



[The Shared Governance Board – PSD \(sbcounty.gov\)](http://sbcounty.gov)

## San Bernardino County Head Start Shared Governance Board Meeting Agenda for Jan. 22, 2026

**JOE BACA, JR., CHAIR**  
Fifth District Supervisor  
San Bernardino County Board of Supervisors

**TED ALEJANDRE, VICE-CHAIR**  
County Superintendent  
San Bernardino County Superintendent of Schools

**JANKI PATEL**  
ACTING DIRECTOR  
SBC Public Health

**JOSH DUGAS**  
ACTING DIRECTOR  
SBC Behavioral Health

**ASHLEY BROOKSHER**  
CHILDREN'S NETWORK OFFICER  
SBC Children's Network

**EVA SOTO**  
HEAD START POLICY COUNCIL CHAIR  
Community Representative  
SGB Representative

**DIANA BANDERAS**  
HEAD START POLICY COUNCIL MEMBER  
Community Representative  
SGB Representative

**CLARA WILSHIRE**  
HEAD START POLICY COUNCIL MEMBER  
Community Representative  
SGB Representative

**TIME:** 2 to 4 p.m.

**LOCATION:** SBC Preschool Services Administration  
662 S. Tippecanoe Avenue

*Interpreters for hearing impaired and Spanish speaking individuals will be made available with forty-eight hours' notice. Please call PSD at 909-383-2078 to request the service. PSD will accept public comments in person, or in advance of the meeting by email to [Sharmaine.Robinson@psd.sbcounty.gov](mailto:Sharmaine.Robinson@psd.sbcounty.gov), comments will be distributed to the SGB and read into the record at the Public Comment portion of the meeting. If you wish to address a specific agenda item, please identify the item number in your email. To ensure timely submission, please submit your comments by noon on Wednesday, Jan. 21, 2026.*

- |  |                                |
|--|--------------------------------|
| <b>1. CALL TO ORDER</b>  | Supervisor Joe Baca Jr., Chair |
| <b>2. WELCOME/INTRODUCTIONS</b>  | Supervisor Joe Baca Jr., Chair |
| <b>3. PUBLIC COMMENT</b>   | Supervisor Joe Baca Jr., Chair |
| <b>4. PRESENTATION OF THE AGENDA</b><br>Notice of minor revisions to agenda items, items removed or continued. | Shar Robinson, Secretary       |

**5. EXECUTIVE REPORTS/PROGRAM UPDATES**

- 5.1 Receive Program Updates (Oral Report) Arlene Molina, Director
- 5.2 County Performance Measures – Quarter 2 Pg.3 LaTrenda Terrell, Deputy Director
- 5.3 Receive PSD 2025-26 Monthly Reports and Updates
  - 5.3.1 Enrollment Pg.7 Sean Segal, Program Manager
  - 5.3.2 Attendance Pg.11 Sean Segal, Program Manager
  - 5.3.3 Facilities Pg.17 Dina Bunch, Administrative Supervisor II
  - 5.3.4 Program Information Report Pg.21 Rodney Barrios, Program Manager
  - 5.3.5 Finance -Budget to Actual Pg.25 Madeline Tsang, Administrative Manager

**6. SGB TRAININGS/OVERVIEWS**

- 6.1 Overview of Parent Family Community Engagement Pg.27 LaShawn Love-French, Program Manager

**7. CONSENT ITEMS**

- 7.1 Approve SGB Minutes – Oct. 23, 2025 Pg.35 Supervisor Joe Baca Jr., Chair
- 7.2 Delegate Appointment – Behavioral Health Pg.43

**8. DISCUSSION ITEMS**

- 8.1 Vice-Chair Election – 2026 Supervisor Joe Baca Jr., Chair
- 8.2 Approve Budget Adjustments
  - 8.2.1 2025-26 Head Start Grant Pg.45 Madeline Tsang, Administrative Manager
  - 8.2.2 2024-25 Head Start Grant Pg.49
- 8.3 Approve PSD 2024-25 Annual Report Pg.55 Arlene Molina, Director

**9. INFORMATIONAL ITEMS**

- 9.1 Next Shared Governance Board Meeting – March 19

**10. EXECUTIVE COMMENT**

Supervisor Joe Baca Jr., Chair

**11. ADJOURNMENT**

Supervisor Joe Baca Jr., Chair

County of San Bernardino  
**PRESCHOOL SERVICES DEPARTMENT**  
**Performance Measures Report - FY 2025**

COUNTY GOAL: IMPLEMENT THE COUNTYWIDE VISION		Measure	25-26 Target	Acc. Quarter 1	25-26 Quarter 2	25-26 Quarter 3	25-26 Quarter 4
<b>OBJECTIVE</b>	<b>Strategically engage particular Vision Element Groups to support and expand the County's public facing Vision projects.</b>	<p>Percentage of children not meeting developmental expectations in literacy skills on the first assessment who subsequently meet the standard by the end of the program year, utilizing the Desired Results Developmental Profile (DRDP) 2015 assessment tool.</p>	55%	N/A	N/A		
<b>STRATEGY</b>	Promote school readiness.						
<b>STRATEGY</b>	Support the Countywide Vision Regional Implementation Goal: Partner with all sectors of the community to support the success of every child from cradle to career.						
<b>STRATEGY</b>	Support the Vision2Read Initiative.						
<b>STRATEGY</b>	Identify the number of Head Start/State Preschool children ages 3 – 5 not meeting developmental expectations based on the Head Start Early Learning Outcomes Framework for their age in literacy skills on the first quarter's assessment, and reduce this count by 55% by June 30, 2026.						
<b>EXPLANATION</b>	Year-round Head Start children are assessed two times a year. The first assessment was conducted during the first quarter of 2025-26; after the first assessment, a baseline is established of the children assessed who did not meet developmental expectations in literacy skills. The target is for 55% of these children to meet developmental expectations by June 30, 2026. Unfortunately, due to a data upload issue with the DRDP online system the second quarter result cannot be reported at this time. The department is working diligently to resolve the issue with our vendors and record keeping system to get the data corrected and analyzed.						

**PRESCHOOL SERVICES DEPARTMENT**  
**Performance Measures Report - FY 2025**

<b>COUNTY GOAL: IMPLEMENT THE COUNTYWIDE VISION</b>		<b>Measure</b>	<b>25-26 Target</b>	<b>Acc. Quarter 1</b>	<b>25-26 Quarter 2</b>	<b>25-26 Quarter 3</b>	<b>25-26 Quarter 4</b>
<b>OBJECTIVE</b>	<b>Strategically engage particular Vision Element Groups to support and expand the County's public facing Vision projects.</b>						
<b>STRATEGY</b>	Promote school readiness.						
<b>STRATEGY</b>	Support the Countywide Vision Regional Implementation Goal: Partner with all sectors of the community to support the success of every child from cradle to career.						
<b>STRATEGY</b>	Identify the number of Early Head Start children ages 18 – 36 months not meeting developmental expectations based on the Head Start Early Learning Outcomes Framework for their age in social-emotional skills on the first quarter's assessment, and reduce this count by 30% by June 30, 2026.	Percentage of children not meeting developmental expectations in social-emotional skills on the first assessment who subsequently meet the standard by the end of the program year, utilizing the Desired Results Developmental Profile (DRDP) 2015 assessment tool.	30%	N/A	N/A		
<b>EXPLANATION</b>	Year-round Early Head Start children are assessed two times a year. The first assessment was conducted during the first quarter of 2025-26; after the first assessment, a baseline is established of the children assessed who did not meet developmental expectations in social-emotional skills. The target is for 30% of these children to meet developmental expectations by June 30, 2026. Unfortunately, due to a data upload issue with the DRDP online system the baseline and the second quarter results cannot be reported at this time. The department is working diligently to resolve the issue with our vendors and record keeping system to get the data corrected and analyzed.						

**PRESCHOOL SERVICES DEPARTMENT**  
**Performance Measures Report - FY 2025**

<b>COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS</b>		<b>Measure</b>	<b>25-26 Target</b>	<b>Acc. Quarter 1</b>	<b>25-26 Quarter 2</b>	<b>25-26 Quarter 3</b>	<b>25-26 Quarter 4</b>
<b>OBJECTIVE</b>	<b>Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.</b>	Number of foster children enrolled.	204	124	136		
<b>STRATEGY</b>	Increase the enrollment opportunities for foster children.						
<b>STRATEGY</b>	Enhance the referral process of enrollment with San Bernardino County Children and Family Services.						
<b>EXPLANATION</b>	The department enrolled an additional 12 foster children in its various programs in the second quarter. Recruitment efforts are ongoing and the department expects to achieve the target by June 30, 2026.						

**PRESCHOOL SERVICES DEPARTMENT**

**Performance Measures Report - FY 2025**

<b>COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS</b>		<b>Measure</b>	<b>25-26 Target</b>	<b>Acc. Quarter 1</b>	<b>25-26 Quarter 2</b>	<b>25-26 Quarter 3</b>	<b>25-26 Quarter 4</b>
<b>OBJECTIVE</b>	<b>Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.</b>	Percentage of children identified at the beginning of the year as <b>In Excess of Healthy BMI</b> or <b>Over Healthy BMI</b> whose BMI is reduced.	60%	N/A	52%		
<b>STRATEGY</b>	Identify <b>In Excess of Healthy BMI</b> and/or <b>Over Healthy BMI</b> children ages 2-5 years in an effort to promote a healthy lifestyle.						
<b>STRATEGY</b>	Promote nutrition education programs for parents at each school site.						
<b>STRATEGY</b>	Ensure that children receive both nutrition curriculum and physical activity daily within the classroom schedule.						
<b>STRATEGY</b>	Decrease the number of children who are identified as <b>In Excess of Healthy BMI</b> or <b>Over Healthy BMI</b> from the higher level of Body Mass Index (BMI) classification to the next lower level by children's height and weight.						
<b>EXPLANATION</b>	Year round, full-day children are assessed three times a year. After the first assessment, the department identified <b>111</b> as in excess of healthy Body Mass Index (BMI) for whom nutrition counseling and education training will be provided throughout the program year. The department's goal is to lower the children's BMI to a healthier classification by the end of the program year. Fifty-three children (52% of the children still enrolled) have improved their BMI classification to the next lower level. The department expects to reach its target goal of lowering the BMI to a healthier classification for 60% of the children identified after the first assessment by June 30, 2026.						



**Preschool Services Enrollment Report  
December 2025**

<b>Early Head Start Sites</b>	<b>Funded Slots</b>	<b>Enrolled</b>	<b>Total Vacancies</b>	<b>% Enrolled</b>
DA-Easter Seals Montclair (FD)	32	30	2	<b>94%</b>
DA-Easter Seals Ontario Haven	44	35	9	<b>80%</b>
DA-Easter Seals Ontario Mills	24	21	3	<b>88%</b>
DA-Easter Seals Ontario Phillips	36	35	1	<b>97%</b>
Apple Valley EHS	19	18	1	<b>95%</b>
Barstow Main EHS	19	18	1	<b>95%</b>
Chino EHS	28	27	1	<b>96%</b>
Del Rosa EHS	8	8	0	<b>100%</b>
Fontana Citrus EHS	27	27	0	<b>100%</b>
Hesperia EHS (HB)	28	28	0	<b>100%</b>
Mill St (FD)	16	16	0	<b>100%</b>
Next Gen Hesperia	18	17	1	<b>94%</b>
Next Gen Victorville	14	0	14	<b>0%</b>
Ontario Maple (FD)	24	24	0	<b>100%</b>
Redlands South (HB)	21	21	0	<b>100%</b>
Rialto Eucalyptus (FD)	16	16	0	<b>100%</b>
Victorville	16	16	0	<b>100%</b>
Whitney Young (FD)	16	15	1	<b>94%</b>
Yucaipa EHS (HB)	10	10	0	<b>100%</b>
Yucca Valley EHS	21	19	2	<b>90%</b>
<b>Totals</b>	<b>437</b>	<b>401</b>	<b>36</b>	<b>92%</b>

	Total Reserved Slots	<b>0</b>	
	Total Vacancies 30 Day or Less	<b>10</b>	
	Enrollment	<b>411</b>	<b>94%</b>



**Preschool Services Enrollment Report  
December 2025**

Head Start Sites	HS Funded Slots	Enrolled	Total Vacancies	% Enrolled
Adelanto	61	45	16	74%
Apple Valley	62	60	2	97%
Arrowhead Grove	32	32	0	100%
Baker FLC	32	31	1	97%
Barstow Main	16	16	0	100%
CA-Colton Bloomington JUSD	32	32	0	100%
CA-Colton San Salvador JUSD	80	77	3	96%
CA-Needles USD	30	19	11	63%
Chino	42	42	0	100%
Cucamonga	43	43	0	100%
Del Rosa	32	32	0	100%
CA-Easter Seals Montclair	32	32	0	100%
CA-Easter Seals Ontario Haven	32	31	1	97%
CA-Easter Seals Ontario Maple	48	29	19	60%
CA-Easter Seals Ontario Mills	84	71	13	85%
CA-Easter Seals Ontario Phillips	48	48	0	100%
Fontana Citrus	48	48	0	100%
Hesperia	48	48	0	100%
Highland	32	32	0	100%
Las Terrazas	18	18	0	100%
Mill CDC	83	81	2	98%
Next Gen Hesperia	55	23	32	42%
Ontario Maple	16	16	0	100%
Redlands South	32	32	0	100%
Redlands Valencia	14	14	0	100%
Rialto Eucalyptus	55	55	0	100%
Rialto Renaissance	64	64	0	100%
Rialto Willow	24	23	1	96%
Rim of the World	15	15	0	100%
San Bernardino Parks & Rec	15	15	0	100%
Twenty Nine Palms	15	15	0	100%
Upland	32	32	0	100%
Victorville	46	46	0	100%
Victorville Northgate	31	29	2	94%
Westminster	28	28	0	100%
Whitney Young	32	31	1	97%
Yucaipa	31	31	0	100%
Yucca Valley	16	15	1	94%
<b>Total</b>	<b>1456</b>	<b>1351</b>	<b>105</b>	<b>93%</b>

Total Reserved Slots	<b>0</b>	
Toal Vacances 30 days or	<b>21</b>	
End of Month Total Enrol	<b>1372</b>	<b>94%</b>



**Preschool Services Enrollment Report  
December 2025**

<b>Early Head Start - CCP Sites</b>	<b>EHS CCP Funded Slots</b>	<b>Enrolled</b>	<b>Total Vacancies</b>	<b>% Enrolled</b>
Ana Brown	5	5	0	100%
Benavides Family	10	10	0	100%
Bennett Family	4	4	0	100%
Brown (Mayra) Family	6	6	0	100%
CA Gonzalez-Gannon FCC	6	3	3	50%
CA Lily Bug's CCC 01	3	2	1	67%
CA Lily Bug's CCC 02	2	1	1	50%
CA Robinson's CCC	5	1	4	20%
Campos Family	4	4	0	100%
Caring Hearts CDC 01	2	2	0	100%
Caring Hearts CDC 02	2	1	1	50%
Castellanos Family	7	5	2	71%
Contrereas Family	6	6	0	100%
Flores FCC	4	4	0	100%
Fuentes FCC	2	2	0	100%
Gore Family	2	2	0	100%
Griffin Family	4	4	0	100%
Guzman Family	6	6	0	100%
Harris Family	1	0	1	0%
Heartfelt Day Care 01	5	5	0	100%
Heartfelt Day Care 02	4	4	0	100%
Ivery FCC	5	5	0	100%
Jensen FCC	4	4	0	100%
Johnson Family	5	5	0	100%
Lanre-Orepo Family	12	12	0	100%
Matheu Family	7	6	1	86%
Oak Tree Learning Center 01	1	1	0	100%
Oak Tree Learning Center 02	1	0	1	0%
Rodriguez (Cindy) FCC	6	6	0	100%
Wade Family	3	3	0	100%
Wallace Family	4	4	0	100%
Wright Family	8	6	2	75%
<b>Totals</b>	<b>146</b>	<b>129</b>	<b>17</b>	<b>88%</b>

Total Reserved Slots	<b>0</b>	
Total Vacancies 30 Days of Less	<b>3</b>	
Enrollment	<b>132</b>	<b>90%</b>

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### 2301 - Average Daily Attendance

Program Term: Head Start 2025-2026 | Preschool Services Department • All Classrooms | Report Dates: 12/01/2025 - 12/31/2025 | Attendance Status: Use Preferences | Enrollment Status: All | Flag/Group: Not Filtered | Program Option: All | Responsible Staff: All | Custom Filter: Not Filtered | Report Type: Summary

#### Preschool Services Department

	Attendance Records			Operating Days	ADA <sup>1</sup>	Funded Enrollment		Actual Enrollment	
	Present <sup>5</sup>	Absent <sup>6</sup>	Neither <sup>7</sup>			Count	% Attendance	Count <sup>2</sup>	% Attendance <sup>3</sup>
Adelanto	520	212	27	17.00 (avg)	30.45	46	66.84%	43.19	71.04%
Apple Valley	694	276	0	16.00 (avg)	43.85	62	71.25%	61.69	71.55%
Arrowhead Grove	308	125	9	14.50 (avg)	22.10	32	69.06%	30.90	71.13%
Baker FLC	481	149	0	20.00 (avg)	24.05	32	75.16%	31.50	76.35%
Barstow	193	127	0	20.00 (avg)	9.65	16	60.31%	16.00	60.31%
CA-Colton Bloomington JUSD	215	41	0	8.00 (avg)	26.87	32	83.98%	32.00	83.98%
CA-Colton San Salvador JUSD	687	212	0	11.60 (avg)	58.78	80	74.03%	76.38	76.42%
CA-Needles USD	187	58	0	14.00 (avg)	13.35	30	44.52%	17.50	76.33%
CA-Next Gen Hesperia	93	57	0	15.00 (avg)	6.20	10	62.00%	10.00	62.00%
CA-Rim Of The World	203	37	0	16.00 (avg)	12.69	15	84.58%	15.00	84.58%
Chino	401	175	0	13.33 (avg)	29.37	42	69.62%	42.00	69.62%
Cucamonga	471	69	0	14.00 (avg)	34.09	43	78.63%	39.07	87.22%
Del Rosa	266	197	0	14.50 (avg)	18.30	32	57.33%	31.69	57.45%
Fontana Citrus	508	222	10	15.50 (avg)	32.82	48	68.10%	47.03	69.59%
Hesperia	606	272	0	18.00 (avg)	33.05	48	69.02%	48.00	69.02%
Highland	290	138	0	13.50 (avg)	21.82	32	68.08%	32.00	67.76%
Las Terrazas	161	89	0	14.00 (avg)	11.25	18	62.89%	17.54	64.40%
Mill CDC	883	497	0	17.78 (avg)	50.73	80	63.66%	79.60	63.99%
Ontario Maple	246	74	0	20.00 (avg)	12.30	16	76.88%	16.00	76.88%
Redlands South	326	98	3	14.00 (avg)	24.22	32	75.46%	31.39	76.89%
Redlands-Valencia Grove	212	68	0	20.00 (avg)	10.60	14	75.71%	14.00	75.71%
Rialto Eucalyptus	662	256	20	17.00 (avg)	39.11	69	54.26%	53.66	72.11%
Rialto Renaissance	645	219	17	13.86 (avg)	46.91	64	72.96%	62.52	74.65%
Rialto Willow	329	150	0	20.00 (avg)	16.45	24	68.54%	23.95	68.68%
S.B. Parks & Rec	126	54	0	12.00 (avg)	10.50	15	70.00%	15.00	70.00%
Twenty-Nine Palms	142	42	11	13.00 (avg)	10.92	15	72.82%	14.15	77.17%
Upland	307	109	0	13.00 (avg)	23.62	32	73.80%	32.00	73.80%
Victorville	522	288	0	18.00 (avg)	30.19	46	64.29%	45.87	64.44%
Victorville Northgate	383	128	0	17.67 (avg)	22.81	31	74.37%	30.69	74.95%
Westminster	300	84	0	13.50 (avg)	21.88	28	78.13%	28.00	78.13%
Whitney Young	252	146	0	13.00 (avg)	19.38	32	60.58%	30.62	63.32%
Yucaipa	300	84	0	12.50 (avg)	24.00	31	77.72%	30.79	78.13%
Yucca Valley	155	37	16	13.00 (avg)	11.92	16	74.52%	14.77	80.73%
<b>Preschool Services Department</b>	<b>12,074</b>	<b>4,790</b>	<b>113</b>	<b>15.39 (avg)</b>	<b>804.23</b>	<b>1,163</b>	<b>68.56%</b>	<b>1,114.5</b>	<b>71.60%</b>
<b>Report Totals</b>	<b>12,074</b>	<b>4,790</b>	<b>113</b>	<b>15.39 (avg)</b>	<b>804.23</b>	<b>1,163</b>	<b>68.56%</b>	<b>1,114.5</b>	<b>71.60%</b>

1. ADA for each classroom is the sum of statuses selected to count as 'Present' on the setup screen divided by the Operating Days for that classroom.
2. Actual Enrollment Count for each classroom is the sum of the Present and Absent columns divided by the Operating Days
3. Percent Attendance is the Present count divided by the sum of Present and Absent Count
4. Site totals for ADA, Funded Enrollment Count, and Actual Enrollment count are the sum of that count for each of the site's classrooms.
5. Statuses counted as Present: Present(P), Present Offsite(PO), Tardy(T), Left Early(LE), Tardy and Left Early(TLE), Virtual(V), Late Pickup(LP), Tardy and Late Pickup(TLP)
6. Statuses counted as Absent: Absent(A), Excused(E), Unexcused(U), Best Interest Day(B)
7. Statuses counted as Neither: No Class (-), Not Scheduled (N), ()

### 2301 - Average Daily Attendance

Program Term: EHS 2025-2026 | Preschool Services Department: < No Site > • All Classrooms, Adelanto • All Classrooms, Admin • All Classrooms, Apple Valley • All Classrooms, Apple Valley EHS, 30 233 CCTR-FD/EHS-PD, 30 233 EHS-FD/CCTR-FD, 31 233 CCTR-FD/EHS-FD, 31 233 EHS-FD/CCTR-FD, 32 233 CCTR-FD/EHS-FD, 32 233 EHS-FD/CCTR-FD, Arrowhead Grove • All Classrooms, Arrowhead Grove EHS • All Classrooms, Baker FLC • All Classrooms, Barstow • All Classrooms, Barstow EHS, 30 233 CCTR-FD/EHS-FD, 30 233...

