



Child Care Planning Council of Ventura County

# Ventura County Five-Year Child Care Plan Progress Report

Date of Publication: January 2005

## **OVERVIEW: CHILD CARE PLANNING COUNCIL OF VENTURA COUNTY**



## **VISION**

## **MISSION**

With the passage of AB 1542 (CalWORKs legislation) in August 1997, the California Department of Education, Child Development Division, empowered local counties to create their own unique systems to serve children based on community needs. This legislation also supported the development of local child care planning councils.

A child care network has existed in Ventura County since 1991. The steering committee from the existing network and several new members were officially appointed to the Child Care Planning Council of Ventura County in December 1997 by the Ventura County Board of Supervisors and the Ventura County Superintendent of Schools.

The Child Care Planning Council of Ventura County (CCPC) provides a forum to identify local child care priorities, develops policies to fulfill those priorities, and makes recommendations for the allocation of child care funds. The CCPC developed the 1999 Ventura County Child Care Needs Assessment and the Ventura County 2001 Five-Year Child Care Plan. This Progress Report highlights several accomplishments achieved as a result of the Plan.

The Child Care Planning Council of Ventura County is the united voice for child care.

The Child Planning Council of Ventura County actively plans for quality child care based upon the needs of children, families and early care and education professionals.

## INTRODUCTION

As the Child Care Planning Council (CCPC) embarks on the 2005 Ventura County Child Care Needs Assessment and the Ventura County 2006 Five-Year Child Care Plan, it is extremely important to document the progress made by the Ventura County 2001 Five-Year Child Care Plan. This *Five-Year Child Care Plan Progress Report* provides an overview of both the successes and challenges realized by the CCPC as it tackled the ambitious goals and objectives set forth in its first five-year plan.

When the Five-Year Plan was created, California's economic picture was promising. However, state spending reached an all time high in 2001, and it soon became apparent that California was in an unparalleled financial crisis. The new financial climate impacted the CCPC's ability to carry out some of the objectives in the Five-Year Plan. Moreover, many of the aspirations set forth in that Plan reflected a desire for an idyllic child care picture for Ventura County that, in hindsight, was somewhat unrealistic.

Though all objectives in the Five-Year Plan were not completed, many innovative and successful projects were set in motion and continue to improve the quality of Ventura County child care today. Additionally, the CCPC has formed many successful partnerships with local groups (e.g., public agencies, community organizations, local businesses) and through this strong network of child care advocates, has created a united voice for child care.

## COUNCIL ACHIEVEMENTS

Achievements from each of the Five-Year Plan's four Priority Areas were selected by the Child Care Planning Council for this *Progress Report* as deserving of special recognition for a job well done. CCPC is proud to have been involved in their successes:

### 1. Availability of Child Care

- *Project Work/L.I.F.E.*

### 2. Providing Quality Child Care

- *CCPC Book Scholarships and AB 212 Stipend Project*

### 3. Affordable/Accessible Child Care

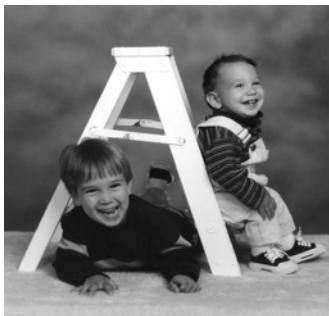
- *SB 1703 Special Needs, CalWORKs, and Foster Care*

### 4. Achieving Quality Care

- *Child Care Health Linkages*

## **1. Availability of Child Care**

### ***Project Work/L.I.F.E. of Ventura County (Promoting Family Friendly Work Environments)***



## **2. Providing Quality Child Care**

### ***CCPC Book Scholarships***

Project Work/L.I.F.E. was initiated by Child Care Planning Council and funded through a grant from First 5 Ventura County. The grantee is the Ventura County Superintendent of Schools Office, which is the administrative organization for the CCPC. The project began after funding was received in December 2001 and is currently funded through 2006.

