



**AGENDA  
PUBLIC NOTICE**

Regular Meeting of the Finance Sub Committee  
**Wednesday, January 21, 2026**  
**2:00 PM**  
First 5 Riverside County  
585 Technology Ct  
Riverside, California 92507

**This notice shall confirm the Regular Meeting of the Finance Sub Committee of the Riverside County Children and Families Commission.**

**Note: If special accommodations are needed to participate in this meeting, please contact Lynn Stephens, Executive Assistant IV, at (951) 955-0200 during regular business hours of the Riverside County Children and Families Commission (Monday-Friday 8:00 a.m. – 5:00 p.m.).**

**Note: Public Comments will be taken on agenda items at various times during the meeting. Please submit a Request to Speak form to the Executive Assistant IV at any time before or during the meeting indicating the item you wish to address.**

**Note: Please place all cellular phones on vibrate or off mode during the meeting.**

- A. Call to Order – Supervisor Chuck Washington, Commission Chair**
  - A.1. Pledge of Allegiance
  - A.2. Roll Call – Lynn Stephens, Executive Assistant IV
- B. Public Comments (for items not listed on the agenda) – Supervisor Chuck Washington, Chair**
- C. Commission and Advisory Committee Business – Supervisor Chuck Washington, Chair**
  - C.1. Recognition of Martin Luther King Jr. and Rob Reiner
  - C.2. Advisory Committee Comments
  - C.3. Director's Report – Charna Widby, Executive Director; Michael Knight, Assistant Director; Patricia Perez, Deputy Director
  - C.4. Public Information Report – Sean Pravica, Senior Public Information Specialist

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- C.5. Commissioner Comments
- C.6. First 5 Riverside County Commission Annual Chair and Vice Chair  
Process/Elections — Kristine Bell-Valdez, Supervising Deputy County Counsel
- D. **Presentation/Information Items – Chair** (A copy of all Presentation/Information Items and attachments can be viewed at [www.rccfc.org](http://www.rccfc.org) and at the Commission Business Office)
  - D.1. Evaluation Report, "A Weight Off Our Shoulders", "Pandemic Payments to Early Educators in Riverside County" Anna Powell, and Wanzi Muruvi, Associate Directors, Research & Policy Center for the Study of Child Employment, Associate Director, University of California, Berkeley — Carol Abella, Regional Manager

REPORT December 2025

# “A Weight Off Our Shoulders”

## Pandemic Payments to Early Educators in Riverside County

By Wanzi Muruvi, Anna Powell, Yoonjeon Kim, and Abby Copeman Petig

*This evaluation was generously funded by First 5 Riverside County.*

# “A Weight Off Our Shoulders”

## Pandemic Payments to Early Educators in Riverside County

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*This evaluation was generously funded by First 5 Riverside County.*

We are grateful to the local early care and education leaders in Riverside County who provided context and data in support of this evaluation:

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**Editor:** Deborah Meacham

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### **About CSCCE**

The Center for the Study of Child Care Employment (CSCCE), founded in 1999, is the national leader in early care and education workforce research and policy. CSCCE provides research and analysis on the preparation, working conditions, and compensation of the early care and education workforce. We develop policy solutions and create spaces for teaching, learning, and educator activism. Our vision is an effective public early care and education system that secures racial, gender, and economic justice for the women whose labor is the linchpin of stable, quality services.

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## I. Introduction

Early educators often choose to work with children out of passion, but their hard work earns them low wages in return. Turnover, particularly among center-based teaching staff, remains high. Wage enhancements can make a tangible difference in educators' daily lives: for example, an additional \$2,400 can cover 1.6 months of rent or 4.2 months of food expenses for an early educator in Riverside County.

Riverside County implemented a wage enhancement program providing direct cash payments to eligible early educators from 2021 through 2024. Eligibility was limited to educators who earned no more than \$41.86 per hour working directly with children in licensed center- or home-based settings serving children supported by a voucher subsidy. The initiative was funded with COVID-19 relief dollars made available under the American Rescue Plan Act (ARPA) of 2021 and administered by First 5 Riverside County. The goal was to support the recognition, recruitment, and retention of early educators and to help address persistent workforce and associated child care shortages that were further exacerbated by the pandemic.

## Background

Early care and education professionals (early educators) perform essential and highly skilled work, teaching young children, supporting parents' ability to work, and enabling the economy to function (Melhorn, 2024; Whitebook et al., 2016). Early educators care deeply about their jobs because they know their work significantly impacts the lives of children and families. For example, more than nine out of ten early educators in California strongly agree that they are helping children grow and develop (Muruvi et al., 2024).

At the same time, early educators often feel they are not respected or valued for the important work they do (Muruvi et al., 2024). They remain among the lowest-paid workers in the United States, earning less than 97 percent of all other occupations (McLean et al., 2024). Early educators earn below the living wage in every state. In California, the median hourly wage for early educators in 2022 was about \$15, which was \$25 less than the state's living wage of \$40 needed to support one adult and one child (McLean et al., 2024). Many early educators also lack benefits that most workers, especially their peers in the TK-12 school system, typically access through their employer, such as health insurance and retirement plans.

## Low Wages Contribute to Economic Insecurity

As a result of low wages and limited access to benefits, early educators experience profound economic insecurity and financial stress. In California, poverty rates are nearly two times higher among early educators compared to all other workers in the state and five times higher than poverty rates among elementary school teachers (McLean et al., 2024). Many families of early educators must rely on public safety net programs, like food stamps and Medicaid, to meet their basic needs. Nearly one half of California early educators' families participate in at least one safety net program (McLean et al., 2024). Furthermore, the undervaluing of the early care and education (ECE) workforce is an issue of economic, gender, and racial equity. California's ECE workforce is almost all women, the majority of whom are women of color and/or immigrants (Center for the Study of Child Care Employment [CSCCE], 2022).

## Low Wages Drive Staff Turnover and Workforce Shortages

The ECE sector has long struggled with workforce and child care shortages, both of which were exacerbated by the COVID-19 pandemic. Low wages and financial insecurity are well-documented drivers of staff turnover (Caven et al., 2021; McCormick et al., 2022; Whitebook & Sakai, 2003). High levels of staff turnover not only undermine the stable, nurturing relationships that are foundational for education quality, but also force classroom or program closures, limiting access for children and families (Khattar & Coffey, 2023; Melhorn, 2024). To address

these persistent challenges, some state and local governments are increasingly turning to wage supplements<sup>1</sup> to boost compensation and reduce turnover (Maier et al., 2025).

## Role of Sufficient Public Funding

A key contributing factor to the undervaluing of early educators is insufficient public investments in early care and education. Unlike the K-12 school system, which is funded as a public good, ECE operates in a broken market where programs rely heavily on private tuition from families (McLean et al., 2024; U.S. Department of the Treasury, 2021). Because public funding is inadequate, parents bear the costs of providing high-quality early care and education, which are inherently higher due to low child: adult ratios (Zero to Three, 2024). Yet, what families can afford to pay is not sufficient to cover fair wages for early educators.

Although states, including California, invest in ECE for low-income families through a patchwork of public subsidies, such as vouchers (like the Alternative Payment Program, APP) and state contracts (like the State Preschool programs), these investments are insufficient in size to reach all eligible families. Only one in ten children who are eligible for subsidized child care in California are enrolled (Pryor, 2024). Additionally, the amounts paid to ECE programs are too low to cover their actual operating costs (Workman, 2021). As a result, whether publicly or privately funded, ECE programs are unable to improve the wages they pay early educators.

## ARPA Payments Showed What Is Possible

Inadequate public funding leaves the ECE sector vulnerable to collapse during economic downturns (Brown & Herbst, 2021). Even though programs were urged to stay open and provide care for essential workers, the COVID-19 pandemic pushed many programs to the brink of closure, which prompted advocates to call for emergency government action on child care to protect ECE programs and the workforce (CSCCE, 2020). In response, the federal government enacted several relief packages that provided substantial one-time funding to address the COVID-19 health emergency, support economic recovery, and make communities resilient to future crises. The largest of these efforts was the American Rescue Plan Act of 2021, a \$1.9 trillion economic stimulus bill.

To shore up and expand child care services, ARPA included \$39 billion in supplemental funding to the Child Care and Development Fund (CCDF), comprising \$24 billion in stabilization grants and \$15 billion in supplemental CCDF discretionary fund allocations to states, territories, and Tribes. California's total share of these ARPA funds was \$3.7 billion: \$2.3 billion in stabilization grants and \$1.4 billion in supplemental discretionary funds.

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<sup>1</sup> In this report, the terms "wage enhancement" and "wage supplement" are used interchangeably.

ARPA also provided \$350 billion to eligible state, local, territorial, and Tribal governments through the Coronavirus State and Local Fiscal Recovery Funds (SLFRF) to support pandemic recovery and promote equitable economic growth (U.S. Department of the Treasury, n.d.). This funding included a focus on enhanced compensation for eligible workers performing essential services during the pandemic (U.S. Department of the Treasury, n.d.). SLFRF provided \$65 billion in direct aid to counties. This funding provided great flexibility within the guidelines of the ARPA Final Rule, which allowed counties to invest in projects that addressed local priorities related to the economy.

Although the flow of federal pandemic relief funding has ended, these one-time public investments allowed many states and local governments to pilot ECE workforce compensation initiatives—including wage increases, bonuses, and wage supplements—as part of their economic recovery efforts. Some states have since continued these efforts using state or other funding sources (Maier et al., 2025).

## Riverside County and ARPA Funding

Riverside County is home to an estimated 2.5 million residents, representing approximately 6 percent of California's total population. The county is diverse: close to one half of all residents speak a language other than English at home. According to the *2023 Child Care Portfolio*, children birth to age 12 make up about 17 percent of the county's population (407,665), with nearly one half (168,689) age five or younger (California Resource & Referral Network, 2025). Among children birth to five, almost one half (48 percent) are two-years-old or younger.

Child care is essential for working parents, and limited availability can constrain their ability to work. In California, the labor force participation rate for women with children under five is much lower compared to all women in the state (67 percent and 77 percent, respectively), likely reflecting challenges with child care access (Lafortune et al., 2024). More than four out of five Riverside County parents reported employment as their main reason for seeking child care in 2023, while one in ten cited school or training (California Resource & Referral Network, 2025).

At the same time, the county faces substantial shortages in licensed child care spaces. Riverside County only has enough licensed child care spaces for 15 percent of children birth to age 12 with working parents, which is below the state average of 25 percent (Kidsdata.org, 2023). Access to subsidized child care is even more limited: only 12 percent of the licensed child care centers in the county have at least one federal, state, or local contract to provide subsidized child care, compared to 30 percent statewide (California Resource & Referral Network, 2025). Persistent workforce shortages, made worse by the pandemic, continue to constrain the expansion of child care to meet demand (County of Riverside, 2021).

Riverside County received [\\$479.9 million in SLFRF distributions](#): two equal installments of \$239.9 million in 2021 and 2022. Of this amount, [\\$23 million was dedicated to child care](#): \$15

million of the first installment and \$8 million of the second. First 5 Riverside County administered these funds through the Early Childhood Education Recovery Fund. This fund was established to leverage other ECE investments, support child care business recovery, strengthen workforce recruitment and retention, and address chronic child care space shortage (County of Riverside, 2021).

## Key Terms

**Early care and education (ECE):** By “early care and education,” we mean licensed programs that serve children under six years of age (less than 72 months). While some four-year-olds attend transitional kindergarten (a grade level in elementary school; see below), this report focuses on the two primary settings serving the full ECE age range: child care centers and family child care homes.

**Center teaching staff:** This term covers a combination of lead and assistant teachers who work directly with children. Assistants (sometimes called “teacher aides” or “associate teachers”) work under the supervision of a lead teacher (sometimes referred to as a “head teacher”).

**Family child care (FCC) provider:** FCC educators obtain a license to provide child care for a mixed-age group of children in their home. FCC homes may be owned or rented, but all sites must meet the strict requirements of state licensing.

**FCC license type:** An FCC provider can hold either a “small” or “large” license, a distinction that corresponds to the maximum group size (up to eight children for a small license and up to 14 for a large license). Most often, small FCC educators operate their child care program on their own, while large FCC educators work with at least one assistant.

**Transitional kindergarten (TK):** This grade level for four-year-olds began as a pilot program for school districts. In fall 2025, California completed a multiyear expansion to make all four-year-olds in the state eligible to enroll. TK is available in public schools and public charter schools.

**Alternative Payment Program (APP):** The Alternative Payment Program uses federal and state funding to assist eligible low-income families in paying for child care services. The program is administered through local APP agencies contracted by the state. Eligible families are issued a voucher (certificate) that enables them to select a child care provider of their choice. Providers who serve children through this program are reimbursed directly by the administering APP agency.



## II. Evaluation Framework

Riverside County dedicated a portion of the Early Childhood Education Recovery Fund for the recognition, recruitment, and retention of the ECE workforce, acknowledging their important contribution to the revitalization of the economy. Administered by First 5 Riverside County, this initiative provided direct stipend payments to eligible educators. Those leading the program's implementation emphasized maintaining an educator-centered approach by ensuring that funds were distributed directly to the workforce rather than through ECE programs.

Eligibility was limited to child care staff who earned \$41.86 or less per hour working directly with children in licensed center- or home-based settings serving children supported by an Alternative Payment Program (APP) voucher. The stipends were distributed in four installments between November 2021 and September 2024 (see **Table 1**). Educators must have received the initial payment to be eligible for later ones.

To evaluate Riverside County's wage enhancement initiative, First 5 Riverside County partnered with the Center for the Study of Child Care Employment (CSCCE) at the University of California, Berkeley. The goal of the evaluation was to examine aspects of program design and roll-out to understand its implementation as well as how this implementation could explain outcomes and help inform future initiatives. Additionally, the evaluation explored the impact of the wage

enhancement stipends on educator outcomes. A specific focus was placed on core indicators pertaining to staffing, turnover, and well-being.

**Table 1. Educator Payment Timelines and Amounts, 2021 to 2024**

Riverside County Wage Supplement

Payment Round	Timeline	Payment Amount	Payments
Round 1 (Retention & Recruitment)	Nov 2021 – Apr 2022	\$1,200	3,128
Round 2 (Retention)	Mar 2022 – Dec 2022	\$1,200	2,560
Round 3 (Retention)	Feb 2023 – Apr 2023	\$2,400	2,206
Round 4 (Retention)	Jun 2024 – Sep 2024	\$2,400	1,671

Note: Based on authors' analysis of administrative data provided by First 5 Riverside County.  
 Source: Center for the Study of Child Care Employment, University of California, Berkeley

## Analytical Perspectives

The following report examines the impact of the First 5 Riverside County wage enhancement initiative through three analytical perspectives: 1) the relationship between economic well-being and workforce turnover; 2) the vulnerability of ECE programs during economic upheavals; and 3) the impact of windfall payments.

### Economic Well-Being and Turnover

Research shows that educators who earn higher wages are more likely to remain in the profession (Whitebook & Sakai, 2003). Living wages aligned with educators' experience and education—along with benefits like health insurance and retirement plans—enable early educators to meet basic household needs, reduce their financial stress, and help them feel valued for their work. Evidence on the impact of wage supplements is still emerging, but early studies have found that such supports can reduce turnover and improve educators' well-being, including greater ability to meet basic needs, lower financial stress, and an increased sense of recognition and respect (Bassok et al., 2021; Mefferd et al., 2024).

### Vulnerability of ECE Programs During Economic Upheaval

Early care and education programs are particularly vulnerable to economic downturns, as demonstrated during the Great Recession of 2007/2008 and the COVID-19 pandemic. Following the Great Recession, the State of California cut annual child care funding by 30 percent, eliminating 30,000 slots and lowering reimbursement rates for some providers (Pryor &

Schumacher, 2025). Although funding levels gradually recovered over the next decade, the sector remained highly susceptible to future shocks. Funding cuts can easily trigger workforce lay-offs and program closures, leading to a vicious cycle in which programs find it difficult to reopen because of workforce shortages.

When the COVID-19 pandemic hit, the ECE sector was still vulnerable, making substantial one-time federal relief funding critical to stabilizing the sector and preventing its near collapse. Federal, state, and local governments mobilized resources to support ECE programs and the workforce, recognizing their essential role in supporting the broader economy. However, without sustained public funding and reforms to address persistently low educator pay, the sector remains vulnerable to short-term shocks and at risk of significant disruption from future crises (Brown & Herbst, 2021).

## Impact of Windfall Payments

The impact of cash payments depends on a number of factors, including the size, predictability, and frequency of the payments. When provided in a regular and predictable fashion, such payments can enhance financial stability by allowing households to plan ahead (Hsieh, 2003). Research shows that consistent small monthly payments help families meet basic needs, while sustained annual lump-sum payments can support savings and create opportunities for economic mobility (Abt Global, 2024). In contrast, smaller payments that are irregular, unsustainable, or one-time—often referred to as windfalls—can temporarily alleviate acute financial stress but have short-lived effects that fade once the payments stop (Arkes et al., 1994; Rodgers et al., 2023). Based on this schema, we characterize wage supplement payments in Riverside County as windfall payments. This understanding leads us to focus our evaluation on evidence of financial relief in a time of crisis.

## Evaluation Approach

This evaluation employed a retrospective mixed-methods design, collecting and analyzing data after the wage supplement initiative had concluded. The mixed-methods approach combined administrative data from application and payment systems, qualitative data from key informant interview and focus groups, and quantitative survey data to assess the initiative's implementation as well as individual- and site-level outcomes.

## Administrative Data

Administrative data provided insight into the wage enhancement program's design and rollout. Administrative data were obtained through document reviews and report downloads from the application and payment systems, gathered by First 5 Riverside County via the Hubbe platform. These reports provided applicant records that included information such as personal and

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program characteristics and application details like dates, decisions, and payment amounts for each round. During some application rounds, applicants were asked questions about their experience with the program.

## Key Informant Interviews

CSCCE also held key informant interviews with First 5 Riverside County staff involved in implementing the initiative. Between May and July 2025, we conducted group interviews with 11 staff members involved in different roles—managerial, executive, and direct service staff who worked closely with educators—to learn about their experiences implementing the wage enhancement program. Each session lasted 45–60 minutes and focused on documenting the application-to-payment process, identifying implementation challenges, and gathering staff reflections on educator feedback and program impact. First 5 Riverside County staff were also asked for suggestions to improve program administration should a similar initiative be implemented in the future.

## Educator Focus Groups

To explore program impact, focus groups were conducted with early educators (N=38) between July and August 2025, about a year after the wage enhancement program ended. A total of 10 focus groups were conducted: five with FCC providers (N=18), four with center-based teachers (N=18), and one with center administrators (N=2). One of the FCC focus groups was conducted in Spanish. Qualitative data from focus groups offered deeper, contextualized perspectives on educators' experiences and perceptions of the initiative.

## Surveys

Survey data were collected as part of a broader 2025 California Early Care and Education Workforce Study of 10,000 individuals (Powell et al., 2025a). In spring 2025, CSCCE surveyed early educators and site administrators, reaching 902 former wage enhancement program participants and 240 nonparticipants in Riverside County. Survey data from educators in nearby counties in Southern California were also included to provide additional comparison. Educator surveys examined economic well-being, educational attainment, and turnover intentions, while administrator surveys gathered additional information on staffing levels, turnover rates, and enrollment trends.



### III. Implementation Findings

To evaluate the pandemic payments, we begin by examining implementation with a descriptive lens. This approach looks at two topics: 1) program design and management; and 2) participants and payment distribution.

#### Key Findings

**Implementing the program required substantial staffing capacity but resulted in very high rates of applicant success.** Approval rates were high overall and across job roles. However, FCC providers and their assistants were approved at slightly lower rates than center-based educators during the first round of payments.

**Having Spanish-speaking staff may have reduced participation barriers among Latina educators.** For all job roles, Latina educators were the most likely to receive stipend payments.

**The wage enhancement payments benefited educators across all educational levels, underscoring that low wages affect the workforce broadly, regardless of educational attainment.** Nearly one half of center teachers and more than one third of FCC educators who received the first round of stipends held an associate degree or higher.

## Program Design and Management

Implementation of the pandemic payment program required the rapid development of new systems and processes to administer funds directly to early educators. First 5 Riverside County staff across levels emphasized the complexity of setting up an online application and payment system, including the need to establish educators as vendors through the Auditor-Controller's Office and to integrate data management with IT contractors. Staff shared that early rounds involved heavy troubleshooting and manual corrections, with large numbers of incomplete applications, duplicate cases, and address changes. Over time, First 5 Riverside County staff refined the systems, streamlined review processes, and improved communication tools, which made later rounds run more smoothly.

Staffing capacity at First 5 Riverside County was a consistent theme. All groups described the project as highly labor intensive, with high call and email volumes, overtime hours, and the need for "all hands on deck." Managerial staff pointed to the importance of regular interdepartmental communication, daily check-ins, and clear assignment of "go-to" staff for troubleshooting. Bilingual capacity was another critical element: while Spanish-speaking applicants faced challenges similar to other applicants, the availability of Spanish-speaking First 5 Riverside County staff increased trust and responsiveness. Suggestions for improvement included building in longer lead times, ensuring adequate staffing for helplines, and expanding direct deposit options to reduce payment delays.

Executive leadership emphasized that the wage enhancement program demonstrated First 5 Riverside County's ability to quickly and effectively distribute federal relief dollars, strengthening its credibility with county supervisors and opening doors for future investments. Overall, First 5 Riverside County staff saw the program as a demanding but worthwhile undertaking in support of early educators.

## Participants and Payment Distribution

More than 3,500 educators applied to participate in the first round of payments in 2021 and about 3,100 (86 percent) were approved (see **Table 2**). Among the 2021 recipients, 338 educators (11 percent of total recipients) participated as new hires: 250 worked in child care centers and 88 worked in family child care programs.

In each round, the pool of applicants shrank in size as some applicants became ineligible. Individuals who tried to apply for the first time in later rounds were not eligible to join. The approval rate among returning applicants remained very high—at least 90 percent of returning applicants were approved each round, suggesting a constant but small attrition rate of 10 percent at most. These findings demonstrate that attrition primarily determined the size of the recipient pool, not rejection by First 5 Riverside County staff.

**Table 2. Approval Rates, 2021 to 2024**  
 Riverside County Wage Supplement Participants

Payment Round	Applicants*	Recipients	Approval Rate
2021 Recognition & Recruitment	3,638	3,132	86%
2022 Retention	2,803	2,563	91%
2023 Retention	2,315	2,208	95%
2024 Retention	1,864	1,674	90%

\*Excludes individuals who tried to apply for the first time in 2022 or later.

Note: Based on authors' analysis of administrative data provided by First 5 Riverside County.

Source: Center for the Study of Child Care Employment, University of California, Berkeley

## Payments by Educator Characteristics

We examined payment approval rates by job role, focusing on the first round of payments—the 2021 Recognition & Recruitment payments (**Table 3**). While the differences were small, center-based applicants were slightly more likely to be accepted. For example, 94 percent of center administrators and 91 percent of center teaching staff were accepted, compared to 87 percent of FCC providers and 85 percent of their assistants.

**Table 3. Applicants and Recipients, 2021 Recognition & Recruitment Payments**  
 Riverside County Wage Supplement Participants

Payment Round	Applicants	Recipients	Approval Rate
Center Administrators	199	187	94%
Center Teaching Staff	1905	1741	91%
FCC Providers	1083	939	87%
FCC Assistants	311	265	85%
Unknown Role	143	0	0%
<b>All Applicants</b>	<b>3,641</b>	<b>3,132</b>	<b>86%</b>

Note: Based on authors' analysis of administrative data provided by First 5 Riverside County.

Source: Center for the Study of Child Care Employment, University of California, Berkeley

**Table 4** describes the characteristics of recipients from the 2021 Recognition & Recruitment payments. Among center teaching staff and home-based educators, the majority of stipend recipients were Latina,<sup>2</sup> while among center directors, the majority were White. This pattern is consistent with the overall distribution of educators by job role in Riverside County—Latina educators represent the largest share of center teaching staff and family child care providers (Powell et al., 2025b). Stipends benefited educators of all educational levels. Nearly one half of center teachers and more than one third of FCC providers who received the first round of stipends held an associate degree or higher.

**Table 4. Recipient Characteristics**

Riverside County Wage Supplement Participants, 2021

	Center Administrators (N=187)	Center Teaching Staff (N=1,739)	FCC Providers (N=934)	FCC Assistants (N=265)
<b>Race and ethnicity</b>				
American Indian or Alaskan Native	0%	<1%	1%	0%
Asian	10%	6%	3%	4%
Black	6%	6%	20%	17%
Latina	37%	56%	54%	56%
Native Hawaiian or Pacific Islander	2%	<1%	<1%	<1%
White	38%	24%	16%	18%
Multiracial	8%	6%	6%	5%
<b>Primary language</b>				
English	96%	89%	73%	87%
Spanish	3%	10%	26%	12%
All other languages	1%	2%	1%	2%
<b>Educational attainment</b>				
High school or less	16%	29%	45%	52%
Some college	21%	24%	19%	20%
Associate degree	20%	25%	19%	14%
Bachelor's degree	29%	20%	14%	12%
Master's or higher	14%	2%	4%	2%

Table continues on the next page.

<sup>2</sup> Because the early care and education workforce is overwhelmingly composed of individuals who identify as women, we use the gender-specific term “Latina” to describe members of the ECE workforce who identify as part of the Latin American diaspora. However, we know that data collection has not always accounted for gender diversity beyond a male/female binary. We gratefully acknowledge the contributions of early educators who identify as men, nonbinary, or another gender identity and recognize that the gendered oppression of women in the ECE workforce is related to the gender-based oppression of nonbinary, trans, and genderqueer educators.

**Table 4. Recipient Characteristics, *continued***  
 Riverside County Wage Supplement Participants, 2021

	Center Administrators (N=187)	Center Teaching Staff (N=1,739)	FCC Providers (N=934)	FCC Assistants (N=265)
<b>Age group</b>				
Age 18 to 24	1%	18%	3%	35%
Age 25 to 34	14%	34%	15%	27%
Age 35 to 44	30%	20%	28%	13%
Age 45 to 54	28%	15%	24%	14%
55 and older	27%	14%	30%	11%
<b>Other characteristics</b>				
Female	95%	97%	97%	85%
Married	60%	38%	59%	28%
Parent	55%	44%	59%	34%

Note: Based on authors' analysis of administrative data provided by First 5 Riverside County.  
 Source: Center for the Study of Child Care Employment, University of California, Berkeley



## IV. Well-Being Findings

Our evaluation framework holds that workforce retention is highly connected to personal and professional well-being. This topic encompasses economic stability, mental and physical health, and more. Early educators' sense of recognition is also related to their well-being. In this section, we explore how educators used the stipend payments and the association between payments and well-being.

### Key Findings

**Pandemic payments gave early educators financial relief when they desperately needed it.** Educators commented that these payments helped programs retain staff and, more importantly, enabled them to meet household expenses during a time of crisis. However, in 2021, most early educators still earned below the self-sufficiency wage for their household.

**Family child care providers showed a unique pattern of stipend payment use, demonstrating the interwoven nature of their personal and professional finances.** The majority of FCC providers put the funds back into their businesses: nearly 70 percent reported using relief funds on classroom materials or business expenses.

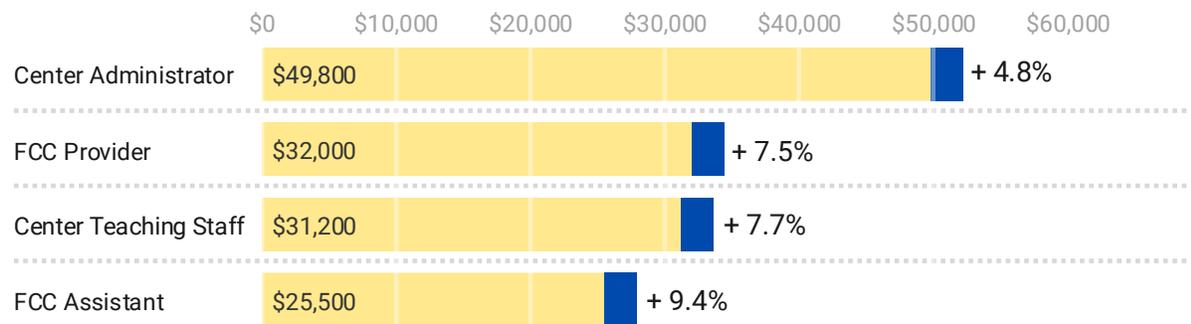
**First 5 Riverside County achieved its goal of boosting educators' sense of recognition.** Stipends generated excitement among educators who felt seen, recognized, and rewarded for their essential work.

**As expected, educators' economic well-being returned to baseline after the payments stopped, but the sense of recognition endured.** While stipends appeared to contribute to short-term financial stability, those effects faded when the program ended. However, the sense of recognition and appreciation persisted, particularly among FCC educators.

## Uses of Payments

The stipends were a notable top-up to wages. Educators who received the payment of \$2,400 in the 2021-2022 year (in two installments) received an equivalent of a 5 to 10 percent bonus. FCC assistants, whose annual earnings were lowest, experienced the largest relative increase (9.4 percent on average).

**Figure 1. Increased Earnings Per Year, By Job Role**  
 Riverside County Wage Supplement Participants, 2021



Note: Based on authors' analysis of administrative data provided by First 5 Riverside County. Chart lists the median self-reported annual earnings of recipients before their annual payment of \$2,400.  
 Source: Center for the Study of Child Care Employment, University of California, Berkeley

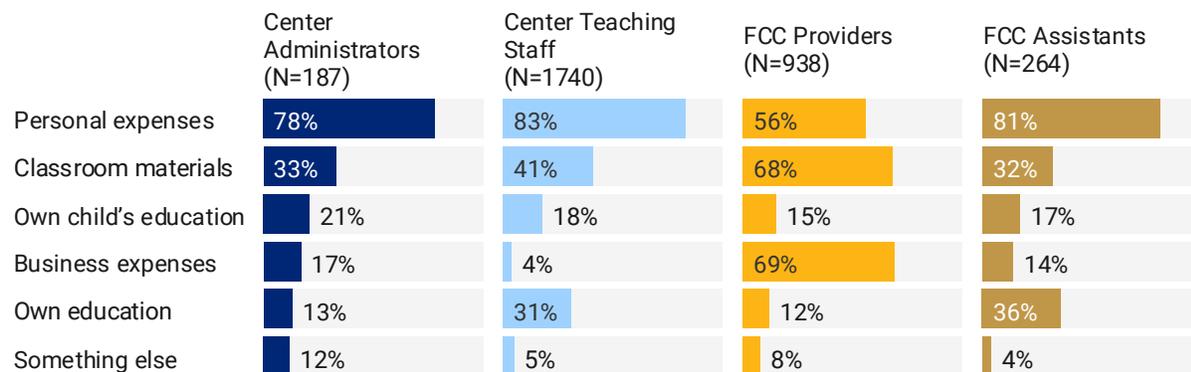
To put the payment in context, typical monthly rent for an early educator in Riverside County was just under \$1,500 in 2021, based on the American Community Survey (Ruggles et al., 2025). The payments could thus cover 1.6 months of rent. Alternatively, using the Self-Sufficiency Standard,<sup>3</sup> we determine that the average monthly food cost for applicants was approximately \$565 based on their household composition, so the payments could cover 4.2 months of food for an educator’s family (Center for Women’s Welfare, 2021).

However, while these payments were large enough to help educators afford their basic needs, most early educators still earned below the self-sufficiency wage for their household in 2021. Specifically, before the payments, approximately 18 percent of early educators in the program earned a self-sufficient wage (assuming partnered educators contribute half their household’s income). The payments increased this estimate by 2 percentage points for the 2021-2022 year, for an estimated 20 percent of educators earning a self-sufficient wage.

Educators who received the 2023 Retention payments were asked how they used their first payments as part of the re-application process. As shown in **Figure 2**, “personal expenses” was the most common option among center administrators, center teaching staff, and FCC assistants across all roles, with more than 75 percent of wage supplement participants selecting it. Family child care providers deviated slightly from this trend, however: while 56 percent selected “personal expenses,” 68 percent selected “classroom materials.” The latter option appeared less frequently among other recipients. By comparison, 41 percent of center teaching staff used their payments for classroom materials.

**Figure 2. Reported Uses of Payments in 2021 and 2022, By Job Role**

Riverside County Wage Supplement Participants



Note: Based on authors’ analysis of administrative data provided by First 5 Riverside County. Respondents could select multiple options.

Source: Center for the Study of Child Care Employment, University of California, Berkeley

<sup>3</sup> The Self-Sufficiency Standard determines the amount of income (or the self-sufficiency wage), required for working families to meet basic needs at a minimally adequate level, taking into account family composition, ages of children, and geographic differences in costs.

To understand these data in context, we discussed uses of the payments in our focus groups with educators. While participants recognized that the assistance was temporary, many emphasized how significant it felt in the moment. The first two rounds of payments were especially crucial as they were issued during the height of the COVID-19 public health emergency. The funds provided timely support for covering basic needs such as rent, groceries, and household bills, offering much-needed breathing room.

"The payment was a blessing to us going months being out of work and having payments to catch up on. I had to use it for myself to keep a roof over my head to help pay rent because it was me and my husband with nothing.... And even though we would get the unemployment [benefits], it still wasn't enough for us to survive on.... So these little checks that we were getting helped keep our heads above water."

— *Center Teacher*

"I felt really, I will use the word, 'blessed,' because at that time, the enrollment was so bad for me to make money to pay my bills. So when I got this wage enhancement, it really enhanced my payment of my bills and buying food and supplies for the family and the child care because, by then, I had just one child whose mom was a nurse coming to daycare. So she would only come on days that the mom had to work."

— *FCC Provider*

"I don't remember specifically which payment, but I know [...] some of my checks have gone towards medical expenses because one of the things that I deal with is very poor medical insurance options from my company. And so I'm having to pay higher co-payments and whatnot. And so those just started going up, so I was able to pay off a lot of those at one point, which was helpful. But yeah, bills were what they all went towards."

— *Center Teacher*

## Payment Impacts During the Program

In the application process for follow-on rounds, First 5 Riverside County gathered information from recipients regarding the impact of the payments. An optional open-ended question allowed recipients to comment on the wage enhancement. Response themes varied by job role, though the primary themes for all applicants related to their well-being and sense of recognition.

Center administrators praised the hard work and dedication of their staff during the pandemic. They also noted the importance of compensation to retain teachers and called for systemic changes to pay.

"I believe this is a great opportunity for ECE workers to see that their hard work is noticed. We have been open through the pandemic.... Our staff has done a tremendous job. My passion is working with children, and I have moved my way up from teacher."

— Center Administrator

"I am very appreciative and proud that this opportunity is available to our field of professionals. I have watched many work in fear over the past year. Some got COVID and returned to work. Some left the field. It has been a challenge. But so many have been dedicated to the families and community they serve. This is such a nice opportunity to show that this field is valued."

— Center Administrator

Center teaching staff frequently described how their personal finances were impacted, particularly their family's bills and living expenses. They also drew a link between their passion for the work and their commitment to remaining in the field, despite the low pay.

"This is such a wonderful blessing! The reason I am in this field and continue to stay is because I have a heart for children. Most of the families we serve are frontline workers, so for them to have access to high-quality, consistent child care is a blessing to them, as well. They know their children will be cared for and educated in a loving manner in my care. I feel like this enhancement shows that what I do every day is appreciated and valued! Thank you for helping to also make it financially rewarding, as well."

