



Ron Griffin
Director

Mission Statement

The Preschool Services Department is committed to improving the well-being of our children; preserving and empowering their families; and strengthening the neighborhoods and communities in which they grow.



GOALS

ACHIEVE SCHOOL READINESS OF ENROLLED CHILDREN

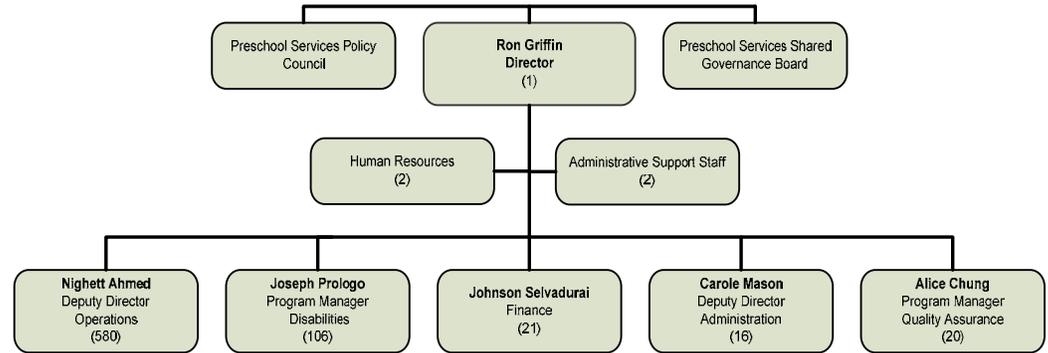
INCREASE PARENT AND COMMUNITY SATISFACTION RATE

IMPROVE STAFF QUALIFICATIONS AND DEVELOPMENT



PRESCHOOL SERVICES

ORGANIZATIONAL CHART



DESCRIPTION OF MAJOR SERVICES

The Preschool Services Department (PSD) administers the Federal Head Start and Early Head Start programs, California Department of Education State Preschool program, as well as the Child and Adult Care Food Program in 39 locations throughout the County of San Bernardino. The programs are fully funded from Federal and State sources with no local cost.

PSD serves about 5,000 low income and disadvantaged families and children from birth to 5 years of age and pregnant women. PSD’s priority population includes children in foster care, those who are homeless and children with special needs and/or disabilities. In addition, our programs offer comprehensive child development and family support services to all enrolled children and families which include: physical health, nutrition and mental health to strengthen the child’s capacity to participate successfully in school.

In order to continue to support the accomplishment of program objectives, PSD is sub-divided into the following groups:

- Administration – Provides oversight for Human Resources and Organizational Development, Training & Technical Assistance and Parent Involvement.
- Finance – Provides oversight for fiscal, budget, reporting/auditing preparation, contracts and grant writing.
- Operations – Provides oversight and are responsible for the overall operations of the Head Start sites and ensure that each child is provided with comprehensive child development services.
- Support Services – Provides oversight for the Health, Eligibility, Recruitment, Selection, Enrollment and Attendance (ERSEA), Nutrition, Mental Health, Home-Base, Family and Community Partnership and Disability Services. In addition, Support Services is also responsible for providing family and related children’s support services.
- Special Projects – This unit is responsible for Technology, Communication, Planning, Community Assessment, Shared Governance, Research and the Program Information Report.
- Quality Assurance – Provides ongoing Monitoring, Licensing/Transportation, Maintenance and Facilities issues for all sites and delegate agencies.

2009-10 SUMMARY OF BUDGET UNITS

| | <u>Appropriation</u> | <u>Revenue</u> | <u>Fund Balance</u> | <u>Staffing</u> |
|-----------------------------|----------------------|----------------|---------------------|-----------------|
| Special Revenue Fund | | | | |
| Preschool Services | 44,082,567 | 43,531,924 | 550,643 | 748 |

GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: ACHIEVE SCHOOL READINESS OF ENROLLED CHILDREN TO ENSURE THEY ARE MAKING PROGRESS TOWARD POSITIVE OUTCOMES AS REQUIRED BY THE DESIRED RESULTS DEVELOPMENTAL PROFILE-REVISED PROGRAM (DRDP-R), WHICH WILL IMPROVE THE QUALITY OF LIFE FOR COUNTY CHILDREN AND THEIR FAMILIES INVOLVED IN THIS PROGRAM.

Objective A: Children will be assessed three times per year in accordance to federal and state regulations.

Objective B: Teachers will share child assessment information with parents and use this input to prepare home and classroom activities responsive to children’s individual needs.

Objective C: Management will analyze child outcomes information to develop staff training and plans to ensure our children are successful.

| MEASUREMENT | 2007-08 Actual | 2008-09 Actual | 2009-10 Target | 2009-10 Estimate | 2010-11 Target |
|---|----------------|----------------|----------------|------------------|----------------|
| 1A. Percentage of children showing positive outcomes on the Desired Results Developmental Profile-Revised (DRDP-R). | 99% | 100% | 99% | 100% | 99% |

Status

PSD will continue to use the Desired Results Developmental Profile-Revised (DRDP-R) for measuring child outcomes to comply with the State Department of Education and to meet federal mandates for measuring child outcomes. The results are expected to differ from year to year due to different groups of children that are tested each year and the different levels of development. One of the highest priorities of the department is ensuring that children are ready for school. Studies show that children who have attended a quality preschool are less likely to be placed in special education or be held back a grade. They also perform better on standardized math and reading tests, are more likely to graduate from high school, earn more money and continue on to higher education.

