

CITY OF OAKLAND
AGENDA REPORT

FILED
OFFICE OF THE CITY CLERK
2005 OCT 20 PM 6:18

TO: Office of the City Administrator
ATTN: Deborah A. Edgerly
FROM: Department of Human Services
DATE: October 11, 2005

RE: REPORT TO CITY COUNCIL ON THE 2005 HEAD START FEDERAL REVIEW RESULTS AND FOLLOW-UP QUALITY IMPROVEMENT PLAN

SUMMARY

Staff is providing the City Council with a report on the 2005 Head Start Federal Review and the follow-up Quality Improvement Plan (QIP). The City of Oakland is the local grantee for the federal Head Start program and the Unity Council is the delegate agency. Currently, the City of Oakland and the Unity Council provide Head Start and Early Head Start services to 1,608 children and their families. The City of Oakland Head Start Program is required to have an established policy group (Head Start Policy Council) and a governing body (City Council) that share responsibility for oversight of the program. In March 2002, the City Council approved a resolution confirming the creation of a Head Start Advisory Panel to assist the City Council in its governance role for the Head Start program.

The federal Head Start Bureau conducts reviews of Head Start programs every 3 years. In January 2005, a federal review team reviewed the administration and operations of both the grantee and delegate. The results of this review were received in April 2005, and indicated there were several areas in need of improvement at the grantee and delegate level. These areas were identified as noncompliance areas or deficiency areas. Notably, there were no deficiencies found in the delivery of services to children and families. As required, the Head Start Program corrected the noncompliance areas within 90 days, and developed a Quality Improvement Plan (QIP) to correct the identified deficiencies. All deficiencies must be corrected by October 24, 2005.

A follow-up review will be conducted anytime after October 24, 2005 by the federal Head Start Bureau to confirm that all deficiencies and noncompliances were corrected. Head Start staff has been working closely with the Head Start Policy Council and the Head Start Advisory Panel in the development and tracking of the Quality Improvement Plan. Staff is confident that the deficiencies and noncompliances have all been fully corrected, and the necessary internal systems have been developed and/or strengthened.

FISCAL IMPACT

Approval of this Report will have no fiscal impact on the City's General Fund. If the follow-up review (not yet scheduled) finds that any of the deficiencies at the grantee or delegate have not been fully corrected, the Head Start grant in the amount of \$14,657,448 to the City of Oakland may be terminated.

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BACKGROUND

The City of Oakland has been a grantee for the Head Start Program since January 1972. In 1988, the City entered into a grantee-delegate relationship with the Unity Council, to serve low-income children and families in the Fruitvale District. Currently, the City and Unity Council serve 1,608 low-income children and families through Head Start and Early Head Start services. The City directly serves 1,095 children in 17 Centers and 7 Family Child Care homes, and the Unity Council serves an additional 513 Head Start and Early Head Start children and their families.

All Head Start grantees are required to be reviewed by the federal Head Start Bureau every three years. Programs are reviewed using the Program Review Instrument for Systems Monitoring (PRISM), to ensure that the over 1,700 Head Start Performance Standards and all other relevant legislation, regulatory and policy requirements are met. Federal reviews identify areas needing improvements, or noncompliances. Deficiencies are also identified during reviews. According to Head Start regulations, a “Deficiency” is defined as an area or areas of performance in which an Early Head Start or Head Start grantee agency is not in compliance with State or Federal requirements, and can result in the termination of the Head Start grant.

The climate in which Head Start programs are being reviewed has changed. At the federal level, Head Start is up for reauthorization, and is facing increasing scrutiny and lack of support from the current administration. There has been a strong emphasis on accountability of grantees, particularly fiscal management and governance, brought on by a few highly publicized instances of mismanagement at Head Start programs across the nation. This has resulted in federal reviews that focus on fault-finding and cite programmatic and administrative practices, which has been verified by Head Start grantees nationwide. Oakland Head Start supports monitoring the accountability of Head Start programs; however, this should be done with the intent to improve programs, and not with the intent to close down programs for minor issues. Given these external factors, Oakland Head Start has consistently proceeded in a positive and thorough manner to address all concerns raised during the federal review.

KEY ISSUES AND IMPACTS

As the official Governing Body of Oakland Head Start, City Council has an important role in ensuring that Oakland Head Start continues to provide quality services to children and families in Oakland. With the increased focus on program governance, it is critical that Oakland Head Start staff, the Head Start Policy Council, and the Head Start Advisory Panel have clear and open communication with City Council. This report aims to provide City Council with important information regarding the 2005 Federal Review and the follow-up Quality Improvement Plan.

PROGRAM DESCRIPTION

From January 24, 2005 to January 28, 2005, the Administration for Children and Families (ACF) conducted an on-site review of the City of Oakland Head Start program and the Head Start/Early Head Start programs of the delegate agency, the Unity Council. The review was conducted by approximately twenty-one (21) reviewers for the grantee and ten (10) reviewers for the delegate.

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The 2005 Federal Review resulted in citations of deficiencies and noncompliances in both the grantee and delegate. All noncompliances for the grantee and delegate were fully corrected within 90 calendar days of receipt of the report. The noncompliance submission required a certification letter signed by the Chair of the Life Enrichment Committee and the Chairs of the Head Start Advisory Panel and Policy Council, and a certification letter signed by the delegate agency's Policy Committee and Board of Directors. (See Attachment A) A Quality Improvement Plan (QIP), outlining the steps to fully correct all deficiencies at the grantee and delegate level by October 24, 2005, was required. The QIP was developed with input from Head Start management staff, the Policy Council, and Advisory Panel.

A meeting was held with the Chair of the Life Enrichment Committee to discuss the Head Start Federal Review Report and the steps the program planned to take to address the deficiencies. The Chair advised staff when to report to the Council on progress made. The QIP was approved by the Head Start Regional Office in July 2005, and monthly progress reports have been submitted since July 2005. The Regional Office has indicated that they are pleased with the progress the program is making. We anticipate that the diligent efforts the program has taken will result in all deficiencies being cleared. (See Attachments B – D for the detailed QIP, approval letter, and monthly progress reports with information on steps taken to correct the deficiencies)

Deficiencies were found in four areas for the City of Oakland Head Start (grantee). Each area and the corresponding broad correction step(s) are listed below.

- 1) Program Governance
 - Provide the Governing Body with adequate fiscal information on a quarterly basis to ensure their effectiveness in providing oversight to the Head Start Program.
- 2) Ongoing Monitoring
 - Refine the Program's monitoring system to ensure ongoing monitoring of all service areas for the grantee and delegate, including Program Design and Management and fiscal.
- 3) Fiscal Management
 - Develop and implement a process for cost allocation to properly allocate administrative expenditures of Head Start.
 - Correct reporting system to ensure that administrative costs accurately include the delegate's administrative costs.
 - Provide the Policy Council and Governing Body with regular financial reports to ensure their effectiveness in providing oversight to the Head Start Program.
- 4) Eligibility, Recruitment, Selection, Enrollment, and Attendance (ERSEA)
 - Develop recruitment and enrollment strategies that will address the ever changing demographic needs of the Oakland community to ensure full enrollment of 1,608 (grantee and delegate).

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Deficiencies were found in three areas of the Unity Council's Program; each area and the corresponding broad correction step(s) are listed below.

- 1) Ongoing Monitoring
 - Refine the Program's ongoing monitoring system and written procedures to ensure monitoring of all service areas.
- 2) Human Resources
 - Develop a standards of conduct form that addresses child supervision and guidance, add the standards of conduct into contracts, and address it in the Personnel Policies and Procedures.
 - Track completion and filing of performance evaluations to ensure that completed evaluations are accessible and that all performance evaluations are completed by the end of each program year.
- 3) Fiscal Management
 - Develop a cost allocation plan to properly allocate the cost of administrative salaries of staff who work for several Unity Council funding sources, including Early Head Start and Head Start.

In addition to these deficiencies, noncompliances were found in the following areas of the grantee's program: Planning, Communication, Human Resources, Fiscal Management, and Prevention and Early Intervention. The following noncompliance areas were cited at the delegate agency: Program Governance, Record-Keeping and Recording, Fiscal Management, Prevention and Early Intervention, Disabilities Services, Facilities, and Child Outcomes. As mentioned earlier, noncompliances were all corrected within 90 days of receipt of the report.

The Oakland Head Start Program has made every effort to ensure that the noncompliances and deficiencies cited in the Federal Review Report have been fully corrected. To help find and correct any possible noncompliances in the future, the program has also focused on strengthening our ongoing monitoring system. The program has hired an outside consultant who is an expert in ongoing monitoring of Head Start Programs (the former Head Start Region IX Associate Director), who has assisted with refining the monitoring system and training all staff in the new protocol.

The Policy Council and Advisory Panel members have been apprised of progress made towards corrective action steps at every meeting held since the Federal Review Report was received. We have implemented all activities noted in the Quality Improvement Plan (QIP), and are confident that the deficiencies listed in the Head Start Review Reports have been successfully eliminated. If all deficiencies are not cleared by the Administration for Children and Families (ACF) during their follow-up review, ACF has the option of initiating proceedings to terminate the Head Start grant. The Oakland Head Start Program provides invaluable and quality services to low-income children and families in Oakland, and we look forward to continuing these services.

SUSTAINABLE OPPORTUNITIES

Social Equity: The Head Start program delivers comprehensive, high quality services to children and families in the City of Oakland. The City Council, along with its designated Advisory Panel, is responsible for the governance of the Oakland Head Start Program, ensuring continued quality in the operation of the Oakland Head Start Program.

Environmental: There are no environmental benefits to the City from this report.

Economic: There are economic benefits to the City from the operation of the Head Start Program. Head Start provides approximately 174 jobs, including directly employment in centers, plus an unknown number of additional jobs through its economic multiplier effect.

Most Head Start jobs are held by residents of Oakland. In addition, Head Start buys goods and services to support its program, and most of these are purchased from Oakland firms or individuals.

