scope and Workplan section.

This total compensation report contains the project scope and work plan, describes the data collection and analysis methodologies, and provides the base compensation results for all survey classifications. All salary data presented utilizes the effective date of March 2024. However, some of the data was updated effective July 1, 2024, to capture agencies salary adjustments.

Background

The U.S. Department of Health and Human Services (HHS) outlined changes to compensation standards for Head Start staff. Here are the key points:

1. **Increased Minimum Wages:** The NPRM proposes raising the minimum wage requirements for Head Start staff to ensure wages are competitive with those in similar positions in the community. This adjustment aims to improve staff retention and recruitment.
2. **Wage Alignment with Inflation:** The proposed rule includes adjustments to align wages with inflation and the rising cost of living, helping to maintain the purchasing power of Head Start employees and meet the basic cost of living in the local areas.
3. **Qualification-Based Pay Scales:** Changes are proposed to pay scales based on staff qualifications and experience, ensuring that compensation reflects educational and professional credentials with K-3rd grade teaching staff.

The ruling, which has now become final, addresses how wage increases will impact Head Start program budgets. By August 1, 2031, agencies should progress toward parity of preschool teachers in public-school settings regarding salary, duties, responsibilities, and qualifications.

Project Scope and Work Plan

To complete the total compensation study, Usher Forward completed the following tasks:

- Reviewed the City's background materials, including classification specifications, salary schedules, and organizational charts.
- Conducted a project initiation meeting.
- Developed a data collection method and survey instrument.

- Researched and analyzed salary data from the respective labor market agencies, including salary schedules, classification specifications, memoranda of understanding, benefits, and position control documents (where available) to ensure accurate data was collected and compared.
- Submitted the draft total compensation datasheets for the City’s review.
 - Followed up with the labor market agencies to collect information unavailable online.
- Prepared the Draft Total Compensation Report for the City’s review and comment.
- Preparation of the Final Total Compensation Report.

Compensation Study Parameters

Labor Market Position

Usher Forward provides a labor market data analysis based on the market mean (average). The labor market mean calculation excludes the City’s data since the City’s salary is being compared relative to the salaries of other agencies. The labor market mean is the average data point for the complete range of data and can be impacted by high- and low-payers since it is an average of all data points.

Labor Market Agencies

The City identified the following labor market agencies for this study:

1. ABCD Head Start - Boston, MA
2. Contra Costa County – Employment and Human Services Department
3. Garvey School District¹
4. Kidango (Oakland, CA)
5. Oakland Unified School District
6. Unity Council (Oakland, CA)
7. YMCA (Oakland, CA)
8. Wu Yee (San Francisco, CA)

¹ The Human Services Department’s Consultant provided this agency and data.

The following briefly explains areas the City should be aware of regarding labor market agencies:

1. ABCD Head Start - Boston, MA
 - a. The agency was unresponsive to all attempts to collect data; however, Usher Forward completed the survey on behalf of the agency using information available online. As such, there are significant gaps in the benefits data collection.
2. Garvey School District
 - a. The City provided matches and salary information, and Usher Forward collected benefit information that is available via their website.
3. Kidango (Oakland, CA)
 - a. The agency declined to participate; however, Usher Forward completed the survey on behalf of the agency using information available online. As such, significant gaps exist in the benefits data collection because the agency's contribution to medical, dental, and vision is unavailable online. Despite several attempts via email and telephone, Usher Forward was not able to collect the dollar amount of such contributions.
4. Oakland Unified School District (OUSD)
 - a. They declined to participate; however, Usher Forward completed the survey on behalf of the agency using supporting documents provided by the agency and information available online. As such, there are significant gaps in the benefits data collection. Usher Forward identified that the OUSD provides full contributions to medical, dental, and vision for full-time staff, but despite several attempts, Usher Forward could not collect the dollar amount of such contributions.
5. Unity Council
 - a. The agency returned a completed survey but did not attach job descriptions. Therefore, Usher Forward had to validate the comparable matches using job postings.
6. YMCA
 - a. The agency returned a completed survey but did not attach job descriptions. Therefore, Usher Forward had to validate the comparable matches using job postings.
7. Wu Yee (San Francisco, CA)
 - a. The agency declined to participate; however, Usher Forward completed the survey on behalf of the agency using information available online.

Survey Classifications

The City identified the benchmark classifications for the study, as presented below, and summary descriptions for each were based on the current job descriptions. Specific comments concerning the job-matching strategy and/or results for some classifications are also included:

- **Head Start Instructor-** This entry-level classification is responsible for the full range of instructional duties associated with teaching the instruction to children enrolled in the Head Start Program/State Preschool Program, instructing parents on early childhood development concepts, organizing and setting up developmentally appropriate education and play materials for the classroom, and assisting in developmental assessments.
- **Early Head Start Instructor-** This entry-level classification is responsible for the full range of instructional duties associated with teaching parents of infants/toddlers in the Early Head Start Program, instructing children enrolled in Early Head Start Programs, instructing parents on early childhood development concepts, assisting in developmental assessments, and organizing and setting up education and play materials for classroom and/or makes home visits.
- **Early Childhood Center Director-** This first-level supervisory classification oversees the day-to-day operation of a child development center for the Head Start/State Preschool/Early Head Start Program(s). Incumbents perform developmental assessments and plan, organize, and schedule daily center/classroom activities based on early childhood education principles; monitor and supervise all activities in the center; and ensure that enrolled children and families receive comprehensive Head Start services.
- **Family Advocate-** This journey-level classification ensures continuous recruitment and full enrollment of assigned site(s); provides and monitors direct case management services to families enrolled in the Head Start/State Preschool and Early Head Start Programs; promotes services including social services, family and community engagement, father engagement, literacy education, health tracking and nutrition, mental health, and disabilities; serves as a liaison between Head Start/State Preschool or Early Head Start center and the home; and partners with families to assist in developing and implementing goals to address their needs and to support school readiness in their child/children.
- **Head Start Coach-** Implements the Head Start/Early Head Start program's research-based, coordinated coaching strategy and priorities for education staff; provides support to education staff to increase the quality of teaching and child outcomes related to the program's school readiness goals; presents supportive and targeted feedback using consistent, systematic, and guided approaches; and trains and mentors/coaches staff.
- **Head Start Program Coordinator-** This journey-level classification supervises the enrollment and maintenance of children and their families in the Head Start and Early

Head Start programs; plans recruitment methods and procedures; assigns and performs recruitment activities and enrolls students in Head Start and Even Start; records and reports average daily attendance; provides information and referrals to educational, health, and nutritional resource agencies as needed by children and their families; and presents and facilitate workshops for parents and other care-providers of children in the Head Start and Early Head Start programs.

- **Head Start/Early Head Start Associate Instructor-** This entry-level classification assists assigned teacher(s) in planning, organizing, and conducting developmentally appropriate activities for children (infant/toddler/preschool) in the Head Start/State Preschool/Early Head Start Programs; assists in instructing children and educating parents on early childhood development concepts; assists in developmental assessments; assists in organizing and setting up education and play materials for classroom and/or supports home visits; and assists in conducting developmental screenings, on-going child observations, developmental assessments; and devises Individual Development Plans on all children enrolled in program.
- **Head Start/Early Head Start Assistant Instructor-** This entry-level classification is responsible for assisting assigned teacher(s) with conducting developmentally appropriate activities for children in the Head Start/State Preschool/Early Head Start Program, assists with introducing parents to early childhood development concepts, observes during developmental assessments and may document observations, assists with instructing children in basic infant/toddler/preschool education concepts, and assists with organizing and setting up developmentally appropriate educational and play materials for the classroom.

While it is our practice to review classification specifications for all job matches, this was not possible in several cases because those materials were unavailable online and/or the agency did not furnish some or all of the documents despite repeated requests. In such cases, Usher Forward identified matches by reviewing the current job announcements available on each agency's website to determine if matches were sufficiently comparable.