#### Preschool Services Department

	Attendance Records			Operating Days	ADA <sup>1</sup>	Funded Enrollment		Actual Enrollment	
	Present <sup>5</sup>	Absent <sup>6</sup>	Neither <sup>7</sup>			Count	% Attendance	Count <sup>2</sup>	% Attendance <sup>3</sup>
Apple Valley EHS	114	46	0	20.00 (avg)	5.70	8	71.25%	8.00	71.25%
Barstow EHS	62	82	0	20.00 (avg)	3.10	8	38.75%	7.20	43.06%
CA-Next Gen Hesperia	51	44	0	19.00 (avg)	2.68	5	53.68%	5.00	53.68%
Chino EHS	190	130	0	20.00 (avg)	9.50	16	59.38%	16.00	59.38%
Del Rosa EHS	75	80	0	20.00 (avg)	3.75	8	46.88%	7.75	48.39%
Fontana Citrus EHS	238	77	4	20.00 (avg)	11.90	16	74.38%	15.75	75.56%
Hesperia EHS	217	103	0	20.00 (avg)	10.85	16	67.81%	16.00	67.81%
Mill CDC EHS	133	176	0	19.50 (avg)	6.79	16	42.63%	15.84	43.04%
Ontario Maple EHS	310	163	0	20.00 (avg)	15.50	24	64.58%	23.65	65.54%
Rialto Eucalyptus EHS	152	166	0	20.00 (avg)	7.60	16	47.50%	15.90	47.80%
Victorville EHS	234	78	0	20.00 (avg)	11.70	16	73.13%	15.60	75.00%
Whitney Young EHS	117	187	0	20.00 (avg)	5.85	16	36.56%	15.20	38.49%
Yucca Valley EHS	129	31	0	20.00 (avg)	6.45	8	80.63%	8.00	80.63%
<b>Preschool Services Department</b>	<b>2,022</b>	<b>1,363</b>	<b>4</b>	<b>19.91 (avg)</b>	<b>101.37</b>	<b>173</b>	<b>58.66%</b>	<b>169.89</b>	<b>59.73%</b>
<b>Report Totals</b>	<b>2,022</b>	<b>1,363</b>	<b>4</b>	<b>19.91 (avg)</b>	<b>101.37</b>	<b>173</b>	<b>58.66%</b>	<b>169.89</b>	<b>59.73%</b>

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2. Actual Enrollment Count for each classroom is the sum of the Present and Absent columns divided by the Operating Days
3. Percent Attendance is the Present count divided by the sum of Present and Absent Count
4. Site totals for ADA, Funded Enrollment Count, and Actual Enrollment count are the sum of that count for each of the site's classrooms.
5. Statuses counted as Present: Present(P), Present Offsite(PO), Tardy(T), Left Early(LE), Tardy and Left Early(TLE), Virtual(V), Late Pickup(LP), Tardy and Late Pickup(TLP)
6. Statuses counted as Absent: Absent(A), Excused(E), Unexcused(U), Best Interest Day(B)
7. Statuses counted as Neither: No Class (-), Not Scheduled (N), ()

### 2301 - Average Daily Attendance

Program Term: EHS CCP 2025-2026 | Preschool Services Department • All Classrooms | Report Dates: 12/01/2025 - 12/31/2025 | Attendance Status: Use Preferences | Enrollment Status: All | Flag/Group: Not Filtered | Program Option: All | Responsible Staff: All | Custom Filter: Not Filtered | Report Type: Summary

#### Preschool Services Department

	Attendance Records			Operating Days	ADA <sup>1</sup>	Funded Enrollment		Actual Enrollment	
	Present <sup>5</sup>	Absent <sup>6</sup>	Neither <sup>7</sup>			Count	% Attendance	Count <sup>2</sup>	% Attendance <sup>3</sup>
CA-Gonzales-Gannon FCC	68	1	12	27.00 (avg)	2.52	6	41.98%	2.56	98.55%
CA-Lily Bugs CCC	31	7	3	18.00 (avg)	1.72	5	34.44%	2.11	81.58%
CA-Robinson FCC	11	5	0	16.00 (avg)	0.69	5	13.75%	1.00	68.75%
CCRC- Ana Brown FCC	63	25	0	19.00 (avg)	3.32	5	66.32%	4.63	71.59%
CCRC- Benavides FCC	178	22	0	20.00 (avg)	8.90	10	89.00%	10.00	89.00%
CCRC- Bennett FCC	46	30	0	19.00 (avg)	2.42	4	60.53%	4.00	60.53%
CCRC- Brown (Mayra) FCC	119	4	3	21.00 (avg)	5.67	6	94.44%	5.86	96.75%
CCRC- Campos FCC	69	19	32	30.00 (avg)	2.30	4	57.50%	2.93	78.41%
CCRC- Caring Hearts CDC	26	31	0	19.00 (avg)	1.37	4	34.21%	3.00	45.61%
CCRC- Castellanos FCC	68	27	0	17.00 (avg)	4.00	7	57.14%	5.59	71.58%
CCRC- Contreras FCC	65	42	0	20.00 (avg)	3.25	6	54.17%	5.35	60.75%
CCRC- Flores FCC	54	18	4	19.00 (avg)	2.84	4	71.05%	3.79	75.00%
CCRC- Fuentes FCC	34	4	6	22.00 (avg)	1.55	2	77.27%	1.73	89.47%
CCRC- Gore FCC	42	4	0	23.00 (avg)	1.83	2	91.30%	2.00	91.30%
CCRC- Griffin FCC	23	41	0	16.00 (avg)	1.44	4	35.94%	4.00	35.94%
CCRC- Guzman FCC	79	21	8	18.00 (avg)	4.39	6	73.15%	5.56	79.00%
CCRC- Heartfelt Day Care	130	37	0	20.00 (avg)	6.50	9	72.22%	8.35	77.84%
CCRC- Ivery FCC	91	18	1	22.00 (avg)	4.14	5	82.73%	4.95	83.49%
CCRC- Jensen FCC	67	13	24	26.00 (avg)	2.58	4	64.42%	3.08	83.75%
CCRC- Johnson FCC	89	20	1	22.00 (avg)	4.05	5	80.91%	4.95	81.65%
CCRC- Lanre-Orepo FCC	186	54	0	20.00 (avg)	9.30	12	77.50%	12.00	77.50%
CCRC- Matheu FCC	95	48	0	23.00 (avg)	4.13	7	59.01%	6.22	66.43%
CCRC- Oak Tree Learning Center	11	5	0	22.00 (avg)	0.50	2	25.00%	0.73	68.75%
CCRC- Rodriguez (Cindy) FCC	72	32	22	21.00 (avg)	3.43	6	57.14%	4.95	69.23%
CCRC- Wade FCC	61	2	6	23.00 (avg)	2.65	3	88.41%	2.74	96.83%
CCRC- Wallace FCC	45	5	5	20.00 (avg)	2.25	4	56.25%	2.50	90.00%
CCRC- Wright FCC	108	6	0	19.00 (avg)	5.68	8	71.05%	6.00	94.74%
<b>Preschool Services Department</b>	<b>1,931</b>	<b>541</b>	<b>127</b>	<b>20.63 (avg)</b>	<b>93.42</b>	<b>145</b>	<b>64.84%</b>	<b>120.58</b>	<b>78.11%</b>
<b>Report Totals</b>	<b>1,931</b>	<b>541</b>	<b>127</b>	<b>20.63 (avg)</b>	<b>93.42</b>	<b>145</b>	<b>64.84%</b>	<b>120.58</b>	<b>78.11%</b>

1. ADA for each classroom is the sum of statuses selected to count as 'Present' on the setup screen divided by the Operating Days for that classroom.
2. Actual Enrollment Count for each classroom is the sum of the Present and Absent columns divided by the Operating Days
3. Percent Attendance is the Present count divided by the sum of Present and Absent Count
4. Site totals for ADA, Funded Enrollment Count, and Actual Enrollment count are the sum of that count for each of the site's classrooms.
5. Statuses counted as Present: Present(P), Present Offsite(PO), Tardy(T), Left Early(LE), Tardy and Left Early(TLE), Virtual(V), Late Pickup(LP), Tardy and Late Pickup(TLP)
6. Statuses counted as Absent: Absent(A), Excused(E), Unexcused(U), Best Interest Day(B)
7. Statuses counted as Neither: No Class (-), Not Scheduled (N), ()

### 2301 - Average Daily Attendance

Program Term: Head Start 2025-2026 | Easterseals So. Calif. • All Classrooms | Report Dates: 12/01/2025 - 12/31/2025  
| Attendance Status: Use Preferences | Enrollment Status: All | Flag/Group: Not Filtered | Program Option: All |  
Responsible Staff: All | Custom Filter: Not Filtered | Report Type: Summary

#### Easterseals So. Calif.

	Attendance Records			Operating Days	ADA <sup>1</sup>	Funded Enrollment		Actual Enrollment	
	Present <sup>5</sup>	Absent <sup>6</sup>	Neither <sup>7</sup>			Count	% Attendance	Count <sup>2</sup>	% Attendance <sup>3</sup>
ESSC-Maple CDC	314	76	0	13.00 (avg)	23.12	48	50.32%	28.75	80.51%
ESSC-Montclair CDC	442	70	0	16.00 (avg)	27.63	32	86.33%	32.00	86.33%
ESSC-Ontario CDC (Haven)	436	66	0	16.00 (avg)	27.26	32	85.16%	31.38	86.85%
ESSC-Phillips North CDC	657	104	0	16.00 (avg)	41.07	48	85.55%	47.56	86.33%
<b>Easterseals So. Calif.</b>	<b>1,849</b>	<b>316</b>	<b>0</b>	<b>15.10 (avg)</b>	<b>119.08</b>	<b>160</b>	<b>76.53%</b>	<b>139.69</b>	<b>85.40%</b>
<b>Report Totals</b>	<b>1,849</b>	<b>316</b>	<b>0</b>	<b>15.10 (avg)</b>	<b>119.08</b>	<b>160</b>	<b>76.53%</b>	<b>139.69</b>	<b>85.40%</b>

1. ADA for each classroom is the sum of statuses selected to count as 'Present' on the setup screen divided by the Operating Days for that classroom.
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6. Statuses counted as Absent: Absent(A), Excused(E), Unexcused(U), Best Interest Day(B)
7. Statuses counted as Neither: No Class (-), Not Scheduled (N), ( )

### 2301 - Average Daily Attendance

Program Term: EHS 2025-2026 | Easterseals So. Calif.: ESSC-Maple CDC • All Classrooms, ESSC-Montclair CDC • All Classrooms, ESSC-Ontario CDC (Haven) • All Classrooms, ESSC-Phillips North CDC • All Classrooms, ESSC-Phillips South CDC • All Classrooms, OLD-ESSC-HB (Mills) EHS • All Classrooms, OLD-ESSC-Montclair CDC EHS • All Classrooms, OLD-ESSC-Ontario CDC (Haven) EHS • All Classrooms, OLD-ESSC-Phillips North EHS • All Classrooms, OLD-ESSC-Valley View CDC • All Classrooms | Report Dates:...

#### Easterseals So. Calif.

	Attendance Records			Operating Days	ADA <sup>1</sup>	Funded Enrollment		Actual Enrollment	
	Present <sup>5</sup>	Absent <sup>6</sup>	Neither <sup>7</sup>			Count	% Attendance	Count <sup>2</sup>	% Attendance <sup>3</sup>
ESSC-Montclair CDC	421	83	0	16.00 (avg)	26.32	32	82.23%	31.50	83.53%
ESSC-Ontario CDC (Haven)	492	133	0	16.83 (avg)	29.57	44	66.85%	37.39	78.72%
ESSC-Phillips North CDC	313	92	0	17.00 (avg)	18.62	24	76.72%	23.81	77.28%
ESSC-Phillips South CDC	136	37	0	18.00 (avg)	7.82	12	65.38%	9.81	78.61%
<b>Easterseals So. Calif.</b>	<b>1,362</b>	<b>345</b>	<b>0</b>	<b>16.80 (avg)</b>	<b>82.33</b>	<b>112</b>	<b>73.07%</b>	<b>102.51</b>	<b>79.79%</b>
<b>Report Totals</b>	<b>1,362</b>	<b>345</b>	<b>0</b>	<b>16.80 (avg)</b>	<b>82.33</b>	<b>112</b>	<b>73.07%</b>	<b>102.51</b>	<b>79.79%</b>

1. ADA for each classroom is the sum of statuses selected to count as 'Present' on the setup screen divided by the Operating Days for that classroom.
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6. Statuses counted as Absent: Absent(A), Excused(E), Unexcused(U), Best Interest Day(B)
7. Statuses counted as Neither: No Class (-), Not Scheduled (N), ( )

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## PSD Facilities Project Status Updates December 2025

### A. Work Order Status Last Month



**B. Maintenance Projects Last Month**

**1. Boys and Girls Club**

\* Closed Boys and Girls Club site.

**2. Upland**

\* Preparation work for ceiling refresh.

**3. Whitney Young**

\* Safety signs in parking lot.

**4. Chino, Rialto Eucalyptus**

\* Faucet upgrades.

**5. Rialto Eucalyptus**

\* Custodian closet remodel.

### C. CIP-Projects Status as of Last Month

Project	Descriptive Scope of Work	Estimated Cost	Status	1303 Applications Status
Admin Renovations	Renovate for admin spaces and addition of child development center plus supporting spaces.	\$ 2,209,118	Planning renovation. Next Steps: An internal kickoff meeting is scheduled with PFMD to start the project.	Approved.
Arrowhead Grove Expansion	Lease facility adjacent to current site area with tenant improvement for (2) EHS classrooms and (1) playground.	\$ 1,737,314	Awaiting NOA. Next steps: PSD to hire architect. HS contracts to administer RFP for contractor.	Approvable, submitted
Whitney Young Lease Expansion	Expand interior leased area with tenant improvement for (2) EHS classrooms and (1) playground.	\$ 2,030,000	Awaiting NOA. Next steps: PSD to hire architect. HS contracts to administer RFP for contractor.	Approvable, submitted
Mill Center Playground Improvements	Replace existing playground surface with Pour & Play and turf. Install (3) shade structures. Paint new bike path. Add fencing.	\$ 459,313	Joint scope meeting with contractor. Next steps: Duration schedule, start construction.	N/A
Del Rosa Site Tenant Improvements	Tenant improvements for (4) classrooms and (2) children's restrooms.	\$ 507,600	Construction monitoring; Next Steps: Track construction progress to completion in coordination with RESD.	Approved.
Yucca Valley Roof Replacement	Replace existing built-up roofing system with TPO roofing system.	\$ 329,229	Completed.	N/A
Rialto Eucalyptus Shade Structure Upgrade	Replace (1) shade structure with new one.	\$ 275,108	Engineering/design/manufacturing. Next steps: Delivery, construction start Feb. 2026.	N/A
Crestline Shade Structure	Replace shade structure damaged by storm.	\$ 67,039	Product at manufacturer. Next steps: Awaiting product delivery and start date.	N/A
Whitney Young Shade Structure Addition	Add shade structure at existing playground.	\$ 286,498	Joint scope meeting with contractor. Next steps: Duration schedule, start construction	N/A
PSD County Signage/Branding	Refresh all PSD sites with updated County signage and branding.	TBD	Informal RFP's for each site. Next steps: Vendor Selection.	N/A
Victorville Relocation	Property search for larger facility and relocate existing site to new location.	TBD	Property search by RESD. Next steps: Complete CIP after a new location is selected.	0%

Yucaipa Relocation	Relocate existing site to new location.	TBD	Property search by RESD. Next steps: Complete CIP after a new location is selected.	0%
Chino Relocation	Relocate existing site to new location.	TBD	Property search by RESD. Next steps: Complete CIP after a new location is selected.	0%
Ontario Westminster Shade Structure	Add shade structure at existing playground.	\$ 291,022	Engineering/design/manufacturing. Next steps: Delivery, construction start Feb. 2026.	N/A
Apple Valley Playground Improvements	Remove and replace with new: (2) shade structures; playground surface, turf, sidewalk.	\$ 471,058	Joint scope meeting with contractor. Next steps: Duration schedule, start construction.	N/A
Adelanto Playground Improvements	Relocate playground equipment, install turf and rubberized play surface.	\$ 296,394	Joint scope meeting with contractor. Next steps: Engineering/design/manufacturing	N/A
Fontana Citrus Playground Improvements	Install (2) shade structures and turf play surface.	\$ 556,192	Engineering/design/manufacturing. Next steps: Delivery, construction start Feb. 2026.	N/A
Ontario Maple Playground Improvements	Install (2) shade structures and rubberized play surface.	\$ 295,972	Joint scope meeting with contractor. Next steps: Duration schedule, start construction.	N/A



