

Application for Federal Assistance SF-424

* 1. Type of Submission: <input type="checkbox"/> Preapplication <input type="checkbox"/> Application <input checked="" type="checkbox"/> Changed/Corrected Application		* 2. Type of Application: <input type="checkbox"/> New <input type="checkbox"/> Continuation <input checked="" type="checkbox"/> Revision		* If Revision, select appropriate letter(s): E: Other (specify) _____ * Other (Specify): Mid-Year Reduction _____	
* 3. Date Received: 07/01/2022		4. Applicant Identifier: 09CH011719			
5a. Federal Entity Identifier: 09CH011719			5b. Federal Award Identifier: 09CH011719		
State Use Only:					
6. Date Received by State: _____		7. State Application Identifier: _____			
8. APPLICANT INFORMATION:					
* a. Legal Name: San Bernardino County Board of Supervisors					
* b. Employer/Taxpayer Identification Number (EIN/TIN): 95-6002748			* c. Organizational DUNS: 1285181930000		
d. Address:					
* Street1: 662 South Tippecanoe Avenue Street2: _____ * City: San Bernardino County/Parish: _____ * State: CA: California Province: _____ * Country: USA: UNITED STATES * Zip / Postal Code: 92415-0515					
e. Organizational Unit:					
Department Name: Preschool Services			Division Name: N/A		
f. Name and contact information of person to be contacted on matters involving this application:					
Prefix: MS.		* First Name: Jacquelyn			
Middle Name: _____					
* Last Name: Greene					
Suffix: _____					
Title: Director					
Organizational Affiliation: _____					
* Telephone Number: (909) 383-2005			Fax Number: (909) 383-2080		
* Email: Jacquelyn.Greene@psd.sbcounty.gov					

Application for Federal Assistance SF-424

*** 9. Type of Applicant 1: Select Applicant Type:**

B: County Government

Type of Applicant 2: Select Applicant Type:

Type of Applicant 3: Select Applicant Type:

* Other (specify):

*** 10. Name of Federal Agency:**

Administration for Children and Families

11. Catalog of Federal Domestic Assistance Number:

93-600

CFDA Title:

Head Start and Early Head Start

*** 12. Funding Opportunity Number:**

* Title:

13. Competition Identification Number:

Title:

14. Areas Affected by Project (Cities, Counties, States, etc.):

SF-424 Attachment #14.docx

Add Attachment

Delete Attachment

View Attachment

*** 15. Descriptive Title of Applicant's Project:**

Head Start, Early Head Start, and Early Head Start - Child Care Partnership Programs

Attach supporting documents as specified in agency instructions.

Add Attachments

Delete Attachments

View Attachments

Application for Federal Assistance SF-424

16. Congressional Districts Of:

* a. Applicant

* b. Program/Project

Attach an additional list of Program/Project Congressional Districts if needed.

SF-424 Attachment #14.docx

Add Attachment

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17. Proposed Project:

* a. Start Date:

* b. End Date:

18. Estimated Funding (\$):

* a. Federal	<input type="text"/>
* b. Applicant	<input type="text"/>
* c. State	<input type="text"/>
* d. Local	<input type="text"/>
* e. Other	<input type="text"/>
* f. Program Income	<input type="text"/>
* g. TOTAL	<input type="text"/>

* 19. Is Application Subject to Review By State Under Executive Order 12372 Process?

- ☐ a. This application was made available to the State under the Executive Order 12372 Process for review on
- ☐ b. Program is subject to E.O. 12372 but has not been selected by the State for review.
- ☒ c. Program is not covered by E.O. 12372.

* 20. Is the Applicant Delinquent On Any Federal Debt? (If "Yes," provide explanation in attachment.)

☐ Yes ☒ No

If "Yes", provide explanation and attach

Add Attachment

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21. *By signing this application, I certify (1) to the statements contained in the list of certifications** and (2) that the statements herein are true, complete and accurate to the best of my knowledge. I also provide the required assurances** and agree to comply with any resulting terms if I accept an award. I am aware that any false, fictitious, or fraudulent statements or claims may subject me to criminal, civil, or administrative penalties. (U.S. Code, Title 218, Section 1001)

☒ ** I AGREE

** The list of certifications and assurances, or an internet site where you may obtain this list, is contained in the announcement or agency specific instructions.

Authorized Representative:

Prefix: * First Name:

Middle Name:

* Last Name:

Suffix:

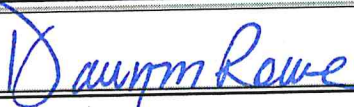
* Title:

* Telephone Number:

Fax Number:

* Email:

* Signature of Authorized Representative:



* Date Signed:

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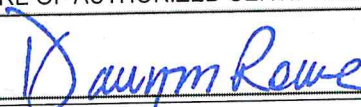
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NOTE: Certain of these assurances may not be applicable to your project or program. If you have questions, please contact the awarding agency. Further, certain Federal awarding agencies may require applicants to certify to additional assurances. If such is the case, you will be notified.