Benefit Elements

In addition to the maximum annual base salary, the total compensation study included employer contributions to the following benefits:

- Retirement
- Health-Related Benefits
 - Cafeteria
 - Medical
 - Dental

- Vision
- Incentives/Special Pay
 - Education Incentives
 - Licenses/Certification Pay
 - Professional Development/Membership Pay
- Recruitment (signing) and Referral Pay

Survey Results

Compensation Results

- When conducting a salary survey, classification titles are not a factor in determining a comparable match. Therefore, the intent is to provide general market trends by comparing the span of control, duties and responsibilities, and knowledge, skills, and abilities required to determine whether these are comparable enough to utilize as a match. With a balanced labor market and the use of whole-job analysis, it is reasonable to assume that while some matches will have slightly higher responsibilities and some matches will have slightly lower responsibilities, the overall scope of duties and responsibilities of the combined matches will be balanced.
- All data is presented in annual salaries.
- Insufficient benefits data was collected to analyze the city’s total compensation market position. Therefore, the percentage above or below the total compensation mean is noted as insufficient data.
- The designation of “No Comparable Class” was utilized if one of the following two things occurred: 1) there was no comparable classification in the agency, or 2) the review of duties and responsibilities assigned to the reported classification was not comparable.
- In some datasheets, the designation is “Data Not Available.” This designation is used when (i) the agency did not provide Usher Forward with the needed information to confirm a match, or (ii) the comparable classification has been determined, but the salary was not provided nor available online.

In order to provide the City with a summary of study results, Table 1 (Summary of Base Salary Results) and Table 2 (Benefits) display the following information:

- The City’s classification title.
- The City’s maximum annual base salary.
- The labor market mean (average) annual maximum base salary.

- The percentage of the City’s maximum annual base salary is above or below the mean of the labor market; this number indicates what percentage of the City’s salary is required to move it up or down to the market mean.
- Number of comparable classifications or job matches in the labor market.

Table 1- Summary of Base Salary Results

Comparable Classification Title	City of Oakland - Head Start Annual Max Salary	Annual Max Salary Mean	% above or below the Market Mean	Number of Matches
Head Start Instructor	\$60,684.00	\$75,538.07	-19.66%	8
Early Head Start Instructor	\$60,684.00	\$76,519.46	-20.69%	7
Early Childhood Center Director	\$81,412.50	\$87,746.65	-7.22%	7
Family Advocate	\$68,601.00	\$72,713.00	-5.66%	7
Head Start Coach	\$66,319.50	\$77,997.14	-14.97%	5
Head Start Program Coordinator	\$90,830.76	\$50,337.53	Insufficient Data	2
Head Start/Early Head Start Assistant Instructor	\$40,989.00	\$46,603.13	-12.05%	4
Head Start/Early Head Start Associate Instructor	\$48,574.50	\$56,829.99	-14.53%	6

Analysis of the base salary data indicates that, on average, the City is **13.54% below the labor market mean** for all survey classifications included within the study's scope. As previously discussed, any classification with fewer than three matches is not considered for analysis since a minimum of three classifications is required to conduct such an analysis.

Table 2 - Benefits

As previously stated, Usher Forward collected numerous benefits, in addition to base salary, to complete the total compensation evaluation of the City compared to the identified labor market. When measuring the market, the goal was to determine the City’s competitive position to attract and retain talent. This is done by measuring the benefits new employees would receive upon their hire date. Reported benefits are those for which all employees in an employee group would qualify.

Comparable Classification Title	Total Comp Annual Maximum Salary	City of Oakland - Head Start Total Comp Annual Salary Mean	% above or below the Market Mean	Number of Matches
Head Start Instructor	\$101,640.00	\$100,171.56	Insufficient Data	8
Early Head Start Instructor	\$101,640.00	\$97,173.78	Insufficient Data	7
Early Childhood Center Director	\$124,913.96	\$117,378.65	Insufficient Data	7
Family Advocate	\$110,529.20	\$93,525.96	Insufficient Data	7
Head Start Coach	\$107,967.53	\$97,008.26	Insufficient Data	5
Head Start Program Coordinator	\$135,488.78	\$72,040.35	Insufficient Data	2
Head Start/Early Head Start Assistant Instructor	\$79,526.45	\$83,314.30	Insufficient Data	4
Head Start/Early Head Start Associate Instructor	\$88,043.45	\$81,664.70	Insufficient Data	6

Observations

The previous sections in this report provide detailed information concerning the scope of the project, the methodology used to complete the total compensation study, as well as the results of the study, which show where the City stands in comparison to the labor market for the selected Head Start classifications. A compensation study is a starting point, but limitations in the data make it challenging to implement its results based on the study alone. As such, the study's

implementation will depend on many factors, including the City's compensation strategy, recruitment and retention considerations, labor negotiations, budget considerations, and most certainly, the recent final rule regarding parity between the City Head Start salaries and OUSD. Appendix C compares OUSD salaries and minimum qualifications to the City's Head Start benchmark classifications, which will serve as a tool when determining strategies for parity with preschool teachers in the public-school setting,

Since not all classifications were surveyed, as noted earlier in the report, a select group of Head Start benchmark classifications were selected. Salaries for other Head Start classifications that were not surveyed will need to be evaluated using internal relationships.

Next Steps

The above sections of this report provide detailed information concerning the scope of the project, the methodology used to complete the total compensation study, as well as the results of the study, which show where the City's Head Start classifications stand in comparison to the labor market. Should you require any further information on the contents of this Final Total Compensation Report, please do not hesitate to contact Tameka Usher via email at tusher@hrforwardconsulting.com

Appendix A

Benefit Component Description

- Maximum Annual Base Salary
 - This dollar amount reflects the maximum annual salary paid to the comparable classification.
- Retirement
 - Employer normal cost retirement contribution or contribution to 401 plans
 - The employer's normal cost rate represents the annual cost of service accrual for the fiscal year for active employees as reported in the plan's actuarial valuation. The employers' normal cost rate can be a blended rate for all benefit groups in the plan or reported based on a specific plan tier. Due to differences in retirement structures between public, private, and nonprofit agencies, Usher Forward HR will collect the relevant data but will not include it in the calculated datasheets for comparison purposes. Instead, a separate benefit sheet will be provided.
 - Note since the majority of the labor market agencies are not public agencies, the retirement systems and employer contributions are significantly different.
- Health-Related Benefits (Cafeteria, Medical, Dental, and Vision)
 - The value of the employer's annual contribution for health benefits, which include medical, dental, and vision benefits, based on family coverage (employee + 2 or more dependents).
 - Several employers contribute or fully fund medical, dental, and vision benefits. However, despite repeated attempts, Usher Forward could not collect the dollar amount contribution to make a quantitative comparison of the value of benefits.
- Incentive/Special Pay
 - Refers to the dollar amount that agencies pay toward education incentives, licenses/certification pay, and/or professional development.
- Recruitment (signing) and Referral Pay

Appendix B

Final Total Compensation Datasheets

Comparable Classification Title	City of Oakland - Head Start Annual Max Salary	Annual Max Salary Mean	% above or below the Market Mean	Number of Matches	Total Comp Annual Maximum Salary	City of Oakland - Head Start Total Comp Annual Salary Mean	% above or below the Market Mean
Head Start Instructor	\$60,684.00	\$75,538.07	-19.66%	8	\$101,640.00	\$100,171.56	Insufficient Data
Early Head Start Instructor	\$60,684.00	\$76,519.46	-20.69%	7	\$101,640.00	\$97,173.78	Insufficient Data
Early Childhood Center Director	\$81,412.50	\$87,746.65	-7.22%	7	\$124,913.96	\$117,378.65	Insufficient Data
Family Advocate	\$68,601.00	\$72,713.00	-5.66%	7	\$110,529.20	\$93,525.96	Insufficient Data
Head Start Coach	\$66,319.50	\$77,997.14	-14.97%	5	\$107,967.53	\$97,008.26	Insufficient Data
Head Start Program Coordinator	\$90,830.76	\$50,337.53	Insufficient Data	2	\$135,488.78	\$72,040.35	Insufficient Data
Head Start/Early Head Start Assistant Instructor	\$40,989.00	\$46,603.13	-12.05%	4	\$79,526.45	\$83,314.30	Insufficient Data
Head Start/Early Head Start Associate Instructor	\$48,574.50	\$56,829.99	-14.53%	6	\$88,043.45	\$81,664.70	Insufficient Data