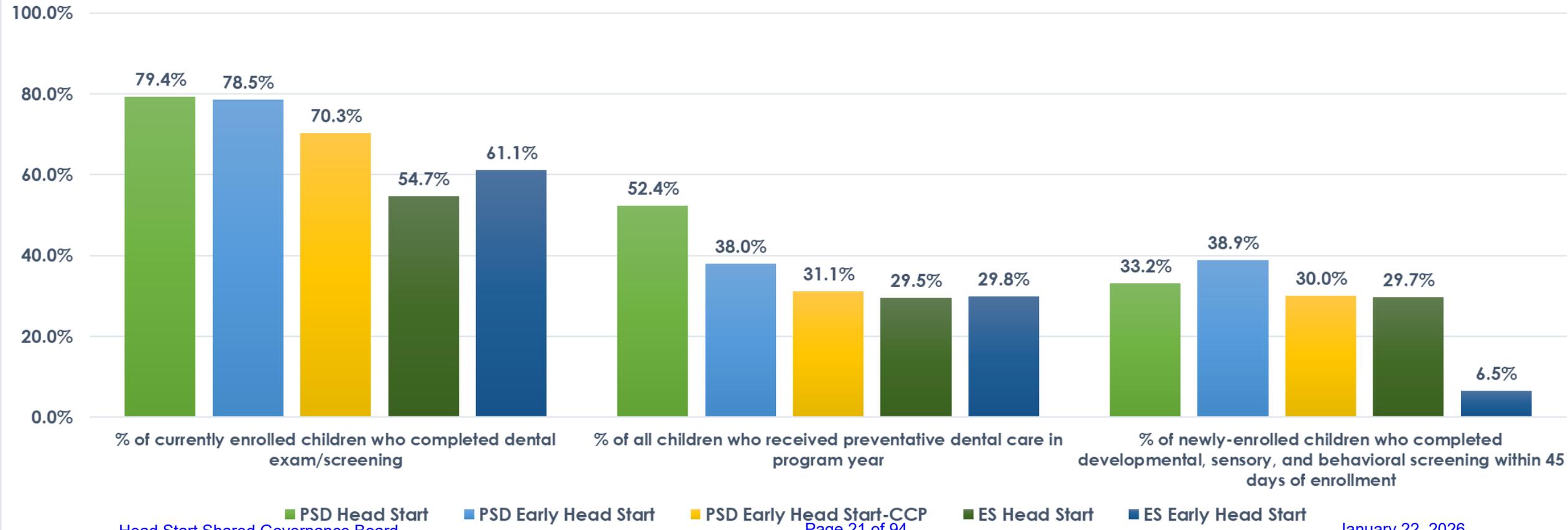
# Preschool Services Department

## Program Information Report for Policy Council

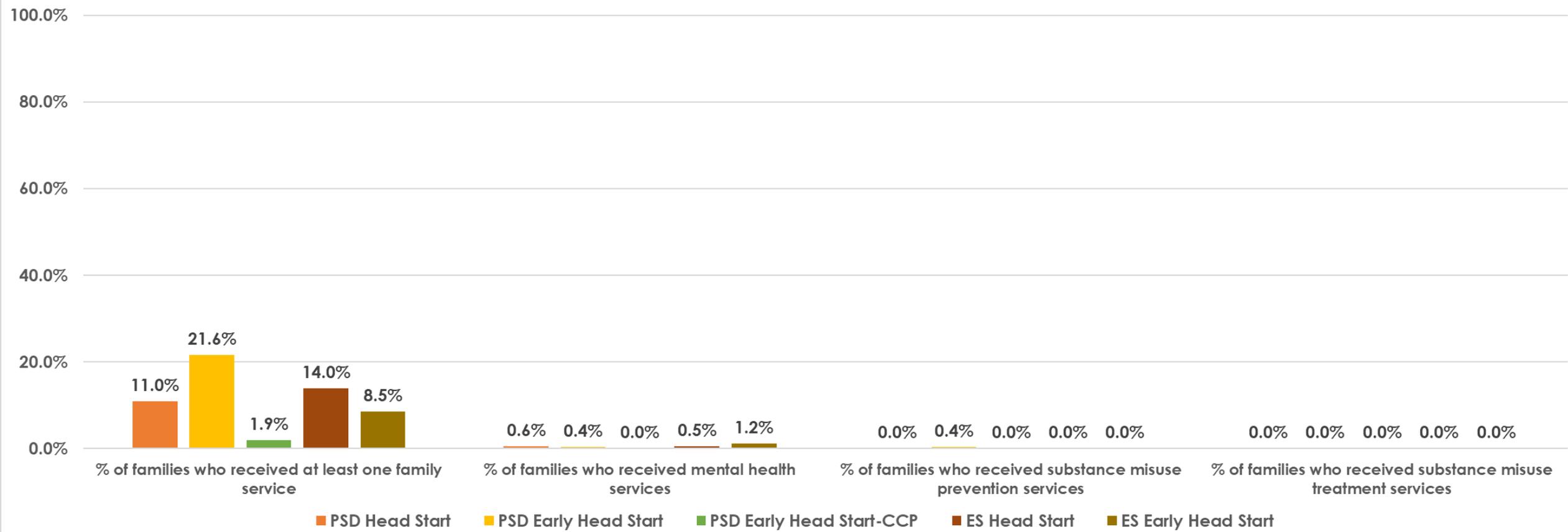
### January 2026

**All data below collected from ChildPlus database on Jan. 8, 2026.**

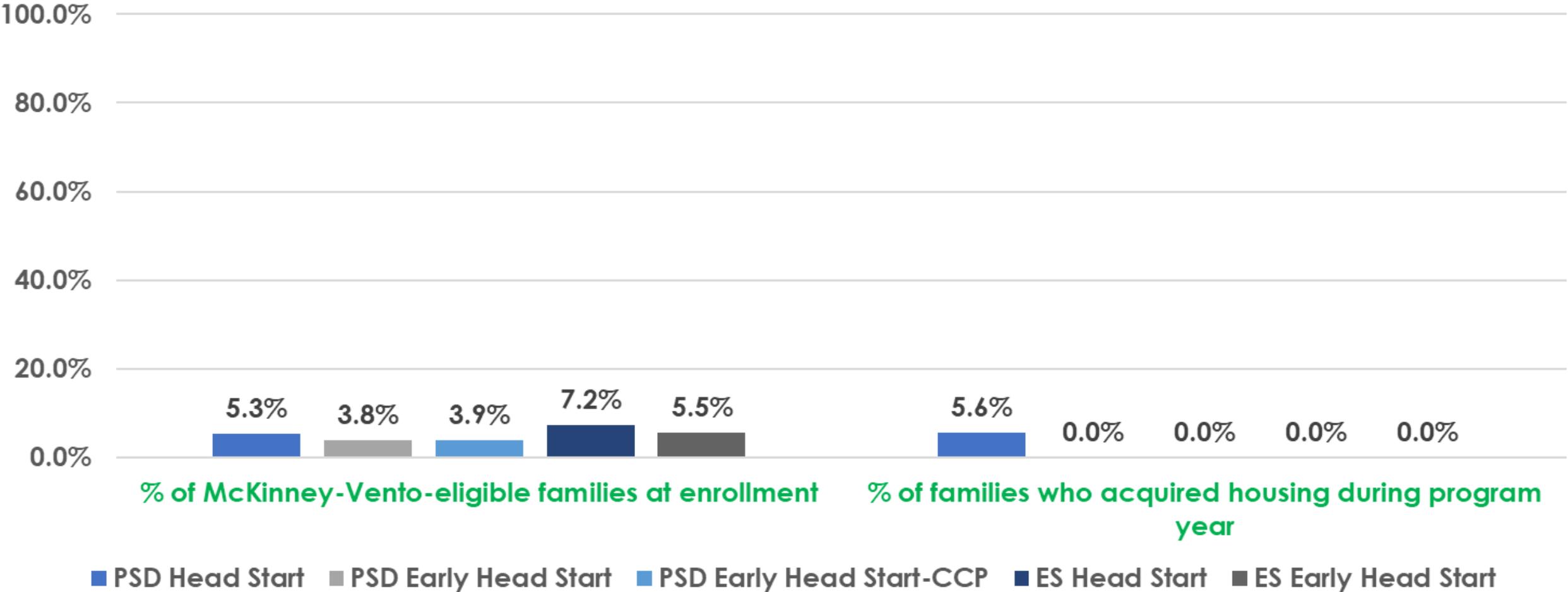
#### Dental Exams/Screenings, Dental Preventative Care, and 45-Day Screenings for Developmental, Sensory and Behavioral Concerns



## Family Services



# Homelessness Services



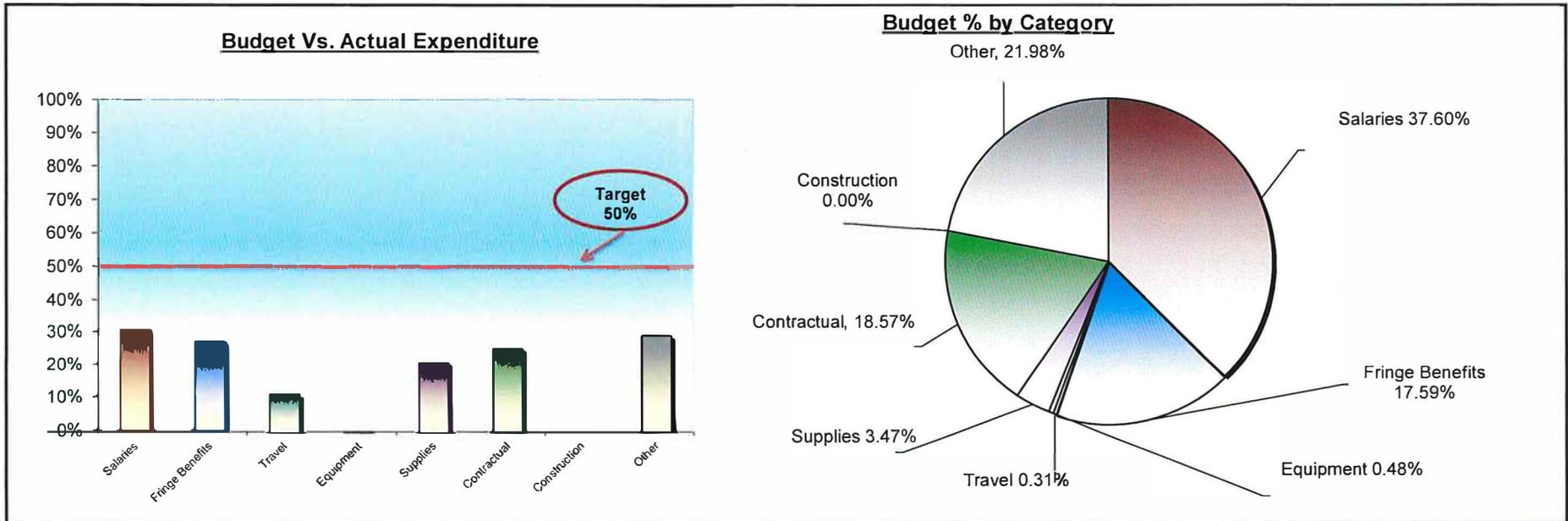
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# San Bernardino County Preschool Services Budget-To-Actual and Projected Expenditure Report FY 2025-26

As of December 31, 2025

## Combined

Budget Categories	(A)	(B)	(C)	(D)	(E)	(F)	(F)		(G)
	Modified Budget	Year-To-Date Actual	Available Budget (A) - (B)	Projected Expenditures	Total Expenditures (B) + (D)	Budget Balance (C) - (D)	Budget Transfer		Budget vs. Actual Exp.% (B) / (A)
							Transfer-In (i)	Transfer-out (ii)	
<b>Expenditures</b>									
A Salaries	24,825,146	7,570,745	17,254,401	14,254,401	21,825,146	3,000,000	-	(3,000,000)	30.5%
B Fringe Benefits	11,617,350	3,130,866	8,486,484	4,486,484	7,617,350	4,000,000	-	(4,000,000)	26.9%
C Travel	207,180	23,542	183,638	183,638	207,180	-	-	-	11.4%
D Equipment	319,087	(20,517)	339,604	189,604	169,087	150,000	-	(150,000)	-6.4%
E Supplies	2,288,344	485,416	1,802,928	1,352,928	1,838,344	450,000	-	(450,000)	21.2%
F Contractual	12,261,831	3,120,215	9,141,616	9,141,616	12,261,831	-	5,700,000	-	25.4%
G Construction	-	-	-	-	-	-	3,100,000	-	0.0%
H Other	14,513,731	4,247,750	10,265,981	9,065,981	13,313,731	1,200,000	-	(1,200,000)	29.3%
<b>Total Direct Costs</b>	<b>66,032,669</b>	<b>18,558,017</b>	<b>47,474,652</b>	<b>38,674,651.54</b>	<b>57,232,669.00</b>	<b>8,800,000</b>	<b>8,800,000</b>	<b>(8,800,000)</b>	<b>28.1%</b>
<b>Percentage (%) Analysis</b>	<b>100.0%</b>	<b>28.1%</b>	<b>71.9%</b>	<b>58.6%</b>	<b>86.7%</b>	<b>13.3%</b>	<b>13.3%</b>	<b>-13.3%</b>	<b>21.90%</b>



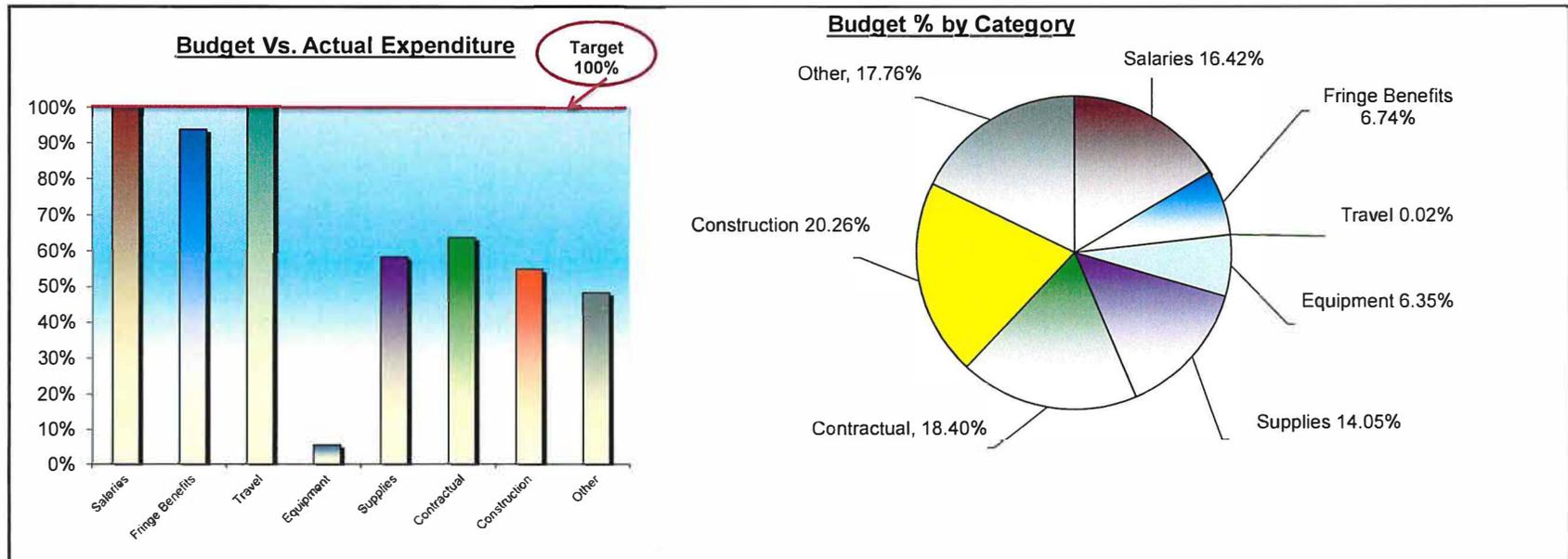
Note: Year-to-date actual expenditures as of December 31, 2025

# San Bernardino County Preschool Services Budget-To-Actual and Projected Expenditure Report FY 2024-25

As of December 31, 2025

## Combined

Budget Categories	(A)	(B)	(C)	(D)	(E)		(F)	
	Modified Budget	Year-To-Date Actual	Obligations	Total YTD + OBL (B) + (C)	Budget Transfer		Budget Balance (A) - (D) + (E)	Budget vs. Actual Exp.% (B) / (A)
					Transfer-In (i)	Transfer-out (ii)		
<b>Expenditures</b>								
A Salaries	18,421,625	19,156,251		19,156,251	734,626	-	-	104.0%
B Fringe Benefits	7,562,390	7,087,735		7,087,735	-	(474,655)	-	93.7%
C Travel	26,634	30,456		30,456	3,822	-	-	114.3%
D Equipment	7,119,882	385,714	6,576,078	6,961,792	-	(158,090)	-	5.4%
E Supplies	15,758,608	9,190,660	8,244,620	17,435,280	1,676,672	-	-	58.3%
F Contractual	20,645,844	13,151,341	9,588,520	22,739,861	2,094,017	-	-	63.7%
G Construction	22,730,014	12,473,850	5,544,371	18,018,221	-	(4,711,793)	-	54.9%
H Other	19,923,318	9,633,637	11,125,082	20,758,719	835,401	-	-	48.4%
<b>Total Direct Costs</b>	<b>112,188,316</b>	<b>71,109,645</b>	<b>41,078,671</b>	<b>112,188,316</b>	<b>5,344,538</b>	<b>(5,344,538)</b>	<b>-</b>	<b>63.4%</b>
<b>Percentage (%) Analysis</b>	<b>100.0%</b>	<b>63.4%</b>		<b>100.0%</b>	<b>4.8%</b>	<b>-4.8%</b>	<b>0.0%</b>	<b>36.62%</b>



Note: Year to date actual expenditures as of December 31, 2025



# PFCE Parent, Family and Community Engagement



**La Shawn Love-French**  
Program Manager

# WHAT IS PFCE?

PFCE stands for **Parent, Family and Community Engagement**.

PFCE is a framework used primarily in early childhood education programs like **Head Start** to promote strong relationships between families, schools and communities.

The goal of PFCE is to support children's learning, development and overall well-being by engaging parents and families in meaningful ways.

# PARENT, FAMILY, AND COMMUNITY ENGAGEMENT SUPPORTS FAMILY OUTCOMES



**Equity  
inclusiveness**

**Cultural  
responsiveness**

**Family  
well-being**

**Positive  
parent/child  
relationships**

**Parents as  
lifelong  
educators**

**Families as  
learners**

**Family  
engagement in  
transitions**

**Connection to  
peers and  
community**

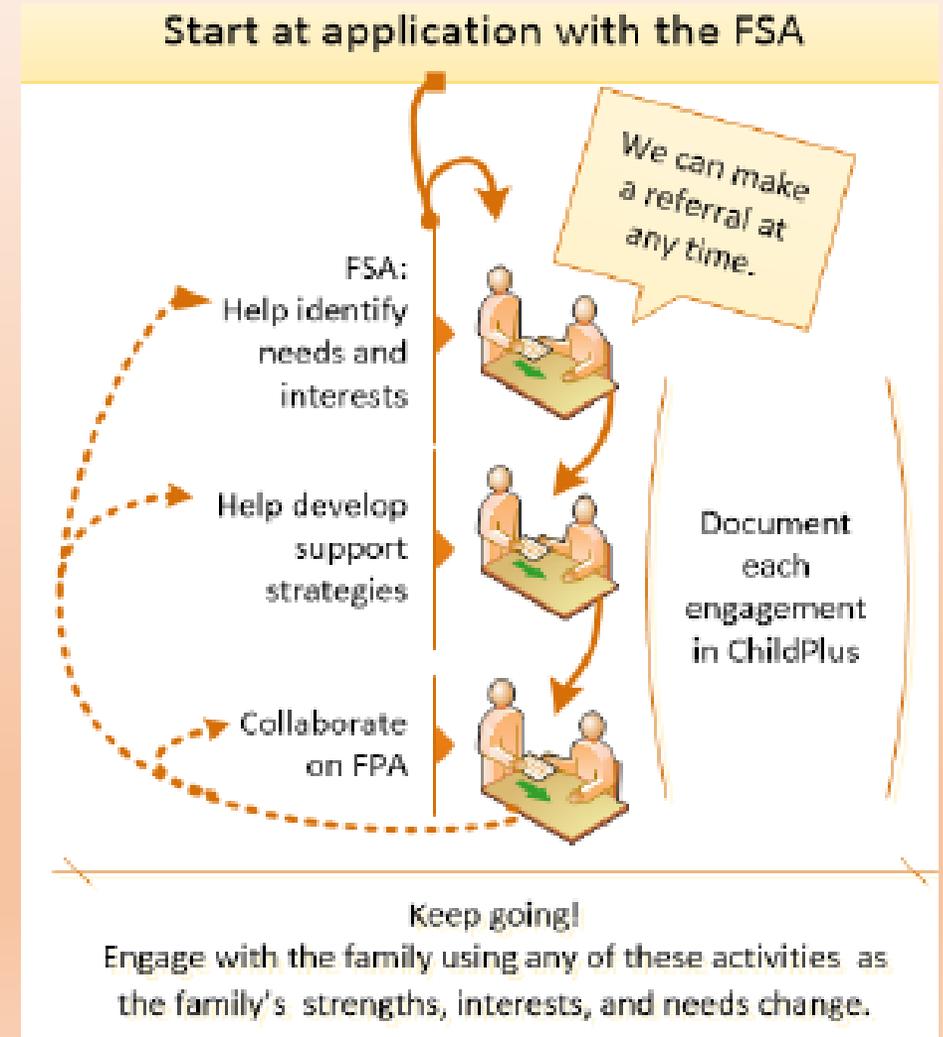
**Families as  
advocates/  
leaders**

# Family Engagement Process

The family engagement process involves families and PFCE Generalists collaborating to support the family's needs and interests.

