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OFFICE OF THE CITY CLERK
OAKLAND

AGENDA REPORT

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TO: Sabrina B. Landreth
City Administrator

FROM: Sara Bedford, Director
Human Services
Department

SUBJECT: Annual Informational Report City of
Oakland Head Start Advisory Board

DATE: August 21, 2019

City Administrator Approval

Date:

8/29/19

RECOMMENDATION

Staff Recommends That The City Council Receive This Joint Informational Report From the Head Start Advisory Board and Policy Council On The City of Oakland Head Start Program Governance Structure and Program Metrics for FY 2018-19.

EXECUTIVE SUMMARY

The purpose of this joint informational report from the Head Start Advisory Board and Policy Council is to provide an update to City Council on the City of Oakland Head Start Program. As the local grantee for the federal Head Start program, the City of Oakland is required to have an established policy group (Head Start Policy Council) and a well-functioning governing body (City Council) that share responsibility for overseeing the delivery of high quality services to children and families in accordance with Head Start federal legislation and policies.

The Head Start Advisory Board and Policy Council participate in the planning and review of matters related to the Head Start program and make recommendations to the Life Enrichment Committee of the City Council for approval.

As part of ongoing communication between the Governing Body, Advisory Board, and Policy Council, this informational report provides City Council with updates on the Head Start program's performance for FY 2018-19 (**Attachement A**).

ACTION REQUESTED OF THE CITY COUNCIL

Receive a joint informational report from the Head Start Advisory Board and Policy Council on the City of Oakland Head Start Program Metrics and Governance Structure for FY 2018-19.

For questions regarding this report, please contact Diveena Cooppan, Acting Manager, Human Services, Early Childhood & Family Services Division at (510) 238-7186.

Respectfully submitted,



Sara Bedford *ACTING ON BEHALF OF SARA BEDFORD*
Director, Human Services Department

Reviewed by: Diveena Cooppan, Acting
Manager

Prepared by: Tracey Black, HHS Planner
Early Childhood & Family Services Division

Attachments:

A: Head Start Advisory Board and Policy Council Annual Informational Report

TO: Oakland City Council

FROM: City of Oakland Head Start
Advisory Board and Policy
Council

SUBJECT: Receive An Annual Informational
Report From The Head Start Advisory
Board and Policy Council

DATE: August 12, 2019

SUMMARY

The purpose of this joint informational report from the Head Start Advisory Board and Policy Council is to provide an update to City Council on the City of Oakland Head Start Program. As the local grantee for the federal Head Start program, the City of Oakland is required to have an established policy group (Head Start Policy Council) and a well-functioning governing body (City Council) that share responsibility for overseeing the delivery of high quality services to children and families in accordance with Head Start federal legislation and policies.

The Head Start Advisory Board participates in the planning and review of matters related to the Head Start program and makes recommendations to the Life Enrichment Committee of the City Council for approval.

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BACKGROUND

In March 2002, the City Council approved a resolution (Resolution No. 76996 C.M.S.) confirming the creation of a Head Start Advisory Board to assist the City Council in its governance role of the Head Start program. The role of the Advisory Board is to provide information, advice, and recommendations to the City Council in areas that require shared action by the City Council (as the governing body of Head Start) and the Head Start Policy Council; and to assist with the oversight, monitoring and reporting on the implementation of the program.

Council reauthorized the Advisory Board in 2004 (Resolution No. 78553 C.M.S.) and in 2010 (Resolution No. 83158 C.M.S.). The City Charter requires that the City Council create all Boards and Commissions by ordinance, and that Board members shall be appointed by the Mayor and confirmed by the City Council. Therefore, on advice from City Attorney's Office, an ordinance rescinding Resolution No. 76996 C.M.S. and formally establishing the Head Start Advisory Board was submitted for Council approval and approved on May 20, 2014 with Resolution No. 13230 C.M.S.

HISTORICAL TIMELINE

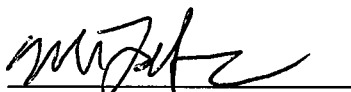
The City of Oakland has been a grantee of the Head Start Program since 1972 and continues to serve vulnerable and low-income families and children eligible for program services in Oakland, ages prenatal to five-years. In 1988, the City entered into a grantee-delegate relationship with the Unity Council to serve an additional 313 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 200 Early Head Start eligible families with children, ages prenatal to three-years. 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 an additional 204 Early Head Start eligible families and children in Oakland.

