San Bernardino County Superintendent of Schools

Transforming lives through education

Universal Prekindergarten
Mixed Delivery Plan
San Bernardino County
2022-2025



UPK Universal PreKindergarten | California's Great Start

California's Prekindergarten Through Third Grade Vision

California will provide a strong and early start to education for all children with high-quality, joyful, developmentally informed, inclusive, and rigorous prekindergarten (pre-K) through third grade (P-3) learning opportunities—beginning with equitable access to universal prekindergarten (UPK). (Source: Universal Prekindergarten Planning and implementation Guidance, Volume 1, CDE, 2022.)

Universal Prekindergarten in California

Decades of research demonstrate that an early and strong foundation for learning matters. Children who have effective learning opportunities before kindergarten (K) have an advantage in school and in life over children who do not, especially children with adverse childhood experiences. Children who attend quality preschool programs are more prepared for school in terms of their early literacy, language, and math skills, their executive function, and social-emotional development. In some cases, preschool participants are less likely to be identified for special education services or to be held back in elementary school than children who do not attend developmentally-informed preschool programs that include strong educational components. (Source: Universal Prekindergarten Planning and Implementation Grant Program-County Offices of Education Countywide Planning and Capacity Building Template, CDE, 2022.)

Self-Certification

In the data collection survey submitted to the CDE, the grantee must self-certify they developed a plan for consideration by the governing board or body of the county office of education at a public meeting on or before June 30, 2023, for how all four-year-old children and an increased number of at-promise three-year-old children in the county will be able to access full-day learning programs before kindergarten that meet the needs of parents, including through partnerships with school districts, high-quality universal preschool programs in the mixed-delivery system and expanded learning offerings in their communities.

County	**Contact Name and Title of the Individual Self-Certifying the Statement Above**	**Email of the Individual Self-Certifying the Statement Above**	**Phone Number of the Individual Self-Certifying the Statement Above**
San Bernardino County	Heather Smith Director, Early Education and Development	heather.smith@sbcss.net	(909) 386-2633

The Universal Prekindergarten Mixed Delivery Plan, created by San Bernardino County partners, is being submitted for consideration to the San Bernardino County Board of Education on June 5, 2023. In addition, the plan will be shared with Local Educational Agencies (LEAs) within San Bernardino County by June 30, 2023.

San Bernardino County commits to providing program data to the CDE including, but not limited to, plan development steps and participants engaged in the grant activities and planning, core needs of critical communities, including tribal nations, and recipient information and participation in overall program evaluation as requested intermittently by the CDE.

Projected Enrollment and Needs Assessment

The need for high quality early learning experiences for children ages 0-5 in San Bernardino County is clearly identified in the Local Planning Council (LPC) Priorities Report https://docs.google.com/document/d/15kiWl9d-kR9274vd2mqZNpqwK6WT6G5T9mm1iMjM9bo/edit?usp=sharing. Many of the communities served have a high rate of eligible children who are not being served by early learning programs. The image below shows a sample of the zip codes identified as well as the percentage of children not being served in a program as of 2020.

Report for 2020							
County / District / Zip Code		Total Number of Infants & Toddlers	Infants & Toddlers Eligible for Subsidized Child Care	Number of Infants & Toddlers Served	Number of Infants & Toddlers Not Served	% of Eligible Infants & Toddlers Not Served by Subsidized Child Care	CDE Priority Level
California		1429392	527000	66395	460605	87%	
San Bernardino Zip Code	Cities Name						
92301	Adelanto	1754	904	86	818	90%	1
92307	Apple Valley	1798	795	39	756	95%	1
92308	Apple Valley	1837	812	26	786	97%	1
92311	Barstow	1693	857	31	826	96%	1
92316	Bloomington	1220	460	25	435	95%	1
91709	Chino Hills	2788	807	21	786	97%	1
91710	Chino Hills	3022	907	38	869	96%	1
92324	Colton	2145	708	63	645	91%	1
92880	Corona	2890	1033	38	995	96%	1
92335	Fontana	4320	1871	68	1803	96%	1
92336	Fontana	3713	1438	65	1373	95%	1
92337	Fontana	1576	587	24	563	96%	1
92344	Hesperia	956	422	14	408	97%	1
92345	Hesperia	3724	1626	105	1521	94%	1

The San Bernardino County UPK Mixed Delivery Workgroup has determined that a needs assessment survey shall be created and distributed to families of three- and four-year-old children in San Bernardino County to gather feedback regarding parental preferences related to early learning and care programs. In an effort to create a mixed delivery system that meets the needs of children and families, input needs to be gathered to be intentionally responsive.
The Workgroup intends to gather feedback data from a variety of additional sources as well to triangulate data points and expand opportunities for family input. Assessment data may include but not be limited to the following sources:

- Local Planning Council (LPC) Needs Assessment data
- Local Resource and Referral agency data
- Head Start Needs Assessments
- Head Start Needs Assessments inclusive of Tribal Head Start and Migrant/Seasonal Head Start
- Family or parent surveys

- Data collected by Special Education Local Plan Areas (SELPAs)
- Local First 5 County Commission data or reports
- American Institute for Research Early Learning Needs Assessment Tool
- Preschool Development Grant Needs Assessment
- Title VI Indian Education Data

