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FINANCIAL REPORTS

# THE MESSAGE FROM OUR CHIEF EXECUTIVE OFFICER



We are pleased to present the Annual Report for 2022-2023 of Child Development Resources of Ventura County, Incorporated (CDR).

Throughout the past year, we have worked tirelessly with local community partners to achieve powerful alignment with the public and private sectors' vision to create a Child, Youth, and Family Wellness System to maximize wellness and quality of life so all children, and their families, are safe, healthy, educated, and well with a sense of belonging, purpose, and opportunity to achieve their aspirations. This vision aligns with CDR's YES Commitment, where we inspire children, parents, and staff with an attitude of YES that we all can achieve our aspirations and goals.

## Investing in Children and Families: A Transformative Moment

We are in an unprecedented moment with significant cross-system state and federal reform opportunities that will allow communities and public systems to invest in children and families well-being before crises occur.

CDR stands shoulder-to-shoulder with families and community partners to be an integral part of a new system to help link county agencies with those in the community, where families feel safe and can receive support and education to get the help they need, when they need it, with the goal of being strong parents.

We have seen, the science of early brain development is influencing investment in early childhood programs in Ventura County. The Early Childhood Coalition and other early childhood partners are all focused specifically on the needs of young children and their families through targeted and primary prevention activities.

We will continue to make progress on our promises for 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.

I want to thank the leadership team for their steadfast and resilient approach to decision-making, problem-solving and the ongoing smooth operations of the organization. I would also like to express my deep appreciation to the board and policy council for their unwavering support and concern this past year. Of course, my heartfelt thanks goes to our dedicated staff, without whom the accomplishments referenced throughout this report would not have been possible.

Both challenges and opportunities are on the horizon. Thank you for your valued interest and support of this transformative work.

With gratitude,

A handwritten signature in blue ink that reads "Jack Hinojosa". The signature is fluid and cursive, written over a white background.

**Jack Hinojosa**  
Chief Executive Officer

# ABOUT CHILD DEVELOPMENT RESOURCES

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 Child Development Resources is composed of five key positions. These include the Chief Executive Officer, Chief Financial Officer, Director of Early Care & Education Programs (responsible for overseeing the Head Start, Early Head Start, and Early Head Start-Child Care Partnership Programs), Program Operations Analysis Officer, and the Human Resources Director.



**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 made up of ten dedicated volunteers who represent different sectors of the community. They are legally and financially accountable for all agency activities, including policymaking, annual budget approval, and determining the direction and objectives of the agency and its programs.



## Policy Council

The Policy Council (PC) consists of 30 members, that include Head Start parents and community representatives. The PC, in partnership with the Board of Directors, is the governing body of the Head Start Program. The PC is responsible for the direction of the program, including making decisions about policies, operating procedures, budgets, and proper adherence to the program guidelines.



### Policy Council Year-End Recognition: Policy Council Delegates

Names of the Policy Council delegates in the picture, listed from left to right: Ana Maria Tovar Duran, Gloria Chagolla, Ericka Flores, Luz Arevalo, Alexis Nicole Ashcraft, Josefina Zuniga, Martha Mata, Cynthia Ban, Jessica Bergreen, and Elizabeth Lopez.

# 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.



Our team of dedicated and trained staff has helped countless children develop the foundation they need to succeed in school and beyond by providing them with the necessary skills, knowledge, and attitude.



### Introducing the CDR Head Start Program:

The CDR Head Start Program offers free childcare services and preschool programs for families with children aged zero to five years old, including expectant mothers. We provide the following programs:

- Head Start Program/California State Preschool Program:**  
This program is designed to serve low-income families with three and four year children in a center or home-based options.
- Early Head Start Program:**  
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 Program:**  
This program serves families with children ages zero to four years old. Childcare providers offer full-day and full-year services to families who are working full-time or are enrolled in a school or training program. Families enrolled in this program must be eligible to receive subsidized child care 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 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.*

## **Approach to School Readiness and Head Start Activities**

### **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 (Professional Development)**

The program staff use Teaching Pyramid Framework Strategies, an evidence-based curriculum, for both soft and intensive coaching. The Teaching Pyramid approach incorporates early childhood Positive Behavior Support to promote healthy social-emotional development, support children's appropriate behavior, prevent challenging behavior and address behavior issues.



