



**CITY OF OAKLAND
CHILDREN’S INITIATIVE OVERSIGHT COMMISSION
REGULAR MEETING AGENDA
Thursday, February 26, 2026**

4:00 PM

1 Frank H. Ogawa Plaza, Oakland, CA
Hearing Room #2

Oversight Commission Members:

Edgar Rodriguez-Ramirez, Emma Batten-Bowman (District 1), Kym Johnson (District 4), Lisa Truong (District 6), Marcy Whitebook (District 1), Maria Sujo (District 5), Michael-Sesen Perrilliat (District 3), Michelle NewRingeisen (District 1), Natalia Rios (District 5), Peter Haviland-Eduah (District 1), Priya Jagannathan, Rickey Jackson (District 3), Sam Davis (District 1)

PUBLIC PARTICIPATION

The Children’s Initiative Oversight Commission encourages public participation. The public may observe the meeting in-person or via Zoom. For details on public comment, see below.

OBSERVE:

Please click the link below to join the meeting:

<https://us06web.zoom.us/j/84549958561>

Phone one-tap:

+16694449171,,84549958561# US

+17207072699,,84549958561# US (Denver)

Join via audio:

+1 669 444 9171 US

+1 720 707 2699 US (Denver)

+1 253 205 0468 US

+1 253 215 8782 US (Tacoma)

+1 346 248 7799 US (Houston)

+1 719 359 4580 US

+1 646 931 3860 US

+1 689 278 1000 US

+1 301 715 8592 US (Washington DC)

+1 305 224 1968 US

+1 309 205 3325 US

+1 312 626 6799 US (Chicago)

+1 360 209 5623 US

+1 386 347 5053 US

+1 507 473 4847 US

+1 564 217 2000 US

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Webinar ID: 845 4995 8561

International numbers available:

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PROVIDE PUBLIC COMMENT: Below are the ways in which to make public comment within the time allotted for public comment on an eligible Agenda item.

Comment in advance:

To send your comment directly to the Oakland Children's Initiative Oversight Commission and staff BEFORE the meeting starts, please send your comment, along with your full name and agenda item number you are commenting on, to Jennifer Cabán at JCaban@oakland.ca.gov. Please note that eComment submissions close one (1) hour before posted meeting time. All submitted public comment will be provided to the Oakland Children's Initiative Oversight Commission prior to the meeting.

In-Person:

Each person wishing to speak on items must fill out and submit a speaker's card to staff prior to the meeting. Members of the public can address the Oakland Children's Initiative Oversight Commission in-person only and shall state their name and the organization they are representing, if any.

If you have any questions about these protocols,
please e-mail Jennifer Cabán at JCaban@oakland.ca.gov.

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Persons addressing the Children's Initiative Commission shall state their names and the organization they are representing, if any.

	AGENDA ITEM	SCHEDULE	ACTION	ATTACHMENTS
1	Welcome	04:00 PM	AD	
2	Roll Call	2 Minutes	AD	
3	Review of Agenda & Values	5 Minutes	AD	
4	Open Forum (Non-Agendized Items)	5 Minutes	AD	
5	Presentations <ul style="list-style-type: none"> • First 5 Alameda County (Early Education Fund Implementation Partner): FY23/24 RBA Annual Report & FY25/26 Investment Overview 	60 Minutes	I	Attachment 1 & Supplemental A B & C
6	Accountability Officer Update	30 Minutes	A*	Attachment 2
7	Wrap-Up & Next Steps	5 Minutes	AD	

**A = Action Item I = Informational Item AD = Administrative Item
A* = Action, if Needed**

Do you need an ASL, Cantonese, Mandarin or Spanish interpreter or other assistance to participate? Please email JCaban@oaklandca.gov or call (510) 238-6840 or (510) 238-2007 for TDD/TTY five days in advance.

¿Necesita un intérprete en español, cantonés o mandarín, o otra ayuda para participar? Por favor envíe un correo electrónico a JCaban@oaklandca.gov o llame al (510) 238-6840 o al (510) 238-2007 para TDD/TTY por lo menos cinco días antes de la reunión. Gracias.

你需要手語, 西班牙語, 粵語或國語翻譯服務嗎? 請在會議前五個工作天電郵 JCaban@oaklandca.gov 或致電 (510) 238-6840 或 (510) 238-2007 TDD/TTY.



CHILDREN'S INITIATIVE OVERSIGHT COMMISSION MEETING



First 5 Alameda County
February 26, 2026

Today's Presenters



Lisa Forti
**Director, Strategic Initiatives
& Planning**
First 5 Alameda County



Kavya Ghai
OCI Officer
First 5 Alameda County



Laura Schroeder
Director, Data & Evaluation
First 5 Alameda County



Nick Zhou
Chief Financial Officer
First 5 Alameda County



Jessica Cannon
Executive Director, Early Learning
Oakland Unified School District



Diveena Cooppan
Program Director, City of Oakland,
Early Childhood and Family Services

Today's Agenda

Part 1:

1. OCI Early Education Fund

Timeline, F5 Role, Vision & Roadmap

2. FY24-25 Expenditures & Impact Highlights

Inclusive of RBA measures

3. Q&A

Part 2:

1. FY 25-26 Program Plan & Budget

Overall, OUSD, COOECFS

2. Q&A



FIRST 5
ALAMEDA COUNTY

oakland children's initiative

**OCI EARLY
EDUCATION
FUND**

OCI Early Education Fund Strategic Framework

co-developed by partners, endorsed by Mayor

VISION

All 3- and 4-year-olds in Oakland have access to affordable, high-quality preschool, prioritizing families with low incomes first as mandated by legislation.

MISSION

To create an equitable, inclusive, and transformative early childhood system that centers Oakland's children and families, strengthens the local economy, and shapes a vibrant future for our community.



SHARED VALUES

- Child, Family, and Community-Centered
- Equity
- Partnership
- Accountability



OCI Early Education Fund Strategic Goals

1.

EXPAND ACCESS & ENROLLMENT

Close the estimated **enrollment gap for 2,700 unserved** eligible 3-and 4-year-olds

2.

ENHANCE QUALITY OF CLASSROOM EXPERIENCES

Co-create a shared, citywide **framework for preschool quality** that ensures equitable, developmentally appropriate learning environments

3.

ELEVATE THE EARLY CHILDHOOD WORKFORCE

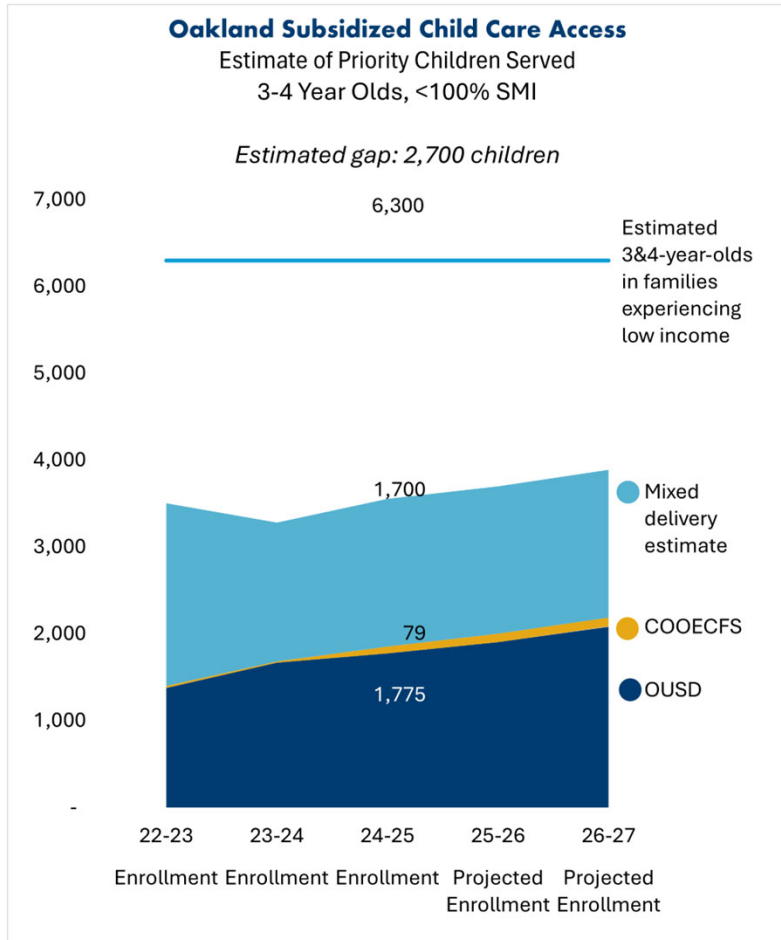
Expand and retain a **qualified, well-compensated early education workforce** reflective of Oakland's diversity

4.

STRENGTHEN THE SYSTEM

Build and sustain an **integrated, transparent, and accountable** early learning system

Gap Estimate



How many subsidy-eligible children are not served yet?

- **6,300** estimated subsidy-eligible children ages 3 & 4
- **1,700** children ages 3 & 4 estimated served by the **Mixed Delivery System**
 - Including: Alternative Payment Vouchers, Head Start/EHS, CSPP, and CCTR
- **1,854** children ages 3 & 4 served by **OCI Partners**
 - Including: City of Oakland Early Childhood and Family Services (COOECFS) and Oakland Unified School District (OUSD)

~ 2,700 children

OCI Reaching Young Children

3-year-olds

2,900 3-year-olds under 100% SMI live in Oakland



1 in 5 3-year-olds under 100% SMI in Oakland are enrolled in a program funded by the Initiative's Early Education Fund

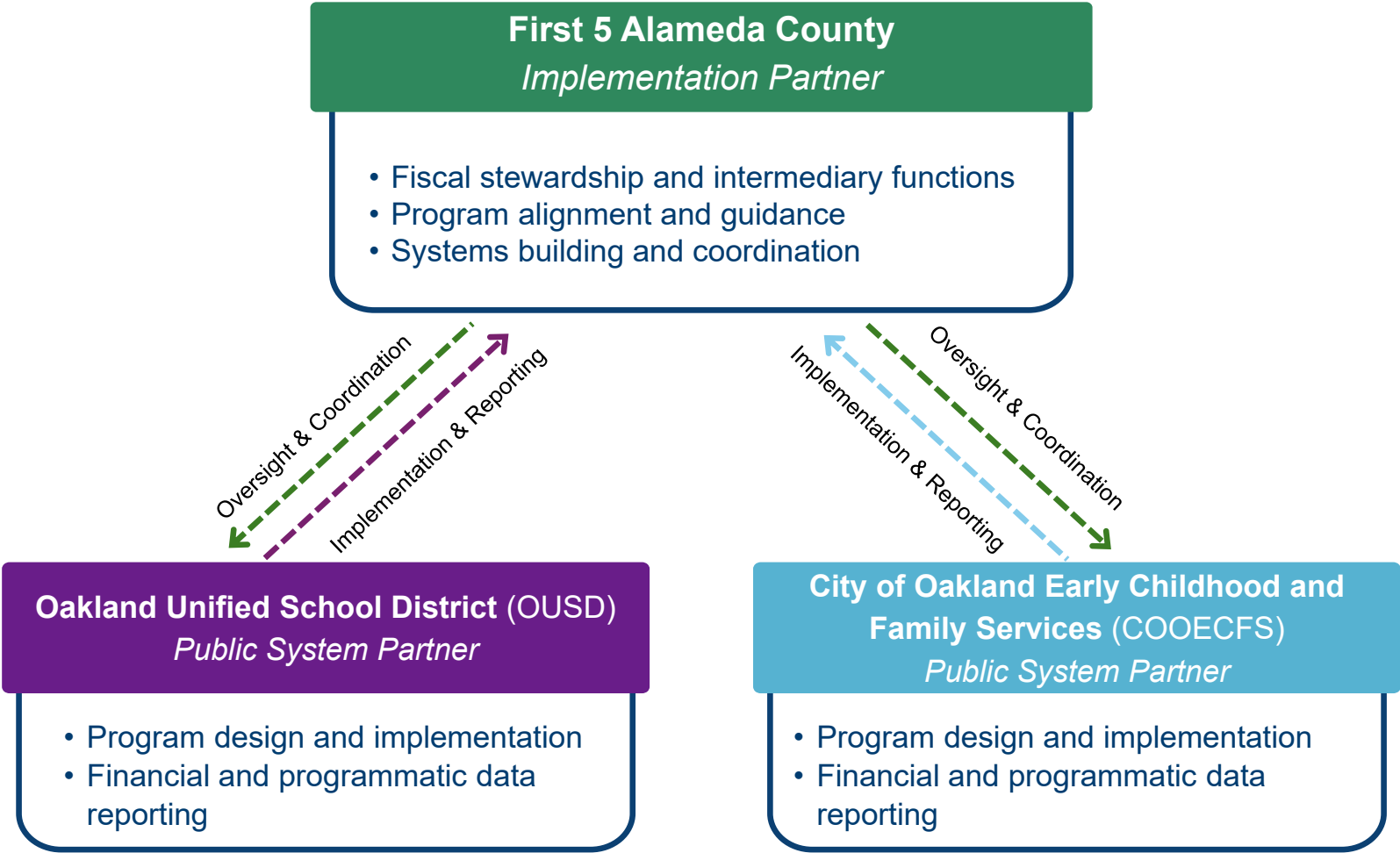
4-year-olds

3,400 4-year-olds under 100% SMI live in Oakland



1 in 3 4-year-olds under 100% SMI in Oakland are enrolled in a program funded by the Initiative's Early Education Fund

Implementation & Public System Partner Roles

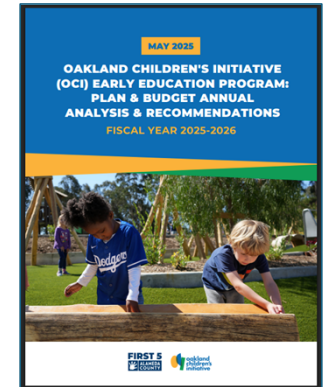
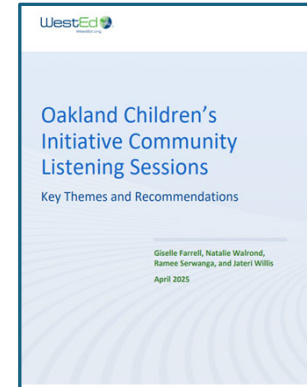


First 5's Key Accomplishments as OCI Early Education Fund Implementation Partner

Fiscal Stewardship & Intermediary Functions



- Established multi-year contracts with system partners
- Submitted annual budget memos with analysis and recommendations
- Completed clean independent financial audits
- Maximizing impact of OCI dollars through fiscal, programmatic leveraging



Program Alignment & Guidance

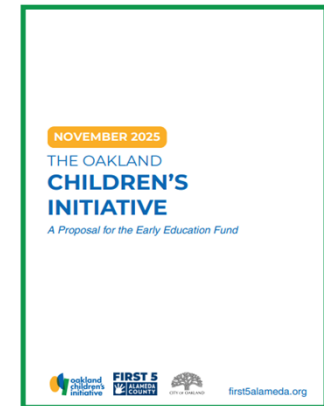


- Implemented results-based accountability reporting structures and data sharing agreements with each system partner
- Community listening sessions on OCI and Measure C facilitated and documented by WestEd
- Established joint systems leaders and bi-weekly partner meetings to guide investments

