

# 2024-2025 *Annual Report*

Looking Back to Move Forward →



Child Development Resources | 221 E. Ventura Boulevard | Oxnard, CA 93036

## 2024-2025 *Annual Report*



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# MESSAGE FROM THE CEO



## CEO Message

Annual Report | Looking Back to Move Forward

As we reflect on the past year, we do so with deep gratitude and a renewed sense of purpose. Looking Back to Move Forward is more than a theme—it is a guiding principle that honors where we have been while strengthening our resolve for what lies ahead.

Over the past year, our Head Start, Subsidized Child Care, and Child Care Resource & Referral programs continued to serve as a steady foundation for children, families, providers, and communities across Ventura County. Amid evolving state and national challenges, economic uncertainty, workforce pressures, and shifting policy landscapes, we remained focused on what matters most: ensuring children have safe, nurturing, and high-quality early learning environments, and families have the support they need to thrive.

This Annual Report highlights the services we delivered, the outcomes we achieved, and the collective impact made possible by our dedicated staff, committed providers, engaged parents, and valued partners. The data tells an important story—one of growth, resilience, and progress—but behind every number is a child learning, a family supported, a provider strengthened, and a community made better.

Looking back allows us to celebrate our accomplishments and learn from our experiences. Moving forward challenges us to innovate, advocate, and lead with courage and compassion. As conditions continue to change at the state and national level, our commitment to Ventura County remains unwavering. We will continue to adapt, collaborate, and invest in systems that promote equity, access, and opportunity for all families.

We are deeply grateful for the collective commitment that makes our work possible—our dedicated staff, committed child care providers, engaged parents and families, our Board of Directors and Policy Council, and our community partners and key stakeholders. Your leadership, trust, collaboration, and shared belief in our mission continue to strengthen CDR's impact and advance opportunity for children and families throughout Ventura County.

Together, we will continue to build on our foundation—using reflection as a tool for progress and hope as a catalyst for action.

*"When we honor our journey, we gain the clarity and courage to shape what comes next."*

With gratitude and optimism,

**Jack Hinojosa**  
Chief Executive Officer

*"When we honor our journey, we gain the clarity and courage to shape what comes next."*

# 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 Childhood Programs



**STUART ORLINSKY**  
Chief Operations 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.



## Policy Council

The Policy Council (PC) is a governing body composed of 30 members, including Head Start parents and community representatives. It plays a crucial role in influencing program decisions by highlighting family perspectives, ensuring that services are tailored to the unique needs of children and families.

In collaboration with the Board of Directors, the PC shares the responsibility of governing the Head Start Program. Its key responsibilities include providing input on policies, operational procedures, and budgets while ensuring compliance with program guidelines. The PC promotes collaboration, accountability, and continuous improvement, thereby enhancing the program's effectiveness.



Left to Right: Karen Quezada, Vice President, Diana Morales Vargas, Chair, and Karla Trujillo, Secretary.



Left to Right: Elizabeth Jimenez, Diana Morales Vargas, Romina Perez, England Rey, Elvia Toledo Lopez, and Stephanie Topete Romero

# HEAD START PROGRAM



## Introducing the CDR Head Start Program:

The CDR Head Start Program provides free childcare and preschool education for families with children from birth to five years old, including expectant mothers. These services are essential for supporting early development and preparing children for future success. By meeting the diverse needs of both children and their families, the program helps to close opportunity gaps and create 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-old children in a center or home-based option.



### **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 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.

## *Comprehensive Services*

### Supporting the Whole Child and Family



## Why Choose Head Start Program?

The Head Start program goes far beyond traditional preschool education. We provide a holistic array of services designed to support every aspect of child development and family wellness. Our comprehensive approach recognizes that children learn best when their health, nutrition, and emotional needs are met, and when their families are supported and engaged.

## *Comprehensive Services*



### **Early Education**

Research-based curriculum and individualized learning experiences prepare children for kindergarten success through play-based exploration and school readiness activities.



### **Family Partnership**

Parents are empowered through education, community resources, and engagement opportunities that strengthen home learning and family stability.



### **Health & Wellness**

Comprehensive health screenings, nutritious meals, dental care, and mental health support ensure children's physical and emotional well-being throughout their development.



### **Inclusive Support**

Specialized services and accommodations ensure children with disabilities receive the individualized attention they need to participate fully and achieve their goals.

# HEAD START PROGRAM

## Head Start Program Goals: *Our Roadmap for Excellence*

Our Five-Year Program Goals provide a clear roadmap for strengthening services and advancing positive outcomes for children, families, and staff. Informed by data, community needs, and stakeholder input, these goals reflect our commitment to high-quality services, equity, and continuous improvement across all program areas. Together, the seven goals guide how we strengthen access to services, support children’s development and well-being, promote inclusive and responsive practices, engage families as partners, and ensure safe, healthy learning environments.

