Annual Program Review: Child Development Center

Review time period: July 1, 2019 to June 30, 2020

Submittal Date: 11/13/2020

1. Purpose of the Program

a. State the purpose of program, area or unit.

The Palo Verde College Child Development Center provides a high quality, developmentally appropriate education for preschool children, while working with families, Palo Verde College and the community to promote positive child development and education.

b. How does the program, area or unit support the College Mission?

The Child Development Center is an outreach from the college to the community and provides childcare services for qualifying staff, students and community families. The Child Development Center works to provide parent education regarding child development, positive parenting, and how to support a child's education. The Child Development Center provides early childhood education observation and work experience for student workers, students in Child Development classes, and Nursing students.

2. Population(s) Served

a. Describe the populations served by the program, area or unit, identifying special populations, if any.

The Child Development Center serves qualifying families and their preschool-aged children. We currently have a maximum enrollment of 40 students and maintain a waiting list as per the California Department of Education requirements.

b. Describe other populations that should be served by the program, area or unit and identify plans to implement.

This community has a need for us to serve more children and families, either through the current State Preschool Program or through additional other programs or private funding.

3. Accomplishments in Achieving Goals

a. List area related Strategic Planning Goals and program, area or unit specific goals, and describe progress in achieving each goal, strategy, objective, and appropriate task during the review period.

<u>Increase number of students Child Development Center is able to serve.</u> - Site Supervisor wrote two grant applications; one for \$499,143 (building and staff training funds for Inclusion Program) and the other to fund full participation of a total of 80 students for the CDC. Both grants scored very highly and were to be funded. Funding was cancelled due to COVID-19. If funds become available again, grant proposals will be re-submitted.

<u>Enhanced educational curriculum to meet current expectations</u>. - Implemented new music education program, using handbells. Students performed publicly at college events. Zoo-Phonics curriculum materials were identified and purchased, staff was trained internally, and the total curriculum will be implemented beginning September 2020.

<u>Maintain full staffing and student enrollment</u>. - Full student enrollment was maintained, even though the COVID-19 pandemic and shelter-in-place orders. Some education was provided through Distance Education, while other was face-to-face. Full funding was maintained, and our full contract was earned. Staffing was enhanced by providing clinical hours for PVC nursing and child development practicum students.

<u>Enhanced parent involvement</u> – Developed and conducted Family Fun Nights. These were held monthly for 6 months. Entire families came to the CDC for dinner, a short Parent Advisory Committee meeting, and themed

education conducted separately for parents and children. Parents were taught how to incorporate developmentally appropriate activities in daily life with their children to help enhance learning of academic subjects (Learning Letters, Reading and Storytelling, Math Skills, Art, Writing and Music; Science and two others were cancelled due to COVID-19 Pandemic). A total of 246 people participated; each event averaged 41 participants, for a total of 111 unduplicated number of people reached.

<u>Conducted program self-evaluation and goal setting</u>, involving complete staff and parents of CDC.

<u>Staffing permits and education</u> - Increased number of staff with Site Supervisor credentials by one, enabling greater flexibility of staffing. New staff secured state permits. Director provided monthly topic-based education for all staff.

<u>Technology</u> - Added two laptops (one for each classroom) for staff use. Added speakers, microphone and camera for Director's office computer to enable Zoom participation. Added security cameras inside and outside of CDC.

b. Explain modifications, if any, of program, area or unit specific goals for the upcoming year.

- Maintain enrollment and earn full contract amount.
- Continue maintaining sanitary and healthy environment.
- Maintain necessary qualified staff, utilizing permanent, substitute and student workers.
- Increase the ability to serve more children. Build or renovate a larger Child Development Center to serve 4 or more classes; secure funding for 80 children to attend.

4. Service Area Outcomes (SAO)

a. Revise if needed and provide metric data for Service Area Outcomes in the area or unit.

Service Area Outcomes	SAO Metric		
SAO #1: The Child Development Center will maximize the fulfillment of its mission by filling all available seats in the program.	The CDC currently has 40 student slots, and all arefilled in addition to maintaining a waiting list.Currently, at least 5 CDC students have parents whoare PVC students, and 5 CDC students have parentswho are PVC employees.		
SAO #2: The Child Development Center will coordinate with PVC Child Development and Nursing students to incorporate observations and work experience with children on-site.	8 Child Development students and 11 Nursing students from PVC volunteered at the CDC as part of their class practicum/clinical requirements. Each student logged several days of work at the CDC. Prior to COVID changes, the CDC had two student- workers gaining experience working with children. Four Instructional Aides and one substitute were also PVC students this year.		

b. What changes and initiatives were undertaken during the review period to improve SAO outcomes?