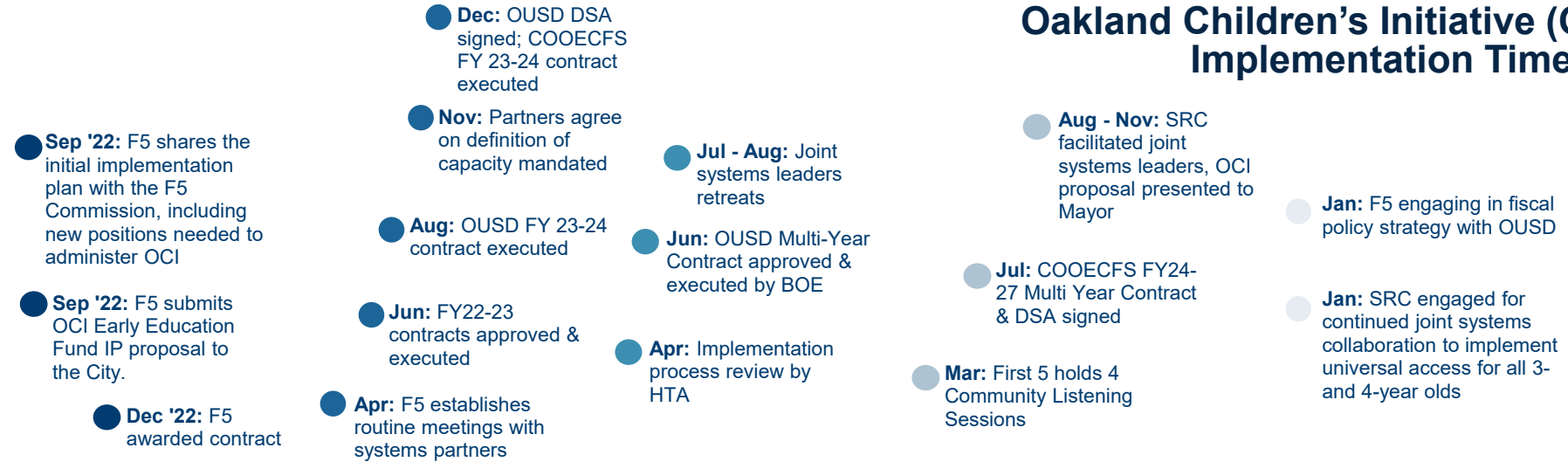
Systems Building & Coordination



- Enabled OCI systems leadership alignment resulting in strategic vision and roadmap
- Coordination with Measure C, the Children's Health and Child Care Initiative, including piggybacking on the OCI evaluator procurement for Measure C
- Ongoing collaboration with Oakland Promise
- Process review of the first 18 months of OCI implementation by HTA

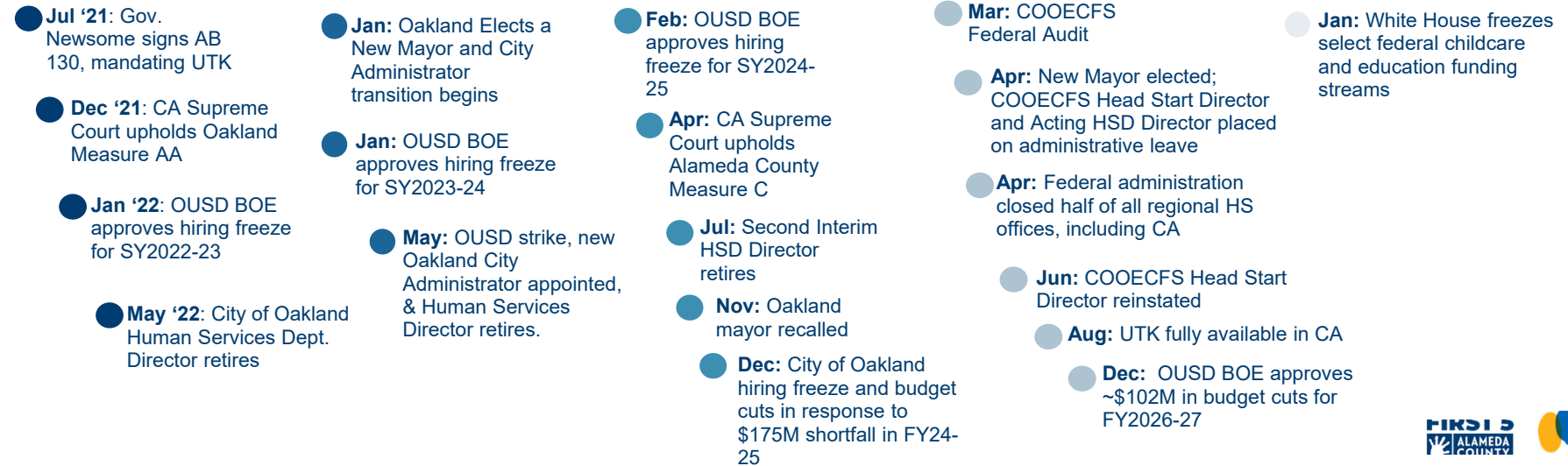


Implementation Milestones



Oakland Children's Initiative (OCI) Implementation Timeline

Policy Landscape



OCI Early Education Fund: Budget, Expenditures and Enrollment (ages 0-5), by year and partner

- The slides following this summary table further illustrate **FY 25-26 budget priorities** and **year-over-year trends** for each partner

	FY 2022-23			FY 2023-24			FY 2024-25			FY 2025-26	
	Budget	Actual	Enrollment	Budget	Actual	Enrollment	Budget	Actual	Enrollment	Proposed Budget	Projected Enrollment
OUSD	\$6.0 M	\$4.4 M	1,906	\$11.9 M	\$8.1 M	2,043	\$14.5 M	\$9.6 M	2,316	\$26.5 M*	2,484
COOECFS	\$2.6 M	\$2.3 M	37	\$6.6 M	\$2.4 M	19	\$6.6 M	\$3.2 M	186**	\$5.4 M	225
F5	\$1.8 M	\$0.9 M	N/A	\$4.1 M	\$3.6 M	N/A	\$3.8 M	\$3.4 M	N/A	\$3.8 M	N/A
Total	\$10.4 M	\$3.7 M	1,943	\$22.5 M	\$14.2 M	2,062	\$24.9 M	\$16.2 M	2,502	\$35.8 M	2,709

*\$11.7M of the FY 2025-26 budget for OUSD consists of one-time capital facility investments.

** Data reporting starting in FY 2024-25 expanded from 3 OCI-funded sites to all sites benefiting from OCI investments.

OCI Early Education Fund: 4-year financial projection (FY 2026-27 to FY 2029-30)

OCI Fund Balance Projection	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30
BEGINNING BALANCE	\$41.1M	\$42.3M	\$46.5M	\$54.7M
REVENUE	\$30.5M	\$31.1M	\$31.7M	\$32.3M
EXPENDITURES	\$29.3M	\$26.9M	\$23.5M	\$28.7M
NET INCOME/LOSS	\$1.2M	\$4.2M	\$8.2M	\$3.7M
ENDING BALANCE	\$42.3M	\$46.5M	\$54.7M	\$58.3M

→ *The OCI fund balance represents an opportunity to realize the vision of universal preschool for all 3- and 4-year-olds in Oakland*



FY24-25 EXPENDITURE & IMPACT HIGHLIGHTS

FIRST 5
ALAMEDA COUNTY

 **oakland
children's
initiative**

OCI Results Based Accountability Measures

Goal	RBA Area	Performance Measure for Target
Access	How much?	Number of free and subsidized slots
Access	How much?	Number of children enrolled (point in time enrollment)
Access	How much?	Number of ECE educators
Access	How much?	Additional estimated free and subsidized slots created using OCI funds for capital infrastructure
Access	How well?	Percent of free and subsidized slots enrolled (uptake)
Access	How well?	Staff retention rate, ECE educators and staff
Quality	How much?	Number of sites receiving OCI funded capital infrastructure improvements
Quality	Is anyone better off?	Percentage of children enrolled in an improved ECE facility funded by OCI
Quality	Is anyone better off?	Percentage of OCI sites with a quality rating above standard (above Tier 3, CSPP programs Only)
Workforce	How much?	Average number of hours educators participated in training/coaching/and PLCs
Workforce	How well?	Percentage of ECE Educators who report quality of trainings as Excellent, Very good, or Good
Workforce	How well?	Percentage of ECE educators & staff who report learning content they will use in their work with children during training, coaching, or PLCs

Progress on Goal 1 - Expanding Access

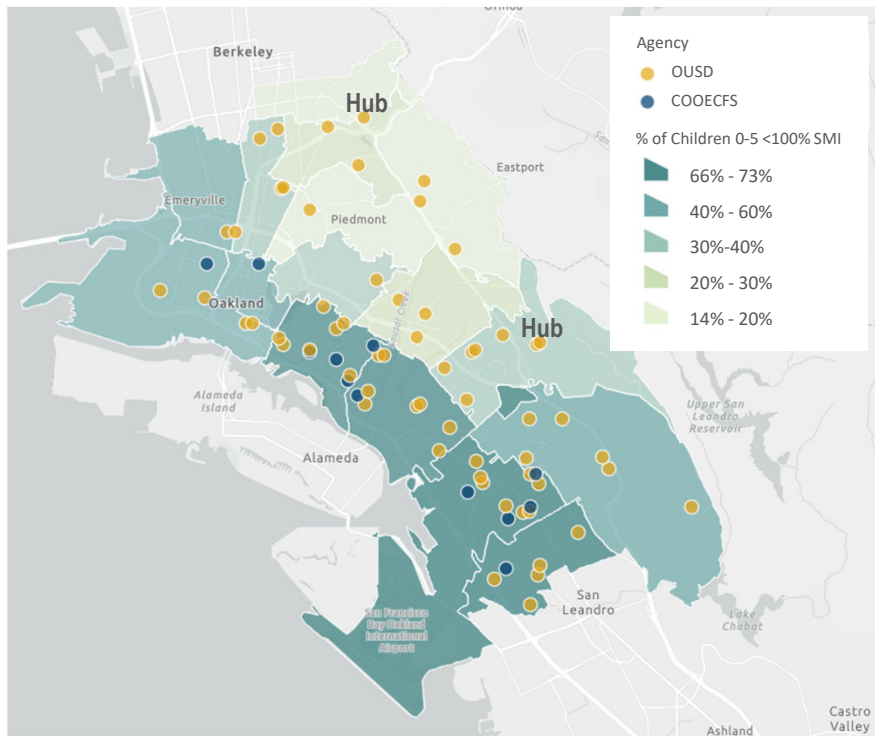
Increasing supply while stabilizing the system

- Free and subsidized slots have **increased by 29%** (690) from FY22-23
- Enrollment has **increased by 29%** (559) from FY22-23



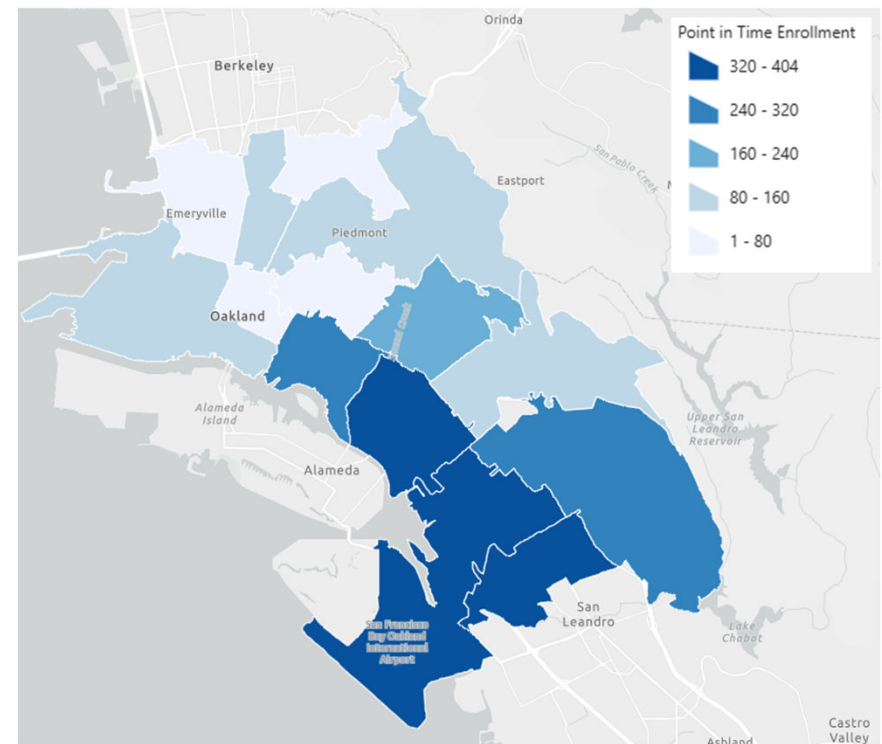
Distribution of The Need, OCI Sites, and Enrollment by Home Zip Code (2024-25)

How are need and partner sites distributed?
Estimated Percentage of Children Aged 0-5 <100% SMI



American Community Survey PUMS 2023 population estimates.
 Please note, these data are not exact estimates; they have a high margin of error and methodology is subject to change.
 SMI < 100%: State Median Income of less than 100%. SMI for a family of 4 in 2024-25 was \$122,993.

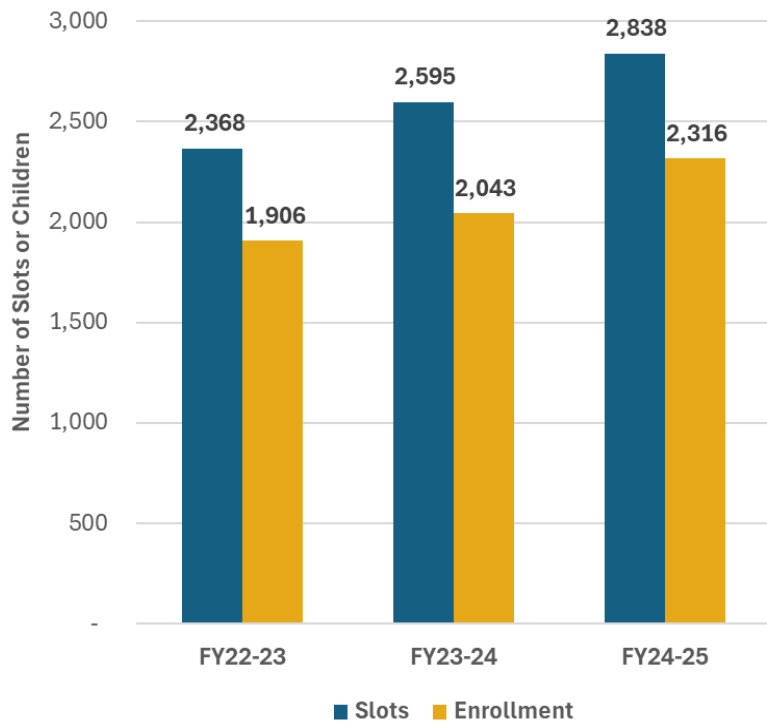
Where do enrolled children live?
OCI Programs, Oakland Children, 2024-25



OCI point in time enrollment 2024-25, reflect data within January to March of the year indicated. 0-5 year-olds.

OUSD Enrollment Trends

OUSD Early Education Slots, Enrollment, and Uptake, Over Time



Note: Enrollment is point in time enrollment, within January to March of the year indicated.

Slots

- OUSD free and subsidized slots have **increased by 20%** (or 470) from 2,368 in FY22-23 to 2,838 in FY24-25.

Enrollment

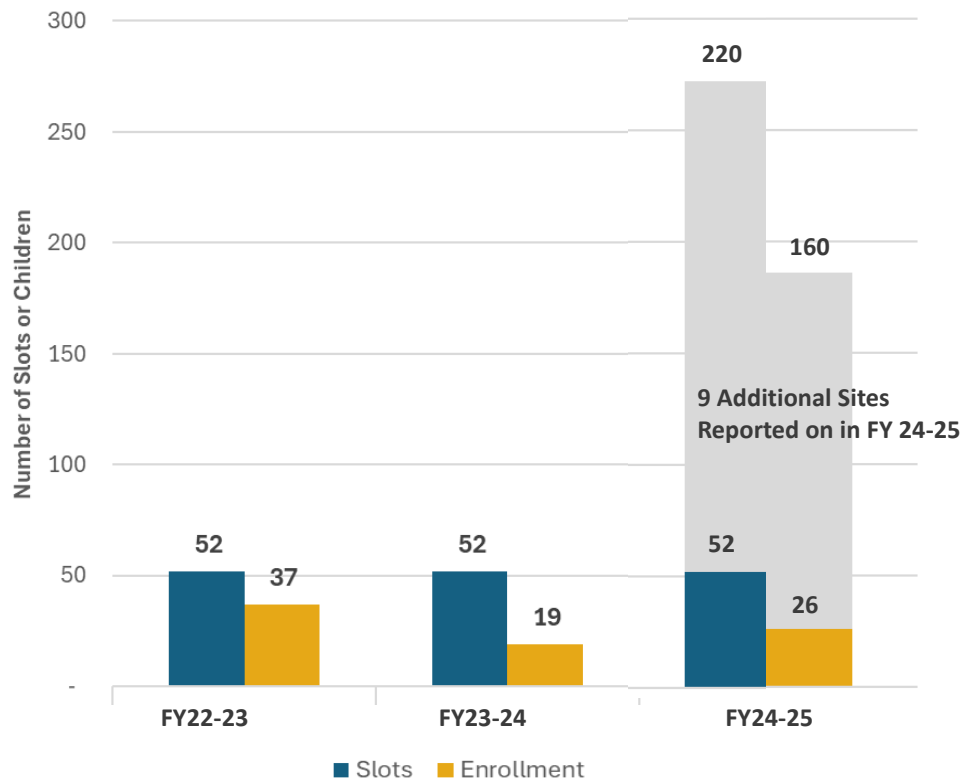
- OUSD **TK enrollment is increasing rapidly**, adding more than 200 children a year – a **65% increase** from FY22-23 to FY24-25.
- OUSD **Pre-K enrollment experienced modest gains** in FY24-25 - 3% increase since FY23-24.