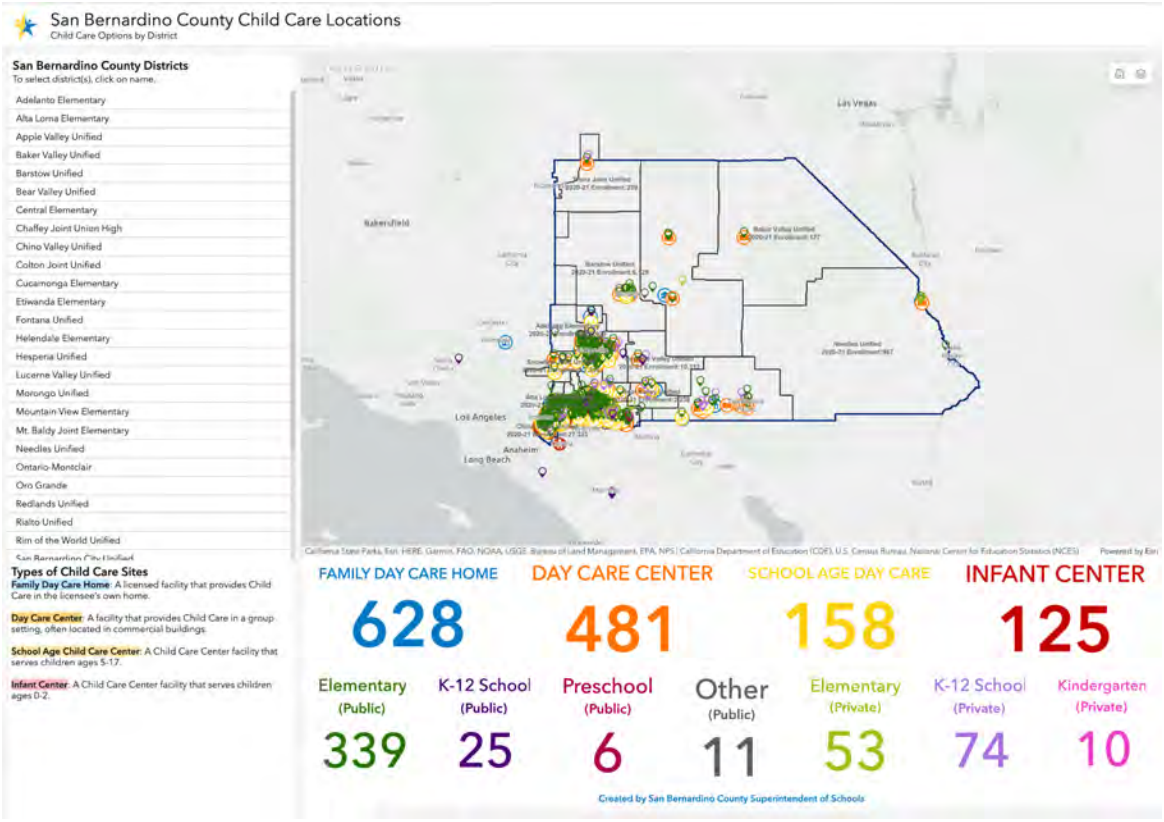
The San Bernardino County Mixed Delivery Workgroup, led by the Local Planning Council and San Bernardino County Superintendent of Schools (SBCSS), has facilitated three public meetings to begin the planning process for a mixed delivery system in the County. Potential partners were identified and invited to public meetings during which collaborative conversations and discussions were targeted around a common understanding of Universal Prekindergarten (UPK), the definition of mixed delivery system and the focus areas identified in this UPK Mixed Delivery Plan.

Future meetings will include but will not be limited to the following topics per participant feedback and requests:

- Development of a needs assessment to capture family and provider input
- Identification and review of additional data sources to glean family and provider input
- Overview of each type of provider engaged in the mixed delivery system
- Asset mapping current resources in San Bernardino County to support a mixed delivery system
- Compilation of resources to support the development of a mixed delivery system
- Development of communication resources to share with San Bernardino County families
- Development of a Mixed Delivery Toolkit that can be shared across setting types to promote mixed delivery options that best suit the needs of diverse families and children

In addition to identifying gaps in access and family preferences, the locations of current UPK programs need to be identified and shared with all educational partners serving three- and four-year-old children. As an integral part of the San Bernardino County UPK Planning and Capacity-Building Plan, SBCSS created an ArcGIS map identifying current UPK programs throughout the county, including California State Preschool Programs (CSPP), Head Start, LEA-led preschool programs, and Family Child Cares (FCCs). The tool, as seen in the screenshot below, has been shared with LEAs to intentionally align mixed delivery providers with elementary school sites across San Bernardino County. Child Care Resource Center (CCRC) provides SBCSS and the LPC with updated location data as needed. Additionally, SBCSS has access to all LEA UPK Planning and Implementation Grant Plans through the California Department of Education. Information regarding the location of transitional kindergarten (TK) classes will be gleaned from the UPK Plans as they are updated yearly.