— Center Teacher

Family child care educators, meanwhile, made connections between their own well-being and that of their program. Their comments demonstrated how deeply linked the two are.

"This payment is a great help. My child care operation is still in bad shape. We lost many children since the pandemic erupted. Even [though] we received calls and had contacted parents, parents did not commit to it even though they sounded desperate for child care, for the first time in 28 years in this business. We usually have a waiting list and get a [minimum] of five calls a day. What's sad is, before the pandemic I went back to school and obtained my master's degree, but now everything is on hold."

— FCC Provider

"This opportunity is critical for the survival of our in-home [programs]. The amount of hours we provide service in comparison to the funds and wages we receive is substantial and harmful. Many licensed professionals are leaving this field that they love, because they can [no] longer afford to maintain or further run their business. Any assistance or support that can be provided is [essential] to the continued services that we hope to render to our children, families, and communities."

— FCC Provider

Finally, FCC assistants expressed sentiments similar to those of center-based teaching staff. Many respondents shared examples of how the funds would alleviate financial stress in their personal lives.

"I really need this money because I support my family with this job, especially since I have a daughter with Down syndrome. For her, I want to continue in this business."

— FCC Assistant

"Working while attending college is pretty challenging with tiring days, but it is very rewarding to build bonds with these kids and learn lessons from them, as well."

— FCC Assistant

To further understand the mindset of educators, we also raised the topic of recognition and well-being in our focus groups. Initial excitement and shock upon learning about the stipends made way for feeling valued and recognized as educators. Participants emphasized that the ECE workforce is often overlooked, and the payments made them feel appreciated and deserving of this recognition. The stipends were valued not just for the financial support, but also for the acknowledgment of their contributions and the importance of their work.

"Family child care providers have always just been on the back burner, and we haven't really been noticed or appreciated. It was nice to finally get something, and for the county to realize that we are essential and we are needed.... We've never expected anything like that. We've never received anything."

— FCC Provider

"There's just not enough appreciation for the amount of work that we have to do. It's such a physically and mentally exhausting job, and it felt like, 'Oh my gosh, the county cares about us. Somebody cares.'"

— Center Teacher

"I thought it was lovely. I think it was great. Preschool teachers don't typically get any kind of random bonuses and things, at least not anywhere I've ever worked, so it was the first time I've ever received any kind of bonus or extra money from working with children. And it was just exciting. It was really exciting."

— Center Assistant

First 5 Riverside County staff members involved in implementing the program also reflected on the program's impact on educators. During their group interviews, frontline staff noted how rewarding it was to witness educators' excitement and relief upon receiving funds. Overall, the program was seen as a meaningful affirmation of the value of investing in the ECE workforce.

## Payment Impacts After the Program

In spring 2025, CSCCE surveyed former stipend recipients about their job status and well-being a year after the final payment. Some educators had already left the field, though the vast majority who responded to the survey were still employed in early care and education. We looked into whether stipend recipients still show signs of a boost to their economic well-being a year later and their intentions to continue in the field. Since the payments were "windfalls," we would not expect educators to experience a lasting improvement to their well-being.

As expected, economic well-being remains challenging across the ECE sector due to structurally low wages. To understand the current context of the stipend group, we compare their answers to responses from educators in Riverside County who did not participate in the program as well as educators in nearby Southern California counties (specifically Imperial, Orange, San Bernardino, San Diego, Santa Barbara, and Ventura Counties). In the case of center-based staff, we also look at Head Start/Title 5 staff in both geographic areas who were not targeted for Riverside payments.<sup>4</sup>

## Economic Well-Being

First we look at the current economic status of family child care educators. Our survey reached 215 FCC educators who received all four stipends from First 5 Riverside County, as well as 44 FCC providers who did not participate in the program. We also surveyed FCC educators in similar programs in nearby counties of Southern California (often styled as SoCal).

**Figure 3** presents findings on the economic well-being of FCC educators across four indicators. While stipends may have contributed to FCC educators' short-term financial stability, many

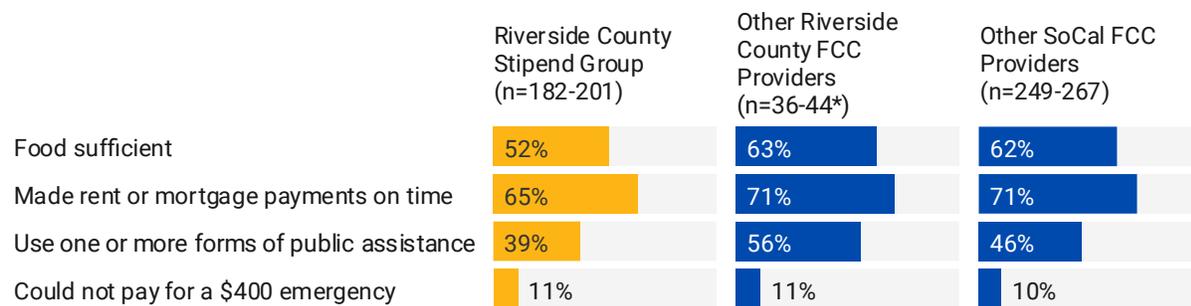
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<sup>4</sup> We make these comparisons to explore whether payments are associated with lasting improvements to well-being. Our analysis does not include causal inference.

continued to experience economic challenges. Notably, stipend recipients were less likely to use any form of public assistance than their peers in Riverside County or neighboring counties who did not receive stipends (39 percent, 56 percent, and 46 percent, respectively). However, stipend recipients were also less likely to be food sufficient or to consistently make their rent or mortgage payment on time (52 percent and 65 percent, respectively) than FCC educators who did not receive stipends in Riverside County (63 percent and 71 percent, respectively) or neighboring counties (62 percent and 71 percent, respectively). There was little difference in educators' ability to cover a \$400 emergency expense.

### Figure 3. Economic Well-Being of Family Child Care Providers

California Family Child Care Providers, 2025



Note: Data were collected in 2025 through the California Early Care and Education Workforce Study.

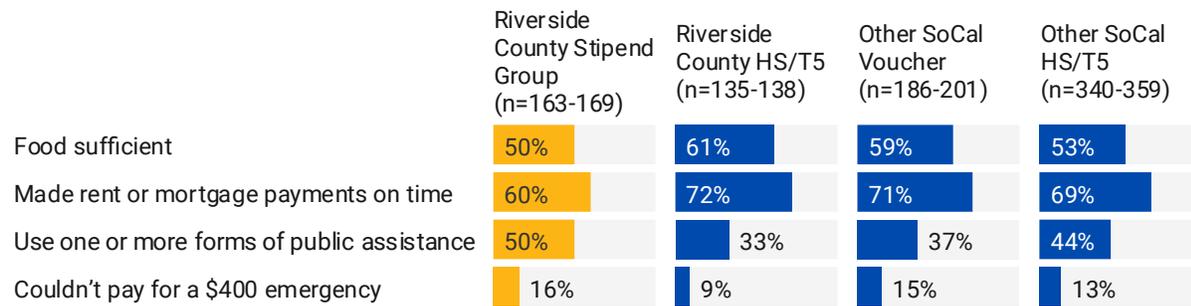
Source: Center for the Study of Child Care Employment, University of California, Berkeley

Next we examine the current well-being of early educators in center-based classroom roles (but not of educators in site leadership positions, including teacher-directors). Our survey reached 176 educators who received all four stipends from First 5 Riverside County, as well as 155 educators in Head Start/Title 5 programs throughout the county. We also surveyed educators in nearby SoCal counties, reaching 203 educators from voucher-funded programs and 372 educators from Head Start/Title 5 programs.

**Figure 4** presents findings on the same four indicators of economic well-being for center-based educators. Stipends were not associated with a lasting impact on center-based educators' financial stability. The rate of public assistance use was highest among stipend recipients, who were also the least likely to be food sufficient or to make their rent or mortgage payments on time. While one half (50 percent) of stipend recipients used some form of public assistance, the rate was much lower among educators in Head Start/Title 5 programs in Riverside County and neighboring counties (33 percent and 37 percent, respectively). Stipend recipients were somewhat more likely to be unable to pay a \$400 emergency expense compared to educators in Head Start/Title 5 programs, but they could cover this unexpected burden at about the same rate as educators in voucher-funded programs in neighboring SoCal counties.

### Figure 4. Economic Well-Being of Center-Based Educators

California Center-Based Educators, 2025



Note: Data were collected in 2025 through the California Early Care and Education Workforce Study.  
 Source: Center for the Study of Child Care Employment, University of California, Berkeley

Overall, these findings suggest that while the stipends may have provided some short-term financial relief, many stipend recipients—particularly center-based educators—continued to face economic challenges. This pattern aligns with research on windfall payments, which shows that although such payments can temporarily alleviate acute financial stress, their effects are short-lived and tend to fade once the payments stop (Arkes et al., 1994; Rodgers et al., 2023).

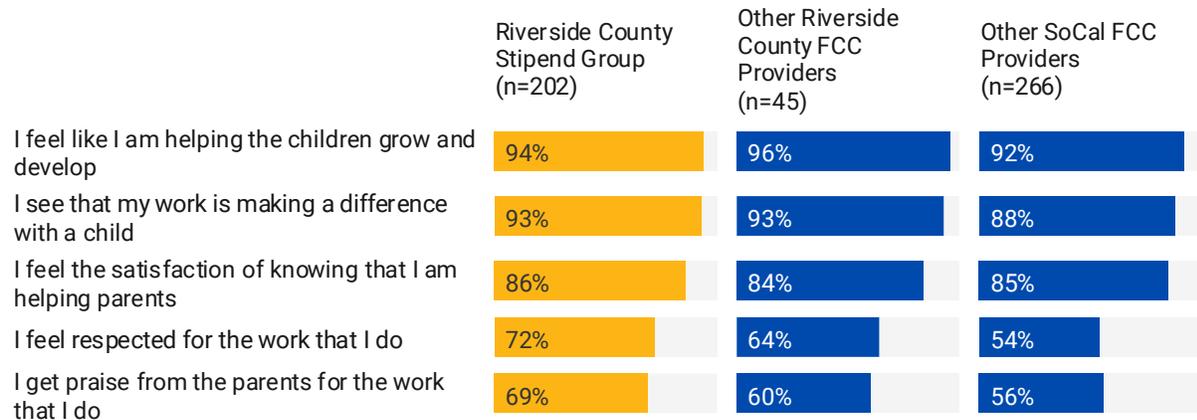
### Recognition and Job Rewards

To assess early educators’ perceptions of being recognized and rewarded for their work and regarding their overall feelings about their job, we asked them to rate a series of statements related to the impact of their work. We interpret educators’ sense of being respected by parents and valued for their work as indicative of positive feelings about their job and reflective of a positive work environment, a factor that has been linked to staff retention (Bryant et al., 2023). The responses were measured on a four-point scale—“never,” “rarely,” “sometimes,” and “very often”—and we report the percentage of educators who selected “very often.”

**Figure 5** shows the percentage of FCC educators who selected “very often” in response to the statements. About a year after the program ended, receiving a stipend was associated with a positive boost to FCC educators’ sense of being recognized and rewarded for their contributions. A larger proportion of educators who received stipends reported feeling praised by parents or respected for their work (69 percent and 72 percent, respectively), compared to other FCC educators who did not receive stipends in Riverside County (60 percent and 64 percent, respectively) and neighboring counties (56 percent and 54 percent, respectively). Overall, FCC educators’ responses reflect a strong sense of the positive impact of their work, with only small differences between stipend recipients and non-recipients. Across stipend recipients, non-recipients in Riverside County, and peers in neighboring counties, the vast majority reported that “very often” they felt they were helping children grow and develop (94

percent, 96 percent, 92 percent, respectively), making a difference with children (93 percent, 93 percent, 88 percent, respectively), and supporting parents (86 percent, 84 percent, 85 percent, respectively).

**Figure 5. FCC Educators Who “Very Often” Feel Recognized and Rewarded**  
 California FCC Educators, 2025



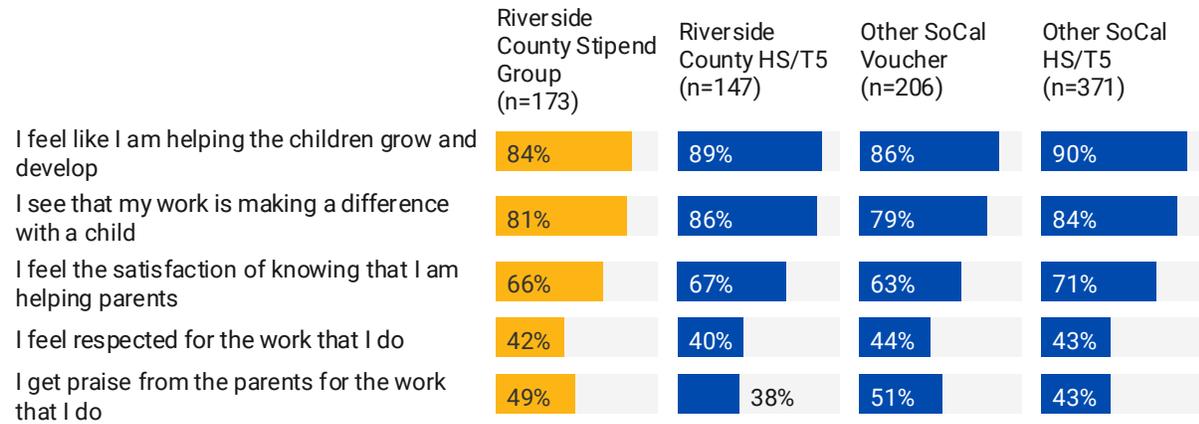
Note: Data were collected in 2025 through the California Early Care and Education Workforce Study.  
 Source: Center for the Study of Child Care Employment, University of California, Berkeley

**Figure 6** provides detail about how center-based educators responded to the same five statements about the impact of their work. One year after the program ended, findings on center-based educators’ sense of being recognized and rewarded does not differ notably from other groups. For instance, while FCC providers who received payments reported higher levels of feeling respected, center-based educators reported similar levels to their peers in Riverside County and neighboring counties who did not receive payments (42 percent, 40 percent, 44 percent, 43 percent, respectively).

Overall, receiving all four payments may have enhanced educators’ sense of being recognized and rewarded for their important work serving children and families, and this impact appears to persist, particularly among FCC educators, even after the program ended. Other studies of wage supplement initiatives have similarly found that such supports can strengthen educators’ sense of being valued, which has been linked to lower turnover (Bassok et al., 2021; Mefferd et al., 2024).

### Figure 6. Center-Based Educators Who “Very Often” Feel Recognized and Rewarded

California Center-Based Educators, 2025



Note: Data were collected in 2025 through the California Early Care and Education Workforce Study.  
 Source: Center for the Study of Child Care Employment, University of California, Berkeley



## V. Retention Findings

Retaining early educators has always been a challenge, in large part due to their unlivable wages (Caven et al., 2021; Whitebook & Sakai, 2003). In the first year of the pandemic, turnover among early educators was at an all-time high. In California, job turnover among center teaching staff was about 36 percent and was much higher in centers without contract-based funding, which includes programs that accept vouchers (Kim et al., 2022).

In this section, we review the retention rates among educators who received at least one wage supplement. These findings focus on retention among payment-eligible programs: specifically, those enrolling children with subsidies in Riverside County. It is important to note that educators who received an initial wage supplement payment, but did not reapply or were denied in later payment cycles are considered “not retained” in this analysis. However, they may still have been working with young children in non-eligible programs or other capacities in the ECE sector. Retaining educators within subsidy-serving programs is particularly important for ensuring continuity of care for children from low-income families.

## Key Findings

**First 5 Riverside County’s goal of improving retention was achieved, but stipends alone are not enough to retain educators.** More than half of educators remained in the local ECE subsidy system from 2021 to 2024, and within this group, 80 percent kept the same employer. However, those with advanced degrees were the most likely to leave, possibly drawn to programs with better compensation packages such as Head Start.

**Payments may have helped create conditions in Riverside County for community-based centers to retain staff.** Riverside showed relatively strong job recovery from the height of the pandemic. Analysis suggests that the county maximized jobs not so much by opening new centers, but by retaining staff at centers that were already open.

**Low wages remain a concern for many educators.** Former wage enhancement program participants who no longer work with children identified inadequate wages and benefits as the most common reasons for leaving direct care in ECE. Those still working in direct care with children were concerned about the return to living paycheck to paycheck.

**For FCC providers, the temporary relief was not enough to offset ongoing financial pressure or the uncertainty lying ahead.** With the end of the wage enhancement program, FCC providers are concerned about rising costs and pressure to adjust their business model in response to TK expansion.

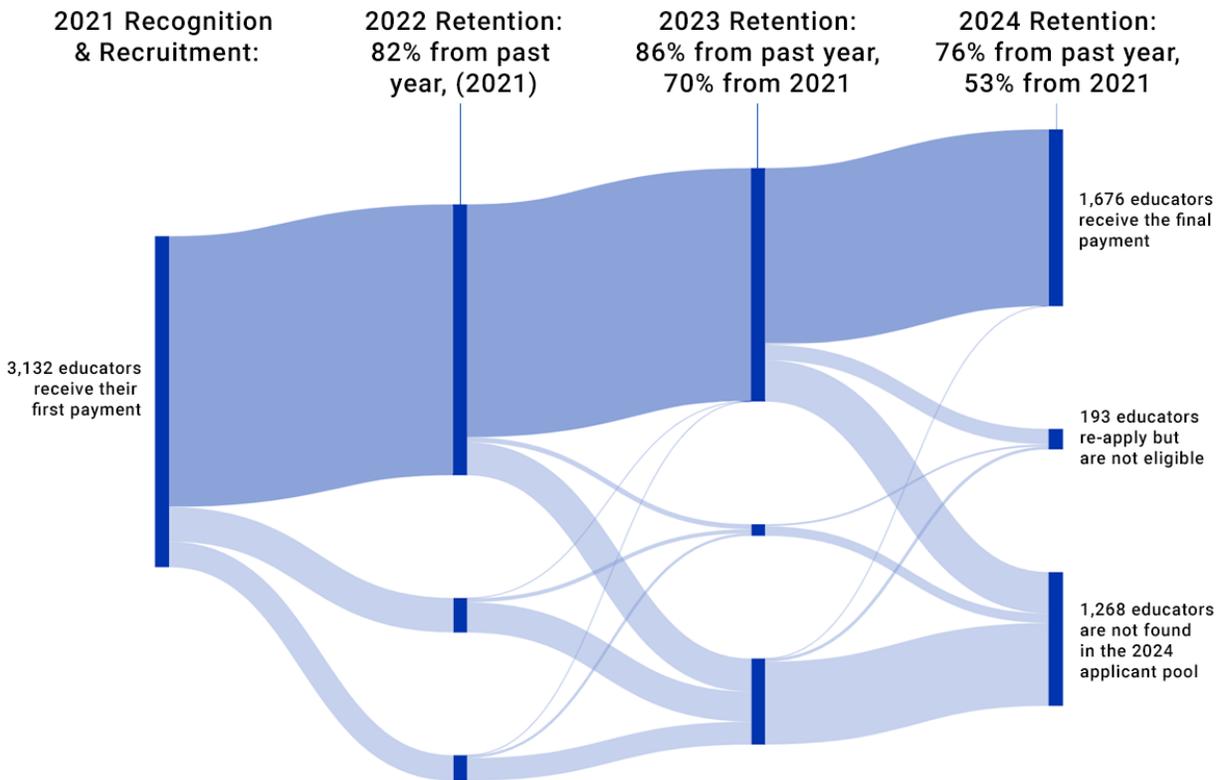
## Retention During the Program

The pool of educators receiving pandemic payments began with 3,132 individuals in 2021 and shrank to 1,676 by 2024. This finding corresponds to a 53 percent retention rate over a three-year period. On a year-over-year basis, retention was very high (more than 80 percent in 2022 and 2023; 76 percent in 2024). Given the link between retention and better pay, we would expect a high retention rate in 2022, since educators looked forward to these payments (Caven et al., 2021; Whitebook & Sakai, 2003). However, the last two payments were unexpected. Therefore, we would expect retention to be lower in 2023 and 2024, since educators could not count on receiving a payment at the start of the year. This context makes the strong retention rate in 2023 particularly striking.

**Figure 7** depicts the flow of educators from 2021 to 2024. The vast majority of educators who did not remain in the wage enhancement program in 2024 were also not in the applicant pool, which suggests they had not reapplied for a stipend. As a reminder, this finding does not necessarily mean they left the ECE field, but that they did not reapply for the wage enhancement program. It is possible that these early educators were still working with children, perhaps in programs or positions that did not qualify for the payment. We know from our

longitudinal analysis of early educators in California that many individuals change employers to advance in seniority or pay (Powell et al., 2024). For family child care providers, it could indicate a closure, or it could mean they remained open but pivoted to solely serving tuition-paying families.

**Figure 7. Retention Rates, 2021 to 2024**  
 Riverside County Wage Supplement Participants



Note: Based on authors' analysis of administrative data provided by First 5 Riverside County.  
 Source: Center for the Study of Child Care Employment, University of California, Berkeley

**Table 5** looks at the retention rates by year, this time comparing trends based on the starting job role (as discussed later in this section, some educators changed jobs but remained eligible). Educators in leadership positions (center administrators and FCC providers) had higher retention than teaching staff. The lowest levels of retention in 2022 were among FCC assistants (75 percent), but in 2023 and 2024, center teachers had the lowest levels of retention (82 percent and 73 percent, respectively).

Comparable data to contextualize these findings are limited; most studies examining ECE workforce attachment report turnover rather than retention rates (Bryant et al., 2023; Kim et al., 2022; Vicente et al., 2025). Nevertheless, one study examined retention of educators working in

centers funded through the Washington, D.C., Early Childhood Educator Pay Equity Fund between March 2023 and March 2024 (Doromal et al., 2025). Among educators employed in Pay Equity Fund-supported centers that accepted subsidies, 72 percent remained in the program: 63 percent stayed at the same center, and 9 percent transitioned to another participating center. These findings suggest the year-over-year retention rates for the Riverside County program participants are noteworthy.

**Table 5. Retention Rates, By Starting Job Role, 2021 to 2024**

Riverside County Wage Supplement Participants

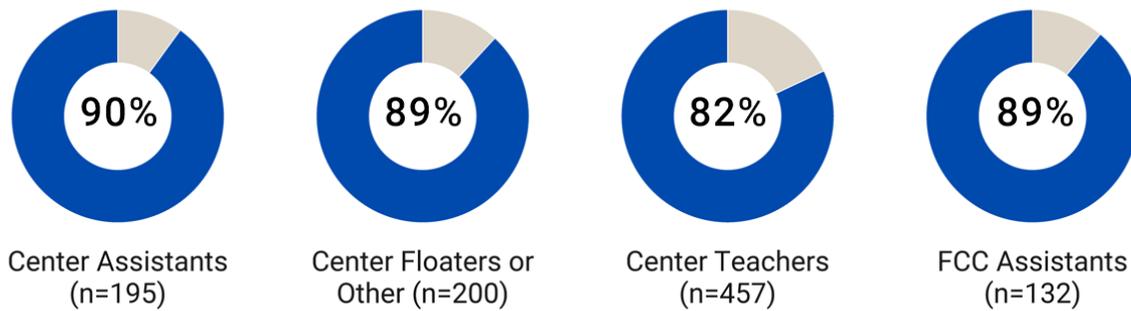
Payment Round	2022	2023	2024
<b>Year-Over-Year Retention</b>			
Center Administrators	88%	92%	81%
Center Teaching Staff	83%	82%	73%
FCC Providers	81%	93%	80%
FCC Assistants	75%	87%	76%
Unknown Role	82%	86%	76%
<b>All Applicants</b>	<b>88%</b>	<b>92%</b>	<b>81%</b>
<b>Retention Since 2021</b>			
Center Administrators	88%	81%	66%
Center Teaching Staff	83%	68%	49%
FCC Providers	81%	75%	60%
FCC Assistants	75%	65%	50%
Unknown Role	82%	70%	53%
<b>All Applicants</b>	<b>88%</b>	<b>81%</b>	<b>66%</b>

Note: Based on authors' analysis of administrative data provided by First 5 Riverside County.  
 Source: Center for the Study of Child Care Employment, University of California, Berkeley

## Trends Among Retained Educators

For the rest of the section, we will examine the group that was retained through 2024 (1,676 educators). This group was highly likely to still be employed with the same agency or program: approximately nine out of ten early educators. **Figure 8** shows the proportions varied somewhat by initial job role. Center teachers were somewhat less likely to have the same employer while remaining eligible (82 percent). By comparison, these rates are much higher overall than those reported for educators working in the Pay Equity Fund-supported centers that accepted subsidies, where 63 percent remained at the same center (Doromal et al., 2025).

**Figure 8. Retained Educators With No Change in Employer, 2021 to 2024**  
 Riverside County Wage Supplement Participants



Note: Based on authors' analysis of administrative data provided by First 5 Riverside County.  
 Source: Center for the Study of Child Care Employment, University of California, Berkeley

To better understand the wage enhancement program's impact, we once again divided retained educators into groups, this time by demographics (**Table 6**). Readers should interpret with caution the results for small subgroups (e.g., those with fewer than 40 individuals in 2021) in which the decisions of a few individuals can dramatically sway the average.

On the whole, educators of color were more likely to be retained than White educators. Among center teaching staff, for instance, retention was highest for Asian and Black educators (56 and 52 percent, respectively); among FCC providers, retention was highest among Asian and Latina educators (67 and 62 percent, respectively). We duly find that educators who indicated that they speak Spanish fluently (among other languages) were more likely to be retained. For instance, in the case of FCC providers, 64 percent of fluent Spanish-speakers were retained, compared with 58 percent of those whose primary language is English.

Variation by educational attainment depended on job role, but educators with some college education were most likely to be retained in 2024 across all job roles. Educators with bachelor's degrees or advanced degrees showed different retention rates based on their role: for site leaders, retention was fairly similar with other education levels. Nonetheless, for teaching staff, there was a marked decrease in retention among educators with the highest levels of educational attainment. Specifically, early educators with bachelor's degrees showed retention rates of 41 percent among center teaching staff and 42 percent among FCC assistants.

Advanced degree holders among center teachers had the lowest retention of any subgroup large enough to report (26 percent). This finding is not necessarily unexpected: educators with higher levels of education are eligible for better-paying jobs in Head Start and State Preschool. While the data do not indicate whether educators who exited the program took those jobs, movement of workers between subsidized programs and other ECE programs is common (Doromal et al., 2025). Additionally, previous research shows that educators with higher levels of training are more likely to leave their jobs if wages are low (Whitebook & Sakai, 2003).

**Table 6. Retention Rates, By Starting Job Role and Demographics, 2021 to 2024**  
 Riverside County Wage Supplement Participants

	Center Administrators	Center Teaching Staff	FCC Providers	FCC Assistants
<b>Race and ethnicity</b>				
Asian	78% (n=18*)	56% (n=105)	67% (n=27*)	50% (n=10*)
Black	100% (n=11*)	52% (n=110)	58% (n=193)	73% (n=45)
Latina	67% (n=69)	49% (n=979)	62% (n=507)	48% (n=148)
Multiracial	53% (n=15*)	47% (n=112)	57% (n=58)	29% (n=14*)
White	58% (n=71)	47% (n=423)	54% (n=145)	40% (n=47)
<b>Primary language</b>				
English	66% (n=180)	48% (n=1,546)	58% (n=685)	49% (n=230)
Spanish	**	56% (n=166)	64% (n=242)	58% (n=31)
<b>Educational attainment</b>				
High school or less	62% (n=29*)	50% (n=500)	57% (n=419)	50% (n=137)
Some college	70% (n=40)	58% (n=412)	71% (n=172)	55% (n=53)
Associate degree	66% (n=38*)	49% (n=429)	56% (n=175)	53% (n=38*)
Bachelor's degree	65% (n=54)	41% (n=350)	60% (n=125)	42% (n=33*)
Master's or higher	65% (n=26*)	26% (n=42)	62% (n=37*)	**
<b>Age group in 2021</b>				
Age 18 to 24	**	30% (n=307)	33% (n=33*)	37% (n=92)
Age 25 to 34	69% (n=26*)	42% (n=595)	58% (n=139)	54% (n=72)
Age 35 to 44	61% (n=56)	60% (n=343)	63% (n=261)	70% (n=33*)
Age 45 to 54	77% (n=52)	65% (n=254)	64% (n=226)	59% (n=37*)
Age 55 and older	61% (n=51)	61% (n=238)	57% (n=277)	43% (n=30*)

\* Interpret with caution (n<40)

\*\* Not enough individuals (n<10)

Note: Based on authors' analysis of administrative data provided by First 5 Riverside County.

Source: Center for the Study of Child Care Employment, University of California, Berkeley

While educators in Head Start programs were not eligible for the First 5 Riverside County wage enhancement program (unless they also enrolled children receiving vouchers), they did experience retention pay bumps during the same time period due to state and federal actions. These increases would have helped Head Start programs maintain their position as comparatively higher-paying ECE settings. For example, a 2022 survey of Head Start programs found that more than two thirds had increased wages for teaching staff, while two thirds provided monetary or financial incentives, such as bonuses or short-term pay increases, as part of pandemic relief initiatives (Gonzalez et al., 2024). As such, the wage supplements sponsored by First 5 Riverside County may not have been enough to retain educators who were eligible for employment in Head Start.

Interestingly, while **Table 6** demonstrates higher retention among educators with lower educational attainment, it does not reflect educators' investment in their own learning from 2021 to 2024. Educators were allowed to use their payments for anything they wished, and most focused on covering their basic needs (see **Figure 2**). However, around one third of center teaching staff (31 percent) and FCC assistants (36 percent) reported spending at least some of the money on advancing their education.

Finally, retention levels also varied by age group, although not in predictable patterns across roles (see **Table 6**). In general, retention rates were highest among educators between 35 and 54 years old and were lower for individuals younger than 35 and for those 55 and older. This trend was most pronounced among center teaching staff: educators age 35 and older were twice as likely to be retained as educators age 18 to 24. Research shows that more-experienced educators are likely to remain in the field, whereas the likelihood of leaving is greatest during the first two to three years of employment (Bryant et al., 2023).

In some cases, retained early educators experienced job advancement from 2021 to 2024. **Table 7** examines teaching staff who remained in the program for the full period, comparing their roles in 2021 and 2024. Center teachers and FCC assistants who remained in the wage enhancement program were most often in the same job level across the two time points (72 percent for both). By contrast, center assistants were infrequently in the same job level (27 percent); 24 percent of center assistants advanced to a lead teacher position; and another 14 percent of center assistants attained a leadership role, as did 15 percent of center teachers and 12 percent of FCC assistants.

**Table 7. Retained Educators With Job Changes, 2021 to 2024**

Riverside County Wage Supplement Participants

	2021 FCC Assistants (n=132)	2021 Center Assistants (n=195)	2021 Center Floaters or Other (n=200)	2021 Center Teachers
2024 FCC Assistant	72%	10%	6%	1%
2024 Center Assistant	5%	27%	6%	2%
2024 Center Floater or Other	5%	25%	56%	11%
2024 Center Teacher	6%	24%	26%	72%
2024 Center Administrator	1%	7%	2%	2%
2024 FCC Provider	11%	7%	5%	13%

Note: Based on authors' analysis of administrative data provided by First 5 Riverside County. We highlight examples of advancement in green. Because floaters and other center staff may fill roles ranging from assistant to lead teacher, we treat these positions as neutral in terms of advancement.

Source: Center for the Study of Child Care Employment, University of California, Berkeley

## Focus Group Findings

Our focus group data show that while the stipends alone were not sufficient to retain educators in the ECE field, they did serve as a meaningful and complementary support alongside other factors contributing to job satisfaction and retention.

"I just feel like if I didn't have [the payments], I probably would be sinking financially. At that time, my husband's company shut down during COVID. So it's basically me supporting our household right now."

— FCC Provider

"I strongly believe that those who work with children or within the early childhood field deserve more than minimum wage. I have First Aid/CPR/AED for adults and children, advanced technological skills, bilingual skills, patience, kindness, and a willingness to learn more."

— Center Teacher

Participants reported that they stay in ECE because they value the work and enjoy doing it. Their passion and commitment to children drives their decision to stay, while windfall payments make it financially and emotionally easier to do so.

"I was debating on quitting and trying to pursue something else, so knowing that I was going to get another payment helped me make up my mind in staying in the field, because I do like what I do. It's not enough money sometimes. So, it helped me stay."

— Center Teacher

"It helped to feel appreciated, but I don't think it locked me in for staying in ECE. My desire and my heart is what locks me in to stay in ECE, but it's not the pay at all. It's not the payments, it's not the bonuses. The bonuses are great, and we need more pay, but it's overall desire to stay in ECE."

— Center Teacher

## Countywide Job Trends During the Program

We analyzed 37 California counties using the Quarterly Census of Employment and Wages (QCEW), a resource from the Bureau of Labor Statistics (BLS). This sample represents all counties where data are available without warnings. In counties with fewer ECE jobs, the estimates are sometimes not as reliable, so the BLS analysts add warnings to the data.

To compare counties, we looked at the number of ECE jobs in community-based organizations over time, screening out employers that are federal, state, or local government agencies (for instance, a county office of education). This process allows us to exclude district-run programs, which disproportionately use contracted funding sources like Head Start or State Preschool rather than vouchers.<sup>5</sup> These estimates are limited to employer-based jobs, so self-employed workers like family child care providers are not included in this analysis.

**Table 8** shows the change in number of jobs by the end of 2024, comparing 2024 first to the final quarter of 2019 (pre-pandemic) and then to the final quarter of 2020 (pandemic peak). Compared to pre-pandemic, Riverside County is ranked 13 out of 37 in job growth. In other words, Riverside County outperformed roughly two thirds of other California counties relative to pre-pandemic. However, when looking at change since 2020, the county's rank is even higher: 9 out of 37. So Riverside County's job recovery from the lowest point of the pandemic was stronger than three quarters of other California counties.

### Table 8. Community-Based ECE Jobs

Neighboring California Counties, 2019 to 2024

	Change Since Q4 2019	County Rank (1 through 37)	Change Since Q4 2020	County Rank (1 through 37)
Statewide	9%	n/a	38%	n/a
Riverside	14%	13	46%	9
<b>Neighboring Counties</b>				
Los Angeles	3%	20	30%	19
Orange	3%	19	36%	14
San Bernardino	22%	5	25%	25
San Diego	14%	12	36%	15

Note: Authors' analysis of Quarterly Census of Employment and Wages, 2019-2024. Data not available for all 58 counties. ECE jobs are defined by the Child Day Care Services Industry (6244) in the Quarterly Census of Employment and Wages. Community-based jobs are those that are not employed via a federal, state, or local agency. Q4 corresponds to October through December. For a table with all counties with data, refer to the **Appendix**. Source: Center for the Study of Child Care Employment, University of California, Berkeley

<sup>5</sup> In our statewide survey in 2025, we reached 1,147 program directors and administrators. We estimate only 20 percent of contracted programs also enroll children with vouchers.

This analysis does not necessarily mean First 5's stipends caused an improvement in Riverside County. However, it illustrates that the combined conditions (inclusive of the stipends) for community-based centers in Riverside County were relatively strong when compared to other parts of California.

