



HUMAN SERVICES DEPARTMENT
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HEAD START PROGRAM *ADVISORY BOARD MEETING*

MEETING AGENDA – FINAL

PLEASE SEE THE AGENDA DETAILS TO PARTICIPATE IN THE MEETING

Day & Time: Thursday, 09-18-25 3:30-5:00pm

In Person Meeting Location:

*Oakland City Hall
1 Frank H. Ogawa Plaza, City Council Chambers*

Virtual Zoom Meeting Location for Public Participation Only

<https://us02web.zoom.us/j/82309589739>

Thank you!!

**HEAD START PROGRAM
ADVISORY BOARD MEETING**

Day & Time: Thursday, 09-18-2025; 3:30-5:00pm

In Person Location: Oakland City Hall; 1 Frank H. Ogawa Plaza;
City Council Chambers

AGENDA

I. CALL TO ORDER / ROLL CALL: *Host/Program Staff*

Molly Tafoya, *Chair*
Christina Michaud, *Vice Chair*

Dr. Javay Ross
Kevin Bremond

Dr. Jei Watkins
Julia Forte Frudden
(3 Vacant Seats)

1. Call for Public Comment

II. APPROVAL OF AGENDA ITEMS: *Molly Tafoya, Chair*

1. Review and Approval of **Advisory Board Meeting Agenda, September 18, 2025**
2. Review and Approval of **Advisory Board Meeting Minutes, August 21, 2025**

III. ACTION ITEMS:

1. **Monthly Progress Report Update:** *Trisha Barua, Program Planner, Data, Monitoring & Continuous Quality Improvement*
 - a. Monthly Enrollment and Content Area Monitoring Report – *July - August 2025*
2. **Monthly Financial Report:** *Annie Friberg, Acting HSD Budget & Fiscal Manager*
 - a. Monthly Financial Report (End of Year FY 24-25 Expenditure Reports; CACFP Report)
 - b. Purchase Card Report – *April 2025*
3. **Policies & Procedures:** *Program Staff*
 - FY 25-26 Strategic Planning Policies & Procedures & Annual Program/Program Governance Calendars
 - FY 25-26 Head Start Advisory Board Bylaws
4. **Funding Requests & Opportunities:**
 - 1. Child Care Careers Contract Amendment
 - 2. Multi-State Contracts for FY 26-27 (CSPP/CPKS; CCTR; CACFP)
 - 3. FY 25-26 Head Start Continuation Funding Application - Change in Scope
 - 4. FY 25-26 Measure C Emergency Early Childhood Education Funding

IV. PARENT POLICY COUNCIL UPDATES: *Parent Policy Council Chair & Program Staff*

a. Parent Policy Council Feedback

V. INFORMATION ITEMS: *Diveena Cooppan, Division Manager/Head Start Program Director/Program Staff*

1. **Current Program Updates:**
 - Office of Head Start Risk Assessment Notification (RAN) & Monitoring Review Results (See handout in packet)
 - Court Issued Injunction Blocking PRWORA Re-Interpretation (Head Start California) (See handout in packet)
 - FY 24-25 DRDP Parent Surveys Summary of Findings – Action Steps Proposed (See handout in packet)
 - Agenda Reports/Resolutions (*in progress*)
 - FY 25-26 Head Start Continuation Funding Application – Life Enrichment Committee (LEC) 09/30/25
 - FY 25-26 Child Care Careers Contract Amendment – LEC, 10/14/25
 - Annual Informational Report – Salary – LEC, 10/28/25
 - FY 26-27 Multi-State Contract (CSPP, CCTR & CACFP) – LEC, 10/28/25
 - Discussion of Potential FY 25-26 Joint Session of PPC/AB Meeting(s)
 - Reminder: Annual Fatherhood Summit, September 27, 2025

2. Communication from Office of Head Start:

- Update - FY 25-26 Continuation Funding Application

VI.

OPEN FORUM

VII.

ADJOURNMENT

**Human Services Department
HEAD START/EARLY HEAD START PROGRAM
ADVISORY BOARD MEETING**

Day & Time: Thursday, 8-21-2025; 3:30-5:00pm

In Person Location: Oakland City Hall;

1 Frank H. Ogawa Plaza; Hearing Room 2

Zoom Meeting

*** MEETING MINUTES**

***(PENDING APPROVAL FROM THE ADVISORY BOARD)**

Advisory Board Members Present:

Molly Tafoya, *Chair*

Julia Forte Frudden

Dr. Javay Ross

Kevin Bremond

Advisory Board Members Excused:

Dr. Mariamawit (Mari) Tamerat

Dr. Jei Watkins

Christina Michaud, *Vice Chair*

Parent Policy Council

To Niya Scott -Smith, *Chair*

Community Member

1 Community member present

Staff Present:

Diveena Cooppan, *Manager/Program Director*

Tracey Black, *Manager; Governance & Contracts*

Sarah Trist, *Programs Operations Manager*

Shelley Taylor, *Supervisor- HR & Business Services*

Scott Kim, *Programs Operations Manager*

Wenonah Elms, *Mental Health & Disabilities Coordinator*

Michael Fries, *Fiscal Analyst*

Brittany Pierce, *Administrative Assistant II*

Everardo Mendoza, *ERSEA and Data Program Coordinator*

Monique Young, *Head Start Supervisor*

Sharia Lewis, *Administrative Assistant I*

Lisa Taylor, *Family & Community Engagement Coordinator*

Trisha Barua, *Head Start Program Planner*

Valeria Vallejo,

Teresa Sal, *Program Analyst*

Krischa Esquivel, *Education Manager*

Equal Access - *International Contact Interpretation Team*
(4 members present)

I. ROLL CALL:

The Head Start Advisory Board Meeting was called to order by Tracey Black at 3:30 PM.

1. Public Comments:

II. APPROVAL OF AGENDA ITEMS:

1. Review and Approval of Advisory Board Meeting Agenda August 21, 2025.

Chair, Tafoya, called for a motion to approve Advisory Board Agenda, August 21, 2025.

Member, Forte Frudden seconded the motion.; Motion carried. Vote: (4)-ayes, (0)-nays, (0)-abstentions, (0) no response

2. Review and Approval of Advisory Board Meeting Minutes May 15, 2025.

Chair, Tafoya, motioned to approve the Advisory Board Meeting Minutes, May 15, 2025.

Member, Forte Frudden seconded the motion. Motion carried. Vote: (4)-ayes, (0)-nays, (0)-abstentions, (0) no response

3. Review and approval of the Special Joint Parent Policy Council & Advisory Board Meeting Minutes, April 30. 2025.

Chair, Tafoya, motioned to approve the Special Joint Parent Policy Council & Advisory Board Meeting Minutes, April 30. 2025.

Member, Forte Frudden seconded the motion. Motion carried. Vote: (4)-ayes, (0)-nays, (0)-abstentions, (0) no response

Member Forte Frudden raised concerns shared by SEIU Representatives about staff feelings toward upper management. She emphasized that these concerns need to be acknowledged and addressed if they haven't already been addressed. She also referenced whether there is an anonymous reporting tool for staff to voice issues and concerns. In addition, she suggested creating space to discuss these matters with the Advisory Board and to hear more feedback on them.

III. ACTION ITEMS:

1. Monthly Progress Report: *Trisha Barua Presented, please refer to packet.*

a. Monthly Enrollment and Content Area Monitoring Report – June 2025

Member, Dr. Ross, motioned to approve the Monthly Progress Report June:

Member, Forte Frudden seconded the motion. Motion carried. Vote: (4)-ayes, (0)-nays, (0)-abstentions, (0) no response

Chair, Tafoya, motioned to approve the Monthly Progress Report May

Member, Dr. Ross seconded the motion. Motion carried. Vote: (4)-ayes, (0)-nays, (0)-abstentions, (0) no response

Community member raised concern about equity, specifically whether African Americans are being fully included in programs and services. The member noted that while percentages were provided for parents and pregnant participants, the home-based program report did not include percentages and requested site-level data broken down by race, including staff, to ensure equity. Additional concerns were raised about children with disabilities, particularly children with autism, as some require specialized settings identified by their IEP rather than full integration. Lastly, the community member asked for an update on the meeting that was scheduled to take place in June and the outcomes of that discussion.

In response to the community member's questions, the Health Report is included in the June report. Regarding the request for demographic breakdowns in home-based and other program options, those details are not typically provided in every monthly report. However, when questions are raised, we include them periodically, and we can plan to provide this information in an upcoming report. Additionally, the PIR (Program Information Report) data for the full program year will be available by the next report, which will include the requested data points. We can also include demographic information for program options as well as IFSP. Please note that, depending on the number of participants, percentages may be used instead of exact numbers to protect privacy when the groups are very small.

Community member raised concerns that filtering water does not eliminate lead and called for full pipe replacement. They questioned whether a deferred maintenance budget exists, given ongoing challenges at OUSD. They requested data on over-income families enrolled, noting this is important if waiting lists

suggest low-income families are already accommodated. They emphasized that IEPs are legal documents requiring full compliance with mandated services and settings. Finally, they asked whether bus accommodations exist at all sites, pointing to transportation challenges like those faced by OUSD.

2. Monthly Financial Report- *Michael Fries presented. Please refer to packet.*

- a. Monthly Financial Report (Expenditures, CACFP Report) March-June 2025
- b. Purchase Card Report

Chair, Tafoya moved to postpone the approval of the Monthly Financial Reports May and April to the next Advisory Board Meeting with the acknowledgement that they were received and updated: Expenditures, CACFP Report: *Member, Dr. Ross seconded the motion.* Motion carried. Vote: (4)-ayes, (0)-nays, (0)-abstentions, (0) no response

3. Funding Requests: *Program Staff; Sarah Trist presented. Please refer to your packet.*

a. FY 25-26 ACF – Office of Head Start

One-time Supplemental Funds for Nutrition and Healthy Eating for Head Start Children and Families.

Member, Dr. Ross motioned to approve the FY 25-26 ACF – Office of Head Start One-time Supplemental Funds for Nutrition and Healthy Eating for Head Start Children and Families: *Chair, Tafoya seconded the motion.* Motion carried. Vote: (4)-ayes, (0)-nays, (0)-abstentions, (0) no response

Sofia Navarro, Interim Assistant City Administrator and Acting Director for the Human Services Department, introduced herself and expressed her commitment to supporting staff and stabilizing the department. She noted that the Human Services Director position has been posted and the application period has closed; she is currently reviewing applications. She emphasized close collaboration with Human Resources to fill key vacancies and strengthen the department, including support for the Head Start program. Navarro reassured the group that the City Administrator’s Office is dedicated to ensuring the Human Services Department is well-supported.

4. Policies & Procedures: *Program Staff*

- a. FY 25-26 Comprehensive and Program Governance Planning Calendars & Strategic Planning Process.

IV. PARENT POLICY COUNCIL UPDATES: Diveena Cooppan & Program Staff

- a. Parent Policy Council Feedback

V. INFORMATION ITEMS: Diveena Cooppan & Program Staff

1. Current Program Updates:

- *Risk Assessment Notification (RAN) Follow-up Review, June 5, 2025*
- *ECE Apprenticeship Program and ECEPTS (Early Childhood Educator Pathways to Success)*
- *Recap - Staff Wellness Day – June 27, 2025*
- *Agenda Reports/Resolutions – (in progress)*

- o *FY 25-26 Head Start Continuation Funding Application*
- o *Annual Progress Report*
- o *Multi-Contract State Contracts (CSPP/CPKS, CCTR, CACFP)*
 - *Potential Joint Session of PPC/AB Meeting(s) – Discussion*
 - *Summary of Key Findings of Annual FY 24-25 Program Self-Evaluations for California State Preschool Program (CSPP) and General Child Care (CCTR) Contracts. Submitted 06/02/25. (See handout in agenda packet)*
 - *Summary of Key Findings of Annual FY 24-25 Desires Results Developmental Profile (DRDP) Parent Survey Summary of Key Findings (See handout in agenda packet)*
 - *FY 25-26 Advisory Board Bylaws (See handout in agenda packet)*

2. Communication from Office of Head Start:

- *Update - FY 25-26 Continuation Funding Application*
- *Revised Focus Area 2 Monitoring Review Report (See handout in agenda packet)*
- *HHS Proposed Changes to Interpretation of “Federal Public Benefit” Programs HHS Bans Illegal Aliens from Accessing its Taxpayer-Funded Programs | HHS.gov (See handout in agenda packet)*

3. Funding Opportunities:

- *Measure C Emergency Early Childhood Education Providers*
- *Kenneth Rainin Foundation Early Learning Spaces* ▪ *HHS Proposed Changes to*

VI. OPEN FORUM

Community member raised concern about the agenda item regarding HHS and eligibility for federally funded programs. They emphasized that if restrictions are placed, it could prevent non-citizens or individuals without legal immigration status from participating in Head Start, and asked what the plan would be to address such a situation. They also stressed the importance of data, urging that programs provide concrete, evidence-based proof of effectiveness rather than relying on assumptions or anecdotal claims.

VII. ADJOURNMENT

- Chair, Tafoya, called for a motion to **Adjourn the Advisory Board Meeting**
 - o Motion carried. Vote: (4)-ayes, (0)-nays, (0)-abstentions, (0) no response

Meeting adjourned at 5:07 pm

Submitted by
Brittany Pierce
 Administrative Assistant II



Pre-Service Spirit Week: Head Start Management Representing Their Favorite Teams

**CITY OF OAKLAND HEAD START
PARENT POLICY COUNCIL AND ADVISORY BOARD
JULY AND AUGUST 2025
MONTHLY REPORT**

24-25 Program Data and Demographics Highlights

The Office of Head Start Program Information Report (PIR) provides comprehensive data on services, staff, children, and families served by programs nationwide. All recipients of federal funds must complete PIR for their programs annually. The following data is based on PIR submitted for Program Year 2024-2025 in August.

The data listed below encompasses all sites and program options, including the three Oakland Children's Initiative-funded sites. By using the same PIR process as the federal sites with the OCI sites, the data is a comprehensive snapshot of key program areas across PY 24-25. There is also data included on 24-25 participant demographics, which is separate from the PIR process.