Local publicity and word-of-mouth reviews assisted in keeping the CDC filled with students. The Director kept in contact with those on the waiting list, enabling immediate filling of any vacancies. During the Pandemic's initial stay-at-home orders, openings were extended to Essential Worker parents; openings were prioritized as directed by the state. Seven new students were added because of this Essential Worker outreach; of these seven, one will graduate to kindergarten and six will remain with us for FY 20-21. The Director worked closely with the PVC Child Development and Nursing department staff to schedule and supervise participation of students to fulfill their practicum/clinical hours. The CDC staff all assisted in incorporating PVC students working in the CDC.

5. Strengths, Weaknesses & Accomplishments/Activities

a. List and comment on the major strengths of the program, area or unit.

- We provide a much-needed service to the families of this community.
- We have a very experienced staff; both lead teachers have been here for more than 20 years each, and most of our assistants have been with us several years.
- We have an educated staff; our Site Supervisor has an earned Master's Degree in Education, four of our staff hold an AA in Child Development, and all but one holds a State Permit from the Department of Education.
- We are a flexible program; we can implement new ideas quickly for maximum benefit to the children and community.

b. List and comment on the major weaknesses of the program, area or unit. Discuss gaps or issues identified in section 4 and propose solutions.

- We have limited space, with little to no adequate storage (inside building, but out of the classrooms).
- We can only serve 40 students at this time.

c. List activities and discuss accomplishments during review period.

- Enhanced science curriculum through new embryology and ongoing garden projects.
- Developed and held monthly Family Night parent education programs. Very well-received education for how parents can help their children learn in a developmentally appropriate manner. Included follow-up "homework" and educational rewards. This program was made possible through a grant from the Adult Education program and the River Consortium.
- Hosted community and family-involvement events, such as holiday celebrations, music concerts, promotion, etc.
- Flourished through a program-wide Quality Rating process, conducted independently through the Quality Starts of Riverside County program. Achieved a Tier 4 rating and earned an \$8,000 stipend for program quality enhancement needs.
- One of few programs state-wide to remain open to serve families throughout the COVID-19 Pandemic. Maintained a quality program and proved flexible through the copious changes in laws and guidelines.
- Developed a Distance Education program to serve families who sheltered in place at home during the pandemic.
- See attached CDC Board Reports for additional activities.

6. Human Resources and Staff Development

a. Provide current organization chart of the program, area or unit, showing key functions and responsibilities.



b. Are current management and staff adequate to perform functions and responsibilities satisfactorily and to achieve program, area or unit goals? Explain.

Current number of allotted staff and substitutes are adequate to perform functions and responsibilities satisfactorily, with the current number of students. As staff moves on, they will be replaced. When student capacity increases, staffing will also need to increase proportionately. The program would benefit greatly from additional staff becoming state certified as Site Supervisors, to enable more scheduling flexibility and coverage when staff members are absent, as well as from ALL staff holding state permits.

c. Describe specific professional development activities in which program, area or unit members participate and explain how such activities benefit or enhance the program and support and facilitate student learning.

Every staff member is required by funding agency to complete a minimum of 21 clock hours of professional development education each program year. These are accomplished through Quality Starts First Five of Riverside County trainings, college courses (including Palo Verde College), and other approved providers. These hours must directly relate to Early Childhood Education and Child Development.

d. Describe areas of unmet professional development needs among personnel in this program, area or unit, if applicable, and outline plans to address these needs.

Our Quality Starts evaluation revealed that our program needs improvement in effective teacher-child interactions/ CLASS assessments. Several staff attended an introductory workshop re: CLASS, and all staff was trained by our Quality Starts Mentor re: positive interactions and asking open-ended questions. Our mentor stated that this was just the beginning and additional training and implementation was needed (then COVID regulations began). Additional training is needed re: getting down on the child's level (I.e. on the floor with them), extending the learning situations through meaningful conversations, positive relations and communication and sharing contagious excitement about learning. These will be accomplished through continuing education, modeling, staff development and staff being willing to make the needed improvements.

e. Describe organizational changes that would improve program, area or unit performance. Provide timelines for the achievement of such changes and describe measures that assess the effectiveness of such changes.