As the duly authorized representative of the applicant, I certify that the applicant:

1. Has the legal authority to apply for Federal assistance and the institutional, managerial and financial capability (including funds sufficient to pay the non-Federal share of project cost) to ensure proper planning, management and completion of the project described in this application.
2. Will give the awarding agency, the Comptroller General of the United States and, if appropriate, the State, through any authorized representative, access to and the right to examine all records, books, papers, or documents related to the award; and will establish a proper accounting system in accordance with generally accepted accounting standards or agency directives.
3. Will establish safeguards to prohibit employees from using their positions for a purpose that constitutes or presents the appearance of personal or organizational conflict of interest, or personal gain.
4. Will initiate and complete the work within the applicable time frame after receipt of approval of the awarding agency.
5. Will comply with the Intergovernmental Personnel Act of 1970 (42 U.S.C. §§4728-4763) relating to prescribed standards for merit systems for programs funded under one of the 19 statutes or regulations specified in Appendix A of OPM's Standards for a Merit System of Personnel Administration (5 C.F.R. 900, Subpart F).
6. Will comply with all Federal statutes relating to nondiscrimination. These include but are not limited to: (a) Title VI of the Civil Rights Act of 1964 (P.L. 88-352) which prohibits discrimination on the basis of race, color or national origin; (b) Title IX of the Education Amendments of 1972, as amended (20 U.S.C. §§1681-1683, and 1685-1686), which prohibits discrimination on the basis of sex; (c) Section 504 of the Rehabilitation Act of 1973, as amended (29 U.S.C. §794), which prohibits discrimination on the basis of handicaps; (d) the Age Discrimination Act of 1975, as amended (42 U.S.C. §§6101-6107), which prohibits discrimination on the basis of age; (e) the Drug Abuse Office and Treatment Act of 1972 (P.L. 92-255), as amended, relating to nondiscrimination on the basis of drug abuse; (f) the Comprehensive Alcohol Abuse and Alcoholism Prevention, Treatment and Rehabilitation Act of 1970 (P.L. 91-616), as amended, relating to nondiscrimination on the basis of alcohol abuse or alcoholism; (g) §§523 and 527 of the Public Health Service Act of 1912 (42 U.S.C. §§290 dd-3 and 290 ee-3), as amended, relating to confidentiality of alcohol and drug abuse patient records; (h) Title VIII of the Civil Rights Act of 1968 (42 U.S.C. §§3601 et seq.), as amended, relating to nondiscrimination in the sale, rental or financing of housing; (i) any other nondiscrimination provisions in the specific statute(s) under which application for Federal assistance is being made; and, (j) the requirements of any other nondiscrimination statute(s) which may apply to the application.
7. Will comply, or has already complied, with the requirements of Titles II and III of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 (P.L. 91-646) which provide for fair and equitable treatment of persons displaced or whose property is acquired as a result of Federal or federally-assisted programs. These requirements apply to all interests in real property acquired for project purposes regardless of Federal participation in purchases.
8. Will comply, as applicable, with provisions of the Hatch Act (5 U.S.C. §§1501-1508 and 7324-7328) which limit the political activities of employees whose principal employment activities are funded in whole or in part with Federal funds.