-13.54%

City of Oakland Classification Title	Annual Max Salary	Minimum Qualifications	OUSD's Classification Title	Annual Max Salary Mean	Minimum Qualifications	% difference between OUSD and the City's Max Annual Salary
Head Start Instructor	\$60,684.00	Education: Bachelor's or advanced degree in Early Childhood Education, including 12 post-secondary semester units in early education or child development, plus 3 units of supervised field experience in ECE/CD setting completed; AND hold, or qualify for, a Master Teacher Child Development Permit (or higher level permit). Experience: Six months of full-time work experience or one year of part-time experience in a licensed childcare center or comparable group child care program.	Pre-School Teacher ECE	\$103,876.91	Education: Bachelor's degree in child development/early childhood education, including courses needed to meet credential requirements and student teaching classroom experience. Experience: 2 or more years of successful classroom teaching experience. Has recent and relevant training and experience in assessment, data analysis, and working with second language learners. Experience implementing open court reading program and administration of desired results development profile.	71.18%
Early Head Start Instructor	\$60,684.00	Education: Associate, Bachelor's, or advanced degree in Early Childhood Education/Child Development, including 3 units of supervised field experience in early childhood education/child development, 3 units of which must be in infant/toddler coursework. OR 24 units in ECE/CD, including core courses plus 16 General Education units, 3 units of which must be in infant/toddler coursework. AND hold, or qualify for, a Teacher Permit (or higher level permit). Experience: 6 months of full-time work experience or one year of part-time experience in a licensed childcare center or comparable group childcare program.	Pre-School Teacher ECE	\$103,876.91	Education: Bachelor's degree in child development/early childhood education, including courses needed to meet credential requirements and student teaching classroom experience. Experience: 2 or more years of successful classroom teaching experience. Has recent and relevant training and experience in assessment, data analysis, and working with second language learners. Experience implementing open court reading program and administration of desired results development profile.	71.18%
Early Childhood Center Director	\$81,412.50	Education: Bachelor's or advanced degree in Early Childhood Education, including 12 post-secondary semester units in early childhood education or child development, plus three (3) units of supervised field experience in ECE/setting, AND a Children's Center Supervisory Permit (or higher level permit). Experience: Two years of teaching in a licensed child care center or comparable group child care program. Previous experience in a Head Start Program is highly desirable.	CDC Site Administrator	\$122,272.12	Education: 12 units in early childhood education. A Master's degree in education or child development is desirable. Possession of California elementary teaching and administrative/Supervision credentials authorizing service in preschool through adult education. Experience: 2 years experience in early childhood education or a childcare and development program.	50.19%

Family Advocate	\$68,601.00	<p>Education: Associate's Degree in elementary education, social work, counseling, nursing, or a related field with a minimum of 12 Early Childhood Education units.</p> <p>Experience: 2 years of experience in coordinating or implementing health, social, or education services to low-income families.</p>	ECE Family Navigator	\$81,275.40	<p>Education: Bachelor Degree or its equivalent required with coursework in social services or related field. A combination of experience and education maybe used to meet the Bachelor Degree requirement; however, the work experience years used to qualify for the Bachelor Degree requirement cannot be used to meet the work requirement.</p> <p>Experience: 2 years of work experience in the areas of social services or education. 2-4 years of experience working in parent education, parent advocacy programs involvement programs.</p>	18.48%
Head Start Coach	\$66,319.50	Pending	DNA	\$0.00	DNA	
Head Start Program Coordinator	\$90,830.76	<p>Education: Bachelor's degree in early childhood development, public health, education, and public administration. A Master's degree is highly desirable.</p> <p>Experience: 2 years of progressively responsible work experience in social service, public health, or educational/literacy programs.</p>	Special, Enrollment ECE	\$62,131.05	<p>Education: Associate of Arts Degree required.</p> <p>Experience: 4 years experience working with families and students in a customer service environment.</p>	-31.60%
Head Start/Early Head Start Assistant Instructor	\$40,989.00	<p>Education: 6 units of Early Childhood Education or Child Development. Additional requirement for early head start program assistant instructors: Education must include three (3) units of Infant/Toddler coursework.</p> <p>Experience: None required. Experience in a licensed child care center or comparable group child care program is highly desirable.</p>	NCC	\$0.00	NCC	
Head Start/Early Head Start Associate Instructor	\$48,574.50	<p>Education: 12 post-secondary semester units or equivalent quarter units in early childhood education or child development. Candidates must have units that cover the general areas of child growth and development, child family and community, child and family, or program/curriculum; AND hold, or qualify for, an Associate Teacher Child Development Permit (or higher level permit).</p> <p>Additional requirement for early head start program substitutes: Education must include six (6) units of Infant/Toddler coursework.</p> <p>Experience: 4 months of full-time work experience or equivalent part-time experience in a licensed child care center or comparable group child care program.</p>	DNA	\$0.00	DNA	



Benchmark Classification: Head Start Instructor
Total Matches: 8

Labor Market Agency	Comparable Classification Title	Annual Maximum Salary	Deferred Comp	Cafeteria	Health	Dental	Vision	Retirement Contribution	Total Compensation
City of Oakland	Head Start Instructor	\$60,684.00			\$31,868.04	\$1,392.00	\$243.96	\$7,452.00	\$101,640.00
Action for Boston Community Development Head Start	<i>HeadStart Teacher</i>	\$72,090.20							\$72,090.20
Contra Costa County – Employment and Human Services Department	Teacher-Project	\$60,032.28	\$1,800.00		\$34,114.20	\$921.24		\$6,003.23	\$102,870.95
Garvey School District	<i>Head Start Teacher</i>	\$72,974.00			\$32,400.96	\$545.52	\$232.20	\$19,739.47	\$125,892.15
Kidango	<i>Head Start Lead Teacher</i>	\$74,526.40						\$2,981.06	\$77,507.46
Oakland Unified School District	<i>Pre-School Teacher ECE</i>	\$103,876.91						\$28,098.70	\$131,975.61
Unity Council	Teacher	\$62,254.40			\$23,772.00	\$900.00		\$3,112.72	\$90,039.12
Wu Yee	<i>Lead Preschool Teacher</i>	\$85,758.40						\$8,575.84	\$94,334.24
YMCA ¹	Head Start Preschool Teacher	\$72,792.00			\$25,792.92	\$798.60		\$7,279.20	\$106,662.72

Base Salary Mean	\$75,538.07
% above or below the Mean	-19.66%

Total Compensation Mean	\$100,171.56
% above or below the Mean	Insufficient Data

Notes:
 Italicized Comparable classifications= The match was not verified by reviewing a job description or class specification.
 1- After two year the YMCA contributes 10% of annual salary towards retirement



Benchmark Classification: Early Head Start Instructor
Total Matches: 7

Labor Market Agency	Comparable Classification Title	Annual Maximum Salary	Deferred Comp	Cafeteria	Health	Dental	Vision	Retirement Contribution	Total Compensation
City of Oakland	Early Head Start Instructor	\$60,684.00			\$31,868.04	\$1,392.00	\$243.96	\$7,452.00	\$101,640.00
Action for Boston Community Development Head Start	<i>Teacher-Infant/Toddler</i>	\$72,090.20							\$72,090.20
Contra Costa County – Employment and Human Services Department	Infant and Toddler Teacher-Project	\$60,032.28	\$1,800.00		\$34,114.20	\$921.24		\$6,003.23	\$102,870.95
Garvey School District	NCC								
Kidango	<i>Early Head Start Lead Teacher</i>	\$74,526.40						\$2,981.06	\$77,507.46
Oakland Unified School District	<i>Pre-School Teacher ECE</i>	\$103,876.91						\$28,098.70	\$131,975.61
Unity Council	Teacher	\$62,254.40			\$23,772.00	\$900.00		\$3,112.72	\$90,039.12
Wu Yee	<i>Lead Infant Toddler/Teacher</i>	\$90,064.00						\$9,006.40	\$99,070.40
YMCA ¹	Head Start Infant/Toddler Teacher	\$72,792.00			\$25,792.92	\$798.60		\$7,279.20	\$106,662.72

Base Salary Mean	\$76,519.46
% above or below the Mean	-20.69%

Total Compensation Mean	\$97,173.78
% above or below the Mean	Insufficient Data

Notes:
 NCC= No Comparable Class
 Italicized Comparable classifications= The match was not verified by reviewing a job description or class specification.
 1- After two years, the YMCA contributes 10% of annual salary towards retirement.