# HEAD START PROGRAM

## Overview of School Readiness Goals

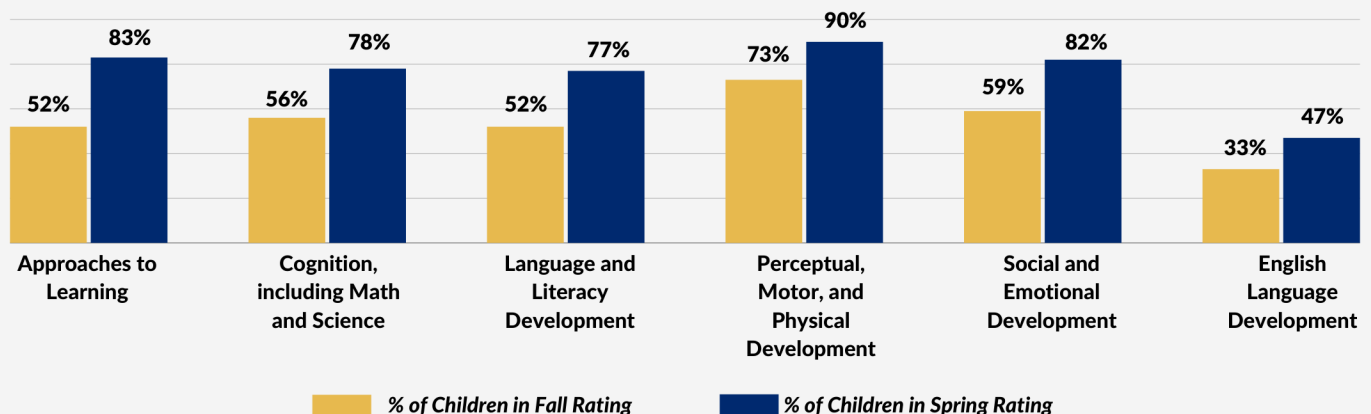
The School Readiness Goals were created by the Education Unit in 2019 and reviewed and approved by the Policy Council and Board of Directors. These goals are based on the Head Start Early Learning Outcomes Framework (ELOF) and are aligned with the five central domains for children aged from birth to 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.
- **Cognition Development:** 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.

### 2022-2023 School Readiness Outcomes for Children Transitioning to Kindergarten

Below is the percentage of the 288 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

## Health and Oral Health Services

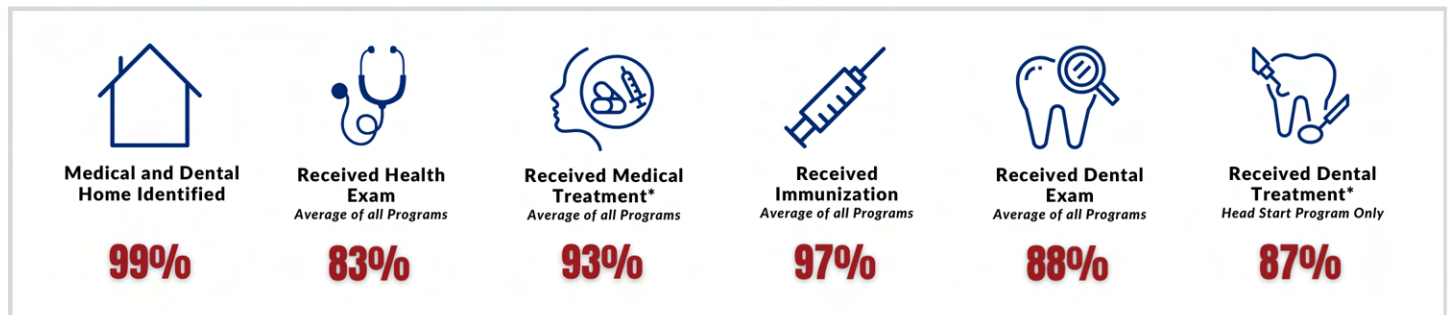
CDR Head Start services include medical and dental case management to support the family's ability to keep their children healthy and ready to learn. Program staff provide onsite hearing and vision screenings, partner with local dentists to perform onsite visual dental exams, and provide mental health referrals, when appropriate.



