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# MEMORANDUM

**TO:** HONORABLE MAYOR &  
CITY COUNCIL

**FROM:** Estelle Clemons  
Interim Director, Human  
Services Department

**SUBJECT:** Oakland Head Start Program  
Update for FY22-23

**DATE:** September 19, 2022

City Administrator  
Approval

Date: Sep 23, 2022

## INFORMATION

City of Oakland Head Start began year two of the five-year Head Start federal grant on July 1, 2022. This informational memorandum provides a program update.

### **Head Start Grant Award FY 2022 - 2023**

The grant award for FY 22-23 is for \$12,252,694 to serve 622 children through a direct service and partner contract award. The City Council approved funding to three sites, Arroyo Viejo, Tassafaronga, and Franklin Head Start to serve a further 52 slots for a total of 674 funded Head Start slots. Table 2 below shows the current Office of Head Start and City grant funded slots.

**Table 1: PY 2022-2023 Funded Slots by Service Provider**

| Name of Service Provider               | Funded Slots |
|--|--------------|
| <b>City of Oakland (Grantee) Total</b> | <b>365</b>   |
| Brookfield 9600 HS                     | 32           |
| Lion Creek Crossing HS/EHS             | 24           |
| San Antonio CDC HS                     | 24           |
| Sungate HS                             | 24           |
| Manzanita HS                           | 16           |
| Franklin HS (City Funded)              | 16           |
| Tassafaronga HS (City Funded)          | 24           |
| Mobile Classroom Program HS/EHS        | 24           |
| 85th Avenue HS/EHS                     | 34           |
| Arroyo Viejo EHS (City Funded)         | 12           |
| Broadway EHS                           | 24           |

| <b>Name of Service Provider</b>                             | <b>Funded Slots</b> |
|---|---------------------|
| Home-Based Program  | <b>59</b>           |
| Home Based - Pregnant Mothers                               | <b>10</b>           |
| San Antonio Park EHS  | <b>18</b>           |
| West Grand EHS  | <b>24</b>           |
| <b>Grantee Head Start (HS) Total</b>                        | <b>184</b>          |
| <b>Grantee Early Head Start (EHS) Total</b>                 | <b>181</b>          |
| <b>City Funded HS/EHS Total</b>                             | <b>52</b>           |
| Bananas Family Child Care (Partner)                         | <b>59</b>           |
| Brighter Beginnings Home Based Program (Partner)            | <b>120</b>          |
| Brighter Beginnings Pregnant Families Program (Partner)     | <b>20</b>           |
| Peralta College - Laney and Merritt Child Centers (Partner) | <b>64</b>           |
| St. Vincent Day Home (Partner)                              | <b>46</b>           |
| <b>Partners Total Funded Slots</b>                          | <b>309</b>          |
| <b>Total By Program</b>                                     |                     |
| Head Start (HS)   | <b>332</b>          |
| Early Head Start (EHS)                                      | <b>342</b>          |
| <b>Total Overall Program Slots</b>                          | <b>674</b>          |

### **Partner Contract Update**

On August 2, 2022, Saint Vincent Day Home (SVDH) informed City of Oakland Head Start staff that they would not be renewing the contract with the City. The reasons provided included finding the additional Head Start requirements and reporting time consuming. The Head Start requirement that children should be included in a preschool classroom even if they are not toileting independently, therefore requiring diaper changes, is too difficult an adjustment for the teachers. Some Saint Vincent teachers shared a preference to leave if the requirements continued. There were also concerns about the desire of St. Vincent's to independently select children to enroll in the classroom. Head Start does have clear regulations about serving families with highest need, and the City oversees this process to ensure selection criteria are met and families at the top of the priority list are served. Staff met with partner leadership to discuss different strategies to resolve concerns, but Saint Vincent Day Home was clear in their decision to not provide Head Start services this year.

As a result, 46 Head Start slots allocated to Saint Vincent Day Home remain unenrolled. Returning and newly accepted Head Start families were offered slots at other locations if desired. There were 30 returning families, 29 remained at SVDH and one family transferred to another

Head Start site. There were 18 new families who were accepted as new students. 16 remained at SVDH and two requested and received a transfer to another Head Start site. City staff provided support to families remaining at SVDH through transition of health services, mental health, developmental needs, and other comprehensive services as needed.

The 46 slots make up 7% of the overall funded enrollment from the Office of Head Start. The Head Start requirement to meet 97% of funded enrollment has returned as earlier waivers provided due to Covid are no longer in place. The program therefore, needs to identify a new option to serve these 46 slots.

