

2023-2024 *Annual Report*



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HELPING STARS SHINE THEIR BRIGHTEST!

ABOUT CHILD DEVELOPMENT RESOURCES



We are thrilled to present our Annual Report for 2023-2024, an overview of our achievements, impact, and financial stewardship. As a non-profit organization, we understand the importance of transparency and accountability to our stakeholders. This Annual Report not only provides an in-depth look at the agency's accomplishments and impact, but also our continuing aspirations to bring valuable resources to the families, child care providers and the communities we serve.

Founded in 1980, as a private non-profit corporation, Child Development Resources of Ventura County, Incorporated (CDR) receives County, State, and Federal contracts that fund us to administer an array of comprehensive and high-quality programs and services for children and families. Our organization has always promoted the optimum development and educational success of all children.

In 1965, we began serving children and families as the Federally funded Head Start Program Grantee for Ventura County.

In 1983, we began administering various subsidized child care programs for children and families, and CDR's Child Care Resource & Referral Program which provides information to parents and families and the community about the availability of child care in our County. Also, in 1998, we began administering the Early Head Start Program for low-income infants and toddlers under the age of three and pregnant women.

Almost 45 years ago, CDR began with a mission to provide the foundation to build promising futures for our children and collaborate with parents and the community to deliver programs that enrich lives. Now, our growing team of 420 professionals work collaboratively to overcome challenges and seek opportunities to develop, secure and promote a variety of programs and resources to serve the needs of children, families, and the community of Ventura County. In 2020, CDR launched the YES Commitment where we are the Community and Place of YES! We inspire children, parents, and staff with an attitude of YES that we all can achieve our aspirations and goals.

We are grateful for CDR's staff, Board of Directors and Policy Council for their unwavering commitment and support.

Today, the agency has much to celebrate, and I hope you enjoy the following highlights from Child Development Resources (CDR)!

With gratitude,

A handwritten signature in blue ink that reads "Jack Hinojosa". The signature is fluid and cursive.

Jack Hinojosa
Chief Executive Officer

ABOUT CHILD DEVELOPMENT RESOURCES

History and Background

Founded in 1980, Child Development Resources (CDR) is a private, non-profit corporation. CDR receives County, State, and Federal government contracts that fund us to administer the *Head Start/ California State Preschool Program, Early Head Start Program, Early Head Start-Child Care Partnership Program, Subsidized Child Care Services, and Child Care Resource & Referral Program* in Ventura County.

**Our Mission creates FOCUS. Our Vision provides DIRECTION.
Our Guiding Principles and Core Values and Our YES Commitment define our BEHAVIOR.**

Mission

The mission of Child Development Resources (CDR) is to provide the foundation to build promising futures for our children. CDR collaborates with parents and the community to deliver programs that enrich lives.



Guiding Principles and Core Values

Our Guiding Principles and Core Values are truly the foundation of our success. CDR enriches and strengthens the lives of children and their families in Ventura County through high-quality programs. CDR actively seeks to develop, secure, and promote a variety of programs and resources to serve the needs of children, families and the community of Ventura County.

Vision

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

YES Commitment

We are the Community and Place of YES!
We inspire children, parents and staff with an attitude of YES that we all can achieve our aspirations and goals.

Executive Team

The Executive Team at CDR is composed of five key positions, each contributing to the organization's mission of supporting children, families, and caregivers through high-quality developmental services. Together, the Executive Team brings a wealth of experience and expertise, ensuring that CDR delivers high-impact programs while maintaining operational excellence and sustainability. These include the following key positions.



JACK HINOJOSA
Chief Executive Officer



ALEC HAIRABEDIAN
Chief Financial Officer



SUZANNE GODINEZ
Director of Early Care &
Education Programs



STUART ORLINSKY
Program Operations
Analysis Officer



JOE JIMENEZ-CURIEL
Human Resources Director

SHARED GOVERNANCE

Board of Directors

The Board of Directors is an essential governing body for Child Development Resources, ensuring the success and sustainability of our mission to provide high-quality early childhood education and family support services. Composed of nine dedicated individuals from various sectors, the board brings diverse expertise, insights, and leadership to guide the strategic direction of the agency.



Richard Duarte, President

Dr. Annie White, Secretary

Martha Johnson, Board Member

Sean Morreale, Vice-President

Joe Espino, Past President

Martha Mata, Policy Council Liaison

Billie Jo Rodriguez, Treasurer

Amy Nardiello, Board Member

Samantha Schurmer Davies, Board Member

Policy Council

The Policy Council (PC) is a 30-member governing body composed of Head Start parents and community representatives. It plays a vital role in shaping program decisions by bringing family perspectives to the forefront, ensuring services meet the unique needs of children and families.

In partnership with the Board of Directors, the PC shares responsibility for governing the Head Start Program. Its key responsibilities include providing input on policies, operating procedures, and budgets, while ensuring adherence to program guidelines. The PC fosters collaboration, accountability, and continuous improvement, strengthening the program's impact.



Policy Council Year-End Recognition

Policy Council delegates listed from left to right: Elizabeth Lopez, Suzanne Godinez (Director of Early Care & Education Programs), Josefina Zuniga (in the red), Leticia Perez Hernandez, Martha Mata, Veronica Mondragon, and Gabriela Altamirano Vasquez.

Gratitude for Their Service

Child Development Resources extends sincere thanks to the Board of Directors and the Head Start Program Policy Council for their dedication and leadership.

Together, the Board of Directors and Policy Council exemplify the power of partnership and shared responsibility in advancing the mission of Child Development Resources. Their collective efforts make a meaningful difference, creating opportunities for children to thrive and families to succeed.

The organization is profoundly grateful for their time, expertise, and unwavering commitment. Their contributions are instrumental in building a brighter future for the communities served, and their dedication to CDR is deeply appreciated and celebrated.

HEAD START PROGRAM

What is Head Start?

Head Start is a nationwide program that focuses on preparing children for school while also offering a variety of comprehensive services to promote their mental, social, and emotional development.



Introducing the CDR Head Start Program:

The CDR Head Start Program offers free childcare services and preschool education for families with children from birth to five years old, including expectant mothers. These services play a vital role in supporting early development and preparing children for lifelong success. By addressing the diverse needs of both children and their families, the program helps close opportunity gaps and creates brighter futures for the communities we serve. We offer the following three Head Start programs.

Head Start Preschool /California State Preschool

This program is designed to serve low-income families with three and four year children in a center or home-based option.

Early Head Start

This program serves low-income pregnant women, infants, and toddlers under the age of three in a toddler center-based or home-based option.

Early Head Start- Child Care Partnership

This program assists families with children aged zero to four, providing full-day, year-round childcare for those working full-time or in school/training. Eligible families receive subsidized childcare services.

