



CALL AND NOTICE OF SPECIAL MEETING OF THE SAN BERNARDINO COUNTY HEAD START SHARED GOVERNANCE BOARD

Agenda

February 16, 2023

<http://hs.sbcounty.gov/psd>

JOE BACA, JR., CHAIR
SBC 5th District Supervisor

TED ALEJANDRE, VICE-CHAIR
SBC Superintendent of Schools

MICHAEL SEQUEIRA, MD, PUBLIC HEALTH OFFICER
SBC Public Health

DR. GEORGINA YOSHIOKA, DIRECTOR
SBC Behavioral Health

WENDY ALVAREZ, INTERIM CHILDREN'S NETWORK OFFICER
SBC Children's Network

SHELLY THOMAS
Head Start Policy Council Chair
Community Representative
SGB Representative

CHRISTINE DAVIDSON
Head Start Policy Council Member
Community Representative
SGB Representative

ORETHA PAKPAHAN
Head Start Policy Council Member
South Redlands Head Start
SGB Representative

TIME: 2:00 P.M. to 2:30 P.M.

Join Zoom Meeting

<https://us02web.zoom.us/j/82303351418?pwd=VjhGZTk3STJLZE05a0lpTVJOU3Q0QT09>

Meeting ID: 823 0335 1418

Password: 8Z6E8y

One tap mobile

+16699006833,,82303351418#,,1#,532060# US (San Jose)

+12532158782,,82303351418#,,1#,532060# US (Tacoma)

Dial by your location

+1 669 900 6833 US (San Jose)

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Password: 532060

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This meeting will utilize the "ZOOM" conferencing platform pursuant to the provisions of the Governor's Executive Order N-29-20 dated March 17, 2020, which suspends certain requirements of the Ralph M. Brown Act. Interpreters for hearing impaired and Spanish speaking individuals will be made available with forty-eight hours' notice. Please call PSD staff (909) 383-2078 to request the service. PSD will accept public comments in advance of the meeting by email, send to Sharmaine.Robinson@psd.sbcounty.gov, comments will be distributed to the SGB and read into the record at the Public Comment portion of the meeting. For members of the public who would like to make public comment by phone, use the Access Numbers above. If you wish to address a specific agenda item, please identify the item number in your email. To ensure timely submission, please submit your comments by 12:00 p.m. on Wednesday, February 15, 2023.

1. **CALL TO ORDER** Supervisor Joe Baca, Jr., Chair

2. **WELCOME/INTRODUCTIONS** Supervisor Joe Baca, Jr., Chair

3. **PRESENTATION OF THE AGENDA**
Notice of minor revisions to agenda items, items removed or continued. Shar Robinson, Secretary

4. **PUBLIC COMMENT** Supervisor Joe Baca, Jr., Chair

5. **DISCUSSION ITEM(S)** Supervisor Joe Baca, Jr., Chair
 - 5.1 Consider Resolution No. 2023-2-16 finding that meeting in person may present an imminent risk to the health or safety of some meeting attendees as a result of the COVID-19 state of emergency
 - 5.1.1 Make alterations if necessary to the Resolution
 - 5.1.2 Adopt Resolution No. 2023-2-16

 - 5.2 Grant Application and Budget Instrument (GABI), 2022-23 Mid-Year Request to the Administration of Children and Families Jacquie Greene, Director

6. **EXECUTIVE COMMENT** Supervisor Joe Baca, Jr., Chair

7. **ADJOURNMENT** Supervisor Joe Baca, Jr., Chair

**HEAD START SHARED GOVERNANCE BOARD FOR
SAN BERNARDINO COUNTY PRESCHOOL SERVICES DEPARTMENT**

RESOLUTION NO. 2023-2-16

A RESOLUTION OF THE HEAD START SHARED GOVERNANCE BOARD FOR SAN
BERNARDINO COUNTY PRESCHOOL SERVICES DEPARTMENT
FINDING THAT MEETING IN PERSON PRESENTS AN IMMINENT RISK TO
THE HEALTH OR SAFETY OF ATTENDEES
AS A RESULT OF THE COVID-19 STATE OF EMERGENCY

WHEREAS, on March 4, 2020, the Governor proclaimed a State of Emergency to exist in California as a result of the threat of COVID-19; and

WHEREAS, on March 17, 2020, the Governor issued Executive Order N-29-20, under the provisions of Government Code section 8571, finding that strict compliance with various statutes and regulations specified in that order would prevent, hinder, or delay appropriate actions to prevent and mitigate the effects of COVID-19; and

WHEREAS, Executive Order N-29-20, in part, suspended certain provisions of the Ralph M. Brown Act (Brown Act) related to participation in meetings via teleconference in order to provide legislative bodies with more flexibility to hold public meetings while maintaining social distancing due to COVID-19; and

WHEREAS, on June 11, 2021, the Governor issued Executive Order N-08-21 which, in part, provides that the teleconferencing provisions set forth in Executive Order N-29-20 expire on September 30, 2021; and

WHEREAS, on September 16, 2021, the Governor signed Assembly Bill 361 into law, amending the Brown Act in order to continue some of the teleconferencing flexibility during a State of Emergency following the expiration of Executive Order N-29-20 on September 30, 2021; and

WHEREAS, in order to utilize the teleconferencing provisions of Assembly Bill 361, there must be a proclaimed State of Emergency and either: (1) social distancing measures recommended by State or local officials or (2) the legislative body must make certain initial findings; and

WHEREAS, to continue to utilize the teleconferencing provisions of Assembly Bill 361, within 30 days of holding a meeting under the provisions enacted by Assembly Bill 361, the legislative body must make new findings; and

WHEREAS, there is currently a State of Emergency in California pursuant to the Governor's March 4, 2020, proclamation; and

WHEREAS, due to the ongoing State of Emergency and the public health threat posed by COVID-19, the HEAD START SHARED GOVERNANCE BOARD FOR SAN BERNARDINO COUNTY PRESCHOOL SERVICES DEPARTMENT seeks to make findings, as required by Assembly Bill 361, that as a result of the COVID-19 State of Emergency, meeting in person would present an imminent risk to the health or safety of some meeting attendees; and

WHEREAS, the circumstances of the State of Emergency continue to directly impact the ability of the members of the legislative body and members of the public to meet safely in person; and

NOW, THEREFORE, BE IT RESOLVED, by the HEAD START SHARED GOVERNANCE BOARD FOR SAN BERNARDINO COUNTY PRESCHOOL SERVICES DEPARTMENT, as follows:

Section 1. The Governor’s State of Emergency Declaration, issued on March 4, 2020, remains active.

Section 2. As a result of the March 4, 2020, State of Emergency, meeting in person would present an imminent risk to the health or safety of some attendees.

Section 3. The circumstances of the emergency have been considered and the State of Emergency directly impacts the ability of the HEAD START SHARED GOVERNANCE BOARD FOR SAN BERNARDINO COUNTY PRESCHOOL SERVICES DEPARTMENT and members of the public to meet safely exclusively in person.

Section 4. This Resolution and the findings contained herein shall apply to all meetings of the Board and all of the Standing Committees of the HEAD START SHARED GOVERNANCE BOARD FOR SAN BERNARDINO COUNTY PRESCHOOL SERVICES DEPARTMENT.

The foregoing Resolution was passed and adopted this 16th day of February 2023 by the following vote:

AYES: Baca Jr., Alejandro, Alvarez, Yoshioka, Sequeira

NOES: None

ABSENT: None

ABSTAIN: None

APPROVED:

Shared Governance Board Chair

ATTEST:

Shared Governance Board Secretary

County of San Bernardino

PRESCHOOL SERVICES DEPARTMENT

09CH011719-03



HEAD START, EARLY HEAD START, EARLY HEAD START-CHILD CARE PARTNERSHIP

Mid-Year Reduction Request

PROJECT NARRATIVE & BUDGET JUSTIFICATION

FY 2022-23

(Year 3 of 5-Year Funding Cycle)

January 2023

Jacquelyn Greene, Director, Preschool Services Department

Joe Baca Jr., Shared Governance Board Chairperson

Shelley Thomas, Policy Council Chairperson

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County of San Bernardino Preschool Services Department

Section I. Program Design and Approach to Service Delivery

Sub-Section A: Justification for Mid-Year Reduction

San Bernardino County Preschool Services Department (PSD) provides center-based, home-based, and childcare partnership program options through direct services, a delegate agency, and contracted partners. PSD provides a variety of program options from part day 3.5 hour classes to full day 10 hour classes across San Bernardino County. PSD is currently funded to serve 3898 children, with 3,244 of those slots dedicated to Head Start Services for children between the ages of 3-5 years old (Head Start), and 654 slots dedicated to pregnant mothers and children younger than 3 (Early Head Start).

Data from many sources, such as PSD's community assessment, wage comparability studies, exit interview data, vacancy rates as well as enrollment data support a reduction in enrollment slots in part day and home-based program options. A reduction will enable PSD to support and maintain high quality programs and services provided to children and families, improve enrollment and teacher retention efforts, and provide longer hours of high-quality education as well as development services to achieve meaningful child outcomes and prepare children for success in school. In addition, longer hours will also better support parent education, job training, and employment opportunities.

