



2026-2029 STRATEGIC PLAN

YEAR TWO ACCOMPLISHMENTS - FY26



Celebrating its 50th year, Child Care Resource Center (CCRC) is now ranked as the 2nd largest nonprofit in the San Fernando Valley and 3rd largest in Los Angeles County. In support of more than 100,000 children, parents, child care providers, and community members every month, CCRC administered almost 60 contracts and grants in FY26 with an annual budget of just over \$800M. The staff of 1,400 has grown programs and services to be twice as large as the next largest California agency managing 15% of the state's total funded child care financial assistance slots supporting 65,429 children and 38,161 families. Payments for early child care and education services were made to 19,459 small and large child care provider businesses.

Goal 1: Connect children and families to the right services at the right time.

1.1 Further build out CCRC's array of whole child and family supports consistent with our mission and plans for growth.

- ◆ Opened a full-service Family Resource Center in Sylmar to more effectively serve the Northeast San Fernando Valley connecting children, families and child care providers to vital programs and community services, and providing food, diapers, and other essential items to support local families. Partnered with Victor Valley College to create a Family Resource Center directly connecting students and community members to CCRC programs and services with student worker navigators embedded on campus. Opened a new Canoga Park Family Resource Center expanding the West San Fernando Valley community's access to CCRC programs and services including the buildout of additional Early Head Start classroom for infants and toddlers.
- ◆ Purchased an office building in San Bernardino to house 100+ staff reducing annual operating costs by \$300K and with plans to open an expanded Family Resource Center through board-approved investment funds. The 36,000-sq-ft facility supports CCRC's continued growth and is positioned to serve as a centralized hub for family-serving organizations in the county.

1.2 Ensure families and child care providers in CCRC service area have streamlined access to services and supports available at CCRC.

- ◆ Launched a universal intake system across program areas to connect new families and child care providers to the full scope of CCRC services through internal referrals.
- ◆ Designed a dedicated CareConnect information portal page on ccrcca.org for parents and providers and created a 15-video CareConnect educational video series to support the MCT/CareConnect transition resulting in 6,500 plays across all videos in FY25. Over 36,000 parents have an active information and document portal account submitting over 18,000 documents in three months.
- ◆ Launched new CareWait system features including automated 90-day profile-update notifications to providers, ensuring that child care business profiles are accurate and up to date, and reducing a manual workload that previously required over 5,000 phone calls. Over 750 providers actively use the portal downloading over 81,000 documents in three months.
- ◆ Integrated AI website translations to provide instant translations for families and child care providers: 38,180 Spanish requests, 77,857 Armenian requests, 89,794 Russian requests, and 85,402 Farsi requests. Over 1.2 million ccrcca.org website pages were viewed with an average of 104,000 pages accessed per month.
- ◆ Implemented an online Appeals Application giving families a simpler way to submit child care service appeals, replacing manual steps with a streamlined, trackable workflow.
- ◆ Remodeled the physical location and operations of the Chatsworth Headquarters lobby creating a more welcoming service-oriented point of entry, self-service portal access, children's play area, and space to meet privately with customers.
- ◆ Produced 11 segments of CCRC's Community News sharing updates and information regarding CCRC's programs, research, advocacy, and events, particularly highlighting parent and child care provider success stories.

1.3 Promote and facilitate families navigating connections with other community based supports outside of CCRC.

- ◆ Finalized a new MOU with Child & Family Guidance Center establishing a direct referral process connecting eligible Medi-Cal families to mental health therapy services.
- ◆ Launched Enhanced Care Management services for the birth equity population (pregnant and postpartum) and for children/youth involved in child welfare across Los Angeles and San Bernardino Counties in partnership with Full Circle Health Network streamlining access for Medi-Cal members across multiple managed care plans.
- ◆ Launched FindHelp, a social care network designed to connect children and families to vital resources and support unifying intake information and strengthening referral tracking.
- ◆ Finalized a five-year MOU with Mount St. Mary's University to ensure a consistent pipeline of nursing interns to maintain up-to-date health requirements for enrolled children in Early Care & Learning Programs.
- ◆ Established a new partnership with Lancaster Unified School District to expand infant/toddler care, broaden parent choice, and coordinate specialized services for children ages 2–5

Goal 2: Build the capacity of the people, organizations, and groups that impact child, family, and community success.

