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## AGENDA REPORT

TO: DEANNA J. SANTANA  
CITY ADMINISTRATOR

FROM: Sara Bedford

SUBJECT: Head Start / Early Head Start Grant  
Continued Refunding Application,  
Program Year 2013-2014

DATE: April 19, 2013

City Administrator

Date

Approval

5/1/13

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 appropriate Head Start (HS) basic, Head Start training and technical assistance, Early Head Start (EHS) basic, and Early Head Start training and technical assistance grants for program year 2013-2014 in the estimated amount of \$17,434,862 from the U.S. Department of Health and Human Services, Administration for Children and Families (DHHS/ACF); and

2) Enter into grant agreements to fund comprehensive child development services with:

Unity Council in an estimated amount of \$4,734,529;

The Salvation Army in an estimated amount of \$219,357;

Brighter Beginnings in an estimated amount of \$464,326; and

Children's Hospital-Oakland in an estimated amount of \$22,000; and

3) Accept and appropriate additional federal grant funding if it becomes available and amend the existing grant agreements with Unity Council, The Salvation Army, Brighter Beginnings, and Children's Hospital-Oakland, without returning to Council; and

4) Review and approve Oakland Head Start / Early Head Start governance procedures developed in accordance with Head Start legislation and updated annually.

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## EXECUTIVE SUMMARY

Staff requests that the City Council approve a resolution authorizing the City Administrator, on behalf of the City of Oakland, to apply for, accept, and appropriate Head Start Basic, Head Start Training and Technical Assistance, Early Head Start Basic, Early Head Start Training and Technical Assistance Grants for Program Year 2013-2014 from U.S. Department Of Health And Human Services, Administration for Children and Families (DHHS/ACF) in an estimated amount of (\$17,434,862) and authorizing grant agreements with: the Unity Council in an estimated amount of (\$4,734,529); Salvation Army in an estimated amount of (\$219,357); Brighter Beginnings in the estimated amount of (\$464,326); and Children's Hospital Oakland in an estimated amount of (\$22,000) to fund Comprehensive Child Development Services in accord with said grants and to review and approve Oakland Head Start / Early Head Start Governing Procedures developed in accordance with Head Start legislation and updated annually.

## OUTCOME

The proposed resolution would authorize the City to apply for continued refunding of the Basic Head Start and Early Head Start grants, as well as required Training and Technical Assistance and possible cost of living allowance (COLA) grants, and would result in the Head Start / Early Head Start program providing center- and home-based comprehensive child development services to 1,676 eligible children, 0-5 years of age, and their families in Oakland, directly and through its grant agreements with the delegate agency, Unity Council, Salvation Army, Brighter Beginnings, and Children's Hospital- Oakland, during the program year that extends from September 1, 2013 through August 31, 2014.

On March 1, 2013, in accordance with the Budget Contract Act of 2011, the President was required to issue a sequestration order, resulting in the cancelation of approximately \$85 billion in budgetary resources across the federal government and spending reductions of approximately 5%.

In relation to the federal sequestration order issued on March 1, 2013, the Administration for Children & Families (ACF), Office of Head Start (OHS), issued a Program Instruction (PI), also on March 1, 2013 (No: ACF-PI-HS-13-01), to all Head Start/Early Head Start grantees, with the subject line of Sequestration. The PI outlined the sequestration order and specifically informed grantees that, as a result, all Head Start, Early Head Start, American Indian, Alaska Native, Migrant, and Seasonal Migrant Head Start grants would be reduced by at least 5%.

The PI advised grantees to begin planning on how they would alter their programs to operate at reduced levels, and instructed them to keep the following three principles in mind:

1. Place a high priority on the maintenance of high-quality programming for children and families to ensure their health and safety.
2. Minimize the disruption of services for children enrolled during this program year.

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- 3. Enrollment and workforce reductions, particularly in the upcoming year, are expected.

It is estimated that approximately 70,000 children will, unfortunately, lose access to Head Start services because of this reduction.

Based on the Head Start / Early Head Start grant award issue date for the City of Oakland, the 5% reduction in its initial grant award of \$18,352,486 will occur in the coming FY 2013-14, beginning September 1, 2013. The sequestration reduction amounts to approximately \$917,624, bringing the expected total grant award in the coming FY 2013-2014, to approximately \$17,434,862.

Under the advisement of the Program Instruction (PI) issued by the Administration for Children and Families, Office of Head Start and Region IX Head Start Regional Office in San Francisco, and in alignment with the federal sequestration order, the City of Oakland, Head Start/Early Head Start program has developed a sound implementation plan for the coming FY 2013-2014.

The plan includes alterations that reduce service levels in programming that we feel still uphold the three principles we were asked to keep in mind, and is presented in the following section, *Impact of Sequestration on Oakland Head Start/Early Head Start Program*. The subsequent two sections in the report include the *Oakland Head Start/Early Head Start Baseline Program Budget Reductions for FY 2013-2014* and the *Governance Procedures* developed in accordance with Head Start legislation and updated annually, and concludes with Attachments.

I. Impact of Sequestration on City of Oakland Head Start / Early Head Start Program

In the coming FY 2013-2014, this reduction will lead to elimination of services for approximately 102 Head Start families, which includes closing a Part-day center serving 68 families and one double-session classroom serving 34 families, which will amount to \$769,595, and includes the following reductions in the program's personnel and operating budgets:

FY 2013-2014 Head Start Sequestration Reduction Descriptions	FY 2013-2014 Head Start Sequestration Reduction Amounts
*1 Center Director (Site closure)	\$80,000
1 Family Advocate (Site closure)	\$70,000
*4 Early Childhood Instructors (Site closure)	\$228,000
2 Early Childhood Instructors (1 Classroom closure)	\$114,000
Rent/Utilities from Site Closure	\$4,612
Office, Center Office, and Classroom Supplies	\$4,191
Operational costs associated with closing site (i.e. food, supplies, etc.)	\$14,223
Unity Council (Delegate Agency) reduction amount	\$234,569
	<b>\$769,595</b>

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\* Current personnel vacancies existing in Center Director and Early Childhood Instructor classifications will not be filled.

The 5% sequestration reduction will also lead to the elimination of 12 Full-day service days in the Early Head Start program, from 48 to 45.5 weeks of operation, along with reductions which will amount to **\$135,972**, and includes the following reductions in the program's personnel and operating budgets:

<b>FY 2013-2014 Early Head Start Sequestration Budget Reduction Descriptions</b>	<b>FY 2013-2014 Early Head Start Sequestration Budget Reduction Amounts</b>
12 Full-day service days	\$58,020
Program Contract (Mental Health)	\$45,000
Office, Center Office, and Classroom Supplies	\$379
Brighter Beginnings (Partner) reduction amount	\$24,438
Salvation Army (Partner) reduction amount	\$8,135
	<b>\$135,972</b>

The delegate agency and partners retain the option of making adjustments in the services they provide, according to what works best for their program operations in the coming FY 2013-2014. The grantee will provide support to accommodate the partners in this process, as much as necessary.

