



# Strategic Plan

## 2019-2023





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# A Letter From the Quality Start San Bernardino Partners

On behalf of Quality Start San Bernardino County (QSSB), we are happy to share the 2019-2023 Strategic Plan. The plan will guide our collective efforts over the next four years as we seek to elevate the quality of early care and education for our youngest learners in the county.

In 2014, San Bernardino had the opportunity to join a larger movement in California and across the nation, to design and launch quality rating improvement systems (QRIS), to help early care and education programs raise the level of quality of their programs. First 5 San Bernardino County convened community stakeholders and education champions in 2015 to both set the strategic direction for QSSB through a strategic planning process, and to design the QRIS program model.

Over the past three years, since our initial launch of QSSB and the release of our initial strategic plan, our collective partnership has made tremendous progress. We have supported 1,405 early childhood educators in 203 sites to improve and recognize their commitment to quality, and reached over 9,000 children.

This has been accomplished through a unique and powerful partnership between First 5 San Bernardino, San Bernardino County Superintendent of Schools (SBCSS), Child Care Resource Center (CCRC), California State University San Bernardino (CSUSB), and Preschool Services Department (PSD). Each of the partners has brought a commitment to excellence, continuous improvement, and collaboration. Together we have done so much more than we ever could have accomplished individually.

The 2019-2023 Quality Start San Bernardino County Strategic Plan is intended to be a refreshed version of the original 2016-2018 plan. We now have the benefit of three years under our belts, so the plan captures key accomplishments and progress and updates to key components of the original plan, including:

- Updated data on the early childhood landscape in the county
- Revised and updated objectives and strategies for the new term of the plan
- The current operational and governance structure
- Information on financing and sustainability

As we complete this plan, we have been able to both celebrate our progress and look towards future opportunities, and move into the next phase of our work. There are changes on the horizon with state funding partners that will impact our local QRIS, and emerging opportunities at the state and local levels, including the opportunity to more strongly link our work with our K-12 systems and other health and education partners who share a commitment to supporting the health and education of our youngest learners. These are significantly shaping our strategic focus for the coming years.

We invite you to join us, as we strive to ensure that all children, no matter where they are, have high quality early learning opportunities.



# Why Quality Matters

The first five years of a child's life are extremely important. Research shows that the care and education children receive from birth to age five play a major role in their early brain development.

High quality early learning experiences make a lasting difference—they help prepare children to succeed in kindergarten and beyond. In fact, studies have shown that children who attend high quality early learning programs:

- Have better critical thinking skills<sup>1</sup>
- Are better at engaging and cooperating with others<sup>2</sup>
- Do better in reading and in math<sup>3</sup>
- Are more likely to graduate from high school<sup>4</sup>
- Are more likely to attend a four-year college<sup>5</sup>

We also know that there must be alignment between high quality early childhood systems and high quality elementary school experiences. When there is coordination between parents and caregivers, early care and education providers, and elementary schools, children experience a smoother transition and are better prepared to enter school.

## Children in San Bernardino County

**183,956**  
children ages 0-5<sup>9</sup>

**27% or 49,885**  
children ages 0-5  
are living in poverty<sup>10</sup>

**36%**  
of students in 3rd grade in  
San Bernardino County are  
meeting or exceeding grade-  
level English Language and  
Literacy standards<sup>11</sup>

**57%**  
of 3rd graders read near or  
above grade-level standards  
in San Bernardino County<sup>12</sup>

San Bernardino County ranks

**56th**  
in the State for available  
licensed slots<sup>13</sup>

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## The Quality Gap

Despite what we know about the importance of the first years, only 40 percent of U.S. early childhood education (ECE) centers are found to be of “high or moderate” quality.<sup>6</sup> A study by the National Institute for Early Education Research and the Center for American Progress found that 19 percent of children from low income homes in the U.S. are enrolled in high quality center-based early childhood programs.<sup>7</sup> However, we know little about the quality of care of home-based settings where infants and toddlers are often cared for.

Low quality education negatively impacts all children, but for children who are economically disadvantaged, low quality education puts them at a long-term disadvantage. Recommendations from the 2019 California Assembly Blue Ribbon Commission on Early Childhood Education suggest that quality education requires sufficient compensation and support for the ECE workforce. This includes salary parity with K-3rd grade for those with comparable education and experience, as well as professional development for center teachers and licensed FCCH providers.<sup>8</sup>

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## Quality Rating & Improvement Systems (QRIS) as a Solution

Over the past decade, states across the country have started to develop quality rating improvement systems (QRIS) as a way for organizing and communicating standards of quality in early care and education in communities. A QRIS:

1. Establishes standards that define what quality means and looks like for early care and education programs.
2. Measures programs against these standards.
3. Offers and connects educators to training and professional development opportunities.
4. Helps parents and caregivers to find quality programs for their children.

Quality ratings are based on how well programs meet the five-tiered set of program standards, which cover three core areas:

- Child Development and School Readiness
- Teachers and Teaching
- Program and Environment

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## QRIS in California

California is one of two regional quality rating and improvement systems in the country, with statewide quality standards that are implemented by locally designed systems. There are now QRISs in every county in California. Quality Counts California, is a state-level partnership between First 5 California and the California Department of Education, Early Learning, and Care Division, that provides funding and guidance to local and regional agencies.



# Quality Start San Bernardino County



## QSSB Operational Leadership

Quality Start San Bernardino County (QSSB) is operated through a cross-agency partnership between First 5 San Bernardino, San Bernardino County Superintendent of Schools, Child Care Resource Center, Preschool Services Department, and California State University San Bernardino. The QSSB partners serve in the following roles:



- fiscal lead
- convenor
- policy lead
- system coordination



- fiscal lead
- enrollment and rating
- system coordination



- communications
- evaluation and quality improvement leads



- assessment lead
- higher education engagement



- strategic system partner

## Governance Structure & Roles

A governance structure for QSSB has been established to ensure that there is a process for decision-making, there are feedback loops in place for the system, and there is space for fostering the continued success of the partnership. The QSSB governance structure is made up of three core bodies that are composed of a diverse group of community stakeholders and champions of quality.