### Health Services for Enrolled Children

As part of our case management, we ensure that enrolled children have access to medical and dental insurance as well as receive regular medical and dental exams. For the 2022-2023 School Year, we have achieved the following percentages for children who are 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.

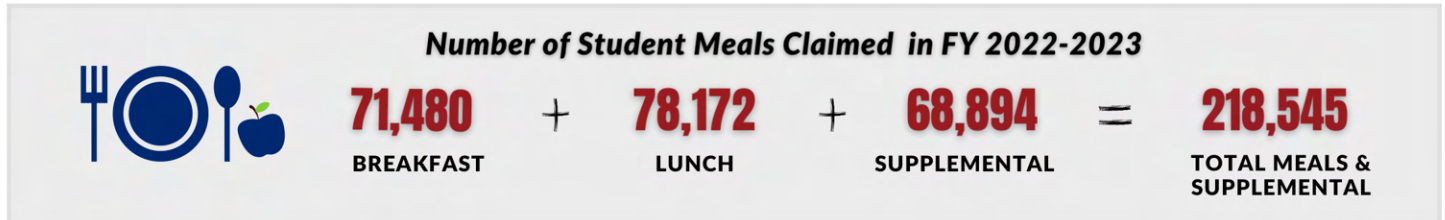
### 2022-2023 Health and Oral Health Program Outcomes:



# HEAD START PROGRAM

## Nutrition Services

CDR's Nutrition Services consist of providing Head Start Center-Based children with nutritious meals that include Breakfast, Lunch, and a Supplement (Snack) through the Child and Adult Care Food Program (CACFP). In addition, program staff co-empower and educate parents to make healthy choices for themselves and their children. As part of the nutrition program, we evaluate each child's nutritional needs and provide healthy meals and snacks.



### Health Services Advisory Committee

The Health Services Advisory Committee (HSAC) 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 HSAC convenes 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 professionals, special education, and community members.

#### Health Services Advisory Committee Members:

- Carina Cervantes, VCPH Parents as Teachers/AFLP/Cal Learn Coordinator
- Daniel Wells, New Dawn Counseling and Consulting
- Emily Sentianin, Ventura County Public Health - Child Health & Disability Prevention Program (CHDP)
- Karla Kalnan, Gold Coast Health Plan (GCHP) Pediatric Team Care Manager
- Laura Flores, VCPH WIC Program Director
- Melissa Ruiz, MD, Pediatrician at Ventura County Medical Center (VCMC) Pediatric Diagnostic Center
- Michelle Santos, Ventura County Public Health - Childhood Lead Poisoning Prevention Program (CLPPP)
- Nancy Ballard, VCPH Parents as Teachers/AFLP/Cal Learn Senior Program Administrator
- Regina Reed, Ventura County Special Education Local Plan Area (SELPA) Director of Personnel Development
- Reyna Espinoza, Tri-Counties Regional Center (TCRC) Service Coordinator
- Sahar Sepidehdam, DDS - Dentist serving LA and Ventura counties

CDR Head Start Policy Council Representatives:

- Martha Mata, CDR Head Start/Early Head Start Policy Council Member and Board Member

### Strong Community Partnerships

During the 2022-2023 program year, the program staff partnered with nine local dentists to conduct 487 onsite visual dental screenings at our Head Start Centers.

To the left is an image of one of the providers who conducted the onsite visual screening at our Head Start Centers.



# 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 Preventing Child Abuse and Neglect, Stress Management, Financial Literacy, and Transitional 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

105

Total Participants

## 2022-2023 High Need Services Provided to Families

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



Research-Based Parenting Curriculum

87%



Supporting Transitions between programs

57%



Education on Preventative and Oral Health

39%



Education on Nutrition

38%



Emergency/Crisis Intervention

36%



Mental Health Services

25%

# HEAD START PROGRAM

## Facilities Program Services

The facility department continues to work on various projects throughout the program year. In addition, they ensure the properties and facilities are adequately maintained and provide a safe work environment for children and staff.



### HEALTH & SAFETY PROGRAM GOAL

Support the care of children by creating safe and healthy environment.



