



## 2016-2017 ANNUAL REPORT



### MISSION:

*Child Development Resources provides the foundation to build promising futures for our children. CDR collaborates with parents and the community to deliver programs that enrich lives.*



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This report was prepared in compliance with the  
Head Start Reauthorization Act of 2007,  
Administrative Requirements and Standards Sec. 644 [42 U.S.C 0839 (a)(2)].  
This institution is an equal opportunity provider.

## CEO Message

Dear Friends and Supporters,

**W**elcome! This is Child Development Resources' (CDR's) annual year-in-review report. It covers fiscal year 2016-17 data and activities and provides a snapshot of our progress in our various programs.

CDR's vision is that every child's growth and development will be fully supported to ensure a happy and successful adult life. We are committed to providing high-quality early care and education to our next generation of leaders and build promising futures for children and families.

This year we organized our annual report to provide information about our agency's programs and services. In addition to financial information, we have included information regarding our agency's Human Resources Department. Looking back, we have concluded a remarkable year of accomplishments at CDR.

Looking forward, we can expect some new challenges, as well as additional accomplishments. However, I have complete confidence in our leadership and staff to continue to exceed our stakeholders' expectations in addressing these challenges, changes, and opportunities.

I invite you to find out more about our mission, what we offer, and our various programs by contacting me directly for a personal tour, or by visiting CDR's website [www.cdrv.org](http://www.cdrv.org).

Warm regards,



Jack Hinojosa  
Chief Executive Officer



# Child Development Resources

## *About Us...*

Founded in 1980, Child Development Resources is a private, non-profit corporation. It receives County, State, and Federal government contracts and funds to administer the Head Start, Early Head Start and State Preschool Programs, Subsidized Child Care Services, and Child Care Resource & Referral Program in Ventura County.



## *Vision, Guiding Principles and Core Values*

### **Our Dedication and Commitment...**

At CDR, everything that we do is governed by our vision, guiding principles, and core values. They are inherent to who we are and what we stand for. Our success as an organization is a direct result of our employee's dedication and commitment to our mission.

### **Our Vision...**

"Every child's growth and development will be fully supported to ensure a happy and successful adult life."

### **Our Guiding Principles...**

*The following principles guide the operation of our business and our activities:*

- Committed to enriching and strengthening the lives of children and their families in Ventura County through quality children's programs.
- Actively seeks to develop, secure and promote a variety of programs and resources, to serve the needs of children, families, and the community.

### **Our Core Values...**

*Our core values guide our daily endeavors to serve the community. (Listed on the right)*



## Shared Governance

The Board of Directors is legally and fiscally responsible for all activities of the agency. The Board is responsible for determining agency policy, approving the annual budget, and determining the goals and direction of the agency and its programs.

The Head Start Policy Council (PC), in partnership with the CDR Board, is the governing body of the Head Start Program. The PC is responsible for the direction of the program, which includes making decisions about policies, operating procedures, budgets, and proper adherence to program guidelines.

### *Board of Directors*



**Picture of the Board of Directors. Not Pictured:** Billie Jo Rodriguez, Jerilyn Robertson, and Richard Duarte.

### *Policy Council for Head Start Program*



**Picture of the 2016-2017 Policy Council Members.** Listed in order from left to right.

**Top row:** Alejandra Lozano, Maria D. Alvarez, Jaime Honorato, Maria C. Honorato, Poonam Sohal, and German Mancilla. **Bottom row:** Guadalupe Sosa, Marbella Reyes, Erika Rosales, Angie Sandoval and Claudia Mancilla. **Not Pictured:** Angel Jones, Monique Simental, Griselda Espinosa, Linda Vargas, Israel Ruiz, Maria C. Gutierrez, and Heriberto Perea.

# Head Start Program



**Head Start is a Federal program that promotes the school readiness of children and provides a wide range of services to support the children's mental, social, and emotional development, including support for the entire family.**

## *Programs offered at CDR:*

### **Head Start (HS) Program/California State Preschool Program (CSPP)**

The programs serve low-income 3 and 4-year old children and their families. HS program options include Home-Based and Center-Based.



### **Early Head Start (EHS) Program**

The program serves low-income infants and toddlers under the age of 3 and pregnant women. Program options include Home-Based and Toddler Center.

### **Early Head Start –Child Care Partnership (EHS-CCP)**

The program serves children ages zero to four years of age. Child care providers offer flexible and convenient full-day and full-year services to families working full-time, enrolled in school or training program, and that are eligible for subsidized child care and EHS Services.

# Head Start Program

## *Comprehensive Services*

CDR's Head Start, Early Head Start, and Early Head Start Child Care Partnership programs provide benefits and services for the entire family.