The remaining sequestration reductions will occur in the area of Training and Technical Assistance (T/TA), which will amount to \$12,058, and are as follows:

<b>FY 2013-2014 Head Start / Early Head Start Partner &amp; Delegate Agencies Training &amp; Technical Assistances (T/TA) Sequestration Reduction Descriptions and Amount</b>	
Head Start T/TA Services	\$6,029
Early Head Start Expansion T/TA	\$3,617
HS/EHS Delegate Agency – Unity Council	\$2,412
	<b>\$12,058</b>

The City Council knows and values the Head Start/Early Head Start Program and the services it provides to families with children, ages prenatal to 5. As such, the City Council may choose to approve the current budget proposal in the FY 2013-2015 budget to use General Purpose Funds to restore classroom services and family support services lost due to sequestration. Specifically to restore one classroom for 34 children and a Family Advocate providing important family support services in an estimated amount of approximately \$184,000.

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## II. Head Start and Early Head Start Primary Program Budget Reductions, FY 2013-2014

In addition to the mandatory budget reductions resulting from the 5% sequestration order, the Oakland Head Start / Early Head Start program's needed to create a fully balanced primary budget for the coming FY 2013-2014 program year. Flat grant funding and rising staff and operational costs has resulted in the need to reduce program expenditures.

Due to these increases, the primary budget of both Head Start and Early Head Start programs were impacted by deficit of \$782,743. Thus, in creating a fully balanced budget, the Head Start and Early Head Start programs were forced to make reductions in both personnel and operating costs.

### *Head Start Primary Program Budget Reductions*

Staff recommends the reduction of 15 Head Start full-day service days, from approximately 189 days to 174 days. In addition, staff recommends a reduction in personnel and operating costs that amounts to \$598,473, and includes the following reductions:

<b>FY 2013-2014 Head Start Primary Budget Reduction Descriptions</b>	<b>FY 2013-2014 Head Start Primary Budget Reduction Amount</b>
15 Full-day service days of operation	\$153,000
2 Family Advocates	\$140,000
1 Service Area Coordinator	\$105,159
*1 Food Service Worker	\$60,000
Parent Incentives and Travel	\$53,393
Health/Mental Health Contracts	\$32,884
Education Contracts	\$50,000
Office, Center Office, and Classroom Supplies	\$4,037
	<b>\$598,473</b>

\*Personnel vacancy existing in Food Service Worker classifications will not be filled.

### *Early Head Start Primary Program Budget Reductions*

Staff recommends the reduction and re-allocation of personnel positions and operating costs that amounts to \$184,000, and includes the following reductions:

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<b>FY 2013-2014 Early Head Start Primary Budget Reduction Descriptions</b>	<b>FY 2013-2014 Early Head Start Primary Budget Reduction Amounts</b>
1 Admin II	\$92,000
1 Nutrition Coordinator (reduced to .53 FTE)	\$40,000
Office, Center Office, and Classroom Supplies	\$6,500
Education Coordinator (applied 50% of salary to T/TA Budget)	\$45,500
	<b>\$184,000</b>

Due to the program's current vacancy rate, overall workforce reductions between the sequestration and primary budget cuts will be a total of approximately 10 employees.

The table below describes or outlines the funding allocation breakdown of \$17,434,862 of grant funding for the following: grantee Head Start program, delegate agency – Unity Council Head Start / Early Head Start program, and grantee-only Early Head Start formerly American Recovery and Reinvestment Act (ARRA) program and partners, Brighter Beginnings Home-Based Program, Salvation Army Center-Based program, and Children's Hospital – Oakland. The table is detailed according to basic program operations (Basic) and training & technical assistance (T/TA), and includes the total number of children served.

<b>GRANT ALLOCATION</b>	<b>City of Oakland</b>	<b>Unity Council</b>	<b>Brighter Beginnings</b>	<b>Salvation Army</b>	<b>Children's Hospital</b>	<b>Total</b>
Head Start Basic	\$10,021,048	\$2,207,182	-	\$64,800	-	\$12,293,030
Head Start TTA	\$85,859	\$20,433	-	-	-	\$106,292
Early Head Start Basic	\$79,635	\$2,249,619	-	-	-	\$2,329,254
Early Head Start TTA	\$1,135	\$57,096	-	-	-	\$58,231
EHS Expansion Basic (formerly ARRA)	\$1,942,585	-	\$464,326	\$154,557	\$22,000	\$2,583,468
EHS Expansion TTA (formerly ARRA)	\$64,587	-	-	-	-	\$64,587
	\$12,194,849	\$4,534,330	\$464,326	\$219,57	\$22,000	\$17,434,862

<b>COUNT OF CHILDREN SERVED</b>	<b>City of Oakland</b>	<b>Unity Council</b>	<b>Brighter Beginnings</b>	<b>Salvation Army</b>	<b>Children's Hospital</b>	<b>Total</b>
Head Start Children Served	935	313	-	24	-	1,272
Early Head Start Children Served	-	200	-	-	-	200
EHS Expansion Children Served	106	-	60	38	N/A	204
	1,041	513	60	62	-	1,676

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

**BACKGROUND/LEGISLATIVE HISTORY**

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

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

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

On May 8, 2009, under the American Recovery and Reinvestment Act (ARRA), the US Department of Health & Human Services, Administration for Children and Families released a Request for Application (RFA), making Early Head Start program expansion opportunities available, to local public and local non-profit and for-profit private entities, including Early Head Start and Head Start grantees. The Oakland Head Start program requested and received City Council approval to submit a 2009 ARRA Early Head Start Expansion Grant application (Resolution No. 82130 C.M.S., July 7, 2009). In November 2009, the City's Head Start program received notice that it had been selected to receive ARRA Early Head Start Expansion grant funding in order to implement high quality, comprehensive early care, education, and family

service programming, operating full-day and year-round for 204 low-income families with children, birth through three, as well as pregnant women.

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

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

Information provided in the analysis section of this report presents the Head Start / Early Head Start Governance Procedures, Program Planning Procedures, Child Selection and Recruitment Procedures, Program Goals, School Readiness and Family & Community Engagement Goals, and the Self Assessment Summary Report that are submitted annually for review and approval by the Policy Council and the City Council and/or its designee (Head Start Advisory Board), in accordance with Head Start legislation. These detailed governance procedures have been designed to support and facilitate the ongoing administration, management, implementation, monitoring and delivery of high-quality Head Start and Early Head Start services to income eligible families and children, birth - 5. Head Start/Early Head Start Governing Procedures are submitted to the Head Start Policy Council and the City Council and/or its designee (Head Start Advisory Board) annually, for approval. There will be no major changes proposed to these documents at this time.

## 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 2013-2014, Oakland Head Start / Early Head Start will operate four different program options. The one Part-day classroom and one Part-day site closure proposed are due to sequestration.

- 1) Part-day center-based Head Start classrooms 24 classrooms at 12 locations (the majority of lots) serving 714 children
- 2) Full-day center-based Head Start classrooms 9 classrooms at four sites, serving 134 children, and Full-day center-based Early Head Start classrooms 10 classrooms serving 70 children

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- 3) Home-Based for 41 Head Start families and 134 Early Head Start families, which includes weekly family home visits and center-based whole group, socialization activities twice per month
- 4) Full-day Family Child Care 7 homes, under contract, serving approximately 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 serves a total of 1,163 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 1,676 children, birth – to 5 years old, 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. The number of slots has been reduced by 102 children in the Head Start program, as mentioned previously, due to sequestration cuts.

