



**CITY OF OAKLAND
CHILDREN'S INITIATIVE OVERSIGHT COMMISSION
SPECIAL MEETING AGENDA
Wednesday, November 4, 2026
4:00 PM**

1 Frank H. Ogawa Plaza, Oakland, CA
City Council Chamber, 3rd Floor

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), 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>

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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 OCI Staff at info-oci@oaklandca.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 OCI Staff at info-oci@oaklandca.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	2 Minutes	AD	
4	Open Forum (Non-Agendized Items)	2 Minutes	AD	
5	October Commission Minutes	4 Minutes	A	Attachment 1
6	Review – Implementation Partner Supplemental Reports	15 Minutes	I	Attachement 2 & 3
7	Accountability Officer Assessment and Recommendation • Includes public comment	60 minutes	I	Attachment 4 & 5
8	Other OCI Office Updates, as needed	15 Minutes	A*	
9	Wrap-Up & Next Steps	5 Minutes	AD	

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

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Children's Initiative Oversight Commission Meeting Minutes



Date: October 22, 2026

Time: 4pm – 6pm

Location: City Hall – Hearing Room 2

Attendees:

Commissioners: Edgar Rodriguez-Ramirez, Priya Jagannathan, Sam Davis (District 1), Rickey Jackson (District 3), Emma Batten-Bowman (District 1), Maria Sujo (District 5), Kym Johnson (District 4), Michelle NewRingeisen (District 1)

Staff: Jennifer Cabán – Accountability Officer; Marriah Segura – Program Analyst II

Agenda Items:

1. Welcome

- Called to order at 4:04pm

2. Roll Call

3. Review of Agenda

4. Open Forum (Non-Agendized Items)

5. September Commission Minutes

- September meeting minutes were approved with one abstention from Commissioner Jackson.

6. AO Presentation Overview

7. Presentation: First 5

- [OCI Dashboard](#)
- Discussion
- Public Comment – Read into record
 - Brie Dow, OakTown Daycare, Oakland
 - Jessica Cannon, OUSD Executive Director

8. Accountability Officer Updates, as needed

- Submit additional First 5 questions by EOD October 23rd,
- Complete swag orders
- Save the dates for Kith Connection
- Special meetings on November 4th and December 3rd.

9. Wrap-Up & Next Steps

- Meeting adjourned at 6:08pm
- Next meeting will be Wednesday, November 4, 4-6pm
 - City Hall – Council Chambers, 3rd Floor



SUPPLEMENTAL AGENDA REPORT

Supplement to a previously published CIOC agenda item

TO: Children's Initiative Oversight Commission

FROM: Implementation Partner - First 5 Alameda County

MEETING DATE: November 4, 2026

ORIGINAL REPORT: October 22, 2026 First 5 Presentation

SUBJECT: SUPPLEMENTAL – First 5 Alameda County Renewal Review — Commissioner Inquiries

ACTION: Information / Discussion

PURPOSE OF SUPPLEMENTAL REPORT

This supplemental report responds to inquiries raised by members of the Children's Initiative Oversight Commission following First 5 Alameda County's October 2026 presentation. Questions address OCI's distinct contribution to expanded early learning access, enrollment reporting, geographic equity, partnerships, provider accountability, and evaluation findings.

RECOMMENDATION / ACTION REQUESTED

For information and discussion. No additional Commission action is requested through this supplemental report.

REASON FOR SUPPLEMENTAL

Commissioners requested clarification of information presented by First 5 Alameda County and reflected in the OCI dashboard and evaluation materials. This supplemental organizes those inquiries by renewal-review theme, with references to the CIOC Implementation Partner Presentation & Renewal Review Companion. It does not establish new program-planning, reporting, or contractual requirements.

SUPPLEMENTAL INFORMATION AND ANALYSIS — COMMISSIONER INQUIRIES

The following five inquiries are presented for clarification by First 5 Alameda County. Responses should draw on existing implementation records, the presentation, dashboard, and evaluation findings. Agenda-packet page references are retained as provided by the Commissioner.

Access, Results & Equity

1. Distinguishing OCI's contribution to net new early learning slots

The presentation highlights significant growth in early learning slots for three- and four-year-olds, including the expansion of Universal Transitional Kindergarten (UTK). How is First 5 distinguishing growth associated with broader state and local investments from additional access made possible through

OCI? What does the available evidence tell us about the number of net new early learning slots created through OCI, excluding UTK expansion, and where is OCI making a distinct contribution to closing existing access gaps?

Companion Doc Alignment: Results, Public Value & Equity; Fiscal Stewardship & Investment Alignment; How We Strengthened the System; How We Changed.

Response / clarification:

OCI facility investments have created more than 180 new slots, with another 280 in development. OCI also preserves 52 existing slots, supports capacity for more than 300 additional children through staffing and community partnerships, and helps fill available seats through navigation and enrollment supports.

OUSD and ECFS together served more than 2,000 three- and four-year-olds from families with low incomes in FY25-26, about 55% of all low-income three- and four-year-olds enrolled in publicly funded early learning in Oakland. Because these public systems can draw down existing state and federal funding, OCI can serve as the funding of last resort and the system builder rather than paying 100% of the cost. This allows Oakland to invest OCI tax revenue in the free public options that the majority of families choose and in lasting public infrastructure, using local resources to expand current enrollment and future capacity, while also investing in the quality of the early childhood programs.

Because there isn't a single federal or state regulatory or funding framework (we don't treat early education like a public good and it is not funded through a single public system) every publicly funded provider, including school districts, relies on multiple funding streams, each with its own requirements and restrictions. No single funding source can address the full range of unmet needs in Oakland. Building a strong, coordinated publicly funded system requires blending, braiding, and layering of resources to maximize reach and impact. First 5 applies this approach by helping partners use state and federal funding first wherever eligible, then directing flexible OCI resources to remaining needs.

OCI primarily expands and sustains access through the following strategies:

- **Preserving capacity.** OCI kept 52 slots open at three ECFS sites—Franklin, Tassafaronga, and Arroyo Viejo—that would otherwise have closed after the sites lost federal Head Start funding. First 5 has raised concerns about using OCI to cover full site costs long-term and has offered to partner with the City on planning and fiscal analysis.
- **Building capacity.** OCI facility investments have created 182 new licensed slots at Carl Munck, Kaiser, and Fruitvale. Another 280 are in development at Washington/Sankofa (144), Garfield (120), and West Grand (16). These investments support PK and TK classrooms. OCI funds the one-time cost of creating the slots, and state and federal funding supports ongoing services.
- **Adapting facilities for younger children.** OCI upgrades existing elementary school classrooms and play yards to serve younger learners. This fiscal year, investments include TK classroom conversions at the Fruitvale and Munck TK Hubs, a pilot of in-classroom toilets, and play yard improvements at Fruitvale, Carl Munck, MLK, and Emerson. These one-time investments create age-appropriate learning environments on existing campuses, while state funding supports ongoing services.
- **Staffing to expand enrollment.** OCI funds ECE-trained classroom staff, substitutes, and site leadership at OUSD and ECFS, helping classrooms meet required staffing ratios and enroll to

licensed capacity. At OUSD, OCI-funded early literacy tutors add a third educator to TK classrooms, deepening support for children’s literacy and development. The additional adult also allows each classroom to serve up to 24 children rather than 20 (increasing capacity by up to 240 children this fiscal year). Four new OCI-funded paraeducators this year also support 54 additional preschool slots at existing OUSD Child Development Centers (CDCs), leveraging CSPP funding.

- **Community partnerships.** OCI connects public systems with community providers to expand access and meet diverse family needs, leveraging state and federal funding wherever possible. This fiscal year, partnerships include an OUSD partnership with The Unity Council for approximately 16 children, ECFS support through BANANAS for 14 slots at family child care homes—including temporary subsidies as needed while families await state vouchers—and home-visiting support for 12 family, friend, and neighbor caregivers.
- **Enrollment supports.** OCI supports family navigation and family fee elimination to reduce enrollment barriers. OUSD credits the family navigation expansion, which reduced navigator caseloads from four or more school sites to about two, with higher PK enrollment.

First 5 distinguishes capacity supported by OCI from growth driven by state and other funding, while recognizing that these investments work together. At OUSD:

- **Enrollment mix:** In FY25–26, 57% of enrolled children were in TK and 43% in preschool, including special education.
- **Access for three-year-olds:** As four-year-olds moved into TK, OUSD filled preschool seats with three-year-olds. Enrollment of three-year-olds from families with low incomes in OUSD preschool grew from 393 in FY22–23 to 555 in FY25–26, a 41% increase.
- **Full-day access:** Since OCI began, OUSD has converted approximately 300 part-day CSPP slots to full-day care to better meet working families’ needs.

First 5’s fiscal approach is to help OUSD and ECFS fully leverage available state, federal, and other funding, using OCI to expand access and address needs those sources cannot cover. This approach extends OCI’s reach; covering the full ongoing cost of services limits resources available for other investments. As outlined in our presentation, First 5 also coordinates with Measure C, which invests in the broader mixed-delivery system, including family child care providers and family, friend, and neighbor caregivers. To date, OCI investments and Measure C grants to providers and caregivers have totaled more than \$75 million in Oakland.

Our program, financial, and enrollment reporting helps distinguish preserved capacity, new operational slots, planned expansion, and enrollment growth, documenting how OCI and other funding sources contribute to expanded access for Oakland’s children and families. AIR’s planned impact evaluation will build on this evidence to help assess what would have occurred without OCI and inform future investment decisions.

2. Clarifying enrollment figures and program types

The presentation (page 34 of the agenda packet) reports 2,042 low-income three- and four-year-olds enrolled during FY25–26, while the OCI dashboard reports 2,713. Could you clarify what each figure represents, including differences in reporting periods, eligibility definitions, or populations counted? Could you also provide a breakdown by program type (UTK, CSPP, Head Start, etc.) and explain how these figures inform our understanding of OCI’s contribution to expanded early learning access?

Companion Doc Alignment: Results, Public Value & Equity; How We Changed; Fiscal Stewardship & Investment Alignment.

Response / clarification:

Both figures are FY25–26 point-in-time enrollment counts from January–March 2026, drawn from partner RBA submissions. Both appear on the OCI dashboard, but they describe different populations. **2,713 shows the overall reach of OCI-supported programs. 2,042 shows enrollment among the ordinance’s priority population**, 3- and 4-year-olds from families with low incomes, who were highlighted in our presentation.

Children Enrolled

Description	OUSD	ECFS	Total
All enrolled children ages 0–5 at OCI-supported sites, across family income levels	2,525	188	2,713
Priority population: Oakland-resident 3- and 4-year-olds in families below 100% of State Median Income	1,934	108	2,042

Enrollment on the dashboard is reported by type of program: preschool (PK), transitional kindergarten (TK), infant/toddler, and special education. These categories describe the services children receive, rather than their funding sources. As described in the response above, partners blend and braid funding—including CSPP, CCTR, Head Start, and other resources—so more than one funding source may support a single slot. See Appendix C from the October packet for a breakdown of the leveraged funding amounts by partner for FY 26-27, including amounts for TK, CSPP, CCTR, Head Start/Early Head Start.

Total Program Enrollments

Program type	OUSD	ECFS	Total	% of Total
Preschool (PK), including special education	1,094	109	1,203	44%
Transitional kindergarten (TK)	1,431	0	1,431	53%
Infant/toddler	0	81	81	3%
Total enrollments (FY25–26)	2,525	190*	2,715*	100%

* Program enrollments total 2,715 and represent 2,713 distinct children. Two ECFS children transitioned from infant/toddler to preschool during the reporting quarter and appear in both categories.

Together, these figures show the overall reach of OCI-supported programs and enrollment among OCI’s priority population. Since inception, OCI-supported programs have served approximately 7,800 children. As described in Question 1, OCI contributes to access through facilities, staffing, preserved capacity, partnerships, and enrollment supports.

3. Geographic equity and decisions about expanding early learning slots

The presentation (page 58 of the agenda packet) references 280 new slots at Sankofa, Garfield, and West Oakland, while the OCI dashboard highlights significant unmet need in East Oakland. What factors

informed the selection of these sites, including geographic need, facility readiness, community demand, and opportunities to leverage existing resources? How is First 5 using neighborhood-level data and community input to ensure future access investments prioritize children and families facing the greatest barriers to early learning?

Companion Doc Alignment: Results, Public Value & Equity; Fiscal Stewardship & Investment Alignment; How We Changed; Where We Go Next.

Response / clarification:

The current facility pipeline reflects documented demand, available public school space, project readiness, and opportunities to combine funding. OUSD used enrollment, waitlist, and birth-rate data to identify expansion sites, then reviewed proposals with First 5 and the Accountability Officer.