Content Area	Program Goal
Early Care and Education Services	Promote children’s development and well-being by providing high-quality early childhood education services.
Disability Services	Promote a program-wide culture that supports inclusive practices for children with diagnosed disabilities and enables them to learn and thrive.
Mental Health Services	Support children’s mental health, social and emotional well-being, and overall health.
Health & Nutrition Services	Improve outreach, education, and support to families regarding healthy living.
Family Engagement Services	Strengthen the well-being of families and parent-child interactions that support child learning and development.
ERSEA Practices	Strengthen our enrollment, recruitment, and retention strategies to deliver high-quality services to families most in need.
Health & Safety Practices	Pursue the expansion of new facilities to support the care of children by creating safe and healthy environments.



# HEAD START PROGRAM

## School Readiness Goals: *Preparing Children for Success*

The School Readiness Goals are designed to prepare children with the foundational skills necessary for a successful transition to kindergarten and to foster lifelong learning. We monitor their growth across five critical developmental domains, employing evidence-based assessments and strong partnerships with families to create personalized learning experiences. This thorough, data-driven approach empowers educators to adapt their teaching methods, ensuring that every child reaches important developmental milestones and is well-prepared for future academic challenges.

### Approaches to Learning

Children will be encouraged to be attentive, curious, and persistent in tasks. They will learn to take initiative in their own learning and express creativity through art, science, math, and language.

### Cognition

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.

### 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.

### Social and 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.

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



# HEAD START PROGRAM

## Early Care and Education Services

The Early Care and Education Services team support children's growth, learning, and school readiness through developmentally appropriate instruction. Teaching staff plan, individualize, and assess learning experiences that respond to each child's strengths and needs—preparing children for kindergarten and life beyond the classroom. Children with special needs and disabilities are fully included in learning environments. Teachers collaborate with families and service providers to ensure individualized supports are embedded into daily classroom experiences.

### Strategies for School Readiness

#### Research-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 & Assessment

Validated tools are used to monitor progress and identify needs early:

- ASQ-3 – Developmental screening
- ASQ:SE-2 – Social-emotional screening
- DRDP (2015) & Teaching Strategies GOLD® – Ongoing assessment

#### Teaching Pyramid Framework Strategies

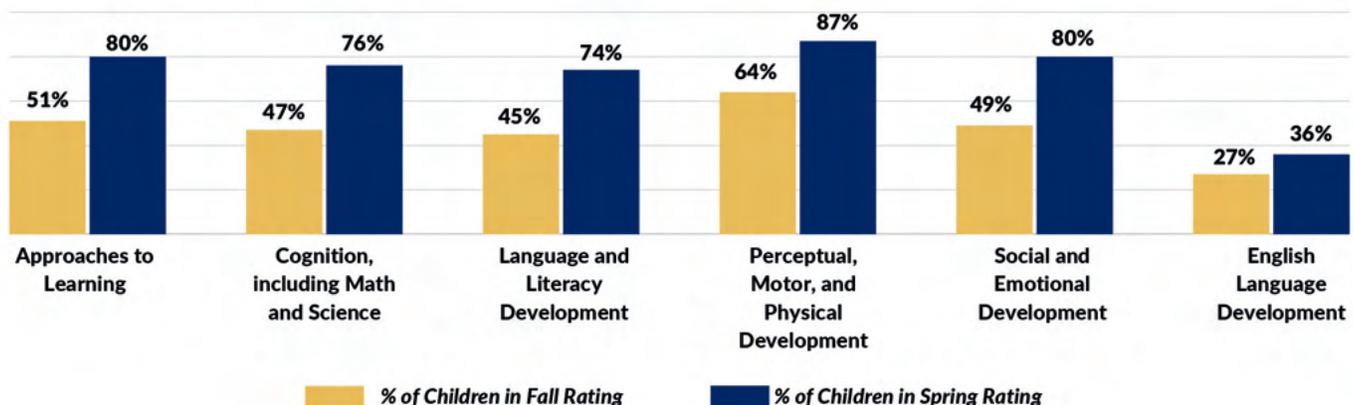
An evidence-based approach that promotes social-emotional development through:

- Positive relationships
- Supportive learning environments
- Social-emotional skill building
- Behavior prevention and support

Staff receive universal and targeted coaching as part of ongoing professional development.

### 2024-2025 School Readiness Outcomes for Children Transitioning to Kindergarten

Below is the percentage of the 301 four-year-old children who transitioned from our Head Start Program into Kindergarten and scored at or above the expected developmental level in each of the five central domains during the Fall and Spring Assessment periods.



# HEAD START PROGRAM

## Disability Services

The Disability Services team ensures that children with disabilities and developmental delays receive inclusive, individualized services that support learning and growth. Working in partnership with families, teachers, and community providers, the team coordinates evaluations, develops individualized plans, and supports classroom implementation. Their approach fosters a supportive network that empowers each child to reach their full potential.