9. Will comply, as applicable, with the provisions of the Davis-Bacon Act (40 U.S.C. §§276a to 276a-7), the Copeland Act (40 U.S.C. §276c and 18 U.S.C. §874), and the Contract Work Hours and Safety Standards Act (40 U.S.C. §§327-333), regarding labor standards for federally-assisted construction subagreements.
10. Will comply, if applicable, with flood insurance purchase requirements of Section 102(a) of the Flood Disaster Protection Act of 1973 (P.L. 93-234) which requires recipients in a special flood hazard area to participate in the program and to purchase flood insurance if the total cost of insurable construction and acquisition is \$10,000 or more.
11. Will comply with environmental standards which may be prescribed pursuant to the following: (a) institution of environmental quality control measures under the National Environmental Policy Act of 1969 (P.L. 91-190) and Executive Order (EO) 11514; (b) notification of violating facilities pursuant to EO 11738; (c) protection of wetlands pursuant to EO 11990; (d) evaluation of flood hazards in floodplains in accordance with EO 11988; (e) assurance of project consistency with the approved State management program developed under the Coastal Zone Management Act of 1972 (16 U.S.C. §§1451 et seq.); (f) conformity of Federal actions to State (Clean Air) Implementation Plans under Section 176(c) of the Clean Air Act of 1955, as amended (42 U.S.C. §§7401 et seq.); (g) protection of underground sources of drinking water under the Safe Drinking Water Act of 1974, as amended (P.L. 93-523); and, (h) protection of endangered species under the Endangered Species Act of 1973, as amended (P.L. 93-205).
12. Will comply with the Wild and Scenic Rivers Act of 1968 (16 U.S.C. §§1271 et seq.) related to protecting components or potential components of the national wild and scenic rivers system.
13. Will assist the awarding agency in assuring compliance with Section 106 of the National Historic Preservation Act of 1966, as amended (16 U.S.C. §470), EO 11593 (identification and protection of historic properties), and the Archaeological and Historic Preservation Act of 1974 (16 U.S.C. §§469a-1 et seq.).
14. Will comply with P.L. 93-348 regarding the protection of human subjects involved in research, development, and related activities supported by this award of assistance.
15. Will comply with the Laboratory Animal Welfare Act of 1966 (P.L. 89-544, as amended, 7 U.S.C. §§2131 et seq.) pertaining to the care, handling, and treatment of warm blooded animals held for research, teaching, or other activities supported by this award of assistance.
16. Will comply with the Lead-Based Paint Poisoning Prevention Act (42 U.S.C. §§4801 et seq.) which prohibits the use of lead-based paint in construction or rehabilitation of residence structures.
17. Will cause to be performed the required financial and compliance audits in accordance with the Single Audit Act Amendments of 1996 and OMB Circular No. A-133, "Audits of States, Local Governments, and Non-Profit Organizations."
18. Will comply with all applicable requirements of all other Federal laws, executive orders, regulations, and policies governing this program.
19. Will comply with the requirements of Section 106(g) of the Trafficking Victims Protection Act (TVPA) of 2000, as amended (22 U.S.C. 7104) which prohibits grant award recipients or a sub-recipient from (1) Engaging in severe forms of trafficking in persons during the period of time that the award is in effect (2) Procuring a commercial sex act during the period of time that the award is in effect or (3) Using forced labor in the performance of the award or subawards under the award.

SIGNATURE OF AUTHORIZED CERTIFYING OFFICIAL 	TITLE Chair, Board of Supervisors
APPLICANT ORGANIZATION San Bernardino County	DATE SUBMITTED MAR 14 2023

Standard Form 424B (Rev. 7-97) Back

**SIGNED AND CERTIFIED THAT A COPY OF
THIS DOCUMENT HAS BEEN DELIVERED
TO THE CHAIRMAN OF THE BOARD
LYNNA MONELL
Clerk of the Board of Supervisors
of the County of San Bernardino**

By _____
Deputy



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 Needs 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

Classification	Hourly Rate	Comparison
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 on-going 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.

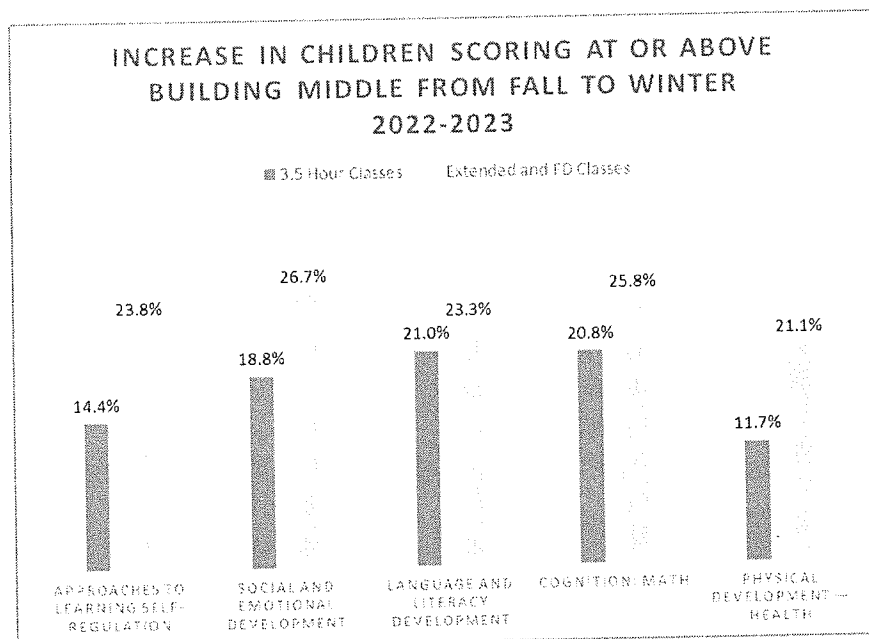
Enrollment data indicates the least desirable program options in the agency are those with the least number of hours. Table 5 shows that the longer the classroom hour, the higher enrollment, and the lessor percentage of severe absences. Children in longer duration classrooms are absent less and the classrooms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

Table 8: Comparison of duration classes by enrollment and attendance

Classroom Duration	Enrollment	Severe Absences
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	1	80%
Cucamonga	118	88	6	80%
South Redlands	124	91	23	92%
Upland	80	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	79	48	50%
Citrus				
South Redlands	124	91	30	66%
Rialto	154	64	64	79%
Renaissance				
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

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

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.