We can also explore countywide trends using another source: licensure data from Community Care Licensure on the status of child care centers. Because a site may hold multiple licenses, we focused our analysis on preschool licenses only. From 2021 to 2024, Riverside County lost 448 sites and gained 65 sites.<sup>6</sup> **Table 9** reports trends in site closures by county, excluding counties with fewer than 20 sites licensed as of January 1, 2020.

Statewide, there was a 5 percent reduction in centers in 2021, and an approximately 18 percent reduction during 2021-2024. Riverside County was very similar to the statewide average: the number of centers contracted by 4 percent of centers in 2021 and 19 percent from 2021 to 2024. Unlike the jobs analysis in **Table 8**, this estimate includes center-based care operated in school districts. Taken together, these findings suggest that community-based organizations in Riverside County were likely maximizing jobs not by opening new sites, but by retaining staff at sites that remained open.

**Table 9. Child Care Center Closures**

Neighboring California Counties, 2021 to 2024

	Closed in 2021	County Rank (1 through 40)	Closed 2021-2024	County Rank (1 through 40)
Statewide	5%	n/a	18%	n/a
Riverside	4%	17	19%	19
<b>Neighboring Counties</b>				
Imperial	3%	16	16%	11
Los Angeles	4%	20	17%	15
Orange	6%	32	17%	16
San Bernardino	3%	14	15%	10
San Diego	5%	27	19%	19

Note: Authors' analysis of child care center licensure data, courtesy of Community Care Licensing. The closures are estimated only among programs that were already licensed as of January 1, 2020. Counties with fewer than 20 centers licensed on that date are excluded, so data are not available for all 58 counties. For a table with all counties with data available, refer to the **Appendix**.

Source: Center for the Study of Child Care Employment, University of California, Berkeley

<sup>6</sup> Around one third of newly licensed sites received a single license in 2021-2024, which was introduced during the pandemic, rather than a preschool-specific license (California Department of Social Services, 2023). Consequently, it is possible some of these centers were not new sites, but rather sites changing their type of license. However, we consider this data the best proxy for closures currently available.

To examine trends in family child care, we performed a similar analysis using an extract of data from Community Care Licensure on FCC providers with large licenses. As with centers, the 181 FCC provider closures greatly outpaced the 55 openings from 2021 to 2024.

To look at trends in program retention, we examined FCC providers that were licensed before 2020 and compared closure dates within that specific group. **Table 10** excludes any county with fewer than 20 providers licensed as of January 1, 2020.

**Table 10** shows that Riverside County performed roughly in the middle of the pack when it comes to large FCC provider closures, both in the year the wage enhancement program launched (2021) and overall during the stipend window (2021-2024). The closure rate for large FCC providers during 2021 was 7 percent, earning a rank of 20 out of 44. For the 2021-2024 period, the cumulative closure rate was 25 percent, a rank of 24 out of 44.

**Table 10. Large Family Child Care Provider Closures**

Neighboring California Counties, 2021 to 2024

	Closed in 2021	County Rank (1 through 44)	Closed 2021-2024	County Rank (1 through 44)
Statewide	7%	n/a	24%	n/a
Riverside	7%	20	25%	24
<b>Neighboring Counties</b>				
Imperial	3%	2	18%	3
Los Angeles	6%	14	20%	5
Orange	6%	14	29%	32
San Bernardino	5%	10	25%	24
San Diego	8%	28	26%	26

Note: Authors' analysis of large FCC provider licensure data, courtesy of Community Care Licensing. The closures are estimated only among providers who were already licensed as of January 1, 2020. Counties with fewer than 20 providers licensed on that date are excluded. For a table with all counties, refer to the **Appendix**.

Source: Center for the Study of Child Care Employment, University of California, Berkeley

It is important to note that FCC providers received multiple sources of financial relief during the pandemic: they were eligible for Paycheck Protection Program loans and Small Business Administration loans, and subsidized programs also received union-negotiated payments (Kim et al., 2022). Moreover, FCC providers are self-employed, so each job gained or lost represents a different type of impact than each incremental job in a child care center. All of this context complicates the potential impact of First 5's stipend on retention among family child care owners/operators.

## Retention After the Program

In spring 2025, CSCCE surveyed approximately 1,100 applicants from Riverside County, including 902 who received at least one payment. Most of the early educators we surveyed received all four pandemic payments from First 5 Riverside County. These survey data were collected as part of a statewide study of 10,000 ECE professionals (Powell et al., 2025a).

One limitation of our retention analysis using application data (see **Retention During the Program**) is that educators who take jobs in early care and education in non-eligible programs are hard to distinguish from educators who left the ECE field entirely. By conducting a survey in 2025, we could determine whether educators were still in an ECE job, even if they had moved into a Head Start program or even moved out of Riverside County.

**Figure 9** reports the status of educators who were center teaching staff or FCC providers in 2021. As of 2025, 65 percent of center teaching staff who received at least one payment were still working in a child care center classroom, and 11 percent had advanced to a program leadership position. A few individuals had taken jobs in transitional kindergarten (TK). Meanwhile, 23 percent no longer worked in a direct care or supervision role. This group, which we examine more closely in the next section, covers educators who still work in a center, but in a support role, as well as educators who left the field entirely. Because we relied on email addresses to contact most center-based educators, we may be undercounting those who left the field.<sup>7</sup>

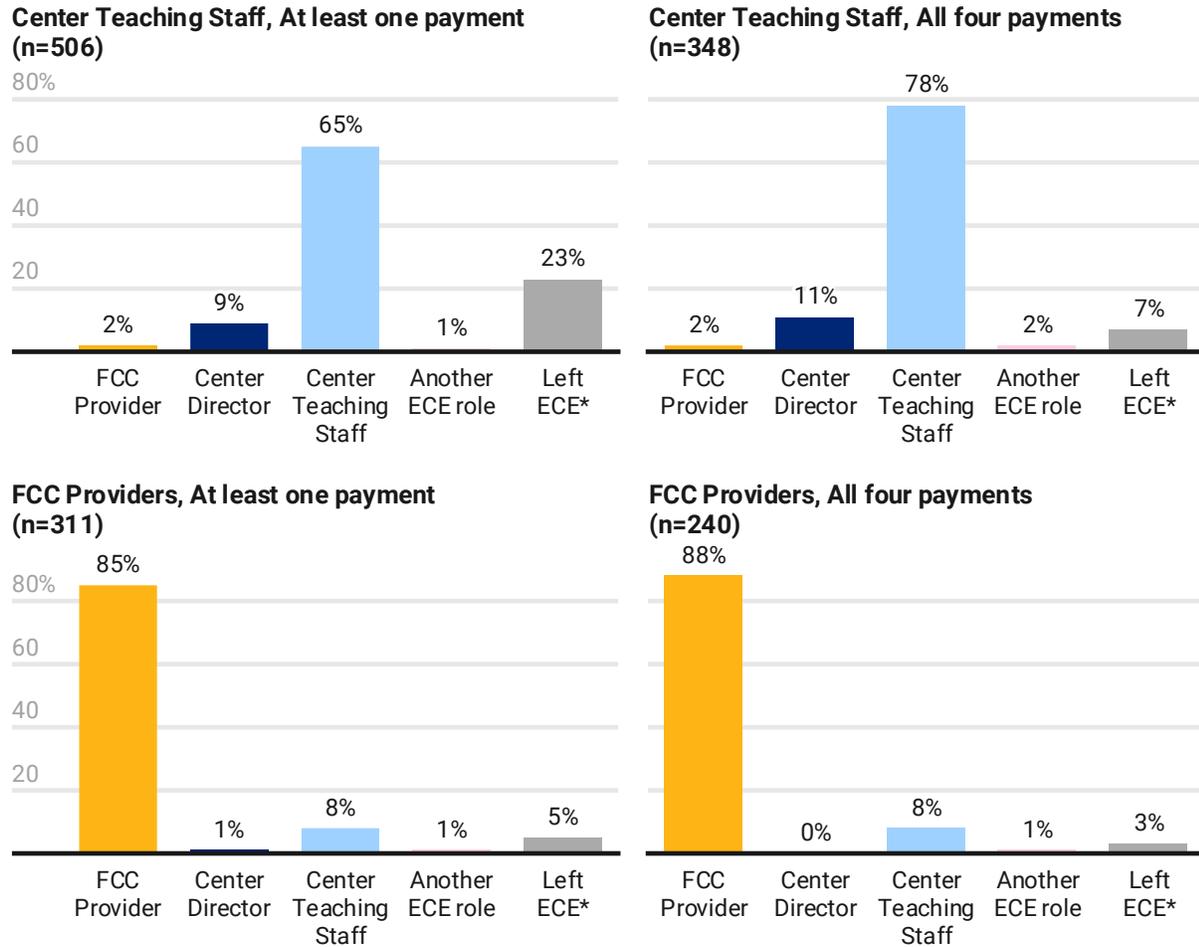
When we limit our analysis to center teaching staff who received all four payments, retention in their job role jumps to 78 percent, compared to the overall rate of 65 percent. The biggest gains came from a much lower rate for educators who had left direct care and supervision roles by 2025: only 7 percent of those who received all four payments, compared with 23 percent of educators who received at least one payment. This finding affirms that when educators left payment-eligible employers, they sometimes took jobs elsewhere in the ECE mixed-delivery system, but more frequently, they embarked on a path that led away from direct care by 2025.

Over the same period, we found approximately 85 percent of FCC providers who received at least one payment were still operating in 2025 (**Figure 9**). Looking at FCC educators who received all four payments, they were slightly more likely to still be operating (88 percent) than the FCC provider average.

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<sup>7</sup> If educators used a work email address when applying for a stipend, the survey invitation might not have reached them if they changed employers, resulting in lower response rates from educators who changed jobs.

**Figure 9. Job Changes From 2021 to 2025**  
Riverside County Wage Supplement Participants



\*Left direct care or supervision in ECE. Some individuals pursued support positions in an ECE setting, such as site secretary or family liaison.

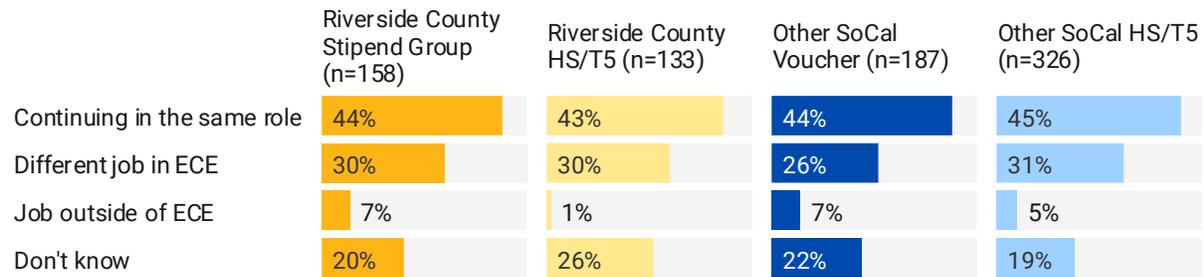
Note: Data were collected in 2025 through the California Early Care and Education Workforce Study. Chart depicts educators' jobs as of 2025, grouped by their job in 2021.

Source: Center for the Study of Child Care Employment, University of California, Berkeley

## Future Plans

To understand their intentions to remain in the ECE field, our survey asked early educators where they expected to be working in three years. **Figure 10** reports the responses of payment recipients compared to educators in other programs as of 2025. The responses show only small differences among groups. As expected, one year following the end of the wage enhancement program, educators who had received payments looked very similar to their peers in other programs, with just under one half planning to remain in their current role.

**Figure 10. Job Plans in Three Years**  
 California Child Care Center Teaching Staff, 2025



Note: Data were collected in 2025 through the California Early Care and Education Workforce Study.  
 Source: Center for the Study of Child Care Employment, University of California, Berkeley

To augment our survey questions around future plans and longevity in the ECE field, we included questions in our focus groups about the end of the stipend payments, educators' assessment of their current financial well-being, and their future in ECE. Focus group participants shared a range of perspectives about their financial status and their career decisions. Some felt they could manage without additional support, but many noted the end of the stipends meant returning to a paycheck-to-paycheck situation. Educators described the payments as having provided temporary stability and flexibility, helping them cover expenses more comfortably and plan ahead in ways that are no longer possible.

"Having the checks took a big weight off our shoulders, and not having them now, it's back to living paycheck to paycheck."

— Center Teacher

"For me... [the wage enhancement program] was that help to jump ahead of things. Or [the payment] coming just in time to bless us [so] I can pay this bill. So that way when I get my next check, I don't have to worry about this or that. Now [that the payments are over], it's like, 'Oh, snap. How am I going to pay for this and still get my [teaching] supplies?'"

— Center Teacher

For FCC providers, the conclusion of the wage enhancement program brought to light additional concerns tied to the sustainability of their businesses. A number of FCC educators described plans to leave the field, pointing to systemic challenges such as rising costs and the expansion of TK, which have reduced enrollment and forced them to accept younger children into their programs. While the payments offered short-term relief, they were not enough to offset ongoing financial pressures and uncertainty about the future.

"I'm okay if we get [a 2025 payment] or if we don't get one. It would be nice, of course, if we did get one, whatever it is. Every little bit helps. I, too, only have infants. It's not really what I want to do—strictly doing only infants. If it's something I'm going to continue to do, I don't think so. I think in the next couple months, I'm probably going to just close."

— FCC Provider

"I think I'm going to be in forced retirement. I really do.... I just get one call a month [from parents seeking child care]. That's it.... The schools and churches have all opened daycares, and there's nothing left out there except kids that have issues or evenings and weekends."

— FCC Provider

"I've been looking at possible remote positions of really anything I can do. And recently, I have been looking into my local school district. I have had a few interviews already. Because it's something I need to consider, having only five kids enrolled. I don't know how much longer I can stay afloat."

— FCC Provider

## Educators Who Left the Field

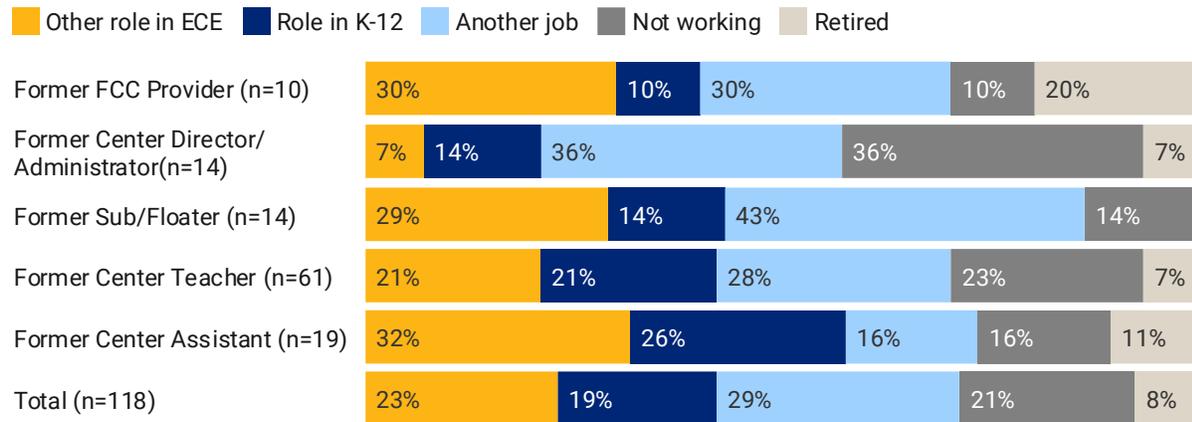
We surveyed 125 early educators who left direct care and supervision. Nearly all of them received at least one stipend, and around one quarter received all four payments. **Figure 11** shows the last role they held in ECE and their role now, for the 118 educators who replied to all our questions.

Around 23 percent of former educators were still working in an ECE context, either as nannies or in ECE program support roles like cooking, out-of-school-time care, or student or family services. Meanwhile, 19 percent had taken jobs in a K-12 setting, often in special education or as substitutes. Another 29 percent, however, were working in other sectors entirely, and 21 percent were not currently working (including several stay-at-home parents). Eight percent of former ECE professionals had retired.

We asked these individuals why they no longer worked directly with children in ECE (or as a supervisor of early educators). The most common reasons were: wages (59 percent); benefits (38 percent); burnout (36 percent); and not feeling supported at work (33 percent). Educators could select multiple responses.

### Figure 11. Job Status of Former Early Educators, By Last ECE Role

Former Riverside County Early Educators, 2025



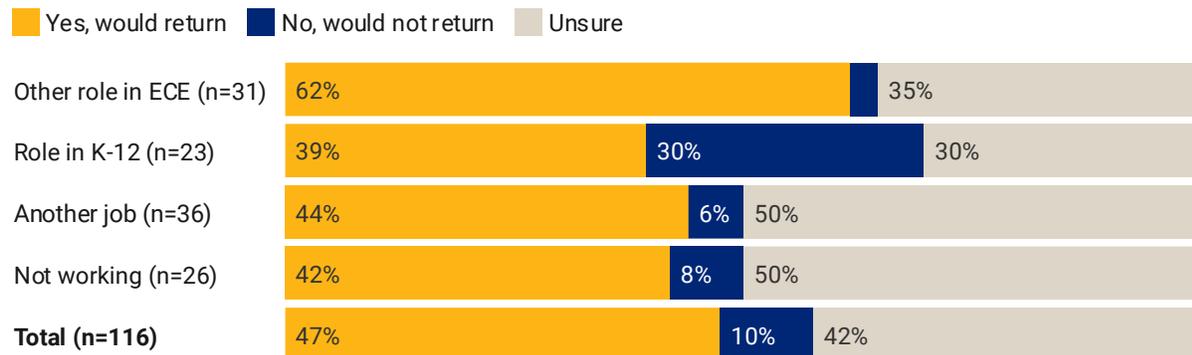
Note: Data were collected in 2025 through the California Early Care and Education Workforce Study. Interpret results with caution; most groups <50.

Source: Center for the Study of Child Care Employment, University of California, Berkeley

Only 10 percent of former early educators said they would not consider a role in direct care or supervision in the future. Nonetheless, the rest of respondents were split roughly between those who would consider it and those who weren't sure (see **Figure 12**). The majority (62 percent) of educators who had taken ECE-related jobs outside of the classroom would consider returning to direct care or supervision, while a smaller proportion of those who had taken jobs in K-12 would consider returning (39 percent). Notably, nearly one half (42 percent) of former classroom educators were unsure whether they might reconsider returning to direct care in ECE.

### Figure 12. Willingness to Return to Direct Care, By Current Role

Former Riverside County Early Educators, 2025



Note: Data were collected in 2025 through the California Early Care and Education Workforce Study. Retired individuals did not receive questions about returning to ECE. Interpret results with caution (groups fewer than 40).

Source: Center for the Study of Child Care Employment, University of California, Berkeley

We also asked the 110 respondents who were either open to returning or were uncertain, what types of roles they would consider. Former center directors were most likely to prefer returning to a similar position, with few respondents indicating they would work in the classroom. There was one exception: some directors would consider teaching TK. Former center teachers and aides, meanwhile, would consider a variety of jobs in ECE. We reached only eight FCC providers who had taken jobs outside of ECE but were willing to return, so we are unable to report findings for this group.

Using an open-ended follow-up question, we asked this same group of 110 educators what conditions they would need to accept or return to one of these jobs. A majority of educators said that pay and/or benefits would need to be higher. A few individuals mentioned specific life circumstances or working environments.

"[The] pay is too low for the amount of work.... [I would need] recognition for the dedication and love I've poured into my years of teaching. It's truly sad that fast food workers make the same or more than preschool teachers earn."

— *Former Lead Teacher, currently not working*

"I would need a higher salary and benefits, specifically health and dental. A salary close to what I am making now [\$6,804 monthly]."

— *Former Lead Teacher, now in an administrative role in higher education*

"I would need to feel more supported in my role as a teacher. To not have a supervisor who yells or belittles the staff in front of others. Also somewhere I can enroll my own children possibly. Also a better salary."

— *Former Lead Teacher, now a stay-at-home parent*



## VI. Conclusion

First 5 Riverside County's efforts in a time of crisis are noteworthy. The initiative aimed to support the recognition, recruitment, and retention of early educators when the workforce faced severe strain. First 5 Riverside County mobilized staff, retooled internal systems, and disbursed pandemic relief funds directly to early educators when they were critically needed.

Our study shows that overall applicant approval rates were very high, though FCC educators were approved at slightly lower rates than center-based educators. This finding suggests that home-based educators may have faced application challenges beyond what could be addressed by having bilingual staff available, though most educators received adequate support. Understanding the unique barriers faced by FCC providers can help inform future implementation of similar initiatives.

Distribution of stipends was relatively equitable. Across all job roles, the racial and ethnic distribution of stipend recipients closely mirrored the demographics of Riverside County's early education workforce (Powell et al., 2025b). Additionally, the payments benefited early educators across all educational levels, underscoring that low wages are common—even among those with advanced degrees.

This evaluation suggests that the wage enhancement program effectively supported the goals of recognition and retention. Educators described feeling recognized and rewarded for their important work, despite the low wages. These positive feelings endured even after the program ended, particularly among FCC providers.

The stipend payments offered short-term financial relief, allowing educators to meet their basic needs (such as paying rent, groceries, and other household bills) and, in some cases, helped them invest in their education. With the program's end, many educators reported a return to financial precarity and living paycheck to paycheck. The short-term impacts of the stipends is consistent with windfall payments, which are known to be effective at alleviating acute financial stress without having sustained impacts (Arkes et al., 1994; Rodgers et al., 2023). Additionally, despite this wage top-up, most educators continued to earn below the self-sufficiency wage for their household.

For FCC providers, stipend funds meant personal financial relief as well as critical support for their programs. Many FCC educators used the funds to buy classroom materials and cover business expenses. This finding underscores the interconnected nature of FCC providers' business operations and their personal finances—a factor that decisionmakers should consider in designing future compensation initiatives.

Year-over-year retention was high compared to rates reported in other studies (Doromal et al., 2023). Among educators retained throughout the stipend period, nine in ten remained at the same program or agency. When surveyed a year after the wage enhancement program ended, most stipend participants were still working directly with children in ECE. This finding was especially true for FCC providers, the vast majority of whom continued operating their programs, with only 3 to 5 percent no longer working directly with children in early care and education. These findings highlight the strong commitment and work ethic among early educators despite their low wages (Kwon et al., 2020).

Among former stipend participants who had left ECE, the most common reasons cited for leaving the field were low wages and scant benefits, burnout, and lack of workplace support. These findings underscore the need to pair long-term compensation strategies with efforts to improve the work environment and strengthen workplace supports. Notably, nearly one half of those who had left ECE said they would consider returning to direct care if these challenges were addressed, suggesting that sustained systemic strategies could help reduce chronic workforce shortages.

Our findings show that Riverside County also experienced a relatively strong job recovery from the height of the pandemic compared to other California counties. While we do not attempt to establish causality due to the flurry of payments during the pandemic, it is likely that First 5 Riverside County's wage enhancement program helped stabilize the local workforce and supported recovery by maintaining positions in open child care programs. However, as

pandemic relief has ended, new challenges continue to emerge, underscoring the continued vulnerability of this chronically underfunded sector.

FCC providers in particular identified the expansion of transitional kindergarten as a significant challenge to the feasibility of their business. As more four-year olds enroll in TK, child care programs are expected to pivot and serve more infants, toddlers, and three-year-olds. However, the loss of older children to TK cannot simply be replaced by infants and toddlers without destabilizing the child care business model. This shift threatens FCC providers' financial stability in particular: younger age groups require lower child:adult ratios (Workman, 2021), and there is a limit on the total number of infants an individual provider can care for. Without adequate support, the loss of older children to TK will likely destabilize the already-fragile business model of FCC providers operating with small group sizes and on razor-thin margins.

Although temporary, First 5 Riverside County's wage enhancement program provided vital support to educators serving children from vulnerable backgrounds during a critical period. The following recommendations outline actions Riverside County and the State of California can take to strengthen ECE programs and build a more stable, resilient system with a well-compensated and well-supported workforce:

### **Riverside County should...**

- Strengthen local ECE workforce compensation strategies:
  - Continue and expand the wage supplement initiative to reach educators across all settings;
  - Explore sustained local revenue sources, such as ballot measures, to fund workforce compensation;
  - Develop and adopt a wage scale and career ladder as the foundation for a long-term, system-wide compensation strategy;
- Strengthen local workforce data systems:
  - Provide adequate funding for the workforce registry and promote participation from educators in all settings;
  - Leverage existing data systems to enable timely and efficient distribution of future one-time funds directly to educators;
  - Integrate data across licensing, subsidy, and workforce registries to monitor impact of policy changes and identify gaps;
- Support child care programs during transition to universal TK:
  - Offer targeted transition and stabilization supports for programs adapting to serve younger children; and
  - Fund research to better understand and address the unique challenges of family child care providers during this transition.

### **The State of California should...**

- Implement policies that improve the wages and well-being of the early care and education workforce:
  - Establish a sustainable and equitable compensation infrastructure, including state-funded wage scales, to ensure fair and consistent pay across all settings;
  - Fund early care and education as a public good to promote system stability and equity; and
- Strengthen workforce data and accountability systems:
  - Invest in ongoing workforce data collection and research to track and evaluate the impact of policy changes, including the expansion of TK, on educator well-being.

# Appendix

**Table A1. Center-Based Survey Participant Characteristics**

California Early Educators, 2025

	Riverside County Stipend Group	Riverside County HS/T5	Other SoCal Voucher	Other SoCal HS/T5
<b>Race and ethnicity</b>	(n=174)	(n=146)	(n=208)	(n=374)
Asian	3%	7%	2%	9%
Black	7%	3%	9%	3%
Latina	56%	55%	64%	43%
White	22%	17%	11%	28%
Multiracial/All other	11%	17%	14%	17%
<b>Tenure in ECE</b>	(n=177)	(n=148)	(n=209)	(n=374)
Less than 5 years	7%	14%	29%	22%
5 to 15 years	52%	45%	43%	35%
16 to 25 years	28%	27%	17%	26%
More than 25 years	13%	14%	11%	16%

Note: Data were collected in 2025 through the California Early Care and Education Workforce Study.

Source: Center for the Study of Child Care Employment, University of California, Berkeley

**Table A2. FCC Provider Survey Participant Characteristics**

California Early Educators, 2025

	Riverside County Stipend Group	Other Riverside County FCC Providers	Other SoCal FCC Providers
<b>Race and ethnicity</b>	(n=200)	(n=44)	(n=288)
Asian	4%	0%	4%
Black	24%	25%	8%
Latina	48%	61%	57%
White	16%	7%	15%
Multiracial/All other	9%	7%	15%
<b>Tenure in ECE</b>	(n=196)	(n=43)	(n=261)
Less than 5 years	5%	23%	14%
5 to 15 years	33%	33%	34%
16 to 25 years	37%	23%	29%
More than 25 years	26%	21%	22%

Note: Data were collected in 2025 through the California Early Care and Education Workforce Study.

Source: Center for the Study of Child Care Employment, University of California, Berkeley

### Table A3. Community-Based ECE Jobs

California Counties, 2019 to 2024

	Change Since Q4 2019	County Rank (1 through 37)	Change Since Q4 2020	County Rank (1 through 37)
Statewide	9%	n/a	38%	n/a
Riverside	14%	13	46%	9
<b>All Other Counties With Data Available</b>				
Alameda	15%	10	69%	2
Butte	-13%	32	-3%	35
Contra Costa	17%	8	52%	5
El Dorado	-27%	37	-11%	36
Fresno	11%	16	29%	21
Humboldt	-22%	36	24%	27
Kern	20%	6	33%	17
Kings	30%	3	47%	8
Los Angeles	3%	20	30%	19
Marin	-10%	30	16%	29
Mendocino	-3%	27	15%	30
Merced	48%	2	83%	1
Monterey	15%	9	29%	22
Napa	1%	24	21%	28
Nevada	-12%	31	8%	32
Orange	3%	19	36%	14
Placer	-3%	26	13%	31
Sacramento	14%	11	38%	12
San Benito	5%	18	30%	20
San Bernardino	22%	5	25%	25
San Diego	14%	12	36%	15
San Francisco	1%	23	33%	18
San Joaquin	-22%	34	4%	33
San Luis Obispo	2%	22	25%	26
San Mateo	2%	21	27%	24
Santa Barbara	49%	1	58%	3
Santa Clara	-1%	25	50%	6
Santa Cruz	-9%	29	55%	4
Shasta	-19%	33	-14%	37
Solano	9%	17	50%	7
Sonoma	19%	7	40%	11
Stanislaus	12%	14	44%	10
Sutter	-22%	35	4%	34
Tulare	23%	4	29%	23
Ventura	11%	15	35%	16
Yolo	-4%	28	36%	13

Note: Authors' analysis of Quarterly Census of Employment and Wages, 2019-2024. Data not available for Imperial County. ECE jobs are defined by the Child Day Care Services Industry (6244) in the Quarterly Census of Employment and Wages. Community-based jobs are those that are not employed via a federal, state, or local agency. Q4 corresponds to October through December.

Source: Center for the Study of Child Care Employment, University of California, Berkeley

## Table A4. Child Care Center Closures

California Counties, 2021 to 2024

	Closed in 2021	County Rank (1 through 40)	Closed 2021-2024	County Rank (1 through 40)
Statewide	5%	n/a	18%	n/a
Riverside	4%	23	19%	20
<b>All Other Counties With Data Available</b>				
Alameda	5%	25	20%	24
Butte	14%	40	43%	40
Contra Costa	4%	17	18%	17
El Dorado	3%	10	21%	30
Fresno	2%	7	9%	3
Humboldt	2%	7	25%	36
Imperial	3%	10	16%	11
Kern	4%	17	19%	19
Kings	8%	36	16%	11
Los Angeles	4%	17	17%	15
Madera	3%	10	11%	4
Marin	8%	36	20%	24
Mendocino	0%	1	11%	4
Merced	0%	1	6%	2
Monterey	2%	7	12%	7
Napa	6%	32	20%	24
Nevada	0%	1	16%	11
Orange	6%	32	17%	15
Placer	3%	10	26%	37
Sacramento	5%	25	19%	19
San Bernardino	3%	10	15%	10
San Diego	5%	25	19%	19
San Francisco	5%	25	20%	24
San Joaquin	4%	17	20%	24
San Luis Obispo	4%	17	22%	31
San Mateo	3%	10	13%	8
Santa Barbara	10%	39	24%	33
Santa Clara	5%	25	24%	33
Santa Cruz	4%	17	19%	19
Shasta	9%	38	27%	38
Solano	5%	25	16%	11
Sonoma	6%	32	29%	39
Stanislaus	3%	10	22%	31
Sutter	0%	1	18%	17
Tehama	0%	1	11%	4
Tulare	5%	25	13%	8
Ventura	4%	17	20%	24
Yolo	7%	35	24%	33
Yuba	0%	1	0%	1

Note: Authors' analysis of child care center licensure data, courtesy of Community Care Licensing. The closures are estimated only among programs that were already licensed as of January 1, 2020. Counties with fewer than 20 centers licensed on that date are excluded.

Source: Center for the Study of Child Care Employment, University of California, Berkeley

**Table A5. Large Family Child Care Provider Closures**

California Counties, 2021 to 2024

	Closed in 2021	County Rank (1 through 44)	Closed 2021-2024	County Rank (1 through 44)
Statewide	7%	n/a	24%	n/a
Riverside	7%	20	25%	24
<b>All Other Counties With Data Available</b>				
Alameda	7%	20	24%	20
Butte	11%	36	38%	43
Colusa	7%	20	21%	7
Contra Costa	6%	14	24%	20
El Dorado	8%	28	24%	20
Fresno	6%	14	22%	11
Glenn	0%	1	20%	5
Humboldt	17%	44	30%	34
Imperial	3%	2	18%	3
Kern	6%	14	22%	11
Kings	3%	2	18%	3
Lake	15%	40	37%	42
Los Angeles	6%	14	20%	5
Madera	4%	8	23%	17
Marin	7%	20	21%	7
Mendocino	7%	20	22%	11
Merced	3%	2	22%	11
Monterey	7%	20	22%	11
Napa	6%	14	21%	7
Nevada	3%	2	26%	26
Orange	6%	14	29%	32
Placer	8%	31	29%	32
Sacramento	7%	20	28%	30
San Benito	3%	2	11%	1
San Bernardino	5%	10	25%	24
San Diego	8%	28	26%	26
San Francisco	5%	10	23%	17
San Joaquin	9%	32	27%	28
San Luis Obispo	8%	28	27%	28
San Mateo	9%	32	31%	38
Santa Barbara	3%	2	23%	17
Santa Clara	9%	32	31%	38
Santa Cruz	5%	10	21%	7
Shasta	16%	43	46%	44
Solano	10%	35	35%	41
Sonoma	12%	38	30%	34
Stanislaus	11%	36	30%	34

Table continues on the next page.

**Table A5. Large Family Child Care Provider Closures, *continued***

California Counties, 2021 to 2024

	Closed in 2021	County Rank (1 through 44)	Closed 2021-2024	County Rank (1 through 44)
Sutter	15%	40	34%	40
Tehama	13%	39	30%	34
Tulare	5%	10	22%	11
Ventura	4%	8	13%	2
Yolo	7%	20	24%	20
Yuba	15%	40	28%	30

Note: Authors' analysis of large FCC provider licensure data, courtesy of Community Care Licensing. The closures are estimated only among providers who were already licensed as of January 1, 2020. Counties with fewer than 20 providers licensed on that date are excluded.

Source: Center for the Study of Child Care Employment, University of California, Berkeley

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- D.2. 2027-2030 First 5 Riverside County Strategic Plan Update — Charna Widby,  
Executive Director
- E. **Consent Items – Chair** (A copy of all Consent Items and attachments can be viewed at  
[www.rccfc.org](http://www.rccfc.org) and at the Commission Business Office)
- E.1. Approve First 5 Riverside County Draft Commission and Advisory Committee  
Finance Workshop October 22, 2025 Meeting Minutes



**MINUTES**  
**FIRST 5 RIVERSIDE COUNTY**  
**Commission and Advisory Committee Finance Workshop**  
**Wednesday, October 22, 2025**  
**11:30 AM**  
First 5 Riverside County  
585 Technology Ct  
Riverside, California 92507

**Workshop session—informational only**

**Commissioners Present:** Supervisor Chuck Washington (Chair), Jose Campos (Vice Chair), Charity Douglas, Zachary Ginder, Edwin Gomez, Cheryl-Marie Hansberger, Elizabeth Romero (arrived at 12:30 p.m.), Kimberly Saruwatari (arrived at 11:40 a.m.), and Takashi Wada.