Children by Age (PIR A.10)	%
<1	12.4%
1	16.8%
2	35.2%
3	19.8%
4	15.8%
5+	0.0%

Eligibility Status Based on Documentation (PIR A.13)	%
Public assistance*	54.2%
Other Eligibility (over-income)	6.2%
Income 100-130%	2.7%
Income < 100% Federal Poverty Line	11.5%
Homeless	23.2%
Foster Care	2.2%

Race/Ethnicity of Participants (A.25) & Staff (B.13)	% of Participants	% of Staff
Hispanic	50.3%	46.0%
American Indian or Alaska Native	0.3%	0.9%
Asian	15.6%	25.7%
Black or African American	27.3%	23.9%
Native Hawaiian or other Pacific Islander	0.3%	0.0%
White	3.8%	0.0%
Biracial/Multi-Racial	2.0%	1.8%
Other	0.3%	1.8%

Primary Language of Participants (A.26) and Staff (B.14)	% of Participants	% of Staff
English	38.5%	33.6%
Spanish	34.1%	31.9%
East Asian Languages	13.0%	27.4%
Middle Eastern & South Asian Languages	2.5%	1.8%
African Languages	1.0%	2.7%
European & Slavic Languages	0.8%	0.9%
American Sign Language	0.2%	0.0%
Native Central American, South American, and Mexican Languages	6.9%	0.0%
Pacific Island Languages		0.9%
Unspecified	1.5%	0.0%
Other	1.5%	0.9%

Dual Language Learners (PIR A.27)	67.7%
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Family Services Received (PIR C.44)	%
Asset building services	19.8%
Assistance in enrolling in education or job training program	23.6%
Emergency/crisis intervention	76.6%
Housing assistance	23.0%
Father engagement - Parenting education workshops (C.46.e)	36.4%

Race/Ethnicity by Program Option	Center-Based	Home-Based	FCC
Hispanic	34.2%	57.3%	49.4%
American Indian or Alaska Native	0.4%	0.0%	1.3%
Asian	14.2%	25.4%	1.3%
Black or African American	40.0%	11.6%	35.1%
Native Hawaiian or other Pacific Islander	0.4%	0.0%	1.3%
White	3.3%	3.9%	5.2%
Biracial/Multi-Racial	4.7%	0.9%	5.2%
Unspecified	2.5%	0.4%	0.0%
Other	0.4%	0.4%	1.3%

Over-income* participants Demographics	%
Asian	28.8%
Black or African American	28.8%
Hispanic/Latino	30.8%
Multi-racial/Biracial	5.8%
White	3.8%
Other	1.9%
<i>*Eligibility Status of Income 100-130%, Over-income</i>	

IFSP/IEP by race and ethnicity	IEP	IFSP	Total %
Asian	23.7%	11.7%	16.3%
Black or African American	34.2%	30.0%	31.6%
Hispanic/Latino	31.6%	50.0%	42.9%
Multi-racial/Biracial	7.9%	3.3%	5.1%
White	0.0%	1.7%	1.0%
Unspecified	2.6%	3.3%	3.1%
Other	0.0%	0.0%	0.0%

AT-A-GLANCE: AUGUST 2025

	Preschool	Infant/Toddler	Current Total
HS Enrolled/Funded	184/292	223/330	374/622
HS Enrolled/Funded (%)	63%	68%	65%
OCI Enrolled/Funded	17/40	5/12	22/52
OCI Enrolled/Funded (%)	43%	42%	42%
Program-wide Enrolled/Funded*	201/332 (61%)	228/342 (67%)	488/674 (59%)
Daily-attendance	91%	84%	90%
Medical Home	98.9%	100%	99.5%
Health Insurance	98.9%	100%	99.5
Physical exam/Well-baby Check	91.1%	69.6%	79.7%
Updated Immunizations	97.6%	92.1%	94.7%
Hearing Screening	84.6%	86.5%	85.8%
Vision Screening	86.5%	89.6%	88.5%
Growth Screening**	85.7%	80.3%	82.7%
Dental Home	98.9%	95.7%	99.4%
Nutrition Screening**	50.5%	69.2%	61.1%
Health & Developmental History	98.9%	99.2%	99.1%
% 1st Family Outcomes Assessment (FOA)	100%	98%	99%
DRDP - 1 st Assessment Completed***	--	100%	100%
Developmental Screening (ASQ)	100%	99%	100%
Behavioral Screening – (ASQ-SE)	100%	99%	100%
Referrals to RCEB or OUSD	4	4	15****
Children enrolled with IFSP or IEP	23	15	38
% of children enrolled with an IFSP or ISP	9.5% of actual enrollment		

*Center-based preschool program options have been in service less than 30 days. September 2025 will be the first full month of enrollment across all program options, which means there will be an increase in enrollment numbers.

**July 2025 numbers; updated data will be available in September 2025 Monthly Report

***Preschool DRDPs are due in September; updated data will be due in September 2025 Monthly Report

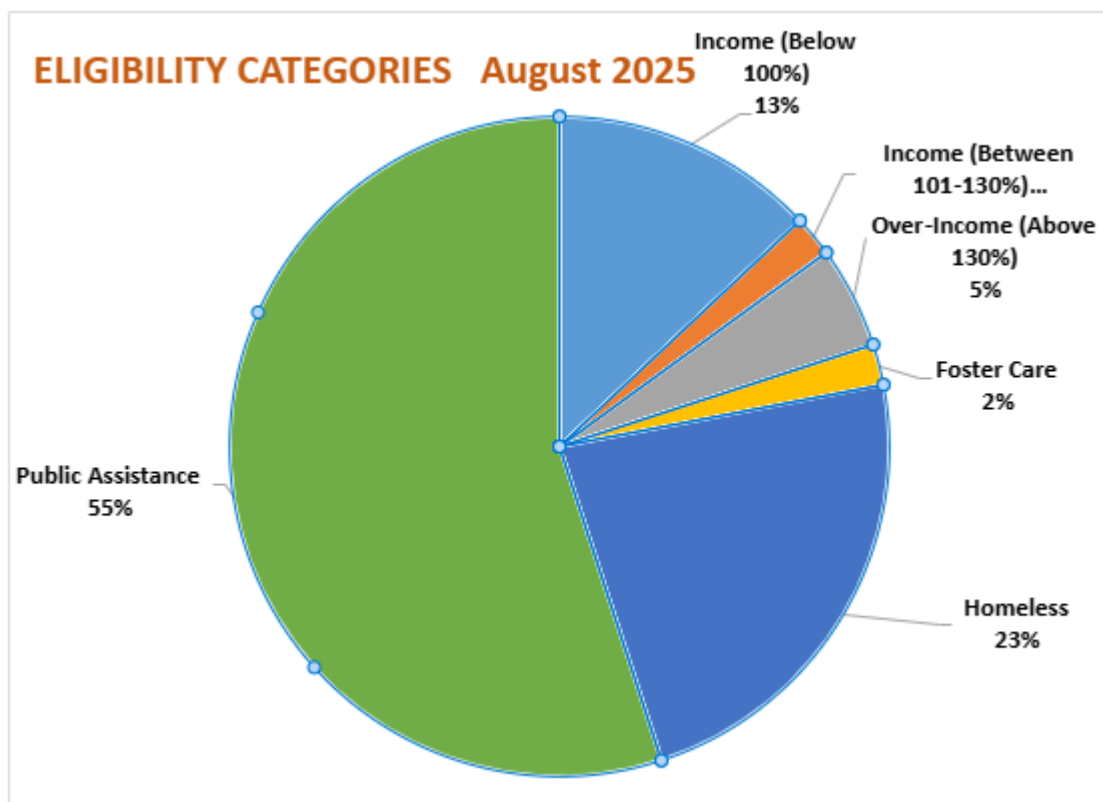
****Includes 7 closed IFSPs that are pending transitions to IEPs

INFORMATION MEMORANDUMS & PROGRAM INSTRUCTIONS

- [California Department of Education Management Bulletin 25-08 \(8/22/2025\):](#) California State Preschool Program - Continued Funding Application (CFA), Fiscal Year (FY) 2026-27.
- [California Department of Social Services PIN 25-12-CCLD \(8/15/2025\):](#) Background check Approval Requirements for Eligibility to Work, Reside or be Present in a Facility, Organization, or Home
- [California Department of Social Services PIN 25-13-CCLD \(8/6/2025\):](#) Guardian Training for Licensees and Providers
- [California Department of Education Management Bulletin 25-07 \(July 2025\):](#) California State Preschool Program - Revised Guidance on Identification of Dual Language Learners.
- [Office of Head Start Program Instruction ACF-OHS-PI-25-02 \(7/29/2025\):](#) One-time Supplemental Funds for Nutrition and Healthy Eating for Head Start Children and Families
- [California Department of Social Services PIN 25-11-CCLD \(7/17/2025\):](#) Facility Management System (FMS) Notification of Award
- [California Department of Social Services PIN 25-10-CCLD \(7/9/2025\):](#) Preparation for Extreme Heat, Wildfires, Public Safety Power Shutoffs, and West Nile Virus

ATTENDANCE & ENROLLMENT

- The Average Daily Attendance for August 2025 is 87.9%, which is above the 85% threshold established by the Office of Head Start.
- To help identify patterns of chronic absenteeism and better support families, the program installed computers and tablets at all center-based and family child care options. By recording children's attendance electronically, the program will enhance its monitoring practices. The Program will share a summary of the progress in the September 2025 report.
- In August 2025, the top Eligibility Categories were Public Assistance (55%) and Homelessness (23%)



DISABILITIES & MENTAL HEALTH

July 2025

- Disabilities and Mental Health preservice trainings included overviews of the Disability Services and Referral Process, Overview of Mental Health Services, and Review of the Positive Behavior Support Plan processes.
- Staff participating at these trainings requested that the *Developmental Iceberg* be posted as a resource at their sites.



August 2025

- 38 children have IFSPs or IEPs, a total of 9.5% of all enrolled children, which is 0.5% below the Head Start requirement to have 10% actual enrollment of children with disabilities across all Head Start and Early Head Start program options
- They children have the following diagnoses:
 - Speech/language delay (24%)
 - Non-categorical developmental delay diagnosis (37%)
 - School District Autism diagnosis (37%)
- There are 17 children referred by the Program to the Regional Center of the East Bay (RCEB) or OUSD with pending evaluations. The program is following-up with agencies to help children and families progress in the referral process.
- Through the Looking Glass ended Mental Health Consultations with the program in mid-August. TLG served 4 Early Head Start sites. The program is planning for ongoing Mental Health Consultation services as contracts with existing agencies reach their end.

HEALTH & NUTRITION

July 2025

- Health Team provided Preservice Trainings for HS/EHS staff, as well as train Head Start staff on Asthma through the Asthma Start Program
- Health Team has been having 1-1 meetings with Family Service Workers to discuss children's medical concerns and health entry requirements.

August 2025

- Dental screenings are being scheduled for all sites in partnership with Asian Health Services
- The Program is progressing in meeting 30 and 45 day Health Requirements, with most delays taking place in the Tiny Steps and Home-Based program options. The Health Team is supporting with meeting due dates and supporting families with complex needs.

Weekly Menu



Head Start
Program

Week # 4

Dates: 07/28 - 08/01

JULY/AUG 2025	MONDAY 28	TUESDAY 29	WEDNESDAY 30	THURSDAY 31	FRIDAY 1
Breakfast	English Muffin Hard boiled egg Diced Peach	Orzo pasta with Chicken Peas and carrots	Waffles Fruit spread Strawberries	Cheerios Diced Pear	Oatmeal Melon
Lunch	Red Beans Brown rice Broccoli Pear	Tofu miso soup Butternut squash and cauliflower Rice noodles Melon	Chicken and vegetable Stir-fry Brown Rice Watermelon	Spaghetti Meat sauce Broccoli Cantaloupe	Chicken sliders Mini bun Italian Veggie blend Oranges
Snack	Banana Graham crackers	Goldfish Crackers Cucumber slices Ranch	Sweet Potato- Yogurt Dip Animal crackers	Cheesy Toast	Early Dismissal- program ends at noon today for staff training



Have a recipe
idea?
Scan this QR code
to get more ideas.

This institution is an equal
opportunity provider.
USDA Child and Adult Care
Food Program (CACFP)
sponsors all meals and snacks
at our Head Start Centers.

Whole, unflavored milk is
served to children 12 through
23 months of age and 1%
unflavored milk is served to all
children 2 years of age and
older.
Milk is always served with
breakfast and lunch.

Pork, nuts, and tree nuts are
not served in our program.

Food will be offered to a child
other than above time, if a
child comes in late and misses
a meal.

Whole Grain Rich
 Hot dish

Approved by: Cris Cochran, RD,
7/9/2025



	Breakfast		LUNCH		SNACK	
	Component	Age	Component	Age	Component	Age
	Milk	1-2 3/4 c 3-5 1/2 c	Milk	1-2 1/2 c 3-5 3/4 c	Milk	1-2 1/2 c 3-5 3/4 c
	Fruit and/or veg	1/4 c 1/2 c	Meat/Alternate	1 oz 1.5 oz	Meat/Alternate	1/2 oz 3/2 oz
	Grain	1/2 oz eq 1/2 oz eq	Vegetable	1/8 c 1/4 c	Vegetable	1/2 c 1/2 c
			Fruit	1/8 c 1/4 c	Fruit	1/2 c 1/2 c
			Grain	1/2 oz eq 1/2 oz eq	Grain	1/2 oz eq 1/2 oz eq

Children enrolled in CCTR Programs Enjoyed these Meals the Week of July 28!

FAMILY SERVICES & COMMUNITY ENGAGEMENT

July 2025

- The Program continued to work with Family Front Doors and BANANAS to provide hotel vouchers and shelter resources to families experiencing homelessness.

ADVOCATE'S CORNER – Family Services Workers share how they collaborate with families to strengthen outcomes and navigate systems.

The Johnson family needed furniture for their new two-bedroom apartment after experiencing homelessness. As their Family Advocate Specialist, I had built a trusting relationship with them, helping access resources for their well-being. Their apartment was nearly empty, so I connected them with Grateful Gatherings, a nonprofit furnishing homes for families in need. Together, we completed a referral form specifying needed furniture. I submitted the referral and followed up consistently with Grateful Gatherings. After three weeks, they contacted the family and delivered beds, dressers, a sofa, and a kitchen table, transforming their empty apartment. Finding free furniture is not easy, with limited programs and high demand often causing delays. My prior relationship with Grateful Gatherings helped secure the resources the family needed.

- By María Angélica Medina

August 2025

- 103 caregivers participated in Parent Orientations across the Program's Centers and BANANAS Tiny Steps sites.
- BANANAS Tiny Steps and West Grand Early Head Start selected their PY 25-26 Parent Policy Council representatives. Voting for Policy Council representatives for all sites will take place in October.
- Initial Family Outcomes Assessment data shows that Brighter Beginnings and Home-Based/Mobile Classroom families may need support in the following areas
 - Emergency Preparedness
 - Financial Literacy
 - Employment Skills
 - Leadership Skills

HOME-BASED PROGRAM

July 2025

- Home-Based services started on July 14, 2025 with a two-day orientation for families.
- For PY 25-26, the Mobile Classroom will be at three locations each week
 - Monday: Lincoln Square Park and Recreation Center
 - Tuesday: Pump It Up
 - Thursday: Ira Jenkins Community Center / East Oakland Sports Center

August 2025

- Home-Based started twice monthly socializations on the 1st and 3rd Friday of each month.
- Food Bank Pantry is available on the 1st Friday of each month
- August featured “Getting to Know You” socializations

Caregivers and children get to know each other by singing a hello song and introducing their names



Caregivers and children decorate leaves on a Home-Based family tree with their family photos

PREGNANT PARTICIPANTS

Total expectant parents served this Program Year	22
City of Oakland to date	21
Brighter Beginnings to date	2
% of current Pregnant Participants with Medical Homes	100%
% of current Pregnant Participants with Dental Homes	90%
% of current Pregnant Participants with Medical Insurance	100%
% of current Pregnant Participants with Physical Exam	50%
% of current Pregnant Participants with Dental Exam	50%
Number of babies born in August	4
Number of babies born in Program Year 25-26	6

- The Program Year started with a total of 22 Pregnant Participants, which is 8 more than August 2024, the last program year.
- Out of the 22 participants
 - 4 enrolled in PY 24-25
 - 43% of Pregnant Participants enrolled in their 3rd trimesters

Pregnant Participants / Home Based Impact Story

In August, a special moment happened during our weekly swimming event when three of our pregnant mothers met each other for the first time. They quickly introduced themselves in the pool, shared some lighthearted conversation and laughter, and then began exercising together. They encouraged one another, creating a supportive and uplifting space. Not only did they gain the benefit of gentle physical activity, but they also found connection and community. For many of them, this time served as much-needed self-care, a chance to focus on their health and well-being while feeling less alone in their journey.

