

CITY OF OAKLAND

HUMAN SERVICES DEPARTMENT

HEAD START PROGRAM

ADVISORY BOARD MEETING

MEETING AGENDA – FINAL

Thursday, 10-15-26

3:30-5:00pm

In person Meeting Location:
Oakland City Hall
1 Frank H. Ogawa Plaza, ***Hearing Room 2***

Please See the Agenda to Participate in The Meeting

Thank you!!

Human Services Department
HEAD START/EARLY HEAD START PROGRAM

ADVISORY BOARD MEETING
Day & Time: Thursday, 10-15-26; 3:30-5:00pm
In Person Location: Oakland City Hall; 1 Frank H. Ogawa Plaza.
Hearing Room 2

AGENDA

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

Julia Forte Frudden, *Chair*	Gabriela Aranda
Christina Michaud, *Vice Chair*	Page Tomblin
Kevin Bremond	Stephanie Wilborn
To Niya Scott-Smith	

1. **Call for Public Comment**
2. **Acknowledgements: Welcome New Advisory Board Member – Stephanie Wilborn**

II. APPROVAL OF AGENDA ITEMS: *Julia Forte Frudden, Chair*

1. Review and Approval of **Advisory Board Meeting Agenda, October 15, 2026**
2. Review and Approval of **Advisory Board Meeting Minutes, September 17, 2026**

III. ACTION ITEMS:

1. **Human Services Department - Recommendation for Hiring New *Head Start Manager* for Review & Approval:** Ms. Trunice Anaman-Ikyurav (Cover Letter and Resume, in agenda packet); *Acting Director, Greg Elliott; Deputy Director, Lea Lakes*

2. **Monthly Progress Report**: *Sarah Trist, Acting Manager, Early Childhood & Family Services (ECFS) Division/Acting Director, Head Start Program & Dr. Trisha Barua, Program Planner, Data, Monitoring & Continuous Quality Improvement. ECFS*
   a. Monthly Enrollment and Content Area Monitoring Update – *September 2026*

3. **Monthly Financial Report**: *Maricela Avila, Fiscal Manager, ECFS & Michael Fries, Fiscal Analyst, ECFS*
   a. Current Budget Expenditures, CACFP Report and P-Card Reports

4. **Funding Requests & Opportunities**
   a. None at this time.

5. **Policies & Procedures:**
   a. None at this time.

IV. PARENT POLICY COUNCIL UPDATES: *Sarah Trist, Parent Policy Council Chair,*
V. *& Program Staff*
a. Parent Policy Council Feedback

VI. INFORMATION ITEMS: *Sarah Trist & Program Staff*

1. Current Program Updates:

- FY 26-27 Advisory Board Bylaws (Bylaws in agenda packet)

- FY 26-27 Change in Scope Proposal – Submitted, 10/2/2026
- FY 26-27 ECFS ECE Workforce/Apprenticeship Program
- FY 26-27 Notice of Award (NOA) – Head Start Grant - (handout in agenda packet)
- FY 26-27 Notice of Award (NOA) - One-time Supplemental Funding (handout in packet)
- FY 26-27 Governance, Leadership & Oversight Capacity Activities (more to come)
- Head Start Rule Watch – Breakwater Associates (handout in agenda packet)

2. Communication from Office of Head Start, Administration for Children and Families (ACF) and/or City of Oakland Administration:

- Office of Head Start (OHS) Information Memorandum (IM) – Enrollment Reduction (08/06/26)
- City of Oakland Administrative Instruction:
  - AI 6805 – US Immigration and Customs Enforcement (ICE) (handout in agenda packet)
- Upcoming Agenda Reports to City Council:
  - FY 25-26 Annual Program Progress Report to City Council, December 8, 2026 – Presented by Advisory Board Chair & Program Staff
  - FY 27-28 State Contracts (CACFP; CSPP and CCTR)

VII. OPEN FORUM

VIII. ADJOURNMENT

Human Services Department
HEAD START/EARLY HEAD START
PROGRAM
ADVISORY BOARD MEETING
Day & Time: Thursday, September 17, 2026;
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:
Julia Forte Frudden, *Chair* Christina Michaud, *Vice Chair*
Rev. To Niya Scott-Smith, *Member*
Gabriela Aranda, *Member*
Page Tomblin, *Member*
Kevin Bremond, *Member*

Advisory Board Members Excused:

Guest(s):
Greg Elliott, *Interim HS Director*
Stephanie Wilborn
Cynthia Grissom
Char Toki
Ana Apodaca
Annie Banks

Parent Policy Council Members:

Staff Present:
Sarah Trist, *Acting ECFS Manager & Head Start Director*
Scott Kim, *Operations Manager*
Tracey Black, *Governance & Contracts Manager*
Demetria Saddler, *Administrative Assistant II*
Erica Mendoza, *Administrative Assistant I*
Ajene Waters, *Office Assistant*
Maricela Avila, *Fiscal Manager*
Michael Fries, *Fiscal Analyst*
Lisa Taylor, *Family & Community Engagement Coordinator*
Martina McCormick, Program *Analyst II*
Everardo Mendoza, *Head Start Supervisor*
Christina Aguilar, *Student Trainee*
Trisha Barua, *Health & Human Services Program Planner*
Alisa Burton, *Head Start Supervisor*
Emari Dimagiba, *Health & Human Services Program Planner*
Equal Access - *International Contact Interpretation Team* (4 members present)

I. **ROLL CALL:**

The Head Start Advisory Board Meeting was called to order by Dr. Tracey Black at 3:36 PM.

1. **Public Comments:**

- No comments

2. **Acknowledgements:** Welcome New Advisory Board Member – Page Tomblin

II. **APPROVAL OF AGENDA ITEMS:**

1. Review and Approval of **Advisory Board Meeting Agenda, September 17, 2026.**

III. Dr. Black advised that the P-Card Reports [April and May] were inadvertently omitted from the monthly financial report and would be presented during the October meeting.

- *Chair Julia Forte Frudden* called for a motion to approve Advisory Board Meeting Agenda, September 17, 2026
- *Member, Kevin Bremond* seconded the motion.
- ✓ Motion carried. Vote: (6)-ayes, (0)-nays, (0)-abstentions, (0) no response

2. Review and Approval of **Advisory Board Meeting Minutes, July 16, 2026**

- Chair Forte Frudden encouraged the board to review the financial information presented and acknowledged its importance in understanding the broader fiscal challenges affecting the program at the City and State levels. Chair Forte Frudden noted that the information provided a helpful summary and important context for the Board's ongoing fiscal oversight and discussion.

- *Chair Forte Frudden* called for a motion to approve Advisory Board Meeting Minutes, July 16, 2026.
- *Member Gabriela Aranda* seconded the motion.
- ✓ Motion carried. Vote: (6)-ayes, (0)-nays, (0)-abstentions, (0) no response

I. **ACTION ITEMS:**

1. **Monthly Progress Report**: *Sarah Trist, Acting Manager, Early Childhood & Family Services (ECFS) Division/Acting Director, Head Start Program & Dr. Trisha Barua, Program Planner, Data, Monitoring & Continuous Quality Improvement, ECFS*

a. Monthly Enrollment and Content Area Monitoring Update - *July/August* 2026

II. Dr. Barua presented the July and August 2026 Monthly Progress Report, providing an overview of enrollment, attendance, education, health and nutrition, family engagement, workforce development, and program compliance. Dr. Barua highlighted the revised reporting format and ongoing adjustments to the Change in Scope proposal in accordance with updated Office of Head Start guidance.

III. As of August 2026, the program served **430 children, representing 64% of funded enrollment**, and 21 pregnant participants. Additionally, 45 children had an IEP or IFSP, representing 11% of enrolled children. Average daily attendance was 86.4% in July and 84% in August.

IV. Dr. Barua identified the following **corrections for the record**:

- **Program-Wide Infant/Toddler Enrollment:** Corrected to **250 of 342 funded slots**, rather than the figures being reversed.

- **BANANAS Infant/Toddler Enrollment:** Corrected to **17 of 53 funded slots (33%)**.

- **Brighter Beginnings Enrollment:** Preschool and infant/toddler figures should be reversed, with total enrollment corrected from **120 to 140 children (74%)**.

- Dr. Barua further highlighted continued implementation of the Teaching Pyramid model, staff professional development and classroom coaching, family health and engagement initiatives, and workforce development accomplishments. Additional updates included completion of health and safety screenings, ongoing flea infestation mitigation efforts at the West Grand site, and submission of the annual Program Information Report to the Office of Head Start. Dr. Barua advised that staffing capacity information would be incorporated into future reports.

- Chair Forte Frudden inquired whether the flea infestation at the West Grand site resulted in a temporary classroom closure and requested an update on the operational status of the mobile classroom.

    - Acting Director Sarah Trist confirmed that the West Grand site experienced a temporary closure to accommodate professional pest control treatments. She reported that facilities staff continue to conduct regular inspections, monitor flea traps, and implement preventive measures, with no recurrence identified at the time of the meeting. Director Trist attributed the ongoing risk primarily to feral cats in the surrounding area and emphasized continued coordination with property management to address the issue comprehensively and prevent future infestations.

- *Chair Forte Frudden* called for a motion to approve the Monthly Progress Report for July/August 2026
- *Member To Niya Scott-Smith* called for a motion to approve the Monthly Progress Report for July/ August 2026
- *Member Aranda* seconded the motion.
- ✓ Motion carried. Vote: (6)-ayes, (0)-nays, (0)-abstentions, (0) no response

2. Monthly Financial Report: *Maricela Avila, Fiscal Manager, ECFS & Michael Fries, Fiscal Analyst, ECFS*

a. Current Budget Expenditures, CACFP Report and P-Card Report

- Fiscal Manager Maricela Avila presented the July 2026 Financial report, providing an overview of federal state, and local funding allocations, expenditures, and remaining balances. The combined Head Start and Early Head Start grant totaled $13.7 million, with expenditures of $780,000, representing 6% of the annual budget. Head Start expenditures totaled approximately $252,000 (4%), while Early Head Start expenditures reached $528,000 (7%). Training and Technical Assistance (T&TA) expenditures remained at 0% for both programs. Manager Avila noted that the June fiscal year-end reconciliation remained in progress.

- Manager Avila reported that **no General-Purpose Fund (GPF) operating allocation was awarded for FY 2026–2027**. Expenses reflected under the City's Central Services Overhead are administered by the Finance Department and are not directly managed by ECFS. State-funded expenditures included approximately $156,000 (5%) for the California State Preschool Program (CSPP) and $162,000 (5%) for the General Child Care and Development Program (CCTR). Child and Adult Care Food Program (CACFP)

expenditures totaled approximately $11,000 (5%), while the $32,500 Pre-K and Family Literacy Support allocation remained unspent.

- Additional updates included a review of March P-Card expenditures for essential program supplies, infant formula, diapers, and security equipment. Manager Avila acknowledged that the April and May P-Card Reports were inadvertently omitted and would be presented at the following meeting. The CACFP Meal Count Reports reflected an **average daily participation of 120 in June and 115 in July**.

- Member Aranda inquired about the absence of budget allocations for travel and construction in the July 2026 Head Start Financial Report and whether these expenditures were anticipated or would be supported through alternative funding sources.

    - Manager Avila explained that no construction or major equipment expenditures were anticipated when the budget was developed. She advised that funding adjustments could be requested through the Office of Head Start if future needs arise, allowing funds to be reallocated between budget categories.

    - Acting Director Trist noted that updated federal regulations increased the equipment expenditure threshold from $5,000 to $10,000. She further advised that funding requests for food service equipment and playground improvements were incorporated into the program's separate one-time supplemental funding application rather than the recurring federal grant budget.

- Member Aranda expressed concerns regarding the underutilization of Training and Technical Assistance (T&TA) funds during the previous fiscal year and inquired about plans to maximize expenditures in FY 2026–2027. Member Aranda also requested an update on whether the P-Card issues that previously delayed staff training and conference participation had been resolved.

    - Manager Avila confirmed that a new P-Card had been issued, with Acting Director Trist designated as the division's cardholder. She reported that staff have resumed participation in professional development opportunities and that additional conference and training requests are progressing through the approval process. Manager Avila emphasized that the program has established plans to utilize T&TA funding to support continued staff development.

- Member Aranda requested access to the detailed P-Card transactions reflecting individual purchases and expenditures for greater fiscal transparency and oversight.

- Member Kevin Bremond expressed concern regarding the elimination of General-Purpose Fund (GPF) operating allocations for FY 2026–2027 and recommended that the funding reduction remain documented in the financial reports and meeting minutes. Member Bremond emphasized the importance of maintaining a formal record of the City's funding decisions while remaining mindful of applicable compliance requirements.

- Member To Niya Smith-Scott raised concerns regarding the elimination of General-Purpose Fund (GPF) support, referencing approximately $900,000 in previously reported City contributions used to satisfy federal matching requirements. Member Smith-Scott emphasized that these contributions represented the value of City-provided services rather than direct monetary allocations and questioned how the City intended to

discontinue this support when the underlying services remained necessary. Member Smith-Scott also requested a historical timeline of Oakland Children's Initiative (OCI) funding, including when ECFS began receiving allocations following several years of delays and unsuccessful funding requests.

- Acting Director Trist reported that the FY 2026–2027 Oakland Children's Initiative (OCI) project plan had received full verbal approval, with written confirmation pending. She acknowledged historical delays in funding approvals and outlined ongoing efforts to align approval timelines more closely with the July 1 fiscal year start to support timely project implementation and expenditures. Director Trist further explained that OCI funding operates on a reimbursement basis, with financial reporting conducted quarterly rather than monthly. She committed to providing the Advisory Board with a verified timeline of initial OCI funding and the current fiscal year's approval dates.

- *Chair Forte Frudden* called for a motion to approve the Monthly Financial Report.
- *Member Bremond* motioned to approve Monthly Financial Report
- *Member Aranda seconded* the motion.

✓ Motion carried. Vote: (6)-ayes, (0)-nays, (0)-abstentions, (0) no response

3. Funding Requests & Opportunities

a. FY 26-27 Head Start Grant – Revised Change in Scope

- Acting Director Trist presented an in-depth overview of the revised FY 2026–2027 Change in Scope Proposal, outlining the program's ongoing efforts to address chronic under-enrollment and align with updated Office of Head Start (OHS) requirements. The Director explained that the program has operated under a federal under-enrollment plan since 2023 and initially submitted a Change in Scope application in 2024 proposing an enrollment reduction exceeding 30%. Following August 5, 2026, OHS Information Memorandum establishing revised application requirements and prioritizing enrollment preservation, the program substantially revised its proposal to reflect current community needs and federal expectations.
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- The revised proposal includes a **reduction of 63 Head Start preschool slots**, primarily associated with the separation from Peralta Colleges, and the conversion of 25 preschool slots into 10 Early Head Start slots to strengthen services for pregnant participants and younger children. Additional adjustments include expanding part-day preschool options across up to five classrooms while maintaining full-day services, establishing a toddler classroom at Brookfield to support continuity of care from birth through age five, and replacing previously proposed management positions with classroom coaching resources to strengthen instructional support. The Director emphasized that **no Early Head Start enrollment slots would be eliminated**.
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- Acting Director Trist reported that the proposal received Parent Policy Council approval and was presented to the Advisory Board for consideration. Pending Board approval, the revised application would be submitted to OHS by **October 3, 2026**. Because the proposal requests an enrollment reduction without a corresponding reduction in federal funding, it will undergo a comprehensive federal review. The Director acknowledged that OHS has not established a definitive review timeline and that approval may require several months.

- Chair Forte Frudden inquired whether the proposed expansion of part-day preschool services would affect existing full-day enrollment slots and whether a waitlist existed for families seeking part-day options.
-
    - Acting Director Trist reaffirmed that the proposal would preserve all existing full-day preschool slots and service hours, with part-day options introduced as an additional service. She also addressed ongoing workforce recruitment challenges, highlighting the addition of a dedicated Human Resources Analyst, enhanced recruitment and referral strategies, and workforce development initiatives supported through the Oakland Children's Initiative. The Director emphasized that competitive teacher compensation remains a significant recruitment barrier and identified future City budget discussions as a potential opportunity to address funding needs.

    - Supervisor Mendoza confirmed that the program currently maintains waitlists at its two centers offering part-day services. He outlined plans to contact families across program waitlists to assess demand, identify preferred locations, and inform the proposed expansion of part-day preschool options.

- *Chair Forte Frudden* called for a motion to approve the Revised *Change in Scope Request*.
- *Vice Chair Christina Michaud motioned* to approve the Revised *Change in Scope Request.*
- *Chair Forte Frudden seconded* the motion.

✓ Motion carried. Vote: (6)-ayes, (0)-nays, (0)-abstentions, (0) no response

b. Measure C – Emergency Funding

- Acting Director Trist presented a contract amendment request for Measure C Emergency Funding, explaining that the proposed amendment would authorize the City to receive and distribute funds directly rather than through a third-party administrator. The majority of the funding is designated for direct service staff.

- *Chair Forte Frudden* motioned to approve the *Measure C – Emergency Funding*.
- *Member Aranda seconded* the motion.

✓ Motion carried. Vote: (6)-ayes, (0)-nays, (0)-abstentions, (0) no response

c. Child Care Careers Substitute Staffing Agency

Dr. Black presented a request to increase the existing ChildCare Careers substitute staffing contract by **$800,000 through June 2027**. She explained that the current contract was nearing full expenditure and that substitute staffing needs had increased compared with previous years.

Member Scott-Smith requested an update on HR hiring timeliness, noting that previous delays had resulted in the loss of qualified candidates. She also requested a list of ratio requirements.

- *Chair Forte Frudden*, motioned to approve the *Contract Amendment for ChildCare Careers Substitute Staffing Agency*
- *Member Scott-Smith seconded* the motion.

✓ Motion carried. Vote: (6)-ayes, (0)-nays, (0)-abstentions, (0) no response

d. FY 27-28 Multi-State Contracts Funding (CCTR, CSPP, CACFP)

- Dr. Black presented the annual continuation funding requests for the California General Child

Care and Development Program (CCTR), California State Preschool Program (CSPP), Pre-Kindergarten and Family Literacy Supplement, and Child and Adult Care Food Program (CACFP). She explained that renewal applications are submitted annually, with upcoming submission deadlines in November and December.

- The $32,500 Pre-Kindergarten and Family Literacy Supplement is an annual recurring allocation and confirmed that the CSPP contract amount reflected on the current contract cover sheet was approximately $3.477 million. She indicated that the funding figures would be reviewed to verify the reported increase.

- *Chair Forte Frudden* motioned to approve the FY 27-28 Multi-State Contracts Funding (CCTR, CSPP, CACFP)
- *Member Bremond* seconded the motion.
- ✓ Motion carried. Vote: (6)-ayes, (0)-nays, (0)-abstentions, (0) no response

4. Policies & Procedures: *Dr. Tracey Black*

a. FY 26-27 Advisory Board Bylaws

- Dr. Black revisited the Advisory Board Bylaws, previously approved with corrections in July, to provide members with an opportunity to review the revised language.