The 1999 Child Care Needs Assessment and the 2001 Ventura County Five-Year Child Care Plan indicated that only one in four Ventura County children had access to licensed child care. Women continue to participate in the workforce in record numbers. Sixty-five percent of mothers with children under the age of 6 are currently in the workforce. The need to promote family-friendly workplace practices and policies was well documented in both local studies. In addition, a 1997 Family and Work Institute study found that child care problems lead to increased absenteeism, work disruptions, turnover and stress – each of which can damage productivity and morale related to employment, and can have negative impacts on the employee's family life. Promoting and implementing family friendly work practices not only benefits the employer through increased productivity and morale of employees, but, more importantly, empowers parents to provide nurturing, culturally appropriate, language rich learning environments for their children.

As a result of Project Work/L.I.F.E., 23 employers across the county had been distinguished as "Ventura County Family-Friendly Employers" by May 2004. In addition, 11 employer work/life and child care needs assessments were funded by the First 5 grant. The cumulative data provided by these assessments highlights the needs of parents and resulted in the development of work/life practices in the 11 companies. Other partnering employers have also instituted work/life practices for their employees as a result of the data. The development of three regional employer-sponsored child care consortia is also unique. In addition, other counties have begun the process of creating similar initiatives and have used Project Work/L.I.F.E. as a model.

To ensure that Ventura County families receive quality child care, it is critical to have a productive and well trained Early Care and Education (ECE) workforce. Providing financial incentives for a grossly underpaid ECE workforce is instrumental in attaining this goal. The Book Scholarship and AB212 Stipend projects provide financial compensation to encourage the professional development and retention of individuals who care for children.



***AB 212 Professional  
Growth Incentive Stipend  
Project***

Book Scholarships were provided to Early Care and Education (ECE) students from June 2001 through June 2004. The scholarships were funded by CCPC with financial support provided by the County of Ventura, Human Services Agency. The book scholarship program provided students with the opportunity to receive up to \$100 towards textbooks. Book Scholarship applications were mailed to colleges in Ventura County prior to the beginning of each school year. To qualify, students had to be declared ECE college majors, submit a college transcript verifying ECE coursework in progress, and include an original receipt for textbooks purchased. Textbook costs have skyrocketed in recent years, and the financial assistance this project provided was very well received by both college students and instructors. The Child Care Planning Council provided 380 book scholarships worth more than \$29,000.

The AB 212 Professional Growth Incentive Stipend Project was introduced to the county in 2001, with the current contract ending June 2006. The project is funded by the Child Development Division of the California Department of Education. Its goal is to retain ECE professionals in the field by encouraging professional growth through stipended compensation. Stipends are awarded to employees of state-subsidized child development programs. To qualify for a stipend, ECE professionals must meet basic education, employment, and continuing education requirements. Stipends range from \$500 to \$1,250, depending on educational background and/or Child Development Permit level of the applicant. The feedback from this project was very positive, and the Council learned that a number of recipients used their stipend awards to finance future trainings and/or college coursework. By June 2004, this project had awarded about 400 stipends worth approximately \$400,000.

The Ventura County Early Care and Education Compensation-Retention Incentive (CRI) Project funded and implemented by First 5 Ventura County and the AB 212 Stipend Project operated for the first two years (2001-2003) as a collaborative partnership between CCPC, First 5, and the subcontractor, Great Pacific Child Development Center, Inc. The First 5 CRI Project provides a stipend for licensed child care center staff and family child care providers working with children ages birth to five. Applicants are eligible for stipends in the amounts of \$500 up to \$1000 providing they meet basic eligibility requirements, as well as continuing education activities. The First 5 CRI Project will continue to fund stipends until June 2005 and has awarded approximately 1400 stipends for a total of \$880,000 to qualified applicants since the

### 3. Affordable/Accessible Child Care

#### *SB 1703 Special Needs*



project began. Recent survey results show that the CRI stipend is a key incentive for early care educators/ providers to participate in professional growth activities.

In Senate Bill 1703 (2000), funds were allocated to increase the capacity of non-state subsidized child care providers to serve children with disabilities in child care settings that meet their developmental needs. Child Development Resources (CDR) of Ventura County, Inc., with input and advisement from the Child Care Planning Council, began crafting a plan to fulfill the mandate set out by SB 1703. This new project, titled “Building Bridges,” was assigned a project coordinator who quickly set about the implementation of the special needs plan.