### **Family Support Services**

We work with parents to create family goals and provide support in achieving the goals. We also provide referrals to community agencies to meet each family's needs.

### **Education Services**

Instructional staff plan, assess, and record each child's progress and share information with parents. Children leave the program better prepared for kindergarten and excited about learning.

### **Nutrition/Food Services**

Healthy eating is essential to a child's well-being and fuels their growing minds and bodies. We provide healthy meals and snacks, and evaluate each child's nutritional needs.

### **Health and Mental Health Services**

We are dedicated to ensuring the well-being of children and strengthening parents' ability to keep their children healthy and ready to learn. We strive to ensure that all children receive needed medical, oral health, and mental health services and support.

### **Disabilities Services**

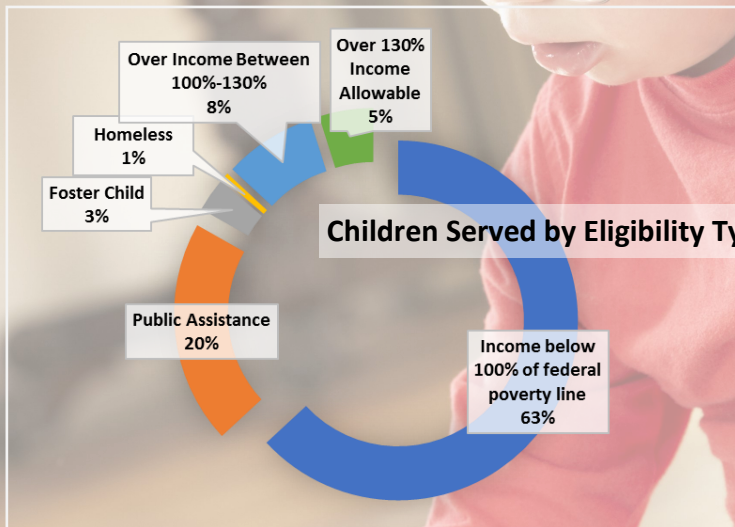
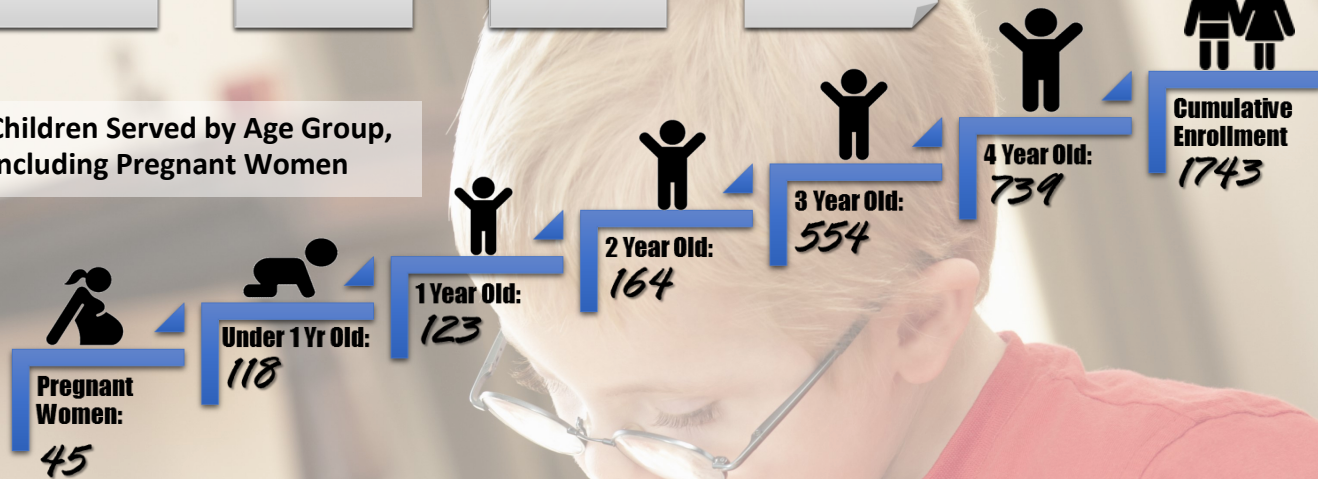
We support children with disabilities by understanding their unique needs and provide individualized services in collaboration with parents and other service providers.