II. PARENT POLICY COUNCIL UPDATES: *Sarah Trist, Parent Policy Council Chair, & Program Staff*

a. Parent Policy Council Feedback

III. INFORMATION ITEMS: *Sarah Trist & Program Staff*

1. Current Program Updates:

- **Start of Program Services** for FY 26-27 – Monday, July 13, 2026
- **FY 25-26 School Readiness – Desired Results Developmental Profile (DRDP) Data Report – Second Assessment:** *Monique Young, Program Supervisor & Noemi Tovar, Education Coordinator; ECFS* (handout in agenda packet)
- **2026-2031 School Readiness Goals**: *Monique Young, Program Supervisor & Noemi Tovar, Education Coordinator; ECFS* (handout in agenda packet)
- **Safety Space and Visitor Access Policy** (Reflecting **Assembly Bill (AB) 495 –** *Family Preparedness Plan Act)***:** *Sarah Trist* (handout in agenda packet)
- **Governance, Leadership, and Oversight Capacity Screener** *(*due to grantee by Friday, August 28); *Dr. Black* (handout in packet)
- **Governance, Leadership, and Oversight Capacity Screener Certification** (due to OHS by September 11, 2026); *Dr. Black* (handout in packet)
- **FY 25-26 Change in Scope Proposal –** Pending approval from OHS.
- **FY 26-27 Non-Competitive HS Grant Notice of Award (NOA)** (handout in agenda packet)
- **FY 25-26** Program Information Report – PIR (due August 31, 2026)
- ECFS ECE Apprenticeship Program
- Governance Recess:
  - PPC/AB Recess – August 2026
  - PPC/AB Return – September 15 & 17, 2026
- Personnel Transitions

2. Communication from Office of Head Start, Administration for Children and Families (ACF) and/or City of Oakland Administration:

- Office of Head Start (OHS) Information Memorandum (IM) – Enrollment Reduction (08/06/26)

- City of Oakland Administrative Instruction:
  - AI 6805 – US Immigration and Customs Enforcement (ICE) (handout in agenda packet)
- Upcoming Agenda Reports to City Council:
  - FY 25-26 Annual Program Progress Report to City Council, December 8, 2026, presented by Advisory Board Chair & Program Staff
  - FY 27-28 State Contracts (CACFP; CSPP and CCTR

IV. OPEN FORUM

V. ADJOURNMENT

- *Chair Forte Frudden,* called for a motion to **Adjourn the Advisory Board Meeting**
- *Vice Chair Michaud motioned* to approve the Adjournment of the Advisory Board Meeting
- *Member Aranda* seconded the motion.

✓ Motion carried. Vote: (6)-ayes, (0)-nays, (0)-abstentions, (0) no response

Meeting adjourned at 5:08 pm

Submitted by
Demetria Saddler
Administrative Assistant II

TRUNICE ANAMAN-IKYURAV

August 13, 2026

The Hawkins Company
Re: City of Oakland Head Start Program Director

Dear Search Committee:

For more than 25 years, I have built my career around one purpose: closing—and eliminating—the achievement gaps that too often limit children from traditionally underrepresented communities before they ever have an equal opportunity to succeed. I have pursued that purpose from early childhood through K–12 and adult learning, designing, leading, repairing, and strengthening systems that improve access, educational quality, and outcomes for children and families across California. The City of Oakland's Head Start Program Director position brings together the work I have spent my career doing: leading complex early childhood systems, strengthening organizations and their people, stewarding public resources, building community partnerships, and creating the conditions in which children, families, and staff can thrive. The depth and breadth of that experience, together with my fiscal, analytical, and public-sector background, make me more than the ideal candidate. I am the perfect candidate for this position.

As President and Chief Executive Officer of E Center, I led Head Start, Early Head Start, Migrant & Seasonal Head Start, WIC, and related family services for more than 2,500 children and families across 41 locations in eight Northern California counties. I provided executive leadership for approximately 600 employees and more than $24 million in public and private funding, with responsibility for fiscal management, grant compliance, personnel, contracts, facilities, data systems, governance, and service delivery. When I inherited a $470,000 structural deficit, I eliminated it within 30 days while strengthening fiscal controls, restructuring operations, restoring confidence with governing bodies and funding sources, and protecting the organization's ability to serve children and families.

My work extends well beyond a single program model or age group. At Monterey Peninsula Unified School District, I built and led districtwide early learning, expanded learning, academic intervention, family engagement, youth development, summer learning, and credit-recovery programs across 19 schools. I secured and administered more than $12 million in public and private grants and produced measurable academic results, including a credit-recovery initiative that recovered more than 1,500 failing grades in its first quarter. I have also led early childhood systems in Hayward and Los Angeles County and developed professional learning, technical assistance, and adult-learning opportunities for educators, administrators, staff, families, and community partners.

I also bring a fiscal and analytical dimension that strengthens my executive leadership. I hold an Associate of Science degree in Accounting and most recently served as an Auditor/Evaluator II with the California State Auditor's Office. There, I analyzed fiscal, operational, workforce, governance, contracting, and service-delivery systems across major California entities. My work helped shape findings and recommendations that strengthened accountability, organizational effectiveness, and the delivery of public services. That experience sharpened my ability to see across systems—to identify where structures, resources, policies, data, and people either advance or impede the outcomes an organization exists to achieve.

Hiring me as the City of Oakland Head Start Program Director ensures that Oakland receives and benefits from the culmination of that experience: a Head Start executive who understands the classroom, the family, the workforce, the budget, the governing body, the funding environment, the data, and the larger public system in which all of them operate. I know how to stabilize organizations without losing sight of their mission, how to turn complex requirements into workable systems, how to develop people and build trust, and how to keep the needs and potential of children at the center of executive decisions. I would value the opportunity to pour that experience into Oakland's Head Start children, families, staff, partners, and the City as a whole.

I am available to start immediately. I am planning to relocate to the Bay Area within the next couple of months, making this opportunity especially meaningful and timely. I would welcome the opportunity to discuss how my experience and record of results can support the City of Oakland's vision for a high-performing, equitable, community-centered Head Start program.

Respectfully,

Trunice Anaman-Ikyurav

TRUNICE ANAMAN-IKYURAV

HEAD START & EARLY CHILDHOOD EXECUTIVE LEADERSHIP
FISCAL & GRANTS STEWARDSHIP • SYSTEMS & QUALITY IMPROVEMENT

PROFESSIONAL PROFILE

Mission-driven Head Start executive, systems thinker, and organizational performance leader with 25+ years of experience devoted to closing - and eliminating - academic achievement gaps, while advancing educational equity for children and learners from traditionally underrepresented communities. Career experience spans early childhood through K-12 and adult learning across diverse California communities, with demonstrated success building and improving programs that expand equitable access, strengthen educational outcomes, and support children, families, educators, and communities. Former President & Chief Executive Officer of a multi-county Head Start grantee serving 2,500+ children and families across 41 program locations, eight counties, approximately 600 employees, and more than $24 million in public and private funding. Demonstrated business acumen and crisis-management capability with a record of stabilizing organizations, strengthening fiscal stewardship and compliance, improving service delivery, developing high-performing teams, and building collaborative relationships with governing bodies, Policy Council, staff, funding agencies, and community partners. Brings an Associate of Science degree in Accounting and California State Auditor experience analyzing fiscal, operational, workforce, governance, contract, and performance data; that work contributed to recommendations that strengthened the delivery, accountability, and effectiveness of services across California state entities.

EXECUTIVE QUALIFICATIONS

Head Start / Early Head Start / Migrant & Seasonal Head Start • Strategic & Operational Leadership • Head Start Program Performance Standards • Business Acumen • Fiscal Stewardship • Complex Funding Structures • Federal & State Grants Administration • Budget Development & Financial Oversight • Contract Administration • Procurement & Payment Workflows • Policy Council & Governing Board Partnership • Public Accountability • Multi-Site Operations • Organizational Stabilization • Crisis & Change Management • Staff Management • Talent Development & Coaching • ERSEA • Family & Community Engagement • Culturally Responsive Services • Community Partnerships • Federal Monitoring & Corrective Action • Data Analysis & Performance Measurement • Risk Management • Continuous Quality Improvement • Service Excellence • Executive Reporting

Equity & Educational Impact: Demonstrated success improving systems supporting educational access and outcomes from early childhood through secondary and adult learning, with a consistent professional focus on eliminating achievement gaps for historically underrepresented children and communities.

RELEVANT PROFESSIONAL EXPERIENCE

CALIFORNIA STATE AUDITOR'S OFFICE, Sacramento, CA | Auditor / Evaluator II | 2022–2025

Conducted performance audits and evaluations of major California agencies and statewide initiatives on behalf of the California Joint Legislative Audit Committee, systematically collecting, analyzing, presenting, and using fiscal, operational, workforce, governance, contract, policy, and performance data to identify risk and support publicly accountable decision-making.

- Analyzed statewide workload, staffing, vacancies, case-processing delays, fiscal and operational impacts, customer-service challenges, and wage-theft data for the Labor Commissioner's Office to identify relationships affecting service delivery and support strategic recommendations.
- Evaluated implementation strategy, vendor contract administration, distribution methods, and impacts on unbanked Californians in the Middle-Class Tax Refund Program.
- Assessed governance, project oversight, accountability, implementation progress, operational readiness, and risk affecting major statewide technology and financial-system initiatives, including the California Department of Technology and FI$Cal.
- Evaluated staffing, workload, complaint response, inspection performance, compliance, and operational effectiveness in Cal/OSHA and other statewide engagements.

• Synthesized complex quantitative and qualitative evidence from agencies, staff, datasets, policies, contracts, and other sources into concise findings, graphics, executive briefings, and actionable recommendations for legislators, executive leaders, audited entities, media, and the public.

INDEPENDENT ORGANIZATIONAL CONSULTANT, California | Consultant | 2015–2021

Provided project-based organizational assessment, technical assistance, compliance readiness, and operational support to nonprofit and public-sector organizations, strengthening governance, fiscal oversight, service delivery, leadership capacity, and organizational effectiveness.

E CENTER, Yuba City, CA | President & Chief Executive Officer | 2013–2014

Provided enterprise leadership for a multi-county Head Start grantee operating Head Start, Early Head Start, Migrant & Seasonal Head Start, WIC, and related family services across eight Northern California counties.

- Provided strategic and operational leadership for services to more than 2,500 children and families through 41 program locations while providing executive oversight of approximately 600 employees.
- Administered more than $24 million in public and private funding across complex funding structures, with accountability for grant compliance, budget and fiscal oversight, personnel management, contracts, facilities, data systems, program integrity, and service delivery.
- Directed cross-functional operations spanning education, family and community services, health, nutrition, transportation, facilities, fiscal operations, enrollment/ERSEA, human resources, and administrative support.
- Oversaw compliance with Head Start Program Performance Standards, federal and state grant requirements, monitoring expectations, contract obligations, reporting requirements, and corrective-action activities.
- Prepared and presented fiscal, operational, compliance, and program-performance information to the Board of Directors, Policy Council, funding agencies, leadership teams, and community stakeholders.
- Eliminated a $470,000 structural deficit within 30 days through operational reorganization, spending reductions, lease renegotiation, stronger fiscal controls, and technology-supported productivity improvements.
- Implemented a decentralized service-delivery structure that strengthened regional leadership capacity, coordination, responsiveness, accountability, and oversight across geographically diverse communities.
- Repaired relationships and restored confidence with the Board of Directors and funding sources following ongoing compliance concerns by strengthening transparency, reporting, accountability, and organizational systems.
- Introduced strategic planning, risk-management, and continuous-improvement systems to establish measurable priorities, strengthen high performance and service excellence, and use fiscal, staffing, enrollment, and program data to guide programmatic and operational decisions.
- Built and sustained collaborative relationships with community partners, governing bodies, funding agencies, and cross-functional stakeholders to leverage resources, strengthen culturally responsive family services, and support consistent service delivery across the agency's multi-county footprint.

HAYWARD UNIFIED SCHOOL DISTRICT, Hayward, CA | Director, Child Development Programs | 2011

Directed and redesigned district early childhood programs serving approximately 950 infants, toddlers, preschoolers, teen parents, and families.

- Administered a $4.1 million annual budget and multiple federal and state funding streams while leading staffing, enrollment, compliance, fiscal oversight, reporting, licensing relationships, and program improvement; reviewed performance and enrollment information to identify risks and strengthen service quality.
- Coordinated education and family-service delivery and partnered with district leadership, staff, families, funding agencies, licensing agencies, and community stakeholders to strengthen program quality and accountability.
- Developed a professional-development pathway for teaching staff and led an enrollment initiative that exceeded prior-year enrollment by 70% within the first three weeks.

ABC CHILD DEVELOPMENT, INC., El Monte, CA | Interim Assistant Director | 2006

Provided executive-level operational and compliance leadership for federally and state-funded early childhood programs during an organizational transition.

- Directed and coordinated program operations, CDE and LAUP contracts, monitoring, staff training, compliance systems, facilities, and service delivery; managed more than 300 employees across education, family/community, health, and nutrition functions.
- Implemented data-driven corrective-action, ongoing-monitoring, and accountability systems while supporting administration of approximately $15 million in program budgets.

- Strengthened fiscal oversight, management controls, operational systems, staff development, and program accountability to support organizational stabilization and compliance recovery.

MONTEREY PENINSULA UNIFIED SCHOOL DISTRICT, Monterey, CA | Director, Extended Learning Opportunities | 2006–2009

Established and directed districtwide early learning, expanded learning, academic intervention, family engagement, and youth development initiatives across all 19 district schools in four cities; served as Superintendent's Advisor for Early Learning and Extended Learning Opportunities.

- Secured, managed, monitored, and reported on more than $12 million in federal, state, local, and nonprofit grants and contracts.
- Built implementation, performance-monitoring, reporting, and continuous-improvement systems supporting accountability, program quality, and sustainable service delivery.
- Recruited community partners that collectively committed more than $750,000 annually in in-kind services and resources and strengthened coordination among schools, families, agencies, and community organizations.
- Designed and led districtwide summer learning, family literacy, youth development, academic intervention, before/afterschool, and credit-recovery programs; the credit-recovery initiative recovered more than 1,500 failing grades in its first quarter.
- Prepared grant applications, performance reports, presentations, and recommendations for district leadership, governing boards, and funding entities; earned perfect scores on all submitted federal 21st CCLC grant applications.

CHILD DEVELOPMENT INCORPORATED, Sacramento, CA | Program Development Director | 2010–2011

Led statewide Transitional Kindergarten program development and implementation, creating standards, curriculum, implementation frameworks, training systems, technical-assistance resources, and operational guidance.

- Co-facilitated think tanks, focus groups, and evaluation teams and coordinated stakeholders across agencies and educational settings to support statewide implementation.
- Exceeded the initial site implementation goal by 100% within four months and used evaluation and continuous-improvement processes to strengthen implementation.

ADDITIONAL HEAD START PROGRAM LEADERSHIP EXPERIENCE

Sacramento Employment & Training Agency (SETA) | Site Supervisor | 2009

Supervised multi-site Head Start operations and staff; supported Head Start Program Performance Standards, enrollment, family services, program quality, and daily operations.

Foundation for Early Childhood Education, Los Angeles County | Site Supervisor | 2005–2006

Supervised multiple Head Start centers and staff; managed ERSEA activities, family engagement, compliance monitoring, program operations, and continuous-improvement activities.

Riverside County Office of Education | Site Supervisor | 2003–2004

Supervised Head Start classroom operations and staff and supported compliance monitoring, family engagement, staff development, and program-quality initiatives.

EDUCATION & CREDENTIALS

Associate of Science (AS), **Accounting**, Sacramento City College, **2021**

Master of Arts (MA), **Human Development - Leadership in Education & Human Services: Parent/Community Work**, Pacific Oaks College, **2012**

Bachelor of Arts (BA), **Human Development - Early Childhood & Developmental Education,** Pacific Oaks College, **2002**

California Commission on Teacher Credentialing - Child Development Program Director Permit (expires 9/1/2031)

Lean Six Sigma Yellow Belt • Lean Six Sigma White Belt • FRISK Progressive Discipline Model
WestEd Family & Community Partnerships Trainer • WestEd Youth Development Trainer •
CLASS Reliability Training

CANDIDATE QUALIFICATIONS & EXPERIENCE SUMMARY

POSITION: Head Start Program Director | CANDIDATE: Trunice Anaman-Ikyurav

45 CFR § 1302.91(b) - Head Start Director: A Head Start director hired after November 7, 2016, must have, at minimum, a baccalaureate degree and experience in supervision of staff, fiscal management, and administration.

1. EDUCATION

- B.A., Human Development - Early Childhood & Developmental Education, Pacific Oaks College, 2002.
- M.A., Human Development - Leadership in Education & Human Services: Parent/Community Work, Pacific Oaks College, 2012.
- A.S., Accounting, Sacramento City College, 2021.
- California Child Development Program Director Permit, California Commission on Teacher Credentialing; current through 9/1/2031.
- Additional training includes Lean Six Sigma Yellow Belt and White Belt, FRISK Progressive Discipline Model, WestEd Family & Community Partnerships Trainer, WestEd Youth Development Trainer, CLASS Reliability Training, and formal performance-audit training.

2. SUPERVISION OF STAFF

- Provided executive oversight of approximately 600 employees across 41 E Center program locations.
- Managed more than 300 employees at ABC Child Development across education, family/community, health, and nutrition functions.
- Created, hired, oversaw, and trained approximately 100 new positions in about 15 months at Monterey Peninsula Unified School District and retained most of those employees year over year.
- Supervised multi-site Head Start staff and operations through earlier roles with Sacramento Employment & Training Agency (SETA), Foundation for Early Childhood Education, and Riverside County Office of Education.
- Applied experience with represented workforces, collective bargaining agreements, MOUs, classifications, coaching, staff development, performance improvement, progressive discipline, documentation, and employee due process.

3. FISCAL MANAGEMENT

- Administered more than $24 million in public and private funding at E Center across Head Start, Early Head Start, Migrant & Seasonal Head Start, WIC, and related family services.

- Eliminated a $470,000 structural deficit within 30 days through operational reorganization, spending reductions, lease renegotiation, stronger fiscal controls, and technology-supported productivity improvements.

- Managed more than $12 million in federal, state, local, and nonprofit grants and contracts at Monterey Peninsula Unified School District and secured community partners contributing more than $750,000 annually in in-kind services and resources.

- Administered a $4.1 million annual budget and multiple federal and state funding streams at Hayward Unified School District.

- Supported administration of approximately $15 million in program budgets at ABC Child Development.

- Applied accounting and performance-audit experience to budgets, contracts, procurement, fiscal controls, grant compliance, expenditure analysis, payment workflows, and risk assessment.

4. ADMINISTRATION

- More than 25 years of progressive administrative leadership across Head Start/Early Head Start, Migrant & Seasonal Head Start, State Preschool, early childhood education, TK-12 education, human services, workforce development, and public-sector performance audits/analysis.

- Served as President & CEO of E Center, directing a multi-county Head Start grantee serving more than 2,500 children and families across 41 locations in eight counties.

- Directed districtwide early learning, expanded learning, academic intervention, family engagement, youth development, summer learning, and credit-recovery initiatives across all 19 Monterey Peninsula Unified School District schools in four cities.

- Directed and redesigned early childhood programs serving approximately 950 infants, toddlers, preschoolers, teen parents, and families at Hayward Unified School District.

- Provided executive-level operational and compliance leadership during organizational transition at ABC Child Development, including monitoring, staff training, facilities, service delivery, corrective action, and accountability systems.

- Led statewide Transitional Kindergarten program development and implementation at Child Development Incorporated, including standards, curriculum, implementation frameworks, training systems, technical-assistance resources, and operational guidance.

- Conducted California State Auditor performance audits involving fiscal, operational, workforce, governance, contract, policy, and performance data across major state agencies and statewide initiatives.

Summary of Qualifications and Experience

Trunice Anaman-Ikyurav
Candidate for Head Start Program Director, City of Oakland

I bring more than 25 years of leadership experience across Head Start, early childhood education, youth development, family engagement, TK-12 education, human services, workforce development, organizational improvement, fiscal management, and public-sector performance analysis. My career has placed me on both sides of public accountability: I have led complex publicly funded programs, and I have independently evaluated whether government systems were working as intended.

