



CITY OF OAKLAND

MAY 15 PM 5:30

AGENDA REPORT

TO: FRED BLACKWELL
CITY ADMINISTRATOR

FROM: Sara Bedford

SUBJECT: Head Start/Early Head Start Grant
Application Program Year 2014-2015

DATE: May 14, 2014

City Administrator
Approval

Date

5.15.14

COUNCIL DISTRICT: Citywide

RECOMMENDATION

Staff recommends that the City Council adopt a resolution authorizing the City Administrator, on behalf of the City of Oakland to:

- 1) Apply for, accept, and amend the appropriation of the Head Start Basic, Head Start Training and Technical Assistance, Early Head Start Basic, Early Head Start Training and Technical Assistance Grants for program year 2014-2015 from U.S. Department of Health and Human Services, Administration for Children and Families (DHHS/ACF), in an estimated amount of \$18,587,933, and
- 2) Enter into grant agreements to fund comprehensive child development services in accord with said grants with:
 - Unity Council in an estimated amount of \$4,836,570;
 - Brighter Beginnings in an estimated amount of \$564,510;
 - St. Vincent's Day Home in an estimated amount of \$139,840; and
 - University of California San Francisco (UCSF) Benioff Children's Hospital Oakland in an estimated amount of \$45,000; and
- 3) Accept and appropriate additional Federal Grant Funding if it becomes available and to amend the existing grant agreements with Unity Council, Brighter Beginnings, St. Vincent's Day Home, and UCSF Benioff Children's Hospital Oakland, without returning to Council; and

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- 4) Appropriate additional General Purpose Funds in an estimated amount up to \$752,634 as needed to support full implementation of Head Start/Early Head Start for the program year 2014-2015; and
- 5) Review and approve Oakland Head Start/Early Head Start Governance Procedures developed in accordance with Head Start Legislation and updated annually.

EXECUTIVE SUMMARY

Staff requests that the City Council approve a resolution authorizing the City Administrator, on behalf of the City of Oakland, the existing federal grantee of the Head Start/Early Head Start, to apply for, accept, and amend the appropriation in the FY 2014-2015 adopted budget for Head Start Basic, Head Start Training and Technical Assistance, Early Head Start Basic, Early Head Start Training and Technical Assistance Grants for Program Year 2014-2015 from U.S. Department Of Health And Human Services, Administration for Children and Families (DHHS/ACF) in an estimated amount of \$18,587,933 and authorizing grant agreements with: the Unity Council in an estimated amount of \$4,836,570, Brighter Beginnings in the estimated amount of \$564,510; St. Vincent's Day Home in an estimated amount of \$139,840; and UCSF Benioff Children's Hospital Oakland in an estimated amount of \$45,000 to fund Comprehensive Child Development Services in accord with said grants and to review and approve Oakland Head Start/Early Head Start Governance Procedures developed in accordance with Head Start legislation and updated annually.

OUTCOME

The proposed resolution would authorize the City to apply for continued refunding of the Basic Head Start and Early Head Start grants, as well as FY 2014 Sequestration Restoration Funding of the 5.27% reduction in funds sustained by the City (federal grantee) in FY 2013-2014, and provides the grantee with a 1.3 % cost-of-living adjustment (COLA), effective with the start of the grantees FY 2014-2015 budget period. The basic Head Start and Early Head Start grants would also include Training and Technical Assistance grants and would result in the Head Start/Early Head Start program continuing to provide center- and home-based comprehensive child development services to 1,747 eligible children, up to five years of age. Comprehensive child development services would also be provided directly and through its grant agreements with the delegate agency Unity Council, St. Vincent's Day Home, Brighter Beginnings, and Children's Hospital – Oakland, during the program year that extends from September 1, 2014 through August 31, 2015.

Of the total award, the Unity Council, as delegate agency, would receive an estimated \$4,836,570 to continue to serve Head Start and Early Head Start eligible children ages up to five years old and their families. Included in this total, the Unity Council is proposed to receive an

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estimated \$21,508 for Head Start Training/Technical Assistance, an estimated \$60,101 for Early Head Start Training/Technical Assistance, and an estimated \$63,591 for a COLA.

Grant Award Allocation	City of Oakland	Unity Council	Brighter Beginnings	St. Vincent's Day Home	UCSF Benioff Children's Hospital Oakland	Total
Head Start Basic	\$10,559,982	\$2,323,350	-	\$56,700	-	\$12,940,032
Head Start TTA	\$90,378	\$21,508	-	-	-	\$111,886
Early Head Start Basic	\$83,826	\$2,368,020	-	-	-	\$2,451,846
Early Head Start TTA	\$1,195	\$60,101	-	-	-	\$61,296
EHS Expansion Basic (formerly ARRA)	\$2,035,828	-	\$557,266	\$81,346	\$45,000	\$2,719,440
EHS Expansion TTA (formerly ARRA)	\$67,986	-	-	-	-	\$67,986
COLA Award	\$162,818	\$63,591	\$7,244	\$1,794	-	\$235,447
	\$13,002,013	\$4,836,570	\$564,510	\$139,840	\$45,000	\$18,587,933

TOTAL CHILDREN SERVED	City of Oakland	Unity Council	Brighter Beginnings	St. Vincent's Day Home	Total
Head Start Children Served	1006	313	-	24	1,343
Early Head Start Children Served	-	200	-	-	200
EHS Expansion Children Served	108	-	84	12	204
	1114	513	84	36	1,747

SERVICE OPTIONS	City of Oakland	Unity Council	Brighter Beginnings	St. Vincent's Day Home
Head Start	Center-based; Home-based; Family Childcare Homes	Center-based; Home-based	-	Center-based
Early Head Start	-	Center-based	-	-
EHS Expansion	Center-based; Home-based	-	Home-based	Center-based

BACKGROUND/LEGISLATIVE HISTORY

Currently, the City of Oakland and its sub-grantees continue to provide high quality, comprehensive early care, education, and family services programming. Services are provided for more than 1,747 families with children, ages prenatal – five years old in multiple program options, including center-based, home-based, and family childcare, and operate part-day and full-day, part-year and year round.

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The City of Oakland has been a grantee of the Head Start Program since January 1971 serving Head Start eligible families with children, ages three to five years old. In 1988, the City entered into a grantee-delegate relationship with the Unity Council to serve additional Head Start eligible families and children in the Fruitvale District of Oakland. As a Head Start grantee, the City of Oakland met with the opportunity to delegate the operation of an Early Head Start Program to the Unity Council in 1998, to serve Early Head Start eligible families with children, ages prenatal– three years old. In 2009, the City of Oakland became a direct grantee of the Early Head Start Program, through the American Recovery and Reinvestment Act (ARRA) and US Department of Health & Human Services, Administration for Children and Families, making it possible to serve additional Early Head Start eligible families and children in Oakland.

On March 1, 2013, in accordance with the Budget Control Act of 2011, the President was required to issue a federal sequestration order, resulting in the cancelation of approximately \$85 billion in budgetary resources across the federal government and spending reductions of approximately 5.27%. The impact of sequestration on the City of Oakland Head Start/Early Head Start program was approximately \$917,625, and would have resulted in the reduction of services to many vulnerable families with children, ages birth – five. In addition, the impact of inflation and the restoration of furloughs on the program’s operating budget was approximately \$782,743, and would have resulted in a reduction in service days, personnel, and essential operating costs. These deep budget cuts and service reductions were to go into effect on September 1, 2013.

However, in June 2013, the City Council generously voted to fully restore Head Start/Early Head Start funding to pre-sequestration levels, by allocating approximately \$1.7 million of the City’s General Purpose Fund, in order to address the sequestration reductions and preserve needed services for Oakland’s most vulnerable families.

Program Quality, Services, and Staff Training

As a result of this financial support, Oakland Head Start/Early Head Start program was able to serve 1,747 children with comprehensive services and avoid site closures. Further, the program underwent a triennial Federal Review in December 2013 and received highly favorable results, including passing the CLASS (Classroom Assessment Scoring System), a new component of the review process.

As part of Oakland Head Start/Early Head Start’s program requirement of maintaining continuous program improvement and in an ongoing effort to provide a continuum of high quality services and staff training, Oakland’s program provided the following “small sampling” of quality services and training listed in the upcoming table, over the 2013-2014 program year.