# Head Start Program

## Children Enrolled in the Head Start Programs



## Children Served by Age Group, Including Pregnant Women



Percentage of Enrolled Children with Disability

14%

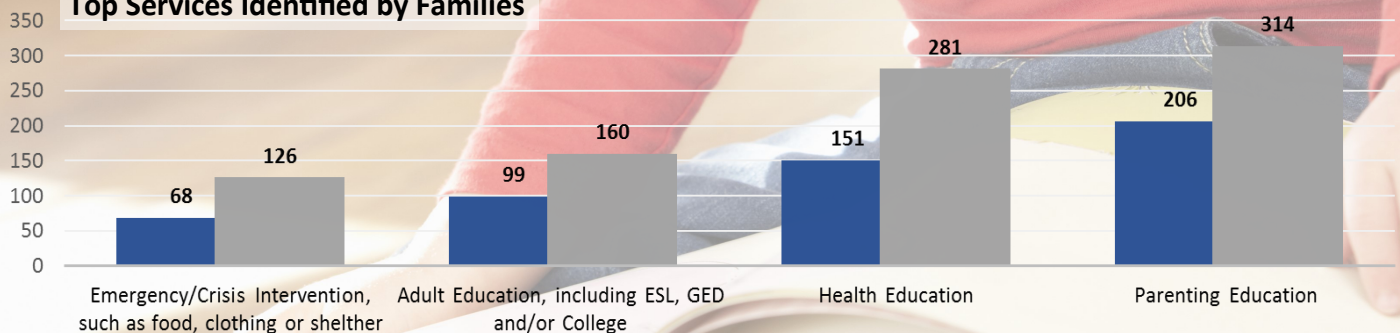
Percentage of Average Monthly Enrollment

100%

Families Served

1624

## Top Services Identified by Families



■ # of families with an expressed interest or identified need during the program year  
■ # of families that received the services during the program year

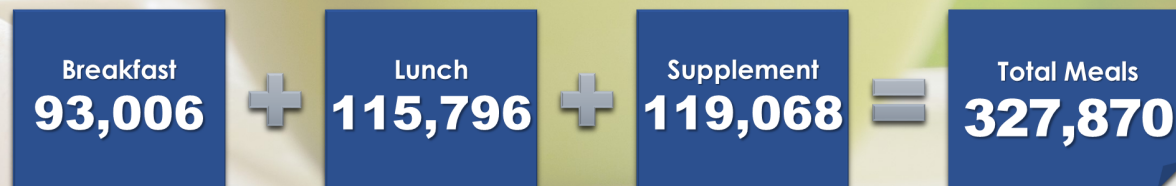
# Head Start Program

## Health Services—Medical and Dental



## Nutritional Services—Meals Served

CDR's Food Program Services, consist of Breakfast, Lunch and Supplement (Snack). The following is the breakdown of the total number of Student Meals claimed through the Child and Adult Care Food Program (CACFP) in FY 2016-2017.



# Head Start Program



## Family Engagement

### *Parents as Partners!*

CDR partners with parents and emphasize their role as the child's first and most important teacher in our Head Start Programs.

In partnership with parents, our staff:

- Provide a positive, friendly, and safe learning environment for children
- Engage parents with activities that provide meaningful parent-child interaction
- Share and provide age-appropriate child development information to parents
- Promote and help parents to observe their child's development
- Address any parenting concerns
- Respect and incorporate child's culture and home language

### Family Engagement Activities:

- Policy Council
- Parent Center Committee
- Monthly Parent Meetings
- Parent-Teacher Conferences
- In-Class Parent Volunteer
- Group Socialization
- Parent Training/Workshops

| Program Volunteers                      | Volunteers |
|---|------------|
| Head Start                              | 1,532      |
| Early Head Start                        | 378        |
| Early Head Start Child Care Partnership | 48         |

# What our Parents say...

*Results from the 2016-2017 Annual Parent Survey.*

**100%**

of parents/guardians  
answered YES to this  
question.



### Question:

Do you feel that your child is safe and happy in this program?

- *deals with safety and comfort level*

### Question:

Have you received information on how to find other services in the community (e.g. employment and training, parenting classes, health care... etc.)?

- *deals with resources and support to families*



**96%**

of parents/guardians  
answered YES to this  
question.

**100%**

of parents/guardians  
answered YES to this  
question.



### Question:

Have you received information on how your child is doing in the program and what you can do to help your child learn and develop?

- *deals with management of the program*

# Head Start Program



## School Readiness

**Head Start views school readiness as children possessing the skills, knowledge, and attitudes necessary for success in school and for later learning and life.**

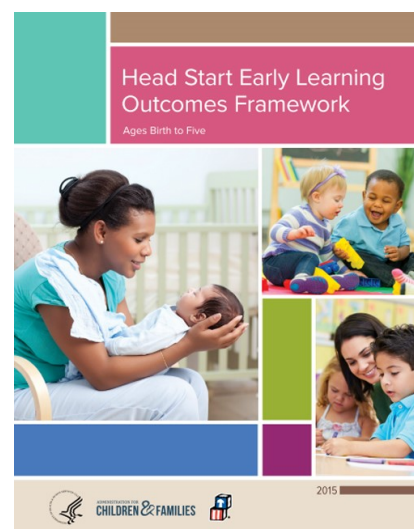
To achieve school readiness, our instructional staff provide high-quality early education and child development services to the diverse group of families and children, including children with disabilities and dual language learners, enrolled in our programs.