In preparing for my meetings with the Parent Policy Council and Head Start Advisory Board, I reviewed publicly available Advisory Board agendas and minutes from April 2025 through the most recent materials available to me. I organized this summary around seven themes that closely align with the work reflected in those materials. I also recognize that I would not be entering a program where the work begins with me. Oakland's staff, parents, leaders, and community partners have already made progress. My first responsibility is to understand what is working, what has improved, what remains to be done, and what needs to be done next to continue stabilizing the program as we relaunch.

1. Head Start, Early Childhood and Program Leadership

This section reflects the depth and scale of my direct experience leading programs for children and families. It combines formal preparation in human development and early childhood education with demonstrated responsibility for multi-site Head Start operations, governance, compliance, family services, fiscal oversight, and organizational stabilization.

- My California Child Development Program Director Permit, first issued in 2003, reflects long-standing qualification for program-level early childhood leadership; I have applied that preparation across Head Start, Early Head Start, Migrant and Seasonal Head Start, State Preschool, WIC, and related child and family services.
- As President and CEO of E Center, I was accountable for the performance of approximately 600 employees across 41 locations in eight counties serving more than 2,500 children and families, requiring me to integrate program quality, staffing, fiscal stewardship, governance, compliance, facilities, and community relationships at executive scale.
- As Interim Assistant Director at ABC Child Development, I used that same operational discipline in a transition environment involving more than 300 employees and approximately $15 million in budgets, where stabilization and corrective action had to occur without disrupting services to children and families.
- At Monterey Peninsula Unified School District, I translated early-childhood and youth-development expertise into a broader education system by leading early learning, expanded learning, academic intervention, youth development, and family-engagement programs across 19 schools and four cities.
- Earlier leadership and program roles with SETA, Foundation for Early Childhood Education, Riverside County Office of Education, and other programs gave me experience at multiple levels of Head Start and early childhood operations, which helps me understand how executive decisions are experienced at the site, classroom, staff, child, and family levels.

2. Workforce Leadership, Staff Development and Organizational Culture

This section reflects my ability to build, stabilize, and retain workforces while maintaining clear expectations and accountability. My experience includes rapid hiring and training, supervision across multiple sites, represented employees, progressive discipline, leadership development, and analysis of the organizational conditions that influence retention and performance.

- At MPUSD, I demonstrated workforce-building capacity by creating, hiring, and training approximately 100 new positions in about 15 months for new expanded-learning programs and retaining the majority of those employees year over year after start-up.

- At E Center, leading approximately 600 employees across 41 sites required me to establish structures for supervision, communication, accountability, leadership development, and workforce planning that could function consistently across a geographically dispersed organization.
- My FRISK training in progressive discipline strengthened an approach I have used throughout my leadership career: define expectations, document performance, coach for improvement, act consistently, and protect both employee due process and the organization's responsibility to children and families.
- My experience with collective bargaining agreements, MOUs, classifications, performance improvement, and represented workforces enables me to distinguish between issues that require management action and those that require partnership with HR, labor relations, or employee organizations.
- I have demonstrated a site-specific approach to retention and culture by looking beyond vacancy rates to supervision, workload, scheduling, location, team dynamics, and job fit; former direct reports have also described me as accessible and willing to work alongside staff when practical support is what the situation requires.
- Audit example: In work involving the Labor Commissioner's Office and Cal/OSHA, I analyzed vacancies, retention, hiring, workloads, and staffing structures to determine how workforce conditions affected agencies' ability to achieve their public missions.

3. Enrollment, Attendance, Family Access and Engagement

This section reflects my experience treating enrollment and attendance as indicators of whether families can actually reach, trust, and use services. I combine Head Start ERSEA and family-engagement experience with a systems approach that examines program capacity, communication, transportation, family circumstances, site conditions, and the quality of the relationship between families and the program.

- My Head Start leadership has required me to connect recruitment, enrollment, attendance, family engagement, and program capacity rather than treating each as a separate compliance function; I understand that an available funded slot is not meaningful if staffing, access, or family barriers prevent a child from using it consistently.
- Leading services across urban, rural, and geographically dispersed communities taught me to adapt recruitment and participation strategies to local conditions rather than assume that one programwide strategy will explain or solve every site's enrollment or attendance pattern.
- I have demonstrated family-engagement leadership by being visible and accessible in programs and by treating parent experience as operational evidence; that approach helps surface barriers that may never appear in a coded absence reason or enrollment report.
- My own experience navigating housing instability, food insecurity, financial insecurity, unemployment, disability, and family responsibilities strengthens my ability to recognize that participation barriers can sit beneath the administrative label attached to an absence or delay without assuming that every family's experience mirrors mine.
- I use an evidence-first approach to chronic absenteeism: compare patterns by site, classroom, day, time period, reported reason, staffing capacity, and other available variables, then validate what the data suggest with staff and families before selecting interventions.
- Audit example: In Calexico, evidence showed that language barriers limited residents' ability to understand and participate in local government; the resulting recommendation to translate City Council materials reinforced for me that technical access is not the same as meaningful access.

4. Learning, Child Development and Measurable Student Outcomes

This section reflects my central professional focus: services should produce meaningful developmental and educational outcomes for children. My human-development preparation and experience across early childhood, expanded learning, intervention, and TK-12 education allow me to assess whether children are gaining skills, closing gaps, transitioning successfully, and sustaining progress over time.

- My B.A. in Human Development with an emphasis in Early Childhood Education and M.A. in Human Development with an emphasis in Leadership in Education and Human Services have been applied throughout my career to connect child development, learning environments, adult practice, organizational leadership, and family systems.

- At MPUSD, I demonstrated the ability to translate program design into measurable student outcomes by building districtwide expanded-learning and academic-intervention programs across 19 schools, including a credit-recovery intervention that helped students recover approximately 1,500 failing grades during its first quarter.
- Programs under my leadership earned perfect federal grant scores, demonstrating that strong implementation, documentation, compliance, and outcome orientation can coexist rather than compete with one another.
- I consistently distinguish participation from impact: enrollment creates access, attendance creates continuity, instruction creates opportunity to learn, and the measure of success is whether children actually develop, progress, and narrow opportunity gaps.
- My work across early childhood through secondary education has reinforced a longitudinal view of Head Start: the program should create momentum that supports successful transitions into kindergarten and beyond rather than function as an isolated early-childhood experience.
- Audit example: Performance-audit work strengthened this outcome orientation by requiring me to distinguish activities and expenditures from outputs and intended public outcomes, and to ask whether the evidence showed that a program was actually accomplishing what it was designed to accomplish.

5. Fiscal Stewardship, Head Start Funding, Grants, Contracts and Public Resources

This section reflects my ability to connect fiscal stewardship directly to Head Start operations and outcomes. My accounting preparation and executive experience enable me to understand how federal Head Start and Early Head Start funds, state and local resources, in-kind contributions, staffing costs, enrollment, contracts, and restricted funding interact with program capacity and compliance.

- My Associate of Science in Accounting provides a technical foundation that I have applied in executive roles to read financial information critically, challenge assumptions, connect expenditures to operations, and translate fiscal issues into decisions that program leaders and governing bodies can understand.
- At E Center, I had executive responsibility for more than $24 million in grant funding supporting Head Start, Early Head Start, Migrant and Seasonal Head Start, WIC, and related services; that responsibility required balancing federal requirements, staffing, enrollment, service delivery, in-kind resources, and organizational sustainability.
- I demonstrated fiscal turnaround capacity at E Center by identifying and eliminating an approximately $470,000 structural deficit within about 30 days through restructuring, expenditure reductions, lease renegotiation, stronger controls, and productivity improvements while protecting service delivery.
- My Head Start fiscal experience has taught me to read budget performance as an operational signal: staffing vacancies can reduce enrollment capacity, reduced capacity can affect utilization and compliance, and unspent funds can point to a program-delivery constraint rather than simply a finance problem.
- At MPUSD, I applied the same discipline to approximately $12 million in grants and contracts plus substantial in-kind resources, including 21st Century Community Learning Centers and ASSETS funding, while building and operating new programs at scale.
- Audit example: In the Middle Class Tax Refund audit, I analyzed how contract design and debit-card fees affected recipients, particularly people without traditional banking access; the work reinforced that responsible stewardship requires examining not only whether funds moved as planned, but also how financial and contractual choices affect the people a program is intended to serve.
- Audit example: My Cal/OSHA work also examined the disposition of unspent state funds and whether available resources were aligned with the agency's worker-protection responsibilities.

6. Data, Audit, Compliance, Change and Continuous Improvement

This section reflects one of my strongest differentiators: I have operated complex publicly funded programs and independently evaluated government systems. Formal performance-audit training, Lean Six Sigma methods, and hands-on audit experience strengthen my ability to define questions, analyze evidence, identify root causes, test assumptions, and turn findings into practical improvements while viewing administrative change as an opportunity to redesign systems intelligently.

- As a California State Auditor Auditor/Evaluator II, I applied formal performance-audit training to legislatively defined audit objectives and scope, using data, records, interviews, policies, and corroborating evidence to determine what the facts supported rather than beginning with a predetermined problem statement.

- My Lean Six Sigma training complements that audit discipline by reinforcing process mapping, root-cause analysis, waste reduction, standardization where appropriate, and continuous improvement; I use those methods to improve flow and reliability without stripping away necessary professional judgment or local responsiveness.
- My Excel and PivotTable training has supported practical data analysis in both operating and audit environments, allowing me to organize large data sets, compare patterns, test anomalies, and convert raw information into evidence leaders can use for decisions.
- In the Labor Commissioner's Office audit, I applied this approach to backlogs, process stages, data-entry problems, workloads, vacancies, retention, monetary amounts, and staffing structure to understand not just that a backlog existed, but how the system produced and sustained it.
- In California Department of Technology work, including EDDNext, FI$CAL, and Caltrans-related projects, I evaluated whether oversight structures had sufficient staffing, capacity, efficiency, and independence to support timely and responsible project delivery; for FI$CAL, I also reviewed progress toward mandated State Controller and remaining entity onboarding and transition to the state's book of record.
- My Head Start and early-childhood leadership gives me an operator's understanding of monitoring, corrective action, licensing, governance, grant compliance, program performance, and documentation, so I understand the practical consequences of both strong and poorly designed oversight requirements.
- That combined Head Start, audit, and business perspective shapes how I view upcoming administrative changes to Head Start. I do not begin by defining change as loss; I identify what must be protected, what risks must be managed, what requirements can be simplified, where flexibility can improve local performance, and how Oakland can use change to strengthen services for children, families, and staff.
- I have consistently used data to move from "What happened?" to "What does the evidence show, what is causing it, what is within our control, what action is feasible, and how will we know whether the change worked?"

7. Systems Integration, Parent Governance and Community Partnerships

This section reflects my experience aligning programs that families encounter as one life rather than as separate organizational structures. My work has required me to connect education, family support, workforce, fiscal, governance, and community systems while ensuring that parents, staff, governing bodies, and partners can meaningfully influence decisions.

- At MPUSD, I demonstrated systems-integration leadership by aligning early learning, expanded learning, academic intervention, youth development, family engagement, school-day programs, and community resources rather than building each initiative as an isolated service.
- At E Center, leading across multiple counties, funding streams, service models, communities, and partnerships required me to create coherence across systems while preserving enough flexibility to respond to different local conditions.
- My Head Start governance experience has required partnership with parents, Policy Councils, governing bodies, school districts, community organizations, and federal and state partners; I approach those relationships as part of program leadership rather than as a compliance exercise.
- I have demonstrated a collaborative decision-making approach by combining parent experience, staff knowledge, program data, fiscal information, and partner perspectives before determining what should change, because the people closest to the work often see barriers that are invisible at the executive level.
- My family's immigration experience - including my father's arrival in Sacramento from Ghana as a student and my later role helping my stepson come from Nigeria to pursue higher education - deepens my understanding of what it means to navigate unfamiliar systems without assuming that my family's experience is a substitute for listening to Oakland families.
- In Oakland, I would bring this integration approach to relationships among staff, parents, the Parent Policy Council, the Head Start Advisory Board, City departments, Oakland Children's Initiative, First 5 Alameda County, OUSD, federal Head Start partners, and other community organizations.
- Audit example: Calexico demonstrated how barriers can exist in the handoff between government and residents even when a formal public process exists; across other audits, I repeatedly saw that performance problems often emerge between organizational units, contracts, systems, and responsibilities rather than inside only one program.

Closing Perspective

Across these seven areas, I bring an unusual combination of experience: I have operated complex education and human-service systems and independently evaluated government systems.

I understand the child and family experience, the classroom, the site, the workforce, the budget, the data, the compliance environment, governance, and the larger systems that connect them. I also bring lived experience that has taught me what it feels like to rely on public systems, navigate them during difficult periods, parent through them, and use education as a pathway toward greater opportunity.

I bring that experience to Oakland with respect for the work already underway.

I am slow to warm because I believe a new leader should listen, observe, learn, examine the evidence, and understand the environment before deciding what needs to change. I do not assume that a challenge has the same cause at every site or that an answer that worked somewhere else should simply be imposed on Oakland.

Once the evidence becomes clear, however, I know how to move from analysis to action.

My goal is not simply to operate programs. I want to help build systems that make it easier for children, families, and staff to succeed - systems that are highly effective, efficient, understandable, and accessible.

I think of that role much like helping someone climb a large mountain. The family and children are making the climb. The goal belongs to them, and the accomplishment belongs to them. My responsibility is to help lighten the load, make the path clearer, connect people with the right resources and opportunities, anticipate risks, strengthen the supports along the route, and help remove barriers that make an already difficult climb unnecessarily harder.

For Oakland's children and families, the summit will not look exactly the same for everyone. My responsibility is to help make sure the pathway to opportunity is visible, accessible, supported, and possible.



CITY OF OAKLAND
EARLY CHILDHOOD & FAMILY SERVICES
PARENT POLICY COUNCIL & ADVISORY BOARD

SEPTEMBER 2026
MONTHLY REPORT



On September 29, 2026, Asian Health Services went to West Grand for Dental Day. Family Services Specialist Conterenia Farrish ensures that a young child is safe and supported while they receive a dental examination.

www.OaklandHeadStart.com
(510) 238-3165

City of Oakland
Early Childhood & Family Services

DEVELOPMENTS & HIGHLIGHTS

Key developments

- The Program submitted a revised Change-In-Scope application to Office of Head Start on October 2nd.
- The following individuals and organizations submitted letters of support for the Change-In-Scope:
  - U.S. Representative Lateefah Simon
  - Oakland Mayor Barbara Lee
  - District 3 Oakland Councilmember Carroll Fife
  - Head Start WEST
  - Alameda County Office of Education
  - BANANAS
  - Lotus Bloom Family Resource Center
  - Oakland Starting Smart and Strong

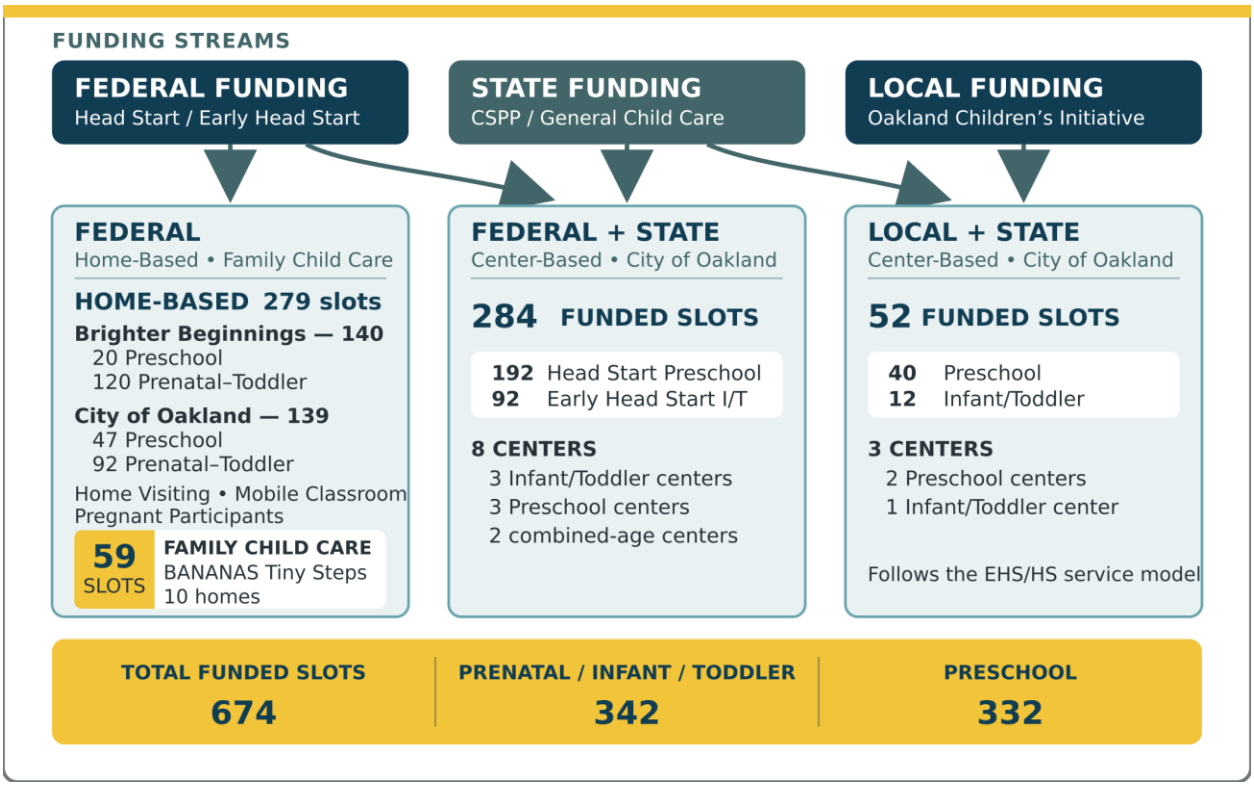
INFORMATION MEMORANDUMS & PROGRAM INSTRUCTIONS

- California Department of Education, Early Education Division, Management Bulletin 26-09 California State Preschool Program (CSPP) Funding Opportunities: Voluntary Temporary Transfers (VTT)
- California Department of Social Services PIN 26-10-CCP (09/09/2026): Assembly Bill 150 EARLY CARE AND EDUCATION
- California Department of Social Services PIN 26-11-CCP (09/25/2026): 2026 BUDGET TRAILER BILLS AFFECTING CHILD CARE CENTERS AND FAMILY CHILD CARE HOMES

PY 25-26 ANNUAL REPORT PREVIEW & DATA

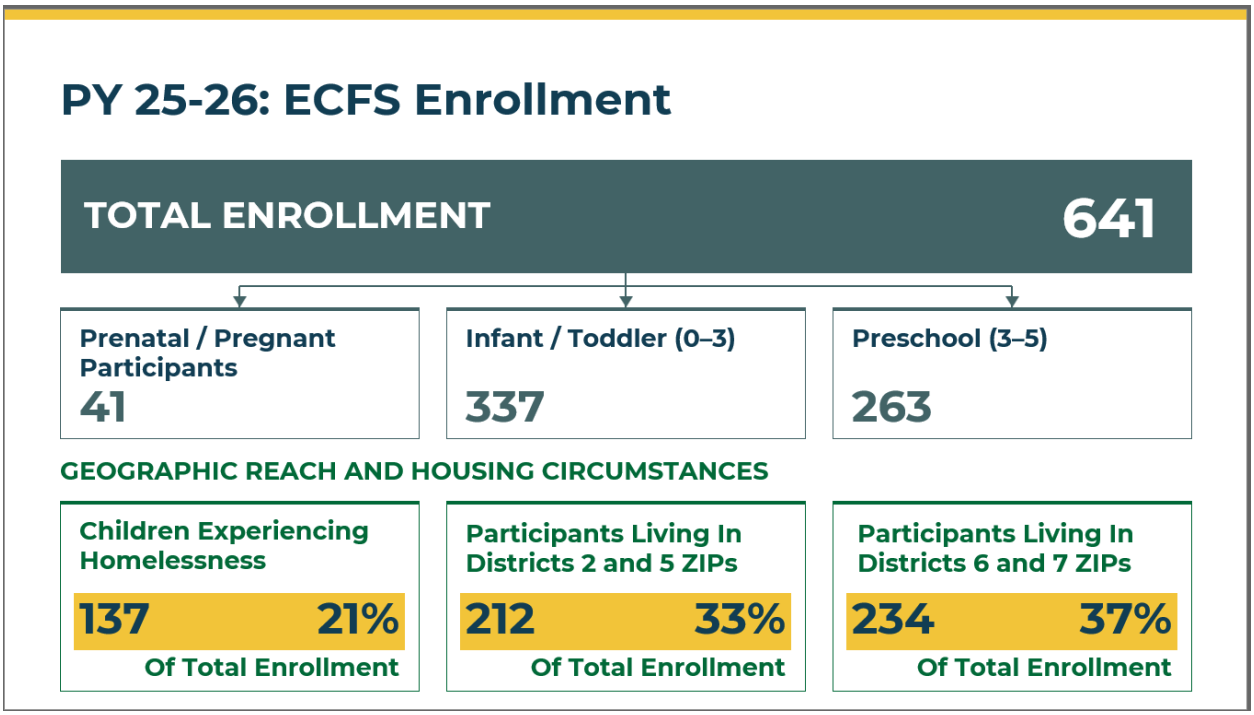
The Program Year 25-26 ECFS Annual Report will be presented to Oakland City Council in December 2026. The Annual Report will share information about the program structure, enrollment, services provided, and demographic data. This preview below highlights key details.