DISABILITY AND SENIOR CITIZEN ACCESS

By federal regulation, Head Start is required to enroll ten percent of its children from among those with special needs, many of whom fall within the definitions in the Americans with Disabilities Act (ADA). The services discussed in this report are aimed wholly or partly at program governance and oversight. Since Head Start is a program for children, any services to seniors (e.g., grandparents of children enrolled) are incidental to services provided to the children themselves.

RECOMMENDATION AND RATIONALE

Staff recommends that the City Council accept this report summarizing the 2005 Federal Review and the follow-up Quality Improvement Plan.

ACTION REQUESTED OF THE CITY COUNCIL

Staff requests that the City Council accept this report summarizing the 2005 Federal Review and the follow-up Quality Improvement Plan.

Respectfully submitted,



ANDREA YOUNGDAHL
Director, Department of Human Services

Reviewed by:
Usana Pulliam,
Early Childhood & Family Services Manager
Head Start Program

Prepared by:
Priya Jagannathan
DHS Planner

Attachments

**APPROVED AND FORWARDED TO
THE LIFE ENRICHMENT COMMITTEE:**


OFFICE OF THE CITY ADMINISTRATOR

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Life Enrichment Committee
October 11, 2005

ATTACHMENTS

- A Certification Letters
- B Quality Improvement Plan (QIP) & Timeline
 - City of Oakland Head Start (Grantee)
 - Unity Council (Delegate Agency)
- C Letter of Approval – DHHS Administration for Children & Families
- D QIP Monthly Progress Reports – *July 29, 2005, August 31, 2005, September 30, 2005*
 - City of Oakland Head Start (Grantee)
 - Unity Council (Delegate Agency)

CITY OF OAKLAND



LIONEL J. WILSON BUILDING • 150 FRANK H. OGAWA PLAZA, SUITE 5352 • OAKLAND, CALIFORNIA 94612-2093

Department of Human Services

(510) 238-3165
 FAX (510) 238-6784
 TDD (510) 238-7416

July 20, 2005

Jan Len, Director, Children and Youth Development Unit
 Department of Health and Human Services
 Administration for Children & Families
 50 United Nations Plaza
 San Francisco, CA 94102

Dear Ms. Len:

This letter serves as official notification that the Governing Body and Policy Council of the City of Oakland's Head Start Program approve the noncompliance certification submitted to the Regional Office on July 20, 2005.

The City of Oakland's Policy Council, Governing Body, along with the appointed Advisory Panel, reviewed and approved the noncompliance certification and its submission to the Regional Office. The Delegate agency's Policy Committee and Board also reviewed and approved their noncompliance certification.

We are confident that the noncompliances listed in the Head Start Review Report have been fully corrected. We will continue to work closely with staff to monitor the program, and ensure full compliance with Head Start Performance Standards.

We look forward to working with Head Start staff and ACF to ensure that the City of Oakland provides a quality Head Start Program for the children and families served.

Sincerely,

Henry Chang J

Henry Chang
 Chairperson
 City of Oakland
 Life Enrichment Committee
 City Council

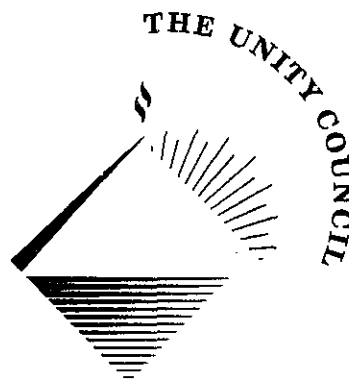
for Marlene A. George - Chair

Aminah George
 Chairperson
 City of Oakland
 Head Start Policy Council

VICE-CHAIRPERSON

Jo Ellen Spencer
 Chairperson
 City of Oakland
 Head Start Advisory Panel

Jo Ellen Spencer



July 19, 2005

Jan Len, Director, Children and Youth Development Unit
 Department of Health and Human Services
 Administration for Children & Families
 50 United Nations Plaza
 San Francisco, CA. 94102

Dear Ms. Len:

This letter serves as official notification that the Governing Body and Policy Committee of the City of Oakland's Head Start Program approve the noncompliance certification submitted to the Regional Office on July 20, 2005.

The Delegate Agency's Policy Committee and Board also reviewed and approved their noncompliance certification.

We are confident that the noncompliances listed in the Head Start Review Report have been fully corrected. We will continue to work closely with staff to monitor the program, and ensure full compliance with Head Start Performance Standards.

We look forward to working with Head Start Staff and ACF to ensure that the City of Oakland provides a quality Head Start Program for the children and families served.

Sincerely,

Alex Zermefio
 Chairperson
 Unity Council
 Board of Directors

Ana Maravilla
 Chairperson
 Unity Council/Head Start/Early Start
 Head Start Policy Committee

"Living the Dream – Viviendo el Sueño"

CITY OF OAKLAND



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Life Enrichment Agency
Aging, Health & Human Services

(510) 238-3165
FAX (510) 238-6784
TDD (510) 238-7416

May 20, 2005

Jan Len, Director, Children and Youth Development Unit
Department of Health & Human Services
Administration for Children & Families
50 United Nations Plaza
San Francisco, CA 94102

Dear Ms Len:

Enclosed, you will find Oakland Head Start Program's Quality Improvement Plan (QIP). The QIP was developed to correct deficiencies that were indicated in the Head Start Review Report, which was received on April 21, 2005, for the Federal review that was conducted January 24 – January 28, 2005.

The following items have been submitted for your review and approval:

1. Quality Improvement Plan Narrative
2. Grantee Quality Improvement Plan
3. Delegate Agency Quality Improvement Plan
4. Grantee detailed timeline
5. Delegate agency detailed timeline

Additionally, our Program was sited for noncompliance issues which require a written 90 day certification letter of compliance. We will submit a letter of certification for the noncompliance issues that were detailed in the Head Start Review Report within the timeframe that was provided.

We look forward to working with Regional Office staff and STG International, Inc. consultants to make the necessary changes to ensure a quality program for the children and families that we and our delegate agency serve.

Sincerely,

A handwritten signature in cursive script that reads "Usana Pulliam".

Usana Pulliam
Early Childhood and Family Services Manager

Cc:

Andrea Youngdahl, Director, City of Oakland, Department of Human Services
Carol Hargrow, Program Specialist (Grantee Federal Team Leader)

Paulene Graham, Financial Operations Specialist (Grantee Federal Team)
Marilyn Nakamura, Program Specialist (Delegate Federal Team Leader)
Maria Fort, Program Specialist, Administration for Children & Families
Michelle Weaver, Financial Operations Specialist, Administration for Children & Families
Aminah George, City of Oakland Head Start Policy Council Chairperson
Jo Ellen Spencer, City of Oakland Head Start Advisory Panel Chairperson
Elizabeth Acosta-Crocker, Unity Council Head Start Director
Bonnie Yee, TA Administration-Fiscal Specialist, STG International, Inc.
Henry Chang, City of Oakland Life Enrichment Committee Chairperson

City of Oakland Head Start and the Unity Council Head Start/Early Head Start Quality Improvement Plan (QIP)

The Administration for Children and Families (ACF) conducted an on-site monitoring review of the City of Oakland Head Start program (grantee) and delegate agency, the Spanish-Speaking Unity Council (Unity Council) from January 24-28, 2005. The program received a follow-up letter and Head Start Review Reports on April 21, 2005, listing areas of noncompliance and deficiencies. The grantee's deficiency in Eligibility, Recruitment, Selection and Attendance (ERSEA) must be corrected within 90 days (fully enrolled with 1608 Head Start and Early Head Start children). Grantee deficiencies in Program Governance, Ongoing Monitoring, and Fiscal Management, and delegate deficiencies in Ongoing Monitoring, Human Resources, and Fiscal Management must be corrected within 6 months.

ACF requires the grantee and delegate agencies to develop a written Quality Improvement Plan (QIP) that specifies all deficiencies to be corrected, the actions to be taken to correct such deficiencies, and the timeframe for accomplishments of the corrective actions specified. Each deficiency identified shall be eliminated within the timeframe specified by ACF. This written QIP, due to ACF by May 20, 2005, outlines the corrective actions the program will take to fulfill ACF requirements and come into compliance. As part of a separate process, the grantee will submit a certification of compliance for areas on noncompliance by July 19, 2005.

Development of QIP

City of Oakland and Unity Council program staff, parents, and governing body worked together to develop a Quality Improvement Plan that will correct each deficiency in a timely and efficient manner. Program staff and Policy Council representatives from both the grantee and delegate, along with the City of Oakland Head Start Advisory Panel Chairperson met with the Program Specialist (Maria Fort), Fiscal Specialist (Michelle Weaver) and STG International Inc. Technical Assistance Administration-Fiscal Specialist (Bonnie Yee) from the Regional Office on April 28, 2005. Technical Assistance and guidance were provided to staff and governing body representatives on the format and content of the QIP.

Several other meetings were held to develop, review, and revise the QIP. For the grantee, the Head Start Director (Usana Pulliam) and Human Services Department Director (Andrea Youngdahl) held meetings with the City Administrator and members of the Governing Body (City of Oakland's Life Enrichment Committee of the City Council) shortly after the review letter was received to discuss QIP development. Head Start content and site coordinators provided valuable input and feedback at Coordinators Meetings. The Budget and Planning Committee of the Policy Council met on May 6, 2005 to discuss the details of the QIP. The Policy Council reviewed and approved the QIP and its submission to the Regional Office on May 10, 2005, upon approval of the delegate agency's QIP by their Policy Committee. Members of the City of Oakland's Advisory Panel, charged by the Governing Body to provide direct support and guidance to the program, have reviewed the QIP and are in full support of its submission.

For the delegate (Unity Council), their Policy Committee and Board of Directors approved the QIP on May 19, 2005. The final draft of the QIP was reviewed by staff in consultation with Bonnie Yee.