HEAD START PROGRAM

Comprehensive Services

What sets us apart from other programs is our comprehensive services that promote and support our enrolled children and families. We offer health and nutrition services and specialized services for children with disabilities and mental health concerns. We work in partnership with families as they learn to serve as their children's lifelong advocates and provide strategies to promote their well-being and engagement.

Services include:



Early Care and Education Services

Empowering Children and Families for Lifelong Learning

Our approach to lifelong learning involves utilizing a research-based curriculum and teaching social-emotional skills through individualization and strong family partnerships. We cater to each child's unique learning style to make education fun and meaningful!



Disability (Inclusive) Services

Empowering Children with Disabilities through Our Inclusive Program

Our Inclusive Program provides individualized services to children with disabilities or developmental delays. We work closely with parents and other service providers to understand their unique needs and ensure that they receive the support they need to succeed.



Health and Mental Health Services

Supporting Children's Health and Wellness Through Collaborative Care

We collaborate with families to ensure that children receive prompt medical and oral health care when needed. We also assist families and children with their mental and emotional well-being to promote overall health and wellness. Healthy children are not only happier, but they are also better prepared to learn.



Nutrition Services

The Importance of Healthy Eating for Children

Providing children with healthy meals and snacks is crucial for their overall well-being. This fuels their growing minds and bodies and ensures they receive the proper nutritional intake. We carefully review each child's nutritional needs to ensure they are offered a balanced diet.



Family Support Services

Partnering with Families to Achieve Their Goals

Our organization collaborates with families to identify their strengths and areas needing attention. Our focus is on providing families with the resources they need to understand their child's education and advocate effectively for their needs. We work together to set goals that improve the overall well-being of their family.

HEAD START PROGRAM

Early Care and Education Services

Services include early learning education, where instructional staff plan, individualize, assess and record each child's progress and prepare them for kindergarten and life. Children with special needs and disabilities are supported by understanding their unique needs and providing individualized services in collaboration with parents and service providers.

EARLY CARE AND EDUCATION SERVICES PROGRAM GOAL

Promote children's development and well-being by providing high-quality early childhood education services.



Strategies for School Readiness

Researched Based Curriculum

The Head Start Program uses Creative Curriculum to support children's learning and development. The Creative Curriculum is research-based and aligns with the Head Start Early Learning Outcomes Framework, Ages Birth to Five.



Developmental Screening and Assessments

The program staff uses the Ages and Stages Questionnaire (ASQ-3) as the developmental screening and the Ages and Stages Questionnaire Social and Emotional, Second Edition (ASQ:SE-2) as the behavioral screening.

For the developmental assessment, the program staff utilizes the Desired Results Developmental Profile© 2015 (DRDP [2015]) and Teaching Strategies GOLD®

Teaching Pyramid Framework Strategies

The program staff implement Teaching Pyramid Framework Strategies, an evidence-based curriculum, for both soft and intensive coaching as part of their professional development. This approach integrates early childhood Positive Behavior Support to foster healthy social-emotional growth, encourage appropriate behavior, prevent challenging behaviors, and effectively address behavioral issues.

HEAD START PROGRAM

Overview of School Readiness Goals

The School Readiness Goals were created by the Education Unit in 2019 and reviewed and approved by the Policy Council and Board of Directors. These goals are based on the Head Start Early Learning Outcomes Framework (ELOF) and are aligned with the five central domains for children aged from birth to five years. Additionally, the goals incorporate a specific objective for Dual Language Learners.

Below is a brief summary of each of the five domains, including the objective for Dual Language Learners:

Approaches to Learning:

Children will be encouraged to show attentiveness, curiosity, and persistence when engaging in and completing tasks. They will also be taught to take the initiative to learn and explore on their own, as well as to demonstrate creativity through art, science, math, and language.

Approaches to Learning:

Children will explore numbers, quantities, shapes, and patterns to gain an understanding of math concepts and operations. They will also be encouraged to investigate how things work and explore the natural world.

Language and Literacy:

Children will be taught to express themselves through emergent writing skills, learn and use words to communicate their thoughts, feelings, and actions, as well as listen and understand increasingly complex language, including the names of common objects and action statements.

Social-Emotional Development:

The focus will be on the relationship between children and caring adults. Children will be taught to recognize their own feelings and manage them appropriately. They will also be encouraged to establish and maintain positive relationships with peers and adults, interact in groups with increased competence and confidence, and follow routines and expectations.

Perceptual, Motor, and Physical Development:

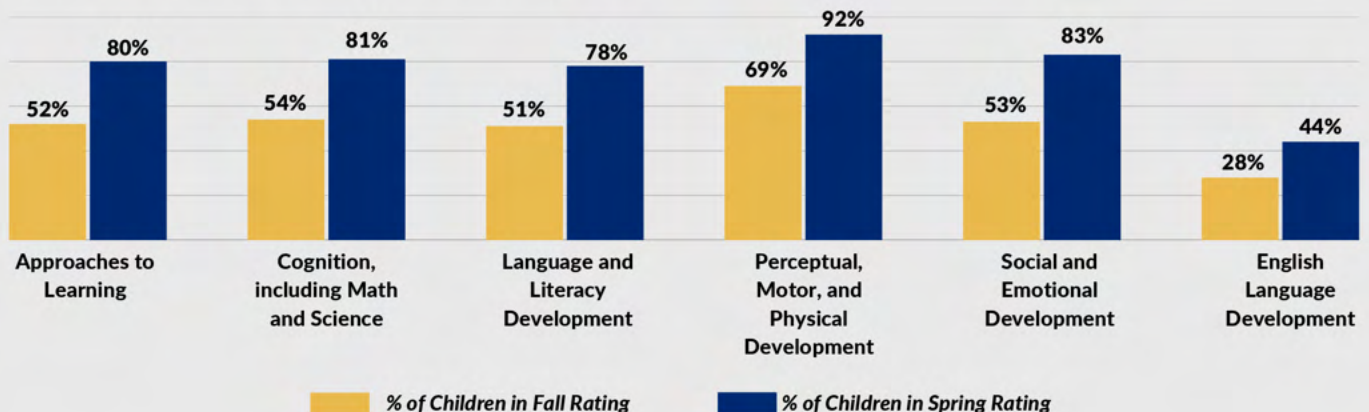
The focus will be on helping children gain greater control and coordination of their hands and bodies, enabling them to learn, explore, create, and do simple tasks for themselves.

Dual Language Learners:

For children who are Dual Language Learners, these goals will help them demonstrate increased competency in their home language while developing in English.

