

CITY OF OAKLAND

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OFFICE OF THE CITY CLERK  
OAKLAND

**Revised - AGENDA REPORT**

2012 MAY 10 3:10

TO: DEANNA J. SANTANA  
CITY ADMINISTRATOR

FROM: Sara Bedford

SUBJECT: Head Start/Early Head Start Grant  
Continued Refunding Application,  
Program Year 2012-13

DATE: May 9, 2012

City Administrator  
Approval

Date

5/9/12

COUNCIL DISTRICT: Citywide

**RECOMMENDATION**

Staff recommends that the City Council adopt a resolution authorizing the City Administrator, on behalf of the City Of Oakland, to apply for, accept, and appropriate Head Start Basic, Head Start Training and Technical Assistance, Early Head Start Basic, Early Head Start Training and technical Assistance Grants for Program Year 2012-2013 from U.S. Department Of Health And Human Services, Administration for Children and Families (DHHS/ACF), in an estimated amount of eighteen million three hundred fifty two thousand four hundred eighty six dollars (\$18,352,486), and to authorize grant agreements to fund Comprehensive Child Development Services in accord with said grants with:

- 1) Unity Council in an estimated amount of four million nine hundred seventy three thousand one hundred seventy seven dollars (\$4,973,177);
- 2) The Salvation Army in an estimated amount of two hundred fifty nine thousand eight hundred ninety one dollars (\$259,891);
- 3) Brighter Beginnings in an estimated amount of four hundred eighty eight thousand seven hundred sixty three dollars (\$488,763);
- 4) Children's Hospital Oakland in an estimated amount of forty five thousand dollars (\$45,000);
- 5) Authorizing the City Administrator to accept and appropriate additional federal grant funding if it becomes available and to so amend the existing grant agreements with Unity Council, Salvation Army, Brighter Beginnings, and Children's Hospital, Oakland, without returning to Council;
- 6) to review and approve Oakland Head Start/Early Head Start Governance Procedures developed in accordance with Head Start legislation and updated annually

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## EXECUTIVE SUMMARY

Staff requests that the City Council approve a resolution authorizing the City Administrator, on behalf of the City Of Oakland, to apply for, accept, and appropriate Head Start Basic, Head Start Training and Technical Assistance, Early Head Start Basic, Early Head Start Training and Technical Assistance Grants for Program Year 2012-2013 from U.S. Department Of Health And Human Services, Administration for Children and Families (DHHS/ACF) in an estimated amount of \$18,352,486 and authorizing grant agreements with: the Unity Council in an estimated amount of \$4,973,177; Salvation Army in an estimated amount of \$259,891; Brighter Beginnings in the estimated amount of \$488,763; and Children's Hospital Oakland in an estimated amount of \$45,000 to fund Comprehensive Child Development Services in accord with said grants and to review and approve Oakland Head Start/Early Head Start Governing Procedures developed in accordance with Head Start legislation and updated annually.

## OUTCOME

The proposed resolution would authorize the City to apply for continued refunding of the Basic Head Start and Early Head Start grants, as well as required Training and Technical Assistance and COLA grants, and would result in the Head Start/Early Head Start Program continuing to provide center- and home-based comprehensive child development services to 1,778 eligible children, 0-5 years of age, and their families in Oakland, directly and through its grant agreements with the delegate agency, Unity Council, Salvation Army, Brighter Beginnings, and Children's Hospital – Oakland, during the program year that extends from September 1, 2012 through August 31, 2013.

Due to the Oakland Head Start/Early Head Start program's need to create a fully balanced budget for the 2012-2013 program year, which included only a moderate 0.72% COLA, that was offset by an increase in staffing costs through the City's fringe benefit rates and step increases, staff recommends the relocation and reconfiguration of program services.

The reconfiguration of program services entails the relocation of 60 existing slots at City Towers Head Start site and reallocating 24 of the 60 slots to the existing Head Start Home Based program. The remaining 36 slots will be allocated to the program's existing Early Head Start program partner, the Salvation Army, enhancing their existing preschool program.

The City Towers location has had on-going health and safety concerns that staff has been trying address through the identification of an alternative site. Moreover, Oakland Head Start/Early Head Start has long been in search of an opportunity and partner to co-locate services in one location, providing a full continuum of care for children from prenatal through five years old. Also, the federal Office of Head Start is encouraging programs to seek and establish innovative partnerships that will add to program quality. The Salvation Army is an ideal partner for just such a unique program and will allow Oakland to be an innovator in establishing an Early Head Start and Head Start continuum of care site.

In preparation for the start of the program year, September 1, 2012, targeted recruitment and outreach efforts will occur in the West Oakland community over the summer to fill the 24 slots in the Home-Based program. This option allows more flexibility for serving special populations including families who are homeless and with special needs. Children and families slated to return to the City Towers will be given priority enrollment in the Home-Based program and for alternative Head Start sites. Currently, 23 children are scheduled to return to City Towers in September 2012, with 3 residing within the City Towers housing complex, 14 residing outside of the housing complex, and within the West Oakland zip codes of 94612, 94607, 94608, and 94609, and 6 residing outside of the West Oakland region.

This program reconfiguration proposed will not result in any staffing reductions due to the program's ability to absorb all existing staff.

The table below describes or outlines the funding allocation breakdown of \$18,352,486 of grant funding for the following: grantee Head Start program, delegate agency – Unity Council Head Start/Early Head Start program, and grantee-only Early Head Start formerly American Recovery and Reinvestment Act (ARRA) program and partners, Brighter Beginnings Home-Based Program, Salvation Army Center-Based program, and Children's Hospital – Oakland. The table is detailed according to basic program operations (Basic) and training & technical assistance (T/TA), and includes the total number of children served.

GRANT ALLOCATION	City of Oakland	Unity Council	Brighter Beginnings	Salvation Army	Children's Hospital	Total
Head Start Basic	\$ 10,355,323	\$ 2,487,509	-	97,200	-	\$ 12,940,032
Head Start TTA	\$ 90,378	\$ 21,508	-	-	-	\$ 111,886
Early Head Start Basic	\$ 47,787	\$ 2,404,059	-	-	-	\$ 2,451,846
Early Head Start TTA	\$ 1,195	\$ 60,101	-	-	-	\$ 61,296
EHS Expansion Basic (formerly ARRA)	\$ 2,022,985	-	\$ 488,763	\$ 162,692	\$ 45,000	\$ 2,719,440
EHS Expansion TTA (formerly ARRA)	\$ 67,986	-	-	-	-	\$ 67,986
	\$ 12,585,654	\$ 4,973,177	\$ 488,763	\$ 259,891	\$ 45,000	\$ 18,352,486

COUNT OF CHILDREN SERVED	City of Oakland	Unity Council	Brighter Beginnings	Salvation Army	Children's Hospital	Total
Head Start Children Served	1,025	313	-	36	-	1,374
Early Head Start Children Served	-	200	-	-	-	200
EHS Expansion Children Served	106	-	50	38	N/A	204
	1,131	513	60	74	-	1,778

SERVICE OPTIONS	City of Oakland	Unity Council	Brighter Beginnings	Salvation Army	Children's Hospital
Head Start	Center-based; Home-based; Family Childcare Centers	Center-based; Home-based	-	Center-based	-
Early Head Start	-	Center-based	-	-	-
EHS Expansion	Center-based; Home-based	-	Home-based	Center-based	N/A

**BACKGROUND/LEGISLATIVE HISTORY**

The City of Oakland has been a grantee for the Head Start Program since January 1971. Head Start is a national early childhood education program that promotes school readiness by enhancing the social and cognitive development of preschool children through the provision of educational, health, nutritional, social and other services to economically disadvantaged children and families.

In 1988, the City entered into a grantee-delegate relationship with the Unity Council to serve children and families in the Fruitvale District. Multiple regional and local approvals were required for the designation of the Unity Council as the delegate agency. As the City's delegate agency, the Unity Council meets all complex state childcare licensing and federal Head Start requirements, and was selected and approved by the Head Start Policy Council and Head Start California Regional Office in addition to the City Council. The Unity Council is located in a service area with high need, and has the capacity to provide childcare for over 500 children.

In 1998, the City also delegated to the Unity Council the operation of the Early Head Start Program, which serves 200 low-income children from birth through age 3, and their families. Early Head Start is also a national early childhood education program that promotes gradual preschool readiness by supporting secure parent/child attachments, healthy social-emotional and cognitive development of infants and toddlers, through the provision of health, nutritional, educational, social, and other services to economically disadvantaged children and families.

On May 8, 2009, under the American Recovery and Reinvestment Act (ARRA), the US Department of Health & Human Services, Administration for Children and Families released a Request for Application (RFA), making Early Head Start program expansion opportunities

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available, to local public and local non-profit and for-profit private entities, including Early Head Start and Head Start grantees. The Oakland Head Start program requested and received City Council approval to submit a 2009 ARRA Early Head Start Expansion Grant application (Resolution No. 82130 C.M.S., July 7, 2009). In November 2009, the City's Head Start program received notice that it had been selected to receive ARRA Early Head Start Expansion grant funding in order to implement high quality, comprehensive early care, education, and family service programming, operating full-day and year-round for 204 low-income families with children, birth through three, as well as pregnant women.

On April 15, 2011, President Obama signed Public Law 112-10, the Department of Defense and Full-Year Continuing Appropriations Act, 2011, which appropriated \$7.56 billion for the Head Start program for Fiscal Year (FY) 2011. The total included \$340 million to sustain enrollment for a six-month period for Head Start and Early Head Start programs that expanded services with funding made available under the ARRA, with the anticipation of continued funding for the remaining six months of the 2011-2012 program year. Thus, it was advised that programs plan their budget, operations, and services for the full program year. The program received notice of their award of the remaining Early Head Start funding for the 2011-2012 program year on April 2, 2012.

Currently, the City of Oakland's Early Head Start Expansion program continues to successfully provide high quality, comprehensive early care, education, and family support programming operating full day and year-round, to 204 low-income families, with infants and toddlers, as well as pregnant women.

Oakland Early Head Start Expansion's program partners include Salvation Army, Brighter Beginnings, and Children's Hospital. Early Head Start Expansion program partners were solicited through a public strategic planning meeting for Early Care and Education Providers Serving Infants & Toddlers in Alameda County on April 1, 2009. Working in collaboration with these agencies, the program has been able to extend the reach of Early Head Start services in Oakland, through both, center-based and home-based service delivery models.

Information provided in the analysis section of this report presents the Head Start/Early Head Start Governance Procedures, Program Planning Procedures, Child Selection and Recruitment Procedures, Program Goals, School Readiness and Family & Community Engagement Goals, and the Self Assessment Summary Report that are submitted annually for review and approval by the Policy Council and the City Council and/or its designee (Head Start Advisory Board), in accordance with Head Start legislation. These detailed governance procedures have been designed to support and facilitate the ongoing administration, management, implementation, monitoring and delivery of high-quality Head Start and Early Head Start services to income eligible families and children, birth - 5. Head Start/Early Head Start Governing Procedures are submitted to the Head Start Policy Council and the City Council and/or its designee (Head Start Advisory Board) annually, for approval.