Benchmark Classification: Early Childhood Center Director
Total Matches: 7

Labor Market Agency	Comparable Classification Title	Annual Maximum Salary	Deferred Comp	Cafeteria	Health	Dental	Vision	Retirement Contribution	Total Compensation
City of Oakland	Early Childhood Center Director	\$81,412.50			\$31,868.04	\$1,392.00	\$243.96	\$9,997.46	\$124,913.96
Action for Boston Community Development Head Start	DNA								
Contra Costa County – Employment and Human Services Department	Site Supervisor I-Project	\$68,076.36	\$1,800.00		\$34,114.20	\$921.24		\$6,807.64	\$111,719.44
Garvey School District	<i>Program Manager (Center Director)</i>	\$76,779.00			\$32,400.96	\$545.52	\$232.20	\$20,768.72	\$130,726.40
Kidango	<i>Center Director II</i>	\$89,250.24						\$3,570.01	\$92,820.25
Oakland Unified School District	<i>CDC Site Administrator</i>	\$122,272.12						\$33,074.61	\$155,346.73
Unity Council	Center Director	\$77,188.80			\$23,772.00	\$900.00		\$3,859.44	\$105,720.24
Wu Yee	<i>HeadStart Child Development Center Manager</i>	\$98,700.00						\$9,870.00	\$108,570.00
YMCA ¹	Center Director- Early Childhood Impact	\$81,960.00			\$25,792.92	\$798.60		\$8,196.00	\$116,747.52

Base Salary Mean	\$87,746.65
% above or below the Mean	-7.22%

Total Compensation Mean	\$117,378.65
% above or below the Mean	Insufficient Data

Notes:
 DNA= Data Not Available
 Italicized Comparable classifications= The match was not verified by reviewing a job description or class specification.
 1- After two years, the YMCA contributes 10% of annual salary towards retirement.



Benchmark Classification: Family Advocate
Total Matches: 7

Labor Market Agency	Comparable Classification Title	Annual Maximum Salary	Deferred Comp	Cafeteria	Health	Dental	Vision	Retirement Contribution	Total Compensation
City of Oakland	Family Advocate	\$68,601.00			\$31,868.04	\$1,392.00	\$243.96	\$8,424.20	\$110,529.20
Action for Boston Community Development Head Start	<i>Family Advocate</i>	\$72,090.20							\$72,090.20
Contra Costa County – Employment and Human Services Department	NCC								
Garvey School District	<i>Family Health Services Worker</i>	\$66,187.00			\$32,400.96	\$545.52	\$232.20	\$17,903.58	\$117,269.26
Kidango	<i>Head Start Family Advocate</i>	\$71,400.00						\$2,856.00	\$74,256.00
Oakland Unified School District	<i>ECE Family Navigator</i>	\$81,275.40						\$21,985.00	\$103,260.40
Unity Council	Family Advocate	\$65,998.40			\$23,772.00	\$900.00		\$3,299.92	\$93,970.32
Wu Yee	<i>Family Advocate</i>	\$79,248.00						\$7,924.80	\$87,172.80
YMCA ¹	Family Advocate	\$72,792.00			\$25,792.92	\$798.60		\$7,279.20	\$106,662.72

Base Salary Mean	\$72,713.00
% above or below the Mean	-5.66%

Total Compensation Mean	\$93,525.96
% above or below the Mean	Insufficient Data

Notes:
 NCC= No Comparable Class
 Italicized Comparable classifications= The match was not verified by reviewing a job description or class specification.
 1- After two years, the YMCA contributes 10% of annual salary towards retirement.



Benchmark Classification: Head Start Coach
Total Matches: 5

Labor Market Agency	Comparable Classification Title	Annual Maximum Salary	Deferred Comp	Cafeteria	Health	Dental	Vision	Retirement Contribution	Total Compensation
City of Oakland	Head Start Coach	\$66,319.50			\$31,868.04	\$1,392.00	\$243.96	\$8,144.03	\$107,967.53
Action for Boston Community Development Head Start	<i>Childhood Education Mentor/Coach</i>	\$62,189.40							\$62,189.40
Contra Costa County – Employment and Human Services Department	NCC								
Garvey School District	<i>Coach</i>	\$76,779.00			\$32,400.96	\$545.52	\$232.20	\$20,768.72	\$130,726.40
Kidango	<i>Head Start Coach</i>	\$78,714.48						\$3,148.58	\$81,863.06
Oakland Unified School District	DNA								
Unity Council	Coach Coordinator	\$78,852.80			\$23,772.00	\$900.00		\$3,942.64	\$107,467.44
Wu Yee	<i>Education Coach</i>	\$93,450.00						\$9,345.00	\$102,795.00
YMCA ¹	NCC								

Base Salary Mean	\$77,997.14
% above or below the Mean	-14.97%

Total Compensation Mean	\$97,008.26
% above or below the Mean	Insufficient Data

Notes:
 DNA= Data Not Available
 NCC= No Comparable Class
 Italicized Comparable classifications= The match was not verified by reviewing a job description or class specification.
 1- After two years, the YMCA contributes 10% of annual salary towards retirement.



Benchmark Classification: Head Start Program Coordinator
Total Matches: 2

Labor Market Agency	Comparable Classification Title	Annual Maximum Salary	Deferred Comp	Cafeteria	Health	Dental	Vision	Retirement Contribution	Total Compensation
City of Oakland	Head Start Program Coordinator	\$90,830.76			\$31,868.04	\$1,392.00	\$243.96	\$11,154.02	\$135,488.78
Action for Boston Community Development Head Start	<i>DNA</i>								
Contra Costa County – Employment and Human Services Department	NCC								
Garvey School District	NCC								
Kidango	<i>DNA</i>								
Oakland Unified School District	<i>Special, Enrollment ECE</i>	\$62,131.05						\$16,806.45	\$78,937.50
Unity Council	Early Head Start Enrollment Coordinator	\$38,544.00			\$23,772.00	\$900.00		\$1,927.20	\$65,143.20
Wu Yee	<i>DNA</i>								
YMCA ¹	NCC								

Base Salary Mean	\$50,337.53
% above or below the Mean	Insufficient Data

Total Compensation Mean	\$72,040.35
% above or below the Mean	Insufficient Data

Notes:
 DNA= Data Not Available
 NCC= No Comparable Class
 Italicized Comparable classifications= The match was not verified by reviewing a job description or class specification.
 1- After two year the YMCA contributes 10% of annual salary towards retirement



Benchmark Classification: Head Start/Early Head Start Assistant Instructor
Total Matches: 4