Charter schools within the County that submitted UPK Plans will also be included in the data



One of the goals of UPK is providing all children with two full years of high quality early learning experiences prior to kindergarten. Families need to be aware of the options available that best meet their needs as well as the unique needs of their children. Outreach services provided by the San Bernardino County Mixed Delivery Planning Workgroup may include but not be limited to the following:

- Partnerships with local libraries
- Partnerships with local community-based organizations that provide preschool
- Communications with parents
- Mail campaigns
- Partnerships with local healthcare providers
- Partnerships with Tribal Health centers/clinics
- Open houses for parents/ enrollment nights
- Creation of a support helpline and/or resource hub
- Enrollment reminder flyers
- Partnership with the LPC and Resource and Referral (R&R) to ensure all agencies have full details on each program and eligibility in order to make referrals for families (including TK, license-exempt, CSPP, Head Start, etc.)
- Partnerships with Tribal Nations that have preschool programs
- Partnerships with Housing and Urban Development (HUD)
- Partnerships with Department of Motor Vehicles (DMV)

The Workgroup seeks to partner with specific racial and ethnic groups represented in San Bernardino County. As such, communication and/or meetings with local tribal education entities will be prioritized to ensure a positive relationship centered around the needs of families and children is developed. Likewise, the Workgroup will also engage in collaboration with other local cultural community members to assess family preferences, access to resources and gaps in the mixed delivery system in their communities. The UPK Mixed Delivery Planning Workgroup members will work to identify local leaders through a collaborative process and facilitate empathy interviews and/or meetings to gather feedback. In addition, the Workgroup will explore opportunities to partner with local policy public figures and/or city governments to host family events to engage communities. Ensuring families are fully aware of the choices they have for their children as shown below:

Preschool Choices Available for 3–5 Year Olds

Families can choose from a variety of preschool programs for their young children. Here's a breakdown of some of those choices:

Name	California State Preschool Program (CSPP)	Head Start	Private	Transitional Kindergarten (TK)
Ages	3- and 4-year-olds	3- and 4-year-olds	3- and 4-year-olds	4-year-olds, depending on birthday
What it is	Preschool program run through contracts from the State of California	Federally-funded preschool program.	Variety of half-day and full-day preschool and childcare programs	Part of the public elementary school system that takes place the year before kindergarten
Schedule	Full-day options available	Full-day options available	Hours determined by individual preschool providers	Full-day options available, depending on local decisions
Cost	Free or low-cost, based on income eligibility and other factors	Free, based on income eligibility	Fees determined by individual preschool providers	Free, regardless of income

Source: California UPK Resources

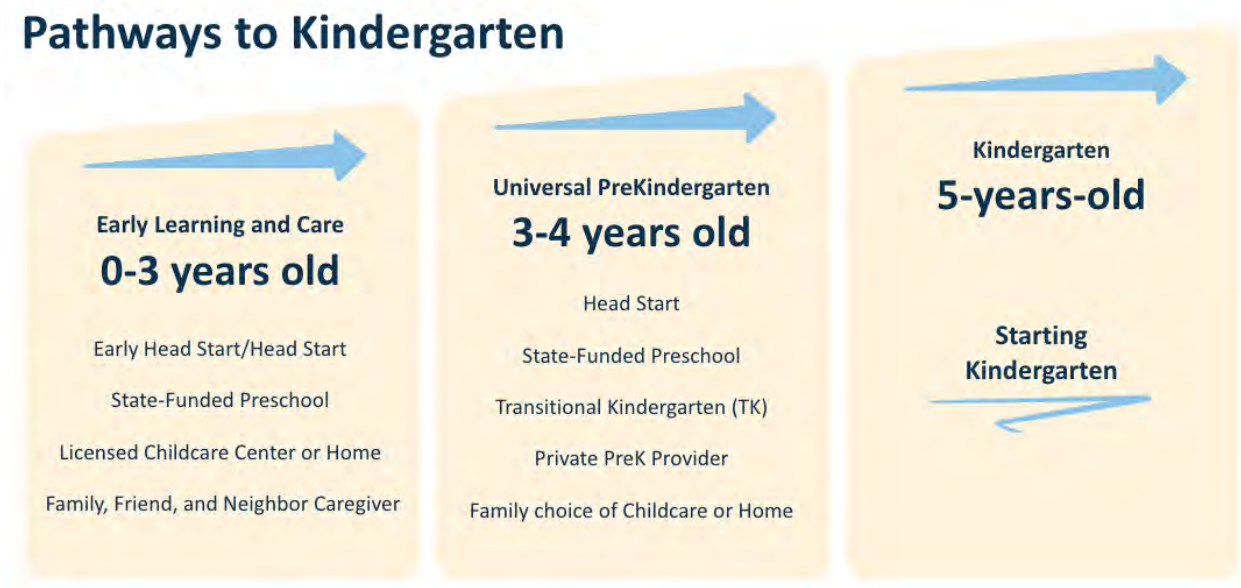
Focus Area A: Vision and Coherence

San Bernardino County supports the vision for Universal Prekindergarten described on page 4 of the *Master Plan for Early Learning and Care* which states "that all California children thrive physically, emotionally and educationally in their early years, through access to high-quality early learning and care resources: equitable opportunities for the workforce that advance equitable outcomes for children; and greater efficiencies to the state today and every day through structures for continuous improvement." As such, the UPK Mixed Delivery Planning Workgroup engages deeply through collective impact partnerships and collaboration focused on children and families.

San Bernardino County envisions a UPK mixed delivery model that supports a healthy ecosystem of equity which meets the developmentally appropriate social-emotional, behavioral and academic needs of children ages 0-5 by utilizing all types of high quality early learning and care settings. Universal Prekindergarten will provide a collaborative and engaging pipeline

between all early childhood educational partners and local education agencies (LEAs) that delivers whole child, whole family, and whole community services. The system will emphasize family choice and responsiveness to the needs of all families and children through family involvement, coordinated enrollment processes, common messaging and communication practices. A fully staffed, highly trained workforce, alignment of eligibility requirements for preschool and transitional kindergarten children and braided and blended funding that allows for a variety of options are core components of the Universal Prekindergarten Mixed Delivery System in San Bernardino County.