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**PROGRAM DESCRIPTION**

Oakland Head Start/Early Head Start offers several program options that allow families with different needs and preferences to have a choice when enrolling their children in Oakland Head Start/Early Head Start. Currently, Oakland Head Start/Early Head Start directly operates four different program options:

- 1) Part-day center-based Head Start classrooms (25) at 13 locations (the majority of slots) serving 816 children
- 2) Full-day center-based Head Start classrooms (10) at four sites, serving 170 children, and Full-day center-based Early Head Start classrooms (10) serving 70 children
- 3) Home-Based for 17 Head Start families and 134 Early Head Start families, which includes weekly family home visits and center-based whole group, socialization activities twice per month
- 4) Full-day Family Child Care (6) homes, under contract, serving approximately 58 Head Start children, the number varies year to year based on the qualifications of the applicant pool

Including full-day and part-day services, Oakland Head Start and Early Head Start serves a total of 1,265 children. The delegate agency, Unity Council, serves 313 Head Start children and also provides 200 Early Head Start slots, bringing the overall total funded enrollment to 1,778 children, birth – 5, served by the grantee and delegate. The following charts provide information on the location, enrollment slots, and program options available at each site, across the grantee and delegate programs:

City of Oakland (grantee) operated Head Start (HS) and Early Head Start (EHS) sites

Site Name	Zip Code	Area of Oakland	Number of Slots	Program Option
85 <sup>th</sup> Avenue HS	94621	East Oakland	50	Full-day
92 <sup>nd</sup> Avenue HS	94603	East Oakland	102	Part-day
Arroyo Viejo HS	94605	East Oakland	34	Part-day
Brookfield HS	94603	East Oakland	68	Part-day
City Towers HS (Relocated)	94612	West Oakland	60	Full-day
Salvation Army Head Start (Enhanced)	94606	East Oakland	36	Full-day
Eastmont HS	94605	East Oakland	136	Part-day
Fannie Wall HS	94609	West Oakland	20	Full-day

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Frank G Mar HS	94607	Downtown/Chinatown	34	Part-day
Franklin HS	94606	Downtown/Chinatown	34	Part-day
Lion Creek Crossings HS	94621	East Oakland	68	Part-day
Manzanita HS	94606	Fruitvale/San Antonio	34	Part-day
San Antonio CDC HS	94606	Fruitvale/San Antonio	68	Part-day
San Antonio Park HS	94606	Fruitvale/San Antonio	68	Part-day
Sungate HS	94601	Fruitvale/San Antonio	68	Part-day
Tassafaronga HS	94621	East Oakland	34	Part-day
Virginia HS	94619	East Oakland	68	Part-day
West Grand HS	94607	West Oakland	40	Full-day
HS Family Child Care Homes		Throughout the City	58	Full-day
HS Home Based (Reconfigured)	N/A	N/A	17	Home Visits, 2 days/week Group Socialization Sessions 2 days/month
HS Home Based	Will target West Oakland	Will target West Oakland	24	Home Visits, 2 days/week Group Socialization Sessions 2 days/month
Broadway EHS (EHS Expansion)	94621	Downtown/ West Oakland	20	Full-day
FAME EHS (EHS Expansion)	94621	Downtown/ West Oakland	12	Full-day
Salvation Army EHS Partner (EHS Expansion)	94606	Central Oakland	38	Full-day
EHS Home-Based Program, Grantee and EHS Partner Brighter Beginnings	N/A	Throughout City	134	Home Visits, 2 days/week Group Socialization Sessions 2 days/month
<b>TOTAL</b>			<b>1,265</b>	

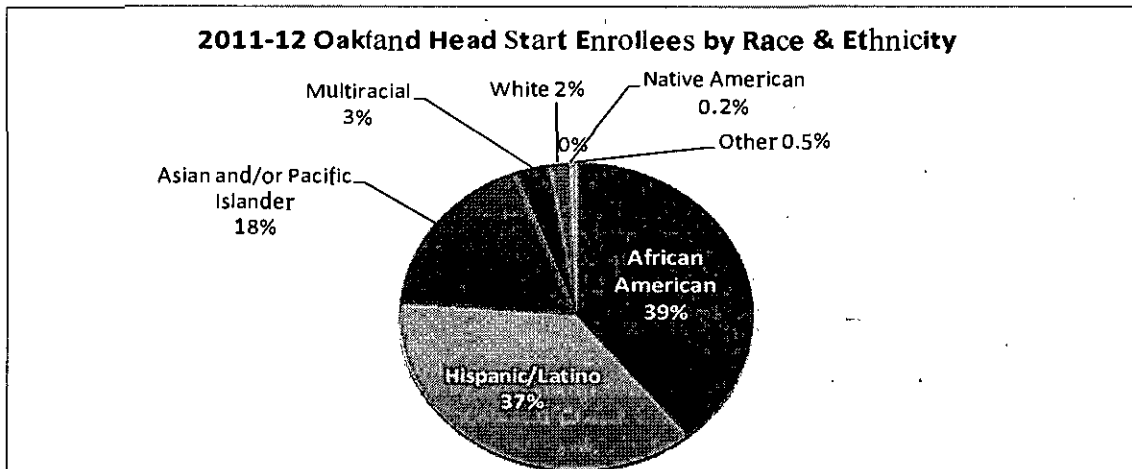
**Unity Council (delegate) operated Head Start (HS) and Early Head Start (EHS) sites**

Site Name	Zip Code	Area of Oakland	Numlier of Slots		Program Option
			HS	EHS	
De Colores	94601	Fruitvale/San Antonio	204	40	Part-day & Full-day
Foothill Square	94605	East Oakland	0	108	Part-day
Fruitvale	94601	Fruitvale/San Antonio	68	0	Full-day
Thurgood Marshall	94607	West Oakland	0	40	Part-day
Home Based	NA	NA	41	12	Part-day
<b>TOTAL</b>			<b>313</b>	<b>200</b>	

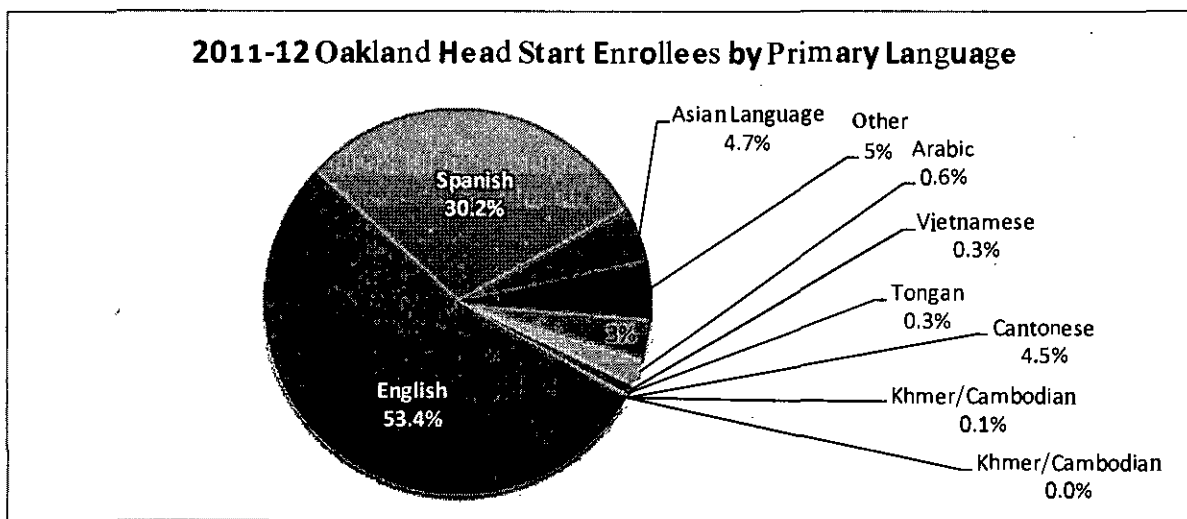
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### Program Demographics

**Snapshot: Grantee - Oakland Head Start Race/Ethnicity:** As the following pie chart shows, among the Head Start children enrolled, whose race and ethnicity were specified during the 2011-12 program year to date (N=1238), 39% (487) specified African American, 37% (463) Hispanic/Latino, 18% (222) Asian and/or Pacific Islander, 3% (33) Multiracial, 2% (23) White, .2% (3) Native American, and .5% (7) Other.

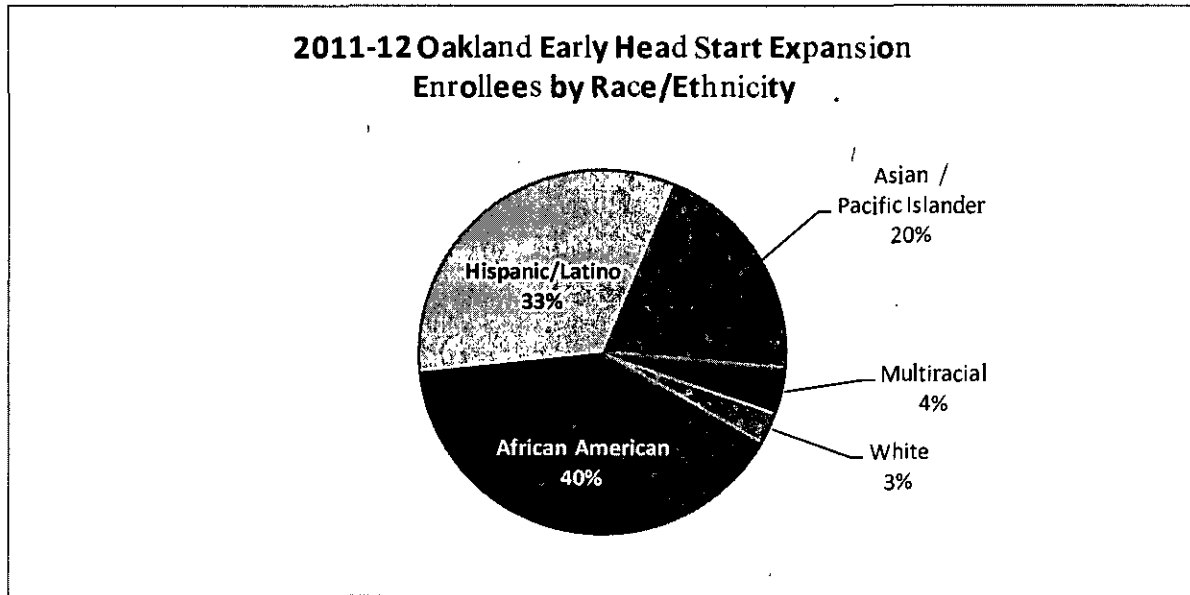


**Snapshot: Primary Language:** As the following pie chart shows, among the primary languages spoken by Head Start enrollees during the 2011-12 program year to date, as identified by parents (N = 1238), 53% (661) speak English, 30% (374) Spanish, 5% (58) an Asian language, 5% (57) Other, 4% (43) Cantonese, 3% (31) Vietnamese, .3% (4) Tongan, .6% (8) Arabic, .08% (1) Tagalog, and 08% (1) Khmer/Cambodian.