### Curriculum

The curriculums utilized in our Head Start programs are research-based and align with both the Head Start Early Learning Outcomes Framework (ELOF) and the California Preschool Curriculum Framework.

In addition, the Head Start instructional staff take into consideration each child's individual abilities, interests, learning style, input from parents, and child assessment.

This information helps to individualize instruction for each child to provide developmentally, culturally, and linguistically appropriate learning experiences focused toward achieving developmental progress.



# Head Start Program

## Kindergarten Readiness



**The Head Start Approach to School Readiness means that children are ready for school, families are ready to support their children's learning, and schools are ready for children.**



Kindergarten Readiness is defined as children scoring at or above the expected developmental level of the Desired Results Developmental Profile (2015) [DRDP (2015) assessment instruments for their age range in all five central domains, which are part of the Early Learning Outcomes Framework.

The table below represents the percentages of the 714 four-year old children who transitioned from our HS program into Kindergarten and scored at or above the expected developmental level for each of the five central domains in the Spring assessment period, the last check-point for the 2016-2017 school year.

| Five Central Domains                        | % of children that scored at or above the expected development level |
|---|--|
| Approaches to Learning                      | 92%  |
| Social and Emotional Development            | 90%  |
| Language and Literacy Development *         | 80%  |
| Cognition, Including Math and Science       | 86%  |
| Perceptual, Motor, and Physical Development | 95%  |

*\* Language and Literacy development continue to be an area of focus for our program. Our program provides professional development for staff and training for parents on strategies to help build language skills.*

# Head Start Program

*Education is a key element in  
breaking the cycle of poverty.*

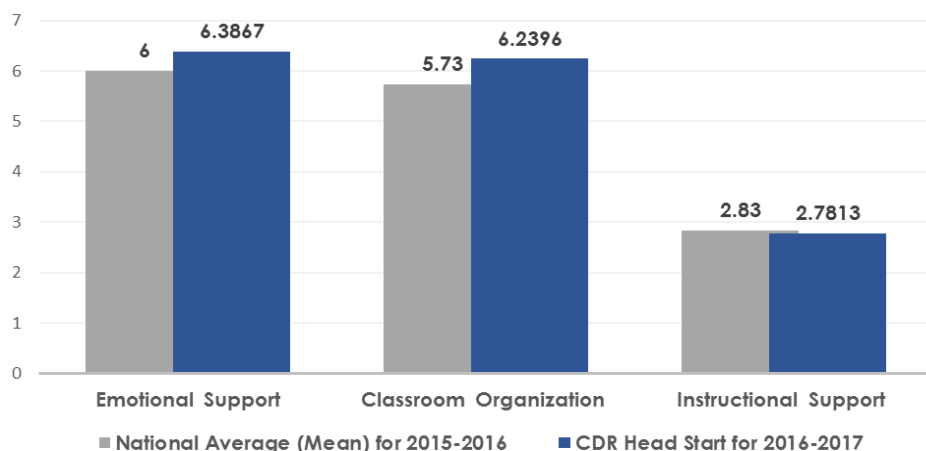


## Federal Monitoring Review

During the 2016-2017 program year, the Office of Head Start (OHS) conducted a CLASS® review. CLASS®-reliable reviewers visited a random sample of our preschool classrooms. See charts below for the date of the review, outcome of the review, and scores.

| Review  | Date                                | Type of Review | Outcome     |
|---------|-------------------------------------|----------------|-------------|
| CLASS ® | February 27, 2017-<br>March 2, 2017 | Onsite Review  | No Findings |

**HEAD START CLASS SCORES 2016-2017**



The CLASS® tool has 10 dimensions of teacher-child interactions rated on a 7-point scale, from low to high.