Data from the Community Assessment shows that San Bernardino County is experiencing an over saturation of preschool services for eligible Head Start children ages 3-5 years, as more options are becoming available through State subsidized programs, the California

State Preschool Program (CSPP), State transitional kindergarten, public transitional kindergarten through school districts, community based preschool programs, and privately funded Preschool programs. See Table 1

Table 1: School Districts in San Bernardino County and the Number of TK slots

School Districts in San Bernardino County and the Number of TK slots					
Adelanto Elementary	111	Fontana Unified	418	Rialto Unified	307
Alta Loma	141	Helendale	84	Rim of the World Unified	43
Apple Valley Unified	177	Hesperia Unified	236	San Bernardino City Unified	573
Baker Valley Unified	0	Lucerne Valley Unified	180	Silver Valley Unified	52
Barstow	48	Morongo Unified	69	Snowline Joint Unified	0
Bear Valley Unified	20	Mountain View	73	Trona Joint Unified	6
Central	1	Mt Baldy Joint	0	Upland Unified	127
Chino Valley Unified	103	Needles Unified	8	Victor Elementary	324
Colton Joint Unified	238	Ontario-Montclair	0	Yucaipa	161
Cucamonga	34	Oro Grande	42		
Etiwanda	285	Redlands Unified	271		

PSD’s 2020-2025 Community Assessment reported a 52% increase in TK across the County. More recent data from the California Department of Education indicates that TK participation in areas such as Fontana, Rialto and Redlands continued to increase last program year by 27%, 30% and 22% respectively. Currently, a total of 31 school districts offer Transitional Kindergarten (TK) in San Bernardino County including extended and full day programs. In addition, the proposed California Master Plan for Early Learning and Care includes Universal Preschool for all 4 year old children as well as expanded access to the California State Preschool Program for income eligible 3 year old children and children with disabilities. As there will be no income requirement for four year old children to enter these programs, it will become more difficult for PSD to recruit families with children 3-5 years for the Head Start program because eligibility is determined by the more stringent federal poverty guidelines for Head Start. Furthermore, enrollment of 3 year old children in the CSPP program are increasing through less

stringent state poverty guidelines. Table 2 outlines the limit a family must be earning for consideration into each program and the disparity between the income levels a family must fall at or below for eligibility into federal versus state programs.

Table 2: Comparison of income limits between Federal and California State Preschool Programs

Income Guidelines		
Family Size	Federal	State (100% SMI)
1	13,590	\$84,818
2	18,310	\$84,818
3	23,030	\$96,590
4	27,750	\$112,105
5	32,470	\$130,042
6	37,190	\$147,979
7	41,910	\$151,342
8	46,630	\$154,705
9	51,350	\$158,068
10	56,070	\$161,431
11	60,790	\$164,794
12	65,510	\$168,158

Not only is there an abundance of preschool options for Head Start eligible children 3-5 years, but our Community Assessment has also identified a significant need for subsidized infant/toddler care throughout the county. Table 3 demonstrates only 15% of the EHS eligible children receive care through either state or federally funded programs, while all HS eligible children have an opportunity to be served by either state funded or federally funded programs.

Table 3: Unmet Needs by EHS and HS Eligible Children

Unmet Need by EHS and HS Eligible Children					
Unmet Need	Total Eligible	Total Served by State Subsidized Care	Total Served by EHS/HS	No. Unmet Need	% of Unmet Need
EHS Eligible	16,286	1,651	746	13,889	85%
HS Eligible	11,741	10,968	4,208	(3,435)	-29%

1

California Resource & Referral Network, Child Care Portfolio by County, 06/18, San Bernardino County

PSD, like other Head Start programs across the nation, has been directly impacted by staffing shortages. The following are Regional, State, and National levels of vacancies according to the Program Information Report (PIR).

Table 4: Vacancy data for Region 9 in California.

Staff Turnover	# of Head Start or Early Head Start staff
Number of staff who left during the program year.	4,528
Of these, the number who were replaced.	2,459
Number and Percentage of vacancies not filled.	2,069 = 46%

Table 5: Vacancy data for the State of California.

Staff Turnover	# of Head Start or Early Head Start staff
Number of staff who left during the program year.	3,296
Of these, the number who were replaced.	1,659
Number and Percentage of vacancies not filled.	1637 = 50%

Table 6: Vacancy data for the Nation.

Staff Turnover	# of Head Start or Early Head Start staff
Number of staff who left during the program year.	43,266
Of these, the number who were replaced.	23,720
Number and Percentage of vacancies not filled.	19,546 = 45%

PSD has experienced challenges in adequately staffing classrooms for the 22-23 program year. Rising costs associated with inflation, relatively low wages in comparison to surrounding school districts and private agencies, and high rates of retirement from former staff who left during or following the COVID-19 pandemic created a shortage of qualified teaching staff

eligible to provide services. A stable, qualified workforce is critical to keeping classrooms open and maintaining funded enrollment. Currently, the department average vacancy rate for all classifications is 35%. For teachers it is 41%, and for teacher aides it is 59%. Exit interview data overwhelmingly states that 74% of staff are leaving for higher compensation, and 87% said they were not happy with their pay. Data also indicated that qualified staff would have remained with PSD if the pay was increased as 39% said they liked PSD, 52% stated they liked their job very much and 44% stated they planned to stay in the childcare field.

Table 7: Starting Salary for Teachers

Location	Salary for Teachers	Comparison to PSD
Head Start 21-22 PIR Regional Average	\$23.72 Hourly	Above PSD
Head Start 21-22 PIR State Average	\$24.87 Hourly	Above PSD
Pomona Unified School District	\$26.64 Hourly	Above PSD
San Bernardino Unified School District	\$19.66 Hourly	Above PSD
Preschool Services Department	\$18.85 Hourly	

The saturation of Transitional Kindergarten and other preschool options, along with ongoing staff vacancies continue to impede efforts to maintain open, in person classes for children and families. PSD is researching all available resources to support efforts to adequately recruit and sustain teaching staff and to provide quality services to children and their families towards positive child and family outcomes. PSD is dedicated to investing in the Head Start workforce to promote retention of current staff as well as the recruitment of new staff to fill vacant positions, while continuing to prioritize services to the children and families who are most in need.

The purpose of this reduction is to meet the changing needs of the community following the pandemic, to maintain high quality programs and services provided to children and families, and to attract and retain qualified staff. The proposed amount of reduction and funding will result

in a sustainable, quality program that will continue to service the enrolled children with the highest needs in the community.

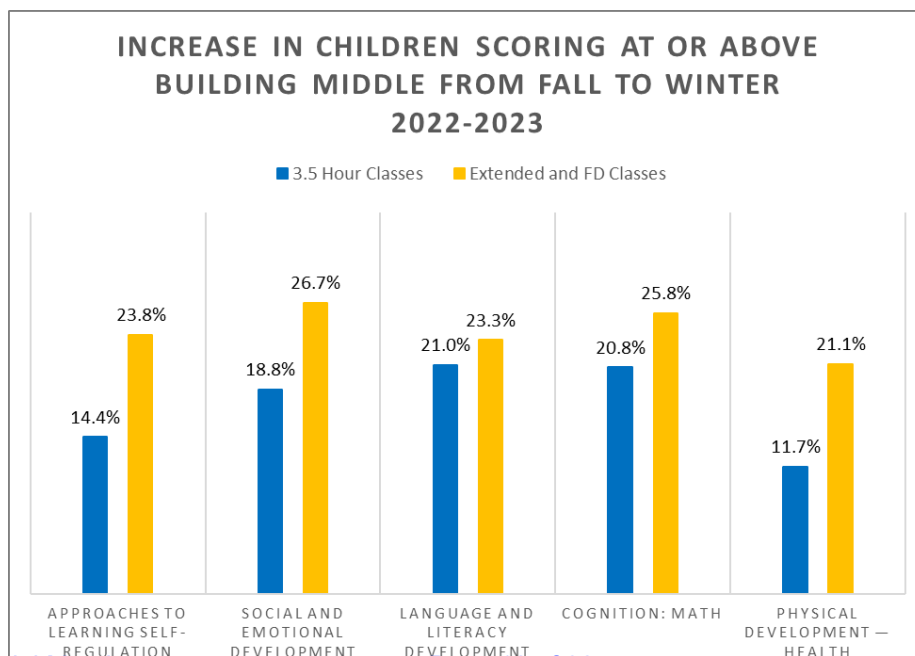
Enrollment data indicates the least desirable program options in the agency are those with the least number of hours. Table 5 shows that the longer the classroom hour, the higher enrollment, and the lessor percentage of severe absences. Children in longer duration classrooms are absent less and the classrooms are more fully enrolled.

Table 8: Comparison of duration classes by enrollment and attendance

Program Option	% Enrolled of funded slots	% of Severe Absence
3.5 hour classroom	57%	72.9%
6 hour classroom	71%	64%
10 hour classroom	96%	64%

Another advantage to longer hour sessions is that the DRDP results show that children in the Extended and Full day classes score higher in approaches to learning self-regulation, social and emotional development, language and literacy development, cognition; math, and physical development-health. See the graph below.