Labor Market Agency	Comparable Classification Title	Annual Maximum Salary	Deferred Comp	Cafeteria	Health	Dental	Vision	Retirement Contribution	Total Compensation
City of Oakland	Head Start/Early Head Start Assistant Instructor	\$40,989.00			\$31,868.04	\$1,392.00	\$243.96	\$5,033.45	\$79,526.45
Action for Boston Community Development Head Start	<i>DNA</i>								
Contra Costa County – Employment and Human Services Department	Assistant Teacher- Project	\$43,901.52	\$1,800.00		\$34,114.20	\$921.24		\$4,390.15	\$85,127.11
Garvey School District	<i>Teacher Assistant</i>	\$44,759.00	\$1,790.36		\$32,400.96	\$545.52	\$232.20	\$12,107.31	\$91,835.35
Kidango	<i>DNA</i>								
Oakland Unified School District	<i>NCC</i>								
Unity Council	Floater Teacher	\$49,920.00			\$23,772.00	\$900.00		\$2,496.00	\$77,088.00
Wu Yee	<i>DNA</i>								
YMCA ¹	<i>Teacher Assistant</i>	\$47,832.00			\$25,792.92	\$798.60		\$4,783.20	\$79,206.72

Base Salary Mean	\$46,603.13
% above or below the Mean	-12.05%

Total Compensation Mean	\$83,314.30
% above or below the Mean	Insufficient Data

Notes:
 DNA= Data Not Available
 Italicized Comparable classifications= The match was not verified by reviewing a job description or class specification.
 1- After two years, the YMCA contributes 10% of annual salary towards retirement.



Benchmark Classification: Head Start/Early Head Start Associate Instructor
Total Matches: 6

Labor Market Agency	Comparable Classification Title	Annual Maximum Salary	Deferred Comp	Cafeteria	Health	Dental	Vision	Retirement Contribution	Total Compensation
City of Oakland	Head Start/Early Head Start Associate Instructor	\$48,574.50			\$31,868.04	\$1,392.00	\$243.96	\$5,964.95	\$88,043.45
Action for Boston Community Development Head Start	<i>Teacher Assistant - HeadStart</i>	\$43,625.40							
Contra Costa County – Employment and Human Services Department	Associate Teacher- Project	\$46,015.32	\$1,800.00		\$34,114.20	\$921.24		\$4,601.53	\$87,452.29
Garvey School District	NCC								
Kidango	<i>Headstart Associate Teacher -Early HeadStart</i>	\$70,345.60						\$2,813.82	\$73,159.42
Oakland Unified School District	DNA								
Unity Council	Associate Teacher	\$52,894.40			\$23,772.00	\$900.00		\$2,644.72	\$80,211.12
Wu Yee	<i>Associate Teacher</i>	\$80,267.20						\$8,026.72	\$88,293.92
YMCA ¹	Teacher Assistant	\$47,832.00			\$25,792.92	\$798.60		\$4,783.20	\$79,206.72
Base Salary Mean		\$56,829.99							
% above or below the Mean		-14.53%							
								Total Compensation Mean	\$81,664.70
								% above or below the Mean	Insufficient Data

Notes:
 DNA= Data Not Available
 NCC= No Comparable Class
 Italicized Comparable classifications= The match was not verified by reviewing a job description or class specification.
 1- After two years, the YMCA contributes 10% of annual salary towards retirement.

Appendix C

The City of Oakland and OUSD Comparison Table

City of Oakland Classification Title	Annual Max Salary	Minimum Qualifications	OUSD's Classification Title	Annual Max Salary Mean	Minimum Qualifications	% difference between OUSD and the City's Max Annual Salary
Head Start Instructor	\$60,684.00	Education: Bachelor's or advanced degree in Early Childhood Education, including 12 post-secondary semester units in early education or child development, plus 3 units of supervised field experience in ECE/CD setting completed; AND hold, or qualify for, a Master Teacher Child Development Permit (or higher level permit). Experience: Six months of full-time work experience or one year of part-time experience in a licensed childcare center or comparable group child care program.	Pre-School Teacher ECE	\$103,876.91	Education: Bachelor's degree in child development/early childhood education, including courses needed to meet credential requirements and student teaching classroom experience. Experience: 2 or more years of successful classroom teaching experience. Has recent and relevant training and experience in assessment, data analysis, and working with second language learners. Experience implementing open court reading program and administration of desired results development profile.	71.18%
Early Head Start Instructor	\$60,684.00	Education: Associate, Bachelor's, or advanced degree in Early Childhood Education/Child Development, including 3 units of supervised field experience in early childhood education/child development, 3 units of which must be in infant/toddler coursework. OR 24 units in ECE/CD, including core courses plus 16 General Education units, 3 units of which must be in infant/toddler coursework. AND hold, or qualify for, a Teacher Permit (or higher level permit). Experience: 6 months of full-time work experience or one year of part-time experience in a licensed childcare center or comparable group child care program.	Pre-School Teacher ECE	\$103,876.91	Education: Bachelor's degree in child development/early childhood education, including courses needed to meet credential requirements and student teaching classroom experience. Experience: 2 or more years of successful classroom teaching experience. Has recent and relevant training and experience in assessment, data analysis, and working with second language learners. Experience implementing open court reading program and administration of desired results development profile.	71.18%
Early Childhood Center Director	\$81,412.50	Education: Bachelor's or advanced degree in Early Childhood Education, including 12 post-secondary semester units in early childhood education or child development, plus three (3) units of supervised field experience in ECE/setting, AND a Children's Center Supervisory Permit (or higher level permit). Experience: Two years of teaching in a licensed child care center or comparable group child care program. Previous experience in a Head Start Program is highly desirable.	CDC Site Administrator	\$122,272.12	Education: 12 units in early childhood education. A Master's degree in education or child development is desirable. Possession of California elementary teaching and administrative/Supervision credentials authorizing service in preschool through adult education. Experience: 2 years experience in early childhood education or a childcare and development program.	50.19%
Family Advocate	\$68,601.00	Education: Associate's Degree in elementary education, social work, counseling, nursing, or a related field with a minimum of 12 Early Childhood Education units. Experience: 2 years of experience in coordinating or implementing health, social, or education services to low-income families.	ECE Family Navigator	\$81,275.40	Education: Bachelor Degree or its equivalent required with coursework in social services or related field. A combination of experience and education maybe used to meet the Bachelor Degree requirement; however, the work experience years used to qualify for the Bachelor Degree requirement cannot be used to meet the work requirement. Experience: 2 years of work experience in the areas of social services or education. 2-4 years of experience working in parent education, parent advocacy programs involvement programs.	18.48%
Head Start Coach	\$66,319.50	Pending	DNA	\$0.00	DNA	
Head Start Program Coordinator	\$90,830.76	Education: Bachelor's degree in early childhood development, public health, education, and public administration. A Master's degree is highly desirable. Experience: 2 years of progressively responsible work experience in social service, public health, or educational/literacy programs.	Special, Enrollment ECE	\$62,131.05	Education: Associate of Arts Degree required. Experience: 4 years experience working with families and students in a customer service environment.	-31.60%
Head Start/Early Head Start Assistant Instructor	\$40,989.00	Education: 6 units of Early Childhood Education or Child Development. Additional requirement for early head start program assistant instructors: Education must include three (3) units of Infant/Toddler coursework. Experience: None required. Experience in a licensed child care center or comparable group child care program is highly desirable.	NCC	\$0.00	NCC	
Head Start/Early Head Start Associate Instructor	\$48,574.50	Education: 12 post-secondary semester units or equivalent quarter units in early childhood education or child development. Candidates must have units that cover the general areas of child growth and development, child family and community, child and family, or program/curriculum; AND hold, or qualify for, an Associate Teacher Child Development Permit (or higher level permit). Additional requirement for early head start program substitutes: Education must include six (6) units of Infant/Toddler coursework. Experience: 4 months of full-time work experience or equivalent part-time experience in a licensed child care center or comparable group child care program.	DNA	\$0.00	DNA	

Appendix D

Benefit Tables

Retirement Contribution, Deferred Compensation, and FICA Participation

This table reports data on retirement plans, including employer contributions.