- By Frances Chau, Home-Based Center Director

EDUCATION & SCHOOL READINESS

- CCTR began on July 7, after successful CCTR preservice trainings and classroom set-up
- Head Start began on August 11, following preservice training, classroom set-up, and open houses
- The Program has been actively recruiting key education staff, including new Education Coordinator Noemi Tovar
- The Naturalist Mobile Education Program run by East Bay Regional Park District, will visit each preschool center to have an onsite and present their "Nature to You" program

SAFETY AND FACILITIES

July 2025

- The Annual Fire Inspection for three sites require corrections to be made by Public Works and/or Recreation Center in order to reach full compliance.
- The Program is creating and refining new Center Opening and Safe and Sanitary Environments Checklists for Centers, Home Based and Family Child Care.

August 2025

- Upon receiving lead testing results, the Program is addressing concerns at the following sites
 - Broadway: One faucet, which was replaced and underwent a 21-day flushing period. The faucet was retested 9/3/25; results pending.
 - Lion Creek: Drinking Fountain bubbler, which was unused for service. Plumbers removed the drinking fountain.
 - San Antonio CDC (SACDC): Three faucets, which were removed, replaced, and started the 21-day flushing period. The faucets were retested on 9/19/25; results pending.
- San Antonio Park (SAP) staff and children have been temporarily relocated to the vacant Manzanita site while Public Works is addressing mold and water line concerns.
- The Program completed Center Opening Checklists for 11 sites
Fire Inspections were completed for Tassafaronga, SAP, and SACDC

WORKFORCE DEVELOPMENT

The Program is revamping the process for the Apprenticeship Program by

- Streamlining processes for interviewing, onboarding, permit applications and tracking
- Tracking the promotion path for Apprentices

HUMAN RESOURCES AND PROFESSIONAL DEVELOPMENT

HR STAFFING UPDATES

July 2025

- One Head Start Associate Instructor left the Program
- The program gained a Head Start Education Coordinator, Noemi Tovar

Job Postings:

- [Early Childhood Center Director \(Continuous\)](#)
- [Early Head Start Instructor \(Continuous\)](#)
- [Head Start Instructor \(Continuous\)](#)
- [Head Start/Early Head Start Assistant Instructor \(Continuous\)](#)
- [Head Start/Early Head Start Substitute Associate Instructor \(Continuous\)](#)

JULY 2025 STAFFING

Position	COO
HS Teachers	9
EHS Teachers	18
Associate Teachers	14
Assistant Teachers	5
Home Visitors	8
Family Advocates/Specialists	10
Center Directors	12
Other Staff *	63
Staff Separations	1
*incl. kitchen, facilities, early learning aides, and admin staff	

JULY 2025 VACANCIES

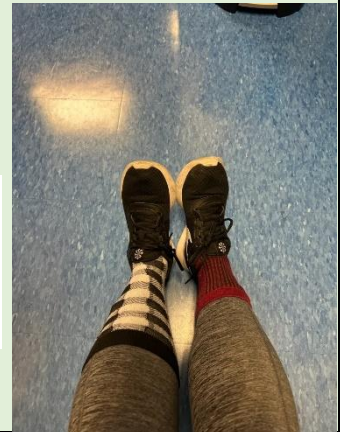
Position	# Vacancies
Early Head Start Instructors	13
Head Start Instructors	15

PROFESSIONAL DEVELOPMENT

- Preschool Preservice took place July 29-August 8, with trainings held at Program and First 5 Alameda offices
 - Preservice trainings spanned all content areas: Health, Nutrition, Safety, Family Services, ERSEA, Mental Health and Disabilities, Education, and HR.
 - Participants included Center-Based and Administrative staff
- During Preservice Spirit Week (August 4-6), staff had the option to represent their favorite sports team, wear crazy socks, and have a pajama day.



Staff show off their Crazy Socks, on August 5, in between trainings on policies, home visits, and classroom set up!



PARTNERS

Enrollment

Partner Organization	Early Head Start	Head Start	Total
BANANAS	19/26 (73%)	34/33 (103%)	53/59 (89.8%)
Brighter Beginnings	66/120 (55%)	35/20 (175%)	101/140 (72.1%)

Brighter Beginnings

July 2025

- Brighter Beginnings participated in preservice trainings with City of Oakland Head Start
- Brighter Beginnings hosted a “Welcome to EHS / HS” orientation for families
- The agency implemented a new intake process, and in the first month of the program year, also focused on participant enrollment in community programs, completing health history and nutrition requirements, and ASQ/ASE-SE completion.
- In July, Brighter Beginnings completed 215 Home Visits (145 EHS; 70 HS)
- Brighter Beginnings had one new hire and one resignation.

August 2025

- Brighter Beginnings participated in the Program’s ChildPlus training
- Brighter Beginnings hosted a Social and Health Screener welcome socialization
- In August, Brighter Beginnings completed 303 Home Visits (195 EHS; 108 HS)
- The agency has 8 current staff and one Home Visitor/Child Development Specialist vacancy.



Families enjoy a Welcome Social and Health Screener Socialization



Tiny Steps: Family Child Care

July 2025

- Tiny Steps has been progressing to fulfill 45 day Health requirements, with the support of Samuel Merritt College nursing students.
- Tiny Steps staff participated in training on Positive Behavior Support Plan completion with the Program's Mental Health Case Manager.
- Tiny Steps staff are collaborating with providers on Professional Development Plans, health and safety forms, and lesson planning.

August 2025

- Tiny Steps staff participated in an Attendance training, and the ERSEA team will be having 1-1 trainings with providers at their homes on the new attendance system. Providers received an attendance tablet training.
- Tiny Steps staff participated in the Program's ASQ parent conferences form training, which focused on forms completed by providers to share ASQ results.
- Tiny Steps staff are starting to recruit two more providers in the North Oakland and Fruitvale areas



Ashley Brown-Alford invited parents to meet at Tilden Farm with their children. They explored the farm, engaged with the animals, and had lunch together.



Angelina Rojas from A+ Angelina's FCC held a potluck with her families. They ate food and celebrated her assistant's birthday

DATA & ONGOING MONITORING

July 2025

- Updated program database systems for the new program year
- Coordinated and completed annual reporting for Oakland Children's Initiative

August 2025

- Submitted Annual Program Information Report (PIR) to Office of Head Start, after a thorough review from content area leads and management.

Program Year 2025-2026 At-A-Glance Operating Dates

- CCTR: July 7, 2025-June 26, 2026
- Home-Based and Brighter Beginnings: July 14, 2025-June 26, 2026
- BANANAS Tiny Steps: July 28, 2025 – June 28, 2026 (Each FCC Provider as an annual site-specific calendar)
- Head Start: August 11, 2025-June 26, 2026

Upcoming Events: Alameda County Fatherhood Summit



The Fathers Corps' Fatherhood Summit is designed to empower fathers and father-figures by celebrating the role they play in the lives of their children. The summit offers a career fair, speakers, and dozens of workshops specific to the needs of fathers and father figures and resources that support fathers in being the dads they want to be.

Date: Saturday, September 27, 2025

Time: 9 a.m. to 4 p.m.

Location: Oakland Marriott, 1001 Broadway, Oakland, CA

Cost: Free!

REGISTRATION: <https://go.regform.com/#!/registration/4X9vWae/info>

LEARN MORE: <https://www.first5alameda.org/fatherhoodsummit/>

Head Start & Early Head Start Budget Summary - All Federal Projects
Report as of 06/30/25 - Payroll from 07/01/2024 to 06/30/25

Fiscal year budget spent

100%

Category	Budget	Encumbrance	Expenditures	Available	% of Budget Spent
a. Personnel	\$ 5,593,597.38	\$ -	\$ 4,615,527.74	\$ 978,069.64	83%
b. Fringe Benefits	\$ 3,026,384.00	\$ -	\$ 2,969,549.94	\$ 56,834.06	98%
c. Travel	\$ 49,948.00	\$ -	\$ 38,207.65	\$ 11,740.35	76%
d. Equipment	\$ -		\$ -	\$ -	0%
e. Supplies	\$ 582,460.37	\$ 86,501.18	\$ 495,959.19	\$ -	100%
f. Contractual	\$ 2,482,816.83	\$ 489,778.71	\$ 1,938,346.75	\$ 54,691.37	98%
g. Construction	\$ -	\$ -	\$ -	\$ -	0%
h. Other	\$ 1,609,163.42	\$ 101,817.12	\$ 1,507,346.30	\$ -	100%
i. Total Direct Charges	\$ 13,344,370.00	\$ 678,097.01	\$ 11,564,937.57	\$ 1,101,335.42	92%
j. Indirect Charges	\$ 452,687.00	\$ -	\$ 452,687.00	\$ -	100%
k. TOTALS	\$ 13,797,057.00	\$ 678,097.01	\$ 12,017,624.57	\$ 1,101,335.42	92%

Summary of Categories

a. Personnel	all salaries paid out to staff, also includes cost of substitute teachers from temp agency
b. Fringe Benefits	monies for paid leave, retirement, health/welfare.
c. Travel	money to attend trainings and conferences. Items such as: hotel, airfare, meals, incidentals and registrations
d. Equipment	purchases of equipment greater than \$5,000
e. Supplies	includes office supplies, children and family service supplies, food service and other supplies
f. Contractual	includes Delegate and Partner agencies; and consultants for educational assessments, medical for children, mental health
h. Other	rent, utilities, building maintenance, parent services, accounting and legal services, publications and advertising, training and staff development
j. Indirect Charges	costs incurred for a common or joint purpose benefitting more than one category that is difficult to directly allocate

Head Start Budget Summary - Federal Basic
Report as of 06/30/25 - Payroll from 07/01/24 to 06/30/25

Fiscal year budget spent

100%

Category	Budget	Encumbrance	Expenditures	Avail	% of Budget Spent
a. Personnel	\$ 2,094,251.68	\$ -	\$ 1,722,717.65	\$ 371,534.03	82%
b. Fringe Benefits	\$ 1,350,044.00	\$ -	\$ 1,156,956.94	\$ 193,087.06	86%
c. Travel	\$ 16,579.00	\$ -	\$ 7,864.39	\$ 8,714.61	47%
d. Equipment	\$ -	\$ -	\$ -	\$ -	
e. Supplies	\$ 270,000.00	\$ 29,400.95	\$ 207,941.14	\$ 32,657.91	88%
f. Contractual	\$ 1,101,675.95	\$ 230,196.00	\$ 831,675.91	\$ 39,804.04	96%
g. Construction	\$ -	\$ -	\$ -	\$ -	-
h. Other	\$ 747,887.37	\$ 101,285.71	\$ 646,601.66	\$ -	100%
i. Total Direct Charges	\$ 5,580,438.00	\$ 360,882.66	\$ 4,573,757.69	\$ 645,797.65	88%
j. Indirect Charges	\$ 199,217.00	\$ -	\$ 199,217.00	\$ -	100%
k. TOTALS	\$ 5,779,655.00	\$ 360,882.66	\$ 4,772,974.69	\$ 645,797.65	89%

Early Head Start Budget Summary - Federal Basic
Report as of 06/30/25 - Payroll 07/01/24 to 06/30/25

Fiscal year budget spent

100%

Category	Budget	Encumbrance	Expenditures	Avail	% of Budget Spent
a. Personnel	\$ 2,952,304.00	\$ -	\$ 2,892,810.09	\$ 59,493.91	98%
b. Fringe Benefits	\$ 1,812,593.00	\$ -	\$ 1,812,593.00	\$ -	100%
c. Travel	\$ 21,369.00	\$ -	\$ 14,607.49	\$ 6,761.51	68%
d. Equipment	\$ -	\$ -	\$ -	\$ -	-
e. Supplies	\$ 345,118.28	\$ 57,100.23	\$ 288,018.05	\$ -	100%
f. Contractual	\$ 1,510,930.70	\$ 259,582.71	\$ 1,106,670.84	\$ 144,677.15	90%
g. Construction	\$ -	\$ -	\$ -	\$ -	-
h. Other	\$ 691,461.02	\$ 531.41	\$ 690,929.61	\$ -	100%
i. Total Direct Charges	\$ 7,333,776.00	\$ 317,214.35	\$ 6,805,629.08	\$ 210,932.57	97%
j. Indirect Charges	\$ 253,470.00	\$ -	\$ 253,470.00	\$ -	100%
k. TOTALS	\$ 7,587,246.00	\$ 317,214.35	\$ 7,059,099.08	\$ 210,932.57	97%

Head Start T/TA Budget Summary - Training and Technical Assistance
Report as of 06/30/25 - Payroll from 07/01/24 to 06/30/25

Fiscal year budget spent

100%

Category	Budget	Encumbrance	Expenditures	Avail	Budget Spent %
a. Personnel	\$ -	\$ -	\$ -	\$ -	0%
b. Fringe Benefits	\$ -	\$ -	\$ -	\$ -	0%
c. Travel	\$ 9,669.04	\$ -	\$ 9,669.04	\$ -	100%
d. Equipment	\$ -	\$ -	\$ -	\$ -	0%
e. Supplies	\$ -	\$ -	\$ -	\$ -	0%
f. Contractual				\$ -	0%
g. Construction	\$ -	\$ -	\$ -	\$ -	0%
h. Other	\$ 57,003.76	\$ -	\$ 57,003.76	\$ -	100%
i. Total Direct Charges	\$ 66,672.80	\$ -	\$ 66,672.80	\$ -	100%
j. Indirect Charges	\$ -			\$ -	0%
k. TOTALS	\$ 66,672.80	\$ -	\$ 66,672.80	\$ -	100%

Early Head Start T/TA Budget Summary - Training and Technical Assistance
Report as of 06/30/25 - Payroll from 07/01/24 to 06/30/25

Fiscal year budget spent

100%

Category	Budget	Encumbrance	Expenditures	Avail	Budget Spent %
a. Personnel	\$ -	\$ -	\$ -	\$ -	0%
b. Fringe Benefits	\$ -	\$ -	\$ -	\$ -	0%
c. Travel	\$ 6,066.73	\$ -	\$ 6,066.73	\$ -	100%
d. Equipment	\$ -	\$ -	\$ -	\$ -	0%
e. Supplies	\$ -	\$ -	\$ -	\$ -	0%
f. Contractual		\$ -		\$ -	0%
g. Construction	\$ -	\$ -	\$ -	\$ -	0%
h. Other	\$ 112,811.27	\$ -	\$ 112,811.27	\$ -	100%
i. Total Direct Charges	\$ 118,878.00	\$ -	\$ 118,878.00	\$ -	100%
j. Indirect Charges	\$ -	\$ -	\$ -	\$ -	0%
k. TOTALS	\$ 118,878.00	\$ -	\$ 118,878.00	\$ -	100%