### Steering Committee

**Membership:** Includes 2 official representatives from each partner agency.

**Role:** Sets the strategic and policy direction for QSSB. Makes fiscal and policy decisions and takes the lead in advocacy and sustainability planning for the system.

**Subcommittees:**  
Subcommittees are established to advance specific priority areas of the Steering Committee.



### Operations Committee

**Membership:** Representatives from operational partner agencies.

**Role:** Coordinates operations, makes implementation decisions, and elevates decisions with policy or fiscal implications to the Steering Committee.

**Subcommittees:** Workgroups may be established to advance targeted focus areas of the Operations Committee.

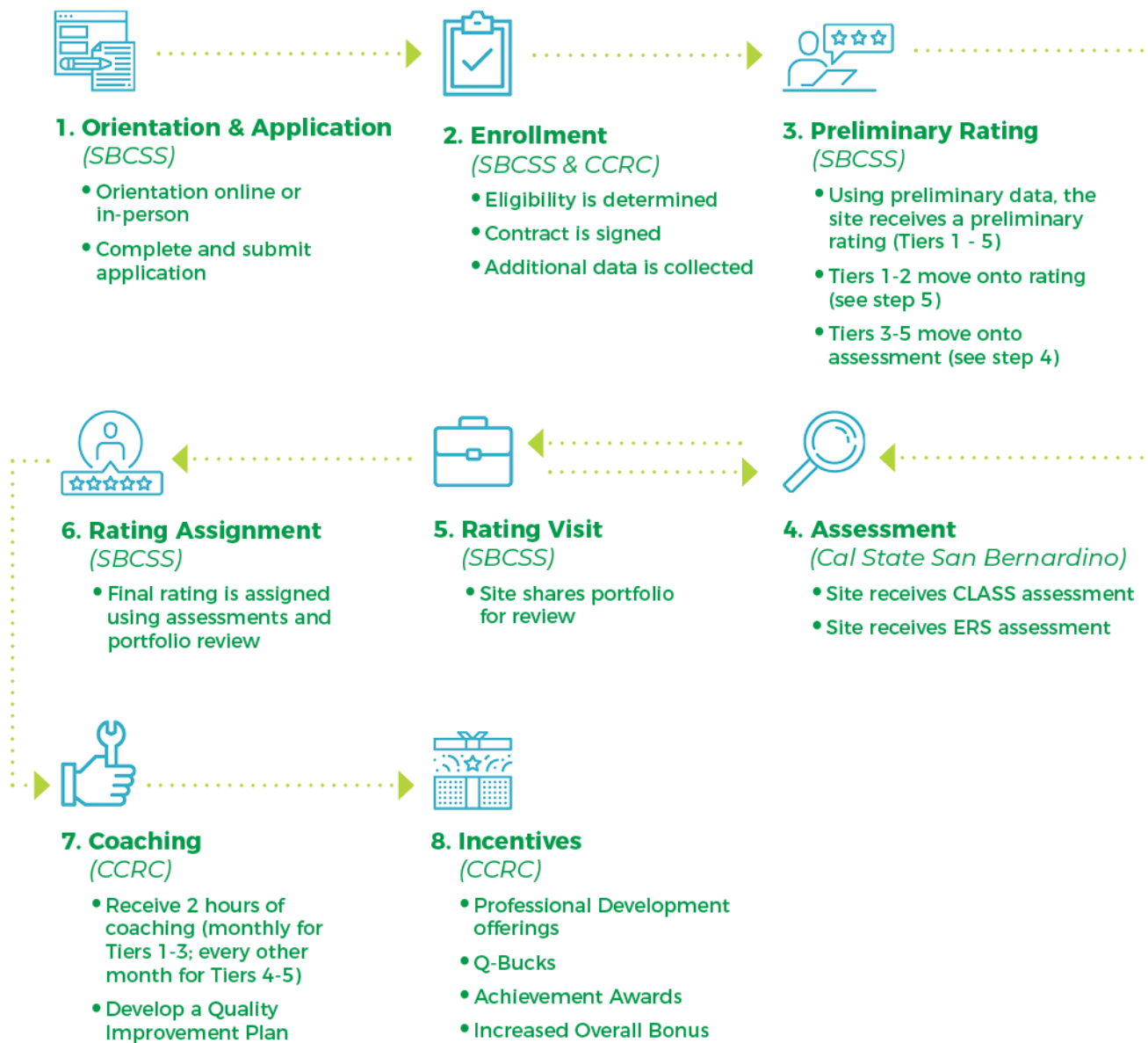


### Ad Hoc Community Advisory Groups

**Membership:** Open to any stakeholders.

**Role:** Provides community input and involvement in advancing strategic goals.

## How QSSB Works





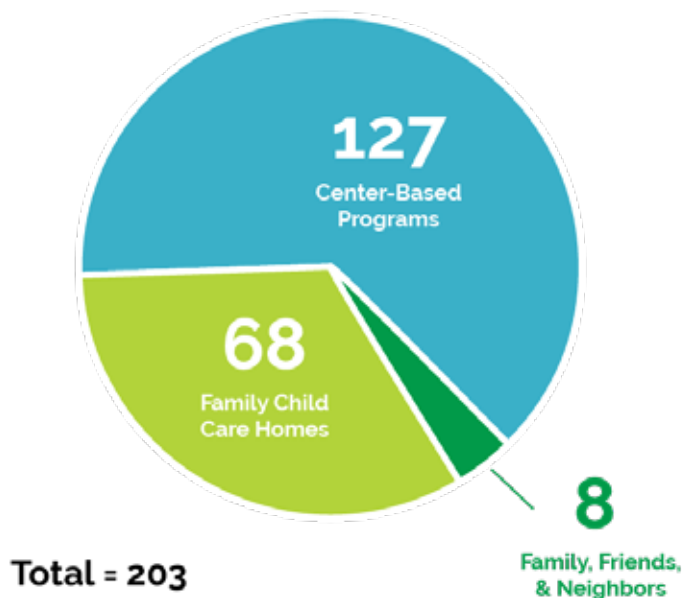


# Key Accomplishments

Since 2015, QSSB has successfully built and launched a partnership-driven, quality improvement system that is reaching and impacting early education providers and the children and families they serve across the San Bernardino County.