- **Washington/Sankofa** was prioritized because it had the highest reported TK waitlist—781 children in FY24–25—and was ready to move toward construction. Sankofa serves a high-need student population: 70% of its students are low-income, foster youth, unhoused, or English learners.
- **Garfield** had a TK waitlist of 100 children and demand at nearby Centro CDC. Its expansion also aligned with an existing Measure Y campus project, creating opportunities to coordinate construction and share costs. Garfield serves the San Antonio and Fruitvale neighborhoods, and 97% of its students are low-income, foster youth, unhoused, or English learners.
- **West Grand** responds to the need for early childhood services in West Oakland by renovating an existing Early Head Start site into a birth-to-five center and expanding ECFS preschool capacity. Building within an existing licensed facility is more cost-effective than a new build and allows ECFS to use existing administrative staff and gain staffing flexibility. The birth-to-five model also reflects family interest in keeping their child in one program as they grow.

Looking across all OCI-supported programs, more than half of children ages 3 or 4 enrolled live in the four highest-need ZIP codes – 94601, 94605, 94621, and 94603 – all in East Oakland. Sites across the city have also benefited from facilities improvement investments. OCI preserves services at Tassafaronga and Arroyo Viejo in East Oakland and Franklin in Central Oakland. OCI investments expand access and quality across Oakland while reaching children in neighborhoods with the greatest need.

First 5 uses neighborhood-level estimates of eligible children alongside enrollment, waitlist, and staffing data to identify where access gaps persist and what is driving them. Community engagement helps explain barriers the numbers alone cannot show, including program hours, language access, enrollment processes, and family preference. Together, these findings inform whether investments should prioritize new capacity, staffing existing classrooms, or targeted navigation and outreach, with a focus on children and families facing the greatest barriers.

OUSD's longer-term facilities planning includes further expansion in East Oakland. First 5 will review future proposals with partners and the Accountability Officer, considering facility feasibility and sustainable operating funding alongside neighborhood need and community input, consistent with the OCI Five-Year Guidelines.

Partnerships & Systems Building

4. OUSD–Unity Council partnership and community-based access

The partnership between OUSD and the Unity Council offers an example of collaboration to expand early learning opportunities. How was this partnership developed, and what have First 5 and its partners learned about the strengths, challenges, and potential for replication of this approach? How might these lessons inform future partnerships with community-based organizations and family child care providers to expand equitable access, strengthen local provider capacity, and advance the Five-Year Guidelines?

Companion Doc Alignment: How We Strengthened the System; What We Built; How We Changed; Where We Go Next.

Response / clarification:

OUSD and The Unity Council have partnered for many years, with OUSD subcontracting CSPP and CCTR slots to The Unity Council. This fiscal year, OUSD and The Unity Council are developing a blended Head Start/CSPP classroom at Centro Infantil CDC, initially serving approximately 16 children. The model brings a community-based provider's comprehensive services into a public site, combining state and federal funding to use existing classroom capacity.

The partnership offers a potential model for expanding access through collaboration. Implementation is still early; OUSD and The Unity Council's experience will help identify what is needed to align eligibility, enrollment, staffing, funding, and reporting.

This experience can also inform how community-based partnerships complement OCI's public-system focus. Criteria for future partnerships should consider unmet need, available capacity, sustainable funding, and alignment with investments across the broader mixed-delivery system. Consistent with the OCI Roadmap, OCI is also building partnerships with family child care (FCC) providers and family, friend, and neighbor (FFN) caregivers to meet diverse family needs, including full-day care for working families. Currently through OCI, ECFS partners with BANANAS to support 14 slots at FCCs through the Tiny Steps program, with bridge funding available as needed to cover subsidy costs while families await state vouchers. ECFS also funds a home visitor who supports 12 FFN caregivers.

Measure C complements OCI's public-system investments by supporting the broader mixed-delivery network. In Oakland, Measure C emergency grants provided approximately \$11.9 million to 264 FCCs (\$40,000–\$50,000 per site) and \$5 million to 99 centers (\$50,000–\$100,000 per site, subject to multisite cap) in FY25-26. Over 75% of all FCCs in Oakland and 83% of eligible FCCs received Measure C emergency grants. Measure C also provided \$5.3 million in caregiver grants in Oakland, including \$4,000 relief grants to approximately 1,300 family, friend, and neighbor (FFN) caregivers plus materials grants. In Year 1 alone, direct payments to Oakland providers and caregivers totaled over \$22 million.

Measure C Year 2 investments will build on this foundation through a \$25-per-hour wage floor, which the Measure C ordinance requires to be adjusted annually for inflation, operating grants for eligible FCCs and centers, new subsidized slots and vouchers, voucher enhancements for FFN caregivers, and continued support for facilities, inclusion, and workforce development. As OCI's Implementation

Partner and Measure C’s administrator, First 5 works to align these investments and partnerships to strengthen providers and expand access across the settings families choose.

Evaluation, Learning & Future Readiness

5. Evaluation findings, accomplishments, and future priorities

The evaluation findings highlight a number of areas where First 5 has met or exceeded established targets, particularly given the relatively short implementation period. Which accomplishments stand out most to First 5, whether because they exceeded expectations, demonstrated meaningful progress for children and families, or strengthened the early childhood system? What have you learned from these successes, as well as areas where progress has been more challenging, and how are those lessons shaping your priorities and performance goals for the coming year?

Companion Doc Alignment: Results, Public Value & Equity; How We Changed; What We Built; Where We Go Next.

Response / clarification:

The accomplishments that stand out most are the changes children, families, and educators experience. Enrollment of three- and four-year-olds from families with low incomes in OCI-supported programs grew 46% between FY22–23 and FY25–26. More children can access early learning, families have help navigating enrollment and services, and educators have more support to meet children’s needs.

As one parent told AIR’s evaluators, “There is a sense of belonging and inclusivity—inclusivity that I think speaks to families in the Oakland Unified School District.” An OUSD early learning coach described the effect of OCI’s investments on teachers: “They feel acknowledged. They feel seen. They feel like their needs are starting to be met . . . which builds more trust in the district and the department, which builds morale.” OCI investments have preserved and created classroom capacity, improved learning environments, and strengthened staffing, coaching, and behavioral health and inclusion supports. The one-time facility investments will continue to benefit the community for years to come.

We have learned that progress takes time, and partnership and accountability matter. Working across large public systems means navigating different requirements, staffing shortages, hiring processes, and leadership transitions. These challenges have slowed implementation, but sustained work with OUSD, ECFS, and the Accountability Officer has produced multiyear contracts, data-sharing agreements, more complete reporting, and a shared Roadmap. These foundations help partners align investments, identify barriers, and make progress toward our shared goals. The OCI dashboard is a culmination of this work. It shows who OCI reaches, how enrollment is changing, and how funds are spent, supporting continued transparency and accountability.

Our focus is to build on that momentum to improve early learning in Oakland and work toward universal access to high-quality preschool. That means filling existing seats, funding investments to expand access, strengthening supports for educators, and fully using available state and federal funding. We will continue using shared goals, public reporting, and community input to address challenges with partners and guide the next phase of OCI.

FISCAL / IMPLEMENTATION CONSIDERATIONS (IF APPLICABLE)

No funding or contract modifications are proposed by this supplemental report. Any potential changes to future program plans, reporting expectations, or contract terms would be considered through the applicable approval process.

ATTACHMENTS / REFERENCES (IF APPLICABLE)

CIOC Implementation Partner Presentation & Renewal Review Companion; First 5 Alameda County October 2026 presentation and supporting materials; OCI dashboard and evaluation materials.

For questions regarding this report, please contact: [Accountability Officer contact information]



CHILDREN'S INITIATIVE OVERSIGHT COMMISSION

SUPPLEMENTAL AGENDA REPORT

Supplement to a previously published CIOC agenda item

TO: Children's Initiative Oversight Commission

FROM: Oakland Promise Team

MEETING DATE: 9/24 Meeting

REPORT DATE: October 27, 2026

SUBJECT: SUPPLEMENTAL – Oakland
Promise Renewal Review — Commissioner
Inquiries

ACTION: Information / Discussion

PURPOSE OF SUPPLEMENTAL REPORT

This supplemental report responds to inquiries raised by members of the Children's Initiative Oversight Commission regarding Implementation Partner Oakland Promise's fiscal stewardship, implementation, equity outcomes, partnerships, organizational capacity, and readiness for the next phase. Inquiries are organized in alignment with the CIOC Implementation Partner Presentation & Renewal Review Companion.

RECOMMENDATION / ACTION REQUESTED

For information and discussion. No additional Commission action is requested through this supplemental report.

REASON FOR SUPPLEMENTAL

Commissioners raised questions following Oakland Promise's September 2026 presentation. This supplemental organizes those questions by renewal-review theme and provides a structured place to document clarifications based on the existing implementation record. It does not establish new program-planning, reporting, or contractual requirements.

SUPPLEMENTAL INFORMATION AND ANALYSIS — COMMISSIONER INQUIRIES

The inquiries below are presented for clarification by Oakland Promise. Response fields are intentionally left open for verified information; the questions themselves do not constitute findings. The review should focus on existing evidence, aggregate data, investment rationale, and learning, with appropriate protections for student and personnel information.

Fiscal Stewardship & Investment Alignment

1. Financial stewardship and program investments

[Slides 45–46](#) provide a helpful overview of Oakland Promise’s budget, though several categories combine distinct programs, including college savings accounts, scholarships, and incentives. Could you provide greater context on how OCI resources are distributed across these major investment strategies, including the activities grouped under Direct Services Implemented by OP? How have these allocations evolved over time, and what have you learned about where resources are having the greatest impact?

Companion alignment: Fiscal Stewardship & Investment Alignment; How We Changed.

Response / clarification:

The table below separates the combined categories on Slides 45 to 48 and shows Oakland Promise’s own services by program. All five years appear in Appendix C.

Description of Expenses	FY23	FY26	FY27 Budget
Payments to students and families	\$1.87M	\$3.44M	\$4.58M
<i>Postsecondary scholarships</i>	\$0.77M	\$2.51M	\$3.4M
<i>College savings deposits (Brilliant Baby accounts and Promise Scholarship)</i>	\$0.48M	\$0.63M	\$0.87M
<i>Incentives and stipends</i>	\$0.52M	\$0.20M	\$0.21M
<i>School grants for college access</i>	\$0.10M	\$0.10M	\$0.10M
Services delivered by Oakland Promise	\$2.09M	\$2.83M	\$2.69M
<i>College Completion (advising, mentoring, scholarship processing)</i>	\$0.60M	\$0.88M	\$0.97M
<i>K-12 (college access, Promise Scholarship outreach)</i>	\$0.75M	\$1.07M	\$0.90M
<i>Early Learning (Brilliant Baby enrollment, financial education)</i>	\$0.46M	\$0.53M	\$0.61M
Program leadership	\$0.28M	\$0.36M	\$0.21M
Subcontracted services	\$1.53M	\$3.93M	\$3.77M

Backbone (partnerships, data and evaluation, communications, administration)	\$1.47M	\$3.30M	\$3.64M
TOTAL	\$6.96M	\$13.50M	\$14.68M

Totals may not add due to rounding. FY26 figures are final year-end actuals. They correct the FY26 figures on Slides 46 to 48 and in Appendix C, which counted \$0.59M in program materials as payments to families.

1. **More of the fund reaches families and partners.** Payments to students and families plus subcontracted services rose from 49% of the fund in FY23 to 55% in FY26 and 57% in the FY27 budget. Oakland Promise's own services fell from 30% to 21%.
2. **Scholarships drove the growth in family payments,** from \$0.77M to \$2.51M, as 12th grade scholarship awards grew from 909 to 1,606 (Appendix A, p. A-44).
3. **Our greatest impact comes when dollars and relationships go together.** Scholars who receive both our scholarship and our advising have persisted from year one to year two at 85% or higher every year since FY23, 8 to 10 points above the national rate for students from low-income schools (Appendix A, p. A-40). Question 3 covers what we have learned in more detail.

2. Subcontracting strategy and public value

[Appendix D](#) highlights Oakland Promise's subcontracting partnerships. Given the different scopes and purposes of these investments, how does Oakland Promise determine where subcontracting adds value, assess whether these investments are achieving their intended outcomes, and ensure they collectively advance the Five-Year Guidelines?

Companion alignment: How We Strengthened the System; Fiscal Stewardship & Investment Alignment.

Response / clarification:

We subcontract where an organization is better positioned than we are to serve a student or family, and every award is tied to a Five-Year Guideline goal through an annual, competitive RFP (Appendix D, pp. D-5 to D-7).