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 /CSPP	HS	HS	HS/CSPP	HS-HB	Net Total
	PD	FD	PD	FD	FD	FD	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								
<u>Program Cost increases due to inflation:</u>													
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						
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					7	

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					18	

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				17

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					11	

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					18	

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					16	

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					16	

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					17

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					19	

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	

175	= Teaching Day	10	= Holiday
2	= Parent Orientation	15	= Recess
8	= Pre-Service/In-Service/Training		
10	= Paperwork days/non-school days		

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, Tweney-Nine Palms, Victorville Northgate, Whitney Young, Yucca Valley

Preschool Services Department 128 Calendar

3.5 and 8 Hours

1/12/2023

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					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					18	

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
39	= Paperwork days/non-school days	8	= Pre-Service/In-service

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
3	= Paperwork days/non-school days	8	= Pre-Service/In-Service/Training

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

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					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

7/22/2022

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					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

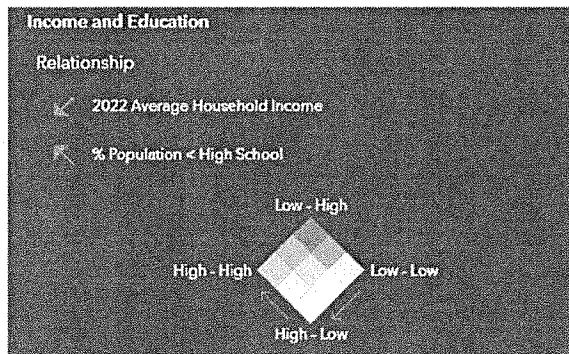
34	= Visits	8	= Holiday	18	= Socialization Days
2	= Parent Orientation	3	= Pre-Service/In-service	6	= Make-up Home Visits
12	= Paperwork days/non-school days	15	= Recess		

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

Sites: Apple Valley, Mill

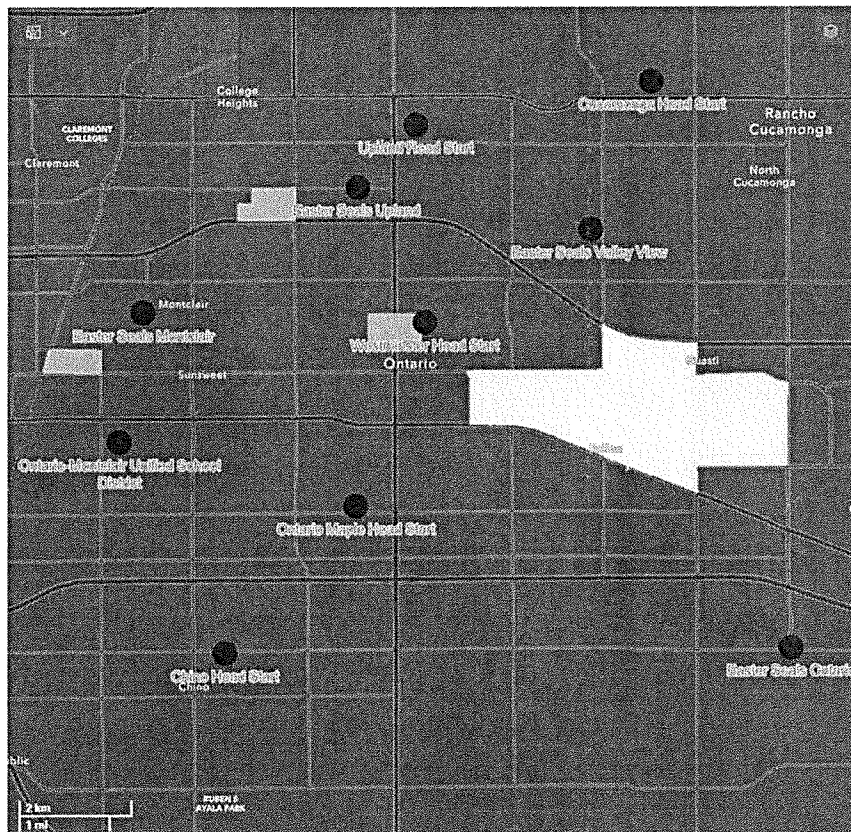
Appendix B: Geographical Information System (GIS) data

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.