In order to determine our success regarding school readiness, the department measures the areas where children excel and where the department’s approach can be modified to increase their chances of success in areas needing improvement. Additionally, both federal and state funding sources require tracking and analysis outcomes to justify continued funding.

Children’s assessment using the DRDP-R was completed as follows: First phase in October 2008, second phase in February 2009, third and final phase in May 2009. Using the initial assessment as a base, management analyzed the three assessments and the results were used to determine training needs for teaching staff. In 2009, teaching staff cluster trainings were presented in the areas that showed the least improvement by the children tested. The following topics were covered: Phonological Awareness, Measurement, Concept of Print, Patterning and Conflict Negotiation. Teaching staff received training in the areas identified including ways to incorporate related activities into the weekly lesson plans.

2008-09 ACCOMPLISHMENTS

- ❖ *Received an increase in State Preschool grant funding which allowed PSD to serve an additional 140 families in the cities of Adelanto, Apple Valley, Barstow, Hesperia, Ontario, San Bernardino, Victorville and Redlands*
- ❖ *Partnered with the Department of Behavioral Health to provide Prevention and Early Intervention Mental Health services to 45 children and social-emotional trainings to 409 PSD teaching staff*
- ❖ *Partnered on the “Power of Preschool” Initiative spearheaded by the Mayor of the City of San Bernardino*
- ❖ *In partnership with First Five Dental, provided dental screenings to 4,618 children and follow up dental treatment to 772 children*
- ❖ *In partnership with Hawaiian Elks, provided vision screenings to 3,500 children*



GOAL 2: INCREASE PARENT AND COMMUNITY SATISFACTION RATE TO ENHANCE THE WELL-BEING OF COUNTY FAMILIES INVOLVED IN THIS PROGRAM.

Objective A: The state Desired Results Parent Survey will be distributed to all families and results analyzed annually to determine parent satisfaction with identified areas of the program.

Objective B: The survey information will also be analyzed to assist PSD to respond to the needs of parents.

| MEASUREMENT | 2007-08 Actual | 2008-09 Actual | 2009-10 Target | 2009-10 Estimate | 2010-11 Target |
|--|-------------------|-------------------|-------------------|---------------------|-------------------|
| 2A. Percentage of responding parents satisfied with the overall quality of the program. | 92% | 99% | 94% | 97% | 97% |
| 2B. Increase the percentage of parents who responded positively that the program has made it easier to meet job and/or training needs. | N/A | (2)%* | 7% | 7% | 11% |

*The negative 2% in this 2008-09 Actual Performance Measure is due to less job opportunities resulting in parents not fully able to benefit from the preschool program to seek employment or job training.

Status

Each year, PSD must recruit and retain over 4,500 families to maintain its funding. For this reason, maintaining customer satisfaction is crucial to continuing these vital services to children and families in the County of San Bernardino.

PSD programs are based on family choice. Therefore, disadvantaged families have a choice in whether or not to enroll their children in our preschool program or choose another program that does not offer the comprehensive family support services PSD offers. However, we believe our program is advantageous to both our families and the community based on research that indicates children who attend quality preschool programs are less likely to drop out of school, become welfare recipients or become involved in criminal activities.

The state's Desired Results Parent Survey is mandated annually by the California Department of Education and is an effective tool in measuring whether parents' needs and expectations are being met in the areas of school readiness and family support services. The Desired Results Parent Survey was distributed to all parents in the program in January 2009. The results for 2,171 surveys received were tabulated and analyzed in February 2009. Based on these results, 99% of the responding parents were satisfied with the overall quality of the program, 98% of the responding parents felt that their children were safe and content in the program and 95% of the responding parents felt that they were well informed of their children's development.

GOAL 3: IMPROVE STAFF QUALIFICATIONS AND DEVELOPMENT TO MEET THE HEAD START ACT REQUIREMENTS.

Objective A: Attract and retain qualified teaching staff.

| MEASUREMENT | 2007-08 Actual | 2008-09 Actual | 2009-10 Target | 2009-10 Estimate | 2010-11 Target |
|---|-------------------|-------------------|-------------------|---------------------|-------------------|
| 3A. Reduce the percentage of teaching staff turnover in order to maintain program quality and compliance. | N/A | 6% | 5% | 7% | 7% |
| 3B. Percentage of teachers that have a Baccalaureate Degree. | N/A | 2% | 6% | 20% | 25% |

Status

This goal and objective are related to the Head Start Act that, effective September 30, 2013, requires fifty-percent of teachers to possess a Baccalaureate (BA/BS) Degree in Early Childhood Education or a related field. In 2008-09, PSD had 216 teachers of which 14% possessed a Baccalaureate Degree. PSD's plan is to retain teaching staff by providing incentives such as reimbursement for tuition, related fees and books. PSD has also implemented a differential compensation for teachers that have obtained their Baccalaureate Degree in Early Childhood Education or a related field. A supplemental training grant was received in 2008-09 to assist in funding these incentive and enable current teaching staff to obtain Associates of Arts (AA) or Baccalaureate (BA/BS) Degrees. The department will allocate funding in future budgets as well as actively seek grants to offset these incentive costs.

2010-11 REQUESTS FOR GENERAL FUND FINANCING

The department is not requesting any additional general fund financing for 2010-11.

2010-11 PROPOSED FEE/RATE ADJUSTMENTS

The department is not requesting any proposed fee/rate adjustments for 2010-11.

If there are questions about this business plan, please contact Ron Griffin, Director, at (909) 383-2006.