Graph 1: Increase in children scoring at or above building middle from fall to winter 2022-2023



Fifty-seven percent of our single parents are comprised of working parents, while 81% of our two parent households include at least one working parent. For these reasons, the 3.5 hour option, or part day option, does not meet the needs of our community of working parents.

In order to determine where reductions should be made, the Preschool Services Department uses Geographic Information System (GIS) data to analyze several community factors. The factors included:

- The number of age eligible children in a given region,
- The availability of services to eligible HS children in the county due to oversaturation of slots,
- the percentage of children in an area needing preschool services,
- average household income, and
- households with one or more parents working, looking for work or attending school.

These factors determined which areas of the county had the greatest need for Preschool Services, which included the city of San Bernardino and its immediately surrounding areas, as well as High Desert cities such as Adelanto, Victorville, and Barstow. Areas of lesser need included more high-income areas with lower numbers of eligible children, around cities like Ontario, Upland, Cucamonga, and Redlands. These areas of lesser need had higher numbers of TK slots available.

Table 9: Median Household Income

City	Median Household Income
Cucamonga	\$92,290
Redlands	\$81,265
Upland	\$76,259
Ontario	\$71,908
Victorville	\$61,206
Adelanto	\$58,040
Barstow	\$48,219

Current Enrollment Levels

As of 1/9/23, overall funded enrollment was at 69% across all of the Preschool Services Department’s program options, including delegate and contract agencies. These totals differed greatly between the program options offered to our families, with the lowest enrolled program option totals belonging to the 3.5 hour and 4.5 hour part day programs. The table below shows enrollment numbers as of 1/9/2023.

Table 10: Percentage of funded slots enrolled by Program Option

Program Option	Percentage of Funded Slots Enrolled
3.5 hour	57%
4.5 hour	57%
EHS-CCP	95%
10 hour	96%

Open classrooms have been filled to ratio capacity to maximize the use of the available Teaching staff. The credentials and qualifications of Head Start staff have significantly increased over the past decade, while their compensation has been persistently low. Stagnant wages and lack of comprehensive benefits and wellness supports make it difficult to recruit and retain staff, which contributes to classroom closures and high caseloads for current staff. A well-

compensated and supported workforce is essential to providing high-quality services to promote children’s optimal development and family well-being.

Current funded enrollment for sites that are identified for slot reductions are as follows.

Table 11: Enrollment

	Funded Enrollment	Current Enrollment	Eligible Waitlist	Potential Enrollment	
Crestline	45	35	35	1	80%
Cucamonga	118	88	88	6	80%
South Redlands	124	91	91	23	92%
Upland	80	48	48	18	83%

Note that data shows even if the entirety of the eligible waitlist for these classrooms were to be immediately enrolled, none of the sites would be fully enrolled based on funded enrollment.

Table 12 outlines sites that are identified for changes in program options and enrollment slots. These are areas of lesser need due to the income levels and education of the community, and the availability of TK. The data also aligns with the Geographic Information Systems (GIS) data that showed these communities have a high-income level and low high school dropout rates (See Appendix B). That indicates there are fewer low-income families in these areas, and these families are being served by PSD and a number of available preschool options.

Table 12: Information on sites with lesser need

Sites	Funded Enrollment	Current Enrollment (Open Slots)	Slots not served due to staffing issues	% of slots that are 3.5 Hour
Cucamonga	118	88	30	76%
Fontana	158			
Citrus		79	48	50%
South	124			
Redlands		91	30	66%
Rialto	154			
Renaissance		64	64	79%
Upland	80	48	32	80%
Crestline	45	35	0	66%

Closed classes have provided PSD with some insight based on the demands of the community for the type of program options families want the most. While full day EHS classes, and extended duration Head Start classes are easy to fill, Head Start part day 3.5 hour classes remain difficult to fill. There is a shrinking demand for this option. Data shows that 57% of PSD enrolled, single parent households are employed and the 81% of PSD enrolled, two parent households include adults who are working. These employed parents need longer hours of childcare outside the home.

Number of slots in reduction

In light of the oversaturation of preschool options in the community for children 3-5, high vacancy rate for teaching staff, and low enrollment in the 3.5 hour program option, PSD is requesting a mid-year reduction. This reduction support PSD’s efforts to meet the changing needs of the community following the pandemic, to maintain high quality programs and services provided to children and families, and to attract and retain qualified staff. PSD recommends reducing the slots of closed classrooms (thereby leaving enrolled families and children

unaffected,) and specifically the slots deemed least desirable by families in the community. This reduction also enables Preschool Services to address the challenges of service duration needs and the over saturation of Transitional Kindergarten in certain areas.

PSD is proposing a mid-year reduction of 258 slots from some of our currently closed Part-Day and Home-Based classrooms. The Early Head Start (EHS) program continues to be highly desired among our parents and the Community Assessment shows a growing need for providing services to 0-3 year old children. No changes or removals from the current EHS program are requested. In Fiscal Year 2022-2023 Goal #1 was to “Increase center-based services for children zero to three in the areas of highest need, as identified by the Community Assessment”, this mid-year reduction request aligns with this goal by not decreasing the Early Head Start program in any areas which is supported by the data of the Community Assessment. The requested reduction takes place entirely within two Head Start program options, with the majority of the reductions being taken from the 3.5 and 4.5 hour part day programs, and additional Head Start Home Base slots from the delegate agency. Maintaining current funding will support PSD’s efforts towards increasing compensation and attaining and attracting qualified staff. Reducing 3.5 hour offerings also makes our enrollment more marketable by offering longer duration class times. These reductions are exclusively taking place in classrooms that are currently closed and will not impact children, families, or staff. The decision to request a reduction is based on actual changes in the community and program adjustments are necessary to maintain a high-quality program with qualified staff. See Table 13 below for specific slot reductions.

Table 13: Slot Reductions

Slot Reductions			
Reduction amount	Program	Agency	Site
48	Home Base	Easter Seals	Valley View
24	3.5 hour 128 day	Easter Seals	Upland
30	3.5 hour 128 day	Preschool Services	Rancho Cucamonga
30	3.5 hour 128 day	Preschool Services	South Redlands
32	3.5 hour 128 day	Preschool Services	Fontana Citrus
32	3.5 hour 128 day	Preschool Services	Upland
32	3.5 hour 128 day	Preschool Services	Rialto Renaissance
30	3.5 hour 128 day	Preschool Services	Crestline

Since the approval of the GABI in May of 2022, the Preschool Services Department identified 42 slots that required adjustments to the program schedule. These changes are due to full day classes being placed at sites with open environments with part day classes. Part day classes in an open environment are not conducive to providing rest periods for the full day classes. The result is 32 Full day classes were changed to 228 day 4.5 hour classes and 10 Full Day HS/CSPP braided classes were changed to 175 day 6 hour HS/CSPP braided classes, as indicated in the chart below.

Table 14: Slot changes from the 22-23 initial GABI to the 22-23 proposed reduction

Total Changes 2022-2023 Mid-Year Reduction											
128/3.5 HS PD	128/8 HS FD	175/3.5 HS PD	175/8 HS FD	175/6 HS/CSPP FD	175/6 HS FD	175/3.5 CSPP PD	228/4.5 HS/CSPP PD	228/4.5 HS PD	239/10 HS FD	239/10 HS/CSPP FD	HS- HB
-210	0	0	0	10	0	0	0	32	-32	-10	-48

The table below provides comparison of the funded enrollment for both the changes made to the program after the GABI had been submitted, as well as the requests in the current mid-year reductions.

Table 15: Changes to the matrix between May and November 2022.

Slots Converted to other options			
Site of reduction	Slots reduced	Receiving site	Slots added
Adelanto	15 228 day 4.5 hr HS Part Day	Adelanto	15 228 day 4.5 hr HS/CSPP Part Day
Mill	32 228 day 4.5 hr HS Part Day	Highland Plaza	32 228 day 4.5 hr HS Part Day
Las Terrezas	32 239 day 10 hr HS Full Day	Las Terrezas	32 228 day 4.5 hr HS Part Day
Ontario Maple	16 239 day 10 hr HS/CSPP Full Day	Highland Plaza	16 175 day 6 hr HS Full Day
Northgate	4 239 day 10 hr HS/CSPP Full Day	Mill	4 239 day 10 hr HS/CSPP Full day
Arrowhead Grove	2 175 day 6 hr HS/CSPP Full Day	Victorville	2 239 day 10 hr HS/CSPP Full day
Ontario Maple	4 175 day 6 hr HS/CSPP Full Day	Victorville	4 239 day 10 hr HS/CSPP Full day
Site of reduction	Slots reduced		
Easter Seals Valley View	48 HS HB		
Easter Seals Upland	24 128 day 3.5 hr HS Part Day		
Cucamonga	30 128 day 3.5 hr HS Part Day		
South Redlands	30 128 day 3.5 hr HS Part Day		
Upland	32 128 day 3.5 hr HS Part Day		
Fontana Citrus	32 128 day 3.5 hr HS Part Day		
Rialto Renaissance	64 128 day 3.5 hr HS Part Day		

The reduction of slots that PSD is requesting come exclusively from Head Start Home Base, and 3.5 hour part day programs. By reducing these slots and increasing wages for existing staff, PSD provides an avenue for attracting and retaining qualified program staff to ensure that services are provided effectively and thoroughly at all of PSD’s sites. This also frees up classroom space for the future to provide more extended and full day classes for families as the workforce is stabilized and vacancies are filled. These are classes that families have shown not just a need for, but a desire for. Finally, these reductions will make it possible for PSD to focus on rebuilding the workforce, for staff to continue providing resources and supporting families and children, thus allowing children, families, and staff to thrive.