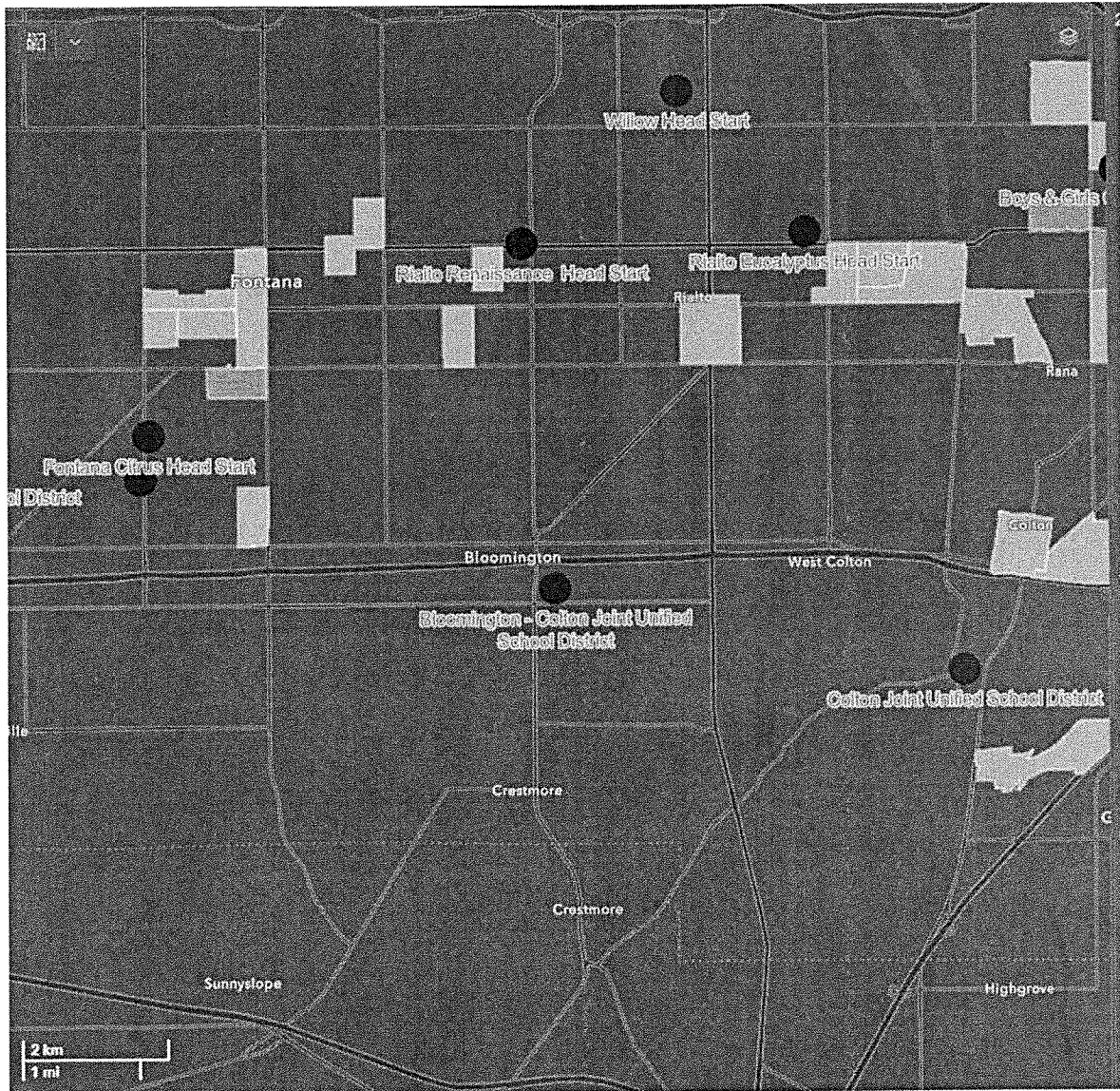
West End Area

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.