Similar to the visions identified in the San Bernardino County and local education agencies (LEAs) UPK Planning and Implementation Plans, the UPK Mixed Delivery Plan emphasizes a focus on support of the whole child, whole family, and whole community to create a system that champions family choice and provider assistance to set all children on successful pathways to kindergarten.



Source: [California UPK Resources]

Authentic collaboration with a diverse population of early education partners is key to designing a mixed delivery system that will meet the needs of families, children, and providers in the County. The UPK Mixed Delivery Planning Workgroup invited representatives from local agencies, LEAs, community organizations and tribal nations to engage in the planning process. Partners engaged in planning activities in a variety of ways including in-person meetings, digital input activities utilizing platforms such as Jamboard, email communication and survey opportunities. Meetings were facilitated according to Brown Act stipulations allowing for public engagement as well.

The San Bernardino Local Planning Council partnered with the following LEAs:

District Partner	District Representative
Central Elementary School District	Kim Bliss/Program Coordinator
City of Colton	Christopher Rymer/Manager-Early Care and Education Division
Child Development Center San Bernardino Valley College	Sandy Karge/Director
Etiwanda Elementary District	Carrie Sotro/Education Coordinator
Fontana Unified School District	Darcy Whitney/Director, Early Education
Fontana Unified School District	Peggy Jetton-Rangel/Teacher on Assignment for TK
Hesperia Unified School District	Miriam Martinez/Family Resource Supervisor II, Preschool Coordinator
Oak Tree Learning Center	Jennifer Carter/Executive Director
Ontario-Montclair School District	Gianna Roca/Program Administrator
Ontario-Montclair School District	Kristie Bennett/East Region Director, Learning & Teaching
Rialto Unified School District	Alexis Bogarin/Child Development Administrator
Rialto Unified School District	Karen Good/Agent: Early Education
San Bernardino County Superintendent of Schools	Ana Garcia/Program Analyst, Early Learning and Development
San Bernardino County Superintendent of Schools	Denise Cates-Darnell/Early Education-Coordinator
San Bernardino County Superintendent of Schools	Elaina Holley/Early Education and Development Specialist
San Bernardino County Superintendent of Schools	Heather Smith/Director, Early Education and Development
San Bernardino County Superintendent of Schools	Jalisa Randle/Community/Industry Outreach Specialist
San Bernardino County Superintendent of Schools	John Duran/After School Program Specialist
San Bernardino County Superintendent of Schools	Lissette Koyoc-Sansores/Program Technician, Early Education
San Bernardino County Superintendent of Schools	Nancy Alvarado/Senior Manager State Preschool

San Bernardino County Superintendent of Schools	Nancy Sherod/Early Education - Coordinator
San Bernardino County Superintendent of Schools	Shezad Bhojani/Program Manager- Alliance for Education
San Bernardino County Superintendent of Schools	Supriya Barrows/HR Special Projects Manager
Upland Unified School District	Becki Modereger/Early Childhood Coordinator

To truly embrace the development of a mixed delivery system, the following partners will engage deeply with the San Bernardino County Office of Education and local education agencies:

Partner Organization	Organization Contact
Aprenden Play Preschool	Maria Del Rio/Owner
Benavides Family Child Care	Maria Benavides/Owner
California State University San Bernardino	Amanda Wilcox-Herzog/Professor and Chair, Department of Child Development
California State University San Bernardino	Amy Van Schagen/Associate Professor, Department of Child Development
California State University San Bernardino	Dr. Chrystina Smith-Rasshan/Executive Director, ICDFR
Child Care Resource Center	Christina Aranda/Workforce Development Manager
Child Care Resource Center	James Moses/Regional Director
Child Care Resource Center	Nikki Von Hundley/Resource & Referral Interim Manager
Center of Attention Academy	Amasha Griffin/Owner
Contreras Family Child Care	Leticia N. Contreras/Owner
County of San Bernardino Preschool Services Department	Jacquelyn Greene/Director
Excel Prep Charter	Jackie Jefferson/Assistant Superintendent
First 5 San Bernardino	Cindy Faulkner/Assistant Director
First 5 San Bernardino	Karen E. Scott/Executive Director
Neverland Child Care Center	Chelsea Vinson/Owner
Pomona USD Child Development Program	Luis Valadez/Program Supervisor

Partner Organization	Organization Contact
Riverside San Bernardino County Indian Health, Inc.	Jaclyn Gray/Native Challenge Program Director
San Bernardino Valley College Child Development Department	Denise Knight/Professor | Child Development Program
SEIU Local 99	Jen Baca Beltran/Government & Community Relations Manager
West End SELPA	Jamie Leafstone/Program Specialist

The purpose of the UPK Mixed Delivery Plan is to develop a system that will support children, families and the educators that serve them. In order to do so, intentional consideration of the SBCSS Countywide UPK Planning and Implementation Plan and LEA UPK Planning and Implementation Plans became an integral part of the UPK Mixed Delivery Plan. SBCSS staff coordinating UPK efforts in San Bernardino County, reviewed components from several of the UPK Plans submitted to ensure alignment in the focus areas of each. In addition, the workforce plan submitted by SBCSS was also reviewed for similar goals, objectives and recommended processes and strategies. LEA Local Control Accountability Plans (LCAP) will be reviewed for similar purposes after they are adopted for the 2023-2024 school year as will the Local Planning Council (LPC) countywide comprehensive childcare plan.