Overview of Funding Streams, Funded Slots, Program Options



Program Option	Provider	Purpose and Services
Center-Based 336 funded slots	City of Oakland 11 centers	Classroom-based early learning for Infant/Toddler and Preschool children, with health, nutrition, developmental, and family support services. Includes 284 federal/state-supported slots and 52 OCI/state-supported slots. OCI centers follow the EHS/HS service model.
Family Child Care 59 funded slots	BANANAS Tiny Steps 10 licensed homes	Early learning and comprehensive child and family support for Infant/Toddler and Preschool children in Family Child Care (FCC) homes, including developmental screening and family engagement. BANANAS coordinates services with participating providers.
Home-Based 279 funded slots	City of Oakland: 139 slots Brighter Beginnings: 140 slots	Individualized child development, parenting, and family support through Home Visiting, parent conferences, and group socializations. Serves Prenatal, Infant/Toddler, and Preschool participants. The Mobile Classroom is a City-operated service model within this option.

Cumulative Enrollment and Attendance



From August 2025 through June 2026, monthly enrollment ranged from 64 to 71 percent of the 674 funded slots, averaging approximately 68 percent. From September 2025 through June 2026, enrollment relative to staffed capacity ranged from 93 to 97 percent, averaging approximately 95 percent. Reported average daily attendance was 76-88%. Children's illnesses and transportation barriers were cited as reasons for absences.

PY 25-26 Data and Demographic 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 2025-2026 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 25-26. There is also data included on PY 25-26 participant demographics by program option and disability status, which is separate from the PIR process.

Children by Age (PIR A.10)

Age	Children (%)
Under 1	15%
1	19%
2	31%
3	25%
4	11%
5+	0%

Eligibility Status Based on Documentation (PIR A.13)

Eligibility Category	Participants (%)
Public Assistance	52%
Other Eligibility (Over-Income)	4%
Income 100-130% of Federal Poverty Level	2%
Income Below 100% of Federal Poverty Level	11%
Homeless	29%
Foster Care	2%

***Note**: Documented eligibility is distinct from the cumulative enrollment housing indicator*

Family Services Received (PIR C.44)

Service	Reported Percentage
Asset Building	23%
Enrollment in Education or Job Training	22%
Emergency or Crisis Intervention	79%
Housing Assistance	19%
Father Engagement Workshops	32%

***Note**: Families may receive more than one service.*

Race and Ethnicity of Participants and Staff (PIR A.26, B.13)

Race/Ethnicity	Participants (%)	Staff (%)
Hispanic	50%	37%
American Indian/Alaska Native	0%	2%
Asian	13%	34%
Black/African American	25%	20%
Pacific Islander	0%	0%
White	4%	0%
Biracial/Multi-Racial	8%	6%
Other	0%	0%

Note: *Rounded participant values sum to 100 percent; rounded staff values sum to 99 percent. Underlying values sum to 100 percent for each group.*

Primary Languages of Participants and Languages Spoken by Staff (PIR A.28, B.16)

Language	Participants (%)	Staff (%)
English	42%	100%
Spanish	37%	29%
East Asian Languages	12%	31%
Middle Eastern & South Asian Languages	3%	0%
African Languages	2%	6%
European & Slavic Languages	0%	0%
American Sign Language	0%	0%
Native Central/South American Languages	10%	2%
Pacific Island Languages	—	2%

Note: *Individuals may be counted in more than one language category, hence rounded percentages exceed 100%. The dash indicates that no participant value was supplied, rather than zero.*

Dual Language Learners (PIR A.27)

Dual Language Learners	72%

Programwide Race and Ethnicity of Children with Disabilities

Children with an IEP/IFSP; percentages describe the composition of this group, not disability rates within each racial or ethnic group.

Race/Ethnicity	Percentage
American Indian or Alaska Native	1%
Asian	13%
Black or African American	21%
Black or African American, Hispanic or Latino	4%
Hispanic or Latino	59%
White	3%
Total	100%

Note: *Percentages are rounded. Categories sum to 101 percent due to rounding; the underlying total is 100 percent.*

Participant Race and Ethnicity by Program Option

Percent of total cumulative enrollment, rather than percent within each program option.

Race/Ethnicity	Center-Based	Family Child Care	Home-Based	Total
American Indian or Alaska Native	0%	0%	0%	0%
Asian	4%	0%	9%	13%
Black or African American	16%	4%	5%	25%
Hispanic or Latino	16%	7%	27%	50%
Native Hawaiian or Pacific Islander	0%	0%	0%	0%
White	2%	0%	1%	34%
Multiracial and/or Multiethnic	4%	2%	2%	8%
All Participants	42%	14%	44%	100%

Note: *Percentages are rounded. Program-option values may not sum exactly to the displayed category total.*

Four percent of total enrollment consisted of Multiracial and/or Multiethnic participants who were both Black or African American and Hispanic or Latino.

SEPTEMBER 2026 ENROLLMENT & ATTENDANCE

Indicator	Preschool	Infant/Toddler	Total
Programwide Enrollment	**171 / 332 (52%)**	**265 / 342 (77%)**	**436 / 674 (65%)**
PROGRAM OPTION *Enrolled / Funded (%)*			
Center-Based	99 / 232 (43%)	83 / 104 (80%)	182 / 336 (54%)
Home-Based (incl. Mobile Classroom)	53 / 67 (79%)	156 / 212 (74%)	209 / 279 (75%)
Family Child Care (BANANAS Tiny Steps)	19 / 33 (58%)	26 / 26 (100%)	45 / 59 (76%)
STAFF CAPACITY *Enrolled / Staff Capacity (%)*			
Programwide	171 / 197 (87%)	265 / 276 (96%)	436 / 473 (92%)
PARTNER: Federally Funded *Enrolled / Funded (%)*			
BANANAS Tiny Steps (Family Child Care)	19 / 33 (58%)	26 / 26 (100%)	45 / 59 (76%)
Brighter Beginnings (Home Based)	29 / 20 (145%)	78 / 120 (65%)	107 / 140 (76%)
FUNDING SOURCE *Enrolled / Funded (%)*			
Head Start (Federal)	150 / 292 (53%)	257/ 330 (78%)	407 / 622 (65%)
State Preschool: CSPP (Center-Based)**	82 / 168 (49%)	---	151 / 272 (56%)
State General Child Care: CCTR (Center-Based)**	---	69 / 104 (66%)	
Local: Oakland Children's Initiative (Center-Based)	21 / 40 (53%)	8 / 12 (67%)	29 / 52 (56%)
PREGNANT PARTICIPANTS *Enrolled*			
COO Home-Based	---	11	21 (23 YTD)
Brighter Beginnings	---	10	
DISABILITY: IEP / IFSP *Enrolled and % Total Enrollment*			
Programwide	25	25	50 (11.5%)
Federally Funded (10% requirement)	22	22	44 (11%)
AVERAGE DAILY ATTENDANCE			
SEPTEMBER 2026: Centers and Family Child Care	85%	82%	83.5%

** *State-funded slots share funding with Federal- and OCI-funded slots*

Office of Head Start Attendance and Enrollment Thresholds

- Programwide Average Daily Attendance for September 2026 was 83.5%. Attendance for federally-funded sites was 83.4%, 1.6% below the 85% threshold established by Office of Head Start.
- Children's illness, transportation, and family emergencies are the top absence reasons reported by families.
- Year-To-Date, seven centers have at least 85% attendance for the program year.
- The Program is serving 50 Children with an IFSP or IEP, which is 11.5% of all enrolled children. 44 of those children are enrolled in Early Head Start or Head Start, which means that federally funded program options are 11.0% enrolled, exceeding the Head Start requirement to have 10% actual enrollment of children with disabilities.

Site Capacity

- 5 Centers, City of Oakland Home-Based, and BANANAS Tiny/Steps Infant/Toddler are enrolled at 100% staff capacity
- Centers include: 85th, Arroyo, Manzanita, Sungate, Lion Creek (Infant/Toddler).

Eligibility

- Public Assistance (51%) and Homelessness (29%) are the top eligibility categories in September 2026.

DISABILITIES & MENTAL HEALTH

Indicator	Preschool	Infant/Toddler	Total
ASQ-SE (% completed within 45 days)	81%	82%	82%
ASQ (% completed within 45 days)	79%	83%	81%
IEP / IFSP	25	25	50
Closed IFSPs Pending Transition to IEPs			6

- Specialized / Vendor Services for Speech / Language Pathology or Intellectual Disability are in place for 10 children at 5 Infant/Toddler Sites.
- Specialized / Vendor Services for Applied Behavioral Analysis at in place for 4 children at 4 sites or FCCs.
- Family Services staff and the Disability Coordinator support families in all stages of the referral process and engagement of OUSD services.
- Program Mental Health Services continue to seek new partnerships to support children and families.

HEALTH & NUTRITION

Indicator (% Complete and Due)	Preschool	Infant/Toddler	Total
0 DAY REQUIREMENTS			
Nutrition Screener	98%	97%	97%
Health & Developmental Screening	99%	97%	98%
Immunizations	97%	83%	89%
Medical Exam / Well Baby Check	78%	64%	70%
30 DAY REQUIREMENTS			
Medical Home	95%	97%	96%
Medical Insurance	92%	97%	95%
Dental Home	93%	86%	89%
45 DAY REQUIREMENTS			
Hearing Screening	86%	88%	87%
Vision Screening	89%	89%	89%
Growth Assessment	95%	95%	95%
90 DAY REQUIREMENTS *(not due)*			
Dental Exam	71%	59%	65%
Health Status Determination	49%	7%	24%

Analysis of Health Requirements

- Programwide completion is very high for Nutrition Screener (97%) and Health & Developmental Screening (98%).
- Health Team continues to support families to bring children up-to-date on immunizations, which are at 89% programwide, with infant/toddler lower at 83%.
- Up-to-date Medical Exam/Well Baby Check is the largest gap—only ~70% programwide.
- Medical Home and Medical Insurance are in the mid-90% completion range programwide.

Health Activities

- At the end of September, the Program began Dental Day exams with our partner Asian Health Services.
- Health Team is planning a refresher training on dental documentation for Family Services Workers.

- Health Team provided all FSWs with training on the CAIR Hub (California Immunization Registry Hub) website for verifying immunization information for children.

Nutrition Activities

- New Health and Nutrition Coordinator, who is a Registered Dietitian, kicked off her first full month with the Program with announced CACFP monitoring visits to centers.
- 5 sites participated in a Paletas and Hispanic Heritage Month Food Activity,
  - Children made paletas using fresh mint, blueberries, strawberries, pineapple and coconut milk.
  - Children smelled and tasted herbs, compared the colors of fruits, and learned the process of freezing.

EDUCATION & SCHOOL READINESS

Curriculum Implementation Highlight

- Center-based teachers completed their Curriculum Implementation Checklist, providing valuable data on how the curriculum is being used in classrooms. This information allowed us to make informed decisions about targeted training and coaching.
- Infant/Toddler programs received their hardcopy curriculum materials this month. To support smooth distribution, the Education Coordinator Coach and an Early Learning Specialist visited the warehouse to organize all Early Head Start curriculum components, ensuring everything is prepared and accessible.

Assessment & Data Highlights

- Center-based teachers completed their Curriculum Implementation Checklist, providing valuable data on how the curriculum is being used in classrooms. This information allowed us to make informed decisions about targeted training and coaching.
- The first DRDP (Desired Results Developmental Profile) assessments were due September 10th for all children who enrolled on July 13th for Center-Based and Home-Based program options.
- Based on Creative Curriculum Self-Assessment data, the Coach Coordinator provided 64.5 hours of coaching across 5 centers
- This Monthly Classroom Observation Tool reveals several consistent trends across classrooms and program options. Educators continue to demonstrate strong interactions, clear routines, and well-organized environments, reflecting stable quality in daily classroom practices.
- Curriculum fidelity data shows strong overall implementation with specific, targeted areas needing additional support—especially in Preschool Mighty Minutes and selected Teaching Guide strategies, as well as one Book Conversation Card element in Infant/Toddler classrooms.

- Based on this data, the Coach Coordinator provided 64.5 hours of coaching across 5 centers.

Policy Highlight

- The Education Team updated the Positive Behavior Support Plan Policy by integrating a Behavioral Observation Report, which will help with streamlining the process and ensure effective implementation.

Site Highlights



Children at Sungate play basketball, a gross motor activity.



A child at Arryo practices fine motor skills while making art outside.

SPOTLIGHT: SUNGATE PRESCHOOL TEAM

This month, the Sungate team demonstrated strong consistency in meeting all education requirements, ensuring timely and accurate submission of assessments, documentation, and curriculum-related tasks. In addition to their reliability, the team continued to work cohesively, maintaining a nurturing environment for children. Their collective commitment to collaboration and high-quality interactions has contributed to a supportive atmosphere where children feel safe, cared for, and ready to learn. Their strong communication, mutual support, and shared commitment to children's success are evident in their daily practices. This collective approach is a key driver behind their consistent achievements. The team's ability to collaborate seamlessly not only strengthens classroom environments but also ensures that children experience a calm and responsive setting each day. Their dedication to working together remains one of their greatest strengths and a foundational reason for their ongoing success.

SPOTLIGHT: CRYSTAL DUONG @ ARROYO VIEJO INFANT/TODDLER CENTER

Crystal Duong has shown remarkable flexibility and a strong willingness to support other centers whenever additional assistance is needed. She has built trusting, positive relationships with both children and families, helping create a warm and welcoming environment. Crystal consistently brings creativity to her work, developing engaging ideas and activities that keep children interested, involved, and excited about learning. Her adaptability, relationship-building skills, and creative approach are valuable strengths that contribute significantly to the program's success.

Recognizing Crystal's contributions is important because her actions have a meaningful impact on both the program and the families we serve. Her flexibility ensures that centers receive support when they need it most, helping maintain stability and continuity for children. The trusting relationships she builds with families strengthen communication and create a positive, welcoming environment where children feel safe and supported. Highlighting her work acknowledges the value she brings to the team and reinforces the importance of the high-quality practices she consistently demonstrates.

FAMILY SERVICES

Indicator	Preschool	Infant/Toddler	Total
Family Outcomes Assessment 1 (FOA 1) - % Complete and Due	88%	98%	95%

- Programwide first Family Outcomes Assessment (FOA1) is due within the first 45 days of enrollment. As of September, 95% of FOA1s have been completed within the first 45 days.
    - Top FOA1 family needs and priorities include Housing, Employment, and Emergency Preparedness.

- Based on this data, 62% of families programwide have active Family Partnership Agreements.

- Across 11 Parent Meetings at sites, Family Services events focused on Parent Policy Council elections for the new 2026-2027 Primary & Alternate members.
- Several sites held grandparents' activities to celebrate grandparents' special rolein the lives of their grandchildren as well as celebrating grandparents who serve as a primary caregiver.
- The Program continued partnerships with the Alameda County Father Corp.
- Parks Chapel AMC Church donated 160 jackets for our children and older siblings.

FAMILY SERVICES IMPACT STORY

Recently, a new family came to my site for their intake appointment. After the appointment, I helped the caregiver and child to walk their car. I noticed they did not have a car seat. The caregiver explained that she has a car seat on another car, but not this car. Luckly, we had car seat donated to us by Alameda County Safe Kids on hand. I provided the family with the car seat to transport their child home safely.

By Michelle Luong, Family Services Specialist

CITY OF OAKLAND HOME-BASED

Indicator	Preschool	Infant/Toddler	Total
September 2026: COO Home Visits Completed	86	259	345

- On September 4, City of Oakland Home-Based hosted a SMART Goals socialization, attended by 15 families.
  - The socialization focused on building family connections and supporting families in identifying and working toward their family goals.
  - Families were welcomed and introduced to Home Base staff and upcoming events.
  - The socialization focused on connecting family goals established with the Home Visitor to everyday implementation and positive outcomes.
  - Families also participated in activities related to setting SMART goals, creating vision boards, learning about Learning Genie and Ready Rosie, and learning about opportunities to participate in Policy Council.
- On September 18, City of Oakland Home-Based hosted a socialization on Our Voices, Our Stories and also introducing Parent Policy Council attended by 4 families.

- The socialization focused on strengthening parent-child interaction, supporting families in learning more about their children's interests and strengths, and encouraging parents to identify areas where they would like their children to grow and learn.
- Families were invited to share what their child is good at, what their child enjoys doing, and what they would like their child to learn. The session also included literacy and story-making activities, SMART Goals, Policy Council information, and opportunities for parents to provide input through a Policy Council vote.



Vision in action! On 9/4/26, parents gathered to craft vision boards, set meaningful SMART goals, and inspire one another by sharing their dreams with the group.



9/22/26 Building Together at Pump It Up: Families joining forces to build a creative fort, supporting early teamwork, active play, and parent-child bonding.

COO Home-Based Data

- 91 families have completed the first Family Outcomes Assessment (FOA1) and 86% have an active Family Partnership Agreement. Top family goals and needs are:
  - Leadership Skills
  - Parents as Advocates
  - Father & Caregiver Relationship
  - Father & Child Relationship

Joint COO Home-Based and Brighter Beginnings Activities

- On 9/24, Home-Based and Brighter Beginnings staff and families participated in a "Language & Literacy for Storytelling" training by Emily Vincent, as part of the Foundation for Our Voices, Our Stories Literacy Grant.