In consideration of equity and access to services for all students, the reduction will not change the current enrollment of students, the selection criteria, or reduce slots in the areas of need in the community. Equity in education is necessary for students to have the same

opportunities to start with, positive educational outcomes, and ensuring those equal opportunities are adjusted to make room for students who might need extra help and attention. Equity in early childhood education is largely interpreted as access to high – quality early education that promotes similar outcomes across economic groups to level the playing field of education for young children across America. PSD has elected to ensure equity in its Selection Criteria based on the Community Assessment. Data analysis determined specific groups who are underserved regarding community resources. Based on this information, PSD identified African American, Latin American Immigrants, children with Special Needs, children experiencing homelessness, and children at risk of abuse to receive more points for consideration in the Selection Criteria when entering the program. Management monitors ChildPlus to ensure the Selection Criteria is followed and waitlists are used accordingly. The reduction does not change the Selection Criteria and therefore does not affect waitlists or enrollment. Slots were reduced in areas of lesser need according to the Community Assessment, Census information, and Graphic Information Systems data and reductions did not occur in areas of highest need.

Planning and Staffing

PSD plans to implement the Mid-Year Reduction on April 1, 2023. No classes with currently enrolled children and families will be closed. This will empower staff to meet the need for high-quality services and provide full staffing to maintain the classes that are currently open. This meets the challenge of staffing that impacts the programs’ ability to provide high-quality services to the funded enrollment.

No transition plan is needed since children will not be changing classrooms. The reduction is coming from classes that are already closed. This should not affect the current curriculum, activities, or schedule of the children currently enrolled.

The Mid-Year Reduction will not incorporate any organizational or management structure changes. Staff will continue to teach the classes they are assigned, and continuity of care will be maintained. There are no changes in Teacher qualifications or certifications required and no changes to the coaching plan. In addition, caseloads are not impacted for currently employed Generalists. Any reduction in caseload when factoring in vacant positions will not be significant so deleting positions is not necessary.

Sub-Section B: Program Approach

The current service delivery models of Home Based and 3.5 hour day classes have shown to be the least popular with families in higher income communities and also have challenges meeting attendance requirements. According to the Community Assessment, the need for Early Head Start classes outweigh the need for more Head Start classes in the community due to a saturation of Transitional Kindergarten and Preschool offerings in the community. Also, the 3.5 hour day classes are not meeting the needs of working parents, parents enrolled in training programs, and families experiencing homelessness. The program options are still supportable within the program with the reductions. The need for equity has been addressed by the Selection Criteria and the judicious locating of closed and opened classrooms. There are no changes in center locations due to the Mid-Year reduction.

The proposed program schedule has been updated to include more training days for the Teaching staff so that they may participate in ongoing professional development and coaching to increase the quality of the services the children receive. See Appendix A for the program calendars. The following are the changes to the program calendars:

- The 228 day calendar has been changed to a 223 day, allowing for 5 additional days for training staff.

- The 239 day calendar has been changed to a 233 day, allowing for 6 additional days of training for EHS Teaching staff.
- The 239 day calendar has been changed to a 234 day, allowing for the additional 5 days of HS Teaching staff training.
- The 175 and 128 calendars have not been changed and no days are reduced for training.

There has been no change in duration funding, planned classroom hours, or activities. Updated calendars for all programs are in Appendix A.

Sub-Section C: Governance, Organizational, and Management Structures

The Shared Governance Board and Policy Council will be presented with the Mid-Year Reduction Plan in February 2023 and the San Bernardino County Board of Supervisors in March, 2023. A signed statement from the Chairman of the Shared Governance Board and the minutes from both meetings are in Appendix B.

Since staffing has been reduced by attrition, staffing costs have been reduced. The Mid-Year reduction seeks to match enrollment with the current staffing situation. The changes recommended are only to currently closed classes, there will be a reduction in teaching positions, but no changes needed to the organizational structure as a result of the Mid-Year reduction.

The proposed amount of reduction and funding will result in a sustainable, quality program that will continue to service the enrolled children with the highest needs in the community.

Section II. Budget and Budget Justification Narrative

The requested slot reduction takes place within two Head Start program options by reducing part day/home base slots into full day/center base program slots as shown in Table 6 above. Majority of the reductions are taken from the 3.5-hour part day program, and additional slots are taken from the Head Start Home Base slots of the delegate agency. These changes will continue to deliver the full range of services consistent with 45 CFR § 1302.20(b). There are cost savings on staffing (10 Teacher II positions and 6 Teacher aid positions), supplies and other program expenses because of changing program options. However, there is a nationwide cost increases (8% or more) on employment, supplies, facility lease, construction, and other program expenses.

To enhance employment stability, competitiveness among other early childhood education programs, and to attract new teaching staff, a one-time compensation of approximately \$800,000 for PSD contract staff will be distributed in the third quarter of this program year. The focus is on positions for which staffing challenges are most pressing and are impacting the program's ability to provide high-quality services to enrolled children. Providing competitive financial incentives with existing grant funds is a short-term strategy to invest in the Head Start workforce and promote retention of current staff.

PSD will utilize \$270,612 from the savings of this slot's reduction (the remaining amount will be charged to other funds). The detailed cost savings and increases are illustrated in Table 10 below:

Table 16: Cost Savings and Increases

	128/3.5	128/8	175/3.5	175/8	175/6	175/6	175/3.5	228/4.5	228/4.5	239/10	239/10			
	HS	HS	HS	HS	HS /CSPP	HS	CSPP	HS /	HS	HS	HS	HS/CSPP	HS-HB	Net Total
	PD	FD	PD	FD	FD	FD	PD	PD	PD	PD	FD	FD		
# of Slots changes	-210	0	0	0	10	0	0	0	32	-32	-10	-48		-258
Full Day Equivalent:	-105				10				16	-32	-10	-48		-169
# of Teacher/Teacher Aide	-15	0	0	0	3	0	0	0	3	-5	-3	-4		-21
Costs	\$ (653,203)	##	\$ -	\$ -	\$ 108,867	\$ -	\$ -	\$ -	\$ 108,867	\$ (217,734)	\$ (108,867)	\$ (203,840)		\$ (965,910)
Reduced # of FTE					-21									
Cost Savings on Staffing					\$ (965,910)									
Cost Savings on Program Supplies (170 Slots*\$3381 per slot)					\$ (229,840)									
Estimated One-time Stipend for Teaching Staff(partial)					\$ 270,612									
Program Cost increases due to inflation:														
Supplies (8%)					\$ 101,189									
Other (8%)					\$ 707,474									
Equipment (28%)					\$ 116,475									
					Net Savings:									\$ 0

The program option changes will not cause any preschool site closure and have no impact on currently enrolled children, families, or currently employed staff. All employed staff remain at their positions, and staff reductions are from current positions that are not filled. PSD has evaluated the opportunity of outsourcing services. Currently, PSD has a Delegate Agency and other contractors that have provided program support; however, these agencies are affected by staff attrition and low enrollment. The cost per child are more than PSD in-house services. Therefore, the option of outsourcing services is not financially and operationally practical this time.

Overall, the potential cost savings will be reinvested on the Head Start programs for maintaining current operations and services including program administration. There is no additional or one-time funding required for these changes. PSD staff are deeply committed to the mission of the program and are highly qualified professions. PSD seeks to provide high-quality, comprehensive services to the highest need children and families while improving staff compensation and supports.