### Disability Services Program Outcomes:

During the 2024-2025 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%**

124 out of 807 enrolled children had an Individualized Education Plan (IEP), with 31 identified during the year and 93 already receiving services.

#### Early Head Start

**25%**

80 out of 316 enrolled children had an Individualized Family Service Plan (IFSP), with 50 identified during the year and 48 already receiving services.

#### EHS-CCP Program

**16%**

19 out of 71 children enrolled received an Individualized Family Service Plan (IFSP), with six identified during the year, and 13 already receiving services.

## 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 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.

# HEAD START PROGRAM

## Health and Nutrition Services

The Health and Nutrition team provides comprehensive medical and dental case management to support families in promoting children's health and school readiness. Staff conduct onsite hearing and vision screenings and partner with community dental providers to support access to oral health services, ensuring a coordinated approach to children's health and well-being.

### Health Services for Enrolled Children

During the 2024–2025 program year, CDR Head Start ensured enrolled children were connected to a medical and dental home and monitored completion of age-appropriate preventive care in alignment with California's EPSDT schedule. The following data highlights children's progress toward being up to date on required well-child and oral health exams, reflecting the program's ongoing efforts to support timely services, continuity of care, and early identification of health needs.

#### 2024-2025 Health and Oral Health Program Outcomes:



Medical and Dental Home Identified

**99%**



Received Health Exam  
Average of all Programs

**64%**



Received Medical Treatment\*  
Average of all Programs

**92%**



Received Immunization  
Average of all Programs

**98%**



Received Dental Exam  
Average of all Programs

**92%**



Received Dental Treatment\*  
Head Start Program Only

**82%**

### Annual Dental Screenings

Dental screenings occur annually at every Head Start center. This year, 561 children received visual oral exams conducted by our dedicated volunteer dental providers. Their generosity made this success possible, fostering healthier smiles and brighter futures.



### 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.

#### 2024-2025 Number of Children Meals Claimed

**96,584** + **101,215** + **94,267** = **292,066**  
Breakfast                      Lunch                      Supplemental                      Total Meals & Supplemental



# HEAD START PROGRAM

## Family and Community Engagement Services

The Family Engagement team supports and strengthens relationships between parents and their children. We engage families in their children's learning and development through various services, including parent engagement activities and leadership opportunities. Our goal is to help families meet their individual needs and achieve their goals while providing information about community resources and services.



*"Through classroom volunteering, families gain a deeper understanding of the learning environment and build skills to support their child's growth at home."*

### 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

**154**

Total Participants

## 2024-2025 High Need Services Provided to Families

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



Supporting  
Transitions between  
programs

**61%**



Education on  
Preventative Medical  
and Oral Health

**50%**



Emergency/Crisis  
Intervention

**41%**



Research-Based  
Parenting  
Curriculum

**39%**



Education on  
Nutrition

**39%**



Mental Health  
Services

**19%**

# 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.

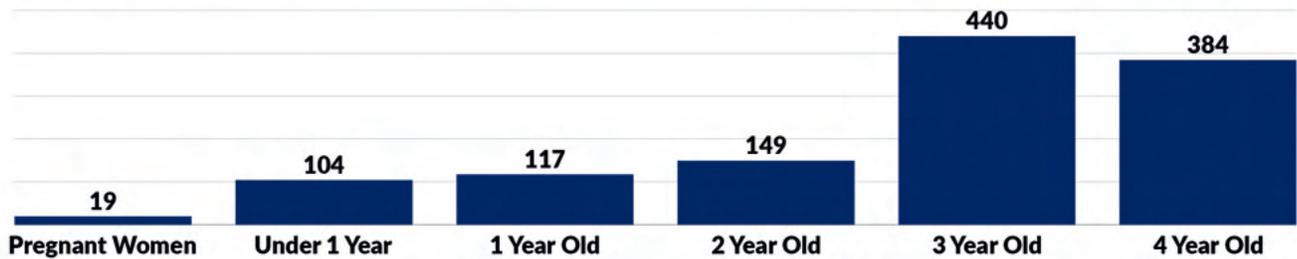
### 2024-2025 Program Information Report