Monthly workshops for child care providers on topics related to caring for children with special needs began January 2003. As of December 2004, 572 different providers have attended one or more of these workshops. Examples of workshops titles include:

- Autism
- Nutrition for Children with Special Needs
- Sensory Integration
- Disability Awareness
- Occupational Therapy
- Speech and Language Development
- Assessment
- Community Resources

Providers earn incentives by attending multiple workshops and 233 providers have received these incentives thus far.

In addition, funds from SB 1703 have been made available to child care providers in the form of scholarships to attend conferences and seminars outside of CDR. More than 32 scholarships have supported child care professionals in learning more about including children with special needs.

Specific services for providers and families with children who have special needs are made available through the Resources and Referral office of CDR. Providers and families may call to discuss inclusion issues or request an observation visit. Technical assistance related to caring for children with special needs has been available to nearly 100 providers. Referral specialists have worked with approximately 75 families who have children with special needs and require help in finding appropriate child care.

The “Building Bridges” project has been a success and a crucial resource for families with children who have special needs and the providers who care for them. In addition to the numbers of families and providers served (as indicated above), positive

***CalWORKs Stage I Child Care Programs***



outcomes from this project are seen in an anecdotal way. Attitudes and perceptions are shifting in the child care setting. Providers feel more confident in caring for children with special needs, thus creating more choices for families and improving the quality of care for children.

The birth of the CalWORKs Child Care Program was the result of federal welfare reform that was enacted in legislation in 1996 known as Temporary Assistance to Needy Families (TANF). The new TANF system required parents to incrementally move off the welfare system, thus moving towards self-sufficiency using a “work first” model. As a support system to the “work first” model, child care funding was allocated to provide parents with the support needed to succeed. In 1998, the California legislature enacted its version of TANF named California Work Opportunity and Responsibility to Kids (CalWORKs), a three-stage system of seamless child care services for families receiving cash assistance and those transitioning off the welfare system.

In Ventura County, the Human Services Agency (HSA) administers the federal and state-funded CalWORKs program for families needing assistance. CalWORKs Stage One is subcontracted to Child Development Resources of Ventura County, Inc. (CDR). In addition, CDR and Children’s Home Society of California (CHS) receive other funding for CalWORKs Stages Two and Three. There is a strong collaborative relationship between HSA, CDR, and CHS creating the seamless system envisioned in legislation as evidenced by the 6,587 families and 12,407 children served in all three CalWORKs child care programs. Funding decisions have been positively influenced by the efforts of the CCPC members and low-income parents.

The CCPC Low-Income and Subsidized Child Care Committee (LISCC) has supported CalWORKs from its inception by advocating for adequate funding for all three stages by supporting a local project that trains CalWORKs parents to become qualified child care teachers, and by educating low-income and CalWORKs families about the value of quality subsidized child care opportunities.

Parent Voices, a parent advocacy group founded by the California Resource and Referral Network in San Francisco, now has Parent Voices chapters throughout California. Over the last several years, LISCC has supported and participated in statewide advocacy efforts of Parent Voices. Ventura County parents who receive CalWORKs subsidies have traveled to Sacramento with Parent

Voices chapters to advocate against proposed cuts that support child care subsidies for low-income families. A petition drive netted more than 140 signed petitions from Ventura County parents who felt it was important to let state legislators and administrators know how valuable quality child care is to them. Parents have also visited local government representatives at their field offices to educate them about the value of quality child care in keeping “parents earning and children learning.” LISCC is proud to be a voice for the needs of low-income families throughout Ventura County.

### *Foster Care*



Foster families in Ventura County receive much more support than in previous years thanks to the Child Care Planning Council (CCPC), First 5 Ventura County, Child Development Resources of Ventura Co., Inc. (CDR), and the Ventura County Human Services Agency (HSA). Increased support began when the CCPC established child care goals in the Ventura County 2001 Five-Year Child Care Plan.

One of the objectives in the Plan was to "develop a full range of appropriate services, including respite care, child care funding and training services for foster families, and fully funded child care for children under Ventura County Protective Services' care." Great strides have been made towards accomplishing this objective.