Head Start GPF Budget Summary - City General Purpose Fund Head Start

Report as of 06/30/25 - Payroll from 07/01/24 to 06/30/25

Fiscal year budget spent

100%

Category	Budget	Encumbrance	Expenditures	Avail	Budget Spent %
a. Personnel	\$ 413,294.00	\$ -	\$ 412,514.91	\$ 779.09	100%
b. Fringe Benefits	\$ 320,349.00	\$ -	\$ 320,258.45	\$ 90.55	100%
c. Travel	\$ -	\$ -	\$ -	\$ -	0%
d. Equipment	\$ -	\$ -	\$ -	\$ -	0%
e. Supplies	\$ 10,000.00	\$ -	\$ 9,880.50	\$ 119.50	99%
f. Contractual	\$ 139,881.00	\$ 99.99	\$ 119,109.55	\$ 20,671.46	85%
g. Construction	\$ -	\$ -	\$ -	\$ -	0%
h. Other	\$ 7,500.00	\$ -	\$ 7,331.41	\$ 168.59	98%
i. Total Direct Charges	\$ 891,024.00	\$ 99.99	\$ 869,094.82	\$ 21,829.19	98%
j. Indirect Charges	\$ 88,268.00		\$ -	\$ 88,268.00	0%
k. TOTALS	\$ 979,292.00	\$ 99.99	\$ 869,094.82	\$ 110,097.19	89%

Early Head Start GPF Budget Summary - City General Purpose Fund Early Head Start

Report as of 06/30/25 - Payroll from 07/01/24 to 06/30/25

Fiscal year budget spent

100%

Category	Budget	Encumbrance	Expenditures	Avail	Budget Spent %
a. Personnel	\$ 382,174.00	\$ -	\$ 318,042.20	\$ 64,131.80	83%
b. Fringe Benefits	\$ 482,483.00	\$ -	\$ 472,341.90	\$ 10,141.10	98%
c. Travel	\$ -	\$ -	\$ -	\$ -	0%
d. Equipment	\$ -	\$ -	\$ -	\$ -	0%
e. Supplies	\$ 10,000.00	\$ -	\$ 8,534.10	\$ 1,465.90	85%
f. Contractual	\$ 793,605.00	\$ -	\$ 425,463.32	\$ 368,141.68	54%
g. Construction	\$ -	\$ -	\$ -	\$ -	0%
h. Other	\$ -	\$ -	\$ -	\$ -	0%
i. Total Direct Charges	\$ 1,668,262.00	\$ -	\$ 1,224,381.52	\$ 443,880.48	73%
j. Indirect Charges	\$ -	\$ -	\$ -	\$ -	0%
k. TOTALS	\$ 1,668,262.00	\$ -	\$ 1,224,381.52	\$ 443,880.48	73%

Head Start & Early Head Start CCFP Budget Summary - Child and Adult Care Food Program

Report as of 06/30/25 - Payroll from 07/01/24 to 06/30/25

Fiscal year budget spent

100%

Category	Budget	Encumbrance	Expenditures	Avail	Budget Spent %
a. Personnel	\$ -	\$ -	\$ -	\$ -	0%
b. Fringe Benefits	\$ -	\$ -	\$ -	\$ -	0%
c. Travel	\$ -	\$ -	\$ -	\$ -	0%
d. Equipment	\$ -	\$ -	\$ -	\$ -	0%
e. Supplies	\$ 260,000.00	\$ 865.15	\$ 125,184.79	\$ 133,950.06	48%
f. Contractual	\$ -	\$ -	\$ -	\$ -	0%
g. Construction	\$ -	\$ -	\$ -	\$ -	0%
h. Other		\$ -		\$ -	0%
i. Total Direct Charges	\$ 260,000.00	\$ 865.15	\$ 125,184.79	\$ 133,950.06	48%
j. Indirect Charges	\$ -		\$ -	\$ -	0%
k. TOTALS	\$ 260,000.00	\$ 865.15	\$ 125,184.79	\$ 133,950.06	48%

Early Head Start CCTR Budget Summary - General Child Care and Development Expansion

Report as of 06/30/25 - Payroll from 07/01/24 to 06/30/25

Fiscal year budget spent

100%

Category	Budget	Encumbrance	Expenditures	Avail	Budget Spent %
a. Personnel	\$ 1,790,639.36	\$ -	\$ 1,790,639.36	\$ -	100%
b. Fringe Benefits	\$ 1,318,934.29	\$ -	\$ 1,318,934.29	\$ -	100%
c. Travel	\$ -	\$ -	\$ -	\$ -	0%
d. Equipment	\$ -	\$ -	\$ -	\$ -	0%
e. Supplies	\$ -	\$ -	\$ -	\$ -	0%
f. Contractual	\$ -	\$ -	\$ -	\$ -	0%
g. Construction	\$ -	\$ -	\$ -	\$ -	0%
h. Other	\$ 11,137.50	\$ -	\$ 11,137.50	\$ -	100%
i. Total Direct Charges	\$ 3,120,711.15	\$ -	\$ 3,120,711.15	\$ -	100%
j. Indirect Charges	\$ 225,101.85	\$ -	\$ 225,101.85	\$ -	100%
k. TOTALS	\$ 3,345,813.00	\$ -	\$ 3,345,813.00	\$ -	100%

Head Start CSPP Budget Summary - California State Preschool Program
Report as of 06/30/25 - Payroll from 07/01/24 to 06/30/25

Fiscal year budget spent

100%

Category	Budget	Encumbrance	Expenditures	Avail	Budget Spent %
a. Personnel	\$ 1,532,323.46	\$ -	\$ 1,532,323.46	\$ -	100%
b. Fringe Benefits	\$ 1,073,622.75	\$ -	\$ 1,073,622.75	\$ -	100%
c. Travel	\$ -	\$ -	\$ -	\$ -	0%
d. Equipment	\$ -	\$ -	\$ -	\$ -	0%
e. Supplies	\$ 214,240.55	\$ 79,547.92	\$ 134,692.63	\$ -	100%
f. Contractual	\$ 38,103.43	\$ 0.36	\$ 38,103.07	\$ -	100%
g. Construction	\$ -	\$ -	\$ -	\$ -	0%
h. Other	\$ 151,052.59	\$ -	\$ 151,052.58	\$ 0.00	100%
i. Total Direct Charges	\$ 3,009,342.78	\$ 79,548.28	\$ 2,929,794.49	\$ 0.00	100%
j. Indirect Charges	\$ 355,414.00	\$ -	\$ 355,414.00	\$ -	100%
k. TOTALS	\$ 3,364,756.78	\$ 79,548.28	\$ 3,285,208.49	\$ 0.00	100%

Head Start CPKS Budget Summary -CA Pre-Kindergarten and Family Literacy Support
Report as of 06/30/25 - Payroll from 07/01/24 to 06/30/25

Fiscal year budget spent

100%

Category	Budget	Encumbrance	Expenditures	Avail	Budget Spent %
a. Personnel	\$ -	\$ -	\$ -	\$ -	0%
b. Fringe Benefits	\$ -	\$ -	\$ -	\$ -	0%
c. Travel	\$ -	\$ -	\$ -	\$ -	0%
d. Equipment	\$ -	\$ -	\$ -	\$ -	0%
e. Supplies	\$ 32,500.00	\$ -	\$ 32,500.00	\$ -	100%
f. Contractual	\$ -	\$ -	\$ -	\$ -	0%
g. Construction	\$ -	\$ -	\$ -	\$ -	0%
h. Other	\$ -	\$ -	\$ -	\$ -	0%
i. Total Direct Charges	\$ 32,500.00	\$ -	\$ 32,500.00	\$ -	100%
j. Indirect Charges	\$ -	\$ -	\$ -	\$ -	0%
k. TOTALS	\$ 32,500.00	\$ -	\$ 32,500.00	\$ -	100%

Child and Adult Care Food Program FY2025-26

Meal counts are due to CDSS 45 days after the close of the month. To ensure the most accurate numbers are reported to PC and AB meal counts will be reported after they are finalized for submission to CDSS.

Institution: CITY OF OAKLAND HEADSTART
Month/ Year: July-25

Facility Number	Facility Name	Meal Types Claimed (x)				Number of Operating Days	License Capacity (room capacity, if applicable)	Funded enrollment	Enrollment (license or room capacity, if applicable)	Shift status	Max. Number of Meals Eligible For Reimbursement (Enrollment x Operating Days)	Do any meal counts, by meal type, exceed the maximum number of meals eligible? If yes, explain why and action taken	Do any meal counts by meal type show pattern of block claim? If yes state action taken, attach supporting document
		AM Snack	Breakfast	Lunch	PM Snack								
1 1	Full Day 85th Avenue I	-	58.00	56.00	37.00	19.00	entire site (50)	16.00	16.00	1.00	304.00	NO	NO
1 2	Full Day 85th Avenue II	-	107.00	123.00	119.00	19.00	entire site (50)	10.00	16.00	1.00	304.00	NO	NO
1 3	Full Day 85th Avenue III	-	-	-	-	-	entire site (50)	8.00	16.00	1.00	-	NO	NO
2 4	Full Day Arroyo Viejo	-	70.00	79.00	65.00	19.00	16	12.00	12.00	1.00	228.00	NO	NO
3 5	Full Day BROADWAY/INFANT	-	21.00	33.00	33.00	19.00	8	8.00	9.00	1.00	171.00	NO	NO
3 6	Full Day BROADWAY/RM 3 (TODDLER)	-	54.00	57.00	55.00	19.00	8	8.00	9.00	1.00	171.00	NO	NO
3 7	Full Day BROADWAY/RM 4 (TODDLER)	-	37.00	74.00	72.00	19.00	8	8.00	8.00	1.00	152.00	NO	NO
4 8	Full Day Brookfield 1	-	-	-	-	-	entire site (48)	16.00	16.00	1.00	-	NO	NO
4 9	Full Day Brookfield 2	-	-	-	-	-	entire site (48)	16.00	16.00	1.00	-	NO	NO
5 10	Full Day							-			-	NO	NO
6 11	Full Day							-			-	NO	NO
7 12	Full Day Franklin	-	-	-	-	-	18	16.00	32.00	1.00	-	NO	NO
8 13	Full Day Lion's Creek 1	-	-	-	-	-	18	16.00	16.00	1.00	-	NO	NO
8 14	Full Day Lions Creek 2	4.00	56.00	64.00	49.00	19.00	8	8.00	8.00	1.00	152.00	NO	NO
9 15	Full Day Manzanita	-	-	-	-	-	20	16.00	20.00	1.00	-	NO	NO
10 16	Full Day San Antonio CDC 1	-	-	-	-	-	entire site (24)	24.00	24.00	1.00	-	NO	NO
11 17	Full Day San Antonio Park I	-	56.00	59.00	35.00	15.00	8	8.00	9.00	1.00	135.00	NO	NO
11 18	Full Day San Antonio Park II	-	105.00	119.00	114.00	19.00	8	10.00	9.00	1.00	171.00	NO	NO
12 19	Full Day Sungate I	-	-	-	-	-	24	24.00	24.00	1.00	-	NO	NO
12 20	Full Day						0	-	16.00	1.00	16.00	NO	NO
13 21	Full Day Tassafaronga	-	-	-	-	-	24	24.00	24.00	1.00	-	NO	NO
14 22	Full Day West Grand (Infant)	-	71.00	72.00	64.00	19.00	8	8.00	9.00	1.00	171.00	NO	NO
14 23	Full Day West Grand (Older)	-	40.00	41.00	34.00	19.00	8	8.00	9.00	1.00	171.00	NO	NO
14 24	Full Day West Grand (Young)	-	64.00	65.00	65.00	19.00	8	8.00	8.00	1.00	152.00	NO	NO
	TOTAL	4.00	739.00	842.00	742.00	224.00		272.00	326.00		2,298.00		
	HS	4.00	403.00	486.00	430.00	133.00							
	EHS	-	336.00	356.00	312.00	91.00							

I certify that the edit check process was completed and that the information was reviewed. If needed, appropriate action was taken as indicated.

Certified by: 
Emari Dimagiba (Aug 19, 2025 16:00:18 PDT)

Emari Dimagiba
Head Start Health Manager

* Block claim - when the number of meals claimed at a facility for one or more meal types (B, L, D, or snack) is the same for 15 consecutive operating days.

Keep this completed edit check form with a copy of the claim submitted for reimbursement

Avg Daily Participation **44.32**

=(max meals)/(max days)

ADP ENTRY **45.00**

Prepared by: 
Annie Friberg (Aug 20, 2025 08:48:56 PDT)

Fiscal Approval:
Annie Friberg
Human Services Fiscal Manager

City of Oakland

PURCHASE CARD TRANSACTION LOG

DATE:

09/04/25

Cardholder Name: **Diveena Cooppan**

PRINT NAME

April 2025

Transaction Period (Month / Year)

TO

April 2025

Transaction Period (Month / Year)

Agency / Department: **DHS - Head Start**

I HEREBY CERTIFY THAT THE ARTICLES OR SERVICES DESCRIBED BY THE RECEIPT(S) OR INVOICE(S) ATTACHED AND LISTED BELOW WERE NECESSARY FOR USE BY THIS AGENCY / DEPARTMENT AND HAVE BEEN DELIVERED OR PERFORMED AND THAT NO PRIOR CLAIM HAS BEEN PRESENTED FOR SAID ARTICLES OR SERVICES:

 Diveena Cooppan (Sep 4, 2025 17:03:52 PDT) Date	510-238-3165	 Annie Friberg (Sep 5, 2025 10:47:07 PDT) Date
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CARDHOLDER'S SIGNATURE AND DATE

PHONE NUMBER (REQUIRED)

AUTHORIZATION SIGNATURE AND DATE

Line #	Transaction Date	Vendor Name	Transaction Description	Total Transaction	Sales Tax Paid Yes or No	Sales Tax Owed Yes or No
1	03/27/25	ALLSCAN	APPLICANT'S FINGERPRINTS	93.00		
2			1.2128.78231.52211.1006686.YS13.24295			
3	04/05/25	VIMEO	CLASS RECORDING	108.00		
4			47% 1.2128.78231.55212.1006668.YS13 24295 53% 1.2128.78231.55212.1006686.YS13 24295			
5	04/08/25	TARGET	RAN - LANEY	61.82		
6			53% 1.2128.78231.52630.1006686.YS13.24295			
7	04/09/25	ALLSCAN	APPLICANT'S FINGERPRINTS	93.00		
8			1.2128.78231.52211.1006686.YS13.24295			
9	04/09/25	AMAZON	RAN - LANEY	107.52		
10			53% 1.2128.78231.52630.1006686.YS13.24295			
11	04/08/25	IKEA	RAN - LANEY	97.22		
12			53% 1.2128.78231.52630.1006686.YS13.24295			
13	04/09/25	AMAZON	RAN - LANEY	68.02		
14			53% 1.2128.78231.52630.1006686.YS13.24295			
15	04/15/25	AIRTABLE	CREDIT	(358.04)		
16			47% 1.2128.78231.55212.1006668.YS13 24295 53% 1.2128.78231.55212.1006686.YS13 24295			
17	04/21/25	LOWES	RAN - LANEY	414.19		
18			53% 1.2128.78231.52630.1006686.YS13.24295			
19	04/21/25	SOUTHWEST	ECEPTS CONFERENCE	608.65		35
20			47%1.1010.78231.55212.1006668.YS13.24427 53%1.1010.78231.55212.1006686.YS13.24427			