Based on preliminary feedback from LEAs, the initial year of UPK planning and implementation has been focused on assessing the needs of the sites and educators supporting transitional kindergarten. District office administration has worked diligently to identify areas of strength and those in need of additional planning while building understanding and capacity of staff and families. Of those providing feedback, few have formally updated their plans, but have begun the process of reviewing preliminary data around early implementation efforts. To further align and coordinate with LEAs in San Bernardino County, surveys, informational meetings and input sessions have been facilitated.

The UPK Mixed Delivery Workgroup hosted meetings that adhered to the Brown Act guidelines, including posting the agenda publicly and allowing for public comment to gain input. Information regarding UPK and family needs was also garnered through two virtual input meetings hosted by Quality Start San Bernardino. Additional QSSB Community Forum meetings will be a consistent part of the UPK Mixed Delivery Plan as will surveys, co-hosted events with community-based organizations, Tribal Community partners, and meet-and-greet community events with early learning and care agencies, Child Care Resource Center (CCRC). UPK MIxed Delivery Workgroup Meetings will be held in conjunction with the Local Planning Council, allowing for additional opportunities to garner feedback throughout the program year.

Universal Prekindergarten planning and implementation varies across San Bernardino County. LEAs with robust preschool programs in place beforehand seem to have made more progress than those without. Similarly, LEAs with dedicated Early Learning Departments and staff serving children ages 0-5 are more familiar with important aspects of UPK such as familiarity

with the California Preschool Learning Foundations and Frameworks, developmentally-informed practices and play-based learning opportunities. Staff with capacity in these areas have been more receptive to UPK. However, the integration of the early learning and care system with local education agencies and charter school programs has been challenging for the majority of San Bernardino County.

The challenges facing San Bernardino County include but are not limited to:

- Inconsistent UPK communication and messaging
- Lack of family knowledge regarding UPK and the choices available for three- and four-year-old children
- Lack of partnerships between LEAs and early learning and care providers
- Limited workforce

Focus Area B: Community Engagement and Partnerships

As part of the UPK Planning and Implementation Grant, San Bernardino County Superintendent of Schools created and facilitated the UPK Task Force which brought together early learning and care and local education agency leaders to collaborate and draft the San Bernardino County UPK Plan. Upon completion of the plan, the Task Force became the UPK Leadership Network, a monthly gathering of leaders to provide updates on legislation, grant requirements such as reporting, collaboration opportunities and networking time. SBCSS also facilitates the Early Educators Network which includes educators serving children ages 0-5 across a variety of settings including CSPP, Head Start, LEA-run preschool, Family Child Cares, transitional kindergarten and kindergarten. One of the main goals of the network is to provide a space where the expertise of all educators is valued and practitioners can share resources, ask questions and work on problems of practice across settings. Both of these networks were facilitated virtually to support participation across all three regions of San Bernardino County. Digital resources hubs, utilizing platforms such as Padlet and Jamboard, were developed to provide educators at all levels one place to find answers to questions that may arise throughout their planning and implementation of Universal Prekindergarten.



Supporting families to understand their UPK options is critical to the success of a mixed delivery system. To provide comprehensive information in a family-friendly context, SBCSS and its mixed delivery partners will:

- Host webinars
- Create and distribute flyers
- Survey families to determine needs and gaps in access
- Facilitate focus group conversations
- Advertise UPK options at minimum two (2) DMV locations in San Bernardino County

Inclusion of neurodiverse 3- and 4-year-old children with exceptional needs is an important component of the San Bernardino County Mixed Delivery System. To ensure access to the least restrictive environment, the Workgroup determined the following steps should be taken:

- Create a collaborative of partner agencies to engage in asset mapping that identifies services available
- Build and offer professional learning opportunities for all educators to increase capacity to support children with exceptional needs
- Emphasize developmentally appropriate practices that are evidence-based to support children with exceptional needs
- Create a flow chart for educators and caregivers that includes information regarding the resources available for support
- Create a space for families of children with exceptional needs that will provide resources, contact information and support opportunities
- Ensure that all UPK setting opportunities are shared with families to allow for choice that meets the unique needs of their child(ren)
- Partner with SELPAs and regional centers to ensure resources are appropriate, relevant and evidence-based
- Engage SELPA(s), bargaining unit(s), LEA(s) and Head Start leaders in planning for children with exceptional needs and their families in the least restrictive environment
- Review data sources to understand family preferences and needs for access to UPK for children with disabilities and/or exceptional needs

San Bernardino County is richly diverse and as such the UPK Mixed Delivery Workgroup intentionally planned for the inclusion of a wide variety of educational partners to engage in planning. The Riverside San Bernardino County Indian Health Inc. and Native Challenge Advisory Council is an integral part of our community and was engaged in the planning process through the UPK Mixed Delivery Workgroup collaboration sessions. Communication with the Tribal Nations was facilitated through the Tribal child care program(s) and the Tribal Chair and Council. The insight and voice that was brought to the collaborative sessions was a critical component to include the needs of the Tribal Nation children and families in San Bernardino County. The members who engaged in planning sessions shared collective and individual experiences as well as potential areas in which the UPK Mixed Delivery System may be of service. Inclusion of the Tribal Nations within San Bernardino County in the UPK Mixed Delivery System will be based on establishing and strengthening relationships. Continuing to include Tribal Nation leaders in collaborative conversation and networking opportunities during which the strengths and needs of Tribal children and families are elevated will be key to the increased connection within the broader mixed delivery system. Location identification and inclusion of all Tribal Nations will be important as the Workgroup continues to connect agencies with resources as well as partner contact information.