Since 2003, First 5 Ventura County through its Family Strengthening Initiative has granted over \$437,000 each year for:

- Child care
- Respite care
- Foster parent retention
- Support services for foster families
- Home visits (especially for Latin American foster families)
- State licensing assistance for new and existing foster parents

In the last ten years, HSA has experienced a sharp decline in the number of licensed foster homes. The services listed above have helped to reverse this trend. As of April 2003, there are 176 foster homes, up from an expected 128 if the downward trend had continued. In addition, the number of greatly needed Latin American homes increased from eight in 2001 to 38 in 2004. As a result, more abused and neglected children are having the stability of being placed into loving foster homes that reflect their cultural needs.

## 4. Achieving Quality Care

### *Child Care Health Linkages*



Ventura County Public Health currently houses the Ventura County Child Care Health Linkages Program funded by First 5 Ventura County and the California Department of Health Services, Maternal, Child, and Adolescent Health Branch. Health Linkages staff includes an MPH Sr. Health Educator, who also coordinates the program, a Public Health Nurse (Child Care Health Consultant), and a Health Education Assistant.

The program promotes improved health and safety practices in child care settings with education, training, on-site consultation and technical assistance for licensed and license-exempt center-based and family child care providers. The goals of the program are to improve health outcomes for children in child care, increase access to preventive health services by low-income parents, and improve the ability of child care providers to respond to their clients' physical and behavioral health issues. This countywide program is modeled after the California Child Care Health Program (CCHP) administered by the University of California, San Francisco (UCSF) School of Nursing.

Health Linkages has developed a Child Care Health Advocate Training Series that consists of 16 hours of training and covers topics such as:

- Quality Child Care
- All about the Child Care Health Linkages Program
- The Role of a Child Care Health Advocate
- Ventura County Public Health/Community Resources
- Preventative Health Practices
- Prevention of Communicable Disease
- Environmental Hazards
- Immunizations
- Lead Poisoning Prevention
- Developmental Delays/Behavior Management
- Prevention of Injuries for Staff and Children
- Child Abuse/Mandated Reporting
- Disaster Preparedness
- Nutrition

In addition to Child Care Health Advocate Trainings, Health Linkages offers trainings about various health and safety topics as requested. The program even provides individual staff trainings to centers or family child care associations. During on-site consultations staff assists providers to understand policy development. Staff also conducts safety assessments utilizing

**VENTURA  
COUNTY FIVE-  
YEAR CHILD  
CARE PLAN  
PROGRESS  
REPORT**

**SUMMARY**

various tools such as those provided from the UCSF CCHP, Early Care Environmental Rating Scale (ECERS), Family Day Care Rating Scale (FDCRS), and other accreditation standards, as well as the Title 22 Community Care Licensing Requirements. Health Linkages continues to educate providers about resources for their families to ensure that children are connected with appropriate medical and community resources.

The field of Early Care and Education saw a historically unprecedented period of growth and evolution of research and study from 1998 – 2004. Articles on the profound capacity for learning during early brain development hit mainstream media sources such as Time, Newsweek, Los Angeles Times, and the New York Times. These articles, in layman’s terms, explained that early brain development was greatly affected by a child’s environment and the quality of care received.

Coinciding with the emergence of early brain research was a new source of funding in California for the needs of children. Proposition 10 was passed by California voters in 1998 to tax tobacco products by 50¢ per pack in order to create a new revenue stream directly to the counties for the health, education and care of children prenatal to 5 years. Extensive research was carried out revealing the greatest needs of local children, and countywide child care plans were developed by collaborative partners. The Children and Families First Commission of Ventura County, now called First 5 Ventura County, utilized Proposition 10 funding to develop and implement local programs for families and also provided grant funding for groups dedicated to improving the lives of children prenatal to 5 years.

For many years, Ventura County organizations have recognized the value of collaboration. The drive to collaborate was heightened over the past five years as the Child Care Planning Council of Ventura County took on daunting projects and set lofty goals. New partnerships were forged with such groups as the Workforce Investment Board, the Ventura Council of Governments and the Economic Development Collaborative. This alignment of planning, a drive to collaborate, and First 5 funding set the stage for the many positive accomplishments that are evident in this progress report. The table beginning on page 11 provides an overview of each objective and the status of each objective in the Ventura County 2001 Five-Year Child Care Plan.