Appendix A: Program Calendars

Preschool Services Department 175 Calendar

6 Hours 1/12/2023

FY 2022–2023

July 2022							August 2022							September 2022						
Su	M	Tu	W	Th	F	Sat	Su	M	Tu	W	Th	F	Sat	Su	M	Tu	W	Th	F	Sat
*	*	*	*	*	1	2	*	1	2	3	4	5	6	*	*	*	*	1	2	3
3	4	5	6	7	8	9	7	8	9	10	11	12	13	4	5	6	7	8	9	10
10	11	12	13	14	15	16	14	15	16	17	18	19	20	11	12	13	14	15	16	17
17	18	19	20	21	22	23	21	22	23	24	25	26	27	18	19	20	21	22	23	24
24	25	26	27	28	29	30	28	29	30	31	*	*	*	25	26	27	28	29	30	*
31	July Operation Days					0	August Operation Days					7	Sept Operation Days					18		

October 2022							November 2022							December 2022						
Su	M	Tu	W	Th	F	Sat	Su	M	Tu	W	Th	F	Sat	Su	M	Tu	W	Th	F	Sat
*	*	*	*	*	*	1	*	*	1	2	3	4	5	*	*	*	*	1	2	3
2	3	4	5	6	7	8	6	7	8	9	10	11	12	4	5	6	7	8	9	10
9	10	11	12	13	14	15	13	14	15	16	17	18	19	11	12	13	14	15	16	17
16	17	18	19	20	21	22	20	21	22	23	24	25	26	18	19	20	21	22	23	24
23	24	25	26	27	28	29	27	28	29	30	*	*	*	25	26	27	28	29	30	31
30	31	Oct Op. Days				17	Nov Operation Days					19	Dec Operation Days					11		

January 2023							February 2023							March 2023						
Su	M	Tu	W	Th	F	Sat	Su	M	Tu	W	Th	F	Sat	Su	M	Tu	W	Th	F	Sat
1	2	3	4	5	6	7	*	*	*	1	2	3	4	*	*	*	1	2	3	4
8	9	10	11	12	13	14	5	6	7	8	9	10	11	5	6	7	8	9	10	11
15	16	17	18	19	20	21	12	13	14	15	16	17	18	12	13	14	15	16	17	18
22	23	24	25	26	27	28	19	20	21	22	23	24	25	19	20	21	22	23	24	25
29	30	31	*	*	*	*	26	27	28	*	*	*	*	26	27	28	29	30	31	*
January Operation Days					18	February Operation Days					16	March Operation Days					16			

April 2023							May 2023							June 2023						
Su	M	Tu	W	Th	F	Sat	Su	M	Tu	W	Th	F	Sat	Su	M	Tu	W	Th	F	Sat
*	*	*	*	*	*	1	*	1	2	3	4	5	6	*	*	*	*	1	2	3
2	3	4	5	6	7	8	7	8	9	10	11	12	13	4	5	6	7	8	9	10
9	10	11	12	13	14	15	14	15	16	17	18	19	20	11	12	13	14	15	16	17
16	17	18	19	20	21	22	21	22	23	24	25	26	27	18	19	20	21	22	23	24
23	24	25	26	27	28	29	28	29	30	31	*	*	*	25	26	27	28	29	30	*
30	April Operation Days					17	May Operation Days					19	June Operation Days					17		

175 = Teaching Day

2 = Parent Orientation

10 = Paperwork days/non-school days

10 = Holiday

15 = Recess

8 = Pre-Service/In-Service/Training

Note: PSD staff will follow the terms of their MOU or Contract.

Sites: Adelanto, Apple Valley, Barstow, Chino, Del Rosa, Fontana Citrus, Highland Plaza, Ontario Maple, Redlands South, Rialto Eucalyptus, Tweny-Nine Palms, Victorville Northgate, Whitney Young, Yucca Valley

**Preschool Services Department
128 Calendar
3.5 and 8 Hours
FY 2022-2023**

1/12/2023

July 2022						
Su	M	Tu	W	Th	F	Sat
*	*	*	*	*	1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31	July Operation Days					0

August 2022						
Su	M	Tu	W	Th	F	Sat
*	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31	*	*	*
August Operation Days						6

September 2022						
Su	M	Tu	W	Th	F	Sat
*	*	*	*	1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	*
Sept Operation Days						16

October 2022							
Su	M	Tu	W	Th	F	Sat	
*	*	*	*	*	*	1	
2	3	4	5	6	7	8	
9	10	11	12	13	14	15	
16	17	18	19	20	21	22	
23	24	25	26	27	28	29	
30	31	Oct Op. Days					15

November 2022						
Su	M	Tu	W	Th	F	Sat
*	*	1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	*	*	*
Nov Operation Days						17

December 2022						
Su	M	Tu	W	Th	F	Sat
*	*	*	*	1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31
Dec Operation Days						9

January 2023						
Su	M	Tu	W	Th	F	Sat
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31	*	*	*	*
January Operation Days						16

February 2023						
Su	M	Tu	W	Th	F	Sat
*	*	*	1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	*	*	*	*
February Operation Days						14

March 2023						
Su	M	Tu	W	Th	F	Sat
*	*	*	1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	*
March Operation Days						14

April 2023						
Su	M	Tu	W	Th	F	Sat
*	*	*	*	*	*	1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	April Operation Days					16

May 2023						
Su	M	Tu	W	Th	F	Sat
*	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31	*	*	*
May Operation Days						5

June 2023						
Su	M	Tu	W	Th	F	Sat
*	*	*	*	1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	*
June Operation Days						0

- 128 = Teaching Day 8 = Holiday
- 2 = Parent Orientation 15 = Recess 8 = Pre-Service/In-service
- 39 = Paperwork days/non-school days

Note: PSD staff will follow the terms of their MOU or Contract.

Sites: Adelanto, Apple Valley, Arrowhead Grove, Barstow, Boys & Girls Club, Chino, Crestline, Cucamonga, Del Rosa, Fontana Citrus, Hesperia, Highland, Mill, Ontario Maple, Redlands South, Rialto Eucalyptus, Rialto Renaissance, SB Parks & Rec, Upland, Westminster, Yucaipa, Yucca Valley

Preschool Services Department 223 Calendar

4.5 Hours

12/5/2022

FY 2022–2023

July 2022						
Su	M	Tu	W	Th	F	Sat
*	*	*	*	*	1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31	July Operation Days					18

August 2022						
Su	M	Tu	W	Th	F	Sat
*	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31	*	*	*
August Operation Days						22

September 2022						
Su	M	Tu	W	Th	F	Sat
*	*	*	*	1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	*
Sept Operation Days						21

October 2022						
Su	M	Tu	W	Th	F	Sat
*	*	*	*	*	*	1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31	Oct Op. Days				19

November 2022						
Su	M	Tu	W	Th	F	Sat
*	*	1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	*	*	*
Nov Operation Days						19

December 2022						
Su	M	Tu	W	Th	F	Sat
*	*	*	*	1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31
Dec Operation Days						12

January 2023						
Su	M	Tu	W	Th	F	Sat
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31	*	*	*	*
January Operation Days						19

February 2023						
Su	M	Tu	W	Th	F	Sat
*	*	*	1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	*	*	*	*
February Operation Days						17

March 2023						
Su	M	Tu	W	Th	F	Sat
*	*	*	1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	*
March Operation Days						17

April 2023						
Su	M	Tu	W	Th	F	Sat
*	*	*	*	*	*	1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	April Operation Days					19

May 2023						
Su	M	Tu	W	Th	F	Sat
*	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31	*	*	*
May Operation Days						21

June 2023						
Su	M	Tu	W	Th	F	Sat
*	*	*	*	1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	*
June Operation Days						19

- 223 = Teaching Day
- 11 = Holiday
- 1 = Parent Orientation
- 15 = Recess
- 8 = Pre-Service/In-Service/Training
- 3 = Paperwork days/non-school days

Note: PSD staff will follow the terms of their MOU or Contract.

Sites: Adelanto, Chino, Hesperia, Highland Plaza

**Preschool Services Department
233 Calendar
FULL-DAY EHS CENTER BASE
FY 2022-2023**

12/5/2022

July 2022						
Su	M	Tu	W	Th	F	Sat
*	*	*	*	*	1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31	July Operation Days					18

August 2022						
Su	M	Tu	W	Th	F	Sat
*	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31	*	*	*
August Operation Days						22

September 2022						
Su	M	Tu	W	Th	F	Sat
*	*	*	*	1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	*
Sept Operation Days						21

October 2022						
Su	M	Tu	W	Th	F	Sat
*	*	*	*	*	*	1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31	Oct Op. Days				19

November 2022						
Su	M	Tu	W	Th	F	Sat
*	*	1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	*	*	*
Nov Operation Days						19

December 2022						
Su	M	Tu	W	Th	F	Sat
*	*	*	*	1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31
Dec Operation Days						19

January 2023						
Su	M	Tu	W	Th	F	Sat
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31	*	*	*	*
January Operation Days						19

February 2023						
Su	M	Tu	W	Th	F	Sat
*	*	*	1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	*	*	*	*
February Operation Days						17

March 2023						
Su	M	Tu	W	Th	F	Sat
*	*	*	1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	*
March Operation Days						22

April 2023						
Su	M	Tu	W	Th	F	Sat
*	*	*	*	*	*	1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	April Operation Days					19

May 2023						
Su	M	Tu	W	Th	F	Sat
*	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31	*	*	*
May Operation Days						21

June 2023						
Su	M	Tu	W	Th	F	Sat
*	*	*	*	1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	*
June Operation Days						17

- 233 = Teaching Day 14 = Holiday
- 1 = Parent Orientation 9 = Pre-Service/In-Service/Training EHS Center Base Professional Development
- 4 = Paperwork days/non-school days

Note: PSD staff will follow the terms of their MOU or Contract.