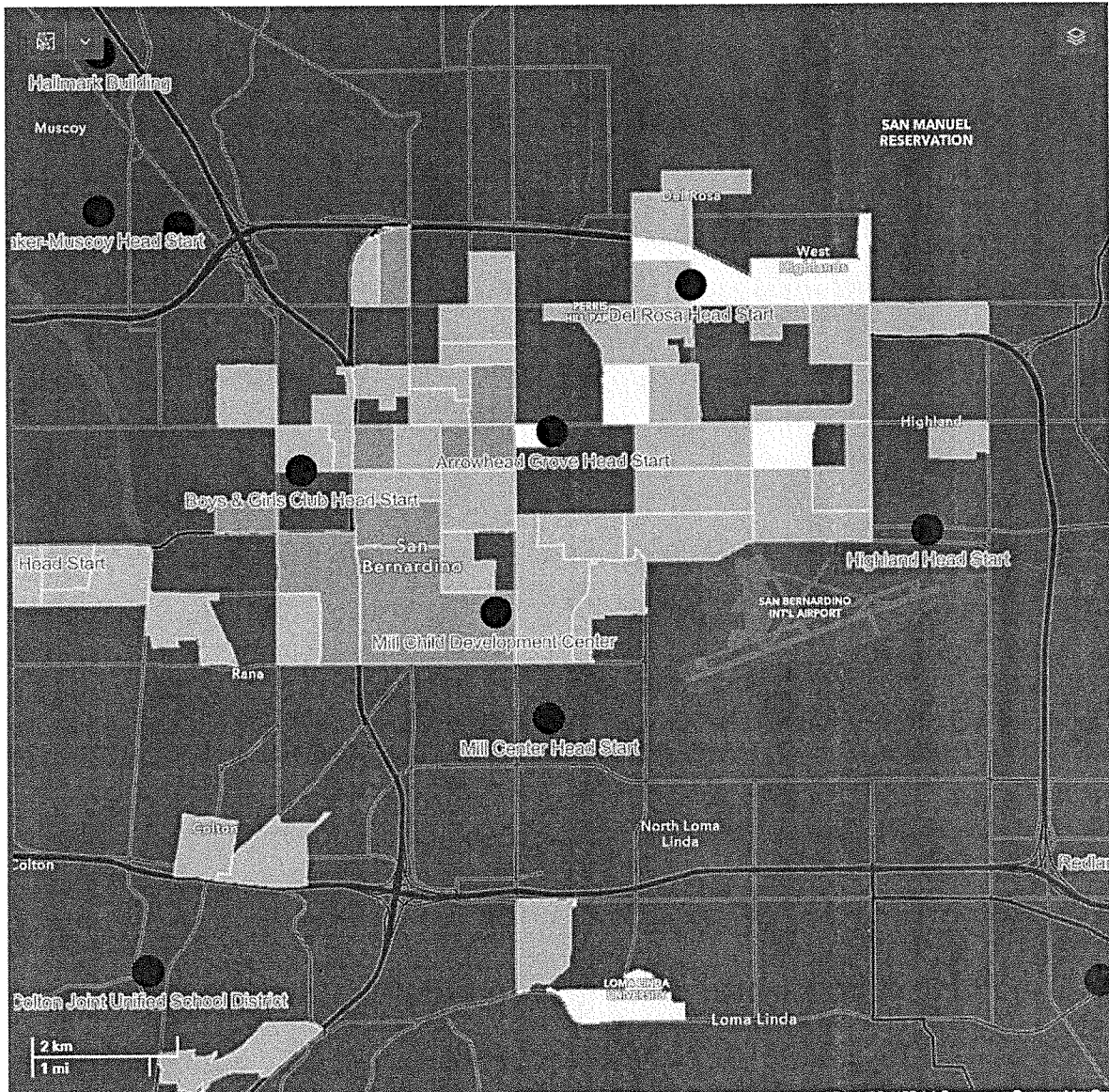
Fontana and Rialto Area

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.