Unfortunately, not all the objectives in the Plan were accomplished. Although an increase in funding was realized from

the passage of Proposition 10, subsequent state deficits resulted in many cuts for programs and services that touch the lives of children. For example, California's Department of Social Services' Community Care Licensing Division – the state agency that issues licenses to operate child care settings – was significantly downsized. Not only were valuable positions cut, such as the Child Care Advocate (a liaison between licensing and child care providers), but annual licensing fees were greatly increased and other fees introduced.



In some cases, the CCPC's objectives had no funding opportunities available. When the objectives of the Plan were designed, California's future economic picture was encouraging. Consequently, some of the objectives were designed around funding sources that were anticipated, but never realized. Other objectives have inherent conflicts or barriers that appear insurmountable. A prime example of this is Objective #20, which addresses the need to develop a system of care for mildly ill children. Typically, working parents who receive sick leave benefits use accumulated sick days to care for an ill child. For many parents, it is their preference to attend to an ill child personally in their own home. However, parents who do hourly work and may have no sick leave benefits would utilize a child care program that cares for mildly ill children. The barrier to providing mildly ill child care facilities is their high cost. The parents who need it most – the lower wage, hourly employee – cannot afford to pay the going rate for such expensive care. This dilemma can only be solved with large amounts of long term funding – something that in this day and age rarely exists.

Overall, the Child Care Planning Council is very pleased with the accomplishments that Ventura County has made in the area of early care and education of young children. The CCPC will continue to look at the early care and education concerns of our community, and conduct needs assessments and strategic plans as mandated by the Child Development Division of the California Department of Education. The goal is to keep Ventura County on course with achieving a comprehensive, accessible, affordable, quality system of care and education for the county's youngest residents.

# Ventura County 2001 Five-Year Child Care Progress Report Summary

Priority Area	Objective	Completed	In Progress	Incomplete
<p><b>Availability of Child Care</b> <i>Capacity Building:</i> Providing families with access to affordable, quality child care through increased capacity</p>	#1: Streamline zoning ordinances for large family child care and child care centers.		<b>X</b>	
	#2: Advocate for family child care and center facility expansion funds, via start-up costs and low interest loans through public and private funding streams. Provide technical assistance with business start-up and grant/loan applications.		<b>X</b>	
	#3: With assistance and support from Ventura County Economic Development Association (VCEDA) and the Economic Development Collaborative of Ventura County (EDC-VC), encourage, design and maintain a variety of child care assistance programs for employers and assist employees with forming consortiums focused on child care.	<b>X</b>		
	#4: Fund additional CDR Resource and Referral outreach to schools and direct marketing activities for businesses.			<b>X</b>
<p><b>Providing Quality Child Care</b> <i>Professional Development:</i> Support the development of training and quality enhancement opportunities for child care providers</p>	#5: Develop a career ladder and cross training opportunities for educators/child care providers so that the work environment encourages excellence through expanded education, increased compensation and improved work conditions.	<b>X</b>		
	#6: Enhance training and accreditation programs such as the Child Development Associate National Credentialing Program (CDA), that develop career incentives and support the accreditation process for family and center-based providers.		<b>X</b>	
	#7: Subsidize Family Child Care (FCC) child care businesses through grants to enhance quality environments, education, training, accreditation, and home improvements, and support scholarships to fund all or part of the accreditation fees.			<b>X</b>
<p><b>Affordable &amp; Accessible Child Care</b> <i>Specific Populations:</i> Providing quality child care settings for all children, with particular attention to special needs, at risk youth, and low- income families</p>	#8: Provide quality child care funding and develop a subsidy program on a sliding fee scale for all working and middle-income families.			<b>X</b>
	#9: Provide sufficient funding for subsidized quality child care for all CalWORKs families off aide, and all low-income (defined as 75% of State Median Income) working families.		<b>X</b>	
	#10: (A) Develop and fund training for child care providers that address special needs child care. (B) Increase incentives for child care providers to serve children with special needs. (C) Create and fund child care positions to help include children with special needs. Provide assistance and funding to provide long-term transition for children with special needs into family child care settings and centers. Provide support and training for family child care homes and centers geared to each individual child's needs. (D) Provide or augment existing transportation for children with special needs from child care homes to special services. (E) Provide funding for on-call technical staff or offer home visits to honor and support cultural diversity issues. **	(A) (B) <b>X</b>		