Agency	Retirement Plan	Employer Retirement Contribution
City of Oakland	PERS	12.28%
ABCD Head Start	DNA	DNA
Contra Costa County- Employment and Human Services Department	PERS	10.10%
Garvey School District	PERS	27.05%
Kidango	401	4% Match
Oakland Unified School District	PERS	27.05%
Unity Council	401	5%
YMCA	401	10%
WuYee	403B	10% matching after one year.

Health Plan Contributions

This table reports the employer contribution to cafeteria plans and health benefits, which include medical, dental, and vision plans offered to employees and their eligible dependents.

Agency	Cafeteria	Medical	Dental	Vision
City of Oakland	N/A	\$2,655.67	\$116.00	\$20.33
ABCD Head Start	DNA	DNA	DNA	DNA
Contra Costa County- Employment and Human Services Department	N/A	\$2,842.85	\$76.77	N/A
Garvey School District	N/A	\$2,700.08	\$45.46	\$19.35
Kidango	DNA	DNA	DNA	DNA
Oakland Unified School District	DNA	Pays the full contribution for full-time employees	Pays the full contribution for full-time employees	Pays the full contribution for full-time employees
Unity Council	N/A	\$1,981.00	\$75.00	N/A
YMCA	N/A	\$2,149.41	\$66.55	N/A
WuYee	N/A	Pays the full contribution for full-time employees	Pays the full contribution for full-time employees	Pays the full contribution for full-time employees

Other Compensation Allowances/Incentives

This table reports on pay practices for recruitment, referral, or retention pay, education incentive pay, license/certification pay, and professional development pay.

Agency	Allowance/Incentive Types			
	Recruitment Signing & Referral Pay	Education Incentives	License/Certification Pay	Professional Development/ Pay
City of Oakland	N/A	2.5%- Master Teach	2.5% or 5%	\$250- SD1 \$450- TW1
ABCD Head Start	DNA	DNA	DNA	DNA
Contra Costa County- Employment and Human Services Department	Up to \$6,000- recruitment pay \$12,000 retention pay	N/A	N/A	\$525 for two years.
Garvey School District	\$1,000- recruitment pay	Provides a variable pay incentive, which starts at a 2% increase in the base salary. The variable pay amount is determined based on creditable years of exp. (1 to 24 years) and obtaining a BA, BA+15 units, BA+30 units, BA+45 units, or BA+60 units.	DNA	DNA

Agency	Allowance/Incentive Types			
	Recruitment Signing & Referral Pay	Education Incentives	License/Certification Pay	Professional Development/ Pay
Kidango	\$2,500- recruitment pay	DNA	Up to \$5,250 for a degree program or teaching permit	
Oakland Unified School District	DNA	Provides a variable pay incentive, which starts with a 1% increase in the base salary. The variable pay amount is determined based on creditable years of exp. (1 to 24 years) and obtaining a Master Teacher Permit, Site Supervisor Permit, Director Permit, Master Teach, Site Supervisor, Director permit with a BA +30 units above the permit; Master Teach, Site Supervisor, Director permit with a BA +60 units above the permit, Master Teach, Site Supervisor; Director permit with a BA +75 units above the permit; and Master Teach, Site Supervisor; Director permit with a BA +90 units above the permit		DNA
Unity Council	\$1,000	\$4,622.80- AA \$5,187.87- BA	The benefit is provided but varies for each employee	The benefit is provided but varies for each employee
YMCA	N/A	The amounts are unknown, but pay is adjusted based on the units, permits, degrees, and years of experience.		\$500 per year.
WuYee	\$2,000 (Teachers only) hiring bonus	N/A	N/A	N/A



ADMINISTRATION FOR
CHILDREN & FAMILIES

Office of Head Start | 330 C St., SW, 4th Floor, Washington DC 20201 | eclkc.ohs.acf.hhs.gov

February 26, 2025

Mr. Jestin Johnson, Chair
Oakland, City of
150 Frank H Ogawa Plz
Ste 5352
Oakland, CA 94612-2093

Re: Grant No. 09CH012060

Dear Mr. Johnson,

We are writing to inform you that the Office of Head Start (OHS) has designated Oakland, City of, Grant No. 09CH012060, chronically underenrolled, pursuant to Section 641A(h)(5) of the Head Start Act. Given the measurable progress towards full enrollment, OHS will not reduce Oakland, City of base grant at this time. However, please be advised that OHS recognizes that your agency will likely have unobligated funds at the end of the current fiscal year, and that these funds may be subject to recapture. As a reminder, you have the option to apply for a Change in Scope to reduce your funded enrollment and apply funds to other budget line items that will address under-enrollment, such as compensation for staff.

Background:

On July 12, 2023, OHS conducted an underenrollment meeting with Oakland, City of to identify the underlying issues and challenges preventing the achievement of full enrollment in its Head Start Preschool and Early Head Start Programs. As a result of the meeting, Oakland, City of, in collaboration with OHS, implemented a 12-month plan to achieve and maintain its funded enrollment. However, Oakland, City of did not achieve at least 97 percent enrollment at the completion of the 12-month period.

Section 641A(h)(5)(A) of the Head Start Act authorizes OHS to review and adjust the funding and enrollment of grant recipients determined to be "chronically underenrolled." Specifically, if after receiving technical assistance and implementing a plan to correct underenrollment for a period of 12 months, a grant recipient remains enrolled at less than 97 percent of funded enrollment, the Secretary may (i) designate the grant recipient as chronically underenrolled; and (ii) recapture, withhold, or reduce the base grant for the program by a percentage equal to the percentage difference between funded enrollment and actual enrollment for the program for the most recent year for which the agency is determined to be underenrolled.

Pursuant to Section 641A(h)(5)(B) of the Head Start Act, OHS has determined that Oakland, City of is eligible for a waiver from the recapture, withholding, or reduction of its base grant according to (ii) the shortfall can reasonably be expected to be temporary.

OHS remains committed to continuing to support Oakland, City of in achieving and maintaining full enrollment while

maintaining the highest quality of services for children and families. Therefore, OHS will watch your program's Head Start and Early Head Start Programs enrollment for six months and continue to provide technical assistance as needed. Continued eligibility for the waiver will be re-evaluated in six months. Monthly enrollment must continue to be reported by center and program option using the Center Level Reporting Spreadsheet until further notice. Once your program is able to achieve and maintain at least 97 percent enrollment for six consecutive months, a Chronically Underenrolled Designation Removal Letter will be issued. This letter will serve as official notice that the designation of "chronically underenrolled" has been lifted.

Please be advised that the inability to achieve and maintain at least 97 percent enrollment for six consecutive months following this "chronically underenrolled" designation may result in OHS taking further action to reduce Oakland, City of's base grant and funded enrollment pursuant to Section 641A(h)(5) of the Head Start Act.

Please contact your Regional Office if there are any questions or concerns. Thank you for all that you do on behalf of children and families.

For more information about the chronically underenrolled designation, please see [ACF-PI-HS-18-04](#).

Sincerely,

/ Heather Wanderski/

Heather Wanderski
Director, Division of Program Operations
Office of Head Start
Administration for Children and Families

ATTACHMENT A

[Sec. 641A Standards; Monitoring of Head Start Agencies and Programs](#)

...

(h) Reduction of Grants and Redistribution of Funds in Cases of Underenrollment-

(1) DEFINITIONS- In this subsection:

(A) ACTUAL ENROLLMENT- The term actual enrollment' means, with respect to the program of a Head Start agency, the actual number of children enrolled in such program and reported by the agency (as required in paragraph (2)) in a given month.

(B) BASE GRANT- The term base grant' has the meaning given the term in section 640(a)(7).

(C) FUNDED ENROLLMENT- The term funded enrollment' means, with respect to the program of a Head Start agency in a fiscal year, the number of children that the agency is funded to serve through a grant for the program during such fiscal year, as indicated in the grant agreement.