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FY 2013-14 City of Oakland Head Start/Early Head Start Quality Services & Training Provided	Collaborative Partnerships/Training	# of Children Served	# of Staff Trained
Education	<p>Approx. 70 hours of teacher training has been provided.</p> <ul style="list-style-type: none"> ➤ Program exceeded the minimum requirement on CLASS for measuring Teacher’s Effectiveness. ➤ Child Assessments indicate substantial growth across the developmental continuum. <p>Approximately 20 hours of teacher training has been provided to Early Head Start Staff, in partnership with First 5 Alameda County.</p> <ul style="list-style-type: none"> ➤ Domestic Violence ➤ Challenging Behaviors 	N/A	<p>100 staff participated (Approx.)</p> <p>10 staff participated (Approx.)</p>
Health	<p>In partnership with Native American Health Services, Health services facilitated HS children in need of dental care receiving free onsite dental exams by a pediatric dentist and hygienist.</p> <p>In partnership with Prevent Blindness Northern California, HS/EHS children received free vision screenings from an optometrist on a mobile eye-exam van, “See Well to Learn”, School Readiness Program. Free pair of children’s prescription glasses was provided, if needed.</p> <p>In partnership with the YMCA, Nutrition services facilitated HS children and families participating in Health & Wellness Workshops, in partnership with YMCA. Participants received a discounted gym membership.</p> <p>In partnership with Samuel Merritt and San Francisco State Schools of Nursing, Health services facilitated ongoing on-site visits throughout the program, from 30+ nursing students, to conduct hearing, blood pressure, and height & weight assessments.</p>	<p>Approx. 1,747 screened</p> <p>Approx. 1,102 children screened</p> <p>Approx. 95 children received glasses</p> <p>Approx. 50 children and families</p> <p>Approx. 1,747 children evaluated</p>	N/A
Disabilities	<p>Disabilities services facilitated children being screened and diagnosed with an Individualized Education Plan (IEP), and receiving early intervention services through OUSD.</p>	<p>Approx. 122 children received an IEP</p>	N/A
Family Services	<p>In partnership with the Alameda County Fatherhood Corp, Family services facilitated the participation of HS/EHS fathers in Male/Father Involvement activities, including the film initiative “Fatherhood 101”, which was an educational project designed to increase positive interaction between fathers/father figures and their children by focusing on factors specific to the needs of men and the challenges they face in fulfilling their role as fathers.</p>	<p>Approx. 100 fathers participated</p>	N/A

It is through quality, comprehensive services and a myriad of valuable, long-term collaborative partnerships such as those listed, coupled with the positive impact on Oakland's most vulnerable children and families, that the social and cultural capital of the Head Start/Early Head Start program is increased. It is the comprehensive program design, nature of program implementation, quality of services and expert program oversight that help to deepen the overall value of Oakland Head Start/Early Head Start, as a long-term asset for the city of Oakland, with a high return on investment over time. As such, we continue to be grateful for the City's past and current steadfast support of the Oakland Head Start/Early Head Start program.

FISCAL INFORMATION AND ANALYSIS

The Omnibus Appropriations Bill of 2014 fully restores sequestration cuts sustained by Head Start in 2013-14 and provides programs with a cost-of-living adjustment (COLA) of 1.3%. As a result, the Oakland Head Start/Early Head Start program expects to see its grant award fully restored to the pre-sequestration level of approximately **\$18,587,933**, in FY 2014-2015, which includes a COLA of 1.3%.

While the FY 2014-2015 sequestration is restored, the Head Start/Early Head Start program will begin the program year with a structural deficit due to: 1) the increased cost of fringe benefits; 2) the restoration of furloughs; and 3) salary and benefit increases not covered by the federal COLA award.

The following three budgetary impact tables include the composition of the overall deficit, proposed reduction strategy and proposed GPF assistance request. The Head Start/Early Head Start program will require an additional appropriation to fund the program at its current level and sustain services.

Budgetary Impact Table 1

FY 2014-15 Cost of Living Structural Deficit Description		
Structural Deficit FY13/14(due to increase in fringe benefits & restoration of furloughs, does NOT including 2% COLA)	\$782,743	
Increased Fringe Benefit Costs in FY 2014-15	\$231,392	
Sub-total of Deficit from All Sources		\$1,014,135
Revenues to Offset to Head Start Deficit:		
State Pre-K Funds Newly Allocated	(\$98,683)	
HS COLA (less sub-grantees allocations)	(\$162,818)	
Net: Estimated Remaining Deficit		\$752,634

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The above table articulates the individual elements of the Head Start/Early Head Start deficit. In FY 2013-2014, Head Start began the year with a \$782,743 deficit (ultimately backfilled for one year by City Council in its adopted budget) due to fringe benefit increases and the restoration of furloughs. It is estimated that 25% is due to fringe benefits and the remainder to furlough restoration. This does NOT include the MOU increase of 2% **estimated at \$212,500** which was awarded after the budget adoption.

In FY 2014-2015, fringe benefits continue to rise which totals \$231,392 for the coming year. The total potential deficit for Head Start/Early Head Start is \$1,014,135.

Staff has identified California Pre-Kindergarten funds of \$98,683 that can be shifted to apply this deficit for next year. In addition, the City's share of the federal Head Start is \$162,818. The remainder of the COLA is distributed among the sub-grantees. In addition, it is currently understood that the Head Start COLA will be funded by City Council in the mid-cycle budget. Given these assumptions, the total remaining structural deficit for Head Start/Early Head Start is \$752,634.

The following table itemizes budget reductions and staff layoffs that could be made to close this funding gap. However, these reductions will severely compromise program quality with loss of days of service, essential family support staff, and mental health services.

Budgetary Impact Table 2

FY 2014-15 Cost of Living Structural Deficit Reduction Strategy	Amounts
Total Deficit	\$752,634
Reduction of 15 Full-day service days of operation for Head Start	\$157,500
Elimination of 5 Head Start Family Advocates	\$370,000
Elimination of Head Start Parent Incentives	\$13,393
Elimination of Head Start Staff & Parent Travel for Trainings	\$40,000
Elimination of Head Start Health & Mental Health Contracts	\$32,884
Elimination of Early Head Start Administrative Assistant II position	\$92,000
Reduction of Early Head Start Nutritionist	\$40,000
Reduction in Supplies	\$6,857
Total Deficit Reduction	\$752,634

Oakland Head Start/Early Head Start program respectfully requests that the City Council consider continuing the provision of financial assistance to address the projected shortfall of approximately up to **\$752,634** in the program's primary budget, to avoid these reductions in service for children and families.

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PROGRAM DESCRIPTION

Oakland Head Start/Early Head Start offers several program options that allow families with different needs and preferences to have a choice when enrolling their children in Oakland Head Start/Early Head Start. In FY 2014-15, Oakland Head Start/Early Head Start will operate four different program options.

- 1) Part-day center-based Head Start classrooms (24) at 13 locations (the majority of slots) serving 785 children
- 2) Full-day center-based Head Start classrooms (10) at four sites, serving 134 children, and Full-day center-based Early Head Start classrooms (7) serving 44 children
- 3) Home-Based for 41 Head Start families and 160 Early Head Start families, which includes weekly family home visits and center-based whole group, socialization activities twice per month
- 4) Full-day Family Child Care (7) homes, under contract, serving 70 Head Start children, the number varies year to year, based on the qualifications of the applicant pool

Including full-day and part-day services, Oakland Head Start and Early Head Start, including partners St. Vincent’s Day Home and Brighter Beginnings, serves a total of 1,234 children. The delegate agency, Unity Council, serves 313 Head Start children and also provides 200 Early Head Start slots, bringing the overall total funded enrollment to 1,747 children, birth – 5, served by the grantee and delegate. The following charts provide information on the location, enrollment slots, and program options available at each site, across the grantee and delegate programs:

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

Site Name	Zip Code	Area/District of Oakland	Number of Slots	Program Option
Eastmont HS	94605	East Oakland - District 6	136	Part-day
San Antonio CDC HS	94606	Fruitvale/San Antonio - District 2	45	Part-day
85 th Avenue HS	94621	East Oakland - District 6	50	Full-day
92 nd Avenue HS	94603	East Oakland - District 7	102	Part-day
Arroyo Viejo HS	94605	East Oakland - District 6	34	Part-day
Brookfield HS	94603	East Oakland - District 6	60	Part-day
St. Vincent’s HS (Partner)	94607	West Oakland - District 3	24	Full-day
Fannie Wall HS	94609	West Oakland - District 1	20	Full-day
Frank G Mar HS	94607	Downtown/Chinatown - District 2	34	Part-day
Franklin HS	94606	Downtown/Chinatown - District 2	34	Part-day
Lion Creek Crossings HS	94621	East Oakland - District 6	68	Part-day
Manzanita HS	94606	Fruitvale/San Antonio - District 5	34	Part-day

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Site Name	Zip Code	Area/District of Oakland	Number of Slots	Program Option
San Antonio Park HS	94606	Fruitvale/San Antonio - District 2	68	Part-day
Sungate HS	94601	Fruitvale/San Antonio - District 5	68	Part-day
Tassafaronga HS	94621	East Oakland - District 7	34	Part-day
Virginia HS	94619	East Oakland - District 6	68	Part-day
West Grand HS	94607	West Oakland - District 3	40	Full-day
HS Family Child Care Homes	7	Throughout the City	70	Full-day
Grantee HS Home-Based Program	N/A	N/A	41	Home Visits, 2 days/week Group Socialization Sessions 2 days/month
Broadway EHS (EHS Expansion)	94621	Downtown/West Oakland - District 3	20	Full-day
FAME EHS (EHS Expansion)	94621	Downtown/West Oakland - District 3	12	Full-day
St. Vincent's EHS	94607	West Oakland - District 3	12	Full-day
Grantee EHS Home-Based Program	N/A	N/A	76	Home Visits, 2 days/week Group Socialization Sessions 2 days/month
Brighter Beginnings EHS Home-Based Program, (Partner)	N/A	Throughout City	84	Home Visits, 2 days/week Group Socialization Sessions 2 days/month
Grantee - City of Oakland, Enrollment Subtotal			1,234	