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



#### Demographics

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



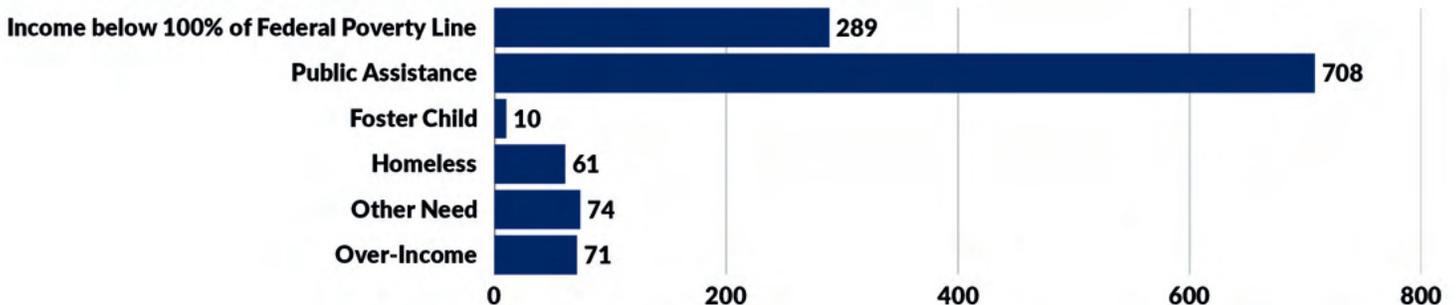
**19%**  
% of Children with Disability

**1,132**  
# of Families Served



#### Families/Children Enrolled by Eligibility Type

# Number of families/children enrolled by eligibility type.



# 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.



### 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**  
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Ventura, CA 93001  
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Simi Valley, CA 93065  
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**Hueneme**  
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**Jeff Davis**  
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**Julie Irving**  
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**Marina West**  
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**Mary Crawford**  
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805-486-9211

**Meiners Oaks**  
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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

**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

## Community Assessment Annual Update



### Ventura County

Ventura County is one of California's 58 counties and is the 12th most populous in the state, bordered by Santa Barbara, Kern, and Los Angeles counties.



Ventura County Population

**838,259**



Children under Five Years of Age

**44,886 (5.6%)**

Population Source: US Census 2019-2023 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 2019-2023 American Community Survey 5-Year Estimates and other reliable sources.

- Gender Diversity: 421,278 individuals (50.3 percent) are females, and 416,981 individuals (49.7 percent) are males. The median age of the population is 39.4 years.
- Race and Hispanic Origin: For people reporting one race, 58.6% were White; 1.8% were Black/African American; 1.5% were American Indian/Alaska Native; 7.2% were Asian; 0.2% were Native Hawaiian/Other Pacific Islander, and 9.8% were some other races. Around 43.8% were Hispanic, and 42.9% were White non-Hispanic.
- Primary Language and Linguistic Isolation – English and Spanish are the primary languages. Spanish was spoken by 30.2% of people aged five or older; 14.8% reported not speaking English “very well.”
- High School Graduates, percent of persons 25 years +: 14.7% do not have a High School Diploma.
- Medium Household Income: The median income was \$107,327.
- Unemployment: The unemployment rate was 5.2% in August 2025, down from a revised 5.4 percent in July 2025, and above the year-ago estimate of 5.1 percent.
- Households with Housing Cost Burden: Approximately 58% of renter households spend 30% or more of their income on housing costs, reflecting persistent rent burden in the community.
- Homelessness: According to the Ventura County Continuum of Care, 1,990 adults and children were counted as experiencing homelessness on January 22, 2025. This represents a 15.6% decrease (368 fewer individuals) compared to 2024.
- Health Insurance Status: 7.9% did not have health insurance coverage.
- Disability Rate: Approximately 11.5% of the population reported a disability, including 4.0% of children under 18, with speech and language impairments most common among children under five.
- Health Concerns: Current Community Health Needs Assessments show housing insecurity and mental health remain top health and social needs in Ventura County, with transportation and access to care frequently cited among key concerns.

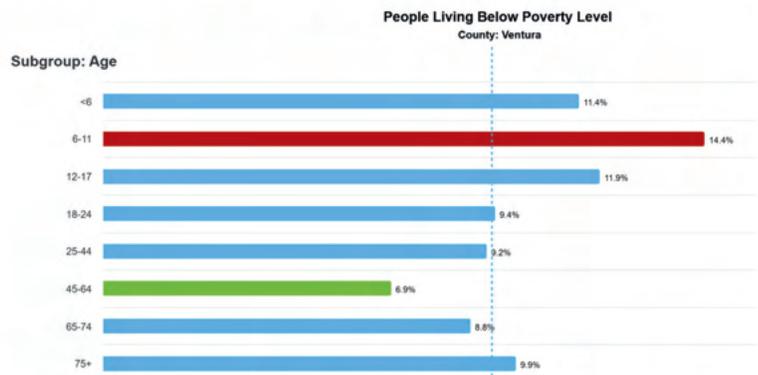
### Individuals Living Below Poverty Level

In Ventura County, **9.0%** of the population, or about **75,443 individuals out of 838,259**, live below the poverty level.

- Families below poverty: 8.5%
- Children below poverty: 12.3%
- Children under 5 below poverty: 11.2% (5,027 out of 44,886 children)
- Women living below the poverty level who gave birth in the past 12 months were 14.7% (1,438 out of 9,808)

Source: U.S. Census Bureau, 2019–2023 American Community Survey (ACS) 5-Year Estimates, Tables S1701, S1702, and B17024 (Ventura County, California).

### People Living Below Poverty Level by Age Group



Source: U.S. Census Bureau, ACS 1-Year Estimates (2024), via Health Matters in Ventura County.