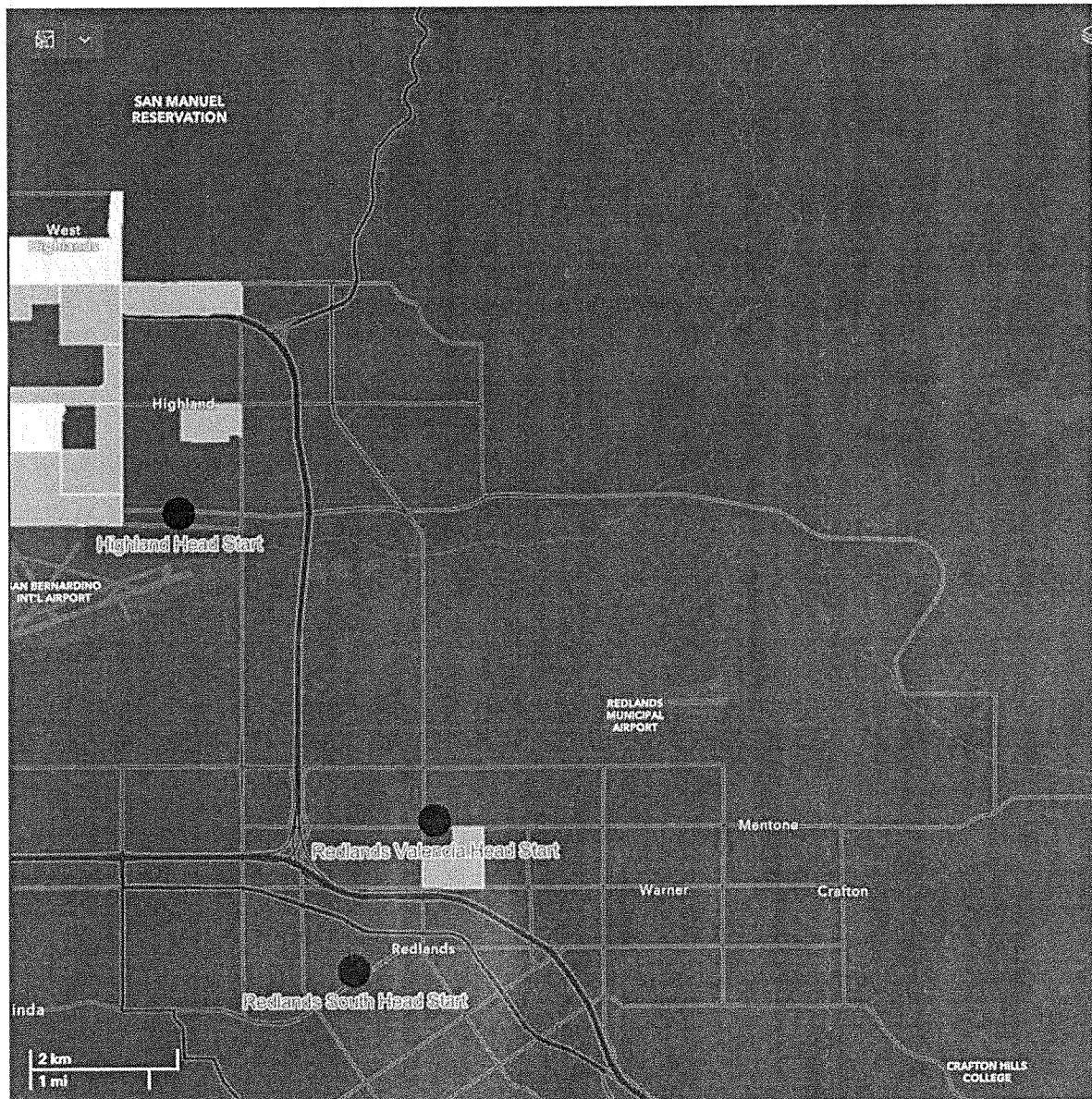
San Bernardino Valley Area

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



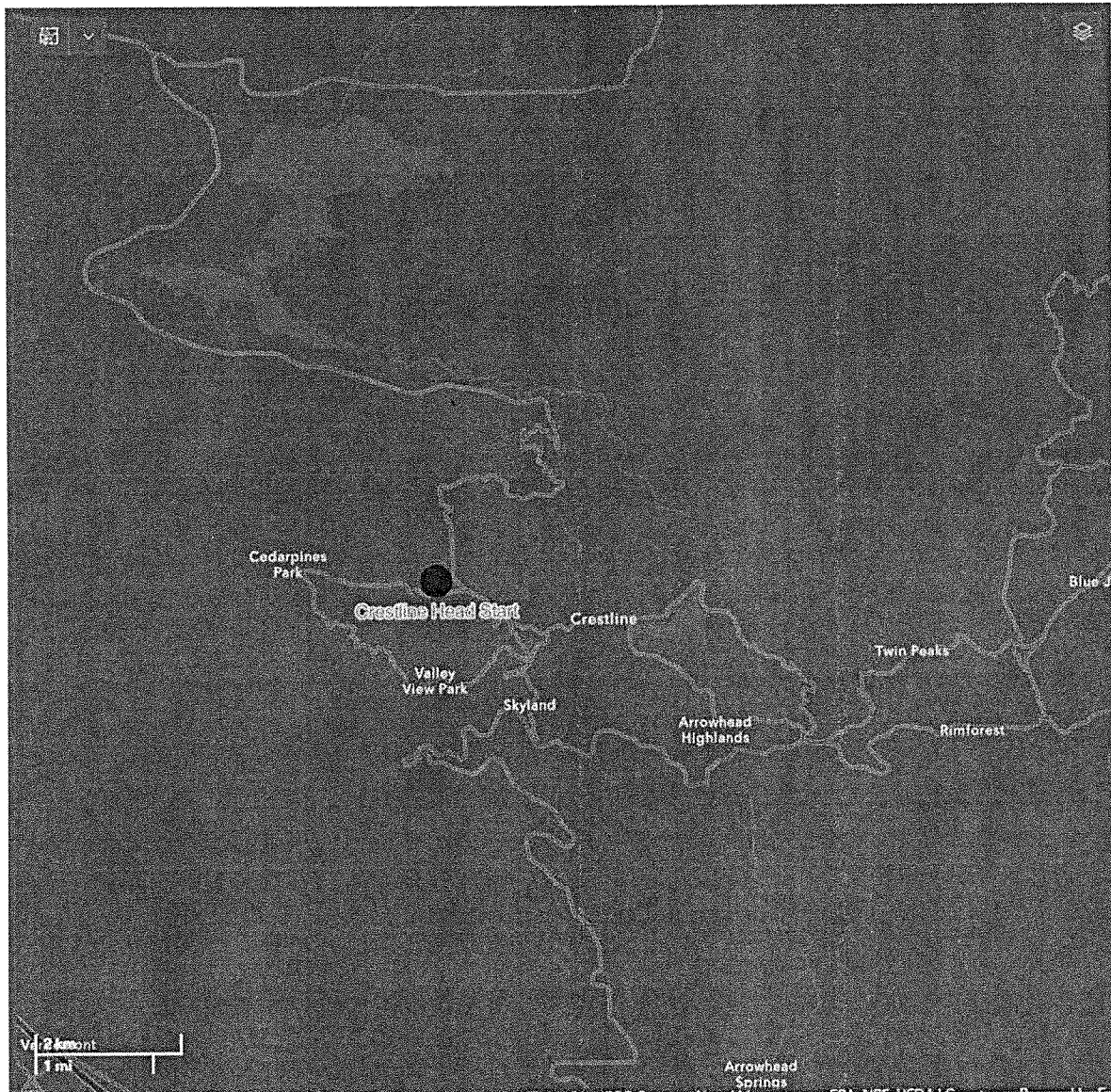
Redlands South Area