**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 (Proposed classroom closure due to sequestration)	94605	East Oakland - District 6	136 -34 slots = 102	Part-day
San Antonio CDC HS (Proposed site closure due to sequestration))	94606	Fruitvale/San Antonio - District-2	88	Part-day
85 <sup>th</sup> Avenue HS	94621	East Oakland - District 6	50	Full-day
92 <sup>nd</sup> 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	68	Part-day
Salvation Army HS Partner	94606	East Oakland - District 5	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
San Antonio Park HS	94606	Fruitvale/San Antonio - District 2	68	Part-day
Sungate HS	94601	Fruitvale/San Antonio - District 5	68	Part-day

Site Name	Zip Code	Area/District of Oakland	Number of Slots	Program Option
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
HS Home-Based Program	N/A	N/A	17	Home Visits, 2 days/week Group Socialization Sessions 2 days/month
HS Home-Based Program	N/A	N/A	24	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
Salvation Army EHS Partner (EHS Expansion)	94606	Central Oakland - District 5	38	Full-day
Grantee EHS Home-Based Program	N/A	N/A	74	Home Visits, 2 days/week Group Socialization Sessions 2 days/month
Brighter Beginnings EHS Home-Based Program, Grantee EHS Partner	N/A	Throughout City	60	Home Visits, 2 days/week Group Socialization Sessions 2 days/month
<b>TOTAL</b>			<b>1,163</b>	

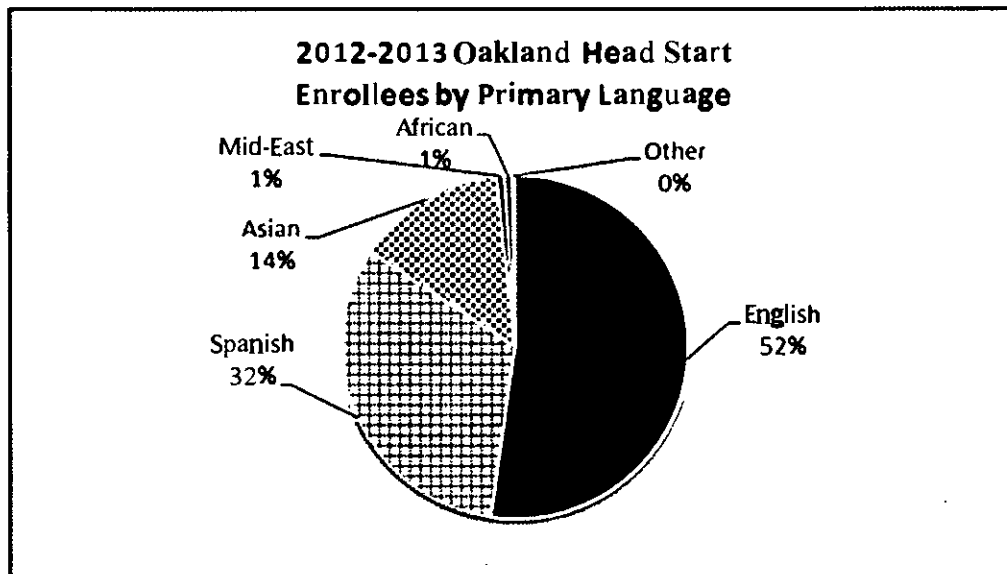
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**Unity Council (delegate) operated Head Start (HS) and Early Head Start (EHS) sites**

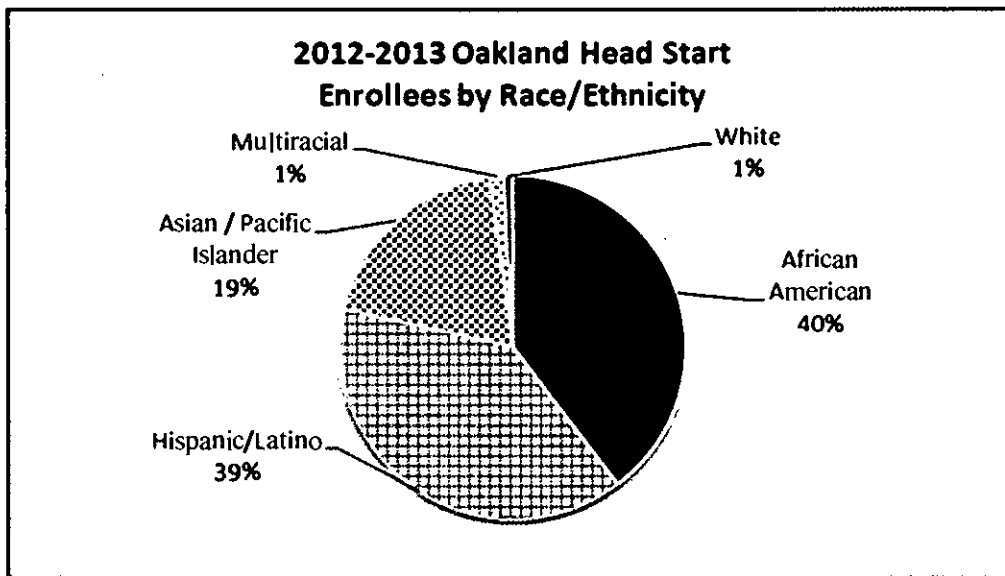
Site Name	Zip Code	Area of Oakland	Number of Slots		Program Option
			HS	EHS	
De Colores	94601	Fruitvale/San Antonio - District 5	204	40	Part-day & Full-day
Foothill Square	94605	East Oakland -- District 7	0	108	Part-day
Fruitvale	94601	Fruitvale/San Antonio - District 5	68	0	Full-day
Thurgood Marshall	94607	West Oakland - District 3	0	40	Part-day
Home Based	NA	NA	41	12	Part-day
<b>TOTAL</b>			<b>313</b>	<b>200</b>	
<b>OVERALL TOTAL FUNDED PROGRAM ENROLLMENT</b>			<b>1,676</b>		

**Program Demographics**

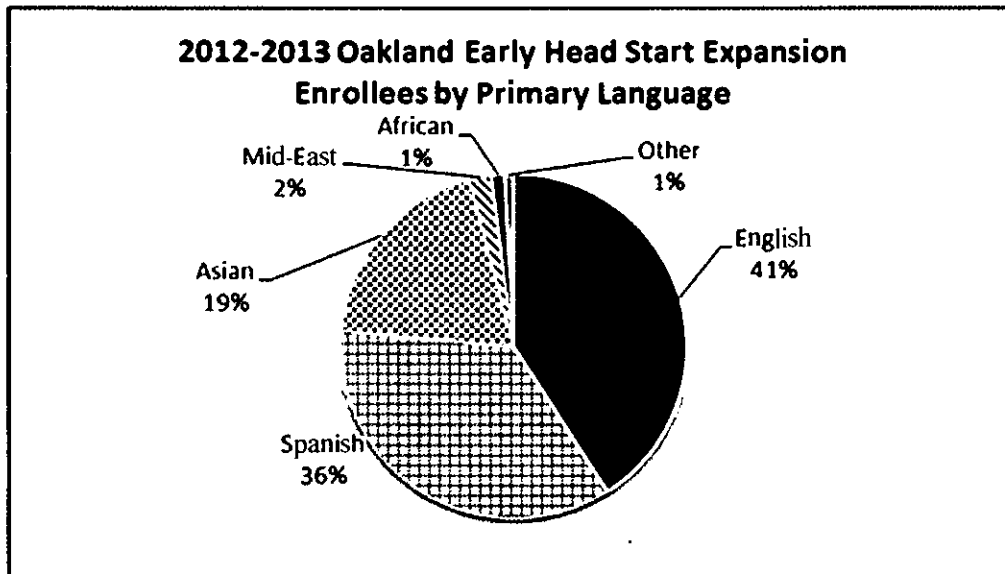
**Snapshot: Grantee – Oakland Head Start.** Primary Language: As the following pie chart shows, among the primary languages spoken by Early Head Start enrollees during the 2012-2013 program year to date, as identified by parents (N=1266), 52% (659) speak English, 32% (405) Spanish, 14% (176) Asian language/dialect, .11% (3) Other, 1% (9) Mid-East, and 1% (9) African language (Yoruba, Ibo).