2.1 Build attainable and sustainable career pathways for CCRC staff, Child and Family professionals and families.

- ◆ Co-sponsored by CCRC, PEACH and Head Start California AB 1123 Muratsuchi added new voting members to the Commission on Teacher Credentialing including a representative for the early childhood education field for the first time in its 60-year history.
- ◆ To address the severe early childhood workforce shortage, 29 enrollees completed CCRC's apprenticeship program with 100% receiving Associate Teacher Permits and 78 Family Child Care providers were newly licensed providing 620 child care spaces in CCRC's service area.
- ◆ Facilitated a 60-hour Leadership Development Series with 42 mid-level leaders earning a certificate of completion.
- ◆ Implemented five Employee Resource Groups with over 350 staff participating from across all locations in its inaugural year. Executive sponsors included CCRC's President, CFO and CHRO with staff at all levels forming boards and leading the groups through informative, educational, and important conversations around empowering women and men, professional advancement, advocacy, and allyship.

2.2 Enhance the capabilities and working conditions of the child and family workforce.

- ◆ Facilitated training and technical assistance with over 5,000 child care providers in 174 Trauma Informed Care Trainings, 168 trainings aligned with the California Early Care and Education Competencies, and 3,958 technical assistance interactions with Family Child Care and Family, Friend, and Neighbor caregivers.

2.3 Develop relationships with other family serving organizations to meet the needs of the whole child and whole family.

- ◆ Engaged 42+ agencies statewide with eight regional meetings providing training, technical assistance, and brainstorming around holistic supports for families and providers.
- ◆ Supported 55+ agencies in the implementation of 200+ parent cafés across almost every county in California, supporting child development and parent relationship-building.
- ◆ Hosted the inaugural three-day 2025 Innovation Summit at the Asilomar Conference Grounds in Monterey, bringing together 160 professionals statewide for workshops, networking, and community-building.

Goal 3: Increase and align public investments for whole child, whole family services.

3.1 Pilot, expand and scale proofs of concept whole child whole family programs and services.

- ◆ Strengthened whole child and family support via coordinated services to address diverse needs connecting families to housing, food, employment, and healthcare supporting individualized goal setting through regular home visits, nurses conducting maternal/infant assessments at enrollment and postpartum, and crisis support.

- ◆ Expanded its partnership with San Bernardino's Local Planning Council, serving on the Data Committee to inform its Needs Assessment and Strategic Plan.
- ◆ Advanced measurable outcomes across programs including stability of families receiving child care subsidies, readiness of children in Head Start to successfully enter the school system, and improving family well-being by providing home visiting and linkages to vital services.

3.2 Advocate for increased local, state, private, and federal investment in young children and families.

- ◆ Partnered with Children Now to protect and preserve the CalWORKs Home Visiting program, co-leading an awareness campaign on the passage of AB 607 (Rodriguez), extending the duration families can receive services from 24 months to three to five years.
- ◆ Helped preserve 146,000 subsidized child care slots codified in the prior budget year with the final FY27 California state budget while adding 22,000 child care spaces statewide and a cost-of-living adjustment for provider rates.
- ◆ Hosted a Fall 2025 Lunch & Learn Child Care series for Capitol staffers at CCRC's Sacramento office in partnership with Thriving Families California, Child Action, EveryChildCA, and Children Now. Convened and coordinated the California Congressional Senate Breakfast at the 2026 Child Care Aware of America Symposium, addressing anticipated H.R. 1 impacts with the California delegation.
- ◆ Expanded federal advocacy relationships with the Center on Law and Social Policy, the National Women's Law Center, and First Focus on Children.
- ◆ Published multiple briefs on family stories and the wide-ranging, regulation-based services provided by California R&R agencies, communicating their impact and local agency communication.