2023-2024 School Readiness Outcomes for Children Transitioning to Kindergarten

Below is the percentage of the 339 four-year-old children who transitioned from our Head Start Program into Kindergarten and who scored at or above the expected developmental level for each of the five central domains in the Fall and Spring Assessment periods.



HEAD START PROGRAM

Disability Services

The Head Start Disability Services team ensures inclusive learning environments by supporting children with disabilities and developmental delays. Through individualized plans, specialized services, and family engagement, the team promotes each child's growth and success in meeting developmental milestones.



DISABILITY SERVICES PROGRAM GOAL

Promote a program-wide culture that provides inclusive practices for children with a diagnosed disability and that enables them to learn and thrive.

Disability Services Program Outcomes:

During the 2023-2024 school year, the program supported children with diagnosed disabilities, with speech or language impairments being the most common within the Head Start program. Below is the percentage of children with diagnosed disabilities across each program option:

Head Start Preschol

15%

133 out of 875 children enrolled had Individualized Education Plans (IEPs), during the program year, with 32 identified during the program year, and 101 were already receiving services prior to the program.

Early Head Start

20%

74 out of 370 children enrolled were served with an Individualized Family Service Plan (IFSP) during the program year, with 26 identified during the program year, and 48 were already receiving services prior to the program.

EHS-CCP Program

16%

11 children were served with an Individualized Family Service Plan (IFSP) during the program year, with 5 identified during the program year, and 6 were already receiving services prior to the program.

HEAD START PROGRAM

Mental Health Services

The Head Start Mental Health Services team promotes the emotional and social well-being of children and families. Through early identification, consultations, and community partnerships, the program provides mental health support, referrals, and resources to ensure children thrive in their learning environments.

MENTAL HEALTH PROGRAM GOAL

Support children's mental health, social and emotional well-being, and overall health.

Mental Health Services includes:

Early Identification and Intervention

Screen children regularly for developmental, emotional, and behavioral concerns using validated tools, and ensure timely referrals for assessment and support services.

Enhance Family Resilience

Provide families with information and resources, workshops, and access to mental health professionals to strengthen coping mechanisms, reduce stress, and support a positive home environment.

Community Collaboration

Partner with local mental health organizations and providers to expand access to services, reduce stigma, and create a network of care for children and families.

Health and Mental Health Services Advisory Committee

The Health and Mental Health Services Advisory Committee (HMHSAC) helps support Health and Nutrition Services. The committee advises the planning, operation, and evaluation of health services, as required by the Head Start Program Performance Standards (HSPPS). The HMHSAC convened three times a year to offer comprehensive guidance, constructive feedback, and support the implementation and sustainability of delivering high-quality health and nutrition services. The committee consists of health and special education professionals, and community agency members.

Health and Mental Health Services Advisory Committee Members:

AnnaMarie Aguilar, MSN, RN, PHN, VCPH – Supervising Public Health Nurse

Carina Cervantes, VCPH Parents as Teachers/AFLP/Cal Learn Coordinator

Daniel Wells, New Dawn Counseling and Consulting

Karla Kalnan, Gold Coast Health Plan (GCHP) Pediatric Team Care Manager

Laura Flores, VCPH WIC Program Director

Michelle Santos, Ventura County Public Health - Childhood Lead Poisoning Prevention Program (CLPPP)

Regina Reed, Ventura County Special Education Local Plan Area (SELPA) Director of Personnel Development

Sahar Sepidehdam, DDS – Dentist serving LA and Ventura Counties

Sharon Elmensdorp, Ph.D, First 5 - Director of Neighborhoods for Learning

CDR Head Start Policy Council Representatives: Martha Mata, Policy Council Member and Board Member

HEAD START PROGRAM

Health and Oral Health Services

CDR Head Start provides comprehensive medical and dental case management to support families in keeping their children healthy and ready to learn. Program staff conduct onsite hearing and vision screenings, collaborate with local dentists to offer onsite visual dental exams, and provide mental health referrals as needed, ensuring a holistic approach to children's health and well-being.



HEALTH & NUTRITION PROGRAM GOAL

Improve outreach, education, and support to families regarding healthy living.

Bright Smiles, Bright Futures

Dental Screening occurs annually, at every Head Start center. This year, over 600 children received a visual oral exams conducted by our dedicated volunteer dental providers. Their generosity made this success possible, fostering healthier smiles and brighter futures.



Health Services for Enrolled Children

As part of case management efforts, the program ensures that enrolled children have access to a medical and dental home and receive regular medical and dental exams. For the 2023-2024 school year, the program achieved the following percentages of children up-to-date with age-appropriate preventive and primary health care, in accordance with California's Early and Periodic Screening, Diagnostic, and Treatment (EPSDT) schedule for well-child care.

2023-2024 Health and Oral Health Program Outcomes:



Medical and Dental Home Identified

99%



Received Health Exam
Average of all Programs

74%



Received Medical Treatment*
Average of all Programs

82%



Received Immunization
Average of all Programs

98%



Received Dental Exam
Average of all Programs

88%



Received Dental Treatment*
Head Start Program Only

97%

HEAD START PROGRAM

Nutrition Services

CDR's Nutrition Services focus on delivering nutritious meals to Head Start Center-Based children through the Child and Adult Care Food Program (CACFP), which includes breakfast, lunch, and a supplement (snack). Program staff assess each child's nutritional needs and provide healthy meals and snacks. In addition, our staff works with parents to empower them to make healthy choices for themselves and their children.

2023-2024 Number of Student Meals Claimed



Ensuring Excellence in Meal Compliance: A Year in Review

As part of our commitment to meeting the compliance requirements of the CACFP, our program diligently conducts on-site monitoring visits across all our Head Start centers. These visits are vital for maintaining the highest standards in meal service and ensuring that every child receives nutritious meals in a safe and supportive environment.



CACFP Monitoring Requirements

CACFP's rigorous standards require:

- At least three visits per center annually
- Two unannounced visits
- Meal service observations during at least one unannounced visit

In the past year, program staff successfully completed 75 monitoring visits across our 25 centers, conducting three visits per center.

Out of the 75 visits conducted, only two findings were identified, both of which were promptly addressed and resolved during the same day of the visit. This proactive approach highlights our program's dedication to ensuring immediate corrective action and fostering a culture of continuous improvement.



HEAD START PROGRAM

Family and Community Engagement Services

Programs support and strengthen parent-child relationships and engage families in the learning and development of their children. Services include parent engagement activities and leadership opportunities, helping families to meet their individual needs and achieve their goals, and providing community resources and services available.

FAMILY & COMMUNITY ENGAGEMENT PROGRAM GOAL

Strengthen the well-being of families and parent-child interactions that support child learning and development.