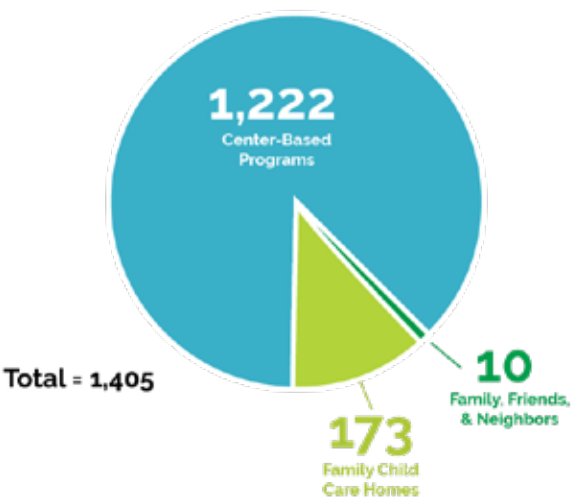
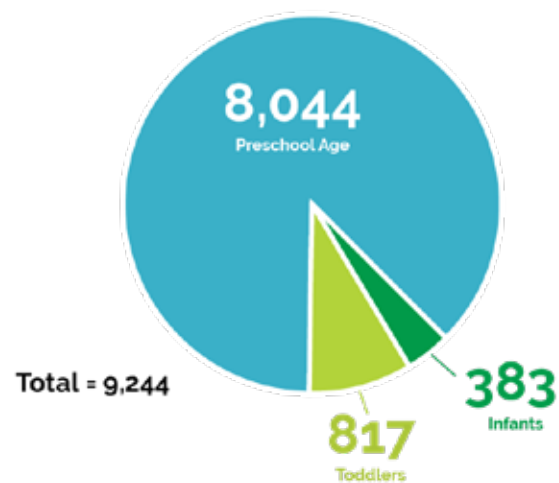
## By the Numbers