# HEAD START PROGRAM

## *Program Management and Oversight*

### **Health and Mental Health Services Advisory Committee**

In accordance with the Head Start Program Performance Standards (HSPPS), the program maintains an active Health and Mental Health Services Advisory Committee (HMHSAC) to support the planning, implementation, and continuous improvement of Health, Mental Health, and Nutrition Services.

The HMHSAC plays a critical role in advising the program on policies, procedures, and practices that promote the overall health and well-being of children and families. The committee provides expert guidance on health education, preventive care, mental health supports, nutrition services, and community partnerships, ensuring services are responsive, comprehensive, and aligned with best practices.

The committee convenes three times per year, offering ongoing feedback, professional insight, and recommendations that support program compliance, quality improvement, and long-term sustainability. Membership includes a diverse group of health professionals, mental health and special education specialists, and community agency representatives, many of whom have served the program for multiple years, bringing valuable continuity, expertise, and strong community connections.

Through the work of the HMHSAC, the program strengthens its ability to deliver high-quality, coordinated health and nutrition services that support children's school readiness and family well-being.

#### ***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

### **Focus Area One (FA1) Review Results**

In March 2025, the Head Start program successfully completed a **Focus Area One (FA1) Monitoring Review**, which examined key program systems including Education and Child Development, Health (including Mental Health and Nutrition), Family Engagement, ERSEA, and Fiscal and Program Management.

***The review confirmed that the program is in full compliance with the Head Start Program Performance Standards***, reflecting the strength of our systems, documentation, and team collaboration across service areas. No findings were identified.

One area for improvement was noted related to strengthening how Health Determinants are tracked and reported. In response, the program took immediate action by providing additional staff training and enhancing internal tracking systems to support more consistent and accurate reporting moving forward.

Overall, the FA1 review highlighted not only compliance, but the quality, dedication, and impact of our work, reinforcing our commitment to continuous improvement and strong program governance.

# 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.

## 2024-2025 Subsidized Child Care Services



CalWORKs  
CHILD CARE

**2,380**



Alternative Payment  
Program

**4,307**



Family Child Care Home Education  
Network Infant Toddler

**136**



Child Care Bridge Program  
for Foster Children

**95**

As of June 30, 2025, there were **2,167 children** representing **1,240 families** on CDR's Subsidized Eligibility Waiting List for the APP and FCCHEN Programs.

*Highlighting the significant and ongoing need for affordable, high-quality child care services in our community.*

### Family Testimonial/Quote

"You and CDR have been vital to my ability to work, be present for my boys, and still afford their child care expenses."  
— Parent participating in the CAPP Program

# SUBSIDIZED CHILD CARE PROGRAM

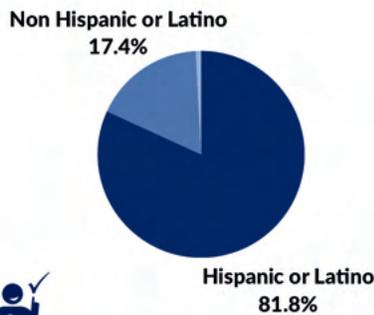
## Subsidized Child Care Programs

The Subsidized Child Care Program supports children from diverse backgrounds and assists families who rely on child care services to remain employed, seek work, or participate in training.

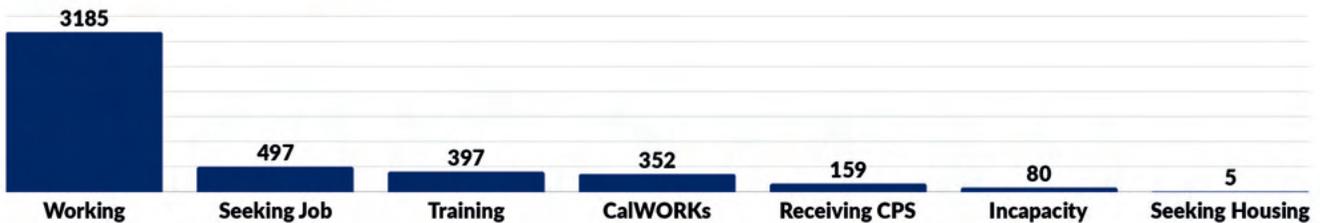
### 2024-2025 Subsidized Child Care Services