Uptake

- Percentage of **slots enrolled has held steady** from FY22-24 to FY24-25 at OUSD with approximately 80% enrolled (not including Special Education).

COOECFS Enrollment Trends

COOECFS Slots, Enrollment, and Uptake, Over Time



Note: Enrollment is point in time enrollment, within January to March of the year indicated.

Slots

- In the 3-year period, slots **held steady at 52 among three longitudinally comparable sites** (Arroyo Viejo, Franklin, and Tassafaronga)
- The jump from FY23-24 to FY24-25 relates to **expansion of data reporting from 3 sites to 12 sites** benefitting from OCI investments.

Uptake

- While percentage of slots enrolled increased this year at the three longitudinally comparable sites—from 37% in FY23–24 to 50% in FY24–25—it **remains below FY22–23 levels**.
- In FY24-25, uptake was **68% across all sites**, signaling opportunities to maximize existing capacity

Priority populations ages 5 and under served at OCI partner sites in OUSD and COOECFS

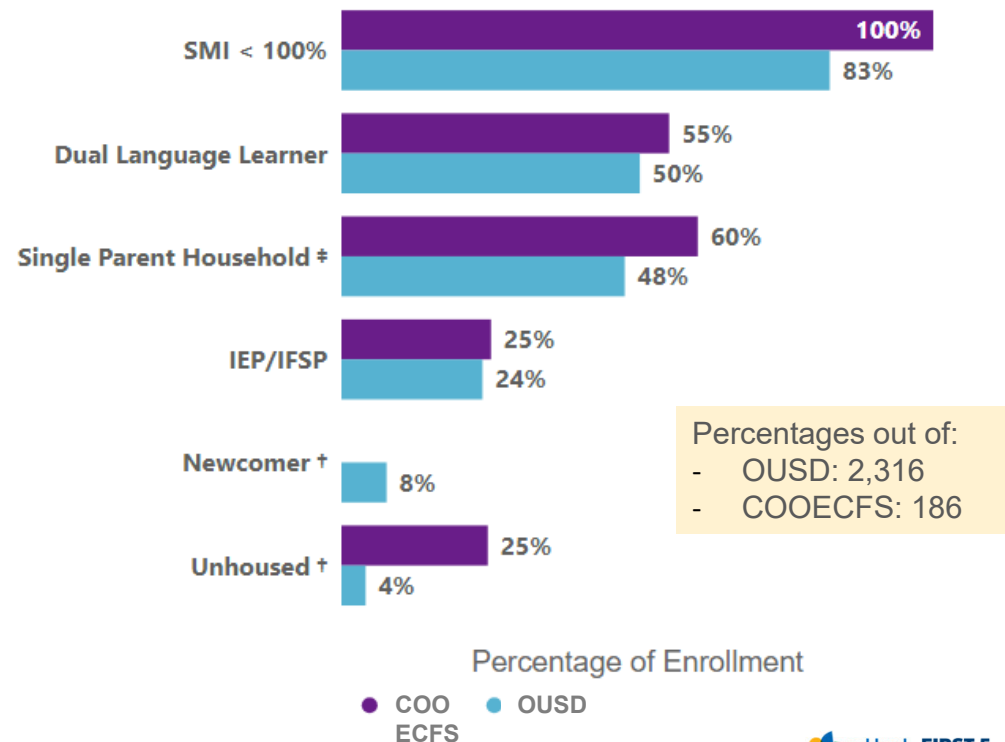
Demographics

- Enrollment trends by demographics are relatively stable over time

Priority Populations

- 90% of children enrolled in OCI-funded programs are ages 3 and 4
- OCI partners enroll a high percentage (82%) of children from families experiencing low income
- 51% Dual Language Learners
- 50% children from single parent households
- 24% children who have an Individualized Education Plan or whose families have an Individualized Family Service Plan

Enrollment in OCI Partner Sites by Partner and Demographics, All Incomes, FY 24-25

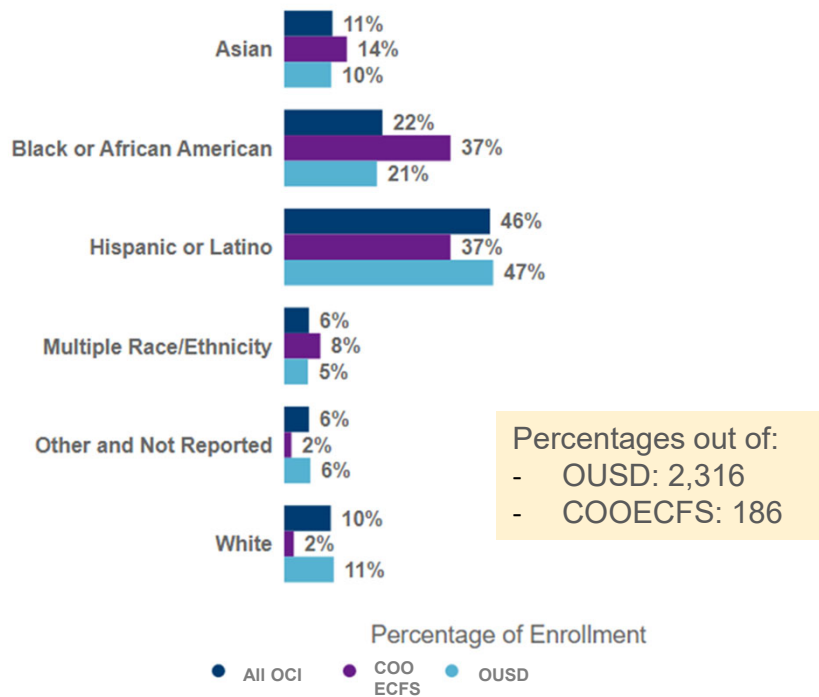


*State Median Income (SMI) for a family of 4 in 2024-25 was ~\$123K.

Demographic Comparison: OCI Partner Sites and City of Oakland

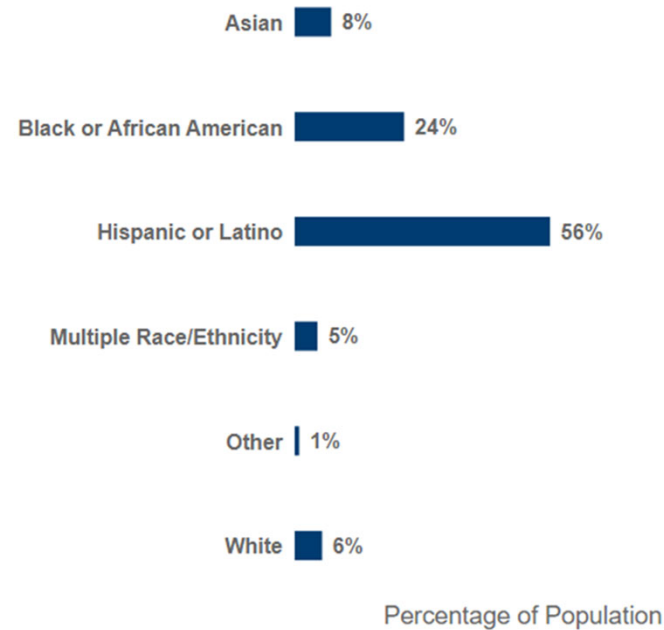
OCI

Enrollment in OCI Partner Sites, by Partner and Race/Ethnicity, All Incomes, FY24-25



Oakland

Estimated Population Percentage, Oakland, Ages 0-5, 2023, <100% State Median Income, by Race/Ethnicity



Population estimates from ACS PUMS 2023, 5-year; population methodology subject to change. Estimates have a high margin of error. Enrollment data are point in time enrollment and reflect data within January to March of the year indicated. SMI < 100%: State Median Income of less than 100%. SMI for a family of 4 in 2024-25 was \$122,993.

Progress on Goal 2: Enhancing Quality

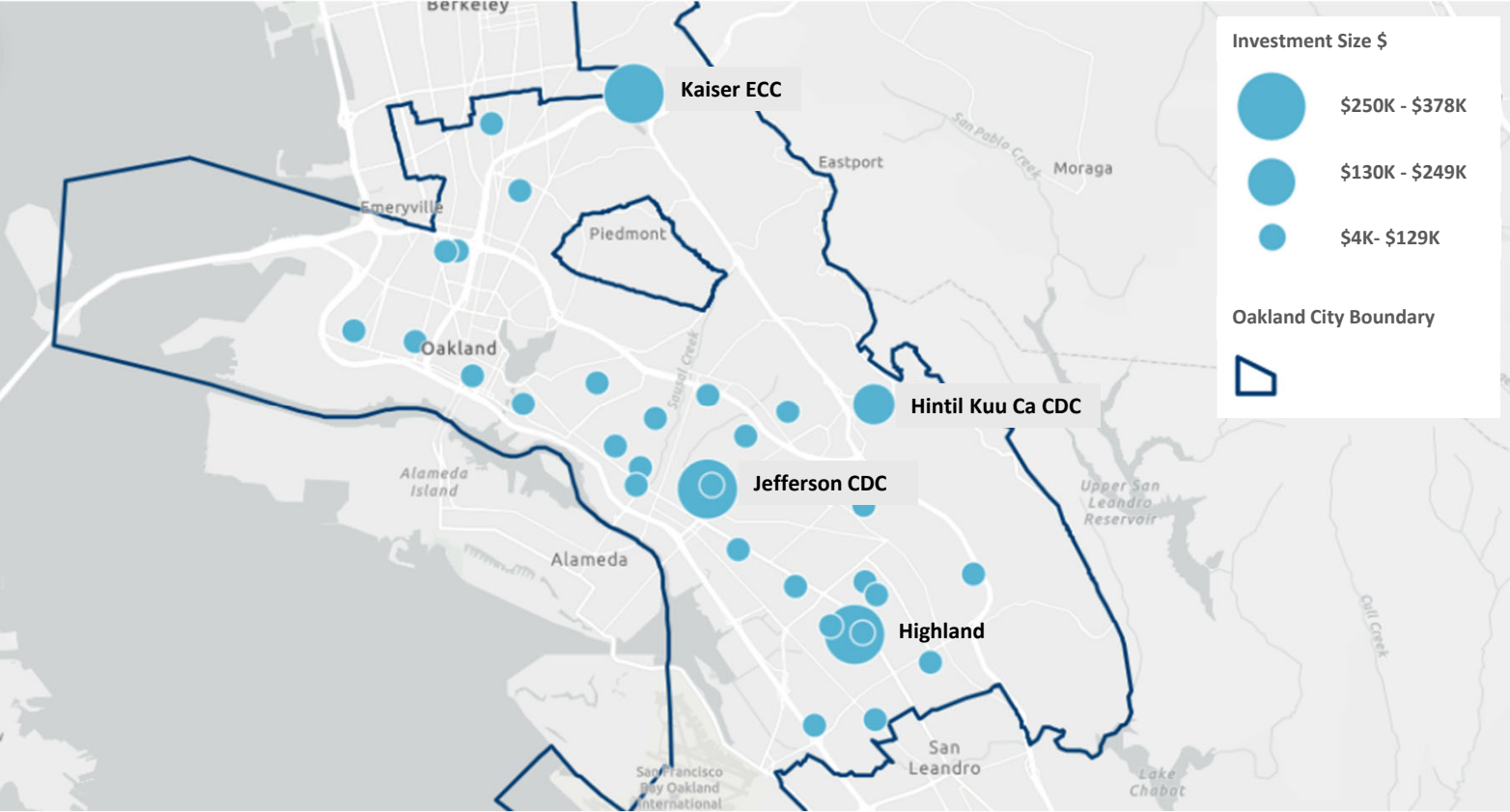
Building Classrooms Where Every Child Thrives

- **1,545 children** benefited from OCI-funded capital improvements
 - Over half of OUSD sites (34 of 67)
- 100% of OCI preschool sites maintain a Tier 4 or higher Quality rating



OCI-Funded Facilities Upgrades at OUSD

OCI OUSD Facilities Upgrades FY 2024-25 by Size and Location



All OUSD pre-school sites received high-quality air filters, benefitting 1,545 children.

The filters have been shown to reduce bacterial concentrations in school air and are correlated with better attendance in OUSD Elementary schools.

Progress on Goal 3: Workforce

Expanding and retaining a qualified, diverse workforce

- From FY22-23 to FY24-25 there was a **net increase of 43 education staff in OCI funded programs**, an 11% increase.
- 331 OUSD ECE staff received on average **~37 hours of professional development per educator** including training, coaching and learning communities
- Hired **coaches** to support high-quality early learning teaching practices; 9 at OUSD, 1 at ECFS
- OUSD had 4 high school student **apprentices** working towards Associate Teacher positions in ECE classrooms (expanding to 8 in FY25-26)



Progress on Goal 4: Strengthened Systems

Building integrated, transparent, accountable infrastructure

- **Systems Leadership Alignment :** Consensus on capacity definition, OCI vision, and roadmap
- **Building Systems Infrastructure & Capacity:** Multi-year contracts, data sharing agreements, fiscal and programmatic analysis and reporting; partner investments in staff for implementation, monitoring, and reporting
- **Program Plan & Budget Development:** Annual data-informed recommendations to ensure public transparency, due diligence, and compliance
- **Fiscal Oversight & Strategy:** Responsibly administer funds; support leveraging of other federal, state, and local dollars





**LOOK AHEAD:
FY25-26
PROGRAM PLAN,
BUDGET &
JUSTIFICATION**



OCI Early Education Fund Analysis



TO: Jennifer Cabán, Accountability Officer, Oakland Children's Initiative
Oakland Children's Initiative Oversight Commission

FROM: Kristin Spanos, Chief Executive Officer, First 5 Alameda County

CC: Dr. Kyla Johnson-Trammell, OUSD Superintendent
Scott Means, Interim Director, Human Services Department, City of Oakland
First 5 Alameda County Commission

SUBJECT: Oakland Children's Initiative Program & Budget Overview,
FY 2024-2025 TO FY 2026-27

DATE: April 03, 2024

INTRODUCTION

The Oakland Children's Initiative (OCI) is a charter amendment approved by voters in 2018 to improve early education outcomes and reduce the severe disparities in educational access and quality experienced by families with low incomes across the City of Oakland.

The need is great: 90% of infants and nearly half of all preschool-aged children in Oakland lack access to affordable quality early care and education¹. The resulting impacts are profound. The lack of accessible care contributes to learning and educational gaps during precisely the most crucial years in a young person's development and the burden of trying to locate and pay for expensive early care and education in a high-cost housing market impacts family health, most immediately their financial well-being. Furthermore, the stress and interruptions caused by searching for reliable services erodes economic growth and opportunity as the hunt for dependable care consumes employees, and challenges employers.

To better support families and educators and to improve the spaces where students learn, OCI is part of a new influx of local, state, and federal funding mechanisms designed to help grow and evolve Oakland's early childhood system and network of care.