**Total Sites Served through QSSB from 2016-2018**

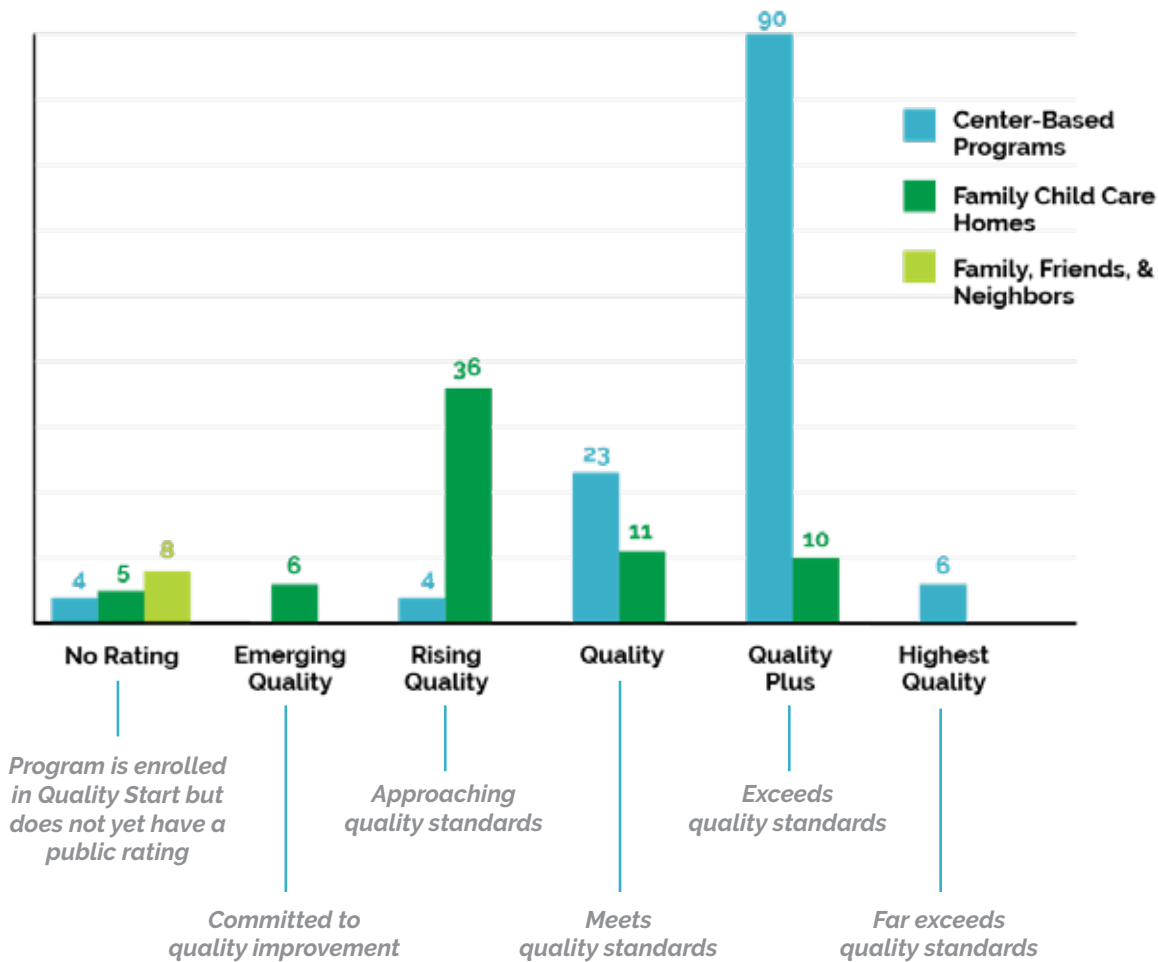


Number of Children Served through QSSB from 2016-2018

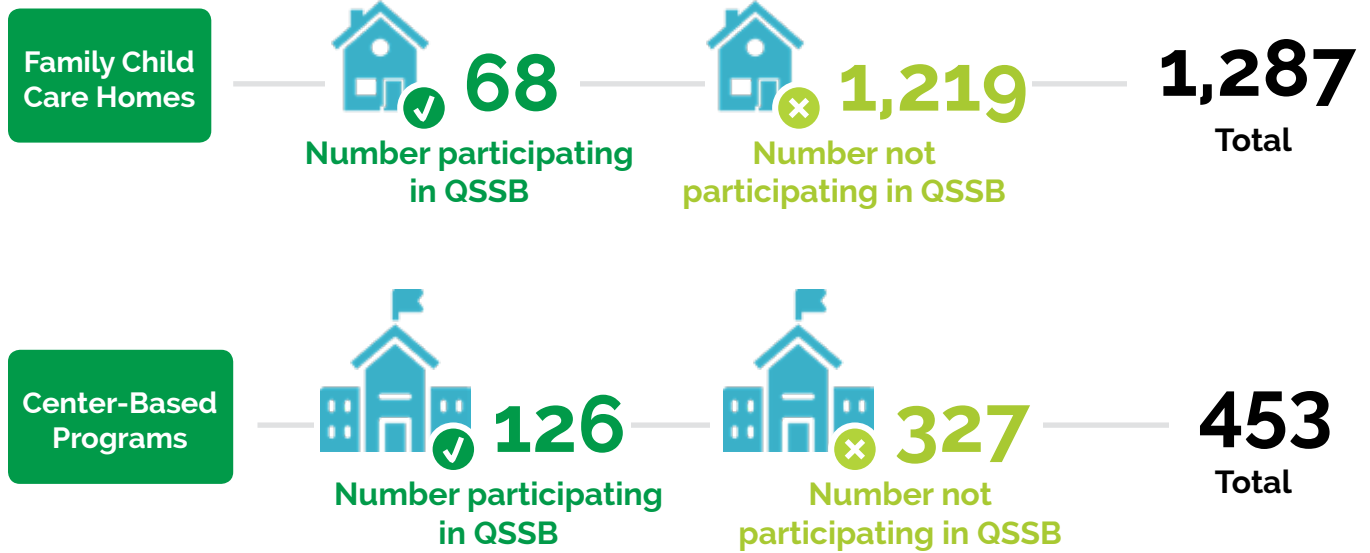
Early Childhood Educators Served in QSSB from 2016-2018