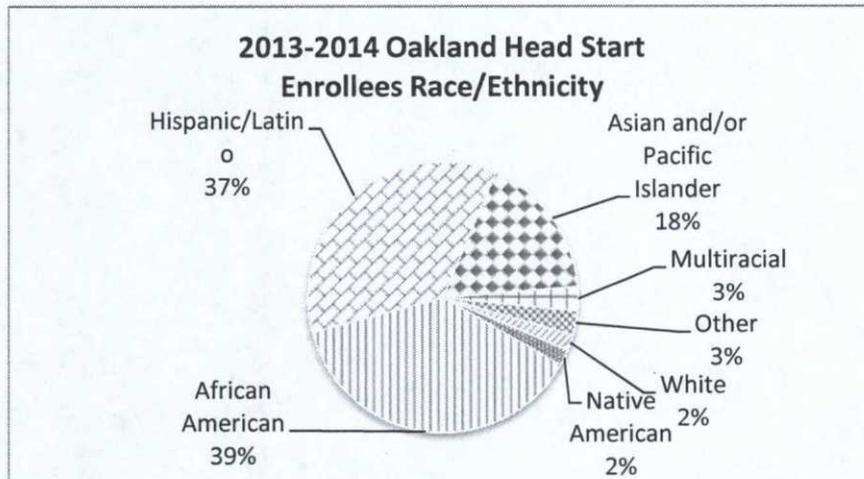
Unity Council (delegate) operated Head Start (HS) and Early Head Start (EHS) sites

Site Name	Zip Code	Area of Oakland	Number of Slots		Program Option
			HS	EHS	
De Colores	94601	Fruitvale/San Antonio - District 5	204	40	Part-day & Full-day
Foothill Square	94605	East Oakland -- District 7	0	108	Part-day
Fruitvale	94601	Fruitvale/San Antonio - District 5	68	0	Full-day
Thurgood Marshall	94607	West Oakland - District 3	0	40	Part-day
Home Based	NA	NA	41	12	Part-day
Delegate Agency - Unity Council, Enrollment Subtotal			313	200	
OVERALL TOTAL FUNDED PROGRAM ENROLLMENT			1,747		

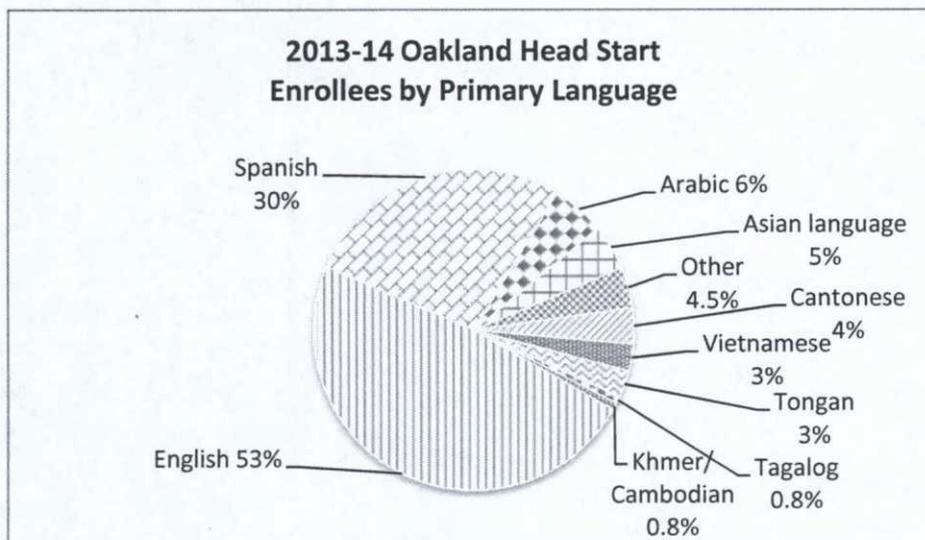
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Program Demographics

Snapshot: Oakland Head Start Race/Ethnicity: *As the following pie chart shows, among enrolled children whose race was specified during the 2013-2014 program year to date, 39% specified African American, 37% Hispanic/Latino, 18% Asian and/or Pacific Islander, 3% Multiracial, 3% Other, 2% White, .2% Native American, and .3% Other.*

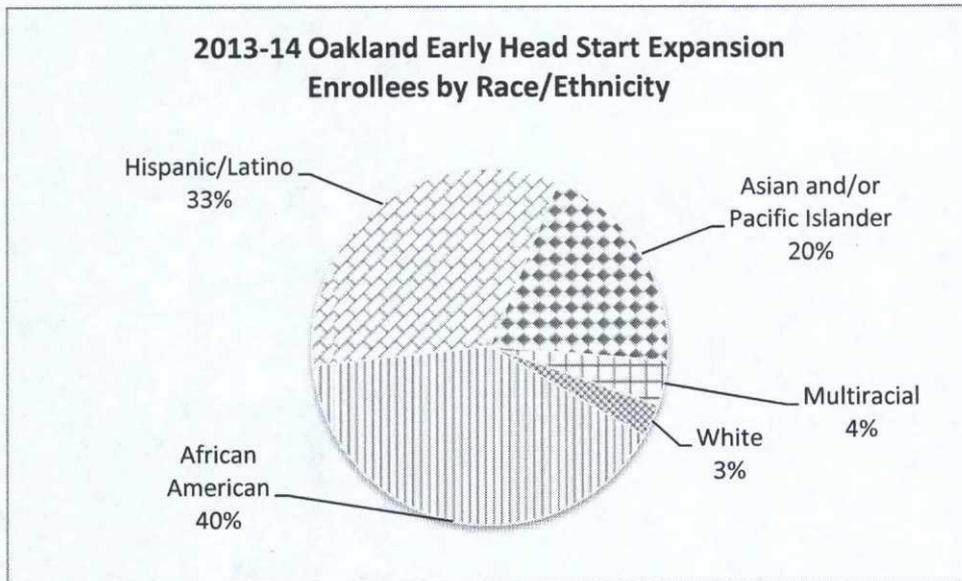


Snapshot: Primary Language: *The following pie chart illustrates the primary languages spoken by Head Start enrollees during the 2013-2014 program year to date, as identified by Head Start parents, 53% speak English, 30% Spanish, 5% an Asian language, 4% Cantonese, 3% Vietnamese, .3% Tongan, .6% Arabic, .08% Tagalog, .08% Khmer/Cambodian, and 4.5% Other.*

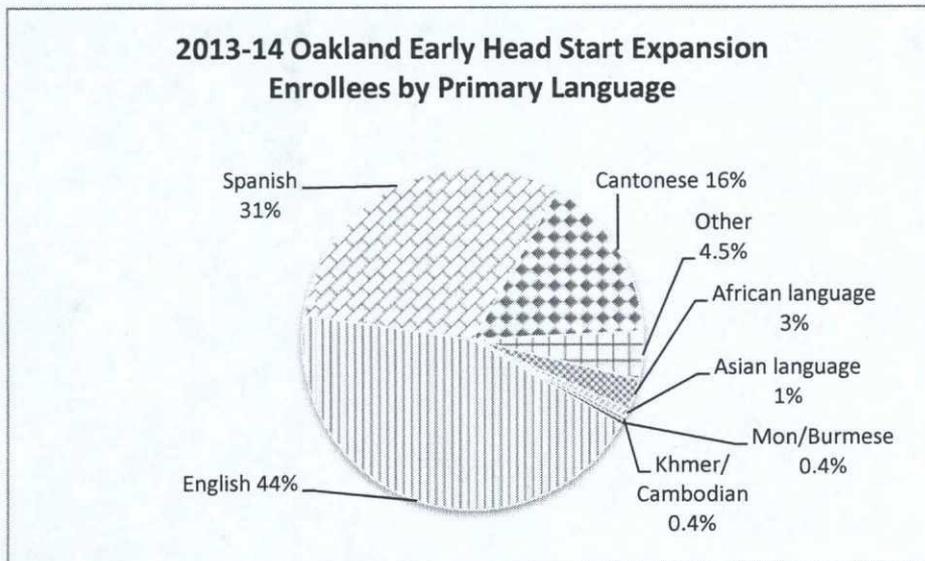


Snapshot: Oakland Early Head Start Race/Ethnicity: *As the following pie chart shows, among enrolled children whose race was specified during the 2013-2014 program year to date, 40%*

specified African American, 33% Hispanic/Latino, 20% Asian and/or Pacific Islander, 4% Multiracial, and 3% White.