Parent Night Workshop

The family engagement unit hosted virtual parent workshops on various topics of interest, including My Body Belongs to Me, Parenting Skills, Oral Health, Stress Management, and Transition to Kindergarten. Guest speakers from different agencies were invited, and the workshops were recorded for families who could not attend.

Abriendo Puertas/Opening Doors, Parenting Curriculum

The program offers the "Abriendo Puertas, Opening Doors." parent curriculum to its families. The curriculum aims to provide leadership and advocacy, reading, math, and technology support to build children's school success and strengthen family support systems. Parents attend ten interactive group sessions to enhance their knowledge and become advocates for their families.



Abriendo Puertas
Opening Doors

147

Total Participants

2023-2024 High Need Services Provided to Families

Percentage of Families who received services as part of the Positive Family Outcomes Framework.



Research-Based Parenting Curriculum

93%



Supporting Transitions between programs

51%



Education on Nutrition

45%



Emergency/Crisis Intervention

44%



Education on Preventative Medical and Oral Health

44%



Mental Health Services

26%

HEAD START PROGRAM

Facilities Program Services

The Head Start Facilities Unit ensures safe, high-quality environments that support early childhood development and learning. This team manages facility maintenance, upgrades, and compliance with health and safety regulations to create spaces where children and families can thrive.

HEALTH & SAFETY PROGRAM GOAL

Pursue the expansion of new facilities to support the care of children by creating safe and healthy environments



HEAD START CENTERS VENTURA COUNTY

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

Benita Wallick
2717 N. Ventura Avenue,
Ventura, CA 93001
805-648-3083

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

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

Jeff Davis
601 W. Hill Street,
Oxnard, CA 93033
805-240-2960

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

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

Mary Crawford
451 E. Olive Street,
Oxnard, CA 93033
805-486-9211

Meiners Oaks
400 S. Lomita Avenue,
Ojai, CA 93023
805-646-4833

Oak View
555 Mahoney Avenue,
Oak View, CA 93022
805-500-5628

Pleasant Valley
622 E. Pleasant Valley Road,
Port Hueneme, CA 93041
805-246-8442

Rancho Campana
4235 Mar Vista Drive
Camarillo, CA 93010
805-620-8110

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

Rio Plaza
600 Simon Way,
Oxnard, CA 93036
805-276-2114

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

Santa Paula
1400 E. Harvard Boulevard,
Santa Paula, CA 93060
805-525-9516

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

Simi
5455 Katherine Street,
Simi Valley, CA 93063
805-422-1904

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

Sunkist
1400 Teakwood Street,
Port Hueneme, CA 93041
805-947-4623

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

Ventura Neighborhood
4300 Telegraph Road,
Ventura, CA 93003
805-765-6150

Westview
995 Riverside Street
Ventura, CA 93001
805-826-4331

HEAD START PROGRAM

ERSEA Services

The ERSEA Unit focuses on Eligibility, Recruitment, Selection, Enrollment, and Attendance to ensure equitable access to Head Start services. This team implements data-driven strategies to identify and engage eligible families, prioritize community needs, and monitoring full enrollment while promoting consistent attendance.

ELIGIBILITY, RECRUITMENT, SELECTION, ENROLLMENT, ATTENDANCE (ERSEA) PROGRAM GOAL

Strengthen our enrollment, recruitment, and retention strategies to deliver high-quality services to children and families most in need.

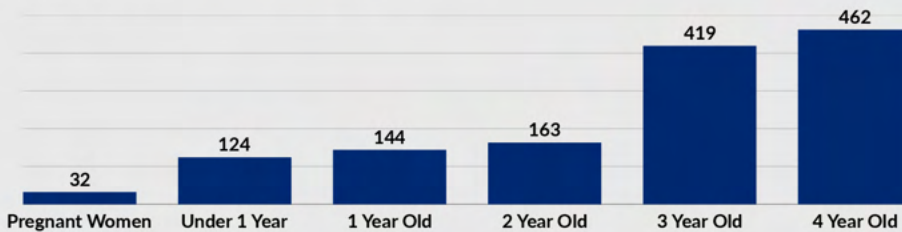
2023-2024 Program Information Report

Children Served by Program Option, including Pregnant Women



Demographics

Number of children enrolled by age group, including pregnant women.



1,231
of Families Served

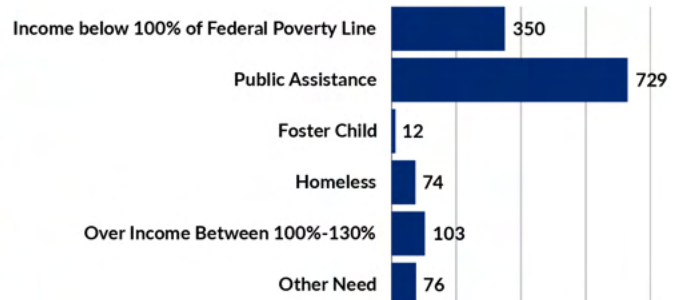


17%
% of Children with Disability



Families/Children Enrolled by Eligibility Type

Number of families/children enrolled by eligibility type.



Community Assessment Annual Update



Ventura County

Ventura County is one of 58 counties in the State of California, ranked as the 12th populous County in the State. It is bordered by Santa Barbara County, Kern County, and Los Angeles County.



Ventura County Population

842,204



Children under Five Years of Age

45,664 (5.4%)

Population Source: US Census 2018-2022 American Community Survey 5-Year Estimates.

Summary Demographics and Economic Status of Ventura County

Below is a summary of Ventura County's demographics and economic status, sourced primarily from the United States Census Bureau 2017-2021 American Community Survey 5-Year Estimates and other reliable sources.