1. **Funding follows need.** Each proposal is scored against the Five-Year Guidelines, community need, the organization's expertise, proposed outcomes and the full cost of delivery, so we fund what fills a gap rather than duplicating existing public investments (Appendix D, p. D-6). In Brilliant Baby, for example, subcontractors enrolled nearly 60% of FY26 babies (Appendix A, p. A-50).
2. **We monitor every award against what it promised.** Subcontractors are reviewed throughout the year through implementation meetings, invoice and budget reviews, surveys and site visits, all tracked in our Partnership Management Module (Appendix D, pp. D-3 to D-4 and D-9 to D-15). Starting in FY27, subcontractors report on individual participants, so we can link their services to student outcomes (Appendix A, p. A-24).
3. **Together, these investments reach those furthest from opportunity.** FY27 TK-12 subcontractor services are concentrated in the lowest opportunity neighborhoods of East and Deep East Oakland (Appendix A, p. A-25), and we prioritize subcontractors certified through the City's Small and Local Business Enterprise program (Appendix D). We also subcontract with OUSD and Peralta Community College District to align public systems.

3. Lessons learned and future investment priorities

There is a great deal to celebrate in Oakland Promise's implementation to date. At the same time, what have you learned about the effectiveness of different investments, including Brilliant Baby, college persistence supports, scholarships, and other strategies? Where have investments been most effective, where have results been more challenging, and what would you sustain, strengthen, or approach differently in the next phase?

Companion alignment: How We Changed; Where We Go Next.

Response / clarification:

Our most effective investments put money in families' hands early and pair it with a trusted relationship, and our hardest results are claiming and college completion. No student has yet experienced the full continuum, since our oldest Brilliant Babies are about 10, so the next phase is about depth: making sure families and students use every resource available to them. Question 1 shows the budget allocations.

1. **Early savings and scholarships paired with advising are working.** NORC's nearly ten-year longitudinal randomized controlled trial found that Brilliant Baby families experienced a range of benefits compared with a control group after 18 months, using a sample of predominantly Black families (Appendix A, pp. A-18 to A-20; Appendix B, p. B-2). Our scholars enroll at 82.1% and persist at 85.4%, well above national rates for students from low-income schools, and AIR projects these investments will produce 603 new graduates and \$1.3B a year to California's GDP (Appendix A, pp. A-5 and A-39 to A-40).
2. **Claiming and completion have been harder.** About 17% of families have claimed the Promise Scholarship, close to CalKIDS at 16% but not where we want to be (Appendix A, p. A-22). Two-year college completion rate is 36% compared with 59% at four-year colleges, and Black and Latino young men complete at 27% and 30%, respectively (Appendix A, p. A-70).
3. **We will sustain what works, strengthen where we fall short, and change what does not scale.** We will sustain Brilliant Baby, the 12th grade scholarship and advising for every scholar, and grow Black family enrollment toward our 24% FY27 goal (Appendix B, p. B-2). We will strengthen Promise Scholarship claims through the strategies outlined below, and strengthen college entry through Summer Bridge and financial aid application support with Peralta and OUSD (Appendix A, pp. A-31 to A-32). And we have already changed models where one-to-one support did not deliver the strongest return on investment at scale: financial coaching moved from 1:1 sessions to group classes, and Beyond 12 coaches now focus on first- and second-year scholars, when students are most likely to leave college.

Our FY27 plan to reach at least 3,000 Promise Scholarship claims

Claims have tripled since FY23, to 1,962 in FY26, and Black students claim at about 1.25 times their share of OUSD enrollment (Appendix A, pp. A-21 and A-51). Our FY27 plan builds on what we learned last year:

1. **Families respond when the district partners with us.** In FY26, our scholarship emails worked best when OUSD messaged families first, since an email offering college money on its own can look like spam. In FY27, we will run two district-backed campaigns: Scholarship Awareness Month in November with the City and OUSD, and a late-January "100 Days, 100 Dollars" campaign reminding every Kindergarten family that their child already has \$100 saved for college (Appendix A, p. A-21).
2. **We are reaching families when they already connect with schools and with us.** Families can opt-in to hear from Oakland Promise when they register for OUSD, Brilliant Baby families are invited to claim

when their child enters Kindergarten, and we are piloting a process for 8th graders to claim the scholarship themselves in class.

3. **We are working with schools and removing barriers.** Each partner school receives its current claim rate and sets a growth goal with us, and we are hosting family events at elementary schools to help parents claim on the spot. We are also fixing technical barriers families run into, by sending from a recognizable scholarship email address, correcting data mismatches that blocked claims, and improving the claiming portal and translations.

4. Direct implementation versus subcontracting

How does Oakland Promise determine which activities to implement internally and which to carry out through subcontractors? What factors guide those decisions, including specialized expertise, community relationships, cost, and long-term capacity? How has that approach evolved during OCI implementation, and what has OP learned about the value of each approach in strengthening Oakland's broader college access ecosystem?

Companion alignment: What We Built; How We Strengthened the System.

Response / clarification:

We decide based on who is best positioned to deliver the result. We keep in-house the responsibilities that come with managing public funds and connecting a child's support from one stage to the next, and we subcontract when another organization brings expertise, community relationships or reach we should not duplicate. As the fund grew, this let us serve far more families without growing our own services at the same pace: from FY23 to FY26, our own services rose 35% while the number of scholars we support nearly doubled, from 1,542 to 2,969, and subcontracted services rose 156% (Appendix A, p. A-44; see the table in Question 1).

1. **We keep fund manager responsibilities in-house.** These are roles only the fund manager can hold: families' college savings accounts (Appendix A, p. A-11), enrollment verification and payments for the 2,969 scholars paid in FY26 (Appendix A, pp. A-30 and A-32), and the longitudinal data system that connects the continuum (Appendix A, pp. A-6 to A-7).
2. **We subcontract for expertise, relationships and reach.** Beyond 12 coaches advise 47% of our scholars (Appendix A, p. A-32), subcontractors enrolled nearly 60% of FY26 Brilliant Babies (Appendix A, p. A-50), and organizations like Oakland Kids First work inside East Oakland schools every day (Appendix D, p. D-7). Funding local organizations also builds lasting capacity in Oakland: we have helped nearly 40 organizations earn the City's Small Local Business Enterprise certification (Appendix D, p. D-23).
3. **As subcontractors take on more coaching, our staff focus on coordination and quality.** OP staff track every subcontractor's deliverables and survey participants before and after programs to measure what they learned (Appendix A, pp. A-25 to A-28). We have learned that subcontractors succeed when clear expectations come with technical assistance and on-time payment (Appendix A, p. A-24; Appendix D, pp. D-14 to D-15).

Implementation Quality & Organizational Capacity

5. Financial leadership and organizational continuity

My understanding is that Oakland Promise is currently filling a senior financial leadership position. Could you clarify the current status of that role and how financial oversight, internal controls, and continuity of fiscal operations are being maintained during the transition? Have there been any material challenges or risks to OCI implementation associated with staffing transitions, and how are those being managed?

Response / clarification:

Our Chief Financial Officer left Oakland Promise in June 2026 for another position, on good terms, after two years with us. We build our systems to outlast any one person: our Salesforce and NetSuite upgrades, an engaged Board, and succession planning keep our controls in place and our work continuous when people leave (Appendix D, p. D-3; Appendix F, p. F-11).

1. **Finance leadership has continued.** In July 2026, we promoted Katya Kirian from Controller to Director of Finance and Accounting. She has been with Oakland Promise since July 2022, has led our three audits with no findings (Appendix C), and leads the Finance team. She runs our monthly closings with all directors, and our Board Treasurer and the Board's Finance and Audit Committees provide added oversight.
2. **We are building the role OCI now requires.** Managing OCI means running an annual RFP, contracts with dozens of partners, monthly invoicing and City reimbursement, and ongoing compliance (Appendix D, pp. D-1 to D-2). We are replacing the Chief Financial Officer position with a Chief Operating Officer who will oversee Operations, Human Resources and Finance together. Isaacson Miller is running the search, and we expect a hire by January 2027.
3. **Controls have held, with no material challenges.** Partner payments go out only after reports and invoices are approved (Appendix D, p. D-2), and our reserves keep partners paid on schedule while we wait for City reimbursement (Appendix F, p. F-11). Since June, we have started the FY26 audit with our independent auditors, Novogradac. Since FY27 began in July, students have received their scholarship payments, and partner invoices continue to be paid on time.

10. Employee retention and organizational capacity

Your presentation cites an 87.5% average employee retention rate over four years. Could you clarify how that figure was calculated, including the numerator and denominator, reporting period, and whether it reflects the organization as a whole or OCI-funded positions? What does this measure tell us about Oakland Promise's organizational stability and capacity to sustain implementation?

Companion alignment: What We Built; Implementation Quality & Capacity.

Response / clarification:

The 87.5% is an organization-wide average of four annual retention rates from FY23 to FY26, not a rate for OCI-funded positions only. Each year's rate is the number of staff still employed at the end of the fiscal year divided by the number employed at the start, as shown in the table below.

Fiscal year	Employees at start of year	Still employed at year end	Retention rate
FY23	55	54	98.2%
FY24	54	44	81.5%
FY25	53	45	84.9%
FY26	48	41	85.4%
Four-year average			87.5%

1. **We report retention organization-wide because OCI work is carried by the whole team.** Most program staff are funded across several sources, and in FY27, OCI funds 12 full-time program positions and partially funds 24 more (Appendix C, p. C-4).
2. **We restructured our departments to meet the Initiative's requirements,** building new partnerships, compliance and evaluation capacity. Through that change, retention stayed at or above the 78% to 81% nonprofit sector average every year, based on the Nonprofit HR Employment Practices Survey.
3. **The work is increasingly systematized and does not depend on any one person.** Our systems are documented, our partnerships are institutional, and staff are supported with market-rate pay, a 401(k) contribution and professional development funds.

Results, Public Value & Equity

6. College completion disparities

Your data show that Black scholars complete college at 34.5% and Black men at 26.8%, compared to 48.8% for all scholars. What do these disparities tell you about where Oakland Promise's strategies are working and where they may need to change? How are these findings informing current strategies, resource allocation, and future completion targets, particularly for Black scholars and Black men? What evidence are you using to assess whether those strategies are improving equitable outcomes?

Companion alignment: Results, Public Value & Equity; How We Changed; Where We Go Next.

Response / clarification:

Black OP scholars, and Black men in particular, complete college at lower rates than other scholars. These rates mirror national trends for these groups. The disparities between postsecondary outcomes for our Black scholars and other groups shape OP's priorities. These six-year completion rates are for scholars from the high school Class of 2019, who finished high school before OCI began, so they are not yet a measure of whether OCI's strategies are working (Appendix A, pp. A-38 to A-41).

1. **The gap opens late, and it can move.** Black scholars enroll in college at 84.0%, compared with 82.1% for scholars overall, and return for a second year at 84.6%, compared with 85.4%, so the drop comes in the years before a degree (Appendix A, pp. A-66 and A-68). Black women's completion rate rose from about 37% to 44% in four years, which tells us these numbers can change (Appendix A, p. A-41).
2. **We are focusing resources where Black scholars are and reaching young men earlier.** In line with the Charter's charge to reach those furthest from opportunity, we pair universal supports with targeted work. Completion is tied most to academic success, college-bound identity and support at educational transitions, so in FY27 we are concentrating high-touch programming in East Oakland, where the East Oakland Promise Neighborhood (28% Black) adds federal dollars. When we looked for new ways to support Black young men, we found that only 50% of eligible Black and Latino boys apply for our larger Great Expectations scholarships, compared with 68% of other eligible students. In response, our K-12 team is doing individual outreach with OUSD counselors, sharing real-time application reports with OUSD's Office of Equity and African American Male Achievement teams, and leading scholarship workshops at Castlemont and Fremont (see Question 8). We also co-lead the HBCU Caravan and Black College Expo and partner with OUSD and the NAACP on HBCU scholarship events.
3. **We will measure progress over the long term and watch earlier signals now.** College completion reflects 18 years of investment in a child, from birth through high school, and every part of our

continuum contributes to it. We measure it against the Initiative's 30-year goal: more low-income Oakland students completing college, and racial gaps that shrink and disappear. In the meantime, earlier signals tell us whether we are on track, drawn from National Student Clearinghouse completion data, our Great Expectations application analysis, NORC's Brilliant Baby evaluation, scholar End of Term Surveys and East Oakland Promise Neighborhood listening sessions. We will also begin reporting enrollment and persistence by race and gender together.

7. Brilliant Baby enrollment and financial coaching

NORC found that Black families benefit significantly from Brilliant Baby, yet their share of enrollment has declined from 27% to 20%, and they represent only 14% of caregivers receiving financial coaching. What have you learned about barriers contributing to these disparities? What strategies are being implemented to reach the 24% enrollment goal, and how are you addressing the gap in financial coaching participation? How are you assessing whether these adjustments improve equitable access and participation?