The program employs the “whole family approach,” which:

- Supports relationships between parents and their children.
- Values ongoing learning and development for both parents and children.
- Focuses on improving the lives of two generations.



# Support Provided to Families

- PSD staff use the Family Services Assessment (FSA) tool to assess the family's needs.
- Staff co-create a Family Partnership Agreement (FPA) with the family to help the family identify and reach their goals.
- PSD provides opportunities for workforce development and economic stability.



# Programs Offered

## Parent Workshops such as:

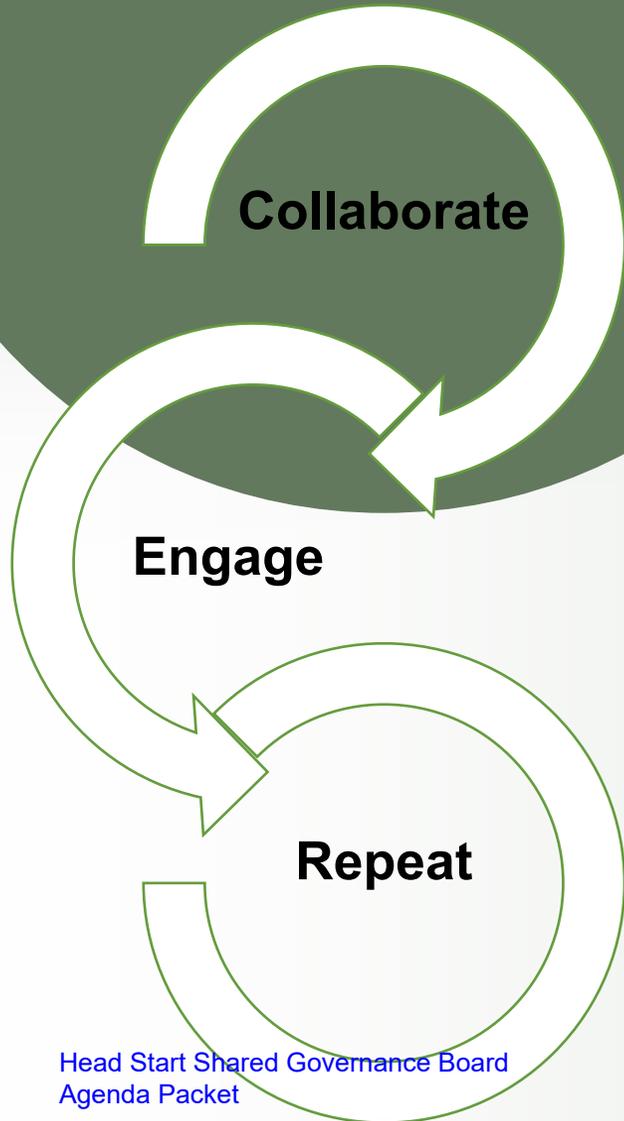
- Money Matters
- Family Literacy
- First Aid
- Food Allergy
- Oral Health
- Vision Boarding

**Apprenticeship Pathway Program** – A mentorship training program that guides participants down a career path that can lead to employment and professional progress. Parents can choose one of the following fields:

- Teacher Aide
- Center Clerk
- Food Service Worker
- Custodian
- Generalist

**High School Diploma Completion** – Parents can earn their diplomas in partnership with the San Bernardino County Library. This program is self-paced and can be completed at the same time as the other pathways programs.

# Conclusion



PFCE is more than a framework. It is a commitment to **empowering families, strengthening communities and fostering student success.**

By actively engaging in PFCE, PSD can:

- ✓ Build stronger relationships between families, schools and communities.
- ✓ Support children's academic and social development.
- ✓ Provide families with essential resources for stability and growth.
- ✓ Create lifelong learning opportunities for parents and caregivers.

Together, we can **make a lasting impact** on the lives of children and families!

LaShawn Love-French  
PFCE Program Manager

Preschool Services Department



(909) 841-5636



Lashawn.love-french@psd.sbcounty.gov



662 S. Tippecanoe Ave.



[www.SBCounty.gov](http://www.SBCounty.gov)  
Head Start Shared Governance Board  
Agenda Packet



Preschool Services

# Thank You!

## **Preschool Services Administration**

**Arlene Molina  
Director**

### **Head Start Shared Governance Board Oct. 23, 2025**

#### **Attendance Sheet**

**Present:**

1. Joe Baca, Jr., San Bernardino County Board of Supervisor, 5th District - Shared Governance Board Chair
2. Ted Alejandre, County Superintendent - San Bernardino County Superintendent of Schools - SGB Vice Chair
3. Josh Dugas, Director - San Bernardino County Department of Public Health
4. Maribel Gutierrez, Senior Program Manager - San Bernardino County Department of Behavioral Health - Delegate
5. Ashley Brooksher, Children's Network Officer - San Bernardino County Children's Network
6. Eva Soto, Policy Council Chair, SGB Representative – Community Representative
7. Diana Banderas, Policy Council Vice Chair, SGB Representative – Community Representative

**Absent:**

1. Dr. Georgina Yoshioka, Director - San Bernardino County Department of Behavioral Health
2. Clara Wilshire, Policy Council SGB Representative – Community Representative



## Head Start Shared Governance Board Meeting Minutes

DATE: Oct. 23, 2025  
PLACE: Preschool Services  
662 S. Tippecanoe Ave.

### 1. & 2. Call to Order & Welcome/Introductions

---

The Shared Governance Board (SGB) meeting began at 2 p.m.

San Bernardino County (SBC) Board of Supervisors (BOS) Fifth District Supervisor Joe Baca, Jr., SGB Chair, called the meeting to order and welcomed everyone. The newly elected SGB members introduced themselves as follows: Eva Soto, Policy Council Chair, SGB Representative – Community Representative and Diana Banderas, Policy Council Vice Chair, SGB Representative – Community Representative.

### 3. Public Comment

---

There were no public comment requests.

### 4. Presentation of the Agenda

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There were no changes reported.

### 5. Executive Reports/Program Updates

---

#### 5.1 Program Updates

Arlene Molina shared the following PSD Program Updates.

#### New PSD Administration/Child Development Center

PSD closed escrow on the new PSD Administration/Child Development Center which will be in Rancho Cucamonga. The Child Development Center lab will be a place where PSD can onboard PSD teachers as well as a community early education practicum.

### Full Enrollment Initiative

Management is shifting strategies by focusing on transitional housing, shifting slots to higher need areas where there are larger waitlists. There are about 300 slots left to fill. With these changes, we are seeing significant progress.

### No Cost Extension

Projects have started including athletic equipment, playgrounds, and transferring funds to our partners so they can complete the projects that they have started.

Supervisor Baca Jr. commented on the work of the staff to get home activities and curriculum to children on the waiting lists.

## **5.2 Administration for Children and Families - Office of Head Start Communications**

Jessica Garcia, Preschool Services Department (PSD) Deputy Director, shared recent communication from the Office of Head Start as follows:

- Information Memorandum 25-05 – Fiscal Year 2026 Monitoring Process for Head Start Recipients
- Information Memorandum 25-06 – Addressing Vacant Slots Due to Chronic Absenteeism in Head Start Programs

Sean Segal, Program Manager, shared the common reasons for children's absences and most are excused.

## **5.3 PSD Final Program Information Report for the 2024-25 Program Year**

Ebonie Hubbard, PSD Assistant Director, presented the 2024-25 PSD Final PIR and highlighted the following:

- Background and Purpose
- Enrollment
- Who We Serve
- Attendance Momentum
- Child Health and Development
  - Coverage
  - Preventative Care
  - Screening and Needs
- Mental Health Services
  - Mental Health Consultation Coverage
  - Foster and Homeless-Identified Children
- Workforce and Quality
- Family Services
- Services Delivered
- Homelessness Services and Outcomes
- PIR 24-25 Summary

Supervisor Baca Jr. inquired about Public Health Centers coverage in remote areas. Arlene responded that we notice the need in Barstow, Yucca Valley, 29 Palms and the Needles areas. Josh Dugas shared that there are Public Health Mobile units available in Barstow and Needles.

Mr. Alejandro suggested PSD look into serving more children in areas where there is less TK offered. Ebonie agreed.

Supervisor Baca Jr. commented on the challenge to hire staff in remote areas. Arlene replied that although this is still an issue, PSD is seeing some improvements as we provide opportunities for college interns to gain experience and eventually join PSD. In addition, PSD provides recruitment and retention bonuses in these difficult to hire areas.

**5.4 PSD 2025-26 Reports and Updates**

Sean Segal, Program Manager, provided the Enrollment and Attendance reports as follows.

5.4.1 Enrollment Report – September 2025

Sean Segal, PSD ERSEA Program Manager, presented the following enrollment reports:

- Head Start (HS) 81%
- Early Head Start (EHS) 80%
- Early Head Start - Child Care Partnership (CCP) 95%

5.4.2 Attendance Report – 2301 Average Daily Attendance – September 2025

Sean presented the following average daily attendance. Sean explained that there is a difference this year in the Attendance reporting. PSD is now reporting all absences including unexcused absences.

- Head Start 82.59%
- Early Head Start 71.99%
- EHS-CCP 90.98%
- Easter Seals HS 84.85%
- Easter Seals EHS 85.78%

Eva Sota, PC Chair, inquired about the ability for families to make up missed Home Based visits. Sean replied that it is a requirement to make up those visits.

Supervisor Baca Jr. inquired about trends in enrollment at Colton. Sean shared that they are noticing that we are losing some enrollment in the 3.5-hour classes to the TK longer duration classes. PSD is looking at changes to some of the program options to better meet the needs of the community.

5.4.3 Facilities Report – September 2025

Dina Bunch, PSD Supervising Administrative Supervisor II, presented the Facilities Report and highlighted the following:

- Work Order Status
- Maintenance Projects Completed
- CIP Projects Status

Mr. Alejandro suggested connecting with Katie Hilton at SBCSS to share ideas on projects.

5.4.4 – Finance Budget-to-Actual and Projected Expenditure Reports for the Combined Head Start/Early Head Start/Early Head Start-Child Care Partnership

Madeline Tsang, PSD Administrative Manager, provided the following Budget-to-Actual as of September 30, 2025.

<b>Combined HS/EHS FY 2024-25</b>	<b>Budget/Balance</b>	<b>Percentage Analysis</b>
Budget	\$112,188,316	
Projected Budget Balance	\$49,447,370	51.66%
<b>Combined HS/EHS FY 2025-26</b>	<b>Budget/Balance</b>	<b>Percentage Analysis</b>
Budget	\$66,032,669	
Projected Budget Balance	\$10,496,946	15.33%

5.4.5 Quarterly Performance Measures 2025-26 – Quarter 1

LaTrenda Terrell, Deputy Director, presented the Q1 report as follows:

GOAL	25-26 Target	Quarter 1
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<p>1. Promote school readiness.  2. Support the Countywide Vision Regional Implementation Goal: Partner with all sectors of the community to support the success of every child from the cradle to career.  3. Support the Vision2Read Initiative.  4. Identify the number of Head Start/State Preschool children ages 3 – 5 not meeting developmental expectations based on the Head Start Early Learning Outcomes Framework for their age in literacy skills on the first quarter's assessment, and reduce this count by 55% by June 30, 2026.</p>	<p>55%</p>	<p>N/A</p>
<p>1. Promote school readiness.  2. Support the Countywide Vision Regional Implementation Goal: Partner with all sectors of the community to support the success of every child from the cradle to career.  3. Identify the number of Early Head Start children ages 18 – 36 months not meeting developmental expectations based on the Head Start Early Learning Outcomes Framework for their age in social-emotional skills on the first quarter's assessment, and reduce this count by 30% by June 30, 2026.</p>	<p>30%</p>	<p>N/A</p>
<p>1. Increase the enrollment opportunities for foster children.  2. Enhance the referral process of enrollment with Children and Family Services.</p>	<p>204</p>	<p>124</p>
<p>1. Identify in Excess of Healthy Body Mass Index (BMI) and/or Over Health BMI children ages 2-5 years in an effort to promote a healthy lifestyle.  2. Promote nutrition education programs for parents at each school site.  3. Ensure that children receive both nutrition curriculum and physical activity daily within the classroom schedule.  4. Decrease the number of children who are identified as in excess of healthy BMI or over healthy BMI from the higher level of BMI classification to the next lower level by children's height and weight.</p>	<p>60%</p>	<p>111</p>

5.4.6 - Program Information Report – As of Oct. 3, 2025

Rodney Barrios, PSD Program Manager, presented the following program information reports:

- Dental Exams/Screenings, Dental Preventative Care, and 45-Day Screenings for Developmental

Sensory and Behavioral Concerns.

- Family Services
- Homelessness Services

## 6. SGB Trainings/Overviews

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### 6.1 Annual Overview of Governance Responsibilities

LaShawn Love-French, Program Manager, presented the annual overview of the Governance Responsibilities and highlighted the following:

- Powers and Functions of Head Start Agencies
- Head Start Program Governance
- Roles and Responsibilities of the Governing Body
- Head Start Policy Council
- Roles and Responsibilities of Policy Council
- The Power of Shared Governance

Eva Sota, PC Chair, commented that she is excited to be part of the Policy Council and the Shared Governance Board and understands her responsibility to share everything she is learning with the other parents, as she notices many of the parents are not aware.

### 6.2 Annual Overview of PSD Apprenticeship Orientation

LaShawn presented the annual overview of the PSD Apprenticeship Orientation and highlighted the following:

- Empowering Families
- Apprenticeship Process
- Career Path Options
- Apprenticeship Program Requirements
- High School Diploma/GED
- Current PSD Parent Family Community Engagement Generalist

Arlene added that PSD is working on developing the janitorial/custodial, clerical, TA for parents to complete online classes and on-the-job training to assist our parents to not only qualify for PSD positions but SBC positions as well. Mr. Alejandro added that SBCSS is also a place the parents would qualify to apply.

### 6.3 Annual Overview of School Readiness

La Trena Terrell, Deputy Director, presented the annual overview of School Readiness and highlighted the following:

- Framework for Programs Serving Preschool Children
- Head Start Early Learning Outcomes Framework (ELOF)
- Examples of School Readiness Goals
- Parent, Family, and Community Engagement (PFCE) Framework
- PFCE Framework Connected to ELOF

## 7. Consent Items

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The following consent items were approved.

7.1 SGB Minutes – Aug. 21, 2025

APPROVED

Motion/Second: Josh Dugas/Superintendent Alejandre

AYES: Supervisor Baca Jr., Superintendent Alejandre, Josh Dugas, Maribel Gutierrez, Ashley Brooksher

ABSENT: Dr. Yoshioka

ABSTAIN: None

## 8. Informational Items

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### 8.1 Next SGB Meeting

The next SGB meeting is scheduled for Jan. 22, 2026

## 9. Executive Comments

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Diana Banderas, Policy Council Vice Chair, thanked Ashley Brooksher for the opportunity to attend the Children's Network conference and enjoyed attending. Eva Sota also agreed that it was a great conference with educational workshops and looks forward to the program year.

## 10. Adjournment

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The meeting adjourned at 3:36 p.m.

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San Bernardino County (SBC) Head Start Shared Governance Board

JOE BACA JR., CHAIR
SBC 5th District Supervisor

TED ALEJANDRE, VICE-CHAIR
SBC Superintendent of Schools

JOSHUA DUGAS, DIRECTOR
SBC Public Health

DR. GEORGINA YOSHIOKA, DIRECTOR
SBC Behavioral Health

ASHLEY BROOKSHER
CHILDREN'S NETWORK OFFICER
SBC Children's Network

EVA SOTA
Head Start Policy Council Chair
Chino Head Start
SGB Representative

BRIANNA MONTEZUMA
Head Start Policy Council Member
Ontario Head Start
SGB Representative

VACANT
Head Start Policy Council Member
SGB Representative

Shared Governance Board Delegate Appointment Form

Mail to: PSD | Attn: Shar Robinson | 662 S. Tippecanoe Ave., San Bernardino, CA 92415-0630

Email to: Sharmaine.Robinson@psd.sbcounty.gov

The Head Start Shared Governance Member: \_\_\_\_\_

Title: \_\_\_\_\_

wishes to appoint: \_\_\_\_\_ to serve as Delegate for a one-year term beginning July 1, 2025 through June 30, 2026 to represent the member in the event the member must be absent from a meeting. The designation must be renewed every twelve months and is subject to disapproval by a majority of the remaining SGB members.

Appointee Title: \_\_\_\_\_

By signing below, the Head Start Shared Governance Board Member authorizes the appointee to serve on the Head Start Shared Governance Board in the absence of the Member, and acknowledges the appointee shall act in the capacity of the member for purposes of that meeting, including full voting rights. The member further confirms by signing below that the appointee has consented to this appointment.

Handwritten signature: Josh Dugas

Head Start Shared Governance Board Member (signed)

Date

SGB Member (printed)

If you have any questions, please contact Preschool Services Department Administration at 909-383-2005 or Shar Robinson at Sharmaine.robinson@psd.sbcounty.gov . Thank you.