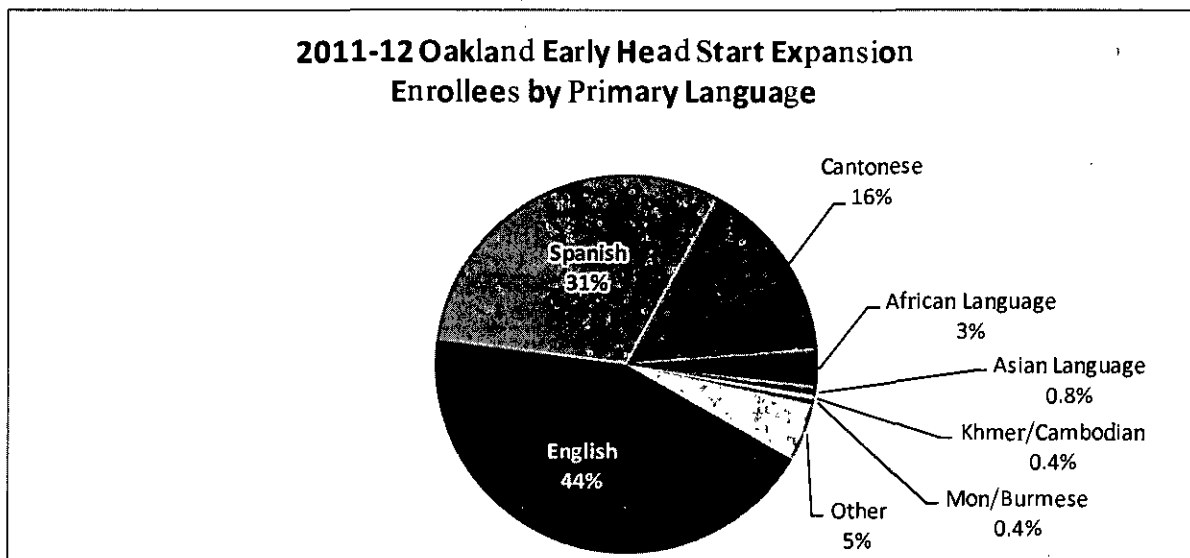




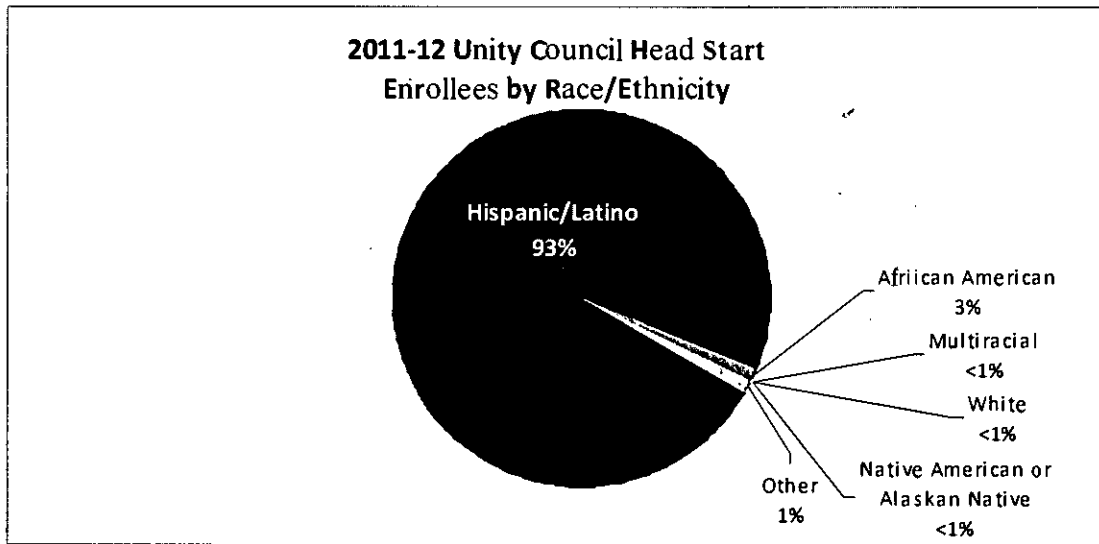
**Snapshot: Grantee - Oakland Early Head Start Expansion Race/Ethnicity:** As the following pie chart shows, among Early Head Start children enrolled whose race and ethnicity were specified during the 2011-12 program year to date (N= 257), 40% (95) specified African American, 33% (86) Hispanic/Latino, 20% (49) Asian and/or Pacific Islander, 4% (10) Multiracial, 4% (10) Other, and 3% (8) White.



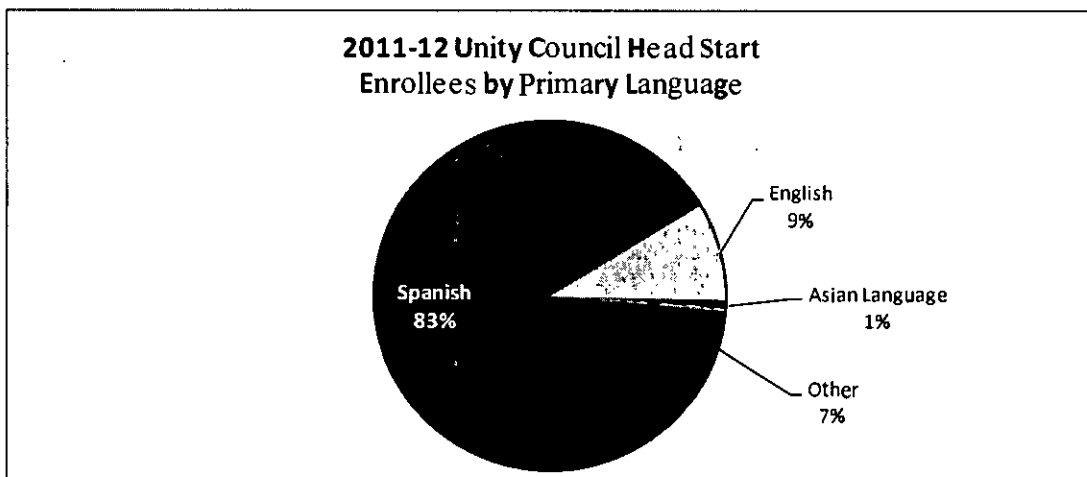
**Snapshot: Primary Language:** As the following pie chart shows, among the primary languages spoken by Early Head Start enrollees during the 2011-12 program year to date, as identified by parents (N =257), 44% (115) speak English, 31% (82) Spanish, and 16% (39) Cantonese, 4% (9) Other, 3% (6) an African language (Yoruba, Ibo), .8% (2) an Asian language, .4% (2) Khmer/Cambodian, and .4% (1) Mon/Burmese.



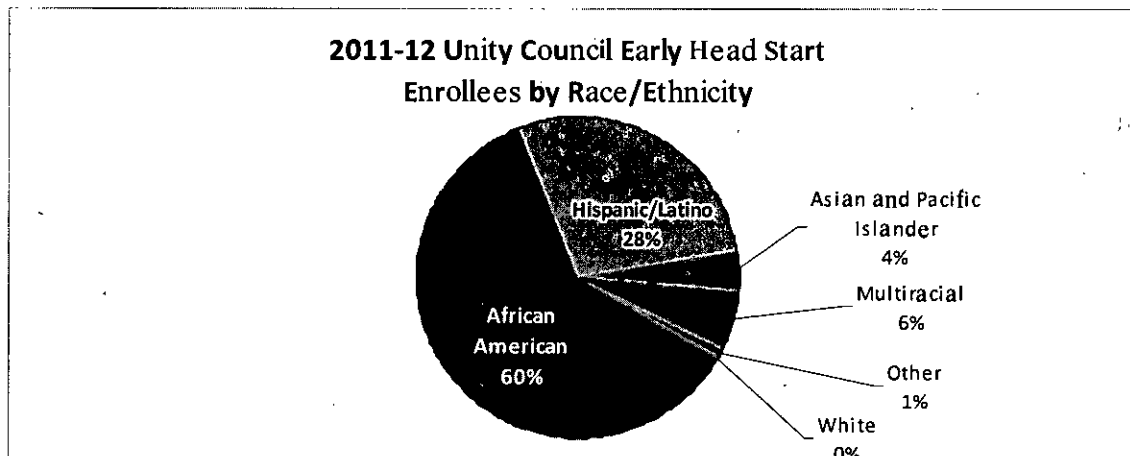
Snapshot: Delegate Agency – Unity Council, Head Start Race/Ethnicity: As the following pie chart shows, among Unity Council Head Start children enrolled, whose race and ethnicity were specified during the 2011-12 program year to date (N=337), 93% (313) were Hispanic/Latino, 3% African American (10), 1% Asian and/or Pacific Islander (4), <1% Multiracial, <1% White, <1% Native American; and 1 (3)% Other.



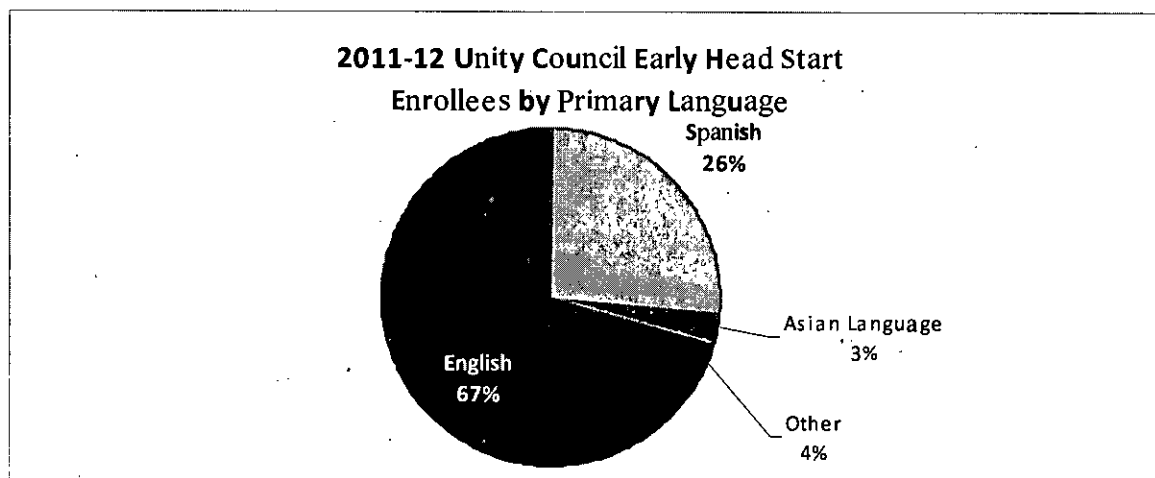
Snapshot: Primary Language: As the following pie chart shows, among the primary languages spoken by Unity Council Head Start enrollees during the 2011-12 program year to date, as identified by parents to date, (N=337), 83% (280) speak Spanish, 9% (30) English, 1% (3) speak an Asian language, and 7% (24) Other.