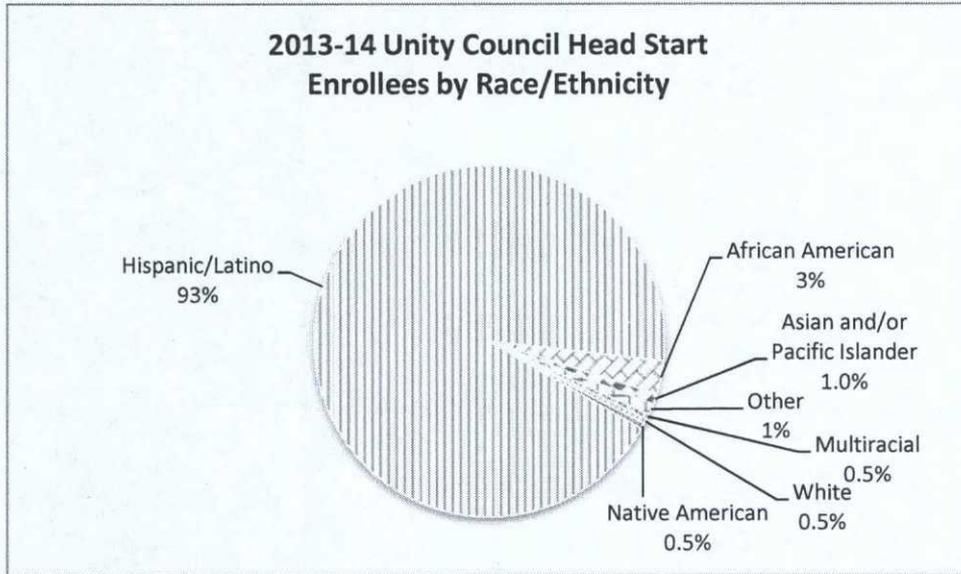


Snapshot: Primary Language: *The following pie chart illustrates the primary languages spoken by Early Head Start Expansion enrollees during the 2013-14 program year to date 44% speak English, 31% Spanish, and 16% Cantonese, 3% an African language (Yoruba, Ibo), .1% an Asian language, .4% Khmer/Cambodian, .4% Mon/Burmese, and 4.5% Other.*

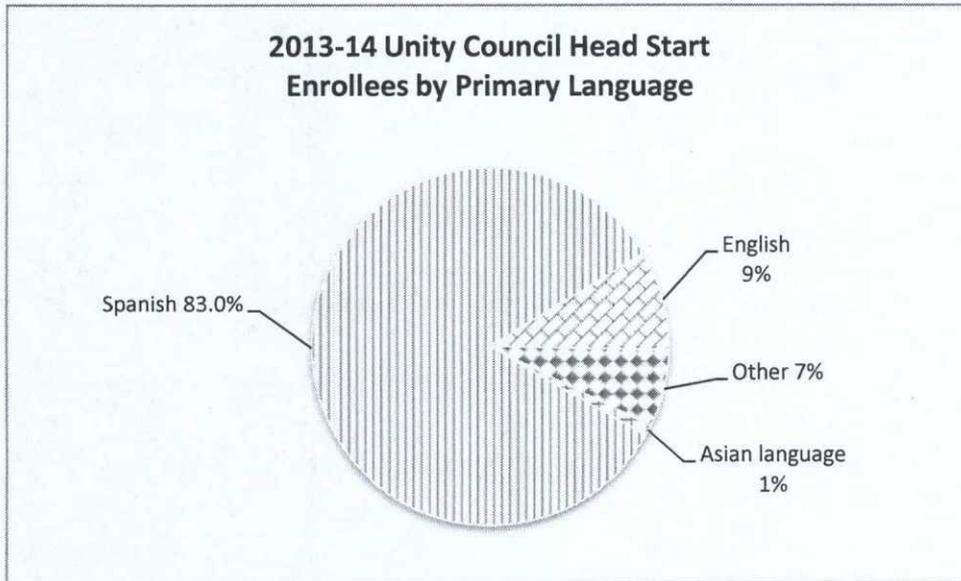


Snapshot: Delegate Agency – Unity Council, Head Start Race/Ethnicity: *As the following pie chart shows, among Head Start children enrolled, whose race was specified during the 2013-14*

program year to date, 93% were Hispanic/Latino, 3% African American, 1% Asian and/or Pacific Islander, <1%% Multiracial, <1%% White, .<1%% Native American; and 1% Other.

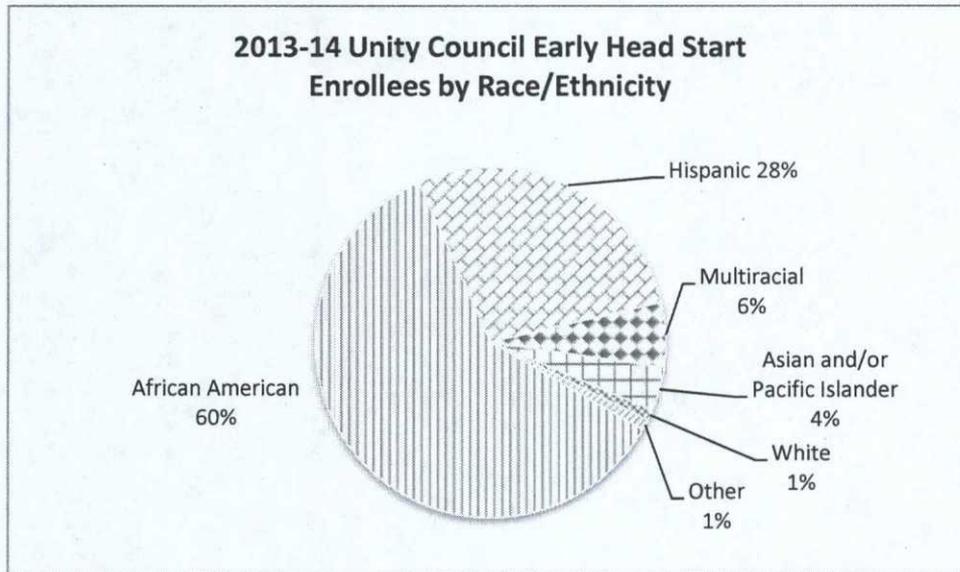


Snapshot: Primary Language: The following pie chart illustrates the primary languages spoken by Unity Council Head Start enrollees during the 2013-14 program year to date 83% speak Spanish, 9% English, 1% an Asian language, and 7% Other.

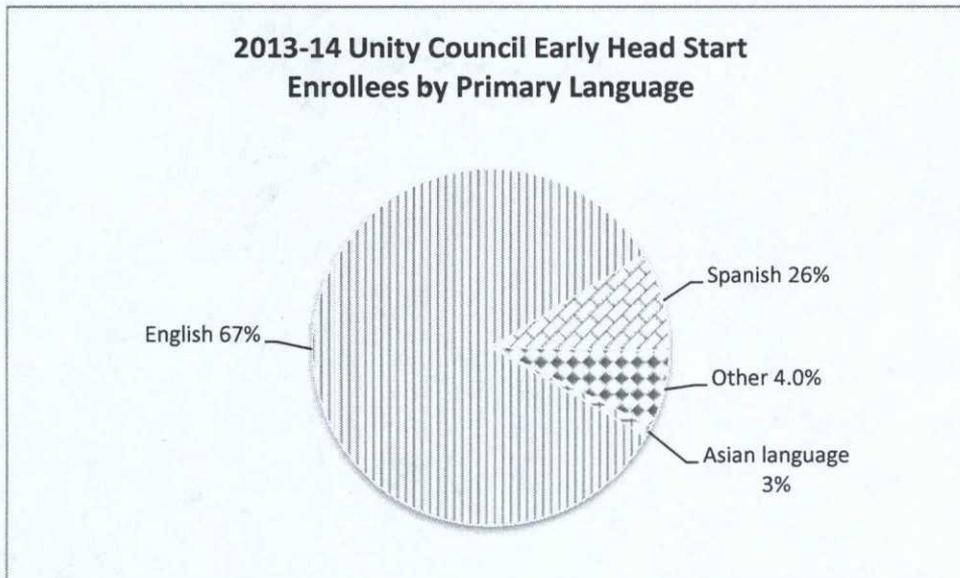


Snapshot: Delegate Agency - Unity Council, Early Head Start Race/Ethnicity: As the following pie chart shows, among Early Head Start children enrolled, whose race was specified

during the 2013-14 program year to date, 60% were African American, 28% Hispanic/Latino, 4% Asian and/or Pacific Islander, 6% Multiracial, <1% White, and 1% Other.



Snapshot: Primary Language: The following pie chart illustrates the primary languages spoken by Unity Council Early Head Start enrollees during the 2013-14 program year to date, 67% speak English, 26% Spanish, and 3% an Asian language, and 4% Other.



Screening, Assessment, Curriculum and Teaching Information

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

The program implementation, quality and progress are supported by the following three sets of long- and short term goals: Three-year 2013-2015 Program Goals, School Readiness Goals and Parent, Family & Community Engagement Goals. The School Readiness Goals are informed by the Head Start Child Development Early Learning Framework and the Parent; Family & Community Engagement Goals are informed by the Parent, Family & Community Engagement Framework, both of which were developed by the Office of Head Start.

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

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

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

ANALYSIS

Oakland Head Start/Early Head Start Annual Governance Procedures

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The following Oakland Head Start/Early Head Start Governance Procedures, including Program Planning, Child Selection and Recruitment, Program Goals, and Self Assessment, have been designed to support and facilitate the ongoing administration, management, implementation, monitoring and delivery of high-quality Head Start and Early Head Start services to income eligible families and children, birth – 5. In accordance with federal Head Start legislation, the Oakland Head Start/Early Head Start Governance Procedures are submitted to the Policy Council and City Council, and/or its designee, the Head Start Advisory Board, for review and approval annually.

Program Planning Procedures

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

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

The planning process is reflected in the planning process/procedure flow chart and annual 2014-2015 Planning Calendar found in *Attachment A*. Given the comprehensive program design, delivery of services and multiple Head Start mandates, the planning procedure is critical in helping the Oakland Head Start/Early Head Start program meet program requirements effectively, each year. Attached are the existing Planning Procedures, including flow chart and planning calendar (*See Attachment A – Program Planning Procedures*).