## HEAD START CENTERS VENTURA COUNTY

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

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

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

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

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

**Sunkist**  
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Port Hueneme, CA 93041  
805-947-4623

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

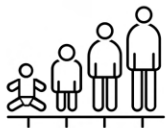
**Squires**  
5000 Squires Drive,  
Oxnard, CA 93033  
805-488-5510



# HEAD START PROGRAM

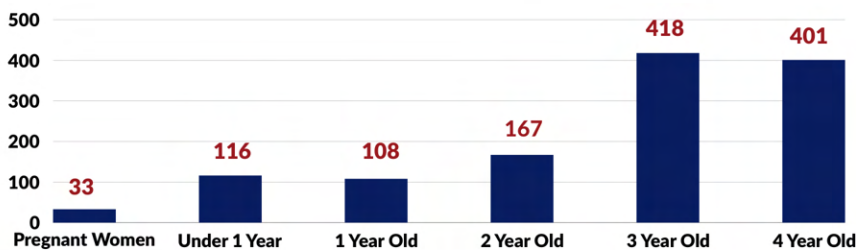
## Program Information Report

### Children Served by Program Option, including Pregnant Women



### Demographics

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



**1142**

# of Families Served

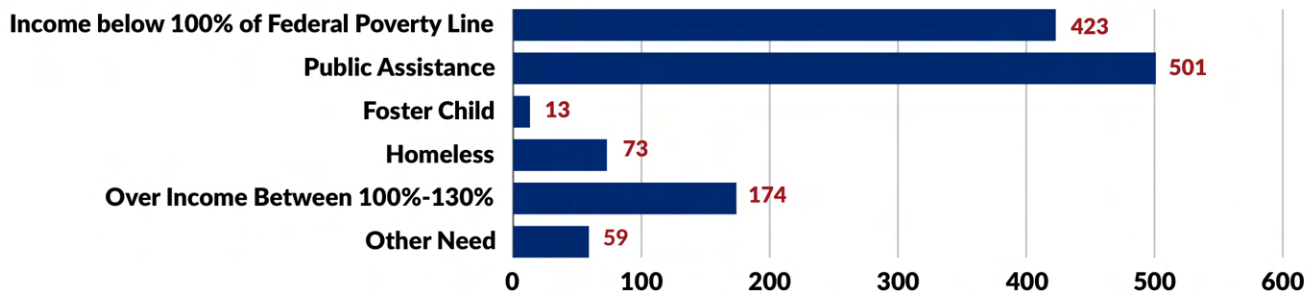


**17%**

% of Children with Disability

### Families/Children Enrolled by Eligibility Type

# Number of families/children enrolled by eligibility type.



### What is the Program Information Report (PIR)?

The Program Information Report (PIR) is a comprehensive report that contains data on Head Start and Early Head Start programs across the United States. This report is used at the federal, regional, state, and local level. The PIR report collects data on child, staff, and family demographics and program characteristics. It also gathers information on physical health, mental health, disabilities, and family services.

Our agency is required to collect and report this information to the Office of Head Start as part of our Head Start and Early Head Start programs. *The data on this page combines general demographic information for all three CDR Head Start Programs (Head Start, Early Head Start, and Early Head Start-child Care Partnership) submitted as part of the PIR report.*

# HEAD START PROGRAM

## Community Assessment Annual Update



### Ventura County

Ventura County is one of 58 counties in the State of California, ranked as the 13th populous County in the State. It is bordered by Santa Barbara County, Kern County, and Los Angeles County.



Ventura County Population

**845,255**



Children under Five Years of Age

**47,592 (5.6%)**

Population Source: US Census 2017-2021 American Community Survey 5-Year Estimates.

### Summary Demographics and Economic Status of Ventura County

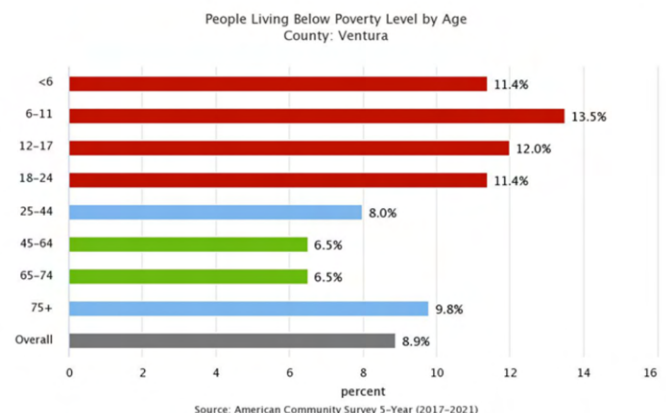
Below is a summary of Ventura County's demographics and economic status, sourced primarily from the United States Census Bureau 2017-2021 American Community Survey 5-Year Estimates and other reliable sources.