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**Preschool Services  
Administration**

**Arlene Molina  
Director**

FY 25/26

**Head Start and Early Head Start Grant**

**Budget Transfer Request**

**Approval by Policy Council and Shared Governance Board**

San Bernardino County Preschool Services Department (PSD) is requesting a budget adjustment on the Award No. 09CH013239-01. The reason for this request is to utilize savings from various projects to areas needed for improving safety, and the well-being of the enrolled preschool children and families. This Budget Transfer Request does not change the total funding in the amount of \$66,032,669 as it is budget line-item adjustments only. The details are shown in the tables below by Program, CAN number, and Budget Categories:

**Head Start (CAN#  
G094122)**

						New Request
GABI Code	Budget Categories	Budget Amount	YTD Expenditure	Projections	Available Funds	Request for Budget Adjustments
A	Salaries	16,834,913.00	6,110,136.40	8,174,777	2,550,000.00	(2,550,000.00)
B	Fringe Benefits	7,882,155.00	2,525,194.75	3,156,960	2,200,000.00	(2,200,000.00)
C	Travel	100,033.00	18,885.70	81,147	0	0
D	Equipment	237,421.00	(20,517.15)	175,438	82,500.00	(82,500.00)
E	Supplies	1,735,118.00	317,090.57	1,170,527	247,500.00	(247,500.00)
F	Contractual	6,890,792.00	2,045,019.79	8,880,772	(4,035,000.00)	4,035,000.00
G	Construction	-	-	1,705,000	(1,705,000.00)	1,705,000.00
H	Other	9,105,068.00	2,992,691.38	5,452,377	660,000.00	(660,000.00)
<b>Total Costs</b>		<b>42,785,500</b>	<b>13,988,501</b>	<b>28,796,999</b>	<b>0</b>	<b>0</b>

**Early Head Start  
(CAN# G094122)**

						New Request
GABI Code	Budget Categories	Budget Amount	YTD Expenditure	Projections	Available Funds	Request for Budget Adjustments
A	Salaries	7,990,233.00	1,460,608.58	6,079,624.42	450,000.00	(450,000)
B	Fringe Benefits	3,735,195.00	605,671.69	1,329,523.31	1,800,000.00	(1,800,000)
C	Travel	107,147.00	4,656.04	102,490.96	0	0
D	Equipment	81,666.00	0.00	14,166.00	67,500.00	(67,500)
E	Supplies	553,226.00	168,325.82	182,400.18	202,500.00	(202,500)
F	Contractual	5,371,039.00	1,075,194.78	5,960,844.22	(1,665,000.00)	1,665,000
G	Construction	0.00	0.00	1,395,000.00	(1,395,000.00)	1,395,000
H	Other	5,408,663.00	1,255,059.11	3,613,603.89	540,000.00	(540,000)
<b>Total Costs</b>		<b>23,247,169</b>	<b>4,569,516</b>	<b>18,677,653</b>	<b>0</b>	<b>0</b>

**Summary**

						New Request
GABI Code	Budget Categories	Budget Amount	YTD Expenditure	Projections	Available Funds	Request for Budget Adjustments
A	Salaries	24,825,146	7,570,745	14,254,401	3,000,000	(3,000,000)
B	Fringe Benefits	11,617,350	3,130,866	4,486,484	4,000,000	(4,000,000)
C	Travel	207,180	23,542	183,638	0	0
D	Equipment	319,087	(20,517)	189,604	150,000	(150,000)
E	Supplies	2,288,344	485,416	1,352,928	450,000	(450,000)
F	Contractual	12,261,831	3,120,215	14,841,616	(5,700,000)	5,700,000
G	Construction	0	0	3,100,000	(3,100,000)	3,100,000
H	Other	14,513,731	4,247,750	9,065,981	1,200,000	(1,200,000)
<b>Total Costs</b>		<b>66,032,669</b>	<b>18,558,017</b>	<b>47,474,652</b>	<b>0</b>	<b>0</b>

**Budget Justification:**

PSD is requesting the following budget adjustments to align the expenditure with approved budget and to utilize savings from Salary and Benefit Budget due to unfilled positions for the areas of improvement needed on eligible Head Start children. The table below illustrates the areas that need additional funds for program compliance, better quality of education, and nutrition for enrolled children. This budget adjustment also addresses the space needs for preschool relocations in some geographic areas for enhancing child /staff safety, better and bigger space for classrooms, playground, etc. The projects that require additional funds are as

GABI Code	Budget Categories	Project Descriptions	Additional Funds Required
F	Contractual	Increase Consulting Contract to improve education and compliance:	140,000
		Teaching Strategy and Training	250,000
		Health Consultant especially for Mental Health Development (Nursing Contracts)	180,000
		Fast Forward Training for Site Supervisors and Managers	400,000
		Parents meetings, apprenticeships and community engagement, etc.	150,000
		Fatherhood engagement	100,000
		Nutrition Program for enrolled children and families at estimated weekly costs of \$150 per family for 1000 families over 10 weeks	1,500,000
		Other contract cost increases for transportation, food, and services due to inflation factors	2,980,000
		<b>Sub-total</b>	<b>5,700,000</b>
G	Construction	Yucaipa, Upland and Chino Preschool Site Relocations	1,300,000
		Victorville Preschool Building Purchase	1,800,000
		<b>Sub-total</b>	<b>3,100,000</b>

This Budget Transfer Request is necessary for maintaining appropriate grant budget/expenditure requirements. The projects included in the budget transfer are for improving the safety and well-being of staff, families, and enrolled children, and for utilizing the funds efficiently and effectively while fulfilling the mission and delivering essential preschool services.

In addition, PSD will comply with both County and Head Start procurement requirements when conducting purchases for goods and services. The required 1303 applications for major renovation, construction, and building purchases will be communicated with Grant Specialists on a regular basis, and the application will be submitted to the Office of Head Start for approval.

This Budget Transfer Request will be presented to the Policy Council for approval at its meeting on January 20, 2026, and to the Shared Governance Board for approval at its meeting on January 22, 2026.

**BOARD OF SUPERVISORS**

COL. PAUL COOK (RET.)  
First District

JESSE ARMENDAREZ  
Second District

DAWN ROWE  
Chairman, Third District

CURT HAGMAN  
Fourth District

JOE BACA, JR  
Vice Chair, Fifth District

Luther Snoke  
Chief Executive Officer



**Preschool Services  
Administration**

**Arlene Molina  
Director**

**Head Start and Early Head Start Grant**

**FY 2024-25 Budget Transfer Request**

**Approval by Policy Council and Shared Governance Board**

San Bernardino County Preschool Services Department (PSD) is requesting a budget adjustment on the Award No. 09CH011719-05. The reasons for this request are to reflect current cost of the approved projects, and to replace canceled projects with new items necessary for the completion of the grant projects. This budget transfer request does not change the amount of total funding of \$112,188,316 as it is budget line-item adjustments only. The details are shown in the tables below by Program, CAN number, and Budget Categories:

**Headstart  
(CAN# G094122)**

								New Request
GABI Code	Budget Categories	Budget Amount	Prior Year Budget Adjustment	New Budget	YTD Expenditure	Accruals / Obligations	Available Funds	Request for Budget Adjustments
A	Salaries	10,012,407.00	5,745,865.00	15,758,272.00	16,492,898.00	0	(734,626.00)	734,626.00
B	Fringe Benefits	4,241,882.00	2,178,675.00	6,420,557.00	5,945,902.00	0	474,655.00	(474,655.00)
C	Travel	165,222.00	(148,480.00)	16,742.00	19,348.00	0	(2,606.00)	2,606.00
D	Equipment	4,965,204.00	1,254,678.00	6,219,882.00	385,714.00	4,284,135.00	1,550,033.00	(1,550,033.00)
E	Supplies	4,101,379.00	6,890,371.00	10,991,750.00	6,905,834.00	5,384,141.00	(1,298,225.00)	1,298,225.00
F	Contractual	7,740,089.00	3,489,303.00	11,229,392.00	7,076,480.00	6,246,929.00	(2,094,017.00)	2,094,017.00
G	Construction	28,227,242.00	(14,850,501.00)	13,376,741.00	6,860,618.00	4,001,749.00	2,514,374.00	(2,514,374.00)
H	Other	17,673,796.00	(4,559,911.00)	13,113,885.00	6,517,206.00	7,006,267.00	(409,588.00)	409,588.00
<b>Total Costs</b>		<b>77,127,221</b>	<b>0</b>	<b>77,127,221</b>	<b>50,204,000</b>	<b>26,923,221</b>	<b>0</b>	<b>0</b>

**Early Headstart  
(CAN# G094122)**

**New  
Request**

GABI Code	Budget Categories	Budget Amount	Prior Year Budget Adjustment	New Budget	YTD Expenditure	Accruals / Obligations	Available Funds	Request for Budget Adjustments
A	Salaries	12,556,214.00	(9,892,861.00)	2,663,353.00	2,663,353.00	0.00	0	
B	Fringe Benefits	5,874,457.00	(4,732,624.00)	1,141,833.00	1,141,833.00	0.00	0	
C	Travel	153,385.00	(143,493.00)	9,892.00	11,108.00	0.00	(1,216)	1,216
D	Equipment	862,048.00	37,952.00	900,000.00	0.00	2,291,943.00	(1,391,943)	1,391,943
E	Supplies	1,293,570.00	3,473,288.00	4,766,858.00	2,284,826.00	2,860,479.00	(378,447)	378,447
F	Contractual	7,433,764.00	1,982,688.00	9,416,452.00	6,074,861.00	3,341,591.00	0	0
G	Construction	0.00	9,353,273.00	9,353,273.00	5,613,233.00	1,542,622.00	2,197,418	(2,197,418)
H	Other	6,887,657.00	(78,223.00)	6,809,434.00	3,116,431.00	4,118,815.00	(425,812)	425,812
<b>Total Costs</b>		<b>35,061,095</b>	<b>0</b>	<b>35,061,095</b>	<b>20,905,645</b>	<b>14,155,450</b>	<b>0</b>	<b>0</b>

**Summary**

**New  
Request**

GABI Code	Budget Categories	Budget Amount	Prior Year Budget Adjustment	New Budget	YTD Expenditure	Accruals / Obligations	Available Funds	Request for Budget Adjustments
A	Salaries	22,568,621	(4,146,996)	18,421,625	19,156,251	0	(734,626)	734,626
B	Fringe Benefits	10,116,339	(2,553,949)	7,562,390	7,087,735	0	474,655	(474,655)
C	Travel	318,607	(291,973)	26,634	30,456	0	(3,822)	3,822
D	Equipment	5,827,252	1,292,630	7,119,882	385,714	6,576,078	158,090	(158,090)
E	Supplies	5,394,949	10,363,659	15,758,608	9,190,660	8,244,620	(1,676,672)	1,676,672
F	Contractual	15,173,853	5,471,991	20,645,844	13,151,341	9,588,520	(2,094,017)	2,094,017
G	Construction	28,227,242	(5,497,228)	22,730,014	12,473,851	5,544,371	4,711,792	(4,711,792)
H	Other	24,561,453	(4,638,134)	19,923,319	9,633,637	11,125,082	(835,400)	835,400
<b>Total Costs</b>		<b>112,188,316</b>	<b>0</b>	<b>112,188,316</b>	<b>71,109,645</b>	<b>41,078,671</b>	<b>0</b>	<b>0</b>

This line-item budget transfer request contains prior year budget adjustment submitted in HSES in amendment 18. PSD did not receive an award letter after federal government shutdown event although the projects were approved for continuing preschool services. We have attached the approved project details on this request in HSES for reference.

**Budget Justification:**

PSD is requesting the following budget adjustments to be able to align the actual expenditures with budget, and to replace canceled projects with new items for utilizing funds in the needed areas. Justifications below outline the project details in specific budget categories:

1) Salaries and Benefits:

PSD would like to move \$734,626 from Fringe Benefits of \$474,655 plus \$259,971 from Construction Budget to cover the compensation for staff retention purposes.

2) Travel:

PSD needs to move \$3,822 from Construction Budget to cover additional travel costs.

3) Supplies:

PSD reviewed all the No-Cost Extension budget and determined that some line-item expenditures in the Equipment Budget are below \$10,000. These items need to be moved from Equipment to Supply Budget Category; In addition, the replacement of school furniture and program supplies become more expensive due to tariffs that require additional funds. The amount of such increases is about \$1,676,672 and the funds will be reallocated from Construction (\$1,518,582) and Equipment (\$158,090) budget to Supplies.

4) Contractual:

The contractors of preschool services, especially on Early Head Start service providers, need approximately a total of \$5 million funds for facility maintenance projects and minor classroom/playground improvements. There were savings on Contractual budget, therefore, PSD is requesting \$2,094,017 additional funds to cover the expenditures. We will utilize savings from canceled construction projects to fund the additional costs.

5) Construction

The two Child Development Center relocation projects (Victorville and Yucaipa preschool relocations) will be moved from PY 24/25 to PY 26/27 program year to allow sufficient time for the County Real Estate Department to find appropriate buildings for preschool. In addition, PSD needs more time to complete 1303 applications as required by the Office of Head Start. The cancelations will free up \$4,711,794 funding other replacement projects in the budget category of Supplies, Contractual and Other.

6) Other:

Additional costs are required for security enhancements for all preschool sites. There are savings from approved projects in the Other budget Category; therefore, PSD only needs additional fund of \$835,401 for the project (total security project costs approximately \$

After the approval of the above budget adjustments, the projects remaining in the obligations are shown as follows:

GABI Code	Location	Project Descriptions	Obligations
D	3 Preschool Sites	Full Scope STEM Centers w/ 6 installed Science Exhibits per school site (3 @ Unit Cost of \$1,500,000)-prior remaining vendor payments only	3,108,274
D	30 Preschool Sites	1 Van for Mobile Literacy to enhance literacy program	70,000
D	All Sites	4 Refrigerator Trucks for the Nutrition Program at \$90,000 each	360,000
D	Maintenance Truck	2 Maintenance Trucks at \$75,000 to replace old trucks	150,000
D	Adelanto - PMD	Playground Equipment	294,516
D	Apple Valley - PMD	Playground Equipment	297,163
D	Fontana Citrus - PMD	Playground Equipment	205,375
D	Fontana Citrus - PMD	Shade Structure	349,000
D	Mill - PMD	Playground Equipment	109,257
D	Mill - PMD	Shade Structure (Up to 3)	349,000
D	Ontario Maple - PMD	Playground (2 Shade +Playground Equipment)	295,149
D	Rialto Eucalyptus - PMD	Shade Structure	273,317
D	Westminster - PMD	Playground Equipment	289,442
D	Whitney Young - PMD	Playground Equipment	280,587
D	New Admin Building and Sites	2-4 Switches at \$10,000 to \$15,000 each	60,000
D	All Sites	3 Walk-in Freezers at \$15,000 each, 4 Freezers at \$10,000 each for Sites	85,000
		<b>Sub-Total</b>	<b>6,576,078</b>
E	30 Preschool Sites	Kitchen Supplies, Furniture & Supplies for Sensory Rooms	1,955,000
E	30 Preschool Sites	Athletic Equipment for Children	250,000
E	30 Preschool Sites	New & Replacement of Furniture /Supplies Needed for HS & EHS Classrooms Due to Program Option Changes	3,959,158
E	Rancho Cucamonga	CDC & Admin Office Relocation (Furniture, IT and staff supplies)	530,500
E	All Sites	Prior Year Undelivered Supply Orders	1,549,962
		<b>Sub-Total</b>	<b>8,244,620</b>
F	DA/CA/CCRC and other service contracts	Minor Facility Improvement Projects for up to 30 sites to improve air quality, health, classroom conditions, playground, etc. These funds allow	4,339,427

		service contractors to purchase up to 10 shade structures and 10 playground equipment for Head Start children at contractor's school sites	
F	CCRC Contractors	Additional funds required for CCP Contractors and DA/CA for Facility Improvement Projects and School Supplies/Equipment	5,249,094
		<b>Sub-Total</b>	<b>9,588,521</b>
G	Arrowhead Grove	Major Classroom Renovation	1,737,314
G	Del Rosa	Increased budget from 424K to 700K due to inflation	700,000
G	Rancho Cucamonga - PMD	CDC & Admin Office Renovations	1,365,634
G	Whitney Young	Major Renovation	1,741,422
		<b>Sub-Total</b>	<b>5,544,370</b>
H	30 Preschool Sites	Security camera, lighting and other security related improvements	1,685,538
H	30 Preschool Sites	External Playground, Classroom, staff room Deferred Maintenance and upgrades	3,462,464
H	30 Preschool Sites	Differenced Maintenance on Pour & Play, Rubber Repair, Playground Installation, etc.	1,100,000
H	Up to 10 Sites	Moving & Setup Costs for Arrowhead Grove, Whitney Young, Upland, Highland, etc.	450,000
H	30 Preschool Sites	Soft Costs, Design & Architectural Plan Fees, Permit & Legal Fees, Escrow, Inspection & Other One-Time Fees, 1303 Preliminary Costs, Procurement, Assessment Reports, Payroll Charges from County RESD, PFMD for managing facility projects, etc.	1,777,747
H	Apple Valley - PMD	Sidewalk Improvement	171,058
H	Hesperia	Renovate Retaining Wall and Fence Repair	95,000
H	Mill & Whitney Young	Two Fences	700,000
H	Rancho Cucamonga	CDC & Admin Office Relocation (Moving, setup cost including network, cleaning, outdoor landscaping initial services, etc.)	670,000
H	Upland, Highland, Chino Sites, etc.	Turf, Bike Track, Pour & Play, ADA Compliance	320,000
H	All Sites	Prior Year Undelivered Projects/ Orders	350,000
H	Yucca Valley - PMD	Roof Replacement	343,275
		<b>Sub-Total</b>	<b>11,125,082.59</b>
		<b>Total Obligations After Budget Adjustments:</b>	<b>41,078,671</b>

This Budget Transfer Request is necessary for maintaining appropriate grant budget/expenditure requirements. The projects included in the budget are for improving the safety and well-being of staff, families, and enrolled children, and for utilizing the funds efficiently and effectively while fulfilling the mission and delivering essential preschool services.

In addition, PSD will comply with both County and Head Start procurement requirements when conducting purchases for goods and services. The required 1303 applications for major renovations have been or will be submitted to the Office of Head Start for approval.

This Budget Transfer Request will be presented to the Policy Council for approval at its meeting on January 20, 2026, and to the Shared Governance Board for approval at its meeting on January 22, 2026.

**BOARD OF SUPERVISORS**

COL. PAUL COOK (RET.)  
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Chief Executive Officer

## **Celebrating 60 Years of Head Start: A Legacy of Love, Learning and Opportunity**

This year marks a truly special milestone: 60 years of Head Start! For six decades, Head Start has opened doors, lifted voices, and created brighter futures for millions of children and families across the United States, including right here in our own community.

Launched in 1965 by President Lyndon B. Johnson, Head Start was built on a simple yet powerful belief: every child, no matter their background, deserves the opportunity to succeed. Since then, the program has become a trusted, whole-child, whole-family model that supports early learning, child care, health, nutrition, wellness and strong family partnerships.

Here at San Bernardino County Preschool Services Department, we are proud to be part of this incredible legacy. Every day, we see the impact Head Start has in a child's first "aha!" moment, a parent's newfound confidence, or a family finding stability and support when they need it most.

Over the past year:

- More than 700,000 children have been served nationwide. In San Bernardino County, we have served 2,299 children, including children who are homeless or in foster care.
- Head Start alumni have gone on to become doctors, teachers, business leaders, parents and change-makers in their communities.
- And it's not just the children — parents and caregivers also benefit greatly from Head Start services, such as employment, housing and educational support. In San Bernardino County, 2,100 families have benefited from services like our Fatherhood FIRE program, family literacy program and Early Intervention program Building Blocks to Success. In addition, parents and caregivers have enrolled in school, received job training, and gained employment; 185 individuals in total.

But Head Start is more than a program, it's a movement. It's about the belief that strong starts lead to strong futures.

As we celebrate 60 years of Head Start, we're also looking ahead to the next generation of learners, leaders and lifelong dreamers. And we're deeply grateful to everyone who makes this work possible: our staff, families, partners, volunteers and community members.

Happy 60th, Head Start! Thank you for being a safe place, a launching pad, and a source of joy and hope for so many. Here's to the next 60 years of changing lives — one child, one family, one community at a time.

## Introduction

The San Bernardino County Preschool Services Department (PSD) administers the federal Head Start (HS), Early Head Start (EHS) and Early Head Start Child Care Partnership (EHS-CCP) programs, the California State Preschool Program (CSPP) and General Child Care and Development (CCTR) programs, the Low-Income First-Time Mothers (LIFT) program, the Home Visiting Program (HVP), and the Fatherhood Family-Focused,



Interconnected, Resilient, and Essential (Fatherhood FIRE) program. Since 1965, Head Start has provided comprehensive services that meet the emotional, health, nutritional and psychological needs of preschool children ages zero (0) to five (5) from low-income families. In program year 2024-2025, PSD served over 2,200 disadvantaged children ages zero (0) to five (5), their families, and pregnant women at 37 preschool sites, 32 Family Child Care providers, and seven (7) HVP locations countywide. PSD is committed to serving the most vulnerable populations of low-income families, pregnant mothers, 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's programs support children and families living in poverty in San Bernardino County. PSD conducts an annual community assessment that paints a picture of the community's needs and describes the diverse needs of families who may receive services. In addition, the community assessment covers the community's history, economic environment, and strengths and challenges. The most recent community assessment included data from Kidsdata.org in 2025 and reported that there are 155,769 children ages zero (0) to five (5) residing in San Bernardino County. According to the 2023 San Bernardino County Community Indicators Report, 17.5% of children under age 18 are most likely to live in poverty, while 11.6% of adults and 11.9% of older adults (ages 65 or older) lived in poverty in 2023.