Child Selection and Recruitment Procedures

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

Three main components of the child recruitment/selection process include: Child Selection Criteria for the Priority Rating Scale and Eligibility Verification. The following is the summary of the Oakland Head Start/Early Head Start 2014-15 Priority Rating and Selection Procedure.

Priority Rating Scale and Selection Procedures

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

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

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

The Selection Criteria is submitted to the Policy Council and the Governing Board for approval before recruitment begins. Applications are reviewed and ranked according to this system, participant eligibility is verified by Head Start ERSEA staff, and children are selected from the list as vacancies occur. Attached are samples of the Child Selection Criteria procedures for Oakland Head Start/Early Head Start for the 2014-2015 program year (*See Attachment B – 2014-2015 Head Start/Early Head Start Priority Rating Scale*).

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Three-Year Program Goals

As referenced previously, the Program Goals & Objectives are another main component in Oakland Head Start/Early Head Start planning process and help support program implementation, quality, and progress. The bases of the Goals & Objectives are the program's annual Self-Assessment, Community Assessment (or Community Assessment Update) and parent feedback, along with a wealth of input from community partners. The Goals & Objectives are developed through the group planning process, which includes long-term and short-term targets that are established every three years with annual update, and are monitored for progress regularly. Attached are the Head Start/Early Head Start Program Goals for the grantee and delegate programs updated for the 2014-2015 program year (***See Attachment C – HS and EHS School Readiness Goals and HS/EHS Family & Community Engagement Goals, 2014-2015***).

School Readiness and Family & Community Engagement Goals

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

In addition, as referenced previously, the school readiness and family & community engagement goals were developed in alignment with *Head Start Child Development and Early Learning Framework* and *Parent, Family and Community Engagement Framework*, issued by the Office of Head Start. All Head Start/Early Head Start programs are required to measure, aggregate and monitor the School Readiness and Family & Community Engagement Goals, annually. The goals have been updated for the 2014-15 program year (***See Attachment C – HS and EHS School Readiness Goals and HS/EHS Family & Community Engagement Goals, 2014-2015***).

Self Assessment

As a part of the required Ongoing Monitoring procedures established by Oakland Head Start/Early Head Start, the program conducts an annual Self-Assessment. The Self-Assessment process occurs with the consultation and participation of the Policy Council, Advisory Board grantee and delegate program staff and, as appropriate, other community members. In accordance with Performance Standard 1304.51(2) (i) grantee and delegate agencies must conduct a self-assessment of their effectiveness and progress in meeting program goals and objectives and in implementing Federal Regulations, a final report of which must be approved annually by Policy Council and the City Council and/or its designee, Head Start Advisory Board.

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Attached is a summary of Oakland Head Start’s 2014 Self Assessment, which indicates that the program has been found not to have any findings or non-compliances (*See Attachment D - Self Assessment Summary Report 2014*).

PUBLIC OUTREACH/INTEREST

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

COORDINATION

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

COST SUMMARY/IMPLICATIONS

1. AMOUNT OF RECOMMENDATION/COST OF PROJECT: \$25,627,501.
Project Delivery

Source	Amount
Federal Grant	18,587,933
Non-Federal Share	4,646,983
General Purpose Fund Contribution	245,500
Full CSO Waiver	2,147,085
Total	25,627,501

The total project cost is an estimated \$25,627,501. This cost includes the Head Start/Early Head Start grant for program year 2014-2015, beginning September 2014, in the estimated amount of \$18,587,933, and includes increased staffing costs, including salary, fringe benefits and a 1.3 % COLA, along with proposed grant agreements to the Unity Council for \$4,836,570, Brighter Beginnings for \$564,510, St. Vincent’s Day Home for \$139,840, and UCSF Benioff Children’s Hospital Oakland for \$45,000, which have been appropriated to the Human Services Department Fund (2128), Head Start Organization (78231), Head Start Project (G464910-80)

The total project cost also includes an estimated \$4,646,983 in non-federal share, in accordance with the Head Start/Early Head Start federal grant regulations requirement of a 25% local match, which incorporates an estimated \$1,259,192 of in-kind contributions and support provided by the Unity Council Head Start/Early Head Start program (in-kind support, typically parent and community volunteers to the program, enables the program to meet the program’s match requirements).

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The project cost also includes a \$245,500 contribution from the City's General Purpose Fund to pay for essential program operations costs that are not allowable using Head Start/Early Head Start grant funds, in accordance with the federal funding terms and conditions, in an estimated amount of \$200,199 for rent for the Unity Council Head Start/Early Head Start program and an estimated amount of \$45,301 for the Head Start/Early Head Start California State Preschool Program Audit, have been approved in the City's biennial FY 2013-2015 Adopted Budget in the General Purpose Fund (1010), HS Classroom & Seasonal Organization (78231), and HS FY 2014-2015 GPF Contributions Project (G464940).

Finally, the project cost includes the necessary full waiver of all Central Services Overhead charges projected to be an estimated amount of \$2,147,085, due to the federal administrative cost caps and the level of funding required to adequately run the program.

Total Project Costs
\$25,627,501

1. Unity Council \$4,836,570
2. Brighter Beginnings \$564,510
3. St. Vincent's Day Home \$139,840
4. UCSF Benioff Children's Hospital, Oakland \$45,000

SOURCE OF FUNDING: DHS Head Start/Early Head Start Programs Grants): (G464910-80)

FISCAL IMPACT

The General Purpose Fund contribution of \$245,500 and full waiver of all Central Services Overhead charges estimated at \$2,147,085, impacts the General Purpose Fund (GPF), in that it reduces "recovery" to the General Purpose Fund.

In addition, staff recommends City Council to appropriate additional General Purpose Funds in an estimated amount up to \$752,634 as needed to support full implementation of Head Start/Early Head Start for the program year 2014-2015.

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

If additional funding becomes available from the grantor (DHHS/ACF), for the same purpose, within the existing grant term, staff is seeking authorization to accept and appropriate these funds to fund the Head Start/Early Head Start Program without returning to Council within the duration of the grant term September 1, 2014 – August 31, 2015.

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SUSTAINABLE OPPORTUNITIES

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

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

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

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

Respectfully submitted,


Sara Bedford, Director
Human Services Department

EARLY CHILDHOOD & FAMILY SERVICES DIVISION
Reviewed by: Usana Hopkins, Manager
Prepared by: Tracey Black, Planner

ATTACHMENTS:

- A. Program Planning Procedures
- B. HS/EHS Priority Rating Scale, 2014-2015
- C. HS/EHS Three Year, 2013-2016 Program, School Readiness, and Family Engagement Goals Updated for 2014-2015 & HS/EHS School Readiness and Family & Community Engagement Goals for 2014-2015
- D. HS/EHS Self Assessment Summary Report, 2014

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PLANNING PROCEDURES**P.S. 1304.51**