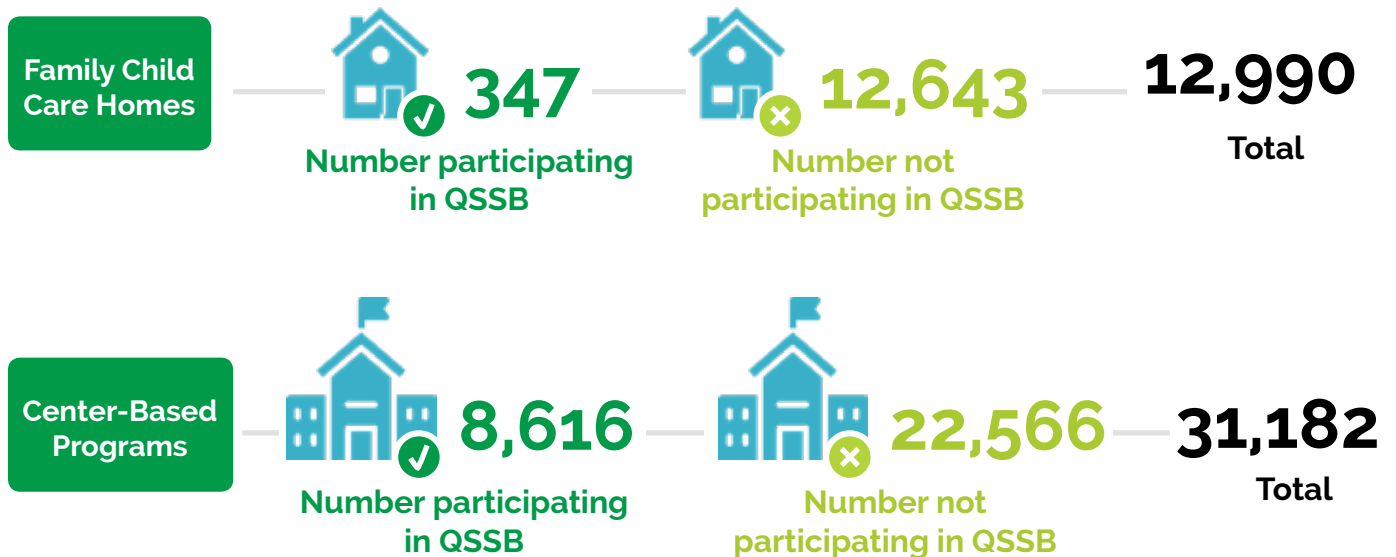
2016-2018 Distribution of Ratings



### Saturation of QSSB Sites 2016-2018



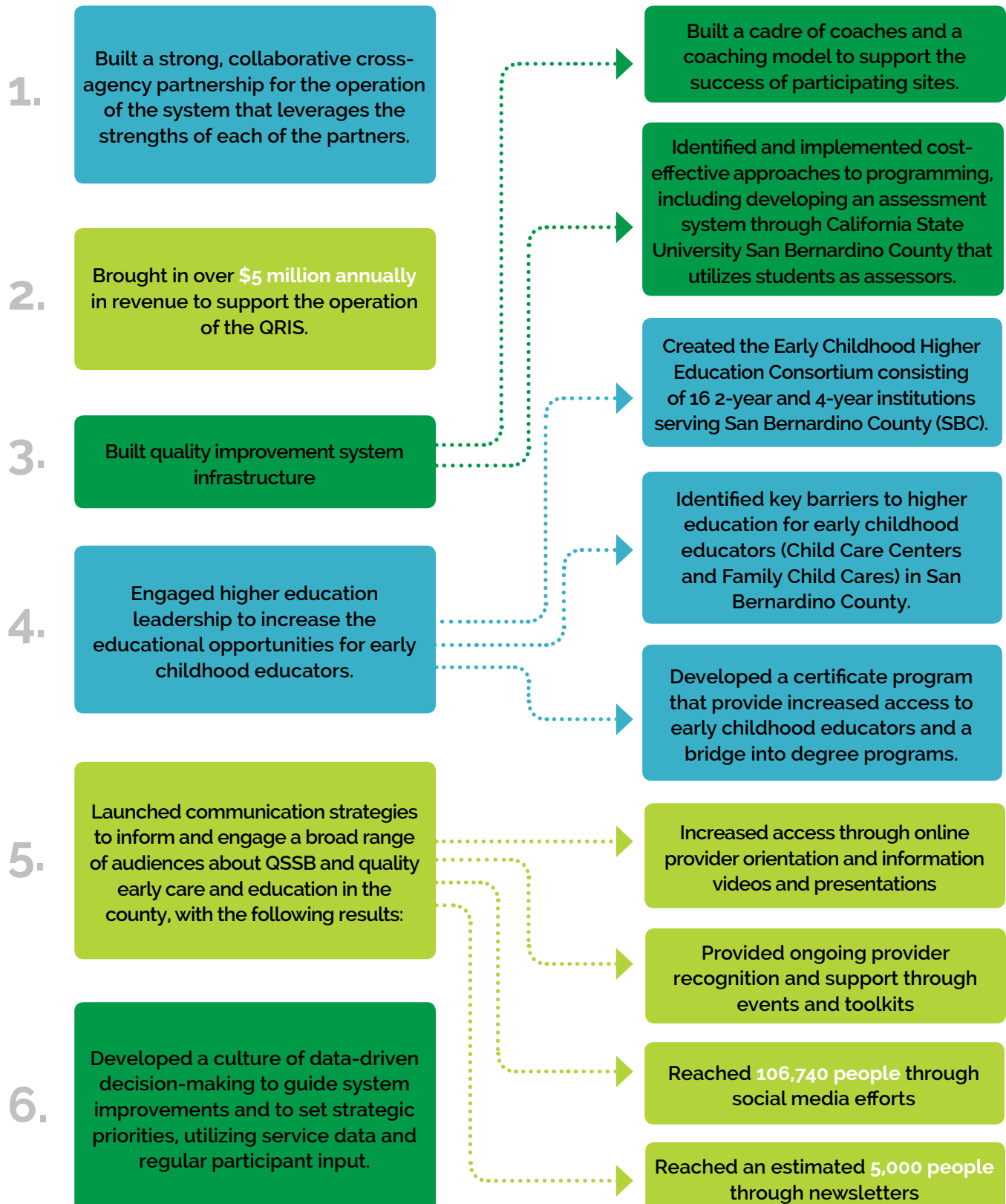
### Saturation of Children in QSSB Sites 2016-2018



## System Building Accomplishments

Building a QRIS is an opportunity to align existing quality improvement supports, and to build new supports for educators in a system that is well coordinated. Success can also be measured in terms of the ability of the partners to approach their work with both a commitment to innovation and continuous quality improvement.

### System Building Accomplishments:





# Strategic Plan for 2019-2023

## Vision

All children, birth through age 5, are in high quality early learning environments and are prepared to achieve their fullest potential in school and in life.

## Mission

Build a comprehensive quality improvement system of services to support early childhood educators, parents, and caregivers to provide high quality early learning environments that will nurture the whole child and promote school readiness for children 0-5 in San Bernardino County.

## Values

Throughout its work, the QSSB partnership is guided by the following values:

Innovation	Utilizes the latest research and best practices in child development and early childhood education with a focus on innovation.
Educator Knowledge	Recognizes and applies the professional expertise of early childhood educators.
Inclusiveness	Is inclusive of all types of childcare settings and honors their quality pedagogy and practices.
Diversity	Reflects the cultural, linguistic, economic, and geographic diversity of the county.
Cradle to Career Alignment	Adopts and aligns developmentally appropriate standards & practices within an educational continuum from cradle to career.
Family-Centered	Embraces parents and caregivers as their child's first teacher.
Community-Owned	Engages educators, parents, caregivers, and the broader community as champions of high quality early learning experiences for all children 0-5.

# Strategic Goals



## Strategic Goals

Achieving the vision that all children, birth through age 5, will be in high quality early learning environments will require alignment across early childhood systems across the community, sustainable resources infused into QSSB, and a unified focus on supporting a strong and valued workforce that can prepare young children for the future.

Through the QRIS strategic planning process, the following systems goals were established to make this vision a reality:

**Goal 1: Strong Infrastructure.** Continuously assess and improve the infrastructure and operations of the quality rating and improvement system for effective operation and long-term sustainability.

**Goal 2: Qualified Workforce.** Increase the number of early childhood educators who have the education and skills to provide high quality early education and care for children.

**Goal 3: Systems Alignment.** Partner and align with systems that impact the education, health, and well-being of young children.

**Goal 4: Policy, Advocacy & Sustainability.** Work to ensure that QSSB has the necessary levels of support for its continued success and expansion in San Bernardino County.

**Goal 5: Results-focused.** Establish and track clear measures of impact and progress of the QRIS.

## Strategic Objectives and Strategies by Goal

Within each of the five strategic goals are a series of objectives that will serve as milestones for achieving these strategic goals of the QRIS. There are also clearly defined strategies that can be executed by the partnership to meet and achieve these milestones.

# Strong Infrastructure

## Goal

Continuously assess and improve the infrastructure and operations of the quality rating and improvement system, for effective operation and long-term sustainability.

“Quality Start San Bernardino is a deeply embedded system in the county, with ample resources, supports, and infrastructure to be sustainable and nimble with whatever the future holds in San Bernardino County.” -QSSB Partner

## Objective 1.1

Improve the practices and policies that support the success of the QSSB operational partnership

**Strategy 1.1a:** Create a partnership agreement that captures the operational structure and decision-making processes.

**Strategy 1.1b:** Review and refine the system for improved efficiencies, coordination, and communication between operational partners.