Companion alignment: Results, Public Value & Equity; How We Changed; Where We Go Next.

Response / clarification:

The number of Black families in Brilliant Baby has grown every year, from 186 in FY24 to 227 in FY26. Their share fell from a one-year high of 27% in FY24 to 20% in FY26, close to the FY23 baseline of 21%, as overall enrollment more than doubled and came to mirror the racial makeup of OUSD students (Appendix A, pp. A-14 and A-49). Because NORC found that a sample of predominantly Black families benefited significantly from Brilliant Baby CSAs and financial coaching (Appendix A, pp. A-18 to A-20; Appendix B, p. B-2), we set a 24% goal. As of October 1, 2026, Black babies are 24% of enrollments, and Black caregivers are 21% of financial literacy class participants, up from 14% of those coached in FY26.

1. **Enrollment and class participation are two separate steps.** Financial literacy classes are an opt-in step after enrollment. As enrollment grew quickly, our class outreach did not keep pace for every family and participation lagged.
2. **We are reaching Black families through trusted places and more flexible classes.** Black family enrollment is a named priority with every enrolling subcontractor, and we enroll families where they already gather, through BElovedBIRTH Black Centering at Alameda Health System and East Oakland Promise Neighborhood preschools, with Roots Community Health Center joining soon. For classes, we are calling Black families directly to learn what gets in the way of attending, and testing midweek evening and Saturday sessions for families whose schedules don't fit daytime classes.
3. **We will track both steps every quarter.** We will report the Black share of enrollment and class participation against our 24% goal, whether the new outreach and schedule raise completion of the full class series, and college-bound identity by race.

8. Scholarship application support for Black and brown boys

You described new scholarship application support for Black and brown boys. How many students do you anticipate serving this year and next year, at which schools, through which partners, and with what resources? How does this effort connect to Oakland Promise's existing support for college enrollment, persistence, and graduation? What outcomes will help you determine whether this approach is effective?

Companion alignment: Results, Public Value & Equity; How We Strengthened the System; Where We Go Next.

Response / clarification:

This year, our K-12 team is doing additional outreach to all eligible Black and Latino young men across Oakland public schools. The effort builds on the Great Expectations application gap described in Question 6 and on our completion data, which show the lowest graduation rates among Black and Latino young men (Appendix A, p. A-41).

1. **We work through the adults closest to students.** Counselor reports for OUSD's Office of Equity and African American Male Achievement (AAMA) teams show who is guaranteed a scholarship and who has applied, now with real-time data by race and gender so each school can see whether its applicants reflect its student body. We share these reports with community organizations that have data sharing agreements with OUSD, such as Kingmakers of Oakland.
2. **We help students tell their own story.** With AAMA, we will lead scholarship essay-writing and resume workshops in identity-based advisories at Castlemont and Fremont. Last year, we saw that many Black male applicants had strong activities and recommendation letters, but their essays did not yet reflect those strengths. Our workshops help students tell that story in their own words, a skill they will use through college and their careers.
3. **It connects to support through graduation, and we will measure each step.** Students move into Summer Bridge with Peralta, then CREWS peer mentoring, advising or Beyond 12 coaching, and Great Expectations where eligible (Appendix A, pp. A-31 to A-32). We will track Great Expectations application rates by school against the 50% baseline, fall enrollment against the 76% rate for men awarded our scholarship (86% for women; Appendix A, p. A-66), and first-year persistence.

9. Disaggregated reporting and equitable outcomes

Your presentation reports college completion by race and gender, but enrollment and persistence are presented separately by race or gender, with some racial data appearing only in the appendices. What do the available data tell you when race and gender are considered together, particularly for Black male scholars? What opportunities and limitations exist for incorporating this analysis into existing RBA reporting while maintaining appropriate data privacy protections?

Companion alignment: Results, Public Value & Equity; How We Changed.

Response / clarification:

Looking at race and gender together, as introduced in Question 6, our completion data show the largest gaps for young men of color: Black men completed at 26.8% and Latino men at 29.6%, compared with 43.9% for Black women and 53.0% for Latina women (Appendix A, p. A-70). We can report enrollment and persistence by race and gender together as well, and we will add that analysis to future RBA reports.

1. **Gender drives the gap as much as race does.** Men in every racial and ethnic group except Asian men completed below the cohort average of 48.8%, and Black women's completion rate rose 18%, or 7 percentage points, in four years, mirroring national trends (Appendix A, pp. A-41 and A-70). We began this gap analysis in our FY25 report to test whether our results matched national patterns; they do.
2. **Our data system makes the expanded analysis possible.** Our longitudinal data system links each scholar's records across programs and years (Appendix A, pp. A-6 to A-7), so the race-by-gender analysis we already do for completion can be applied to enrollment and persistence.
3. **Small group sizes are the main limitation, and privacy protections come first.** Splitting results by both race and gender creates small groups, such as 41 Black men in the Class of 2019 cohort, so rates can swing widely from year to year, as our own gap analysis notes (Appendix A, p. A-70). We will combine

or withhold results for groups below a minimum size of 11 scholars, consistent with the privacy protections in our data sharing agreements (Appendix D, pp. D-8 to D-9).

Partnerships, Systems Building & Learning

11. Local partner representation and organizational learning

Your presentation featured national partners, but we did not hear directly from local subcontractors, particularly small and Black-led organizations. How have these local partners informed Oakland Promise's implementation strategies and organizational learning? How are their experiences reflected in your assessment of what has been built, what is working, and what may need to change? How are these relationships contributing to lasting local capacity?

Companion alignment: How We Strengthened the System; How We Changed; Results, Public Value & Equity.

Response / clarification:

Local subcontractors, including small and Black-led organizations, have shaped how we fund, report and pay (Appendix D). The Commission heard from Kingmakers of Oakland directly, on May 22, 2025, and AIR's independent evaluation interviewed staff and community members (Appendix F, pp. F-7 to F-8).

1. **Their feedback changed our funding design.** The FY27 RFP moved to strategy categories, subcontractors now submit one consolidated invoice to Oakland Promise instead of separate invoices to each program department, subcontractors can request up to 20% for indirect costs, and data sharing agreements now separate demographic data from personal information, as subcontractors asked (Appendix D, pp. D-20 to D-25).
2. **Their experience shows up in our own findings.** Appendix E names subcontractor capacity as a challenge we created by taking on the regranting role faster than small organizations could meet City rules. We responded with onboarding, reporting help and technical assistance on data sharing agreements with OUSD.
3. **These relationships build lasting local capacity.** We helped nearly 40 organizations earn the City's Small Local Business Enterprise certification, and \$9.2M of the \$10.85M invested in subcontractors went to SLBE-certified small and local businesses (Appendix D, p. D-23; Appendix E, p. E-1). Our convenings also connect subcontractors across the continuum: BANANAS and Life I Love School met at our Partner Convening and on campus at East Oakland Pride Elementary, where they now work together to serve students and families. East Oakland Pride has more OCI-funded services than any other school, with 9 subcontractors working there (Appendix A, pp. A-25 to A-26).

12. Subcontractor continuity and partnership development

Of the 51 subcontractors identified, only 10 have received funding across all five years. What factors have driven changes in the partner network? To what extent do these changes reflect intentional shifts in strategy versus challenges with partner retention, capacity, or continuity? What has Oakland Promise learned, and how are those lessons informing its approach to sustaining and strengthening local partnerships?

Companion alignment: How We Strengthened the System; How We Changed; Implementation Quality & Capacity.

Response / clarification:

Most changes in our subcontractor network reflect intentional shifts in strategy, and subcontractor capacity has also played a role. The network has changed through an annual competitive RFP, narrowed each year to the cradle-to-career outcomes in our strategic plan, and through internal staffing changes, such as moving three individuals who had worked as subcontractors into part-time Oakland Promise staff roles. Subcontractors funded in all five years include La Clínica, The Unity Council and Oakland Kids First (Appendix D, p. D-16).

1. **Every subcontractor re-competes each year, and past performance is part of the review.** Proposals are scored against a standard rubric that includes alignment with the Five-Year Guidelines, expertise, budget and previous performance for returning applicants, and the Accountability Officer gives final approval (Appendix D, p. D-6). Of the 34 FY26 subcontractors, 21 applied for FY27 and 16 were renewed, 76% of those who applied.
2. **Capacity and continuity: some small subcontractors could not meet City requirements at first.** We learned in May 2023 that we would regrant funds and held our first RFP a month later, before some small organizations could meet City certification and reporting rules (Appendix E, p. E-1). As data expectations grew, FY26 was also the first year we asked subcontractors for identifiable participant data, and several raised concerns about privacy and capacity (Appendix D, pp. D-24 to D-25).
3. **What we learned: partnerships last when requirements match capacity and support comes with them.** We raised requirements one step at a time, from invoicing only in our first RFP to individual-level reporting in FY27 (Appendix D, p. D-8). We walked nearly 40 organizations through SLBE certification (Appendix D, p. D-23), moved to a single consolidated invoice and reporting process, and began allowing up to 20% for indirect costs in FY26 (Appendix D, pp. D-20 and D-22). In the next term, we will consider reporting requirements proportional to award size (Appendix D, p. D-25) and publish our subcontractor accountability framework (Appendix F, p. F-12).

13. Partner satisfaction and independent feedback

Oakland Promise reports a partner satisfaction score of 81 based on a survey administered to its own grantees. How was the survey conducted, including participation, anonymity, and how responses were collected? What steps have been taken to address potential response bias, and how have the findings informed changes in partnership practices? How might independent partner perspectives strengthen future evaluation and organizational learning?

Companion alignment: How We Changed; How We Strengthened the System; Implementation Quality & Capacity.

Response / clarification:

The Net Promoter Score of 81 comes from our FY26 End-of-Year survey, which 31 subcontractors completed (Appendix D, pp. D-13 to D-14). We survey every subcontractor at mid-year and end-of-year, separately from monthly or quarterly invoicing and reporting. The surveys are not anonymous, because they also collect information such as individual clients served and program narratives, so we treat them as one of several sources of partner feedback.

1. **We address response bias by comparing several perspectives.** Our Partner Evaluation Framework compares subcontractor surveys with OP staff surveys and compliance data from reporting and invoicing, and will add systems partner and OUSD feedback (Appendix D, p. D-12). We added partner satisfaction questions in FY25 and OP staff ratings of each partnership in FY26, so subcontractor and staff views can be compared.

2. **Subcontractor feedback has changed how we work.** In response, we expanded technical assistance, including one-on-one data support, monthly office hours and Partner Portal training (Appendix D, pp. D-14 to D-15), and provided more hands-on reporting support to help subcontractors submit on time. We also phased in data requirements one step at a time (Appendix D, p. D-8), formalized an escalation process (Appendix D, p. D-14), built data sharing agreements that clarify how data is used (Appendix D, pp. D-8 to D-9), and began allowing up to 20% for indirect costs in FY26 (Appendix D, p. D-22). End-of-Year survey completion rose 14% in FY26 as technical assistance expanded (Appendix D, p. D-13).
3. **Independent perspectives would strengthen what we learn.** AIR's independent process evaluation, presented to the Commission in Spring 2026, gave an outside view of our work with subcontractors and the community and has informed how we refine our processes and tools (Appendix F, pp. F-7 to F-8). In the next term, we would welcome a third-party evaluator administering a confidential partner survey, similar to AIR's approach.

Performance Measures & Future Readiness

14. Five-year outcome targets and completion methodology

Your presentation references adopted long-term outcome targets. What are the existing five-year targets for each long-term outcome measure, and how were they developed? How are these targets informing future strategy and helping assess progress toward the Five-Year Guidelines? Also, does the reported 48.8% six-year college completion rate include all scholarship recipients or only those who enrolled in college?

Companion alignment: Results, Public Value & Equity; Where We Go Next; Fidelity to Governing Requirements.

Response / clarification:

The outcome targets referenced in our presentation (Appendix F, p. F-10) are the annual targets we set for our program reach measures, such as Brilliant Baby enrollment and Promise Scholarship claims. For long-term postsecondary outcomes, we are building the trend data needed to set five-year targets as our oldest Brilliant Baby cohort reaches college age. The 48.8% completion rate includes only scholarship recipients who enrolled in college: 161 of the 330 Class of 2019 scholars who enrolled earned a degree within six years, and another 66 were still enrolled (Appendix A, p. A-70).