21	04/24/25	HOTEL	ECEPTS CONFERENCE	550.02		
22			47%1.1010.78231.55212.1006668.YS13.24427 53%1.1010.78231.55212.1006686.YS13.24427			
23	04/24/24	HOTEL TRANSACTION FEE	ECEPTS CONFERENCE	5.50		
24			47%1.1010.78231.55212.1006668.YS13.24427 53%1.1010.78231.55212.1006686.YS13.24427			
25	04/24/24	HOTEL BOOKING SERVICE FEE	ECEPTS CONFERENCE	17.99		
26			1.2128.78231.55212.1007489.YS13.24560			
27	04/22/25	SOUTHWEST	ECEPTS CONFERENCE	613.85		
28			47%1.1010.78231.55212.1006668.YS13.24427 53%1.1010.78231.55212.1006686.YS13.24427			
29	04/22/25	SOUTHWEST	ECEPTS CONFERENCE	608.65		
30			1.2128.78231.55212.1007489.YS13.24560			
31	04/22/25	SOUTHWEST	ECEPTS CONFERENCE	613.85		
32			1.2128.78231.55212.1007489.YS13.24560			
33	04/22/25	SOUTHWEST	ECEPTS CONFERENCE	30.30		
34			47%1.1010.78231.55212.1006668.YS13.24427 53%1.1010.78231.55212.1006686.YS13.24427			
35	04/22/25	SOUTHWEST	ECEPTS CONFERENCE	24.00		
36			47%1.1010.78231.55212.1006668.YS13.24427 53%1.1010.78231.55212.1006686.YS13.24427			
37	04/22/25	SOUTHWEST	ECEPTS CONFERENCE	587.97		
38			47%1.1010.78231.55212.1006668.YS13.24427 53%1.1010.78231.55212.1006686.YS13.24427			
39	04/22/25	SOUTHWEST	ECEPTS CONFERENCE	587.97		
40			47%1.1010.78231.55212.1006668.YS13.24427 53%1.1010.78231.55212.1006686.YS13.24427			
41	04/24/25	HOTEL	ECEPTS Conference	290.24		
42			1.2128.78231.55212.1007489.YS13.24560			
43	04/24/25	HOTEL	ECEPTS Conference	550.02		
44			47%1.1010.78231.55212.1006668.YS13.24427 53%1.1010.78231.55212.1006686.YS13.24427			
45	04/24/25	HOTEL TRANSACTION FEE	ECEPTS CONFERENCE	5.50		
46			47%1.1010.78231.55212.1006668.YS13.24427 53%1.1010.78231.55212.1006686.YS13.24427			
47	04/22/25	SOUTHWEST	ECEPTS CONFERENCE	618.35		
48			47%1.1010.78231.55212.1006668.YS13.24427 53%1.1010.78231.55212.1006686.YS13.24427			36

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Document Total	6,397.59
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DETAILED DESCRIPTION

Audited By: <i>(Finance and Management Agency)</i>	
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FMA 02/07

FISCAL REPORT for the OAKLAND CHILDREN'S INITIATIVE

Reporting Period
July 1, 2024 - June 30, 2025

Fiscal Year	FY 2024-25	FY 2024-25	FY 2024-25
BUDGET LINE ITEMS	Total Approved Budget	Total(09/10/25) 7/1/2024 - 6/30/2025	Budget Remaining
ANNUAL BASELINE BUDGET			
PERSONNEL EXPENSES			
Total Salaries & Benefit	\$5,244,904.10	2,871,517.50	\$ 2,373,386.60
PERSONNEL EXPENSES SUBTOTAL	\$5,244,904.10	2,871,517.50	\$ 2,373,386.60
GENERAL EXPENSES			
Training			
Training and professional development	\$24,100.00		\$ 24,100.00
Program Materials, Printing, and Office Supplies			
Supplies	\$198,685.48	52,724.52	\$ 145,960.96
Equipment			
Subcontractors			
Specialist Services Contracts	\$268,630.00	38665.35	\$ 229,964.65
Miscellaneous / Other/Occupancy			
Building Maintenance/Utilities & Rent	\$298,242.00	2075.00	\$ 296,167.00
	\$789,657.48	93,464.87	\$ 696,192.61
BASELINE - SUBTOTAL OF DIRECT EXPENSES	\$6,034,561.58	2,964,982.37	\$ 3,069,579.21
BASELINE - ADMINISTRATIVE/INDIRECT COSTS	\$565,438.42	277,818.85	\$ 287,619.57
GRAND TOTAL	\$6,600,000.00	3,242,801.22	\$ 3,357,198.78

Program Management & Strategic Planning

HSPPS Subpart:	J: Program Management and Quality Improvement	Health Services Advisory Committee Review Date:	N/A
HSPPS and other regulations	§1302.101	Policy Council Approval Date:	07/16/24
State or Local Regulations:	N/A	Advisory Board Approval Date:	09/26/24
Effective Date:	07/16/24; 09/26/24	Revised Date:	07/16/24; 07/15/25
Policy Statement and Detailed Procedures			
Policy Statement:	<p>The Head Start planning systems and related activities are an essential part of program operations. Thoughtful planning is critical to successful programming. However, it becomes even more important as programs shift from an indefinite grant period to a five-year project period. According to the Head Start planning requirements, the <i>Federal Oversight of Five-Year Head Start Grants (ACF-IM-HS-14- 02)</i> indicates that the five-year grant applications require programs to describe and define:</p> <ul style="list-style-type: none"> • Long-term goals they will accomplish during the five-year period. • Short-term objectives • Expected outcomes that are aligned with the goals and objectives. • Data tools and methods for tracking progress toward their goals, objectives, and expected outcomes. <p>Grantees report on this progress in their yearly continuation applications over the course of the five-year project period.</p>		
Rationale:	<p>The purpose of the planning process is to establish and maintain a systematic approach to decision-making about the direction and scope of programs and services offered by City of Oakland Head Start. The planning process provides overall direction for the City Council and/or its designee (the Head Start Advisory Board), Policy Council and staff.</p> <p>Main components of the planning process include Community Assessment, Self- Assessment, Long-range Goals and Short-term Objectives, Strategies, Expected Outcomes over 5-years; Criteria for Recruitment, Selection and Enrollment Priorities, and funding applications.</p> <p>Additional Head Start planning requirements include HEAD START ACT 641(A)(g)(2)(A): Standards: Monitoring of Head Start Agencies and Programs - Self-Assessments:</p>		

Policy Statement and Detailed Procedures	
	<p>(1) IN GENERAL- Not less frequently than once each program year, with the consultation and participation of Policy Councils and, as applicable, policy committees and, as appropriate, other community members and each Head Start agency, and each delegate agency, that receives financial assistance under this subchapter shall conduct a comprehensive self-assessment of its effectiveness and progress in meeting program goals and objectives and in implementing and complying with standards described in subsection (a)(1).</p> <p>(2) GOALS, REPORTS, AND IMPROVEMENT PLANS-</p> <p>(A) GOALS - An agency conducting a self-assessment shall establish agency- determined program goals for improving the school readiness of children participating in a program under this subchapter, including school readiness goals that are aligned with the Head Start Child Outcomes Framework, State early learning standards as appropriate, and requirements and expectations of the schools the children will be attending.</p> <p>(B) IMPROVEMENT PLAN- The agency shall develop, and submit to the Secretary a report, to accompany its annual continuation funding grant application, an improvement plan approved by the governing body of the agency to strengthen any areas identified in the self-assessment as weaknesses or in need of improvement.</p> <p>(3) ONGOING MONITORING- Each Head Start agency (including each Early Head Start agency) and each delegate agency shall establish and implement procedures for the ongoing monitoring of their respective programs, to ensure that the operations of the programs work toward meeting program goals and objectives and standards described in subsection (a)(1).¹</p> <p>*FORMER HS PROGRAM PERFORMANCE STANDARD 1304.51 (a) (1) (2) *(Still relevant and will be utilized in FY 2024-25): Head Start Grantee and delegate agencies must develop and implement a systematic, ongoing program planning process, in collaboration with the program's governing body, policy groups, program staff, delegate agency and other community organizations, that includes but is not limited to: Community Assessment; Self-Assessment; Grant Application; Program Goals & Objectives; Child Outcomes; Training Plan; Ongoing Monitoring, Program Information Report (PIR).</p>
Responsibility:	<ul style="list-style-type: none"> • HS Program Director • HS Program Planner • All Head Start Management Staff (Content, Human Resources, Facilities & Fiscal)

¹ <https://eclkc.ohs.acf.hhs.gov/policy/head-start-act/sec-641a-standards-monitoring-head-start-agencies-programs>; 7/14/17

Policy Statement and Detailed Procedures

Procedure:

- The program school year begins in **July**. The Program will initiate its multi- year strategic planning process in July of each year. The planning process for all upcoming planning cycles, including **1)** an Annual Comprehensive Program Calendar; **2)** and a Program Governance Calendar, will be reviewed and approved annually by the Parent Policy Council (PC) and the City Council or its designee, the Head Start Advisory Board (AB) in **August** or **September** (if bodies opt for Recess in August), with existing Parent Policy Council members and again in **November** and **December**, with newly elected Parent Policy Council members for the current program year.
- Planning calendars for each content area will be developed by program content area coordinators and updated annually.
- A program operating budget will be presented to the Parent Policy Council's Finance Committee or Parent Council and Advisory Board for review and input at the beginning each program year, in **September or October**.
- When the budget is finalized in **October or November**, it will be forwarded to the Policy Committee or Parent Policy Council and Advisory Board for final approval.
- The operating budget will be analyzed at regular fiscal meetings to determine the need for improvement and adjustments.
- Monthly Program Reports will be forwarded to the Parent Policy Council and Advisory Board for input and approval. The Head Start Planner will assess community needs, resources, strengths and possible challenges every five years (Community Assessment), and will conduct updates annually, for the following four years. The planning for the Community Assessment (or Community Assessment Update) will begin in **September** of each year and will consist of 1-2 Community Assessment Planning Meetings in the months of **November** and **December**. Participants will include Parent Policy Council and Advisory Board members, as well as community stakeholders (i.e. local community agencies, delegate agency, partners, school district, parents and program staff). In **November**, the first planning meeting will include the review of data collected, and the opportunity for the Parent Policy Council and Advisory Board to contribute relevant information and feedback to the development of the Community Assessment and/or update(s).
- The Community Assessment and/or update(s) results will be shared and discussed with the Parent Policy Council, Advisory Board, and community

Policy Statement and Detailed Procedures	
	<p>members between January-February. Staff will use this analysis, along with the findings of the program's Self-Assessment between January-March, to review, update, or revise long-term goals, short-term objectives, school readiness and parent, family & community engagement goals, to inform specific program direction for the existing and coming program year (i.e. priorities for selection, recruitment and enrollment, enhancements to collaboration activities with other community agencies).</p> <ul style="list-style-type: none"> • Long-range goals, short-term objectives, expected outcomes and program impacts and financial goals and objectives, based on data from the Community Assessment/Update, Self-Assessment, Child Outcomes, latest PIR, Parent Survey, and Parent Policy Council and Advisory Board, program staff, and community input, will be presented to and approved by the Parent Policy Council and the City Council or its designee, the Advisory Board. Progress in meeting program goals and objectives will be tracked and reviewed regularly at Management Team and Coordinator's meetings. • In January-February, Community Assessment data will be used to inform recruitment, Selection and Enrollment Priorities, and any changes to program options, will be proposed by staff and approved by the Parent Policy Council and the City Council or its designee, the Advisory Board. • The joint Budget and Fiscal Committee (if available), along with Head Start Management staff, will review the budget for areas that may need changes, according to available resources. • In January - February, The Head Start Program Director, Program Planner, and designated management staff, will develop the draft of the federal Head Start and other relevant funding applications, based on the above planning procedures, including a review of budget changes. • In February-March, the Head Start Director will present the final application and summary to the Parent Policy Council, Advisory Board, and City Council for review and approval.
Monitoring:	<ul style="list-style-type: none"> • Annual Comprehensive & Program Calendars
Documentation:	<ul style="list-style-type: none"> • See procedures
Timeframe:	<ul style="list-style-type: none"> • See Annual Comprehensive & Program Governance Planning Calendar

ANNUAL COMPREHENSIVE PLANNING CALENDAR

July 2025			August 2025 (Re-Opening)			September 2025			October 2025		
<u>Date:</u> PPC: 7/15 AB: On Recess	<u>Report or Task Name</u> PPC/AB Meetings <ul style="list-style-type: none"> Monthly Program Progress Report Monthly Program Financial Report Strategic Planning - Planning Calendars Overall & Governance Review Partner Onboarding & Review of Contracts and SOW DA Final Expenditure Report All staff Classroom Assignments Professional Development Plans 5-yr Background Check Audit Acceptance Letters ERSEA File Audit End-of-year CSPP/CDE Final Attendance Report ChildPlus – FY 25-26 PIR Activated 	<u>Unit</u> PM/PLN FSC PM/PLN PM/PLN FSC/PM C/PD ERSEA	<u>Date:</u> PPC: On Recess AB: 08/21	<u>Report or Task Name</u> PPC/AB Meetings <ul style="list-style-type: none"> Monthly Program Progress Report Monthly Program Financial Report Strategic Planning - Planning Calendars & Staff Training Budget Presentation & Staff Training Beginning of year budget presentation to Central Office CACFP Application Due Pre-Service New Staff Orientation Mandatory Child Abuse & Neglect Training FY 24-25 PIR (Due 08/29) <i>Start of HS/EHS Program Services (08/11)</i> 	<u>Unit</u> PM/PLN FSC PM/PLN ERSEA C/PD PLN	<u>Date:</u> PPC: 9/16 AB: 9/18	<u>Report or Task Name</u> PPC/AB Meetings <ul style="list-style-type: none"> Monthly Program Progress Report Monthly Program Financial Report Final Budget Spend-down from last Fiscal Year (FY 24-25) Staff Qualifications & Professional Development Plan Audit Planning for Community Assessment Update (development begins) Annual Report to the Public for FY 24-25 (development begins) 	<u>Unit</u> PM/PLN FSC C/PD	<u>Date:</u> PPC: 10/14 AB: 10/16	<u>Report or Task Name</u> PPC/AB Meetings <ul style="list-style-type: none"> Monthly Program Progress Report Monthly Program Financial Report Carryforward Request Process Final Year Report from Last Fiscal Year CLASS Audit CDE/CSPP Audit Quarterly Monitoring updates: Quarterly Goal Review Quarterly PIR Review Ongoing Monitoring Community Assessment Update (development continues) Annual Report to the Public for FY 24-25 (development continues) 	<u>Unit</u> PM/PLN FSC C/PD ERSEA PM/PLN