Grantee (City of Oakland) Deficiencies

In Program Design and Management of the grantee, ACF found four deficient systems: 1) Program Governance; 2) Ongoing Monitoring; 3) Fiscal Management; and 4) Eligibility, Recruitment, Selection, and Attendance (ERSEA). ERSEA requires a 90-day correction period; the other three systems require a six-month correction period. Full enrollment must be demonstrated by October 24, 2005

During the City of Oakland Head Start's Self-Assessment process in March 2005, ongoing monitoring was identified as a key area needing improvement, and an area with significant impacts on all other systems. During this Self-Assessment process, Program staff began to identify steps for improvement, which have been expanded upon to correct this deficiency.

In order to ensure that the program's ERSEA efforts are as effective as possible, The City of Oakland Head Start Program continually analyzes shifts in demographics along with enrollment trends at all sites. This analysis led to the recommendation to close 2 grantee-operated sites and shift 68 Head Start slots to Unity Council sites. The development of this plan occurred in December 2004, and was approved by the Regional Office in February 2005, shortly after the Federal Review. Although this plan occurred earlier this year, it was a significant step towards compliance with the full enrollment requirement. In addressing this deficiency, Oakland Head Start is confident that we will remain fully enrolled.

In order to eliminate all deficiencies found in Program Design and Management, Oakland Head Start plans to use the following general strategies:

- Review, refine, and create when necessary policies and procedures related to monitoring
- Review and correct fiscal reporting systems
- Review how fiscal reports and results of monitoring are currently communicated and make changes to ensure that all stakeholders receive information and respond accordingly
- Provide ongoing monitoring and fiscal training for staff, parents, Policy Council and the Governing Body
- Ensure full enrollment by further developing and monitoring recruitment and enrollment strategies that will address the ever-changing demographic needs of the Oakland community.

Details of the specific corrective actions that the program will undertake are provided in a chart at the end of the narrative, organized by area of deficiency.

Grantee (City of Oakland) Noncompliance Areas

As a separate process, the grantee will correct the following areas of noncompliance by July 20, 2005: Planning, Communication, Human Resources, Fiscal Management and Prevention and Early Intervention. The certification letter of compliance to the Regional Office will outline actions taken to assure compliance, include those areas that were corrected immediately during the review period, and will also include documentation for support of compliance.

In February 2005, program staff began the process of developing action plans to correct areas of noncompliance. The implementation of the action plans is on schedule and staff will continue to monitor to ensure full compliance is achieved.

Staff recognizes strengthening the Ongoing Monitoring system will ensure a sustainable correction for the noncompliance areas. Therefore, as we engage in the development of the QIP the noncompliance issues will be considered and integrated as appropriate.

Delegate (Unity Council) Deficiencies

In Program Design and Management of the delegate, ACF found deficiencies in three systems: 1) Ongoing Monitoring; 2) Human Resources; and 3) Fiscal Management. All three systems require a six-month correction period.

Similar to the grantee, Ongoing Monitoring was a system that the Unity Council identified as an area that required improvement during the annual self-assessment conducted in October 2005. Steps toward improvement began after the self-assessment. The biggest challenge to effective monitoring was centralizing tracking systems for more efficient monitoring and timely follow-up. Kay Barnes, from the regional training and technical assistance team, met with the program to assess the current system and to assist the delegate in creating a more effective system. This process began in January 2005, prior to the review, and our steps to complete the process are included in the QIP.

In Human Resources the deficiency linked to performance appraisals is directly linked to the need to strengthen the recordkeeping and on-going monitoring systems. Current performance appraisals were on file in programmatic files, but not in the human resource office. Additionally, the individual development plans for teachers were held by the education managers. This lack of centralization contributed to ineffective monitoring and ready access to information. The Head Start program believed that the community care licensing regulations addressed the code of conduct, and we have corrected this by creating a code of conduct form that meets the performance standard requirements. The code of conduct is also being incorporated into the contracts and personnel policies.

The Unity Council recognizes that allocations for staff salaries billed to Head Start and Early Head Start programs must be based upon actual time rather than estimated time. The Vice President for Business and Finance is instituting changes in our financial procedures to provide assurance that the corrective action will be sustained over time.

In order to eliminate all deficiencies found in Program Design and Management, Unity Council Head Start/Early Head Start plans to use the following general approaches:

- Review, refine, and create when necessary policies and procedures related to monitoring and align systems with the Grantee
- Review and correct fiscal reporting systems
- Provide training for staff, parents, Policy Council and the Governing Body

Details of the specific corrective actions that the program will undertake are provided in a chart at the end of the narrative, organized by area of deficiency.

Delegate (Unity Council) Noncompliance Areas

As a separate process, the delegate will correct the following areas of noncompliance by July 20, 2005: Program Governance, Fiscal Management and Prevention and Early Intervention, Disability Services, and Child Outcomes. The certification letter of compliance to the Regional Office will outline actions taken to assure compliance, include those areas that were corrected immediately during the review period, and will also include documentation for support of compliance. The delegate's certification of compliance will be reviewed by grantee staff, Policy Council, and Advisory Panel before transmittal to the Regional Office.

In February 2005, program staff began the process of developing action plans to correct areas of noncompliance. The implementation of the action plans is on schedule and staff will continue to monitor to ensure correction.

Clarifications of regulations and strengthening the Ongoing Monitoring system have begun to ensure correction for the noncompliance areas. The non-compliance areas and the deficiencies are intertwined and as we correct the deficiencies we will address the non-compliance findings with-in the systems for sustainable change and improvement.

Technical Assistance

The Grantee acknowledges that technical assistance is needed to begin the process of enhancing the Program's On-going Monitoring system. The Program's deficiencies and noncompliance issues are related to the weakness of the monitoring system. The Grantee has begun the search for a consultant who can assist staff (both grantee and delegate) with strengthening the current system to ensure adequate monitoring of all service areas for the Grantee and Delegate agency.

As noted previously, the Grantee and delegate agencies requested and received technical assistance during the development of the QIP. The Grantee and delegate will continue to seek technical assistance from the Regional Office as needed, as we progress in achieving full compliance in all areas.

Reporting and Communication

Ongoing communication about the progress of the QIP among all stakeholders is critical to the successful elimination of deficiencies. The QIP will remain a standing agenda item throughout the duration of the QIP period (May through October) on all Policy Council and Advisory Panel meetings of both the grantee and the delegate. Management staff meetings will also review progress made, in addition to other staff meetings as appropriate. The Head Start Director and Human Services Department Director will continue to meet with the City Administrator and members of the City of Oakland's Life Enrichment Committee of the City Council throughout the QIP period as requested.

The City of Oakland proposes that a progress report be submitted to the Regional Office mid-way through the 6-month QIP period, on August 31, 2005. The final report, detailing how all deficiencies have been corrected, is due on October 24, 2005 to the Regional Office. Regional Office staff can indicate whether this reporting schedule is acceptable.

**City of Oakland Head Start Program (Grantee)
Quality Improvement Plan**

Deficiency: Program Governance					
Performance Standard(s)	Deficiency	Corrective Action	Lead Responsibility	Timeline - Completion	Documentation
Program Governance 1304.50(g)(2) Governing Body Responsibility (2) Grantee and delegate agencies must ensure that appropriate internal controls are established and implemented to safeguard Federal funds in accordance with 45 CFR 1301.13.	The Governing Body did not effectively perform its oversight of the Head Start program and the Head Start and Early Head Start programs of its delegate agency to insure appropriate internal controls were established.	Outcome Provide the Governing Body with adequate fiscal information on a quarterly basis to ensure their effectiveness in providing oversight to the Head Start Program.	Early Childhood and Family Services Manager Budget and Grant Manager	October 18, 2005	
		Activity Conduct an organizational assessment to determine how to adequately align fiscal support with program needs. Make organizational changes as appropriate.	Program Supervisors	July 29, 2005	Written summary of organizational assessment results
		Activity Review and revise monitoring protocol to strengthen fiscal review for grantee and delegate agency		August 31, 2005	Grantee and Delegate Agency Monitoring Protocol
		Activity Revise the Program's planning calendar and Governing Body meeting agendas to include the quarterly report months for fiscal and ongoing monitoring		July 29, 2005	Program Planning Calendar P.C. Minutes, Head Start Advisory Panel Minutes
		Activity Revise Governance training calendar to include ongoing fiscal and monitoring training. Conduct first training.		July 29, 2005 August 31, 2005	Governance Training Calendar P.C. Minutes, Head Start Advisory Panel Minutes Agenda, Sign-in Sheet
		Activity Revise quarterly ongoing monitoring report formats (grantee and delegate) to ensure that the Governing Body is receiving the information they need.		June 30, 2005	Completed ongoing monitoring reports

ATTACHMENT "B"

**City of Oakland Head Start Program (Grantee)
Quality Improvement Plan**

		<p>Activity Provide easy to read financial reports to the Policy Council and Governing Body at least quarterly, and more if requested. Ensure that the Budget and Fiscal Manager is available when reports are disseminated to provide clarification and answer questions.</p> <p>Also refer to ongoing monitoring</p>		August 31, 2005	P.C. Minutes, Head Start Advisory Panel Minutes
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**City of Oakland Head Start Program (Grantee)
Quality Improvement Plan**

Deficiency: Ongoing Monitoring					
Performance Standard(s)	Deficiencies	Corrective Action	Lead Responsibility	Timeline - Completion	Documentation
<p>Ongoing Monitoring 1304.51(i)(2) Management Systems and Procedures (i) Program Self Assessment and Monitoring (2) Grantees must establish and implement procedures for ongoing monitoring of their own Early Head Start and Head Start Operations, as well as those of each of their delegate agencies to ensure that these operations effectively implement Federal regulations</p>	<p>There was no evidence of ongoing fiscal monitoring at the grantee or delegate agency level, monitoring implementation did not occur according to the agency's procedures.</p>	<p>Outcome Refine the Program's monitoring system to ensure ongoing monitoring of all service areas for the grantee and delegate.</p>	<p>Budget and Grant Manager Program Supervisors</p>	<p>October 18, 2005</p>	<p>Grantee and Delegate Agency Monitoring Protocol, Meeting agendas</p> <p>Modified Fiscal Monitoring Tool</p> <p>Ongoing Monitoring Committee meeting agenda and minutes</p> <p>Ongoing Monitoring Committee meeting agenda and minutes; Grantee and Delegate Agency Monitoring Protocol; Delegate Response Form</p> <p>Agenda and Sign-In Sheets for grantee/delegate monitoring training.</p>
		<p>Activity Include on-site fiscal monitoring in the protocol for monitoring the grantee and delegate.</p>		<p>July 29, 2005</p>	
		<p>Activity Modify the City's fiscal monitoring tool to use for on site review of the delegate agency's fiscal operation.</p>		<p>July 29, 2005</p>	
		<p>Activity Review how results of monitoring are currently communicated and make changes to ensure that all stakeholders receive information and respond accordingly.</p>		<p>July 29, 2005</p>	
		<p>Activity In partnership with the Delegate, develop a "delegate" response form to address issues discovered in grantee ongoing monitoring of the delegate and documentation of the corrections presented. This new process will be integrated into the existing monitoring protocol.</p>		<p>July 29, 2005</p>	
<p>Activity Grantee/delegate training on the revised monitoring system including communicating monitoring results.</p>	<p>August 22, 2005</p>				