**Advisory Committee Members Present:** Kari Middleton-Hendrix, Malinda Margiotta, Angel Anton, Antonia Eli Mast, Jiles Smith, and Neftali Galarza-Toledo

**Advisory Committee Members Absent:** Agam Patel, Helena Lopez, and Saovaros Diehl-Hope

**Advisory Committee Members Vacancy:** District II

**Administrative Staff Present:** Tammi Graham, Executive Director; Charna Widby, Assistant Director; Michael Knight, Assistant Director; Patricia Perez, Deputy Director; Lynn Stephens, Executive Assistant IV; Carol Abella, Regional Manager; Larissa Wills, Regional Manager; Estella Briceno, Regional Manager; Charity Webb, Regional Manager; Sean Pravica, Senior Public Information Specialist; Michelle Rodriguez, Public Information Specialist; Martina Guevara, Commission Coordinator; Hui (Seraphina) Wang, Principal Accountant; Yolanda Bernal, Contracts & Grants Analyst; Marinus (Rens) Van Eenennaam, Contracts & Grants Analyst; Victor Lopez, Business Process Analyst II; Luis Garcia, Business Process Analyst II; Sumaiya Mahjabin, Business Process Analyst II; Jennifer Delany, Administrative Services Analyst II.

**Legal Counsel:** Kristine Bell-Valdez, Supervising Deputy County Counsel

**A. Call to Order – Supervisor Chuck Washington, Commission Chair**

1. Pledge of Allegiance – Commissioner Gomez
2. Roll Call – Lynn Stephens, Executive Assistant IV

**B. Public Comments (for items not listed on the agenda) – Supervisor Chuck Washington, Chair**

None.

**C. Commission and Advisory Committee Business – Supervisor Chuck Washington, Chair**

1. Oath of Office was administered to Commissioner Cheryl-Marie Hansberger and Advisory Committee Member Neftali by Breanna Smith, Clerk of the Board Executive Assitant.
2. Commissioner Comments  
None.

(Commissioner Saruwatari arrived at 11:40 a.m.)

**D. Presentation/Information Items — Supervisor Chuck Washington, Chair** (A copy of all Presentation/Information items and attachments can be viewed at [www.rccfc.org](http://www.rccfc.org) and at the Commission Business Office.)

1. Welcome — Tammi Graham, Executive Director  
Ms. Graham welcomed the audience and highlighted the day's events, then turned the floor over to Ms. Widby.

Ms. Widby provided an introduction of the presenters and an overview of today's finance workshop activities.

Chip Reflection & Stress-Test Commissioners and the Advisory Committee engaged in discussion while completing them between presentations.

2. Office of Child Abuse Prevention (OCAP) Presentation — Bridgette Hernandez (DPSS), on behalf of the Office of Child Abuse Prevention (OCAP), with remarks by Charna Widby (First 5 Assistant Director).
  - Introducing OCAP
  - A Full Stream Approach to Prevention
  - Foundational Partners in Prevention
  - An Expanded Cohesive Prevention Network
  - Current initiatives with F5RC
  - Family First Prevention (FFPSA) Funding Streams
  - Save the Date: The 1<sup>st</sup> Annual Child Abuse Prevention Summit, April 30, 2026.

Commissioner Douglas requested the dollar amount for Title IV-E. Ms. Hernandez will obtain the amount and provide it to Ms. Widby. Ms. Widby clarified that under the Title IV-E match, only five evidence-based practices are eligible for funding, and she identified four that First 5 is already implementing.

Vice Chair Campos asked what the fifth practice is. Ms. Widby responded that the fifth practice is Functional Family Therapy.

Chair Washington asked whether the Title IV-E match was County match funds, and Ms. Widby confirmed it was.

3. Riverside County Office of Education (RCOE) Presentation — Jennifer L. Beggs, Executive Director, Early Care and Education, Division of Early Education Services, and Charna Widby, First 5 Assistant Director

Ms. Beggs provided highlights on

- Early Education Services Overview
- Early Childhood Education (ECE) Program Budget Revenue for 2025-26
- Early Education Programs (EEP) Budget Revenue for 2025-26
- Migrant Head Start Program (MSHSP) Budget Revenue for 2025-26
- Highlights of the Partnership with First 5 Riverside County

Commissioner Saruwatari inquired about federal funding. Ms. Beggs responded that 20% of the funds are federal; Head Start is 100% federally funded; Early Care and Education is funded at an 80/20 split; and Migrant programs are 100% federally funded.

(Commissioner Romero arrived at 12:30 p.m.)

4. Prop 10 Revenue Trends and Forecast Presentation — Brad Williams, Senior Partner, Capital Matrix Consulting, and Charna Widby, First 5 Assistant Director

Mr. Williams provided key highlights

- Proposition 10 Revenue Forecasts (\$ Millions)
- California Cigarette Distributions by Fiscal Year (Annual Taxable Packages Distributed)
- National Smoking Rates by Calendar Year (American Lung Association Estimates)
- Average Annual Percent Change In Cigarette Distributions During Policy Changes and in Subsequent Years
- Monthly Declines In Cigarette Revenues Have Subsided (Year-to-Year Percent Change)
- California OTP Sales by Fiscal Year
- First 5 Riverside County Proposition 10 Revenue Forecasts (\$ Millions)

#### **Takeaways**

Commissioner Douglas commented on the importance of exploring leverage opportunities, including support for child care workforce recruitment through DPSS. She emphasized addressing families' basic needs, referencing Maslow's Hierarchy of Needs, and noted that early education for children under five is critical. She suggested digging deeper into directing funding upstream and finding additional ways to coordinate and strengthen funding across initiatives.

Commissioner Ginder discussed leverage opportunities, including integrating with other funding sources and collaborating with other programs. He noted the challenge of "phantom funds" and emphasized the need to prioritize financial stability. He suggested considering increasing reserves to maintain current programs as Proposition 10 funding declines.

**Workshop session—informational only**

- E. **Adjournment:** Adjournment at 1:00 p.m. to the next Regular Meeting of the Riverside County Children and Families Commission to be held on October 22, 2025, beginning at 2:00 p.m. at:  
First 5 Riverside County Children and Families Commission Office  
585 Technology Court - Conference Room A  
Riverside, CA 92507  
Meeting Minutes Recorded by Lynn M. Stephens, Executive Assistant IV.

DRAFT

E.2.Approve First 5 Riverside County Draft Regular Commission October 22, 2025  
Meeting Minutes



**MINUTES  
FIRST 5 RIVERSIDE COUNTY  
Commission Regular Meeting  
Wednesday, October 22, 2025  
2:00 PM**

First 5 Riverside County  
585 Technology Ct  
Riverside, California 92507

**Commissioners Present:** Supervisor Chuck Washington, Jose Campos, Charity Douglas, Zachary Ginder, Edwin Gomez, Cheryl-Marie Hansberger, Elizabeth Romero, Kimberly Saruwatari, and Takashi Wada.

**Administrative Staff Present:** Tammi Graham, Executive Director; Charna Widby, Assistant Director; Michael Knight, Assistant Director; Patricia Perez, Deputy Director; Lynn Stephens, Executive Assistant IV; Carol Abella, Regional Manager; Charity Webb, Regional Manager; Estella Briceno, Regional Manager; Larissa Wills, Regional Manager; Sean Pravica, Senior Public Information Specialist; Michelle Rodriguez, Public Information Specialist; Martina Guevara, Commission Coordinator; Victor Lopez, Business Process Analyst II; Steven Hernandez, Administrative Services Analyst II; Michael Avalos, Support Services Technician

**Legal Counsel:** Kristine Bell-Valdez, Supervising Deputy County Counsel

- A. **Call to Order – Supervisor Chuck Washington, Chair**
  - 1. Pledge of Allegiance – Led by Commissioner Ginder
  - 2. Roll Call – Conducted by Lynn Stephens, Executive Assistant IV
  
- B. **Public Comments (for items not listed on the agenda) – Supervisor Chuck Washington, Chair**

None.
  
- C. **Commission and Advisory Committee Business – Supervisor Chuck Washington, Chair**
  - 1. Commissioner Comments

Commissioner Douglas stated that October 23 serves as the deadline to meet the November 1 issuance date for DPSS-administered public assistance benefits.. She noted that if a federal shutdown extends beyond that date, it could delay processing and push issuance further into November, potentially nearing the Thanksgiving period.

Chair Washington added that while discussions with the Board of Supervisors have explored potential solutions to address the funding gap, there is no identified mechanism for the County to advance funds and later receive reimbursement. Commissioner Douglas stated that the approximately \$65 million in funding for November is federally sourced and administered through the State.

- D. **Consent Items – Supervisor Chuck Washington, Chair** (A copy of all Consent Items and attachments can be viewed at [www.rccfc.org](http://www.rccfc.org) and at the Commission Business Office.)
1. Approve First 5 Riverside County Draft Commission Meeting Minutes - September 10, 2025 Session

*Commissioner Romero moved to approve Consent Item 1 as presented. Vice Chair Campos seconded the motion.*

- **Ayes:** 8
- **Nays:** 0
- **Abstention:** (1) Commissioner Hansberger

**Quorum maintained. Motion carried.**

- E. **Presentation/Action Items/Public Hearings – Supervisor Chuck Washington, Chair** (A copy of all Presentation/Action Items/Public Hearings and attachments can be viewed at [www.rccfc.org](http://www.rccfc.org) and at the Commission Business Office.)
1. Presentation of First 5 Riverside County Annual Audit Report for Fiscal Year 2024/2025 — Patricia Perez, Deputy Director, and David Showalter, CPA Partner, Eide Bailly, LLP

Mr. Showalter provided highlights of the First 5 Riverside County Annual Audit, noting that the audit report on First 5's financial statements was clean. There are no significant findings to report.

- a. **Public Hearing:** Annual Audit of First 5 Riverside County Children and Families Commission for Fiscal Year 2024/2025 — Supervisor Chuck Washington, Chair

Chair Washington opened the public hearing. Hearing no comments, the public hearing was closed.

- b. **25-38:** Adopt First 5 Riverside County Children and Families Commission Annual Independent Audit Report for Fiscal Year 2024/2025 — Supervisor Chuck Washington, Chair

*Commissioner Gomez moved to approve action item 25-38 as presented. Commissioner Saruwatari seconded the motion.*

- **Ayes:** 9
- **Nays:** 0
- **Abstention:** None

**Motion carried unanimously.**

Ms. Graham publicly thanked Ms. Perez and her team for their excellent work on the audit report.

2. Presentation of First 5 Riverside County Children and Families Commission Annual Report for Fiscal Year 2024/2025 — Charna Widby, Assistant Director, and Michael Knight, Assistant Director

Ms. Widby provided highlights of the First 5 Annual Report.

- a. **Public Hearing:** Annual Report of First 5 Riverside County Children and Families Commission for Fiscal Year 2024/2025 — Supervisor Chuck Washington, Chair

Chair Washington opened the public hearing. Hearing no comments, the public hearing was closed.

- b. **25-39:** Adopt First 5 Riverside County Children and Families Commission Annual Report for Fiscal Year 2024/2025 — Supervisor Chuck Washington, Chair

Vice Chair Campos moved to approve action item 25-39 as presented. Commissioner Douglas seconded the motion.

- **Ayes:** 9
- **Nays:** 0
- **Abstention:** None

***Motion carried unanimously.***

Commissioner Ginder appreciated the callouts highlighting providers and their stories.

F. **Presentation/Information Items – Supervisor Chuck Washington, Chair** (A copy of all Presentation/Information Items and attachments can be viewed at [www.rccfc.org](http://www.rccfc.org) and at the Commission Business Office.)

1. **Receive and File** — First 5 Riverside County Agency Progress Report July 1, 2024– June 30, 2025 — **Information Only**
2. First 5 Riverside County Budget Review — Patricia Perez, Deputy Director  
Ms. Perez provided key highlights on revenue and investments. Staff will schedule a Finance Subcommittee meeting in the upcoming months and provide a revised budget to the Commission for consideration at a future Commission meeting.
3. First 5 Riverside County 5-10 Year Projections — Patricia Perez, Deputy Director  
Ms. Perez provided highlights. 10 million is the total current reserve previously approved by the Commission.
4. First 5 Riverside County Funded Agencies 2027 and Beyond — Tammi Graham, Executive Director  
Ms. Graham provided key highlights on Contracts.
5. First 5 Riverside County Fund Balance Policy Review — Tammi Graham, Executive Director  
Ms. Graham reported that the Commission last approved the current reserve and fund balance in 2018. Since that time, First 5 has expanded from 20 staff members to 66 full-time equivalent positions.

Staff is conducting an analysis and developing recommendations for potential revisions to the Fund Balance Reserve. Currently, \$12 million remains uncommitted within the Fund Balance. Staff will present proposed modifications, aligned with the Strategic Plan, to the Commission at a future meeting.

Commissioner Ginder asked for a discussion on creative ways to increase reserves to prepare for losses in other funding streams. Chair Washington concurred.

Ms. Graham confirmed that \$19 million was spent on contracts annually.

Discussion on the risk of funds being swept ensued. Ms. Graham noted that Proposition 10 revenues are not federal pass-through funds and are not contingent on federal matching funds.

**G. Future Agenda Items:**

1. First 5 Riverside County 2023-2026 Strategic Plan Annual Review and Public Hearing

- H. Adjournment:** Adjournment at 2:49 p.m. to the Special Strategic Plan Workshop Meeting to be held on December 10, 2025, beginning at 12:00 p.m. at:  
First 5 Riverside County Children and Families Commission Office  
585 Technology Court — Conference Room A  
Riverside, CA 92507

Meeting Minutes Recorded by Lynn M. Stephens, Executive Assistant IV.

DRAFT

E.3. Approve First 5 Riverside County Draft Strategic Plan Workshop December 10, 2025 Meeting Minutes



**MINUTES**  
**FIRST 5 RIVERSIDE COUNTY**  
**Commission Strategic Plan Workshop Meeting**  
**Wednesday, December 10, 2025**  
**12:45 PM**  
First 5 Riverside County  
585 Technology Ct  
Riverside, California 92507

**Commissioners Present:** Supervisor Chuck Washington (arrived at 1:22 p.m.), Jose Campos, Charity Douglas, Zachary Ginder, Cheryl-Marie Hansberger, Elizabeth Romero, Kimberly Saruwatari (left the meeting at 1:30 p.m.), and Takashi Wada.

**Commissioners Absent:** Edwin Gomez

**Administrative Staff Present:** Tammi Graham, Executive Director; Charna Widby, Assistant Director; Michael Knight, Assistant Director; Patricia Perez, Deputy Director; Lynn Stephens, Executive Assistant IV; Carol Abella, Regional Manager; Larissa Wills, Regional Manager; Charity Webb, Regional Manager; Hui Serafina Wang, Principal Accountant; Sean Pravica, Senior Public Information Specialist; Michelle Rodriguez, Public Information Specialist; Martina Guevara, Commission Coordinator; Victor Lopez, Business Process Analyst II; Steven Hernandez, Administrative Services Analyst II; Michael Avalos, Support Services Technician

**Legal Counsel:** Kristine Bell-Valdez, Supervising Deputy County Counsel

**A. Call to Order – Jose Campos, Commission Vice Chair**

1. Pledge of Allegiance – Led by Vice Chair Campos
2. Roll Call – Conducted by Lynn Stephens, Executive Assistant IV

**B. Public Comments (for items not listed on the agenda) – Jose Campos, Vice Chair**

Trudy Oliver, Administrative Director – Temple Beth El Child Development Center  
Ms. Oliver expressed gratitude for past and ongoing support of early childhood programs, noting her organization was among the first funded through Prop 10 in 2000. She stated that her organization successfully completed a recent grant project, its positive community impact—especially regarding infant and toddler care—and acknowledged that program expansion was made possible through continued funding. She encouraged the Commission to consider these needs in future strategic planning.

Megan Daly, Director – Loma Linda Help Me Grow Inland Empire

Ms. Daly, on behalf of Peter Baker, Brett Walls, and herself at Loma Linda University Children’s Hospital, congratulated and thanked Ms. Graham for over a decade of partnership and collaboration. She highlighted Ms. Graham’s key role in developing the Help Me Grow infrastructure, noting that the program has conducted approximately 31,000 screenings and served around 12,000 families across both counties. Ms. Daly expressed appreciation for Ms. Graham’s contributions and looked forward to continuing the partnership with the Commission and Ms. Widby.

C. **Commission Business – Jose Campos, Vice Chair**

1. Commissioner Comments  
None.

D. **Presentation/Information Item – Jose Campos, Vice Chair** (A copy of all Presentation/Information items and attachments can be viewed at [www.rccfc.org](http://www.rccfc.org) and at the Commission Business Office)

1. Welcome — Tammi Graham, Executive Director, and Charna Widby, Assistant Director

Ms. Graham welcomed attendees and thanked them for their support over the past ten years. She highlighted key accomplishments during her tenure, including the rebranding to First 5 Riverside County, updates to the Commission’s membership and ordinance, approval of ten strategic plans, and expanded funding to better serve children and families. She also noted successful partnerships with community and county organizations. Ms. Graham announced her transition to another county role and introduced Ms. Widby as her successor, who would lead the current workshop.

Ms. Widby thanked Ms. Graham for her kind words and expressed personal appreciation for her support. Ms. Widby then outlined the session objectives. Staff reviewed prior engagement activities and summarized key themes from workshops and interviews.

(Supervisor Chuck Washington arrived at 1:22 p.m.)

2. Health Management Associates (HMA) Presentation — Kaya Tith, Senior Consultant, and Betsy Uhrman, Principal
  - Key Themes We Heard
  - Key Themes by Goal Area
  - Key Themes for the Thematic Shifts Anchoring the Next Strategic Plan

E. **Strategic Planning: Progress To-Date** — Tammi Graham, Executive Director, and Charna Widby, Assistant Director, First 5 Riverside County; Kaya Tith, Senior Consultant, and Betsy Uhrman, Principal, Health Management Associates

Presented by Kaya Tith, Senior Consultant.

F. **First 5 Riverside County's Roles** — Kaya Tith, Senior Consultant, and Betsy Uhrman, Principal, Health Management Associates; Tammi Graham, Executive Director, and Charna Widby, Assistant Director, First 5 Riverside County

Presented by Charna Widby, Assistant Director.

G. **Review and Refinement of Investment Guidelines** — Tammi Graham, Executive Director, and Charna Widby, Assistant Director, First 5 Riverside County; Kaya Tith, Senior Consultant, and Betsy Uhrman, Principal, Health Management Associates

Presented by Kaya Tith, Senior Consultant.

(Commissioner Saruwatari left the meeting at 1:22 p.m.)

- H. **Closing and Next Steps** — Tammi Graham, Executive Director, and Charna Widby, Assistant Director, First 5 Riverside County; Kaya Tith, Senior Consultant, and Betsy Uhrman, Principal, Health Management Associates

Presented by Kaya Tith, Senior Consultant, and Charna Widby, Assistant Director

Ms. Tith summarized the discussion, noting themes of weighting/definitions and the importance of context -- identifying the problem, understanding the existing funding and service landscape, and recognizing how this effort complements other community resources. Several constructive suggestions were offered to the First 5 Riverside County team for consideration as opportunities for refinement and improvement.

Ms. Widby reported that First 5 will use insights from the past two workshops to refine the framework, including updated guidelines, tactics, and priorities. The first update will be provided at the January Commission meeting, followed by an iterative drafting process. Community input sessions are helping identify priorities, and the team will share their feedback with the Commission as it moves toward the next plan.

- I. **Adjournment:** Adjournment at 2:50 p.m. to the next Regular Meeting of the Riverside County Children and Families Commission to be held on January 21, 2026, beginning at 2:00 p.m. at:  
First 5 Riverside County Children and Families Commission Office  
585 Technology Court — Conference Room A  
Riverside, CA 92507

Meeting Minutes Recorded by Lynn M. Stephens, Executive Assistant IV.

E.4.26-01: Approve Termination of **CONTRACT NO. CF25103** with American Academy of Pediatrics, District IX, Chapter 2 for Reach Out and Read - Inland Empire (ROR-IE) Effective December 31, 2025



AGENDA ITEM: 26-01  
DATE OF MEETING: JANUARY 21, 2026  
ACTION:   
INFORMATION:

**APPROVE TERMINATION OF CONTRACT NO. CF25103  
WITH AMERICAN ACADEMY OF PEDIATRICS, DISTRICT IX, CHAPTER 2  
FOR REACH OUT AND READ – INLAND EMPIRE (ROR-IE)  
EFFECTIVE DECEMBER 31, 2025**

**SUMMARY OF REQUEST**

Approve termination of Contract No. CF25103 with American Academy of Pediatrics, District IX, Chapter 2, for Reach Out and Read – Inland Empire (ROR-IE) effective December 31, 2025. American Academy of Pediatrics, District IX, Chapter 2 has requested to be released/terminated from the contract. The estimated remaining unexpended contract authority is \$244,103.

**BACKGROUND**

September 11, 2024 (Action Item 24-26): The Commission approved Contract No. CF25103 with American Academy of Pediatrics, District IX, Chapter 2 for an amount not to exceed \$403,945, effective October 1, 2024 – June 30, 2026, for the Reach Out and Read – Inland Empire (ROR-IE) program.

November 3, 2025, the contractor provided written notice to terminate the contract pursuant to Section 6.B (Termination by Contractor), effective December 31, 2025, due to unexpected loss of key project staffing and the contractor's resulting inability to continue contract performance and complete closeout requirements. Consistent with the contract's inventory/asset provisions, existing program materials will remain available for use at sites actively implementing ROR-IE.

**RECOMMENDED ACTION**

That the Commission:

1. Approve termination of Contract No. CF25103 with American Academy of Pediatrics, District IX, Chapter 2 for Reach Out and Read – Inland Empire (ROR-IE) effective December 31, 2025, and
2. Authorize the Executive Director or Designee to execute the necessary actions, including formal notification and documentation of said contract termination, upon County Counsel's approval as to form, without requiring further action of the Commission.

**BUDGET IMPACT**

No additional cost; termination results in an estimated \$244,103 in unspent contract authority remaining available for future Commission action.

**POTENTIAL CONFLICTS OF INTEREST**

None known.

**ATTACHMENT**

1. Contract CF25103 American Academy of Pediatrics

Lynn M. Stephens.  
Executive Assistant IV  
Date: 2024.09.11 16:46:31 -07'00'

Agenda Item E  
Consent Item 2  
24-26: Attachment

RIVERSIDE COUNTY CHILDREN AND FAMILIES COMMISSION  
CONTRACT  
INVESTMENT OF FUNDS  
585 Technology Court  
Riverside, California 92507

RCCFC AWARD: **CF25103**  
 CONTRACTOR: **American Academy of Pediatrics, District IX, Chapter 2**  
 CONTRACT TERM: **10/01/2024 – 06/30/2026**  
 MAXIMUM REIMBURSABLE AMOUNT: **\$403,945**

The CONTRACTOR designated above is hereby certified for an investment of funds in an amount not to exceed \$403,945

**Compensation:** The maximum reimbursable amount over the life of the Contract for Investment of Funds (hereinafter the "Contract") shall not exceed **\$403,945** as awarded by the Riverside County Children and Families Commission, also known as First 5 Riverside County, (hereinafter the "COMMISSION" or "COUNTY"), provided pursuant to the California Children and Families Act of 1998, also known as Proposition 10, to provide services and results as set forth in Attachments A, B, C and D attached hereto as incorporated herein by reference, subject to the following terms and conditions:

**IN WITNESS WHEREOF**, COMMISSION and CONTRACTOR have executed this Contract.

Authorized Signature for COMMISSION:	Authorized Signature for CONTRACTOR:
	<i>Tomas Torices</i>
Tammi Graham Executive Director	Tomas Torices, Chapter Executive Director and Authorized Signatory
Date Signed: Sep 17, 2024	Date Signed: Sep 13, 2024
585 Technology Court Riverside, CA 92507-2423	PO BOX 94127 Pasadena, CA 91109
APPROVED AS TO FORM SIGNATURE: 	
Kristine Bell-Valdez Supervising Deputy County Counsel	
Date Signed: 8/21/24	
ATTEST SIGNATURE: <i>Lynn Stephens</i>	
Lynn M. Stephens Executive Assistant IV	
Date Signed: Sep 17, 2024	

**RIVERSIDE COUNTY CHILDREN AND FAMILIES COMMISSION**

**CONTRACT TERMS AND CONDITIONS**

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## Terms and Conditions

### 1. NOTICES

All correspondence and notices required or contemplated by this Contract shall be delivered to the respective parties at the addresses set forth below and are deemed submitted one day after deposit in the United States mail, postage prepaid:

**COMMISSION:**

Tammi Graham  
Executive Director  
First 5 Riverside County  
585 Technology Court  
Riverside, CA 92507

**CONTRACTOR:**

Tomas Torices  
Chapter Executive Director  
PO BOX 94127  
Pasadena, CA 91109

Or to such other address as the parties may hereafter designate in writing.

### 2. SOURCE AND SCOPE OF CONTRACT

- A. This Contract award is valid and enforceable only if sufficient funds are available to the COMMISSION from Proposition 10 tax dollars for the total term of the Contract. It is mutually agreed that if the State does not appropriate sufficient Proposition 10 funds, this Contract shall be amended to reflect any reduction in funds.
- B. This Contract is subject to any additional restrictions, limitations, or conditions enacted by the State of California, which may affect the provisions, terms, or funding of this Contract in any manner.
- C. This Contract award is designated for an investment of funds to provide services to address Child Health & Development, Quality Early Learning or Resilient Families in accordance with the current COMMISSION Strategic Plan. Services are to be provided to benefit children 0 through 5 years of age (may also be abbreviated as "0-5") who reside in Riverside County.

### 3. DEFINITIONS

Terminology included within the Terms and Conditions of the Contract are defined by the Riverside County Children & Families Commission as stated below:

**Commission:** The Riverside County Children & Families Commission, an assembly of Commissioners appointed by the Riverside County Board of Supervisors, which is responsible for establishing policy and directing Proposition 10 funds at the County level.

**Contractor:** The government or other legal entity to which the Contract is awarded and which shall be accountable to the Commission for the use of funds provided.

**County:** The Riverside County Children & Families Commission, the County of Riverside, its Agencies, Districts, Special Districts and Departments, respective directors, officers, Board of Supervisors, elected and appointed officials, employees, agents and representatives.

**Data Management System:** An online data management system used to collect and analyze client demographics, services, and target accomplishments.

**Executive Director:** The designated lead director of the Commission.

**Fiscal Year:** The Commission's fiscal year is July 1 through June 30.

**Performance Target:** The specific results that a CONTRACTOR will commit to achieving as outlined in the Scope of Work.

**Performance Target Accomplishment Schedule:** The specific timeline that a CONTRACTOR will commit to adhere to achieving specific results as outlined in the Scope of Work.

**Probationary Status:** CONTRACTOR is given notice of non-compliance after failing to correct deficiencies and has been placed in a status that may require additional monitoring, announced and unannounced visits, additional reporting by CONTRACTOR, an evaluation by COMMISSION staff and a report to the COMMISSION inclusive of recommendations regarding the disposition of the Contract.

**Scope of Work (SOW):** A documented qualitative and quantitative description of the project deliverables (i.e, what the CONTRACTOR is funded to do).

#### **4. TERM**

The term of this Contract shall be from **10/01/2024** through **06/30/2026** unless terminated sooner by the provisions herein by either party. Funds shall not be automatically renewed by the COMMISSION upon or after the term of the Contract except by formal amendment approved by the COMMISSION.

#### **5. COMPLIANCE, DISALLOWANCE, WITHHOLDING**

If CONTRACTOR fails to comply with any conditions contained within this Contract, the COMMISSION may place the CONTRACTOR in a probationary status, temporarily withhold payments until the deficiency is corrected, deny funds for all or part of the cost of activity not in compliance, and/or request repayment to the COMMISSION if any disallowance is rendered after audit findings. Written notification of non-compliance will be sent to the identified contact person and the CONTRACTOR'S Executive Director or other lead staff authorized by the CONTRACTOR'S governing board or ownership within twenty (20) working days.

#### **6. TERMINATION**

**A. By COMMISSION:** The COMMISSION may, by written notice to CONTRACTOR, terminate this Contract in whole or in part at any time for the reasons as set forth below. Upon receipt of notice, the CONTRACTOR shall immediately discontinue all services affected (unless the notice directs otherwise).

##### **1. Termination for cause:**

- a. Due to Default or Breach of Contract.** Upon default by the CONTRACTOR in the performance of this Contract or material breach of any of its provisions which include but are not limited to; change in status or delegation, assignment or alteration of the services outlined in Attachment A of this Contract, the COMMISSION may immediately terminate this Contract by written notice, which shall be effective upon receipt by CONTRACTOR, unless COMMISSION provides CONTRACTOR the opportunity to cure breach within twenty (20) working days of receipt of notice, and CONTRACTOR does so to COMMISSION'S satisfaction.
- b. Due to Health and Safety Concerns of Clients.** The COMMISSION may immediately terminate this Contract, at the sole discretion of the COMMISSION when the CONTRACTOR has been accused and found to be in violation of any county, state, or federal law and/or regulation related to the health and safety of clients. The Contract may also be immediately terminated at the sole discretion of the COMMISSION if the CONTRACTOR fails to provide for the health and safety of clients served under this Contract where the health and safety of clients are placed at risk by CONTRACTOR.
- c. Due to Non-Appropriation.** It is mutually agreed that if either the federal or state budget of the current year and/or any subsequent years covered under this Contract does not appropriate sufficient funds for the program, this Contract shall be of no

further force and effect. In this event, the COMMISSION shall have no liability to pay any funds whatsoever to the CONTRACTOR or to furnish any other considerations under this Contract and CONTRACTOR shall not be obligated to perform any provisions of this Contract. If funding for any fiscal year is reduced or deleted by the federal or state budgetary process for purposes of this program, the COMMISSION shall have the option to either cancel this Contract with no liability occurring to the COMMISSION or offer a Contract amendment to CONTRACTOR to reflect the reduced amount.

- d. **Due to Non-Compliance.** Termination may occur if CONTRACTOR fails to provide the COMMISSION with any reports, data and information as required in this Contract. CONTRACTOR may be placed in a probationary status until compliance with the terms of the Contract has been met. CONTRACTOR will be given thirty (30) calendar days after the date of written notice by COMMISSION to cure the deficiency. If compliance is not met within the thirty (30) calendar days, the COMMISSION may move forward with termination of the Contract.
- e. **Without Cause.** COMMISSION may terminate this Contract without cause upon thirty (30) days' written notice served upon the CONTRACTOR stating the extent and effective date of termination.

**B. By CONTRACTOR:** CONTRACTOR may terminate this Contract in whole or in part upon thirty (30) calendar days' written notice to the COMMISSION.

## **7. REQUIREMENT OF SUPPLEMENTING PROGRAM**

Funds received pursuant to this Contract shall not be used to supplant any program of the CONTRACTOR. Proposition 10 funds shall ONLY be used to supplement a CONTRACTOR'S program. The COMMISSION endorses the California Children and Families Commission's interpretation of supplanting: The definition of "supplement" is to add to or augment something that currently exists, while "supplant" is defined as taking the place of something currently in existence. As defined in Health and Safety Code sections 130100 et seq. (the Children and Families Act), all monies raised pursuant to the Act shall be appropriated and expended by CONTRACTOR only to supplement existing levels of services. The Act specifically prohibits appropriation and expenditure of funds to supplant state or local general fund money for any purpose. Further, expenditures are prohibited for use to fund any existing levels of service.

## **8. DATA MANAGEMENT**

CONTRACTOR agrees to participate in a comprehensive, countywide, internet-based evaluation and management process as defined by the COMMISSION. Participation shall include, but is not limited to, monthly input of program and financial data, submission of quarterly and annual Program Progress Reports (PPR), utilization of the COMMISSION developed reporting systems and Administrative Review formats and required training(s) to familiarize and implement the results-based accountability framework. The COMMISSION continues to refine its evaluative processes that will assist the COMMISSION, its CONTRACTORS and the community to successfully increase and measure the impact of the Proposition 10 in Riverside County. Where appropriate, CONTRACTOR agrees to participate in the ongoing development of these evaluative processes. Specific areas may include but are not limited to, the development of outcomes for programmatic performance, standards for service delivery, and assessment tools.

## **9. SCOPE OF WORK (SOW)**

A. CONTRACTOR will be required to submit and adhere to a SOW approved by the COMMISSION and attached to this Contract. The SOW will accurately reflect measurable results of services provided through Proposition 10 funding. The SOW will provide a qualitative

and quantitative description of program(s) objectives to be achieved in connection with Proposition 10 funding.

- B. The SOW (Attachment A) will be amended each fiscal year of the Contract Term to confirm or adjust specific qualitative and/or quantitative targets for the respective year.
- C. SOW revisions that are considered relatively minor adjustments that do not affect the overall deliverables of this Contract shall be accepted for consideration through March 31st of each fiscal year. Requests for these types of SOW adjustments must be submitted to the COMMISSION office in writing or via e-mail and shall not be implemented by CONTRACTOR prior to receipt of written approval from authorized COMMISSION personnel. Upon approval, CONTRACTOR will receive either written or e-mail verification from the COMMISSION Executive Director (or designee).
- D. SOW revisions that are considered significant changes to program performance targets and affect the overall deliverables of this Contract include the following: changes that result in the type of customer or numbers served, new staff positions or major staff changes, or significant changes in the Performance Targets. Requests for these types of SOW changes shall be accepted for consideration through March 31 of each fiscal year. SOW revisions shall be submitted to the COMMISSION Executive Director (or designee), via the COMMISSION'S Contracts & Grants Analyst assigned to the CONTRACTOR. The COMMISSION Executive Director (or designee) will respond to the proposed request for SOW revisions within thirty (30) calendar days after receipt at the COMMISSION office. Final approval of any proposed revisions to the SOW shall require the written approval of the COMMISSION Executive Director (or designee). All changes will be incorporated into the Contract and shall become effective on the date of written approval from the COMMISSION Executive Director and/or the COMMISSION.
- E. CONTRACTOR agrees to make every possible effort to obtain voluntary consent using the COMMISSION Consent Form for any customer entered into the data management system. CONTRACTOR also agrees to maintain the original signed Consent Form on file for the COMMISSION to review as necessary. Each customer is to receive a copy of the signed Consent Form.

## **10. REIMBURSEMENT OF COSTS**

Payment will not be provided for services performed and/or expenditures accrued prior to the full execution of this Contract unless previously authorized by COMMISSION action. Reimbursement of costs shall be made upon CONTRACTOR'S satisfactory performance, based upon the SOW and methodology contained in Attachment A as determined by the COMMISSION. The COMMISSION shall allocate the funds to CONTRACTOR as follows:

- A. All funds provided pursuant to this Contract shall be expended by CONTRACTOR in accordance with the Budget attached hereto.
- B. All funds will be distributed as detailed in the attached Payment Provisions, attached hereto.

## **11. FISCAL AND PROGRAM REPORTING REQUIREMENTS**

### **A. Fiscal Reporting**

Fiscal expenditures are required to be input into the data management system by CONTRACTOR on a monthly basis with input completed and submitted by the 20th of the month following Contract performance for expenditures occurring in the 1<sup>st</sup>, 2<sup>nd</sup> and 3<sup>rd</sup> quarters of the fiscal year (July through March). Fiscal expenditures occurring in the 4<sup>th</sup> quarter (April, May and June) will be required to be input into the data management system on earlier modified due dates to support COUNTY internal deadlines and external audit requirements. These due dates will be communicated to CONTRACTOR through the COMMISSION'S

Contracts and Grants Analyst assigned to the CONTRACTOR. CONTRACTOR is required to report expenditures on a monthly basis and apply accruals at year-end. Accruals show costs for services that have occurred but have not yet been paid. If the reporting due date falls on a weekend or County, State or nationally recognized holiday, the due date will be on the following business day. Any changes that occur with expenditures must be reported to COMMISSION staff and adjusted within the data management system before the end of the Quarter following the expense occurrence. Example: Changes to expenditures in the first quarter of performance must be adjusted and reconciled before the end of the second quarter (December 30, as reported in the January 30 report). **A change in CONTRACTOR staff, or other difficulties, does not absolve the CONTRACTOR from this monthly fiscal reporting responsibility.**

In rare and justifiable circumstances, an extension may be requested by the CONTRACTOR. Such requests are to be submitted in writing prior to the due date and shall be directed through the COMMISSION'S Contracts and Grants Analyst assigned to the CONTRACTOR.