**Strategy 1.1c:** Develop and implement a plan to enhance capacity building efforts, staffing resources, and systems tools that will allow for adaptability and nimbleness of the system.

## Objective 1.2

Increase the effectiveness and engagement of community partners in the governance structure

**Strategy 1.2a:** Review and refine the governance structure, groups, membership, roles, and communication across the structure.

## Objective 1.3

Refine the local QRIS initiative model to be responsive to identified opportunities for increased effectiveness, needs, and new opportunities.



**Strategy 1.3a:** Utilize findings from the cost model process and data presented to Operations and Steering Committees to update the QRIS model annually, to achieve cost-effectiveness.

**Strategy 1.3b:** Establish a process and policy for making and documenting future modifications to the local QRIS model in FY 19-20.

**Strategy 1.3c:** Develop a plan with clear on and off-ramps for participation in QSSB so that QSSB can reach as many early learning providers as possible.

**Strategy 1.3d:** Develop an action plan for the local QRIS model beyond 2020 that is responsive to local, regional, and state changes by April 2020.

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#### Objective 1.4

**Increase the participation of Family Child Care Homes and Family, Friend and Neighbor in QSSB, especially those serving infants and toddlers, Spanish-speaking providers, and providers in rural, low-income areas in the County.**

**Strategy 1.4a:** Conduct an analysis of key gaps in service for the target populations.

**Strategy 1.4b:** Conduct targeted outreach directly and through partnerships with agencies with connections to Family Child Care Homes and Family, Friend and Neighbor that meet the identified target criteria.

# High-Quality Workforce

## Goal

Increase the number of early childhood educators who have the education and skills to provide high quality early education and care for children.

“Early childhood educators in San Bernardino County are plugged into a supportive community of fellow providers, and are empowered with information and access to professional development offerings and higher education opportunities.” -QSSB Partner

## Objective 2.1

Increase the coordination of education, training, and professional development resources to support quality improvement among QRIS participants.

**Strategy 2.1a:** Implement the Workforce Registry with full enrollment for State-funded entities by July 2020 and 50% non-State-funded entities by 2021, and have the Workforce Registry linked in the QSSB website.

**Strategy 2.1b:** Expand the QSSB website to serve as a central repository for all early childhood provider resources and professional development opportunities offered in the county.

**Strategy 2.1c:** Create a “provider passport” to track providers’ professional development accomplishments, and serve as a guideline for increasing the breadth of professional development offerings through QSSB.

**Strategy 2.1d:** Adopt a career lattice for San Bernardino County.





## Objective 2.2

Increase the percentage of early child care and education providers with advanced formal education and professional development.

**Strategy 2.2a:** Advocate for the development of new paths and programs at institutions of higher education that increase access for early childhood educators to degrees, permits, and certifications.

**Strategy 2.2b:** Raise awareness through communications efforts among early childhood educators around opportunities for obtaining advanced formal education.

## Objective 2.3

Cultivate a supportive structure for QSSB early childhood educators that empowers them with the tools to navigate the program.

**Strategy 2.3a:** Expand upon existing Communities of Practice for QSSB educators.

**Strategy 2.3b:** Create communications tools for providers to help them understand the QSSB system and take full advantage of the professional development supports offered in QSSB.

# Systems Alignment

## Goal

Strengthen the connections and coordination between QSSB and the health and education systems that support children's success.

"Quality Start San Bernardino is part of an integrated, and streamlined effort across the county to holistically support all children's development and readiness for school."  
-QSSB Partner

## Objective 3.1

Increase alignment with existing early childhood services with QSSB programs to better support the education, health, and developmental needs of the children they serve.

**Strategy 3.1a:** Convene system level partners to increase awareness of QSSB and identify specific action steps for partnering across systems.

**Strategy 3.1b:** Establish at least two comprehensive services partnerships that support improved health and well-being for children enrolled in QRIS sites by June 2022

**Strategy 3.1c:** Develop and implement a family engagement strategy for reaching families in participating QSSB sites, including parent resources through the QSSB website.



### Objective 3.2

Develop a coordinated strategy to align quality early learning along the cradle to career continuum.

**Strategy 3.2a:** Increase participation of educational representatives in the governance structure of QSSB for alignment between ECE and the TK-12 system.

**Strategy 3.2b:** Actively support the understanding of school readiness, and the adoption of a school readiness assessment in the county and/or statewide.

**Strategy 3.2c:** Work with ECE and TK-12 partners to develop an action plan with goals and action steps for increasing the alignment between entities serving children ages 0 to 5 and the TK-12 system.

**Strategy 3.2d:** Partner with at least one school district in each region of the county to involve QRIS programs in their Local Control and Accountability Plan (LCAP)/Local Control Funding Formula (LCFF) planning by June 2020.

# Policy, Advocacy & Sustainability

## Goal

Work to ensure that QSSB has the necessary levels of support for its continued success and expansion in San Bernardino County.

**"Local and State educational leaders, policy makers, and business champions are aware of the importance, and invested in, high-quality, early education for children."**  
-QSSB Partner

## Objective 4.1

Increase the public's awareness of the importance of high quality early learning and the link to positive educational, economic, and social outcomes.

**Strategy 4.1a:** Implement community outreach campaigns that are targeted specifically to parents, QSSB participants, community leaders, and the broader public to increase awareness of the benefits of quality and the importance of having a QRIS in place.

## Objective 4.2

Advocate for policies that support increased investment in quality improvement systems, and in particular for programs that have a higher need for quality improvement support.

**Strategy 4.2a:** Develop and implement a community advocacy and education plan to inform key audiences and establish specific calls to action for their contribution to achieving the vision of the system.

**Strategy 4.2b:** Work in partnership with local, regional, and statewide organizations and efforts to develop and advance the quality agenda.

**Strategy 4.2c:** Disseminate QSSB's model, and support policy changes that are consistent with the QSSB approach.



### Objective 4.3

Secure dedicated and sustainable funding for the continuation of the quality improvement system.