1. **The RBA framework sets what we measure, and annual targets guide our reach.** OCI requires us to report on 14 Results-Based Accountability metrics in three tiers: How Much? (reach), How Well? (quality) and Who Is Better Off? (long-term outcomes) (Appendix A, p. A-4). Each year, we set targets for our How Much? measures based on staff and subcontractor capacity, the size of the eligible population, and improvements in programming, such as contacting OUSD caregivers directly about the Promise Scholarship. FY27 targets include growing Black families' share of Brilliant Baby enrollment to 24% (Appendix B, p. B-2) and reaching 3,000 Promise Scholarship claims.
2. **Our quality measures are now in place.** Our "How Well?" measures required new data infrastructure, such as surveying K-12 students before and after programming, which we reported for the first time in FY26 (Appendix A, pp. A-26 to A-28). College-bound identity has since risen from 89% to 97% among Brilliant Baby caregivers and from 70% to 78% among K-12 students (Appendix A, p. A-44).

3. **Long-term targets will rest on stronger trend data.** Postsecondary outcomes reflect how a whole class of students does over many years, and no student has yet experienced the full continuum (Appendix A, p. A-4). Our scholar cohort has also grown from 330 enrolled scholars in the Class of 2019 to 1,171 in the Class of 2025 (Appendix A, pp. A-66 and A-70). The Class of 2023 is the first class of scholars to receive OCI support throughout college, and their six-year completion results will be available in 2029. In the meantime, completion has held steady and above the national rate for students from low-income high schools, and 68.8% of the Class of 2019 had graduated or were still enrolled (Appendix A, pp. A-41 and A-70).

FISCAL / IMPLEMENTATION CONSIDERATIONS (IF APPLICABLE)

No funding or contract modifications are proposed by this supplemental report. Any potential changes to future program plans, reporting expectations, or contract terms would be considered through the applicable approval process.

ATTACHMENTS / REFERENCES (IF APPLICABLE)

CIOC Implementation Partner Presentation & Renewal Review Companion; Oakland Promise September 2026 presentation and supporting appendices.

For questions regarding this report, please contact: Jennifer Cabán at jcaban@oaklandca.gov.

In Community,

Sandra Ernst

CEO

Oakland Promise



AGENDA REPORT — ACCOUNTABILITY OFFICER RECOMMENDATION

TO	Children's Initiative Oversight Commission
FROM	Jennifer Cabán, Oakland Children's Initiative Accountability Officer
SUBJECT	First 5 Alameda County — Implementation Partner Contract Renewal Early Education Fund

RECOMMENDATION

The Accountability Officer Recommends That The Children's Initiative Oversight Commission Approve The Renewal Of First 5 Alameda County As The Early Education Fund Implementation Partner For An Additional Five-Year Term, Subject To Applicable City Approvals And Updated Contractual Expectations.

EXECUTIVE SUMMARY

The question before the Children's Initiative Oversight Commission (Commission) is whether First 5 Alameda County (First 5) remains well positioned to steward Oakland's Early Education Fund into its next phase. The Accountability Officer recommends renewal after analyzing First 5's implementation of its contractual responsibilities, alignment with Measure AA and the Five-Year Guidelines, demonstrated progress, and organizational capacity to continue advancing the Initiative. This recommendation reflects careful consideration of the significant work First 5 and its public Priority Partners have undertaken since 2023, the benefits emerging for Oakland's children, families, and early educators, and opportunities to strengthen implementation as OCI continues to mature. This report presents the Accountability Officer's formal recommendation for Commission consideration in November 2026, ahead of the Commission's scheduled vote on Implementation Partner renewals in December 2026.

First 5 was selected for more than its experience funding and administering programs for children ages birth to five. The Initiative called for an intermediary capable of coordinating resources across the designated Priority Partners—the Oakland Unified School District (OUSD) and City of Oakland Early Childhood and Family Services (ECFS)—while strengthening connections to the broader early childhood ecosystem. Fulfilling this role required First 5 to expand its organizational capabilities while helping establish agreements, financial oversight, data-sharing practices, and a shared investment roadmap. It also meant navigating and aligning OCI investments with state preschool funding, Universal Transitional Kindergarten (UTK), federal Head Start, and, more recently, Measure C. Over time, First 5's role has evolved beyond initial fund administration to supporting greater coordination, shared planning, and strategic investment across Oakland's early education systems.

First 5's October 2026 presentation reports that approximately 7,800 children have benefited from OCI-supported investments during the implementation period, including increased enrollment among three- and four-year-olds from families with low incomes. The American Institutes for Research (AIR) independently identified improvements in early learning quality, expanded family navigation and inclusion supports, and the preservation of three East Oakland Head Start sites that otherwise faced closure. These accomplishments reflect meaningful progress toward the priorities established in the Five-Year Guidelines and demonstrate how OCI investments are helping expand opportunities for Oakland's youngest children while strengthening the systems and workforce that support them.

As OCI enters its next phase, First 5 has outlined a direction that builds on this foundation and the lessons of the initial implementation period. Its proposed priorities include expanding access through facility investments and better coordinated enrollment strategies, strengthening the quality and inclusiveness of early learning

environments, and supporting a stable, qualified early childhood workforce through professional development, coaching, and career pathways. Equally important is First 5's commitment to strengthening coordination among OCI's public partners and aligning complementary investments to better serve Oakland's children and families. These priorities reflect the evolution of the Early Education Fund from establishing the structures needed for implementation toward a more integrated and sustainable early childhood system. The Accountability Officer's recommendation recognizes both the progress achieved and First 5's demonstrated capacity to adapt, collaborate, and carry this work forward in alignment with Measure AA and the next Five-Year Guidelines.

BACKGROUND / LEGISLATIVE HISTORY

In 2018, Oakland voters approved Measure AA, establishing the Oakland Children's Initiative as a long-term public investment in the City's children, youth, and families. The measure reflects a commitment to expanding access to quality early education and supporting students along the pathway to college enrollment, persistence, and graduation. To carry out this commitment, Measure AA established the Early Education Fund and Oakland Promise Fund, designated Implementation Partners responsible for administering each fund, and created an accountability and oversight structure through the Accountability Officer and Children's Initiative Oversight Commission.

In 2022, the City initiated a competitive procurement process to identify organizations with the expertise, experience, and organizational capacity to carry out the responsibilities established under Measure AA. Four organizations submitted proposals, of which two met the City's requirements for substantive evaluation. After an independent review and Commission consideration, the City selected First 5 Alameda County as the Early Education Fund Implementation Partner and Oakland Promise as the Oakland Promise Fund Implementation Partner. The November 2022 City Council agenda report outlined each organization's distinct expertise, community relationships, and capacity to advance the Initiative's goals through coordinated partnerships.

While Measure AA established the governing framework and the Five-Year Guidelines provided direction for investments, considerable work remained to translate those requirements into an operating Initiative. Beginning in 2023, the City and its Implementation Partners worked to establish scopes of work, Program Plans and Budgets, contracting and payment processes, fiscal oversight, data-sharing agreements, and Results-Based Accountability measures. This work required ongoing coordination among City departments, Oakland Unified School District (OUSD), City of Oakland Early Childhood and Family Services (ECFS), community-based organizations, funders, and other partners, each operating within different administrative structures, funding requirements, and timelines.

Importantly, the Implementation Partners were not simply expanding existing programs. Both organizations had to adapt their internal operations, develop new capabilities, and strengthen relationships to fulfill responsibilities that extended beyond their previous organizational roles. These changes occurred while OCI investments were being implemented and services were being delivered to Oakland's children, youth, and families. Establishing the infrastructure to administer public funds, coordinate investments, support providers, and measure results was therefore essential to OCI's early implementation.

The AO's June 2026 Implementation Partner Collaborative presentation reflected on this evolution, describing the initial years as a period of formation in FY23, testing and problem-solving in FY24 and FY25, and strengthening shared practices and coordination in FY26. As OCI enters FY27, the focus is increasingly on applying what has been learned, strengthening implementation, and positioning the Initiative for sustainable, long-term results. This progression provides important context for considering the Implementation Partners' accomplishments, organizational development, and readiness for the next contract period.

The American Institutes for Research (AIR) April 2026 process study further documents the complexity of establishing OCI's two funds and coordinating investments across the early education and college-access systems. The evaluation recognizes the distinctive nature of OCI's cradle-to-career approach and the absence of an established local or national model for an initiative with this overall structure. It identifies meaningful progress in early implementation alongside opportunities to strengthen coordination, systems alignment, and accountability. Covering the period from early 2023 through mid-2025, the study provides an independent assessment of the Initiative's development rather than a final determination of its long-term impact. AIR's June

2026 economic impact study builds on this work by examining early investment patterns and estimating potential future economic benefits.

Together, these developments establish the context for the current renewal review. The Commission is considering not only the implementation of individual programs and investments, but also the institutional capacity, partnerships, and public accountability systems developed to carry out Measure AA's long-term purpose.

ANALYSIS AND POLICY ALTERNATIVES

Why this partner was selected—and what OCI required it to become

November 2022 City Council agenda report recognized First 5 as an equity-centered public early childhood agency with extensive experience in administering public investments, contracting, evaluation, provider support, and systems coordination. First 5 was selected not only for its expertise in early childhood education, but also for its ability to connect Oakland's public preschool investments to a broader early childhood strategy, including opportunities to align resources with Measure C. These capabilities were foundational to its selection and remain central to assessing its contributions and readiness to continue serving as the Early Education Fund Implementation Partner.

Carrying out this role required First 5 to expand beyond its established practices and navigate the complexities of institutions it does not directly operate. OUSD and ECFS each have distinct governance structures, staffing needs, procurement processes, funding requirements, and operational challenges. First 5's responsibility extended beyond administering funds to helping these public partners establish shared priorities, coordinate investments, strengthen accountability, and work toward a more connected early childhood system. This work has unfolded amid significant changes in the early education landscape, including the expansion of Universal Transitional Kindergarten, evolving state funding requirements, workforce shortages, and ongoing pressures on Head Start. In response, First 5 has had to strengthen its fiscal, analytical, and partnership capabilities while adapting its approach to meet OCI's evolving needs. This organizational growth, along with its implementation contributions, reflects the broader value of its intermediary role and provides an important foundation for considering renewal.

Building the fund while delivering services, 2023–2026

Building the operating relationships

First 5's October 2026 presentation highlights the foundational work undertaken to establish and strengthen OCI's operating relationships with its Priority Partners, OUSD and ECFS. This includes developing multiyear agreements, establishing regular implementation meetings and annual contract compliance reviews, convening a Joint Systems Leaders table, and working collaboratively to clarify how public-agency capacity is understood and assessed under Measure AA. First 5 has also established data-sharing agreements with both Priority Partners and worked with the AO to develop an RBA reporting framework.

While these activities may appear administrative, they represent essential infrastructure for coordinating public investments across institutions with distinct responsibilities, requirements, and operational challenges. These structures have strengthened fiscal accountability, supported more consistent planning and decision-making, and created a foundation for monitoring progress across the Early Education Fund. Importantly, they also reflect First 5's evolution beyond administering individual investments toward serving as a strategic intermediary that connects public partners, strengthens shared accountability, and supports a more coordinated early childhood system for Oakland's children and families.

Building a Common Direction

A central part of First 5's role has been bringing together public partners with distinct responsibilities, priorities, and operational challenges around a shared commitment to Oakland's youngest children. This has required ongoing collaboration with OUSD, ECFS, and the City to align investments, establish common priorities, and strengthen coordination across access and enrollment, program quality, workforce development, and broader systems improvement. Through this work, First 5 has helped partners move beyond individual programs and

funding decisions toward a more intentional, coordinated approach to early education. The development of the Early Education Fund Roadmap reflects this collective effort, providing a shared direction that continues to evolve as partners learn from implementation, respond to emerging needs, and build on their respective strengths.

Translating Investments into Meaningful Benefits

First 5's October 2026 presentation highlights measurable progress in expanding access to early education and strengthening the quality of services available to Oakland's children and families. OCI investments have supported the expansion of OUSD's family navigation services, increasing navigator positions from three to ten, and 650+ educators in an OCI-supported site. First 5 also reports a 46% increase in enrollment among three- and four-year-olds from families earning below 100% of the State Median Income, from 1,400 in FY 2022–23 to 2,042 in FY 2025–26.

These investments extend beyond expanding access. AIR's independent evaluation documents improvements in early learning environments, instructional materials, professional development, coaching, leadership, and inclusive practices that strengthen the quality of children's early educational experiences. OCI funding also helped preserve three ECFS Head Start centers in East Oakland that faced closure following reductions in federal funding, maintaining critical services for children and families. Together, these accomplishments show how OCI investments are not only creating additional early learning opportunities but also preserving essential services, strengthening existing programs, and building a more responsive early childhood system.

Where the Record Calls for Continued Growth

AIR's April 2026 process study identifies several opportunities to strengthen the Early Education Fund as OCI moves beyond its initial implementation period. Among its recommendations, AIR emphasizes greater coordination of the instructional and professional supports established within OUSD, alongside a sustained, joint effort among First 5, the Accountability Officer, and City leadership to address ECFS staffing, enrollment, and reporting capacity. These findings reflect the complexities of working across public institutions with distinct responsibilities and operational challenges. Since the evaluation period, First 5 and its partners have continued working to strengthen coordination, improve shared planning, and address implementation needs. This remains a shared responsibility, with First 5 playing an important role in connecting partners, identifying barriers, and supporting solutions.