Sites: Apple Valley, Barstow, Chino, Fontana Citrus, Mill, Ontario Maple, Rialto Eucalyptus, Victorville, Yucca Valley



Preschool Services Department
234 Calendar
FULL-DAY HEAD
START
FY 2022–2023

12/5/2022

July 2022						
Su	M	Tu	W	Th	F	Sat
*	*	*	*	*	1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31	July Operation Days					18

August 2022						
Su	M	Tu	W	Th	F	Sat
*	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31	*	*	*
August Operation Days						22

September 2022						
Su	M	Tu	W	Th	F	Sat
*	*	*	*	1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	*
Sept Operation Days						21

October 2022						
Su	M	Tu	W	Th	F	Sat
*	*	*	*	*	*	1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31	Oct Op. Days				19

November 2022						
Su	M	Tu	W	Th	F	Sat
*	*	1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	*	*	*
Nov Operation Days						19

December 2022						
Su	M	Tu	W	Th	F	Sat
*	*	*	*	1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31
Dec Operation Days						19

January 2023						
Su	M	Tu	W	Th	F	Sat
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31	*	*	*	*
January Operation Days						19

February 2023						
Su	M	Tu	W	Th	F	Sat
*	*	*	1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	*	*	*	*
February Operation Days						17

March 2023						
Su	M	Tu	W	Th	F	Sat
*	*	*	1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	*
March Operation Days						22

April 2023						
Su	M	Tu	W	Th	F	Sat
*	*	*	*	*	*	1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	April Operation Days					19

May 2023						
Su	M	Tu	W	Th	F	Sat
*	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31	*	*	*
May Operation Days						21

June 2023						
Su	M	Tu	W	Th	F	Sat
*	*	*	*	1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	*
June Operation Days						18

- 234 = Teaching Day
- 14 = Holiday
- 1 = Parent Orientation
- 8 = Pre-Service/In-service/Training
- 4 = Paperwork days/non-school days

Note: PSD staff will follow the terms of their MOU or Contract.

Sites: Adelanto, Apple Valley, Baker FLC, Barstow, Chino, Fontana Citrus, Hesperia, Highland Plaza, Las Terrazas, Mill, Ontario Maple, Redlands-Valencia Grove, Rialto Eucalyptus, Rialto Willow, Victorville, Victorville Northgate, Whitney Young, Yucca Valley

Preschool Services Department 239 Calendar

EHS SOCIALIZATION FY 2022-2023

1/12/2023

July 2022						
Su	M	Tu	W	Th	F	Sat
*	*	*	*	*	1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31	July Operation Days					15

August 2022						
Su	M	Tu	W	Th	F	Sat
*	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31	*	*	*
	August Operation Days					18

September 2022						
Su	M	Tu	W	Th	F	Sat
*	*	*	*	1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	*
	Sept Operation Days					16

October 2022						
Su	M	Tu	W	Th	F	Sat
*	*	*	*	*	*	1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31	Oct Op. Days				15

November 2022						
Su	M	Tu	W	Th	F	Sat
*	*	1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	*	*	*
	Nov Operation Days					14

December 2022						
Su	M	Tu	W	Th	F	Sat
*	*	*	*	1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31
	Dec Operation Days					13

January 2023						
Su	M	Tu	W	Th	F	Sat
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31	*	*	*	*
	January Operation Days					14

February 2023						
Su	M	Tu	W	Th	F	Sat
*	*	*	1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	*	*	*	*
	February Operation Days					14

March 2023						
Su	M	Tu	W	Th	F	Sat
*	*	*	1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	*
	March Operation Days					18

April 2023						
Su	M	Tu	W	Th	F	Sat
*	*	*	*	*	*	1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	April Operation Days					15

May 2023						
Su	M	Tu	W	Th	F	Sat
*	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31	*	*	*
	May Operation Days					18

June 2023						
Su	M	Tu	W	Th	F	Sat
*	*	*	*	1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	*
	June Operation Days					14

- 48 = Visits
- 14 = Holiday
- 13 = EHS 9/80 off Friday
- 1 = Parent Orientation
- 3 = Pre-Service/In-service
- 24 = Socialization Days
- 6 = Paperwork days/non-school days
- 18 = Make-up Days

Note: PSD staff will follow the terms of their MOU or Contract.

Sites: Apple Valley, Barstow, Chino, Fontana Citrus, Hesperia, Redlands South, Victorville, Whitney Young, Yucaipa, Yucca Valley

Preschool Services Department Calendar

HS SOCIALIZATION
FY 2022-2023

7/22/2022

July 2022						
Su	M	Tu	W	Th	F	Sat
*	*	*	*	*	1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31	July Operation Days					0

August 2022						
Su	M	Tu	W	Th	F	Sat
*	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31	*	*	*
August Operation Days						6

September 2022						
Su	M	Tu	W	Th	F	Sat
*	*	*	*	1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	*
Sept Operation Days						16

October 2022						
Su	M	Tu	W	Th	F	Sat
*	*	*	*	*	*	1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31	Oct Op. Days				15

November 2022						
Su	M	Tu	W	Th	F	Sat
*	*	1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	*	*	*
Nov Operation Days						17

December 2022						
Su	M	Tu	W	Th	F	Sat
*	*	*	*	1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31
Dec Operation Days						9

January 2023						
Su	M	Tu	W	Th	F	Sat
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31	*	*	*	*
January Operation Days						16

February 2023						
Su	M	Tu	W	Th	F	Sat
*	*	*	1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	*	*	*	*
February Operation Days						14

March 2023						
Su	M	Tu	W	Th	F	Sat
*	*	*	1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	*
March Operation Days						14

April 2023						
Su	M	Tu	W	Th	F	Sat
*	*	*	*	*	*	1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	April Operation Days					16

May 2023						
Su	M	Tu	W	Th	F	Sat
*	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31	*	*	*
May Operation Days						5

June 2023						
Su	M	Tu	W	Th	F	Sat
*	*	*	*	1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	*
June Operation Days						0

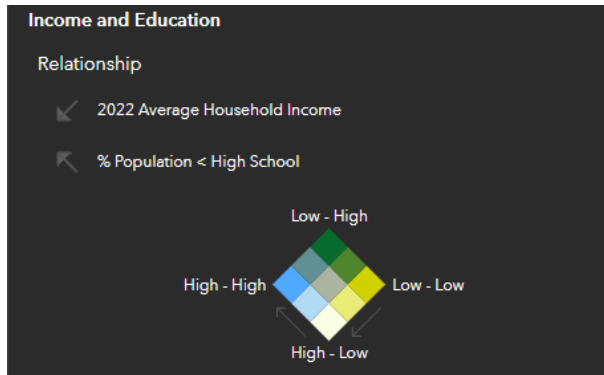
- 34 = Visits
- 8 = Holiday
- 18 = Socialization Days
- 2 = Parent Orientation
- 3 = Pre-Service/In-service
- 6 = Make-up Home Visits
- 12 = Paperwork days/non-school days
- 15 = Recess

Note: PSD staff will follow the terms of their MOU or Contract.

Sites: Apple Valley, Mill

Appendix B: Geographical Information System (GIS) data

Below is the legend for the following data regarding sites with Low Average Household income and Low rates of High School diplomas. These sections have the Green and Yellow areas. Note that these areas do not show up as yellow or green in the higher income higher educated areas.