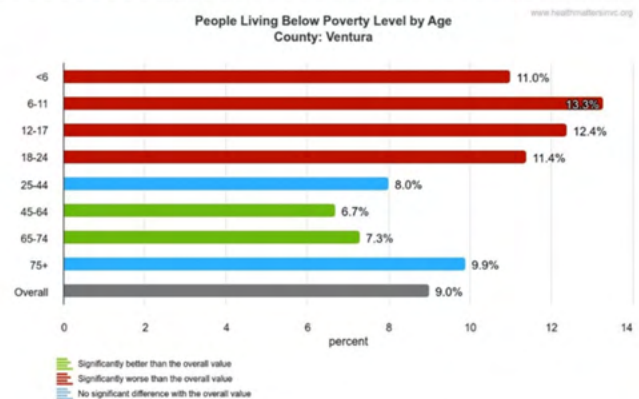
- Gender Diversity: 422,204 individuals (50.1 percent) are female, and 419,805 individuals (49.9 percent) are male. The median age of the population is 39 years.
- Race and Hispanic Origin: For people reporting one race, 64.7% were White; 1.8% were Black/African American; 1.3% were American Indian/Alaska Native; 7.2% were Asian; 0.2% were Native Hawaiian/Other Pacific Islander, and 8.4% were some other races. Around 43.6% were Hispanic, and 43.5% were White non-Hispanic.
- Primary Language and Linguistic Isolation – English and Spanish are the primary languages. Spanish was spoken by 29.8% of people at least five years old; 14.5% reported that they did not speak English “very well.”
- High School Graduates, percent of persons 25 years +: 14.6% do not have a High School Diploma.
- Medium Household Income: The median income was \$102,141.
- Unemployment: The unemployment rate was 5.2% in August 2024, up from a revised 5.0 percent in July 2024, and above the year-ago estimate of 4.8 percent.
- Households with Housing Cost Burden: 38.5 percent of owners and 59.6 percent of renters. (Households that pay 30% or more of their income on housing costs.)
- Homelessness: There were 2,358 adults and children who were counted as homeless. This number represents a decrease of 83 persons, or -3.4%, compared to the 2441 persons who were counted as homeless in 2023.
- Health Insurance Status: 8.2% did not have health insurance coverage.
- Disability Rate: 11.3% of the population reported a disability, varying by age, with 4.2% for people under 18. For children under the age of five, speech and language impairment were among the highest percentages of the diagnosed disability type.
- Health Concerns: The top three identified needs based on the 2023 Annual Report for 2-1-1 are: 1) Housing, 2) Mental Health, and 3) Transportation. Furthermore, the “2022 Community Health Assessment” ranked Mental Health as the most critical health issue in the community.

Individuals Living Below Poverty Level

In Ventura County, **9.0 % (75,798 out of 842,204)** of the population has an income below the poverty level.

- Families Below the Poverty Level is 8.5%
- Children Below the Poverty Level are 12.3%
- Children Under Five Years of Age
 - 11.0% (5,023 out of 45,664) of children under five years of age are living below the poverty level.
- Women living below the poverty level who gave birth in the past 12 months was 13.7% (1,319 out of 9,644)

Families/Children Enrolled by Eligibility Type



SUBSIDIZED CHILD CARE PROGRAM

Subsidized Child Care Programs

Child Development Resource administers various subsidized child care programs that are funded by the California Department of Social Services (CDSS). Below is the a list of program offered.

CalWORKs Child Care

The CalWORKs Child Care Program is designed to help families obtain affordable and high-quality child care services while transitioning from the Welfare-to-Work activities towards employment and self-sufficiency. This program also assists families in moving away from cash assistance.

Alternative Payment Program

The Alternative Payment Program (APP) offers various child care options, such as in-home, family, and center-based care, funded by state and federal sources. It assists families in finding and paying for their chosen child care provider, enhancing parental choice to meet individual family needs. Eligibility is based on the family's financial situation and needs.

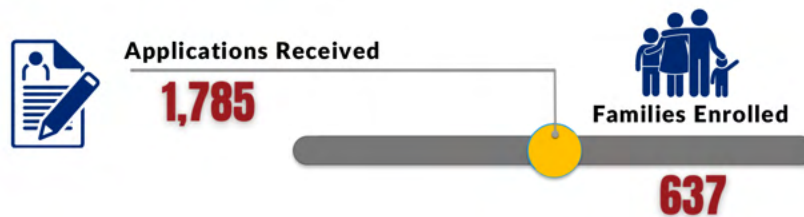
Family Child Care Home Education Network Infant Toddler

The Family Child Care Home Education Network (FCCHEN) Program assists eligible parents by promoting strong relationships among children, parents, family child care providers, and CDR program specialists. Enrolled providers receive continuous professional development, guidance, and technical support from specialists.

Child Care Bridge Program for Foster Children

The Bridge program provides specialized short-term child care assistance for foster children. Its goals include improving placement success with a care giver or family member, enhancing child care programs for foster children's needs, and maximizing funding for eligible families. Services offered include enhanced referrals, short-term child care subsidies, and Trauma Informed Care Training for providers.

Waitlist/Need Subsidized Child Care Services



As of June 30, 2024, there were 1,448 families, totaling 2,437 children, on CDR's Subsidized Eligibility Waiting List for the APP and FCCHEN Programs.