Trainings are ongoing. Staff will be encouraged to complete college classes toward increasing their level of state permits and completing their Associate's degree/Bachelor's degree in Child Development or Early Childhood Education.

7. Facilities

a. Are current facilities adequate to support the program, area or unit? Explain.

No. Current facilities are too small to serve the number of children in this community who could benefit from this program. The current facilities are aging and needing more frequent repairs. The current facilities are adequate for the time being, but will need to be replaced, enlarged and updated in the next few years.

b. Describe plans for future changes to support facilities.

A new Child Development Center is planned, with four classrooms and a large outdoor learning space to accommodate 80 students. Expected grant funding was lost due to COVID-19. Additional funding will be needed to provide this facility. This facility would benefit the college by serving as an up-to-date lab school and a meeting room to use for adult education and family events. The children's and staff's washroom sinks must be equipped with no-touch sensors to comply with current standards, and cement blockades must separate the building and playground from traffic. Additional requirements are detailed in the Chanselor's Building plans and the licensing regulations.

8. Technology and Equipment

a. Is the current technology and equipment adequate to support the program, area or unit? Explain.

No. Although much has been accomplished in the addition/replacement of equipment this year, the internet speed is still too slow to allow modern requirements of running the CDC. The Director is still unable to fully access Galaxy from this off-campus site, and we are unable to access more than one computer at a time on Zoom. IT, service providers and the Business office have all been involved with the Director regarding possible solutions to this problem; IT recommends a higher speed internet connection.

b. Describe plans for future changes to support technology or equipment.

No workable solution has been granted for the current site. A hot spot was the latest suggestion by IT. When the new CDC is built, it must include high-speed internet, land line phone and WIFI capability for use of internet in office, staff room and classrooms. The new CDC should also include security cameras in and out of the classrooms, to protect staff and students, to protect the facility and for documentation.

9. Financial Resources

a. Provide an appropriate financial report for program, area or unit during reporting period.

Local Revenue of \$1,000,000 in 2019-20 was added from the award through the State, to construct the new CDC building. The Contributions/Grants was \$8,000 in 2019-20 due to the reduced amount awarded from the QRIS award process (externally controlled). State Revenue was increased in 2019-20 as a result of maximizing our service contract by consistently filling all student spots.

2018-2019		
_Revenue (Federal)	\$36,000.00	\$42,078.31
_Revenue (State)	\$358,611.00	\$365,033.37
Benefits	\$122,150.60	\$122,815.50
CDC Services	\$10,600.00	\$1,474.00
Communications	\$1,854.76	\$2,037.35
Conferences	\$1,369.95	\$229.00
Contracts	\$0.00	\$4,188.00
Contributions/Grants	\$20,000.00	\$19,500.00

Copying/Printing	\$23.29	\$23.29
Food	\$27,378.79	\$14,618.65
Investment Income	\$100.00	\$1,493.66
Memberships	\$484.00	\$484.00
Other expenses	\$27.00	\$27.00
Postage	\$65.85	\$65.85
Professional Growth	\$750.00	\$0.00
Repairs	\$738.00	\$85.34
Salaries	\$237,534.33	\$289,339.46
Services	\$2,391.24	\$2,391.24
Student Workers	\$4,112.00	\$2,530.48
Supplies	\$3,925.46	\$6,184.92
Travel	\$1,224.40	\$1,224.40
Utilities	\$12,685.33	\$14,685.33
2019-2020	φ12,000.00	φ14,000.00
Revenue (Federal)	\$40,000.00	\$35,386.99
Revenue (Local)	\$1,000,000.00	\$1,000,000.00
Revenue (State)	\$428,714.00	\$497,219.16
Benefits	\$174,059.24	\$140,312.40
Books/Mags/Instruct	\$2,014.08	\$1,059.63
Building/Construction	\$900,000.00	\$9,600.00
CDC Services	\$1,000.00	\$4,828.50
Communications	\$2,000.00	\$1,271.80
Conferences	\$25.00	\$25.00
Contracts	\$100,000.00	\$3,730.00
Contributions/Grants	\$8,000.00	\$8,000.00
Copying/Printing	\$4.11	\$4.11
Food	\$11,565.00	\$11,565.00
Investment Income	\$750.00	\$1,121.34
Memberships	\$484.00	\$484.00
Misc.	\$39.00	\$39.00
Postage	\$49.20	\$49.20
Professional Growth	\$350.00	\$300.00
Salaries	\$342,464.00	\$316,511.17
Services	\$2,446.28	\$2,446.28
Student Workers	\$6,455.00	\$1,571.00
Supplies	\$18,105.05	\$7,629.22
Travel	\$158.76	\$158.76
Utilities	\$11,915.42	\$4,375.34

