



# Preschool Services ANNUAL REPORT



2015-2016



# INTRODUCTION

The County of San Bernardino Preschool Services Department (PSD) administers the Federal Head Start (HS), Early Head Start (EHS), Early Head Start Child Care Partnership (EHS-CCP), and California State Preschool Program (CSPP). Since 1965, PSD has provided comprehensive services that meet the emotional, health, nutritional, and psychological needs of preschool children ages zero to five from low income families. PSD served over 6,500 disadvantaged children ages zero (0) to five (5) and their families at 43 preschool sites and 30 private Family Child Care providers countywide in program year 2015-2016.

PSD is committed to serving the most vulnerable populations of low-income families; pregnant mothers and teen parents; children with disabilities and/or special needs; foster children; and children and families experiencing homelessness. PSD programs address developmental goals for children and provide support for parents to achieve self-sufficiency.

PSD has encountered challenges including a high percentage of children living in poverty in the County of San Bernardino. PSD conducts an annual community assessment that paints a picture of the community needs and describes the diverse needs of families who may receive services. In addition, the community assessment covers the community's history, its economic environment, and the community's strengths and challenges. The most recent community assessment included data from Kidsdata.org which reported that there are 563,852 children ages 0 to 17 residing in San Bernardino County. According to the San Bernardino County Indicators Report 2015, in 2014 27.2% of all San Bernardino County children under 18 live in poverty while 17.5% of adults and 11.6% of older adults (ages 65 or older) live in poverty. This means 153,368 children ages 0 to 17 live in poverty in San Bernardino County. This is a vast problem for the region's long term future. Given the difficulty that San Bernardino County has with its education

level of its existing workforce, the challenges facing today's school children will be greater. The largest challenge PSD has encountered is the vast geographic size of our county. At 20105 square miles, the County of San Bernardino is the largest county in the country by geographic area; bordered by five other counties and two states. This exceeds the square mileage of Connecticut, Delaware, Massachusetts and Rhode Island combined. By proactively preparing for challenges, PSD has designed and implemented innovative projects and models which have increased the resources and services provided in the community.

PSD operates under the County umbrella which supports the department in accessing community resources and services. The County of San Bernardino Board of Supervisors and the Shared Governance Board are responsible for program oversight. The Board of Supervisors is comprised of elected officials and the Shared Governance Board is comprised of Department Directors from various County Departments, the Superintendent of San Bernardino County Superintendent of Schools and one Supervisor from the Board of Supervisors. Additionally, PSD receives program guidance and direction from the Policy Council that is comprised of parents of preschool children and community representatives. The Policy Council responsibilities include developing, monitoring and approving program goals, policies and budgets. PSD has successfully partnered with other County departments and community agencies including: Department of Behavioral Health, Department of Public Health, Children and Family Services, Transitional Assistance Department and First 5. These partnerships afford PSD the opportunity to deliver comprehensive services to children and their families in communities countywide.

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# SHARED GOVERNANCE BOARD



**Josie Gonzales, SGB Chair**  
**Board of Supervisor, Fifth District**

San Bernardino County has been home to Josie Gonzales her entire life. She lived in Colton for 20 years; then she spent the next 23 years of her life in the Del Rosa area, an unincorporated pocket of San Bernardino. In 1995 she moved to the City of Fontana where she served as a Fontana City Councilmember until her election as Fifth District Supervisor in 2004.

As a public servant she strives to promote great community pride through cooperative efforts and to build relationships on local, state and federal levels. Her "People First" philosophy is founded on bringing non-partisan resources together for the greater good of the communities she serves. She strongly believes that when we work together with the concerns and needs of the people as our priority, we can accomplish great things.

As a county representative on various boards, committees and commissions, Supervisor Gonzales works hard to find the common threads among services and programs that will help bring a healthier, enriched quality of life for her constituents. Along with her colleagues on the Board of Supervisors, Supervisor Gonzales believes in prioritizing early learning and development of young children in order to prepare them for their educational journey. As a former Head Start parent, she believes that access to a great education from Cradle to Career is the key to achieving our Countywide Vision.

Prior to being elected, Supervisor Gonzales owned and operated a successful small business in San Bernardino County. She resides in Fontana with her husband, and enjoys spending time with her four adult children and six grandchildren.



**Dr. Maxwell Ohikhuare SGB Vice Chair**  
**Health Officer for San Bernardino County Public Health**

Dr. Maxwell Ohikhuare is the Health Officer for San Bernardino County. He received his professional medical degree from State University of New York, Downstate College of Medicine – Doctor of Medicine in 1976. He is Board certified by the American College of OB/GYN since 1982. He has served in several medical staff leadership roles including Chief of Staff, Chairman of the Board of Trustees and Lead Physician for several medical missions commissioned by various international organizations and foreign governments for the treatment of HIV and other medical and surgical care. Dr. Ohikhuare is a fellow of the American College of Surgeons, American College of OB/GYN

and the International College of Surgeons. He is a member of the American College of Preventive Medicine and has directed the Women's Health Department at Riverside Regional Medical Center as well as the Residency Program at Arrowhead Regional Medical Center for OB/GYN.

Currently, he serves as a Commissioner, First 5 Commission of San Bernardino; as Co-Chair, Community Vital Signs Initiative, Inland Empire HIV Planning Council; as the Supervising Physician – Loma Linda University of Preventive Medicine Residency Program; as a Board Member – California Conference of Local Health Officers and member of the Board of Directors – Health Officers Association of California; and is the President/Chair – Exceptional Care Managed Group (Healthcare Managed Care).



**CaSonya Thomas**  
**Director for Department of Behavior Health**

Ms. Thomas has over 25 years of experience in public service. She was appointed as the Director of Behavioral Health in March 2012. She leads a staff of dedicated employees committed to our job of creating a county in which those who reside and invest can prosper and achieve well-being.

Ms. Thomas has a Bachelor's Degree in Business Administration and a post-graduate degree in Public Administration, both from Cal State San Bernardino. Ms. Thomas is also certified in healthcare compliance by the national Health Care Compliance Board.

Ms. Thomas served as President-Elect to the County Behavioral Health Directors Association (CBHDA) of California, whose goals include advocating and developing public policy agendas that promote access to necessary quality services that promote behavioral health and wellness, resiliency and recovery in communities. She also served as the Co-Chair of the CBHDA Cultural Competence, Equity and Social Justice Committee.

Ms. Thomas has dedicated her career to advocating for equity and full inclusion of vulnerable populations and is a fervent believer that "Behavioral Health is Essential to Health • Prevention Works • Treatment is Effective • People Recover."



**Kathy Turnbull**  
**Children's Network Office for San Bernardino County**

Ms. Turnbull has worked for San Bernardino County for 18 years, first as a supervisor for the Child Support Division then as an Employment Specialist for Jobs and Employment Services. After receiving her Master Degree in Social Work, she went to work for Children and Family Services as a Social Service Practitioner. Her desire to see children safely reunify with their families sparked her interest in the Wraparound program, which is a family centered, strength based team approach to working with high risk children and families. She became the Wraparound Program Coordinator and helped to develop and market the program countywide. Although she missed the actual face

to face contact of working with families directly, she appreciated the opportunity to see the bigger picture and the ability to affect change on a larger scale.

She first came to the Children's Network as Associate Director and was promoted to Network Officer. Children's Network was created to identify gaps and overlaps in services, to set priorities for interagency projects, and to implement collaborative programs to ensure more comprehensive services to children and youth countywide. She oversees all of the daily operations of the Network and chairs or sits on most of the committees and workgroups throughout the county that address the needs of high risk children and families.