Family Testimonial/Quote

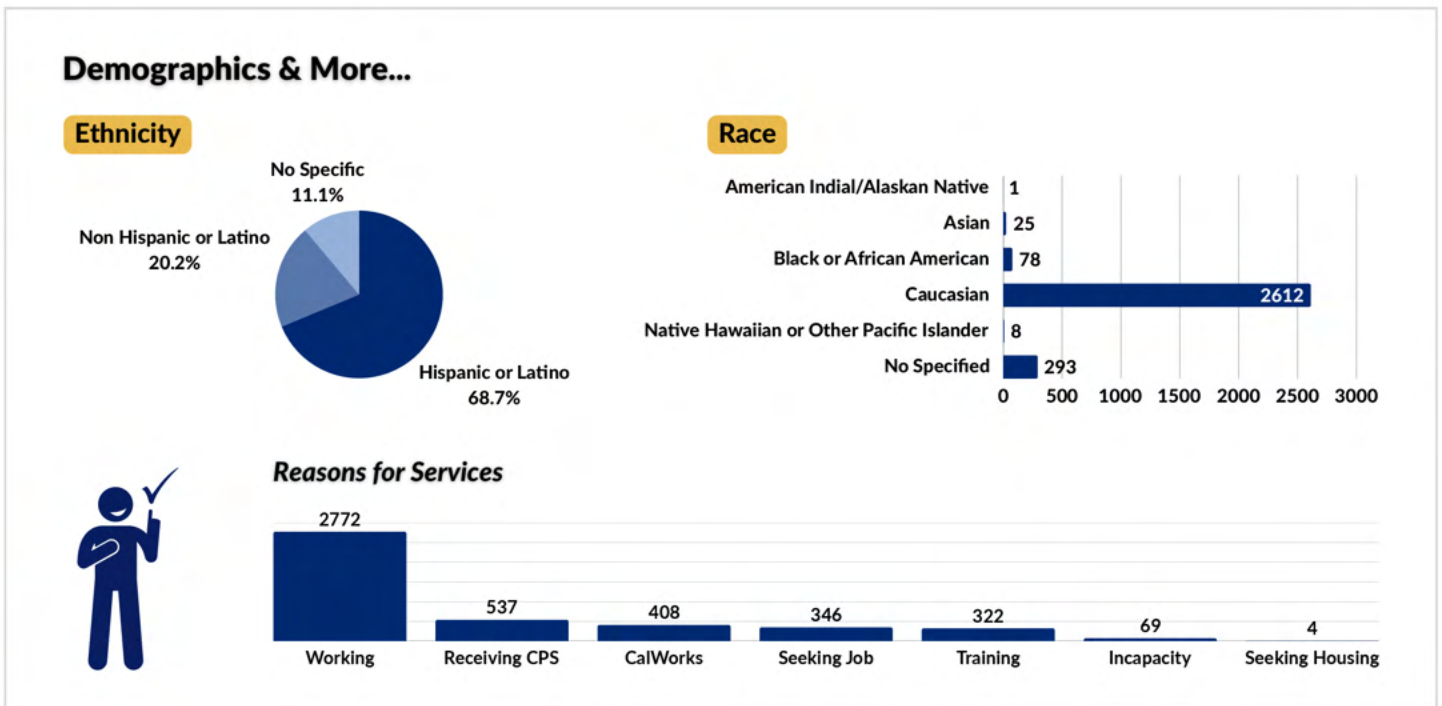
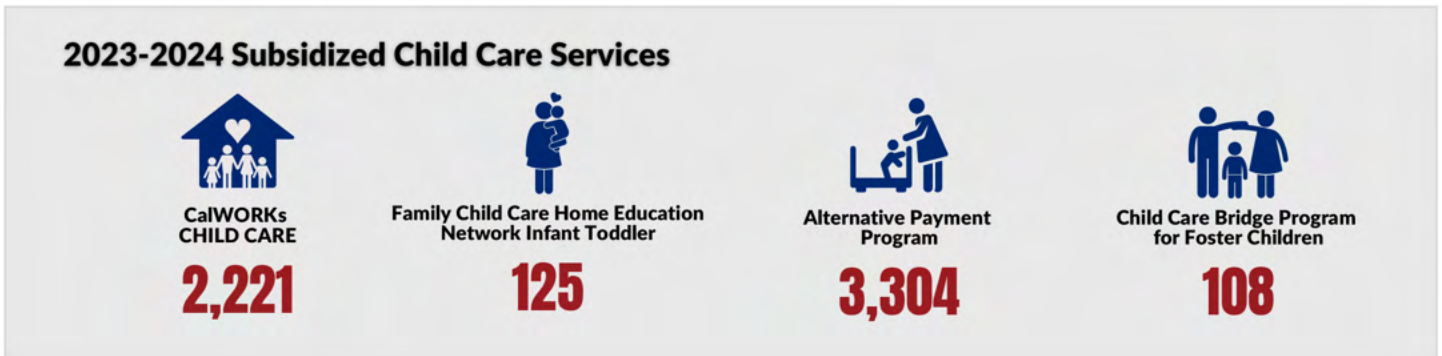
"I want to express how truly blessed I feel to have CDR's support. Without it, I would be struggling and unable to afford daycare, which means I couldn't work. My 3-year-old son, who has Down syndrome and does not walk or talk, recently lost his caregiver. I was devastated and called the CDR Parent Services Specialist, in tears. He was incredibly compassionate, helping me calm down and showing me options I didn't realize I had. I am extremely grateful. With his help, I've now found a provider and feel hopeful about this new chapter for my son and me."

— CDR Parent

SUBSIDIZED CHILD CARE PROGRAM

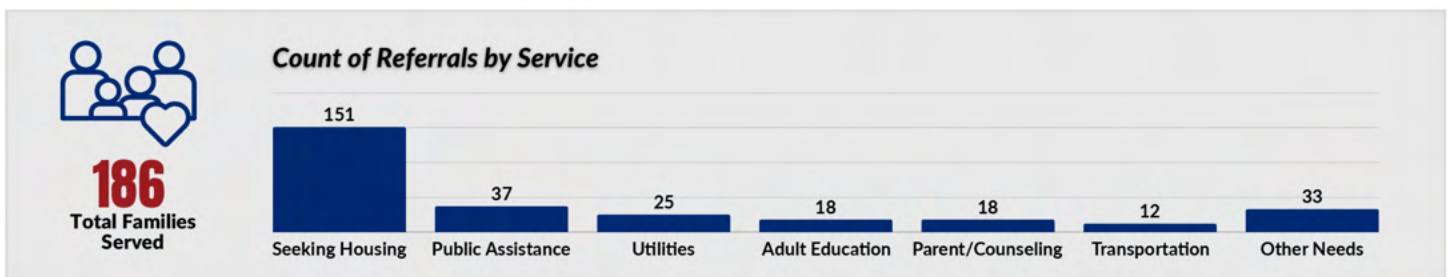
Subsidized Child Care Services Offered

CDR administers various subsidized childcare programs to support families in accessing quality, affordable care. Below is the number of children who received subsidized childcare services for each program:



Family Engagement Services

Our Family Engagement Specialist assists families in navigating services provided by other agencies in the County, including housing, public assistance, utility assistance, transportation, and adult education and parenting classes. Number of referrals completed:



CHILD CARE RESOURCE AND REFERRAL SERVICES

Child Care Resource and Referral Services

Resource and Referral (R&R) programs provide invaluable support to families, child care providers, and local communities. Funded by California Department of Social Services, the R&R programs offers a variety of resources on early care and education for those looking for child care or operating a child care program.

CDR offers a variety of resources and services to both parents and child care providers, such as:

- Parent/Family Services and Resources
- Training and Resources for Providers.

Parent & Family Resources and Services

R&R program staff provides information to families and the community about the availability of child care in Ventura County. Services include education on choosing child care, connecting to resources, and community connections by offering trainings and Parent Café series.

Child Care Resource and Referral Program

The program offers complimentary child care referrals to all parents. Our Resource & Referral Specialists assist parents in locating a suitable, reasonably priced, and convenient child care program that caters to their family's specific requirements.



5,075

CHILD CARE REFERRALS

Parent Café

Parent Café was designed to provide a welcoming, roundtable environment for parents and providers to engage in meaningful conversations with other parents who are experiencing similar challenges, joys, and questions surrounding raising children.



57

OF PARTICIPANTS

Hosted Five Parent Café Meetings



CHILD CARE RESOURCE AND REFERRAL SERVICES

Provider Training

CDR Child Care Resource & Referral Program staff offers training to new and existing child care providers on a variety of topics. The program's goal is to improve and strengthen the quality of child care in Ventura County.



Listed below are some of the types of training and workshops offered throughout the year.

Child Care Initiative Project

The Child Care Initiative Project (CCIP) provides free training and support for new and existing licensed family child care home providers. Services include pre-licensing home visits, workshops/training, support and guidance, networking opportunities with other family child care providers, marketing strategies, and educational incentives.

Health & Safety Reimbursement Grant

Free eight-hour Prevention Health and Safety training for persons seeking a center or family child care license in Ventura County, includes a one-hour nutrition topic.