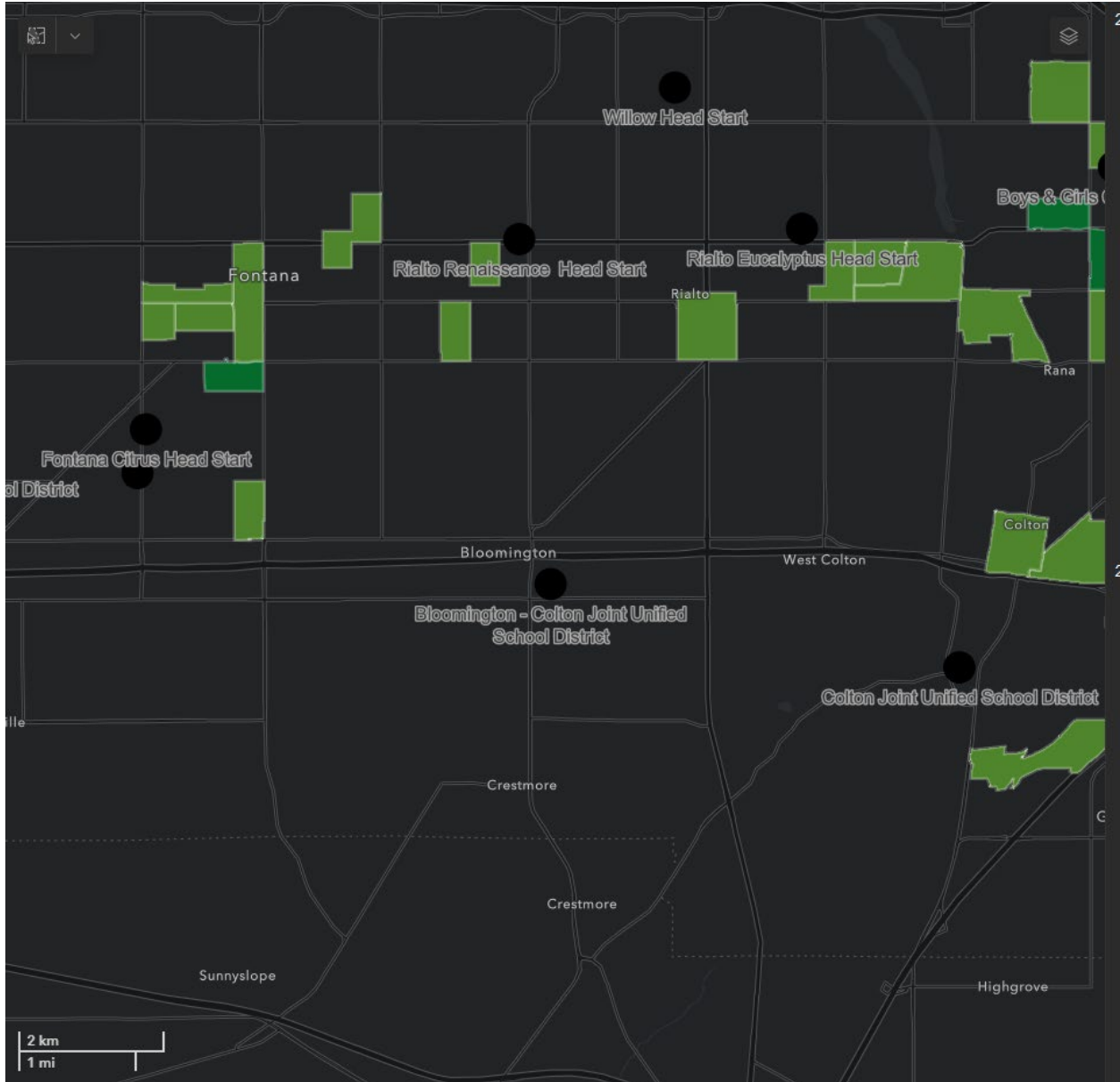
West End Area

Below is the West End of San Bernardino County where Cucamonga, Upland and Easter Seals slots were reduced. This an area of higher need. Note that the large yellow area is in Guasti which is an unincorporated area.



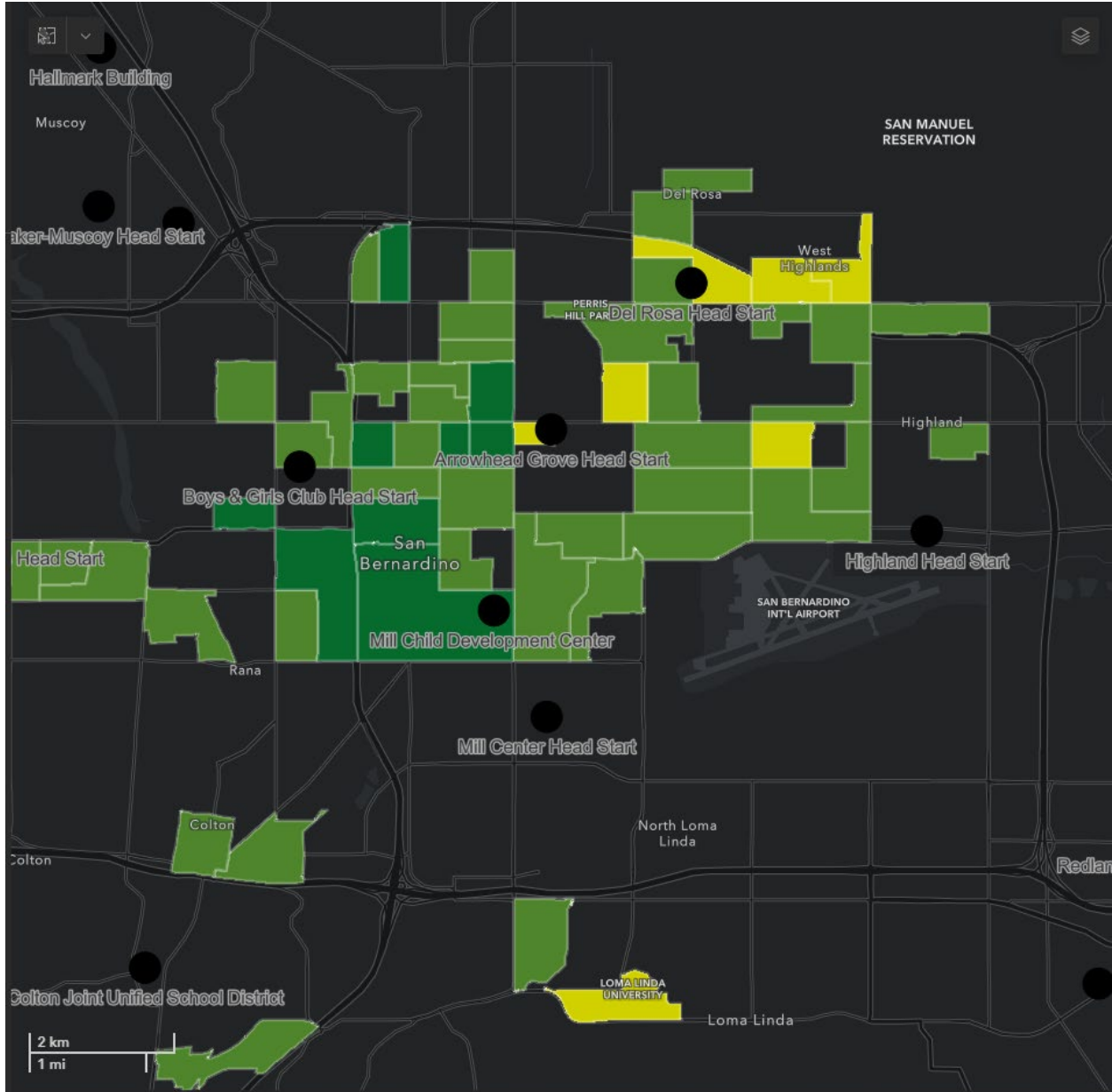
Fontana and Rialto Area

Although there are a few places with low income and high graduation rates, the majority of the area is higher income and high graduation rates. These are areas of lesser need.



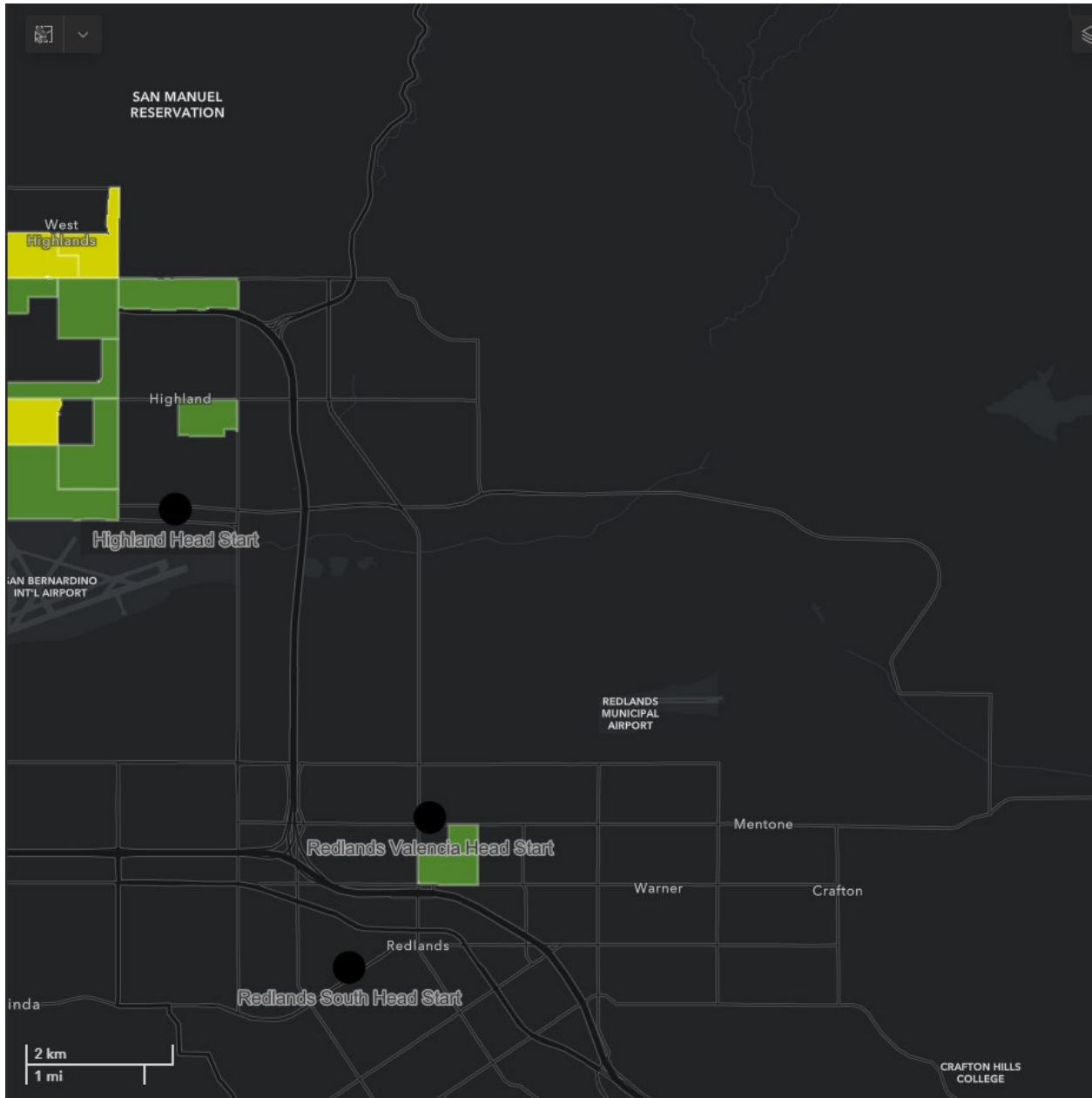
San Bernardino Valley Area

This area is more saturated with low income/low graduation areas. This is a higher need area where slots were not reduced.