- Gender Diversity: 424,655 individuals (50.2 percent) are female, and 420,600 individuals (49.8 percent) are male. The median age of the population is 38.7 years.
- Race and Hispanic Origin: For people reporting one race, 70.1% were White; 1.8% were Black/African American; 1.1% were American Indian/Alaska Native; 7.3% were Asian; 0.2% were Native Hawaiian/Other Pacific Islander, and 6.9% were some other races. Around 43% were Hispanic, and 44% were White non-Hispanic.
- High School Graduates, percent of persons 25 years +: 14.3% do not have a High School Diploma.
- 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; 14.3% reported that they did not speak English “very well.”
- Medium Household Income: The median income was \$94,150.
- Unemployment: The unemployment rate was 3.7% in May 2023, up from a revised 3.6 percent in April 2023 and above the year-ago estimate of 3.0 percent.
- Households with Housing Cost Burden: 38.6 percent of owners and 59.1 percent of renters. (Households that pay 30% or more of their income on housing costs.)
- Homelessness: The count of homeless individuals in 2018 was 1,299, and in 2023, it rose to 2,441, showing an increase of 1,142 people or 87.9%.
- Health Insurance Status: 8.4% did not have health insurance coverage.
- Disability Rate: 11% of the population reported a disability, varying by age, with 4.3% 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: Mental Health was ranked as the most important health problem within the community based on the “2022 Community Health Assessment.”

### Individuals Living Below Poverty Level

In Ventura County, **8.9 % (74,645 out of 847,263)** of the population has an income below the poverty level.

- Families Below the Poverty Level is 6.2%
- Children Below the Poverty Level are 12.3%
- Children Under Five Years of Age
  - 11.4% (6,012 out of the 50,525) 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 14.99% (1,437 out of 9,584)



# 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) provides a range of child care options for parents, including in-home care, family child care, and center-based care, using state and federal funding. The program helps families find and pay for child care directly to the provider selected by the family. The APP is designed to enhance parental choice and cater to the specific needs of each family. Eligibility for the program is determined based on the family's need and income.
- Family Child Care Home Education Network Infant Toddler**  
The Family Child Care Home Education Network (FCCHEN) Program provides assistance to parents who meet specific eligibility requirements. The program focuses on fostering strong relationships between children, parents, family child care home providers, and CDR program specialists to ensure high-quality child care. Enrolled family child care home providers receive ongoing professional development training, guidance, and technical support from CDR program specialists.
- Child Care Bridge Program for Foster Children**  
The Bridge program offers specialized child care assistance for a limited period to foster children. The program is aimed at increasing successful placement of foster children in home-based family care, enhancing the capacity of child care programs to meet the unique needs of foster children, and maximizing funding to support eligible families. Some of the services offered include enhanced referrals, short-term child care subsidy, and Trauma Informed Care Training for child care providers who are caring for foster children.



# SUBSIDIZED CHILD CARE PROGRAM

## 2022-2023 Children and Families Served

Listed below is the number of children who received subsidized child care services for each program.