AIR also identifies an opportunity to strengthen public awareness and understanding of OCI. While the Initiative has made meaningful investments in Oakland's children and families, the evaluation found that many participants were unfamiliar with OCI and its role in supporting the programs and services they receive. As OCI matures and in coordination with the City, more intentional branding, coordinated communications, and accessible public reporting will help residents, providers, and community partners better understand the value of Oakland's voter-approved investments. First 5's development of a public dashboard represents progress in this direction and offers an opportunity to more clearly communicate accomplishments, emerging outcomes, and the collective contributions of the City and its partners.

Looking ahead, the changing state and federal early childhood landscape presents both opportunities and challenges. The expansion of Universal Transitional Kindergarten, implementation of Measure C, evolving state funding structures, and uncertainty surrounding federal early childhood resources will require continued flexibility and thoughtful coordination. First 5's proposed priorities for the next five years recognize these shifts, emphasizing strategic alignment of funding, stronger workforce pathways, coordinated enrollment and quality supports, and investments informed by community needs and emerging evidence.

These changes also provide an opportunity to revisit how OCI's governing framework responds to Oakland's evolving early childhood system. AIR recommends reconsidering how public-agency capacity is defined and how the broader mixed-delivery system may be supported while preserving OCI's commitment to strengthening public early education. These considerations are best addressed through the development of the next Five-Year Guidelines, informed by implementation experience, community needs, and the respective roles of OCI and

complementary funding sources. They should not be introduced as new requirements applied retroactively to the current renewal assessment.

Taken together, these opportunities reflect the continued evolution of a complex, long-term public initiative. The next phase should build on the institutional capacity and partnerships established since 2023 while strengthening coordination, sustainability, public visibility, and the use of evidence to guide investment decisions. First 5's demonstrated ability to adapt and work across systems provides an important foundation for advancing this next phase alongside the City and its public partners.

ASSESSMENT AGAINST THE AO RENEWAL CRITERIA

The six criteria are applied as a whole. The assessment considers the IP's own reports, the original governing responsibilities, external evaluation, fiscal and implementation records, and unresolved issues. The Commission should not infer that a presentation alone establishes performance or that every issue identified is within one partner's control.

1. Fidelity to Governing Requirements

First 5's implementation of the Early Education Fund reflects continued alignment with Measure AA, the Five-Year Guidelines, and its responsibilities to coordinate investments with the designated Priority Partners, OUSD and ECFS. Since 2023, First 5 has worked with its partners and the AO to translate these governing requirements into a functioning implementation framework, including multiyear agreements, fiscal oversight and compliance processes, data-sharing arrangements, and RBA reporting.

The annual Program Plan and Budget process, supported by shared planning efforts and the Early Education Fund Roadmap, further demonstrates how the partners have translated the Guidelines into coordinated investments that advance access, quality, workforce development, and systems strengthening. These efforts reflect the organizational capacity and accountability structures developed during OCI's initial implementation period.

The Accountability Officer's assessment supports renewal under this criterion, with continued attention to responsible fiscal stewardship, non-supplantation, partner oversight, and clearly defined roles and responsibilities. Based on the contractual, fiscal, and performance records reviewed, the Accountability Officer finds that First 5 meets the applicable good-standing requirements for consideration of an additional term under the Initiative.

2. Results, Public Value & Equity

First 5 has demonstrated meaningful progress in advancing the Early Education Fund's intended outcomes, with investments that have expanded access, strengthened program quality, and supported Oakland's early childhood workforce. AIR's independent evaluation reinforces these accomplishments, highlighting improvements in early learning experiences and the preservation of essential services for families with significant needs. As OCI matures, the next phase presents an opportunity to deepen the understanding of these investments' collective impact, including longer-term outcomes for children and families. Continued attention to disaggregated data, geographic equity, and community experience will help ensure that resources remain responsive to those facing the greatest barriers to opportunity. The Accountability Officer's assessment supports renewal under this criterion, recognizing demonstrated public value and the opportunity to strengthen how equitable outcomes are measured and sustained.

3. Fiscal Stewardship & Investment Alignment

First 5 has strengthened fiscal oversight and multiyear investment planning in partnership with OUSD and ECFS, establishing processes that support responsible stewardship and coordination of public resources. Its October 2026 presentation reports investments of \$24 million in access, \$15.7 million in quality, \$8.5 million in workforce development, and \$ 4.7 million in strengthening the system from FY 2022–23 through FY 2025–26, reflecting the breadth of OCI's early education strategy.

As the funding landscape continues to evolve, the next phase presents an opportunity to further strengthen how OCI investments complement state, federal, and Measure C resources while maintaining their distinct purposes and non-supplantation requirements. Greater emphasis on long-term fiscal sustainability, implementation capacity, and the strategic use of recurring and one-time resources will help ensure that investments remain responsive to community needs. The Accountability Officer's assessment supports renewal under this criterion, recognizing First 5's growing fiscal stewardship capabilities and its role in aligning resources to advance the Early Education Fund's priorities.

4. Implementation Quality & Capacity

First 5 has demonstrated the ability to adapt its organizational practices and capabilities to meet OCI's evolving demands. Its transition into an intermediary role has required new approaches to implementation, partner coordination, fiscal management, and performance monitoring, while navigating leadership transitions and operational challenges within the public agencies it supports. This reflects meaningful institutional growth and an increasing ability to respond to complex implementation needs.

Continued progress will depend on strengthening the broader partnership's capacity, particularly where staffing, administrative requirements, and service delivery challenges intersect. These responsibilities extend beyond First 5 and require sustained collaboration with the Accountability Officer, City leadership, OUSD, and ECFS. The Accountability Officer's assessment supports renewal under this criterion, recognizing First 5's demonstrated adaptability and the importance of clearly defined responsibilities, shared problem-solving, and continued investment in implementation capacity.

5. Partnership, Systems Building & Continuous Improvement

One of First 5's most significant contributions has been its growing role in connecting institutions, resources, and strategies that have historically operated independently. Through partnerships with OUSD, ECFS, the City, and the broader early childhood community, First 5 has helped lay the foundation for more coordinated planning and shared accountability. This systems-building function is central to OCI's long-term purpose and represents an important contribution beyond administering individual investments.

The next phase offers an opportunity to deepen these connections by more intentionally incorporating family and community perspectives, strengthening relationships across Oakland's mixed-delivery early childhood system, and advancing alignment with Measure C and Oakland Promise where appropriate. Continued learning, transparency, and collaboration will help ensure that OCI remains responsive to Oakland's changing needs. The Accountability Officer's assessment supports renewal under this criterion, recognizing First 5's contributions to a more connected early childhood system and its capacity to help advance that work.

6. Readiness & Public Interest

First 5 enters the next phase of OCI with established partnerships, strengthened organizational capabilities, and a deeper understanding of the opportunities and complexities involved in stewarding Oakland's Early Education Fund. The experience gained during initial implementation provides an important foundation for advancing the Initiative's long-term goals while responding to changes in the early childhood landscape.

The public interest is served by building upon this progress and directing the next five years toward stronger implementation, more coordinated investments, sustainable services, and meaningful outcomes for children and families. A full five-year renewal would provide continuity for the public Priority Partners and the opportunity to deepen the systems established to date, while maintaining the Accountability Officer's oversight, annual Program Plan and Budget reviews, and ongoing performance evaluation. The Accountability Officer's assessment supports renewal under this criterion, recognizing First 5's readiness to continue this work and the value of sustained partnership in advancing Measure AA's purpose.

NEXT-TERM CONTRACT EXPECTATIONS

The next contract period should build upon the foundation established during initial implementation, with expectations that strengthen coordinated planning, fiscal sustainability, equitable investment decisions, and the use of outcome data to guide improvements. It should also clarify shared implementation responsibilities and support more consistent communication of OCI's investments and results to Oakland residents. The City would develop these expectations through its contracting processes, informed by the next Five-Year Guidelines and ongoing Commission oversight.

SHARED ACCOUNTABILITY AND CROSS-FUND PRIORITIES

The City and Accountability Officer share an ongoing responsibility to strengthen the conditions that allow OCI's two funds to advance a unified cradle-to-career vision while maintaining their distinct purposes. AIR's process study underscores the importance of adequate AO staffing, clearly defined roles and decision-making responsibilities, stronger data integration and cross-fund coordination, deeper engagement with Oakland's PreK–12 education system, and greater public awareness of OCI. Advancing these priorities requires collective leadership and collaboration across the City, Implementation Partners, and broader network of public and community partners.

These shared responsibilities are particularly important to acknowledge as the Commission considers the renewal of both Implementation Partner contracts. While each partner must be accountable for its performance and contractual obligations, the Initiative's long-term success also depends on the City's capacity to provide effective oversight, address institutional barriers, and foster alignment across the two funds. The renewal process provides an opportunity to recognize what has been built collectively, distinguish partner-specific responsibilities from broader system needs, and establish clearer expectations for the next phase of implementation.

Over the next five years, this collective responsibility should focus on building upon the infrastructure established since 2023 and translating those investments into clearer, more meaningful results for Oakland's children, youth, and families. Beyond reporting expenditures and participation, the Commission and Oakland residents should have a stronger understanding of what has changed, who is benefiting, where disparities and unmet needs remain, and how community perspectives and emerging evidence inform decisions. This approach preserves each partner's distinct responsibilities while reinforcing OCI's collective identity, strengthening public accountability, and creating opportunities for continued learning and improvement across the Initiative.

POLICY ALTERNATIVES AND PUBLIC-INTEREST ANALYSIS

Consistent with City contracting processes, available options include renewal for an additional term, or non-renewal followed by procurement and transition. The Accountability Officer's recommendation for a full five-year renewal reflects First 5's demonstrated performance, institutional growth, and capacity to continue advancing the Early Education Fund. Renewal offers the opportunity to build upon established partnerships and operating systems while incorporating lessons learned into updated contractual expectations, consistent with City oversight and accountability requirements.

FISCAL IMPACT

The Accountability Officer's renewal recommendation does not itself authorize a new appropriation or approve future annual expenditures. Any subsequent contract extension and associated funding will remain subject to applicable City approvals, available appropriated revenue, and established fiscal and contracting procedures. Annual Program Plans and Budgets will continue to provide the framework for reviewing proposed investments, implementation capacity, and fiscal sustainability.

PUBLIC OUTREACH AND COORDINATION

The renewal assessment is informed by public presentations to the Children's Initiative Oversight Commission, ongoing coordination with First 5 and its Priority Partners, and independent evaluation activities that included perspectives from families, educators, and community stakeholders. The Commission's publicly noticed review

provides an additional opportunity for input and discussion. Broader engagement on future investment priorities and potential refinements to the Five-Year Guidelines will continue through the appropriate public processes.

FINAL ACCOUNTABILITY OFFICER RECOMMENDATION

The AO recommends renewal of First 5 Alameda County as the Early Education Fund Implementation Partner for an additional five-year term, subject to applicable City approvals and the development of updated contractual expectations. The recommendation affirms that the public value created since 2023 includes not only direct services but also the operating capacity needed to sustain and improve them. It also affirms that renewal must come with clearer, measurable results and shared responsibility for removing structural barriers.

The next period should mark the point at which OCI moves from standing up its systems to using them more deliberately: following the evidence, addressing inequities, listening to residents and providers, strengthening coordination, and showing Oakland taxpayers what this long-term investment is making possible. Renewal will also provide continuity as OCI develops its next Five-Year Guidelines, allowing First 5, the City, and its public partners to build upon the infrastructure established during the first implementation period while strengthening alignment across Oakland's broader early childhood ecosystem.

SOURCE MATERIALS

- **City of Oakland**, Measure AA – Children's Initiative of 2018, Oakland City Charter, including the Early Education Fund provisions and Implementation Partner responsibilities.
- **City of Oakland**, *Children's Initiative Implementation Partners*, City Council Agenda Report, November 18, 2022.
- **Oakland Children's Initiative**, *Five-Year Guidelines for the Early Education Fund*, governing guidelines applicable to the current implementation period.
- **Accountability Officer**, *Looking Forward: Framing FY27 IP Collaborative*, June 24, 2026.
- **First 5 Alameda County**, *Oakland Children's Initiative Early Education Fund: FY 2026–27 Program Plan and Budget Analysis and Recommendations*, June 2026.
- **First 5 Alameda County**, Presentation to the Children's Initiative Oversight Commission, October 22, 2026.
- **American Institutes for Research (AIR)**, *Evaluation of the Oakland Children's Initiative: Process Study—Early Implementation Findings*, April 2026.
- **American Institutes for Research (AIR)**, *How OCI Funds Are Used: Early Data on the Economic Impact of the Oakland Children's Initiative*, June 2026.