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

POLICY

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

PERSON RESPONSIBLE

Head Start Director
Head Start Planner
Head Start Management Staff

FREQUENCY

Ongoing

PROCEDURE

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

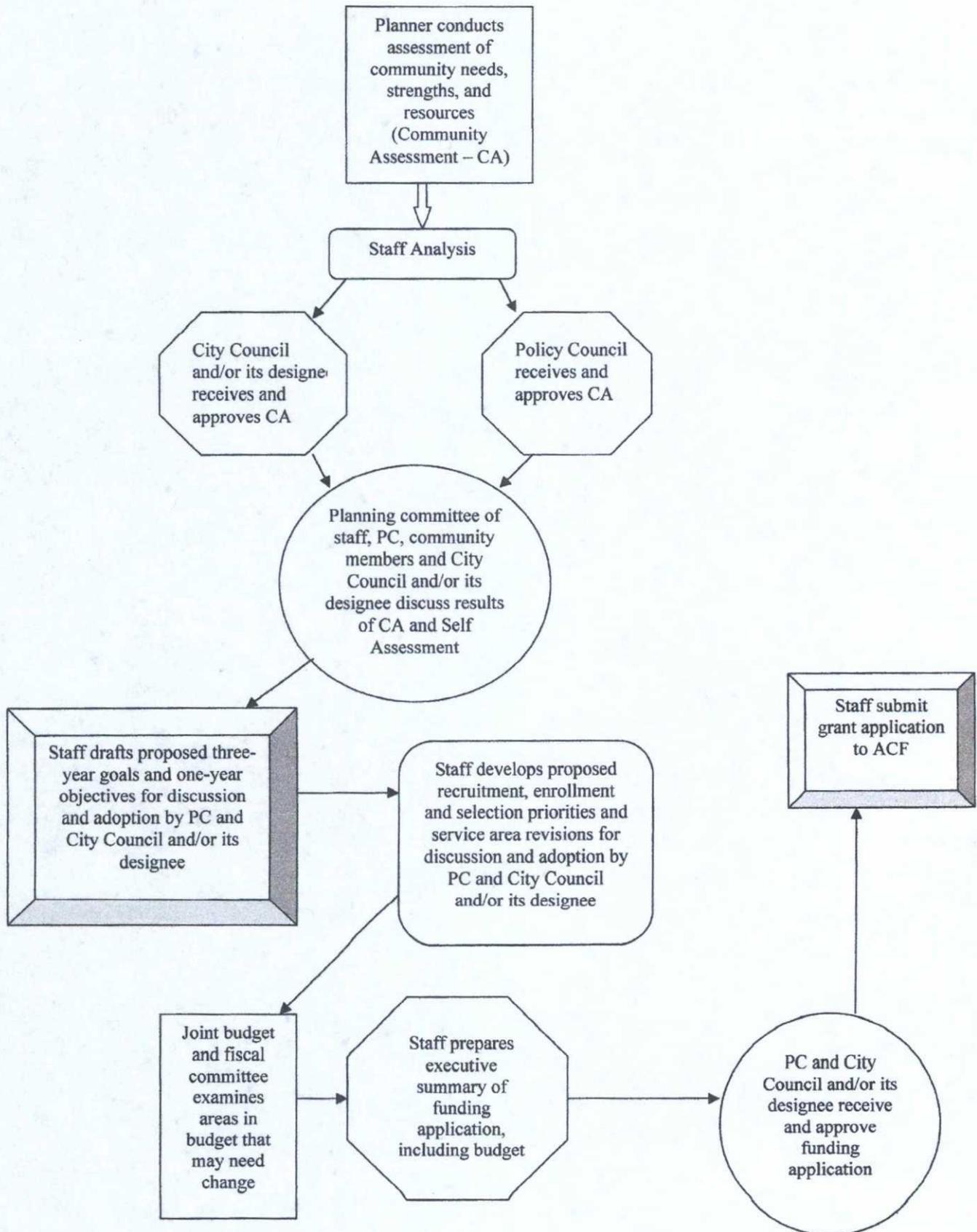
ATTACHMENT A

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

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

See flowchart for highlights of planning/grant application process

PLANNING/GRANT APPLICATION PROCESS



**HEAD START/EARLY HEAD START ADVISORY BOARD/POLICY COUNCIL
PLANNING CALENDAR 2014-15**

ATTACHMENT A

SEPTEMBER, 2014	OCTOBER	NOVEMBER	DECEMBER	JANUARY, 2015
<ul style="list-style-type: none"> • New Funding Year begins • Policy Council (PC) Members make presentations about PC Role at sites • PIR Review • Monthly Budget Report 	<ul style="list-style-type: none"> • PC Elections (Site Level) • Governance Training Part I, Advisory Board (AB) & PC <ul style="list-style-type: none"> ◦ Monthly Budget Report/Fiscal Orientation ◦ <i>On-Going Monitoring Training</i> • <i>Community Assessment Planning begins (GA)</i> 	<ul style="list-style-type: none"> • Grant Applications (GA), Community Assessment Orientation "At-A-Glance" (GA) • Self Assessment Planning begins (GA) • Nomination of PC Officers • Governance Training, Part II <ul style="list-style-type: none"> ◦ Budget Training (Internal Control) ◦ PC/AB Orientation • PC/AB Letter to City Council – Life Enrichment Committee (LEC) • Monthly Budget Report 	<ul style="list-style-type: none"> • <i>Initial Meeting of Governing Bodies (PC & AB)</i> • Election of PC Officers • Recognition of Outgoing PC Officers • Monthly Budget Report 	<ul style="list-style-type: none"> • New Policy Council Officers installed • Governance Training, Part III & IV <ul style="list-style-type: none"> ◦ <i>Brown Act</i> ◦ <i>Parliamentarian Procedures</i> ◦ <i>Self Assessment Training</i> • Child Outcomes Report • <i>Focused Monitoring Report</i> • Monthly Budget Report • <i>Community Assessment Approved</i> • <i>Recruitment, Selection & Enrollment Priorities Approved</i>
FEBRUARY	MARCH	APRIL	MAY	JUNE
<ul style="list-style-type: none"> • Budget Preparation begins • Governance Training, Part V & VI, Advisory Board (AB) & PC <ul style="list-style-type: none"> ◦ <i>Strategic Planning Procedures</i> ◦ <i>Monthly Budget Report/Fiscal Training</i> • <i>Joint PC/AB Meeting</i> 	<ul style="list-style-type: none"> • Recommendations from City Council and/or its designee (AB) and PC Planning & Finance Committees on New Priorities • <i>Establish 3-Year Program Goals, 1-Year Objectives (GA), School Readiness and Family & Community Engagement Goals, and Program Philosophy</i> • Review Program Options • Draft of Grant Application begins • PC/AB Report to City Council (LEC) • Delegate Agency –Director Report to AB • Monthly Budget Report 	<ul style="list-style-type: none"> • Budget Revisions • Service Area Plans Revisions (if needed) Approved • Staff works on Final Application & Summary for City Council and/or its designee • Plans for Parent Appreciation begins • Goals & Objectives (3-year; SR, and PFCE) and Program Philosophy Approved • Child Outcomes Report • Self Assessment Report Approved (GA) • <i>Joint PC/AB Meeting</i> • Monthly Budget Report • <i>*Week of the Young Child</i> 	<ul style="list-style-type: none"> • Detailed Summary of the Application is prepared • Request for Budget Changes (if needed) • Grant Application (GA) presented to the City Council for approval • Monthly Budget Report 	<ul style="list-style-type: none"> • Grant Application is submitted to ACF • Policy Council makes recommendation for training • Child Outcomes Report • <i>Focused Monitoring Report</i> • Monthly Budget Report • Assess PC/AB Performance (Survey)
JULY	AUGUST	<p>GA = Grant Application CC = City Council LEC = Life Enrichment Committee PC = Policy Council AB = Advisory Board</p>		
<ul style="list-style-type: none"> • Composition of the PC reviewed • PC/AB Bylaws are reviewed & proposed revisions identified (if needed) • Planning Procedure and written process for next year approved by PC and AB, including the adoption of Planning Calendar and Training Plan • Monthly Budget Report 	<ul style="list-style-type: none"> • Composition of PC recommendations for changes are proposed to the City Council • Policies & Procedures are revised (if needed) • PC/AB adopts revisions to Bylaws • Monthly Budget Report 			

ATTACHMENT B

City of Oakland ♦ Department of Human Services ♦ Head Start and Early Head Start Program
PRIORITY RATING SCALE 2014-2015 SCHOOL YEAR

▼▼ To be completed by the Data Center Staff ▼▼

Child's Name (last) _____ (first) _____	Date of Birth ____ / ____ / ____
Parent/Guardian Name (last) _____ (first) _____	Center Name _____

AGE DOCUMENTATION	INCOME FOR FAMILY		
Birth Certificate	<input type="checkbox"/> Pay Stub(s) <input type="checkbox"/> W-2(s) <input type="checkbox"/> 1040 Tax Return for year 2013 <input type="checkbox"/> Unemployment <input type="checkbox"/> CalWORK's <input type="checkbox"/> SSI <input type="checkbox"/> Foster Care Warrant <input type="checkbox"/> Letter from Employer <input type="checkbox"/> Income Self Declaration <input type="checkbox"/> Zero Income Statement <input type="checkbox"/> Notarized Statement <input type="checkbox"/> Other _____		
Passport	Source	Total Annual Income	Family Size =
Baptism Certificate			Calculation:
Pregnancy Verification			
Other:	<i>I have reviewed and verified the income.</i> _____ <i>(Staff Initial's)</i>		

Eligibility Categories with points:

AGE	CATEGORICALLY ELIGIBLE	CHILD DISABILITY	OTHER CATEGORIES CONT.
4 years old by December 2 nd 300	Homeless (Car, Shelter, or Camp) 200	Diagnosed Disability IEP or IFSP from OUSD or RCEB 200	Referral from Health/Social Svcs Agency 75
2.9 years or 3 years old by December 2 nd (Not Transitioning from EHS) 50	Homeless (Doubled Up with Family/Friends) 125	Prevention Plan RCEB 100	Crisis Domestic Violence Death of a Parent/ Incarceration of Parent 75
Transition from Early Head Start 150	Foster Child 200		Referral from Child Protective Services (CPS) 75
Pregnant Mom (EHS only) 200	Public Assistance (CalWORK's or SSI) 200		Transfer from other Child Care Agency and other EHS/HS outside the service area 10
Birth to 30 Months (✓) <input type="checkbox"/>	INCOME	Diagnosed Asthma 75	Pregnant Mom w/ children currently enrolled in EHS or HS at intake 100
2 nd Year on Waiting List Updated Application & Income 50	0% - 25% 200	Medically Fragile (Sickle Cell, Hemophilia etc...) 75	Teen Parent under 19 years at intake 80
	26% - 50% 150		Single Parent/Guardian 75
	51% - 75% 100		Parent w/ Disability Chronic or Terminal Illness/Parent with a Disability proof from medical provider or SSI statement 50
	76%-100% 75		Sibling of currently Early/Head Start Enrolled Child 75
	101% - 115% 10		Live within 10 Blocks of the site 50
	116% - 130% 5		

Criteria for: FULL DAY PROGRAM OPTION

Two Parent or Single Parent/Guardian employed 8 hours per day or at least 32-40 hours per week w/proof	100
Two Parent or Single Parent/Guardian employed 6 hours per day or at least 20 - 31 hours per week w/proof	50
Two Parent or Single Parent/Guardian enrolled in school, job training full time 6.0 hours or more or 12 units with proof at intake	100
Two Parent or Parent/Guardian enrolled in school, job training part time at least 4.5 hours or less than 12 units with proof	50
Single Parent/Guardian Household employed or enrolled in school	50
Special Circumstances with proof from Health or Social Services Agency	25

ChildPlus Data Base will calculate points in each category



City of Oakland
Grantee Head Start/Early Head Start
&
Delegate Agency, Unity Council, Head Start/Early Head Start

Three-year (2013-2016), Program Goals
(Updated for Program Year 2014-2015)



Grantee Head Start

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

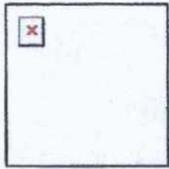
Grantee Early Head Start Program

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



Delegate Agency
Unity Council Head Start & Early Head Start Program

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



City of Oakland
Grantee Head Start

School Readiness Goals
(Program Year 2014-2015)



Domain: Cognition and General Knowledge

Goal 1: HS children will build their conceptual knowledge of understanding numbers, their relationships, combination and operation.