Prior to the ordinance, no entity was dedicated to facilitating the public good of early care and education for Oakland youth. With the charter's mandate to select an agency to serve as intermediary and coordinator of the new funds, First 5 Alameda County (First 5)—the only public agency exclusively devoted to early childhood in Alameda County—was selected in 2022 by the City of Oakland to implement this new investment in our local early education systems and classrooms, in service to students, families, and educators.


¹ 2022 City of Oakland Profile Early Care and Education Data.pdf | first5alameda.org



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MAY 2025

OAKLAND CHILDREN'S INITIATIVE (OCI) EARLY EDUCATION PROGRAM: PLAN & BUDGET ANNUAL ANALYSIS & RECOMMENDATIONS

FISCAL YEAR 2025-2026





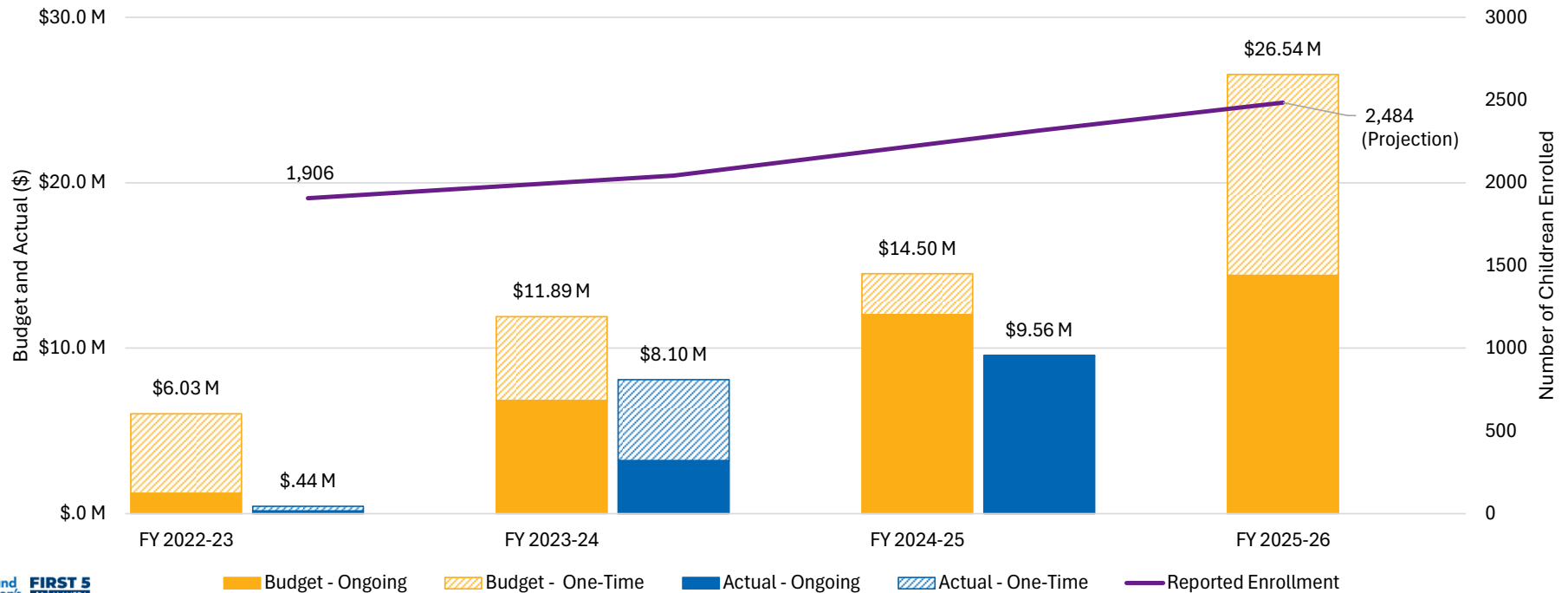


OUSD Program Plan & Budget 2025-26: Trends & Priorities



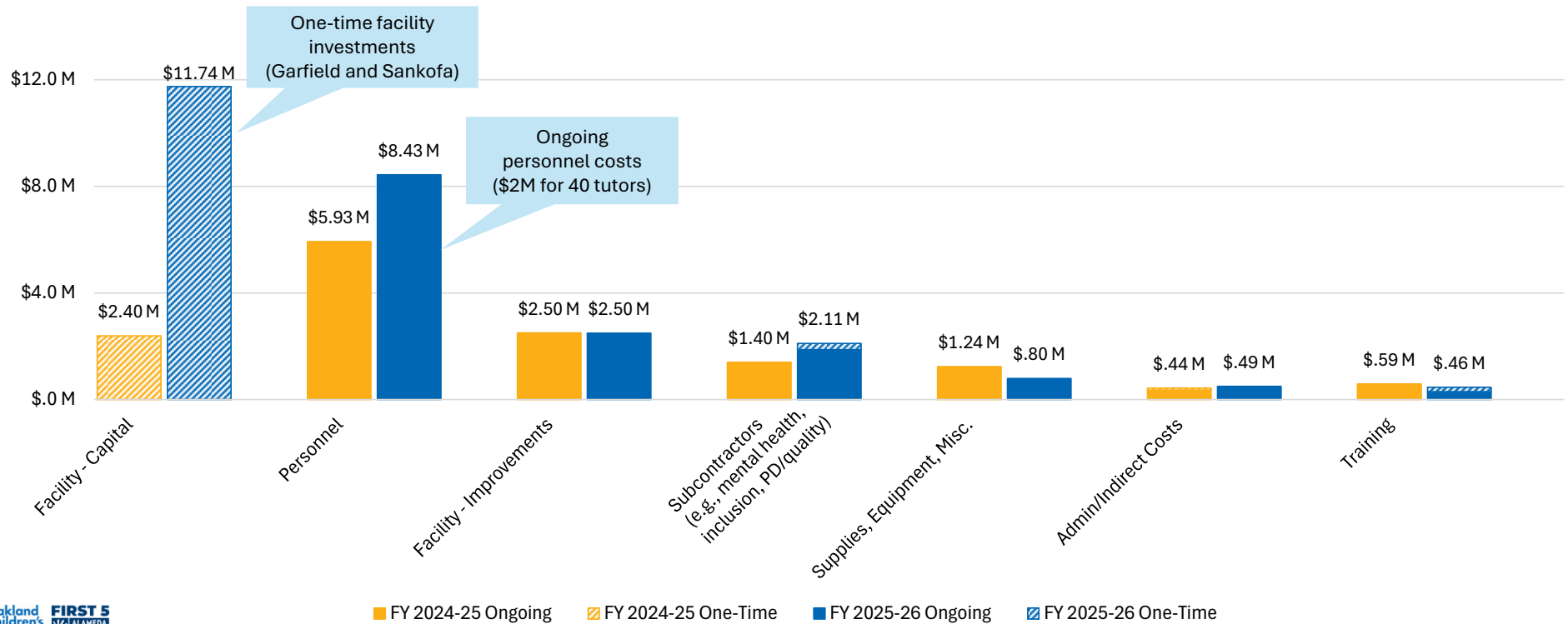
OUSD Year Over Year: Budget, Actuals, & Reported Enrollment (ages 0-5)

- OUSD **budgets and actuals continue to rise** alongside **steady growth in enrollment**
- The increased budget for FY25-26 is primarily driven by **facility projects and personnel expenses**
- Underspending in FY24-25 is largely due to **facility project delays** expected to bill in FY25-26



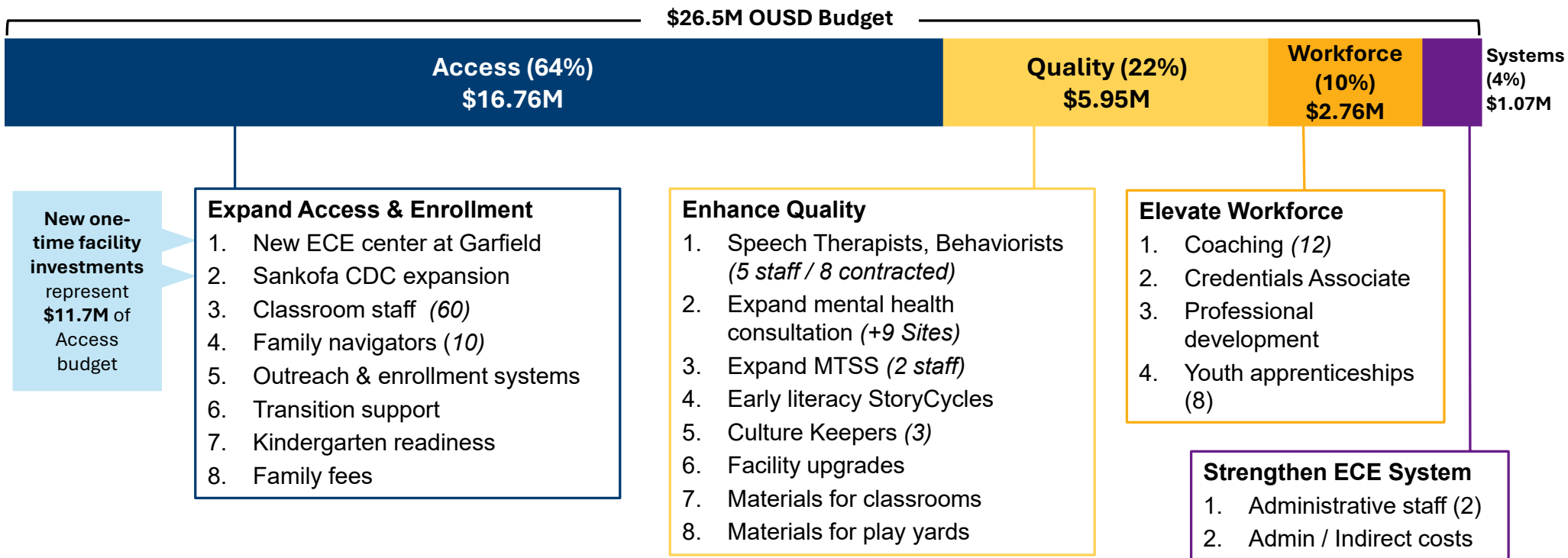
OUSD Budget: FY 2025-26 vs. FY 2024-25

- The primary source of budget growth from FY24-25 to FY25-26 shows up in new **one-time facility investments** and new **ongoing personnel investments**, including an additional \$2M for tutors



OUSD: FY 2025-26 OCI Investment Highlights by OCI Goal

- Most of the budget is allocated toward facility investments that **expand access and enrollment**



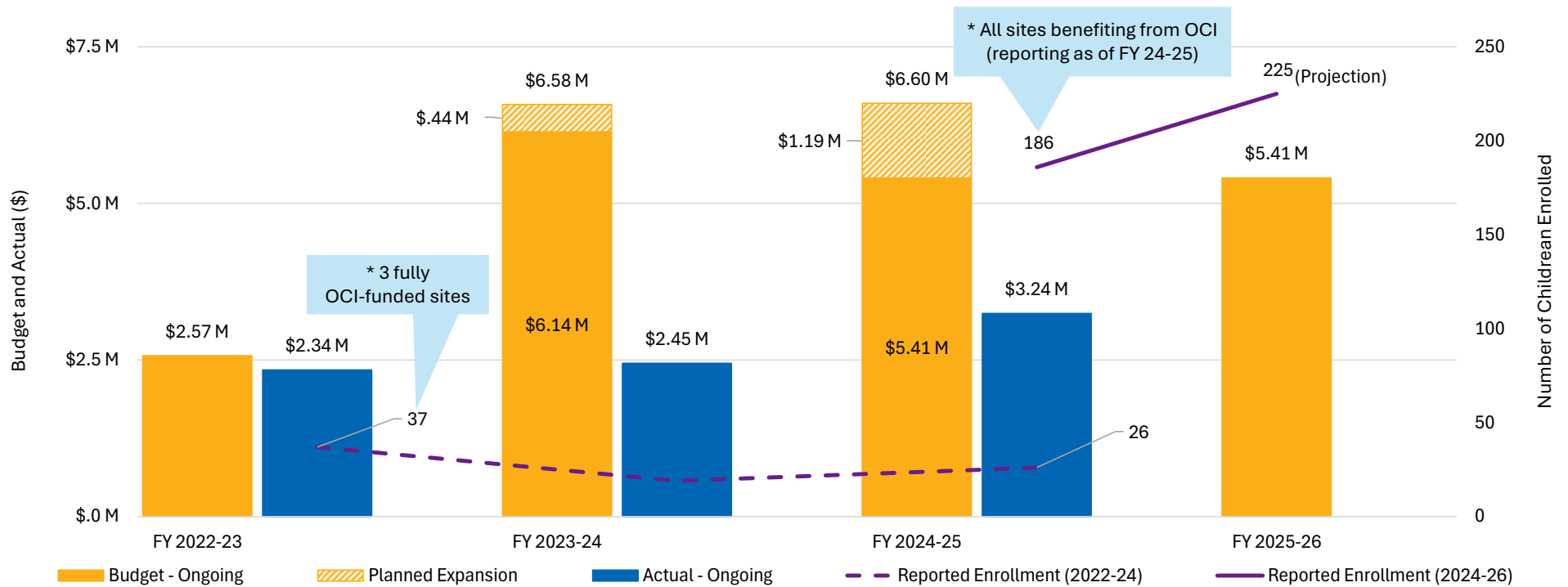


City of Oakland ECFS Program Plan & Budget FY 2025-26: Trends & Priorities



COOECFS Year Over Year: Budget, Actuals, & Reported Enrollment (ages 0-5)

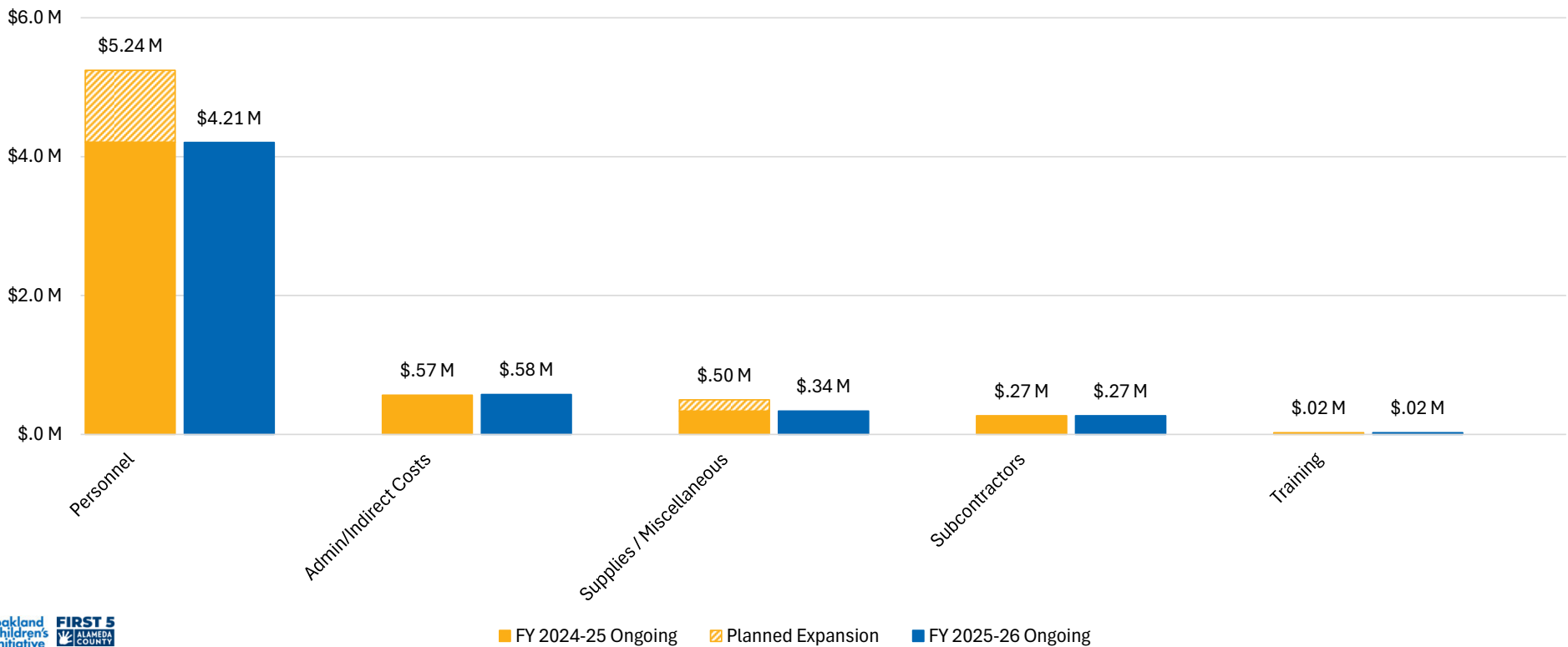
- COOECFS **actual expenses continue to increase** year over year and **ability to spend is a challenge**
- The enrollment jump from FY23-24 to FY24-25 is due to **expanded data reporting***



* Data reporting starting in FY24-25 expanded from 3 OCI-funded sites to all sites benefiting from OCI investments.