Currently, the City of Oakland and Unity Council Head Start/Early Head Start Program continues to successfully provide high quality, comprehensive early care, education, and family services programming. Comprehensive, integrated and responsive program services are provided for more than 1,000 families with children, ages prenatal to five-years (including pregnant women), in multiple program options, such as center-based and home-based programming. The City of Oakland and Unity Council Head Start Programs, collaborate with the Oakland Unified School District, in addition to early childhood education partners, Brighter Beginnings, St. Vincent's Day Home and Laney College Children's Center, and are able to operate part-day, and full-day, part-year and full-year.

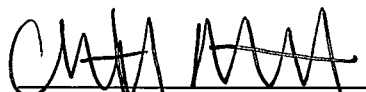
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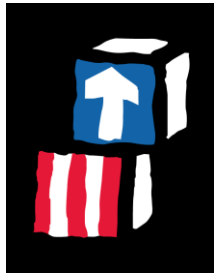
MOLLY TAFOYA
Chair,
Head Start Advisory Board



CHRISTINA MICHAUD
Chair,
Head Start Policy Council

Attachments:

A: PowerPoint Presentation



City of Oakland Head Start, Prenatal to 5 (P5)



HEAD START ADVISORY BOARD AND POLICY COUNCIL
ANNUAL PROGRESS REPORT FY 2018-19

Head Start – Prenatal to Five

A US Department of Health and Human Services program to provide comprehensive early childhood and family services to low income children and families.

Key Services:

Early learning: Individualized learning experiences, play, planned and spontaneous instruction, social skills and emotional well-being, along with language and literacy learning, and concept development.

Health: Perceptual, motor, and physical development is supported. Health and development screenings, nutritious meals, oral health and mental health support. Programs connect families with medical, dental, and mental health services.

Family well-being: Parents and families are supported in achieving their own goals, such as housing stability, continued education, and financial security. Support and strengthen parent-child relationships. Engage families around children's learning and development.

City of Oakland – Head Start

Prepares Oakland’s most vulnerable young children to succeed in school and in life beyond school.

- The HHS Poverty Guidelines determine income eligibility for participation in Head Start and Early Head Start programs
- Homeless, Foster children and families who receive TANF(temporary assistance to needy families) funds are automatically eligible.
- Income Requirements to qualify for Head Start:

Persons in family/household	Poverty guideline
1	\$12,490
2	16,910
3	21,330
4	25,750

City of Oakland – Head Start Program Structure

Center Based: Services are delivered primarily in classroom settings.

Home Based: Visits with parents, primarily in the child's home and group socialization opportunities in a Head Start classroom, community facility, home, or on field trips.



City of Oakland Head Start Program Goals

Oakland's Head Start children are **ready to thrive in Kindergarten**. They are healthy, ready to learn & have the skills needed for success in school.

Parents, Family & Community are **empowered and engaged** in their children's education.

Oakland's Head Start learns from the information we collect to always **move forward and grow stronger**.

City of Oakland – Head Start Governance

Oakland has a three-part governing structure: Council, Advisory Board and Parent Policy Council

City Council

- As a public agency, City Council functions as the official governing board.
- Through the City Administrator, Council holds contracting authority, is the employer of record, and all legal and fiscal responsibility for the federal grant.
- Establishes structure, communication, and oversight.

City of Oakland – Head Start Governance

Advisory Board

- Head Start Advisory Board was re-established by Council in 2014, to provide regular program oversight
- Membership includes Council representative, subject matter experts, community representatives
- Advise on strategic programming, support goals
- Reviews and approves all funding applications.
- Reviews and approves fiscal and program reporting monthly and all fiscal and programmatic decisions.

City of Oakland – Head Start Governance

Parent Policy Council

- Mandated by the Head Start Act
- Parents elect one Representative and one Alternate from each City run site (currently 14), partner sites (3), and the Delegate Agency, Unity Council sites (3).
- Delegate Agency is also required to establish and staff its own Parent Board.
- Has decision making authority under the City Council.
- Informs community needs assessment, program models, and program goals.
- Approves the federal Grant Application submitted annually.
- Reviews and approves fiscal and program reporting monthly and all fiscal and programmatic decisions.
- Required to approve all budget and program changes.