**City of Oakland Head Start Program (Grantee)
Quality Improvement Plan**

Ongoing Monitoring		<p>Activity Create a standing item on the joint grantee/delegate management meeting to review the most current monitoring cycle.</p> <p>Activity Provide training to all staff on ongoing monitoring procedures.</p>		<p>July 29, 2005</p> <p>September 2, 2005</p>	<p>Meeting minutes and agenda from grantee/delegate meetings addressing ongoing monitoring.</p> <p>Pre-service agendas and sign-in sheets</p>
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**City of Oakland Head Start Program (Grantee)
Quality Improvement Plan**

Deficiency: Fiscal Management					
Performance Standard(s)	Deficiencies	Corrective Action	Lead Responsibility	Timeline – Completion	Documentation
Fiscal Management 1301.32 (d)(2) Dual benefit costs include, but are not limited to, salaries, benefits and other costs (such as travel, per diem, and training costs) of staff that perform both program and development and administrative functions. Grantees must determine and allocate appropriately the part of these costs dedicated to development and administration.	There was no justification in the cost-allocation plan for the allocation of administrative costs.	Outcome Develop and implement a process for cost allocation to properly allocate administrative expenditures of Head Start.	Budget and Grant Manager	October 18, 2005	Results of time study Purchase Requisition Office Supply Order Forms Adjustments to PY04-05 Cost allocation procedures Training Agenda and record of attendance Written summary of organizational assessment results
		Activity Conduct a time study of appropriate staff to determine personnel cost allocations to ensure that administrative time is billed accordingly.		October 15, 2005	
		Activity Directly allocate non-personnel expenditures to appropriate programs.		June 30, 2005	
		Activity Make any cost allocation adjustments necessary to PY 04-05 based on previous activity.		August 31, 2005	
		Activity Develop written cost allocation procedures to determine and allocate appropriately administrative costs.		July 29, 2005	
		Activity Train fiscal and program staff on cost allocation processes.		August 31, 2005	
		Activity Conduct an organizational assessment to determine how to adequately align fiscal support with program needs. Make organizational changes as appropriate.		July 29, 2005	

**City of Oakland Head Start Program (Grantee)
Quality Improvement Plan**

Performance Standard(s)	Deficiencies	Corrective Action	Lead Responsibility	Timeline - Completion	Documentation
<p>Fiscal Management 92.20(b)(1) Accurate, current, and complete disclosure of the financial results of financially assisted activities must be made in accordance with the financial reporting requirements of the grant or subgrant.</p>	<p>A review of the expenditures reported on the final SF-269 for the year-ended August 31, 2004 revealed that the grantee had not accurately reported the total administrative costs for the year.</p>	<p>Outcome Correct reporting system to ensure that administrative costs accurately include the delegate's administrative costs.</p> <p>Activity Correct SF-269 to include delegate's administrative costs, beginning retroactively for the year ending August 31, 2004.</p> <p>Activity Monitor the calculation and reporting of administrative costs.</p>	<p>Budget and Grant Manager</p>	<p>October 18, 2005</p> <p>June 30, 2005</p> <p>August 31, 2005</p>	<p>Revised SF-269</p> <p>Modified Fiscal Monitoring Tool</p>
<p>Fiscal Management 1304.51(h)(1) Reporting Systems -- Grantee and delegate agencies must establish and maintain efficient and effective reporting systems that: (1) Generate periodic reports of financial status and program operations in order to control program quality, maintain program accountability, and advise governing bodies, policy groups, and staff of program progress;</p>	<p>The Policy Council and Governing Body (Head Start Advisory Panel) did not receive regular financial reports as prescribed in procedures for shared decision-making.</p>	<p>Outcome Provide the Policy Council and Governing Body with regular financial reports to ensure their effectiveness in providing oversight to the Head Start Program.</p> <p>Activity Provide easy to read financial reports to the Policy Council and Governing Body at least quarterly, and more if requested. Ensure that the Budget and Fiscal Manager is available when reports are disseminated to provide clarification and answer questions.</p>	<p>Early Childhood and Family Services Manager</p> <p>Budget and Grant Manager</p>	<p>August 31, 2005</p>	<p>P.C. Minutes, Head Start Advisory Panel Minutes</p>

**City of Oakland Head Start Program (Grantee)
Quality Improvement Plan**

Fiscal Management		Activity Revise the Policy Council and Governing Body meeting agendas to include the quarterly report months for fiscal.		July 29, 2005	P.C. Minutes, Head Start Advisory Panel Minutes
		Activity Provide Governance training related to fiscal. Refer to Ongoing Monitoring and Program Governance.		August 31, 2005	Training Agenda and record of attendance

**City of Oakland Head Start Program (Grantee)
Quality Improvement Plan**

Deficiency: Eligibility, Recruitment, Selection, Enrollment, and Attendance					
Performance Standard(s)	Deficiencies	Corrective Action	Lead Responsibility	Timeline – Completion	Documentation
<p>Eligibility, Recruitment, Selection, Enrollment, and Attendance 1305.7(b) A Head Start grantee must maintain its funded enrollment level. When a program determines that a vacancy exists, no more that 30 calendar days may elapse before the vacancy is filled.</p>	<p>Grantee failed to maintain funded enroll level of 1,608.</p>	<p>Outcome Develop recruitment and enrollment strategies that will address the ever changing demographic needs of the Oakland community to ensure full enrollment.</p>	<p>Early Childhood and Family Services Manager</p>	<p>October 24, 2005</p>	<p>Contract with delegate agency and approval from Regional Office.</p> <p>Management Team Meeting agendas and minutes</p> <p>Priority Planning Committee Minutes</p> <p>Results of customer service survey</p> <p>Management Team Meeting agendas and minutes and Priority Planning Committee Minutes</p> <p>Management Team Meeting agendas and minutes</p> <p>Training Agenda and record of attendance</p>
		<p>Activity Shift 68 slots to delegate agency in response to community assessment and enrollment data.</p>	<p>Recruitment and Enrollment Coordinator</p>	<p>Completed in February 2005</p>	
		<p>Activity Revisit community assessment to plan outreach and recruitment efforts and predict shifts in populations.</p>	<p>Program Supervisors</p>	<p>June 30, 2005</p>	
		<p>Activity Work with a marketing consultant to assist with planning activities and connecting with community partners.</p>		<p>April 2005 thru August 31, 2005</p>	
		<p>Activity Assess Program's customer service</p>		<p>August 31, 2005</p>	
		<p>Activity Review application process to eliminate barriers</p>		<p>July 29, 2005</p>	
		<p>Activity Develop a plan for integrating ERSEA into all program systems</p>		<p>August 31, 2005</p>	
		<p>Activity Train program staff on enrollment process for Oakland Head Start.</p>		<p>July through September 2, 2005</p>	

**City of Oakland Head Start Program (Grantee)
Quality Improvement Plan**

Eligibility, Recruitment, Selection, Enrollment, and Attendance		Activity Streamline enrollment process to ensure families enrolled efficiently through satellite enrollment units.		June through September 2, 2005	Priority Planning Committee Minutes, written enrollment procedures.
		Activity Improve monitoring of the waiting list for the program		June through September 2, 2005	Priority Planning Committee Meeting Minutes
		Activity Assess different program models and options and determine whether changes are required for Oakland Head Start		October 15, 2005	Management Team Meeting minutes

**The Unity Council Early Head Start/Head Start Program (Delegate)
Quality Improvement Plan**

Deficiency: Ongoing Monitoring					
Performance Standard(s)	Deficiencies	Corrective Action	Lead Responsibility	Timeline - Completion	Documentation
<p>Ongoing Monitoring 1304.51 Management Systems and Procedures (i) Program Self Assessment and Monitoring (2) Grantees must establish and implement procedures for ongoing monitoring of their own Early Head Start and Head Start Operations, as well as those of each of their delegate agencies to ensure that these operations effectively implement Federal regulations.</p>	<p>Although the delegate had written procedures for monitoring the implementation of systems and service delivery, observations, interviews, and written materials revealed that the delegate was not appropriately evaluating, diagnosing or following-up on significant issues and therefore was not implementing their own procedures.</p>	<p>Outcome Refine the Program's ongoing monitoring system and written procedures to ensure monitoring of all service areas.</p>	<p>Director of Children and Family Services</p>	<p>September 2005</p>	<p>June Health and Safety Checklists are completed using the new tool. (lead Education Mangers)</p>
		<p>Activity Revise and adopt the Grantee's Health and Safety Checklist, to include items specific to EHS. This checklist addresses the items of concern for health and safety noted in the Federal Review.</p>	<p>Vice President for Business and Finance</p>	<p>June 30, 2005</p>	
		<p>Activity Monitoring the application of Health and Safety Checklist. Education and Health Mangers will review a completed Health and Safety Checklist for each classroom.</p>	<p>Service Area Manager for Child Development</p>	<p>June 30, 2005</p>	
		<p>Activity Tracking completion and filing of performance evaluations, to ensure that completed evaluations are accessible and that all performance evaluations are completed by the end of each program year.</p>	<p>Content Area Coordinators and Specialists</p>	<p>June 30, 2005</p>	<p>Review of tracking sheet for performance appraisals indicates that appraisals were received and filed. (lead Director of CFS)</p>