November 2025			December 2025			January 2026			February 2026		
Date: PPC: 11/18 AB: 11/20	Report or Task Name PPC/AB Meetings <ul style="list-style-type: none"> Monthly Program Progress Report Monthly Program Financial Report Staff Recruitment Off-site CLASS Audit CDE/CSPP & CDSS/CCTR Continuation Funding Applications for Head Start and CDE/CSPP Community Assessment Update Planning & Data Review Meeting #1 (tentative) Annual Report to the Public for FY 24-25 (First draft due) 	Unit PM/PLN FSC PM/PLN C/PD PM/PLN PM/ PLN	Date: PPC: 12/16 AB: 12/18	Report or Task Name PPC/AB Meetings <ul style="list-style-type: none"> Monthly Program Progress Report Monthly Program Financial Report Mid-Year Budget Review Assignment/Selection Mid-Year Performance Review Self-Assessment begins Community Assessment Update (Final draft completed) Annual Report to the Public for FY 24-25 (Final draft due) 	Unit PM/ PLN FSC C/PD PM/ PLN HR/ PD PM/ PLN	Date: PPC: 1/13 AB: 1/15	Report or Task Name PPC/AB Meetings <ul style="list-style-type: none"> Community Assessment Update (Final draft completed and presented to PPPC/AB) Selection Criteria (First draft completed and presented to PPPC/AB) Self-Assessment Completed Monthly Program Progress Report Monthly Program Financial Report Evaluation of RFP/RFQs for Next Program Year City Review of Mid-Year Budget Selection Criteria Developed Letter of Intent to Re-enroll ERSEA File Audits Practice-Based Coaching CLASS Audit Quarterly Monitoring Updates: <ul style="list-style-type: none"> Quarterly Goals PIR Ongoing Mtg. 	Unit PM/ PLN PM/ PLN FSC PM/ PLN FSC ERSEA C/PD PM/ PLN	Date: PPC: 2/17 AB: 2/19	Report or Task Name PPC/AB Meetings <ul style="list-style-type: none"> Selection Criteria Approved Monthly Program Progress Report Monthly Program Financial Report New Program Year Activated in Child Plus ❖ Site Selection, ❖ Opening Dates ❖ School Year Calendar, Hours of Operation 	Unit PM/PLN ERSEA PM/PLN FSC PM/PLN

	March 2026			April 2026			May 2026			June 2026	
Date: PPC: 3/10 AB: 3/12	Report or Task Name PPC/AB Meetings <ul style="list-style-type: none"> Monthly Program Progress Report Monthly Program Financial Report New Selection Criteria added to Child Plus 	Unit PM/PLN FSC ERSEA	Date: PPC: 4/14 AB: 4/16	Report or Task Name PPC/AB Meetings <ul style="list-style-type: none"> Monthly Program Progress Report Monthly Program Financial Report Drafting of Partner Contracts for Next Program Year Finalize Next Year's Budget Annual Grant Application Due (Cont. Funding) Child Selection Rosters for Newbies and Returnees Performance Appraisals Staff Recruitment Off-site Quarterly Monitoring updates: <ul style="list-style-type: none"> Quarterly Goal Quarterly PIR Ongoing Monitoring HS FY 26-27 Non-competing (5-Year Cycle Grant Application) (Due: 4/1) 	Unit PM/PLN FSC PM/PLN FSC PM/PLN ERSEA HR/PD PM/PLN	Date: PPC: 5/19 AB: 5/21	Report or Task Name PPC/AB Meetings <ul style="list-style-type: none"> Monthly Program Progress Report Monthly Program Financial Report ERSEA File Audit Initial Interviews for All New Families @ Sites Full Enrollment for Coming Program Year 	Unit PM/PLN FSC ERSEA	Date: PPC: 6/09 AB: 6/11	Report or Task Name PPC/AB Meetings <ul style="list-style-type: none"> Monthly Program Progress Report Monthly Program Financial Report Final Fund Obligation for Program Year CSPP/CDE CCTR/CDSS Program Self-Evaluation (PSE) Final PIR Reconciliation Joint PPPC/AB Meeting (tentative) 	Unit PM/PLN FSC PM/PLN

Weekly, Monthly, Quarterly, and Annual Reporting

Weekly		Monthly	Quarterly	Annually
Content Unit Data Monitoring Reports to Diveena & Data Team		End of Month Enrollment (EOM) Reported on HSES CDE/CSPP 801-A Report Program Progress & Data Accountability Report	Goals & Objectives Progress Update: Ongoing Monitoring Progress Update: Program Information Report Update:	Annual Report Full Community Assessment, then Annual updates Self-Assessment Report CACFP Application CDE/CSPP/CCTR Program Self-Evaluation HS/EHS Continuation Funding Application CDE/CSPP/CCTR Continuation Funding Application
	Individual/Unit Responsible			Abbreviations Key: Projects/Agencies/Programs
PLN	Planning		PPC/AB	Policy Council/Advisory Board
CON	Content Collective		CDE/CSPP	California Department of Education/California State Preschool Program
FSC	Fiscal		CDE/PSE	California Department of Education/Program Self-Evaluation
C/PD	Coaching & Professional Development		CDSS/CCTR	California Department of Social Services/General Child Care Program (CCTR)
ERSEA	Eligibility, Recruitment, Selection, Attendance		CACFP	Child & Adult Care Food Program
PM	Program Management		SOW	Scope of Work
CD/ED	Child Development & Education		PIR	Program Information Report

PROGRAM GOVERNANCE

July 2025			August 2025 (Recess)			September 2025			October 2025		
Date: PPC: 7/15 AB: <i>On-Recess</i>	Report or Task Name PPC/AB Meetings <ul style="list-style-type: none"> Monthly Program Progress Report Monthly Program Financial Report Planning Calendars Review: Program & Governance Strategic Planning Process Policies & Procedures discussion 	Unit PM. PLN PM/ PLN FSC PLN/ PM PM/ PLN	Date: PPC: <i>On-Recess</i> AB: 08/21	Report or Task Name PPC/AB Meetings <ul style="list-style-type: none"> Monthly Program Progress Report Monthly Program Financial Report Program Infor. Report (PIR) (Due: 8/29) Planning Calendars: Program & Governance Strategic Planning Process Annual CACFP Renewal Application (Due 8/15) 	Unit PM. PLN PM/ PLN FSC PL PM/ PLN	Date: PPC: 9/16 AB: 9/18	Report or Task Name PPC/AB Meetings <ul style="list-style-type: none"> Monthly Program Progress Report Monthly Program Financial Report PIR Summary (presented) Community Assessment Update planning begins. Annual Report to the Public for FY 24-25 (development begins) 	Unit PM. PLN PM/ PLN FSC PLN PLN	Date: PPC: 10/14 AB: 10/16	Report or Task Name PPC/AB Meetings <ul style="list-style-type: none"> <u>PPC Member Elections at Site Level</u> (by 10/8) Monthly Program Progress Report Monthly Program Financial Report Qtly. Monitoring updates presented: Program Goals <i>PIR Summary</i> OGM Community Assessment Update work continues 	Unit PM. PLN
November 2025			December 2025			January 2026			February 2026		
Date: PPC: 11/18 AB: 11/20	Report or Task Name PPC/AB Meetings <ul style="list-style-type: none"> New & Returning PPC Members <u>Attend. New members seated at first formal PPC Meeting</u> Monthly Program Progress Report Monthly Program Financial Report Community Assessment Planning & Data Meeting #1 <i>CDE/CSPP & CCTR</i> Governance Training – Session I <i>*Continuation Funding Application for CDE/CSPP & CCTR (Due: 11/1)</i> 	Unit PM/ PLN PM/ PLN FSC PM/ PLN	Date: PPC: 12/16 AB: 12/18	Report or Task Name PPC/AB Meetings <ul style="list-style-type: none"> New PPC Officer Elections Process Recognition of outgoing PPC Members & Officers Monthly Program Progress Report Monthly Program Financial Report Self-Assessment begins (12/1-21) Community Assessment Planning & Data Meeting #2 Governance Training Session II <i>Annual Report to the Public for FY 24-25 (Final draft due)</i> 	Unit PM/ PLN PM/ PLN FSC PM/ PLN	Date: PPC: 1/13 AB: 1/15	Report or Task Name PPC/AB Meetings <ul style="list-style-type: none"> Monthly Program Progress Report Monthly Program Financial Report Community Assessment Update (<i>results presented for review</i>) Self-Assessment (<i>results presented</i>) Qtly. Monitoring updates presented. Selection Criteria discussed (presented for review) Governance Training Session III 	Unit PM/ PLN FSC PM/ PLN ERSEA	Date: PPC: 2/17 AB: 2/19	Report or Task Name PPC/AB Meetings <ul style="list-style-type: none"> Monthly Program Progress Report Monthly Program Financial Report Governance Training Session IV Selection Criteria (<i>presented for approval</i>) Fall Child Outcomes Report 	Unit PM/ PLN FSC ERSEA EDUC

March 2026			April 2026			May 2026			June 2026		
<u>Date:</u> PPC: 3/10 AB: 3/12	<u>Report or Task Name</u> PPC/AB Meetings <ul style="list-style-type: none"> Monthly Program Progress Report Monthly Program Financial Report 	<u>Unit</u> PM/ PLN FSC	<u>Date:</u> PPC: 4/14 AB: 4/16	<u>Report or Task Name</u> PPC/AB Meetings <ul style="list-style-type: none"> Monthly Program Progress Report Monthly Program Financial Report Qtly. Monitoring updates presented. <i>HS FY 26-27 Non-competing (5-Year Cycle Grant Application) (Due: 4/1)</i> 	<u>Unit</u> PM/ PLN PM/ PLN FSC PM/ PLN	<u>Date:</u> PPC: 5/19 AB: 5/21	<u>Report or Task Name</u> PPC/AB Meetings <ul style="list-style-type: none"> Monthly Program Progress Report Monthly Program Financial Report 	<u>Unit</u> PM/ PLN FSC	<u>Date:</u> PPC: 6/09 AB: 6/11	<u>Report or Task Name</u> PPC/AB Meetings <ul style="list-style-type: none"> Monthly Program Progress Report Monthly Program Financial Report <i>CSPP/CDE Program Self-Evaluation (PSE) (Due: 6/1)</i> <i>Joint PPPC/AB Meeting (Tentative)</i> 	<u>Unit</u> PM/ PLN FSC PM/ PLN

City of Oakland
Head Start Advisory Board
FY 2024-25
BYLAWS

ARTICLE I

Name

The name shall be the Head Start Advisory Board of the City of Oakland, California, established by Motion of the City Council on November 28, 2000 and confirmed by Resolution No. 76996 C.M.S. passed on March 12, 2002; rescinded in May 20, 2014; and ordained by the Oakland City Council, by Resolution No. 13230, re-establishing the Head Start Advisory Board in Accordance with the City Charter Section 601.

ARTICLE II

Purpose

The Head Start Advisory Board (HSAB) is created to assist the Oakland City Council in its Governance role for the Head Start Program. The HSAB is involved in all of the “must approve” items in the Head Start Performance Standards that require the approval of the City Council except Human Resource Management, which is the authority of the City Administrator and the City Personnel Department.

ARTICLE III

Functions and Duties

- Section 1. The functions and duties of the Head Start Advisory Board shall include providing advice and recommendations to the City Council (Board) about the Head Start program in the following areas:
- a. The procedure for program planning, which describes how and when significant planning activities for the Head Start program occur.
 - b. The needs of Head Start eligible families and how those needs can be addressed within the mandates of the program.
 - c. The program’s philosophy and multi-year goals and annual objectives.

- d.** The selection of any new delegate agencies to operate part of the program.
- e.** All funding applications for the Head Start program.
- f.** The composition of the Head Start Parent Policy Council and the procedures by which policy group members are chosen.
- g.** Procedures for hearing and resolving community feedback about the Head Start program.
- h.** Procedures that describe how the Advisory Board, Parent Policy Council and City Council (Board) will implement those activities that are shared functions between the Governing Body and Parent Policy Council as required by Head Start Performance Standards.

Section 2.

In the performance of its duties, the Board shall:

- a.** participate in mandated planning activities in accord with the program calendar and planning procedure, Head Start funding guidance and regulations.
- b.** participate in the budget process for the Head Start program, including recommending the adoption of budgets that support the attainment of program goals and objectives, receiving regular reports on program expenditures and making recommendations for changes if appropriate.
- c.** work with staff to ensure that all activities are made publicly available and accessible.

Section 3.

In addition to the functions and duties described in Sections 1. and 2. above, the HSAB shall perform the following:

- a.** The HSAB shall, in consultation with the City Administrator, establish rules and procedures for the conduct of its business. Such procedures shall include those required to maintain the Head Start program in good standing.
- b.** The HSAB shall submit regular, publicly-available reports and information (orally and/or in writing) to the City Council's Life Enrichment Committee, or any other committee designated as the liaison to the Board. The Board shall report on their recommendations for planning, general procedures, and for other major programmatic decisions; and, on the progress of the Head Start Program in meeting its stated goals and objectives. The frequency of reporting shall be based on the decision-making requirements of the governing body as

outlined in the HSAB planning procedures. These reports shall occur no less than semi- annually. Each year, the Board shall review the goals and objectives of the City Council to better integrate the activities of the Board with those of the City’s overall activities.

- c. The HSAB shall submit its recommendations for action on those Head Start items that require Council approval with sufficient time for meeting the time frames mandated by the Federal Government.

ARTICLE IV

Membership

Section 1. Composition

The HSAB shall be composed of at least 9 members appointed by the Mayor. Members of the HSAB must reside or conduct business in the City of Oakland and be directly involved in at least one of the following interests:

- a. Public Education—knowledge of issues in early education and kindergarten-transition issues and services to children with disabilities.
- b. Public Health—knowledge of issues and services in health, including general health, nutrition, mental health, and dental health.
- c. Family Services—knowledge of issues relating to low-income families and general approaches to services for families.
- d. Childcare/Child Development—knowledge of issues related to early care and education and transitions to focus on families involved in Welfare Reform.
- e. Management and Administration—knowledge of business practices, budgeting and accountability systems.
- f. Human Resources—knowledge of training, organizational structure and design.
- g. State and Federal Government—knowledge of and relationship to State and Federal Officials representing the City of Oakland.
- h. Head Start parent or alum (parent or guardian)--knowledge of the direct impact of Head Start as a parent or guardian of a current or former student OR as alum themselves.

Additional members may be added to represent other interests, with the approval of the City Council and with appropriate changes to City documents required to create such Boards.