Oakland Community Assessment

Population Characteristics	City of Oakland
Population Estimate	417,442
% of children Under 5	6.2% (25,819)
% of children under 5 below poverty level	24.6% (6,276)
% families with children under 5 below poverty level	15% (10,012)

Reference: U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates

Program Enrollment

City of Oakland serves 1006 children and their families:

- **590** in Head Start (3 & 4-year olds)
- **416** in Early Head Start (prenatal, infants and toddlers)

City Directly Serves 452 Children:

- **14 sites** serving **370** children in classrooms
- **82** receive services in their homes
- **280** Head Start children
- **172** Early Head Start children

Program Enrollment

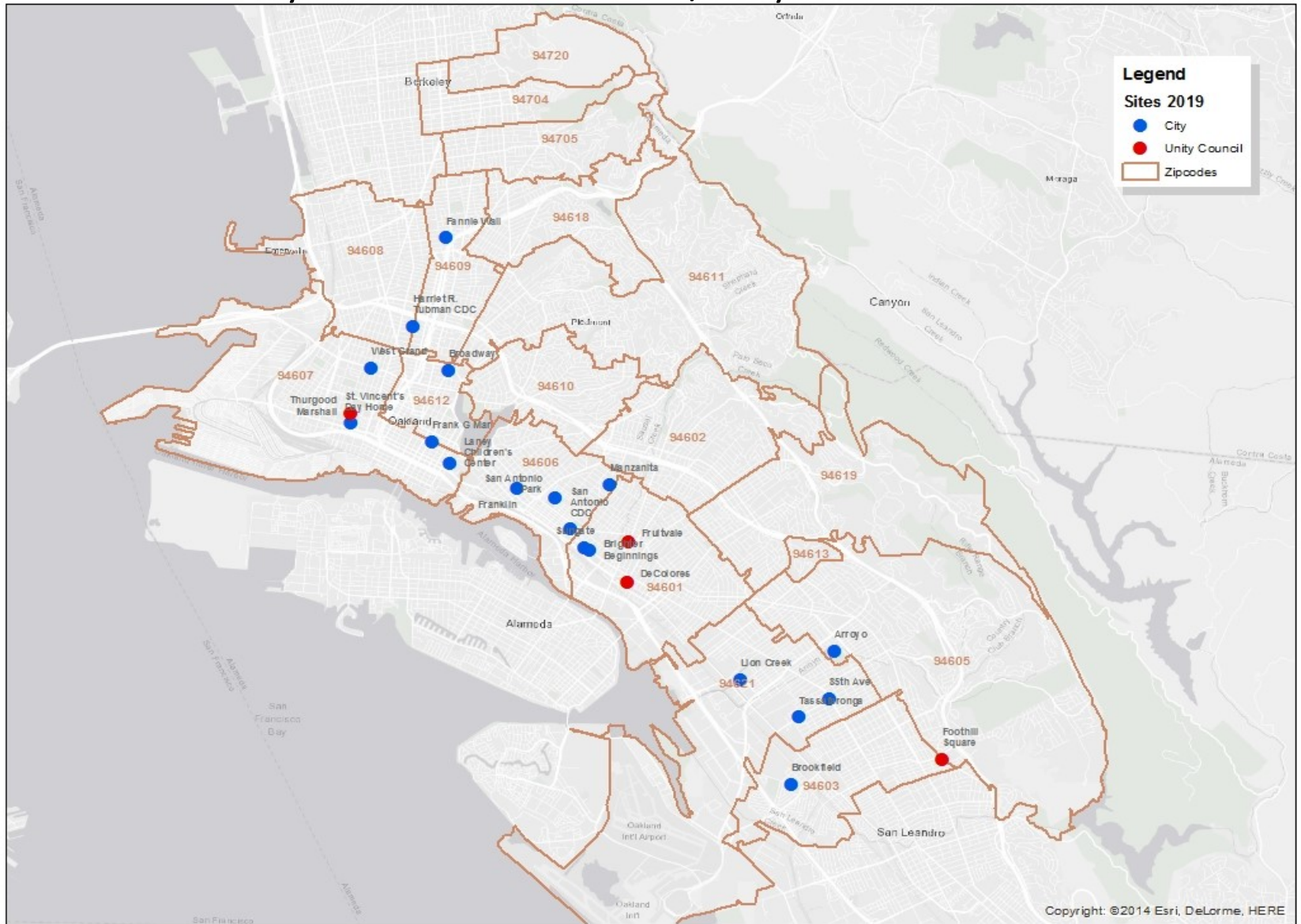
Delegate Agency Serves 368 Children

- **220** Head Start Children
- **148** Early Head Start Children

Three Partners Serve 186 Children

- Partners: St. Vincent's Day Home, Laney College Children's Center and Brighter Beginnings
- **90** Head Start Children
- **96** Early Head Start Children

City of Oakland Head Start/Early Head Start Sites



Funding Sources

City of Oakland Head Start requires multiple funding sources as federal funding is insufficient to meet all program requirements.