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.



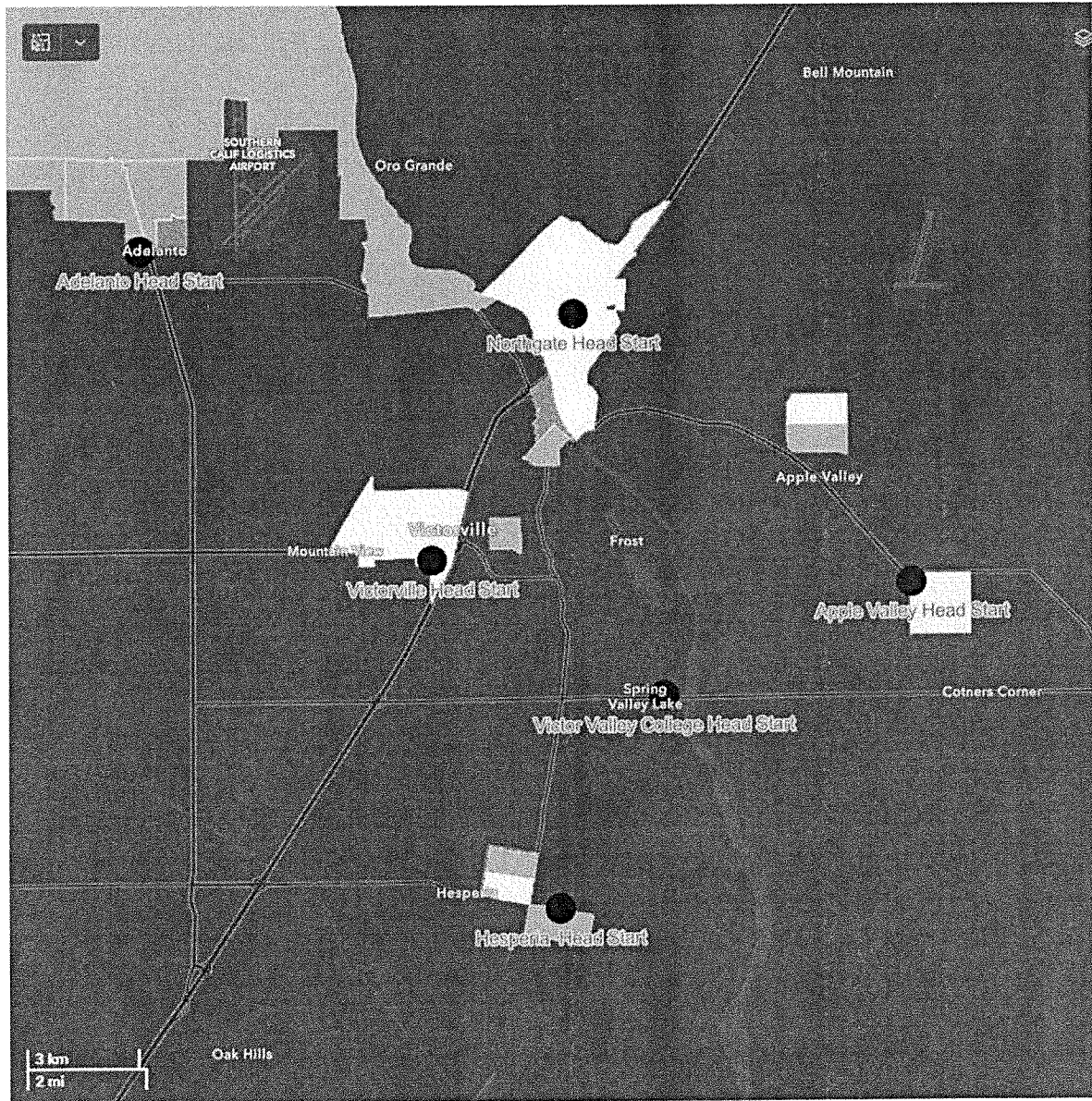
Crestline Area

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.