**Strategy 4.3a:** Develop and implement a sustainability plan that includes fund development targets and strategies to support the ongoing operation and expansion of QSSB by January 2020.

**Strategy 4.3b:** Build partnerships with school districts Local Control Accountability Plan (LCAP), Higher Education, health, and other related agencies to leverage resources that can support the quality improvement system.



# Results-Focused

## Goal

Continue to establish and track clear measures of impact and progress of the QRIS, and communicate results to stakeholders.

“Being able to look at the data has been very powerful for us and for those who may not know a lot about Quality Start. It helps to paint a picture of what has been accomplished and highlights where we need to focus our attention next.” -QSSB Partner

## Objective 5.1

Utilize data and evaluation processes to guide continuous improvement and systems outcomes.

**Strategy 5.1a:** Refine an annual evaluation plan with indicators of impact and progress for the QRIS.

**Strategy 5.1b:** Engage providers to capture their experience and to support the continuous development and improvement of QSSB.

## Objective 5.2

Track and share the impact and the results of QSSB to influence policy and for sustainability efforts.

**Strategy 5.2a:** Produce quarterly evaluation updates and an annual evaluation report for system partners.

**Strategy 5.2b:** Develop reports and presentations for key policy stakeholders to highlight impact.



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### Objective 5.3

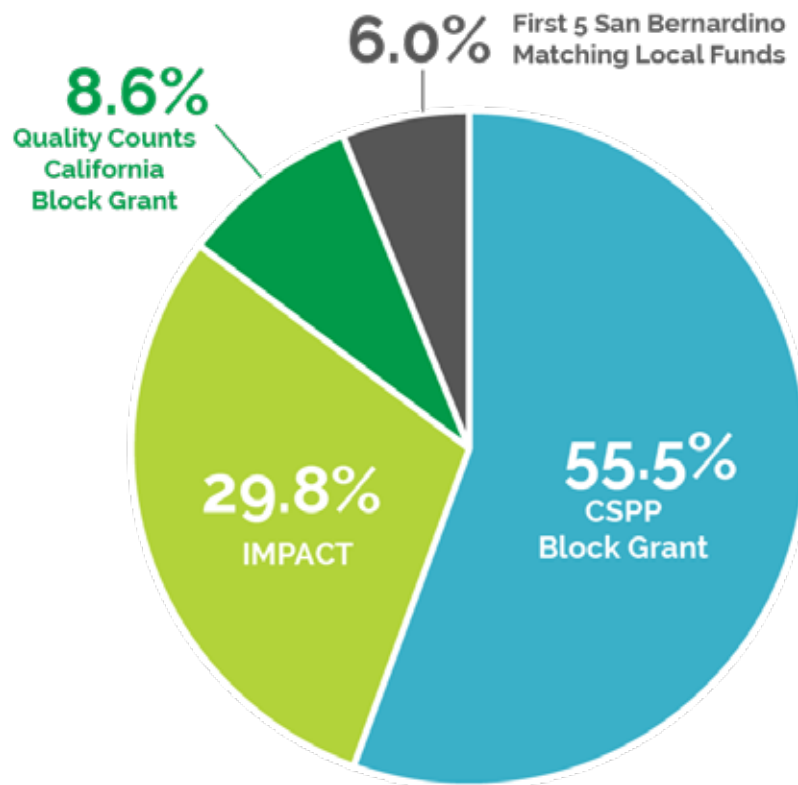
Track and share the impact and the results of QSSB with early childhood educators and other community stakeholders.

**Strategy 5.3a:** Produce presentations, materials, and digital content that highlights progress and impact to providers.

# Financing the QRIS

QSSB was launched, and has been operated with, State grants from First 5 California (IMPACT Funding), and the California Department of Education Infant/Toddler Block Grant and California State Preschool Program [CSPP] Block Grant. First 5 San Bernardino receives and administers both IMPACT and Quality Counts California Block Grant funds, and provides a match for the IMPACT block grant. San Bernardino County Superintendent of Schools receives and administers funds from the CSPP Block Grant. This has been coupled with local in-kind and matching funds to support the system.

QRIS Funding Breakdown by Percentage



## Cost to Operate Quality Start San Bernardino

Funding available through grants has supported the development of the system and enabled QSSB to reach more than 200 early care and education programs. But in order to truly build a sustainable system, the QSSB partners needed to understand both what it takes to operate the system as a whole, as well as key components of the system. In 2018, VIVA Strategy + Communications led the partners through a cost modeling process to capture the costs of operating the system. The preliminary findings below capture cost of operations for the fiscal year 2018-2019.



Annual Cost to Operate QSSB = **\$5,644,000**



= **\$29,290**

Cost per Center



= **\$1,465**  
per child

Cost per Child  
in a Center



= **\$22,626**

Cost per  
Family Child  
Care Home



= **\$2,828**  
per child

Cost per Child  
in a Family Child  
Care Home

Maintaining the scale of the system at the current saturation level of 11% will require a comparable level of funding. Expanding the reach to support the additional 1,546 programs not participating in QSSB will take significantly more resources. This is particularly true as QSSB focuses on elevating quality in an equitable way by reaching more home-based care providers that often serve low-income families working non-standard hours, and care for infants and toddlers.<sup>14</sup> Supporting quality improvement in these settings requires a higher-level of support, and therefore a higher level of resources.

As the QSSB partners look towards the future and make sustainability of the system a top priority, they will use the cost model as a tool for planning to capture model refinements that impact system costs, and as a tool to support sustainability planning and fund development.

# The Future Focus of Quality Start



With the momentum of the past three years, and the current increased focus and attention on the early years nationally and statewide, it is critical that the QSSB partners seize the moment and take advantage of existing opportunities. It will be a balance of continuous improvement of the core QRIS system that has been established, and forging new system linkages that can increase the impact on young children.

QSSB has been designed and launched with a priority focus on partnership. The successful implementation of the updated, 2019-2023 QSSB Strategic Plan will rely on this continued approach. The Plan will be implemented under the leadership of the Steering Committee, through the partnership of both the current operational partners and enhanced and expanded partnerships with QSSB educators and parents, and alongside community stakeholders.