Goal 2: HS children will learn to develop simple investigations to form hypotheses (Guess/interpret), gather observations, draw conclusions.

Domain: Social and Emotional

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

1

Domain: Language and Literacy

Goal 4: HS children and families will demonstrate phonological awareness by showing awareness that language is broken into words, syllables and smaller sounds.

Goal 5: HS children who are dual language learners will demonstrate competency in their home language while acquiring beginning proficiency in English.

Domain: Approaches to Learning

Goal 6: HS children will ask questions, seek new information and demonstrate flexibility and eagerness to approaching new tasks and materials.

Goal 7: HS will facilitate and support additional learning opportunities for children with special needs, on an ongoing basis, in order to help strengthen children's ability to begin and finish self selected, age-appropriate activities with engagement, attentiveness and persist through challenges.

Domain: Physical Development & Physical Health Status

Goal 8: HS children will practice healthy and safe habits.

Goal 9: HS children will demonstrate control of large muscles for movement, navigation, and balance.



City of Oakland
Grantee **Early Head Start**

School Readiness Goals
(Program Year 2014-2015)



Domain: Cognition and General Knowledge

Goal 1: EHS children will demonstrate increased understanding of cause and effect relationships in their exploration.

Goal 2: EHS children will progress in their understanding of the function of objects and use of objects. As is age appropriate, children will progress in their capacity to use objects symbolically and engage in pretend play.

Domain: Social and Emotional

Goal 3: EHS children will develop trusting relationship with their teachers.

Goal 4: EHS children will interact with peers with increasing frequency and, as is age appropriate, begin to develop relationships with specific peers.

Domain: Language and Literacy

Goal 5: EHS children will progress in their ability to communicate their feelings, ideas and needs in a variety of ways.

Goal 6: EHS children will show increasing ability to engage in reciprocal communication

Goal 7: EHS children will show increasing interest in their exploration of books, stories, print and song.

Domain: Physical Development and Health Status

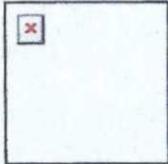
Goal 8: EHS children will progress in their fine motor skills and demonstrate increasingly complex capacity to grasp and manipulate objects.

Goal 9: EHS children will demonstrate an increasing capacity to move their body, maintain their balance, and control their movements.

Domain: Approaches to Learning

Goal 10: EHS children will demonstrate initiative and curiosity while engaging in play.

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



City of Oakland
Grantee Head Start & Early Head Start Program



Parent, Family & Community Engagement (PFCE) Goals
(Program Year 2014-2015)

PFCE Goal 1: HS/EHS will support parents and families to develop relationships with community resources to strengthen a family's ability to feel safe, healthy, and increase financial stability.

PFCE Goal 2: HS/EHS parents and families will maximize their leadership skills, knowledge, and confidence to successfully advocate for children's learning and development.

PFCE Goal 3: HS/EHS parents and families will develop positive relationships & social networks that nurture their children's learning and overall development.



Delegate Agency - Unity Council
Head Start Program
School Readiness Goals
(Program Year 2014-2015)



Social and Emotional Development

1. Children will develop skills to identify and express feelings appropriately.
2. Children will further develop skills in problem solving, cooperative play and impulse control.
3. Children will continue build stronger relationships with peers and adults.

Cognition and General Knowledge

4. Children will demonstrate increasing knowledge of the use of number names and values, as well as the ability to identify shapes and classify objects according to common attributes.
5. Children will demonstrate an increasing understanding of cause and effect relations, ability to reason logically and use memory and knowledge from past/familiar experiences to help them problem solve challenging problems.
6. Children will demonstrate an increasing ability to store, recall and make predictions about familiar and unfamiliar events, past experiences, people, and things.

Language and Literacy

7. Children will increase their phonological awareness and interest in literacy as to enhance their early reading and writing skills.
8. Children will demonstrate an increased understanding of receptive and expressive awareness of both the home language and English. English speakers will have opportunities to learn Spanish.

Physical Development and Health

9. Children will enhance their gross motor development to strengthen their coordination abilities.
10. Children will increase manipulative skills to use tools for writing and drawing.
Children who are strong in hygiene routines will help other children to reinforce healthy habits.

Approaches to Learning

11. Children will expand their involvement and lead a variety of musical forms, art, dance and movement.
12. Children will expand on their ability to use familiar materials more creatively, persist in their work and problem solve independently.



Delegate Agency - Unity Council
Early Head Start Program
School Readiness Goals
(Program Year 2014-2015)



Social and Emotional Development

1. Children will develop trusting relationship with their teachers.
2. Children will develop an increased capacity to understand, express and regulate their emotions.
3. Children will develop an increased capacity to understand and respond to the emotional expressions and actions of others.
4. Children will develop their identity of self as both connected to and separate from others.

Language Development

5. Children will progress in their ability to communicate their needs and interests while engaging in reciprocal communication.
6. Children will show increasing interest in their exploration of books, stories, print, and songs.

Cognitive Development

7. Children will demonstrate increased understanding of classification, matching, and number sense.
8. Children will develop problem solving skills, particularly in their ability to explore space and size.
9. Children will progress in their understanding of the function of objects and use of objects. As is age appropriate, children will progress in their capacity to use objects to engage in pretend play.

Motor and Perceptual Development

10. Children will progress in their fine motor skills and demonstrate increasingly complex capacity to grasp and manipulate objects.
11. Children will demonstrate an increasing capacity to move their body, maintain their balance, and control their movements.

Approaches to Learning

12. Children will demonstrate initiative and curiosity while engaging in play.

**CITY OF OAKLAND
HEAD START/EARLY HEAD START PROGRAM
SELF-ASSESSMENT
2014**



SUMMARY REPORT

The City of Oakland Head Start/Early Head Start program conducted its annual Self Assessment beginning January 24, 2014 through February 7, 2014 to evaluate its effectiveness in meeting the Head Start Performance Standards, including the management systems, fiscal management, and the content area services as well as meeting the three-year Program Goals & Objectives, and the School Readiness and Parent Family and Community Engagement Goals.

Site visits were made to all Head Start centers, Family Child Care homes, both Early Head Start Programs; one of the partner agencies (Brighter Beginnings Early Head Start), the delegate agency, as well as the both the Early Head Start and Head Start Home Based options. In addition, child records and program policies and procedures were reviewed, and classroom observations were made at the centers to thoroughly assess program strengths and non-compliances.

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

The overall results of the Self Assessment indicated that there were no findings or non-compliances in the areas assessed. However, the program did identify a need to continue to provide additional classroom support to fully implement the CLASS (Classroom Assessment Scoring System) observation tool, as well as improve our data collection systems in an increased effort to implement and monitor progress related to our three-year Program Goals, School Readiness and Parent, Family & Community Engagement Goals.

Upon review of the results of the Self Assessment, the program was found to have notable strengths in core areas, as well as elements the program would like to enhance. These highlighted strengths include the program's partnership with Alameda County Public Health Department, Prevent Blindness Northern California, Native American Health Center, Samuel Merritt School of Nursing, First 5 Alameda County, and Bay Area Parent Leadership Action Network (Bay Area PLAN). Partnership services have included immunization audits, classroom health education, training and technical assistance, Peer Teacher Learning Community meetings, and Parents' Ready for School Workshops. Additional strengths that were highlighted include Early Head Start's partnerships with Children's Hospital-Oakland, Project Pride, and Lotus Bloom Child & Family Resource Center. Partnerships services have included reflective supervision and technical assistance, community outreach and recruitment events, and shared program space for weekly socialization sessions conducted by the Early Head Start Home-Based Program.

The results of the 2014 Self Assessment and Community Assessment will be used to inform the development of continuous program improvement efforts through ongoing program monitoring and program administration. The results will also be used to inform, review, update, and monitor the upcoming three-year, 2013-2016 Program Goals & Objectives, as well as the School Readiness and Parent, Family & Community Engagement Goals for the 2014-15 program year.

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

2014 MAY 15 PM 5:30

Approved as to Form and Legality

OAKLAND CITY COUNCIL


City Attorney

RESOLUTION No. _____ C.M.S.