Programs at the Children's Network that she participates in and oversees include: SART (Screening Assessment Referral and Treatment) CASE (Coalition Against Sexual Exploitation), and the Child Abuse Prevention Council.

She is currently on the Board of Directors for CASA (Court Appointed Special Advocates) of San Bernardino County and serves on their executive committee as President. Additionally, she is co-chair on the Foster Care Advisory Council and vice chair for the Homeless Youth Task Force.

## SHARED GOVERNANCE BOARD CONTINUED



**Theodore "Ted" Alejandre, County Superintendent**  
San Bernardino County Superintendent of Schools

San Bernardino County Superintendent of Schools' Ted Alejandre began his four-year term as the county's 34th superintendent on January 5, 2015 after being elected to office in June 2014.

With more than 28 years of experience in public education, Mr. Alejandre has been a teacher, vice principal, principal and director of fiscal services at the district level, and served as the assistant superintendent of Business Services in the Yucaipa-Calimesa Joint Unified School District. He joined County Schools in 2008 as the assistant superintendent of Business Services, and later was

appointed deputy superintendent, overseeing all operations of the organization.

Mr. Alejandre is a lieutenant colonel in the Air Force Reserves and served 18 years with the 701st Combat Operations Squadron. Currently, he serves as an Air Force liaison officer for local high schools, and is responsible for the recruitment and evaluation of prospective students for the Air Force Academy.

As County Superintendent, Mr. Alejandre works collaboratively with educators, families, other agencies and stakeholders to provide advocacy, leadership and services for and on behalf of the 411,000 K-12 students attending public schools in San Bernardino County. His office oversees a \$230 million annual operating budget and employs nearly 2,000 employees.

## DIRECTOR BIOGRAPHY



**Diana Alexander**  
Director of Preschool Services

Diana Alexander is the Director of the San Bernardino County Preschool Services Department. Mrs. Alexander is responsible for overseeing the operations of over 700 employees at 43 preschool sites, who serve over 6,500 disadvantaged children and families. Her federal programs include Early Head Start, Head Start and Early Head Start Child Care Partnership, and a state program through California Department of Education. She is committed to providing comprehensive quality early education services to the most vulnerable population of children in our county from ages zero to five. Additionally, she strives to empower families by providing access to community resources and

engagement strategies for parents in the community in an effort to break the cycle of poverty. She is passionate about the Countywide Vision, and the Cradle to Career Roadmap, and sees it as a way to reach her ultimate goal which is to see children and their parents become successful in life through education, and to become positive contributors in the local community.

Mrs. Alexander received an Associate's Degree in Liberal Arts from San Bernardino Valley College, and holds a Bachelor's and a Master's Degree in Public Administration, both from California State University San Bernardino.

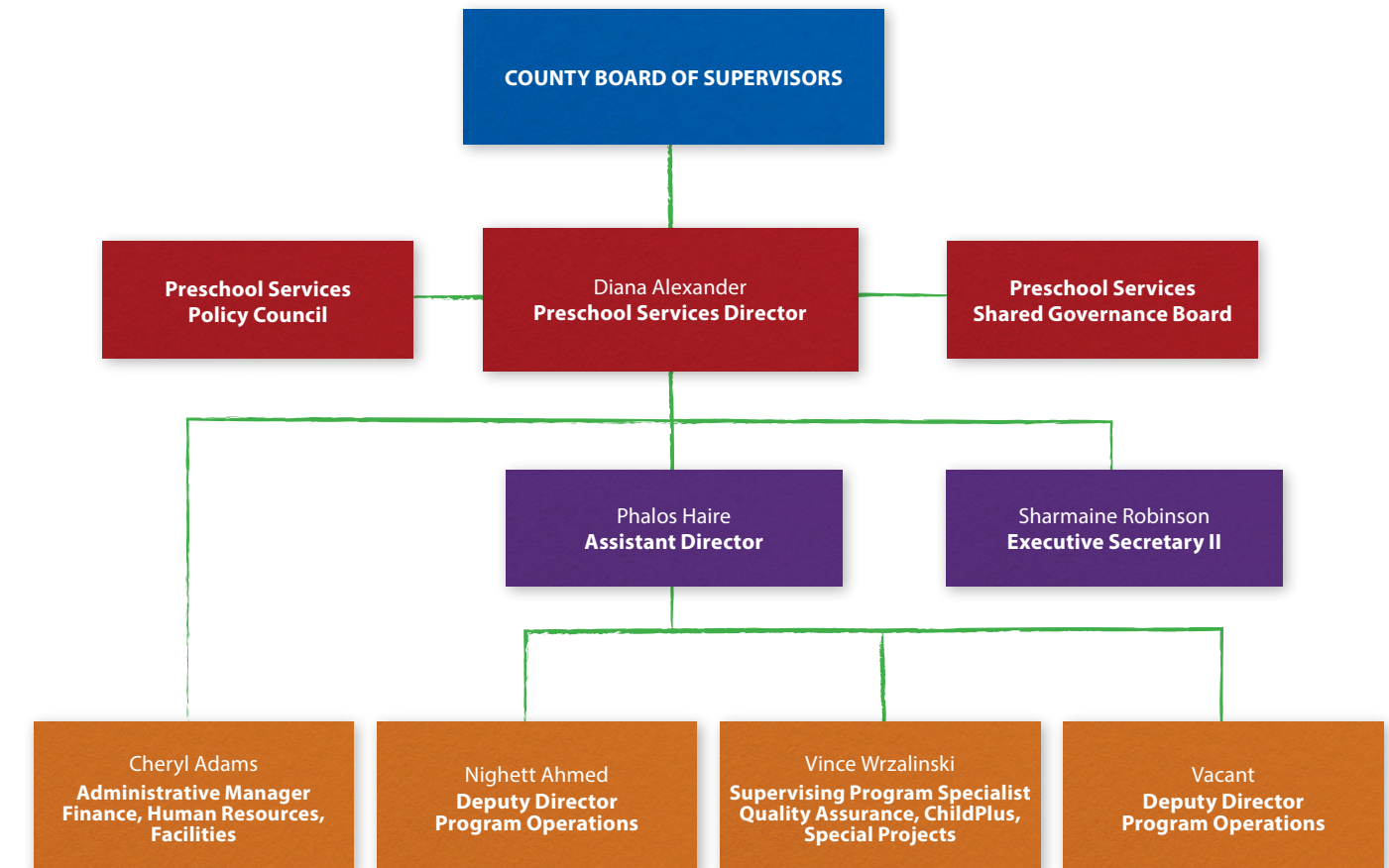
## MISSION STATEMENT

To improve the well-being of children, empower families and strengthen communities.

## VISION STATEMENT

- Our children will excel in whatever setting they go to next.
- Our families' quality of life is measurably better after participating in our program.
- Our efforts increase the quantity and quality of sustainable resources and services countywide.

## ORGANIZATIONAL CHART



# PROGRAM INFORMATION

PSD administers the Head Start and Early Head Start programs in 43 preschool sites and 30 private Family Child Care providers throughout the County of San Bernardino. These programs provide early childhood education and family services to over 6,500 disadvantaged children from ages zero (0) to five (5), pregnant women and families

## Head Start (HS)

HS is a national program that provides comprehensive developmental services for children three to five years of age and their families. This program provides specific services such as:

- Health and Social Services
- Developmental and Behavioral Screenings
- School Readiness
- Nutritional Services and Education

Parent education, family support and social services are designed to support and empower HS families, assist them in becoming economically self-sufficient and assist them to identify and achieve personal family goals.