9/24/26 Our Voices, Our Stories Workshop: Parents engaging in interactive storytelling activities designed to build early literacy skills and nurture family language development.

CITY OF OAKLAND HOME-BASED IMPACT STORY

Home Visitor Cynthia led a Home Based socialization focused on setting SMART Goals, where parents used classroom and art supplies to build goal collages mapping out their personal and family aspirations for the program year. Her session fostered meaningful self-reflection and growth, highlighted by one mother who shared a collage focused on higher education and committed to applying for a Master's degree program in Spring 2027. Parents embraced the activity with enthusiasm, opting to continue refining their action steps with their Home Visitors during upcoming home visits. To support overall family well-being, Cynthia also coordinated with non-profits Forget Them Not INC. and Project Glimmer to distribute essential wellness items, including personal care products, feminine hygiene supplies, and undergarments, successfully combining personal development with practical community support.

PREGNANT PARTICIPANTS

- There were 21 pregnant participants enrolled in September 2026
- Among participants due for each requirement, the following percentages were up to date by the required deadline
  - 95% are immunized against TDaP
  - 89% have a medical insurance
  - 95% have a medical home
  - 59% have a Prenatal Physical Exam on record

ECFS PARTNERS

BANANAS Tiny Steps

- Tiny Steps is fully enrolled in Early Head Start: 26 out of 26 slots are filled.
- 2/3 of new Tiny Steps providers this year have children at their sites.
- Education Assessment 1st DRDP has been completed.
- All providers, assistants, and staff attended the Emergency Preparedness & Active Attacker Training.

Brighter Beginnings

Indicator	Preschool	Infant/Toddler	Total
September 2026: Brighter Beginnings Home Visits Completed	93	247	340

- Brighter Beginnings hosted Welcome to Fall Socializations at Lincoln Park in Alameda on September 10-11, which included outdoor gross motor development with obstacle course and beanbag toss, storytime, a nature scavenger hunt, and sensory play / crafting to encourage parent-child interaction.

- The September 17 Health Screening Socialization was an opportunity for Brighter Beginnings families to complete 30-45 day health screening requirements, while offering doctor pretend play and infant sensory activities.
- The September 25 Dental Socialization offered hands-on activities supporting brushing, flossing, and healthy food choices.
- 83 families completed the first Family Outcomes Assessment (FOA1) and 81 families have Family Partnership Agreements. Top family goals and support needs include:
    - Employment
    - Housing
    - Learning how to drive
    - Extracurricular activities with children





Brighter Beginnings children and families explore sensory play and nature walk collections during the Welcome to Fall socialization.

BRIGHTER BEGINNINGS IMPACT STORY

A Mother's Courage: Moving Toward Safety and Stability

Magdalena left Guatemala to seek safety for herself and her young children after experiencing physical and emotional abuse from her partner. With no support system in Guatemala, the possibility of returning carried profound fear. Early this summer, her family received a deportation letter—the first such case our EHS/HS Home-Based program had encountered.

Our program and her dedicated home visitor connected Magdalena to community resources and services; we partnered with Timpano, which offered legal counsel and support in her native language. These connections helped her access guidance during a frightening and uncertain time. With this support, Magdalena attended court, appealed the deportation, and requested asylum, demonstrating tremendous courage as she advocated for her family's safety.

This month, we are thrilled to share that Magdalena's asylum case was approved—a life-changing milestone that offers renewed hope and a stronger foundation for her family's future. Her story reflects a mother's determination to protect her children, the dedication of her home visitor, and the impact of community partnerships that make essential support accessible in a family's native language.

WORKFORCE DEVELOPMENT

- ECFS is introducing an Oakland Children's Initiative-funded Child Development Associate (CDA)/Associate Teacher Permit Pathway, which is a non-degree credential to enter the ECE field.
- Approved in August 2026, the CDA training program is in the early planning stages.
- This pathway will fund six participants who complete 120 CDA training hours, 480 work experience hours, and a CDA credential. Upon completion, participants will be supported to continue their coursework towards a degree.

HUMAN RESOURCES

SEPT 2026 STAFFING	COO #
HS Teachers	8
EHS Teachers	17
Associate Teachers	13
Assistant Teachers	2
Teaching Aides	5
Home Visitors	9
Early Learning Specialists	2
Coach Coordinator	1
Family Services Staff	10
Center Directors	9

SEPT 2026 VACANCIES	#
Early Head Start Instructors	14
Head Start Instructors	8

CITY OF OAKLAND ECFS 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)*

PROFESSIONAL DEVELOPMENT

- The Education Coordinator provided comprehensive training to the Coach Coordinator on Smart Teach, covering all features to support effective use of the platform.
- The Education Coordinators also met collaboratively to review curriculum implementation data and identify priority coaching needs across classrooms.
- The Coach Coordinator focused on supporting the 85th Ave teaching team, offering ongoing one-on-one coaching.
- The BANANAS Tiny Steps Coach has been actively onboarding new providers and ensuring they receive the guidance needed to begin implementing curriculum and program expectations successfully.

- Oakland Fire Department – Emergency Management Services provided an Emergency Preparedness and Active Attacker training to ECFS staff on 9/18/26.

SAFETY & FACILITIES

Facilities Highlights

- Safety Analyst Betty Ly, in collaboration with Bryn Wehrwein from Breakwater Associates, conducted playground safety assessments at Sungate, West Grand, Lion Creek, and 85th Avenue sites.
- The assessments focused on evaluating the condition, safety, and functionality of playground equipment and surfaces, and ensuring that play areas support a safe environment for children.
- The site visits provided an opportunity to identify areas requiring follow-up, maintenance, or corrective action.

Facilities Projects

- Fire inspections were completed at Manzanita, Home-Based, and West Grand.
- Emergency Disaster Bins were completed and distributed to the remaining site, Franklin.
- Q1 Safety Monitoring was completed for Brighter Beginnings, Home-Based.
- Q2 Safety Monitoring was completed at Sungate, Manzanita, SAP, West Grand, and Lion Creek.
- The Mobile Classroom's back end was re-wrapped and is back in service at Ira Jenkins and Pump It Up. Lincoln Recreation Center is under construction until 12/2027 and cannot be used as a Mobile Classroom site. The Program is in the process of working with the COO Department of Transportation to get permits for weekly parking on a street close to Lincoln Recreation Center.
- The fence at West Grand was painted by ECFS maintenance staff.
- The ceiling vent panels in the main kitchen were cleaned and painted.

Facilities Issues

- Fleas continue to be a persistent issue at West Grand outdoor play area. Banner Pest Control were out there on August 24 and September 1, 14, 28. The technician stated that the treatments will address the fleas present but if new fleas are introduced, the issue will be persistent.
  - ECFS maintenance staff have placed lava rocks around the trees in the courtyard where feral cat feces were found to serve as a deterrent.
  - We have also reached out to the Oakland Animal Shelter for assistance. They cannot provide direct services and have advised against trapping and relocating cats.
  - ECFS has placed a motion detection sprinkler and also a non-toxic plant-based flea treatment spray for regular use in the outdoor play area.

- The back flow valve was stolen at the Veteran's Memorial Building on 9/17/26. This left the entire building without water including the Central Kitchen. Public Works was able to replace the valve and restore water later that day.

- The Home Base office experienced another leak on 9/17/26. While it was not as extreme as the leak on 12/2025, it was significant. EBALDC was called immediately to send their maintenance staff to shutoff water and assess the issue. EBALDC brought in a plumber to replace a section of damaged pipe and a restoration company to clean up. Staff returned to the office on 9/21/26.

- San Antonio Park experienced two separate water line issues in September.
  - On 9/8/26 Public Works reported that there was a leak in the main water line. They needed to shutoff the water to the entire San Antonio Park including our center to assess and fix the issue. The center was closed early that day and reopened on 9/11/26.
  - On 9/28/26 Public Works reported that water was leaking flooding the soccer field. The water had to be shutoff so that the problem could be assessed and repairs made. The center was closed early at 12pm. Repairs were made on 9/28-29 and the center reopened on 9/30/26.

DATA, MONITORING, CQI

- The Data Program Analyst attendant the ChildPlus SCRAMBLE Conference in Las Vegas.
- Program staff started planning for a midyear launch of the DRDP Parent Survey programwide
- The Program is preparing the Program Year 2025-2026 Annual Report for December City Council meetings.

UPCOMING EVENTS

General Election: Tuesday, November 3

- Register here: Online Voter Registration | California Secretary of State :: California Secretary of State
- Important Dates:
  - October 8: 24-Hour Ballot Drop Boxes Open
  - October 24: 10-Day Vote Centers Open
  - October 27: Last Day to Request a Replacement Vote By Mail Ballot
  - October 31: 4-Day Vote Centers open
  - November 3: Election Day
- Alameda County Polling Locations
- Alameda County Registrar of Voters Ballot Drop Box Sites
- Elected Positions on the Ballot
  - *State:* Governor, Lieutenant Governor, Attorney General, 16th Assembly District State Assembly Member, and more
  - *City of Oakland:* Mayor; Councilmembers for District 2, District 4, District 6; City Auditor; OUSD Directors for District 2, District, 4, District 6
- Ballot Initiatives:
  - Measure EE: Charter Amendment
  - Measure FF: Real Property Tax

ECFS Events: Daddy & Me Fall Festival and HMH Committee

- Fathers Corps Daddy & Me Fall Festival @ Ira Jinkins Community Center is Rescheduled for Nov 21





Meetings

- Children's Initiative Oversight Commission Meetings (OCI Commission), fourth Thursday of the month @ Oakland City Hall, Hearing Room #2
  - Thursday, October 22, 2026 – 4-6pm: OCI Results Based Accountability (RBAs) Data Review

Head Start & Early Head Start Budget Summary
Report as of 10/8/26 - Payroll from 8/1/26 to 8/28/26

Fiscal year budget spent **17%**

Category	Budget	Encumbrance	Expenditures	Available	Budget Spent%
a. Personnel	$ 5,690,531	$ -	$ 738,831	$ 4,951,700	13%
b. Fringe Benefits	$ 3,843,934	$ -	$ 492,615	$ 3,351,319	13%
c. Travel	$ -	$ -	$ -	$ -	0%
d. Equipment	$ -	$ -	$ -	$ -	0%
e. Supplies	$ 105,404	$ 13,252	$ 229	$ 91,923	13%
f. Contractual	$ 2,621,717	$ -	$ -	$ 2,621,717	0%
g. Construction	$ -	$ -	$ -	$ -	0%
h. Other	$ 542,415	$ 71,774	$ 171,332	$ 299,309	45%
i. Total Direct Charges	**$ 12,804,001**	**$ 85,026**	**$ 1,403,007**	**$ 11,315,968**	12%
j. Indirect Charges*	$ 893,858	$ -	$ 115,386	$ 778,472	13%
k. TOTALS	**$ 13,697,859**	**$ 85,026**	**$ 1,518,393**	**$ 12,094,440**	**12%**

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	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 partner agencies, consultants for educational assessments, medical services for children, mental health, and substitues.
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. *YTD estimates provided. Final number will be determined at year-end.

Head Start Budget Summary - Federal Basic
Report as of 10/8/26 - Payroll from 8/1/26 to 8/28/26

Fiscal year budget spent **17%**

Category	Budget	Encumbrance	Expenditures	Available	Budget Spent%
a. Personnel	$ 2,193,908	$ -	$ 229,260	$ 1,964,649	10%
b. Fringe Benefits	$ 1,685,114	$ -	$ 153,030	$ 1,532,084	9%
c. Travel	$ -	$ -	$ -	$ -	0%
d. Equipment	$ -	$ -	$ -	$ -	0%
e. Supplies	$ 24,782	$ 4,032	$ 187	$ 20,564	17%
f. Contractual	$ 1,413,665	$ -	$ -	$ 1,413,665	0%
g. Construction	$ -	$ -	$ -	$ -	0%
h. Other	$ 201,872	$ 37,916	$ 74,215	$ 89,741	56%
i. Total Direct Charges	**$ 5,519,342**	**$ 41,948**	**$ 456,692**	**$ 5,020,702**	9%
j. Indirect Charges*	$ 363,659	$ -	$ 35,821	$ 327,838	10%
k. TOTALS	**$ 5,883,000**	**$ 41,948**	**$ 492,512**	**$ 5,348,540**	**9%**

Early Head Start Budget Summary - Federal Basic
Report as of 10/8/26 - Payroll from 8/1/26 to 8/28/26

Fiscal year budget spent **17%**

Category	Budget	Encumbrance	Expenditures	Available	Budget Spent%
a. Personnel	$ 3,496,622	$ -	$ 509,571	$ 2,987,052	15%
b. Fringe Benefits	$ 2,158,820	$ -	$ 339,585	$ 1,819,235	16%
c. Travel	$ -	$ -	$ -	$ -	0%
d. Equipment	$ -	$ -	$ -	$ -	0%
e. Supplies	$ 80,623	$ 9,220	$ 42	$ 71,361	11%
f. Contractual	$ 1,208,052	$ -	$ -	$ 1,208,052	0%
g. Construction	$ -	$ -	$ -	$ -	0%
h. Other	$ 340,543	$ 33,857	$ 97,118	$ 209,568	38%
i. Total Direct Charges	**$ 7,284,660**	**$ 43,078**	**$ 946,315**	**$ 6,295,267**	14%
j. Indirect Charges*	$ 530,199	$ -	$ 79,566	$ 450,633	15%
k. TOTALS	**$ 7,814,858**	**$ 43,078**	**$ 1,025,881**	**$ 6,745,900**	**14%**

Head Start T/TA Budget Summary - Training and Technical Assistance
Report as of 10/8/26 - Payroll from 8/1/26 to 8/28/26

Fiscal year budget spent **17%**

Category	Budget	Encumbrance	Expenditures	Available	Budget Spent %
a. Personnel	$ -	$ -	$ -	$ -	0%
b. Fringe Benefits	$ -	$ -	$ -	$ -	0%
c. Travel	$ 15,000	$ -	$ -	$ 15,000	0%
d. Equipment	$ -	$ -	$ -	$ -	0%
e. Supplies	$ 3,760	$ -	$ -	$ 3,760	0%
f. Contractual	$ 18,800	$ 1,904	$ -	$ 16,897	10%
g. Construction	$ -	$ -	$ -	$ -	0%
h. Other	$ 29,192	$ -	$ -	$ 29,192	0%
i. Total Direct Charges	**$ 66,752**	**$ 1,904**	**$ -**	**$ 64,849**	3%
j. Indirect Charges*	$ -	$ -	$ -	$ -	0%
k. TOTALS	**$ 66,752**	**$ 1,904**	**$ -**	**$ 64,849**	**3%**

Early Head Start T/TA Budget Summary - Training and Technical Assistance
Report as of 10/8/26 - Payroll from 8/1/26 to 8/28/26

Fiscal year budget spent **17%**

Category	Budget	Encumbrance	Expenditures	Available	Budget Spent %
a. Personnel	$ -	$ -	$ -	$ -	0%
b. Fringe Benefits	$ -	$ -	$ -	$ -	0%
c. Travel	$ 26,500	$ -	$ -	$ 26,500	0%
d. Equipment	$ -	$ -	$ -	$ -	0%
e. Supplies	$ 4,240	$ -	$ -	$ 4,240	0%
f. Contractual	$ 21,200	$ 2,147	$ -	$ 19,054	10%
g. Construction	$ -	$ -	$ -	$ -	0%
h. Other	$ 66,938	$ -	$ 660	$ 66,278	1%
i. Total Direct Charges	**$ 118,878**	**$ 2,147**	**$ 660**	**$ 116,072**	2%
j. Indirect Charges*	$ -	$ -	$ -	$ -	0%
k. TOTALS	**$ 118,878**	**$ 2,147**	**$ 660**	**$ 116,072**	**2%**

CSPP Budget Summary - California State Preschool Program
Report as of 10/8/26 - Payroll from 8/1/26 to 8/28/26

Fiscal year budget spent **17%**

Category	Budget	Encumbrance	Expenditures	Available	Budget Spent %
a. Personnel	$ 1,726,791	$ -	$ 168,991	$ 1,557,800	10%
b. Fringe Benefits	$ 1,197,557	$ -	$ 110,297	$ 1,087,260	9%
c. Travel	$ -	$ -	$ -	$ -	0%
d. Equipment	$ -	$ -	$ -	$ -	0%
e. Supplies	$ 54,215	$ 866	$ -	$ 53,349	2%
f. Contractual	$ 137,472	$ -	$ 3,276	$ 134,196	2%
g. Construction	$ -	$ -	$ -	$ -	0%
h. Other	$ 87,160	$ -	$ 11,250	$ 75,910	13%
i. Total Direct Charges	**$ 3,203,195**	**$ 866**	**$ 293,815**	**$ 2,908,515**	9%
j. Indirect Charges*	$ 274,011		$ 26,169	$ 247,842	10%
k. TOTALS	**$ 3,477,206**	**$ 866**	**$ 319,984**	**$ 3,156,357**	**9%**

CCTR Budget Summary - General Child Care and Development Expansion (Infant/Toddler)
Report as of 10/8/26 - Payroll from 8/1/26 to 8/28/26

Fiscal year budget spent **17%**

Category	Budget	Encumbrance	Expenditures	Available	Budget Spent %
a. Personnel	$ 1,733,829	$ -	$ 167,277	$ 1,566,552	10%
b. Fringe Benefits	$ 1,176,740	$ -	$ 112,750	$ 1,063,990	10%
c. Travel	$ -	$ -	$ -	$ -	0%
d. Equipment	$ -	$ -	$ -	$ -	0%
e. Supplies	$ 53,903	$ 493	$ -	$ 53,410	1%
f. Contractual	$ 66,620	$ -	$ 11,925	$ 54,695	18%
g. Construction	$ -	$ -	$ -	$ -	0%
h. Other	$ 42,000	$ -	$ 1,280	$ 40,720	3%
i. Total Direct Charges	**$ 3,073,092**	**$ 493**	**$ 293,232**	**$ 2,779,367**	10%
j. Indirect Charges*	$ 272,720	$ -	$ 26,239	$ 246,482	10%
k. TOTALS	**$ 3,345,812**	**$ 493**	**$ 319,470**	**$ 3,025,849**	**10%**

CCFP Budget Summary - Child and Adult Care Food Program
Report as of 10/8/26 - Payroll from 8/1/26 to 8/28/26

Fiscal year budget spent **17%**

Category	Budget	Encumbrance	Expenditures	Available	Budget Spent %
a. Personnel	$ -	$ -	$ -	$ -	0%
b. Fringe Benefits	$ -	$ -	$ -	$ -	0%
c. Travel	$ -	$ -	$ -	$ -	0%
d. Equipment	$ -	$ -	$ -	$ -	0%
e. Supplies	$ 260,000	$ 16,209	$ 24,214	$ 219,577	16%
f. Contractual	$ -	$ -	$ -	$ -	0%
g. Construction	$ -	$ -	$ -	$ -	0%
h. Other	$ -	$ -	$ -	$ -	0%
i. Total Direct Charges	**$ 260,000**	**$ 16,209**	**$ 24,214**	**$ 219,577**	16%
j. Indirect Charges*	$ -	$ -	$ -	$ -	0%
k. TOTALS	**$ 260,000**	**$ 16,209**	**$ 24,214**	**$ 219,577**	**16%**

CPKS Budget Summary - CA Pre-Kindergarten and Family Literacy Support
Report as of 10/8/26 - Payroll from 8/1/26 to 8/28/26