Alongside Tribal Nation partners, leaders from community-based organizations (CBOs) engaged in the planning process through session attendance. CBO representatives shared how enrollment, communication and outreach to LEAs have been successful in building partnerships. Areas of need have also been identified for the Workgroup to engage in further exploration. To address said needs, the Workgroup has plans to engage additional CBOs that provide expanded learning opportunities with the intention of developing additional opportunities to expand in support of Universal Prekindergarten.

Access to a full day of learning programs for all four-year-old and at-promise three-year-old-children is a key component to the UPK Mixed Delivery System in San Bernardino County. To increase said access the Workgroup has committed to the following action steps:

- Connect mixed-delivery partners to discuss and coordinate partnership options for full-day offerings.
- Convene mixed-delivery partners to discuss and coordinate partnership options for full-day offerings.
- Provide information to mixed-delivery partners about parental need for full-day care in your community.
- Support mixed-delivery providers to utilize and customize UPK communication collateral aimed at sharing full-day options with families.
- Support mixed-delivery providers to recruit families of at-promise three-year-old children as spaces become available
- Explore the development of a Centralized Eligibility List and/or Enrollment System

Focus Area C: Workforce Recruitment and Professional Learning

The development of the Universal Prekindergarten Mixed Delivery Plan requires alignment to a variety of plans already in place in San Bernardino County including but not limited to the Universal Prekindergarten Plans written by San Bernardino County Superintendent of Schools and local education agencies, Quality Counts California Workforce Development Grant, Local Planning Council Strategic Plan and the Early Education Teacher Development Grant (EETDG).

As in many parts of California and the nation, San Bernardino County is facing a workforce shortage in the field of early education. In order to support the recruitment efforts of early education providers, the UPK Mixed Delivery Workgroup has identified a variety of action steps as identified below:

- Partner with career technical education partners to create pathways for high school students to enter the workforce and engage in dual enrollment opportunities with local and regional institutes of higher education, utilizing the ArcGIS map identifying CTE pathways, community college programs and regional labor market data identifying workforce needs
- Create an infographic, potentially interactive, identifying options for educators entering the workforce including career options and roles, education requirements, and time commitments
- Host job fairs that connect current and potential early learning educators with high school counselors, community, state and private institutes of higher education
- Explore opportunities for subject competency and exam alignment, including opportunities for free or low cost preparatory courses
- Partner with institutes of higher education to create a pipeline from college to career opportunities in San Bernardino County through internships, apprenticeships, student teaching assignments and/or certificate programs
- Explore opportunities to utilize social media for communication and recruitment

Quality improvement activities across all early learning settings including joint professional learning opportunities, coaching and communities of practice are necessary to the success of all practitioners and to increase access and equity for all four-year-old and at-promise three-year-old children. The UPK Mixed Delivery Workgroup prioritizes offering quality improvement activities to all educators regardless of setting, position (including agency administrators), or assigned Quality Counts California tier. The provision of funding to support not only professional learning but also connected implementation for providers and administrators is an area to be explored as well as intentional communication and collaboration around increased capacity and developmentally informed instruction practices and pedagogy. Because the early learning workforce encompasses a variety of practitioners who serve children and families through varied schedules, options for professional learning, networking and coaching need to be flexible. Online, self-paced courses and recorded webinars that can be accessed at the educators' convenience are options that will be explored as well as in-person countywide conferences that encourage cross-sector collaboration and networking opportunities to develop relationships across the broader mixed delivery system.

Partnering with local education agencies to increase the supply and capacity of the early learning workforce will be an important component of the UPK Mixed Delivery System in San Bernardino County. LEAs will be provided with opportunities to engage in collaboration around supporting diverse and effective multilingual educators, particularly those serving multilingual children and/or families. Furthermore, continuing to support educators in building capacity around developmentally-informed practices for children ages 0-8 through the completion of a child development permit and/or PK-3 Specialist Credential to teach in all settings including CSPP. Additional professional learning opportunities around early learning assessments that may include but not be limited to Ages and Stages Questionnaire (ASQ), Desired Results Developmental Profile (DRDP), Developmental Reading assessment (DRA), Teaching Strategies Gold (TS GOLD), Work Sampling System (WSS). In addition to intentional capacity-building professional learning opportunities,the Workgroup is exploring opportunities to partner with local and philanthropic partners on early educator apprenticeships.

In addition to the aforementioned workforce development support, the UPK Mixed Delivery Workgroup has identified the following as opportunities to assist aspiring and existing UPK staff to receive the required credentials, degrees or experiences necessary to be promoted into their desired role:

- Partner with LEAs and other agencies to support professional development offerings
- Partner with one or more local Institutions of higher education (IHEs) or the COE to help support teachers holding less than a full credential to complete requirements to earn a preliminary Multiple Subject Teaching Credential
- Establish a relationship with local LEAs to support the establishment of pathways for high school students interested in a career in CSPP or in P–3 teaching through clubs, registered apprenticeships, or other such early recruitment opportunities
- Identify agencies who provide advising on credential requirements and options for how to meet these requirements, and create partnerships with those agencies
- Partner with a local IHE offering eligible early childhood education or childhood development coursework
- Partner with local LEAs to provide additional support focused on the recruitment of multilingual teachers
- Partner with local LEAs to provide additional support focused on the recruitment of teachers supporting children with disabilities
- Partner with LEAs and other agencies to promote professional development opportunities for early learning teachers to support high quality inclusion
- Create and update a digital resource hub to support UPK workforce development via Canvas LMS

San Bernardino County educators have identified access to local workforce pathway programs, including financial support programs as a barrier to continuing education. To remediate this as a barrier, the San Bernardino County Local Planning Council will facilitate technical assistance session(s) that connect professionals with programs with local workforce development efforts including but not limited to the Quality Counts California Workforce Pathway Development Grant, Early Education Teacher Development Grant and Classified Employee Grant. SBCSS, through a partnership with California State University San Bernardino also provides scholarship opportunities for educators wishing to complete the Early Childhood Administration and Leadership (ECAL) and Early Childhood Trauma Informed Care (ECTIC) certificates.