Preventative Health and Safety Practices Training

The grant provides reimbursement for initial and renewal of CPR/First Aid training courses completed by licensed center-based, family child care and license-exempt child care providers in Ventura and Santa Barbara counties.

Provider Quote

"Being part of the CCIP program and this community of providers has been incredibly helpful. The workshops are so valuable—we exchange ideas and take them back to implement in our own homes. CDR has been such a great resource, and I encourage anyone interested in becoming a provider to start with you."

— Melinda Atanacio, Family Child Care Provider

2023-2024 Provider Services



1,184

Individuals Trained for CCIP



60

CCIP Providers that became licensed



141

Providers Trained on Health and Safety



123

Providers Reimbursed

CHILD CARE RESOURCE AND REFERRAL SERVICES

Provider Resource

Women's Economic Venture invests in child care businesses

CDR proudly partnered with Women's Economic Ventures (WEV) to support 15 women entrepreneurs managing their own childcare businesses through the *Emprendedoras de Guardería Program* (Daycare Entrepreneurs Program).

This intensive eight-week course was designed to equip participants with essential business skills to help them grow professionally while enhancing the quality of care they provide to their communities. The program also seeks to empower individuals from marginalized communities who face significant employment barriers, such as limited English proficiency. Participants received comprehensive training in key areas, including business marketing, financial management, and individualized coaching.



"WEV's partnership with CDR on the *Emprendedoras de Guardería* program has been a wonderful journey of collaboration and mutual support," said Berenize Ayala, Bilingual Program Officer at WEV. "Together, we've enhanced the quality of resources and training available to home childcare providers, making a lasting impact on the communities we serve. This partnership has exemplified the power of working together towards a common goal."

WEV, a non-profit organization serving Ventura and Santa Barbara counties, is dedicated to providing funding, training, and resources to support aspiring and established small business owners.

Provider Quotes

"When I see that there will be a workshop, I get excited because I know I will gain so many ideas to use when I start the process of obtaining my license. I learn more about children with every workshop, and I've become more aware of their behaviors and how things at home affect them. I love hearing the examples from providers and their daily interactions with children. I hope to obtain my license very soon with your support and be able to share my own stories one day."

— Penelope Marron Cortes, Family, Friend, and Neighbor Caregiver

"I have benefited so much from the CCIP program and all the workshops I've attended. I learn something new every time I participate in a workshop. The providers I've met along the way have become my friends—truly beautiful people inside and out. The support we receive from all of you is so helpful because whenever we have questions, you always answer. I try to attend every workshop because they are so helpful, and I meet new people each time. It feels like a safe space where we can all share our stories and relate to one another. I can't wait for the next workshop."

— Elena Holland, Family Child Care Provider

CHILD CARE RESOURCE AND REFERRAL SERVICES

Provider Resource

Building Strong Foundations: Supporting Mental Health in Early Childhood Care

The Resource and Referral department actively supported webinars offered through the California Infant and Early Childhood Mental Health Consultation (IECMHC) Network. This professional development initiative, funded by the California Department of Social Services (CDSS) Child Care and Development Division, is coordinated by WestEd and supported by our dedicated staff.

The IECMHC Network provided consultation services, resources, and support to a broad range of child care and early education professionals, including center-based program staff, family child care providers, and family, friend, and neighbor caregivers. The program aimed to enhance the skills and knowledge of these caregivers and educators, empowering them to foster the healthy development, social-emotional well-being, and resilience of young children and the adults who care for them.



Empowering Childcare Providers Through Trauma-Informed Care

The Resource and Referral department launched the first year of a two-year grant agreement with the Child Care Resource Center (CCRC) and the Service Employee International Union-Education Support Fund (SEIU-ESF) to plan, develop, and deliver statewide Trauma-Informed Care (TIC) training and provider cafés. These initiatives specifically targeted Family Child Care (FCC) providers and Family, Friend, and Neighbor (FFN) caregivers, offering essential support to those working closely with children affected by trauma.

The TIC grant aims to expand the capacity of Resource and Referral (R&R) agencies by equipping professionals with the skills needed to host TIC trainings and facilitate provider cafés. It also provides participants with valuable tools to better support children navigating early childhood trauma.

In its first cohort, the program welcomed 15 participants, including nine Family Child Care providers and six Family, Friend, and Neighbor caregivers. For many, this was their first opportunity to engage in a provider café experience, fostering community connections and shared learning among those dedicated to supporting children's social-emotional health and resilience.

Provider Quote

"I want to express my gratitude for the staff's assistance in helping me obtain my child care license. She consistently responds promptly and with exceptional courtesy. It's truly refreshing to have someone so responsive and in addressing my questions."

— Jackie Mesa

HUMAN RESOURCES

Year at a Glance

The 2023-'24 program year provided continued growth opportunities for the community that it serves as well as for its talented, prepared and dedicated workforce. CDR advanced its 2026 Proactive Plan, including creating an employee focus group to brainstorm ideas and strategies on how to strengthen and expand current benefits, including recruitment and retention strategies to attract diverse talent and provide opportunities for upward mobility in its efforts to become the employer of choice.



OUR WORKFORCE



Total Employees

423

TEN **10** YEARS

% of Employees Over 10 Years

38%



Promotions

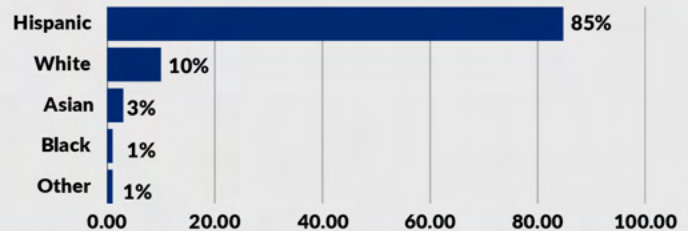
23



New Employees

56

Employee Demographics



Employee Education Attainment



72%
303 employees possess degrees

Out of the 303 employees

32%
with an associate



57%
with a bachelor's

11%
with a master's

2026 Proactive Plan

Our Pathway for Greater Excellence

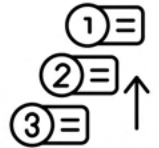
CDR was founded to build a promising future for Ventura County children and their families. Forty years later we reaffirmed our mission and vision with our YES Commitment.

The intent of our 2026 Proactive Plan is to guide CDR in our pathway for greater excellence.



Our Priorities

CDR will seek continual improvement to provide the highest quality service and work culture by nurturing the spirit of YES and encouraging a proactive focus to advance greater excellence in all our priorities.



1. Advance Our YES Commitment

Be the organization that models and teaches the power of positivity with love to advance the well-being of CDR children and families.