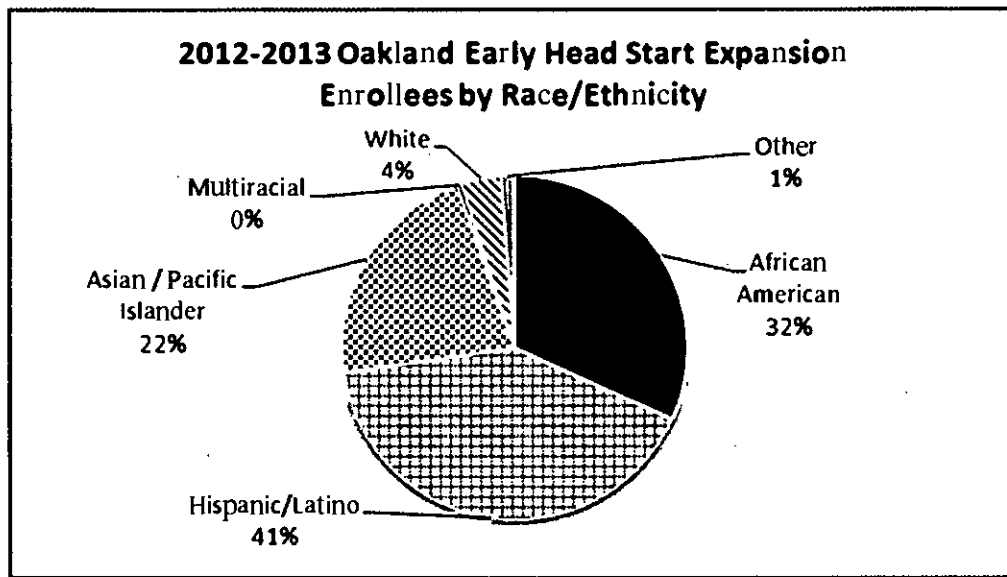
**Snapshot: Grantee - Oakland Head Start.** Race/Ethnicity: As the following pie chart shows, among the Head Start children enrolled, whose race and ethnicity were specified during the 2013-2013 program year to date (N=1266), 40% (502) specified African American, 39% (493) Hispanic/Latino, 19% (244) Asian and/or Pacific Islander, 1.3% (17) Multiracial, .7% (10) White.



Snapshot: **Grantee – Early Head Start Expansion. Primary Language:** As the following pie chart shows, among the primary languages spoken by Early Head Start enrollees during the 2012-2013 program year to date, as identified by parents (N=242), 41% (99) speak English, 36% (86) Spanish, 19% (47) Asian language/dialect, 2 % (5) Mid-East, 1.2%, (3) African language (Yoruba, Ibo), and .8% (2) Other.



Snapshot: **Grantee – Early Head Start Expansion Race/Ethnicity:** As the following pie chart shows, among the Early Head Start children enrolled, whose race and ethnicity were specified during the 2013-2013 program year to date (N=242), 41% (99) specified Hispanic/Latino, 32% (77) African American, 22% (53) Asian and/or Pacific Islander, 4% (9) White, 1.2% (3) Other, .4% (1) Multiracial.



#### Screening, Assessment, Curriculum and Teaching Information

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

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

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

## ANALYSIS

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

The following Oakland Head Start/Early Head Start Governance Procedures, Program Planning, Child Selection and Recruitment, Program Goals, and Self Assessment, have been designed to support and facilitate the ongoing administration, management, implementation, monitoring and delivery of high-quality Head Start and Early Head Start services to income eligible families and children, birth – to 5 years old. 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, Head Start Advisory Board, for review and approval, annually.

#### Program *P*lanning Procedures

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

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

The planning process is reflected in the planning process/procedure flow chart and annual 2013-2014 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**)

Primary components of the planning process include: Community Assessment and Updates, Goals and Objectives, Service Area Plans, Criteria for Recruitment, Selection and Enrollment

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Priorities, and the funding application. The main components which must be approved by Policy Council, and the City Council, and/or its designee, Head Start Advisory Board, annually, are the *Program Goals* and *Child Selection and Recruitment Procedures*. Based on our planning procedures this year, 2012-2013, staff has reviewed and updated the Program Goals & Objectives and Child Recruitment and Selection Criteria for the 2013-2014 program year.

#### **Child Selection and Recruitment Procedures**

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

Three main components of the child recruitment/selection process include: Child Selection Criteria for the Priority Rating Scale and Eligibility Verification. The following is the summary of the Oakland Head Start/Early Head Start 2013-14 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 2013-2014. (*See Attachment B - 2013-2014 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. The bases of the Goals & Objectives are the program's annual Self-Assessment, Community Assessment (or Community Assessment Update) and parent feedback, along with a wealth of input from community partners. The Goals & Objectives are developed through the group planning process, which includes long-term and short-term targets that are established every three years with annual updates. Attached are the Head Start / Early Head Start Program Goals for the grantee and delegate programs updated for 2013-2014. *(See Attachment C - 2013-2014 Goals)*

### School Readiness and Family & Community Engagement Goals

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

In addition, the school readiness and family & community engagement goals were developed in alignment with two important learning and development frameworks, *Head Start Child Development and Early Learning Framework* and *Parent, Family and Community Engagement Framework*, issued by the Office of Head Start, and the goals be measured, aggregated, and monitored for progress. All Head Start / Early Head Start programs will be required to fully implement new the School Readiness and Family & Community Engagement Goals established in the 2013-14 year. *(See Attachment C – HS and EHS School Readiness Goals and HS/EHS Family & Community Engagement Goals, 2013-2014)*

### Self Assessment

As a part of the required Ongoing Monitoring procedures established by Oakland Head Start / Early Head Start, the program conducts an annual Self-Assessment. The Self-Assessment process occurs with the consultation and participation of the Policy Council, Advisory Board grantee and delegate program staff and, as appropriate, other community members. In accordance with Performance Standard 1304.51(2) (i) grantee and delegate agencies must conduct a self-assessment of their effectiveness and progress in meeting program goals and objectives and in implementing Federal Regulations, a final report of which must be approved annually by Policy Council and the City Council and/or its designee, Head Start Advisory Board. Attached is a summary of Oakland Head Start's 2013 Self Assessment, which indicates that the

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program has been found not to have any findings or non-compliances. (*See Attachment D - Self Assessment Summary Report 2013*)

### PUBLIC OUTREACH/INTEREST

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

### COORDINATION

The City Attorney's Office, Budget Office, DHS fiscal services, DHS Interim Director, and Head Start Manager have been consulted in the preparation of this report and resolution.