#### Demographics & More...

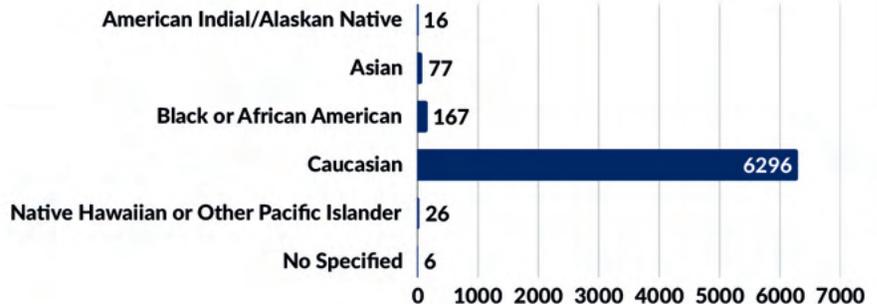
##### Ethnicity



##### Reasons for Services



##### Race



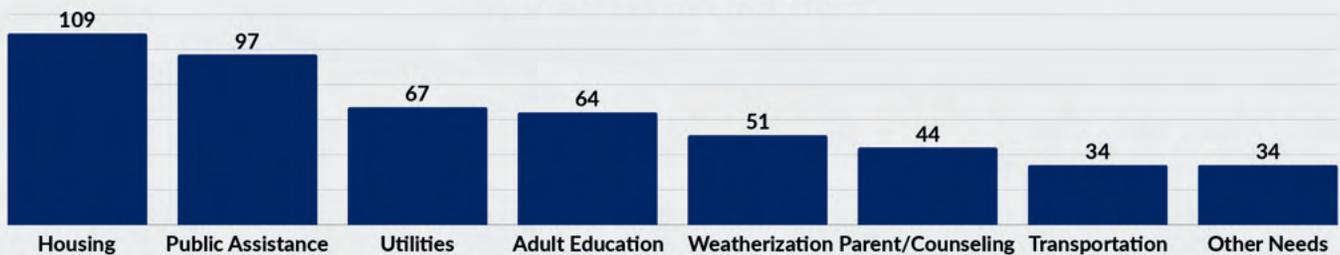
### Family Engagement Services

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

**270**  
Total  
Unduplicated  
Families Referrals



#### Count of Referrals by Service Type



# 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 the California Department of Social Services, the R&R programs offer 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.



**4,046**

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.



**230**

# OF PARTICIPANTS

Hosted 16 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.



Here are some of the key training sessions 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 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.

### 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.

## 2024-2025 Provider Services



201

Individuals Trained  
for CCIP



80

CCIP Providers  
that became licensed



40

Providers Trained  
on Health and Safety



122

Providers  
Reimbursed

# CHILD CARE RESOURCE AND REFERRAL SERVICES

## Provider Resource

### Trauma-Informed Care Training & Provider Cafés: Strengthening Support for Child Care Providers

The Resource and Referral (R&R) Department is now in Year Two of a two-year grant agreement with the Child Care Resource Center (CCRC) and the Service Employee International Union-Education Support Fund (SEIU-ESF). This statewide initiative focuses on planning, developing, and delivering Trauma-Informed Care (TIC) training and provider cafés for Family Child Care (FCC) providers and Family, Friend, and Neighbor (FFN) caregivers, key individuals who play a critical role in supporting children experiencing trauma.



The goal of the TIC grant is to increase the capacity of R&R agencies across California by equipping professionals with the knowledge and skills needed to deliver high-quality TIC trainings and to facilitate meaningful provider café sessions. These learning opportunities empower caregivers with practical strategies and tools to better support children’s social-emotional development and respond effectively to trauma-related behaviors.



During Year One, the program successfully launched its first cohort, welcoming 15 participants, including nine FCC providers and six FFN caregivers. For many, this marked their first experience participating in a provider café—an opportunity that fostered community connection, reflective dialogue, and shared learning among caregivers committed to building resilience in young children.

As we move into Year Two, the program continues to build on this momentum, expanding training opportunities and deepening support for child care providers dedicated to nurturing healing-centered environments for children and families.

### Provider Quote

“Todos los cafés han sido excelentes, con una dinámica participativa y buena información.”  
“All of the cafés have been excellent, with engaging activities and quality information.”  
— M. Perez, Family Child Care Provider

# CHILD CARE RESOURCE AND REFERRAL SERVICES

## Provider Resource



### Santa Paula Isabella Project: Guaranteed Income Program for Child Care Providers

CDR partnered with the Ventura County Community Foundation (VCCF) to launch a pilot Guaranteed Income Program (GIP) supporting family child care providers in the city of Santa Paula. Funded by the Rode Futures Foundation, this innovative two-year initiative provides monthly stipends to eight selected providers, offering consistent financial stability to those who play a vital role in early childhood education.

By offering direct economic support, the project helps ensure that these essential caregivers can continue their work with greater security, dignity, and the resources needed to sustain and improve their programs. In addition to the stipend, participating providers receive high-quality professional development and individualized mentorship, creating a meaningful wraparound model designed to strengthen both provider well-being and the long-term quality of care available to local families.

This integrated approach—pairing financial relief with coaching and training—helps stabilize the child care workforce, supports continuous quality improvement, and contributes to long-term positive change within the early childhood education (ECE) system in Santa Paula.