If applicable, CONTRACTOR shall provide copies of the claim report submitted monthly for Medi-Cal and/or any other state or federal reimbursements. In addition, the CONTRACTOR will provide the subsequent revenue reports that will reconcile the claim reports.

Costs may be allowed and reviewed for reimbursement up to the time of the Final Fiscal Expenditure Report, which is due as described in paragraph one of this section. All reimbursement costs not submitted at the time of the Final Fiscal Expenditure Report will be disallowed.

Payment information, including amount, payment reduction or payment withheld may be obtained by the CONTRACTOR via the data management system.

## **B. Program Reporting**

As requested by COMMISSION, CONTRACTOR shall participate in research and evaluation studies designed to show the effectiveness of CONTRACTOR'S services or to provide information about CONTRACTOR'S program. CONTRACTOR shall report program and demographic data on participants, where appropriate, service and outcome data with measurement tools approved by COMMISSION. CONTRACTOR shall enter data (quantitative and qualitative) in the evaluation database system designated by COMMISSION. CONTRACTOR shall submit complete data, in accordance with the SOW.

## **C. Monthly Reporting**

CONTRACTOR shall input and submit program data into the COMMISSION'S data management system on a monthly basis and input must be completed by the 20th of the month following Contract performance. If the reporting due date falls on a weekend or holiday, the due date will be on the following business day. The due date for program data submitted in the 4th quarter (April, May and June) may be modified by COMMISSION as required to meet internal COUNTY and State reporting deadlines. Modified due dates will be communicated to CONTRACTOR through the COMMISSION'S Contracts and Grants Analyst assigned to the CONTRACTOR. Any changes that occur with program data input must be reported to COMMISSION staff and adjusted within the data management system before the end of the Quarter following the change.

Example: Changes to program data in the first quarter must be adjusted and reconciled before the end of the 2nd quarter (December 30th, as reported in the January 30th report). A change in CONTRACTOR staff, or other difficulties, does not absolve the CONTRACTOR from this monthly program data input and quarterly Program Progress Report (PPR) responsibility.

#### **D. Quarterly and Annual Reporting**

CONTRACTOR shall submit Program Progress Reports (PPR) which includes quarterly and year-to-date progress on actual achievement of performance targets compared to projected achievements as detailed in the SOW and other data collection information as requested by the COMMISSION. The PPR shall include narrative information on lessons learned, course corrections, client success stories, sustainability and public awareness/policy change activities for the quarter. CONTRACTOR is required by the COMMISSION to complete and submit Program Progress Reports electronically via the COMMISSION'S data management system.

For each reporting period, CONTRACTOR shall provide the COMMISSION with a Program Progress Report within thirty (30) calendar days from the end of the reporting period. In rare and justifiable circumstances, an extension may be requested by the CONTRACTOR. Such requests are to be submitted in writing prior to the due date and shall be directed through the COMMISSION'S Contracts and Grants Analyst assigned to the CONTRACTOR. Quarterly Program Progress Reporting due dates for each Contract period are as follows:

- QUARTER 1 (July 1 – September 30): Report Due October 20
- QUARTER 2 (October 1 – December 31): Report Due January 20
- QUARTER 3 (January 1 – March 31): Report Due April 20
- QUARTER 4 (April 1 – June 30): Report Due July 11 (Final Cumulative Program Progress Report), Quarter 4 due date may be modified by COMMISSION as necessary to meet County and/or State reporting deadlines.

If the due date falls on a weekend or County, State or nationally recognized holiday, the due date will be on the following business day. The first quarterly report is due October 20th of the current fiscal year.

CONTRACTOR agrees that failure to submit reports as specified will be sufficient cause for the COMMISSION to withhold any payment due until reporting requirements have been fulfilled.

#### **12. REIMBURSEMENT OF FUNDS TO THE COMMISSION**

If CONTRACTOR has been overpaid in the previous fiscal year, the COMMISSION will, in instances where the Contract is renewed, reduce subsequent payment(s) to recover the amount overpaid.

Notwithstanding any other provision herein, CONTRACTOR agrees to reimburse, in full, all funds received from the COMMISSION, upon request of the COMMISSION, where such funds as determined by the COMMISSION are not or have not been utilized by CONTRACTOR for purpose as intended by the COMMISSION. The terms and conditions of reimbursement shall be at the sole discretion of the COMMISSION. This provision is not terminated upon termination of this Contract.

#### **13. COMMISSION FISCAL REQUIREMENTS**

##### **A. Budget Revisions**

A Budget Revision Form may be submitted by the CONTRACTOR to the COMMISSION to modify budget line(s) of the approved budget. The request must indicate the proposed line item change, the budget as amended applying the requested change, a written justification for each requested change, and signed by an authorized representative. The request cannot result in any alteration or degradation to the program services and performance targets as specified in this Contract.

The COMMISSION Executive Director (or designee), on behalf of the COMMISSION, has the authority to approve or deny the request, provided that the modification does not deviate from the original intent of the Contract or increase the total Contract amount. CONTRACTOR is limited to two (2) budget revisions per fiscal year.

The CONTRACTOR must submit any Budget Revision Forms to the COMMISSION or designee no later than **March 31st** of the fiscal year.

## **B. Amendments**

Necessity for budget amendments to this Contract will be determined by the COMMISSION Executive Director (or designee) and may include, but are not limited to, Contract increases or decreases and significant changes to the Scope of Work (SOW). All budget amendments to the Contract shall require formal approval of the COMMISSION Executive Director acting on behalf of the COMMISSION, as provided herein before such amendments are effective. Major budget amendments, as determined by the COMMISSION Executive Director, in consultation with County legal counsel, will require formal approval of the COMMISSION. Contract budget amendments shall be considered until March 31st of each fiscal year.

## **C. Cost Allocation Plan**

CONTRACTOR shall have or will establish a Cost Allocation Plan (CAP) to identify prorated costs shared by multiple funding sources, including Proposition 10 funds. CONTRACTOR shall identify any other funding sources and organizations whose cooperation/participation is necessary to ensure the success of the project. CONTRACTOR'S CAP must be approved by CONTRACTOR'S appropriate governing body and submitted with the executed Contract.

A CAP is defined as a written summarization that documents the methods and procedures CONTRACTOR will use to allocate costs between two or more programs or funding sources. The goal is to ensure that each program or funding source bears its fair share, and only its fair share, of the total costs. The CONTRACTOR must have a method of identifying and distributing program costs that are comprehensive, well documented, and defensible under the Generally Accepted Accounting Principles (GAAP).

A written CAP is required if any of the conditions below are met:

- a. Funded staff members share time between a COMMISSION funded program and one or more other grant funded program.
- b. A single-funded staff member shares time between two or more COMMISSION funded programs.
- c. The same facilities and/or resources are utilized by more than one funded program.

## **D. Overhead/Indirect Costs**

1. Overhead/Indirect costs are defined as costs incurred for a common or joint purpose benefiting more than one cost objective and cannot be readily identified with a particular final cost objective. These costs do not provide a measurable, direct benefit to a particular program or activity, unlike direct costs. Indirect cost may include salaries and benefits. For the purpose of this Contract, operational expenses, capital expenses, and subcontractor costs are **excluded** from the indirect cost calculation.
2. Indirect cost percentage rate included in the Budget, to this Contact, shall not exceed ten percent (10%) calculated against the salaries and benefits expenses only.
3. Indirect costs shall be based on the CONTRACTOR'S official governing board approved CAP. State/federal approved rates in excess of the approved ten percent (10%) indirect cost rate percentage will be reviewed and approved on a case-by-case basis.

4. A pass-through is defined as those instances where the CONTRACTOR forwards funds obtained from the COMMISSION to a subcontractor and the COMMISSION maintains no relationship or responsibility for the performance of the subcontractor. Proposition 10 funds shall not be used in a manner that will cause payment for indirect costs associated with the CONTRACTOR'S funded program more than once. The COMMISSION will not pay for subcontractor indirect costs as part of the CONTRACTOR'S budget.

#### **E. Revenues Received**

All revenue received by the CONTRACTOR (except funds received from the COMMISSION) to operate the program funded pursuant to this Contract shall be reported as revenue received within the monthly fiscal report. All such revenues shall be used to fully compensate expenses within the program funded and/or to provide additional services within the program funded pursuant to this Contract. Any unused revenues shall be deducted from Contract reimbursement.

#### **F. Payroll Taxes**

The COMMISSION shall not be directly responsible for the payment of any taxes on the CONTRACTOR'S behalf. In the event that the COMMISSION is required to do so by state, federal or local taxing agencies, CONTRACTOR agrees to promptly reimburse the COMMISSION for the full value of such paid taxes plus interest and penalty, if any. Taxes shall include, but are not limited to, the following: FICA (Social Security), unemployment insurance contributions, income tax, disability insurance and workers' compensation insurance.

#### **G. Payor of Last Resort**

CONTRACTOR shall obtain funding through sources other than the COMMISSION to provide services or support to participants whenever possible.

In cases where a participant is qualified for benefits from another source (such as Medi-Cal, Healthy Families, federal or state-funded programs, personal insurance, etc.), costs relating to services provided to that participant must be paid for by the primary payor first. Only the costs not covered will be allowable under this Contract. CONTRACTOR must provide written verification upon request.

### **14. CONTRACTOR AUDIT REQUIREMENTS**

- A. All CONTRACTORS are required to have an annual financial audit. Each CONTRACTOR shall provide a copy of annual audited financial statements to the COMMISSION covering the fiscal year that funds are received for services provided pursuant to this Contract. The audited financial statements will cover the CONTRACTOR'S fiscal year and will include a report on internal controls over financial reporting and on compliance and other matters in accordance with Government Auditing Standards. All audits shall be performed by a Certified Public Accountant (CPA) who possesses a valid license to practice within the State of California.
- B. Audited financial statements are to be submitted to the COMMISSION Executive Director, or designee, within one hundred and eighty (180) calendar days after the close of the CONTRACTOR'S fiscal year for every year covered under this Contract. If the audited financial statements are not received on or before the required due date, and an extension has not been granted, the audited financial statements shall be considered delinquent, and immediate corrective action will be initiated. If the CONTRACTOR fails to produce or submit acceptable audited financial statements, the COMMISSION has the authority to withhold funding, and if necessary, secure an Auditor, and the CONTRACTOR shall be liable for all COMMISSION costs incurred in obtaining an independent audit. The cost of the audit will be

applied against the Contract encumbered amount, thereby reducing the amount of funding available to the program.

#### **15. INVENTORIAL EQUIPMENT**

- A. Inventoriable equipment includes equipment or fixed assets with a unit cost of one thousand dollars (\$1,000.00), or more, or if the aggregate cost of integral components required to fully operate the assembled equipment (i.e., computer processing unit, keyboard, monitor) total one thousand dollars (\$1,000.00) or more. Inventoriable equipment derived from approved purchases funded by Proposition 10 funds shall be maintained by the CONTRACTOR. CONTRACTOR shall use such capitalized equipment only for the purposes for which they were granted for children 0 through 5 years of age.
- B. The CONTRACTOR shall inventory and report all equipment purchases meeting this criterion on the COMMISSION Inventory Record Form. This record must be submitted within forty-five (45) calendar days of purchase to the COMMISSION'S Contracts and Grants Analyst assigned to the CONTRACTOR. Applicable receipts must be maintained by the CONTRACTOR to validate expenditures and shall be submitted as invoice back-up documentation and uploaded to the COMMISSION'S data management system and made available as requested during the COMMISSION staff site visits. The CONTRACTOR understands that they are liable for all damages and/or loss resulting from the use and/or misuse of equipment purchased with Proposition 10 funds. Equipment shall not be used for personal use by the CONTRACTOR and/or employees, agents, subcontractors, and/or collaborating partners.
- C. Any materials and supplies purchased by CONTRACTOR with Proposition 10 funds with a value of less than one thousand dollars (\$1,000.00) will be used for children ages 0 through 5 years of age by another of the CONTRACTOR'S programs serving this population or returned to the COMMISSION. If CONTRACTOR is no longer serving this population, all remaining items will be returned to the COMMISSION within thirty (30) calendar days of the program ceasing operations.

#### **16. REVERSION OF ASSETS**

**Real or Personal Property Assets.** Any real property or moveable or immovable personal property under CONTRACTOR'S control or ownership that was acquired or improved in-whole or in-part with Proposition 10 funds disbursed under this Contract, or under any previous Contract between the COMMISSION and CONTRACTOR, where the original cost exceeded one thousand dollars (\$1,000.00) shall either be: (1) used by CONTRACTOR for the services described in the SOW for a period of five (5) years after termination or expiration of this Contract, unless a different period is specified in the SOW; or (2) disposed of and proceeds paid to the COMMISSION in a manner that results in the COMMISSION being reimbursed in the amount of the current fair market value (assuming depreciation in accordance with customary business practices) of the real or personal property less any portion of the current value attributable to CONTRACTOR'S out of pocket expenditures using non-commission funds for acquisition of, or improvement to, such real or personal property and less any direct and reasonable costs of disposition.

- A. In furtherance of the foregoing, if the COMMISSION selects continued use of the capital asset, the CONTRACTOR hereby agrees that it will confirm in writing that it will continue to use the capital asset for purposes congruent with the intent of this Contract. This provision shall survive termination or expiration of this Contract and shall be actionable at law or in equity by the COMMISSION against CONTRACTOR and its successors in interest.
- B. In the event the COMMISSION selects disposition of the subject real or personal property, the CONTRACTOR shall exercise due diligence to dispose of such property in conformity with applicable laws and regulations and in accordance with customary business practices. The net proceeds of such disposition shall be disbursed directly to and be payable to the

COMMISSION upon the close of the applicable disposition transaction, such as close of escrow for the sale of real property, transfer of a motor vehicle "Certificate of Title" in accordance with applicable California Vehicle Code requirements, or completion of sale of personal property by bill of sale in accordance with Uniform Commercial Code (UCC) requirements.

#### **17. TOBACCO CONTROL POLICY**

CONTRACTOR shall abide by the Comprehensive Tobacco Control Policy, incorporated herein by reference, and as may be amended from time to time. CONTRACTOR shall have tobacco education and cessation materials visibly available and accessible to clients participating and to staff funded from the COMMISSION-funded activities. The Comprehensive Tobacco Control Policy, as attached hereto.

#### **18. CONDUCT OF BUSINESS**

**CONTRACTOR shall comply with all references listed below. Failure to comply may place the CONTRACTOR in a Probationary Status or result in Termination of Contract.**

- A. CONTRACTOR shall comply with all applicable state and/or federal laws, regulations, or requirements during the term of the Contract.
- B. CONTRACTOR shall conduct its business, pursuant to this Contract, in compliance with all applicable state, and/or federal laws, regulations, or requirements.
- C. CONTRACTOR shall obtain and maintain all applicable business and/or professional licenses, insurances, and/or accreditations, in good standing, which are required under the laws of the State of California or the federal government at all times while performing services under this Contract.
- D. CONTRACTOR shall notify the COMMISSION Executive Director (or designee) verbally and in writing of the intent to cease operations of the facility or program within sixty (60) calendar days, but no less than thirty (30) calendar days of the event.
- E. CONTRACTOR shall notify the COMMISSION Executive Director (or designee) in writing within seventy-two (72) hours of a change of key personnel funded under this Contract. Key personnel is defined as individuals who have a direct bearing on the outcome of the project, who have substantive responsibility for developing or achieving the scope or objectives of the project, and who possess the reputation, knowledge, or skills on which the work of the project is based. This includes, but not limited to, the Director, Chief Executive Officer (CEO), Chief Financial Officer (CFO), Program Manager, or Project Lead.
- F. CONTRACTOR shall notify the COMMISSION Executive Director (or designee) verbally and in writing of any condition that could interfere with CONTRACTOR'S ability to perform required services and/or meet material Contract requirements within thirty (30) calendar days of learning of such a condition.
- G. Agencies that are governed by a regulatory or licensing entity shall advise and forward to the COMMISSION Executive Director all documentation of regulatory/licensing violations, findings and responses to such violations and/or findings within twenty-four (24) hours of receipt of notice of violation from the governing entity. Agencies shall promptly submit to COMMISSION Executive Director a copy of the response sent to the governing entity.
- H. CONTRACTOR shall immediately notify the COMMISSION in writing upon the intent to file or filing of any action of bankruptcy.
- I. CONTRACTOR shall immediately notify the COMMISSION in writing upon the commencement of any litigation, whether CONTRACTOR is the plaintiff or defendant, where

such litigation may interfere with the ability of CONTRACTOR to perform its duties under this Contract and where the COMMISSION is not a party to such litigation.

- J. CONTRACTOR shall immediately notify the COMMISSION in writing upon the commencement of any investigation, and/or activity by a regulatory agency against CONTRACTOR, which may interfere with the ability of CONTRACTOR to perform its duties under this Contract.
- K. CONTRACTOR shall provide a grievance policy system to the COMMISSION, through which participants of services shall have an opportunity to express views and complaints regarding the delivery of service. Grievance procedures must be posted prominently in English and Spanish at service sites for participants to review.

## **19. RECORDS MANAGEMENT AND MAINTENANCE**

- A. The CONTRACTOR shall make reports to the COMMISSION in the required format and containing information as required by the COMMISSION.
- B. The CONTRACTOR shall provide additional reports or information if required by the State or the local COMMISSION that was not reasonably anticipated at the time the Contract was entered into.
- C. CONTRACTOR shall input all data required on a monthly basis by the 20th day of the month following the end of the reporting period **and** submit quarterly reports within thirty (30) calendar days following the end of the quarter, and at the end of the term of the Contract.

This requirement includes:

- a. All the monthly data necessary to generate demographic, service utilization, results and aggregate activity reports; and
  - b. Submission of the Program Progress Report on a quarterly basis.
- D. CONTRACTOR shall retain such reports and all records associated with this Contract for at least five (5) years following the close of the fiscal year in which this Contract is in effect. This obligation is not terminated upon termination of this Contract, whether by rescission or otherwise. CONTRACTOR agrees to require any subcontractors to retain all records associated with the Contract for the same time period.
  - E. Accounting information and transactions shall be recorded and reported in accordance with generally accepted accounting principles (GAAP).
  - F. Where medical records and/or client records are generated under this Contract, CONTRACTOR shall safeguard the confidentiality of the records in accordance with all state and federal laws, and all regulations promulgated hereunder, including the provisions of the Health Insurance Portability and Accountability Act of 1996 (HIPAA), Public Law 104-91, enacted August 21, 1996, and the laws and regulations promulgated subsequent thereto.
  - G. Each CONTRACTOR must maintain a written customer confidentiality policy and maintain a written protocol to ensure CONTRACTOR'S staff is aware of and abide by said policy.

## **20. PUBLIC DISCLOSURE OF DOCUMENTS**

CONTRACTOR acknowledges and agrees that information, communications, and documents given to the COMMISSION during meetings involving COMMISSION members, staff, finance or COMMISSION Advisory Committee members may be subject to applicable law on public disclosures and/or public meetings. CONTRACTOR shall cooperate with the COMMISSION in order that it may fully comply with the requirements of such laws and regulations.

## **21. INSPECTIONS, PROGRAM MONITORING, AND CONTRACT ADMINISTRATIVE REVIEW BY COMMISSION**

- A. COMMISSION representatives shall review and inspect the CONTRACTOR through mandatory periodic Administrative Review visits for compliance with the terms of this Contract. Administrative Review visits will occur at a minimum of two (2) times per Fiscal Year for the duration of the Contract Term. During the Administrative Review visits, CONTRACTOR representatives **must** be present. All books, financial records and program records including verification of target(s) and other documents relating to the performance of this Contract must be open to inspection, examination, or copying during normal business hours by the COMMISSION staff or duly authorized representatives from the state or federal government. Records shall be made available at reasonable times at CONTRACTOR'S place of business or at such other mutually agreeable location in the County of Riverside, State of California.
- B. Upon completion of the Program Monitoring and Administrative Review visit, the CONTRACTOR will be mailed a report summarizing the results of the Administrative Review visit within forty-five (45) calendar days of the visit. The CONTRACTOR may be required to respond to concerns or requests as specified in the Administrative Review report within thirty (30) calendar days of receipt.
- C. CONTRACTOR shall reimburse the COMMISSION for all direct and indirect expenditures incurred in conducting an audit or investigation when CONTRACTOR is found in violation of the terms of the Contract. Reimbursement for such costs will be withheld from any amounts due to CONTRACTOR.
- D. When additional information (i.e., receipts, paperwork, etc.) is requested of the CONTRACTOR as a result of any audit or monitoring, CONTRACTOR must provide all information requested by the deadline specified by the COMMISSION. Failure to provide the information by the specified deadline will subject the CONTRACTOR to the provisions of Contract section: COMPLIANCE, DISALLOWANCE, and WITHHOLDING.

## **22. GOVERNING LAW AND VENUE**

- A. This Contract is entered into under the provisions of Health and Safety Code section 130100 et seq., as may be amended from time to time and any other applicable law.
- B. This Contract, its construction, and interpretation as to validity, performance, and breach shall be construed under the laws of the State of California. In the event any provision in this Contract is held by a court of competent jurisdiction to be invalid, void, or unenforceable, the remaining provisions will nevertheless continue in full force without being impaired or invalidated in any way.
- C. The provision of the Government Claims Act (Government Code Section 900 et seq.) must be followed first for any disputes under this Contract.
- D. All actions and proceedings arising in connection with this Contract shall be tried and litigated exclusively in state or federal (if permitted by law and a party elects to file an action in federal court) courts located in the County of Riverside, State of California.

## **23. CONTRACTOR SUBCONTRACTS FOR WORK OR SERVICES**

- A. The COMMISSION holds CONTRACTOR solely responsible for the performance of all duties and obligations under this Contract. CONTRACTOR agrees and understands that COMMISSION does not enter into or assume any legal relationship with any subcontractor of CONTRACTOR for performance under this Contract. CONTRACTOR agrees to remedy all breaches of any contracts with any subcontractor, and further agrees that CONTRACTOR may

not look to the COMMISSION for any payment, liability, or assistance in the remedy of any actual or alleged breach.

- B. CONTRACTOR shall identify any other organization whose cooperation/participation is necessary to ensure the success of the project and what specific roles these key partners will play. All subcontractor(s) shall conform to all requirements of the COMMISSION and any Contract between the CONTRACTOR and the COMMISSION.
- C. The CONTRACTOR shall not enter into any subcontract with any subcontractor who:
  - 1. Is presently debarred, suspended, proposed for debarment, or declared ineligible or voluntarily excluded from covered transactions by a federal department or agency;
  - 2. Has within a three (3) year period preceding this Contract been convicted of or had a civil judgment rendered against them for the commission of fraud, or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (federal, state, or local) transaction; violation of Federal or State anti-trust status or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
  - 3. Is presently indicted or otherwise criminally or civilly charged by a government entity (federal, state, or local) with the commission of any of the offenses enumerated in the paragraph above; and
  - 4. Within a three (3) year period preceding this Contract, has had one or more public transaction (federal, state, or local) terminated for cause or default.
- D. The CONTRACTOR shall be as fully responsible for the acts or omissions of its subcontractors, and of persons either directly or indirectly employed by them as for the acts or omissions of persons directly employed by the CONTRACTOR.
- E. The CONTRACTOR shall insert appropriate clauses in all subcontracts to bind subcontractors to the terms and conditions of this Contract insofar as they are applicable to the work of subcontractors.
- F. Nothing contained in this Contract shall create any contractual relationship between any subcontractor and the County of Riverside, its Agencies, Districts, Special Districts and Departments, respective directors, officers, Board of Supervisors, elected and appointed officials, employees, agents and representatives.

#### **24. PUBLICITY AND ATTRIBUTION REQUIREMENTS**

- A. Upon signing this Contract, CONTRACTOR shall publicize funded program and partnership with the COMMISSION by creating a press release to be distributed to local media outlets. The press release shall be sent to COMMISSION for review and approval within fourteen (14) calendar days of signing of Contract. No later than five (5) calendar days after the press release is reviewed and approved by COMMISSION Public Information Specialist, the press release shall be distributed to local media outlets. Should guidance be needed on this requirement, please contact COMMISSION Public Information Specialist.
- B. CONTRACTOR shall include the following acknowledgment of the COMMISSION and Proposition 10 funding in all materials produced for the purpose of public education and outreach related to COMMISSION funded programs. These materials include but are not limited to the following: brochures, workbooks, flyers, circulars, posters, games, television, radio and print advertising, public service announcements and video news releases, calendar/event listings, presentations, telephone hold messages, outdoor advertising and vehicles. The wording of the COMMISSION attribution shall be one of the following:

“Made possible by funding from First 5 Riverside County”

"Funded by First 5 Riverside County"

"Funded by First 5 Riverside County - the Riverside County Children & Families Commission"

"Hecho posible por medio de fondos de Primeros 5 Riverside County"

"Financiado por Primeros 5 Riverside County"

For events, conferences or programs with multiple funders, one of the following attributions shall be used:

"Funded in part by First 5 Riverside County"

"Funded in part by First 5 Riverside County - the Riverside County Children & Families Commission"

"Made possible by funding from First 5 Riverside County"

"Financiado parcialmente por Primeros 5 Riverside County"

"Financiado parcialmente por Primeros 5 Riverside County - Comisión de Niños y Familias del Condado de Riverside"

When space is limited (i.e., buttons, pencils, pens, etc.), attribution may be omitted. However, CONTRACTOR shall contact the COMMISSION'S Public Information Specialist to determine an appropriate method of providing attribution to the public regarding the funding source for such items.

- C. The approved First 5 Riverside County logo (graphic) shall be used on materials specific to the COMMISSION funded program. CONTRACTOR shall use the approved First 5 Riverside County logo (graphic) on public education and outreach materials in accordance with the First 5 Riverside County graphics attribution standard as posted on the COMMISSION public website ([www.First5Riverside.org](http://www.First5Riverside.org)).
- D. CONTRACTOR shall provide the COMMISSION staff and COMMISSION Public Information Specialist a copy of all public information/relations products (such as flyers, newsletters, posters, etc.) as soon as possible but not later than fourteen (14) calendar days prior to submitting to print. News releases should be submitted as soon as possible but not later than seven (7) calendar days before public release is scheduled.
- E. The COMMISSION'S Public Information Specialist shall provide guidance on procedures for logo usage and printed public relations material in accordance with the COMMISSION policies. Policies will be available on the COMMISSION public website ([www.First5Riverside.org](http://www.First5Riverside.org)).

## **25. PROHIBITION OF POLITICAL/RELIGIOUS ACTIVITY**

CONTRACTOR agrees that it shall not require client participation in political or religious activities in order to receive services for programs funded by the COMMISSION. Furthermore, Proposition 10 funds shall be used only for the purposes specified in this Contract and in any attachments, hereto. No Proposition 10 funds shall be used for any political activity, or to further the election or defeat of any candidate for political office. No Proposition 10 funds shall be used for purposes of religious worship, instruction or proselytizing.

## **26. WORK PRODUCT**

- A. The COMMISSION shall be the owner of the following items incidental to this Contract upon production, whether or not completed: all data collected, all documents of any type whatsoever, and any material necessary for the practical use of the data and/or documents from the time of collection and/or production whether or not performance under this Contract

is completed or terminated prior to completion. CONTRACTOR shall not release any materials under this section except after prior written approval of the COMMISSION.

- B. Material produced in whole or in part under this Contract shall not be subject to copyright in the United States or in any other country except as determined at the sole discretion of the COMMISSION. The COMMISSION will have the unrestricted authority to publish, disclose, distribute, and use in whole or in part, any reports, data, documents or other materials prepared under this Contract.

## **27. NON-DISCRIMINATION**

Pursuant to the Affordable Care Act section 1557 (42 U.S.C. section 18116), during the performance of this Contract, CONTRACTOR shall not, and shall also require and ensure its subcontractors, providers, agents, and employees to not cause an individual, beneficiary, or applicant to be excluded on the grounds prohibited under Title VI of the Civil Rights Act of 1964 (42 U.S.C. 2000d et seq.), Title IX of the Education Amendments of 1972 (20 U.S.C. 1681 et seq.), the Age Discrimination Act of 1975 (42 U.S.C. 6101 et seq.), or section 504 of the Rehabilitation Act of 1973 (29 U.S.C. 794), or subject to any other applicable State and Federal Laws, from participation in, be denied the benefits of, or be subjected to discrimination under, any health program or activity offered through the California Department of Health Care Services. This Contract hereby incorporates by reference the provisions of Title 2, California Code of Regulations, Section 11105 et seq., as may be amended from time to time. CONTRACTOR agrees to comply with the provisions of Title 2, California Code of Regulations, Section 11105 et seq. and further agrees to include this Non-Discrimination clause in all subcontracts to perform services under this Contract.

## **28. CHILD ABUSE REPORTING**

CONTRACTOR shall ensure that all known or suspected instances of child abuse or neglect are reported to the appropriate law enforcement agency and/or to the appropriate Child Protective Services agency. This responsibility shall include:

- A. Assurance that all employees, agents, consultants or volunteers who perform services under this Contract and are mandated by Penal Code Sections 11164 et seq. to report child abuse or neglect, sign a statement, upon the commencement of employment, acknowledging reporting requirements and compliance with them;
- B. Development and implementation of procedures for employees, agents, consultants, or volunteers who are not subject to the mandatory reporting laws for child abuse to report any observed or suspected incidents of child abuse to a mandated reporting party, within the program, who will ensure that the incident is reported to the appropriate agency;
- C. Provision of or arrangement of training in child abuse reporting laws (Penal Code, Sections 11164 et seq.) for all employees, agents, consultants, and volunteers, or verification that such persons have received training in the law within thirty (30) days of employment/volunteer activity.

## **29. DEPARTMENT OF JUSTICE CLEARANCE**

CONTRACTOR shall obtain from the Department of Justice (DOJ), records of all convictions involving any sex crimes, drug crimes, or crimes of violence of a person who is offered employment, or volunteers, for all positions in which he or she would have contact with a minor, the aged, the blind, the disabled or a domestic violence client, as provided for in Penal Code Section 11105.3. This includes licensed personnel who are not able to provide documentation of prior DOJ clearance. A copy of a license from the State of California is sufficient proof.

CONTRACTOR must have on file for review upon request a signed statement verifying Department of Justice clearance for all appropriate individuals.

### **30. ADULT AND ELDER ABUSE REPORTING**

The CONTRACTOR shall provide documentation of a policy and procedure acceptable to the COUNTY to ensure that all employees, volunteers, consultants, subcontractors, or agents performing services under this Contract report elder and dependent adult abuse pursuant to Welfare & Institutions Code (WIC) Sections 15600 et seq. Suspected incidents of abuse should be immediately reported to the COUNTY, followed by a written report within two (2) working days.

### **31. INDEPENDENT CONTRACTOR**

It is understood and agreed that CONTRACTOR is an independent contractor and that no relationship of employer-employee exists between the CONTRACTOR and the COMMISSION. The CONTRACTOR, nor CONTRACTOR'S officers, agents, employees or subcontractors, shall not be entitled to any COMMISSION paid employee benefits, including Workers' Compensation.

### **32. HOLD HARMLESS/INDEMNIFICATION**

CONTRACTOR shall indemnify and hold harmless COMMISSION, the County of Riverside, its Agencies, Districts, Special Districts and Departments, their respective directors, officers, Board of Supervisors, elected and appointed officials, employees, agents and representatives (individually and collectively hereinafter referred to in this section as the "COUNTY") from any liability whatsoever, based or asserted upon any services of CONTRACTOR, its officers, employees, subcontractors, agents or representatives arising out of or in any way relating to this Contract, including but not limited to property damage, bodily injury, or death or any other element of any kind or nature whatsoever arising from the performance of CONTRACTOR, its officers, employees, subcontractors, agents or representatives under this Contract. CONTRACTOR shall defend the COUNTY at CONTRACTOR'S sole expense, including all costs and fees (including, but not limited, to attorney fees, cost of investigation, defense and settlements or awards), the COUNTY in any claim or action based upon such alleged acts or omissions.

With respect to any action or claim subject to indemnification herein by CONTRACTOR, CONTRACTOR shall, at sole cost, have the right to use counsel of choice and shall have the right to adjust, settle, or compromise any such action or claim without the prior consent of COUNTY; provided, however, that any such adjustment, settlement or compromise in no manner whatsoever limits or circumscribes CONTRACTOR'S indemnification to the COUNTY as set forth herein.

CONTRACTOR'S obligation hereunder shall be satisfied when CONTRACTOR has provided to COUNTY the appropriate form of dismissal relieving COUNTY from any liability for the action or claim involved.

The specified insurance limits required in this Contract shall in no way limit or circumscribe CONTRACTOR'S obligations to indemnify and hold harmless the COUNTY herein from third party claims.

In the event there is a conflict between this clause and California Civil Code Section 2782, this clause shall be interpreted to comply with Civil Code 2782. Such interpretation shall not relieve the CONTRACTOR from indemnifying the COUNTY to the fullest extent allowed by law.

- A. If CONTRACTOR is a public entity, as defined by applicable law, the COMMISSION and CONTRACTOR, to the extent that liability may be imposed on the COMMISSION by the provisions of Government Code Section 895.2, shall be liable for acts or omissions, including all claims, liabilities, injuries, suits, and demands and expenses of all kinds which may result or arise out of any alleged malfeasance or neglect, caused or alleged to have been caused by either the COMMISSION or CONTRACTOR'S, employees or representatives, performance or omission of any act or responsibility of either party under this Contract. In the event that a claim is made against both the COMMISSION and CONTRACTOR, both parties shall cooperate in the defense of said claim and to cause insurers to do likewise.

- B. CONTRACTOR agrees to indemnify the COMMISSION for all federal/state withholding or state retirement payments, which the COMMISSION may be required to make by the federal or state government as a result of this Contract. If for any reason, CONTRACTOR is determined not to be an independent contractor to the COMMISSION in carrying out the terms of the Contract, such indemnification shall be paid in full to the COMMISSION upon sixty (60) calendar days written notice to CONTRACTOR if a federal and/or state determination is made that such payment is required.

### **33. INSURANCE**

Without limiting or diminishing the CONTRACTOR'S obligation to indemnify or hold the COUNTY harmless, CONTRACTOR shall procure and maintain or cause to be maintained, at its sole cost and expense, the following insurance coverages during the term of this Contract. Pertinent to the insurance section only, the COUNTY herein refers to the County of Riverside, its Agencies, Districts, Special Districts, and Departments, respective directors, officers, Board of Supervisors, employees, elected or appointed officials, agents or representatives as Additional Insureds.