Focus Area D: Curriculum, Instruction, and Assessment

Developmentally-informed curriculum, instruction and assessment policy and protocols are inherent components of a successful mixed delivery system that meets the needs of all children ages 0-5 and their families. After much discussion and collaboration, the UPK Mixed Delivery Workgroup identified the following as possible opportunities for further exploration and possible implementation:

- Professional learning opportunities to include topics such as California Preschool Learning Foundations and Frameworks, developmentally-informed instructional practices and strategies, learning through play, curriculum and assessments available at no cost and applicable to professional growth hours
- Job-embedded observation/modeling/coaching utilizing the gradual release model
- Data-based decision making support to inform appropriate supports for individual children
- Digital hub for access to vetted resources, evidence-based practices, templates, tools and curricula
- Webinar support for California Early Childhood Online (CECO) and California Early Learning and Care Workforce Registry resources

The key to supporting all providers is going to rely heavily on broad communication to all providers and agencies. Ensuring that all educational partners serving children ages 0-5 are not only included on listservs but also committed to sharing timely communication with educators will be important as the UPK Mixed Delivery System is developed, implemented, and sustained.

While curriculum, instruction and assessment is important for all, successful inclusion of children with exceptional needs in UPK begins with supporting educators and administrators. In addition to the recommendations noted above, professional development focusing on Universal Design for Learning (UDL), Multi-tiered System of Support (MTSS), social-emotional learning (SEL), strategies and/or protocols for successful transitions between settings, and resources and contact information for additional support will be incorporated into the development of the mixed delivery system.
San Bernardino County is home to a large number of multilingual children. Honoring the home language and culture of families is an important component of family and community

engagement with not only the UPK Mixed Delivery System but also with the educational system as a whole. Providers and leaders require support to deeply and meaningfully engage with families from the onset of the child's educational journey. To do so, their capacity for language support, language revitalization and the overall development of multilingual learners may be increased by creating a Multilingual Community of Practice for Early Educators. The Community of Practice (CoP) will provide a collaborative space for those serving multilingual children opportunities to focus on asset-based models of professional learning, exploration of language development and instruction for multilingual early learners, investigation of evidence-based practices and strategies to support dual-language learners, and identification of culturally-relevant instructional practices and family engagement activities. Furthermore, the expansion of dual-language early learning programs and incentives for multilingual staff to enter and/or continue to serve in early education settings will be explored.

Focus Area E: Facilities, Services, and Operations

In order to develop a UPK Mixed Delivery System that engages all early learning providers in serving all four-year-old and at-promise three-year-old children in San Bernardino County, facilities to support the expansion need to be addressed. Braiding and blending of funding to expand facilities to meet the needs of local education agencies is one option; however, exploring partnerships that provide families with nine hours of programming per day utilizing already established agencies is a viable option. Communicating such options to the LEAs will be a priority of the San Bernardino County UPK Mixed Delivery Workgroup through engagement with expanded learning opportunities program (ELOP) coordinators, introduction to potential mixed delivery partners such as CSPP, Head Start, CBO and private providers and resource and referral partners. In addition to the ArcGIS map already created for LEAs identifying CSPP, Head Start and family child care settings, the Workgroup may investigate the opportunity to create an ArcGIS map that identifies community-based expanded learning opportunities programs that offer programming during LEA breaks, including summer.

Displacement of early learning education programs operated by non-LEA administrators on LEA campuses is a concern facing many counties in California. To discourage this practice, the Workgroup will advocate for funding to increase the number of classrooms for transitional kindergarten and prekindergarten children. Encouraging blending and braiding of funding to support facilities as well as the utilization of facilities grant funding when made available by the California Department of Education will ease the challenges of adequate facilities. In addition, ensuring that families are aware of all options available for their children prior to entering kindergarten, through the UPK Mixed Delivery System, will be important. A resource hub that includes information, materials, Frequently Asked Questions (FAQs) designed for families will be designed, created, and broadly shared across the County through a variety of methods, including but not limited to social media, community forums, public communication systems (i.e. Department of Motor Vehicles, local libraries, etc) and listserv email communication.

In addition to facilities challenges, early learning and care providers are in need of support to transition to serving younger children. Collaboration with local institutions of higher education to

provide courses focused on children ages 0-3 as well as professional learning opportunities designed around topics such as infant/toddler interactions for providers interested in expanding their services is necessary to support said transitions. Additionally, taking into account the space needed for infant/toddler furniture and materials and the increased requirements needed to serve younger children should be investigated and communicated to providers through forums and webinars.