Activity Measure

## Early Head Start (EHS)

The EHS program was established to assist pregnant women, infants and toddlers up to age three. EHS is designed to assist with enhancing:

- Children's physical, social, emotional and intellectual development
- Pregnant women's access to comprehensive prenatal and Parent education on their child's development
- Parents' efforts to fulfill their parental roles and move towards self-sufficiency

In addition, the EHS program promotes healthy prenatal outcomes, enhances the development of infants and toddlers and promotes healthy family functioning.

## Early Head Start Child Care Partnership (EHS-CCP)

The EHS-CCP is a collaboration between the existing EHS program and private family child care providers that focuses on expanding the delivery of high quality education and comprehensive services to low income children aged zero to 48 months and their families who participate in the child care subsidy program. The program promotes success of infant and toddler care through the ability to increase educational services with the establishment of stimulating learning environments and enhanced professional development opportunities made available to child care centers and family child care providers. The role of EHS-CCP is to leverage resources already offered to address the needs of grantees and the families they serve.



## State Preschool

The state preschool program provides a safe and nurturing hands-on learning environment that helps each child reach his/her highest potential in the areas of:

- Social development
- Cognitive/creative development
- Language development
- Physical development

## Child and Adult Food Care Program (CACFP)

The CACFP program is federally funded and administered through the State of California. The program strives to:

- Improve the diets of children under thirteen (13) years of age by providing children with nutritious, well-balanced meals
- Aid in developing good eating habits in children that will last through later years

## LIFT Program

The LIFT program seeks to improve the health, well-being, and self-sufficiency of low-income mothers and their infants by providing in-home visits by a Public Health nurse. The nurses follow a visitation schedule that consists of one 90-minute home visit per week over a two and half year period.

## Preschool Early Intervention (PEI)

The PEI program provides teachers and parents with strategies and activities to help them identify social, emotional and behavioral issues in children in order to prevent the onset of more severe behavioral conditions. The program also provides referrals to families in need of additional support services and resources such as:

- Appropriate mental health providers
- Support groups for parents and caretakers
- Primary care providers

## First 5 Full Day Preschool

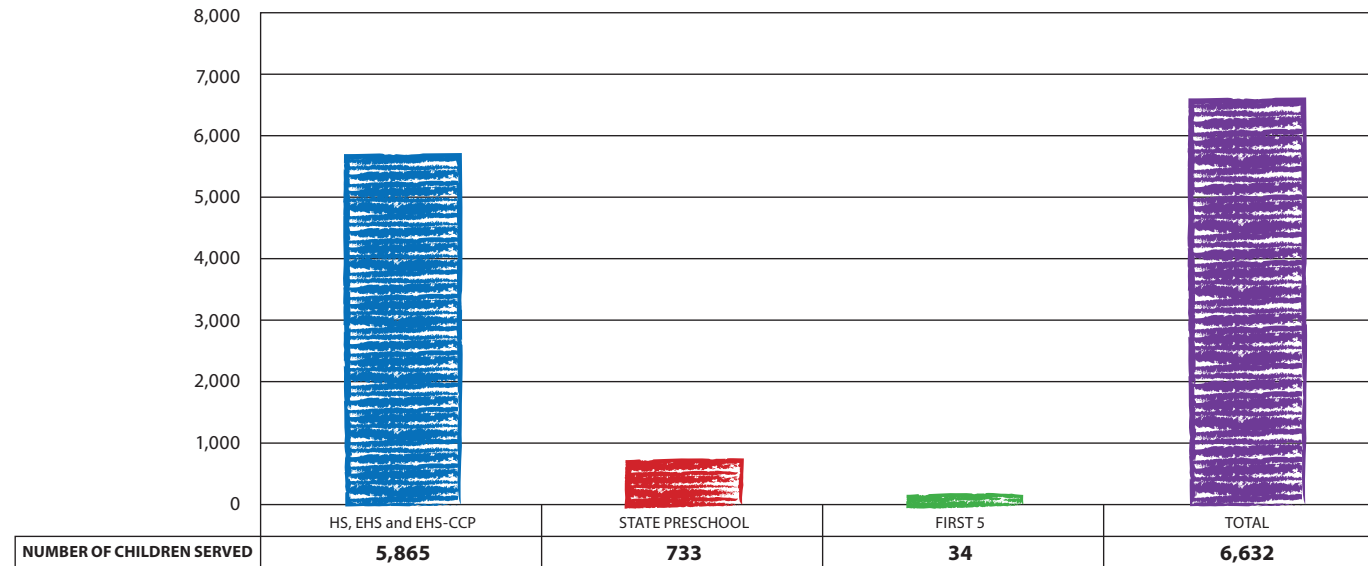
First 5 supports high quality and developmentally appropriate early education programs for children in San Bernardino County. These programs are designed to provide high quality early education programs to improve a child's cognitive, social and emotional development so that they are better prepared for success in school and life. These programs are also meant to expand the availability of programs to children who were unable to receive services either through income limits or lack of available slots.



# ENROLLMENT INFORMATION & AUDIT REPORT

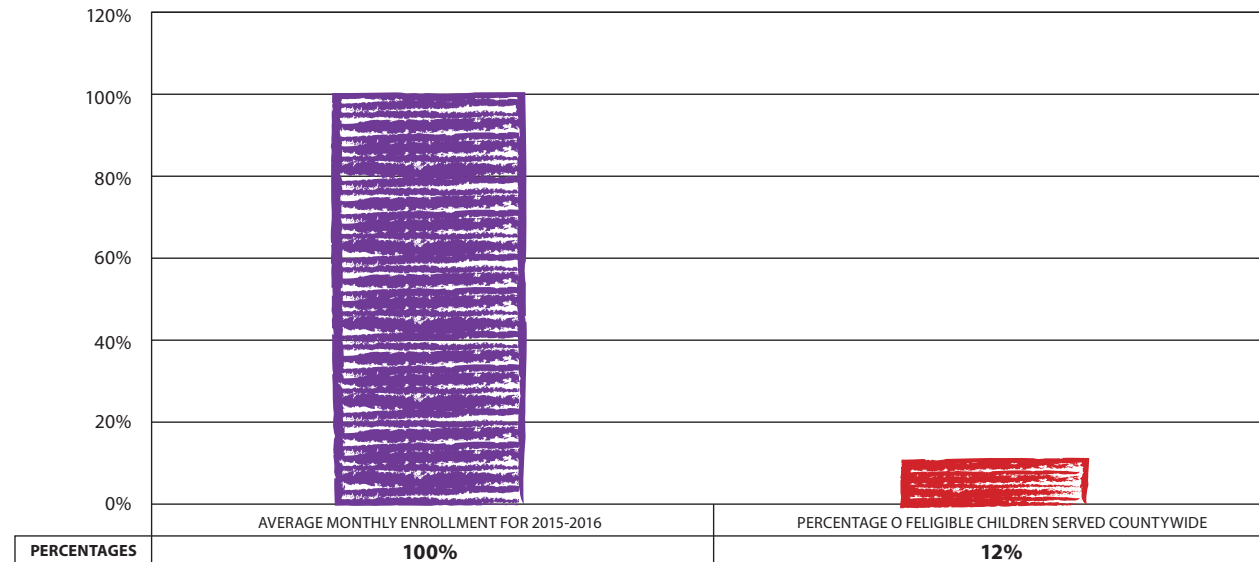
PSD provides a foundation for success by providing enrolled children and their families the highest quality child development and support services. The following information was reported on PSD's composite Program Information Report (PIR) and monthly enrollment reports for 2015-2016.

## ENROLLMENT COUNT BY PROGRAM TYPE



Source: San Bernardino County, Preschool Services Department Child Plus 06/30/16.