### COST SUMMARY/IMPLICATIONS

1. AMOUNT OF RECOMMENDATION/COST OF PROJECT: \$24,124,700.  
Project Delivery

Source	Amount
Federal Grant	17,434,862
Non-Federal Share	4,358,716
General Purpose Fund Contribution	245,500
Full CSO Waiver	2,085,622
Total	\$24,124,700

The total project cost is an estimated \$24,124,700. This cost includes the Head Start / Early Head Start grant for program year 2013-2014, beginning September 2013, in the estimated amount of \$17,434,862, and includes increased staffing costs, including salary and fringe benefits and proposed grant agreements to the Unity Council for \$4,734,529, Brighter Beginnings for \$464,326; Salvation Army for \$219,357; and Children's Hospital for \$22,000, which will be appropriated to the Department of Health & Human Services Fund (2128), Head Start Classroom & Seasonal Organization (78231), Head Start FY 2013-2014 Project (G4648).

The total project cost also includes an estimated \$4,358,716 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 \$1,133,582 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).

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

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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, have been approved in the City's biennial FY 2013-2015 Proposed Budget.

Finally, the project cost includes the necessary full waiver of all Central Services Overhead charges projected to be an estimated amount of \$2,085,622, due to the federal administrative cost caps and the level of funding required to adequately run the program.

SOURCE OF FUNDING: DHS Head Start / Early Head Start Programs Grants): (G4648)

## 2. FISCAL IMPACT:

The General Purpose Fund (GPF) contribution of \$245,500 and full waiver of all Central Services Overhead charges estimated at \$2,085,622, impacts the GPF, in that it reduces "recovery" to GPF.

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

## SUSTAINABLE OPPORTUNITIES

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

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

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

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

Respectfully submitted,



Sara Bedford, Interim Director  
Department of Human Services

Reviewed by:

Usana Hopkins, DHS Manager

Early Childhood & Family Services Division

Prepared by:

Tracey Black, Planner

Head Start Program

**ATTACHMENTS:**

- A. Program Planning Procedures
- B. HS / EHS Priority Rating Scale, 2013-2014
- C. HS / EHS Three Year, 2013-2016 Program, School Readiness, and Family Engagement Goals Updated for 2013-2014 & HS/EHS School Readiness and Family & Community Engagement Goals for 2013-2014
- D. HS / EHS Self-Assessment Summary Report, 2012-2013

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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**

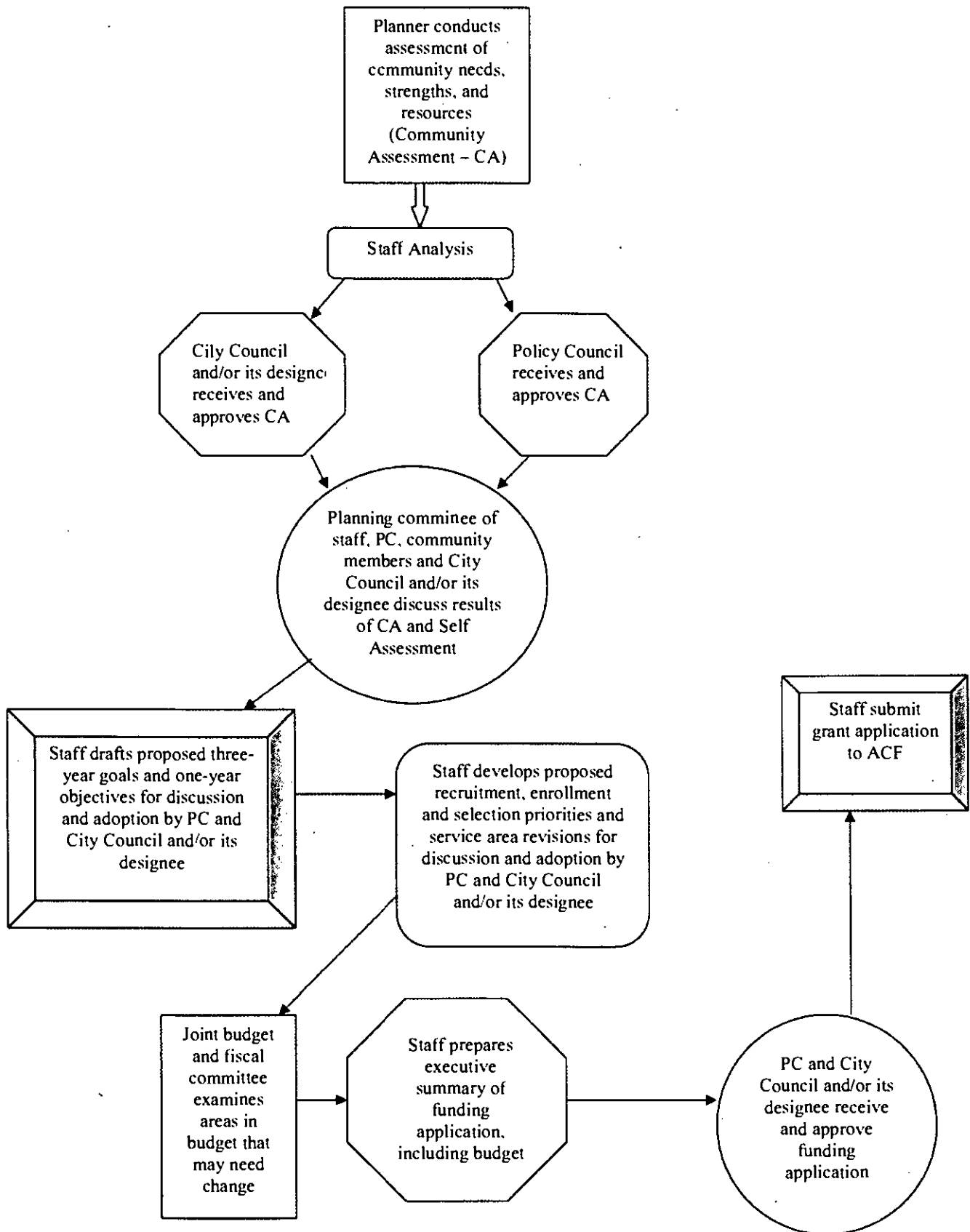
- The program year begins in September. The Program shall initiate its multi-year planning phase in June every three years with the review and update process beginning in November of each of the two succeeding years. The planning process for the upcoming planning cycle (including a planning calendar)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