**The Unity Council Early Head Start/Head Start Program (Delegate)
Quality Improvement Plan**

Ongoing Monitoring 1304.51(i)(2)	Activity Complete a time study to ensure that administrative time is billed accordingly and institute the use of timesheets that delineate time spent in HS/EHS Functions.	June 30, 2005	Review of timesheets demonstrates that the HS/EHS programs are billed for services based upon the hours worked in the two programs. (lead VP Business and Finance)
	Activity Utilize Child Plus in the areas of Health Tracking and Screening to ensure compliance with required screens and timelines.	June 30, 2005	Review of Child Plus documentation indicates all required health screenings and follow-ups are noted or addressed. (lead Health Coordinator and Specialist)
	Activity Revise and update existing written procedure for on-going monitoring.	August 30, 2005	Procedures Handbook includes updates as outlined in the QIP. (lead Director of CFS)
	Activity In partnership with the Grantee develop a "delegate" response form to address issues discovered in grantee monitoring and documentation of corrections presented to the Grantee. This response form is due for submission within one month of the monitoring visit.	July 29, 2005	Grantee monitoring visits in June include follow-up on items from the previous monitoring visit to ensure on-going compliance. (lead Director of CFS)
	Activity Grantee/delegate training on the revised monitoring system.	August 22, 2005	Agenda and sign-in sheets for grantee/delegate monitoring training. (lead for delegate Director of CFS)

**The Unity Council Early Head Start/Head Start Program (Delegate)
Quality Improvement Plan**

<p>On-Going Monitoring 1304.51(i)(2)</p>		<p>Activity Create a standing item on the joint grantee/delegate management meeting to review the status of the most current monitoring cycle.</p>		<p>July 29, 2005</p>	<p>Review of agenda and minutes reflect that findings and follow-up activities related to monitoring were addressed.</p>
		<p>Activity Establish a delegate on-going monitoring review team to assess how results of monitoring are currently communicated and make changes to ensure that all stakeholders receive information and respond accordingly.</p>		<p>August 30, 2005</p>	<p>Meeting minutes and agenda from delegate and grantee/delegate meetings addressing on-going monitoring. Staff and management team meeting agendas throughout the year address on-going monitoring.</p>
		<p>Activity Provide training to all staff on on-going monitoring procedures.</p>		<p>September 15, 2005</p>	<p>In-Service agendas and sign-in sheets.</p>

**The Unity Council Early Head Start/Head Start Program (Delegate)
Quality Improvement Plan**

Deficiency: Human Resources					
Performance Standard(s)	Deficiencies	Corrective Action	Lead Responsibility	Timeline - Completion	Documentation/Reporting
<p>Human Resources 1304.52(h)(1)(iii) (h) Standards of Conduct (1) Grantee and delegate agencies must ensure that all staff, consultants, and volunteers abide by the program's standards of conduct. These standards must specify that: no child will be left alone or unsupervised while under their care.</p> <p>1304.52(h)(1)(iv) These standards must specify that: they will use positive methods of child guidance and will not engage in corporal punishment, emotional or physical abuse, or humiliation. In addition, they will not use food as punishment or reward, or the denial of basic needs.</p> <p>1034.52(h)(3) Personnel policies and procedures must include provision for appropriate penalties for violating the standards of conduct.</p>	<p>The delegate did not have written standards of conduct specifying that no child would be left alone or unsupervised while under their care, and that they will use positive methods of child guidance and will not engage in corporal punishment, emotional or physical abuse, or humiliation. In addition, they will not use food as punishment or reward, or the denial of basic needs. The Delegate Agency's Personnel Policies and Procedures did not address these requirements, and a signed standards of conduct form were not in the eleven personnel files reviewed.</p> <p>Appropriate penalties were not assigned for violating the standards of conduct.</p>	<p>Outcome Develop a standards of conduct form that addresses child supervision and guidance, add the standards of conduct into contracts, and address it in the Personnel Policies and Procedures.</p>	Director of Children and Family Services	<p>January 27, 2005</p> <p>July 1, 2005</p> <p>August 1, 2005</p>	<p>Signed Forms on File</p> <p>Contracts contain the code of conduct</p> <p>Personnel Policies and Procedures include the code of conduct.</p>
		<p>Activity A standards of conduct form, including all of the required elements from the performance standards was developed and all staff and volunteers signed the form.</p>	Director of Children and Family Services		
		<p>Activity Include the standards of conduct in professional contracts.</p>	Contract Compliance Officer		
		<p>Activity Include the standards of conduct in the personnel policies and procedures.</p>	Vice President of Programs and Director of CFS		

**The Unity Council Early Head Start/Head Start Program (Delegate)
Quality Improvement Plan**

Performance Standard(s)	Deficiencies	Corrective Action	Lead Responsibility	Timeline - Completion	Documentation/Reporting
<p>Human Resources 1304.52(i) Staff performance appraisals. Grantee and delegate agencies must, at a minimum, perform annual performance reviews of each Early Head Start and Head Start staff member and use the results of these reviews to identify staff training and professional development needs, modify staff performance agreements, as necessary, and assist each staff member in improving his or her skills and professional competencies.</p>	<p>Annual performance appraisals had not been performed for all Early Head Start and Head Start Staff of the delegate agency. Annual performance reviews were not documented in six of the seven personnel files for current employees who had been employed for more than one year. The Human Resources Director confirmed the absence of annual and current performance appraisals. The Children and Family Services Director confirmed that the performance appraisal system was not implemented consistently.</p>	<p>Outcome Tracking of completion and filing of performance evaluations to ensure that completed evaluations are accessible and that all performance evaluations are completed by the end of each program year.</p>	<p>Director of Children and Family Services</p>	<p>June 30,2005</p>	<p>Review of tracking sheet for performance appraisals indicates that appraisals were received and filed. (lead Director of CFS)</p>
	<p>For the one employee who had a current annual review, it was not determined whether or not the results of the review had been used to identify staff training and professional development needs, modify performance agreements, or assist the staff member in improving his or her skills and professional competencies.</p>	<p>Activity Individual staff development plans will be filed with the staff appraisal to provide a holistic approach to staff development.</p>	<p>Education Coordinator and Specialist</p>	<p>June 30,2005</p>	<p>Review of tracking sheet for performance appraisals indicates that individual development plans for teachers were included.</p>

**The Unity Council Early Head Start/Head Start Program (Delegate)
Quality Improvement Plan**

Deficiency: Fiscal Management					
Performance Standard(s)	Deficiencies	Corrective Action	Lead Responsibility	Timeline - Completion	Documentation/Reporting
Fiscal Management 1301.32 Limitations on costs of the development and administration of a Head Start Program (d) Dual benefit costs (1) Some costs benefit both the program components as well as the development and administrative functions within the Head Start program. In such cases, grantees must identify and allocate appropriately the portion of the costs that are for the development and administration.	The delegate did not have a cost allocation plan to properly allocate the cost of four administrative salaries, which benefited several programs within the delegate agency. The delegate charged a portion of these salaries to the Head star/Early Head Start grant based on estimated hours worked rather than actual hours worked. There was no documentation to be obtained documenting the actual hours each employee worked in each program, such as daily activity logs. The Vice President of Finance and Business Operations confirmed in an interview that the salaries were charged based on estimate hours worked in each program. This area contributes to the deficiency.	Outcome Development of a cost allocation plan to properly allocate the cost of administrative salaries of staff who work for several Unity Council funding sources, including EHS/HS.	VP Business and Finance	June 30, 2005	Time Study Results
		Activity Complete a time study to ensure that administrative time is billed accordingly, for current an previously billed months.			
		Activities Using the results of the time study make adjustments for hours billed to EHS/HS prior months.			
		Activity Use the results of the time study to budget shared administrative staff in the 2005-2006 renewal budgets.			
		Activity Modify timesheets that delineate time spent in HS/EHS Functions versus other programs, to ensure that the cost billed to EHS/HS is accurate.		July 31, 2005	Adjustments to prior months of EHS/HS billings.
				June 1, 2005	2005-2006 Budget.
				June 30,2005	Review of timesheets demonstrates that the HS/EHS programs are billed for services based upon the hours worked in the two programs.



DEPARTMENT OF HEALTH & HUMAN SERVICES

ATTACHMENT "C"
Administration for
Children & Families

Refer to: 09CH9006 FY 2005

Region IX
50 United Nations Plaza
San Francisco, CA 94102

JUL 07 2005

CERTIFIED, RETURN RECEIPT REQUIRED

Henry Chang
Chair, Governing Body
City of Oakland
Life Enrichment Committee, City Council
150 Frank H. Ogawa Plaza, Suite 5352
Oakland, California 4612-2093

Dear Mr. Chang:

This is in response to your May 20, 2005 submission and the supplemental letter of June 24, 2005 with the Governing Bodies, and the Policy Council and Policy Committee certifying your agency's Quality Improvement Plan (QIP) for the City of Oakland's Head Start program and the delegate agency, Spanish-Speaking Unity Council's Head Start and Early Head Start programs.

QUALITY IMPROVEMENT PLAN APPROVAL

We are approving the QIP that you submitted. Both the narratives and the matrices of the proposed corrective actions for the grantee and the delegate agency are sufficiently detailed and thorough. We accept the QIP, and request monthly progress reports (July 29, August 31, and September 30, 2005) and *final certifications that all corrective actions pertaining to the deficiencies have been implemented by October 20, 2005. The grantee must also be fully enrolled at 1608 Head Start and Early Head Start children by October 24, 2005.*

It is our understanding that the appropriate policy groups have approved the plan. There will be an on-site-follow-up review conducted to determine that corrective actions have successfully been implemented. The follow-up will also include appropriate consultants to review all the non-compliance deficiencies pertaining to:

Grantee: Program Governance, Ongoing Monitoring, Fiscal Management, and Eligibility, Recruitment, Selection and Attendance

Delegate: Ongoing Monitoring, Human Resources and Fiscal Management

We will continue to provide technical assistance to you and your delegate agency staff through your assigned STG TA Specialist and we will also be available for assistance.