The 10 CLASS® dimensions are organized into the three domains:

- Emotional Support
- Classroom Organization
- Instructional Support

# Head Start Program



## Head Start Centers

**Benita Wallick**  
2717 No. Ventura Avenue  
Ventura, CA 93001  
805-648-3083

**Berylwood**  
2300 Heywood Street  
Simi Valley, CA 93065  
805-583-3775

**Bob Borrego**  
228 W. Santa Barbara Street  
Santa Paula, CA 93060  
805-525-3184

**Colonia**  
1500 Camino Del Sol  
Oxnard, CA 93030  
805-486-0850

**Fillmore**  
615 Shiells Drive  
Fillmore, CA 93015  
805-524-4155

**Hathaway**  
401 E. Dollie Street  
Oxnard, CA 93033  
805-271-1329

**Haydock**  
601 W. Hill Street  
Oxnard, CA 93033  
805-240-2960

**Hueneme**  
500 W. Clara Street  
Oxnard, CA 93033  
805-488-2412

**Julie Irving**  
231 Ventura Boulevard  
Oxnard, CA 93036  
805-485-7878 Ext. 777

**Larsen**  
550 E. Thomas Avenue  
Oxnard, CA 93033  
805-240-0043

**Little Viking**  
500 Bard Road  
Oxnard, CA 93033  
805-486-1899

**Marina West**  
2551 Carob Street  
Oxnard, CA 93035  
805-382-7470

**Mary Crawford**  
2400 South J Street  
Oxnard, CA 93033  
805-486-9211

**Meiners Oaks**  
400 South Lomita Avenue  
Ojai, CA 93023  
805-646-4833

**Oak View**  
555 Mahoney Avenue  
Oak View, CA 93022  
805-259-1571

**Oxnard College**  
4000 S. Rose Avenue,  
Oxnard, CA 93033  
805-633-1152

**Parkview**  
1416 Sixth Place, Rm.20/21  
Port Hueneme, CA 93041  
805-486-0637

**Pleasant Valley**  
622 E. Pleasant Valley Road  
Port Hueneme, CA 93041  
805-259-1573

**Rio Lindo**  
2131 Snow Avenue  
Oxnard, CA 93036  
805-278-7079

**Rio Plaza**  
600 Simon Way  
Oxnard, CA 93036  
805-981-8752

**Rio Rosales**  
1001 Kohala Street  
Oxnard, CA 93030  
805-278-2313

**Santa Paula**  
1400 E. Harvard Boulevard  
Santa Paula, CA 93060  
805-525-9516/933-4936

**Sierra Linda**  
2201 Jasmine Street  
Oxnard, CA 93030  
805-485-9800

**Simi**  
5455 Katherine Street  
Simi Valley, CA 93063  
805-259-1576

**Squires**  
5000 Squires Drive  
Oxnard, CA 93033  
805-488-5510

**Topa Topa**  
905 1/2 Pleasant Avenue  
Ojai, CA 93023  
805-646-4244

# Subsidized Child Care Program



**For many low-income working families, access to subsidized child care is the key to financial stability.**

## *CalWORKs Child Care*

The CalWORKs child care program helps families access immediate, quality, and affordable child care as they move through the Welfare-to-Work activities towards employment and self-sufficiency and move off of cash assistance. The CalWORKs Stage 1 is funded through the California Department of Social Services, Ventura County Human Services Agency and the CalWORKs Stages 2 and 3 are funded through the California Department of Education/Early Care & Support Division (CDE/EESD).

## *General Alternative Payment Program*

Alternative Payment Programs (APPs), funded with state and federal funds, offer an array of child care arrangements for parents, such as in-home care, family child care, and center-based care. The APP helps families arrange child care services and makes payment for those services directly to the child care provider selected by the family. The APP is intended to increase parental choice and accommodate the individual needs of the family. Recipients of this program are based on income and need.

## *Family Child Care Home Education Network Infant Toddler Program*

The Family Child Care Home Education Network (FCCHEN) program, funded by CDE/EESD, is a partnership between the parent, family child care home provider, and CDR. The program offers affordable child care to eligible parents, supports the quality of child care, and establishes relationships between children, parents, family child care home providers, and CDR program specialists. Family child care home providers enrolled receive ongoing professional development training, guidance, and technical support from CDR program specialists to assure high-quality child development services.

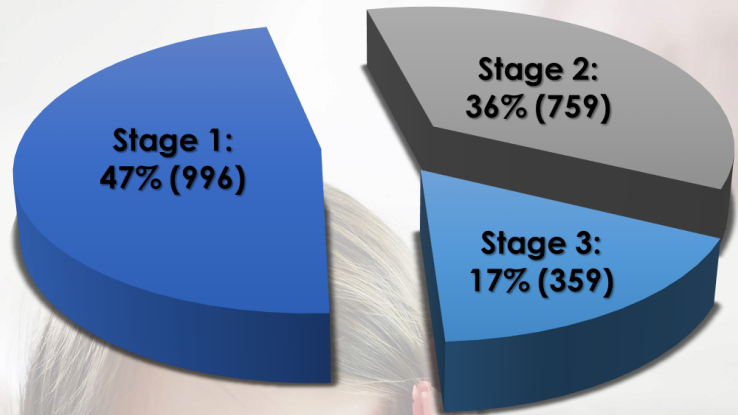
# Subsidized Child Care Program

The CalWORKs Child Care Program is administered by CDR and funded in three stages.