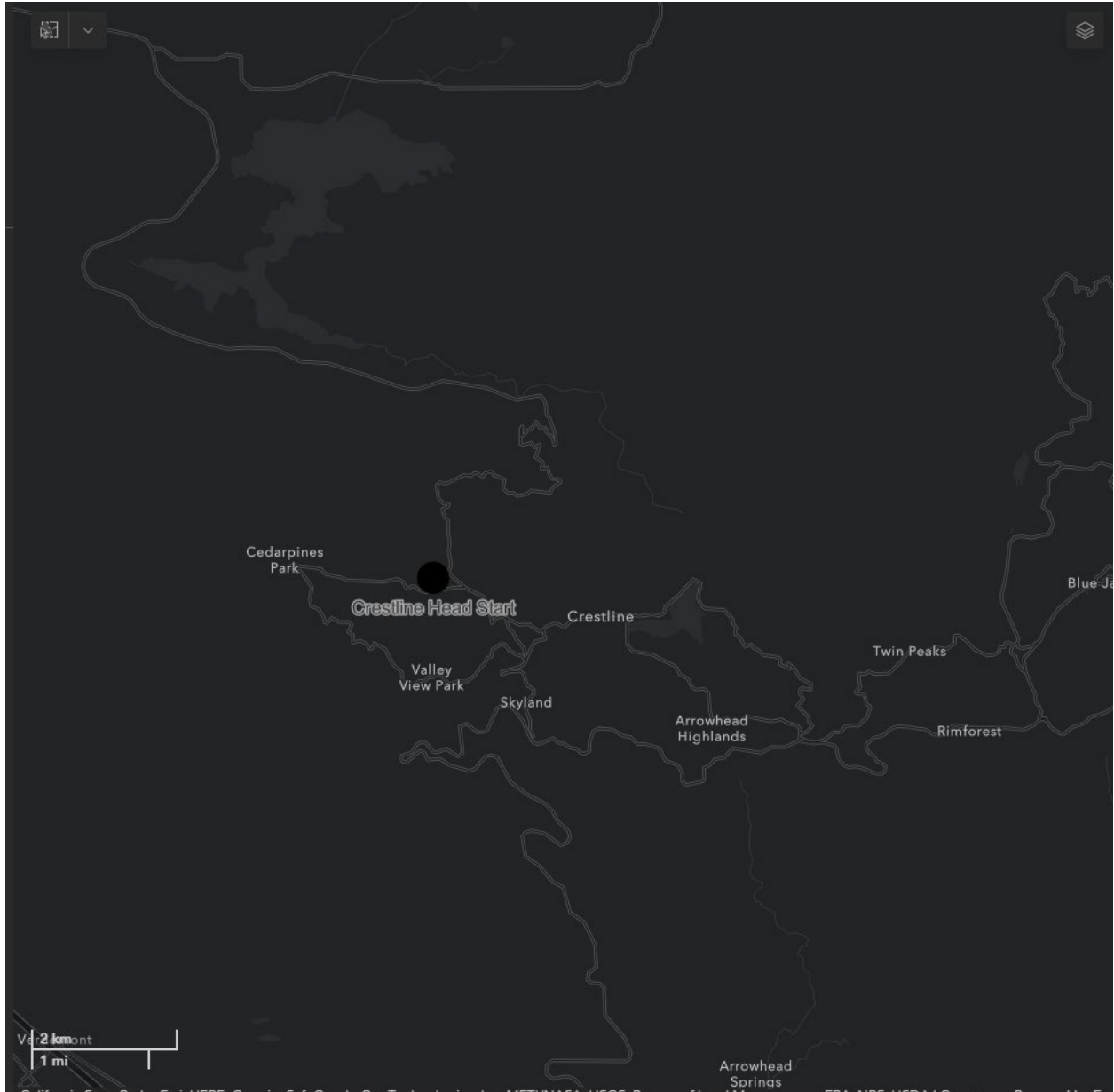
Redlands South Area

This area is in the San Bernardino Valley but has a higher income level and higher graduation rates. It is an area of lesser need.



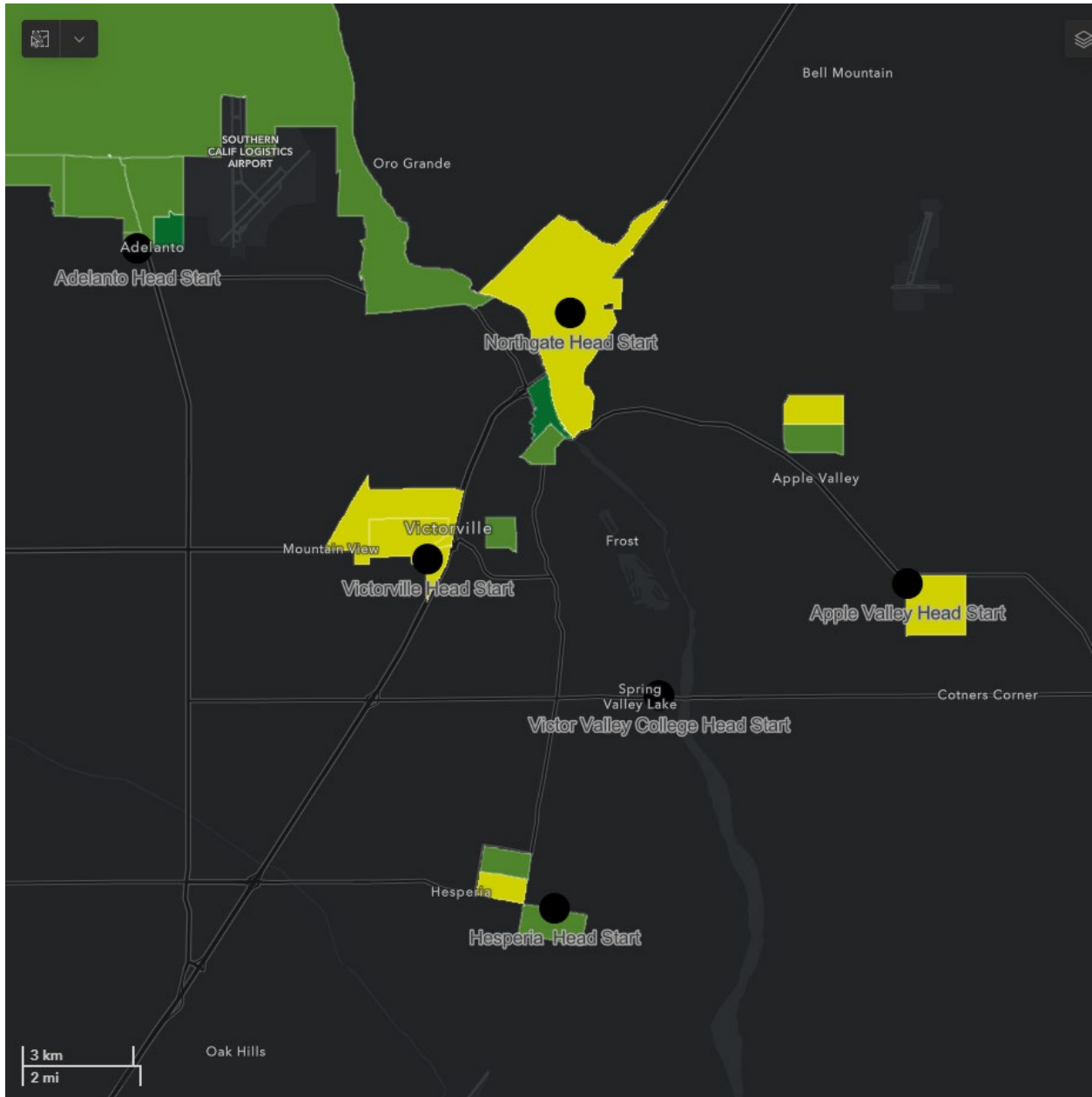
Crestline Area

This area had slots reduced because it is a higher income/higher graduation rate area. It is an area of lesser need.



High Desert Area

This area is lower income/lower graduation rates and slots were not reduced in this area. It is an area of higher need.



Low Desert Area

The Low Desert area is also a higher need area. With lower income/lower graduation rates. No slots were reduced in this area.