In 2023, the California Child Care Resource and Referral Network – Child Care Portfolio reported that 26,097 children ages zero (0) to five (5) were living in poverty in San Bernardino County and 25,791 were receiving subsidized care. This is a vast problem for the region’s long-term future. Given the difficulty that San Bernardino County has with the education level of its existing workforce, the challenges facing today’s school children will be greater. At 20,105 square miles, San Bernardino County 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 preparing proactively, PSD has designed and implemented innovative projects and models that have increased the resources and services provided in the community. PSD operates collaboratively with other county departments that support access to community resources and services. The San Bernardino County Board of Supervisors (BOS) and the Shared Governance Board (SGB) are responsible for program oversight. The BOS is composed of elected officials, while the SGB includes one supervisor from the BOS, department directors from various county departments, and the Superintendent of San Bernardino County Schools. Additionally, PSD receives program guidance and direction from the Policy Council, which is composed of parents of Head Start children and community representatives. The Policy Council’s responsibilities include developing, monitoring and approving program goals, policies and budgets. PSD has successfully partnered with other county departments and community agencies, which allows PSD the opportunity to deliver comprehensive services to children and their families in communities countywide:

- Department of Behavioral Health
- Department of Public Health
- Children and Family Services
- Transitional Assistance Department
- San Bernardino County Superintendent of Schools
- San Bernardino County Unified School Districts
- Community Action Partnership
- San Bernardino Community College District
- University of California Riverside
- Cal Baptist University
- Loma Linda University
- Housing Authority
- First 5 San Bernardino
- Azusa Pacific University
- Barstow Community College
- San Joaquin Valley College
- Department of Child Support Services
- Geri Smiles Mobile Dental
- Victory Community Support
- Walden Family Services

PSD is actively expanding its collaborative efforts to strengthen services for children with special needs and disabilities. The following partnerships are currently being pursued to enhance coordination, support and service delivery across the county:

- Chino Valley Unified School District
- Colton Unified School District
- Desert Mountain SELPA
- East Valley SELPA
- Hesperia Unified School District
- Morongo Unified School District
- Mountain View Unified School District
- Rancho Cucamonga Unified School District
- Ontario – Montclair School District
- Redlands Unified School District
- Rialto Unified School District
- Silver Valley Unified School District
- Snowline Joint Unified School District
- Upland Unified School District
- West End - SELPA

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## Shared Governance Board Members

Joe Baca, Jr. Current Shared Governance Board Chair

Board of Supervisors, Vice Chair Fifth District

Supervisor Joe Baca, Jr. has proudly served the Fifth District of San Bernardino County since 2020 – tirelessly working on behalf of his constituents from the cities of Colton, San Bernardino and Rialto, as well as the unincorporated areas of Bloomington, Muscoy, Arrowhead Farms, Little Third, El Rancho Verde and Rosena Ranch.

Supervisor Baca, Jr. knows the County of San Bernardino well. He was raised in Rialto, where he attended local public schools and pursued higher education in the county, earning degrees from San Bernardino Valley College and Cal State University at San Bernardino. He also earned his master's degree from Azusa Pacific University.



Supervisor Baca, Jr. has dedicated his entire working life to public service. He worked in law enforcement before becoming a teacher in the Rialto Unified School District, where he taught for 15 years while coaching girls' softball. He served on the Rialto City Council from 2007 to 2020 and was a member of the California State Assembly from 2004 through 2006.

As a former teacher and head coach for the softball team at Rialto High School, Supervisor Baca, Jr. has a better understanding of the needs of young people in the community and has always believed in investing in projects that directly impact our youth. His experience teaching and coaching has helped him build relationships with young people and their parents and helped him create partnerships with community members also dedicated to serving the public.

As supervisor for the Fifth District, Baca, Jr. has been actively working with Governor Gavin Newsom and the state of California to deal with crises due to natural disasters. His hard work has brought numerous infrastructure projects to the county, including road enhancements, sidewalk improvements, neighborhood revitalization and community strengthening.

He has focused on public safety by implementing measures to safeguard residents and support fire and law enforcement agencies, along with bringing affordable housing projects to the county, like Rialto Metro Link South. The enhancement of fire stations

throughout the district has brought public safety officers to the Bloomington and Rosena Ranch communities. He believes in giving back to the community, improving road conditions, and enhancing and revitalizing public spaces for families and residents in underserved areas.

Supervisor Baca, Jr. and his wife, Jennifer, married for more than 20 years, are active members of St. Catherine's of Siena Catholic Church in Rialto. A proud father of three daughters, Supervisor Baca, Jr. cherishes family values and community spirit. With more than 50 years of residence in San Bernardino County, he is proud and grateful for the opportunity to serve the people of the County's Fifth District, demonstrating his love for, and dedication to the County he calls home.

Theodore “Ted” Alejandre – Shared Governance Board Vice Chair  
San Bernardino County Superintendent of Schools

Ted Alejandre is the 34th Superintendent of Schools for San Bernardino County. He was first elected to the county’s lead educational seat in June 2014 and was reelected in both 2018 and 2022. He began his third consecutive four-year term in January 2023.

With more than three decades of experience in public education, Mr. Alejandre has been a teacher, vice principal, principal, and director of fiscal services at the district level. He joined the office of the San Bernardino County Superintendent of Schools in 2008 as the assistant superintendent of Business Services and was later appointed deputy superintendent, overseeing all operations of the organization.

As county superintendent, Mr. Alejandre works collaboratively with educators, families, other agencies and community partners to provide advocacy, leadership and services for nearly 400,000 K-12 students attending public schools in San Bernardino County. His office oversees a \$370 million annual operating budget and employs over 2,400 employees.

Among the highlights of Mr. Alejandre’s service as county superintendent are nurturing the Cradle to Career Roadmap, targeting early literacy, establishing the first-ever countywide Student Advisory Panel, being president of the California County Superintendents coalition, and revamping the Alliance for Education to strengthen the alignment and connection between business, community organizations, education and workforce development.

For being a fierce advocate for education, Mr. Alejandre was named California Superintendent of the Year for 2022 by the Association of California School Administrators. He is also a retired U.S. Air Force Lieutenant Colonel, having served since 1984. He resides in Yucaipa with his wife, Barbara, and they have three children.



Georgina Yoshioka, DSW, MBA, LCSW - Director of San Bernardino  
County Department of Behavioral Health

Dr. Georgina Yoshioka is a dedicated behavioral health director who is passionate about improving behavioral health services in San Bernardino County. She has a notable background in social work with a focus on delivering behavioral health services to diverse populations, particularly within the criminal justice, healthcare, and child welfare systems. She has accumulated 27 years of experience in the field and has held various leadership roles within the San Bernardino County Department of Behavioral Health (DBH) since 2008.



As the Behavioral Health Director in San Bernardino County, Dr. Yoshioka oversees a wide range of initiatives to enhance residents' access to quality behavioral health care. She collaborates closely with community partners, stakeholders and government agencies to advocate for resources and implement evidence-based practices that promote behavioral health wellness and recovery.

In December 2021, Dr. Yoshioka began serving as the Department of Behavioral Health Interim Director before being appointed Director in December 2022. Dr. Yoshioka's educational background includes a Bachelor of Sociology, a Master of Social Work, a Master of Business Administration, and a Doctor of Social Work. She is also a Licensed Clinical Social Worker (LCSW) in the state of California.

Dr. Yoshioka is committed to destigmatizing behavioral health issues and raising awareness about the importance of early intervention and support. Through her leadership, strategic vision, innovative approach, and compassionate dedication to the well-being of others, Dr. Yoshioka continues to drive positive change in the behavioral health landscape of San Bernardino County.

## Josh Dugas, MBA, REHS

### Director of San Bernardino County Department of Public Health

Josh Dugas holds a bachelor's degree in biology from California State University, San Bernardino, and a master's degree in business administration with a concentration in finance from the University of Redlands. With more than 23 years of experience, Mr. Dugas currently serves as the director of the San Bernardino County Department of Public Health (DPH). He began his county career in Environmental Health Services (EHS) as a registered environmental health specialist trainee and advanced to chief of environmental health. He has also held roles as assistant director and chief financial officer within the department. Throughout his career, Mr. Dugas has participated in numerous local and statewide committees dedicated to improving community health and is enthusiastic about collaborating to address new challenges and further enhance public health initiatives.



## Ashley Brooksher, LCSW

### Children's Network Officer of San Bernardino County

Ashley Brooksher began her career with San Bernardino County in 2007 after earning her Master of Social Work degree from California State University, San Bernardino. Prior to this, she was a Title IV-E intern at the Children and Family Services (CFS) Gifford office and had worked in a group home and at the University Center for Developmental Disabilities throughout her undergraduate education. Brooksher served as a social services practitioner (SSP) in the CFS North Desert Region from 2007 to 2014 and as a carrier worker, adoptions worker, and mentor for the training unit. In 2014, she became a supervising social services practitioner (SSSP) in the CFS Barstow office in the North Desert Region. Brooksher supervised a blended unit in Barstow until she promoted to child welfare services manager (CWSM) in 2018 in the CFS Western Region. In 2019, Brooksher returned to the North Desert Region until she became the Children's Network Officer in August 2024 with Children's Network. In this new role, Brooksher is excited to team with community and County partners to provide children and families of San Bernardino County with programs and services to keep children safe and families healthy.



## Arlene Molina

### Director of San Bernardino County Preschool Services Department

Arlene Molina is director of the San Bernardino County Preschool Services Department (PSD). She has been in early education for over 20 years and has supported child development in a variety of contexts, including campus care, state and federal, and military-targeted programs. Throughout her career, she has had a specific focus on infant and toddler development and early childhood mental health. She currently supports the planning and implementation of comprehensive child and family services as part of PSD's mission to ***Improve the well-being of children, empower families, and strengthen communities.***



Arlene Molina's message to the community:

We want to thank you for taking the time to learn more about how San Bernardino County Preschool Services Department can make a difference in the life of your child and family. We hope that you gain valuable information as you browse our services. We look forward to being a part of your family's journey even before your child has taken their first steps in life.

PSD offers a variety of programs that serve families from prenatal care to children zero (0) to five (5) years of age. PSD's programs include the federal Head Start, Early Head Start and Early Head Start – Child Care Partnership, as well as state Preschool programs throughout San Bernardino County.

We are committed to ensuring children have a Head Start or jump start on their education. Our services are free and available to qualifying families from low-income backgrounds and include enrollment options for children in foster care, children with special needs, and those who are homeless. Along with school readiness, children in our program benefit from health, nutritional, dental, and other services to support child wellness. These services strengthen a child's capability to participate successfully in school.

Our staff are eager to collaborate with you as you embark on this journey and provide support and encouragement every step of the way. We understand that family and community are the most important influences in a child's life. By strengthening the family, we improve a child's life. An additional focus in our efforts includes fathers and father-figures. We want to ensure that fathers are engaged in their child's education because

children benefit when both parents are present and available to provide love, support and guidance.

Through our vast county and community collaborations, we also empower families by providing parents with access to comprehensive services and resources such as the free Online High School Diploma Program, Employment Training, and Job Placement Services. Additionally, emergency and/or crisis assistance is provided in the areas of food, housing, clothing and transportation. To remove some of these barriers, we also offer participation in counseling and/or information on issues that place families at risk, such as substance abuse, child abuse and neglect, and domestic violence. Our goal is to remove any barriers that the family may have and support their child as they move in and out of our programs. I hope you will join us in improving the lives of children and empowering your family by taking the next step and enrolling your family in our program. We look forward to serving you.

## PSD Governing Bodies

### Shared Governance Board

San Bernardino County PSD's Shared Governance Board (SGB) has legal and fiscal responsibilities for the Head Start Agency. It includes a member with fiscal management or accounting, a member with expertise in early childhood education and development, a licensed attorney, and additional members selected for their expertise in education, business administration, or community affairs. The SGB oversees the agency to adopt practices that ensure active, independent, and informed governance, and is responsible for ensuring compliance with federal, state and local laws.



### Preschool Services Department Policy Council and Parent Activities

San Bernardino County PSD's Policy Council (PC) is comprised of parents and community representatives dedicated to serving disadvantaged families with children ages zero (0) to five (5) and pregnant women in the community. Each PSD site elects one (1) PC representative at the beginning of the program year who attends monthly meetings, trainings and committee meetings. The PC's responsibilities include developing, monitoring and approving program goals, policies and procedures, and budgets. The PC works in partnership with PSD management staff and the SGB to operate an effective and comprehensive Head Start program. PC members are provided opportunities to participate in PC committees throughout the program year.

During the 2024-2025 program year, PC committees included:

- Ad Hoc committee (as needed meetings)
- Early Child Development (meetings held every other month)
- Finance (monthly meetings)
- Health Advisory/Family and Community Engagement/Parent Involvement (quarterly meetings)
- Nutrition/Menu Planning (biannual meetings)
- Personnel (as needed meetings)
- Quality Insurance (quarterly meetings)
- Training and Technical Assistance (quarterly meetings)
- Technology (quarterly meetings)

#### PSD Health and Mental Health Services Advisory Committee

This committee brings together parents, staff and health professionals to guide health services, ensure comprehensive care, connect families to resources, and promote wellness through regular quarterly meetings focused on planning and oversight. It advises on health needs and guides decisions regarding health, mental health, nutrition and safety for children and families. The committee also serves as a community connection helping families access vital resources like dental care, WIC and health insurance information.

## Mission and Vision Statements

### **PSD Mission**

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

### **PSD Vision**

- 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.

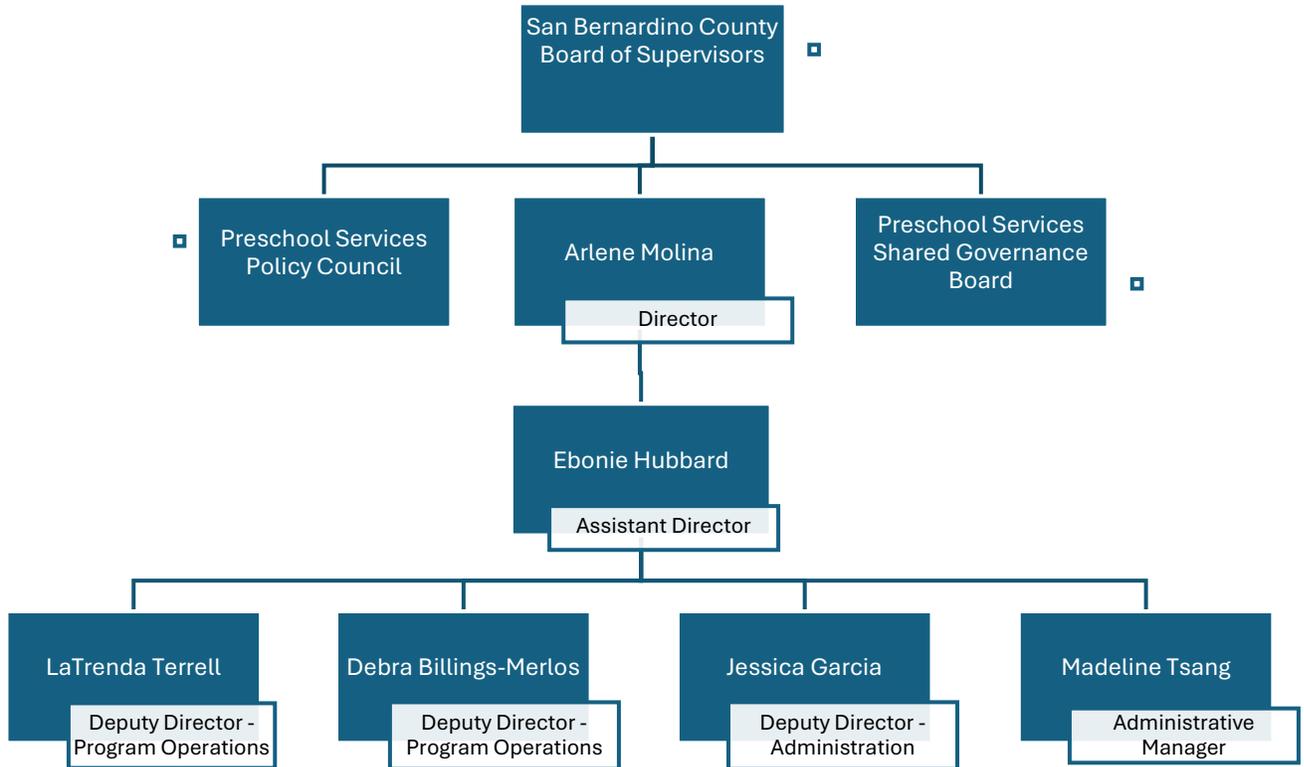
PSD's work aligns with San Bernardino County's organizational culture, which is defined by four pillars: value, innovation, service and vision.

The County envisions:

- A complete County that capitalizes on its people, geography and economy to create a broad range of choices for its residents in how they live, work and play.
- A vibrant economy with a skilled workforce that attracts employers who seize the opportunities presented by the county's unique advantages and provide jobs that create countywide prosperity.
- A sustainable system of high-quality education, community health, public safety, housing, retail, recreation, arts and culture, and infrastructure, in which development complements our natural resources and environment.
- A model community that is governed openly and ethically, where great ideas are replicated and brought to scale, and all sectors work collaboratively to reach shared goals.

# Organizational Chart

## Program Year 2024-2025



## Program Information

PSD provides a variety of services to low-income children and their families throughout San Bernardino County.

### Head Start

PSD administers the Head Start and Early Head Start program across 37 preschool sites and 32 Family Child Care providers throughout San Bernardino County. These programs provide early childhood education and family services to over 2,000 of the county's most vulnerable children from birth to five, pregnant women and families.

Head Start (HS) is funded for 1,456 children and families.

HS is a national program that provides free comprehensive developmental services for children ages three (3) to five (5) and their families. This program provides specific services such as:

- **School Readiness:** Supports children's cognitive, language, literacy, social-emotional, and physical development through research-based curricula and ongoing assessment to ensure readiness for kindergarten and future learning.
- **Health and Social Services:** Ensures access to preventive health care, mental health supports, and family services through coordinated partnerships that reduce barriers to learning and promote family stability.
- **Developmental and Behavioral Screenings:** Provides timely developmental, sensory and behavioral screenings to identify concerns early and coordinate appropriate referrals and follow-up services.
- **Nutritional Services and Education:** Promotes healthy growth by providing nutritious meals and snacks that meet federal guidelines and offering nutrition education that encourages lifelong healthy habits.

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

PSD leverages California State Preschool Program (CSPP) funding to provide full-day, full-year services for children ages three (3) to five (5) with a safe and nurturing hands-on learning environment that helps each child reach his/her highest potential in the following areas: social development, cognitive/creative development, language development and physical development. CSPP funding supported 928 Head Start children.

### Early Head Start (EHS) is funded for 583 children, pregnant mothers and families

The EHS program was established to assist pregnant women, infants and toddlers at no cost. EHS is designed to assist with enhancing:

- Children's physical, social, emotional and intellectual development
- Pregnant women's access to comprehensive prenatal and postpartum care
- 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. It includes a collaboration between existing EHS programs and private family child care (EHS-CCP) that focuses on expanding the delivery of high-quality education and comprehensive services to low-income children ages zero (0) to 48 months and their families who participate in the child care subsidy program. The program promotes the 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. The EHS-CCP leverages the existing resources of the Early Head Start program to build the service capacity of private family child care providers, better addressing the needs of families they serve.

The CCP program currently serves a total of 201 enrolled children. PSD leverages General Child Care and Development (CCTR) state funding to support a full ten-hour day, full year program design. CCTR is an age and developmentally appropriate program designed to provide an environment that is healthy and nurturing for all children. CCTR funding supported 208 children.