Fiscal year budget spent **17%**

Category	Budget	Encumbrance	Expenditures	Available	Budget Spent %
a. Personnel	$ -	$ -	$ -	$ -	0%
b. Fringe Benefits	$ -	$ -	$ -	$ -	0%
c. Travel	$ -	$ -	$ -	$ -	0%
d. Equipment	$ -	$ -	$ -	$ -	0%
e. Supplies	$ 32,500	$ -	$ -	$ 32,500	0%
f. Contractual	$ -	$ -	$ -	$ -	0%
g. Construction	$ -	$ -	$ -	$ -	0%
h. Other	$ -	$ -	$ -	$ -	0%
i. Total Direct Charges	**$ 32,500**	**$ -**	**$ -**	**$ 32,500**	0%
j. Indirect Charges*	$ -	$ -	$ -	$ -	0%
k. TOTALS	**$ 32,500**	**$ -**	**$ -**	**$ 32,500**	**0%**

GPF Budget Summary - City General Purpose Fund Head Start
Report as of 10/8/26 - Payroll from 8/1/26 to 8/28/26

Fiscal year budget spent **17%**

Category	Budget	Encumbrance	Expenditures	Available	Budget Spent %
a. Personnel	$ -	$ -	$ -	$ -	0%
b. Fringe Benefits	$ -	$ -	$ -	$ -	0%
c. Travel	$ -	$ -	$ -	$ -	0%
d. Equipment	$ -	$ -	$ -	$ -	0%
e. Supplies	$ -	$ -	$ -	$ -	0%
f. Contractual	$ -	$ -	$ -	$ -	0%
g. Construction	$ -	$ -	$ -	$ -	0%
h. Other	$ -	$ -	$ -	$ -	0%
i. Total Direct Charges	**$ -**	**$ -**	**$ -**	**$ -**	0%
j. Overhead	$ 394,580	$ -	$ -	$ 394,580	0%
k. TOTALS	**$ 394,580**	**$ -**	**$ -**	**$ 394,580**	**0%**

GPF Budget Summary - City General Purpose Fund Early Head Start
Report as of 10/8/26 - Payroll from 8/1/26 to 8/28/26

Fiscal year budget spent **17%**

Category	Budget	Encumbrance	Expenditures	Available	Budget Spent %
a. Personnel	$ -	$ -	$ -	$ -	0%
b. Fringe Benefits	$ -	$ -	$ -	$ -	0%
c. Travel	$ -	$ -	$ -	$ -	0%
d. Equipment	$ -	$ -	$ -	$ -	0%
e. Supplies	$ -	$ -	$ -	$ -	0%
f. Contractual	$ -	$ -	$ -	$ -	0%
g. Construction	$ -	$ -	$ -	$ -	0%
h. Other	$ -	$ -	$ -	$ -	0%
i. Total Direct Charges	**$ -**	**$ -**	**$ -**	**$ -**	0%
j. Overhead	$ 540,368	$ -	$ -	$ 540,368	0%
k. TOTALS	**$ 540,368**	**$ -**	**$ -**	**$ 540,368**	**0%**

OCI Budget Summary - Oakland Children's Initiative
Report as of 10/8/26 - Payroll from 8/1/26 to 8/28/26

Fiscal year budget spent **17%**

Category	Budget	Encumbrance	Expenditures	Available	Budget Spent %
a. Personnel	$ 2,870,102	$ -	$ 303,998	$ 2,566,104	11%
b. Fringe Benefits	$ 1,954,397	$ -	$ 198,788	$ 1,755,609	10%
c. Travel	$ 10,000	$ -	$ -	$ 10,000	0%
d. Equipment	$ -	$ -	$ -	$ -	0%
e. Supplies	$ 238,729	$ 1,336	$ -	$ 237,393	1%
f. Contractual	$ 489,441	$ -	$ 2,974	$ 486,467	1%
g. Construction	$ 150,000	$ -	$ -	$ 150,000	0%
h. Other	$ 304,370	$ 14,357	$ 20,209	$ 269,804	11%
i. Total Direct Charges	**$ 6,017,039**	**$ 15,693**	**$ 525,968**	**$ 5,475,378**	9%
j. Indirect Charges*	$ 563,797		$ 47,111	$ 516,686	8%
k. TOTALS	**$ 6,580,836**	**$ 15,693**	**$ 573,079**	**$ 5,992,063**	**9%**

City of Oakland

PURCHASE CARD TRANSACTION LOG

DATE: 06/04/26

Cardholder Name: Karyl Eckels & Jessi Cutter *(PRINT NAME)*

Agency / Department: DHS - Head Start

April 2026 *(Transaction Period (Month / Year))* **TO** April 2026 *(Transaction Period (Month / Year))*

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:

Jessi Cutter (Jul 1[illegible]2026 16:32:37 PDT) Karyl Eckels (Sep 1, 2026 10:08:07 PDT) Date	510-238-3165	Maricela Avila (Sep 11, 2026 12:12:47 PDT) Date
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
	4/6/2026	Whole Foods	Specialty food supplies for kitchen	400.00		
			47% 1.2128.78231.54931.1007666.YS13 24656 53% 1.2128.78231.54931.1007667.YS13 24656			
1	04/13/26	Target	Formula	108.07		
2			1.2102.78231.52911.1007670.YS13			
3	04/13/26	Target	Formula & Gerber Oatmeal Baby Cereal	111.55		
4			1.2102.78231.52911.1007670.YS13			
5	04/28/26	Target	Formula	186.15		
6			1.2102.78231.52911.1007670.YS13			
7						
8						
9						
10	**Document Total**			**805.77**		
11				**Audited By:**		
12						

DETAILED DESCRIPTION

City of Oakland

PURCHASE CARD TRANSACTION LOG

DATE: 07/10/26

Cardholder Name: Karyl Eckels & Jessi Cutter *(PRINT NAME)*

Agency / Department: DHS - Head Start

May 2026 *(Transaction Period (Month / Year))* **TO** **May 2026** *(Transaction Period (Month / Year))*

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:

Karyl Eckels (Sep 1, 2026 10:08:07 PDT) Date	510-238-3165	Maricela Avila (Sep 11, 2026 12:12:47 PDT) Date
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	05/01/26	SOUTHWEST	Southwest - NHSA: Sarah Trist & To Niya Scott-Smith	1,206.80		
2			47% 1.2128.78231.55212.1007668.YS13 24656 53% 1.2128.78231.55212.1007669.YS13 24656			
3	05/01/26	RESERVATIONS.COM - TRU BY HILTON MINNEAPOLIS DOWNTOWN	NHSA Hotel Stay - Sarah Trist & To Niya Scott-Smith	1,903.54		
4			47% 1.2128.78231.55212.1007668.YS13 24656 53% 1.2128.78231.55212.1007669.YS13 24656			
5						
6						
7						

Document Total **3,110.34**

DETAILED DESCRIPTION

Audited By: *(Finance and Management Agency)*

FMA 02/07

City of Oakland

PURCHASE CARD TRANSACTION LOG

DATE: 10/08/26

Cardholder Name: Karyl Eckels & Jessi Cutter
PRINT NAME

Agency / Department: DHS - Head Start

July 2026 *Transaction Period (Month / Year)* **TO** July 2026 *Transaction Period (Month / Year)*

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:

Sarah Trist (Oct 9, 2026 13:54:11 PDT) Date Oct 9, 2026	510-238-3165	Maricela Avila Maricela Avila (Oct 9, 2026 14:15:51 PDT) Date Oct 9, 2026
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	07/29/2026	Target	Pediasure	89.39		
2			100% 1.2102.78231.52911.1007678.YS13 24662			
3	07/17/2026	Target	Baby Formula	512.10		
4			100%.12102.78231.52911.1007678.YS13 24662			
5	07/30/2026	Target	Baby Bottles	409.76		
6			100% 1.2102.78231.52911.1007678.YS13 24662			
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10	**Document Total**			**1,011.25**		
11				**Audited By:**		
12						

DETAILED DESCRIPTION

City of Oakland

PURCHASE CARD TRANSACTION LOG

DATE: 10/08/26

Cardholder Name: Sarah Trist *PRINT NAME*

Agency / Department: DHS - Head Start

August 2026 *Transaction Period (Month / Year)* **TO** August 2026 *Transaction Period (Month / Year)*

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:

Sarah Trist (Oct 9, 2026 09:16:09 PDT) Date Oct 9, 2026
CARDHOLDER'S SIGNATURE AND DATE

510-631-7017
PHONE NUMBER (REQUIRED)

Maricela Avila
Maricela Avila (Oct 9, 2026 11:37:57 PDT) Date Oct 9, 2026
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	8/2/26	Amazon	Hand Washing Station	171.65		
2			100% 1.2128.78231.52630.1007675.YS13 24661			
3	8/20/26	Target	Pediasure for Children	178.78		
4			100% 1.2102.78231.52911.1007678.YS13 24662			
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Document Total	**350.43**

DETAILED DESCRIPTION

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: August 26

		Facility Number	Facility Name	Breakfast	Lunch	PM Snack	Number of Operating Days	License Capacity (room capacity, if applicable)	Funded enroll-ment	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
1	1	Full Day	85th Avenue I	93.00	99.00	94.00	21.00	entire site (50)	16.00	16.00	1.00	336.00	NO	NO
1	2	Full Day	85th Avenue II	121.00	137.00	80.00	21.00	entire site (50)	10.00	16.00	1.00	336.00	NO	NO
1	3	Full Day	85th Avenue III	155.00	202.00	192.00	19.00	entire site (50)	8.00	16.00	1.00	304.00	NO	NO
2	4	Full Day	Arroyo Viejo	77.00	81.00	69.00	20.00	16	12.00	12.00	1.00	240.00	NO	NO
3	5	Full Day	BROADWAY/INFANT	103.00	106.00	85.00	21.00	8	8.00	9.00	1.00	189.00	NO	NO
3	6	Full Day	BROADWAY/RM 3 (TODDLER)	38.00	63.00	56.00	20.00	8	8.00	9.00	1.00	180.00	NO	NO
3	7	Full Day	BROADWAY/RM 4 (TODDLER)	112.00	139.00	110.00	21.00	8	8.00	8.00	1.00	168.00	NO	NO
4	8	Full Day	Brookfield 1	170.00	212.00	186.00	19.00	entire site (48)	16.00	16.00	1.00	304.00	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	103.00	149.00	126.00	19.00	**18**	16.00	32.00	1.00	608.00	NO	NO
8	13	Full Day	Lion's Creek 1	95.00	161.00	158.00	19.00	**18**	16.00	16.00	1.00	304.00	NO	NO
8	14	Full Day	Lions Creek 2	70.00	86.00	75.00	21.00	**8**	8.00	8.00	1.00	168.00	NO	NO
9	15	Full Day	Manzanita	166.00	239.00	193.00	19.00	20	16.00	20.00	1.00	380.00	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	93.00	111.00	-	21.00	8	8.00	9.00	1.00	189.00	NO	NO
11	18	Full Day	San Antonio Park II	83.00	116.00	-	21.00	8	10.00	9.00	1.00	189.00	NO	NO
12	19	Full Day	Sungate I	118.00	163.00	-	19.00	24	24.00	24.00	1.00	456.00	NO	NO
12	20	Full Day						0	-	16.00	1.00	16.00	NO	NO
13	21	Full Day	Tassafaronga	68.00	89.00	-	19.00	24	24.00	24.00	1.00	456.00	NO	NO
14	22	Full Day	West Grand (Infant)	78.00	81.00	-	19.00	8	8.00	9.00	1.00	171.00	NO	NO
14	23	Full Day	West Grand (Older)	51.00	80.00	72.00	19.00	8	8.00	9.00	1.00	171.00	NO	NO
14	24	Full Day	West Grand (Young)	54.00	101.00	90.00	19.00	8	8.00	8.00	1.00	152.00	NO	NO
			TOTAL	**1,848.00**	**2,415.00**	**1,586.00**	**377.00**		**272.00**	**326.00**		**5,317.00**		
			HS	**1,303.00**	**1,674.00**	**1,424.00**	**240.00**							
			EHS	**545.00**	**741.00**	**162.00**	**137.00**							

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
Head Start Health Manager

Avg Daily Participation **115.00**
=(max meals)/(max days)
ADP ENTRY **115.00**

* 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

Prepared by : Michael Fries

Fiscal Approval:
Vi Lo
Human Services Fiscal Manager

City of Oakland

Head Start

Advisory Board

FY 2026-27

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 thr e consecutive regular meetings shall constitute cause for removal. Prior to removal, the Chair will work with program staff, to contact the member, in case unforeseen circumstances exist.

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 **January** 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 26-27, 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 (PPC) committees in the mandated activities prescribed in the Head Start Performance Standards as described in Article III.

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.

Chairperson Signature

Date

Department of Health and Human Services

Administration for Children and Families

Notice of Award

Award# 09CH013592-01-00
FAIN# 09CH013592
Federal Award Date: 05/26/2026

Recipient Information

1. Recipient Name
CITY OF OAKLAND
150 Frank H Ogawa Plz STE 6353
Oakland, CA 94612-2098
--

2. Congressional District of Recipient
12

3. Payment System Identifier (ID)
1946000384A1

4. Employer Identification Number (EIN)
946000384

5. Data Universal Numbering System (DUNS)

6. Recipient's Unique Entity Identifier (UEI)
GBDMTM5J75R6

7. Project Director or Principal Investigator
Ms. Lea Lakes
Interim Director, Human Services Dept
LLakes@oaklandca.gov
5102383121

8. Authorized Official
Mr. Jestin Johnson
Board Chair
jdjohnson@oaklandca.gov
5102383301

Federal Agency Information
ACF/OHS Region IX Grants Office

9. Awarding Agency Contact Information
Ms. Jessica Burnham
Grants Management Specialist
jessica.burnham@acf.hhs.gov
816-426-2279

10.Program Official Contact Information
Ms. Sandra Carton
Regional Program Director
Sandra.Carton@acf.hhs.gov
202-205-8397

Federal Award Information

11. Award Number
09CH013592-01-00

12. Unique Federal Award Identification Number (FAIN)
09CH013592

13. Statutory Authority
42 USC 9801 ET SEQ

14. Federal Award Project Title
Head Start and Early Head Start

15. Assistance Listing Number
93.600

16. Assistance Listing Program Title
Head Start

17. Award Action Type
New

18. Is the Award R&D?
No

Summary Federal Award Financial Information

19.	**Budget Period Start Date** 07/01/2026 **- End Date** 06/30/2027	
20.	**Total Amount of Federal Funds Obligated by this Action**	$13,883,489.00
	20a. Direct Cost Amount	$12,989,631.00
	20b. Indirect Cost Amount	$893,858.00
21.	Authorized Carryover	$0.00
22.	Offset	$0.00
23.	Total Amount of Federal Funds Obligated this budget period	$0.00
24.	**Total Approved Cost Sharing or Matching, where applicable**	$3,470,876.00
25.	**Total Federal and Non-Federal Approved this Budget Period**	$17,354,365.00
26.	**Period of Performance Start Date** 07/01/2026 **- End Date** 06/30/2031	
27.	Total Amount of the Federal Award including Approved Cost Sharing or Matching this Period of Performance	$17,354,365.00

28. Authorized Treatment of Program Income
ADDITIONAL COSTS

29. Grants Management Officer – Signature
Mrs. Jessica Cawthorn
Grants Management Officer

30. Remarks

Department of Health and Human Services

Administration for Children and Families

Notice of Award

Award# 09CH013592-01-00
FAIN# 09CH013592
Federal Award Date: 05/26/2026

Recipient Information

Recipient Name
CITY OF OAKLAND
150 Frank H Ogawa Plz STE 6353
Oakland, CA 94612-2098
--

Congressional District of Recipient
12

Payment Account Number and Type
1946000384A1

Employer Identification Number (EIN) Data
946000384

Universal Numbering System (DUNS)

Recipient's Unique Entity Identifier (UEI)
GBDMTM5J75R6

31. Assistance Type
Discretionary Grant

32. Type of Award
Service

33. Approved Budget
(Excludes Direct Assistance)

I. Financial Assistance from the Federal Awarding Agency Only
II. Total project costs including grant funds and all other financial participation

a. Salaries and Wages	$5,690,531.00
b. Fringe Benefits	$3,843,934.00
c. Total Personnel Costs	$9,534,465.00
d. Equipment	$0.00
e. Supplies	$113,405.00
f. Travel	$41,500.00
g. Construction	$0.00
h. Other	$638,544.00
i. Contractual	$2,661,717.00
j. TOTAL DIRECT COSTS	$12,989,631.00
k. INDIRECT COSTS	$893,858.00
l. TOTAL APPROVED BUDGET	$13,883,489.00
m. Federal Share	$13,883,489.00
n. Non-Federal Share	$3,470,876.00

34. Accounting Classification Codes

FY-ACCOUNT NO.	DOCUMENT NO.	ADMINISTRATIVE CODE	OBJECT CLASS	ASSISTANCE LISTING	AMT ACTION FINANCIAL ASSISTANCE	APPROPRIATION
6-G884122	09CH01359201	ACFOHS	41.51	93.600	$13,697,859.00	75-26-1536
6-G884120	09CH01359201	ACFOHS	41.51	93.600	$66,752.00	75-26-1536
6-G884121	09CH01359201	ACFOHS	41.51	93.600	$118,878.00	75-26-1536

35. Terms And Conditions

Terms and Conditions

1. STANDARD TERMS

This award is subject to the requirements listed in the terms and conditions. The use of Federal funds from this award constitutes the grantee's acceptance of the listed terms and conditions. The electronic copy of Award Terms and Conditions to support this program can be found on the website at:

https://acf.gov/grants/manage-grant/grant-award/award-terms.

AWARD CONDITIONS

Required Alignment with ACF Vision, Mission, Values, Priorities and Guiding Principles

The recipient of this award must implement any funds awarded under this NOA to effectuate program goals or agency priorities in accordance with the ACF's vision, mission, values, priorities, & guiding principles (**https://acf.gov/about/acf-vision-mission-values**) when authorized. Funded activities must advance ACF's vision of resilient, safe, healthy, and economically secure children, youth, families, and communities, and support ACF's mission to foster health and well-being through effective, accountable, and compassionate human services when awarded in any programs that authorize these priorities.

Consistent with ACF's values, in carrying out any project that is funded under this NOA, the recipient is required to adhere to the following principle:

Program Integrity and Fiscal Stewardship: Administer funds in accordance with all applicable federal statutes, regulations, and award conditions; maintain strong internal controls; and prevent waste, fraud, and abuse.

The recipient is also required to adhere to the following principles when consistent with the authority and scope of the award and its activities:

1. **Evidence-Based and Outcome-Focused Practices**: Design and deliver services using evidence-based or evidence-informed approaches, establish measurable performance goals, and use data to monitor outcomes and drive continuous improvement.

2. **Partnership and Local Leadership**: Coordinate with state, tribal, territorial, local, and community partners, as appropriate, and tailor services to meet community-identified needs while respecting local decision-making authority.

In addition, in keeping with ACF's priorities, the recipient must administer any project that is awarded under this NOA in accordance with the following objectives when consistent with the scope of the award and its activities in programs that are authorized to advance them:

3. **Family Stability and Child Well-Being**: Strengthen families, promote safe and stable home environments, and improve outcomes for children and youth through prevention-focused and developmentally appropriate services.

4. **Work, Self-Sufficiency, and Economic Mobility**: Support pathways to employment, job retention, and economic independence for individuals and families, including through workforce development, education, and supportive services.

5. **High-Quality Early Care and Learning**: Where applicable, invest in high-quality early childhood programs that support school readiness, healthy development, and long-term success.