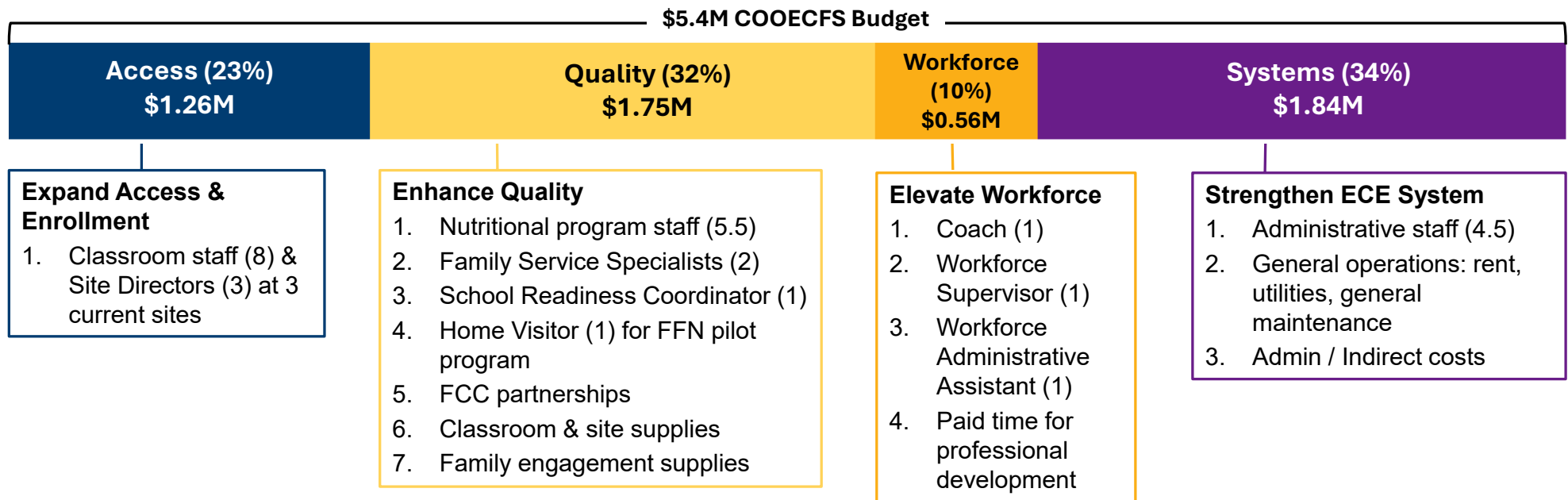
COOECFS Budget: FY 2025-26 vs. FY 2024-25

- The budget for FY25-26 is **largely unchanged** from the budget for FY24-25



COOECFS: FY 2025-26 Budget Highlights by OCI Goal

- The budget is most focused on **strengthening systems** and **enhancing quality**



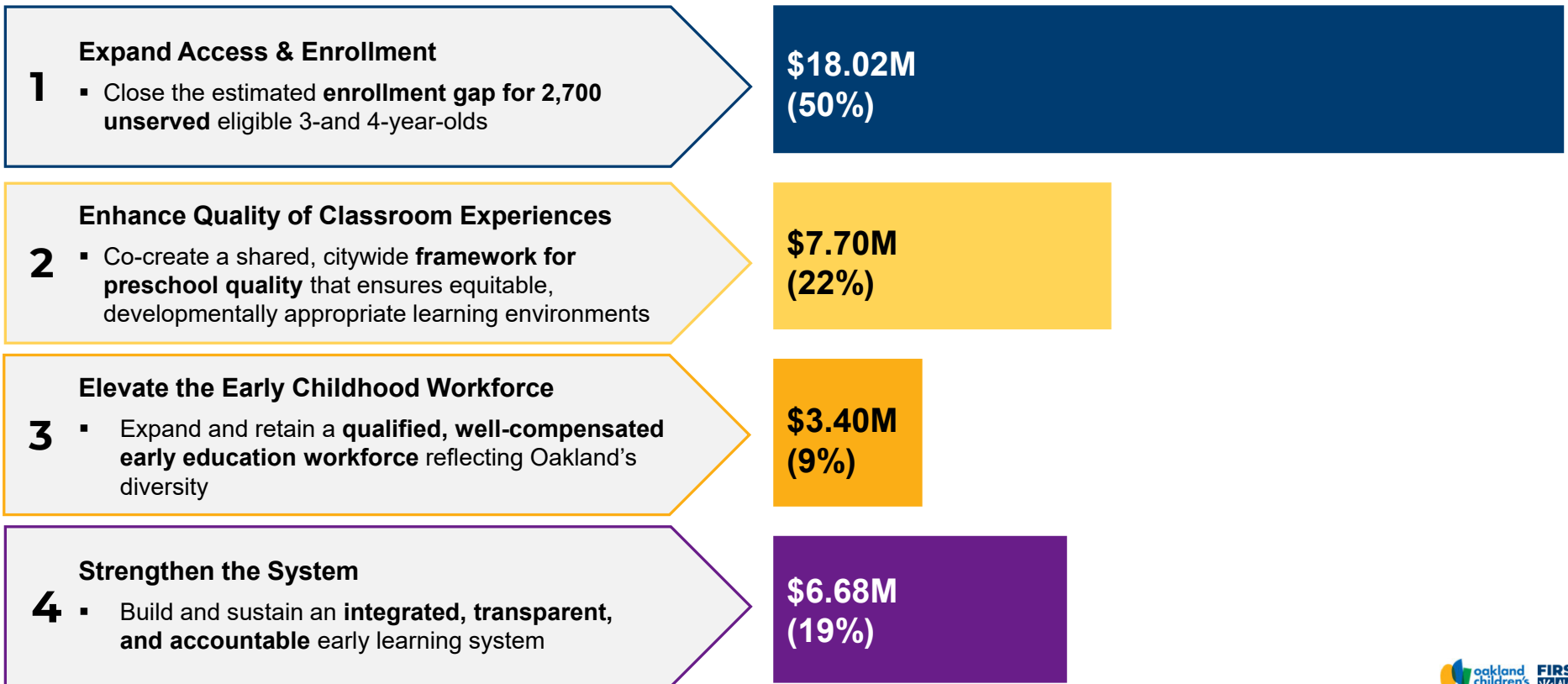


System Goals & Budget FY 2025-26



FY 2025-26 Budget and System Goals

Across OCI programs, FY 2025-26 investments span all four OCI Early Education Fund Strategic Goals



Next Steps



- **Operationalize the OCI vision and roadmap** developed with partners and presented to Mayor Lee
- Facilitate **community engagement** with a focus on parent perspectives
- **Strengthen fiscal leveraging** by supporting partners to maximize state and federal revenues
- Implement **public-facing data dashboards** for the Early Education Fund
- Implement the **Kindergarten Readiness Community Study** (Early Development Instrument) in OUSD and countywide in AY26-27
- **Leverage Measure C investments** and supports for the early childhood system; coordinate evaluations
- Use the above to inform **FY26-27 program plan & budget development and analysis**



QUESTIONS?

FIRST 5



**ALAMEDA
COUNTY**



MEMORANDUM

TO: Children's Initiative Oversight Commission **FROM:** Jennifer Cabán
Accountability Officer

SUBJECT: Accountability Officer Report **DATE:** February 26, 2026

CIOC February 2026 Meeting

This informational memo for February 2026 provides the Oakland Children's Initiative Oversight Commission (CIOC) with pertinent, real-time information.

OAKLAND CHILDREN'S INITIATIVE – ADMINISTRATIVE OVERVIEW

OAKLAND CHILDREN'S INITIATIVE – ADMINISTRATIVE OVERVIEW

Calendar Year Update | February 2026

The Oakland Children's Initiative (OCI) is now in its third full year of implementation (FY25–26). Over the past several years, tremendous effort has gone into standing up the Initiative's operations and ensuring that funds reach community partners, families, and programmatic work as intended. With this ongoing diligence, we remain steadfast and intentional in strengthening the infrastructure required to advance this innovative, long-term investment.

Focus Areas for Calendar Year 2026 include:

- Developing an **Operating Principles Manual**
- Establishing a shared **Collective North Star**
- Beginning the next iteration of the **5-Year Guidelines**
- Expanding **Strategy and Communications** planning
- Building out full **OCI staffing capacity**
- Developing an **Equity Rubric** in partnership with the Department of Race & Equity

The AO Memo is designed to provide insight into the day-to-day work of the Office. Below is your first formal update of the year. We welcome your feedback on how best to continue shaping these updates moving forward.

Children's Initiative Oversight Commission

Subject: Accountability Officer Status Update

Date: February 26, 2026

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GENERAL UPDATES

CIOC

REMINDER - As outlined in the bylaws, the Commission must select its Co-Chairs, the request is that this occurs at the March 2025 CIOC meeting. Commissioners who are interested or have questions about the role are encouraged to reach out directly to the Accountability Officer.

While retreats are typically held in the summer, given the pace of onboarding and the work ahead, we may benefit from scheduling this earlier. Polls are uneven; the request is to vote for either Sat, April 25th, or Saturday, May 2nd. Request vote at the February 26th mtg.

OCI Staffing

The OCI Office continues to move forward with interviews for the Program Analyst II and Management Assistant positions. While the process has been time intensive, I am hopeful to onboard new team members within the next one to two months. Their addition will significantly strengthen the Initiative's operational and analytical capacity at a critical time.

FY26–27 Program Plans & Budgets

All FY26–27 Program Plans and Budgets are underway.

FY25/26 - Two major expansion proposals within the Early Education Fund are currently under review with the Mayor and City Administrator; final insights and approvals are scheduled to occur no later than March 4th.

Events

- | | |
|-------------|--|
| Wed, 1/29 | Aspen Forum on Children and Families |
| Sat, 1/31 | Oakland Starting Smart & Strong Early Learning Symposium - Demystifying Early Literacy for Children Ages 0-5 ← A sponsored OCI Event for geared to Oakland Early Childhood Educators |
| Fri, 2/6 | OUSD HBCU Caravan hosted at Oakland Tech ← A funded OCI Event |
| Tues, 2/17 | Intro & Planning Baltimore Children & Youth Fund's Opening Plenary in Oakland |
| Tues, 2/17 | StriveTogether Difference Made Evaluation Preliminary Insights Presentation ← OCI participated in the interview phase |
| Thurs, 2/19 | Northern California Grantmakers The Promise Neighborhoods Movement in the Bay Area ← Highlight of East Oakland Promise Neighborhood ← a funded initiative of OCI |
| Sat, 2/21 | Catalyst Steering Cmte - In-Person Regional Learning Workshop hosted by Santa Clara County Office of Education |
| Wed, 2/25 | California Cradle-to-Career Data System – Governing Body Meeting – Monitor |

Standard Monthly Meetings

-
- Alameda County ECE Local Planning Council – Steering and Other Cmtes including Public Policy
 - Oakland Starting Smart & Strong Lead Planning Team
 - EdTrust West – Data for the People Cmtes
 - CARE Collaborative
 - Northern California College Promise Coalition
 - Alameda County Pre-to-5 Collaborative
 - CA CSA Coalition bi-monthly meeting
 - Alameda County Early Childhood Policy Committee (ACECPC) (bi-monthly)
 - Citywide Community Engagement Working Group (weekly)
 - First 5 Alameda County Commission & CAC (bi-monthly)
 - City of Oakland Director’s Meetings (bi-weekly)
 - City of Oakland Fiscal Management Meeting

2-YEAR EVALUATION

AIR is nearing completion of the three evaluation reports. This quarter, the OCI Office and Implementation Partners will begin a coordinated review of all materials to ensure alignment and shared understanding of the findings. The Commission can expect more than one presentation, as the reports will be introduced in phases to allow for thoughtful discussion. The Economic Impact Study will launch this series at the March CIOC meeting.

Evaluation Focus Areas:

- **Economic Impact:** Assessing value-added outcomes and return on community investment
- **Implementation Review:** Evaluating Implementation Partners and overall OCI structure
- **Informing the Next 5-Year Guidelines:** Identifying recommendations for refinement
- **Enhancing Results-Based Accountability (RBA):** Strengthening measurement and practice-based insights

COMMUNITY BUILDING, WORKGROUPS & COLLABORATIVES

Implementation Partner Collaborative

Monthly convenings centered on core OCI priorities—planning, communication, and coordinated implementation across both funds.

IP Communications Workgroup

Monthly meetings are in development to support message alignment, transparency, and shared public communications.

IP Program Workgroup

Meets as needed for planning, budgeting, evaluation, and reporting. A subset of IP staff participates in targeted problem-solving and real-time iteration.

In Community,



Jennifer Cabán

Accountability Officer, Oakland Children's Initiative, City Administrator's Office
City of Oakland

OAKLAND CHILDREN'S INITIATIVE (OCI) FY 24-25 EXPENDITURE & IMPACT HIGHLIGHTS

1. EXPAND ACCESS AND ENROLLMENT (\$4.2M)

Close the estimated enrollment gap for 2,700 unserved eligible 3- and 4-year olds

Expenditure Highlights:

- **Direct Staff (\$2M)**
 - COOECFS 12 staff including site directors, teachers, associate teachers and teacher assistants, and family service positions.
 - OUSD 11 staff including substitutes and para educators.
- **Family Outreach & Enrollment (\$1.7M)**
 - OUSD investments in family outreach such as family navigators (9), enrollment staff (1), marketing, and outreach and enrollment systems.
- **Kindergarten Transition Supports (\$448K)**
 - OUSD investments in staff (2) and materials for Summer Kinder Bridge (150 children), transition leaders (36) and home visitors (16).
- **Reducing Cost of Care (\$48K)**
 - OUSD offsets family fees for 69 income eligible families.

Impact Highlights:

- **Slots:** Free and subsidized slots have increased by 29% (or 690) from 2,420 in FY22-23 to 3,110 in FY24-25.
- **Enrollment:** has increased by 29% (or 559) from 1,943 in FY22-23 to 2,502 in FY24-25.
- **Uptake of slots varies across partners** (80% at OUSD, 68% at ECFS) and indicates room to maximize existing capacity.
- **Extended Program Hours:** OUSD increased full-day CSPP slots by 35% from FY22-23 to FY24-25 to meet families' needs. COOECFS extended program hours from 8 to 10 hours at three sites.

OAKLAND CHILDREN'S INITIATIVE (OCI) FY 24-25 EXPENDITURE & IMPACT HIGHLIGHTS

2. ENHANCE QUALITY OF CLASSROOM EXPERIENCE (\$4.7M)

Co-create a shared, citywide framework for preschool quality that ensures equitable, developmentally appropriate learning environments

Expenditure Highlights:

- **Facilities Upgrades (\$2M)**
 - OUSD upgraded 13 preschool facilities, including a new roof, new boiler, flooring, play yards, painting, and fencing.
 - OUSD installed air filtration systems in 33 sites.
- **Inclusion (\$938K)**
 - OUSD: 3 behaviorists, 1 MTSS network partner and contracted speech therapists and behaviorists.
 - COOECFS contracted behaviorist as needed.
- **Family Supports (\$872K)**
 - COOECFS : 6 nutrition staff, 2 family service specialists connected families to comprehensive services.
 - OUSD: 1 culture keeper to ensure safety for families.
- **Quality Classroom Supports (\$799K)**
 - OUSD & COOECFS : classroom materials & technology.
 - COOECFS 1 school readiness coordinator.