### Child and Adult Food Care Program (CACFP)

The CACFP program is federally funded and administered through the State of California. The program works with all Head Start and Early Head Start children in center-based and family child care settings and 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.

### Low-Income First-Time Mothers (LIFT) - 38 mothers served

The LIFT program is designed to improve the health and social functioning of low-income first-time mothers and their infants by providing in-home visits by a registered nurse. The

nurses follow a visitation schedule that consists of one 90-minute home visit per week over a two-and-a-half-year period. LIFT provides well baby checks, pre- and post-natal education, breastfeeding education, and information on child development. LIFT also provides family resources to ensure the safety and health of children.

#### Home Visiting Program (HVP) - 426 families served

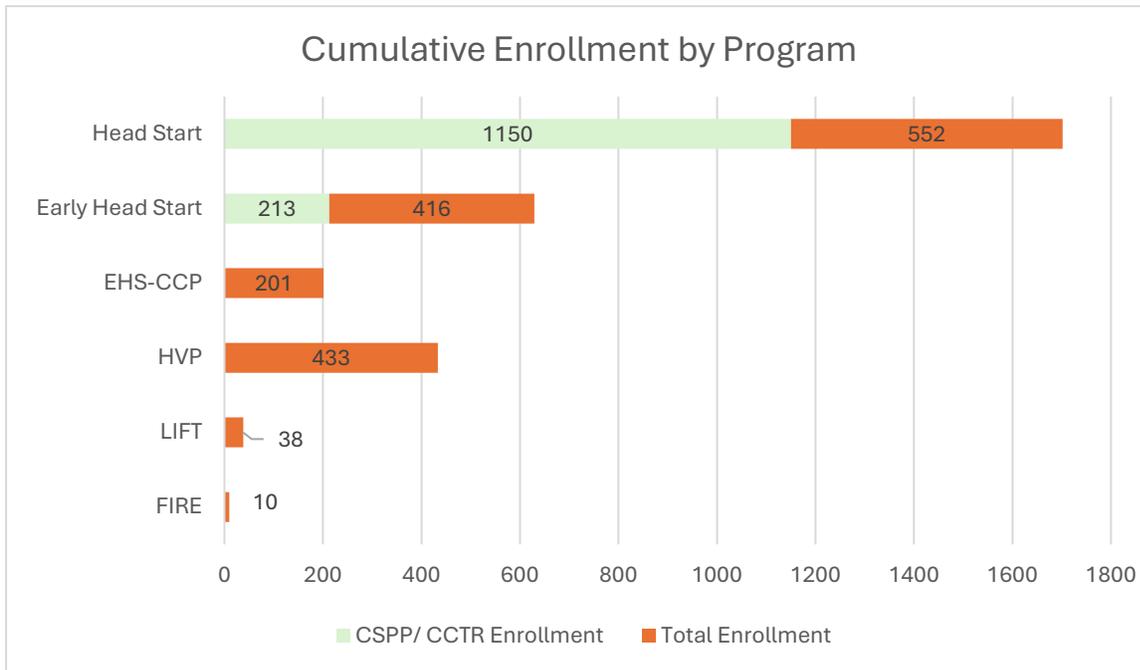
The HVP provides in-home services to pregnant mothers and first-time parents. The goal of the program is to provide educational services on child development, social, emotional and cognitive development as well as provide resources for families who need financial, housing and nutritional support. PSD administers this program in partnership with the Transitional Assistance Department (TAD). Referrals are made from TAD so that the program provides resources to low-income families who are also participating in CalWORKs. HVP provides a stable, weekly source of education, family and child resources, and support services for first-time parents to help them thrive.

#### Fatherhood Family-Focused Interconnected, Resilient and Essential (Fatherhood FIRE) program - 22 served

The Fatherhood FIRE program provides fathers and father-figures access to the Nurturing Fathers Cohorts, resources, workforce resources, goal setting, and information on healthy family relationships. The Nurturing Fathers educational course is in a cohort setting, allowing fathers and father-figures to network and find support outside of the home. The program focuses on healthy family relationships and how to advocate, nurture and connect with your child while working in tandem with a parenting partner. These courses are offered in English and Spanish throughout San Bernardino County.

## Enrollment Information and Audit Report

PSD lays a foundation for success by providing enrolled children and their families with the highest quality child development and support services. The following information was reported on PSD's monthly enrollment reports for 2024-2025.

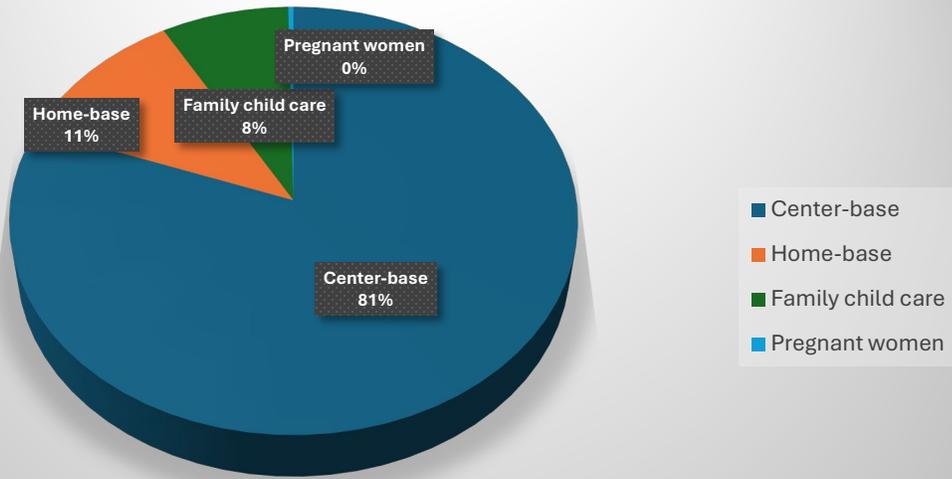


Data Source: Internal PIR data 2024-2025 & Internal Childplus Database

The majority of children (1,702) served by PSD in the 2024-2025 program year were enrolled in the Head Start preschool program with CSPP supplemental funding. EHS children (827) accounted for the second-highest enrollment split between Early Head Start (629) and EHS CCP programs (201).

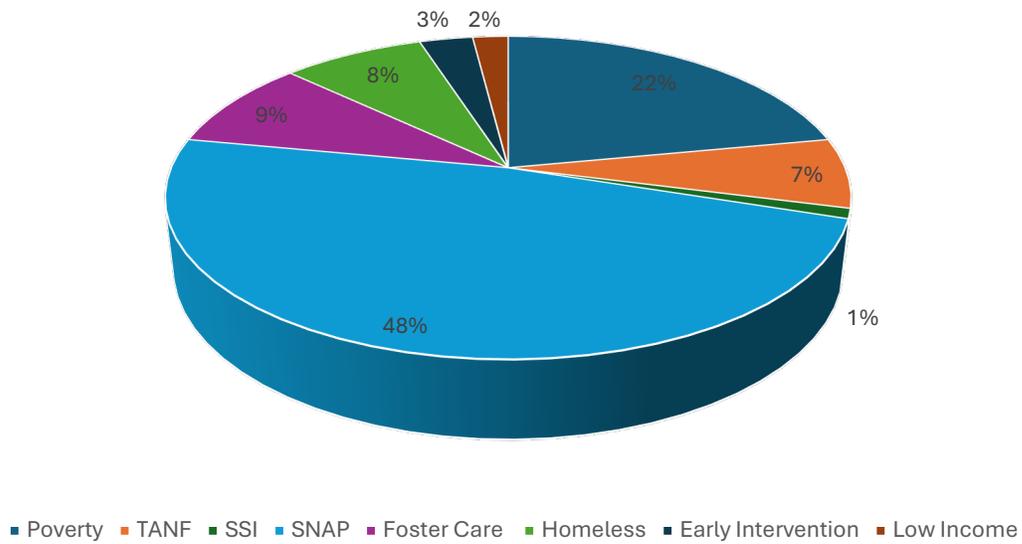
Six hundred and twenty-nine children were enrolled in the EHS program with CCTR supplemental funding. Two hundred and one children participated in the CCP program with family child care and center-based partners. Four hundred and thirty-three children were enrolled in the HVP program while 38 participated in the LIFT program and 22 in the Fatherhood FIRE program.

## PSD Head Start Program Options

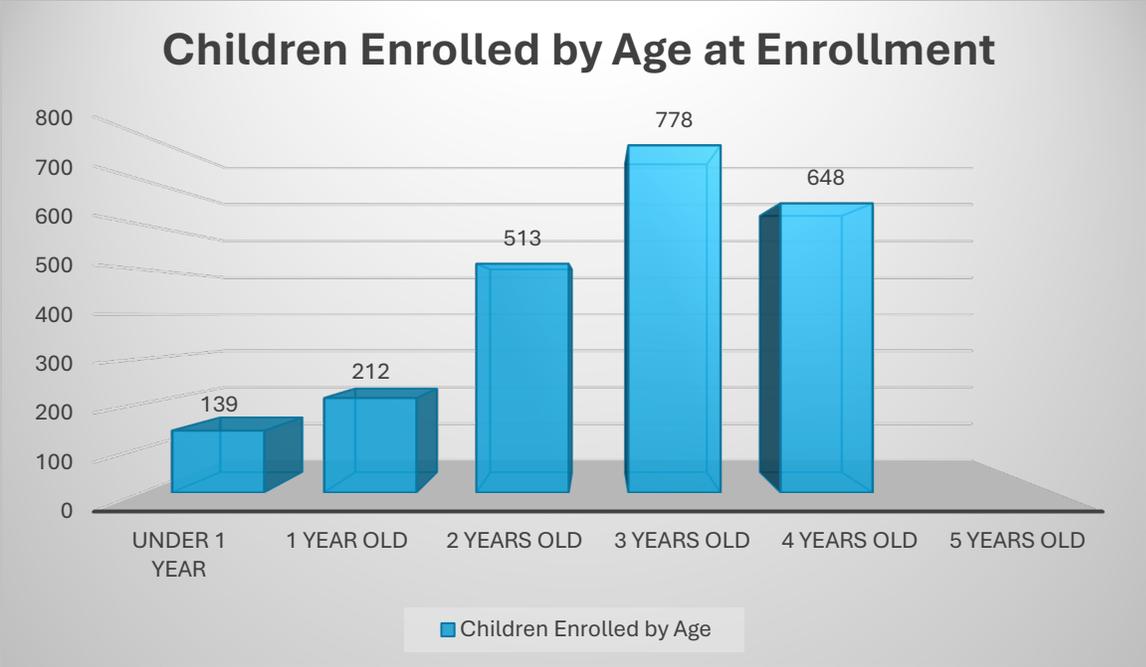


Data Source: Internal PIR data 2024-2025

## Type of Eligibility for Families at OHS Enrollment



Data Source: Internal PIR data 2024-2025



Data Source: Internal PIR data 2024-2025

## Accomplishments for 2024-2025 – By the Numbers

PSD achieved the following during program year 2024-2025:



Served 1,302 children whose families received some form of public assistance.



Served 167 children experiencing homelessness and obtained housing for 31 families.



Served 204 children experiencing foster care.

### PSD by the Numbers:

- **10%** of current staff members were once parents in our program.
- **303** volunteers supported PSD this year.
- **138** student interns completed practicums in nursing, teaching, marriage and family therapy, etc.
- **61%** of students were at a healthy weight.
- **1,942** families gained access to continuous health care for their children by the end of the program year.
- **1,831** families gained access to continuous dental care for their children to receive preventative oral care and treatment by the end of the program year.
- **1,738** families were up to date on their child's primary care health visits and vaccinations by the end of the program year.

### Teacher Aide Cohort Program – Apprenticeship Program

In the 2024-2025 program year, PSD proudly celebrated the completion of its first-ever Teacher Aide Cohort program, a groundbreaking initiative designed to address the ongoing staffing shortage in early childhood education. With a focus on education, mentorship and workforce development, the program offers a pathway into the profession for individuals eager to make a lasting impact on the lives of young children.

Of the participants who began the program, 24 or 75% of participants successfully completed it and are now eligible to enter the early education workforce in San Bernardino County. If all of those who have applied with PSD are hired as expected, the department projects an 18% reduction in Teacher Aide vacancies—meaning more classrooms staffed and more children supported with high-quality early education.

The impact of the cohort extends beyond numbers. One participant shared how the experience helped confirm that early childhood education was her calling. With the encouragement of welcoming teachers and staff, she developed new confidence and

discovered her academic potential—successfully completing college courses she never imagined she could pass. Others echoed similar sentiments, describing how the program helped them grow professionally and personally.

With its measurable success and strong participant feedback, the Teacher Aide Cohort program has set a new standard for workforce development in early childhood education. A second cohort began June 16, 2025, continuing the department’s efforts to expand access to early learning and build a stronger, more resilient educational workforce with 31 students and an expected completion date of December 2025.

PSD is proud of its cohort participants and looks forward to seeing many of them return as permanent team members—bringing with them fresh energy, passion and a deep commitment to serving San Bernardino County’s children and families.

If you are interested in becoming an Apprentice, PSD is currently taking applications for the Spring 2026 cohort.

Link to job openings:



PSD is engaged in a partnership with Children and Family Services (CFS). Participants also receive employment assistance and self-sufficiency.

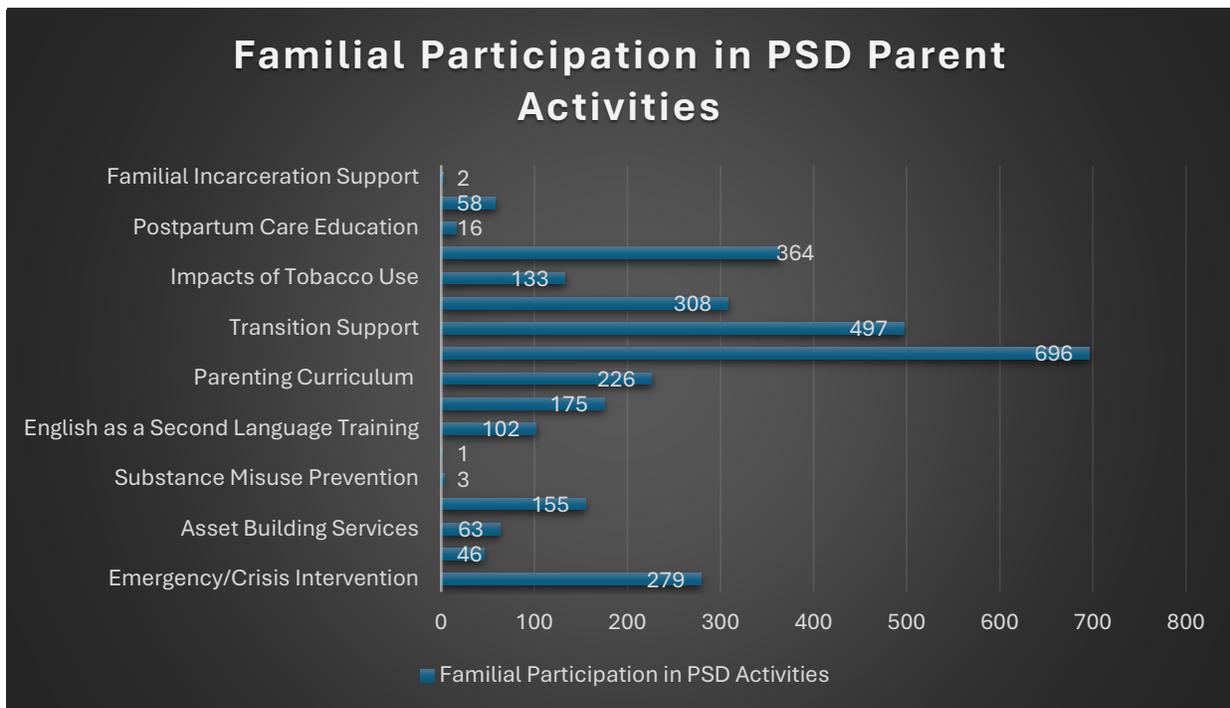
## Parent/Guardian Involvement

### Site Parent Activities

We encourage and support the professional development of parents and guardians in our programs. Programs offer an array of parent activities during the program year at the 37 preschool sites and 32 private centers and FCC providers across the county. Examples of parent activities and workshops offered this year included:

- Asthma Awareness
- Oral Health
- First Aid
- Food Allergies
- Money Management
- Apprenticeships
- Family Literacy
- Online High School
- Supporting ill children

In addition to high-quality educational programs, PSD families receive comprehensive supportive and referral services. The following chart shows the popularity of various parent programs in the 2024-2025 program year:

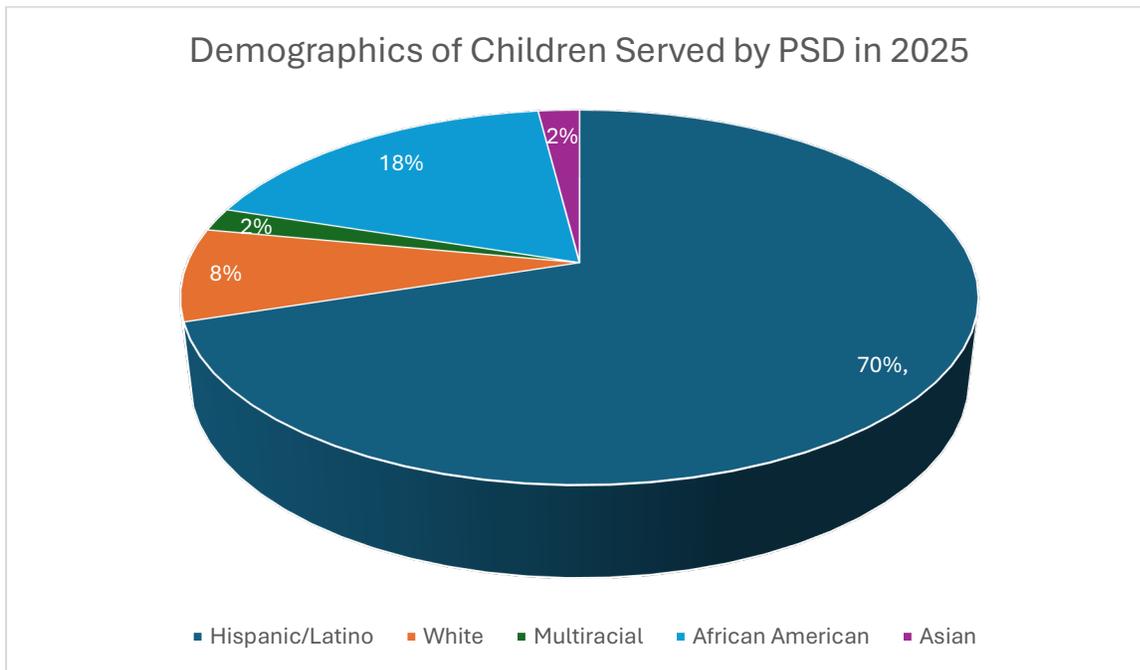


Child Screening and Assessment Support, Transition Support and Nutrition Education were the most popular offerings this program year. PSD will look for additional resources to support substance prevention, abuse and treatment, and familial incarceration. PSD also looks to partner with internal San Bernardino County resources such as housing assistance, mental health services and emergency crisis intervention.

There were 135 parents/guardians enrolled in job training in the 2024-2025 program year, while 50 parents/guardians were enrolled in continuing education.

With consistently 10% of its population being children in foster care, PSD aims to create on-site support groups they can offer to kinship and non-kinship families to support them in understanding and navigating unique challenges in alignment with the *Fostering the Future* Executive Order.

## Statistical Information – PSD Head Start Profile



Data Source: Internal PIR data 2024-2025

## Summary of Funding

### Financial Statement

PSD received funding from various local, state and federal funding sources.