CalWORKs  
CHILD CARE

**2,268**



Family Child Care Home Education  
Network Infant Toddler

**132**



Alternative Payment  
Program

**2,651**



Child Care Bridge Program  
for Foster Children

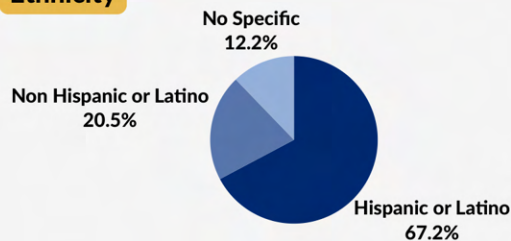
**106**

## 2022-2023 Demographics & More...

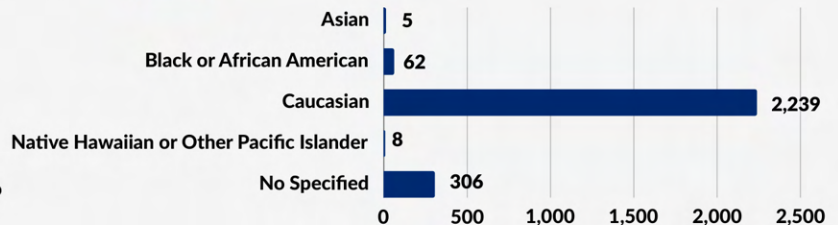
### Demographics



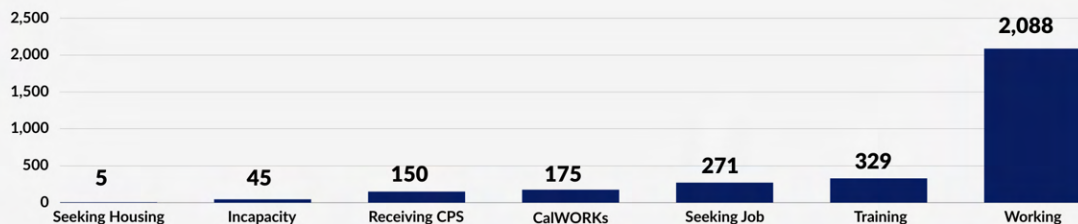
#### Ethnicity



#### Race



### Reasons for Services



## Waitlist/Need Subsidized Child Care Services



Applications Received

**2,151**



Families Enrolled

**472**

As of June 30, 2023, there were 1,123 families, totaling 1,846 children, on CDR's Subsidized Eligibility Waiting List for the APP and FCCHEN Programs.

# CHILD CARE RESOURCE AND REFERRAL PROGRAM

## 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.



**2,537**  
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.



**69**  
# OF PARTICIPANTS  
Hosted Five Parent Café Meetings



# CHILD CARE RESOURCE AND REFERRAL PROGRAM

## 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.
- Preventative Health and Safety Practices Training**  
The grant provides reimbursement for initial and renewal of CDR/First Aid training courses completed by licensed center-based, family child care and license-exempt child care providers in Ventura and Santa Barbara counties.
- 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.

### Positive Feedback from Maria Guzman on Childcare Training

“The training has helped me gain confidence in taking care of children. It has also motivated me to obtain my license. The tips provided have improved the way I communicate with children. Meeting other providers has also been a great experience. Thank you for your continuous support.”  
– Maria Guzman.



# CHILD CARE RESOURCE AND REFERRAL PROGRAM

## Provider Resource

### Provider Grants to Support Child Care Providers

State budget bills AB 179 and SB115 allocated American Rescue Plan Act funds for child care providers serving families in a subsidized child care program. Funds intended to be used to support child care providers with COVID-19 pandemic relief, and, in the case of decreased enrollment or closures, to support child care providers in remaining open or reopening. CDR issued \$4,164,496 for AB 179 to 2,888 licensed and family friend and neighbor child care providers. CDR issued \$776,782 for SB115 to 316 licensed child care centers.



### Supplies and COVID-19 Test Kits for Child Care Programs

The Resource & Referral (R&R) Unit throughout the year has distributed essential supplies to child care providers at CDR's central office. The R&R staff provided PPE supplies to over 300 child care providers through July 2022 and June 2023. Providers received hand sanitizer, gloves, and masks. In addition, R&R set up deliveries of COVID-19 Test Kits to over 60 Small Family Child Care Homes.



### Provider Quote

"The distribution of supplies and COVID testing provided much help for us providers. We learned to help ourselves better and take care of our health. More than anything, to help the children. Thanks a lot."  
– Manuela Tejada

# HUMAN RESOURCES

## Year at a Glance

The 2022-'23 program year welcomed CDR and our community out of the pandemic into a new normal. Our talented and dedicated workforce adapted to new work standards and flexible work schedules. CDR came out of the pandemic stronger than ever adding 25 new positions and promoting 5% of its workforce while continuing to prioritize employee satisfaction through the advancement of its 2026 Proactive Plan, which includes a priority plan to be the employer of choice.