Impact Highlights:

- **Facility upgrades:** 1,545 children at OUSD — representing 62% of OCI enrollment—benefited from OCI-funded capital improvements. In FY24–25, over half of OUSD ECE sites (34 sites, or 51%) benefited from capital improvement investments.
- **Quality Counts California:** 100% of OCI state preschool or CSPP sites (36 of 36) maintained a Tier 4 or higher QRIS rating.

OAKLAND CHILDREN'S INITIATIVE (OCI) FY 24-25 EXPENDITURE & IMPACT HIGHLIGHTS

3. ELEVATE THE EARLY CHILDHOOD WORKFORCE (\$2.8M)

Expand and retain a qualified, well-compensated early education workforce reflective of Oakland's diversity

Expenditure Highlights:

- **Professional Development & Coaching (\$2.3M)**
 - Coaches to support high-quality early learning teaching practices; 9 at OUSD, 1 at COOECFS
 - OUSD held 9 training series in topics such as teaching pyramid, inclusion supports, developmentally appropriate early learning environments, trauma-informed practices, fatherhood inclusive principles
- **Workforce Pathways (\$491K)**
 - Staff to support workforce pathways and apprenticeships; OUSD (1), COOECFS (2)
 - OUSD stipends to 4 high school student apprentices working toward Associate Teacher positions in ECE classrooms

Impact Highlights:

- Added 34 new staff across both partners in FY24-25 compared to baseline FY 22-23.
 - **OUSD:** from 340 to 371
 - **COOECFS:** from 9 to 12
- **Professional Development:** 331 OUSD ECE staff received 37.4 hours of professional development including training, coaching and learning communities in FY24-25 (per educator, on average).

OAKLAND CHILDREN'S INITIATIVE (OCI) FY 24-25 EXPENDITURE & IMPACT HIGHLIGHTS

4. STRENGTHEN THE SYSTEM (\$4.5M)

Build and sustain an integrated, transparent, and accountable early learning system

Expenditure Highlights:

- **Admin Fees/Indirect Costs (\$3.8M)**
 - First 5 administrative fee for strategic planning, contracts, finance, data, and fiscal analysis.
 - OUSD & COOECFS indirect costs.
- **Strategic Systems Support (\$654K)**
 - OUSD: 1 ECE coordinator, 1 research analyst, 1 contracted Attorney (as needed)
 - COOECFS: 1 compliance supervisor.
 - First 5: Community listening sessions, interpretation, leadership alignment, legal consultation.
- **Systems Operations (\$54K)**
 - COOECFS: Mechanic and building maintenance costs.

Impact Highlights:

- **Systems Leadership Alignment:** Consensus on capacity definition, OCI vision and roadmap.
- **Building Systems Infrastructure & Capacity:** Multi-year contracts, data sharing agreements, fiscal and programmatic analysis and reporting; partner investments in staff for implementation, monitoring, and reporting.
- **Program Plan & Budget Development:** Annual data-informed recommendations to ensure public transparency, due diligence, and compliance.
- **Fiscal Oversight & Strategy:** Responsibly administer funds; support leveraging of other federal, state, and local dollars.

FY25 Reporting Narrative

Implementation Partner (3-5 page limit)

High-Level Overview

Introduction

Instructions: Answer the following prompts using narrative. **What will be different in the upcoming year for IPs? What will be different for subcontractors / partners? What changes should be anticipated?** Sparingly, feel free to use graphics and/or charts to support the narrative.

First 5 ensures that OCI investments advance an accessible, equitable, and high-quality early education system for Oakland's families with young children. FY 2025–26 reflects a deliberate shift toward **system alignment, infrastructure strengthening, and coordinated public investment**, moving OCI from parallel system support toward shared planning, budgeting, and performance accountability across partners. This shift responds directly to lessons learned during initial implementation, evolving public policy conditions, and the scale of resources now flowing through the Early Education Fund. For First 5, FY 2025–26 brings an *expanded and more complex implementation role*, characterized by deeper system coordination to:

Advance system-building strategy and alignment

- Convene senior leaders to finalize shared goals, action steps, and outcomes that guide a unified OCI strategy
- Translate leadership priorities into aligned program plans, budgets, and performance expectations across partners
- Sustain facilitated ongoing meetings with systems partners to reinforce role clarity and support alignment, collaboration, coordination, and shared decision-making
- Deepen partnership with Oakland Promise to align the early childhood strategy to the broad OCI vision

Strengthen fiscal stewardship

- Oversee the strategic use of Early Education Fund resources to maximize impact and advance systemwide priorities
- Leverage First 5's dual role as the OCI Implementation Partner and the administrator of Alameda County Measure C's Child Care, Preschool, and Early Education Program to create new and extended opportunities by aligning county- and city-level investments
- Support partners to coordinate and maximize other available local, state, and federal early childhood funding, using OCI strategically to complement other investments

Increase data integration and accountability

- Strengthen data collection and sharing to operationalize refined RBA measures blending programmatic, fiscal, and outcome data
- Use programmatic, fiscal, and outcome data to monitor progress, inform strategic decision-making, and drive accountability and continuous improvement across partners and City leadership
- Develop an external-facing dashboard with dynamic reporting aligned to RBA measures that enables the public to easily access, understand, and track OCI's progress and impact
- Participate in activities related to the City-led annual independent audit and program evaluation

Improve strategic communications and transparency

- Work with contracted partners, Accountability Officer, and evaluation firm to bring together additional data sources and reporting insights alongside RBA to tell a comprehensive story about OCI's impact
- Coordinate across systems partners to align on a unified narrative and consistent public messaging that clearly articulates OCI's vision, priorities, progress, and impact
- Coordinate a strategic communications plan to define target audiences, communication channels, timelines, and roles to support coordinated public outreach and engagement
- Continue intentional engagement (focus groups, surveys) and ongoing feedback loops with the families and the early childhood community to strengthen responsiveness and continuous improvement of OCI

What Will Be Different for Public System Partners

For public system partners, FY 2025–26 will involve increased expectations around coordination, data sharing, and alignment with shared system goals, while continuing to operate within distinct governance and administrative structures. These shifts will require increased staff time and coordination (e.g. staff capacity in finance and data). First 5 will offset these demands through improved reporting templates, technical assistance, and earlier fiscal planning. **Key shifts and expectations include:**

Greater cross-system coordination

- Increase alignment across partners to implement the shared vision, priorities, and five-year system goals, identifying misalignments and recommending reallocations prior to final budget adoption.
- More frequent engagement in cross-system planning, budgeting, and implementation discussions, and expectations to be accountable to systems agreements.

Alignment of fiscal and programmatic processes

- Build internal capacity of OCI partners to analyze, plan for, and effectively use Early Education Fund dollars, including enhancing budgeting and forecasting, improving grant and contract management processes, and supporting staff training and development to ensure partners can fully leverage OCI
- First 5 will require stronger alignment between program plans and other available funding sources to ensure local funds are used as the dollar of last resort
- First 5 will implement closer coordination of fiscal reporting timelines and cost structures

Expanded sharing, use, and understanding of data

- Partners can expect increased emphasis on improved data collection and sharing, active use of data for decision-making and accountability, and data inclusion in external-facing dashboards
- Greater emphasis on interoperable data systems to support performance monitoring, implementation strategy, evaluation, and accountability

Evolving service delivery and workforce models

- Adjustments to service delivery in line with the shared vision, and in response to family needs, workforce realities, data insights, and policy shifts
- Exploration of new workforce pathways and staffing models informed by prior-year learnings

Strategic Communications

- Continued expectations to align strategic communications resources and collateral
- Increased coordination of messaging and data to tell the story of the impact of OCI to the public
- Partnership to host community and family engagement (focus groups, survey) to inform OCI programming and investments

Reflecting on 2024-25

2024-25 OCI Implementation: Successes

Instructions: Answer the following prompts using narrative. **Reflecting on last year, what worked well and why?** Sparingly, feel free to use graphics and/or charts to support the narrative.

Consistent cross-system coordination

- Continued to host regular working groups with program, finance, and data staff across systems that fostered shared problem-solving, relationship building, and operational alignment. These working groups were used to guide the development of the FY 2025–26 Program Plan and Budget.

Multi-year contracting

- Execution of multi-year contracts with OUSD and COECFS increased continuity and predictability, reducing annual contract renegotiation timelines, enabling partners to plan beyond annual funding cycles, respond to emerging needs, and commit staffing earlier in the fiscal year

Strengthened data sharing

- Execution of a more robust data-sharing agreement with COOECFS enabled system-wide reporting beyond the three fully OCI-funded sites for the first time. These agreements strengthen the ability to assess reach, enrollment trends, and equity outcomes.

Community listening and engagement

- First 5 hosted four Community Listening Sessions in March 2025 with families and providers. Feedback is informing system vision, program design, and budgeting, and reinforcing the importance of responsive, family-centered design.

2024-25 OCI Implementation: Challenges

Instructions: Answer the following prompts using narrative. Sparingly, feel free to use graphics and/or charts to support the narrative.

While progress continues, OCI implementation occurs within a highly complex policy and administrative environment.

Public Policy and System Conditions: First 5 is working closely with public systems partners to understand and respond to the impact of state and federal policy changes. First 5 conducts policy and fiscal analysis, elevates challenges with recommendations for local systems leaders, and advocates for policy changes.

- **Federal funding and policy instability**
 - Prior year reductions in federal funding resulted in three Head Start sites becoming fully funded by OCI, significantly increasing reliance on local dollars and eliminating the ability to leverage federal resources
 - Abrupt closure of regional Head Start offices in early 2025 also eliminated critical technical assistance, oversight support, and overall reduced integral system capacity for programs
 - COOECFS continues to experience persistent under-enrollment which reflects broader challenges related to outreach, workforce (hiring), and system capacity
- **State policy shifts**
 - Full implementation of Universal Transitional Kindergarten in Fall 2025 expanded access for four-year-olds. First 5 is working with partners to use OCI as a strategic local complement to the expanded state funding, including expansion of preschool enrollment to three-year-olds as captured in the shared vision document.

Administrative Authority and Leadership Continuity: While First 5 has no administrative authority of COOECFS and OUSD, we work closely with them to support their navigation of system challenges, including:

- Frequent leadership transitions at both OUSD and the City of Oakland have affected continuity, slowed decision-making, and increased the complexity of sustained planning and implementation
- Inconsistent guidance from City leadership regarding COOECFS programming and budget strategy has complicated oversight and slowed alignment
- The public systems are under-resourced and navigating major budget deficits. This makes it hard to implement the administrative and policy adjustments needed to align budgets, procurement processes, data systems, and governance timelines

Financial Infrastructure: First 5 is working with contracted public system partners, and with the Accountability Officer, to streamline the OCI finance infrastructure; however, the annual budget review and approval process has become a key implementation bottleneck. Although contracts are in place, partners cannot fully operationalize program plans or scale investments until annual budgets are formally approved by the AO.

When budget approvals are delayed, the impacts include:

- Hiring, classroom expansion, facility projects, and service enhancements are postponed, and spending intended for year-round implementation is compressed into later quarters.
- Enrollment growth and service delivery are slowed because classrooms, staff, and supports cannot launch on schedule.

- Operational uncertainty increases, affecting staffing decisions, vendor commitments, and planning.
- Slower spending patterns can create the impression of underspending or limited capacity, even though they largely reflect approval timelines rather than operational readiness.

Data Systems and Reporting: Robust cross-system data integration is essential to measuring impact and ensuring equity. First 5 is working with partners to enhance data sharing agreements and methods to have a more robust and complete picture of Oakland’s early childhood system and inform investments. Some of the challenges partners are navigating include:

- Developing and negotiating data sharing agreements can be time consuming and complex
- Existing reporting tools and processes are not always designed for cross-system use, which can lead to extra administrative work.
- Fragmented data systems within and across partners limit uniform monitoring and evaluation.

First 5 continues to balance partnership with due diligence, ensuring both compliance with ordinance mandates and implementation that is in line with a shared vision, using OCI to complement federal and state funding, while supporting system partners in building sustainable infrastructure.

Major Learnings: Continue, Start, and Stop

Instructions: Answer the following prompts using narrative. **What were major learnings from the prior year that informed changes in this year’s program plan and budget? What will continue, start, and/or stop?** Sparingly, feel free to use graphics and/or charts to support the narrative.

Our continuous learning directly informs changes in the FY 2025–26 Program Plan and Budget. These adjustments reflect lessons from early implementation and position OCI for more coordinated, sustainable growth.

What Will Continue

- Continuous fiscal monitoring and analysis of expenditures and impacts
- Close tracking of partner spending and capacity to deliver services
- RBA data collection, tracking, and reporting
- Investment in family engagement, multilingual outreach, and culturally responsive programming
- Leveraging existing workforce pathway investments

What Will Start or Expand

- More intentional coordination of capital investments by geography and across systems
- Expanded fiscal policy analysis to ensure public systems fully draw down federal and state funds, and that OCI is the local dollar of last resort
- Planning for expanded services responsive to family needs, including full-day and extended-day options for Pre-K
- Development of multi-sector data-sharing agreements to support impact measurement
- Public-facing data dashboards to report on the progress of OCI towards the ordinance goals

What Will Stop or Shift

- Siloed planning and implementation approaches, which previously hindered cross-system program design, strategic budgeting, and reporting

Looking forward to 2025-26

Major Themes: 2025-26 Program Plan and Budget

Instructions: Answer the following prompts using narrative. **As we look to 2025-26, what are your aims and goals as the Implementation Partner (IP)? How are you adjusting activities to meet the 5-year guidelines? How have the RBA measures informed these changes?** Sparingly, feel free to use graphics and/or charts to support the narrative.

The following priorities align annual investments with OCI’s five-year goals for access, quality, workforce stability, and public accountability. As Implementation Partner, First 5’s primary aims for FY 2025–26 include:

Advance system-building strategy and alignment

- Operationalize the OCI vision and roadmap developed with partners and presented to Mayor Lee
- Use fiscal policy, data and systems agreements to drive the FY 2026-27 program plan & budget development and analysis

Strengthen fiscal stewardship

- Oversee the strategic use of OCI fiscal resources
- Strengthen fiscal leveraging by supporting partners to maximize state and federal revenues
- Coordinating local, county, and state funding streams, including Measure C, to maximize the impact of OCI investments within the broader early childhood ecosystem

Increase data integration and accountability

- Develop public-facing data dashboards
- Use data to identify opportunities to close enrollment gaps (e.g. waitlist data, place-based analysis)
- Implement the Kindergarten Readiness Community Study (Early Development Instrument) in OUSD and countywide in AY 26-27

Improve strategic communications and transparency

- Elevate strategic communications on impact of OCI
- Facilitate community listening sessions with a focus on parent perspectives

Closing

Instructions: Answer the following prompts using narrative to **identify 3-5 high-level takeaways from the 2025-26 program plan and budget that communicate important investments for the coming year**. Sparingly, feel free to use graphics and/or charts to support the narrative.

OCI systems partners have coalesced around a shared vision for Oakland’s early childhood system, with articulated goals and strategies that speak to impact and accountability. Our work in the coming year is to operationalize that vision.

The FY 2025–26 Program Plan and Budget prioritize core investments: expanding enrollment through increased staffing and planning for new classrooms; improving quality through facility upgrades and expanded mental health and inclusion supports; strengthening professional development and workforce pathways; and continuing system-building investments.

Together, these investments reflect a shift from program launch to system stewardship—positioning OCI not only to expand access, but to sustain quality and equity amid ongoing fiscal and policy volatility.