Snapshot: Delegate Agency, Unity Council, Early Head Start Race/Ethnicity: As the following pie chart shows, among Unity Council Early Head Start children enrolled whose race and ethnicity were specified during the 2011-12 program year to date (N = 252), 60% (152) were African American, 28% (71) Hispanic/Latino, 4% (11) Asian and/or Pacific Islander, 6% (14) Multiracial, <1% White, and 1% (3) Other.



Snapshot: Primary Language: As the following pie chart shows, among the primary languages spoken by Unity Council Head Start enrollees during the 2011-12 program year to date, as identified by parents to date (N = 252), 67% (163) speak English, 26% (70) Spanish, and 3% (7) an Asian language, and 4% (12) Other.



### Screening, Assessment, Curriculum and Teaching Information

The City of Oakland's Head Start and Early Head Start Program offers a quality, culturally appropriate early childhood environment in which each child has the opportunity to develop at their own pace. Each child's relationship with their parent and primary caregiver is fostered.

The Program utilizes the Ages and Stages Questionnaire (ASQ) to screen each child within 45 days of enrollment. The Desired Results Developmental Profile (DRDP) child observation assessment is utilized three times annually for children, ages 3-5, to assess each child's development. Teaching Strategies Gold child observation assessment is utilized three times annually for children, ages birth – 3, to assess each child's development. Staff and parents review the results of the individual child's screens and assessments to plan individualized developmentally appropriate activities for each child.

The program also utilizes the CLASS (Classroom Assessment Scoring System) Tool to observe and assess the range and quality of interactions which take place in the classroom setting with teachers and children. The results of the assessment are incorporated into educational curriculum, lesson plans, and professional development in the program. Children with special needs or whose scores on screens indicate that the child is at risk for having a disability will be referred to receive further evaluation by a trained professional. Children with disabilities and other special needs are fully included in all aspects of the program, and their Individual Education Plan (IEP) goals are woven into the curriculum and daily activities of the classroom. The needs of children with behavioral challenges are met by adapting the curriculum, environment, the use of intervention strategies, and mental health services if appropriate.

Oakland Head Start and Early Head Start use researched-based curricula - Creative Curriculum for Preschoolers and Creative Curriculum for Infants/Toddlers, in the center-based program, and Partners for a Health Baby Curriculum for the Early Head Start home-based program. Teachers plan a balanced program that provides adequate time for individual, social, and teacher-supported learning experiences. Learning through discovery and inquiry, with support and scaffolding from the teachers, is the core of the curriculum. The classrooms are equipped with open-ended learning materials that provide for exploration, discovery, inquiry, challenges, and growth for children at different developmental stages.

### ANALYSIS

#### Oakland Head Start/Early Head Start Annual Governance Procedures

The following Oakland Head Start/Early Head Start Governance Procedures, Program Planning, Child Selection and Recruitment, Program Goals, and Self Assessment, have been designed to support and facilitate the ongoing administration, management, implementation, monitoring and delivery of high-quality Head Start and Early Head Start services to income eligible families and children, birth – 5. In accordance with federal Head Start legislation, the Oakland Head

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Start/Early Head Start Governance Procedures are submitted to the Policy Council and City Council, and/or its designee, Head Start Advisory Board, for review and approval, annually.

#### Program Planning Procedures

Planning procedures define a systematic, ongoing process of program planning, developed by the grantee and delegate that includes consultation with the program's governing body, policy council, and program staff and with other community organizations that serve Head Start and Early Head Start or other low-income families with children, 0-5-years-old. Performance Standard 1304.51(a).

The Oakland Head Start/Early Head Start planning procedure serves as a roadmap to establish and maintain a systematic approach to ongoing decision-making about the direction and scope of programs and services offered by the City of Oakland Head Start/Early Head Start. The planning process provides overall direction for the City Council, Policy Council and staff

The planning process is reflected in the planning process/procedure flow chart and annual 2011-2012 planning calendar found in *Attachment A*. Given the comprehensive program design, delivery of services and multiple Head Start mandates, the planning procedure is critical in helping the Oakland Head Start/Early Head Start program meet program requirements effectively, each year. Attached are the existing Planning Procedures, including flow chart and planning calendar. *(See Attachment A - Planning Procedures)*

Primary components of the planning process include: Community Assessment and Updates, Goals and Objectives, Service Area Plans, Criteria for Recruitment, Selection and Enrollment Priorities, and the funding application. The main components which must be approved by Policy Council, and the City Council, and/or its designee, Head Start Advisory Board, annually, are the *Program Goals* and *Child Selection and Recruitment Procedures*. Based on our planning procedures this year, 2011-2012, staff has reviewed and updated the Program Goals & Objectives and Child Recruitment and Selection Criteria for the 2012-2013 program year.

#### Child Selection and Recruitment Procedures

The Child Recruitment/Selection procedure was developed by the grantee in conjunction with Performance Standard 1304.5(d)(1)(v) and in accordance with requirements from the Code of Federal Regulations Governing the Head Start Program Title 45 (CFR 45), Subchapter B, Part 1305. The process includes consultation with the program's governing body and program staff each year, who, together, propose the enrollment priorities, in preparation for the upcoming school year.

Three main components of the child recruitment/selection process include: Child Selection Criteria for the Priority Rating Scale and Eligibility Verification. Below is the summary of the Oakland Head Start/Early Head Start 2012-13 Priority Rating and Selection Procedure.

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### **Priority Rating Scale and Selection Procedures**

The Priority Rating Scale and Selection Procedure for Head Start and Early Head Start was developed by the grantee in conjunction with Performance Standard 1304.5(d)(1)(vii) and in accordance with requirements from the Code of Federal Regulations Governing the Head Start Program Title 45 (CFR 45), Subchapter B, Part 1305.

The process includes consultation with the program's governing body, program staff and Enrollment, Recruitment, Selection, Eligibility and Attendance (ERSEA) Committee members, who, together, propose the enrollment priorities, in preparation for the upcoming school year.

Based on the proposed enrollment priorities for Head Start and Early Head Start, Selection Criteria are established, and a Priority Rating Scale is developed, based on a point system that is defaulted using the ChildPlus data base software.

The Selection Criteria is submitted to the Policy Council and the Governing Board for approval before recruitment begins. Applications are reviewed and ranked according to this system, participant eligibility is verified by Head Start ERSEA staff, and children are selected from the list as vacancies occur. Attached are samples of the Child Selection Criteria procedures for Oakland Head Start/Early Head Start for 2012-2013. *(See Attachment B - 2012-13 Head Start/Early Head Start Child Selection Criteria for Priority Rating Scale)*

### **Program Goals**

As referenced previously, the Program Goals & Objectives are another main component in Oakland Head Start/Early Head Start planning process. The bases of the Goals & Objectives are the program's annual Self-Assessment, Community Assessment (or Community Assessment Update) and parent feedback, along with a wealth of input from community partners. The Goals & Objectives are developed through the group planning process, which includes long-term and short-term targets that are established every three years with annual updates. Attached are the Head Start/Early Head Start Program Goals for the grantee and delegate programs updated for 2012-2013. *(See Attachment C - 2012-13 Goals)*

### **School Readiness and Family & Community Engagement Goals**

In September, 2011, a program mandate was issued by the federal Office of Head Start, requiring all Head Start and Early Head Start programs to launch an in-depth assessment, review, and development process to ensure that program's existing three-year program goals, which include School Readiness, align closely with federal and state early learning and school readiness frameworks. As part of the process, Head Start and Early Head Start programs were required to develop a subset of school readiness goals for children, birth – 5 and their families. Programs were also required to develop a subset of family and community engagement goals for parents and families. Both sets of goals were informed by data from children's assessments and parent conferences, along with feedback from families and program staff.

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In addition, the school readiness and family & community engagement goals were developed in alignment with two important learning and development frameworks, *Head Start Child Development and Early Learning Framework* and *Parent, Family and Community Engagement Framework*, issued by the Office of Head Start, and the goals be measured, aggregated, and monitored for progress. All Head Start/Early Head Start programs will be required to fully implement new the School Readiness and Family & Community Engagement Goals established in the 2012-13 year. (See Attachment D – HS and EHS School Readiness Goals and HS/EHS Family & Community Engagement Goals, 2011-2012)

**Self Assessment**

As a part of the required Ongoing Monitoring procedures established by Oakland Head Start/Early Head Start, the program conducts an annual Self-Assessment. The Self-Assessment process occurs with the consultation and participation of the Policy Council, Advisory Board grantee and delegate program staff and, as appropriate, other community members. In accordance with Performance Standard 1304.51(2) (i) grantee and delegate agencies must conduct a self-assessment of their effectiveness and progress in meeting program goals and objectives and in implementing Federal Regulations, a final report of which must be approved annually by Policy Council and the City Council and/or its designee, Head Start Advisory Board. Attached is a summary of Oakland Head Start’s 2012 Self Assessment, which indicates that the program has been found not to have any findings or non-compliances. (See Attachment E - Self Assessment Summary Report 2012)

**PUBLIC OUTREACH/INTEREST**

This item did not require any additional public outreach other than the required posting on the City’s website.

**COORDINATION**

Coordination has occurred between Department of Human Services and the City Attorney’s Office.

**COST SUMMARY/IMPLICATIONS**

- 1. AMOUNT OF RECOMMENDATION/COST OF PROJECT: \$24,521,108  
Project Delivery

Source	Amount
Federal Grant	18,357,486
Non-Federal Share	4,588,122
General Purpose Fund Contribution	245,500
CSO Exemption	1,330,000

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Total	\$24,521,108
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The total project cost is an estimated \$24,521,108. This cost includes the Head Start/Early Head Start grant for program year 2012-2013, beginning September 2012, in the estimated amount of \$18,352,486, and includes a 0.72% COLA, offset by increased staffing costs, including salary and fringe benefits and proposed grant agreements to the Unity Council for \$4,973,177; Brighter Beginnings for \$488,763; Salvation Army for \$259,891; and Children’s Hospital for \$45,000, which will be appropriated to the Department of Health & Human Services Fund (2128), Head Start Organization (78231), Head Start Project (G4225) Early Head Start Project (G4223) and Early Head Start Expansion Project (formerly ARRA) (G4229).