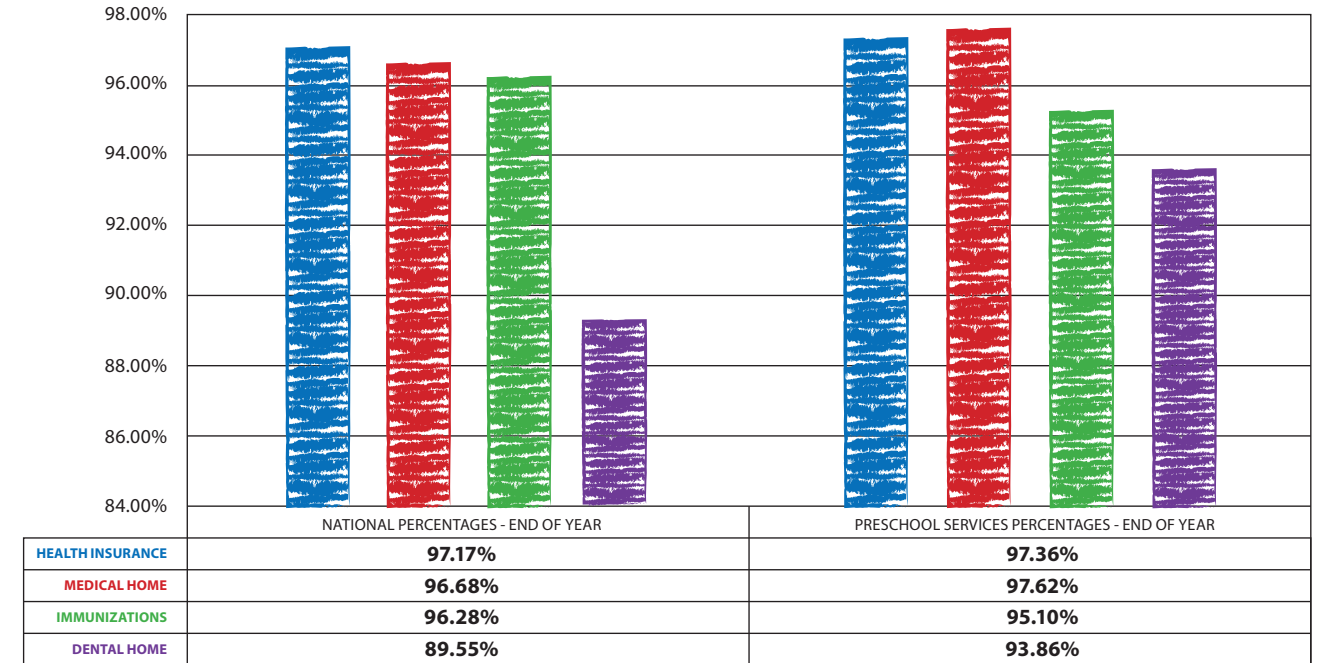
## ENROLLMENT PERCENTAGES



Source: San Bernardino County, Preschool Services Department Child Plus 06/30/16.

PSD collected and monitored health information throughout the course of the 2015-2016 program year. The illustration below highlights the percentages of children that left PSD with health insurance, medical homes, immunizations and dental homes compared to the National average.

## ALL CHILDREN AT END OF ENROLLMENT YEAR HEALTH SERVICES



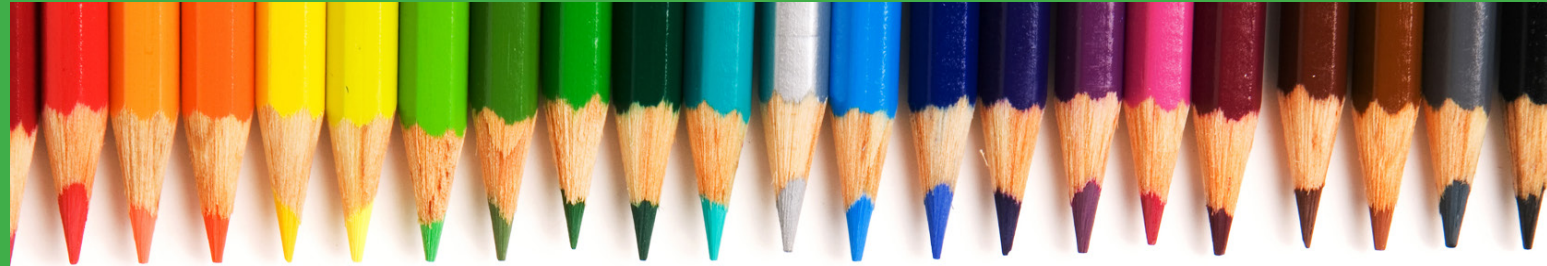
Source: San Bernardino County, Preschool Services Department Child Plus 06/30/16.

## Audit Report – Single Audit Overview and Summary

PSD has an outside agency conduct a financial audit consistent with federal guidelines. A financial audit involves performing procedures to obtain audit evidence about the amounts and disclosures in financial statements. An audit includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of financial statements.

The most recent financial audit was conducted for the program year ending June 30, 2015. The final report concluded: "In our opinion, the County [of San Bernardino] complied, in all material respects, with the types of compliance requirements referred to above that could have a direct and material effect to each of its major federal programs for the year ended June 30, 2015."





## ACCOMPLISHMENTS FOR 2015-2016

PSD worked diligently to not only meet federal and state requirements, but to surpass the program goals set last year. PSD achieved the following during program year 2015-2016:

- Increased literacy skills by 85% for enrolled preschool children ages three (3) to five (5).
- Increased social and emotional skills by 25% in enrolled toddlers ages eighteen (18) months to three (3) years.
- Enrolled 330 foster children in programs.
- Reduced the number of preschool children who were classified as obese or overweight by 60%.
- Enrolled 139 children for the new Early Head Start-Child Care Partnership program.
- Trained 124 PSD parents as food service workers, custodians, clerks and teacher aides through the Apprenticeship Program.
- Provided 7,951 hours of direct mental health services to PSD families through the Prevention and Early Intervention (PEI) MOU with Department of Behavioral Health.

## PRESCHOOL SERVICES DEPARTMENT POLICY COUNCIL & PARENT ACTIVITIES

The County of San Bernardino PSD's Policy Council is comprised of parents and community representatives dedicated to serving over 6,500 disadvantaged families with children ages zero to five and pregnant women in the community. Each site elects one Policy Council representative at the beginning of the program year that attends monthly meetings, trainings, and committee meetings. Their responsibilities include developing, monitoring and approving program goals, policies, procedures, and budgets. They work in partnership with PSD management staff and the Shared Governance Board (SGB) to operate an effective and comprehensive Head Start program. Policy Council members are provided opportunities to participate in Policy Council Committees throughout the program year.

During 2015-2016, Policy Council Committees included:

- Health Services Advisory Committee
- Finance Committee
- Personnel Committee
- Training and Technical Assistance Committee
- Quality Assurance Committee
- Nutrition Advisory Committee
- Menu Planning Committee
- Parent and Family/Community Engagement
- Education Committee



Policy Council members have various opportunities throughout the program year to expand their knowledge of the Head Start program and enhance their parenting techniques. During the past program year, Policy Council members participated in the following conferences and community events:

- National Head Start Association (NHSA) 32nd Annual Parent and Family Engagement Conference in San Diego November 30 to December 4, 2015.
- Region IX Head Start Association's 5th Annual Early Childhood STEM Institute in San Diego, CA, February 17 to 19, 2016.
- National Head Start Association (NHSA) 43rd Annual National Head Start Conference and Expo in Nashville, TN, May 14, 2016 to May 21, 2016.
- San Bernardino County Department of Preschool Services 6th Annual Preservice in Ontario, CA August 26, 2015.
- San Bernardino County Department of Behavioral Health's 10th Annual Evening with the Stars in San Bernardino, CA May 25th, 2016.