AGENDA REPORT — ACCOUNTABILITY OFFICER RECOMMENDATION

TO	Children's Initiative Oversight Commission
FROM	Jennifer Cabán, Oakland Children's Initiative Accountability Officer
SUBJECT	Oakland Promise — Implementation Partner Contract Renewal College Access Fund

RECOMMENDATION

The Accountability Officer Recommends That The Children's Initiative Oversight Commission Approve The Renewal Of Oakland Promise As The College Access Fund* Implementation Partner For An Additional Five-Year Term, Subject To Applicable City Approvals And Updated Contractual Expectations.

EXECUTIVE SUMMARY

The question before the Children's Initiative Oversight Commission (Commission) is whether Oakland Promise (OP) remains well positioned to steward Oakland's College Access Fund into its next phase. The Accountability Officer recommends renewal following a review of Oakland Promise's implementation of its contractual responsibilities, alignment with Measure AA and the Five-Year Guidelines, demonstrated progress, and organizational capacity to continue advancing the Initiative. This recommendation recognizes the significant transformation Oakland Promise has undertaken since 2023, the expanding opportunities available to Oakland's students and families, and its growing ability to coordinate investments and partnerships that support college access and completion. This report presents the Accountability Officer's formal recommendation for Commission consideration in November 2026, ahead of the Commission's scheduled vote on Implementation Partner renewals in December 2026.

Oakland Promise was selected for more than its established experience supporting students along the pathway to college. Measure AA called for an Implementation Partner capable of translating the College Access Fund's priorities into a broader, coordinated investment strategy while strengthening the network of organizations serving Oakland's children, youth, and families. Fulfilling this responsibility required Oakland Promise to expand beyond its existing direct-service model, developing new fiscal, contracting, data, and organizational capabilities while supporting community partners in administering public investments. Over time, Oakland Promise has evolved into a coordinating intermediary that connects educational institutions, community-based organizations, and student supports across the college access continuum. AIR's independent evaluation recognizes this organizational transformation as an important development in OCI's early implementation.

Oakland Promise's September 2026 presentation and supporting Results-Based Accountability (RBA) reporting demonstrate growth in college savings, scholarships, and postsecondary persistence supports. In FY 2025–26, Oakland Promise reported more than 1,600 12th-grade scholarship awards and nearly 3,000 scholars receiving persistence supports. AIR's independent evaluation also highlights the value of individualized guidance, culturally responsive programming, and community partnerships. These developments reflect meaningful progress toward the Five-Year Guidelines and show how the College Access Fund is expanding educational opportunities while strengthening the support network available to students and families.

As OCI enters its next phase, Oakland Promise has an opportunity to build upon this foundation by strengthening the connections between early college aspirations, financial readiness, academic preparation, college enrollment, persistence, and completion. Equally important will be deepening the capacity of its community partners, strengthening coordination with Oakland's educational systems, and using emerging evidence to inform

*For clarity and consistency, the Oakland Promise Fund, as named in the City Charter, is referred to as the College Access Fund throughout this report.

investments that address persistent disparities in postsecondary outcomes. These priorities reflect the evolution of the College Access Fund from establishing its implementation infrastructure and expanding services toward a more coordinated and sustainable approach to student success. The Accountability Officer's recommendation recognizes both the progress achieved and Oakland Promise's demonstrated capacity to adapt, strengthen partnerships, and carry this work forward in alignment with Measure AA and the next Five-Year Guidelines.

BACKGROUND / LEGISLATIVE HISTORY

In 2018, Oakland voters approved Measure AA, establishing the Oakland Children's Initiative (OCI) as a long-term public investment in the City's children, youth, and families. The measure reflects a commitment to expanding access to quality early education and supporting students along the pathway to college enrollment, persistence, and graduation. To carry out this commitment, Measure AA established the Early Education Fund and College Access Fund, designated Implementation Partners responsible for administering each fund, and created an accountability and oversight structure through the Accountability Officer and Children's Initiative Oversight Commission.

In 2022, the City initiated a competitive procurement process to identify organizations with the expertise, experience, and organizational capacity to carry out the responsibilities established under Measure AA. Four organizations submitted proposals, of which two met the City's requirements for substantive evaluation. Following an independent review and Commission consideration, the City selected First 5 Alameda County as the Early Education Fund Implementation Partner and Oakland Promise as the Oakland Promise Fund Implementation Partner. The November 2022 City Council agenda report highlighted each organization's distinct expertise, community relationships, and ability to work through partnerships to advance the Initiative's goals.

While Measure AA established the governing framework and the Five-Year Guidelines provided direction for investments, considerable work remained to translate those requirements into an operating Initiative. Beginning in 2023, the City and its Implementation Partners worked to establish scopes of work, Program Plans and Budgets, contracting and payment processes, fiscal oversight, data-sharing agreements, and Results-Based Accountability (RBA) measures. This work required ongoing coordination among City departments, the Oakland Unified School District (OUSD), City of Oakland Early Childhood and Family Services (ECFS), community-based organizations, funders, and other partners, each operating within different administrative structures, funding requirements, and timelines.

Importantly, the Implementation Partners were not simply expanding existing programs. Both organizations had to adapt their internal operations, develop new capabilities, and strengthen relationships to fulfill responsibilities that extended beyond their previous organizational roles. These changes occurred while OCI investments were being implemented and services were being delivered to Oakland's children, youth, and families. Establishing the infrastructure to administer public funds, coordinate investments, support providers, and measure results was therefore essential to OCI's early implementation.

The AO's June 2026 Implementation Partner Collaborative presentation reflected on this evolution, describing the initial years as a period of formation in FY23, testing and problem-solving in FY24 and FY25, and strengthening shared practices and coordination in FY26. As OCI enters FY27, the focus is increasingly on applying what has been learned, strengthening implementation, and positioning the Initiative for sustainable, long-term results. This progression provides important context for considering the Implementation Partners' accomplishments, organizational development, and readiness for the next contract period.

The American Institutes for Research (AIR) April 2026 process study further documents the complexity of establishing OCI's two funds and coordinating investments across early education and college-access systems. The evaluation recognizes the distinctive nature of OCI's cradle-to-career approach and the absence of an established local or national model for an initiative with this overall structure. It identifies meaningful progress in early implementation alongside opportunities to strengthen coordination, systems alignment, and accountability. Covering the period from early 2023 through mid-2025, the study provides an independent assessment of the Initiative's development rather than a final determination of its long-term impact. AIR's June 2026 economic

impact study builds on this work by examining early investment patterns and estimating potential future economic benefits.

Together, these developments establish the context for the current renewal review. The Commission is considering not only the implementation of individual programs and investments, but also the institutional capacity, partnerships, and public accountability systems developed to carry out Measure AA's long-term purpose.

ANALYSIS AND POLICY ALTERNATIVES

Why this Partner was Selected—and What OCI Required it to Become

The November 2022 City Council agenda report recognized OP as an Oakland-based organization with an established commitment to expanding educational opportunity through programs spanning early college savings, academic and college readiness, scholarships, and postsecondary completion. Its experience working with Oakland students and families, established community relationships, and ability to leverage additional resources were foundational to its selection as the College Access Fund Implementation Partner. These capabilities remain central to assessing its contributions and readiness to continue advancing the purposes of Measure AA.

Carrying out this responsibility required Oakland Promise to expand beyond its established direct-service model and develop the capacity to coordinate a broader network of investments and organizations. The College Access Fund's Five-Year Guidelines provided a shared direction for supporting students from early college aspirations through enrollment, persistence, and graduation. Translating these priorities into implementation required new approaches to public contracting, fiscal stewardship, data management, performance monitoring, and community partnerships. Oakland Promise has had to strengthen its internal operations while supporting organizations with different capacities, resources, and relationships to Oakland's educational systems. This organizational growth, alongside its implementation contributions, reflects the broader value of its intermediary role and provides an important foundation for considering renewal.

Building the fund while delivering services, 2023–2026

Building the Capacity to Serve as an Intermediary

Oakland Promise's transition into its OCI role has involved significant organizational development. AIR's April 2026 process study documents the organization's evolution from primarily delivering direct services to coordinating a growing network of community-based partners, supported by expanded staffing, operational procedures, data systems, and subcontractor management practices.

An important part of this transition has been developing the capacity of smaller local organizations to participate in OCI-funded work. Oakland Promise's implementation materials describe early challenges associated with City contracting, Small and Local Business Enterprise (SLBE) requirements, and reporting expectations. In response, the organization strengthened its selection, onboarding, technical assistance, and compliance processes to help community partners navigate these responsibilities. This work reflects the dual nature of its intermediary role: responsibly administering public resources while helping build a stronger network of organizations that can serve Oakland children, youth, and families.

Strengthening Financial and Data Systems

Administering the College Access Fund has also required Oakland Promise to develop more sophisticated financial, scholarship administration, and data-management capabilities. Its September 2026 presentation describes investments in integrating student information, scholarship processing, financial management, and subcontractor reporting systems to support a growing volume of transactions and partnerships.

Oakland Promise has also managed the financial demands of the City's reimbursement-based funding structure, including tracking authorized expenditures while awaiting reimbursement. These experiences underscore the importance of reliable financial planning, internal controls, and administrative capacity in sustaining services to students and community partners. As these systems mature, continued coordination with the City and

Accountability Officer will be important to strengthening efficiency, transparency, and long-term fiscal sustainability.

Expanding Opportunities for Oakland Students and Families

Oakland Promise's September 2026 presentation and supporting RBA reporting highlight measurable progress in expanding access to college savings, scholarships, and postsecondary supports. From FY 2022–23 to FY 2025–26, Brilliant Baby college savings enrollments increased from 440 to 1,128, 12th-grade scholarship awards grew from 909 to 1,606, and scholars receiving postsecondary persistence supports increased from 1,542 to 2,969.

These investments have expanded opportunities for students and families to access financial resources, advising, mentoring, and other supports along the college-going pathway. Oakland Promise also reports approximately \$19.6 million in scholarship awards over the four-year period, representing financial commitments to eligible students rather than funds necessarily disbursed during that same period. AIR's independent evaluation reinforces the importance of individualized guidance, culturally responsive programming, and sustained relationships in helping students navigate educational opportunities and challenges.

Together, these accomplishments reflect meaningful progress toward the Five-Year Guidelines and demonstrate how OCI investments are expanding access to resources while strengthening the support structures available to Oakland students and families.

Building a Connected Network of Community Partners

Beyond expanding its own services, Oakland Promise has taken on a greater role in connecting the organizations and institutions that support students across Oakland's educational landscape. Its implementation materials identify 51 unique subcontractors across FY 2022–23 through FY 2026–27, reflecting the growing breadth of its community investment network.

This systems-building capacity is also reflected in Oakland Promise's leadership of the East Oakland Promise Neighborhood (EOPN), a place-based initiative focused on strengthening educational opportunities and coordinating supports for children, youth, and families in Deep East Oakland. Building on OCI investments and existing partnerships, Oakland Promise secured additional federal resources, including a \$2.5 million Full-Service Community Schools grant and a \$1 million Promise Neighborhoods planning and early implementation grant. These investments demonstrate the organization's growing ability to leverage outside resources, convene partners around shared priorities, and extend the reach of Oakland's cradle-to-career efforts.

Through contracting, technical assistance, data-sharing arrangements, and ongoing partner engagement, Oakland Promise has helped establish a foundation for greater collaboration and accountability. AIR's evaluation found that subcontractors value these relationships while also identifying opportunities for stronger connections among organizations and with school communities. As OCI enters its next phase, Oakland Promise has an opportunity to build upon these partnerships, strengthen coordination between its broader college-access network and place-based initiatives such as EOPN, and advance a more connected and equitable pathway toward postsecondary success.

Where the Record Calls for Continued Growth

AIR's April 2026 process study and Oakland Promise's own reporting identify opportunities to strengthen the College Access Fund as OCI moves beyond its initial implementation period. While participation in college savings, scholarship, and persistence programs has expanded, the longer-term objective remains improving equitable college enrollment, persistence, and completion. Oakland Promise's reported postsecondary outcomes provide important insight into students' experiences and existing disparities, but fully understanding the effects of OCI investments will require continued longitudinal evaluation as participating student cohorts progress through college.

Of particular importance is strengthening the connections between early college aspirations, academic preparation, scholarship access, and successful transitions into and through postsecondary education. Persistent differences in outcomes, including those experienced by Black male scholars, underscore the need for strategies

informed by disaggregated data, student experiences, and the particular barriers facing different populations. The next phase should continue developing a clearer understanding of how investments across the college-access continuum work together and contribute to measurable student outcomes.