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 2013-14**

*ATTACHMENT A*

<b>SEPTEMBER, 2013</b>	<b>OCTOBER</b>	<b>NOVEMBER</b>	<b>DECEMBER</b>	<b>JANUARY, 2014</b>
<ul style="list-style-type: none"> <li>• New Funding Year begins</li> <li>• Policy Council (PC) Members make presentations about PC Role at sites</li> <li>• PIR Review</li> <li>• Monthly Budget Report</li> </ul>	<ul style="list-style-type: none"> <li>• PC Elections (Site Level)</li> <li>• Governance Training Part I, Advisory Board (AB) &amp; PC                             <ul style="list-style-type: none"> <li>◦ Monthly Budget Report/Fiscal Orientation</li> <li>◦ <i>On-Going Monitoring Training</i></li> </ul> </li> <li>• <i>Community Assessment Planning begins (GA)</i></li> </ul>	<ul style="list-style-type: none"> <li>• Grant Applications (GA),</li> <li>• Community Assessment Orientation "At-A-Glance" (GA)</li> <li>• Self Assessment Planning begins (GA)</li> <li>• Nomination of PC Officers</li> <li>• Governance Training, Part II                             <ul style="list-style-type: none"> <li>◦ Budget Training (Internal Control)</li> <li>◦ <i>PC/AB Orientation</i></li> </ul> </li> <li>• PC/AB Letter to City Council – Life Enrichment Committee (LEC)</li> <li>• Monthly Budget Report</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Initial Meeting of Governing Bodies (PC &amp; AB)</i></li> <li>• Election of PC Officers</li> <li>• Recognition of Outgoing PC Officers</li> <li>• Monthly Budget Report</li> </ul>	<ul style="list-style-type: none"> <li>• New Policy Council Officers installed</li> <li>• Governance Training, Part III &amp; IV                             <ul style="list-style-type: none"> <li>◦ <i>Brown Act</i></li> <li>◦ <i>Parliamentarian Procedures</i></li> <li>◦ <i>Self Assessment Training</i></li> </ul> </li> <li>• Child Outcomes Report</li> <li>• <i>Focused Monitoring Report</i></li> <li>• Monthly Budget Report</li> <li>• <i>Community Assessment Approved</i></li> <li>• <i>Recruitment, Selection &amp; Enrollment Priorities Approved</i></li> </ul>
<b>FEBRUARY</b>	<b>MARCH</b>	<b>APRIL</b>	<b>MAY</b>	<b>JUNE</b>
<ul style="list-style-type: none"> <li>• Budget Preparation begins</li> <li>• Governance Training, Part V &amp; VI, Advisory Board (AB) &amp; PC                             <ul style="list-style-type: none"> <li>◦ <i>Strategic Planning Procedures</i></li> <li>◦ <i>Monthly Budget Report/Fiscal Training</i></li> </ul> </li> <li>• <i>Join PC/AB Meeting</i></li> </ul>	<ul style="list-style-type: none"> <li>• Recommendations from City Council and/or its designee (AB) and PC Planning &amp; Finance Committees on New Priorities</li> <li>• <i>Establish 3-Year Program Goals, 1-Year Objectives (GA), School Readiness and Family &amp; Community Engagement Goals, and Program Philosophy</i></li> <li>• Review Program Options</li> <li>• Draft of Grant Application begins</li> <li>• PC/AB Report to City Council (LEC)</li> <li>• Delegate Agency –Director Report to AB</li> <li>• Monthly Budget Report</li> </ul>	<ul style="list-style-type: none"> <li>• Budget Revisions</li> <li>• Service Area Plans Revisions (if needed) Approved</li> <li>• Staff works on Final Application &amp; Summary for City Council and/or its designee</li> <li>• Plans for Parent Appreciation begins</li> <li>• Goals &amp; Objectives (3-year, SR, and PFCF) and Program Philosophy Approved</li> <li>• Child Outcomes Report</li> <li>• Self Assessment Report Approved (GA)</li> <li>• <i>Join PC/AB Meeting</i></li> <li>• Monthly Budget Report</li> <li>• <i>*Week of the Young Child</i></li> </ul>	<ul style="list-style-type: none"> <li>• Detailed Summary of the Application is prepared</li> <li>• Request for Budget Changes (if needed)</li> <li>• Grant Application (GA) presented to the City Council for approval</li> <li>• Monthly Budget Report</li> </ul>	<ul style="list-style-type: none"> <li>• Grant Application is submitted to ACF</li> <li>• Policy Council makes recommendation for training</li> <li>• Child Outcomes Report</li> <li>• <i>Focused Monitoring Report</i></li> <li>• Monthly Budget Report</li> <li>• Assess PC/AB Performance (Survey)</li> </ul>
<b>JULY</b>	<b>AUGUST</b>	<p><b>GA = Grant Application</b>  <b>CC = City Council</b>  <b>LEC = Life Enrichment Committee</b>  <b>PC = Policy Council</b>  <b>AB = Advisory Board</b></p>		
<ul style="list-style-type: none"> <li>• Composition of the PC reviewed</li> <li>• PC/AB Bylaws are reviewed &amp; proposed revisions identified (if needed)</li> <li>• Planning Procedure and written process for next year approved by PC and AB, including the adoption of Planning Calendar and Training Plan</li> <li>• Monthly Budget Report</li> </ul>	<ul style="list-style-type: none"> <li>• Composition of PC recommendations for changes are proposed to the City Council</li> <li>• Policies &amp; Procedures are revised (if needed)</li> <li>• PC/AB adopts revisions to Bylaws</li> <li>• Monthly Budget Report</li> </ul>			

**ATTACHMENT B**

City of Oakland ♦ Department of Human Services ♦ Head Start and Early Head Start Program  
**PRIORITY RATING SCALE 2013-2014 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 _____

<b>AGE DOCUMENTATION</b>	<b>INCOME FOR FAMILY</b>		
Birth Certificate	<input type="checkbox"/> Pay Stub(s) <input type="checkbox"/> W-2 <input type="checkbox"/> 1040 Tax Return for year 2012 <input type="checkbox"/> Unemployment <input type="checkbox"/> CalWORK's <input type="checkbox"/> SSI <input type="checkbox"/> Letter from Employer <input type="checkbox"/> Parent Self Declaration of Income Form <input type="checkbox"/> Other _____		
Passport	Source _____	Total Annual Income _____	Family Size = _____
Baptism Certificate	Calculation: _____		
Other: (Specify) _____	_____		
I have reviewed and verified the income. _____ (Staff Initial's)			

**Eligibility Categories with points:**

AGE	CATEGORICALLY ELIGIBLE	CHILD DISABILITY	OTHER CATEGORIES CONT.
4 years old by December 2 <sup>nd</sup> 300	Homeless Family 200	Diagnosed Disability 200 IEP or IFSP from OUSD or RCEB	Referral from Health/Social Svcs Agency 30
2.9 years or 3 years old by December 2 <sup>nd</sup> (Not Transitioning from EHS) 50	Public Assistance w/ proof (CalWORK's or SSI) 200 Foster Child 200	Program Prevention Plan 100 RCEB	Crisis 50 Domestic Violence Death of a Parent/ Incarceration of Parent Referral from Child Protective Services (CPS) 50
Transition from EHS 150	0% to 50% below poverty 150 51% to 100% below poverty 100	Diagnosed Asthma 50	Transfer from other Child Care Agency and other EHS/HS outside the service area 10
EHS ONLY (Check Box) Birth to 30 months by Dec. 2 <sup>nd</sup> <input type="checkbox"/> 200	101% - 130% above poverty guidelines 0	Medically Fragile (Sickle Cell, Hemophilia etc ..) 50	Teen Parent under 19 years at intake 50
EHS ONLY Pregnant Mom w/proof of Pregnancy Verification form 200	Over Income w/IEP or IFSP 130% and above - approved by: _____ Title: _____		Single Parent/Guardian 50
2 <sup>nd</sup> Year on Waiting List Updated Application & Income 100			Parent w/ Disability Chronic or Terminal Illness/Parent with a Disability proof from medical provider or SSI statement 50 Sibling of currently Early/Head Start Enrolled Child 30 Live within 10 Blocks of the site 30