#### Workers' Compensation:

If the CONTRACTOR has employees as defined by the State of California, the CONTRACTOR shall maintain statutory Workers' Compensation Insurance (Coverage A) as prescribed by the laws of the State of California. Policy shall include Employers' Liability (Coverage B) including Occupational Disease with limits not less than one million dollars (\$1,000,000) per person per accident. The policy shall be endorsed to waive subrogation in favor of the County of Riverside, and if applicable, to provide a Borrowed Servant/Alternate Employer Endorsement.

#### Commercial General Liability:

Commercial General Liability insurance coverage, including but not limited to, premises liability, unmodified contractual liability, products and completed operations liability, personal and advertising injury, and cross-liability coverage, covering claims which may arise from or out of CONTRACTOR'S performance of its obligations hereunder. Policy shall name the COUNTY as Additional Insureds. Policy limit of liability shall not be less than two million dollars (\$2,000,000) per occurrence combined single limit. If such insurance contains a general aggregate limit, it shall apply separately to this Contract or be no less than two (2) times the occurrence limit.

#### Vehicle Liability:

If vehicles or mobile equipment are used in the performance of the obligations under this Contract, then CONTRACTOR shall maintain liability insurance for all owned, non-owned or hired vehicles so used in an amount not less than one million dollars (\$1,000,000) per occurrence combined single limit. If such insurance contains a general aggregate limit, it shall apply separately to this Contract or be no less than two (2) times the occurrence limit. The policy shall name the COUNTY as Additional Insured.

#### Professional Liability Insurance:

CONTRACTOR shall maintain Professional Liability Insurance providing coverage for the CONTRACTOR'S performance of work included within this Contract, with a limit of liability of not less than one million dollars (\$1,000,000) per occurrence and two million dollars (\$2,000,000) annual aggregate. If CONTRACTOR'S Professional Liability Insurance is written on a claims made basis rather than an occurrence basis, such insurance shall continue through the term of this Contract and CONTRACTOR shall purchase at his sole expense either 1) an Extended Reporting Endorsement (also known as Tail Coverage); or 2) Prior Dates Coverage from new insurer with a retroactive date back to the date of, or prior to, the inception of this Contract; or 3) demonstrate through Certificates of Insurance that CONTRACTOR has

maintained continuous coverage with the same or original insurer. Coverage provided under items 1), 2) or 3) will continue as long as the law allows.

General Insurance Provisions - All lines:

1. Any insurance carrier providing insurance coverage hereunder shall be admitted to the State of California and have an A.M. BEST rating of not less than A: VIII (A:8) unless such requirements are waived, in writing, by the COUNTY Risk Manager. If the COUNTY'S Risk Manager waives a requirement or a particular insurer, such waiver is only valid for that specific insurer and only for one (1) policy term.
2. The CONTRACTOR must declare its insurance self-insured retention for each coverage required herein. If any such self-insured retention exceeds five hundred thousand dollars (\$500,000) per occurrence such retention shall have the prior written consent of the COUNTY Risk Manager before the commencement of operations under this Contract. Upon notification of self-insured retention unacceptable to the COUNTY and at the election of the County's Risk Manager, CONTRACTOR'S carriers shall either; 1) reduce or eliminate such self-insured retention with respect to this Contract with the COUNTY, or 2) procure a bond which guarantees payment of losses and related investigations, claims administration, and defense costs and expenses.
3. CONTRACTOR shall cause CONTRACTOR'S insurance carrier(s) to furnish the COUNTY with either 1) a properly executed original Certificate(s) of Insurance and certified original copies of Endorsements effecting coverage as required herein, and/or 2) if requested to do so orally or in writing by the COUNTY Risk Manager, provide original Certified copies of policies including all Endorsements and all attachments thereto, showing such insurance is in full force and effect. Further, said Certificate(s) and policies of insurance shall contain the covenant of the insurance carrier(s) that thirty (30) working days written notice shall be given to the COUNTY prior to any material modification, cancellation, expiration or reduction in coverage of such insurance. If CONTRACTOR'S insurance carrier(s) policies does not meet the minimum notice of requirement found herein, CONTRACTOR shall cause CONTRACTOR'S insurance carrier(s) to furnish a thirty (30) day Notice of Cancellation Endorsement.
4. In the event of a material modification, cancellation, expiration or reduction in coverage, this Contract shall terminate forthwith, unless the COUNTY receives, prior to such effective date, another properly executed original Certificate of Insurance and original copies of endorsements or certified original policies, including all endorsements and attachments thereto evidencing coverage's set forth herein and the insurance required herein is in full force and effect. CONTRACTOR shall not commence operations until the COUNTY has been furnished original Certificate(s) of Insurance and certified original copies of endorsement and if requested, certified original policies of insurance including all endorsements and all other attachments as required in this Section. An individual authorized by the insurance carrier to do so on its behalf shall sign the original endorsements for each policy and the Certificate of Insurance.
5. It is understood and agreed to by the parties hereto that the CONTRACTOR'S insurance shall be construed as primary insurance and the COUNTY'S insurance and/or deductibles and/or self-insured retentions or self-insured programs shall not be construed as contributory.
6. If during the term of this Contract or any extension thereof there is a material change in the scope of services; or there is a material change in the equipment to be used in the performance of the SOW; or this Contract, including any extensions thereof, exceeds five (5) years; the COUNTY reserves the right to adjust the types of insurance required under this Contract and the monetary limits of liability for the insurance coverage currently

required herein, if in the COUNTY Risk Manager's reasonable judgment the amount or type of insurance carried by the CONTRACTOR has become inadequate.

7. CONTRACTOR shall pass down the insurance obligations contained herein to all tiers of subcontractors working under this Contract.
8. The insurance requirements contained in this Contract may be met with a program(s) of self-insurance acceptable to the COUNTY.
9. CONTRACTOR agrees to immediately notify COUNTY in writing of any claim by a third party or any incident or event that may give rise to a claim arising from the performance of this Contract.

Adjustment and/or Waiver of Requirements:

The COMMISSION Executive Director (or designee), in consultation with the COUNTY'S Risk Manager, may adjust the insurance requirements set forth herein as deemed necessary for the Contract, and/or may waive insurance requirements where not applicable to the Contract. Insurance endorsements shall be submitted to the COMMISSION upon submission of the fully executed Contract, but no later than when contract work commences.

**34. ASSIGNMENT**

This Contract shall not be assigned by CONTRACTOR, either in whole or in part, without prior written consent of the COMMISSION, as approved and authorized by formal action of the COMMISSION.

**35. ALTERATION AND/OR AMENDMENT**

No alteration, amendment, or variation of the terms of this Contract shall be valid unless made in writing and signed by the parties hereto. Oral understandings of Contract not incorporated herein shall not be binding on any of the parties hereto. As provided herein, the COMMISSION Executive Director, acting on behalf of the COMMISSION, may alter or revise this Contract on behalf of the COMMISSION. Material alterations and/or amendments, as determined by the COMMISSION Executive Director in consultation with County legal counsel, will require formal approval of the COMMISSION. Except as provided herein, the parties expressly recognized that individual COMMISSION members, COMMISSION Advisory Committee members, or staff to the COMMISSION is without authorization to either change or waive any material requirements of this Contract without formal action of the COMMISSION.

**36. CONFLICT OF INTEREST**

CONTRACTOR shall have no economic interest and shall not acquire any economic interest, direct or indirect, which will conflict in any manner or degree with the performance of services required under this Contract.

**37. WAIVER AND SEVERABILITY**

Any waiver by the COMMISSION of any breach or default hereof by CONTRACTOR shall be deemed to be a waiver of any preceding or succeeding breach or default hereof, and no waiver shall be operative unless the same shall be in writing. In the event any provision in this Contract is held by a court of competent jurisdiction to be invalid, void, or unenforceable, the remaining provisions hereof shall remain in full force and effect without being impaired or invalidated in any way.

**38. DISALLOWANCE**

In the event CONTRACTOR receives payment for services under this Contract, which is later disallowed for nonconformance with the terms and conditions herein, CONTRACTOR shall

promptly refund the disallowed amount to the COMMISSION upon request. The COMMISSION retains the option to offset the amount disallowed from any payment due to the CONTRACTOR under this Contract, or under any other Contract between CONTRACTOR and the COMMISSION.

**39. OFFICIAL DOCUMENTS**

Upon the Contract approval by the COMMISSION, and full execution of the Contract by COMMISSION and CONTRACTOR, one (1) fully executed copy will be sent to the CONTRACTOR. Such copy shall be the officially approved Contract for the conduct of the approved project.

**40. ENTIRE CONTRACT**

This Contract, inclusive of all attachments and exhibits, constitutes the entire Contract between the parties. Any modifications to the terms of this Contract shall be by the provisions detailed in the Section entitled "Alteration and/or Amendment" herein.

**41. NONEXCLUSIVE CONTRACT**

CONTRACTOR understands that this is not an exclusive Contract and that the COMMISSION shall have the right to negotiate with and enter into Contracts with others providing the same or similar services as those provided by CONTRACTOR as the COMMISSION desires and at the sole discretion of the COMMISSION.

**42. CERTIFICATION OF AUTHORITY TO EXECUTE THIS CONTRACT**

CONTRACTOR certifies that the individual signing herein has authority to execute this Contract on behalf of CONTRACTOR and may legally bind CONTRACTOR to the terms and conditions of this Contract and any attachments hereto.

**43. COMPLIANCE WITH LAW**

CONTRACTOR shall, at its sole cost and expense, comply with all County, State, and Federal law now in force or which may hereafter be in force with regard to this Contract. The judgment of any court of competent jurisdiction, or the admission of CONTRACTOR in any action against CONTRACTOR, whether the COMMISSION be a party thereto or not, that CONTRACTOR has violated any such ordinance or statute, shall be conclusive of that fact as between CONTRACTOR and the COMMISSION.

**44. CONFLICTS IN INTERPRETATION**

In the event of a conflict in interpretation by the parties of the provisions contained in the numbered sections of this Contract and the provisions contained in the attachments hereto, the provisions of the attachments in the Contract shall prevail over those in numbered sections.

**45. COUNTERPARTS**

This Agreement may be executed in any number of counterparts, each of which will be an original, but all of which together will constitute one instrument. Each party of this Agreement agrees to the use of electronic signatures, such as digital signatures that meet the requirements of the California Uniform Electronic Transactions Act ("CUETA") Cal. Civ. Code §§ 1633.1 to 1633.17), for executing this Agreement. The parties further agree that the electronic signatures of the parties included in this Agreement are intended to authenticate this writing and to have the same force

and effect as manual signatures. Electronic signature means an electronic sound, symbol, or process attached to or logically associated with an electronic record and executed or adopted by a person with the intent to sign the electronic record pursuant to the CUETA as amended from time to time. The CUETA authorizes use of an electronic signature for transactions and contracts among parties in California, including a government agency. Digital signature means an electronic identifier, created by computer, intended by the party using it to have the same force and effect as the use of a manual signature, and shall be reasonably relied upon by the parties. For purposes of this section, a digital signature is a type of "electronic signature" as defined in subdivision (i) of Section 1633.2 of the Civil Code.

**ATTACHMENT A: SCOPE OF WORK**

**Contractor:** American Academy of Pediatrics, District IX, Chapter 2

**Program:** Reach Out and Read

**Contract #:** CF25103

**Term:** 10/01/2024 – 06/30/2026

**Program Overview:**

Reach Out and Read – Inland Empire (ROR-IE) gives young children a foundation for success by incorporating books into pediatric care and encouraging families to read aloud together. ROR-IE contributes to a culture of positive childhood experiences and healthy family relationships that provide a child with the resilience to cope with stress. At routine health checkups from infancy through 5 years, ROR-IE-trained doctors and nurse practitioners: talk with parents about the benefits of reading aloud and engaging with their young children, show them how to look at books and talk about the stories with their child, encourage them to cuddle up, read together at home, build routines around books, and give the child a new book to take home and keep. During the exam, providers also use the book for developmental surveillance, observing how the child and caregiver interact with the book and each other.

Performance Measure	Objective/ Goal	Estimation/ Calculation	Reporting		
			Frequency	Data Reported	Verification Type
Activate 20 new sites in Riverside County (Totaling 70 sites)	Program expansion: To increase the number of qualified sites that participate in the ROR-IE program giving more children a chance to receive a book and early relational health guidance families need	10 sites in 2024-2025 FY  10 sites in 2025-26 FY	Monthly	<ul style="list-style-type: none"> <li>Number of new sites</li> <li>Site information</li> </ul>	Excel spreadsheet/ Entering data into F5RC's approved database
Create 20 ROR Reading Corners in Pediatric Waiting Rooms of Active Sites	Program Promotion: Set up reading corners in waiting areas of healthcare facilities. Having ROR in the front & back end of a clinic setting enhances the opportunities for families to learn the benefits of early childhood literacy and provides additional access to reading time.	10 sites in 2024-2025 FY  10 sites in 2025-2026 FY	Quarterly	<ul style="list-style-type: none"> <li>Number of new reading corners added</li> <li>Number of books provided</li> <li>List of resources provided</li> <li>Site information</li> </ul>	Excel spreadsheet/ Entering data into First 5 Riverside's approved database

Performance Measure	Objective/ Goal	Estimation/ Calculation	Reporting		
			Frequency	Data Reported	Verification/ Type
Reach a 95% training rate for active sites	Program implementation: having sites fully trained increases the likelihood that ROR- IE is running with high fidelity	Calculated by: The total number of contacts that completed training divided by number of contacts required to complete training.	Monthly	<ul style="list-style-type: none"> <li>Number of providers that complete training</li> <li>Training completion information (ex. Name, date of training completion, training completion score, and contact information)</li> </ul>	Excel spreadsheet / Entering data into First 5 Riverside's approved database 104
Distribute 84,700 books to active pediatric sites	<p>Program Implementation: Provide high- quality, age-appropriate books during well- child visits, ensuring consistent access to reading materials. 1 book is given during each well child visit.</p> <p><i>*Reporting data collected reflects that 27,342 books were reported to have been given out by active sites during well-child visits in Riverside County in the previous fiscal year. (This number excludes Kaiser Permanente)</i></p>	<p>37,350 sites in 2024-2025 FY</p> <p>47,350 sites in 2025-2026 FY</p> <p>10,000 books are added each FY for the new sites activated during the year.</p>	Monthly	<ul style="list-style-type: none"> <li>Number of books purchased/d onated and delivered</li> <li>Age ranges of all books distributed (0-12 months &amp; 1-5 years old)</li> <li>Distribution details (ex. Name of site, location, distribution date)</li> </ul>	Excel spreadsheet / Entering data into First 5 Riverside's approved database

Performance Measure	Objective/ Goal	Estimation/ Calculation	Reporting		
			Frequency	Data Reported	Verification Type
Submit Program Progress Reports (PPRs)	<ul style="list-style-type: none"> <li>Program Promotion: this will allow the opportunity for an in-depth look into the success and activities happening in Riverside County and highlight the benefits of the work done throughout the ROR-IE program.</li> <li>Sustainability efforts: ROR will continue to seek additional opportunities to maximize funding opportunities to support sustainability of existing sites and expansion of ROR-IE in Riverside County.</li> </ul>	<p>4 PPRs in 2024-2025 FY</p> <p>4 PPRs in 2025-2026 FY</p>	Quarterly	<p>Success story examples:</p> <ul style="list-style-type: none"> <li>A new site or healthcare system joining the program</li> <li>Sites that have done well advocating Book distributions</li> <li>Summary of any new monetary partnerships with local businesses, corporate sponsorships, fundraising efforts, grant applications, or philanthropic donations sought or obtained that align with the program's mission and values.</li> </ul>	<p>PDF Document/ Entering data into First 5 Riverside's approved database</p> <p style="text-align: right;">105</p>
Conduct 3 Parent/Provider Workshops	<ul style="list-style-type: none"> <li>Community Engagement: Organize workshops that connect parents and providers. Staff will educate parents and caregivers on the benefits of reading to their children and provide tips for effective reading practices and how to utilize ROR-IE resources.</li> </ul>	<p>Workshop in Fiscal Year 2024-2025</p> <p>Workshops in Fiscal Year 2025-2026</p>	Semi-Annually	<ul style="list-style-type: none"> <li>Number of attendees</li> <li>Zip codes of attendees</li> <li>Marketing materials</li> <li>Event agenda</li> </ul>	<p>PDF Document</p>
Program Outcomes:	Comprehensive expansion by adding qualified pediatric sites throughout Riverside County, training more providers, increasing book distribution, engaging more families and local leaders, optimizing marketing/visibility, and continuing sustainability efforts that lead to the enhancement and continuous success of the program.				

**ATTACHMENT B: BUDGET**

**Budget Start Date:** 10/01/2024

**Budget End Date:** 06/30/2026

**Total Amount:** \$403,945

<b>FISCAL YEAR 2024-2025</b>		
<b>Category</b>	<b>Description</b>	<b>Amount</b>
Personnel Expenses	Salaries - Executive Director - .20	\$ 17,999
Personnel Expenses	Salaries - ROR Program Coordinator - .50	\$ 23,049
Personnel Expenses	Salaries - Administrative Assistant - .25	\$ 8,190
Benefit Expenses	Benefits - Executive Director - .20	\$ 3,600
Benefit Expenses	Benefits - ROR Program Coordinator - .50	\$ 4,610
Benefit Expenses	Benefits - Administrative Assistant - .25	\$ 1,638
Operational Expenses	Advertising/Outreach Marketing	\$ 2,500
Operational Expenses	Office Supplies	\$ 600
Operational Expenses	Postage and Printing	\$ 4,000
Operational Expenses	Program Nutrition/Food	\$ 1,500
Operational Expenses	Program Materials and Incentives	\$ 15,000
Operational Expenses	Books for Pediatric Well Child Visit	\$ 60,000
Operational Expenses	Professional Services	\$ 500
Operational Expenses	Software Subscriptions	\$ 2,000
Operational Expenses	Wireless Devices	\$ 1,000
Operational Expenses	Equipment	\$ 450
Operational Expenses	Travel - Mileage	\$ 2,000
Operational Expenses	Travel - Training/Conferences for Program Staff	\$ 2,000
Operational Expenses	Other Operational Items	\$ 1,000
Operational Expenses	Storage Facility	\$ 900
Operational Expenses	Maintenance and Repairs	\$ 500
Operational Expenses	ROR Affiliate Shared Services	\$ 6,000
Personnel Expenses	Indirect Rate 10%	\$ 5,909
<b>SUBTOTAL:</b>		<b>\$ 164,945</b>

<b>FISCAL YEAR 2025-2026</b>		
<b>Category</b>	<b>Description</b>	<b>Amount</b>
Personnel Expenses	Salaries - Executive Director - .20	\$ 23,999
Personnel Expenses	Salaries - ROR Program Coordinator - .50	\$ 31,668
Personnel Expenses	Salaries - Administrative Assistant - .25	\$ 10,920
Benefit Expenses	Benefits - Executive Director - .20	\$ 4,800
Benefit Expenses	Benefits - ROR Program Coordinator - .50	\$ 6,334
Benefit Expenses	Benefits - Administrative Assistant - .25	\$ 2,184
Operational Expenses	Advertising/Outreach Marketing	\$ 4,500
Operational Expenses	Office Supplies	\$ 600
Operational Expenses	Postage and Printing	\$ 5,000
Operational Expenses	Program Nutrition/Food	\$ 2,500
Operational Expenses	Program Materials and Incentives	\$ 17,000
Operational Expenses	Books for Pediatric Well Child Visit	\$ 100,355
Operational Expenses	Professional Services	\$ 600
Operational Expenses	Software Subscriptions	\$ 3,000
Operational Expenses	Wireless Devices	\$ 1,200
Operational Expenses	Equipment	\$ 500
Operational Expenses	Travel - Mileage	\$ 2,500
Operational Expenses	Travel - Training/Conferences for Program Staff	\$ 2,500
Operational Expenses	Other Operational Items	\$ 2,000
Operational Expenses	Storage Facility	\$ 1,100
Operational Expenses	Maintenance and Repairs	\$ 500
Operational Expenses	ROR Affiliate Shared Services	\$ 6,500
Personnel Expenses	Indirect Rate 10%	\$ 7,990
Operational Expenses	Event Registration	\$ 750
<b>SUBTOTAL:</b>		<b>\$ 239,000</b>

## ATTACHMENT C: PAYMENT PROVISIONS

### A. FISCAL

The maximum amount reimbursable over the life of this Contract shall not exceed **\$403,945** for the duration of the Contract period as awarded by the Riverside County Children and Families Commission, also known as First 5 Riverside County, (hereinafter the "COMMISSION" or "COUNTY"), provided pursuant to the California Children and Families Act of 1998, also known as Proposition 10.

CONTRACT PERIOD: **10/01/2024 – 06/30/2026**

#### 1. Method, Time, and Schedule Conditions of Payment

- a. The COMMISSION will disburse funds on a reimbursement payment process based on the Contract Budget (Attachment "B") amount for the applicable fiscal year and monthly report submissions. Payment will be rendered thirty (30) business days from submission of all required documentation and/or the reporting deadline.
- b. Disbursement of any payment of funds to CONTRACTOR shall be made so long as all of the following conditions have been met:
  1. The Contract has been approved by the COMMISSION;
  2. The Contract has been fully executed by all parties;
  3. All applicable licenses to comply with the terms of the SOW are current and valid; and
  4. The CONTRACTOR submits monthly itemized invoices, via the data management system to include the supporting documentation separated by a cover sheet in front of each expense category. Documentation shall include; payroll register or report, time & activity report and/or, timesheets, statement of costs, copy of invoice or receipt, mileage report(s), copy of check(s) or proof of payment; and
  5. COMMISSION staff has reviewed and approved Cost Allocation Plan (if applicable).
- c. Under special circumstances, CONTRACTOR may request advance disbursements. A supplemental disbursement request along with justification must be submitted, in writing, to the Executive Director or designee.
- d. The COMMISSION Executive Director, or designee, reserves the right to withhold or reduce disbursement of funds if CONTRACTOR fails to 1) comply with monthly and/or quarterly reports by the indicated due date as set forth in Section 11 of the Contract; 2) if results achieved are not as projected and no COMMISSION approved plan is in place for improvement; or 3) if the CONTRACTOR is not in compliance with any provision contained within this Contract.
- e. The final funding period amount approved for the applicable fiscal year will be paid based on final expenditures as of June 30th, and reported as of the final deadline to submit program expenditures defined in Section 11. Fiscal and Program Reporting Requirements, A. Fiscal Reporting. Expenditures made after June 30th will not be accepted.

#### 2. Allowable Costs

Funds provided pursuant to this Contract shall be expended by CONTRACTOR in accordance with the Budget.

- a. Such specified expenditures will be further limited to those that are considered both reasonable and necessary as determined by the COMMISSION. CONTRACTOR agrees COMMISSION may recover any payments for services or goods, including rental of facilities, which were not reasonable and necessary, or which exceeded the fair market value. The

- recovery shall be limited to payments over and above reasonable or fair market amounts and any costs of recovery.
- b. The reasonable and allowable reimbursement rate for use of motor vehicles, travel expenses and food are based on the current IRS allowable rate.
  - c. Contractor shall obtain approval for all overnight travel and out of State travel as it relates to services provided in this Contract. Reimbursement as it relates to pre-approved travel will be based on the Federal allowable rate. Request must be submitted in writing thirty (30) days in advance of travel date and travel must be approved in advance by COMMISSION management.

## **ATTACHMENT D: COMPREHENSIVE TOBACCO CONTROL POLICY**

As a material condition of the Contract, the CONTRACTOR shall agree that the CONTRACTOR and the CONTRACTOR'S employees, while receiving funding from the COMMISSION:

1. Shall not use tobacco products while using the CONTRACTOR'S property e.g., vehicle, equipment; and
2. Shall not sell, offer, or provide tobacco products on CONTRACTOR 'S premises; and
3. Shall have tobacco education and cessation materials visibly available and accessible to clients participating in activities funded by Proposition 10 funds; and
4. Shall assure that the CONTRACTOR and its employees have no current business association or relationship with the tobacco industry, and further agrees to neither accept nor solicit financial contributions, sponsorships, gifts, or services from any tobacco company, executive, or tobacco-related function; and
5. Shall make a reasonable effort to divest of all investments in companies that derive fifteen percent (15%) or more of revenues from tobacco.

The COMMISSION may terminate for default or breach of this Contract and any other Contract the CONTRACTOR has with the COMMISSION, if the CONTRACTOR or CONTRACTOR'S employees, are determined by the COMMISSION Executive Director (or designee), not to be in compliance with the conditions set forth herein.

If the CONTRACTOR or CONTRACTOR'S employees are determined by the COMMISSION Executive Director (or designee) not to be in compliance with the conditions set forth herein, the COMMISSION may terminate for default or breach of this Contract and any other Contract the COMMISSION has with the CONTRACTOR.

In instances where the CONTRACTOR is part of a larger entity, and where the entity has an investment policy set by governance officials other than the CONTRACTOR, and the CONTRACTOR is not directly involved in such investment decisions, CONTRACTOR agrees to the provisions herein as required in the programs and activities under the direct control of the CONTRACTOR to the satisfaction of the COMMISSION Executive Director (or designee). Activities of the larger entity other than investment decisions, which are not under the direct control of CONTRACTOR, shall not be considered to be in violation of CONTRACTOR'S activities pursuant to the policy.

E.5.**26-02**: Approve 2026/2027 First 5 Riverside County Finance Subcommittee Members



AGENDA ITEM: 26-02

DATE OF MEETING: January 21, 2026

ACTION:

INFORMATION:

**APPROVE 2026/2027 FIRST 5 RIVERSIDE COUNTY  
FINANCE SUBCOMMITTEE MEMBERS**

**SUMMARY OF REQUEST**

Reappoint Commission Representation members to the Commission Finance Subcommittee. Appoint Advisory Committee Representation Members to the Commission Finance Subcommittee. Appointments will take effect upon Commission action and will remain in effect through December 31, 2027, or when the appointee’s term expires, the appointee resigns or is removed.

Commission Representation	Advisory Committee Representation
<b>Finance Subcommittee (Standing)</b>	
Zachary Ginder Jose Campos Kimberly Saruwatari	Antonia Eli Mast

**BACKGROUND**

March 12, 2025, (Action Item No. 25-11): The Commission extended appointments of current members of the Commission Finance Subcommittee and authorized future appointments of Finance Subcommittee members for a two-year term. A two-year term supports continuity, reduces onboarding burden, and strengthens member familiarity with fiscal operations and strategic investments.

Finance Subcommittee Role: The overarching role of the subcommittee is to work with staff by providing valuable input regarding financial strategies, internal fiscal processes, transparency of financial practices, and Commission strategic investments. First 5 Riverside County staff will provide support for each subcommittee meeting.

January 24, 2024 (Action Item 24-03): The Commission appointed members to the Finance Subcommittee to serve a one-year term, which ended December 31, 2024.

## **RECOMMENDED ACTION**

That the Commission:

1. Extend appointments of the following members to the Finance Subcommittee through December 31, 2027: Jose Campos (Vice Chair), Zachary Ginder, Kimberly Saruwatari, and Antonia Eli Mast.
2. Authorize future appointments of finance subcommittee members for two-year terms.

## **BUDGET IMPACT**

None

## **STRATEGIC PLAN RELEVANCE**

Goal Area 4 – Countywide Impact (92980)

## **POTENTIAL CONFLICTS OF INTEREST**

None known

## **ATTACHMENT**

Commission Standing and Ad Hoc Committee Policy, AI 18-04 (January 10, 2018)

**First 5 Policy/Procedure:  
Commission Standing and  
Ad Hoc Committees**



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**Subject:** Commission Committee Governance

- I. **Purpose:** To establish guidelines, processes and rules related to the establishment and staffing of various Commission Committees.
- II. **Scope:** This policy governs the conduct and activities related to establishment and staffing of Commission committees.
- III. **Policy Content and Guidelines:**
  - A. Definitions:
    1. The Commission: The Riverside County Children and Families Commission, also known as the First 5 Riverside Commission.
    2. Standing Committee: A Standing Committee of the Commission are those committees that meet the following criteria:
      - a. Have names, duties, composition and terms that are determined by the Commission.
      - b. Has a perpetual purpose.
      - c. Members are appointed by the Commission.
      - d. Has no independent powers and/or authority outside of the Commission
      - e. Subject to the provision of the Ralph M. Brown Act.
    3. Ad Hoc Committee: Ad Hoc Committees:
      - a. Have names, duties, composition and terms that are determined by the Commission.
      - b. Temporary in nature, serve a specific purpose and once the purpose has been served the committee ceases to exist.
      - c. Members are appointed by the Commission and composed of less than a quorum of the Commission or its Advisory Committee. An Ad Hoc Committee may be composed solely of subject matter experts and/or community members who are recipients of services and staffed by First 5 staff.
      - d. Has no independent powers and/or authority outside of the Commission
      - e. Not subject to applicable sections of the Ralph M. Brown Act relating to meetings of local agencies.
  - B. Establishing Committees  
Committees shall be established and by formal action of the Commission as it deems necessary. The formal action shall determine the Committee:

1. Purpose, duties and responsibilities
2. Composition (number, expertise, term)
3. Type (Standing or Ad Hoc)
4. Reporting requirements

C. Membership

1. Standing Committees: Shall consist of select members of the Commission and the Advisory Committee to the Commission and determined by Commission appointment.
2. Ad Hoc Committees: Shall consist of members of the Commission or the Advisory Committee to the Commission and may consist of Riverside County community members or that are not members of the Commission or its Advisory Committee. In no case shall the membership of these committees constitute a quorum of either the Commission or the Advisory Committee to the Commission.
3. Appointments: Members of standing or ad hoc committees shall be appointed by the Commission during a regularly scheduled or special meeting of the full Commission. Appointed members shall disclose all potential conflicts in accordance with Sections IV., V and VI. of the Commission's Conflict of Interest policy:
  - a. IV. - Declaration of Conflicts at Commission Meetings
  - b. V. - Elected Officials and Donations
  - c. VI. - Additional Considerations for Conflict of Interest Concerns
4. Term: All appointed members shall serve at the pleasure of and with terms designated by the Commission at time of appointment.
5. Compensation: Appointees shall serve without compensation, but may receive reimbursement for approved actual and necessary Commission related expenses incurred as a result of participation on the Committee. Reimbursable expenses include approved travel such as transportation, meals and lodging, not to exceed the amounts authorized by the Executive Director in accordance with established Commission Travel and Expense Reimbursement policy.

IV. References:

1. Riverside County Children and Families Commission Conflict of Interest Policy
2. Ralph M. Brown Act (California Government Code Section 54950 – 54963)

E.6.**26-03**: Approve Second Amendment with Sidekick Solutions LLC for Technical Assistance from July 1, 2025 - June 30, 2026 (**CONTRACT NO. CF25129**)  
**[\$186,626 - PROP 10 FUNDS]**



AGENDA ITEM: 26-03  
DATE OF MEETING: January 21, 2026  
ACTION:   
INFORMATION:

**APPROVE SECOND AMENDMENT  
WITH SIDEKICK SOLUTIONS LLC FOR TECHNICAL ASSISTANCE  
FROM JULY 1, 2025 – JUNE 30, 2026  
(CONTRACT NO. CF25129)  
[\$186,626 PROP 10 FUNDS]**

**SUMMARY OF REQUEST**

Approve the Second Amendment to Contract No. CF25129 with Sidekick Solutions LLC to increase the not-to-exceed amount by \$39,600 (from \$147,026 to \$186,626) for the term July 1, 2025 - June 30, 2026. This amendment adds technical assistance hours to complete remaining system and process improvements including configuration, performance monitoring, workflow optimization, additional automation, and related software/data processing services in Impact Management. Services under the increased authority will occur within the contract term and will be invoiced consistent with contract requirements.

**BACKGROUND**

Since 2020, the Riverside County Children and Families Commission has used Impact Management (formerly Apricot 360) as its primary system for program data collection, reporting, and case management. The system was implemented to support evolving oversight and accountability needs.

Initial support was provided by Bonterra Tech LLC (formerly Social Solutions Global, Inc.). As program requirements expanded, particularly for Home Visiting providers and coordination with the Riverside County Department of Public Social Services (DPSS), the Commission engaged Sidekick Solutions to provide specialized technical assistance and system configuration.

Sidekick Solutions currently provides primary technical support for optimizing Impact Management across Home Visiting programs and Family Resource Centers. Their work has enhanced system functionality, including the implementation of additional automation, connectivity APIs, data warehousing, improved back-up and recovery,

referral management, and reporting, supporting improved data quality and operational efficiency.

Most of the approved scope of work is complete. However, additional hours are needed to finalize reporting and referral management components, so the system fully meets program and partner needs. These hours will also support optimization for the Family Resource Centers including technical assistance for break fixes, FRC book distribution tracking, Power BI reports and dashboard development, as described in the attached Second Amendment scope of work.

May 14, 2025 (Action Item 25-19): The Commission approved Contract No. CF25129 with Sidekick Solutions for \$147,026.

## **RECOMMENDED ACTION**

That the Commission:

1. Approve the Second Amendment of Contract No. CF25129 with Sidekick Solutions LLC to increase the not-to-exceed amount by \$39,600, for a revised total amount not to exceed \$186,626 for the term July 1, 2025 - June 30, 2026, and authorize the Executive Director to sign the Amendment on behalf of the Commission, subject to County Counsel approval as to form; and
2. Authorize the Executive Director, based on the availability of fiscal funding, to sign amendments that exercise the options of the executed Contract No. CF25129, on behalf of the Commission, including modifications of the statement of work that stay within the intent of said contract without requiring further action from the Commission.

## **BUDGET IMPACT**

Adequate appropriation is included in the budget for Fiscal Year 2025/2026 (525440-25800-938001-92980).

## **STRATEGIC PLAN RELEVANCE**

Goal Area 4 – Countywide Programs (92980)

## **POTENTIAL CONFLICTS OF INTEREST**

None.

## **ATTACHMENTS**

1. CF25129 A2 Sidekick- CW Consulting

**RIVERSIDE COUNTY CHILDREN AND FAMILIES COMMISSION  
PROFESSIONAL SERVICES CONTRACT  
SECOND AMENDMENT**

**Contractor: Sidekick Solutions LLC**

**Contract No.: CF25129 A2**

**Address: 403 South Lincoln Street Suite 4 PMB 15  
Port Angeles, WA 98362**

WHEREAS, the Riverside County Children and Families Commission (“Commission”) has entered into a Contract for Investment of Funds (“Contract”) with Sidekick Solutions LLC (“Contractor”) for the provision of services, and the parties now wish to amend the Contract, to be effective as of **January 21, 2026**.

Now, therefore, the parties agree to amend the Contract as follows:

- A. This Second Amendment is effective January 21, 2026.
- B. The contract term is unchanged and remains from **July 1, 2025 - June 30, 2026**.
- C. Attachment A-1, Scope of Work (“SOW”), is deleted in its entirety and replaced by Attachment A-2, attached hereto and incorporated herein by reference.
- D. Attachment C-1, Budget Table, is deleted in its entirety and replaced by Attachment C-2, attached hereto and incorporated herein by reference, which increases the Not-To-Exceed (“NTE”) amount to **\$186,626**, an increase of **\$39,600**.
- E. Except as expressly modified by this Second Amendment, all other terms and conditions of the Contract and prior amendments remain unchanged and in full force and effect.

**Signature Page Follows**

IN WITNESS WHEREOF, the parties hereto have caused their duly authorized representative to execute this Second Amendment.