Source	Amount
HHS Head Start FY19-20 Federal Grant	11,052,385
HHS Early Head Start FY19-20 Federal Grant	10,145,486
USDA Federal Grant	249,723
State Funding	1,410,056
Early Head Start State Funding (through OUSD partnership)	218,670
City of Oakland - Head Start FY19-20 GPF	259,972
City of Oakland - Head Start FY19-20 ISF	897,350
Grand Total	23,973,700

Primary Language of Head Start Families

Language	Number	Percentage
English	495	41%
Spanish	477	39%
East Asian Languages	156	13%
Middle Eastern & South Asian	31	2.5%
African Languages	26	2%
Native Central American/South American	19	1.9%
Pacific Island Languages	13	1%

Head Start Ethnicity and Race

	# of participants	% of participants
Asian	199	16%
Black or African American	349	29%
White	30	2.5%
Hispanic	547	45%
Biracial or Multi-Racial	32	2.6%
Other Race	12	1.2%
Unspecified Race	48	3.9%

Participants By Age

Age	Number	%
Less than 1-Year-Old	97	8%
1-Year-Old	154	12.7%
2-Year-Old	219	18%
3-Year-Old	299	24.5%
4-Year-Old	365	30%
5-Year-Old	27	2.2%
Pregnant Women	56	4.6%

Family Services Provided

	# of families received services during program year	% of families received services during program year
Emergency or Crisis Intervention	315	26%
Housing/Homeless Assistance	171	14%
Health Education	1031	85%
English as a Second Language (ESL) Training	179	15%
Adult Education	180	15%
Parenting Education	1042	86%

Health Services

	% at End of Enrollment Year
Children with health insurance	93%
Children with a medical home	86%
Children with up-to-date immunizations or all possible immunizations to date, or exempt	78%
Children with a dental home	77%

Disability & Mental Health Services

	% of children
Children with an Individualized Education Program (IEP) or an Individualized Family Service Plan (IFSP).	11%

	% of children
Mental health/behavioral consultation services provided for parents/families about child's behavior/mental health.	18%
Referrals for mental health services for children, facilitated by Mental Health consultants.	7%

Community Partnerships

Education:

Kenneth Rainin Foundation - SEEDS of Learning – SEEDS trains educators and parents to help children develop the social, emotional, language and literacy skills they need to be ready for kindergarten.

St. Mary's College – Jump Start Program – Jumpstart Corps volunteer in the classroom to work with head start children on language and literacy skills.

Tandem Learning Partners – StoryCycles[®] Program - School-to-home book-sharing program, provides families with multilingual books that are age- and culturally-appropriate.

Community Partnerships

Disabilities & Mental Health:

Regional Center of the East Bay (RCEB) – Partnership that helps Head Start identify children with disabilities, as well as ensure children receive needed services.

Family Paths Mental Health Services – Provides onsite early childhood mental health consultation to Head Start.

Think Communications Therapy – Spanish-bilingual Speech and Language Pathology Services for Head Start children.

Community Partnerships

Family Services:

Family Front Door – Homeless coordinated entry system in Oakland, for families with young children, experiencing homelessness. Collaborates with Oakland Head Start program to connect Head Start families to housing resources.

The Family Giving Tree – Provides children with holiday gifts and school backpacks for back-to-school needs.

Children's Fairyland – Hosts the annual Oakland Head Start Community Resource Fair, during the Week of the Young Child.

Help a Mother Out – Provides free diapers to Oakland Head Start families who are in need of support.

Family Paths – Provides onsite parent education workshops, using the Abriendo Puertas – Opening Doors, evidenced-based, parenting education program.

Alameda Father Corps Partnership Initiative – Helps build capacity of Head Start, to engage and support fathers/father figures by creating and offering father-specific parent education/support groups and resources.

Community Partnerships

Health and Nutrition:

Alameda County Food Bank – Provides food resources, including food distribution; emergency groceries; and hot meal services for families experiencing food insecurity.