**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
Two Parent/Guardian Household both parent employed or enrolled in school	25
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

REVIEWED BY: (For Monitoring Only) _____ _____	Staff Signature _____ Title _____ Date ____/____/____
--	--





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 2013-2014)

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 (HS-SR) Goals  
(Program Year 2013-2014)



**Domain: Cognition and General Knowledge**

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

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

**Domain: Social and Emotional**

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

**Domain: Language and Literacy**

Goal 4: HS children 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 (EHS-SR) Goals  
(Program Year 2013-2014)



**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 (PECE) Goal  
*(Program Year 2013-2014)*

**Family Engagement in Transitions:** The City of Oakland Head Start/Early Head Start program will encourage parents and families to support and advocate for their children's learning and development, as they transition to new learning environments, including EHS to HS, EHS or HS to other learning environments, and HS to kindergarten through elementary school.



Delegate Agency - Unity Council  
Head Start Program  
School Readiness (HS-SR) Goals  
(Program Year 2013-2014)



**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 (EHS-SR) Goals  
(Program Year 2013-2014)



**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  
2013**



**SUMMARY REPORT**

The City of Oakland Head Start/Early Head Start program conducted its annual Self Assessment on February 14, 2013 through March 1, 2013, to evaluate its effectiveness in meeting the Head Start Performance Standards, including the management systems, fiscal management and the content area services, as well as the 2010-2013, three-year Program Goals & Objectives, and the 2012-2013 Community Assessment.

Site visits were made to five Head Start centers (Tassafaronga, Eastmont, 85<sup>th</sup> Ave, Manzanita, and San Antonio CDC.); two family child care homes (FCC Hudson and FCC Miller-Smith); and two Early Head Start Programs (FAME and Broadway); two partner agencies (EHS Brighter Beginnings and Salvation Army Head Start); as well as the Head Start Home Base option. In addition, child records and program policies and procedures were reviewed; interviews and meetings were conducted with staff and classroom observations were made at the centers to thoroughly assess program strengths and non-compliances.

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

The overall results of the Self Assessment indicated that there were no findings or non-compliances in the areas assessed. However, the program did identify a need to continue to provide additional classroom support to fully implement the CLASS (Classroom Assessment Scoring System) observation tool, as well as an increased effort to implement and monitor progress related to our three-year Program Goals, School Readiness Goals 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, and 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, Henry Robinson Homeless Shelter, and Lotus Bloom Child & Family Resource Center. Partnership 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 2013 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 the review, update, and monitoring of the upcoming three-year, 2013-2016 Program Goals & Objectives, as well as the School Readiness and Parent, Family & Community Engagement Goals for the 2013-14 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.

FILED  
OFFICE OF THE CITY CLERK  
OAKLAND

Approved as to Form and Legality

*Amcanlaw*  
City Attorney

13 MAY -2 PM 3:23

# OAKLAND CITY COUNCIL

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

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

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

**1) APPLY FOR, ACCEPT, AND APPROPRIATE HEAD START (HS) BASIC, HEAD START TRAINING AND TECHNICAL ASSISTANCE, EARLY HEAD START (EHS) BASIC, AND EARLY HEAD START TRAINING AND TECHNICAL ASSISTANCE GRANTS FOR PROGRAM YEAR 2013-2014 IN THE ESTIMATED AMOUNT OF \$17,434,862 FROM THE U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES, ADMINISTRATION FOR CHILDREN AND FAMILIES (DHHS/ACF); AND**

**2) ENTER INTO GRANT AGREEMENTS TO FUND COMPREHENSIVE CHILD DEVELOPMENT SERVICES WITH:**

**UNITY COUNCIL IN AN ESTIMATED AMOUNT OF \$4,734,529;**

**THE SALVATION ARMY IN AN ESTIMATED AMOUNT OF \$219,357;**

**BRIGHTER BEGINNINGS IN AN ESTIMATED AMOUNT OF \$464,326; AND**

**CHILDREN'S HOSPITAL-OAKLAND IN AN ESTIMATED AMOUNT OF \$22,000; AND**

**3) ACCEPT AND APPROPRIATE ADDITIONAL FEDERAL GRANT FUNDING IF IT BECOMES AVAILABLE AND AMEND THE EXISTING GRANT AGREEMENTS WITH UNITY COUNCIL, THE SALVATION ARMY, BRIGHTER BEGINNINGS, AND CHILDREN'S HOSPITAL-OAKLAND, WITHOUT RETURNING TO COUNCIL; AND**

**4) TO REVIEW AND APPROVE OAKLAND HEAD START / EARLY HEAD START GOVERNANCE PROCEDURES DEVELOPED IN ACCORDANCE WITH HEAD START LEGISLATION AND UPDATED ANNUALLY**



**WHEREAS**, the City of Oakland desires to apply for, accept and appropriate several grants in an estimated amount of seventeen million four hundred thirty four thousand eight hundred sixty two dollars (\$17,434,862) 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, 2013 through August 31, 2014; and

**WHEREAS**, the City Council was informed of sequestration reductions in the Head Start/Early Head Start Program and the services it provides to families with children, ages prenatal to 5, and may choose to supplement program services with General Purpose funds to lessen the impact of sequestration on families and children as proposed in the current budget proposal for FY 2013-15 in an amount of up to \$184,000 each year; and

**WHEREAS**, the Head Start / Early Head Start grants require a match of local in-kind contributions equal to 25% of the grant, or an estimated amount of four million three hundred fifty eight thousand seven hundred and sixteen dollars (\$4,358,716); and

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

**WHEREAS**, the project cost includes a two hundred forty-five thousand five-hundred dollars (\$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 two hundred thousand one hundred ninety nine dollars (\$200,199) for rent for the Unity Council Head Start / Early Head Start program and an estimated amount of forty five thousand three hundred one (\$45,301) for the Head Start / Early Head Start and California State Preschool Program Audit, which has been approved in the City's biennial FY 2013-2015 Proposed Budget; and

**WHEREAS**, the Head Start and Early Head Start funding will provide comprehensive child development services in accord with said grants to 1,676 Head Start and Early Head Start eligible children and families, who have the most economic need, with 10% of the enrollment consisting of children with special needs and, by new provisions enacted by the federal Office of Head Start, will expand enhanced outreach efforts to include homeless families and underserved populations; and