Attachments:

- Attachment A: [Oakland Children’s Initiative \(OCI\) Early Education Program: Plan & Budget Annual Analysis & Recommendations, Fiscal Year 2025-2026](#)
- Attachment B: [Oakland Children’s Initiative Program & Budget Overview, FY 2024-2025 TO FY 2026-27](#)
- Attachment C: [The Oakland Children’s Initiative, A Proposal for the Early Education Fund \(November 2025\)](#)

RBA Data Packet

Oakland Children’s Initiative Early Education Fund

Results Based Accountability Measures (RBA) for FY 2024-25

Contents: In addition to the slide deck presentation, we are providing:

1. Cover Sheet
 - 1.1. Background
 - 1.2. Results Based Accountability: Process of Developing the Framework for Measuring Our Progress
 - 1.3. Changes for FY24-25
 - 1.4. Capturing Distinct Program Models
 - 1.5. Data Infrastructure Work Ahead
2. Scorecards by Partner Agency
3. Tables by Results Based Accountability Measure

Background

The [Oakland Children’s Initiative](#) (OCI) is a [2018 Charter Amendment](#) passed by the citizens of Oakland to deepen our early investment in children and support them through college graduation by dramatically expanding access to high-quality preschool and providing college access, mentorship, and scholarship support services for students to obtain 4-year or 2-year college or technical degrees.

Since First 5 Alameda County (First 5) was awarded the contract to serve as the Early Education Fund Implementation Partner in Fiscal Year (FY) 2022-23, we have been working with the public systems partners — City of Oakland Early Childhood and Family Services (COOECFS) and Oakland Unified School District (OUSD) — to meet the Initiative’s legislative mandates and goals.

Results Based Accountability: Process of Developing the Framework for Measuring Our Progress

First 5 Alameda County is committed to using data to better understand performance, impact, and opportunities for continuous improvement across our programs and investments. We use Results-Based Accountability (RBA)—a framework widely used by public agencies and funding entities within Alameda County and beyond. RBA provides a disciplined way of thinking and acting to improve both community well-being and program performance.

The Early Education Fund’s RBA measures were provided to First 5 by the City of Oakland’s Oakland Children’s Initiative Accountability Officer in 2023. Building off the directive provided by the Accountability Officer, First 5 engaged a committee of interdisciplinary early care and education experts and consulted our public system partners, OUSD and COOECFS, to ensure alignment and

reach agreement on a refined set of RBA measure for FY 2023-27. Eleven performance measures were agreed upon. Performance targets were set collaboratively with public system partners to ensure a shared understanding of what success means and to promote accountability and transparency in implementation. When possible, the data is disaggregated by demographic characteristics and zip code as legislatively required. The intent of the disaggregation is to expose any equity considerations that may be addressed through program investments, program design, and policy advocacy.

Changes for FY24-25

In FY24-25, First 5 worked collaboratively with our partners and the City of Oakland to refine and broaden our data-sharing agreements consistent with financial cost allocation plans that specifically address privacy regulations and capture impact to those benefiting from investments across the system. COOECFS reporting included 3 sites in FY22-23 and FY 23-24; in FY24-25 we were able to capture the systems-level impacts of OCI support through reporting on all 12 COOECFS center sites.

Capturing Distinct Program Models

Following a review of the RBA measures, the Accountability Officer and participating partners agreed on the importance of collecting common data across each of the systems to demonstrate collective impact. At the same time, while OUSD and COOECFS share common characteristics, they operate distinct programs within differently structured systems, e.g. size, program design models, parent and community partnership activities, or wrap-around services. Accordingly, results are presented by individual partner to highlight local strengths and assets. As we continue to evolve our data collection and evaluation of the investments, our ability to report on each program will strengthen over time.

Data Infrastructure Work Ahead

Moving forward we are working collaboratively with our partners to:

1. Continue to build more aligned and **robust data collection, tracking, and systems** tied to the goals of the ordinance. One concrete example is supporting the public system partners in administering a robust survey on Satisfaction with Professional Development Opportunities in FY 2025-26 to capture the quality and impact of professional development investments.
2. Strengthen **transparency and use of data** by fostering meaningful data-informed conversations about how to improve outcomes and publishing external-facing data dashboards.
3. Continue to **support the infrastructure needs** of COOECFS, OUSD, and First 5, to be able to collect, analyze, and report data; improve efficiency; reduce administrative burden; and align data metrics across the systems.

Results Based Accountability Scorecard

Oakland Children's Initiative

Goal	RBA Area	Performance Measure for Target	FY22-23	FY23-24	FY24-25	FY24-25	FY24-25	Trend	FY24-25	FY25-26	FY26-27
			Baseline Results	Baseline Results	Results	Goal	% Goal Met	Results	% Goal Met	Goal	Goal : 5-Yr
Access	How much?	Number of free and subsidized slots	52	52	272	272	100%	n/a		298	298
Access	How much?	Number of children enrolled (point in time enrollment*)	37	19	186	204	91%	n/a		225	246
Access	How much?	Number of ECE educators and staff	9	7	12	30	40%			27	30
Access	How much?	Additional estimated free and subsidized slots (licensed capacity) created using OCI funds (for capital infrastructure)	-	-	-	n/a	n/a	n/a	n/a	-	-
Access	How well?	Percent of free and subsidized slots enrolled (uptake)	71%	37%	68%	91%	75%			75%	83%
Access	How well?	Staff retention rate, ECE educators and staff, sites provided		67%	57%	goal not set	0%			goal not set	goal not set
Quality	How much?	Number of sites receiving OCI funded capital infrastructure improvements	-	-	-	n/a	n/a	n/a	n/a	-	-
Quality	Is anyone better off?	Percentage of children enrolled in an improved ECE facility funded by OCI	0%	0%	n/a	0%	n/a	n/a	n/a	0%	0%
Quality	Is anyone better off?	Percentage of OCI sites with a quality rating above standard (CSPP Only)	100%	100%	100%	100%	100%			100%	100%
Workforce	How much?	Average number of hours educators participated in training/coaching/and PLCs	9	35	n/r	20	n/r	n/r	n/r	18	20
Workforce	How well?	Percentage of ECE Educators who report quality of trainings as Excellent, Very good, or Good	n/r	n/r	n/a	n/a	n/a	n/a	n/a	85%	90%
Workforce	How well?	Percentage of ECE educators & staff who report learning content they will use in their work with children during training, coaching, or PLCs	n/r	n/r	n/a	n/a	n/a	n/a	n/a	85%	90%

n/a: Not applicable; n/r: Not reported.

Note: The increase in slots and enrollment in FY24-25 reflects the addition 9 sites to the data reporting.

Results Based Accountability Scorecard

Oakland Children's Initiative

OUSD, FY 2024-25

Oakland Unified School District

Goal	RBA Area	Performance Measure for Target	FY22-23	FY23-24	FY24-25	FY24-25	FY24-25	Trend	FY24-25	FY25-26	FY26-27
			Baseline Results	Baseline Results	Results	Goal	% Goal Met	Results	% Goal Met	Goal	Goal : 5-Yr
Access	How much?	Number of free and subsidized slots	2,368	2,595	2,838	2,744	103%			2,888	3,088
Access	How much?	Number of children enrolled (point in time enrollment*)	1,906	2,043	2,316	2,301	101%			2,484	2,717
Access	How much?	Number of ECE educator workforce	331	348	371	274	135%			330	350
Access	How much?	Additional estimated free and subsidized slots (licensed capacity) created using OCI funds (for capital infrastructure)	66	-	-	-	n/a		n/a	20	100
Access	How well?	Percent of available slots enrolled (uptake)	79%	80%	80%	85%	94%			90%	92%
Access	How well?	Staff retention rate, ECE educators and staff, all sites		89%	84%	90%	93%			90%	90%
Quality	How much?	Number of sites receiving OCI funded capital infrastructure improvements	1	6	34	8	425%			10	12
Quality	Is anyone better off?	Percentage of children enrolled in an improved ECE facility funded by OCI	4%	18%	67%	20%	335%			22%	24%
Quality	Is anyone better off?	Percentage of OCI sites with a quality rating above standard (CSPP Only)	100%	100%	100%	100%	100%			100%	100%
Workforce	How much?	Average number of hours educators** participated in training/coaching/and PLCs		32	37	30	126%				
Workforce	How well?	Percentage of ECE Educators who report quality of trainings as Excellent, Very good, or Good	n/a	94%	n/r	90%	n/r		n/r	92%	94%
Workforce	How well?	Percentage of ECE educators & staff who report learning content they will use in their work with children during training, coaching, or PLCs	n/r	n/r	***	n/a	***		***	***	***

* Point in time enrollment data are within January to March of the year indicated.

** Includes: PK Teachers, TK Teachers, Instructional Assistants, Tutors, and Paraprofessionals.

***Data collection system under development in FY24-25.

n/a: Not applicable; n/r: Not reported.

Oakland Children's Initiative, Results Based Accountability Tables

Fiscal year 2024-25

RBA Index	RBA Category	Performance Measure	Definition
1	How Much?	Number of free and subsidized slots by program type	California State Preschool Program (CSPP) Part-Day, CSPP Full-Day, and Head Start: maximum contracted reimbursable enrollment or funded enrollment; Transitional Kindergarten: count of TK classrooms * maximum allowable average number of students per class; Special Day Class: count of SDC classrooms * soft enrollment cap
2	How Much?	Number of children enrolled in priority partner sites (OUSD & OHS)	Count of children enrolled; cumulative and point in time
3	How Much?	Number of ECE educators and staff	Total count of ECE educators and staff
4	How Much?	Additional slots from OCI funded capital infrastructure improvements	Total capacity to enroll additional students as a result of new/repurposed space
5	How Much?	Number and percentage of sites receiving OCI funded capital infrastructure improvements	Count of sites receiving OCI funds for capital infrastructure improvements / total count of sites
6	How Much?	Average number of hours ECE educators and staff participated in training/coaching/ and Professional Learning Communities (PLC)	Total number of [training, coaching, PLC] hours / total number of ECE educators and staff
7	How Well?	Percent of free and subsidized slots enrolled (uptake)	Number of children enrolled / total capacity to enroll children in subsidized care/education
8	How Well?	Retention rate for ECE educators and staff	100 * (count of staff – new hires for the reporting period) / count of staff employed during the previous reporting period
9	How Well?	Number and percentage of ECE educators and staff who report the quality of trainings were good or very good	(Count of survey responses reporting training was good + count of survey responses reporting training was very good) / count of survey responses
10	Is Anyone Better Off?	Number and percentage of children enrolled in an improved ECE facility due to OCI funded capital infrastructure improvements	Count of children enrolled in sites that received OCI funds for capital infrastructure improvements / total children enrolled
11	Is Anyone Better Off?	Percentage of OCI sites with a quality rating above standard	Count of sites with quality rating above 3 / total count of sites

Note: Priority partner sites are early care and education sites of the two public system partners prioritized in the ordinance: Oakland Unified School District and City of Oakland Early Childhood & Family Services.

RBA 1: Number of free and subsidized slots by program type

Free and Subsidized Slots by Age									
Age Grouping*	FY22-23			FY23-24			FY24-25		
	COOECFS	OUSD	Total	COOECFS	OUSD	Total	COOECFS	OUSD	Total
0-2	12		12	12		12	104		104
3-4		2,368	2,368		2,595	2,595		2,838	2,838
3-5	40		40	40		40	168		168
Total, All Years	52	2,368	2,420	52	2,595	2,647	272	2,838	3,110

Free and Subsidized Slots by Program									
Program	FY22-23			FY23-24			FY24-25		
	COOECFS	OUSD	Total	COOECFS	OUSD	Total	COOECFS	OUSD	Total
ECFS Early Head Start							92		92
ECFS Head Start							128		128
ECFS Infant/Toddler Child Care	12		12	12		12	12		12
ECFS Preschool	40		40	40		40	40		40
OUSD Full Day Preschool		812	812		915	915	1,096		1,096
OUSD Part Day Preschool		382	382		256	256	64		64
OUSD Special Education		286	286		392	392	310		310
OUSD TK		888	888		1,032	1,032	1,368		1,368
Total All Years	52	2,368	2,420	52	2,595	2,647	272	2,838	3,110

*OUSD TK slots do not include TK self-contained Special Education classrooms, as they do not have expected capacities. Previously published data inadvertently included slot counts for self-contained Special Education classrooms.

COOECFS Free & Subsidized Slots is equal to their funded enrollment per their federal contract. Slots shown here for 2022-23 and 2023-24 reflect funded enrollment at Arroyo, Tassafaronga, and Franklin; slots shown here for 2024-25 reflect funded enrollment for all centers.

OUSD has different definitions for the number of free and subsidized slots in each program serving children under 5. CSPP slots are determined by a combination of physical space and staffing availability, TK slots reflect a max enrollment of 24 students in each dedicated TK classroom, and special education slots are based on a soft cap of 10 children per mild/moderate SDC classroom and 8 children per moderate/severe SDC classroom.

RBA 2: Number of children enrolled in priority partner sires (OUSD & COOHS)

Point in Time Enrollment by Age									
Age	FY22-23			FY23-24			FY24-25		
	COOECFS	OUSD	Total	COOECFS	OUSD	Total	COOECFS	OUSD	Total
0	-	*	*	-	-	-	-	-	-
1	3	*	*	3	-	3	10	-	10
2	9	51	60	3	59	62	45	132	177
3	12	517	529	7	560	567	70	579	649
4	13	1,305	1,318	6	1,404	1,410	48	1,579	1,627
5	-	28	28	-	20	20	13	26	39
Total	37	1,906	1,943	19	2,043	2,062	186	2,316	2,502

Point in Time Enrollment by Age			
Age	COOECFS Longitudinally Comparable Sites		
	FY22-23	FY23-24	FY24-25
0	-	-	-
1	3	3	-
2	9	3	4
3	12	7	13
4	13	6	8
5	-	-	1
Total	37	19	26

Cumulative Enrollment by Age									
Age	FY22-23			FY23-24			FY24-25		
	COOECFS	OUSD	Total	COOECFS	OUSD	Total	COOECFS	OUSD	Total
0	-	*	*	-	-	-	2	-	2
1	3	*	*	5	-	5	15	-	15
2	9	101	110	5	132	137	51	181	232
3	12	584	596	9	677	686	80	672	752
4	13	1,358	1,371	7	1,575	1,582	54	1,902	1,956
5	-	29	29	-	207	207	17	301	318
Total	37	2,077	2,114	26	2,591	2,617	219	3,055	3,274

Cumulative Enrollment by Age			
Age	COOHS Longitudinally Comparable Sites		
	FY22-23	FY23-24	FY24-25
0	-	-	-
1	3	5	-
2	9	5	8
3	12	9	20
4	13	7	16
5	-	-	7
Total	37	26	51

Point in Time Enrollment by Program						
Program	COOECFS			OUSD		
	FY22-23	FY23-24	FY24-25	FY22-23	FY23-24	FY24-25
ECFS Early Head Start						67
ECFS Head Start						93
ECFS Infant/Toddler Child Care	9	4	9			
ECFS Preschool	28	15	17			
OUSD Full Day Preschool				629	659	800
OUSD Part Day Preschool				304	162	48
OUSD Special Education				200	194	195
OUSD TK				773	1,028	1,275
Grand Total	37	19	186	1,906	2,043	2,316

* In accordance with OUSD policies, when there is a total of 10 or fewer students in a particular student group, data are suppressed for privacy.

Notes: Point in time enrollment is a count of unduplicated children enrolled within January to March; cumulative enrollment is the total number of unduplicated children who were enrolled at any time during the full program year, July 1 through June 30.

Notes: Early Head Start and Head Start programs are funded through a combination of Federal Head Start, CCTR, CSPP, and OCI funds.

COOECFS Longitudinally Comparable sites are Arroyo Viejo, Franklin, and Tassafaronga; these sites are fully funded by OCI, and reporting for 22-23 and 23-24 included only these sites.

RBA 2: Number of children enrolled in priority partner sites (OUSD & COEFCFS)

Continued

Enrollment by Race/Ethnicity						
Race/Ethnicity	FY22-23		FY23-24		FY24-25	
	Children Enrolled	% of Total Enrollment	Children Enrolled	% of Total Enrollment	Children Enrolled	% of Total Enrollment
Hispanic or Latino	860	44%	981	48%	1,149	46%
Black or African American	421	22%	471	23%	548	22%
Asian	300	15%	239	12%	269	11%
White	213	11%	201	10%	260	10%
Multiple Race/Ethnicity	100	5%	104	5%	138	6%
Not Reported	37	2%	39	2%	103	4%
Native Hawaiian or Pacific Islander	*	*	12	1%	15	1%
American Indian or Alaskan Native	*	*	*	*	*	*
Filipino	*	*	*	*	*	*
Total	1,943	100%	2,062	100%	2,502	100%

* In accordance with OUSD policies, when there is a total of 10 or fewer students in a particular student group, data are suppressed for privacy.