Authorized Signature for COMMISSION:	Authorized Signature for CONTRACTOR:
Chara Widby Executive Director	Jeffrey Haguewood Owner and Managing Director and Authorized Signatory
Date Signed:	Date Signed:
585 Technology Court Riverside, CA 92507-2423	403 South Lincoln Street Suite 4 PMB 15 Port Angeles, WA 98362
APPROVED AS TO FORM SIGNATURE: 	
Kristine Bell-Valdez Supervising Deputy County Counsel	
Date Signed: 1/13/26	
ATTEST SIGNATURE:	
Lynn M. Stephens Executive Assistant IV	
Date Signed:	

## ATTACHMENT A-2: SCOPE OF WORK

<b>Contractor:</b>	Sidekick Solutions LLC
<b>Program:</b>	Countywide Programs
<b>Contract No.:</b>	CF25129 A2
<b>Amendment Effective:</b>	January 21, 2026
<b>Term:</b>	July 1, 2025 - June 30, 2026

### Scope of Work Details

Contractor shall, under the direction of the Commission's Executive Director or Designee, provide Services in accordance with, but not limited to, the specifications and SOW identified in this Attachment A-2 and incorporated herein by reference.

**Purpose:** To support the configuration, performance monitoring, workflow optimization, and automation of Bonterra's Impact Management software, formerly Apricot 360 ("Apricot"), through technical assistance aligned with Commission priorities and reporting needs.

**Services:** Contractor shall provide ongoing support to maintain and improve the Apricot data infrastructure, including new configuration builds, reporting logic support, and workflow automation, based on Commission staff's requests. The Services, deliverables, timelines, tasks, responsibilities, assumptions, fee schedule, and any other details regarding Contractor's performance of Professional Services, or provision of data processing Services, are described in detail in this SOW. All Services under this SOW shall be combined into a collaboratively defined project plan and prioritized by Commission.

**Time-based Services:** Services provided on a time basis shall include all time accrued pursuant to the SOW, including:

- Time for scheduled and unscheduled meetings with Commission;
- Project management;
- Coordination;
- Internal peer review;
- Quality assurance; and
- Delivery of the Services.

**Service Model:** Contractor shall provide professional Services through both proactive continuous improvement and reactive support models.

**Subject Matter Expertise:** Contractor shall use subject matter experts to deliver technical assistance, consulting, customization, and enhancements to Apricot.

**Session Recordings:** Virtual sessions, scheduled and conducted as part of the Services, may be recorded at Commission's request and converted into a video file for Commission's retention. Contractor shall limit presentation of Commission's sensitive data during recorded meetings.

**Change Requests:** Contractor shall provide time estimates and scope clarification for all change requests in advance of implementation and shall track time by task and project area. Unless otherwise provided in an order form or SOW Amendment, Commission acknowledges that a request for Services during the Term of this Contract shall constitute acceptance of invoicing for the hours accrued in responding to such requests.

**Requests for approval and acceptance:** For any matter requiring approval or acceptance of a deliverable, or where Contractor determines that such approval shall support the quality of the

Services, all major configurations and new features shall receive written approval from Commission staff before deployment to the live system.

**Third-Party Systems and Contractor software:** Contractor may provide consultation on Third-Party Systems as directed by Commission. Any external platform integrations or subscriptions shall be implemented only with prior written approval by Commission staff, completion of User Acceptance Testing (“UAT”), and formal acceptance upon implementation.

**Additional Details:** The deliverables in the SOW shall be completed in a timely manner as outlined in this Contract, or according to a mutually agreed-upon timeline between Commission and Contractor.

**Access to Materials:** Commission staff shall provide Contractor timely access to detailed requirements and materials that are reasonably needed to provide the Services. Contractor may provide templates as part of the Services to help Commission develop such requirements and materials.

**Points of Contact:** Commission shall identify Points of Contact that Contractor shall work with to deliver the Services. Commission shall ensure that these Points of Contact attend relevant meetings. Points of Contact identified for Contractor are responsible for making decisions and answering questions, including requests for approval and acceptance.

**Remote Service Delivery:** Contractor shall perform all work remotely. If travel is needed for Services, Contractor shall first obtain Commission’s approval. Contractor shall use virtual collaboration technology to facilitate Service Delivery. Commission is responsible for obtaining and maintaining any equipment, software, and ancillary services needed to use virtual collaboration technology. Contractor shall provide access to the assigned Project-Lead by phone and email.

**Consultants:** Unless otherwise specified in this SOW, Contractor shall assign a consultant to Commission based on availability. Although Contractor shall make every effort to assign the same consultant for the entire SOW, Contractor may reassign consultants to deliver the Services. Contractor’s Managing Director, General Manager, and VP Professional Services are responsible for supervising the Services delivered in the SOW.

**Data Security Requirements:** Contractor shall treat all Personally Identifiable Information (“PII”), Protected Health Information (“PHI”), and Non-Public Information (“NPI”) as protected data and adhere to data minimization principles. The Contractor must implement measures for de-identification/masking where feasible and enforce Role-Based Access Controls on a need-to-know basis across all systems and data. Systems must meet industry best practices, including mandatory encryption in transit and at rest. These technical obligations are governed by the Business Associate Agreement in Attachment D, and Data Sharing and Confidentiality clauses in Appendix I, incorporated herein by reference.

**Amendments to SOW:** The SOW may be amended with confirmation by the Commission’s Executive Director or designee via email, or through a formal Amendment signed by both Commission and Contractor. If confirmation is given via email, all terms and conditions of this Attachment A-2 shall apply to the amended SOW. Last-minute change requests or additions to the Services that materially impact timelines and fees shall be agreed upon in advance through a revised SOW.

**Activities:** The cost items listed under A, B, and C below align with the definitions for Software (Exhibit A), Technical Assistance and Implementation Support (Exhibit B), and Data Processing Service (Exhibit C) as set forth in Appendix I of the original Contract, which remains unchanged by this Amendment. The activities associated with these categories are as follows:

## A. Automation and Integration Software

All labor activities required for the execution of the Services in this section are covered by the Technical Assistance and Implementation Support Hours pool detailed in Section B.

### Activities

- Implement Data Warehouse (“DW”) with Apricot pipeline restore (<2GB Database size);
- Implement and configure Proxy Application Programming Interface (“API”) for Apricot, including:
  - Setup of Apricot Private API in sandbox and production environments;
  - Setup of BI-scaling for DW including account level data segmentation;
  - Secure authentication methods for the Data Connector and Gateway for DPSS;
  - Configuration of rate limits and endpoint lists;
- Implement and configure Zapier connector for Apricot
- Document workflow specifications and endpoints;
- Conduct UAT/health-check; and
- Obtain formal acceptance.

### Deliverables

- Implemented and tested automation workflows;
- Technical documentation and endpoint list;
- Proxy API enabled in Sandbox and Production instances of Apricot, including:
  - Endpoint list and technical notes;
  - UAT and Health-Check documentation;
  - Formal record of acceptance; and
  - Post-implementation support for 30 days after acceptance.

## B. Technical Assistance and Implementation Support

The Technical Assistance and Implementation Support hours are a pooled resource intended to cover all of Contractor’s Time-based Services described in this SOW, including labor activities for Sections A and C. Remaining hours may be reprioritized by mutual agreement to best support Commission’s goals within the scope described in this SOW.

### Activities

- Governance & Planning:
  - Facilitate stakeholder and planning meetings to set priorities and manage backlog;
  - Manage backlog of work and make it visible to Commission, including:
    - Creating a task for each request;
    - Framing requests as issue resolutions, change requests, or new user stories;
    - Tracking the work associated with each request; and
  - Set meeting agendas, document notes, and summarize action items.
- Configuration & Customization:
  - Provide technical assistance and consulting Services, and where agreed, complete development work in Commission’s Apricot instance, including:
    - Facilitating meetings, coaching and consulting calls, and user/administrator trainings;
    - Developing new procedures and processes;
    - Drafting user guides and system documentation;
    - Recording video tutorials;
    - Designing and developing new forms;
    - Testing form design alternatives;

- Designing and developing reports in Apricot Native Reports or Apricot Results;
- Deploying reports as dashboards and bulletins, where appropriate;
- Maintaining and optimizing Apricot configuration;
- Implementing core Apricot features: workflows, referrals, registration grids, batch-entry, Connect, intake forms, secure web forms;
- Implementing dynamic fields, queries, and custom report expressions;
- Designing and developing user access systems for sites/programs and permission sets for role-based and record-level access;
- Supporting change management, feature deployment, and user onboarding;
- Providing recommendations for Apricot best practices; and
- Providing access to Contractor's Apricot Project Lead via phone and email.
- Data quality & migration:
  - Complete bulk data management tasks such as:
    - Data quality reviews;
    - Imports;
    - Data appends or updates;
    - Data migrations; and
  - Support testing and validation of data changes.
- Documentation & Training:
  - Draft and maintain user guides and system documentation;
  - Record video tutorials; and
  - Conduct user/administrator trainings and coaching sessions.
- Testing & acceptance:
  - Conduct UAT and obtain written approvals before deployment;
  - Track hours by project or initiative;
  - Maintain change logs for production updates; and
  - Document meeting notes, actions, and decisions.
- Post-implementation support & maintenance:
  - Provide ongoing support for newly implemented configurations or automations for 30 days post-acceptance;
  - Address user-reported issues and optimize performance after launch; and
  - Offer additional training and documentation updates based on post-launch feedback.

### **Deliverables**

Priority Technical Assistance work items may include break-fixes/fine-tuning, deployment of an FRC book distribution tracking mechanism, and development of Power BI reporting/dashboards for the SFP report stack; these examples are non-exhaustive and do not expand the scope otherwise described.

- Approved configurations, reports, and workflows per accepted UAT;
- Implementation support and UAT documentation;
- Formal record of acceptance;
- Change logs for production updates;
- Monthly report of hours consumed, by project or initiative, delivered by the 10<sup>th</sup> of the following month; and
- Post-implementation support summaries and recommendations for improvement.

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### **C. Data Processing Services**

All labor activities required for the implementation and data processing portion for the Data Warehouse, Data Marts (“DM”), and Business Intelligence (“BI”) Services in this section are covered by the Technical Assistance and Implementation Support Services Hours pool detailed in Section B.

#### **Activities**

- Implement and maintain connectors for Microsoft Power BI and data workbench;
- Implement DMs for Home Visiting Program (“HVP”), Department of Public Social Services (“DPSS”) HVP19 schema, and monthly Key Performance Indicators (“KPIs”); and
- Maintain recurring or scheduled Extract, Transform and Load jobs (“ETL”), including:
  - DPSS opt-in list;
  - Opt-out; and
  - Reverse referral.
- New automations beyond these DM’s are scoped under Section B.

#### **Deliverables**

- Configuration Documentation;
- UAT documentation; and
- Formal acceptance record.

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**ATTACHMENT C-2: BUDGET**

**Contractor:** Sidekick Solutions LLC  
**Program:** Countywide Programs  
**Contract No.:** CF25129 A2  
**Budget Start Date:** 07/01/2025  
**Budget End Date:** 06/30/2026  
**Total Amount:** \$186,626.00

**BUDGET TABLE**

<b>PERFORMANCE PERIOD BUDGET</b>		
<b>Category</b>	<b>Description</b>	<b>Amount</b>
Operational Expenses	Software	\$34,726.00
Operational Expenses	Consultant Hours (625 @ \$220/hr)	\$137,500.00
Operational Expenses	Data Processing Services	\$14,400.00
<b>SUBTOTAL:</b>		<b>\$186,626.00</b>

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**E.7.26-04: Approve Fourth Amendment with Poder Consulting Group, LLC., for Professional Services from February 1, 2025 – June 30, 2026 (CONTRACT NO CF25118) [\$115,000 - PROP 10 FUNDS]**



AGENDA ITEM: 26-04  
DATE OF MEETING: January 21, 2026  
ACTION:   
INFORMATION:

**APPROVE FOURTH AMENDMENT  
WITH PODER CONSULTING GROUP, LLC FOR PROFESSIONAL SERVICES  
FROM FEBRUARY 1, 2025 – JUNE 30, 2026  
(CONTRACT NO. CF25118)  
[\$115,000 PROP 10 FUNDS]**

**SUMMARY OF REQUEST**

Approve the Fourth Amendment to Contract No. CF25118 with Poder Consulting Group, LLC to increase the not-to-exceed amount by \$65,000 (from \$50,000 to \$115,000) for the term February 1, 2025 - June 30, 2026. This amendment adds support for Quality Early Learning strategic planning, school readiness assessment development, expanding community input and data analysis, and presentation of findings.

**BACKGROUND**

March 26, 2025, Contract No. CF25118 with Poder Consulting Group, LLC was executed under the Executive Director's spending authority for \$50,000, with a contract term of February 1, 2025 – June 30, 2025.

Subsequent amendments extended the contract through February 28, 2026, to allow for completion of deliverables outlined in the Scope of Work, including data analysis, summary of findings, preparation of survey result slide decks, revisions on city briefs and the land use study. This Fourth Amendment extends the term through June 30, 2026 and expands the scope to support Quality Early Learning strategic planning, expanded community input, and school readiness assessment planning.

## **RECOMMENDED ACTION**

That the Commission:

1. Approve the Fourth Amendment to Contract No. CF25118 with Poder Consulting Group, LLC to increase the not-to-exceed amount by \$65,000 (from \$50,000 to \$115,000) for the term February 1, 2025 - June 30, 2026, and authorize the Executive Director to sign the Amendment on behalf of the Commission, subject to County Counsel approval as to form; and
2. Authorize the Executive Director, based on the availability of fiscal funding, to sign amendments that exercise the options of the executed Contract No. CF25118 A4, on behalf of the Commission, including modifications of the statement of work that stay within the intent of said contract without requiring further action from the Commission.

## **BUDGET IMPACT**

Adequate appropriation is included in the budget for Fiscal Year 2025/2026 (525440-25800-938001-92950).

## **STRATEGIC PLAN RELEVANCE**

Goal Area 1 – Quality Early Learning (92950)

## **POTENTIAL CONFLICTS OF INTEREST**

None.

## **ATTACHMENTS**

1. CF25118 A4 Poder Consulting Group, LLC

**RIVERSIDE COUNTY CHILDREN AND FAMILIES COMMISSION  
CONTRACT FOR PROFESSIONAL SERVICES  
FOURTH AMENDMENT**

**Contractor: Poder Consulting Group, LLC**

**Contract No: CF25118 A4**

**Address: 5901 Morrill Avenue  
Whittier, CA 90606**

WHEREAS, the Riverside County Children and Families Commission (“Commission”) has entered into a Contract for Professional Services (“Contract”) with Poder Consulting Group, LLC (“Contractor”) for the provision of services, and the parties now wish to amend the Contract, to be effective as of **January 21, 2026**.

Now, therefore, the parties agree to amend the Contract as follows:

- A. All references to the Contract term, shall be amended to:  
**February 1, 2025 - June 30, 2026**
- B. The previous version of the Scope of Work has been deleted in its entirety and replaced as outlined in Attachment A-4.
- C. The previous version of the Budget has been deleted in its entirety and replaced as outlined in Attachment C-4. All references to the maximum reimbursable amount shall be amended from **\$50,000.00** to: **\$115,000.00**

All other terms and conditions of the Contract, including prior amendments shall remain in full force and effect.

**Signature Page Follows**

IN WITNESS WHEREOF, the parties hereto have caused their duly authorized representative to execute this Fourth Amendment.

Authorized Signature for COMMISSION:	Authorized Signature for CONTRACTOR:
Charna Widby Executive Director	Miguel Perla Founder and Owner and Authorized Signatory
Date Signed:	Date Signed:
585 Technology Court Riverside, CA 92507-2423	5901 Morrill Avenue Whittier, CA 90606
APPROVED AS TO FORM SIGNATURE:  	
Kristine Bell-Valdez Supervising Deputy County Counsel	
Date Signed: 1/9/26	
ATTEST SIGNATURE:	
Lynn M. Stephens Executive Assistant IV	
Date Signed:	

## ATTACHMENT A-4: SCOPE OF WORK

**Contractor:** Poder Consulting Group, LLC

**Program:** QEL Consulting

**Contract #:** CF25118 A-4

**Term:** February 01, 2025 - June 30, 2026

### Program Overview:

Poder Consulting Group is a Latinx-owned consulting firm that connects people and empowers communities by providing community engagement, research and evaluation, and strategic planning services. Our work is grounded in community organizing strategies, culturally responsive engagement and community-based participatory methods. We excel at bringing diverse stakeholders together, bridging connections, using research and data to drive action, and facilitating inclusive and effective discussions.

First 5 Riverside County (F5RC) is seeking a learning partner to rewrite and finalize a series of technical assistance one-pagers for cities design and launch a provider survey to better understand Quality Start's impact, support strategic planning for Quality Start Early Learning, and develop a plan for a school readiness assessment.

### SOW Details:

The deliverable timeline may be modified upon mutual agreement between Poder Consulting Group, LLC and First 5 Riverside County (F5RC).

Phase 1: Grounding and Planning – February – March 2025	
Activities	Deliverables
<ol style="list-style-type: none"><li>1. Kick-off meeting to discuss goals and outcomes for the projects and finalize the approach and work plans with F5RC.</li><li>2. Review documentation from F5RC that shares any relevant data and documents to support understanding the context of each project.</li><li>3. Refine and finalize the project(s) scope and overall approach as well as the evaluation questions for the Quality Start provider and parent survey.</li></ol>	<ul style="list-style-type: none"><li>● Meeting agenda and notes</li><li>● Review of data and documents relevant to the scope of service.</li><li>● Documentation of the overall approach, and evaluation questions for the Quality Start provider and parent surveys.</li></ul>

<b>Phase 2: Rewrite and Finalize Child Care Land Use Study – August 2025 – January 2026</b>	
<b>Activities</b>	<b>Deliverables</b>
1. Rewrite and finalize the Child Care Land Use Study and provide feedback on the 12 city briefs, ensuring the narrative of the Study is cohesive, concise, and actionable for city officials and stakeholders.	<ul style="list-style-type: none"> <li>● Finalize the Build Up Riverside County Child Care Land Use Study</li> <li>● Documented recommendations for the 12 City Briefs</li> <li>● Meeting agendas and notes and related action items.</li> </ul>

<b>Phase 3: Design and Launch Quality Start Provider Survey and Parent Survey – March – June 2025</b>	
<b>Activities</b>	<b>Deliverables</b>
<ol style="list-style-type: none"> <li>1. Design and launch a Quality Start providers survey to understand current needs, barriers, and successes. (approximately 442 providers). Goal is a 40% response rate.</li> <li>2. Design and launch a parent survey to understand parent perspective, current needs and access to resources.</li> <li>3. Development of outreach materials to engage providers and parents to participate in survey.</li> <li>4. Updates on data collection progress to assess necessary follow-up strategies for participant engagement and submission of surveys.</li> </ol>	<ul style="list-style-type: none"> <li>● Finalize Survey questions to disseminate through SurveyMonkey</li> <li>● Survey outreach materials and messaging for regular follow-up reminders to providers and parents to complete the survey.</li> <li>● Documentation of overall approach of data collection progress</li> <li>● Meeting agendas and notes and related action items.</li> </ul>

<b>Phase 4: Quality Start Survey Analysis and Reporting – July – September 2025</b>	
<b>Activities</b>	<b>Deliverables</b>
<ol style="list-style-type: none"> <li>1. Analyze survey data to understand themes of responses.</li> <li>2. Prepare 2 slide deck data books to summarize and share the survey results including a chart for each survey question.</li> <li>3. Survey brief that summarizes key findings from the survey in clear, visual, and concise manner that can be easily shared with partners and the broader community.</li> <li>4. Survey brief translation (English and Spanish)</li> </ol>	<ul style="list-style-type: none"> <li>● Documentation of overall approach and analysis of surveys</li> <li>● Data book (slide deck) for each survey (2)</li> <li>● Survey findings brief (English and Spanish)</li> </ul>

<b>Phase 5: Gather Community Input – January – April 2026</b>	
<b>Activities</b>	<b>Deliverables</b>
<p>1. Review existing input and refine learning priorities. Review listening session feedback collected to date and identify priority questions and any additional perspectives needed to inform internal strategic planning.</p> <p>2. Design and facilitate up to three bilingual listening sessions. Plan and facilitate up to three listening sessions in English and/or Spanish with parents and community members to learn early childcare needs and gather feedback on Quality Start. This includes developing a listening session agenda and discussion guide, creating outreach materials (English/Spanish), and facilitating the listening sessions. First 5 will lead outreach to partners/contacts and manage venue logistics; consultant will provide outreach materials and recommended recruitment messaging. Listening sessions will be recorded with participant consent.</p> <p><i>Participation approach:</i> Sessions are designed for meaningful participation and are expected to include approximately 10-15 participants per session. If the project seeks to engage a larger number of participants (e.g., a target of ~50), the parties will determine the most feasible approach (e.g., additional sessions, a brief supplemental input method, or adjustment to session format) through reallocation of hours and/or a scope amendment as needed.</p> <p>3. Synthesize findings and share key takeaways. Analyze and synthesize input gathered from listening sessions and present key findings to inform internal strategic planning (e.g., themes, illustrative quotes, and actionable considerations).</p>	<ul style="list-style-type: none"> <li>● Data collection plan and approach for listening sessions</li> <li>● Slide deck synthesizing key findings from listening sessions</li> <li>● Raw transcription from recorded listening sessions (reimbursable operational expense per Attachment C-4).</li> </ul>

<b>Phase 6: Support QEL Strategic Planning – January – June 2026</b>	
<b>Activities</b>	<b>Deliverables</b>
<ol style="list-style-type: none"> <li>1. Review all necessary context, feedback, and planning documents to prepare for brainstorming and planning.</li> <li>2. Develop and deliver two presentations (Advisory Board March 11 and Commission May 13) summarizing QEL parent/provider survey results and integrating key learnings from listening sessions.</li> <li>3. Facilitate and support up to five strategic planning workshop meetings with staff. This includes drafting agendas and activities, documenting and synthesizing key learnings and decisions, and supporting with guiding the group along in a process to complete the draft strategic plan for QEL.</li> <li>4. Draft the QEL Strategic Plan framework (goals, objectives, strategies, key activities, outcomes, and metrics) in collaboration with First 5.</li> </ol>	<ul style="list-style-type: none"> <li>● Presentation to F5RC Commission and Advisory Committee</li> <li>● Draft QEL Strategic Plan including a planning framework and a concise narrative summary (including up to two revision rounds based on consolidated feedback)</li> </ul>

<b>Phase 7: Develop an Approach and Plan for a School Readiness Assessment – March – June 2026</b>	
<b>Activities</b>	<b>Deliverables</b>
<ol style="list-style-type: none"> <li>1. Prepare a targeted scan of models/approaches to school readiness assessments used by other entities. Review the Early Development Instrument (EDI) and 2 other feasible options to identify strengths/limitations, equity considerations, and implementation requirements.</li> <li>2. Present options and facilitate a conversation with First 5 Riverside and RCOE staff to discuss tool/approach tradeoffs and select a recommended direction.</li> <li>3. Draft a brief and slide deck outlining a recommended approach, plan, and recommendations for conducting a school readiness assessment in Riverside County. Share this draft final brief with First 5 Riverside and RCOE staff for one round of feedback.</li> </ol>	<ul style="list-style-type: none"> <li>● Final brief outlining a recommended approach and plan for conducting a school readiness assessment in Riverside County, including:             <ul style="list-style-type: none"> <li>○ Feasibility assessment findings (data, governance, operational readiness)</li> <li>○ Tool/approach tradeoff summary</li> <li>○ Detailed recommended approach and considerations                [This includes one round of feedback incorporated into the final brief.]</li> </ul> </li> <li>● Slide deck to present recommendations to the Board/Commission</li> </ul>

**ATTACHMENT C-4: BUDGET**

**Budget Start Date:** 02/01/2025

**Budget End Date:** 06/30/2026

**Maximum Reimbursable Amount:** \$115,000.00

Description	Hourly Rate	Amount
Operational Expenses	N/A	\$4,046.00
Phase 1: Grounding and Planning	\$170	\$3,400.00
Phase 2: Rewrite and Finalize CC Land Use Study	\$170	\$22,360.00
Phase 3: Design & Launch Surveys	\$170	\$8,160.00
Phase 4: QS Survey and Analysis & Reporting	\$170	\$5,760.00
Phase 4: QS Survey and Analysis & Reporting (Analyst)	\$120	\$9,010.00
Phase 5: Community Input	\$170	\$13,090.00
Phase 5: Community Input Supports & Stipends	N/A	\$3,000.00
Phase 6: Support QEL Strategic Planning	\$170	\$24,260.00
Phase 7: School Readiness Plan	\$170	\$21,914.00

Total Amount: \$115,000.00

- F. **Presentation/Action Item/Public Hearing – Chair** (A copy of all Presentation/Action Items/Public Hearings and attachments can be viewed at [www.rccfc.org](http://www.rccfc.org) and at the Commission Business Office)
- F.1. Conduct a Public Hearing of First 5 Riverside County Children and Families Commission Strategic Plan 2023-2026 Pursuant to the California Children and Families Act, Health and Safety Code Section 130140, and Ordinance 784, and Adopt First 5 Riverside County Children and Families Commission Current 2023-2026 Strategic Plan - Charna Widby, Executive Director
- F.1.a. **Public Hearing:** First 5 Riverside County Strategic Plan 2023-2026 — Chair
- F.1.b. **26-05:** Review and Adopt First 5 Riverside County Strategic Plan 2023-2026 — Chair



AGENDA ITEM: 26-05

DATE OF MEETING: January 21, 2026

ACTION:

INFORMATION:

**REVIEW AND ADOPT FIRST 5 RIVERSIDE COUNTY CHILDREN AND FAMILIES COMMISSION STRATEGIC PLAN 2023–2026 AFTER A PUBLIC HEARING PURSUANT TO CALIFORNIA CHILDREN AND FAMILIES ACT HEALTH AND SAFETY CODE SECTION 130140 AND ORDINANCE 784**

**SUMMARY OF REQUEST**

Pursuant to the California Children and Families Act, Health and Safety Code section 130140, and Ordinance 784, conduct a public hearing and consider adoption of the Strategic Plan (2023-2026) following its annual review.

The First 5 Riverside County Children and Families Commission Strategic Plan 2023–2026 was adopted on January 25, 2023, and is presented today for its annual review.

**BACKGROUND**

Since the adoption of the 2023–2026 Strategic Plan, the Commission has conducted the required annual reviews and public hearings to solicit input and guide implementation and any amendments through 2026.

March 12, 2025, (Action Item No. 25-16): Annual Review and Public Hearing of First 5 Riverside County Children and Families Commission Strategic Plan (Fiscal Years 2023–2026)

March 13, 2024, (Action Item No. 24-10): Annual Review and Public Hearing of First 5 Riverside County Children and Families Commission Strategic Plan (Fiscal Years 2023–2026)

January 25, 2023, (Action Item No. 23-10): Adoption and Public Hearing of First 5 Riverside County Children and Families Commission Strategic Plan (Fiscal Years 2023–2026)

### Statutory Requirement

The California Children and Families Act, Health and Safety Code Section 130140 (Proposition 10), requires local county commissions to adopt a strategic plan to support and improve early childhood development. The plan must be consistent with, and in furtherance of, the purposes of the Act and any guidelines adopted by the State Commission.

Commissions must annually review their strategic plans and adjust as appropriate based on revised priorities. In addition, the Commission must conduct at least one public hearing each year on its strategic plan and prior to adoption of any changes. All Commission funding allocations must be consistent with the adopted strategic plan.

### **RECOMMENDED ACTION**

That the Commission:

1. Conduct a Public Hearing; and
2. Review and adopt the Riverside County Children and Families Commission 2023-2026 Strategic Plan.

### **BUDGET IMPACT**

No additional fiscal impact. Implementation is supported through Commission-approved budgets; specific contract funding will be brought forward through future budget actions as applicable.

### **STRATEGIC PLAN RELEVANCE**

- Goal Area 1 - Quality Early Learning (92950)
- Goal Area 2 - Comprehensive Health & Development (92945)
- Goal Area 3 - Resilient Families (92960)

### **POTENTIAL CONFLICTS OF INTEREST**

None known.

### **ATTACHMENT**

1. 2023–2026 First 5 Riverside County Children and Families Commission Strategic Plan

# STRATEGIC PLAN



**CONNECTING FAMILIES** and the **COMMUNITY**  
with resources to build a **STRONG FOUNDATION**  
for **SUCCESS** for children 0 through 5 years of age.



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All children in Riverside County  
are healthy and thrive in

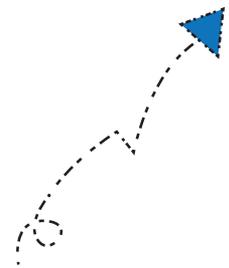
**SUPPORTIVE, NURTURING, *and* LOVING**  
*environments*

*AND*

enter school ready to learn &



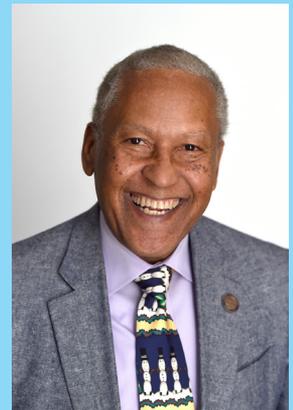
Lifelong  
Learning



## I. OVERVIEW

On August 4, 2020, the Riverside County Board of Supervisors voted unanimously to declare racism as a public health crisis. The resolution passed by the Board listed several planned actions describing what the County will do to act on this, including seeking more diversity in county's workforce and in leadership positions, implementing solutions to eliminate systemic inequality in all external services provided by the county, and enhancing public education to increase understanding and awareness of systemic inequality and its impact. Similarly, the First 5 Association has established a commitment to "center race, equity, diversity, inclusion (REDI) in all we do" in its 2022-2025 strategic plan, including an objective to build local First 5 capacity to advance REDI locally. While both entities are still formulating plans for what this work will entail, First 5 Riverside County shares the commitment to centering race equity.

The County of Riverside is blessed with incredible diversity that makes us unique and is one of our many strengths. Therefore, we will focus on developing programs and initiatives that are equitable to create a better future for our residents. This will build a solid foundation to improve the health and wellbeing of our community. We have a strong sense of community, and we must ensure this is inclusive of all. I am proud that we are moving forward together to address the needs of our residents to further health, wellness, and success in every aspect of all lives.



**-Chuck Washington, District 3 Supervisor  
First 5 Riverside County Commissioner 2022**

First 5 Riverside County understands that this commitment will have a significant bearing on its own work to advance the vision stated above through its investment of its resources, which are largely but decreasingly comprised of revenues from Proposition 10.

State voters passed Proposition 10, the "California Children and Families Act of 1998," in November of that year. Subsequently, the Riverside County Board of Supervisors created the Riverside County Children & Families Commission, also known as First 5 Riverside County. The act levies a \$.50 tax increase on cigarettes and other tobacco products to provide funding for early childhood development programs. The revenue generated from this tax, which was increased in 2016 by Prop 56, is distributed by the state to the counties to ensure that our youngest Californians, from prenatal through age 5, get the best start in life.

Revenues generated from the tobacco tax must be used to enhance the early growth experiences of children, enabling them to be more successful in school and ultimately to give them an equal opportunity to succeed in life. Since inception, First 5 Riverside County has invested more than \$505 million of Proposition 10 and Prop 56 funds

in local programs. Additionally, since 2016, First 5 Riverside County has identified and accessed an additional \$22 million in federal, state, and inter-county funding to expand and support integrated whole child and whole family supports. In the past 23 years, through diverse funding strategies, approximately \$527 million has been invested in the County.

First 5 Riverside County supports and advocates for the strong start all children deserve and is committed to engaging in partnerships that maximize investments to ensure children and families have every opportunity to succeed.

## II. ANNUAL STRATEGIC PLAN REVIEW

The Commission is required to conduct an annual review of the adopted strategic plan and to adjust the plan to respond to opportunities, challenges, or changes in the environment. In 2018, a mid-course revision reflected the evolution of the entire First 5 system, which is occurring in the context of a slow but steady decline in the tobacco taxes that are the main revenue source for First 5 Commissions. In 2020, the Commission revised and extended the Plan through 2023.

Since inception, many First 5 Commissions initiated their work by funding direct services for children and families since it was an obvious need, evidenced by services that were limited and not supporting children and families adequately. These efforts also gave First 5 Commissions an opportunity to gain valuable practice knowledge and to identify where gaps existed in the provision of programs and associated systems that resulted in inadequate and/or interrupted services, especially for vulnerable children. Grants to fund services created the possibility to address these issues quickly and efficiently. Although the majority of Proposition 10 funds have been focused on supporting families through direct services, First 5 Commissions have shifted increasingly toward funding services with an intent to change the core practice of organizations and improve or develop systemic approaches. The First 5 Association defines system change as: “working with organizations, communities, and public agencies in new ways to change how services and supports are organized and delivered.”<sup>1</sup> This approach reflects First 5 Commissions’ role as stewards of public resources, and the associated imperative to maximize the public’s investment and invest those funds strategically in a way that creates real and lasting change for children and families. Furthermore, given that funding entities can be politically influential, First 5’s are in a unique position to engage relevant and significant stakeholders, such as elected officials and senior leaders of public agencies, to highlight the challenges faced by children and families in respective communities.

Several important changes have occurred in recent years that shift the context for this work even further. Building on, and leveraging, its role as leader and convener, First 5 Riverside County has become an official department of Riverside County, more deeply embedding it within the public systems it seeks to improve on behalf

of children. First 5 Riverside County and the county's Department of Public Social Services established a partnership to redesign county-operated family resource centers (FRCs) to be essential sites for innovation and a part of the larger county-wide prevention and early intervention strategy for children and families. This includes supporting and nurturing a larger family resource center network beyond the county operated FRCs to contribute to building a much larger coordinated system of care for child abuse prevention and child well-being efforts. Combined with additional learning based on recent experimentation and innovation in engaging formal and informal systems of care, First 5 Riverside County is investing in meaningful and lasting systems change on behalf of children and families. This learning and success have engendered another evolution in the First 5 system: an increase in the level of coordination between and alignment of approaches taken by individual First 5 Commissions. This alignment has reflected an effort to incorporate and codify the learning and success on the one hand, and to set the stage for more effective system-wide and statewide advocacy on the other.

Since the adoption of the 2016-2021 Strategic Plan, the Commission has made timely revisions to support the evolution of its work and has extended the Plan through 2023. To account for and leverage its changing context, First 5 Riverside County has updated both the content of the strategies (an increase in level and sophistication of systems-change investments) and the structure and language of its planning framework (to reflect a more intentional change model and align with the rest of the First 5 system wherever possible). The strategies contained in this document reflect the updated content and the following sections explain and present First 5 Riverside County's updated strategic framework.