If you have any questions, please contact Carol Bryant, the Federal Team Leader at (415) 437-8128 or Paulene Graham, the Financial Operations Specialist at (415) 437-8418.

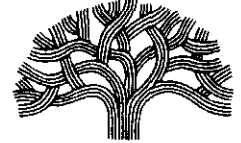
Sincerely,



Jan Len, Director
Children and Youth Development Unit

Cc: Aminah George, Policy Council Chair
Jo Ellen Spencer, City of Oakland Head Start Advisory Panel Chair
Andrea Youngdahl, Director, Department of Human Services
Usana Pulliam, Early Childhood and Family Services Manager
Alex Zermeno, Board Chair, Spanish-Speaking Unity Council
Ana Edith Maravilla, Policy Committee Chair
Elizabeth Acosta-Crocker, Spanish-Speaking Unity Council
Head Start Director
Carol Robson, T/TA Manager
Marilyn Nakamura, Program Specialist, ACF
Paulene Graham, Financial Operations Specialist, ACF
Maria Fort, Program Specialist, ACF
Michelle Weaver, Financial Operations Specialist, ACF

CITY OF OAKLAND



LIONEL J. WILSON BUILDING • 150 FRANK H. OGAWA PLAZA, SUITE 4340 • OAKLAND, CALIFORNIA 94612

Department of Human Services

(510) 238-3121
FAX (510) 238-7207
TDD (510) 238-3254

July 29, 2005

Jan Len, Director, Children and Youth Development Unit
Department of Health and Human Services
Administration for Children & Families
50 United Nations Plaza
San Francisco, CA 94102

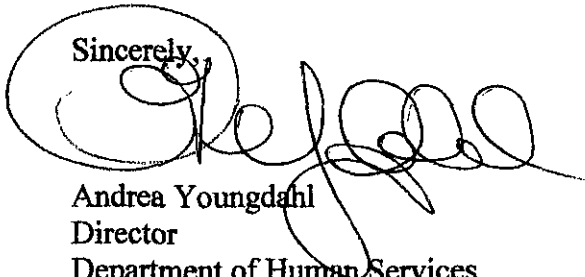
Dear Ms. Len:

Enclosed please find the City of Oakland Head Start Program's 1st QIP Progress Report for both the grantee and delegate. The Progress Report details progress made towards the action steps described in the QIP.

The QIP has been integrated into all standing Head Start management meetings, Policy Council meetings, and Advisory Panel meetings. QIP status reports are given to the Policy Council and Governing Body on a monthly basis, to allow for their input and monitoring of our progress.

We are confident that the progress made towards the activities outlined in the QIP will lead to the successful elimination of the deficiencies listed in the Head Start Review Reports. We look forward to continuing our work to ensure that the City of Oakland provides a quality Head Start Program for children and families.

Sincerely,



Andrea Youngdahl
Director
Department of Human Services

Cc: Usana Pulliam, Early Childhood and Family Services Manager

City of Oakland Head Start QIP Progress Report 1
July 29, 2005

Program Governance

Deficiency:

The Governing Body did not effectively perform its oversight of the Head Start program and the Head Start and Early Head Start programs of its delegate agency to insure appropriate internal controls were established.

- 1) **Activity** Conduct an organizational assessment to determine how to adequately align fiscal support with program needs. Make organizational changes as appropriate.

Update: An organizational assessment to determine what fiscal supports were needed for the program was completed in March 2005. As a result of this assessment, the Program is in the process of hiring an Accountant I who will perform the duties previously performed by two Account Clerks.

- 2) **Activity** Revise the Program's planning calendar and Governing Body meeting agendas to include the quarterly report months for fiscal and ongoing monitoring.

Update: The Program planning calendar has been revised to include the quarterly report months for fiscal and ongoing monitoring. The calendar was approved by the Policy Council (approval date July 19, 2005) and Head Start Advisory Panel (approval date July 20, 2005).

- 3) **Activity** Revise Governance training calendar to include ongoing fiscal and monitoring training. Conduct first training.

Update: The Governance training calendar has been revised to include fiscal and monitoring training. It was approved by the Policy Council on July 19, 2005, and by the Head Start Advisory Panel on July 20, 2005. Per the direction of the Policy Council and Advisory Panel, the first training will be held in November, as the new Policy Council members will be seated by then (not by August 31st as initially noted in the QIP).

- 4) **Activity** Revise quarterly ongoing monitoring report formats (grantee and delegate) to ensure that the Governing Body is receiving the information they need.

Update: Revisions to the ongoing monitoring report formats were completed in March 2005. In addition, the Directors monthly report to the Policy Council and Head Start Advisory Panel will include the results of desktop reviews conducted by content area experts, beginning in September 2005.

Ongoing Monitoring

Deficiency:

There was no evidence of ongoing fiscal monitoring at the grantee or delegate agency level, monitoring implementation did not occur according to the agency's procedures.

- 1) **Activity** Include on-site fiscal monitoring in the protocol for monitoring the grantee and delegate.

Update: The Program completed a draft protocol for on-site fiscal monitoring and tested the new protocol on July 15, 2005.

City of Oakland Head Start QIP Progress Report 1
July 29, 2005

- 2) **Activity** Modify the City's fiscal monitoring tool to use for on site review of the delegate agency's fiscal operation.
Update: The Program completed a draft protocol (based on the City's fiscal monitoring tool) for on-site fiscal monitoring and tested the new protocol on July 15, 2005.

- 3) **Activity** Review how results of monitoring are currently communicated and make changes to ensure that all stakeholders receive information and respond accordingly.
Update: The quarterly monitoring report format was revised in March 2005 to ensure that complete and easy to understand information is submitted. In addition, the Directors monthly report to the Policy Council and Head Start Advisory Panel, will provide the results of desktop reviews conducted by content area experts, beginning in September 2005.

- 4) **Activity** In partnership with the Delegate, develop a "delegate" response form to address issues discovered in grantee ongoing monitoring of the delegate and documentation of the corrections presented. This new process will be integrated into the existing monitoring protocol.
Update: In partnership with the Unity Council, a delegate response form was developed on June 30, 2005.

- 5) **Activity** Create a standing item on the joint grantee/delegate management meeting to review the most current monitoring cycle.
Update: The decision to include ongoing monitoring as a standing item on grantee/delegate management meetings was made at the grantee/delegate monitoring training on June 28, 2005.

Fiscal Management

Deficiency

There was no justification in the cost-allocation plan for the allocation of administrative costs.

- 1) **Activity** Directly allocate non-personnel expenditures to appropriate programs.
Update: Non-personnel expenditures are now being directly allocated to appropriate programs. The first draft of the cost allocations procedure was completed in April 2005.

- 2) **Activity** Develop written cost allocation procedures to determine and allocate appropriately administrative costs.
Update: A draft cost allocations procedure was developed and e-mailed on June 9, 2005 to Fiscal Specialist Michelle Weaver for review. All suggestions that were received (via email on July 8, 2005) have been incorporated into the Cost Allocation Plan.

- 3) **Activity** Conduct an organizational assessment to determine how to adequately align fiscal support with program needs. Make organizational changes as appropriate.
Update: An organizational assessment was completed in March 2005. As a result of this assessment, the Program is in the process of hiring an Accountant I who will perform the duties previously performed by two Account Clerks.

City of Oakland Head Start QIP Progress Report 1
July 29, 2005

- 4) **Activity** Train fiscal and program staff on cost allocation processes.
Update: A training on cost allocation processes was held for management staff on July 27, 2005.

- 4) **Activity** Correct SF-269 to include delegate's administrative costs, beginning retroactively for the year ending August 31, 2004.
Update: The SF-269 form for the year ending August 31, 2004 was corrected and submitted on June 16, 2006.

- 5) **Activity** Revise the Policy Council and Governing Body meeting agendas to include the quarterly report months for fiscal
Update: The appropriate meeting agendas for the Policy Council and the Advisory Panel have been revised to include the quarterly fiscal report.

Eligibility, Recruitment, Selection, Enrollment, and Attendance

Deficiency

Grantee failed to maintain funded enroll level of 1,608.

- 1) **Activity** Shift 68 slots to delegate agency in response to community assessment and enrollment data.
Update: 68 slots were shifted to the delegate agency. This was completed in February 2005, after receiving approval from the Regional office.

- 2) **Activity** Revisit community assessment to plan outreach and recruitment efforts and predict shifts in populations.
Update: This was completed on June 29, 2005. As a result of revisiting the community assessment, Head Start Management has identified key locations within the City to focus enhanced recruitment efforts.

- 3) **Activity** Work with a marketing consultant to assist with planning activities and connecting with community partners.
Update: The marketing consultant has connected with 300 community-based organizations and faith-based programs to assist with recruitment. Referrals have been received from the Department of Children and Families, Family Preservation Program, the Liberian Family Resource Program, and Job Corps for Women.

- 4) **Activity** Review application process to eliminate barriers
Update: After the application process was reviewed, documents required by families for the application process have been consolidated to help eliminate barriers.

- 5) **Activity** Train program staff on enrollment process for Oakland Head Start.
Update: Management staff were trained on the enrollment process on June 17, 2005. Service delivery staff will be trained in August due to current summer layoff status.

City of Oakland Head Start QIP Progress Report 1
July 29, 2005

- 6) **Activity** Streamline enrollment process to ensure families enrolled efficiently through satellite enrollment units.

Update: Satellite enrollment clinics began on June 22, 2005 and will continue throughout the summer months and into fall, as needed. To date, 460 families have attended 5 clinics held between June 22 and July 19, 2005.

- 7) **Activity** Improve monitoring of the waiting list for the program

Update: Monitoring of the waiting list for the program has been improved by conducting actual counts of the number of children accepted on a weekly basis. Families are being notified in writing and by phone of updates on their child's application.