The recipient must demonstrate ongoing compliance with these values and priorities, in all programs that are authorized to advance them, through program design, implementation, reporting, and evaluation. Failure to meaningfully align funded activities with the applicable requirements may result in corrective action, additional reporting requirements, or other enforcement actions consistent with federal grant regulations found at 2 C.F.R. Part 200 and the terms and conditions of this award.

2. **SUPPLEMENTAL TERMS and CONDITIONS**

Federal awards are subject to legally binding requirements called terms and conditions (T&Cs). The Award Terms and Conditions apply to all discretionary programs: https://www.acf.hhs.gov/grants/manage-grant/grant-award#terms. These Supplemental Terms and Conditions are additional requirements applicable to the program named below.

The recipient must actively manage its award and adhere to all applicable requirements. For more information about grants management activities and resources for recipients throughout the award lifecycle, see Managing Your ACF Grant Award at https://www.acf.hhs.gov/grants/manage-grant

Administration for Children and Families

Office of Head Start

Head Start

Assistance Listing No. 93.600

APPLICABLE LEGISLATION, STATUTE, REGULATIONS

1. The administration of this program is authorized under the Head Start Act, as amended by the Improving Head Start for School Readiness Act of 2007, Public Law 110-134 at https://headstart.gov/policy/head-start-act

2. The program is codified at 42 U.S.C. 9801 et seq at https://headstart.gov/policy/head-start-act

3. Implementing program regulations are published as the Head Start Program Performance Standards at 45 CFR Parts 1301 to 1305, https://headstart.gov/policy/45-cfr-chap-xiii Additional program guidance is located on Head Start.gov, https://headstart.gov/. Recipients must act in compliance with the Program Instructions and Information Memoranda. For full text, go to https://headstart.gov/policy/pi and https://headstart.gov/policy/im

COST SHARING OR MATCHING (NON-FEDERAL SHARE) OF PROGRAM FUNDING

4. Recipients are required to meet a non-federal share of the project cost, in accordance with Section 640(b) of the Head Start Act, 42 U.S.C. § 9835(b). Recipients must provide at least 20 percent of the total approved cost of the project. The total approved cost of the project is the sum of the ACF (federal) share and the non-federal share. The non-federal share may be met by cash or in-kind contributions. Any shared costs or matching funds and all contributions, including cash and thirdparty in-kind contributions, must be accepted as part of the recipient's cost-sharing or matching when such contributions meet all

criteria listed in 2 CFR § 200.306.

a. The responsible HHS official may approve a waiver of all or a portion of the non-federal match requirement based on a recipient's written application submitted for the budget period and any supporting evidence the responsible HHS official requires. In deciding whether to grant a waiver, the responsible HHS official will consider the circumstances specified at section 640(b) of the Act and whether the recipient made a reasonable effort to comply with the non-federal match requirement.

FINANCIAL REPORTING

5. The OMB approved Financial Reporting form for this program is the Federal Financial Reports (SF425). This form must be submitted in the Payment Management System (PMS) as described in ACFPI-OHS-24-01: https://headstart.gov/policy/pi/acf-pi-ohs-24-01.

a. PMS SF-425 Information: https://pms.psc.gov/grant-recipients/ffr-updates.html

b. For support using PMS, contact your PMS Liaison Accountant: https://pms.psc.gov/findpms-liaison-accountant.html

c. Post-Award Reporting Forms and Instructions: https://www.grants.gov/forms/forms-repository/post-award-reporting-forms

6. Obligation Deadline: Funds must be obligated within the budget period established by the Notice of Award (NoA) on Line 19. If funds cannot be obligated within the established budget period, recipients may apply to carryover the balance or for a no-cost extension, as applicable, in Head Start Enterprise System (HSES) applications. Applications for a carryover balance should be initiated once the actual unobligated balance is known (generally during the period allowed for preparation and submission of the annual Federal Financial Report). Applications for a no-cost extension must be submitted at least 10 calendar days before the end of the period of performance of the award.

PROGRAM REPORTING

7. The OMB approved Program Report form for this program is the Head Start Program Information Report (PIR, OMB Control No. 0970-0427). All grant recipients and sub-recipients are required to submit a PIR for Head Start and Early Head Start programs annually. PIR submissions are only accepted electronically using the Head Start Enterprise System (HSES).

a. PIR guidance, reference materials, change highlights and frequently asked questions are available at: https://headstart.gov/program-data/article/program-information-report-pir.

b. For assistance and/or support contact the HSES help desk at help@hsesinfo.org

PROPERTY REPORTING

8. This award is subject to the Property Reporting.

The OMB approved property reporting is the following:

a. Real Property Reports (SF-429s). The SF-429 Real Property forms are applicable to this program and must be submitted as described in ACF-PI-HS-17-03: https://headstart.gov/policy/pi/acf-pi-hs-17-03.

i. For assistance accessing the SF-429: https://stage-home.grantsolutions.gov/home/recipientoldc-

training-resources/ ii. For assistance completing the SF-429s, please contact OGMRealProperty429@acf.hhs.gov

ii. For assistance completing the SF-429s, please contact OGMRealProperty429@acf.hhs.gov

b. Tangible Property Report (SF-428s). The SF-428-B Tangible Personal Property Report -Final Report must be submitted as described in ACF-PI-OHS-24-01: https://headstart.gov/policy/pi/acf-pi-ohs-24-01. The SF-428-C Tangible Personal Property Report – Disposition Request/Report must be submitted as described in the Tangible Personal Property Guidance: https://www.acf.hhs.gov/grants/manage-grant/property/tangible-property

i. The fillable SF-428 forms must be completed and uploaded in the Grant Notes section of GS. The Category Type of the Grant Note is Tangible Personal Property Report (SF-428).

ii. Downloadable version of fillable SF-428: https://www.grants.gov/forms/formsrepository/post-award-reporting-forms

iii. GS User Guide: Grant Notes: Microsoft Word - User Guide Recipient Grants List and Details GRANTS LIST .docx (grantsolutions.gov) and Quick Sheet: Grant Notes (grantsolutions.gov)

EFFECTIVE PERIOD

9. These program-specific Supplemental Terms and Conditions are effective on the date shown in the margin at the bottom of the page and will remain in effect until updated. They will be updated and reissued only as needed whenever a new program-specific statute, regulation or other requirement is enacted or whenever any of the applicable existing Federal statutes, regulations, policies, procedures or restrictions is amended, revised, altered, or repealed

POINTS OF CONTACT

10. Points of contact for additional information or questions concerning either the operation of the program or related financial matters can be found in the Head Start Enterprise System (HSES).

UNIQUE ENTITY IDENTIFIER (UEI) NOTICE

11. All applicants and recipients must have an active System for Award Management (SAM) registration and UEI issued. ACF recommends that organizations start the renewal process at least 30 days prior to expiration to avoid delays in federal funding. Entities can search for help at Federal Service Desk (FSD) any time or request help from an FSD agent Monday–Friday 8 a.m. to 8 p.m. ET at https://www.fsd.gov/gsafsd_sp This award is subject to requirements as set forth in 2 CFR 25.110

AWARD ATTACHMENTS

CITY OF OAKLAND 09CH013592-01-00

1. 09CH013592-01 NCN Remarks

30. REMARKS (Continued from previous page)

Under Section 638 of the Head Start Act, this action awards CITY OF OAKLAND OFFICE OF HEALTH & HUMAN SERVICES funds for the budget period of 07/01/2026-06/30/2027 within the project period of 07/01/2026-06/30/2031 for the operation of a Head Start Preschool and Early Head Start program in the designated service area(s).

The annual levels for this period are $5,845,880 for Head Start Preschool operations; $7,765,547 for Early Head Start operations; $66,752 for Head Start Preschool training and technical assistance; and $118,878 for Early Head Start training and technical assistance.

This award includes a Cost-of-Living Adjustment (COLA) of **0.635 percent** through funds authorized under the Consolidated Appropriations Act, 2026 (P.L. 119-75). The adjustment is applied to Fiscal Year 2026 Head Start/Early Head Start base funding levels and added proportionately to all Budgeted Object Class Categories.

In accordance with the Head Start Act, these funds must be used to increase compensation proportionate to the COLA, including salaries and wages, and fringe benefits for all applicable Head Start (including Early Head Start and EHS-Child Care Partnership) staff. In addition, a proportionate increase must be provided to delegate agencies and partners providing direct services. The COLA shall not be used for one-time bonuses or temporary salary supplements.

Any remaining amount following the applied 0.635 percent increase to Head Start compensation, and delegate agencies and partners, may be applied to other allowable operating costs applicable to the program.

Documentation demonstrating how the COLA was applied must be maintained and made available upon request.

Use of COLA funds for any purpose other than as described above requires submission of a budget revision amendment in the Head Start Enterprise System (HSES) within 30 days of the date of this award, including any "Significant Budget Changes" outlined in Section 3.1.2.2 of the HHS Grants Policy Statement (https://www.hhs.gov/sites/default/files/hhs-grants-policy-statement-oct-2025.pdf).

Head Start Preschool population: 292 children.
Designated Head Start Preschool service area(s): Alameda County, California: City of Oakland.
Approved program option(s) for the Head Start Preschool program: Center-based, Family Child Care, Home-based, Locally Designed Program.

Early Head Start population: 330 infants, toddlers, and pregnant women.
Designated Early Head Start service area(s): Alameda County, California: City of Oakland.
Approved program option(s) for the Early Head Start program: Center-based, Family Child Care,

Home-based, Locally Designed Program.

This grant is subject to the requirements included in Attachments 1 and 2.

This action approves the request to operate a Locally-Designed Program option (LDO) based on the provision at §1302.24(b)(2)(i) and (iii) to have two groups of 24 Head Start enrolled children with predominate age of four and two groups of ten of Early Head Start children having a predominate age of two. Operation of the LDO is approved for two Head Start classrooms (Sungate Head Start, San Antonio CDC Head Start) and two Early Head Start classrooms (San Antonio Park Early Head Start, and 85th Avenue Early Head Start) and is effective through June 30, 2031.The program must ensure all other minimums will be met. The full range of services, consistent with the Head Start Program Performance Standards must be delivered.

Continued operation of the LDO is contingent upon the effectiveness of the variation in supporting appropriate development and progress in children's early learning outcomes as demonstrated in the annual grant application, is subject to annual renewal, and may be revoked based on progress toward program goals as described in 1302.102 and monitoring as described in 1304.2.

Attachment 1

Recipient Organization: CITY OF OAKLAND OFFICE OF HEALTH & HUMAN SERVICES

This grant is subject to Section 644(b) of the Head Start Act and 45 C.F.R. § 1303.5 limiting development and administrative costs to a maximum of 15 percent of the total costs of the program, including the non-federal match contribution of such costs. The requirements for the limitation of 15 percent for development and administrative costs apply to the budget period unless a waiver is approved. Any request for a waiver of the limitation on development and administrative costs that meets the conditions under 45 C.F.R. § 1303.5 must be submitted in advance of the end of the budget period. Any waiver request submitted after the expiration of the project period will not be considered.

The HHS Uniform Administrative Requirements (see 2 C.F.R. § 200.308(f)(2)) provide the authority to ACF to approve key staff of Head Start grant recipients. For the purposes of this grant, key staff is defined as the Head Start Director or person carrying out the duties of the Head Start Director if not under that title and the Chief Executive Officer, Executive Director and/or Chief Fiscal Officer if any of those positions is funded, either directly or through indirect cost recovery, more than 50 percent with Head Start funds.

Section 653 of the Head Start Act prohibits the use of any federal funds, including Head Start grant funds, to pay any portion of the compensation of an individual employed by a Head Start agency if that individual's compensation exceeds the rate payable for Level II of the Executive Schedule.

Prior written approval must be obtained for the purchase of equipment and other capital expenditures as described in 2 C.F.R. § 200.439(a). Prior written approval must also be obtained under 2 C.F.R. § 200.439(b)(3) and 45 C.F.R. Part 1303 Subpart E - Facilities to use Head Start grant funds for the initial or ongoing purchase, construction, and major renovation of facilities. No Head Start grant funds may be used toward the payment of one-time expenses, principal and interest for the acquisition, construction or major renovation of a facility without prior written approval of the Administration for Children and Families.

Attachment 2

Head Start grant recipients must comply with the terms and conditions for the project period award in the specified timeframes.

Health and Safety

- Conduct a screening of the health and safety environment of each center and/or family childcare home where services are provided according to the following schedule, as applicable:
  - within 45 days of the start of the program or school year;
  - within 45 days of children receiving services in a new center and/or family childcare home; and/or
  - within 45 days of the start of the project period when the project period begins during the program or school year. See: https://headstart.gov/publication/health-safety-screener
- Complete a certification of compliance with all Office of Head Start (OHS) health and safety requirements within 75 days of the start of the program or school year, or within 75 days of the start of the project period when the project period begins during the program or school year.
- Submit the certification via the Head Start Enterprise System (HSES) under the Financials tab, NoA Conditions in the folder titled "Certification of Compliance with Health & Safety Requirements" and notify your Program and Grants Management Specialists of its availability in the Correspondence tab immediately thereafter.

Governance

- Conduct a screening of the organization's governance and leadership capacity within 60 calendar days of the start of the project period. See: https://headstart.gov/organizational-leadership/article/governance-leadership-oversight-capacity-screener
- Complete a certification that the governance and leadership capacity screening was conducted and a training plan was developed within 75 days of the start of the project period. See: https://headstart.gov/organizational-leadership/article/governance-leadership-oversight-capacity-screener-certification
- Submit the certification via in the Head Start Enterprise System (HSES) under the Financials tab, NoA Conditions in the folder titled "Certification of Governance and Leadership Capacity Screening" and notify your Program and Grants Management Specialists of its availability in the Correspondence tab immediately thereafter. See: https://headstart.gov/designation-renewal-system

Department of Health and Human Services

Administration for Children and Families

Notice of Award

Award# 09CH013592-01-01
FAIN# 09CH013592
Federal Award Date: 09/11/2026

Recipient Information

1. Recipient Name
CITY OF OAKLAND
150 Frank H Ogawa Plz STE 6353
Oakland, CA 94612-2098
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2. Congressional District of Recipient
12

3. Payment System Identifier (ID)
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4. Employer Identification Number (EIN)
946000384

5. Data Universal Numbering System (DUNS)

6. Recipient's Unique Entity Identifier (UEI)
GBDMTM5J75R6

7. Project Director or Principal Investigator
Mr. Greg Elliott
Interim Director, Human Services Department
GElliott@oaklandca.gov
5102384993

8. Authorized Official
Ms. Elizabeth Lake
City Administrator
elake@oaklandca.gov
5102386654

Federal Agency Information
ACF/OHS Region IX Grants Office

9. Awarding Agency Contact Information
Ms. Jessica Burnham
Grants Management Specialist
jessica.burnham@acf.hhs.gov
816-426-2279

10.Program Official Contact Information
Ms. Sandra Carton
Regional Program Director
Sandra.Carton@acf.hhs.gov
202-205-8397

Federal Award Information

11. Award Number
09CH013592-01-01

12. Unique Federal Award Identification Number (FAIN)
09CH013592

13. Statutory Authority
42 USC 9801 ET SEQ

14. Federal Award Project Title
Head Start and Early Head Start

15. Assistance Listing Number
93.600

16. Assistance Listing Program Title
Head Start

17. Award Action Type
Supplement

18. Is the Award R&D?
No

Summary Federal Award Financial Information

19.	**Budget Period Start Date** 07/01/2026 **- End Date** 06/30/2027	
20.	**Total Amount of Federal Funds Obligated by this Action**	$540,377.00
	20a. Direct Cost Amount	$540,377.00
	20b. Indirect Cost Amount	$0.00
21.	Authorized Carryover	$0.00
22.	Offset	$0.00
23.	Total Amount of Federal Funds Obligated this budget period	$13,883,489.00
24.	**Total Approved Cost Sharing or Matching, where applicable**	$3,605,970.00
25.	**Total Federal and Non-Federal Approved this Budget Period**	$18,029,836.00
26.	**Period of Performance Start Date** 07/01/2026 **- End Date** 06/30/2031	
27.	Total Amount of the Federal Award including Approved Cost Sharing or Matching this Period of Performance	$18,029,836.00

28. Authorized Treatment of Program Income
ADDITIONAL COSTS

29. Grants Management Officer – Signature
Ms. Takila Newkirk
Acting Grants Management Officer

30. Remarks

Department of Health and Human Services

Administration for Children and Families

Notice of Award

Award# 09CH013592-01-01
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Congressional District of Recipient
12

Payment Account Number and Type
1946000384A1

Employer Identification Number (EIN) Data
946000384

Universal Numbering System (DUNS)

Recipient's Unique Entity Identifier (UEI)
GBDMTM5J75R6

31. Assistance Type
Discretionary Grant

32. Type of Award
Service

33. Approved Budget
(Excludes Direct Assistance)

I. Financial Assistance from the Federal Awarding Agency Only
II. Total project costs including grant funds and all other financial participation

a. Salaries and Wages	$5,690,531.00
b. Fringe Benefits	$3,843,934.00
c. Total Personnel Costs	$9,534,465.00
d. Equipment	$407,977.00
e. Supplies	$180,805.00
f. Travel	$41,500.00
g. Construction	$0.00
h. Other	$703,544.00
i. Contractual	$2,661,717.00
j. TOTAL DIRECT COSTS	$13,530,008.00
k. INDIRECT COSTS	$893,858.00
l. TOTAL APPROVED BUDGET	$14,423,866.00
m. Federal Share	$14,423,866.00
n. Non-Federal Share	$3,605,970.00

34. Accounting Classification Codes

FY-ACCOUNT NO.	DOCUMENT NO.	ADMINISTRATIVE CODE	OBJECT CLASS	ASSISTANCE LISTING	AMT ACTION FINANCIAL ASSISTANCE	APPROPRIATION
6-G994122	09CH01359201	ACFOHS	41.51	93.600	$540,377.00	75-26-1536

35. Terms And Conditions

Terms and Conditions

1. STANDARD TERMS

This award is subject to the requirements listed in the terms and conditions. The use of Federal funds from this award constitutes the grantee's acceptance of the listed terms and conditions. The electronic copy of Award Terms and Conditions to support this program can be found on the website at:

https://acf.gov/grants/manage-grant/grant-award/award-terms

AWARD CONDITIONS

Required Alignment with ACF Vision, Mission, Values, Priorities and Guiding Principles

The recipient of this award must implement any funds awarded under this NOA to effectuate program goals or agency priorities in accordance with the ACF's vision, mission, values, priorities, & guiding principles (**https://acf.gov/about/acf-vision-mission-values**) when authorized. Funded activities must advance ACF's vision of resilient, safe, healthy, and economically secure children, youth, families, and communities, and support ACF's mission to foster health and well-being through effective, accountable, and compassionate human services when awarded in any programs that authorize these priorities.

Consistent with ACF's values, in carrying out any project that is funded under this NOA, the recipient is required to adhere to the following principle:

Program Integrity and Fiscal Stewardship: Administer funds in accordance with all applicable federal statutes, regulations, and award conditions; maintain strong internal controls; and prevent waste, fraud, and abuse.

The recipient is also required to adhere to the following principles when consistent with the authority and scope of the award and its activities:

1. **Evidence-Based and Outcome-Focused Practices**: Design and deliver services using evidence-based or evidence-informed approaches, establish measurable performance goals, and use data to monitor outcomes and drive continuous improvement.

2. **Partnership and Local Leadership**: Coordinate with state, tribal, territorial, local, and community partners, as appropriate, and tailor services to meet community-identified needs while respecting local decision-making authority.