# PARENT INVOLVEMENT

The **Head Start** and **Early Head Start** programs encourage and support the personal development of parents in our programs. Every year the program sets aside funding for the parent activities at each site. These funds are used to promote parent involvement and support parent group activities and projects. The activities offered are educational and driven by training needs identified by the parents. PSD also partners with outside community agencies to offer workshops for the parents at no cost to the program. Parent activities occur both at preschool sites and at the Policy Council meetings.



PSD children and parents working and learning together in the classroom.

## HEAD START/EARLY HEAD START SITE PARENT ACTIVITIES

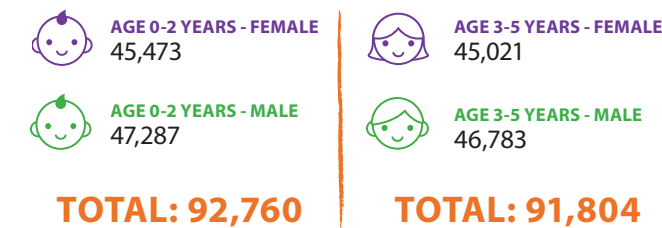
The **Head Start** and **Early Head Start** programs offered an array of parent activities during program year 2015-2016 at the 43 preschool sites and 30 private Family Child Care providers across San Bernardino County. Examples of workshops and trainings provided to parents included:

- Car seat safety
- Transitioning into kindergarten
- Childproofing household items/ avoiding accidents
- Male involvement
- Bicycle repair
- Understanding a child's temperament
- Swimming safety
- Pedestrian safety
- CPR
- Scrapbooking
- Planting a garden
- Parent education and bonding program
- Making portable emergency kits for home and car
- Healthy recipes and nutrition tips
- Community Emergency Response Teams (CERT)
- Diaries for dads
- Information on free medical resources
- Fair Housing presentation
- Making no-sew blankets
- Kindergarten readiness through active learning
- Cake decorating
- Sexual assault prevention

# STATISTICAL INFORMATION

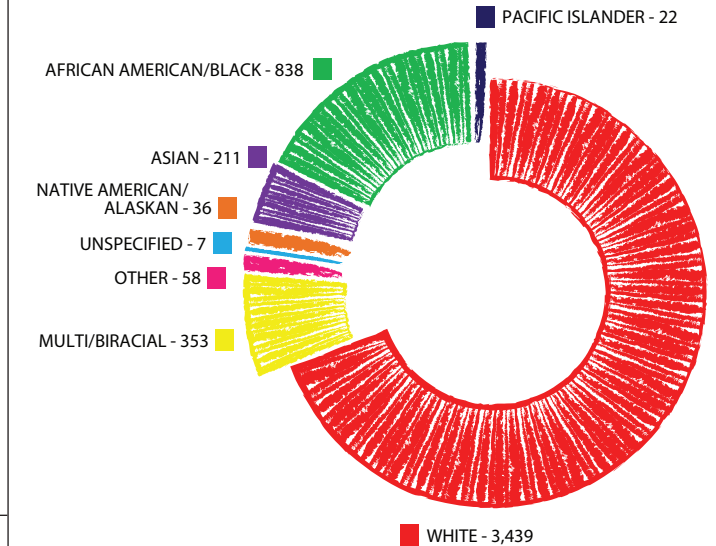
During the 2015-2016 program year, PSD served a caseload of 6,632 Head Start, Early Head Start, Early Head Start – Child Care Partnership, First 5, and State Preschool children and families throughout the County of San Bernardino.

The County of San Bernardino is home to 184,464 children between the ages of 0 to 5.



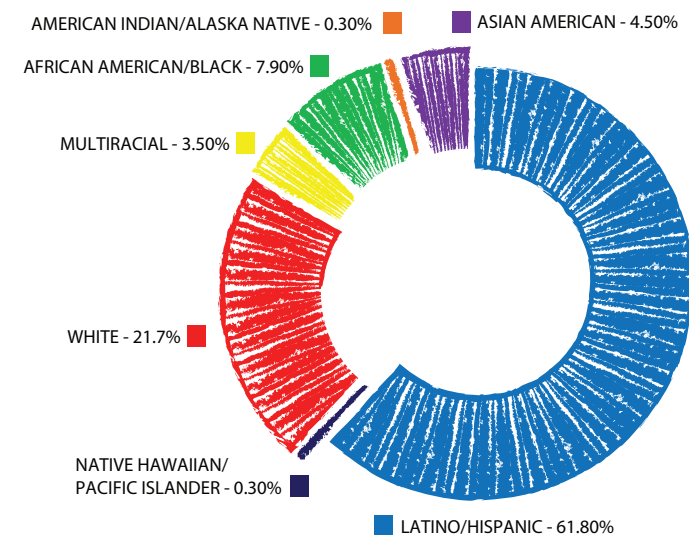
Source: Data Source: As cited on kidsdata.org, California Dept. of Finance, Race/Ethnic Population with Age and Sex Detail, 1990-1999, 2000-2010, 2010-2060 (Jun. 2015); U.S. Census Bureau, Current Population Estimates, Vintage 2014 (Jun. 2015).  
NOTE: The above data has not been updated on kidsdata.org. Will revise data when if new information becomes available.

Race/Ethnicity of PSD Children



Source: San Bernardino County Preschool Services Department Child Plus 06/30/15.

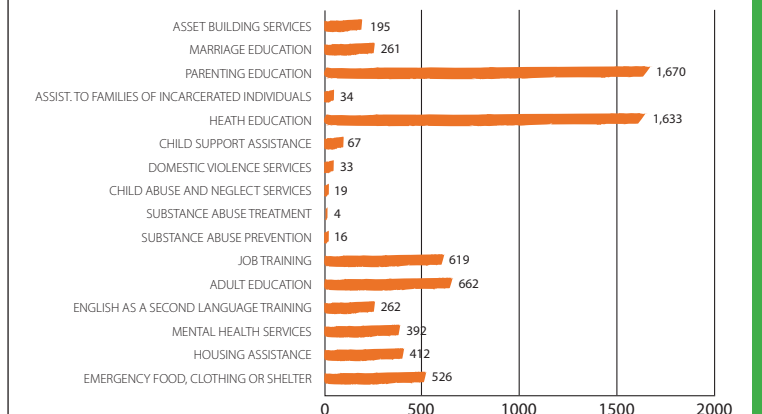
Race/Ethnicity of Children in San Bernardino in 2015



Source: As cited on kidsdata.org, California Dept. of Finance, Race/Ethnic Population with Age and Sex Detail, 1990-1999, 2000-2010, 2010-2060 (Jun. 2015); U.S. Census Bureau, Current Population Estimates, Vintage 2014 (Jun. 2015).

In addition to high quality educational programs, PSD families receive comprehensive supportive and referral services. The following are the number of families who received services or referrals in 2015-2016 according to the Family Services Assessment data.

REFERRAL SERVICES PROVIDED BY PSD



Source: San Bernardino County, Preschool Services Department Child Plus as of 06/30/16



## GOALS & PERFORMANCE MEASURES FOR 2016-2017

The program goals established by PSD were developed as a result of the 2016-2017 Community Assessment update, the findings of the program's annual Self-Assessment, and a review of the 2015-2016 PIR results. In addition, PSD's long-term goals are in alignment with the department's Grant Application Budget Instrument (GABI), which allows the department to submit its refunding application for Head Start funds and informs the Federal government of the progress the department has made towards its established goals. PSD's primary focus continues to be to promote school readiness to ensure long term success in school and other life endeavors and provide support to families to pursue self-sufficiency.