The total project also cost includes an estimated \$4,588,122 in non-federal share, in accordance with the Head Start/Early Head Start federal grant regulations requirement of a 25% local match, that which incorporates an estimated \$1,243,294 of in-kind contributions and support provided by the Unity Council Head Start/Early Head Start program (in-kind support, typically parent and community volunteers to the program, enables the program to meet the program’s match requirements).

Finally, the project cost includes a \$245,500 contribution from the City’s General Purpose Fund to pay for essential program operations costs that are not allowable using Head Start/Early Head Start grant funds, in accordance with the federal funding terms and conditions, which has been included and approved in the City’s biennial FY 2011-2013 Adopted Budget. The project cost also includes the necessary exemption of the Central Services Overhead charge of \$1,330,000, which has been exempted in the City’s biennial FY 2011-2013 Adopted Budget, due to the federal administrative cost caps and the level of funding required to adequately run the program.

Total Project Costs  
\$24,521,108

1. COST ELEMENTS OF AGREEMENT/CONTRACT:

Sub Project/Phases– N/A

Unity Council - \$4,973,177

Management – N/A

Equipment – N/A

Software– N/A

Maintenance– N/A

Service– N/A

Labor Rates (If applicable – use separate table detailing labor rates)

Taxes and Fees\*– N/A

TOTAL AGREEMENT/CONTRACT AMOUNT:

Item: \_\_\_\_\_  
Life Enrichment Committee  
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\$4,973,177

2. COST ELEMENTS OF AGREEMENT/CONTRACT:

Sub Project/Phases– N/A

Brighter Beginnings - \$488,763

Management– N/A

Equipment – N/A

Software– N/A

Maintenance

Service– N/A

Labor Rates (If applicable – use separate table detailing labor rates)

Taxes and Fees\*– N/A

TOTAL AGREEMENT/CONTRACT AMOUNT:

\$488,763

3. COST ELEMENTS OF AGREEMENT/CONTRACT:

Sub Project/Phases– N/A

Salvation Army - \$259,891

Management– N/A

Equipment – N/A

Software– N/A

Maintenance

Service– N/A

Labor Rates (If applicable – use separate table detailing labor rates)

Taxes and Fees\*– N/A

TOTAL AGREEMENT/CONTRACT AMOUNT:

\$259,891

4. COST ELEMENTS OF AGREEMENT/CONTRACT:

Sub Project/Phases– N/A

Children's Hospital - \$45,000

Management– N/A

Equipment – N/A

Software– N/A

Maintenance– N/A

Service– N/A

Labor Rates (If applicable – use separate table detailing labor rates)

Taxes and Fees\*– N/A

TOTAL AGREEMENT/CONTRACT AMOUNT: \$45,000

SOURCE OF FUNDING: DHS Head Start/Early Head Start Programs Grants): (G4223; G4225; G4229)

## 2. FISCAL IMPACT:

The General Purpose Fund contribution of \$245,500 and exemption of Central Services Overhead charges of \$1.33 million would total \$1,575,000, and impacts the General Purpose Fund (GPF), in that it reduces "recovery" to GPF.

The relocation and reconfiguration of Head Start program services will have no fiscal impact on the City's General Purpose Fund.

The program Governance Procedures developed by Oakland Head Start/Early Head Start program and updated annually, presented previously in this report, will have no fiscal impact on the City's General Purpose Fund.

## SUSTAINABLE OPPORTUNITIES

**Economic:** The grant creates approximately 174 jobs, including people directly employed in centers, plus an unknown number of jobs through its economic multiplier effect. Most of these jobs are held by residents of Oakland. In addition, Head Start and Early Head Start buys goods and services to support its programs, and most of these are purchased from Oakland firms or individuals.

**Environmental:** There are currently no direct environmental benefits or impacts from the Head Start and Early Head Start program to the City of Oakland. The program uses recyclable paper products.

**Social Equity:** The Oakland Head Start and Early Head Start Program delivers comprehensive, high-quality services to children and families in the City of Oakland. These services are designed to foster healthy development in low-income children, birth – 5. Head Start and Early Head Start provide a range of individualized services in the areas of education and early childhood development, medical, dental, and mental health services, nutrition, and parent involvement. The range of services is responsive and appropriate to each child and family's developmental, ethnic, cultural, and linguistic heritage and experience. Recent scientific research has verified what early childhood educators have known for years: that how children are nurtured and educated in their youngest years has a significant impact on later growth and development.


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Life Enrichment Committee

May 22, 2012

For questions regarding this report, please contact Usana Hopkins, DHS Manager, Early Childhood & Family Services, (510) 238-3165.

Respectfully submitted,

  
Sara Bedford, Interim Director  
Department of Human Services

Reviewed by:  
Usana Hopkins, DHS Manager  
Early Childhood & Family Services Division

Prepared by:  
Tracey Black, Planner  
Head Start Program

**ATTACHMENTS:**

- A Planning Procedures
- B HS/EHS Child Selection and Recruitment Procedures, 2012-2013
- C HS/EHS Three Year, 2010-2013 Program Goals Updated for 2012-2013
- D HS/EHS School Readiness and Family & Community Engagement Goals for 2012-2013
- E HS/EHS Self Assessment Summary Report, 2011-2012

Item: \_\_\_\_\_  
Life Enrichment Committee  
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***ATTACHMENTS A-E***

**PERFORMANCE STANDARD 1304.51** (a) (1) Grantee and delegate agencies must develop and implement a systematic, ongoing process of program planning that includes consultation with the program's governing body, policy groups, and program staff, and with other community organizations that serve Early Head Start and Head Start or other low-income families with young children.

### **POLICY**

The purpose of the planning process is to establish and maintain a systematic approach to decision-making about the direction and scope of programs and services offered by City of Oakland Head Start. The planning process provides overall direction for the City Council and/or its designee (the Head Start Advisory Board), Policy Council and staff. Main components of the planning process include: Community Assessment, Goals and Objectives, Service Area Plans, Criteria for Recruitment, Selection and Enrollment priorities, and the funding application.

### **PERSON RESPONSIBLE**

Head Start Director  
Head Start Planner  
Head Start Management Staff

### **FREQUENCY**

Ongoing

### **PROCEDURE**

- The program year begins in September. The Program shall initiate its multi-year planning phase in June every three years with the review and update process beginning in November of each of the two succeeding years. The planning process for the upcoming planning cycle (including a planning calendar) will be reviewed and approved every year by the Policy Council and the City Council or its designee, the Head Start Advisory Board.
- The Head Start Planner will conduct an assessment of community needs, resources and strengths every three years (Community Assessment); and conduct updates in the intervening two years.
- The Community Assessment results will be shared and discussed with the Policy Council, Head Start Advisory Board, and community members. Staff will use this analysis, along with the findings of the program's Self Assessment, to determine goals, objectives and specific program direction (priorities for selection, recruitment and enrollment, enhancements to program plans and collaboration activities with other community agencies).
- Long-range program goals and short-term program and financial objectives developed through this process will be approved by the Policy Council and the City Council or the

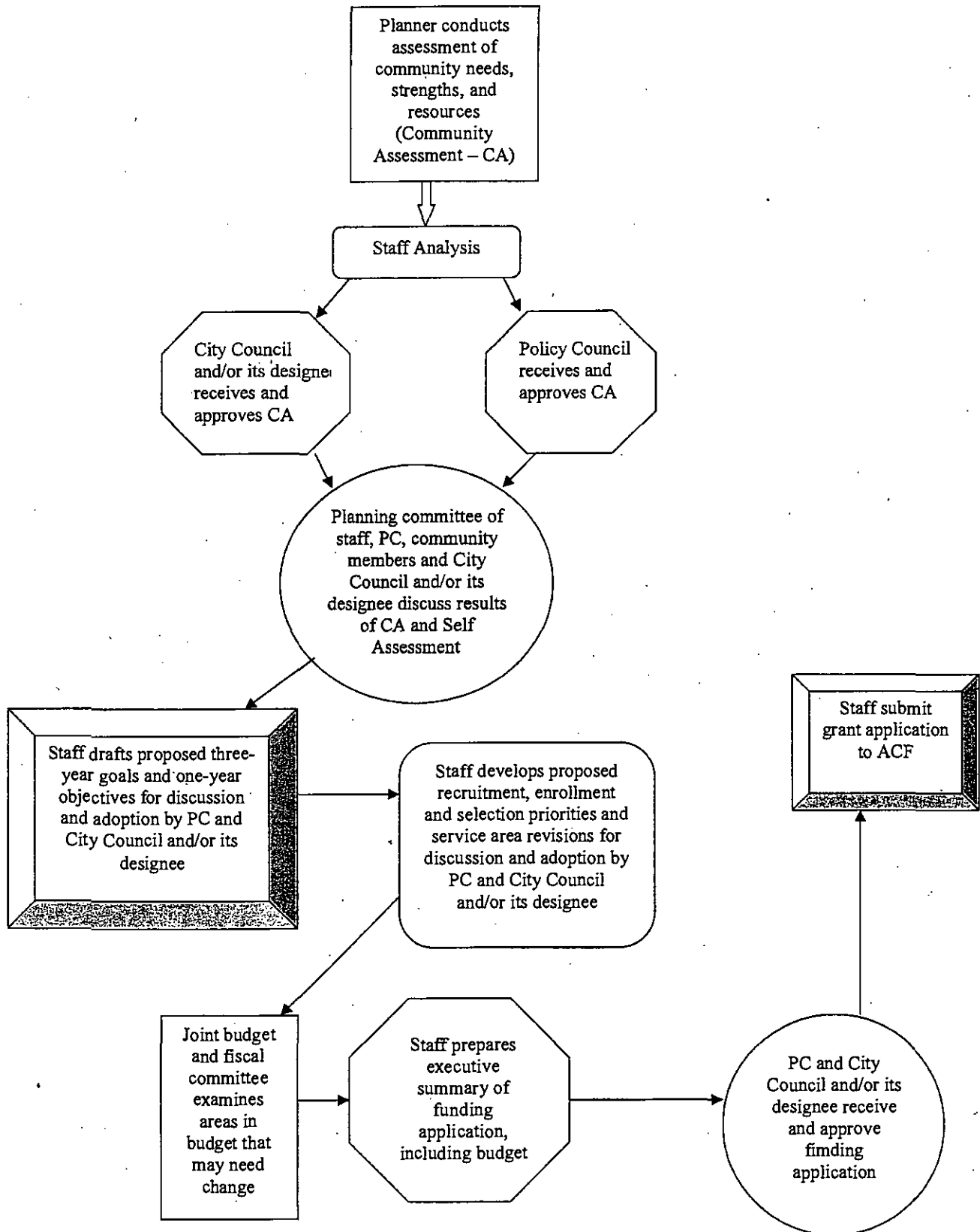
## ***ATTACHMENT A***

Head Start Advisory Board. Progress towards program goals and objectives will be reviewed periodically at management team meetings.