Priority Area	Objective	Completed	In Progress	Incomplete
<b>(Affordable/Accessible Child Care)</b> <i>cont.</i>	#11: Subsidize child care funding for families identified with youth-at-risk while encouraging community service collaboration to maximize existing youth-at-risk funds.			<b>X</b>
	#12: Develop a full range of appropriate services that includes respite care, child care funding and training services for foster care families, and fully funded child care for children under County Protective Services' care.		<b>X</b>	
	#13: Develop an advisory council that includes agricultural employers to address migrant families' child care issues.		<b>X</b>	
<b>Achieving Quality Care</b> <i>Meeting Needs:</i> Provide resources for families to select quality child care, and support the professional development of child care providers.	#14: (A) Increase Resource and Referral Program funding to incorporate a toll-free phone number to make calling the referral line easier and less costly for parents. (B) Improve response time by funding additional staff to extend Resource and Referral Program operating hours from 8 a.m. to 5 p.m., Monday through Friday. (C) Increase training opportunities for child care providers by expanding the Resource and Referral staff in collaboration with community agencies.	<b>(A)</b> <b>(C)</b> <b>X</b>		<b>(B)</b> <b>X</b>
	#15: Develop before and after school child care programs on school sites.		<b>X</b>	
	#16: Develop a child care provider registry of qualified substitute and respite child care providers who can provide extended hours, emergency or respite care in a licensed child care home or center.			<b>X</b>
	#17: Establish and fund teen parent/child care programs throughout Ventura County so all teen parents can complete their high school education on their high school site.		<b>X</b>	
	#18: (A) Encourage and support exempt and TrustLine providers to seek licensed family child care status for the purpose of increasing the quality of care. (B) Encourage nannies to register through TrustLine. (C) Encourage collaboration with training and funding mechanisms for licensed exempt school-age programs. (D) Encourage a rating system of exempt care equal to licensing for funding opportunities.		<b>(A)</b> <b>X</b>	<b>(B)</b> <b>(C)</b> <b>(D)</b> <b>X</b>
	#19: Provide funding and management for the single, coordinated countywide waiting list for parents of all income levels and all program types.	<b>X</b>		
	#20: Investigate the feasibility of developing a system of care for mildly ill children for families of Ventura County.			<b>X</b>
	#21: Investigate the feasibility of developing a system of emergency and respite child care for all Ventura County families.			<b>X</b>
	#22: Establish a Child Care Health Linkages Program in Ventura County.	<b>X</b>		

**\*\* Some objectives have an "x" marked in more than one progress category. In these cases, the objective consists of multiple segments (identified with a capital letter). Each segment's progress is measured separately.**

## **COLLABORATIVE PARTNERS**

**The following is a list of CCPC collaborative partners that supported efforts to accomplish the goals and objectives of the Ventura County Five-Year Child Care Plan 2001-2006. We thank them sincerely for their support:**

California State University, Northridge  
California State University, Channel Islands - Center for Excellence  
Children's Home Society of California  
Child Development Resources of Ventura County, Inc.  
City Government Offices countywide  
Community Colleges of Ventura County  
Community Commission for Ventura County  
Family Child Care Associations  
Department of Social Services - Child Care Licensing Division  
Economic Development Collaborative/Ventura County  
Human Services Agency - Work/Family Unit  
Local Investment in Child Care  
Child Development Centers countywide  
Neighborhoods for Learning  
Patagonia-Great Pacific Child Development Center  
Project Work/L.I.F.E.  
Ventura County Public Health Agency – Child Care Health Linkages Project  
Rainbow Connection Family Resource Center  
School Districts countywide  
Ventura County Association for the Education of Young Children  
Ventura County Board of Supervisors  
Ventura County Economic Development Association  
Ventura County First 5  
Ventura County Partnership for Safe Families  
Ventura County Superintendent of Schools Office  
Workforce Investment Board

## **TRIBUTE**

Child Care Planning Council of Ventura County would like to thank its members, CCPC staff, K&M Enterprises, and the CCPC Needs Assessment Ad Hoc Committee for their hard work and dedication to the creation of this Progress Report!