The success of the QRIS will be seen in the ongoing commitment of partners for quality—educators, parents, funders, policy makers, and anyone who sees the value of children having the opportunity to learn and grow in healthy environments with adults who care and nurture their full potential. Join QSSB in this important work.

To learn more visit [www. qualitystartsbcb.org](http://www.qualitystartsbcb.org)



# Planning Process & Acknowledgments

## Strategic Planning Process

The 2019-2023 QSSB Strategic Plan, was an update to the original 2015-2018 QRIS Strategic Plan. This plan was developed through the extensive input of community stakeholders. The following list is inclusive of stakeholders that were involved in either or both of these planning processes. The 2019-2023 plan was updated through the following process:

- Planning sessions with the QSSB Steering Committee, Operations Committees
- Advocacy & Professional Development Committee work
- Analysis of service data and input received from providers participating in the QRIS, gathered through the data collection and evaluation efforts of CCRC's evaluation team
- Input from community stakeholders at a QSSB Early Education Forum
- Cost modeling conducted

## Acknowledgments

### Steering Committee Members

- Cindy Faulkner, First 5 San Bernardino
- Tania Offerrall, First 5 San Bernardino
- Mary Ellen Johnson, San Bernardino Superintendent of Schools
- Chrystina Smith-Rasshan, San Bernardino Superintendent of Schools
- Michael Olenick, Children Care Resource Center
- James Moses, Child Care Resource Center
- Mark Agars, California State University, San Bernardino
- Amanda Wilcox, California State University, San Bernardino
- Phalos Haire, Preschool Services Division

The following list includes individuals who participated in the initial plan as well as those who participated in the updated plan:

Mark Agars, Cal State University San Bernardino  
Nighett Ahmed, San Bernardino County Preschool Services Department  
Diana Alexander, San Bernardino County Preschool Services Department  
Edward Amaya, San Bernardino County Preschool Services Department  
Christina Aranda, Child Care Resource Center  
David Berry, San Bernardino County Superintendent of Schools  
Nancy Boyd, Child Care Resource Center  
Traci Brody, San Bernardino County Superintendent of Schools  
Rae-Lyne Calderon, Child Care Resource Center  
Marilyn Caldwell, San Bernardino County Preschool Services Department  
Marion Carter, San Bernardino County Superintendent of Schools  
Daniel Casas, Child Care Resource Center  
Delia Castaneda, San Bernardino City Unified School District  
Betty Chambers, Children's Fund  
Adriane Coe, Child Care Resource Center  
Crystal Coleman, WestEd  
April Cortez, Child Care Resource Center  
Linda Drew, Teddy Bear Tymes Child Care Center  
Mary Ellen, Johnson San Bernardino County Superintendent of Schools  
Randi Elphic, San Bernardino County Superintendent of Schools  
Sidney Everly, Child Care Resource Center  
Cindy Faulkner, First 5 San Bernardino  
Cynthia Franco, Child Care Resource Center  
Ana Garcia, San Bernardino County Superintendent of Schools  
Bradley Gates, San Bernardino County Workforce Investment Board  
Amanda Gray, Child Care Resource Center  
Sylvia Greenberg, Volunteers of America Southwest  
Joelle Greene, Harder + Company  
Phalos Haire, San Bernardino County Preschool Services Department  
Sandy Harmsen, San Bernardino County Workforce Investment Board  
Juan Herrera, San Bernardino City Unified School District  
Margaret Hill, First 5 San Bernardino  
Chantia Hollingsworth, Child Care Resource Center  
Shawna Hoover, San Bernardino City Unified School District  
Randi Hopper, San Bernardino County Preschool Services Department  
Lavinia Johnson, Inland Regional Center  
Linda Jones, Housing Authority of the County of San Bernardino  
Travon Martin, San Bernardino City Unified School District  
Brenda Mason, Ontario Montclair School District  
Scott McGrath, First 5 San Bernardino  
Robin McIver-Brown, San Bernardino County Superintendent of Schools  
Dominique Metover, Child Care Resource Center  
Tomas Morales, Cal State University San Bernardino  
James Moses, Child Care Resource Center  
Becky Murillo, Housing Authority of the County of San Bernardino  
Tania Offerrall, First 5 San Bernardino  
Olivia Pillado, Child Care Resource Center  
Jesse Pineda, Child Care Resource Center  
Angelica Preciado, Child Care Resource Center  
Monica Ramirez, Child Care Resource Center

Kathie Resendez, San Bernardino County Local Child Care Planning Council  
Sue Rhoades, Apple Valley Unified School District  
Nathaniel Rodriguez, San Bernardino County Transitional Assistance Department  
Yolanda Roman, San Bernardino County Superintendent of Schools  
Megan Sack, Child Care Resource Center  
Susan Savage, Child Care Resource Center  
Cristen Sayegh, Child Care Resource Center  
Amy van Schagen, Institute for Child Development and Family Relations  
Karen Scott, First 5 San Bernardino  
Kristina Simon, Cal State San Bernardino  
Debora Dickerson-Sims, First 5 San Bernardino  
Chrystina Smith-Rasshan, San Bernardino County Superintendent of Schools  
Jessica Soto, Hesperia Unified School District  
Patrick Stanley, Child Care Resource Center  
Serena Straka, San Bernardino County Superintendent of Schools  
Becky Thams, San Bernardino County Superintendent of Schools  
Veronica Valente, San Bernardino Superintendent of Schools  
Melinda Wallace, Child Care Resource Center  
Cherie Ward, Cal State University San Bernardino  
Dennis Warman, San Bernardino City Unified School District  
Treva Webster, Inland Regional Center  
Cynthia White-Piper, San Bernardino City Unified School District  
Darcy Whitney, Fontana Unified School District  
Amanda Wilcox-Herzog, Cal State University San Bernardino  
Mercedes Williams, Child Care Resource Center  
Eugene Wong, Cal State University San Bernardino  
Brianna Briones, Child Care Resource Center  
Crystal Haro-Sanchez, Child Care Resource Center  
Katie Joskowitz, Child Care Resource Center

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