- Recruitment, Selection and Enrollment Priorities, and any changes to program options, will be proposed by staff and approved by the Policy Council and the City Council and or its designee, the Head Start Advisory Board, using Community Assessment data.
- Management staff will develop written plans for implementing services, consistent with program goals and objectives, in each program area. (service area plans)
- Written service area plans will be reviewed and approved by staff, the Policy Council and the Advisory Board annually.
- The joint Budget and Fiscal Committee, along with Head Start management staff, will review the budget for areas that may need changes, according to the service area plans and/or available resources.
- The Head Start Planner will develop the draft of the funding application, based on the above planning components, and including a review of budget changes. The Head Start Director will present the final application and summary to the Policy Council, Advisory Board, and City Council for review and approval.

*See flowchart for highlights of planning/grant application process*

**PLANNING/GRANT APPLICATION PROCESS**



**HEAD START/EARLY HEAD START ADVISORY BOARD/POLICY COUNCIL  
PLANNING CALENDAR 2012-13**

SEPTEMBER, 2012	OCTOBER	NOVEMBER	DECEMBER	JANUARY, 2013
<ul style="list-style-type: none"> <li>• New Funding Year begins</li> <li>• Policy Council (PC) Members make presentations about PC Role at sites</li> <li>• PIR Review</li> <li>• Monthly Budget Report</li> <li>• Governance Training Part I, Head Start Advisory Board (HSAB) &amp; Policy Council</li> </ul>	<ul style="list-style-type: none"> <li>• PC Elections (Site Level)</li> <li>• Monthly Budget Report/Fiscal Orientation</li> <li>• On-Going Monitoring Training</li> </ul>	<ul style="list-style-type: none"> <li>• Grant Applications (GA), Community Assessment begins</li> <li>• Self Assessment Planning begins (GA)</li> <li>• Nomination of PC Officers</li> <li>• Governance Training, Part II</li> <li>• Monthly Budget Report</li> <li>• Budget Training (Internal Control)</li> <li>• PC Orientation</li> <li>• Report to City Council – Life Enrichment Committee (LEC)</li> </ul>	<ul style="list-style-type: none"> <li>• Election of PC Officers</li> <li>• Recognition of Outgoing PC Officers</li> <li>• Monthly Budget Report</li> <li>• Focused Monitoring Report</li> <li>• Joint Meeting HSPC, HSAB</li> <li>• Community Assessment Orientation "At-A-Glance"</li> </ul>	<ul style="list-style-type: none"> <li>• New Policy Council Officers installed</li> <li>• Governance Training, Part III &amp; IV</li> <li>• Monthly Budget Report</li> <li>• Child Outcomes Report</li> </ul>
FEBRUARY	MARCH	APRIL	MAY	JUNE
<ul style="list-style-type: none"> <li>• Budget Preparation begins</li> <li>• Monthly Budget Report/Fiscal Training</li> <li>• Governance Training, Part V &amp; VI</li> </ul>	<ul style="list-style-type: none"> <li>• Recommendations from City Council and/or its designee (HSAB) and PC Planning &amp; Finance Committees on New Priorities</li> <li>• Update 3-Year Program Goals, 1-Year Objectives (GA) and Program Philosophy</li> <li>• Review Program Options</li> <li>• Draft of Grant Application begins</li> <li>• PC/HSAB Letter to City Council (LEC)</li> <li>• Monthly Budget Report</li> <li>• Community Assessment Approved</li> <li>• Recruitment, Selection &amp; Enrollment Priorities approved</li> <li>• Delegate Agency Director Report to HSAB</li> </ul>	<ul style="list-style-type: none"> <li>• Budget Revisions</li> <li>• Service Area Plans Revisions (if needed) approved</li> <li>• Staff works on Final Application &amp; Summary for City Council and/or its designee</li> <li>• Plans for Parent Appreciation begins</li> <li>• Goals &amp; Objectives and Program Philosophy approved</li> <li>• Focused Monitoring Report</li> <li>• Monthly Budget Report</li> <li>• Child Outcomes Report</li> <li>• Self Assessment Report approved (GA)</li> </ul>	<ul style="list-style-type: none"> <li>• Detailed Summary of the Application is prepared</li> <li>• Request for Budget Changes (if needed)</li> <li>• Grant Application (GA) presented to the City Council for approval</li> <li>• Monthly Budget Report</li> <li>• Joint meeting HSPC, HSAB</li> </ul>	<ul style="list-style-type: none"> <li>• Grant Application is submitted to ACF</li> <li>• Policy Council makes recommendation for training</li> <li>• Monthly Budget Report</li> <li>• Child Outcomes Report</li> <li>• Assess PC/HSAB Performance</li> </ul>
JULY	AUGUST	<p>GA = Grant Application CC = City Council LEC = Life Enrichment Committee PC = Policy Council HSAB = Head Start Advisory Board</p>		
<ul style="list-style-type: none"> <li>• Composition of the PC is reviewed</li> <li>• PC/HSAB Bylaws are reviewed &amp; proposed revisions identified (if needed)</li> <li>• Planning Process and written process for next year approved by PC and HSAB, including the adoption of Planning Calendar</li> <li>• Monthly Budget Report</li> </ul>	<ul style="list-style-type: none"> <li>• Composition of PC recommendations for changes are proposed to the City Council</li> <li>• Policies &amp; Procedures are revised (if needed)</li> <li>• PC/HSAB adopts revisions to Bylaws</li> <li>• Monthly Budget Report</li> </ul>			



City of Oakland  
Head Start Program

ATTACHMENT B

**ESTABLISHING SELECTION CRITERIA  
HEAD START AND EARLY HEAD START PRIORITY RATING SCALE  
2012/2013 SCHOOL YEAR**

The following selection criteria will be used to formally select children and families for participating in the Oakland Head Start and Early Head Start Program. Oakland HS/EHS has developed a point system that is defaulted using the ChildPlus software. The computer software program generates a waiting list of eligible families based on this point system. The Selection Criteria is submitted to the Policy Council and the Governing Board for approval before recruitment begins. Applications are then ranked according to this system and children are selected from the list as vacancies occur.

CATEGORY	POINTS
<b>Age</b>	
Returnees	999
4 Years Old	300
2.9 Years or 3 Years Old by December 2nd	50
Transition from Early Head Start	150
Pregnant Mom	200
Birth to 30 months	
<b>Income</b>	
Zero to 50% below poverty guidelines	100
51% to 100% below poverty guidelines	100
101% to 130%	0
<b>Child Disability</b>	
Diagnosed with current I.F.SP. or I.E.P from RCEB or OUSD	200
Program Prevention Plan by RCEB	100
<b>Categorically Eligible</b>	
Returnees (Child returning from previous year)	999
Homeless Families	200
Families receiving Public Assistance	200
Families receiving SSI	200
Foster Child	200
<b>Over Income</b>	
Child with Disabilities (I.F.S.P. or I.E.P.) above 130% of the poverty guidelines	
<b>Other</b>	
Referral from Social Services Agency	30
Referral from Health Agency	30
Parent in Crisis (Death of Parent, Domestic Violence, Incarceration, Fire etc.)	50
Child Protective Services (At Risk for Abuse or Neglect)	50
Transfer from EHS/HS other Child Care outside of service area	10
Teen Parent under 19 years old	30
One Parent/Guardian or Relative	50
Parent w/Chronic or Terminal Illness, Parent with diagnosed Disability	50
Sibling currently enrolled	30
Live within 10 blocks of Center/FCC	30

**SELECTION FOR FULL DAY PROGRAM OPTION**

**ATTACHMENT B**

<b>Full Day Program Option</b>	
Two Parent or Single Parent 8 hours per day or at least 32-40 hours per week w/proof	100
Two Parent or Single Parent Employed 6 hours per day or at least 24-31 hours per week w/proof	50
Two Parent or Single Parent Enrolled in school, job training full-time 6.0 hours more or 12 units with proof at certification	100
Two Parent or Single Parent Enrolled in school, job training at least 4.5 hours per day w/proof at certification	50
Single Parent household parent employed or in school	50
Special Circumstances with proof from a Health or Social Services Agency	25

**NARRATIVE**

**Age:**

- Four (4) year old: A child who turns four on or before December 2 of the program year
- Three (3) year old: A child who turns three on or before December 2 of the program year
- Pregnant Mom (proof of Pregnancy Verification provided by doctor)

**Income:**

- Zero to 50% below poverty guidelines – (i.e. – For a family of one, the guidelines state the income must be below \$10,400. Multiply 10,400 by 50% which equals \$5,200 etc. Any families between zero and \$5,200 are in this income category.)
- 51% to 100% below poverty guidelines – (i.e. – For a family of one, the guidelines state that income must be below \$10,400. Multiply 10,400 by 51% which equals \$5,304 etc. Any family between \$5,304 and \$7,800 are in this income category.)

**Over Income:**

- 10% of children with Disabilities and a current I.E.P. or I.S.F.P: can be enrolled and above 130% of the poverty guidelines

**Child Disabilities:**

- Certified Individual Education Plan by Oakland Unified School District (OUSD)
- Certified IFSP by a documentation of an Individual Education Plan by Regional Center of the East Bay (RCEB)

**Categorically Eligible:**

- Children who are still age eligible are considered Returnees.
- Homeless Families (Lack permanent residence as described in the Vento-McKinney Act)
- Families receiving public assistance – Includes TANF/CalWorks and SSI only
- Foster Child receives aid through Foster Care payments, considered family of one
- Children transitioning from Early Head Start or another Child Care Agency

**Parental Status:**

- Live with in 10 Blocks of Center/Family Child Care Home
- Referral from Social Service Agency/Health Agency
- Child Protective Services (Child at Risk for Abuse or Neglect)
- Transfer from other Child Care/EHS/HS outside of service area (Must be currently enrolled in other EHS/HS)
- Death of a Parent – Child’s Mother or Father Deceased
- Domestic Violence – Documentation of Domestic Violence against parent or child
- Parent w/Chronic or Terminal Illness with proof from professional
- Teen Parent under 19 years of age at time of intake
- Single Parent/Guardian or Relative – Primary Caretaker of Head Start child
- Child Transition from – Early Head Start
- Sibling of currently Enrolled child of a EHS/HS child



City of Oakland  
 Grantee Head Start/Early Head Start  
 &  
 Delegate Agency, Unity Council, Head Start/Early Head Start  
 Three-year, 2010-2013, Program Goals (Updated for Program Year 2012-2013)



**Grantee Head Start**

- Goal 1:** Oakland Head Start will enhance its efforts to leverage additional funding and resources to support the comprehensive child development services that it provides.
- Goal 2:** Oakland Head Start will work to improve the physical and social emotional health of children, families and staff.
- Goal 3:** Oakland Head Start will increase its efforts to meet the diverse needs of Oakland Head Start children & families.
- Goal 4:** Oakland Head Start will continue to improve the language, math, and science literacy skills of children and families, with added emphasis on school readiness for children 3-4, and entering kindergarten, supported by the ongoing professional development of staff and the engagement of parents, family and community.
- Goal 5:** Oakland Head Start will continue to provide ongoing resources and support for children, families and staff, impacted by family and community violence and community drug use.