b. Describe whether the current budget is adequate to carry out the responsibilities of the program, area or unit or operation.

No, the current budget is not sufficient to run the CDC. We depend upon Quality Starts improvement funds and other grants for daily program support.

c. Describe plans for future budget changes, if any.

The current budget is based on the funding received from the State Preschool and Federal Food programs. It is not sufficient to totally run the CDC program. As we serve more children and families, we will need to increase the budget to pay for additional staff and program needs. Serving more children should generate income to offset this increase.

10. Four-year plan

a. Place future request for resources (human, facilities, technology & equipment, and financial) in a four-year matrix to facilitate future planning.

			2020-21	2021-22	2022-23	2023-24
Future Area Needs				Fill positions		
	Human Resources			as they	Double staff,	
				become	if we double	
				vacant.	program.	
	Fiscal Resources					
	Physical Resources			Possible		
					construction	
					costs not	
					covered by	
					grant for new	
				CDC and		
				outdoor		
					learning	
					ground. Possible costs	
				for new		
				security		
				cameras in		
				and out of		
	Technology Resources				classrooms (if	
				not covered		
				by		
					construction	
					funds).	

2019 – 2020 Child Development Center Board Reports

08.05.2019

- New curriculum emphasis for this school year.
- Garden has flourished throughout summer teaching staff and students about eating fresh fruits and veggies and helping to reduce produce bills.
- CDC IS FULL as of July 30, for the school year beginning on August 12th. We are now keeping a waiting list to fill any openings or a new classroom in the future.

<u>09.04.19</u>

- Full enrollment continued throughout the summer, with rolling start dates for new students starting July 1. We started the official school year on August 12th with full enrollment of 40 students, and a growing waiting list!
- We are providing hands-on work experience to 2 student workers, enhancing their abilities in working with and teaching young children.
- We are currently implementing an enhanced academic emphasis, in a developmentally appropriate manner for young children. This will better align our curriculum with California T-K CORE standards.
- The PVC CDC was selected to participate in the California First-5 Dual Language Learner study, to better understand how different instructional strategies and family engagement activities are associated with outcomes for Dual Language Learners and their families.
- The Director (Dana Rethwisch) designed a new program to involve and educate parents in better supporting the education of their children. The Colorado River Consortium has agreed to fund the program as a pilot program. "Family Night" will be held one evening a month, September through May. Families will eat dinner together, and children will be led in educational activities while parents learn how to enhance the children's education at home regarding the given topic for the month. Implementation of new habits/activities will be assigned as "homework", with recognition and rewards for those who complete assignments. The goal is to equip and involve parents in supporting the education of their children from a young age, both through involvement in their child's school and through activities at home.

10.08.19

- The Child Development Center continues with full enrollment and a growing waiting list. As students have moved, we have replaced them the next day from the waiting list.
- The entire staff has been busy preparing for our bi-annual program evaluation for funding from Quality Start of Riverside County. Many changes have been implemented in their expectations, and we are working to meet them.
- All new students have been initially evaluated for their DRDP (Desired Results Developmental Profile), and all students are being evaluated for their 6-month progress reports.
- All students have been evaluated for appropriate development, using the Ages and Stages Questionnaire 3.
- Staff and student profiles have been created in the now-required database system iPinwheel, and staff education and professional development has been updated.
- THANK YOU to Mr. Cesar Lozoya and his building construction students for making wooden balance beams and building blocks for our playground! They are a great addition as we work to meet the children's needs!
- I spoke at Palo Verde High School's Career Day, representing PVC and the career fields of Child Development and Early Childhood Education.
- Our second Family Night was held October 24th. Families enjoyed a meal and learned the importance of reading out loud to children of all ages. They learned some new ways of storytelling, and how to select books for their children.