### Short Term Goals 2016-2017

- I. Promote school readiness.
- II. Increase the enrollment opportunities for foster children.
- III. Enhance the referral process of enrollment with Children and Family Services Department.
- IV. Identify obese and/or overweight children in an effort to promote a healthy lifestyle.
- V. Promote nutrition education programs for parents at each school sites.
- VI. Ensure that children receive both nutrition curriculum and physical activity daily within the classroom schedule.
- VII. Decrease the number of children who are initially identified as obese or overweight from the higher level of Body Mass Index (BMI) classification to the next lower level by children's heights and weights.

### Long Term Goals for 2016-2017

Program Year (PY) 2015-2016 was the second year of the five-year funding cycle for long term goals. The status of the long term goals for the HS and EHS are as follows:

#### I. Increased Center-Based Child Development services for children zero to five in the areas of highest need.

*Progress:* PSD successfully increased Centered-Based services for children zero to five in the city of Fontana by 16 slots to accommodate the need for full day services and children who are transitioning from the EHS program.

#### II. Create a program to increase the number of parents who successfully complete a high school diploma or General Educational Development (GED).

*Progress:* PSD is collaborating with community agencies/partners who offer high school diploma/ services. PSD completed its research with community partners in September 2016. A small group of five (5) parents were enrolled into the Online High School Diploma (OHSD) program in September 2016. The objective was to "test" and evaluate challenges that might arrive once the OHSD program was approved by the County Board and officially started.

By November 2016, an interest list was completed with parents requesting assistance to obtain a high school diploma.

On January 24, 2017, the County Board of Supervisors approved the Memorandum of Understanding with San Bernardino County and First 5 regarding the implementation of the program to assist parents in obtaining a high school diploma. Enrollment of parents into the program has commenced.

#### III. Increase Classroom Assessment and Scoring System (CLASS) scores in the domain of Instructional Support for teaching staff.

*Progress:* PSD has hired a total of 28 Teacher IIIs who are responsible for the professional development and mentoring of teaching staff at all of our Head Start sites. CLASS assessments are conducted 3 times per year on each teaching team to enable the Teacher IIIs to provide specialized support in the area of Instructional Support. In addition, an outside consultant conducts randomly selected CLASS observations to be utilized for analysis of trends and improvement in areas that have an identified need. The consultant also provides support to the Teacher IIIs by conducting dual coding sessions annually. The dual coding ensures that CLASS reliable Teacher IIIs are providing accurate scores to teaching staff. PSD has made progress and plans to achieve a .5 point improvement in the Instructional Domain by 2018.

#### IV. Implement the use of Home Visit Rating Scale-Adapted & Extended (HOVRS-A+) in the Head Start home-based program option.

*Progress:* Objective 2 – All Home Base Visitors and Program Support staffs were trained on HOVRS-A+ during Preservice on 8/26/16 to ensure the delivery of high quality services during home visits.

The long term goals for EHS-CCP differ from those of HS and EHS due to the structure of the program and are as follows:

##### I. Increase provider staff qualifications

**Objective 1:** To partner with at least one institute of higher learning to provide necessary courses for child care providers.

*Progress:* PSD, in cooperation with Child Care Resource Center (CCRC), completed its research with community partners and provided the following courses for child care providers:

CCRC hosted San Bernardino Valley College (SBVC) courses that meet the requirements of the program. CD 185: Infant and Toddler Growth and Development, CD 186: Infant and Toddler Curriculum, and CD 075: Family Child Care Practices.

CCRC hosted University of California, Davis (UC Davis) courses that offer professional development hours as well as Continuing Education Units. Courses offered: Guiding Young Children (Infant and Toddler emphasis); Child Observation; Partnership with Parents; Loss, Trauma, and Group Care; and Serving Children with Special Needs and their Families

**Objective 2:** In partnership with an institute of higher learning, create a provider cohort to receive required courses to increase provider staff qualifications.

*Progress:* PSD, in cooperation with CCRC, completed its research with community partners and provided the following cohort courses for child care providers:

CCRC hosted SBVC courses that meet the requirements of the program. CD 185: Infant and Toddler Growth and Development, CD 186: Infant and Toddler Curriculum, and CD 075: Family Child Care Practices.

CCRC hosted UC Davis courses that offer professional development hours as well as Continuing Education Units. Courses offered: Guiding Young Children (Infant and Toddler emphasis); Child Observation; Partnering with Parents; Loss, Trauma, and Group Care; and Serving Children with Special Needs and their Families.



## II. Create a program to increase the number of parents who successfully complete a high school diploma or General Educational Development (GED).

**Objective 1:** To increase the number of EHS-CCP parents who possess at least a high school diploma/GED by 15.

**Objective 2:** To collaborate with community agencies/partners who offer high school diploma/GED services.

*Progress:* PSD is collaborating with community agencies/partners who offer high school diploma/GED services. PSD completed its research with community partners in September 2016.

A small group of five (5) parents were enrolled into the Online High School Diploma (OHSD) program in September 2016. The objective was to “test” and evaluate challenges that might arrive once the OHSD program was approved by the County Board and officially started.

By November 2016, an interest list was completed with parents requesting assistance to obtain a high school diploma.

On January 24, 2017, the County Board of Supervisors approved the Memorandum of Understanding with San Bernardino County and First 5 regarding the implementation of the program to assist parents in obtaining a high school diploma. Enrollment of parents into the program has commenced.

## III. Increase Family Child Care Environmental Rating Scale (FCCERS) scores for family child care homes.

**Objective 1:** To increase the FCCERS scores for family child care homes by at least 50%.

**Objective 2:** To provide FCCERS training and materials for all providers to improve the learning environment.

*Progress:* EHS-CCP Providers were introduced and trained on the implementation of the FCCERS/ITERS tool and how to create an action plan. In March 2017, training was held by San Bernardino County FCCERS and ITERS anchors to further the knowledge and use of the tool.

# SCHOOL READINESS

In an effort to support and strengthen Preschool Education and School Readiness, PSD has initiated The Early Learning Outcomes Framework. This model provides a foundation and understanding of competencies, knowledge and skills that most children are expected to exhibit in a high quality preschool program.

The Early Learning Outcomes Framework is designed to show the continuum of learning of infants, toddlers and preschoolers. It is grounded in comprehensive research around what young children should know and be able to do during their early years. This School Readiness foundation also adopts the National Common Core Standards, and California Preschool Learning Foundations along with the Kindergarten Content Standards such as English, Language Arts and Mathematics, with attention to Social-Emotional Development and English Language Development. Together, our approach contributes significantly to young children’s readiness for school.

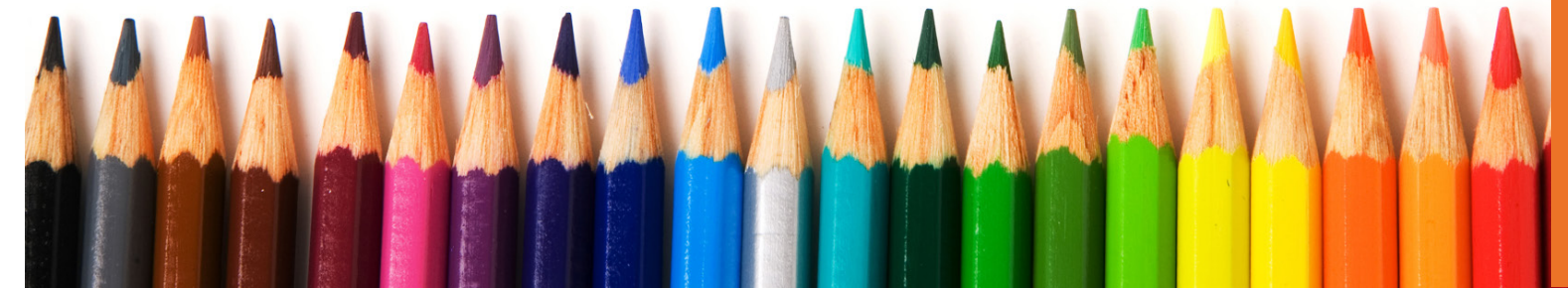
Furthermore, PSD uses the Desired Results Developmental Profile (DRDP) assessment instrument to collect information through teacher observations and family observations regarding children’s development. Children’s assessments are completed three times per year and data is input into the DRDPtech system and aggregated to create reports that identify areas of strengths and concerns. Analysis of key findings enables the agency to develop School Readiness goals.