Merritt School of Nursing – Nursing Interns perform routine hearing and vision screenings and follow-up, on all children enrolled in Head Start.

Native American Health Center - Dental – Provides free and reduced cost oral hygiene and dental care services to families and children who may have limited access to dental services and are most in need of services. This partnership ensures that Head Start children's dental care is met.

Oakland Initiatives

Oakland Starting Smart and Strong Initiative (OSSI) – Funded by the David & Lucille Packard Foundation, provides training and staff development to program staff, on how to support families and children exposed to trauma.

Brilliant Baby Program - College savings resource for parents and guardians during the first three years of a baby's life. Oakland Early Head Start parents have taken advantage of this college savings opportunity.

First Five Alameda QRIS (Quality Rating Improvement System) – Provides staff training and program evaluation of sites. All Oakland HS/EHS sites received high ratings in the 2018-19 program year.

Head Start Challenges

- Probationary under-enrollment plan in Head Start (2017-2018 and 2018–2019 school year, did not meet 97% of enrollment requirement due primarily to staff vacancies.

Strategy: Extensive recruitment to reduce staffing vacancies. Wide scale community canvassing to recruit families.

- Staffing challenges despite successful hires. Current teacher-child ratio – leaves no room for normal teacher absences or emergencies. Leads to site closures that impact families.
- Workforce with 15 years or more of service – approaching retirement.
- Leadership Recruitment (Manager, Supervisor, Coordinator, Two Center Directors)

Strategy: Increase the substitute and TA pool through the workforce development training program. Focused recruitment for leadership positions.

Head Start Challenges

Older facilities require constant repair and renovation.

Strategy: Identify funding sources to improve facilities. Capital Improvement funds have helped. Work to identify new sites.

Expensive rents for sites across the City.

Strategy: Meet with landlords to identify more reasonable rental options.

Small sites - smaller enrollment and less flexibility with staffing ratios.

Strategy: Work with partners to identify larger sites that allow for prenatal to 5 care in one site so that families can remain at a single site until kindergarten.

Strengthen program management systems in particular – understanding and use of data, monitoring and evaluation, continued quality improvement.

Strategy: Work with experts to conduct baseline assessment of data systems, develop and implement annual workplans and monitoring and evaluation plans. Use data to inform program decisions and meet Head Start requirements.

Investments Needed

- Dedicated IT/data analytics staff for continuous quality improvement as mandated by new performance standards.
Strategy: Partner with IT Dept. to meet IT needs at all Head Start sites. Identify funding for a Head Start data specialist who can support team with use of Head Start data tools, analysis, monitoring and evaluation.
- Larger, high quality sites with at least 5 classrooms to provide families with complete prenatal to five services at one site.
Strategy: Identify potential sites and funding through partnerships.
- Increased family services support.
Strategy: Expand partnerships to meet family services needs.

Head Start Goals

Strengthen program through skilled leadership, clear direction, accountability, improving capabilities, and creating a healthy and supportive culture and climate.

Measures:

Annual work plan is developed, implemented and achieved.

Five-year strategic plan is developed.

Staff have clear objectives and performance plans are reviewed biannually.

Program wide professional development plan is established and implemented. CLASS scores reach national average.

Head Start Goals

Ensure that homeless families requiring Head Start services are identified and provided with an option that supports their needs. Provide resources and enhanced family engagement to families who are at risk of becoming homeless.

Measures:

Enhance access and participation for children experiencing homelessness, a priority of the Head Start program.

Prioritize children experiencing homelessness for enrollment.

Support families who are at risk of becoming homeless, remain housed while in the Head Start Program by connecting them to housing resources.

Head Start Long Term Goal

Continue to improve quality of services so that City of Oakland Head Start is a leading quality Early Childhood Development provider, allowing the program to expand enrollment through increased funding opportunities.

Measures:

Full enrollment by the first 30 days of the school year.

80% of staff with three years or more in the program (stability).
CLASS scores consistently meet national average.

Expand funding to run full day, full year programs to meet child development and family needs.

Head Start Funding Opportunities

Governors Budget may allow opportunities to increase Early Childhood Education investment.

Partnering with OUSD on special needs funding application.

Waitlisted for CCTR (General Child Care grant) Early Head Start State Funding.

County Measure AA to return to ballot.

Child Care Partnership – opportunity to expand funding.

City of Oakland Head Start, Prenatal to 5 (P5)