**Grantee Early Head Start Program**

- Goal 1: Preschool and School Readiness:** To constantly strengthen the Early Head Start program and develop community-wide partnerships dedicated to aligning efforts to ensure that all infants, toddlers, and children are prepared for success in Head Start preschool age programs, kindergarten and beyond.
- Goal 2: Family Engagement:** To expand family engagement opportunities that will strengthen parent/guardian's role as their infant/child's advocate, decision-maker, and primary educator.
- Goal 3: Health and Nutrition:** To enhance the nutrition services provided by the program and strengthen partnerships that support the physical and emotional health of infants/children and families.
- Goal 4: Workforce:** To develop staff skills and cultural competency necessary to provide the highest quality services for all Early Head Start children and families.
- Goal 5: Recruitment & Outreach:** Enhance recruitment and outreach efforts to support special needs children and their families, homeless families, families in substance abuse recovery programs, and underserved populations.



Delegate Agency  
 Unity Council Head Start & Early Head Start Program

- Goal 1:** Expand opportunities for leadership development for staff and families through the recognition of and building upon current capacity.
- Goal 2:** Build strong connections with communities, helping families address violence.
- Goal 3:** Establish a systematic approach to supporting classrooms with a focus on the whole child and their family.
- Goal 4:** Increase opportunities for parent training and access to limited and more restrictive resources.



**City of Oakland  
Head Start  
School Readiness Goals  
2011-2012**



**Domain: *Cognition and General Knowledge***

- **Goal 1:** HS children will build their conceptual knowledge of understanding numbers, their relationships, combination and operation.
- **Goal 2:** HS children will learn to develop simple investigations to form hypotheses (Guess/interpret), gather observations, draw conclusions.

**Domain: *Social and Emotional***

- **Goal 3:** HS children and parents will demonstrate increasing healthy relationships and interactions with adults and peers.

**Domain: *Language and Literacy***

- **Goal 4:** HS children will demonstrate phonological awareness by showing awareness that language is broken into words, syllables and smaller sounds.
- **Goal 5:** HS children who are dual language learners will demonstrate competency in their home language while acquiring beginning proficiency in English.

**Domain: *Approaches to Learning***

- **Goal 6:** HS children will ask questions, seek new information and demonstrate flexibility and eagerness to approaching new tasks and materials.
- **Goal 7:** HS will facilitate and support additional learning opportunities for children with special needs, on an ongoing basis, in order to help strengthen children's ability to begin and finish self selected, age-appropriate activities with engagement, attentiveness and persist through challenges.

**Domain: *Physical Development & Physical Health Status***

- **Goal 8:** HS children will practice healthy and safe habits.
- **Goal 9:** HS children will demonstrate control of large muscles for movement, navigation, and balance.



**City of Oakland  
Early Head Start  
School Readiness Goals  
2011-2012**



**Domain: *Cognition and General Knowledge***

- **Goal 1:** EHS children will demonstrate increased understanding of cause and effect relationships in their exploration.
- **Goal 2:** EHS children will progress in their understanding of the function of objects and use of objects. As is age appropriate, children will progress in their capacity to use objects symbolically and engage in pretend play.

**Domain: *Social and Emotional***

- **Goal 3:** EHS children will develop trusting relationship with their teachers.
- **Goal 4:** EHS children will interact with peers with increasing frequency and, as is age appropriate, begin to develop relationships with specific peers.

**Domain: *Language and Literacy***

- **Goal 5:** EHS children will progress in their ability to communicate their feelings, ideas and needs in a variety of ways.
- **Goal 6:** EHS children will show increasing ability to engage in reciprocal communication
- **Goal 7:** EHS children will show increasing interest in their exploration of books, stories, print and song.

**Domain: *Physical Development and Health Status***

- **Goal 8:** EHS children will progress in their fine motor skills and demonstrate increasingly complex capacity to grasp and manipulate objects.
- **Goal 9:** EHS children will demonstrate an increasing capacity to move their body, maintain their balance, and control their movements.

**Domain: *Approaches to Learning***

- **Goal 10:** EHS children will demonstrate initiative and curiosity while engaging in play.
- **Goal 11:** EHS children with special needs will be supported with additional learning opportunities on an ongoing basis, in order to help strengthen children's ability to begin and finish self selected, age-appropriate activities with engagement, attentiveness and persist through challenges.



**City of Oakland**  
**Head Start/Early Head Start Program**  
**Family & Community Engagement Goals**

**2011-2012**

1. **FAMILY WELL-BEING** Strengthen a family's ability to feel safe, healthy, and increase financial security.
2. **POSITIVE PARENT-CHILD RELATIONSHIPS** Support parents with transitions to parenthood, to develop warm relationships that nurture their child's learning and development.
3. **FAMILIES AS LIFELONG EDUCATORS** Encourage parents and families to observe, guide, promote, and participate in the everyday learning of their children at home, school and their communities.
4. **FAMILIES AS LEARNERS** Support parents and families to advance their own learning interests through education, training and other experiences that support their parenting, careers, and life long goals, as well as ensure that families have ongoing opportunities to discuss assessments and children's developmental levels to prepare families for discussions with teachers in K-12.
5. **FAMILY ENGAGEMENT IN TRANSITIONS** Encourage parents and families to support and advocate for their child's learning and development as they transition to new learning environments, including EHS to HS, EHS/HS to other early learning environments, and HS to kindergarten through elementary school.
6. **FAMILY CONNECTIONS TO PEERS AND COMMUNITY** Establish a system for parents and families to form connections with peers and mentors in formal and informal social networks that are supportive and/or educational and that enhance social well-being and community life.
7. **FAMILIES AS ADVOCATES AND LEARNERS** Encourage families to participate in leadership development, decision-making, program policy development, or community and state organizing activities to improve children's development and learning experiences.

CITY OF OAKLAND  
HEAD START/EARLY HEAD START PROGRAM  
SELF-ASSESSMENT  
2012



SUMMARY REPORT

The City of Oakland Head Start/Early Head Start program conducted its annual Self Assessment on January 23 thru February 10, 2012, to evaluate its effectiveness in meeting the Head Start Performance Standards, including the management systems, fiscal management and the content area services, as well as the 2010-2013, three-year Program Goals & Objectives, and the 2011-2012 Community Assessment Update.

Site visits were made to eight centers (Arroyo Viejo, Eastmont, Lions Creek, Virginia, Ave., West Grand, Manzanita, San Antonio CDC, and 92nd Ave.); two family child care homes (FCC Phelan and Miller-Smith); and two Early Head Start Programs, Broadway and Salvation Army. In addition, child records and program policies and procedures were reviewed; interviews and meetings were conducted with staff, governing body members, and parents; and classroom observations were made at the centers to thoroughly assess program strengths, areas of concern, and non-compliances.

The Self Assessment team included parents from the Policy Council and members from the Head Start Advisory Board; Family Advocates; Center Directors; administrative staff; and management team staff members.

The overall results of the Self Assessment indicated that there were no findings or non-compliances in the areas assessed. However, the program did identify a need to continue to provide additional classroom support to be able to fully implement two new initiatives this program year - CLASS (Classroom Assessment Scoring System) observation tool and CSEFEL (Center on the Social and Emotional Foundations for Early Learning) Pyramid Model.

Upon review of the results of the Self Assessment, the program was found to have notable strengths in core areas, which include the program's partnership with Alameda County Public Health Department, Native American Health Center, Samuel Merritt School of Nursing, which included providing on-site flu clinics at Head Start sites, along with flu vaccinations, immunization audits, and classroom health education, training and technical assistance. Additional strengths that were highlighted include Early Head Start's partnerships with Children's Hospital, Project Pride, Henry Robinson Homeless Shelter, and Lotus Bloom Child & Family Resource Center.

The results of the 2012 Self Assessment, along with the 2012 Community Assessment Update will also be used to inform the review and updating of the 2010-2013 three-year Program Goals & Objectives, as well as the School Readiness and Family Engagement Goals established, for the 2012-2013 program year.

Oakland Head Start and Early Head Start programs will continue to assess and monitor all aspects of the program to ensure the highest level of quality and delivery of comprehensive early care, education and family services.

FILED  
OFFICE OF THE CITY CLERK  
OAKLAND

*M. Whelan*  
**REVISED**  
5-10-12

2012 MAY 10 10:31 AM

## OAKLAND CITY COUNCIL

RESOLUTION No. \_\_\_\_\_ C.M.S.