### Provider Reflections

Participants shared heartfelt appreciation for the program's impact on their child care operations and personal well-being:

- "I am using these payments to improve the furniture, toys, and books—mainly furniture for young children. I am creating spaces that support their comfort and well-being. I am very grateful, as this has been a great help and will make my work more efficient."
- "I want to sincerely express my gratitude for the income I received. It has been so helpful because I had many expenses and less income since my day care is new. My electricity bill was overdue, and I needed furniture for the children. With the high cost of living and an additional \$200 increase in my rent, this income has given me a break and lifted a lot of stress from my shoulders. Thank you and many blessings."

## Provider Resource

### Women's Economic Venture invests in Child Care Businesses

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

This intensive eight-week course equips participants with essential business skills to help them grow professionally while enhancing the quality of care they provide to their communities. The program focuses on empowering individuals from marginalized communities, particularly those facing employment barriers such as limited English proficiency. Participants receive comprehensive training in key areas including business marketing, financial management, and individualized coaching.

This year's cohort once again demonstrated strong dedication and engagement.

Many expressed deep appreciation for the knowledge, support, and confidence they gained through the program:

- "This program has helped me so much in learning how to grow my business." — D. Aguero
- "It really supported me in the areas of administration and advertising." — E. Espitia Robles
- "The trainings were extremely helpful." — G. Ambriz



"It was fantastic. I learned many new things I need to run a business successfully. I learned how to identify my break-even point. I met wonderful people who share the same interest in growing to support our community. The instructors presented the material professionally, clearly, and effectively. I am grateful to everyone who made this workshop possible and to WEV for the scholarship that helped me replace equipment I needed to update. Thank you again." — S.Garcia Clemente

CDR is proud to continue this meaningful partnership with WEV, expanding opportunities for aspiring childcare business owners and strengthening economic stability for families across our communities.

# HUMAN RESOURCES

## Year at a Glance

The 2024–25 program year marked major progress toward Priority #4 of CDR’s 2026 Proactive Plan:

**Be the Employer of Choice.** This commitment focuses on strengthening pay and benefits, supporting professional growth, and enhancing recruitment and retention.

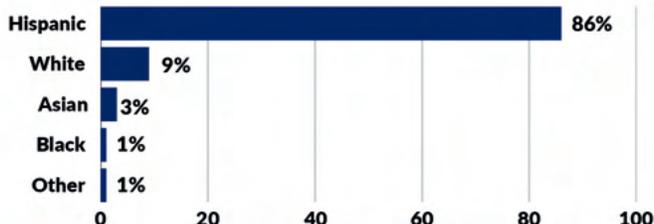
Key accomplishments this year included launching an automated talent recruitment system, opening the CDR Career Center, expanding staff development through a new Learning Library, implementing a tenure pay program, increasing wage and salary ranges, offering an Employee Assistance Program (EAP), expanding personal time off for seasonal employees, and strengthening staff engagement through the Funtivities program. Several additional employee-focused initiatives are currently in development.