A RESOLUTION AUTHORIZING THE CITY ADMINISTRATOR, ON BEHALF OF THE CITY OF OAKLAND TO:

- 1) APPLY FOR, ACCEPT, AND AMEND THE APPROPRIATION OF THE HEAD START BASIC, HEAD START TRAINING AND TECHNICAL ASSISTANCE, EARLY HEAD START BASIC, EARLY HEAD START TRAINING AND TECHNICAL ASSISTANCE GRANTS FOR PROGRAM YEAR 2014-2015 FROM U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES, ADMINISTRATION FOR CHILDREN AND FAMILIES (DHHS/ACF), IN AN ESTIMATED AMOUNT OF \$18,587,933, AND
- 2) ENTER INTO GRANT AGREEMENTS TO FUND COMPREHENSIVE CHILD DEVELOPMENT SERVICES IN ACCORD WITH SAID GRANTS WITH:

UNITY COUNCIL IN AN ESTIMATED AMOUNT OF \$4,836,570;

BRIGHTER BEGINNINGS IN AN ESTIMATED AMOUNT OF \$564,510;

ST. VINCENT'S DAY HOME IN AN ESTIMATED AMOUNT OF \$139,840; AND

UNIVERSITY OF CALIFORNIA SAN FRANCISCO (UCSF) BENIOFF CHILDREN'S HOSPITAL OAKLAND IN AN ESTIMATED AMOUNT OF \$45,000; AND
- 3) ACCEPT AND APPROPRIATE ADDITIONAL FEDERAL GRANT FUNDING IF IT BECOMES AVAILABLE AND TO AMEND THE EXISTING GRANT AGREEMENTS WITH UNITY COUNCIL, BRIGHTER BEGINNINGS, ST. VINCENT'S DAY HOME, AND UCSF BENIOFF CHILDREN'S HOSPITAL OAKLAND, WITHOUT RETURNING TO COUNCIL; AND
- 4) APPROPRIATE ADDITIONAL GENERAL PURPOSE FUNDS IN AN ESTIMATED AMOUNT UP TO \$752,634 AS NEEDED TO SUPPORT FULL IMPLEMENTATION OF HEAD START/EARLY HEAD START FOR THE PROGRAM YEAR 2014-2015; AND
- 5) REVIEW AND APPROVE OAKLAND HEAD START/EARLY HEAD START GOVERNANCE PROCEDURES DEVELOPED IN ACCORDANCE WITH HEAD START LEGISLATION AND UPDATED ANNUALLY

WHEREAS, the City of Oakland desires to apply for, accept and amend the appropriation in the FY 2014-2015 adopted budget for several grants in an estimated amount of \$18,587,933 from the U.S. Department of Health and Human Services, Administration for Children and Families (DHHS/ACF) to fund a Head Start Program and Early Head Start Program from September 1, 2014 through August 31, 2015; and

WHEREAS, the Head Start/Early Head Start program has determined it will have an ongoing structural cost-of-living deficit in the estimated amount of \$752,634 due to increases in salary and fringe benefits, therefore the program is requesting continued financial assistance from the General Purpose Fund in the estimated amount of \$752,634; and

WHEREAS, a \$245,500 contribution from the City's General Purpose Fund was approved in the City's biennial FY 2013-2015 Adopted Budget to pay for essential program operation costs that are not allowable using Head Start/Early Head Start grant funds in accordance with the federal funding terms and conditions, which includes an estimated amount of \$200,199 for rent for the Unity Council Head Start/Early Head Start program and an estimated amount of \$45,301 for the Head Start/Early Head Start and California State Preschool Program Audit; and

WHEREAS, the Head Start/Early Head Start grants require a match of local in-kind contributions equal to 25% of the grant, in an estimated amount of \$4,646,983; and

WHEREAS, the total federal amount of \$18,587,933 stated above is comprised of the following project accounts as stipulated in the DHHS/ACF funding guidelines: Head Start Basic, Head Start Training/Technical Assistance, Early Head Start Basic, and Early Head Start Training/Technical Assistance Grants, which includes the Early Head Start Expansion Grant (formerly ARRA funding); and

WHEREAS, the Head Start and Early Head Start funding will provide comprehensive child development services in accord with said grants to 1,747 Head Start and Early Head Start eligible children and families, who have the most economic need, with 10% of the enrollment consisting of children with special needs and, by new provisions enacted by the federal Office of Head Start, will expand enhanced outreach efforts to include homeless families and underserved populations; and

WHEREAS, the Head Start and Early Head Start comprehensive child development services provided will include developmentally appropriate screening assessment, curriculum and teaching designed for supporting the full development of children, ages up to five years old; and

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

WHEREAS, the City wishes to continue funding the Children's Hospital-Oakland from September 1, 2014 through August 31, 2015 in an estimated total of \$45,000 to provide onsite early childhood mental health support directly to children and technical assistance, parent information and education, and clinical supervision for center and home-based program staff; and

WHEREAS, the City wishes to continue funding the following agencies in the following amounts to provide comprehensive Early Childhood Education Services from September 1, 2014 through August 31, 2015

	Unity Council	# of Children Served Unity Council	Brighter Beginnings	# of Children Served Brighter Beginnings	St. Vincent's Day Home	# of Children Served St. Vincent's Day Home
Head Start Basic	\$2,323,350	313			\$56,700	24
Head Start TTA	\$21,508					
Early Head Start Basic	\$2,368,020	200				12
Early Head Start TTA	\$60,101			84		
EHS Expansion Basic (formerly ARRA)			\$557,266		\$81,346	
EHS Expansion TTA (formerly (ARRA)						
COLA Award	\$63,591		\$7,244		\$1,794	
TOTAL:	\$4,836,570	513	\$564,510	84	\$139,840	36

; now, therefore, be it

RESOLVED: That the City Administrator is hereby authorized to apply for, accept, and amend the appropriation in the FY 2014-2015 adopted budget for the Head Start Basic, Head Start Training and Technical Assistance, Early Head Start Basic, and Early Head Start Training and Technical Assistance grants from the U.S. DHHS/ACF in the estimated amount of \$18,587,933 for funding of a Head Start Program and Early Head Start Program from September 1, 2014 through August 31, 2015; and be it

FURTHER RESOLVED: That the City's Fiscal Year (FY) 2013-2015 Adopted Budget will be amended to include \$18,587,933 in aforesaid grant amount in appropriations and revenues for FY 2014-2015 for Head Start and Early Head Start; and be it

FURTHER RESOLVED: That the City Council hereby authorizes to appropriate additional general purpose funds in an estimated amount up to \$752,634 as needed to support full implementation of Head Start/Early Head Start for the program year 2014-2015; and be it

FURTHER RESOLVED: That in accordance with the DHHS/ACF grant agreement requirements, the City will contribute a local in-kind match equal to 25% of the Head Start and Early Head Start Grant amounts, in an estimated amount \$4,646,983; and be it

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

FURTHER RESOLVED: That the FY 2014-2015 adopted appropriation for the FY 2014-2015 Head Start/Early Head Start grants be amended to the estimated sum of \$18,587,933 together with offsetting revenue, in Health and Human Services Department Fund (2128), Head Start Organization (78231), and Head Start projects (G464910-80) upon execution of said grant agreements, and that should additional grant funds be received, from the grantor (DHHS/ACF), within the existing grant term, the City Administrator or his designee is hereby authorized to appropriate same for the purposes described above without returning to Council within the duration of the grant term (September 1, 2014 – August 31, 2014); and be it

FURTHER RESOLVED: That all Central Services Overhead charges associated with this grant in an estimated amount of \$2,147,085 will be offset through a contribution of the General Purpose Fund as approved in the City's biennial FY 2013-2015 Adopted Budget as has been done in all of the past years; and be it

FURTHER RESOLVED: That the City Administrator or his designee is hereby authorized and directed to execute grant agreements with the following agencies in the following amounts to provide comprehensive Early Childhood Education Services from September 1, 2014 through August 31, 2015:

Unity Council in an estimated amount of \$4,836,570,

Brighter Beginnings in an estimated amount of \$564,510,

St. Vincent's Day Home in an estimated amount of \$139,840; and be it

FURTHER RESOLVED: That the above grant will be matched by the Unity Council's in-kind contributions in the estimated amount of \$1,259,192 and other in-kind contributions and donations as a part of the City's match obligation for the entire grant; and be it

FURTHER RESOLVED: That the City Administrator or his designee is hereby authorized and directed to execute a grant agreement with UCSF Benioff Children's Hospital, Oakland, pursuant to the terms of the grant award, in an estimated amount of \$45,000 of the aforesaid Early Head Start Grant (formerly ARRA) for child development Mental Health services for children up to three years of age; and be it

FURTHER RESOLVED: That if additional funding becomes available for the same purpose, within the existing grant term, the City Administrator or his designee is authorized to accept and appropriate these funds to fund the Head Start/Early Head Start Program and amend the grant agreements with Unity Council, Brighter Beginnings, St. Vincent's Day Home and UCSF Benioff Children's Hospital Oakland without returning to Council within the duration of the grant term (September 1, 2014 – August 31, 2015); and be it

FURTHER RESOLVED: That the City Administrator is hereby authorized to review and approve Oakland Head Start/Early Head Start Governance Procedures developed in accordance with Head Start legislation and updated annually; and be it

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

IN COUNCIL, OAKLAND, CALIFORNIA, _____

PASSED BY THE FOLLOWING VOTE:

AYES - BROOKS, GALLO, GIBSON MCELHANEY, KALB, KAPLAN, REID, SCHAAF and
PRESIDENT KERNIGHAN

NOES -

ABSENT -

ABSTENTION -

ATTEST: _____
LaTonda Simmons
City Clerk and Clerk of the Council
of the City of Oakland, California