Spanish Speaking Unity Council
Quality Improvement Plan Update July 29, 2005

Ongoing Monitoring

Deficiency

The delegate was not implementing their ongoing monitoring procedures to evaluate, diagnose, or follow-up on significant issues.

- 1) **Activity:** Revise and adopt the Grantee's Health and Safety Checklist, to include items specific to Early Head Start.
Update: The new form was developed and implemented in June 2005.
- 2) **Activity:** Monitoring the application of Health and Safety Checklist.
Update: The health and safety checklists for each classroom were reviewed by the Education and Health Managers, and the results and necessary follow-up were noted on the monthly tracking sheet first cycle completed June 30, 2005.
- 3) **Activity:** In partnership with the Delegate, develop a "delegate" response form to address issues discovered in grantee ongoing monitoring of the delegate and documentation of the corrections presented. This new process will be integrated into the existing monitoring protocol.
Update: The form was developed June 30, 2005.
- 4) **Activity:** Create a standing item on the quarterly joint grantee/delegate management meeting to review the most current monitoring cycle.
Update: Decision to include monitoring was made at the grantee/delegate monitoring meeting on June 28, 2005.
- 5) **Activity:** Tracking completion and filing of performance evaluations, to ensure that completed evaluations are accessible and that all performance evaluations are completed by the end of each program year.
Update: The tracking sheet was reviewed, by the director of Children and Family Services, on June 30, 2005.

Fiscal

Deficiency

The delegate did not have a cost-allocation plan to properly allocate the cost of four administrative salaries, which benefited several programs within the delegate agency.

- 1) **Activity:** Complete a time study to ensure that administrative time is billed accurately to the Head Start and Early Head Start Programs.
Update: The study was conducted in the month of April, and the results indicated that this method of calculating time was not useful to accurately predict time allocations for the entire year due to duty variations within and between the months of the study for various administrative personnel. For instance, the April administrative time allocations, if applied to all previous months in the year,

would have under-reported activities in December and January, when administrative staff were spending more time on Head Start and Early Head Start programs due to the opening of a new center and planning for and managing the Federal Review process. Administrative time allocations for the period between September 2004 and May 2005 have not been adjusted because of a lack of reasonable basis to adjust assumptions.

- 2) **Activity:** Modify timesheets to allow for accurate reporting of time billed to the Head Start and Early Head Start Programs. The actual time spent in and billed to the HS and EHS programs.

Update: The fiscal office began billing based on “real time” to the HS and EHS programs by instituting the use of the new timesheets on June 1, 2005. For administrative personnel, whose time is allocable to HS or EHS between 0% and 100% (not inclusive), daily timesheets are kept showing the number of hours spend each day on HS or EHS activities. These actual time allocations are captured in the monthly billing for HS and EHS, beginning June 1, 2005.

Human Resources

Deficiency

Annual performance appraisals had not been performed for all Early Head Start and Head Start Staff of the delegate agency.

- 1) **Activity:** A tracking sheet was developed and utilized to ensure that completed evaluations are accessible and that all performance evaluations are completed by the end of each program year.

Update: The tracking sheet was reviewed, by the director of Children and Family Services, on June 30, 2005.

Activity: Individual staff development plans will be filed with the staff appraisal to provide a holistic approach to staff development.

Update: The individual staff development plans were filed with the evaluations on June 30, 2005.

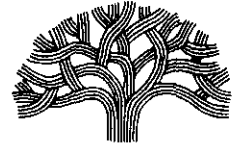
Deficiency

The delegate did not have written standards of conduct with appropriate penalties.

- 1) **Activity:** A standards of conduct form, including all of the required elements from the performance standards, was developed.

Update: The form was developed and was reviewed, signed and placed in each employee’s personnel file on January 27, 2005. The standards of conduct form is included in the orientation meeting with each new employee.

CITY OF OAKLAND



LIONEL J. WILSON BUILDING • 150 FRANK H. OGAWA PLAZA, SUITE 4340 • OAKLAND, CALIFORNIA 94612

Department of Human Services

(510) 238-3121
FAX (510) 238-7207
TDD (510) 238-3254

August 31, 2005

Jan Len, Director, Children and Youth Development Unit
Department of Health and Human Services
Administration for Children & Families
50 United Nations Plaza
San Francisco, CA 94102

Dear Ms. Len:

Enclosed please find the City of Oakland Head Start Program's 2nd QIP Progress Report for both the grantee and delegate. This Progress Report details progress made since the first Progress Report towards the action steps described in the QIP.

We have made significant progress towards the activities outlined in the QIP, and remain confident that the deficiencies listed in the Head Start Review Reports will be successfully eliminated. We look forward to continuing our work to ensure that the City of Oakland provides a quality Head Start Program for children and families. Please contact Usana Pulliam at 510-238-7186 should you have any questions or require additional information.

Sincerely,

Andrea Youngdahl
Director, Department of Human Services

Cc: Usana Pulliam, Early Childhood and Family Services Manager

City of Oakland Head Start QIP Progress Report 2
August 31, 2005

Only those activities that have updated information since the submission of Progress Report 1 (July 30, 2005) are noted below.

Program Governance

Deficiency:

The Governing Body did not effectively perform its oversight of the Head Start program and the Head Start and Early Head Start programs of its delegate agency to insure appropriate internal controls were established.

- 1) **Activity** Review and revise monitoring protocol to strengthen fiscal review for grantee and delegate agency.

Update: The program's on-going monitoring policy and procedures were reviewed and updated to strengthen review of PDM systems, including fiscal. A new PDM checklist (including a fiscal section) was developed for use twice a year during focused monitoring visits. A hired consultant specializing in monitoring reviewed this checklist, along with the revised policy and procedures, and provided feedback. Fiscal documents were added to the written procedures for desktop review conducted monthly by management staff. A fiscal checklist developed for the City of Oakland was modified for use by Head Start, and will be used during the annual self-assessment and review of the delegate agency. This fiscal checklist was administered during a review of the delegate agency on July 15, 2005.

- 2) **Activity** Revise Governance training calendar to include ongoing fiscal and monitoring training. Conduct first training.

As noted in Progress Report #1, the Governance training calendar has been revised to include fiscal and monitoring training and approved by the Policy Council and by the Advisory Panel. Update: Clarification about Progress Report #1 – it noted that “the first governance training will be held in November, as the new Policy Council members will be seated by then (not by August 31st as initially noted in the QIP).” This applies only for the Policy Council; Advisory Panel members will receive fiscal training in September and monitoring training in October.

Ongoing Monitoring

Deficiency:

There was no evidence of ongoing fiscal monitoring at the grantee or delegate agency level, monitoring implementation did not occur according to the agency's procedures.

- 1) **Activity** Provide grantee/delegate training on the revised monitoring system, including communicating monitoring results.

Update: Management staff reviewed and revised the monitoring policies and procedures, strengthening PDM monitoring protocols. A consultant (Jerry Gomez) was hired to assist the program with the development of a revised monitoring system. This consultant conducted trainings for the grantee and delegate. A comprehensive training on the revised monitoring system for the grantee and delegate management staff took place on August 22, 2005.

City of Oakland Head Start QIP Progress Report 2
August 31, 2005

- 2) **Activity** Provide training to all staff on on-going monitoring procedures
Update: The consultant who assisted the program with the development of a revised monitoring system, Jerry Gomez, conducted trainings on the on-going monitoring procedures for management staff on August 23, 2005. He also provided in-depth training for the grantee's Center Directors staff on August 22, 2005. All site delivery staff were provided information on the revised on-going monitoring policy and procedures on August 30, 2005 during pre-service training.

Fiscal Management

Deficiency:

There was no justification in the cost-allocation plan for the allocation of administrative costs.

- 1) **Activity** Conduct a time study of appropriate staff to determine personnel cost allocations to ensure that administrative time is billed accordingly.
Update: Three time studies are being conducted to determine personnel cost allocations. The Budget and Fiscal Manager began her time study in April 2005, which will end in September 2005. It was determined that a six-month time study was desirable for this position, as the different grants managed by the position have different timetables and the workload shifts accordingly. The Accountant III completed her one-month time study in May 2005. The Early Childhood and Family Services Manager completed her one-month time study in June 2005. For these two positions, the workload is consistent throughout the year; therefore a one-month time study is sufficient.
- 2) **Activity** Make any cost allocation adjustments necessary to PY 04-05 based on previous activity.
Update: Expenditures in the Travel and Supplies categories have been adjusted based on direct allocation. Since the time study of the Budget and Fiscal Manager runs from April to September 2005 (to account for fluctuations in the activity of different grants throughout the year), the date for submitting the adjustments will be October 15, 2005 (rather than August 31, 2005 as noted in the original QIP proposal) in order to include the accurate personnel allocations.
- 3) **Activity** Monitor the calculation and reporting of administrative costs.
Update: Based on the new cost allocation plan that was developed, administrative costs are now being correctly allocated using the direct allocation method. These allocations are reviewed by the Budget and Fiscal Manager.
- 4) **Activity** Provide easy to read financial reports to Policy Council and Governing Body at least quarterly, and more if requested. Ensure that the Budget and Fiscal Manager is available when reports are disseminated to provide clarification and answer questions.
Update: Since January 2005, quarterly financial reports have been presented to the Policy Council on January 12th, April 12th, and July 19th. The Advisory Panel received these reports on January 12th, May 3rd and July 20th, 2005. The Budget and Fiscal Manager presented the reports at these meetings, provided clarification, and answered questions. The next financial report is scheduled to be presented on September 13th to the Policy Council and September 21st to the Advisory Panel.

City of Oakland Head Start QIP Progress Report 2
August 31, 2005

- 5) **Activity** Provide Governance training related to fiscal.

Update: Fiscal trainings (including how to read financial reports) for the Advisory Panel are currently being scheduled for September and October. Clarification about Progress Report 1 – it noted that “the first governance training will be held in November, as the new Policy Council members will be seated by then (not by August 31st as initially noted in the QIP).” This applies only for the Policy Council; Advisory Panel members will begin receiving their training in September.