AIR also recommends deeper coordination among Oakland Promise's subcontractors and stronger engagement with Oakland's PreK–12 educational systems. Since the evaluation period, Oakland Promise has continued refining its partner supports, data systems, and coordination practices. Further progress will require sustained attention to the administrative capacity of smaller community organizations, consistent data-sharing arrangements, and opportunities for partners to collaborate around shared student needs. These efforts also depend on collective action among Oakland Promise, the Accountability Officer, school systems, and other institutional partners, particularly where implementation challenges extend beyond Oakland Promise's direct authority.

Looking ahead, changing state and federal funding conditions, evolving educational needs, and the growing range of organizations contributing to college access create opportunities to refine how OCI investments are aligned and sustained. The next Five-Year Guidelines can build on lessons from implementation by strengthening the connections between early and later investments, clarifying the contribution of college-readiness and academic supports to postsecondary outcomes, and reinforcing the role of community partners in a coordinated college-access system. These considerations should inform future policy and investment decisions without introducing new expectations retroactively into the current renewal assessment.

Taken together, these opportunities reflect Oakland Promise's continued development as a public-facing intermediary within a complex, long-term Initiative. The next phase should build upon the institutional capacity, relationships, and service infrastructure established since 2023 while strengthening coordination, fiscal sustainability, equitable outcomes, and the use of evidence to guide investments. Oakland Promise's demonstrated ability to adapt and grow provides an important foundation for advancing this work alongside the City and its educational and community partners.

ASSESSMENT AGAINST THE AO RENEWAL CRITERIA

The six renewal criteria are considered collectively, informed by Oakland Promise's implementation record, contractual responsibilities, alignment with Measure AA and the Five-Year Guidelines, fiscal and performance reporting, and independent evaluation findings. This assessment recognizes both the organization's demonstrated progress and opportunities for continued improvement, while distinguishing Oakland Promise's responsibilities from broader challenges requiring coordination with the City and other partners.

1. Fidelity to Governing Requirements

Oakland Promise's implementation of the College Access Fund reflects continued alignment with Measure AA, the Five-Year Guidelines, and its responsibilities as the designated Implementation Partner. Since 2023, Oakland Promise has worked with the Accountability Officer to translate these governing requirements into an operating framework for administering scholarships, coordinating community investments, monitoring subcontractors, and reporting on program performance. Through annual Program Plans and Budgets, competitive subcontracting processes, fiscal oversight, data-sharing practices, and Results-Based Accountability reporting, Oakland Promise has developed the infrastructure necessary to administer public resources across a growing network of programs and organizations. These efforts demonstrate meaningful progress in establishing the accountability structures required under OCI. These practices support renewal under this criterion, with continued attention to fiscal stewardship, non-supplantation, subcontractor oversight, and alignment with the College Access Fund's intended purposes.

Based on the contractual, fiscal, and performance records reviewed, the Accountability Officer finds that Oakland Promise meets the applicable good-standing requirements for consideration of an additional term under the Initiative

2. Results, Public Value & Equity

OP has demonstrated meaningful progress in expanding opportunities for Oakland children, youth, and families to access college savings, scholarships, advising, and postsecondary supports. Its reported growth in participation and services reflects the increasing reach of the College Access Fund, while AIR's independent evaluation highlights the importance of culturally responsive programming, individualized guidance, and sustained relationships in supporting students along their educational journeys.

As OCI matures, the next phase presents an opportunity to deepen the understanding of how these investments contribute to college enrollment, persistence, and completion. Particular attention should be given to persistent disparities in student outcomes, including those experienced by marginalized scholars, and to how academic preparation, financial assistance, and other supports work together to address barriers to success. Continued use of disaggregated data, student experiences, and longitudinal evaluation will be important to strengthening equitable outcomes. The record supports continued investment, with a stronger emphasis on equitable, sustained student success beyond initial participation.

3. Fiscal Stewardship & Investment Alignment

OP has significantly strengthened its financial management and investment planning capabilities to administer an expanding portfolio of scholarships, direct services, and community-based partnerships. This includes developing systems for scholarship payments, subcontractor oversight, and financial reporting. Its growing ability to leverage additional public and philanthropic resources, including federal investments supporting the East Oakland Promise Neighborhood, further demonstrates the value of its role in expanding Oakland's college-access infrastructure.

As the funding landscape evolves, the next phase should continue strengthening alignment between OCI investments and other resources while preserving their distinct purposes and non-supplantation requirements. Greater attention to long-term sustainability, administrative efficiency, and the relationship between investment decisions and student outcomes will help ensure that public resources are used strategically and responsibly.

4. Implementation Quality & Capacity

Oakland Promise has demonstrated significant organizational growth in adapting its practices and capabilities to meet OCI's implementation requirements. Its evolution from primarily delivering direct services to administering a broader network of public investments has required expanded staffing, stronger financial and data systems, new subcontractor management practices, and more coordinated approaches to supporting community partners.

This transformation has taken place while OP continued to deliver services and respond to the varying capacities of organizations participating in the Initiative. AIR's evaluation recognizes the progress made in strengthening these operational systems, alongside opportunities to improve reporting processes, partner support, and coordination with schools.

Continued progress will require Oakland Promise to build upon these capabilities while working with the Accountability Officer, educational institutions, and community partners to address implementation barriers. Its adaptability and growing operational capacity provide a foundation for continued learning and improvement.

5. Partnership, Systems Building & Continuous Improvement

One of OP's most significant contributions has been its expanding role in connecting educational institutions, community-based organizations, and other partners around shared college-access and completion goals. Through its OCI-funded subcontractor network, Oakland Promise has helped strengthen local organizations' capacity to participate in public investments while creating opportunities for broader coordination and shared accountability.

This systems-building work extends to Oakland Promise's leadership of the East Oakland Promise Neighborhood, where place-based partnerships and additional federal resources are supporting a more coordinated approach to educational opportunity in Deep East Oakland. Together, these efforts reflect the organization's growing ability to bring partners and resources together around a shared commitment to Oakland students and families.

The next phase presents opportunities to deepen coordination among subcontractors, strengthen engagement with Oakland's PreK–12 educational systems, and advance collaboration with First 5 and the broader cradle-to-career network. Continued attention to community voice, shared learning, and more intentional coordination will help ensure that these partnerships contribute to meaningful and equitable student outcomes.

6. Readiness & Public Interest

Oakland Promise enters the next phase of OCI with stronger organizational capabilities, an expanded network of community and educational partners, and a deeper understanding of the opportunities and challenges of stewarding the College Access Fund. The experience gained during initial implementation provides an important foundation for advancing the Initiative's long-term goals while responding to changes in the educational and funding landscape.

The public interest is served by building upon this progress and directing the next five years toward stronger alignment of investments, sustainable community partnerships, equitable student outcomes, and a clearer understanding of how OCI contributes to college enrollment, persistence, and completion.

A full five-year renewal would provide continuity for students and community partners while allowing Oakland Promise to deepen the systems established to date, with continued Accountability Officer oversight, annual Program Plan and Budget reviews, and independent evaluation. Together, these considerations support the Accountability Officer's recommendation for a full five-year renewal.

NEXT-TERM CONTRACT EXPECTATIONS

The next agreement should build upon Oakland Promise's organizational capacity and community partnerships, with clearer expectations for how investments across college savings, readiness, scholarships, and postsecondary supports contribute to equitable student outcomes. Priorities should include sustainable fiscal planning, effective support and oversight of subcontractors, coordinated data-sharing, and greater public visibility of OCI's investments and results. These expectations would be developed through City contracting processes, informed by the next Five-Year Guidelines and continued Accountability Officer and Commission oversight.

SHARED ACCOUNTABILITY AND CROSS-FUND PRIORITIES

The City and Accountability Officer share an ongoing responsibility to strengthen the conditions that allow OCI's two funds to advance a unified cradle-to-career vision while maintaining their distinct purposes. AIR's process study underscores the importance of adequate AO staffing, clearly defined roles and decision-making responsibilities, stronger data integration and cross-fund coordination, deeper engagement with Oakland's PreK–12 education system, and greater public awareness of OCI. Advancing these priorities requires collective leadership and collaboration across the City, Implementation Partners, and broader network of educational and community partners.

These shared responsibilities are particularly important to acknowledge as the Commission considers the renewal of both Implementation Partner contracts. While each partner must remain accountable for its performance and contractual obligations, OCI's long-term success also depends on the City's capacity to provide effective oversight, address institutional barriers, and foster alignment across the two funds. The renewal process provides an opportunity to recognize what has been built collectively, distinguish partner-specific responsibilities from broader system needs, and establish clearer expectations for the next phase of implementation.

Over the next five years, this collective responsibility should focus on building upon the infrastructure established since 2023 and translating those investments into clearer, more meaningful results for Oakland's children, youth, and families. Beyond reporting expenditures and participation, the Commission and Oakland residents should have a stronger understanding of what has changed, who is benefiting, where disparities and unmet needs remain, and how community perspectives and emerging evidence inform decisions. This approach preserves each partner's distinct responsibilities while reinforcing OCI's collective identity, strengthening public accountability, and creating opportunities for continued learning and improvement across the Initiative.

POLICY ALTERNATIVES AND PUBLIC-INTEREST ANALYSIS

Consistent with City contracting processes, available pathways include renewal for an additional term or non-renewal followed by procurement and transition. The Accountability Officer recommends a full five-year renewal based on Oakland Promise's demonstrated progress, organizational growth, and readiness to advance the College Access Fund. Renewal would sustain the scholarship and community-partner infrastructure developed to date while incorporating lessons learned into updated contractual expectations. New procurement would require additional transition planning without necessarily resolving the broader implementation challenges identified through this review.

FISCAL IMPACT

The Accountability Officer's renewal recommendation does not itself authorize a new appropriation or approve future annual expenditures. Any subsequent contract extension and associated funding will remain subject to applicable City approvals, available appropriated revenue, and established fiscal and contracting procedures. Annual Program Plans and Budgets will continue to provide the framework for reviewing proposed investments, implementation capacity, and fiscal sustainability.

PUBLIC OUTREACH AND COORDINATION

The renewal assessment has been informed by public presentations to the Children's Initiative Oversight Commission, ongoing engagement with Oakland Promise and its community partners, and independent evaluation activities incorporating the experiences of students, families, and service providers. These perspectives have contributed to a broader understanding of the Initiative's accomplishments, implementation challenges, and opportunities for improvement.

As OCI enters its next phase, continued engagement with students, families, educational institutions, and community-based organizations will be essential to shaping investment priorities and strengthening the services and supports available across Oakland. The Commission's public review process provides an additional opportunity for discussion and input, while future planning and development of the Five-Year Guidelines will offer opportunities to further incorporate community perspectives into the Initiative's direction.

FINAL ACCOUNTABILITY OFFICER RECOMMENDATION

The Accountability Officer recommends renewal of Oakland Promise as the College Access Fund Implementation Partner for an additional five-year term, subject to applicable City approvals and updated contractual expectations. This recommendation recognizes the educational opportunities, organizational capabilities, and community partnerships developed since 2023, along with Oakland Promise's readiness to steward the Initiative's next phase.

The promise of this investment is that Oakland students can envision college and have the resources and relationships to enroll, persist, and graduate. Over the next five years, Oakland Promise, the City, and their educational and community partners have an opportunity to bring these supports into closer alignment, address persistent disparities, and demonstrate what Oakland's long-term public commitment is making possible. Renewal provides a foundation for that work as OCI develops its next Five-Year Guidelines and continues strengthening its cradle-to-career system.

SOURCE MATERIALS

- **City of Oakland, Measure AA** – *Children's Initiative of 2018*, Oakland City Charter, including Oakland Promise Fund and Implementation Partner responsibilities.
- **City of Oakland, Children's Initiative Implementation Partners**, City Council Agenda Report, November 18, 2022.

- **Oakland Children's Initiative**, *Five-Year Guidelines for the Oakland Promise Fund*, governing guidelines applicable to the current implementation period.
- **Accountability Officer**, *Looking Forward: Framing FY27 IP Collaborative*, June 24, 2026.
- **Oakland Promise**, **Presentation to the Children's Initiative Oversight Commission**, September 24, 2026.
- **Oakland Promise**, **OCI Renewal FY26 Appendices A–F**, including Results-Based Accountability reporting, fiscal stewardship, and organizational development materials.
- **American Institutes for Research (AIR)**, *Evaluation of the Oakland Children's Initiative: Process Study—Early Implementation Findings*, April 2026.
- **American Institutes for Research (AIR)**, *How OCI Funds Are Used: Early Data on the Economic Impact of the Oakland Children's Initiative*, June 2026.