Introduced by Councilmember \_\_\_\_\_

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RESOLUTION AUTHORIZING THE CITY ADMINISTRATOR, ON BEHALF OF THE CITY OF OAKLAND, TO APPLY FOR, ACCEPT, AND APPROPRIATE HEAD START BASIC, HEAD START TRAINING AND TECHNICAL ASSISTANCE, EARLY HEAD START BASIC, AND EARLY HEAD START TRAINING AND TECHNICAL ASSISTANCE GRANTS FOR PROGRAM YEAR 2012-2013 FROM THE U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES, ADMINISTRATION FOR CHILDREN AND FAMILIES (DHHS/ACF) IN THE ESTIMATED AMOUNT OF \$18,352,486 AND AUTHORIZING GRANT AGREEMENTS WITH THE UNITY COUNCIL IN THE ESTIMATED AMOUNT OF \$4,973,177 AND SALVATION ARMY FOR THE ESTIMATED AMOUNT OF \$259,891 AND BRIGHTER BEGINNINGS IN THE ESTIMATED AMOUNT OF \$488,763 AND CHILDREN'S HOSPITAL-OAKLAND IN THE ESTIMATED AMOUNT OF \$45,000 TO FUND COMPREHENSIVE CHILD DEVELOPMENT SERVICES IN ACCORD WITH SAID GRANTS WITH:

- 1) UNITY COUNCIL IN AN ESTIMATED AMOUNT OF FOUR MILLION NINE HUNDRED SEVENTY THREE THOUSAND ONE HUNDRED SEVENTY SEVEN DOLLARS (\$4,973,177);
- 2) THE SALVATION ARMY IN AN ESTIMATED AMOUNT OF TWO HUNDRED FIFTY-NINE THOUSAND EIGHT HUNDRED NINETY ONE DOLLARS (\$259,891);
- 3) BRIGHTER BEGINNINGS IN AN ESTIMATED AMOUNT OF FOUR HUNDRED EIGHTY EIGHT THOUSAND SEVEN HUNDRED SIXTY THREE DOLLARS (\$488,763);
- 4) CHILDREN'S HOSPITAL OAKLAND IN AN ESTIMATED AMOUNT OF FORTY FIVE THOUSAND DOLLARS (\$45,000);
- 5) AUTHORIZING THE CITY ADMINISTRATOR TO ACCEPT AND APPROPRIATE ADDITIONAL FEDERAL GRANT FUNDING IF IT BECOMES AVAILABLE AND TO SO AMEND THE GRANT AGREEMENTS WITH UNITY COUNCIL, SALVATION ARMY, BRIGHTER BEGINNINGS, AND CHILDREN'S HOSPITAL, OAKLAND, WITHOUT RETURNING TO COUNCIL; AND
- 6) TO REVIEW AND APPROVE OAKLAND HEAD START/EARLY HEAD START GOVERNANCE PROCEDURES DEVELOPED IN ACCORDANCE WITH HEAD START LEGISLATION AND UPDATED ANNUALLY



**WHEREAS**, the City of Oakland desires to apply for, accept and appropriate several grants in an estimated amount of eighteen million three-hundred fifty-two thousand four hundred eighty-six dollars (\$18,352,486) from the U.S. Department of Health and Human Services, Administration for Children and Families (DHHS/ACF) to fund a Head Start Program and Early Head Start Program and 0.72% COLA from September 1, 2012 through August 31, 2013; and

**WHEREAS**, the Head Start/Early Head Start grants require a match of local in-kind contributions equal to 25% of the grant, or an estimated amount of four million five hundred eighty-eight thousand one hundred and twenty-two dollars (\$4,588,122); and

**WHEREAS**, the total federal amount stated above is comprised of the following project accounts as stipulated in the DHHS/ACF funding guidelines: Head Start Basic, Head Start Training/Technical Assistance, Early Head Start Basic, and Early Head Start Training/Technical Assistance Grants, which includes the Early Head Start Expansion Grant (formerly ARRA funding); and

**WHEREAS**, the Head Start and Early Head Start funding will provide comprehensive child development services in accord to said grants to 1,778 Head Start and Early Head Start eligible children and families, who have the most economic need, with 10% of the enrollment consisting of children with special needs and, by new provisions enacted by the federal Office of Head Start, will expand enhanced outreach efforts to include homeless families and underserved populations; and

**WHEREAS**, the Head Start and Early Head Start comprehensive child development services provided will include developmentally appropriate screening assessment, curriculum and teaching designed for supporting the full development of children, 0-5-years-old; and

**WHEREAS**, the Head Start and Early Head Start program will continue to implement the following Head Start Governance Procedures, annually, in full compliance, as stipulated in the Head Start Performance Standards, Program Planning Procedures; Child Selection and Recruitment Procedures; Three-Year Program Goals; School Readiness and Family & Community Engagement Goals; and Program Self Assessment, and

**WHEREAS**, the City wishes to continue funding to the delegate agency, Unity Council's Head Start and Early Head Start programs from September 1, 2012 through August 31, 2013 in an estimated total of four million nine hundred seventy-three thousand one hundred and seventy-seven dollars (\$4,973,177) to provide 513 eligible children and their families with Head Start/Early Head Start services, of which 313 children are ages 3 to 5, at an estimated cost of two million four hundred eighty-seven thousand and five-hundred nine dollars (\$2,487,509), and 200 children, of which are ages 0-3, at an estimated cost of two million four hundred four thousand and fifty-nine dollars (\$2,404,059), and twenty-one thousand five-hundred eight dollars (\$21,508) for Head Start Training/Technical Assistance and sixty thousand one hundred one dollars (\$60,101) for Early Head Start Training/Technical Assistance, and

**WHEREAS**, the City wishes to continue funding the Salvation Army Early Head Start program from September 1, 2012 through August 31, 2013 in an estimated total of two-hundred

fifty-nine thousand eight hundred ninety one dollars (\$259,891) to provide 38 eligible children and their families with Early Head Start services and 36 eligible children and their families with Head Start services; and

**WHEREAS**, the City wishes to continue funding the Brighter Beginnings Early Head Start Home-Based program from September 1, 2012 through August 31, 2013 in an estimated total of four-hundred and eighty-eight thousand seven-hundred sixty-three dollars (\$488,763) to provide 60 eligible children and families with Early Head Start Home-Based services; and

**WHEREAS**, the City wishes to continue funding the Children's Hospital-Oakland from September 1, 2012 through August 31, 2013 in an estimated total of forty-five thousand dollars (\$45,000) to provide onsite early childhood mental health support directly to children and technical assistance, parent information and education, and clinical supervision for center- and home-based program staff; and

**WHEREAS**, the City Council finds that the performance of the grant services is professional, scientific or technical in nature and that this grant agreement will not result in the loss of salary or employment by anyone having permanent status in the competitive service; now therefore, be it

**RESOLVED:** That the City Administrator is hereby authorized to apply for, accept and appropriate the aforesaid grants in the estimated amount of eighteen million three-hundred and fifty-two thousand four hundred eighty-six dollars (\$18,352,486), execute the required grant agreements and other documents, and appropriate said estimated amount for funding of a Head Start Program and Early Head Start Program and 0.72% COLA; and from September 1, 2012 through August 31, 2013; and, be it

**FURTHER RESOLVED:** That the City's Fiscal Year (FY) 2012-13 Adopted Budget includes eighteen million three-hundred and fifty-two thousand four hundred eighty-six dollars (\$18,352,486) aforesaid grant amount in appropriations and revenues for FY 2012-2013 for Head Start and Early Head Start; and, be it

**FURTHER RESOLVED:** That the City Administrator is hereby authorized and directed to accept and appropriate any additional funding related to this grant that may become available, without returning to Council; and, be it

**FURTHER RESOLVED:** That the City Administrator is hereby authorized, in accordance with the grant agreement requirements, to match the aforesaid grants in the estimated amount of eighteen million three-hundred and fifty-two thousand four hundred eighty-six dollars (\$18,352,486) with local in-kind contributions equal to 25% of the Head Start and Early Head Start Grant amounts, or an estimated amount of four million five hundred eighty-eight thousand one hundred and twenty-two dollars (\$4,588,122); and, be it

**FURTHER RESOLVED:** That the Council hereby appoints the City Administrator or her designee as agent for the City to conduct all negotiations, execute and submit all documents including but not limited to applications, agreements, amendments, modifications, payment requests, and related actions which may be necessary for the aforementioned grants in accordance with their

basic purposes; and, be it

**FURTHER RESOLVED:** That the estimated sum of eighteen million three-hundred fifty – two thousand four hundred eighty-six dollars (\$18,352,486) together with offsetting revenue, shall be appropriated to Department of Health and Human Services Fund (2128), Head Start Organization (78231), and Head Start project (G4225) and Early Head Start project (G4223) upon execution of said grant agreements, and that should additional grant funds be received, the City Administrator or her designee is hereby authorized to appropriate same for the purposes described above; and be it

**FURTHER RESOLVED:** That two-hundred forty-five thousand five-hundred dollar (\$245,500) contribution from the City’s General Purpose Fund to pay for essential program operations costs that are not allowable using Head Start/Early Head Start grant funds, in accordance with the federal funding terms and conditions, have been approved in the City’s biennial FY 2011-2013 Adopted Budget; and be it

**FURTHER RESOLVED:** That the Central Services Overhead cost of one million three hundred thirty thousand (\$1,333,000) is exempted from this grant and the exemption is consistent with the City’s biennial FY 2011-2013 Adopted Budget; and be it

**FURTHER RESOLVED:** That the City Administrator or her designee is hereby authorized and directed to execute a grant agreement with the Unity Council, pursuant to the terms of the grant award, in an estimated amount of two million four hundred eighty-seven thousand five hundred and nine dollars (\$2,487,509) of the aforesaid Head Start Grant for child development services for children 3 to 5 years of age; and pursuant to the terms of the grant award in an estimated amount of two million four hundred four thousand and fifty-nine dollars (\$2,404,059) of the aforesaid Early Head Start Grant for child development services for children birth to three years of age; and pursuant to the terms of the grant award in an estimated amount of twenty one thousand five hundred eight thousand dollars (\$21,508) for Head Start Training/Technical Assistance and sixty thousand one hundred and one dollars (\$60,101) for Early Head Start Training/Technical Assistance, for a total grant agreement amount of four million nine hundred seventy-three thousand one-hundred seventy seven dollars (\$4,973,177), which shall be matched by the Unity Council’s in-kind contributions in the estimated amount of one million two hundred forty three thousand two hundred ninety five dollars (\$1,243,295) and other in-kind contributions and donations as a part of the City’s match obligation for the entire grant; and, be it

**FURTHER RESOLVED:** That the City Administrator or her designee is hereby authorized and directed to execute a grant agreement with the Salvation Army, pursuant to the terms of the grant award, in an estimated amount of two-hundred fifty-nine thousand and eight hundred ninety-one dollars (\$259,891) and a grant agreement with Brighter Beginnings, pursuant to the terms of the grant award, in an estimated amount of four-hundred eighty-eight thousand seven-hundred sixty-three dollars (\$488,763) and a grant agreement with Children’s Hospital, Oakland, pursuant to the terms of the grant award, in an estimated amount of forty-five thousand dollars (\$45,000) of the aforesaid Early Head Start Grant (formerly ARRA) for child development services for children 0 – 3 years of age; and be it

**FURTHER RESOVLED:** That the City Administrator or her designee is hereby authorized and directed to execute grant agreement amendments with Unity Council, Salvation Army, Brighter Beginnings, and Children's Hospital, consistent with the purposes of this resolution without returning to Council, if any additional federal grant funding becomes available; and be it

**FURTHER RESOLVED:** That the Agreement(s) authorized under this resolution shall be reviewed as to form and legality by the Office of the City Attorney and copies filed with the Office of the City Clerk

IN COUNCIL, OAKLAND, CALIFORNIA, \_\_\_\_\_

PASSED BY THE FOLLOWING VOTE:

AYES - BROOKS, BRUNNER, DE LA FUENTE, KAPLAN, KERNIGHAN, NADEL, SCHAAF and PRESIDENT REID

NOES -

ABSENT -

ABSTENTION -

ATTEST: \_\_\_\_\_

LaTonda Simmons  
City Clerk and Clerk of the Council  
of the City of Oakland, California