(2) ENROLLMENT REPORTING REQUIREMENT- Each entity carrying out a Head Start program shall report on a monthly basis to the Secretary and the relevant Head Start agency

(A) the actual enrollment in such program; and

(B) if such actual enrollment is less than the funded enrollment, any apparent reason for such enrollment shortfall.

(3) SECRETARIAL REVIEW AND PLAN- The Secretary shall

(A) on a semiannual basis, determine which Head Start agencies are operating with an actual enrollment that is less than the funded enrollment based on not less than 4 consecutive months of data;

(B) for each such Head Start agency operating a program with an actual enrollment that is less than its funded enrollment, as determined under subparagraph (A), develop, in collaboration with such agency, a plan and timetable for reducing or eliminating underenrollment taking into consideration--

(i) the quality and extent of the outreach, recruitment, and communitywide strategic planning and needs assessment conducted by such agency;

(ii) changing demographics, mobility of populations, and the identification of new underserved low-income populations;

(iii) facilities-related issues that may impact enrollment;

(iv) the ability to provide full-working-day programs, where needed, through funds made available under this subchapter or through collaboration with entities carrying out other early childhood education and development programs, or programs with other funding sources (where available);

(v) the availability and use by families of other early childhood education and development options in the community served; and

(vi) agency management procedures that may impact enrollment; and

(C) provide timely and ongoing technical assistance to each agency described in subparagraph (B) for the purpose of assisting the Head Start agency to implement the plan described in such subparagraph.

(4) IMPLEMENTATION- Upon receipt of the technical assistance described in paragraph (3)(C), a Head Start agency shall immediately implement the plan described in paragraph (3)(B). The Secretary shall, where determined appropriate, continue to provide technical assistance to such agency.

(5) SECRETARIAL REVIEW AND ADJUSTMENT FOR CHRONIC UNDERENROLLMENT-

(A) IN GENERAL- If, after receiving technical assistance and developing and implementing the plan as described in paragraphs (3) and (4) for 12 months, a Head Start agency is operating a program with an actual enrollment that is less than 97 percent of its funded enrollment, the Secretary may--

(i) designate such agency as chronically underenrolled; and

(ii) recapture, withhold, or reduce the base grant for the program by a percentage equal to the percentage difference between funded enrollment and actual enrollment for the program for the most recent year for which the agency is determined to be underenrolled under paragraph (3)(A).

(B) WAIVER OR LIMITATION OF REDUCTIONS- The Secretary may, as appropriate, waive or reduce the percentage recapturing, withholding, or reduction otherwise required by subparagraph (A), if, after the implementation of the plan described in paragraph (3)(B), the Secretary finds that--

(i) the causes of the enrollment shortfall, or a portion of the shortfall, are related to the agency's serving significant numbers of highly mobile children, or are other significant causes as determined by the Secretary;

(ii) the shortfall can reasonably be expected to be temporary; or

(iii) the number of slots allotted to the agency is small enough that underenrollment does not create a significant shortfall.

(6) REDISTRIBUTION OF FUNDS-

(A) IN GENERAL- Funds held by the Secretary as a result of recapturing, withholding, or reducing a base grant in a fiscal year shall be redistributed by the end of the following fiscal year as follows:

(i) INDIAN HEAD START PROGRAMS- If such funds are derived from an Indian Head Start program, then such funds shall be redistributed to increase enrollment by the end of the following fiscal year in 1 or more Indian Head Start programs.

(ii) MIGRANT AND SEASONAL HEAD START PROGRAMS- If such funds are derived from a migrant or seasonal Head Start program, then such funds shall be redistributed to increase enrollment by the end of the following fiscal year in 1 or more programs of the type from which such funds are derived.

(iii) EARLY HEAD START PROGRAMS- If such funds are derived from an Early Head Start program in a State, then such funds shall be redistributed to increase enrollment by the end of the following fiscal year in 1 or more Early Head Start programs in that State. If such funds are derived from an Indian Early Head Start program, then such funds shall be redistributed to increase enrollment by the end of the following fiscal year in 1 or more Indian Early Head Start programs.

(iv) OTHER HEAD START PROGRAMS- If such funds are derived from a Head Start program in a State (excluding programs described in clauses (i) through (iii)), then such funds shall be redistributed to increase enrollment by the end of the following fiscal year in 1 or more Head Start programs (excluding programs described in clauses (i) through (iii)) that are carried out in such State.

(B) ADJUSTMENT TO FUNDED ENROLLMENT- The Secretary shall adjust as necessary the requirements relating to funded enrollment indicated in the grant agreement of a Head Start agency receiving redistributed funds under this paragraph.

Grantee Name	City of Oakland Head Start	Plan Start Date	June 7, 2024
Grant Award Number	09CH012060	Plan End Date	April 25, 2025

Area of Non-Compliance: Safety Practices 1302.90(c)(1)(ii)

<p align="center">Description of Incident</p>	<p align="center">Underlying/ Root Causes <i>Why do we think this happened?</i></p>	<p align="center">Actions taken to address this specific incident <i>What were some immediate actions taken?</i> <i>What did we do that specifically addressed this incident?</i></p>
<p>Did not ensure all staff abided by the standards of conduct to refrain from maltreating and endangering the health and safety of children, including using physical restraint.</p> <ul style="list-style-type: none"> Two separate incidents of adults using inappropriate discipline methods with children. In one instance a teacher held a child by the hand and scolded them, saying, "You need to stop" for not complying during nap time. A parent observed the interaction and reported it to the child's parent and the center director. In an interview, the Head Start director stated the recipient had previously identified needed support for this child and had reached out to external services but was not able to obtain that support. The second instance occurred at Laney College Children's Center when a volunteer work-study student, restrained a child in a bear hug on the playground. The internal investigation determined the child had been hitting others and throwing rocks. The interaction was observed by the child's grandmother when she arrived at pick-up time. 	<ul style="list-style-type: none"> In both instances staff stated their actions were to keep the child and other children safe. Limited understanding of when safe physical intervention is allowable. Limited understanding of positive behavior strategies. Paradigm shift needed around adult-child interactions on safety practices 	<ul style="list-style-type: none"> The Standards of Conduct were reviewed with staff at both Manzanita HS and Peralta (Laney/Merritt) locations. Changed staffing to meet the needs of the children in the classroom at Manzanita and Laney site. The staff member involved at Manzanita took a training on "How to deal with challenging behaviors of a child and personal frustrations". Laney staff members, reviewed <i>Personal Rights</i> regulations and developed a plan to ensure personal rights were not violated and to ensure all children needs are met. Site-by-Site, in-person trainings were conducted that focused on <i>Child Health and Safety Reporting Incidents</i>; COO HS <i>Unusual Incident Reporting Policy & Procedure</i>; Webinar slide deck "<i>Addressing Child Incidents Through a Culture of Safety</i>" and mandatory viewing of webinar: <i>Addressing Child Incidents Through a Culture of Safety</i> ECLKC (hhs.gov).