In addition, in keeping with ACF's priorities, the recipient must administer any project that is awarded under this NOA in accordance with the following objectives when consistent with the scope of the award and its activities in programs that are authorized to advance them:

3. **Family Stability and Child Well-Being**: Strengthen families, promote safe and stable home environments, and improve outcomes for children and youth through prevention-focused and developmentally appropriate services.

4. **Work, Self-Sufficiency, and Economic Mobility**: Support pathways to employment, job retention, and economic independence for individuals and families, including through workforce development, education, and supportive services.

5. **High-Quality Early Care and Learning**: Where applicable, invest in high-quality early childhood programs that support school readiness, healthy development, and long-term success.

The recipient must demonstrate ongoing compliance with these values and priorities, in all programs that are authorized to advance them, through program design, implementation, reporting, and evaluation. Failure to meaningfully align funded activities with the applicable requirements may result in corrective action, additional reporting requirements, or other enforcement actions consistent with federal grant regulations found at 2 C.F.R. Part 200 and the terms and conditions of this award.

2. **SUPPLEMENTAL TERMS and CONDITIONS**

Federal awards are subject to legally binding requirements called terms and conditions (T&Cs). The Award Terms and Conditions apply to all discretionary programs: https://www.acf.hhs.gov/grants/manage-grant/grant-award#terms. These Supplemental Terms and Conditions are additional requirements applicable to the program named below.

The recipient must actively manage its award and adhere to all applicable requirements. For more information about grants management activities and resources for recipients throughout the award lifecycle, see Managing Your ACF Grant Award at https://www.acf.hhs.gov/grants/manage-grant

Administration for Children and Families

Office of Head Start

Head Start

Assistance Listing No. 93.600

APPLICABLE LEGISLATION, STATUTE, REGULATIONS

1. The administration of this program is authorized under the Head Start Act, as amended by the Improving Head Start for School Readiness Act of 2007, Public Law 110-134 at https://headstart.gov/policy/head-start-act

2. The program is codified at 42 U.S.C. 9801 et seq at https://headstart.gov/policy/head-start-act

3. Implementing program regulations are published as the Head Start Program Performance Standards at 45 CFR Parts 1301 to 1305, https://headstart.gov/policy/45-cfr-chap-xiii Additional program guidance is located on Head Start.gov, https://headstart.gov/. Recipients must act in compliance with the Program Instructions and Information Memoranda. For full text, go to https://headstart.gov/policy/pi and https://headstart.gov/policy/im

COST SHARING OR MATCHING (NON-FEDERAL SHARE) OF PROGRAM FUNDING

4. Recipients are required to meet a non-federal share of the project cost, in accordance with Section 640(b) of the Head Start Act, 42 U.S.C. § 9835(b). Recipients must provide at least 20 percent of the total approved cost of the project. The total approved cost of the project is the sum of the ACF (federal) share and the non-federal share. The non-federal share may be met by cash or in-kind contributions. Any shared costs or matching funds and all contributions, including cash and thirdparty in-kind contributions, must be accepted as part of the recipient's cost-sharing or matching when such contributions meet all

criteria listed in 2 CFR § 200.306.

a. The responsible HHS official may approve a waiver of all or a portion of the non-federal match requirement based on a recipient's written application submitted for the budget period and any supporting evidence the responsible HHS official requires. In deciding whether to grant a waiver, the responsible HHS official will consider the circumstances specified at section 640(b) of the Act and whether the recipient made a reasonable effort to comply with the non-federal match requirement.

FINANCIAL REPORTING

5. The OMB approved Financial Reporting form for this program is the Federal Financial Report (SF-425). Generally, awards are for a 12-month budget period. Unless otherwise instructed, such as through the terms and conditions or a special condition on the Notice of Award, all recipients are expected to submit two reports for each budget period. Federal awards with 12-month budget periods will only be required to submit a semi-annual report and an annual report. Semi-annual and annual reports are cumulative, covering either 6 months or 12 months of expenditures, respectively. Semi-annual reports are due 30 days after the end of the sixth month. Annual reports are due 90 days after the end of the applicable budget period. Final reports for the project are due no later than 120 days after the end of the project period (submitted in lieu of an annual report for the final budget period). Annual and final reports must reflect $0 unliquidated obligations on line 10(f).

a. PMS SF-425 Information: https://pms.psc.gov/grant-recipients/ffr-updates.html

b. For support using PMS, contact your PMS Liaison Accountant: https://pms.psc.gov/findpms-liaison-accountant.html

c. Post-Award Reporting Forms and Instructions: https://www.grants.gov/forms/forms-repository/post-award-reporting-forms

d. Managing Your ACF Grant Award - Reporting: acf.gov/grants/manage-grant/reporting

e. Box 12 of annual and final SF-425 reports must include the following:

i. Total Amount of U.S. Department of Agriculture (USDA)/Child and Adult Care Food Program (CACFP) Reimbursement: $_____

ii. Total Development and Administrative Expenditures: $____

iii. If an unobligated balance of federal funds is being reported on line 'h,' the recipient must provide a breakdown of total federal expenditures for each 'FY-ACCOUNT NO' as per box 34, Accounting Classification Codes, on the Notice of Award for the budget period.

iv. If program income is being reported on line 'l,' the recipient must provide the source of program income.

6. Obligation Deadline: Funds must be obligated within the budget period established by the Notice of Award (NoA) on Line 19. If funds cannot be obligated within the established budget period, recipients may apply to carryover the balance or for a no-cost extension, as applicable, in Head Start Enterprise System (HSES) applications. Applications for a carryover balance should be initiated once the actual unobligated balance is known (generally during the period allowed for preparation and submission of the annual Federal Financial Report). Applications for a no-cost extension must be submitted at least 10 calendar days before the end of the period of performance of the award.

PROGRAM REPORTING

7. The OMB approved Program Report form for this program is the Head Start Program Information Report (PIR, OMB Control No. 0970-0427). All grant recipients and sub-recipients are required to submit a PIR for Head Start and Early Head Start programs annually. PIR submissions are only accepted electronically using the Head Start Enterprise System (HSES).

a. PIR guidance, reference materials, change highlights and frequently asked questions are available at: https://headstart.gov/program-data/article/program-information-report-pir.

b. For assistance and/or support contact the HSES help desk at help@hsesinfo.org

PROPERTY REPORTING

8. This award is subject to the Property Reporting.

The OMB approved property reporting is the following:

a. Real Property Reports (SF-429s). The SF-429 Real Property forms are applicable to this program and must be submitted as described in ACF-PI-HS-17-03: https://headstart.gov/policy/pi/acf-pi-hs-17-03.

i. For assistance accessing the SF-429: https://stage-home.grantsolutions.gov/home/recipientoldc-training-resources/

ii. For assistance completing the SF-429s, please contact OGMRealProperty429@acf.hhs.gov

b. Tangible Property Report (SF-428s). Recipients are required to provide Tangible Personal Property Report SF-428 and SF-428B, and SF-428S if needed, not later than 120 days after the close of the project period.

i. The fillable SF-428 forms must be completed and uploaded in the Grant Notes section of GS. The Category Type of the Grant Note is Tangible Personal Property Report (SF-428).

ii. Downloadable version of fillable SF-428: https://www.grants.gov/forms/formsrepository/post-award-reporting-forms

iii. The SF-428C Tangible Personal Property Report - Disposition Request/Report must be submitted as described in the Tangible Personal Property guidance: https://www.acf.hhs.gov/grants/manage-grant/property/tangible-property when equipment acquired under the Federal award is no longer needed.

iv. GS User Guide: Grant Notes: Microsoft Word - User Guide Recipient Grants List and Details GRANTS LIST .docx (grantsolutions.gov) and Quick Sheet: Grant Notes (grantsolutions.gov)

v. Managing Your ACF Grant Award - Reporting: acf.gov/grants/manage-grant/reporting

EFFECTIVE PERIOD

9. These program-specific Supplemental Terms and Conditions are effective on the date shown in the margin at the bottom of the page and will remain in effect until updated. They will be updated and reissued only as needed whenever a new program-specific statute, regulation or other requirement is enacted or whenever any of the applicable existing Federal statutes, regulations, policies, procedures or restrictions is amended, revised, altered, or repealed.

POINTS OF CONTACT

10. Points of contact for additional information or questions concerning either the operation of the program or related financial matters can be found in the Head Start Enterprise System (HSES).

UNIQUE ENTITY IDENTIFIER (UEI) NOTICE

11. All applicants and recipients must have an active System for Award Management (SAM) registration and UEI issued. ACF recommends that organizations start the renewal process at least 30 days prior to expiration to avoid delays in federal funding. Entities can search for help at Federal Service Desk (FSD) any time or request help from an FSD agent Monday–Friday 8 a.m. to 8 p.m. ET at https://www.fsd.gov/gsafsd_sp This award is subject to requirements as set forth in 2 CFR 25.110.

AWARD ATTACHMENTS

CITY OF OAKLAND 09CH013592-01-01

1. 09CH013592-01 Supplemental Remarks

30. REMARKS (Continued from previous page)

This action awards supplemental funds for one-time activities in the amount of $540,377 for the following purpose(s):

Food service equipment ($130,600), garden supplies ($28,000), recruitment materials and supplies ($89,400), playground shade structure ($36,455 SACDC), replacement playground equipment for two sites ($140,903 Sungate & 85th Avenue), playground surfacing for two sites ($100,019) and staff training ($15,000).

If applicable, compliance with the Davis Bacon Act on all contracts for construction, renovation, and repairs over $2,000 for facilities is required. Also, funds can only be used to purchase equipment or contractual services from vendors meeting the requirements of 2 C.F.R. § 200.318(h).

Unexpended funds resulting from cost savings for approved items may be reallocated for other program costs subject to the regulations governing post award budget modifications contained in 2 C.F.R. § 200.308.

Head Start population: 292 children.
Designated Head Start service area: Alameda County, California: City of Oakland
Approved program options for the Head Start program: Center-based, Family Child Care, Home-based, Locally Designed Program.

Early Head Start population: 330 infants, toddlers, and pregnant women.
Designated Early Head Start service area: Alameda County, California: City of Oakland
Approved program options for the Early Head Start program: Center-based, Family Child Care, Home-based, Locally Designed Program.

City of Oakland

Administrative Instruction #6805

US Immigration and Customs Enforcement

If ICE enters a City facility or approaches an employee.

- Employees: Contact the Department Person in Charge
- If you are in the field: Contact your supervisor.
- Person in Charge: Contact the Department Director
- Director: Contact City Administrator through Employee Phone line - 510-929-5221
- City Administrator: Contact City Attorney's Office
- Department Rep: Contact ACILEP with information - Alameda County Immigration Legal Education Partnership (510) 241-4011

What you can do :

- information is imperative observe and document what you see,
- Stay calm. Consider your personal safety and the safety of others.
- Do not impede in an investigation.
- Do not respond with physical contact, vulgar language, or false information.

ICE Policy Employee Phone line - 510-929-5221

ACILEP (Alameda County Rapid Response)

510-241-4011

EXECUTIVE + BOARD BRIEF • FEDERAL RULE WATCH

HEAD START RULE WATCH

Three federal proposals now in motion. Together they form one governance agenda for executives and boards.

STATUS AS OF AUGUST 9, 2026

• PREPARED BY BREAKWATER ASSOCIATES LLC

PROPOSED — NOT CURRENT REQUIREMENTS

Keep following the **current HSPPS and your award terms** until final rules and effective dates are issued. Nothing below authorizes a change in practice today.

3
Federal proposals in play at once — two Head Start–specific, one government-wide

1,400+
Regulatory provisions proposed for removal in the Head Start rewrite

$2.1B
ACF-estimated **annual future savings** from repealing the wage & benefit rule

15% → 5%
Proposed **administrative cost cap** in the Head Start rewrite — a 10-point cut

THE REGULATORY CLOCK

COMMENT WINDOWS & EFFECTIVE DATES

- **JUN 11** — Wage/benefit comments closed
- **JUL 13** — OMB grant rule comments closed
- **AUG 9 — TODAY** — **Decision + readiness window is open**
- **OCT 1** — OMB target for FY2027 awards & amendments
- **OCT 6** — Head Start rewrite comments due

1 WORKFORCE: WAGES + BENEFITS

COMMENTS CLOSED 6/11

WHAT THE RULE WOULD DELETE

Removes **45 CFR 1302.90(e)–(f)**, the 2024 compensation requirements:

- **Benefits by Aug. 1, 2028** — health coverage, paid leave, behavioral health supports, and access help for part-time staff.
- **Wages by Aug. 1, 2031** — pay scale, preschool comparability, a basic-cost-of-living salary, and HS/EHS comparability.

AT STAKE: Compensation | Retention | Benefits budget | Slot capacity

WHY IT MATTERS

- Local programs would set their **own compensation and retention strategy**.
- ACF estimates **$2.1B** in annual future savings and models avoiding about **106,000 slot reductions**.

Do not unwind existing commitments. If finalized, effective 60 days after publication of the final rule.

2 HEAD START REWRITE: BROAD DEREGULATION

COMMENTS DUE 10/6 — ACT NOW

SCOPE Rescind current **Parts 1301–1305**, replace them with a streamlined **Part 1301**, and remove more than **1,400 regulatory provisions.**

LESS FEDERAL PRESCRIPTION

- State/local rules become the baseline for **ratios, recurring background checks, transportation and discipline**; federal service-duration and expulsion guardrails would end.
- Detailed health and mental-health procedures and many nonstatutory staff qualifications would be removed; **parent committees become optional.**
- ERSEA is streamlined, but self-attestation and the housing-cost adjustment would end. **Governing Body and Policy Council duties remain.**

NEW OR CHANGED REQUIREMENTS

- Administrative cap falls from **15% to 5%**; an HHS waiver may be requested.
- Education **in English**, with a Tribal heritage exception; **30 minutes of physical activity per 3.5 hours**, outdoors when weather permits.
- Stronger whole-food nutrition emphasis; new **healthy-marriage education** and **father-engagement** requirements.
- Classroom quality remains in DRS, but **CLASS: Pre-K** and fixed thresholds would no longer be locked in regulation.

Executive takeaway: Discretion — and risk — shift to the recipient. The Head Start Act, state law, civil rights, monitoring, audit and child-safety duties all remain.

3 OMB: GOVERNMENT-WIDE GRANT RULES

TARGET: OCT. 1

SCOPE Turn the Uniform Guidance into the **Uniform Grants Regulation** with direct regulatory effect. HHS is participating.

MORE DOCUMENTATION + OVERSIGHT

- Brief **written justification with every draw** or payment request; Treasury Do Not Pay screening.
- SAM.gov subaward reporting; classify every downstream relationship, including affiliates; proposed reputation-related subrecipient duty.
- Senior appointees review discretionary selections for law, agency priorities and national interest; broader suspension/termination after award.
- **Fixed amount awards and subawards would end** unless authorized by statute.

COST + POLICY GUARDRAILS

- Express or prior approval for **conferences, fundraising, memberships and subscriptions**; marketing must be necessary and in the award.
- Funding-use restrictions cover defined DEI activities, "gender ideology," and specified transition-related services for minors; prohibited use could be a **material breach.**
- This NPRM does **not** change negotiated indirect cost rates.

Comments closed July 13. OMB aims for **Oct. 1, 2026**, for FY2027 awards and amendments — **tighten financial and subrecipient controls now.**

LEADERSHIP READINESS AGENDA

Translate regulatory uncertainty into disciplined decisions, documented controls and active board oversight.

THE STRATEGIC TENSION — READ BOTH DIRECTIONS AT ONCE

↓ LESS FEDERAL PRESCRIPTION

Over **service delivery**: ratios, group size, service duration, health procedures, discipline, staff qualifications and family-engagement structure move toward state, local and local-choice control.

BUT THESE STILL BIND YOU

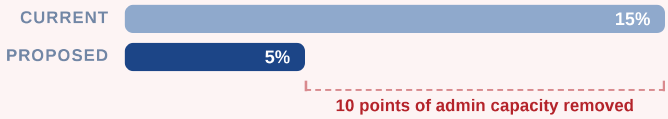
The Head Start Act · State and local law · Civil rights law · Your award terms · Monitoring, audit and child-safety duties

VS

↑ MORE FEDERAL CONTROL

Over **grants and money**: draw-by-draw justification, prior approvals, subrecipient classification and reporting, and restricted uses — while the Head Start rewrite separately tightens the administrative cost cap.

ADMINISTRATIVE COST CAP — HEAD START REWRITE



SIX PRIORITIES for executives + boards, in sequence

1 Stay on current requirements
No proposal gives permission to change ratios, hours, benefits, mental-health services, discipline or grant controls today.

2 Model three operating scenarios
Compare current rules; wage/benefit repeal only; and the full Head Start rewrite plus the OMB grant rule.

3 Set a local quality and safety floor
Decide what you will retain even if no longer federally prescribed: ratios, duration, discipline, background renewals, health and mental health, and language practices.

4 Map every state and local baseline
Build a service-area crosswalk for licensing, ratios, transportation, discipline, qualifications and background checks. Flag where state rules are silent or weaker.

5 Stress-test the 5% administrative cap
Calculate the current rate and gap; validate cost classification; assess shared services, small-program impact, waiver evidence and a phased transition.

6 Upgrade award and subrecipient controls
Prepare draw narratives, cost preapprovals, SAM reporting, entity classification, subrecipient terms, restricted-activity review and termination-risk documentation.

BOARD OVERSIGHT DASHBOARD

DOMAIN	MEASURE / QUESTION
FINANCIAL	Current admin %; dollar gap to 5%; waiver exposure; indirect-cost assumptions.
WORKFORCE	Vacancy and turnover; market pay; benefits already promised; slots supported.
SERVICE + QUALITY	Hours and days; ratios; discipline events; CLASS trend; gap to the state minimum.
CHILD + FAMILY	Health and mental-health access; incidents; language access; IDEA referrals.
GRANT INTEGRITY	Draw support; prior approvals; SAM reporting; subrecipient findings.
READINESS	Crosswalk complete? Named owners? Final-rule change control approved?

DEREGULATION: WHAT WOULD CHANGE

- **Program design** — federal ratios, group size, center service duration, space rules and some caseload limits would be removed; state and local rules often become the floor.
- **Health** — detailed timelines and procedures would shrink, including monthly mental-health consultation, the advisory committee and daily toothbrushing. Statutory screening duties remain, with more local discretion.
- **Family + governance** — parent committees become optional and family-engagement structure is simplified; Governing Body and Policy Council duties in the Act remain.
- **Safety + accountability** — recurring federal background checks, transportation detail and expulsion guardrails would be reduced. A new 5% administrative cap would apply, and CLASS thresholds would leave the regulation.

A DELETED RULE IS NOT ALWAYS A DELETED DUTY

OHS's proposed strategy: delete regulatory language it views as duplicating the Head Start Act, then rely on the Act itself as the requirement. But the Act largely directs the HHS Secretary — and expressly requires the Secretary to establish and modify program performance standards **by regulation.** Regulations have been the operating playbook; using the Act alone shifts interpretation, and risk, to recipients.

IF A regulation disappears → **THEN TRACE IT TO** Six surviving sources of duty → **BEFORE** Changing any practice

- The Head Start Act
- Civil rights law
- Other federal rules
- State and local law
- Your award terms
- Monitoring, audit & child safety

BOARD QUESTION

If a regulation disappears, who decides what compliance with the Act requires — and how will we document that decision?

Sources: Federal Register 2026-09383 (wages & benefits); 2026-16134 (Head Start rewrite); 2026-10817 (OMB uniform grants); Head Start Act sec. 641A. Status and dates current as of Aug. 9, 2026.