### OUR WORKFORCE



### Employee Demographics

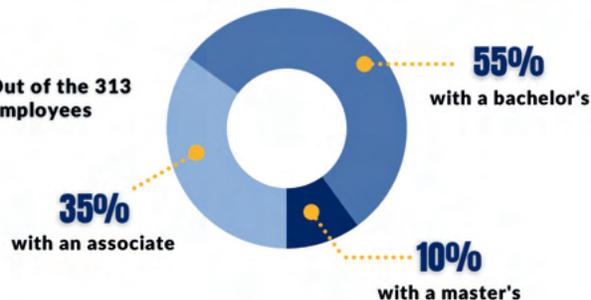


### Employee Education Attainment



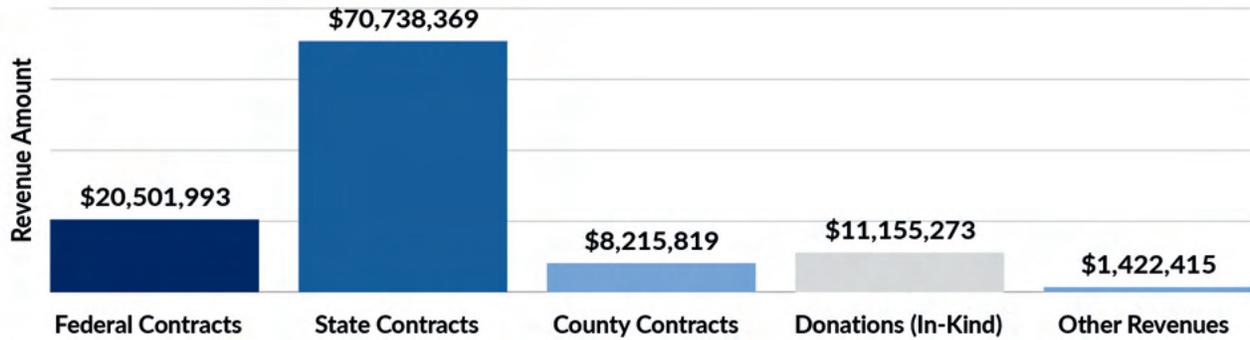
**78%**  
313 employees possess degrees

Out of the 313 employees

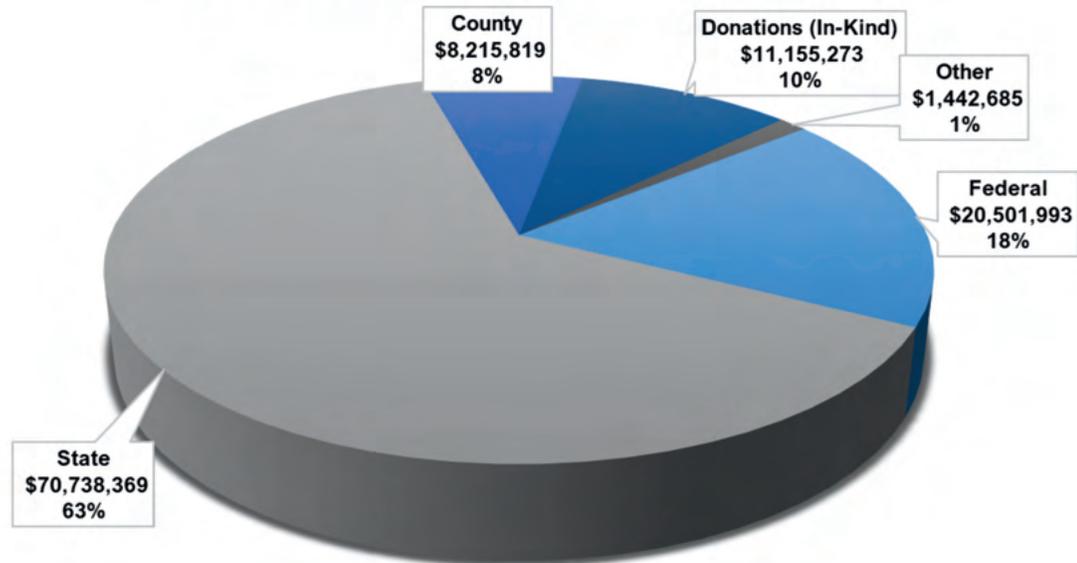


## Agency Financial Audit Summary Report

### 2024-2025 Revenues Sources: \$112,033,869



### 2024-2025 Actual Expenditures: \$112,054,139



An independent financial audit was conducted by Vasin, Heyn & Company for the fiscal year ending June 30, 2025. No deficiencies or instances of noncompliance were found.

## Head Start Summary Report

### 2024-2025 Head Start Program Revenue/Sources & Expenditures

Revenues/ Sources of Income (2024-2025)	HSP	EHS	EHS- CCP
	(Apr. 2024-Mar. 25)	(Apr. 2024-Mar.2025)	(Apr. 2024-Mar. 25)
Federal Funds	\$14,559,336	\$4,098,347	\$1,019,183
Non-Federal Match (In-Kind)	\$8,081,955	\$1,801,306	\$702,062
<b>Total Revenue</b>	<b>\$22,641,291</b>	<b>\$5,899,653</b>	<b>\$1,721,245</b>

Actual Expenditures (2024-2025)	HSP	EHS	EHS- CCP
	(Apr. 2024-Mar. 25)	(Apr. 2024-Mar. 25)	(Apr. 2024-Mar. 25)
Personnel	\$8,787,286	\$2,575,646	\$434,099
Fringe Benefits	\$2,444,779	\$706,098	\$114,829
Travel	\$137,740	\$25,073	\$18,404
Equipment	\$0	\$0	\$0
Supplies	\$831,853	\$136,617	\$72,416
Contractual	\$88,323	\$16,570	\$5,687
Providers	\$0	\$0	\$241,650
Other	\$1,213,765	\$343,215	\$58,173
Indirect Cost	\$1,055,590	\$295,128	\$73,925
<b>Total Expenditures</b>	<b>\$14,559,336</b>	<b>\$4,098,347</b>	<b>\$1,019,183</b>

### 2025-2026 Head Start Program Proposed Budget

Projected Funding (2025-2026)	HSP	EHS	EHS- CCP
	(Apr. 2025-Mar. 26)	(Apr. 2025-Mar. 26)	(Apr. 2025-Mar. 26)
Program Operations	\$14,367,782	\$4,087,884	\$1,000,195
Training and Technical Assistance	\$133,748	\$69,799	\$19,000
<b>Total Federal</b>	<b>\$14,501,530</b>	<b>\$4,157,683</b>	<b>\$1,019,195</b>
Non-Federal	\$3,625,383	\$1,039,421	\$254,799
<b>Total Budget</b>	<b>\$18,126,913</b>	<b>\$5,197,104</b>	<b>\$1,273,994</b>



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