PSD aggregates data and analyzes the results of the assessments by agency, site, classroom and individual child levels. Staff examines the individual learning gains made by children and plans activities to strengthen areas that need improvement. Teachers individualize instruction for each child and develop goals which are established and updated at least twice annually. Each site establishes goals three times per year. Site goals aid in identifying training needs for staff, supplies needed to enhance education, curriculum review and selection and the agency’s overall focus on professional development for staff. As needs are identified, the information is shared with parents and the community to assist in the creation and implementation of action plans towards the successful completion of goals. All improvements are implemented to enhance the service delivery of PSD and to ensure families and children are successful.

PSD implements the scientifically valid research based Creative Curriculum along with the DRDP in supporting the School Readiness goals for children. The curriculum includes a daily schedule with planned transition activities supportive of the ages, attention spans, abilities and temperaments of each child. The Creative Curriculum approach to Early Childhood Education establishes an environment that encourages children to solve problems, initiate activities, explore, experiment, question and acquire

skills through active learning. Teaching and support staff use data information collected from observations (children’s portfolios), developmental screenings (Acuscreen and Communication Profile), and DRDP to develop individual goals for children. Parent input includes information from the child history profile, medical history, school-to-home activities, home visits, center conferences and telephone conversations. Parents are encouraged to provide input on the lesson plan and volunteer in the classroom. Parents are provided with their child’s DRDP data during home visits and center conferences and provide input into establishing their child’s individual goals. This allows teaching staff to plan activities in each DRDP domain that will provide opportunities for the children to achieve their goals.



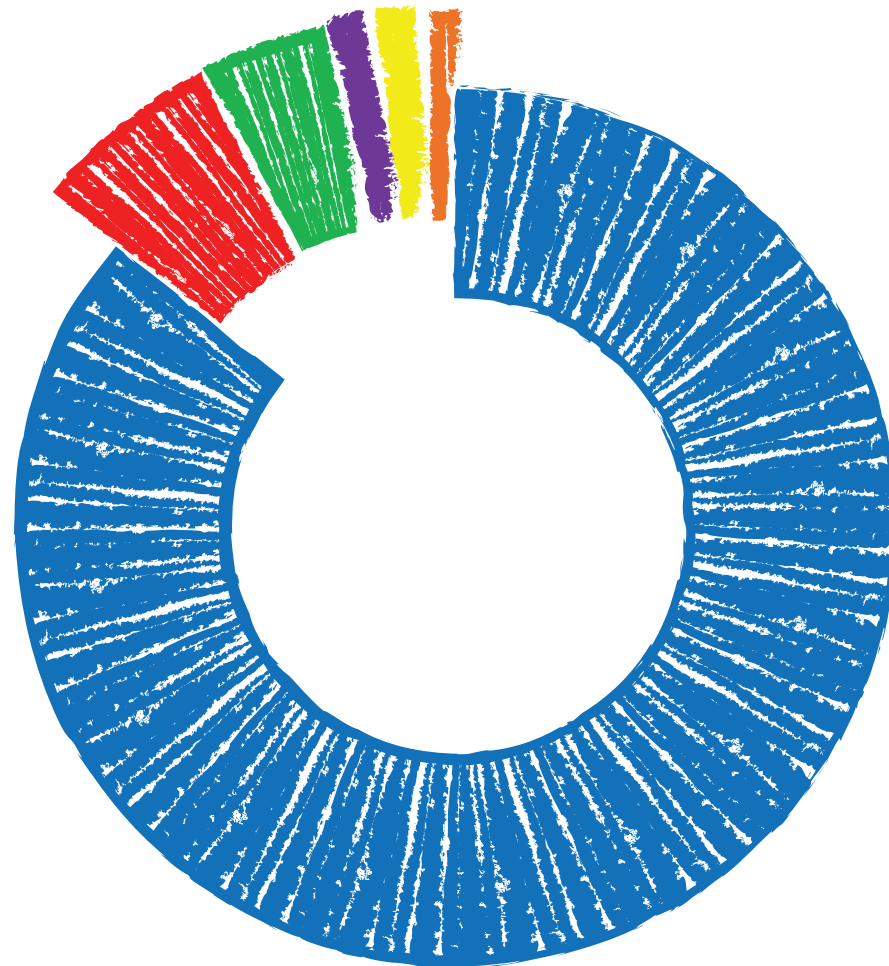


# SUMMARY OF FUNDING

PSD receives grants from the Federal Administration for Children and Families, Office of Head Start, the California Department of Education's State Preschool, Child and Adult Food Program, First 5 and other grants. The following is a summary of PSD's grant funding for Fiscal Year 2015-2016:

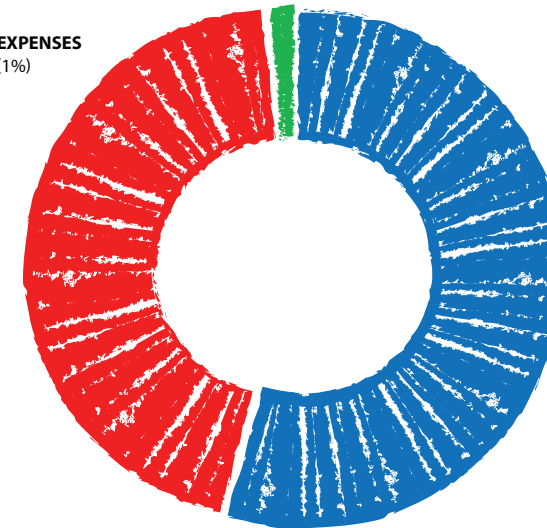
## 2015-2016 Grant Sources

- **FEDERAL HEAD START AND EARLY HEAD START**  
\$44,027,878
- **CALIFORNIA STATE PRESCHOOL PROGRAM**  
\$3,413,574
- **CHILD & ADULT CARE FOOD PROGRAM**  
\$2,198,033
- **FIRST 5**  
\$573,543
- **COMMUNITY OF SAN BERNARDINO - DEPT. OF BEHAVIORL HEALTH**  
\$821,000
- **OTHER - VOUCHER PROGRAM, FAMILY LITERACY SUPPORT, AND PARENT FEES**  
\$143,000



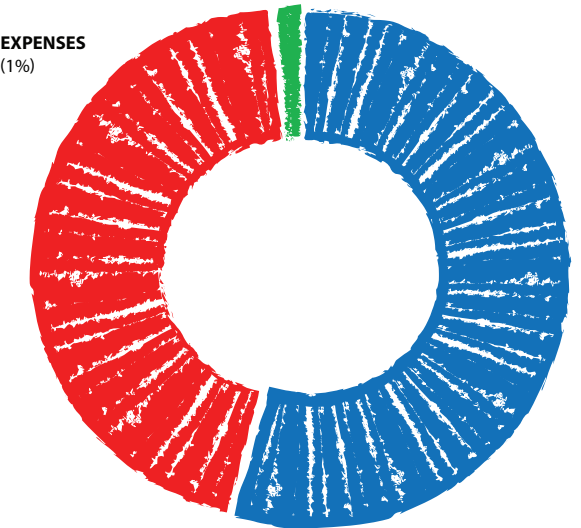
## 2015-2016 Budget Appropriation

- **STAFFING EXPENSES**  
\$27,764,155 (55%)
- **OPERATING EXPENSES**  
\$22,478,104 (44%)
- **CAPITAL EXPENSES**  
\$582,575 (1%)