Program providers might also consider serving children through extended learning opportunities, including during intersessions and summer breaks. To do so, providers may need support in establishing relationships with local education agencies, marketing their programs to their local communities, and connecting with other expanded learning opportunity programs. As the UPK Mixed Delivery Workgroup develops practices and protocols to support activities such as those listed above, communication to providers as well as community and LEA leadership will be important. The development of a sustainable system depends on consistent and reliable communication and information sharing across all settings that serve children ages 0-5 and their families.

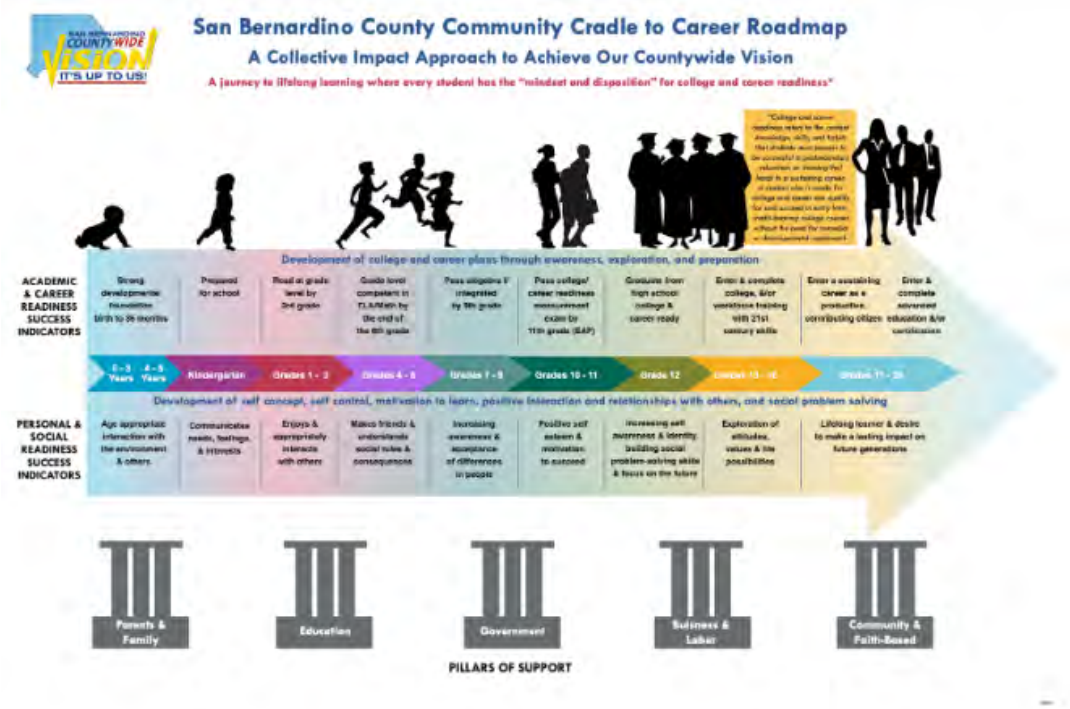
To assess facility needs and support local UPK programs to assess their own facility needs, the San Bernardino County UPK Mixed Delivery Workgroup will survey local LEAs and UPK providers to understand the realities facing providers. In addition, facilities will be a topic of discussion in upcoming Local Planning Council (LPC) meetings and Quality Start San Bernardino forums. The Workgroup may also review LEA and COE UPK Plans to understand the needs identified in the first drafts of the plans. The California Collaborative for Educational Excellence, in partnership with the Santa Clara County Office of Education, created a UPK Toolkit which includes resources and a tool that supports LEAs with UPK implementation challenges, including those impacted by facilities. The UPK Toolkit is available to all LEAs in California and will be shared broadly by the UPK Mixed Delivery Workgroup.

To further engage Tribal Nations in creating a partnership, the UPK Mixed Delivery Workgroup will continue to encourage participation in Quality Start San Bernardino (QSSB) and Tribal Quality Improvement System (TQIS). Through engagement in the aforementioned, the San Bernardino County Tribal Nations will be connected with the broader community, including the mixed delivery system, to ensure all children in the County are receiving access to high quality early learning experiences.

The San Bernardino Local Planning Council, in partnership with San Bernardino County Superintendent of Schools continues to build capacity to support Universal Prekindergarten through the following activities:

- Facilitating standing capacity building, peer learning, or collaboration meetings integrating the LEAs and COEs with LPC and R&R UPK planning and implementation efforts
- Serving as a liaison between LEAs and early education community partners within the mixed-delivery system
- Partnering with other LPCs and R&Rs to increase or share expertise
- Partnering with the local First 5 county commission
- Joining UPK or P-3 webinars offered by the CDE
- Joining trainings or webinars offered by other organizations
- Creating a local workgroup with entities representing the mixed-delivery System
- Ongoing collaboration and partnership with Tribal Nations to expand knowledge and understanding of tribal history, current, and future community efforts
- Workforce development support through grant activities and funding

As stated in the SBCSS UPK Planning and Capacity-Building Plan, the system development and alignment of resources resulting from partnerships with LEAs, early learning agencies, and community organizations is an opportunity to positively impact San Bernardino County's youngest learners and their families. The San Bernardino County UPK Mixed Delivery Workgroup supports the statewide vision of providing all children with early learning experiences that will ensure positive student outcomes. Through the planning and implementation of Universal Prekindergarten, inclusive of planning for a mixed delivery system, SBCSS continues to emphasize early education in its quest to provide children and families opportunities to meet and exceed both academic and personal-social success indicators from cradle to career.



[San Bernardino County Superintendent of Schools Cradle to Career Roadmap]