• We enjoyed two field trips with the children; one to look at Homecoming Floats, and one to Trick-or-Treat at the college. This was the first school bus ride for many of the children. THANK YOU to everyone at the college for welcoming our youngest PVC students!

12.13.19

- This semester has flown by at the CDC! Our staff have been implementing new curriculum and plans, completing child assessments, and completing our program assessment through Quality Starts of Riverside County.
- In November, we hosted a Nutritional and Physical Movement Staff Development training by the NAPSAC representatives of Riverside County; every staff member participated. Several also participated in the CLASS training, taught by the Early Childhood Education Consortium. CLASS emphasizes teacher/child interactions and is now part of our quality rating system.
- Family Night was attended by taught parents how to incorporate and support math education with their child; 54 people participated.
- We participated in the California Women for Agriculture and FFA's Ag Days at the Palo Verde High School Farm. The children learned how a cow is milked, and all about grapes, tractors, animals, cotton and more.
- We hosted a great Thanksgiving Feast for our families and friends and filled the CDC! There was a plethora of yummy food and great fellowship.
- The Parent Advisory Committee continues to be very active this year, with many parents helping with their efforts. They are organizing a CDC float to be in the Blythe Christmas Parade on Dec. 7.
- The children have been learning to play hand bells and will be performing at the Community Concert at PVC Dec. 4th.
- I have been working diligently to complete the Application for Expansion. It is a very involved application; if granted, it will allow us to serve twice as many children and to be paid accordingly from the State Preschool Program.
- I visited the College of the Desert Child Development Center, observed their program and met at length with their Director. I gained many ideas to help guide the process of planning out new center.

<u>1.14.20</u>

- This month at the CDC, we began traveling the world! We spent the first week in Africa, learning about animals, dance, music, families, and food. We made and enjoyed eating Bobotie, yam chips and Briouat, just like children in Africa eat. We really liked couscous, and at least tried hummus. We learned what a sphere is (it looks a lot like the globe) and THOROUGHLY enjoyed learning how children live on the other side of the world. Other countries we will visit in the coming weeks include: Mexico, China, Italy, Australia, Germany, Russia and Ireland. This all helps us with multi-cultural education and appreciation.
- We are practicing our bells again and will play the Star-Spangled Banner at the beginning of the PVC basketball game on January 29th.
- We have begun receiving our quality ratings on our assessment process last fall. We are reviewing them and using them to plan future trainings and program improvements.
- Our entire staff received Adult, Child and Infant CPR/First Aid training and certification, conducted by PVC Nursing instructor Anjela Bavaro-Ricci.
- Our Parent Education ("Family Night") program continues to be well-received. Our January 23rd topic will be "Writing: Ready or Not?" and will include things parents can do at home to help their children prepare to write.
- Our garden is growing! The children rush to check the broccoli every day, waiting, measuring, and watching as the heads grow larger. We've recently harvested and eaten radishes, peas and spinach, and are anxiously awaiting our cabbage, broccoli, carrots and cauliflower to grow!

03.03.2020

- 1. The Child Development Center will be finishing our world cultures study in March, as we learn about Russia and Ireland. We will also focus on Spring, with units on Farm Animals, Insects and Plants, and field trips to the Fair and the PVID Dam.
- In February, we hosted the Big Smiles Dental program; 20 of our students had their teeth cleaned and examined. Of these 20, 9 had no issues and 11 were referred to their own dentist of choice for restorative fillings and crowns. (Children ranged from needing 1-10 fillings!) This is a great service for our school to partner with, as many of our students were obviously in need of help.
- 3. We have been working closely with Child Development and Nursing student interns, facilitating their observations and assistantships within our school. This will continue throughout the semester.
- 4. March 4, we will close at 4:00 PM to allow our entire staff training by our Riverside County Quality Starts Mentor. The training will cover topics that Quality Starts determined we need training in.
- 5. Family Night continues to be well-received. February focused on Music. March 26th, the topic will be science.