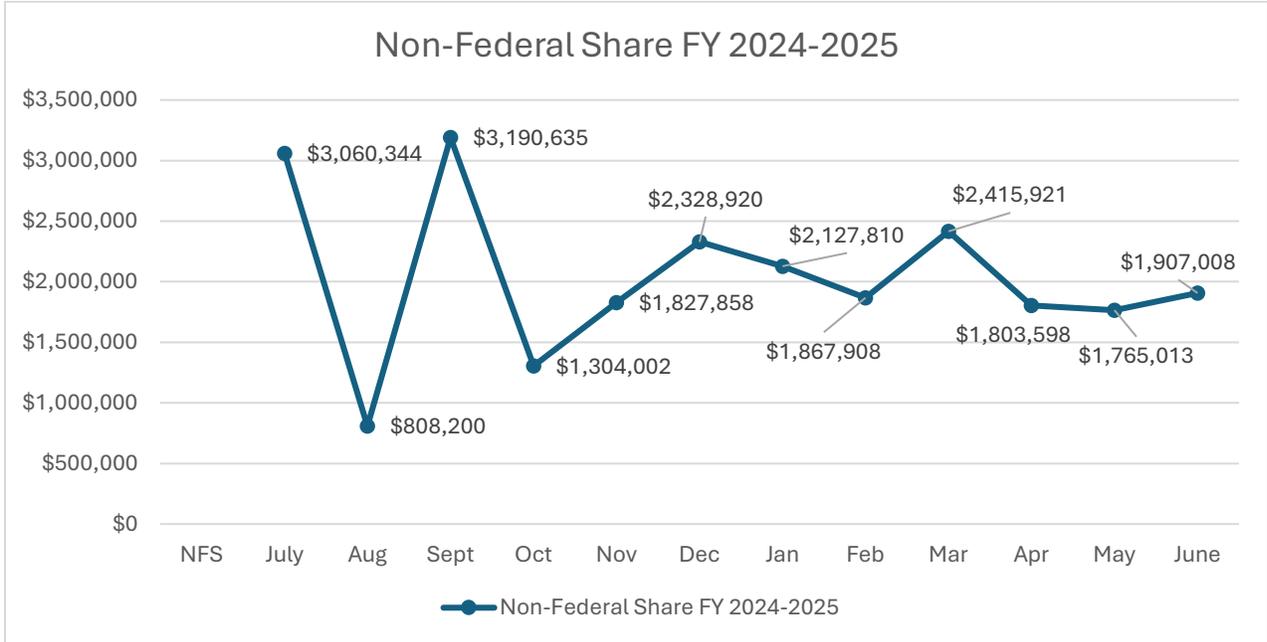
Below is a financial statement that displays the funding sources for PSD for both the 2024-2025 and 2025-2026 program year. Funding is broken down between federal, state and local sources.

REVENUES	2024 / 2025	2025 / 2026
<b>Federal Funding</b>		
Head Start and Early Head Start	\$66,032,669	\$66,032,669
Child and Adult Care Food Program	\$1,200,000	\$1,200,000
Office of Family Assistance – Fatherhood Program	\$500,000	\$0
<b>State Funding</b>		
California State Preschool Program	\$7,919,041	\$7,919,041
Child Care and Development	\$3,467,859	\$3,467,859
<b>Local Funding</b>		
First 5 San Bernardino	\$294,316	\$294,316
Quality Rating Incentive	\$250,000	\$250,000
SBC Dept. of Behavioral Health	\$821,000	\$821,000
Home Visiting Program	\$1,457,704	\$1,457,704
Other Voucher Program, Family Literacy Support and Parent Fees	\$331,400	\$330,400
<b>TOTAL</b>	<b>\$82,273,989</b>	<b>\$81,772,989</b>

*Data Source: Internal Fiscal Tracking Records 2024-2025*

## Non-Federal Share

For every federal dollar that a program is awarded, Preschool Services is required to provide twenty-five cents from a non-federal source, such as volunteer hours or in-kind donations. The chart below provides the amount of non-federal share received by month for the 2024-2025 program year. For the 2024-2025 fiscal year, PSD was required to provide a non-federal share match of \$16,508,167.



Data Source: Internal fiscal tracking records 2024-2025

PSD met 88% of the goal for the 2024-2025, and asked for and received a waiver for the remaining 12%. In reviewing the data, PSD will optimize non-federal share opportunities, like parent volunteerism and student professional training during busy months like October, February and April, where children’s attendance is at its peak. August is a month when the program can focus on donated goods and services before center-based classes commence.

## Prevention and Early Intervention

The PSD Disabilities and Mental Health Unit has established a comprehensive and integrated system for identifying and supporting children ages zero (0) to five (5) who may be experiencing social-emotional, developmental, or behavioral challenges. This program was made possible through an MOU with the Department of Behavioral Health, which is called, "Preschool Building Blocks to Success."

The Prevention and Early Intervention (PEI) program provides teachers and parents with strategies and activities to help them identify social, emotional and behavioral issues in children to prevent the onset of more severe behavioral conditions. This program aims to prevent mental illnesses from becoming severe and even deter the onset, targeting 15% of enrolled families. It utilizes a child therapy approach that focuses on strengthening maladaptive behaviors in both the classroom and interpersonal interactions.

Eligibility for mental health, behavioral and early intervention support services is determined based on whether an enrolled preschool child exhibits difficulties with self-regulation, social interactions, or developmental delays that interfere with their ability to focus on and benefit from classroom instruction.

One of PSD's primary methods of identifying children in need is the use of research-based developmental screening tools, including the Ages and Stages Questionnaires, Third Edition (ASQ-3) and the Ages and Stages Questionnaires: Social-Emotional, Second Edition (ASQ:SE). We concluded the year with 295 children identified with IEPs or IFSPs.

Specialists developed individualized child support plans and implemented tailored strategies and materials to meet each child's unique needs.

The Mental Health Unit also provided free behavioral health support services to parents navigating challenges related to parenting children with behavioral concerns. These supports were offered in both individual and group settings. Specialists facilitated connections to appropriate community agencies and developed Positive Behavior Support Plans, Safety Plans, and individualized plans for both children and their families.

Additionally, the Mentor Coach Unit was established with the goal of creating a team of professionals who provide individualized, specialized coaching for staff.

PSD partners with Occupational Therapists from Loma Linda University to provide consultative support across all classrooms. These therapists observed classrooms and offered guidance, strategies and answers to questions or concerns raised by teaching staff.

## Pyramid Model Implementation

PSD has been working with CA Teaching Pyramid to implement the Pyramid Model multi-tiered framework across all centers in the county. It is designed to support the social and emotional development of children from birth to five. Research shows that implementing the Pyramid Model leads to significant positive outcomes for children:

- Enhanced social skills – Students demonstrate faster growth in social-emotional competence, including better problem solving, emotional literacy and ability to make friends.
- Reduction in challenging behaviors – Classrooms report a decrease in psychological distress and disruptive behaviors among students.
- Improved school readiness – Through self-regulation and social competence, the pyramid model helps prepare children for the transition to kindergarten.
- Lower rates of suspension and expulsion – Significant reduction in exclusionary discipline practices.
- Support for inclusion – Teachers are effectively supporting children with diverse needs.
- Family-School Connection – Teachers provide families with strategies and tools to support their child’s social-emotional growth at home, creating consistent environments across both settings.

## Goals and Performance Measures for 2024-2025

The program goals established by PSD were developed as a response to the 2020-2025 community assessment update, the findings of the program's annual self-assessment, and a review of the 2024-2025 Head Start Program Information Report results. PSD's long-term goals are in alignment with the Office of Head Start's Performance Standards and ACT, which informs the federal government of the progress the department has made towards its established goals. PSD's primary focus continues 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 for 2024-2025

- I. Promote school readiness in language, literacy, social and emotional development.
- II. Increase the enrollment opportunities for foster children.
- III. Enhance the referral process of enrollment of families in child development.
- IV. Promote nutrition education programs for parents at each school site.
- V. Identify and 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.
- VI. Increase the education level of families using the Online High School Diploma Program.
- VII. Enhance access to job opportunities for families.

## Long-Term Goals for 2024-2025

Program Year (PY) 2024-2025 was the final year of the five-year funding cycle for long-term goals. The status of the long-term goals for HS and EHS are as follows:

1. Increase center-based services for children zero (0) to three (3) in the areas of highest need, as identified by the community assessment.

Progress: PSD has achieved the objectives for this goal. Through dedication and strategic planning, PSD completed an analysis of the number of eligible children in the community and increased the number of center-based infants and toddlers from 264 to 320, paving the way for a brighter future for the youngest learners.

2. Increase the number of parents who are making progress toward obtaining economic self-sufficiency.

Progress: Currently, PSD has six participants enrolled in and projected to complete their high school diplomas within the next 18 months. PSD has connected with all three Workforce Development regional offices to support recruitment of staff. PSD has an active Memorandum of Understanding (MOU) with the San Bernardino County Library and continues to connect with the community agencies to establish partnerships. We are currently working to expand the MOU to support parent education and training. PSD continues to support and encourage all interested parents to continue their efforts and to make progress towards full enrollment and completion of courses in the Online High School Diploma Program. PSD has enlisted the assistance of MSW interns from Cal Baptist University, who will work closely with PSD Generalists (Family Advocates) to make individual contact with these online high school participants, and will encourage, motivate and assist them in reaching their goals. PSD has started an in-person workshop to help parents enroll in the program.

3. Increase the quality of classroom services as evidenced by the increase of teacher level efficacy scores in all program options.

Progress: PSD is introducing and implementing the new state-required CLASS Second Edition. PSD will educate all reliable CLASS trainers, education supervisors, mentor coaches, teachers, site supervisors, and all classroom teaching staff. Monthly training opportunities will be provided, and PSD will continue to support development in the areas of teacher-child interactions and

engagement, environmental planning, classroom organization and parent support during home visitation. PSD staff will be trained to increase skills in the areas of classroom productivity, classroom safety, behavior management, and improve classroom organization. PSD will continue to work with external consultants to conduct CLASS assessments and will continue to perform observations in the winter and then in the spring to measure progress. PSD's implementation of the CLASS Second Edition aims to ensure continuous improvement and measurable progress, leading to better results for educators and students.

PSD has consistently monitored progress throughout the school year and continues to offer monthly training opportunities for staff. These sessions focus on supporting teacher-child interactions and engagement, environmental planning, classroom management and parent support. Moving forward, PSD will persist in providing training and support aimed at enhancing classroom organization and productivity.

4. PSD will decrease teacher and provider turnover to establish continuity of care.

Progress: The current teacher turnover rate is 18.98%. While PSD did not achieve its goal of 16%, substantial progress has been made. This objective will continue in the next five-year grant cycle goals. There have been many successful human resources and educational strategies that have been used to increase retention. By implementing the pyramid model and other supportive strategies to help equip teachers to support children with their social-emotional needs, providing intensive coaching, increasing pay, extending teacher contracts and increasing management staff in classrooms, teachers continue to stay and grow in their profession at PSD. PSD will continue to accept feedback and increase retention rates.

## Preschool Services Parent Spotlight

### Michelle and Martin Ramos

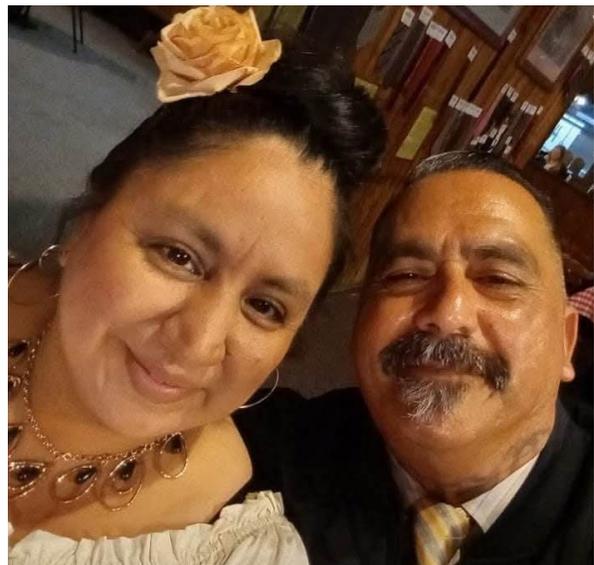
The San Bernardino County Preschool Services Department (PSD) is proud to spotlight the incredible journey of the Ramos family, Michelle, Martin, and their son, Peter, who have fully embraced the opportunities provided by our programs and strengthened their family in the process.

Peter began his PSD experience with home-based services at just 18 months old, moving to center-based Early Head Start and graduating from the Mill Creek center in May. Now in Kindergarten, Peter's parents feel he is exceptionally well-prepared for elementary school. He is engaged, curious and thrives on learning his site words and tackling math homework. Peter also developed crucial social skills, learning how to interact with other children and communicate his emotions effectively.

The positive impact extended to Michelle and Martin, who dedicated themselves to personal growth while Peter was enrolled:

- Michelle Ramos actively volunteered on the Policy Council as Vice Chair and successfully graduated from the Family Development Credential Program. She loved connecting with the material and teachers, leveraging her personal experiences to better help other families in similar situations, "even though those experiences were rough, I am able to apply what I went through to help others." She is now interested in employment with PSD.
- Martin Ramos completed the Fatherhood FIRE Program, where he learned the importance of being intentional with his interactions and making time for his son. Martin made many friendships with other fathers in the cohort and keeps his study board as a powerful reminder of how he wants to, "make a commitment to himself to be a better father every day."

The Ramos family exemplifies how strong family engagement, combined with quality early childhood education and parental support programs, creates lasting change.



## Preschool Services Employee Spotlight

Kya Coleman Jones

The San Bernardino County PSD continues its mission to provide a solid foundation for lifelong success, working tirelessly to support our families and build a brighter future for every child. Meet Kya Coleman, the dedicated program supervisor for the newly established Parent Family Community Engagement (PFCE) department at San Bernardino County Preschool Services Department (PSD). Described as the "glue" of her team, Kya is a passionate advocate for supporting parents in achieving their family goals and building a brighter future for every child.

Kya joined PSD in 2022, bringing a wealth of experience from her previous roles as a classroom teacher, FCC family advocate manager and site director. She credits a superb one-on-one training experience with her manager at PSD for her smooth adjustment, noting, "My manager always made the time to make sure I understood the regulations. This intensive training time helped me to build a foundation and good relationships with a cohesive team."

PFCE is pivotal to the success of Head Start programs and the PFCE Unit will better align with PSD's mission of improving children's well-being, empowering families and strengthening communities. The unit increased family-focused responsibilities in communication, relationships and strengthening trust.

In her role, Kya supervises generalists across the high desert communities, including Hesperia, Adelanto, Victorville, and Apple Valley. The work of the PFCE unit is crucial to the success of Head Start programs, focusing on increasing family-focused responsibilities in communication, relationships and strengthening trust.

"PFCE and staff development, you really get to know families," Kya shares. "You are boots on the ground."

Working in her division has allowed Kya to implement new ideas with a team that is always willing and ready to try new things. Recognizing the significant trauma faced by children in foster care, Kya is actively exploring the creation of an advocacy group specifically designed to support and inform foster parents.

She has also participated in the Management and Leadership Academy through San Bernardino County, further enhancing her ability to lead and innovate within the department.

## Program and Partner Site Locations

Below is a list of center-based locations and our administrative site by county district. Give your child the lifelong advantage they deserve by enrolling in Head Start today to access high-quality early education, low teacher child ratios, nutritious meals and comprehensive health screenings at no cost. Partner with us to build a strong foundation for your child's success in school and beyond!

### Preschool Services Administrative Offices

662 S. Tippecanoe Avenue  
San Bernardino, CA 92415  
888-543-7025

### District 1 - High Desert

#### **Adelanto Head Start**

11497 Bartlett Rd., Ste. A 1  
Adelanto, CA 92301  
760-246-5073

#### **Apple Valley Head Start**

13589 Navajo Road., Ste. 104  
Apple Valley, CA 92308  
760-247-6955

#### **Barstow Head Start**

1121 W. Main St.  
Barstow, CA 92311  
760-255-5761

#### **Hesperia Head Start**

9352 E Avenue  
Hesperia, CA 92345  
760-948-4411

#### **Northgate Head Start**

17251 Dante St.  
Victorville, CA 92394  
760-951-1425

#### **Victorville Head Start**

14029 Amargosa Rd., Ste. C  
Victorville, CA 92392  
760-245-9147

### District 2 – Valley

#### **Cucamonga Head Start**

9324 San Bernardino Rd.  
Rancho Cucamonga, CA 91730  
909-948-6979

#### **Fontana Citrus Head Start**

9315 Citrus Ave.  
Fontana, CA 92335  
909-428-8496

#### **Fontana USD - Partner Site**

9522 Live Oak Ave., Room 29  
Fontana, CA 92335  
909-357-7000, ext. 29096

#### **Fontana USD - Partner Site**

9680 Citrus Ave.  
Fontana, CA 92335  
909-357-5000, ext. 29097

### District 3 - Low Dessert

**Crestline Head Start**

22836 Fir Lane  
Crestline, CA 92329  
909-338-1470

**Needles USD - Partner Site**

600 Cibola St.  
Needles, CA 92363  
(760) 326-5221

**Redlands Valencia Head Start**

125 Horizon Ave.  
Redlands, CA 92374  
909-307-0037

**Yucaipa Head Start**

12236 California St.  
Yucaipa, CA 92399  
909-797-3585

**Highland Head Start**

26887 5th St.  
Highland, CA 92346  
909-425-0785

**Redlands South Head Start**

15 N. Center St.  
Redlands, CA 92373  
909-798-2690

**Twenty-Nine Palms Head Start**

71409 29 Palms Hwy.  
Twentynine Palms, CA 92277  
760-367-5150

**Yucca Valley Head Start**

56389 Pima Trail  
Yucca Valley, CA 92284  
760-369-7424

### District 4 – Valley

**Chino Head Start**

5585 Riverside Dr.  
Chino, CA 91710  
909-627-0206

**Easter Seals Ontario Philips**

Partner Site  
1102 W. Phillips St.  
Ontario, CA 91762  
909-981-4668

**Easter Seals Valley View**

Partner Site  
1801 E. 6th St.  
Ontario, CA 91764  
909-946-9136

**Upland Head Start**

732 N. 3rd Ave.  
Upland, CA 91786  
909-931-0147

**Easter Seals Ontario Haven**

Partner Site  
2999 S. Haven Ave.  
Ontario, CA 91761  
909-923-3352

**Easter Seals Upland**

Partner Site  
531 W. 8th St.  
Upland, CA 91786  
909-981-4668

**Ontario Maple Head Start**

555 W. Maple St.  
Ontario, CA 91762  
909-984-4117

**Westminster Head Start**

720 N. Sultana Ave.  
Ontario, CA 91764  
909-983-0600

District 5 – Urban

**Arrowhead Grove Head Start**

1151 N. Crestview St.  
San Bernardino, CA 92410  
909-889-3807

**Bloomington - Colton Joint USD**

Partner Site  
18829 Orange St.  
Bloomington, CA 92316  
909-841-5212

**Del Rosa Head Start**

2382 N. Del Rosa Ave., Ste. E  
San Bernardino, CA 92404  
909-883-0103

**Mill Center Head Start**

205 South Allen St.  
San Bernardino, CA 92408  
909-885-0789

**Rialto Eucalyptus Head Start**

485 N. Eucalyptus Ave.  
Rialto, CA 92376  
909-421-7180

**Whitney Young Head Start**

1755 W. Maple St.  
San Bernardino, CA 92411  
909-381-0149

**Baker - Muscoy Head Start**

2818 Matt St.  
Muscoy, CA 92407  
909- 887-8797

**Colton Joint USD**

Partner Site  
471 Agua Mansa Rd.  
Colton, CA 92324  
909-580-5031

**Las Terrazas Head Start**

1176 W. Valley Blvd.  
Colton, CA 92324  
840-201-7270

**Parks & Recreation Head Start**

2969 Flores St.  
San Bernardino, CA 92405  
909-887-3349

**Rialto Renaissance Head Start**

1360 W. Foothill Blvd.  
Rialto, CA 92376  
909-875-6863