3.3 Strengthen connections and partners for comprehensive services across systems of care.

- ◆ Hosted over 200 participants at the "Securing the Future for California Families" Policy Conference examining community partnerships, systems and structures, H.R. 1 impacts on California's budget, and family access to child care, housing, food, and health care, and more.
- ◆ CEO served as board member for Unite LA, Zero to Three and The Stein Foundation; President appointed to Child Care Aware of America's Strategic Advisory Committee, and joined the California team for the Hunt Institute's Early Childhood National Policy Leadership Institute.

Goal 4: Advance agency growth and sustainability through economic investments, administrative excellence, and financial responsibility.

4.1 Strategically use investments and expansion opportunities to achieve the mission, vision, and values of the organization.

- ◆ Created a scalable framework and new business-community partnerships with local employers to offer child care as an employee benefit.
- ◆ Brought in \$552,000 in social enterprise sales across three businesses – Milestones & More early childhood activity kits, CPR & First aid certification, and Creative Bridge design and print services with income over expense invested back into CCRC programs serving children and families.
- ◆ Designed and implemented CCRC's enterprise data warehouse, integrating information from multiple case management systems into a single source for organizational reporting. Delivered 45+ executive information dashboards supporting compliance, quality improvement, service outcomes, customer experience, legal risk management, financial oversight, and workforce planning across programs.
- ◆ Built a unified services request form with advanced conditional logic and structured backend workflows with over 2,100 request submissions for services including design, multimedia, marketing, events, and donations.
- ◆ Launched the WASP inventory system across locations to improve tracking and management of incoming and outgoing program and event supplies, and in-kind donations.
- ◆ Improved transparency of financial statements to the Board of Directors, Finance Committee, and agency leadership on a monthly/quarterly/annual basis, with enhanced commentary on personnel, cost centers, and dashboards.

4.2 Increase community visibility of CCRC's services and impact.

- ◆ Launched the MCT CareConnect (CC4) case management and child care provider payment platform, modernizing service delivery with easy-to-use web and mobile apps to increase family and provider engagement and streamline processes to save time and effort.
- ◆ Built a partnership with the AV ALTA soccer team connecting professional sports and family support, reaching a fan base of up to 4,000 attendees per event to promote healthy lifestyles and early childhood education awareness.
- ◆ Launched an internal Creative Bridge online store with automated next-step emails for faster service and improved audit and approval compliance featuring 94 available printed products.
- ◆ Produced a wide variety of paid and earned marketing campaigns to increase agency visibility including malls and college campuses, KVCR public television, season-long Ontario Reign hockey team and AV Alta soccer team partnerships, billboards, and thousands of digital media placements across CCRC's robust digital presence on LinkedIn, Facebook, Instagram, X, Blue Sky, TikTok, and YouTube, with an average following of 51,000 people.

4.3 Support an organizational culture that meaningfully empowers employees across cultures and generations.

- ◆ Strengthened culture and workplace inclusivity with heritage celebrations and employees were recognized by 5,879 colleagues across all programs and locations.
- ◆ Developed 12 Articulate e-learning courses (1-1.5 hours each) promoting healthy workplace culture behaviors aligned with the agency's mission, vision and values.
- ◆ Optimized the Workday human resources information system to improve data accuracy and reduce audit findings.
- ◆ Expanded and improved use of a Leave Tracking Software System to improve consistency, transparency, and efficiency for staff and management, ensuring compliance with State and Federal leave laws.

4.4 Increase community visibility of CCRC's services and impact.

- ◆ Led CCRC's artificial intelligence strategy introducing technologies, governance, and workforce education to improve customer service, productivity, and reporting/analytics to support legislative advocacy and organizational decision-making.
- ◆ Established the agency's foundation for responsible AI adoption by implementing governance standards that safeguard personally identifiable information (PII) and protected health information (PHI).

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