Section 2 Terms

- a.** Members of the HSAB shall serve for a term of at least three calendar years. Board members may serve a maximum of four consecutive three-year terms.
- b.** A currently seated member may continue to serve on the Board until the Mayor and Life Enrichment Committee name a replacement. But in no event shall the member serve more than one year beyond the end of the member's term.
- c.** The City Council may reconsider its decision to create and maintain a Head Start Advisory Board, as a means of carrying out its governance responsibilities for the Head Start program. In the event it is determined that the Head Start Advisory Board will be disbanded, the terms of all members shall cease on the date determined by the City Council.

Section 3. Removal

- a.** To ensure the City's full compliance with Head Start requirements, the participation of Head Start Advisory Board members in the designated activities is essential. Attendance at regularly scheduled and special meetings of the Board will provide the involvement and deliberations needed to make sound decisions and recommendations about the City's Head Start program.

Removal by the Head Start Advisory Board

- b.** A member may be removed pursuant to Section 601 of the City Charter, for, among other things, a conviction of a felony, misconduct, incompetence, or inattention to or inability to perform duties. Absence from three consecutive regular meetings shall constitute cause for removal.
- c.** A proposal to remove a member may be considered at a regular or special meeting of the Board. The reasons for the proposed removal shall be clearly stated for the consideration of the membership. The Board member being considered for removal may request an opportunity to respond to the concerns raised by the Board. If a majority of those present vote for removal, the Board's recommendation shall be forwarded to the Life Enrichment Committee of the City Council with a request for a replacement member in the same category as that represented by the member proposed for removal.

- d. The removal recommendation shall automatically take effect within 60 days from the date of the presentation to the Life Enrichment Committee, in the event that Committee takes no action on the proposal for removal.

Removal by the City Council

- e. The City Council's Life Enrichment Committee has the discretion, by majority vote, to remove a member from the Head Start Advisory Board.

ARTICLE V

Officers

Section 1.

- a. Each year at its first regular meeting in September the Board shall elect a chairperson and vice chairperson from among its members.
- b. The Chairperson shall
 - 1) preside at all meetings of the Board
 - 2) oversee the activities of the Board
 - 3) appoint all committee members to serve on standing and ad hoc committees
 - 4) represent (or designate an alternate) the Board at meetings, public gatherings and other functions related to the Board and the Head Start program.
 - 5) consult with staff in the preparation of meeting agenda
 - 6) receive and review correspondence on behalf of the Board
 - 7) serve as a liaison (Head Start/Early Head Start parent or guardian) with the Parent Policy Council
- c. The Vice Chairperson shall
 - 1) Serve as chair in the absence of the chairperson
 - 2) Succeed to the office of the chairperson in the event the chair is no longer able or willing to serve.
 - 3) Perform such duties as may be assigned by the chair or by the Board.

ARTICLE VI

Meetings

Section 1

- a. All regular and special meetings of the Board will comply with the requirements of the Sunshine Ordinance and Brown Act. Minutes shall be

taken and maintained in official files for review upon request by interested parties.

- b.** Regular meetings of the Advisory Board shall be held at the time and place designated by the Board each year at its first meeting in September. In FY 24-25, meetings are currently held from 3:30-5:00pm, unless otherwise agreed upon and deemed necessary by the Advisory Board.
- c.** At the Advisory Board Meeting, in June of each year, the board will vote , Y/N, on whether the body will Recess in August of each year, in alignment with the Oakland City Council.
- d.** Meetings called for special purposes to meet critical deadlines and scheduled at a time and/or place different from regular meetings shall be designated special meetings.
- e.** A quorum shall consist of a majority (50 percent plus one) of currently filled positions on the Advisory Board for the purpose of conducting business. In cases when an Advisory Board Member has notified the board in advance of the need to take a temporary leave, the quorum requirement will be temporarily adjusted, based on the active Advisory Board Members seated. In the absence of a quorum, no information may be presented, and no official action shall be taken by the Board except to order a call of the Board, to reschedule the meeting, to recess, or to adjourn.
- f.** Persons wishing to address the Board must complete a speaker card for each agenda item they wish to speak on. Speaker cards shall not be required for teleconference meetings.
- g.** The Chair or presiding officer shall have the power to order removal from the meeting any person who commits the following acts:
 - 1) Disorderly conduct that disrupts the due and orderly course of the meeting such as making noise, speaking out of turn, or otherwise refusing to comply with the Board's Bylaws and procedures;
 - 2) A breach of the peace, boisterous conduct or violent disturbance, tending to interrupt the due and orderly course of the meeting; or
 - 3) Disobedience of any lawful order of the Chair, which shall include, but not be limited to, an order to be seated.

ARTICLE VII

Committees

Section 1.

- a.** The Board may from time to time establish ad hoc committees.
- b.** In order to expedite the work of the Board, the membership may agree to work jointly with Parent Policy Council (PC) committees in the mandated activities prescribed in the Head Start Performance Standards as described in Article III.
- c.** Section 1. above.

ARTICLE VIII

Standards of Conduct

Section 1.

- a.** Members of the Head Start Advisory Board are expected to maintain standards of behavior that avoid the perception of any wrongdoing. Specifically, Board members must adhere to the following standards while serving as members of the Board:
 - i.** Board members will follow program confidentiality policies concerning information about children, families and staff and other Board members.
 - ii.** Board members will neither solicit nor accept personal gratuities, favors or anything of monetary value for personal use from contractors or potential contractors with the Head Start program.
 - iii.** Board members will not use their influence for personal gain. Travel and other activities that require the use of program funds in support of Board activities will be approved in formal proceedings of the Board and only when necessary and in support of program objectives. Funds may be used to support only those Board activities that enhance the operation of the Head Start program and are included in the budget approved by the Head Start Parent Policy Council and other appropriate approving authorities of the City.
 - iv.** No one member may make decisions or recommendations on behalf of the Board without the express approval of the Board at a duly called meeting at which the decision or recommendation is discussed and voted on.
 - v.** Board members must adhere to these Bylaws, the Head Start Act and Regulations, City ordinances and requirements. Procedures that describe shared governance in Head Start become operating procedures for the Board once they are adopted by the Board, the Parent Policy Council and the City Council Committee designated responsibility for the Board.

Failure to adhere to these Standards of Conduct may result in sanctions, including the recommendation for removal of any Board member.

ARTICLE IX

Governance Procedures

Section 1.

- a. The Head Start Advisory Board will adopt, and recommend to the City Council, procedures for implementing shared governance that include each of the enumerated responsibilities in Article III. Section 1 above. Those procedures shall be approved by the Head Start Parent Policy Council prior to being recommended to the City Council.
- b. The Advisory Board may prescribe and enforce such general and specific rules and regulations as deemed necessary to the general operations and conduct of the Advisory Board.
- c. Roberts Rules of Order shall be used as the guiding procedures for the conduct of Board activities.

ARTICLE X

Amendments

Section 1.

- a. These Bylaws shall be reviewed by the Advisory Board annually, or more frequently if deemed necessary.
- b. Amendments to these Bylaws may be made by the City Council or by the Advisory Board, according to the following procedures:
 - (1) The Advisory Board may adopt amendments to these Bylaws at any regular meeting of the Advisory Board, by a majority of those present, provided that such proposed amendments have been provided to all Advisory Board members at least ten (10) days prior to the meeting.
 - (2) Adopted amendments shall be proposed to the City Council Life Enrichment Committee annually or as necessary.
 - (3) City Council, on its own initiative, may propose amendments to these Bylaws.


Molly Tafoya (Nov 18, 2024 10:13 PST)

Chairperson Signature

11/18/24

Date

Funding Requests & Opportunities

Contract Amendment Request for FY 2025-2027

The following is a summary of the proposed contract amendment request from the City of Oakland Human Services Department – Early Childhood and Family Services Division, for Parent Policy Council and Advisory Board review and approval.

Key Highlights

- The City's Early Childhood and Family Services Division provides Head Start and Early Head Start services to 674 children and families, including prenatal mothers.
- ChildCare Careers, LLC supplies qualified substitute teachers to cover absences (sick leave, family leave, vacation, and professional development).
- Current contract funding of \$750,000 will be fully expended by mid-September 2025, creating a risk to program operations.
- Amendment request increases the contract amount to \$1,250,000 to ensure coverage through 2027, including during expanded operating months and hours (year-round, 10-hour days at three sites).
- Maintaining staffing ratios is critical to avoid site closures, which negatively impact families, children, and program reimbursement revenues.
- Teacher shortages persist due to regional and industry-wide hiring challenges and wage disparities; ChildCare Careers has consistently been the only provider able to meet the City's needs.
- The amendment will support program stability, staff wellness, retention, and uninterrupted services for Oakland's most vulnerable children and families.

Approval of this amendment will ensure the continuity of early education services for Oakland families, safeguard compliance with Head Start Program Performance Standards, and address critical staffing shortages.

California State Multi-Contract Funding Request for FY 2026-27

The following is a summary of the proposed California State Multi-Contract Funding Request from the City of Oakland Human Services Department – Early Childhood and Family Services Division, for Oakland Head Start Parent Policy Council and Advisory Board review and approval.

Key Highlights

- The request seeks authorization for the City Administrator to apply for and accept three contracts that enhance early learning and comprehensive services for Oakland families with young children.
- **1. General Child Care and Development Program (CCTR)** contract from the California Department of Social Services (CDSS) for up to \$3,345,812. This is a reimbursable contract aligned with enrollment and attendance, covering Center-based expenses, July 1, 2026-June 30, 2027.
- **2. California State Preschool Program (CSPP) contract** for up to \$3,364,765 and **Supplemental California Pre-Kindergarten and Family Literacy Support (CPKS)** funding in the amount of \$32,500 from the California Department of Education (CDE). This is a reimbursable contract aligned with enrollment and attendance, covering Center-based expenses, July 1, 2026 – June 30, 2027
- **3. Child and Adult Care Food Program (CACFP)** contract from the California Department of Agriculture/CDSS for up to \$260,000. Reimbursable through USDA via CDSS, ensuring nutritious meals for children enrolled in Head Start and Early Head Start from July 1, 2026 – June 30, 2027.
- These contracts complement the federal Head Start grant and Oakland Children’s Initiative funds to sustain operations and enrich services.
- The City of Oakland has a long history of successfully administering these contracts (CACFP – 53 years, CSPP – 17 years, CCTR – 7 years) with no audit, performance, or fiscal exceptions.
- Approval of this request will ensure continued delivery of high-quality, comprehensive, and enriching early learning services for children birth–five and their families.

Approval by the Parent Policy Council and Advisory Board will allow the City Administrator to move forward with securing these critical funding streams in support of Oakland’s Head Start and Early Head Start programs.

Change in Scope Proposal – FY 2025–26

The City of Oakland Head Start program has drafted a Change in Scope Proposal to submit to the Office of Head Start, in direct response to the program's designation by the Office of Head Start (OHS), as chronically under-enrolled, pursuant to Section 641A(h)(5) of the Head Start Act. The federal notice of chronic under-enrollment designation was received by the grantee from the Office of Head Start on February 26, 2026, while the grantee awaited a decision on the initial Change in Scope Proposal, that was submitted to the Office of Head Start on October 29, 2024.

The federal notice emphasized that continued under-enrollment may place future grant funding at risk and reminded grantees of options to apply for a Change in Scope, to reduce their funded enrollment and apply funds to other budget line items that will help address under-enrollment, such as compensation for staff. Therefore, this proposal is a proactive strategy to safeguard funding while addressing both workforce shortages and enrollment challenges.

Rationale for Change in Scope

- Chronic Under-Enrollment: Despite extensive recruitment, the program continues to face enrollment below the required threshold due to long-standing staff shortages, particularly in qualified early childhood teachers.
- Staffing Shortage: Vacancies across Head Start Preschool (HSP) and Early Head Start (EHS) classrooms have limited the program's ability to fully enroll children and sustain compliance.
- Sustainability Strategy: This Change in Scope prioritizes workforce stabilization by increasing salaries through a new career ladder structure. The structure introduces journey-level teaching positions and creates advancement opportunities for qualified staff, improving recruitment and retention.

Scope of Proposed Changes

- Enrollment Adjustments:
 - HSP slots reduced from 292 to 189 (35%).
 - EHS slots reduced from 330 to 260 (21%).
 - No currently filled slots will be lost, and no sites will be closed.
- Staff Compensation: Salary savings from reduced funded enrollment will be reinvested into wages, aligning more closely with Oakland Unified School District and other local programs, while offering career pathways for teachers, associates, and assistants and recruitment strategies making the City of Oakland competitive with other local programs
- Service Continuity: All geographic areas will continue to be served; the service models will include 10-hour day, full year at 3 Early Head Start/CCTR sites and 8-hour day, fully year at remaining Early Head Start/CCTR (General Childcare Contract with California Department of Social Services to support children, birth – 3-years-old) sites and 8-hour day, 190 days/year Head Start/CSPP (California State Preschool Program Contract with California Department of Education to serve children, 3-5-years-old) sites. No sites will be closed and no currently filled slots will be lost.

Governance and Approval History

- In FY 2024–25, the Change in Scope Request was approved by both the Parent Policy Council and the Advisory Board and submitted in October 2024. In April of 2025, the continuation application

reflected the change in scope application, however, during leadership transitions at both the City of Oakland and the federal Office of Head Start, the request was not finalized at the by the Office of Head Start.

- The program is therefore required to resubmit a new Change in Scope Proposal for FY 25-26. While retaining continuity at all program sites, this updated proposal reflects the removal of Peralta (Laney and Merritt College contracts). Our Peralta partner elected to end their partnership with the Oakland Head Start Program in June 2025. Their preference moving forward was to to operate their existing California State Preschool Program model, exclusively, rather than the operate the California State Preschool Program/Head Start Program partnership model.

Expected Outcomes

- Stabilization of staffing levels and reduction of vacancies.
- Improved competitiveness of salaries to attract and retain qualified teachers.
- Elimination of the program's chronic under-enrollment status, thereby protecting grant funding.
- Maintenance of services for all currently enrolled children, without any site closures.

This summary is presented to the Parent Policy Council and Advisory Board for review and approval, prior to submission to the Office of Head Start.

First 5 Alameda County – Measure C Emergency Early Education Funding Opportunity

The City of Oakland Human Services Department – Early Childhood and Family Services Division – Head Start Program seeks approval from the Parent Policy Council and Advisory Board to submit a funding application for FY 2025–26 to First 5 Alameda County, under Measure C Early Care and Education Emergency Grant Funds.

Purpose of the Funding

These one-time emergency grants are designed to help child care centers and Family Child Care programs remain open, stabilize staff, and support essential program needs. Eligible uses include rent, staff wages, furniture, educational materials, and minor repairs. All programs must also provide a stipend of \$1,000 to each early educator on staff, including teachers, lead teachers, associate teachers, assistant teachers, and FCC assistants. Because Oakland Head Start cannot directly disperse stipends, an external fiscal sponsor will be required for this component.

Restrictions on Use of Funds

Grant funds cannot be used for personal expenses or for services provided to children over 12 years of age. Awards will not be released until approvals are obtained from the First 5 Alameda County Commission and the Alameda County Board of Supervisors.

Proposed Funding Request

The City of Oakland Head Start Program is requesting approval to apply for the maximum allowable funding amount of \$500,000. Final award amounts are determined based on licensed capacity, with multi-site agencies capped at \$500,000.