2. Increase Family Success

Expand and strengthen our family engagement approach to enable families to increase their power to be effective movers of positive change; and minimize all barriers to CDR services.

3. Expand Community Partnerships

Develop and strengthen our collaborations and partnerships to ensure necessary services and support for all children and families.

4. Be The Employer of Choice

Attract diverse talent, honor the value of each employee, and provide opportunities for mutual support and upward mobility.

5. Build Financial Strength

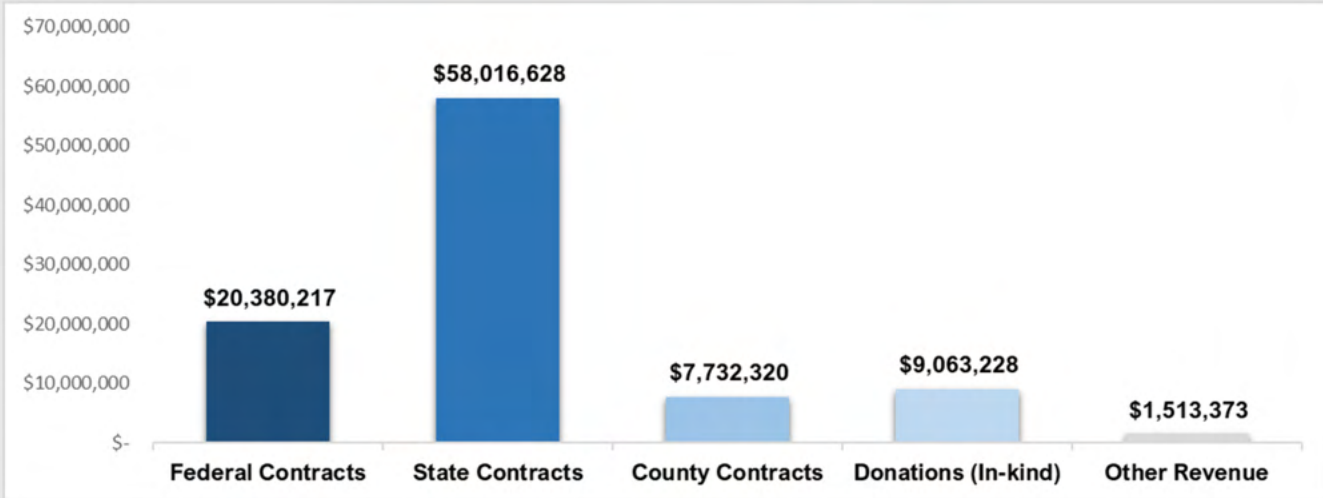
Strengthen and optimize CDR's assets and fund development capacity to ensure responsive services and long-term sustainability.

6. Strengthen Technology & Social Media

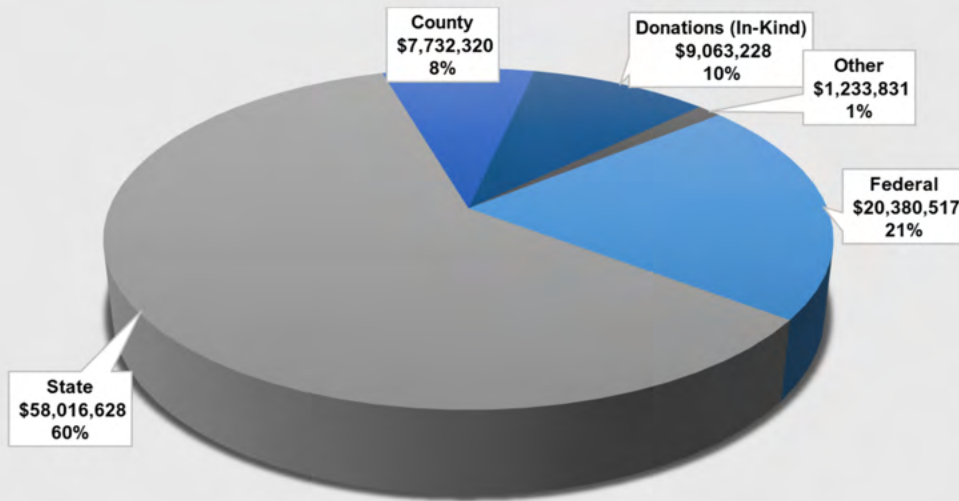
Develop and strengthen the utilization of technologies and social media to improve the effectiveness of all CDR activities and programs, and enrich the technology literacy of our families and staff.

Agency Financial Audit Summary Report

2023-2024 Revenues Sources: \$96,705,767



2023-2024 Actual Expenditures: \$96,426,524



An independent financial audit was conducted by Vasin, Heyn & Company for the fiscal year ending June 30, 2024. No deficiencies or instances of noncompliance were found.

Head Start Summary Report

2023-2024 Head Start Program Revenue/Sources & Expenditures

Revenues/ Sources of Income (2023-2024)	HSP	EHS	EHS- CCP
	(Apr. 23-Mar. 24)	(Apr. 23-Mar. 24)	(Apr. 23-Mar. 24)
Federal Funds	\$14,161,689	\$ 4,087,305	\$1,020,367
Non-Federal Match (In-Kind)	\$6,617,628	\$1,439,041	\$697,049
Total Revenue	\$20,779,317	\$5,526,345	\$1,717,415

Actual Expenditures (2023-2024)	HSP	EHS	EHS- CCP
	(Apr. 23-Mar. 24)	(Apr. 23-Mar. 24)	(Apr. 23-Mar. 24)
Personnel	\$ 8,259,464	\$2,443,122	\$416,412
Fringe Benefits	\$2,437,584	\$700,279	\$112,079
Travel	\$113,901	\$78,499	\$12,329
Equipment	\$8,845	\$151,707	\$0
Supplies	\$818,294	\$97,015	\$82,116
Contractual	\$62,815	\$16,352	\$8,231
Providers	\$0	\$0	\$238,820
Other	\$1,430,318	\$313,936	\$76,133
Indirect Cost	\$1,030,468	\$286,395	\$74,247
Total Expenditures	\$14,161,689	\$4,087,305	\$1,020,367

2024-2025 Head Start Program Proposed Budget

Projected Funding (2024-2025)	HSP	EHS	EHS- CCP
	(Apr. 24-Mar. 25)	(Apr. 24-Mar. 25)	(Apr. 24-Mar. 25)
Program Operations	\$14,461,642	\$3,994,024	\$1,000,915
Training and Technical Assistance	\$133,748	\$69,799	\$19,000
Total Federal	\$14,595,390	\$4,063,823	\$1,019,915
Non-Federal	\$3,721,472	\$943,332	\$254,799
Total Budget	\$18,316,862	\$5,007,155	\$1,274,714



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