## Child Care Planning Council Membership Grid

<b>20 % Providers</b>  Person who provides child care services or represents persons who provide child care	<b>20 % Community Representatives</b>  Person who represents an agency or business that provides private funding for child care services, or who advocates for child care services through participation in a civic or community based organization but does not provide child care	<b>20 % Consumers</b>  Parent or person who receives (or has received in the last 36 months) child care services	<b>20 % Public Agency Representatives</b>  Person representing a city, county, city and county, or education agency	<b>20 % Appointed</b>  Person appointed at the discretion of the appointing agencies
<p style="text-align: center;"><b>Kim Karkos</b> Oxnard College (June 2004-June 2006) BoS</p>	<p style="text-align: center;"><b>Laurie Jordan</b> Rainbow Connection (June 2004-June 2006) BoS</p>	<p style="text-align: center;"><b>Rachel Champagne</b> CDI (June 2004-June 2006) BoS</p>	<p style="text-align: center;"><b>Linda Bays</b> Health Linkages (June 2004-June 2006) BoS</p>	<p style="text-align: center;"><b>Debbie Bergevin</b> H.S.A.: Work/Family (June 2004-June 2006) BoS</p>
<p style="text-align: center;"><b>J.J. Shaules</b> Grace Brethren Preschool West (Dec. 2004-Dec. 2006) BoS</p>	<p style="text-align: center;"><b>Geri Fineroff</b> Grounds for Play (Dec. 2004-Dec. 2006) BoS</p>	<p style="text-align: center;"><b>Doreen Learned</b> Parent (June 2004-June 2006) BoS</p>	<p style="text-align: center;"><b>Jeri Lupton</b> Ventura College (June 2004-June 2006) BoS</p>	<p style="text-align: center;"><b>Roni Hooper</b> Interface (June 2004-June 2006) BoS</p>
<p style="text-align: center;"><b>Don Henniger</b> CDR (June 2004-June 2006) SoS</p>	<p style="text-align: center;"><b>Grace Hoffman</b> City of Oxnard (June 2004-June 2006) BoS</p>	<p style="text-align: center;"><b>Noemi Tomasetti</b> P.H./South Oxnard NfL (Dec. 2004-Dec. 2006) SoS &amp; BoS</p>	<p style="text-align: center;"><b>Ruth Vomund</b> H.S.A.-CalWORKs (Dec. 2004-Dec. 2006) BoS</p>	<p style="text-align: center;"><b>Alicia Ramirez</b> Head Start (Dec. 2004-Dec. 2006) SoS</p>
<p style="text-align: center;"><b>Ida Hatfield</b> CHS (June 2004-June 2006) SoS</p>	<p style="text-align: center;"><b>Gil Guevarra</b> Oxnard Housing Authority (Dec. 2004-Dec. 2006) SoS</p>	<p style="text-align: center;"><b>VACANT</b> (June 2004-June 2006) SoS</p>	<p style="text-align: center;"><b>Judy Seyle</b> VCSSO (June 2004-June 2006) SoS</p>	<p style="text-align: center;"><b>Kathy Strong</b> P.V. NfL (June 2004-June 2006) SoS</p>
<p style="text-align: center;"><b>Jason Young</b> Peppermint Junction (June 2004-June 2006) SoS</p>	<p style="text-align: center;"><b>Patty McWaters</b> LINCC (Dec. 2004-Dec. 2006) SoS</p>	<p style="text-align: center;"><b>Lisa Sadowsky</b> CalSAFE (Dec. 2004-Dec. 2006) SoS</p>	<p style="text-align: center;"><b>Donna Pinkerton</b> Santa Paula USD (June 2004-June 2006) SoS</p>	<p style="text-align: center;"><b>Karen Carr</b> CDR (Dec. 2004-Dec. 2006) SoS</p>

Appointing Authorities:    BoS – Board of Supervisors    SoS – Superintendent of Schools