Approval of this proposal will allow the City of Oakland Head Start Program to pursue vital Measure C funds that will support staff retention, operational stability, and high-quality early learning services for Oakland children.



ADMINISTRATION FOR
CHILDREN & FAMILIES

Office of Head Start | 330 C St., SW, 4th Floor, Washington DC 20201 | headstart.gov

September 11, 2025

City of Oakland

Re: Grant No. 09CH012060

Dear Grant Recipient,

The Administration for Children and Families (ACF), Office of Head Start (OHS) recently conducted a monitoring review of your program. The attached report contains information about your agency's performance and compliance with the requirements of the Head Start Program Performance Standards, Public Law 110-134, Improving Head Start for School Readiness Act of 2007, and other applicable regulations.

Please contact the OHS Oversight Division at ohsmonitoringteam@acf.hhs.gov with any questions or concerns you may have about this report.

If the report has findings the corrective action period will begin 72 hours from the time this email was sent.

Sincerely,

OHS Monitoring Team



ADMINISTRATION FOR
CHILDREN & FAMILIES

Office of Head Start | 4th Floor – Switzer Memorial Building, 330 C Street SW, Washington DC 20024 ecikc.ohs.acf.hhs.gov

Program Performance Summary Report

To: Authorizing Official/Board Chairperson

Mr. Jestin Johnson
City of Oakland
150 Frank H Ogawa Plz
Ste 5352
Oakland, CA 94612 - 2093

From: Responsible HHS Official

Date: 09/10/2025

Tala Hooban

Deputy Director, Office of Head Start

On August 27, 2025, the Administration for Children and Families (ACF) conducted a monitoring review of City of Oakland. We wish to thank the governing body, policy council, staff, and parents of your program for their cooperation and assistance during the review. This monitoring report has been issued to Mr. Jestin Johnson, as legal notice to your agency of the results of the program review.

Based on the information gathered during our review, a determination has been made that City of Oakland is a recipient with at least one area of noncompliance in its Head Start program.

This report provides you with detailed information in each area where program performance did not meet applicable Head Start Program Performance Standards, laws, regulations, and policy requirements.

Please contact the OHS Oversight Division at ohsmonitoringteam@acf.hhs.gov with any questions or concerns you may have about this report.

DISTRIBUTION OF THE REPORT

Copies of this report will be distributed to the following:

Ms. Heather Wanderski, Regional Program Manager
Ms. Sofia Navarro, Chief Executive Officer/Executive Director
Ms. Diveena Cooppan, Head Start Director
Ms. Diveena Cooppan, Early Head Start Director

Grant(s) included as part of this review

Grant Recipient Name	Grant Number(s)
City of Oakland	09CH012060

Glossary of Terms

Term	Definition
Area of Concern (AOC)	An area in which the agency needs to improve performance. These issues should be discussed with the grant recipient's Regional Office for possible technical assistance.
Area of Noncompliance (ANC)	An area in which the agency is out of compliance with Federal requirements (including but not limited to the Head Start Act or one or more of the regulations) in one or more areas of performance. This status requires a written timeline for correction and possible technical assistance or guidance from the grant recipient's program specialist. If not corrected within the specified timeline, this status becomes a deficiency.
Deficiency	<p>As defined in the Head Start Act, the term "deficiency" means:</p> <p>(A) a systemic or substantial material failure of an agency in an area of performance that the Secretary determines involves:</p> <ul style="list-style-type: none">(i) a threat to the health, safety, or civil rights of children or staff;(ii) a denial to parents of the exercise of their full roles and responsibilities related to program operations;(iii) a failure to comply with standards related to early childhood development and health services, family and community partnerships, or program design and management;(iv) the misuse of funds received under this subchapter;(v) loss of legal status (as determined by the Secretary) or financial viability, loss of permits, debarment from receiving Federal grants or contracts, or the improper use of Federal funds; or(vi) failure to meet any other Federal or State requirement that the agency has shown an unwillingness or inability to correct, after notice from the Secretary, within the period specified; <p>(B) systemic or material failure of the governing body of an agency to fully exercise its legal and fiduciary responsibilities; or</p> <p>(C) an unresolved area of noncompliance.</p>

Performance Summary

This section contains an overview of compliance information identified in each Performance Area for all Content Areas. Detailed information can be found in the Review Details section.

Compliance Information

Content Area	Performance Area	Grant Number(s)	Compliance Level	Applicable Standards	Timeframe for Correction
Significant Health and Safety Incidents	Safety Practices	09CH012060	Area of Noncompliance	1302.90(c)(1)(ii)	120 Days

Review Details

This section of the report provides details on findings in applicable Content Areas reviewed during this monitoring event.

Significant Health and Safety Incidents

Performance Area: Safety Practices

Area of Noncompliance - 1302.90(c)(1)(ii)

Summary

Grant Number(s) Cited: 09CH012060

Timeframe for Correction: 120 Days

Performance Standard Details

Regulation Text: 1302.90 Personnel policies. (c) Standards of conduct. (1) A program must ensure all staff, consultants, contractors, and volunteers abide by the program's standards of conduct that: (ii) Ensure staff, consultants, contractors, and volunteers do not engage in behaviors that maltreat or endanger the health or safety of children, including, at a minimum: (A) Corporal punishment; or physically abusive behavior, defined as intentional use of physical force that results in, or has the potential to result in, physical injury. Examples include, but are not limited to, hitting, kicking, shaking, biting, pushing, restraining, force feeding, or dragging; (B) Sexually abusive behavior, defined as any completed or attempted sexual act, sexual contact, or exploitation. Examples include, but are not limited to, behaviors such as inappropriate touching, inappropriate filming, or exposing a child to other sexual activities; (C) Emotionally harmful or abusive behavior, defined as behaviors that harm a child's self worth or emotional well-being. Examples include, but are not limited to, using seclusion, using or exposing a child to public or private humiliation, or name calling, shaming, intimidating, or threatening a child; and (D) Neglectful behavior, defined as the failure to meet a child's basic physical and emotional needs including access to food, education, medical care, appropriate supervision by an adequate caregiver, and safe physical and emotional environments. Examples include, but are not limited to, leaving a child unattended on a bus, withholding food as punishment or refusing to change soiled diapers as punishment.

Finding Details

- The grant recipient did not ensure all staff refrained from behaviors that had the potential to maltreat and endanger the health and safety of children.

Additional details from this review event:

- The grant recipient had an incident in which a staff member at the West Grand Center used inappropriate physical force with a 22-month-old child.
- On August 8, 2025, a teacher saw two children having a disagreement and called out for assistance from the other teacher. While calling out for assistance, the teacher pulled a child by the hair to separate them from another child.

----- End of Report -----

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Breaking News: Court Issues Injunction Blocking PRWORA Re-Interpretation

Late yesterday, the U.S. District Court issued a **preliminary injunction** blocking the Department of Health and Human Services, including the Office of Head Start (OHS), from enforcing its recent re-interpretation of the Personal Responsibility and Work Opportunity Reconciliation Act (PRWORA). **This re-interpretation** would have classified Head Start as a “public benefit” that certain immigrant populations could not access.

The injunction applies only in the 21 states that joined the lawsuit, including California. It took effect as soon as **a temporary agreement** between those states and the federal government—preventing enforcement—expired. The California Attorney General has confirmed **in a press release** that the ruling explicitly includes Head Start.

In light of this decision and the ongoing lack of guidance from OHS, Head Start California continues to recommend that programs operate as usual and make no changes to their enrollment processes. We will keep monitoring the case as it moves through the courts and will provide updates as new information becomes available.





Nationwide Injunction on Enforcement of Head Start as a Federal Public Benefit Under PRWORA

Attention, please be aware that effective 9/11/2025 the HHS Personal Responsibility and Work Opportunity Reconciliation Act Notice issued on July 14, 2025, 90 Fed. Reg. 31232, has been preliminarily enjoined until further notice pursuant to the preliminary injunction linked below and may not be enforced by any HHS employee, agent, grantee, or contractor against any Head Start agencies, program providers, students or family participants, or other similar persons or entities nationwide.

To the extent you have questions regarding the preliminary injunction, please consult your legal counsel and/or your usual program point of contact.

City of Oakland Head Start

FY 24-25

Desired Results Developmental Profile

Parent Survey Summary & Key Findings

The Desired Results Developmental Profile (DRDP) Parent Survey is a key tool used by the City of Oakland's California State Preschool Program (CSPP) and General Child Care Program (CCTR) to gather meaningful feedback from families about the quality and impact of early childhood services. Conducted annually, the survey informs continuous improvement efforts by capturing parent perspectives on child safety, development, family engagement, and program effectiveness.

As of May 28, 2025, combined survey results from 68 caregivers across seven CSPP and CCTR sites revealed high levels of satisfaction. For CSPP, 66% of parents reported being **very satisfied** and 34% **satisfied** with program quality and their child's safety and happiness. CCTR families reported 100% **very satisfied** ratings. Additional findings showed 91–100% satisfaction with communication and support for learning, while 70–83% credited program enrollment with enabling job retention, economic progress, or continued education.

Survey Overview

CSPP (Preschool) Sites: 35 caregivers across Franklin, Manzanita, San Antonio CDC, and Tassafaronga.

CCTR (Infant/Toddler) Sites: 33 caregivers across Arroyo Viejo, West Grand, and San Antonio Park.

Overall Satisfaction:

- CSPP: 100% report children safe & happy; 66% very satisfied, 34% satisfied.
- CCTR: 100% very satisfied with quality and children's safety & happiness.

Key Strengths

- ✓ **High satisfaction** with children's safety, happiness, and program quality across both CSPP and CCTR.
- ✓ **91-100%** of parents satisfied with information on child development, daily activities, and ways to support their child's learning.
- ✓ **70-83%** of parents across both programs report enrollment helped them accept or keep jobs, improve economic stability, and pursue education.

Opportunities for Improvement

- **CSPP:** Only 56% very satisfied with parent involvement; 59% with interaction among parents.
- **CCTR:** Lower very satisfied ratings for languages spoken by staff (72%) and parent interaction (72%).
- **Both:** Requests for more information on child evaluations, speech development, and stronger sign language or translation support.

Satisfaction with Program Characteristics

CSPP Highlights:

- **70-74%** very satisfied: staff experience, communication, individualized care, daily activities, health/safety, learning support.
- **62-68%** very satisfied: hours, location, staffing, languages, materials, cultural activities, environment, nutrition.
- **56-59%** very satisfied: parent involvement and parent-to-parent interaction.

CCTR Highlights:

- **90%+** very satisfied: staffing ratios, staff experience, equipment, daily activities, environment, health/safety policies, learning support.
- **80-89%** very satisfied: hours, staff communication, individualized care, staff-child interactions, cultural activities, nutrition.
- **70-79%** very satisfied: location, languages spoken, parent involvement, parent-to-parent interaction.

Parent Feedback

- **CSPP:** Parents appreciate meetings and resources but request more field trips, opportunities to build peer connections, and improvements in children's speech and sign language support.
- **CCTR:** Parents expressed interest in information to help children reach developmental milestones and improve communication skills.
- **Both:** Parents value support for their family's economic and educational goals.

Action Steps

- ✦ Ensure at least one in-person caregiver meeting per site.
- ✦ Provide 2-3 family engagement activities per center to promote parent connections.
- ✦ Offer volunteer opportunities in classrooms.
- ✦ Strengthen efforts to have staff who speak families' languages and ensure access to translation services if needed.
- ✦ Investigate and address decline in satisfaction from CCTR to CSPP to ensure consistent family experience.

Timeline & Responsibility

Start: July 2025; completion by August 2025 and ongoing.

Responsible: Family Service and center/teaching staff.

Conclusion

Combined results demonstrate strong parent satisfaction with both CSPP and CCTR programs. However, opportunities exist to enhance parent involvement, peer interactions, and consistent communication as children transition from infant/toddler to preschool settings. Action steps will strengthen relationships, promote engagement, and maintain high-quality support for families across all sites.

**Proposed FY 2025–26
Family & Caregiver Engagement Action Plan,
informed by FY 24-25 DRDP Parent Survey Results**

Summary

The City of Oakland Head Start program is committed to strengthening relationships with families, promoting meaningful family engagement, and ensuring consistent, high-quality support across all sites.

The proposed Family & Caregiver Engagement Action Plan (FCEAP), informed by the FY 24-25 DRDP Parent Survey Results, outlines key action steps for FY 2025–26, beginning in September 2025, in response to the survey results and feedback received from Head Start parents. The FCEAP is also presented here, in a table, “at-a glance” format, to support implementation.

Key actions proposed for the 2025-26 program year include:

- ❖ Hosting at least one in-person caregiver meeting per site to foster communication and collaboration.
- ❖ Offering 2–3 family engagement activities per center to promote parent connections and shared learning.
- ❖ Providing volunteer opportunities in classrooms to encourage active family involvement.
- ❖ Expanding access to bilingual staff and translation services to ensure equitable communication.
- ❖ Investigating and addressing the decline in satisfaction from CCTR to CSPP programs to ensure a consistent family experience across all contracts.

Staff Responsible: Implementation will be carried out by Family Service and center staff, with support from program management staff and Parent Policy Council members, where possible.

Timeline: Activities should begin in October 2025, in coordination with Family Services and Center-based schedules for family and caregiver engagement and will continue throughout the program year.

Review & Accountability: Progress will be reviewed quarterly by Family Services staff and reported to the Parent Policy Council and Advisory Board to ensure transparency, continuous improvement, and family-centered decision-making.

**Proposed FY 2025–26
Family & Caregiver Engagement Action Plan (FCEAP) “At-a-Glance”**

Goal: Strengthen relationships with families, promote meaningful family and caregiver engagement and accessibility, and ensure consistent, high-quality support across all sites.

Action Step	Timeline	Responsible Staff	Implementation Strategies	Progress Measures
Ensure at least one In-Person/Virtual Parent Committee Meeting per site, monthly.	Sept 2025 – June 2026 (once per site)	Family Services Staff; Center Directors	Schedule meetings at program start; align with Policy Council/Advisory Board updates	Attendance logs; meeting minutes
Provide 2–3 Family Engagement activities per center, per month	Fall, Winter, Spring 2025–26	Center Teaching Teams; Family Services Staff	Host cultural events, workshops, or family learning nights	Number of events held; family feedback surveys
Offer volunteer opportunities in classrooms	Ongoing Sept 2025 – June 2026	Teachers; Family Services Staff	Develop classroom volunteer schedule; highlight opportunities during orientations	Volunteer sign-in sheets; staff reflections
Strengthen language access and translation support	Ongoing Sept 2025 – June 2026	Family Services Staff; Center Staff; Program Management Team	Recruit bilingual staff; contract translation/interpretation services; ensure multilingual notices	Documentation of services provided; family satisfaction surveys
Investigate & address decline in family satisfaction (EHS/CCTR vs. HS/CSPP)	Data review Fall 2025; Action plan Winter 2026	Family Services Staff; Management Staff; Parent Policy Council Members	Analyze parent survey results; hold focus groups; implement targeted improvements	Revised action steps; improved satisfaction survey results