Enrollment by Race/Ethnicity, by Partner				
Race/Ethnicity	FY24-25			
	OUSD		COEFCFS	
	Children Enrolled	% of Total Enrollment	Children Enrolled	% of Total Enrollment
American Indian or Alaskan Native	*	*	1	1%
Asian	243	10%	26	14%
Black or African American	479	21%	69	37%
Filipino	*	*		
Hispanic or Latino	1,080	47%	69	37%
Multiple Race/Ethnicity	123	5%	15	8%
Native Hawaiian or Pacific Islander	14	1%	1	1%
Not Reported	102	4%	1	1%
White	256	11%	4	2%
Total	2,316	100%	186	100%

* In accordance with OUSD policies, when there is a total of 10 or fewer students in a particular student group, data are suppressed for privacy.

RBA 2: Number of children enrolled in priority partner sires (OUSD & COOECFS)

Continued

Priority Characteristic	Enrollment by Priority Population											
	COOECFS						OUSD					
	FY22-23		FY23-24		FY24-25		FY22-23		FY23-24		FY24-25	
	Children Enrolled	% of COOHS Enrollment	Children Enrolled	% of COOHS Enrollment	Children Enrolled	% of COOHS Enrollment	Children Enrolled	% of OUSD Enrollment	Children Enrolled	% of OUSD Enrollment	Children Enrolled	% of OUSD Enrollment
SMI < 100%	35	95%	19	100%	186	100%	1,434	75%	1,732	85%	1,911	83%
Dual Language Learner	9	24%	7	37%	103	55%	1,009	53%	1,022	50%	1,168	50%
Single Parent Household ‡	18	49%	10	53%	112	60%	417	45%	418	51%	406	48%
IEP/IFSP	10	27%	3	16%	47	25%	399	21%	427	21%	552	24%
Newcomer †	n/a	n/a	n/a	n/a	n/a	n/a	61	6%	81	7%	112	8%
Unhoused †	2	5%	-	0%	46	25%	17	2%	52	4%	60	4%
Foster Care †	1	3%	1	5%	7	4%	*	*	*	*	*	*

* In accordance with OUSD policies, when there is a total of 10 or fewer students in a particular student group, data are suppressed for privacy.

† OUSD data on Foster Care, Newcomer, and Unhoused demographics are available for TK only. Percentages are adjusted accordingly since previous reporting.

‡ OUSD data on Single Parent Household demographics are available for PK only. Percentages are adjusted accordingly since previous reporting.

Note: SMI < 100% represents children in families with income less than 100% of State Median Income. A threshold of 100% aligns with many OCI program eligibility requirements, and has been updated from a previous threshold of 85%.

RBA 2: Number of children enrolled in priority partner sites (OUSD & COOECFS)

Continued

Enrollment by Home Zip Code					
Zip Code	FY22-23	FY23-24	FY24-25	Change 22-23 to 24- 25	% Change 22-23 to 24-25
94601	314	352	404	90	29%
94602	116	114	162	46	40%
94603	252	268	324	72	29%
94605	253	267	306	53	21%
94606	241	228	275	34	14%
94607	116	120	148	32	28%
94608	50	44	62	12	24%
94609	53	74	90	37	70%
94610	45	43	75	30	67%
94611	66	77	102	36	55%
94612	35	34	49	14	40%
94618	19	41	38	19	100%
94619	98	87	119	21	21%
94621	282	308	344	62	22%
Total	1,943	2,062	2,502	559	29%

In accordance with OUSD policies, when there is a total of 10 or fewer students in a particular student group, data are suppressed for privacy.

Rows may not sum to totals due to suppressed data.

Note: Part of the percent increase in enrollment is due to COOECFS including additional sites in their reporting for 2024-25 than for previous years.

RBA 3: Number of ECE Educators and Staff

Overall Site Staffing: Number of ECE Education Staff Members									
Role	FY22-23			FY23-24			FY24-25		
	COOECFS	OUSD	Total	COOECFS	OUSD	Total	COOECFS	OUSD	Total
Early Literacy Reading Tutor		33	33		39	39		41	41
Instructional Aide		98	98		98	98	1	95	96
Paraeducator		32	32		35	35		45	45
Site Supervisor	3	40	43	3	40	43	3	39	42
Teacher	6	128	134	4	136	140	8	151	159
Total	9	331	340	7	348	355	12	371	383

Staff member counts reflect people, not FTE. Some positions are part-time. Some roles are filled by multiple staff members during the year due to staffing transitions.

For OUSD, one Early Literacy Reading Tutor per site is considered and ECE educator.

Based on partner feedback, reporting for all years has been revised to include additional roles as educators; reporting will not match previously published data.

RBA 3: Number of ECE Educators and Staff

**Number of Site-Based Educator Staff Members
(People, not FTE)**

COECFS	Site	FY22-23	FY23-24	FY24-25
	Arroyo Viejo	3	2	3
	Franklin	3	3	5
	Tassafaronga	3	2	4
	Subtotal	9	7	12

OUSD	Site	FY22-23	FY23-24	FY24-25
	Acorn Woodland CDC	7	7	8
	Allendale Elementary	4	5	3
	Arroyo Viejo CDC	11	8	7
	Bella Vista CDC	10	9	8
	Bella Vista Elementary	4	4	3
	Bridges Academy	6	5	6
	Bridges Academy Preschool	-	1	-
	Brookfield Elementary	2	1	3
	Burbank State PreK	48	32	35
	Burckhalter Elementary	3	4	5
	Carl Munck Elementary	3	3	3
	Centro Infantil CDC	8	12	11
	East Oakland PRIDE Elementary	1	3	3
	Emerson CDC	8	8	9
	Emerson Elementary	4	3	3
	EnCompass Academy	3	3	3
	Esperanza Elementary	3	3	3
	Franklin Elementary	3	4	4
	Fred T. Korematsu Discovery Academy	3	1	3
	Fruitvale Elementary	3	5	4
	Garfield Elementary	4	4	4
	Garfield Preschool	2	1	2
	Glenview Elementary	3	3	4
	Global Family School	3	3	3
	Greenleaf Elementary	3	4	2
	Harriet Tubman CDC	7	10	11
	Highland CDC	11	9	10
	Highland Community School	3	3	4
	Hintil Kuu Ca CDC	3	6	7
	Horace Mann Elementary	-	4	4
	International CDC	8	6	6

Continued:

OUSD	Site	FY22-23	FY23-24	FY24-25
	International Community School	1	3	3
	Jefferson CDC	5	9	8
	Kaiser CDC	3	6	-
	Kaiser Early Childhood Center	-	17	29
	La Escuelita Elementary	3	3	3
	Laurel CDC	10	9	11
	Laurel Elementary	3	3	4
	Lincoln Elementary	4	4	4
	Lockwood CDC	9	9	8
	Lockwood STEAM Academy	6	6	7
	Madison Park Academy TK-5	3	3	5
	Manzanita CDC	10	10	6
	Manzanita Community School	3	4	3
	Manzanita SEED Elementary	3	3	3
	Markham Elementary	3	3	4
	Martin Luther King CDC	1	-	1
	Martin Luther King Jr Elementary	6	6	5
	Montclair Elementary	4	4	4
	Oakland Academy of Knowledge	3	3	4
	Oakland Academy of Knowledge Preschool	2	-	-
	Piedmont Avenue Elementary	3	3	3
	Prescott Preschool	2	-	-
	Prescott School	3	5	6
	Reach Academy	6	5	5
	Reach Academy Preschool	-	-	1
	Sankofa United Elementary	5	5	5
	Sequoia Elementary	3	3	3
	Stonehurst CDC	8	9	10
	Think College Now	1	3	3
	Thornhill Elementary	3	3	3
	United Nation CDC	23	22	27
	Yuk Yau CDC	11	11	12
	Subtotal OUSD Sites	331	348	371
Grand Total, All Partners, All Locations		340	355	383

Notes:

OUSD Educators includes: Assistant Instructors, Assistant Principals, Behavior Specialists, Center Directors, Coaches, Counselors, Instructional Aides, Instructional Support Specialists, Instructors, Manhood Development Program Facilitators, Paraeducators, Principals, Site Supervisors, Social Workers, Teacher Librarians, Teachers, Tutors.

OUSD Early Education staff members include: staff assigned to grades -2, -1, 16, Pre-K, and TK; staff who work at CDCs; one Early Literacy Reading Tutor per Early Education site; Principals and Assistant Principals at sites with Early Education.

RBA 4: Additional capacity from OCI funded capital infrastructure improvements

FY22-23

Agency	OUSD
Site	Kaiser CDC & ECC
Project Type	Retrofit/Space Conversion
Additional Capacity Created	66

FY23-24

None

FY24-25

None

No additional capacity was created from capital infrastructure improvements in FY23-24 or FY24-25.

RBA 5: Number and percentage of sites receiving OCI funded capital infrastructure improvements

	OUSD			COOECFS		
	FY22-23	FY23-24	FY24-25	FY22-23	FY23-24	FY24-25
Total Number of Sites	63	64	67	3	3	12
Sites with Capital Projects	1	6	34	0	0	0
Share of Sites with Capital Projects	2%	9%	51%	0%	0%	0%

*Number of sites and percentages will not match previous reporting due to a change in the definition of which sites are considered to be co-located.

RBA 6: Average number of hours ECE educators and staff participated in training, coaching, and Professional Learning Communities (PLCs)

Average Professional Development Hours by Agency												
Agency	FY22-23				FY23-24				FY24-25			
	Average Training Hours	Average Coaching Hours	Average PLC Hours	Total	Average Training Hours	Average Coaching Hours	Average PLC Hours	Total	Average Training Hours	Average Coaching Hours	Average PLC Hours	Total
COOECFS	4.0		4.8	8.8	29.6		5.6	35.2	n/a	n/r	n/a	n/a
OUSD	n/r	n/r	n/r	n/r	17.3	5.6	8.7	31.6	18.2	15.1	4.1	37.4

n/r: Not Reported.

n/a: Not Applicable.

Note: COOECFS did not expend OCI funds on professional development in fiscal year 2024-25.

RBA 7: Percent of free and subsidized slots filled (uptake)

Percent of Slots Filled by Agency (not including Special Education)									
Agency	FY22-23			FY23-24			FY24-25		
	Enrollment*	Slots	% of Slots Filled	Enrollment*	Slots	% of Slots Filled	Enrollment*	Slots	% of Slots Filled
COOECFS	37	52	71%	19	52	37%	186	272	68%
OUSD	1,655	2,082	79%	1,756	2,203	80%	2,011	2,528	80%
Total	1,692	2,134	79%	1,775	2,255	79%	2,197	2,800	78%

Percent of Slots Filled by Program (not including Special Education)									
Program	FY22-23			FY23-24			FY24-25		
	Enrollment*	Slots	% of Slots Filled	Enrollment*	Slots	% of Slots Filled	Enrollment*	Slots	% of Slots Filled
ECFS Early Head Start							67	92	73%
ECFS Head Start							93	128	73%
ECFS Infant/Toddler Child Care	9	12	75%	4	12	33%	9	12	75%
ECFS Preschool	28	40	70%	15	40	38%	17	40	43%
OUSD Full Day Preschool	629	812	77%	659	915	72%	800	1,096	73%
OUSD Part Day Preschool	304	382	80%	162	256	63%	48	64	75%
OUSD TK	722	888	81%	935	1,032	91%	1,163	1,368	85%
Total	1,692	2,134	79%	1,775	2,255	79%	2,197	2,800	78%

*Special education is not included in uptake calculations, as Special Education classrooms are filled according to need; OUSD reporting will not match previously published data due to this change.

RBA 8: Retention rate for ECE educators and staff

ECE Educator Retention Rate

Agency	FY 22-23 Educators	FY 22-23 Educators Retained in FY23-24	FY 23-24 Retention Rate	FY 23-24 Educators	FY 23-24 Educators Retained in FY24-25	FY 24-25 Retention Rate
COOECFS	9	6	67%	7	4	57%
OUSD	298	264	89%	309	261	84%
Total	307	270	88%	316	265	84%

Notes:

Based on partner feedback, reporting for all years has been revised to include additional roles as educators; reporting will not match previously published data.

OUSD retention rate calculation does not include Early Literacy Tutors because only a subset of tutors are considered ECE Staff.

COOECFS Note from 24-25: Even though 3 of the 9 staff members who worked at an OCI site in SY22-23 no longer worked at an OCI site in SY23-24, those 3 staff members were retained within the Head Start system (at sites for which First 5 does not receive data).

RBA 9: Number and percentage of ECE educators and staff who report the quality of trainings were good or very good

FY 23-24 PD Satisfaction				
Agency		Number of ECE Educators who report quality of trainings as Excellent, Very Good, or Good	Number of ECE Educators who completed training surveys	Percentage of ECE Educators who report quality of trainings as Excellent, Very Good, or Good
OUSD	FY 23-24	356	377	94%
OUSD	FY 24-25	n/r	n/r	n/r

Notes:

FY 22-23: First 5 did not report on FY 22-23 training satisfaction data. OUSD was in the process of developing PD surveys and collection tools when OCI first went into effect in FY 22-23. OUSD's PD satisfaction collection systems were put to use for the FY 23-24 school year. COOHS is in the process of building data collection infrastructure to be able to document staff's level of satisfaction with PD offerings.

FY 24-25: OUSD changed data collection methods, and needed additional time to implement PD surveys. COOHS did not spend OCI professional development funds this year.

RBA 10: Number and percentage of children enrolled in an improved ECE facility due to OCI funded capital infrastructure improvements

Children Impacted by OCI Capital Infrastructure Facility Investments			
Site (OUSD)	Enrollment		
	FY22-23	FY23-24	FY24-25
Acorn Woodland CDC			48
Allendale Preschool & Elementary			42
Arroyo Viejo CDC (OUSD)			44
Bella Vista CDC			43
Bridges Academy & Preschool			35
Brookfield Preschool			15
Burbank ECC			37
Burbank State PreK			74
Centro Infantil CDC			33
East Oakland PRIDE Elementary			24
Emerson CDC			34
Fruitvale Preschool & Elementary			35
Garfield Preschool & Elementary			46
Global Family School			23
Harriet Tubman CDC			31
Highland CDC			50
Highland CDC & Community School		57	0
Highland Community School			24
Hintil Kuu Ca CDC			67
Hoover Elementary			19
Horace Mann Elementary		5	25
International CDC			34
Jefferson CDC		39	45
Kaiser CDC & Early Childhood Center	81	149	0
Kaiser Early Childhood Center			162
Laurel CDC			48
Lockwood STEAM Academy			39
Lockwood STEAM Preschool			13
Manzanita CDC			37
Martin Luther King CDC & Jr Elementary			52
Oakland Academy of Knowledge & Preschool		38	31
Prescott Preschool & School			30
Reach Academy & Preschool			63
Sankofa United Preschool & Elementary			41
Stonehurst CDC			52
United Nation CDC		86	101
Yuk Yau CDC			48
Enrollment Total	81	374	1,545
% of Children Enrolled in Improved Facilities			
COOECFS	n/a	n/a	n/a
OUSD	4%	18%	67%
OCI Overall	4%	18%	62%

RBA 11: Percentage of OCI sites with a quality rating above standard

Share of Sites with a Quality Rating Above Standard									
Agency	FY22-23			FY23-24			FY24-25		
	# Sites Rated Above Standard	# Sites Eligible for Rating	% Sites Rated Above Standard	# Sites Rated Above Standard	# Sites Eligible for Rating	% Sites Rated Above Standard	# Sites Rated Above Standard	# Sites Eligible for Rating	% Sites Rated Above Standard
COOECFS	3	3	100%	3	3	100%	8	8	100%
OUSD	28	28	100%	27	27	100%	28	28	100%
Total	31	31	100%	30	30	100%	36	36	100%

Note: Ratings for California State Preschool Program (CSPP) only.