The stages are intended to provide a smooth transition for families from short-term child care to stable long-term care needed for families to become self-sufficient.

## Families Served in Each Stage

Total Families Served : 2114



Families and Children served through the following Program:



## Families in Need of Subsidized Child Care

Families are placed on CDR's Subsidized Eligibility Waiting List for the GAPP and FCCHEN programs until funding is available.



# Child Care Resource and Referral Program



**Choosing child care is one of the most important decisions families make, and it can be difficult to find reliable information about your child care options.**

Through the Resource and Referral Program, CDR provides information to all parents and the community about the availability of child care in Ventura County. The program assists potential providers in the licensing process, training, and coordinates community resources for the benefit of parents and local child care providers.

Below is a list of services available through CDR under the Resource and Referral Program:

- Child Care Referrals
- Child Care Initiative Project
- Health and Safety Reimbursement Grant
- Preventative Health and Safety Practices Training
- Toy Lending Library
- Provider Training

# Child Care Resource and Referral Program

## Child Care Referrals

This service provides free child care referrals to all parents. CDR's team helps parents find a quality, affordable, and accessible child care program that best meets their family needs.

Child Care Referrals

1,973

## Child Care Initiative Project

This project is a proven quality improvement project that delivers recruitment, training, and support for prospective and licensed family child care providers in Ventura County.

## Health & Safety Reimbursement Grant

These funds provide scholarships to assist licensed center-based, family child care, and license-exempt child care providers with the required CPR/First aid training.

## Preventative Health and Safety Practices Training

CDR offers free 8-Hour Preventative Health and Safety Trainings for persons seeking a center or family child care license in Ventura and Santa Barbara counties.

## Toy Lending Library

The Toy Lending Library is a community resource available to child care providers, students, and educators consisting of a variety of age-appropriate materials for children 0-12 years of age.

## Provider Training

CDR offers training on various topics to providers to improve the overall quality of child care in Ventura County.

Child Care Initiative Project Providers Served

72

Provider Training

58 Workshops

1,366 Attendees

Health & Safety Reimbursement Grant Providers Served

204

Toy Lending Library Providers Registered

465

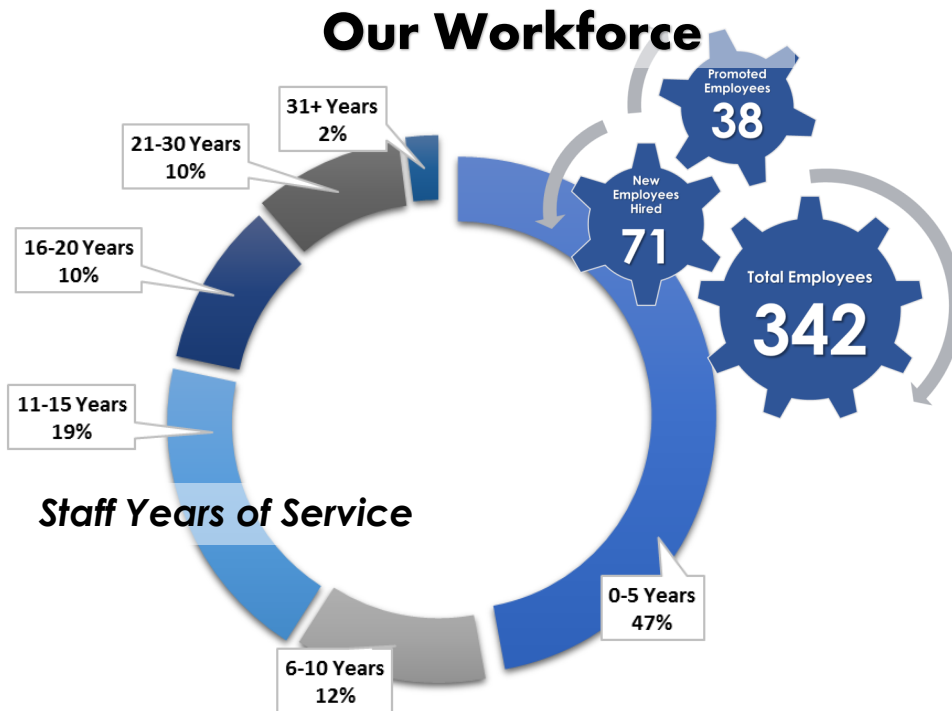
Preventative Health and Safety Practices Training Providers Trained

149

# Our Human Resources Department

CDR's Human Resources Department provides comprehensive services, tools, and support to its most valuable resource – its diverse workforce.

It is also a strategic partner providing policy direction, labor law compliance, record keeping, hiring and training, compensation, and relational and performance management assistance.