Actions Taken to Strengthen Systems Program-wide

Key Element:	Policy and Procedure Update and Development, Training and Monitoring				
Intended Outcome:	No restraint of children unless due to an allowable safety crisis circumstance. To ensure staff fully understand and fully abide by the Head Start Standards of Conduct - 1302.90(c)(1)(i)(ii); and California Code of Regulations, Title 22 – Personal Rights				
Implementation Activities	Timeline	Staff responsible	Resources/ TTA	Documentation	Status of Activities
Updated <i>Standards of Conduct</i> policy and <i>Confidentiality</i> policies to be more specific about the expectations for staff behavior and align with State and Federal requirements.	July 2024	Shelley Taylor	Received feedback from TTA staff and discussed changes during on-site visits	Initial version of <i>Standards of Conduct Policy</i> and <i>Confidentiality Policy</i>	Completed
Updated <i>Standards of Conduct</i> policy to reflect the language from the updated HSPPS released in August 2024.	August 2024	Krischa Esquivel; Shelley Taylor; and Veronica Martinez	Updated HSPPS, August 2024	Standards of Conduct Policy & Procedure	Completed
Trained partner staff on <i>Personal Rights</i> and child incident reporting, were conducted for Laney/Merritt partner staff.	August 2024	Krischa Esquivel; Shelley Taylor; and Veronica Martinez	Personal Rights	Agenda, handout, attendance	Completed
Created new ChildPlus module to track and monitor staff receipt and acknowledgement of updated <i>Standards of Conduct</i> .	August 2024	Shelley Taylor; Robyn Levinson	Developed with guidance from TTA during on-site	Child Plus	Completed
Education Manager facilitated a training during Pre-Service on <i>Personal Rights</i> and <i>Standards of Conduct</i> .	August 2024	Krischa Esquivel		Agenda, handout, attendance	Completed
Updated Peralta partner contract (Scope of Work) around expectations, monitoring, and corrective actions (RAN-CAP), and included additional language regarding expectations related to reporting and training of all staff, Work Study Students and Volunteers.	August 2024; October 2024	Tracey Black; Veronica Martinez	Unusual Incident Reports (March 2024); RAN-CAP	Peralta Contract Scope of Work	Completed

Facilitated overview of Pyramid model	July - October 2024	Krischa Esquivel and Wenonah Elms	Other program's policies and process	Agenda, handout, attendance	Completed
Provided training on <i>Teaching Pyramid – Part I: Basics of Positive Behavior Support</i> - Partners, Laney/Merritt	August 8, 2024	Wenonah Elms; Krischa Esquivel; Deb Turner		Agenda, handout, attendance	Completed
Provided <i>Teaching Pyramid – Part II: Trauma Responsive Practices of Fostering Positive Environments & Supporting Social Emotional Development</i> - Partners, Laney/Merritt	October 9, 2024	Wenonah Elms; Krischa Esquivel; Lisa Katzman		Agenda, handout, attendance	Completed
Provided training on <i>Code of Conduct/Personal Rights for Children and Families</i> for Laney and Merritt staff.	October 9, 2024	Krischa Esquivel, Shelley Taylor; Wenonah Elms; Veronica Martinez	Head Start Performance Standards – Standards of Conduct , HSPPS – 1302.90 (c)(1)(i)(ii); California Code of Regulations, Title 22, Personal Rights to all staff to first, read and second, engage in in-depth discussion on what was	Agenda, handout, attendance	Completed
<i>Code of Conduct</i> reviewed and signed in ChildPlus by staff.	October 2024	Shelley Taylor; Veronica Martinez	Oakland Head Start <i>Code of Conduct</i> Read - Standards of Conduct and Personal Rights, with training facilitators: CCL video resource: Children's Personal Rights in Child Care – California Child Care Licensing – Resources for Parents and Providers (childcarevideos.org)	Signed and documented in ChildPlus	Completed
Added <i>Director's Message</i> to the Caregiver Handbook emphasizing the program's philosophy, including its position on Health and Safety.	August 2024	Diveena Cooppan		Copy of FY 24-25 Caregiver Handbook	Completed
Created streamlined Classroom Assessment policy on all classroom assessments used, including Monthly Classroom Observation Checklist.	August 2024	Krischa Esquivel, Robyn Levinson		Classroom Assessment Policy and Procedure	Completed
Created <i>Substitute Knowledge Checklist</i> and roll out to Grantee Center Directors	Sept 2024	Krischa Esquivel, Darlene Bacon		Substitute Knowledge Checklist	Completed

Summary of progress towards outcome: Corrective Action Plan activities have been completed in *Pre-Service Training – August 2024* and through October and November 2024.

Area of Non-Compliance: Systems for Program Management and Improvement 1302.102(d)(1)(ii)

Description of Incident	Underlying/ Root Causes <i>Why do we think this happened?</i>	Actions taken to address this specific incident <i>What were some immediate actions taken?</i> <i>What did we do that specifically addressed this incident?</i>
<p>Did not report immediately or as soon as practicable, significant incidents affecting the health and safety of program participants.</p> <p>Both incidences were reported in 10 days.</p>	<ul style="list-style-type: none"> • Did not implement Unusual Incident Reporting Policy & Procedure • Limited understanding of reporting timelines. • Error in assessment of type of incident, based on information provided. • Limitations in interpretation of reportable incidents and ACF-IM-HS-22-07 	<ul style="list-style-type: none"> • The Education Manager led the revision, update, and retraining of all staff (including partners) on the Unusual Incident Reporting Policy & Procedure • The Program conducted an internal investigation about the delay in reporting. • Team and individual meetings with lead staff regarding understanding of reporting and timelines were conducted by the Program Director.

Actions Taken to Strengthen Systems Program-wide

Key Element:	Policy and Procedure Update and Development, Training and Monitoring. Improved Health, Safety, and Incident Reporting Practices				
Intended Outcome:	Timely reporting of incidents across all program options. Full understanding by staff on how to abide by Office of Head Start Information Memorandum – Reporting Child Health & Safety Incidents; City of Oakland Head Start – Policy & Procedure – Unusual Incidents; and an updated culture of safety.				
Implementation Activities	Timeline	Staff responsible	Resources/ TTA	Documentation	Status of Activities
Updated existing Unusual Incident Reporting Policy & Procedure to include timelines and flowchart.	July 2024	Diveena Cooppan, Krischa Esquivel, Robyn Levinson	Current <i>Unusual Incident Reporting Policy & Procedure</i> and examples of other program unusual incidents.	<i>Unusual Incident Reporting Policy & Procedure</i>	Completed
Created <i>Unusual Incident Report At-a-Glance form</i> to train Center Directors on how to report to CCL as well as ensure timely reporting to internal leadership.	July 2024	Krischa Esquivel, Robyn Levinson	Reviewed flow chart and discussed process during on-site.	<i>Unusual Incident Report At-a-Glance</i> electronic jot form	Completed

Retrained management staff on ACF-IM-HS-22-07	August 2024	Diveena Cooppan; Management Staff	ACF-IM-HS-22-07, 45 CFR §1302.102(d)	Agenda, handout, attendance	Completed
Peralta changed/updated procedure on <i>Work Study Students and Volunteers</i>	August 2024	Veronica Martinez	Work Study Student & Volunteer Checklist; Work Study Student & Volunteer Reflection Form		Completed
Trained Peralta Staff on <i>Work Study Student Policy & Procedure</i>	August 2024	Veronica Martinez	Work Study Student & Volunteer Checklist; Work Study Student & Volunteer Reflection Form	Agenda, handout, attendance	Completed
Created Walkie Talkie Policy	September 2024	Krischa Esquivel, Robyn Levinson, Everardo Mendoza	Used policy from a school in San Diego, as a template and foundation of policy and expectations	Walkie Talkie Policy and Procedure	Completed
Trained all grantee center staff on <i>Walkie Talkie Usage</i> and Corresponding <i>Policy</i>	September 2024	Krischa Esquivel, Everardo Mendoza	Walkie Talkie Policy and Procedure	Handout, attendance, <i>Walkie Talkie Usage</i> acknowledgement	Completed
Created communication timeline and flow chart regarding reporting and present during reporting/RAN training for staff.	August 2024; September 2024	Diveena Cooppan, Krischa Esquivel, Robyn Levinson	Examples of flowcharts	Flowchart handout, attendance	Completed
Provided training to HS program partner staff on updated <i>Unusual Incident Reporting Policy & Procedure</i> for Grantee and Partners	October 2024	Krischa Esquivel	<i>Unusual Incident Reporting Policy & Procedure</i>	Agenda, handout, attendance	Completed

Summary of progress towards outcome: Corrective Action Plan activities have been completed in *Pre-Service Training – August 2024* and in process through October and November 2024.