### **Options to Serve the 46 slots**

The following list are recommendations for filling the 46 slots. Each has a different budget and timing implication:

1. Request for Proposal (RFP) for new partners. An RFP could go out in a month, a new partner or partners could be identified by November. There will be an onboarding period and services could begin by March in the least conservative scenario. If multiple viable applications are received, the City will have opportunities for expansion of the Head Start services as additional funding becomes available.
2. Increase number of slots with existing partners and Request for Proposal for new partners. This option would likely not fill all 46 slots with existing partners but interested partners could apply to the RFP to increase the number of children served at sites.
3. New City HS Site at MLK Jr. Elementary - This site could serve between 16 and 24 children. It would be in the same West Oakland area as the former 46 slots and would be an inclusion site in partnership with Oakland Unified School District. This would require an additional budget to hire approximately 4 to 5 staff to run the site, as well as rental, utilities, and other operational costs. The least conservative estimate would be a year before services could begin.
4. New City HS Site at Parker Elementary – The school was recently closed by OUSD, and community organizers are interested in the possibility of a Head Start site at the location. This is in the exploratory phase and will require a site visit as the initial step. This could potentially be a 0 to 5 location where families could be supported with Early Childhood care and development from pregnancy through transition to kindergarten. A new head start site would require an additional budget to hire staff to run the site, as well as rental, utilities, and other operational costs. The least conservative estimate would be 18 months before services could begin. The budget would depend on the size of the center. An ideal model would include two infant, two toddler and one preschool classroom serving approximately 60 children.

5. Temporary Modular Site – Modular school structures allow for use of land with pre-constructed childcare buildings meeting licensing requirements. The cost of this option would be dependent again on the number of classrooms and age group served. An infant to preschool model is ideal as families can remain at a single center if they choose.

### Program Implementation

The Home-Based and Family Child Care Partner programs began services on July 18, 2022. The Center Based Program began services August 17, 2022. Head Start team delivered a two-week pre-service training with staff and partners. While all program options and centers are open, the program is awaiting approval from the Office of Head Start to formally include the 52 City funded slots in the Head Start grant and for authorization to begin the mobile classroom program. Our partner, Peralta Community College, opened their new Head Start site at Merritt College.

The program currently has 411 children or pregnant individuals enrolled (61% currently enrolled) and another 110 accepted and awaiting enrollment. The enrolled and accepted number is 77% of the funded slots. The vacant slots are due to a combination of new program options, staff vacancies and the 46 slots at SVDH. There are 67 slots that have a gradual enrollment due to being a new program such as Family Child Care Partner, new classrooms, and the mobile classroom programs. 40 slots are unfilled due to staff vacancies at grantee and partner sites. The remaining 46 slots are the Saint Vincent Day Home slots that are now unfilled due to non-renewal of the contract.

The renovated RV that will serve as the mobile classroom has arrived from the manufacturers. As mentioned earlier, the program is awaiting approval for the program design from the Office of Head Start before implantation can begin. Please see image below:



City of Oakland Mobile Classroom

In addition to identifying a new partner for the 46 slots and beginning the mobile classroom program, City of Oakland Head Start is also focusing on staffing priorities. Human Services Department continues to work with the Human Resources Department and the Unions on the new job specifications needed for the program. The Assistant Instructor and Associate Instructor positions have been finalized and are currently in recruitment. These positions allow the hire of full-time assistant and associate instructors to work in classrooms with teachers. Previously, these positions were only part-time, and the program was faced with regular staffing shortages.

The program has had consistent recruitments and interviews, however there is still approximately 40 vacancies with half of these related to direct service roles. City of Oakland Head Start is working with contracted partners to provide support while recruitments continue.

The current program priorities include meeting the Head Start Performance Standard timelines set to ensure school readiness in the areas of health events, developmental and behavioral screenings in partnership with caregivers, developmental and family assessments, home visits and multidisciplinary team meetings to provide comprehensive Head Start services.

### **Monitoring Updates**

The Program submitted the annual Program Information Report (PIR) on August 31<sup>st</sup>. The report provides comprehensive data on the services, staff, children, and families served by Head Start and Early Head Start programs and provides a nationwide comparison once compiled at Federal and State level.

City of Oakland Head Start is analyzing the program data for FY21-22 and will be updating the School Readiness Goals and program strategies for FY22-23 based on this analysis. The annual report for FY22-23 will include this information and will be brought to City Council at the end of the calendar year.

The Program was informed by the Office of Head Start that the City of Oakland will receive a Focus Area One (FA 1) monitoring review this year. We will be informed 45 days prior to the start of the monitoring period. To date, the Program has not received a notification of the review date.

The FA1 review is conducted through an interview with a document review of data and reports from the Head Start Enterprise System (HSES) and other sources to learn about the recipient's program design and understand the needs of the children and families the program serves. Following the document review, the reviewer will conduct a series of interviews with our program over a one-week period. The reviewer will focus on:

- Grant application/goals, including the budget
- Program Information Report data
- Community Assessment summary
- Past monitoring data
- Self-Assessment data

- Annual Report
- Audits

There will be topic areas for discussion, specific performance areas for assessment, and the federal regulations associated with each area of performance. The protocol is divided into the following five topic areas:

- Program design, management, and quality improvement
- Designing quality education and child development program services
- Designing quality health program services
- Designing quality family and community engagement program services
- Developing effective Eligibility, Recruitment, Selection, Enrollment, and Attendance (ERSEA) strategies and fiscal infrastructure

City of Oakland Head Start program will present a detailed annual report to City Council later this year.

Respectfully submitted,



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For questions, please contact Estelle Clemons, Interim Director, 510-238-6794 or Diveena Cooppan, Head Start Manager, 510-238-3165.