**Staff Development Day.** CDR planned a Staff Development Day in March 2017 at Conejo Creek North Park in Thousand Oaks. Staff could hone their social skills, establish relationships with co-workers and ignite new relationships in an informal setting. Breakfast and lunch was provided, as well as team-building activities, entertainment, and tenured staff was presented with service awards.

Picture below of Staff Development Day held at Conejo Creek North Park, Thousand Oaks, CA

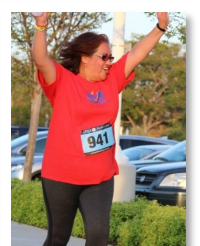


# Our Human Resources Department

## Timeline of Major Events

- October 17, 2016** Suzanne Godinez was promoted as the new Director of Early Care and Education Programs
- March 17, 2017** A Staff Development Day was held at Conejo Creek North Park in Thousand Oaks, CA
- April 4, 2017** Jack Hinojosa was promoted as the new Chief Executive Officer
- May 6, 2017** CDR participated in the Ventura Corporate Games and earned a variety of awards, including its 6th JD Probasco Spirit Award. *Pictures of staff with the award and other activities shown below.*

### Ventura Corporate Games



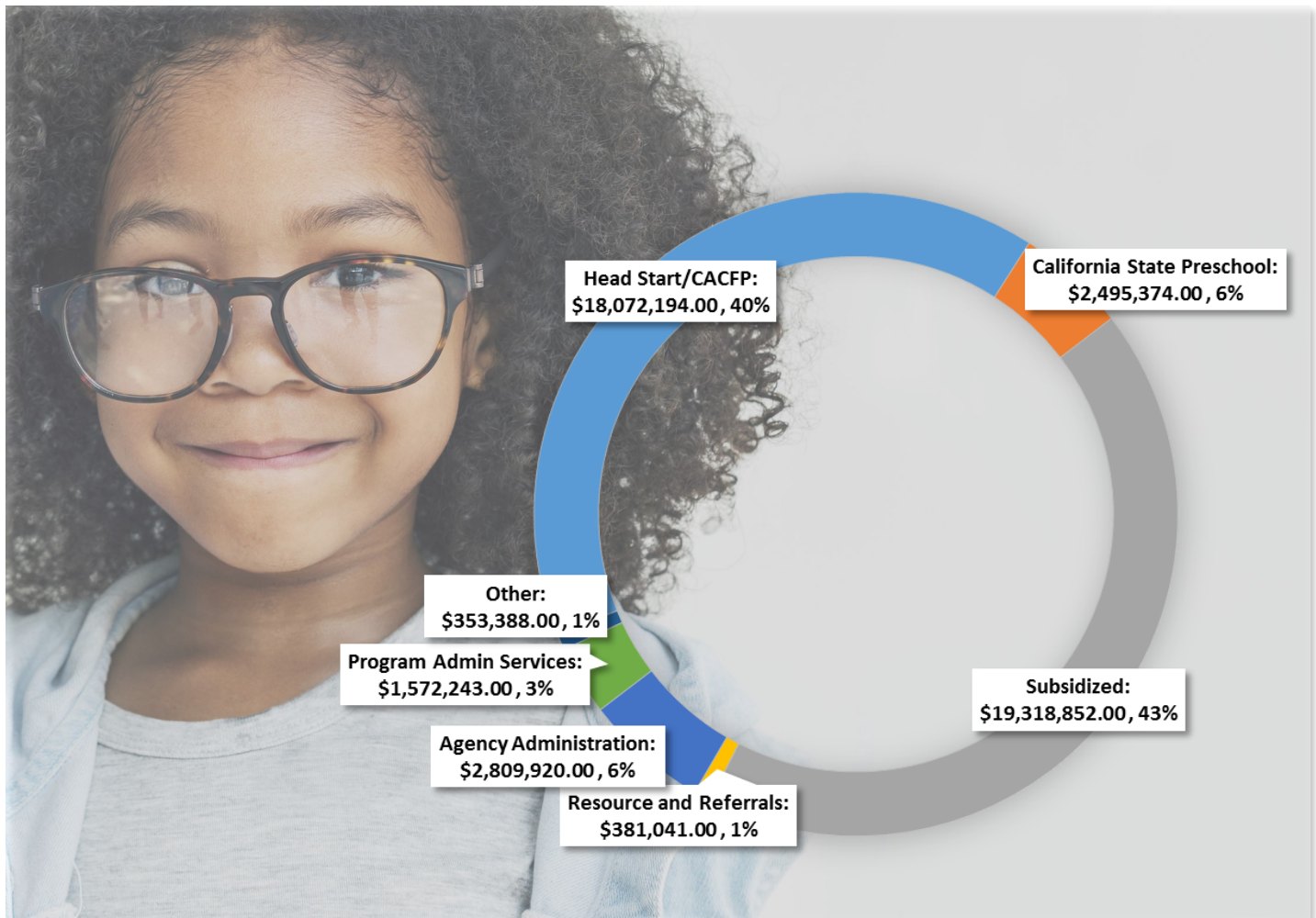
# Agency Financial Audit Summary Report

*Revenue Source FY 2016-2017: \$45,411,998*

**July 1, 2016-June 30, 2017**

|                     |    |               |
|---------------------|----|---------------|
| Federal Contracts   | \$ | 15,596,815.00 |
| State Contracts     | \$ | 17,532,368.00 |
| County Contracts    | \$ | 6,269,893.00  |
| Other Revenue       | \$ | 782,564.00    |
| Donations (In-kind) | \$ | 5,230,358.00  |
| Total Budget        | \$ | 45,411,998.00 |

*Actual Expenditures FY 2016-2017: \$45,003,012*

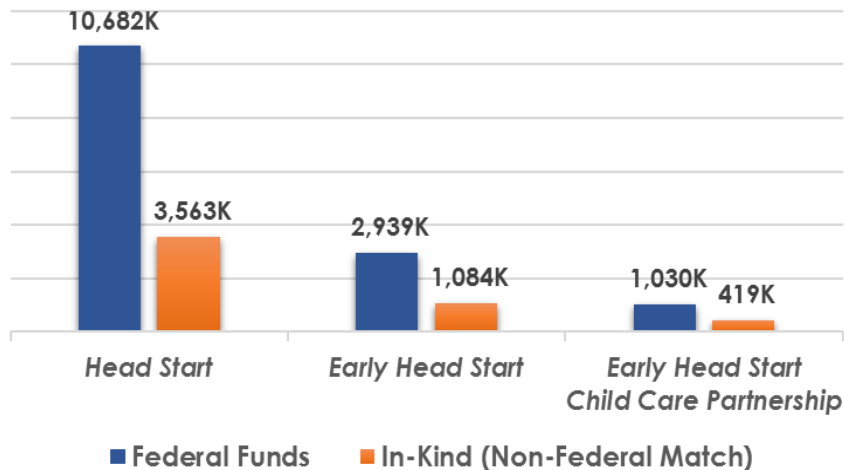


An independent financial audit was conducted by Vasin, Heyn & Company for the fiscal year ending June 30, 2017. No deficiencies or instances of noncompliance were found.

# Head Start Financial Reports

## Summary Financial Report (2016-2017)

### Sources of Revenue (2016-2017)



### Actual Expenditures (2016-2017)

| Actual Expenditures | HS                    | EHS                   | EHS- CCP               |