Eligibility, Recruitment, Selection, Enrollment, and Attendance

Deficiency

Grantee failed to maintain its funded enrollment level of 1,608.

- 1) **Activity** Work with a marketing consultant to assist with planning activities and connecting with community partners.

Update: In addition to connecting the program with 300 community-based organizations and faith-based programs, the marketing consultant developed an expanded marketing plan for the program, based on the Community Assessment Update results and other program information.

- 2) **Activity** Assess Program’s customer service

Update: A parent exit survey was conducted during May and June 2005, focusing on customer service. A hired consultant analyzed results from this survey, identifying successful areas and areas in need of improvement. Another tool to assess customer service, a parent/family service survey, has been added to the ongoing monitoring procedures.

- 3) **Activity** Develop a plan to integrate ERSEA into all program systems. Train program staff on enrollment process for Oakland Head Start.

Update: Recruitment and enrollment are now discussed at every bi-weekly Coordinator’s meeting, to emphasize the relevance of ERSEA to all program systems. Management staff were trained on the enrollment process, including conducting parent interviews, on June 17, 2005. Service delivery staff were trained on August 30, 2005. The program has been working successfully with WIC, a partnership built to address nutrition issues, and has integrated recruitment and enrollment activities into the partnership.

- 4) **Activity** Streamline enrollment process to ensure families enrolled efficiently through satellite enrollment units.

Update: Satellite enrollment clinics began on June 22, 2005 and will continue throughout the summer months and into fall, as needed. To date, over 500 families have attended 7 clinics held between June 22 and August 30, 2005.

Unity Council Head Start/Early Head Start QIP Progress Report 2
August 31, 2005

Ongoing Monitoring

Deficiency

The delegate was not implementing their ongoing monitoring procedures to evaluate, diagnose, or follow-up on significant issues.

- 1) **Activity:** Revise and update existing written procedures for ongoing monitoring.
Update: The management team developed new monitoring procedures that are accessible to all staff on the shared file on the server and in each center's procedure handbook as of August 30, 2005.
- 2) **Activity:** Grantee/Delegate training on the revised monitoring system.
Update: Members of the Grantee and Delegate Management Team attended a preliminary training on the Grantee's On-going Monitoring Plan, including monitoring of the delegate on August 21, 2005.
- 3) **Activity:** Establish a delegate on-going monitoring review team to assess how results of monitoring are currently communicated and make changes to ensure that all stakeholders receive information
Update: The team met on August 17, 2005 and established the individuals who will be on the 2005-2006 on-going monitoring committee.

Human Resources

Deficiency

The delegate did not have written standards of conduct with appropriate penalties.

- 1) **Activity:** Include the standards of conduct pertaining to the care, supervision, and positive discipline strategies required for the children in care. All other standards of conduct are currently in Unity Council HS/EHS contracts with appropriate penalties.
Update: Language has been developed for the September 2005 contracts that address the standards of conduct regarding the rights of the children and the requirements for supervision for contractors who have direct contact with children.

CITY OF OAKLAND



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Department of Human Services

(510) 238-3121
FAX (510) 238-7207
TDD (510) 238-3254

September 29, 2005

Carole Bryant, Program Specialist
Department of Health and Human Services
Administration for Children & Families
50 United Nations Plaza
San Francisco, CA 94102

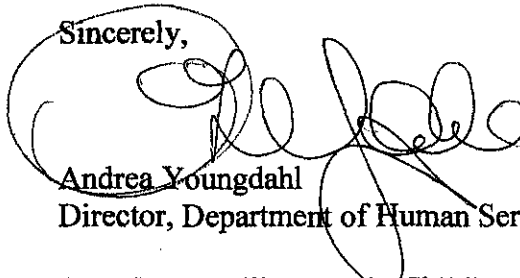
Dear Ms. Bryant:

Enclosed please find the City of Oakland Head Start Program's 3rd QIP Progress Report for both the grantee and delegate. This Progress Report details progress made since the second Progress Report towards the action steps described in the QIP.

We have made diligent efforts over the past several months to eliminate the deficiencies listed in the Head Start Review Reports. We are confident that our efforts have been successful, and look forward to continuing our work with the Regional Office to ensure that the City of Oakland provides a quality Head Start Program for children and families.

We wish you congratulations on your retirement, and thank you for your support of our program. Please contact Usana Pulliam at 510-238-7186 should you have any questions or require additional information.

Sincerely,


Andrea Youngdahl
Director, Department of Human Services

Cc: Usana Pulliam, Early Childhood and Family Services Manager

City of Oakland Head Start QIP Progress Report 3
September 30, 2005

Only those activities that have updated information since the submission of Progress Report 2 (August 31, 2005) are noted below.

Program Governance

Deficiency:

The Governing Body did not effectively perform its oversight of the Head Start program and the Head Start and Early Head Start programs of its delegate agency to insure appropriate internal controls were established.

- 1) **Activity** Revise Governance training calendar to include ongoing fiscal and monitoring training. Conduct first training.
Update: Advisory Panel members received fiscal training on September 21, 2005.

- 2) **Activity** Provide easy to read financial reports to the Policy Council and Governing Body at least quarterly, and more if requested. Ensure that the Budget and Fiscal Manager is available when reports are disseminated to provide clarification and answer questions.
Update: Advisory Panel members reviewed the quarterly financial report with the Budget and Fiscal Manager and made suggestions to modify the format for ease of reading on September 21, 2005.

Ongoing Monitoring

Deficiency:

There was no evidence of ongoing fiscal monitoring at the grantee or delegate agency level, monitoring implementation did not occur according to the agency's procedures.

- 1) **Activity** Review how results of monitoring are currently communicated and make changes to ensure that all stakeholders receive information and respond accordingly.
Update: The delegate was provided a written summary of the on-site ongoing monitoring visit conducted by the grantee, including the fiscal review. The delegate will respond to this summary using the delegate response form.

- 2) **Activity** Create a standing item on the joint grantee/delegate management meeting to review the most current monitoring cycle.
Update: The next grantee/delegate management meeting, scheduled for October 7th, 2005, includes ongoing monitoring as an item on the agenda.

- 3) **Activity** Provide training to all staff on on-going monitoring procedures
Update: Jerry Gomez followed-up on the previous months' on-going monitoring training for staff with a focused training on on-going monitoring tools. The training was held with all monitors on September 15, 2005, and included specific examples using the new and modified tools for on-going monitoring.

City of Oakland Head Start QIP Progress Report 3
September 30, 2005

Fiscal Management

Deficiency:

There was no justification in the cost-allocation plan for the allocation of administrative costs.

- 1) **Activity** Conduct a time study of appropriate staff to determine personnel cost allocations to ensure that administrative time is billed accordingly.
Update: As reported in last month's progress report, the Budget and Fiscal Manager conducted her six-month time study from April 2005 through the end of September 2005. The Accountant III completed her one-month time study in May 2005. A correction from what was reported in the last progress report, the Early Childhood and Family Services Manager completed a two-month time study in June and July 2005, rather than a one-month time study.

- 2) **Activity** Make any cost allocation adjustments necessary to PY 04-05 based on previous activity.
Update: As reported in last month's progress report, since the time study of the Budget and Fiscal Manager runs from April to September 2005 (to account for fluctuations in the activity of different grants throughout the year), the date for submitting the adjustments will be October 15, 2005 (rather than August 31, 2005 as noted in the original QIP proposal) in order to include the accurate personnel allocations.

- 3) **Activity** Provide easy to read financial reports to Policy Council and Governing Body at least quarterly, and more if requested. Ensure that the Budget and Fiscal Manager is available when reports are disseminated to provide clarification and answer questions.
Update: See update under Program Governance.

- 4) **Activity** Provide Governance training related to fiscal.
Update: See Update under Program Governance.

Eligibility, Recruitment, Selection, Enrollment, and Attendance

Deficiency

Grantee failed to maintain its funded enrollment level of 1,608.

- 1) **Activity** Assess Program's customer service
Update: Monitoring staff were trained on the on-going monitoring tool to assess customer service, a parent/family service survey.

- 2) **Activity** Develop a plan to integrate ERSEA into all program systems. Train program staff on enrollment process for Oakland Head Start.
Update: The program continues to implement its plan for integrating ERSEA into all program systems. Recruitment and enrollment continue to be discussed at every bi-weekly Coordinator's meeting, to emphasize the relevance of ERSEA to all program systems. ERSEA is also incorporated into partnerships. For example, the program's ongoing partnership with Kerry's Kids, who provide health services to homeless children in shelters, integrates recruitment and enrollment.

City of Oakland Head Start QIP Progress Report 3
September 30, 2005

3) Activity Improve monitoring of the waiting list for the program.

Update: The program has enhanced monitoring of the wait list by reviewing it more frequently, and increasing communication between management staff and field staff, to help expedite enrollment of children. In addition, the Priority Planning Committee for Recruitment and Outreach met on September 15, 2005. This committee reviewed the wait list status and developed short-term goals around recruitment, marketing and retention. The next meeting is scheduled for October 14, 2005.

4) Activity Assess different program models and options and determine whether changes are required for Oakland Head Start.

Update: In order to address the reduction in federal funding received, the program is strategically and proactively seeking means to reduce expenditures and provide services effectively. To that end, two centers (Willow and Maritime) will be relocated to renovated facilities in improved locations, with more favorable lease options, including lower rent costs. The program will continue to survey families to ensure that the program's options are meeting their needs.

Unity Council Head Start/Early Head Start QIP Progress Report 3
September 30, 2005

Ongoing Monitoring

Deficiency:

The delegate was not implementing their ongoing monitoring procedures to evaluate, diagnose, or follow-up on significant issues.

- 1) **Activity:** Provide training for the Management Team on the revised monitoring system.
Update: The Delegate Management Team received training on the Delegate's On-going Monitoring Plan, on September 14, 2005.

- 2) **Activity:** Provide training to all staff on the new on-going monitoring procedures.
Update: Training for all Staff on the on-going monitoring procedures has been set for Monday October 3, 2005. Agendas and Sign-in sheets will demonstrate that training on on-going monitoring was provided to all staff.