### OUR WORKFORCE



Total Employees

**394**

TEN **10** YEARS

% of Employees Over 10 Years

**39%**



Promotions

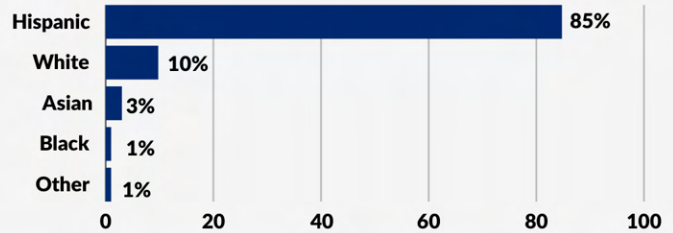
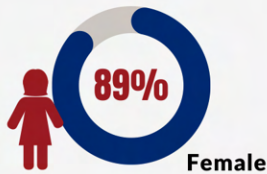
**21**



New Employees

**53**

#### Employee Demographics



#### Employee Education Attainment



**72%**  
284 employees possess degrees

Out of the 284 employees

**34%**  
with an associate



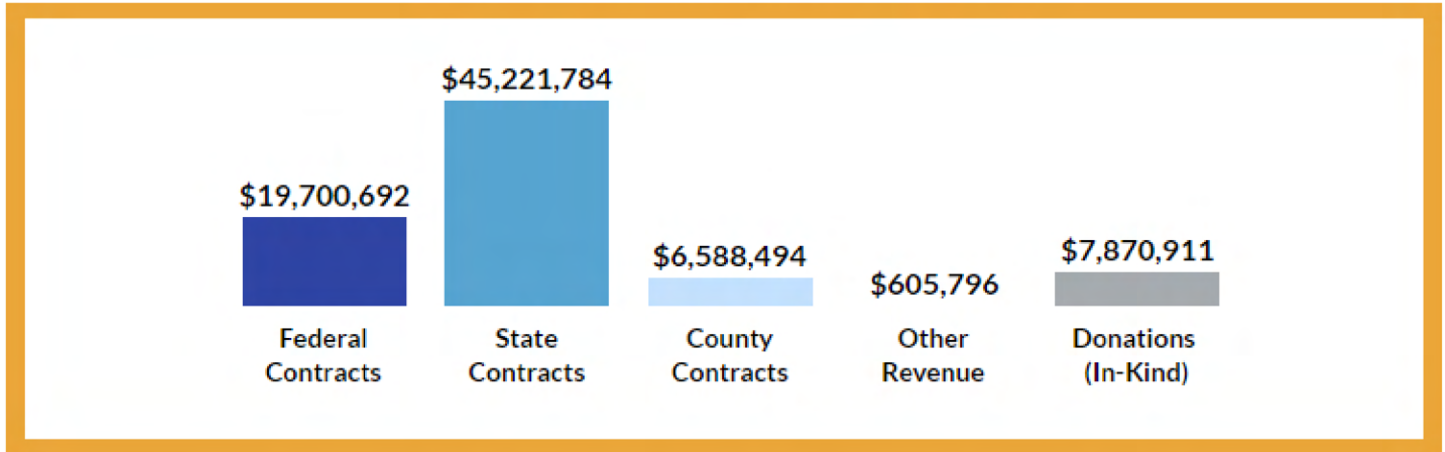
**55%**  
with a bachelor's

**11%**  
with a master's

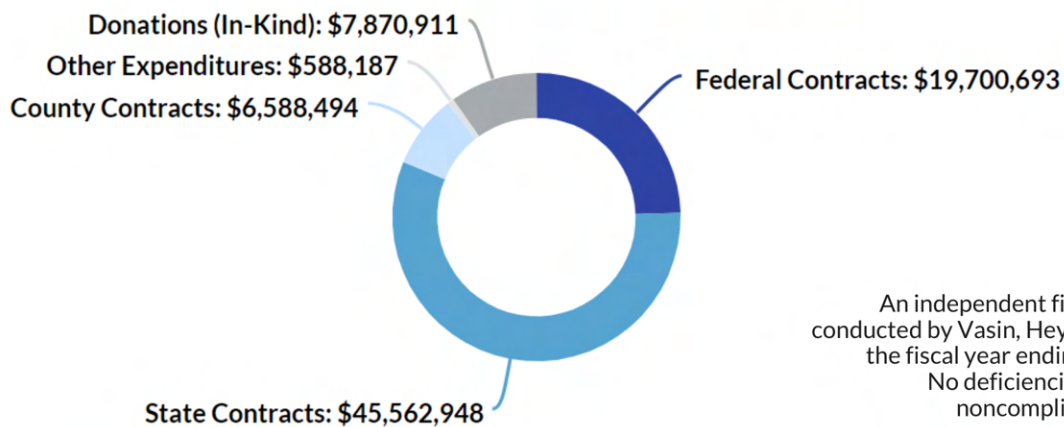
# FINANCIAL REPORTS

## Agency Financial Audit Summary Report

**2022-2023 Revenues Sources: \$79,987,677**



**2022-2023 Actual Expenditures: \$80,311,233**



An independent financial audit was conducted by Vasin, Heyn & Company for the fiscal year ending June 30, 2023. No deficiencies or instances of noncompliance were found.



# HEAD START PROGRAM FINANCIAL SUMMARY REPORTS

## Head Start Summary Report

### 2022-2023 Head Start Program Revenue/Sources & Expenditures

| Revenues/<br>Sources of Income<br>(2022-2023) | HS                  | EHS                | EHS- CCP           | CRRSA             | ARP                |
|---|---------------------|--------------------|--------------------|-------------------|--------------------|
|   | (Apr. 22-Mar. 23)   | (Apr. 22-Mar. 23)  | (Apr. 22-Mar. 23)  | (Apr. 22-Mar. 23) | (Apr. 22-Mar. 23)  |
| Federal Funds                                 | \$13,558,410        | \$3,357,070        | \$927,732          | \$244,407         | \$1,255,355        |
| Non-Federal Match (In-Kind)                   | \$5,694,226         | \$1,370,644        | \$613,175          | \$0               | \$0                |
| <b>Total Revenue</b>                          | <b>\$19,252,636</b> | <b>\$4,727,714</b> | <b>\$1,540,907</b> | <b>\$244,407</b>  | <b>\$1,255,355</b> |

| Actual Expenditures<br>(2022-2023) | HS                  | EHS                | EHS- CCP          | CRRSA             | ARP                |
|------------------------------------|---------------------|--------------------|-------------------|-------------------|--------------------|
|                                    | (Apr. 21-Mar. 22)   | (Apr. 21-Mar. 22)  | (Sep. 21-Mar. 22) | (Apr. 21-Mar. 22) | (Apr. 21-Mar. 22)  |