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

**WHEREAS**, the Head Start and Early Head Start program will continue to implement the following Head Start Governance Procedures annually in full compliance with 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 to the delegate agency, Unity Council's Head Start and Early Head Start programs from September 1, 2013 through August 31, 2014 in an estimated total of four million seven hundred thirty four thousand five hundred twenty nine dollars (\$4,734,529) to provide 513 eligible children and their families, of which 313 children are ages 3 to 5 with Head Start services in an estimated amount of two million two hundred seven thousand one hundred eighty two dollars (\$2,207,182), and to provide 200 children ages 0 to 3 with Early Head Start services in an amount of two million two hundred forty nine thousand six hundred nineteen dollars (\$2,249,619), and twenty thousand four hundred thirty three dollars (\$20,433) will be used for Head Start Training/Technical Assistance, and fifty seven thousand and ninety six dollars (\$57,096) will be used for Early Head Start Training/Technical Assistance, and two hundred thousand one hundred ninety-nine dollars (\$200,199) will be used for rent, for a total of \$4,734,529; and

**WHEREAS**, the City wishes to continue funding the Salvation Army Early Head Start program from September 1, 2013 through August 31, 2014 in an estimated total of one-hundred fifty four thousand five hundred fifty seven dollars (\$154,557) to provide 38 eligible children and their families with Early Head Start services; and

**WHEREAS**, the City wishes to continue funding the Salvation Army Head Start program from September 1, 2013 through August 31, 2014 in an estimated total of sixty four thousand eight hundred dollars (\$64,800) to provide 24 eligible children and their families with Head Start services; and

**WHEREAS**, the City wishes to continue funding the Brighter Beginnings Early Head Start Home-Based program from September 1, 2013 through August 31, 2014 in an estimated total of four-hundred sixty four thousand three hundred twenty six dollars (\$464,326) to provide 60 eligible children and families with Early Head Start Home-Based services; and

**WHEREAS**, the City wishes to continue funding the Children's Hospital-Oakland from September 1, 2013 through August 31, 2014 in an estimated total of twenty two thousand dollars (\$22,000) to provide onsite early childhood mental health support directly to children, and to provide technical assistance, parent information and education, and clinical supervision to center-based and home-based program staff; now therefore be it

**RESOLVED:** That if the City Council chooses to supplement the Head Start/Early Head Start Program services with General Purpose funding as proposed in the Mayor and City Administrator's FY 2013-15 budget proposal, Head Start is authorized and directed to use \$184,000 of General Purpose funding to restore classroom and family support services for children and families who otherwise will be without services due to sequestration; and be it

**FURTHER RESOLVED:** That the City Administrator is hereby authorized to apply for, accept and appropriate the aforesaid grants in the estimated amount of seventeen million four hundred thirty four thousand eight hundred sixty two dollars (\$17,434,862), execute the required grant agreements and other documents, and appropriate said estimated amount for funding of a Head Start Program and Early Head Start Program from September 1, 2013 through August 31, 2014; and be it

**FURTHER RESOLVED:** That the City's Fiscal Year (FY) 2013-15 Proposed Budget includes seventeen million four hundred thirty four thousand eight hundred sixty two dollars (\$17,434,862) aforesaid grant amount in appropriations and revenues for FY 2013-2014 for Head Start and Early Head Start; and be it

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

**FURTHER RESOLVED:** That the City Administrator is hereby authorized, in accordance with the grant agreement requirements, to match the aforesaid grants in the estimated amount of seventeen million four hundred thirty four thousand eight hundred sixty two dollars (\$17,434,862) with local in-kind contributions equal to 25% of the Head Start and Early Head Start Grant amounts, or an estimated amount of four million three hundred fifty eight thousand seven hundred sixteen dollars (\$4,358,716); and be it

**FURTHER RESOLVED:** That the Council hereby authorizes the City Administrator or her 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 estimated sum of seventeen million four hundred thirty four thousand eight hundred sixty two dollars (\$17,434,862) together with offsetting revenue, shall be appropriated to Department of Health and Human Services Fund (2128), Head Start Classroom & Seasonal Organization (78231), and Head Start FY 2013-2014 Project (G4648) upon execution of said grant agreements, and that should additional grant funds be received, the City Administrator or her designee is hereby authorized to appropriate same for the purposes described above; and be it

**FURTHER RESOLVED:** That the two-hundred forty-five thousand five-hundred dollar (\$245,500) contribution from the City's General Purpose Fund to pay for essential program operations costs that are not allowable using Head Start/Early Head Start grant funds, in accordance with the federal funding terms and conditions, in an estimated amount of two hundred thousand one hundred ninety nine dollars (\$200,199) for rent for the Unity Council Head Start/Early Head Start program and an estimated amount of forty five thousand three hundred one (\$45,301) for the Head Start / Early Head Start and California State Preschool Program Audit, have been approved in the City's biennial FY 2013-2015 Proposed Budget; and be it

**FURTHER RESOLVED:** That all Central Services Overhead costs in an estimated amount of \$2,085,622, are waived consistent with the City's biennial FY 2013-2015 Proposed Budget; and be it

**FURTHER RESOLVED:** That the City Administrator or her designee is hereby authorized and directed to execute a grant agreement with the Unity Council, pursuant to the terms of the grant award, in an estimated total of four million seven hundred thirty four thousand five hundred twenty nine dollars (\$4,734,529) to provide 513 eligible children and their families, of which 313 children are ages 3 to 5, with Head Start services in an estimated amount of two million two hundred seven thousand one hundred eighty two dollars (\$2,207,182), and to provide 200 children, ages 0-3, with Early Head Start services in an amount of two million two hundred forty nine thousand six hundred nineteen dollars (\$2,249,619), and to provide Head Start Training/Technical Assistance in the amount of twenty thousand four hundred thirty three (\$20,433), and to provide Early Head Start Training/Technical Assistance in the amount of fifty seven thousand and ninety six dollars (\$57,096), and to provide rent costs in the amount of two hundred thousand one hundred ninety-nine \$200,199, which shall be matched by the Unity Council's in-kind contributions in the estimated amount of one million one hundred thirty three thousand five hundred eight three dollars (\$1,133,583) and other in-kind contributions and donations as a part of the City's match obligation for the entire grant; and be it

**FURTHER RESOLVED:** That the City Administrator or her designee is hereby authorized and directed to execute a grant agreement with the Salvation Army, pursuant to the terms of the grant award, in an estimated total of one-hundred fifty four thousand five fifty seven (\$154,557) to provide 38 eligible children and their families with Early Head Start services; and be it

**FURTHER RESOLVED:** That the City Administrator or her designee is hereby authorized and directed to execute a grant agreement with the Salvation Army, pursuant to the terms of the grant award, in an estimated total of sixty four thousand eight hundred dollars (\$64,800) to provide 24 eligible children and their families with Head Start services; and be it

**FURTHER RESOLVED:** That the City Administrator or her designee is hereby authorized and directed to execute a grant agreement with Brighter Beginnings, pursuant to the terms of the grant award, in an estimated total of four-hundred sixty-four thousand three hundred twenty six dollars (\$464,326); and be it

**FURTHER RESOLVED:** That the City Administrator or her designee is hereby authorized and directed to execute a grant agreement with Children's Hospital, Oakland, pursuant to the terms of the grant award, in an estimated amount of twenty two thousand dollars (\$22,000) of the aforesaid Early Head Start Grant (formerly ARRA) for child development services for children 0 – 3 years of age; and be it

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

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

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

PASSED BY THE FOLLOWING VOTE:

AYES – BROOKS, 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