04.07.20

March has kept us busy at the Child Development Center! We have:

- Hosted Nursing LVN Students to complete their pediatric clinical hours.
- Hosted Child Development Students to complete observation and student teaching hours.
- Hosted Quality Starts of Riverside County training team to lead our staff through a training to improve our Instructional support.
- Participated in the hiring process to fill an open permanent position on our staff, and to expand our pool of substitute Instructional Aides.
- Facilitated a total-school educational field trip to the fair. It culminated a week of learning about farm animals. The children and staff rode on the Roadrunner (PVVT) busses and in the PVC Van (new experiences), learned that it is OK to get wet (it was unavoidable) to tour the fair in the pouring rain, and learned about rabbits, pigs, bottle calves, cattle, sheep and goats. Some of the students even got to help hold the bottle to feed a bottle calf. 4-H and FFA members graciously taught the children about the care and feeding of their animals. We were some of the only people to get to see anything of the fair this year!
- Facilitated closing school and cancelling all future activities for students and families when ordered to do so. Cleaned, sanitized EVERYTHING, caught up on required paperwork, and led two days of staff training. Then facilitated re-opening to limited number of students the following week, and all that this involved in doing business VERY differently than we are used to. We have converted to running two separate classrooms, which cannot share staff, children or space until this situation is over. We are currently serving 20 of our 40 students.
- Formed a partnership with Palo Verde Unified School District to provide meals for our students. This was necessitated by the absence of our cook and hardship in procuring enough of the foods we are required to serve in our regular food program. The new partnership is working very well, as long as PVUSD offers this service. Reporting will be altered accordingly.
- Taught children about Brussels Sprouts, as we harvested, cooked, and ate them from the garden.

We are looking forward to April, continuing education for our students and continuing to serve the families in our community as we all work through this situation together.

05/12/20

- We have remained open to serve children and families of "Essential Workers". Enrollment has varied a great deal, due to changing work schedules of parents. We currently have 17 students attending. Each class is staffed and scheduled separately, as there can be no cross-over. We have welcomed six new-to-us students of Essential Workers.
- We continue to serve our 29 students who are not currently attending. We are providing daily lesson plans designed for the parents to use in homeschooling their children, learning packets and materials, daily social media activity ideas and connection with staff and students on-site (we read books, do learning activities, sing songs, do calendar and

daily lessons, etc. on live video accessible only to our parents) and twice-a-week personal phone contact with each family to assess needs of the family.

- We partnered with RCOE to disseminate needed cleaning and sanitation supplies were obtained through moneys provided by the state, were distributed by us amongst all childcare providers open in the Blythe community. Three pallets of supplies and are now being used to keep child-care facilities and homes open in Blythe.
- We used the empty pallets (above) to make three new pallet gardens; our students started vegetable and fruit seeds and will transplant them to the pallet gardens as soon as the plants are big enough.
- Developmental evaluations were completed, and parent conferences held, for the 40 students enrolled prior to the COVID-19 emergency. Parents were provided with learning packets, a book, and ways to assist their children in moving forward in each developmental area.
- We continue to partner with PVUSD in providing some of nutritional program.
 - 1. The children are learning about the life cycle of various plants and animals. We have planted seeds and plants and are learning to care for them. We started a new batch of chicken eggs in our incubator, and anxiously await their hatching in mid-May!

06.09.20

- The Child Development Center continues to operate at current full capacity (10 students per class.) We continue to reach out daily to our other students (31 children) who are sheltering at home, with daily lesson plans and live video connections with our staff and students at school. We also continue to contact the families who are sheltering in place a minimum of twice a week to help, check on their safety and needs, answer educational and child development questions, etc.
- We hatched chickens in the Little Classroom this month. The children learned SO MUCH about the development of a chick, the life cycle, math (calendar, weight, and measurement) and caring for an animal. Many of the children have (or are expecting) baby siblings, and this provided a wonderful opportunity for them to learn about development, waiting patiently for arrival, care of a baby, being gentle with a baby, etc. We weighed each chick and kept a bar graph to chart its growth. The children-built chicken playgrounds and houses out of blocks, and watched the chicks climb and play and try to fly. We observed and cared for the chicks for a week and a half before returning them to their farmer. We are now hatching quail eggs in the Big Classroom (expected hatch is mid-June).
- The students planted seeds and are now growing watermelon, tomatoes, squash, and beans in the school gardens. We hope to enjoy these as part of our meals this summer.
- We continue to coordinate with the PVUSD for some food service and prepare our own the rest of the time. We are monitoring food and staff availability and will return to preparing our own food whenever it appears to be possible and more advantageous.