| Personnel                          | \$8,132,603         | \$1,979,999        | \$349,516         | \$0               | \$488,113          |
| Fringe Benefits                    | \$2,316,274         | \$544,350          | \$90,637          | \$0               | \$114,028          |
| Travel                             | \$102,526           | \$76,095           | \$7,815           | \$502             | \$53               |
| Equipment                          | \$0                 | \$0                | \$0               | \$0               | \$401,722          |
| Supplies                           | \$698,022           | \$179,185          | \$121,494         | \$6,025           | \$34,649           |
| Contractual                        | \$152,716           | \$26,029           | \$8,436           | \$16,440          | \$0                |
| Providers                          | \$0                 | \$0                | \$217,543         | \$0               | \$0                |
| Other                              | \$1,152,555         | \$302,890          | \$63,609          | \$203,346         | \$153,602          |
| Indirect Cost                      | \$1,003,714         | \$248,522          | \$68,681          | \$18,094          | \$63,187           |
| <b>Total Expenditures</b>          | <b>\$13,558,410</b> | <b>\$3,357,070</b> | <b>\$927,732</b>  | <b>\$244,407</b>  | <b>\$1,255,355</b> |

### 2023-2024 Head Start Program Proposed Budget

| Projected Funding<br>(2023-2024)  | HS                  | EHS                | EHS- CCP           |
|-----------------------------------|---------------------|--------------------|--------------------|
|                                   | (Apr. 23-Mar. 24)   | (Apr. 23-Mar. 24)  | (Apr. 23-Mar. 24)  |
| Program Operations                | \$14,035,268        | \$3,994,024        | \$973,789          |
| Training and Technical Assistance | \$133,748           | \$69,799           | \$22,441           |
| <b>Total Federal</b>              | <b>\$14,169,016</b> | <b>\$4,063,823</b> | <b>\$996,230</b>   |
| Non-Federal                       | \$3,286,960         | \$942,561          | \$231,710          |
| <b>Total Budget</b>               | <b>\$17,455,976</b> | <b>\$5,006,384</b> | <b>\$1,227,940</b> |



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