|---------------------|-----------------------|-----------------------|------------------------|
|                     | April 2016-March 2017 | April 2016-March 2017 | Sept. 2016-August 2017 |
| Personnel           | \$ 5,470,409          | \$ 1,520,297          | \$ 293,728             |
| Fringe Benefits     | \$ 1,812,126          | \$ 432,040            | \$ 74,682              |
| Travel              | \$ 114,766            | \$ 40,775             | \$ 21,606              |
| Equipment           | \$ 383,590            | \$ -                  | \$ 24,073              |
| Supplies            | \$ 796,028            | \$ 117,486            | \$ 129,399             |
| Contractual         | \$ 106,476            | \$ 42,404             | \$ 46,277              |
| Providers           | \$ -                  | \$ 220,031            | \$ 221,100             |
| Other               | \$ 1,248,226          | \$ 349,992            | \$ 144,704             |
| Indirect Cost       | \$ 750,658            | \$ 216,191            | \$ 74,027              |
| Total Expenditures  | \$ 10,682,277         | \$ 2,939,218          | \$ 1,029,597           |

## Proposed Budget (2017-2018)

| Proposed Budget (2017-2018)       | Head Start            | Early Head Start      | EHS-CCP                |
|-----------------------------------|-----------------------|-----------------------|------------------------|
|                                   | April 2017-March 2018 | April 2017-March 2018 | Sept. 2017-August 2018 |
| Program Operations                | \$ 10,884,410         | \$ 2,907,955          | \$ 781,417             |
| Training and Technical Assistance | \$ 90,195             | \$ 69,799             | \$ 19,000              |
| Total Federal                     | \$ 10,974,605         | \$ 2,977,754          | \$ 800,417             |
| In-Kind (Non-Federal Match)       | \$ 2,743,651          | \$ 744,439            | \$ 200,104             |
| Total Budget                      | \$ 13,718,256         | \$ 3,722,193          | \$ 1,000,521           |



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