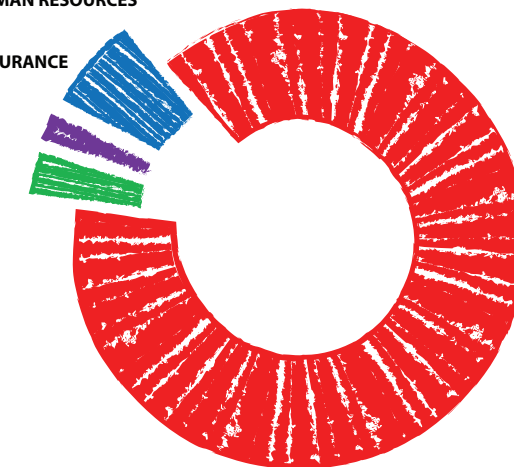
## 2016-2017 Proposed Budget Appropriation

- **STAFFING EXPENSES**  
\$28,559,729 (56%)
- **OPERATING EXPENSES**  
\$21,478,625 (42%)
- **CAPITAL EXPENSES**  
\$651,769 (1%)



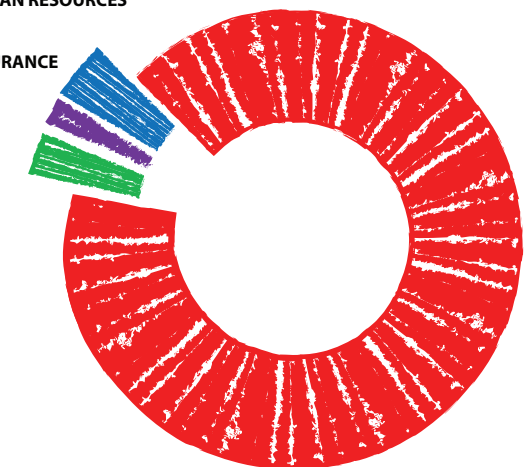
## 2015-2016 Staffing

- **OPERATIONS**  
STAFF - 634
- **ADMINISTRATION**  
STAFF - 51
- **FINANCE/HUMAN RESOURCES**  
STAFF - 18
- **QUALITY ASSURANCE**  
STAFF - 8



## 2016-2017 Proposed Staffing

- **OPERATIONS**  
STAFF - 650
- **ADMINISTRATION**  
STAFF - 25
- **FINANCE/HUMAN RESOURCES**  
STAFF - 17
- **QUALITY ASSURANCE**  
STAFF - 8





## PRESCHOOL SERVICES DEPARTMENT EMPLOYEE & PARENT SPOTLIGHT



### Pamela McQuain

In January 2011, Pamela McQuain, a former Head Start parent, attained a Master's Degree from Cambridge College.

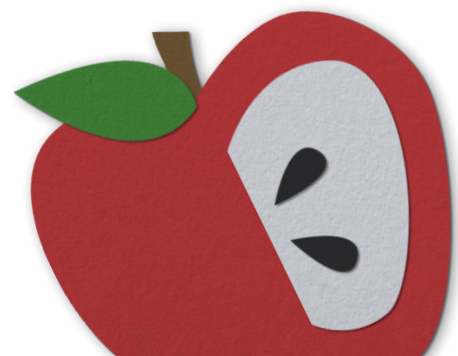
Pamela is the youngest of three children who grew up in the "projects" Her mother was a single parent whose only source of income was social security. She began as a parent at Barstow Head Start in 1984. She was in an unhealthy marriage, financially struggling with no self-esteem or self-worth. Pamela enrolled her oldest daughter into the Head Start program and never thought it would change her life. Head Start staff encouraged her to become a parent volunteer and to go to school.

The program offered her stability in her life. She looked forward to coming to school every day. Pamela said, "It (Head Start) was my safe haven, took me away from my troubles and gave me hope. It broke the cycle of poverty in my family."

The staff gave her the confidence that she needed to go to school and get an education. She became part of a great team at the Preschool Services Department. Pamela learned the value of making good choices through Head Start. She was taught as the staff taught the children, "Every choice that you make has an outcome. The more positive the choices are, the more positive the outcome will be." According to Pamela, "It sounds like common sense, but there are times a person must hear it over and over to believe."

In 1990, Pamela started working with the Preschool Services Department (PSD) as a Head Start Teacher aide in 1990. She advanced her education and in June 2009 attained a Bachelor's degree in Multidisciplinary Studies. Pamela currently works with PSD as a Site Supervisor II and is very dedicated to giving back to the community in which she lives. She wants to encourage parents and staff to become the best they can be.

Pamela ended by saying, "I am very grateful for the support I received from Head Start. It literally gave me the confidence and tools to change my life and the life of my children. I am a better parent and person because of Head Start. I am proud to be part of such a wonderful organization which is dedicated to changing the lives of the people in the program for the better."



### Nikia Chaney

Nikia Chaney and her family came to Preschool Services in 2015 when her youngest child was enrolled in the Federal Head Start program. She found herself in a position that no one plans for; she was a single mother of four and working part-time.

Nikia placed a high value on education, and wanted to instill that same love of education in her youngest child. She learned of the Head Start program through a poster she saw, and took this as an opportunity to begin her child's journey in education. Upon enrolling her daughter in the Head Start program, Nikia hit her first obstacle. In order for her daughter to attend school she had to have the proper shoes. In this moment, Nikia thought that her daughter was not going to be able to start school because she could not afford buy a new pair shoes. Upon sharing her concerns with the teacher, she was shocked to learn that there was a program that would help get what she needed for her daughter. It was then that Nikia knew that Preschool Services was "really a special place".

While her daughter was growing and benefiting from the education she was being provided in the classroom, Nikia took the opportunity to engage in the development opportunities offered to preschool parents. Nikia was elected by parents at her daughter's preschool site to serve as the parent representative on the Department's Policy Council. She served on the Policy Council as a parent representative for 2 years, and enjoyed the "incredible journey" as she describes it, that she was able to experience during that time. She was actively involved in many of the Policy Council committees, including Nutrition/Menu Planning, Quality Assurance, and Personnel. Nikia's active participation on the Policy Council allowed her to attend various conferences and seminars, which helped her to learn about other Head Start programs, other communities, and bring back that information to share with our San Bernardino County Preschool sites.

Nikia shared that one of the most fulfilling experiences with Preschool Services' Policy Council was having her and the other parent's voices heard, and seeing how they were able to have a real impact on the lives of others.

The level of support that Nikia received after the death of a family member is just an example of what she feels makes Preschool Services such a successful program, and stated that the Department "supports their families". Nikia and her family received support through the Trauma, Loss and Compassion services, and were referred to Children's Network for additional family support. Even with their family's loss, Nikia has watched her daughter "blossom, grow and thrive" with the support of Preschool Services.

While Nikia and her family have since transitioned on from Preschool Services, Nikia stated that she has also grown through her experience with the Head Start program and as a Policy Council Parent Representative, especially in her communication skills.

Upon her daughter completing the Head Start program, and transitioning to kindergarten, Nikia is now working full-time. Recently she was the named the 2016-2018 Inlandia Literary Laureate. She is the fourth person to be appointed to the post since it was established in 2010.





## Preschool Services



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