## Riverside County Profile

Riverside County is the fourth largest county in California and the 10<sup>th</sup> largest in the United States. It covers more than 7,300 square miles and is home to 2.4 million residents.<sup>2</sup> There are 28 cities, large areas of unincorporated land, and several Native American tribal entities. The population by race is as follows: 56.24% White, 6.63% Black/African American, 1.12% American Indian/Alaskan Native, 6.82% Asian, 0.34% Native Hawaiian/Pacific Islander, 23.36% Other Race and 5.49% Multiracial.<sup>2</sup> The population by ethnicity is 51.97% Hispanic/Latino and 48.03% Non-Hispanic/Latino.<sup>2</sup>

The median household income of Riverside County is \$70,732 compared to \$78,672 for the State of California.<sup>2</sup> In Riverside County, 33.6% of individuals are living in households with income below 200% of the Federal Poverty Level (FPL) compared to 31.0% in California.<sup>3</sup>

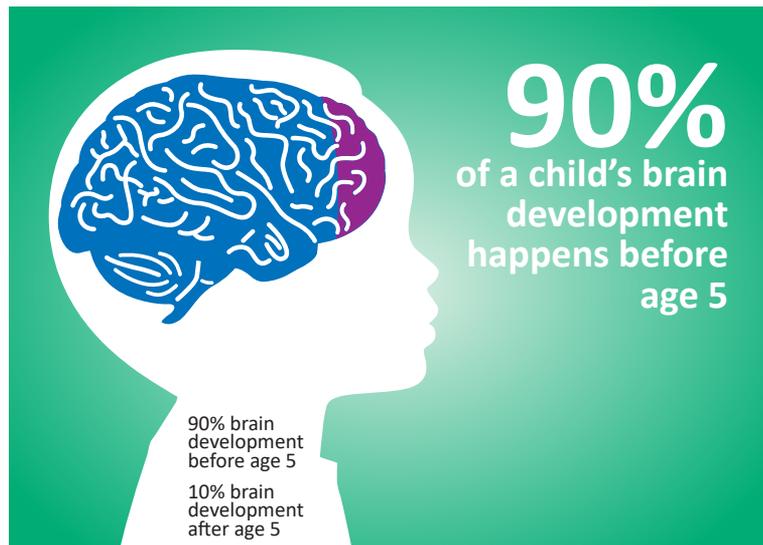
In 2020, Riverside County was home to approximately 175,500 children under age 6.<sup>4</sup> Births average 30,000 annually.<sup>5</sup> Enrollment in Medi-Cal for children 0 through 5 years is at 48.2% for Riverside County compared to 44.7% for the state.<sup>6</sup> In the 2018-19 academic year, 23.2% of 3rd graders met English language arts/literacy (ELA/literacy) Common Core State Standards, and 28.5% in Riverside County met

the mathematics Common Core State Standards.<sup>7</sup>

While this County-level data is critical for informing our County-wide approach, understanding the regional variation in needs and assets of children and their families can help us determine how to focus our resources even more efficiently. To this end, First 5 Riverside County will begin work to develop datasets at the supervisorial district level, so that strategy refinements can be made that are responsive to community need at the local level. This work is anticipated to be complete in time to inform our next strategic plan in 2023.

## The Importance of Early Childhood

First 5 Riverside County's commitment to serving our youngest children stems from research in brain development showing that the experiences of children in their earliest years significantly affect the way they grow and develop. The first years are the most rapid period of brain growth, with nearly 90% of brain development occurring by age 5. This remarkable growth happens in response to, and in the context of, a child's experiences. During the early years, critical connections form between nerve cells, creating pathways that determine an individual's emotional, social, and intellectual makeup. Investments in the early years, when children's brains are developing and taking permanent shape, are the best investments First 5 Riverside County can make.



## Early Learning Matters

Research demonstrates that children who attend a quality early learning and care program are more likely to do well in school and experience better outcomes as adults. In fact, for every dollar invested in quality early childhood education, there is up to a 13% return on investment per year through better outcomes in education, health, sociability, economic productivity, and reduction in crime.<sup>8</sup> This is especially true for children living in poverty and those who experience multiple risk factors and in Riverside County, nearly one-fifth of children under age 5 live in poverty. Moreover, over half of the County's 3rd graders score below grade level in English Language Arts.<sup>7</sup> Families have a continued need for quality early learning and care programs. As of February 2022, 569 early learning providers are a part of Quality Start Riverside County. Of the 501 sites that have a quality

higher on quality standards established by the Quality Counts California Quality Rating Matrix. These standards include quality elements at five tiers in three core areas of child development and school readiness, teachers and teaching, and program and environment.

While the availability of licensed early learning and care increased between 2017 and 2019 (4% increase in center-based spaces and 7% increase in family child care spaces)<sup>9</sup>, the impact of the COVID-19 pandemic on the availability of licensed child care is still being felt. Another challenge, that is in part due to the ongoing impact of the COVID-19 pandemic, is the lack of qualified early educators. During the pandemic many early educators left the field due to the low wages, lack of benefits, the high risk of working with young children during a pandemic, as well as the economic impact of program closures and lack of enrollment during the pandemic.

Over three quarters of parents who request assistance from the Riverside County Office of Education (RCOE) Resource and Referral program need early learning and care for their children so that they can work. However, even for families earning the median family income of \$70,732 who have a preschool age child and an infant, the cost of child care is greater than the cost of housing (25% compared to 20% of the family's income, respectively).<sup>9</sup> For lower income households and those who qualify for subsidized early learning and care, the availability of subsidized care is inadequate to meet the need, particularly for infant and toddler care. In fact, only 5% of the eligible infants and toddlers in Riverside County receive the care for which they are eligible, compared to over one-third of preschool age children.

Universal preschool/Kindergarten (UPK), which offers families free preschool to all 4-year-old children in the state for a minimum of 3 hours per day, is expected to have a dramatic impact on the early learning and care field. Pre-Kindergarten (PK) expansion is expected to not only increase the number of 4-year-olds enrolled in PK but will also shift the early learning and care system to serve more children ages 0-3 years. While the shift is intended to increase the availability of spaces for infants and toddlers, there is concern that the higher cost of providing care to younger children (primarily due to the lower adult/child ratios) coupled with the anticipated shift of qualified early educators to UPK, will be too great for the early learning and care system to bear. Fortunately, the state recognizes this challenge and the rates at which providers are reimbursed for serving income eligible children has increased and will continue to increase with rate reform efforts.

In addition, there is a growing prevalence of children with a wide range of special needs. Children with high needs are 50% more likely to be placed in special education classes, 25% more likely to drop out of school, 70% more likely to be arrested for a violent crime and 40% more likely to become a teen parent.<sup>10</sup> Children with high needs who participate in high-quality early learning environments benefit greatly, often exceeding national averages on measures of school readiness. In Riverside County, families have a continued need for services in early learning settings which support inclusion.

## Whole Child, Whole Family

With the number of critical developmental processes that are at play during early childhood in mind, the First 5 Association has adopted a whole child, whole family framework to put child development into an even more explicit ecological context that includes connections between a child and their family and community that they are a part of. While First 5 Riverside County has always incorporated these vital connections, its direct involvement and strategic investment in the Family Resource Center network in Riverside County puts it in an even stronger position to address these connections as a part of its work. As it approaches its next strategy cycle, First 5 Riverside County will be looking for ways to identify and address opportunities to strengthen comprehensive family systems in ways that promote the healthy development of children, as well as other social determinants of health that have a significant bearing on the developmental environment for children growing up in Riverside County.

## Growing Need for Health Equity

Riverside County ranks 39<sup>th</sup> out of 58 California counties in relation to overall health factors. For quality of life, it ranks 42<sup>nd</sup>, 47<sup>th</sup> for clinical care, and 56<sup>th</sup> for the physical environment.<sup>11</sup> The combination of nearly all health indicators strongly correlated with race and/or class with a saturation of users to the health care system make health equity a growing area of concern for the county as a whole.

In Riverside County access to both prenatal and pediatric care are trailing state averages. There is one primary care pediatrician available for every 2,800 children through age 5 in the county; this is six times lower than the statewide rate. In addition, rates of timely prenatal and postpartum care are declining in the county in recent years and preterm, and very preterm births in the county are higher than the state average, a poor outcome that disproportionately impacts Black women and babies.<sup>12</sup>

Persistent health inequities exist statewide and within the county. In California Black and Latinx women experience higher rates of postpartum depression.<sup>12</sup> The county also has lower than State average rates of children visiting the dentist, with only two-thirds of children 2 to 3 years of age having ever visited a dentist.<sup>13</sup> In addition, childhood obesity rates have more than tripled in the last four decades,<sup>14</sup> only 77% of mothers receive prenatal care,<sup>15</sup> and asthma prevalence continues to be higher in Riverside County (21% compared to 15% statewide in 2013-2014).<sup>16</sup> There is also a significant increase in behavioral health needs particularly among children age 17 and younger; a challenge exacerbated by low rates of developmental screening (nationally, fewer than one in three children receive developmental screening).

Overall healthcare coverage in California has increased and reduced the need for local investment in providing premium subsidies. However, gaps in services remain and navigation of the health system and other services is not consistently available to families. A healthcare system that can effectively achieve positive birth and early childhood health outcomes will include (1) a stronger focus on prevention; (2) enhanced care coordination to assist families in meeting multi-faceted healthcare

needs and (3) resources to address social determinants of health and trauma. Most children in Riverside under age 6 have health insurance and over 40% of those children are Medi-Cal recipients, making Medi-Cal the largest health insurance provider for children in the county. Further, the 0-5 population is expected to increase over the next decade increasing the population insured by Medi-Cal.<sup>5</sup>

California Advancing and Innovating Medi-Cal (CalAIM) is a long-term commitment from the State to transform and strengthen Medi-Cal, offering Californians a more equitable, coordinated, and person-centered approach to maximizing their health and life trajectory<sup>17</sup>. Improvements in the Medi-Cal managed care system can catalyze population-level improvements in health, especially for young children. The CA Department of Health Care Services Medi-Cal procurement in 2022 is redefining how care is delivered to more than 12 million Californians by raising the state's expectations of plans in the Medi-Cal program to be committed to:

1. High-quality, accessible, and comprehensive care across all settings and levels of care
2. Reducing health disparities
3. Improving Health outcomes

## Increase in Family Stress

Approximately one-third (30%) of households in Riverside County have a child under age 6.<sup>18</sup> The physical and emotional well-being of children is largely dependent on the strength, health, and resilience of their family.

There is an increasing number of families facing critical challenges in Riverside County. The COVID-19 pandemic exacerbated these longstanding challenges resulting in more children experiencing homelessness, child abuse and neglect, and food and housing insecurities. At some point in the 19-20 school year, 2,365 children ages birth-kindergarten (which includes infants, toddlers, pre-kindergarteners, and kindergarteners) were reported as being homeless in Riverside County.<sup>19</sup> Approximately 19.2% of children ages 5 and under are living below the poverty level in Riverside County.<sup>20</sup> In 2020, for children under 1, the rate of substantiated reports is 26.4 per 1,000 children compared to California's rate of 22.2 per 1,000 children, 11.4 for ages 1-2 compared to 8.7 for the state, and 9.2 for ages 3-5 compared to 7.2 for the state.<sup>21</sup>

According to the California Office of the Surgeon General, "widespread stress and anxiety regarding COVID-19, compounded by the economic distress due to lost wages, employment and financial assets, mass school closures, and necessary physical distancing can result in an increase of stress-related health outcomes."<sup>22</sup> Families continued to struggle to find affordable quality child care and early learning options keeping some parents from returning to work. Other challenges include a significant percentage of children in foster care and grandparents who are responsible

for raising their grandchildren while dealing with their own aging needs and health issues. These all contribute to a high number of families with limited access to the resources necessary to help children grow up healthy and ready to succeed.

### III. STRATEGIC ESSENTIALS AND INVESTMENT GUIDELINES

In 2016, the Commission developed three strategic essentials to ensure the success and sustainability of the Commission’s efforts to advance its vision, mission, and long-term objectives. The Strategic Essentials include:

- **Support strategic positioning and partnerships:** Maximize return on the Commission’s future investments through leveraging resources
- **Support the development of organizations and providers:** Provide technical assistance and support to programs to build capacity and increase independence from First 5 funding
- **Integrate direct services:** Provide funding for services that integrate other First 5 programs and link to existing programs and services

#### Investment Guidelines

To help define and support First 5 Riverside County's shifting focus, the Commission developed five investment guidelines to express First 5 Riverside County’s point of view about how and where it can have the most impact and advance the strategic essentials.

#### Five Investment Guidelines to Implement the Strategic Essentials

Upstream (Prevention) → Downstream (Intervention)

PROMOTION → PRIMARY PREVENTION → EARLY INTERVENTION → TREATMENT OR SERVICE



Upstream strategies focus on improving fundamental social and economic structures, environments, and conditions that support the ability of individuals and groups to reach their full health potential and to withstand challenges. Downstream strategies focus on providing equitable access to care and services to ensure that any presenting problems or challenges are addressed effectively.<sup>23</sup>

**First 5 Riverside County position:** First 5 Riverside County investments will fall on the upstream/prevention side of the continuum, prioritizing support for promotion, primary prevention, and early intervention strategies.

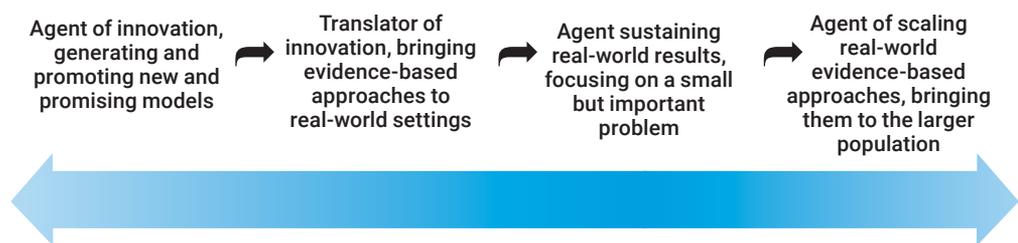
## Going Broad → Going Deep



Going broad means engaging in strategies that have less impact on a greater number of people, while going deep means engaging in strategies that have a greater impact but reach fewer people.

**First 5 Riverside County position:** First 5 Riverside County investments will fall on the left to middle section of this continuum, with most investments ranging from low intensity with high reach to moderate intensity and reach.

## Growing Local Models → Leveraging Evidence-Based Models

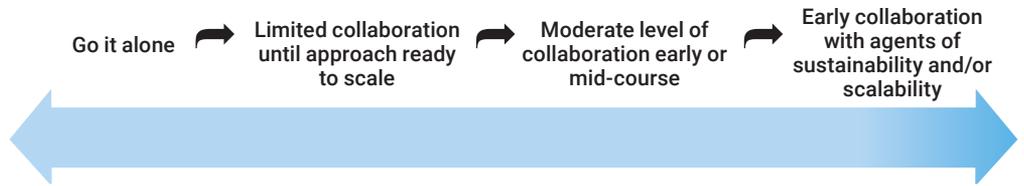


Growing local models means being an agent of innovation, generating and promoting new and promising models. In the middle of this continuum means being a translator of innovation, bringing evidence-based approaches to real-world settings, and being an agent sustaining real-world results, focusing on a small but important problem. Leveraging evidence-based models means being an agent of scaling real-world evidence-based approaches by bringing them to the larger population.

**First 5 Riverside County position:** Investments will generally fall in the middle of this continuum, and thus First 5 Riverside County will largely serve as a translator of innovation and agent of sustaining real-world results.



## Go It Alone → Start with Partnership Opportunity



Going it alone means engaging in limited collaboration until an approach is ready to replicate or scale, while starting with partnership opportunities means engaging in collaboration early in the process with agents of sustainability and/or scalability.

**First 5 Riverside County position:** Investments will primarily follow a model of collaborating early with other partners and/or agents of sustainability and/or scalability.

## Direct Services → Systems and Policy Change



On one side of this continuum is a focus on funding direct services; the middle of this continuum includes enhancing service delivery; and the other side of this continuum focuses on working towards systems improvement and being a champion for policy change.

**First 5 Riverside County position:** Investments will primarily be directed towards systems and policy change.

These guidelines establish the Commission's preferences for how future investments will be allocated and are to be considered both in evaluating individual proposals and assessing the overall portfolio of First 5 Riverside County investments.



## IV. OUR STRATEGIC FRAMEWORK

First 5 Riverside County's vision, mission, and values remain constant and continue to anchor and guide the Commission's work:

### Vision

All children in Riverside County are healthy and thrive in supportive, nurturing, and loving environments and enter school ready to learn and embrace lifelong learning.

### Mission

First 5 Riverside County invests in partnerships that promote, support and enhance the health and early development of children, prenatal through age 5, their families and communities.

### Values

- Child & Family
- Outcomes-Driven
- Collaboration
- Sustainability

### Protective Factors

In addition to mission, vision, and values, First 5 Riverside County utilizes the Strengthening Families™ Protective Factors Framework<sup>24</sup> (see Appendix C) as a foundational philosophy for its approach to improving the lives of young children. Extensive evidence supports the common-sense notion that, when these Protective Factors are present and robust in a family, the likelihood of a child achieving optimal health and development is greatly increased.

First 5 Riverside County's Impact Model reflects its ideal role in supporting improvements to systems that primarily serve children prenatal through age 5 and their families.

### Impact Model

First 5 Riverside County's Impact Model is organized around three developmental areas for children:

1. Quality Early Learning
2. Comprehensive Health and Development; and
3. Resilient Families

These three developmental areas, aligned with the First 5 Association, correspond to the three program areas around which First 5 Riverside County organizes its investments.

The Impact Model establishes an outcomes framework for the system changes First 5 Riverside County is working towards, which is divided into four different kinds of systems change outcomes and expressed in terms of what will be different for children and their families in relation to the services and supports they need to thrive:

1. Increased access
2. Increased quality
3. Increased coordination
4. Increased consumer and community capacity to utilize services and supports, as well as to successfully face challenges

These outcome areas are important because they define how First 5 Riverside County will measure the success of its investments: in terms of their effectiveness in advancing these systems change outcomes on behalf of young children and their families. These outcome areas are used to organize the measurable results listed in the program strategies that specify what each of the program strategies is designed to achieve.



The Impact Model organizes the different types of investments First 5 Riverside County makes to strengthen the system of services and supports for young children and their families. This organizing principle divides investments into two meta-categories: direct services and systems change.

Direct services can take the form of services for children or services for families and caregivers, while systems change investments take the form of efforts to build provider capacity, to support organizations and communities to work better together through strengthened partnerships and service integration, to increase and leverage financial resources, and to educate parents and policymakers about the importance of supporting a child’s early development. Within each program area, those systems change investments target a set of stakeholders specific to that program area, while First 5 Riverside County continues to lead and advocate for change at a county-wide, cross-systems level.

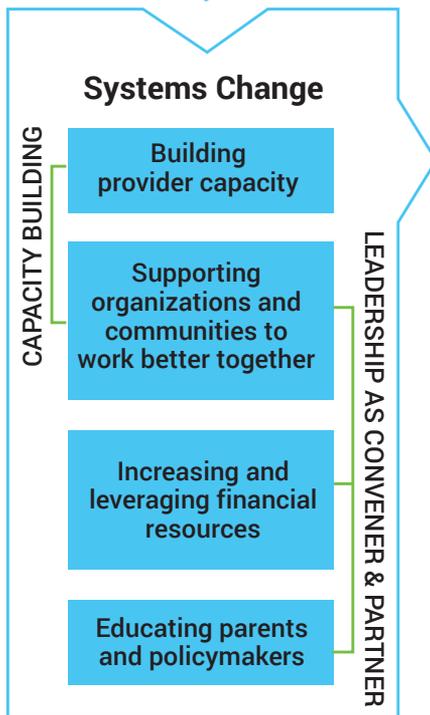
The Impact Model provides clarity and consistency of First 5 Riverside County’s investment strategies and helps to build connection and alignment between streams of work across program areas that have characteristics in common. For example, provider capacity building efforts in the Quality Early Learning program area could be leveraged in services of similar capacity building efforts in Comprehensive Health and Development.

Two significant recent developments – First 5 Riverside County’s direct involvement and investment in Family Resource Centers and its commitment to centering a heightened focus on race equity – may lead to a revision of this Impact Model in the next strategy cycle; in the interim, First 5 Riverside County will continue to use it to guide its thinking about how it invests its resources and to what end.

In the following section, goals, strategies, activities, and results are organized according to this Impact Model.



# First 5 Riverside County Impact Model



### Goal 1

#### QUALITY EARLY LEARNING

##### Goal Statement

Children, birth through age 5, benefit from high-quality early education, early intervention, family engagement, and support that prepares all children to reach their optimal potential in school and life.

##### Strategy Narrative

First 5 Riverside County increases access to quality child care through two major collaborative initiatives: Quality Start Riverside County (QSRC) and the Riverside Hybrid Alternative Payment (RHAP) program. In addition, First 5 Riverside County addresses key gaps in the early learning landscape.

QSRC is the region's Quality Improvement System (QIS) and provides four critical supports:

1. establishing and promulgating quality standards for early care and education,
2. supporting quality improvements with early childhood education (ECE) providers using these standards,
3. providing professional development opportunities for providers to help them increase the quality of their care, and
4. providing parents and caregivers with tools and resources to select quality programs.

The RHAP program increases the number of children accessing high-quality early learning environments. RHAP is a systems approach that aligns with and supplements the existing California Alternative Payment Program (CAPP) administered by Riverside County Office of Education (RCOE). In 2019, RCOE received increased state funds to enroll children into CAPP reducing the need for Proposition 10 funded RHAP scholarships.

RHAP leverages QSRC and provides scholarships for families who do not qualify for other child care subsidies. RHAP also leverages the capacity of RCOE to administer scholarships, collect data, and provide enhanced reimbursement for quality programs participating in QSRC.

Further, the Commission continues to address barriers to families' access to high quality early learning opportunities committing Proposition 10 funds to expand ECE facilities. Analysis of existing childcare licensing data has revealed that Riverside County currently has only six active, licensed ECE facilities per 1,000 children ages 0-5. The Bipartisan Policy Center indicates that, across all income levels, Riverside

County needs to add 59,750 licensed childcare slots to meet estimated current demand. The Low Income Investment Fund cost model finds that meeting this demand could cost the county more than \$1.4 billion in ECE facilities construction and expansion efforts.

The Riverside County Board of Supervisors approved the County Executive Office and First 5 Riverside County's recommendation to direct American Rescue Plan Act (ARPA) funds to provide wage enhancement payment to the ECE workforce and expand facilities. This was an innovative approach to support a workforce that is critical to both the educational and economic success of the county and to effectively utilize Federal relief funds.

The need for increased funding for childcare is broadly recognized and legislative efforts are underway to increase funding at the State and Federal levels. These legislative initiatives are essential to establish on-going funding streams to stabilize the child care system and increase access to a comprehensive, quality, and affordable care. In California, child care rate reform is underway that will align all child care and preschool programs, including school-based, to a single regionalized reimbursement rate structure that addresses quality standards for equity and accessibility while supporting positive learning and developmental outcomes for children. Rate reform is projected to be adopted for all child care programs and implemented in 2023.

[edsources.org/wp-content/uploads/2022/01/EarlyChildhoodBudgetSummary.pdf](https://edsources.org/wp-content/uploads/2022/01/EarlyChildhoodBudgetSummary.pdf)



## Goal 1 Activities

### A. DIRECT SERVICES

#### Services for children

- Support early literacy efforts such as Ready for K and Raising a Reader
- Support the Alternative Payment system for child care and early childhood education to low-income families through the RHAP program, including scholarships for special populations and tiered reimbursement to support increases in levels of quality of QSRC Providers, in preparation for and in alignment with, rate reform at the State.

#### Services for families/caregivers

- Provide education and tools to parents/caregivers on how to choose a quality early learning program
- Provide parents/caregivers with evidence-based early language and literacy tools, through the use of technology and traditional resources, to maximize existing family routines to engage in more home and center-based learning.

### B. SYSTEMS CHANGE

#### Building provider capacity

- Strengthen the professional development system for early care and education providers by making available a cohort of experts that provide mentoring, training and assessments, with a focus on increasing the quality of curriculum, teacher-child engagement, and enhanced teaching practices.
- Increase supply of high-quality early learning programs across our mixed delivery system for children 0–5.
- Support infrastructure/facility expansion of Quality Start Riverside County early learning center-based infant and toddler settings.
- Support improved facility safety in Quality Start Riverside County sites, including supporting providers' responsiveness to public health COVID-19 guidance.
- Support community and home-based child care settings that are not subsidized child care or preschool sites and provide early learning and school readiness services to parents and young children. These may include, but are not limited to, home visitation programs, family resource centers, Boys and Girls Clubs, and libraries.

#### Supporting organizations and communities to work better together

- Convene a consortium comprising of ECE and health-related stakeholders that share the same vision for children in Riverside County to improve the quality of early learning, and to implement the QIS framework in Riverside County.

## Goal 1 Results

### **Increasing and leveraging financial resources**

- Leverage resources and capacity to expand access to outside funding, including awards to First 5 Riverside County via Federal, State, local, foundations or other private sector funding, including CARES & ARPA funds.
- Align partnerships and investments that support infrastructure expansion for child development centers for infants and toddlers.

### **Educating parents and policymakers**

- Inform and drive policy decisions and investments across the early education sector in Riverside County.

### **Increased access**

- Increased access to high-quality early care and education for infants, toddlers, and preschoolers with a focus on families who fall between low-income level ranks who are not supported by other subsidized programs.

### **Increased quality**

- Increased level of quality in early learning centers and family child care homes as demonstrated by site-specific improvements or implementation of evidence-based practices in alternative sites.
- Increased safety and outdoor learning environments.
- Increased supply of high-quality child development centers in Riverside County.
- Increased capacity of ECE providers to provide high quality care and learning environments.
- Utilize assessments to understand need, tailor learning experiences, and prepare children for seamless transition into kindergarten.
- Increased positive engagement and quality interactions between child and parent/caregiver or child and teacher.
- Increased knowledge and understanding on the part of early learning providers of children's development of motor, social, emotional, literacy, and numeracy skills.

### **Increased efficiency**

- Existing professional development and subsidy programs are leveraged to expand reach.
- Early education stakeholders embed workforce development strategies to increase alignment across qualifications, competencies, preparation and training.

### **Increased consumer/community capacity**

- Increased parent's awareness regarding the importance of choosing quality licensed learning environments and how to choose quality care.

- Increased community understanding of the important role that high quality early learning plays in young children’s school-readiness and long-term success.
- A shared vision for systems reform amongst early learning stakeholders and communities and a joint approach to solving early childhood development barriers and challenges, aligning countywide data and measurement of indicators.

## Quality Early Learning Program Spotlight: MASTER PLAN FOR EARLY LEARNING AND CARE



In December 2020 a team of researchers led by WestEd, authored the Master Plan for Early Learning and Care: Making California For All Kids funded by the California Health and Human Services Agency. The intent of the Master Plan is to provide an actionable roadmap to achieving the vision that "all California children thrive physically, emotionally and educationally in the early years, through access to high-quality early learning and care resources; equitable opportunities for the workforce that advance equitable outcomes for children; and greater efficiencies to the state today and every day through structures for continuous improvement" by 2020.<sup>25</sup> The Master Plan lays out the following four key objectives:

1. Improve the life outcomes of infants and toddlers by providing comprehensive early learning and care.
2. Ensure that all families can easily identify and access a variety of quality early learning and care choices that fit the diverse needs of their children, their financial resources, and workday.
3. Promote school readiness through preschool for all three-year-old children experiencing poverty and universally for all four-year-old children.
4. Advance better outcomes for all children by growing the quality, size, and stability of the early learning and care workforce through improved and accessible career pathways, competency-based professional development supports, and greater funding.

The Master Plan also lays out the following four policy goals:

1. Unify programs to improve access and equity.
2. Support children’s learning and development by enhancing educator competencies, incentivizing, and funding career pathways, and implementing supportive program standards.
3. Unify funding to advance equity and opportunity.
4. Streamline early childhood governance and administration to improve equity

Strategies outlined within the Master Plan focus on (1) Unifying a continuum of early and development opportunities from Paid Family Leave to Universal Preschool; (2) Enhancing workforce competencies, career pathways and standards; (3) Aligning funding and reforming rates of pay; (3) and Establishing more equitable and efficient administration of programs, including facilities and integrated data development. F5RC is well-positioned to continue to promote a systems approach to expanding, improving and achieving equitable access to early learning opportunities for young children that align with the Master Plan goals and objectives.



### Goal Statement

Children, prenatal through age 5, and their families access the full spectrum of health and behavioral health services needed to support their healthy physical and socio-emotional development and overall health.

### Strategy Narrative

First 5 Riverside County improves capacity of health and behavioral systems to meet the needs of children and families through a systemic and coordinated network, enabling increased effectiveness and navigation of services. Strengthening the system of care for children and families allows for better connection and access to the services they need and creates enhanced opportunities for high quality and seamless services.

First 5 Riverside County has identified multiple approaches for advancing improvements across health-related systems to help the greatest number of children and families. Investments in this goal area focus on improving how health-related systems connect, coordinate, and assist families in receiving early intervention services needed for their child's healthy development. Specifically, First 5 Riverside County will work to improve how systems work together to provide timely screening, effective care coordination, and appropriate referrals so that more young children at risk of developmental delays have access to the care they need to thrive. In addition, some investments will focus on directly serving children and families, including drowning prevention efforts delivered through funded partners that provide water safety and swim lessons for young children and prevention strategies for parents.

Help Me Grow Inland Empire (HMGIE) is a system integration effort conducted in partnership with First 5 San Bernardino and Loma Linda University Children's Health (LLUCH). HMGIE provides both an access point for our most vulnerable families to be connected to community resources, and a system framework for providers to work together to ensure an organized system of support is available in our community. The centralized access point assists families in connecting with specialized professionals in community-based settings, following early detection through screenings for cognitive, physical, or behavioral issues. 2020-2021 marked the first full year of HMGIE Access Center operations.

HMGIE has been intentional in its outreach and partnership development with organizations across the region's early identification and intervention system, strengthening relationships to improve services and activating new opportunities to increase the number of children who receive developmental screenings. These efforts were completed against the backdrop of the ongoing COVID-19 pandemic and resulting economic hardships facing many Inland Empire families. HMGIE's dual focus on developmental delays and risk factors for delays, the



social determinants of health, enabled supports to families with a range of needs during this challenging time by linking them to needed resources and providing an important throughline as they navigate new and unfamiliar systems of care.

In partnership with California Northstate University (CNU), the Early Childhood Oral Health Assessment (ECOHA) is continuing with training provided to home visitors, improving cross system integration with Help Me Grow Inland Empire, and expanding educational training and resource materials for home visitors and families. Sustainability and expansion of ECOHA will continue through CNU's development of a network system of dentists to accept referrals resulting from ECOHA assessments and the establishment of a program dental hygienist to provide additional assessment, education and referral pathways for families determined to be at risk by the ECOHA assessment. The CNU dental hygienist identifies dentists willing to provide treatment to children ages 0-5 who are on Medi-Cal. This program was developed to sustain and expand the ECOHA created for children ages 0-5 and to embed into home visiting programs to be utilized with the families.

### **HealthySteps Pilot in Riverside County**

In 2017, First 5 Riverside County Children and Families Commission approved an investment to pilot the HealthySteps model in a variety of healthcare settings with three pediatric/primary care agencies across the county serving children with the highest needs in partnership with the national organization, ZERO TO THREE.

#### HealthySteps Pilot Agencies and Sites:

- Riverside University Health System: A public general hospital that also operates Federally Qualified Health Centers. Piloted at the main campus in Moreno Valley
- Borrego Community Health Foundation: A non-profit, Federally Qualified Health Center (FQHC). Piloted in Cathedral City, Desert Hot Springs, San Jacinto, and Riverside
- Rady's Children's Hospital: A non-profit children's hospital. Piloted in satellite locations in Murrieta and Temecula-Expansion plan for Hemet in 2022

HealthySteps is increasing access to quality care, expanding screenings, connecting families to services and supports, increasing physician satisfaction, and reducing health care costs.

Underlying these comprehensive health and development initiatives is the continued emphasis on systems integration and coordination through expansion and capacity building of providers and existing services. The presence of a responsive health care system is key to universal access for children and families and to addressing children's physical and developmental needs, as well as the social determinants of health.



## Goal 2 Activities

### A. DIRECT SERVICES

#### Services for children

- Provide swimming instruction and water safety classes for children.
- Care coordination for families/caregivers for children dental screenings and assessments for caries risk. Provide culturally relevant developmental screenings, comprehensive assessments, and early intervention services through an integrated system of care.
- Connect families to HMGIE for care coordination and systems navigation to community resources for early identification and early intervention.
- Provide team-based well-child visits in a primary care setting that ensures infants and toddlers receive nurturing parenting and healthy development. HealthySteps model will be embedded through primary pediatric care practices and Federally Qualified Health Centers (FQHCs) across the county serving various communities and will provide:
  - Child development, social-emotional and behavioral screening.
  - Screening for family risk/protective factors and social determinants of health.
  - Connections to community resources.
  - Care coordination and systems navigation.
  - Access to HealthySteps Specialist (HSS) support between well-child visits.

#### Services for families/caregivers

- Through HealthySteps, provide parents with parenting guidance, information, and personalized support regarding child development needs.

### B. SYSTEMS CHANGE

#### Building provider capacity

- ECE provider training on using Ages and Stages Questionnaire (ASQ-3; ASQ:SE-2).
- Support pediatric providers, early learning specialists and home visitors to use evidence-based validated screenings in accordance with American Academy of Pediatrics (AAP) guidelines.
- Support providers' ability to ensure continuity of care across the spectrum of developmental and behavioral services and supports.
- Support expansion of specialized practices in maternal medicine that address at-risk pregnant and/or parenting mothers through the development of fellowship and other research and clinical residency programs.

- Support telemedicine practices that increase access.

#### **Supporting organizations and communities to work better together**

- Through HMGIE, provide information, referrals and linkages to health services for high risk children and families through a coordinated and responsive system.
- Create cross-county regional systems that leverage resources, skills and partnerships to deliver comprehensive health programs. Examples of existing platforms include partnerships with First 5 San Bernardino for HMGIE and LDPP-IE.
- Facilitate the exchange of information and best practices amongst private and public organizations that deliver services for children and their families.
- Create an integrated system involving community health centers, early care and education centers, schools, and home visitors to improve coordination and better assist families in receiving early identification and intervention services.
- Create a system that encourages ownership of child outcomes using data to inform decision making at the population and community level.

#### **Increasing and leveraging financial resources**

- Acquire sustainable financial resources for a HMGIE system that has the capacity to develop a robust inventory of resources and services for children and families.

#### **Educating parents and policymakers**

- Increased community knowledge about healthy child development through public education campaigns and cross-disciplinary workforce development.

## **Goal 2 Results**

#### **Increased access**

- Increased access to swim and water safety lessons for children.
- Increased number of children receiving developmental screenings per the AAP guidelines.
- Increased number of Medi-Cal enrolled children who have had an ECOHA and preventative dental visit.
- Increased continuity of care across the spectrum of developmental, health, oral health, and behavioral health services.
- Increased early identification and early intervention services for children, especially for high-risk and at-risk children.
- Increased number of children receiving an oral health assessment.
- Increased number of specialized medical practitioners in the maternal mental health and Maternal Fetal Medicine disciplines.
- Increased coordination across systems of care to connect young children to

screening and early intervention, including through the expansion of HMGIE.

### **Increased quality**

- Increased understanding of social emotional learning and its value by health and early learning providers.
- Increased application of validated screening tools in accordance with AAP guidelines.
- Increased health provider knowledge about developmental screenings.
- Increased wellness checks within clinics with a HealthySteps Specialist.

### **Increased efficiency**

- Early identification and intervention:
  - Increased number of referrals.
  - Increased number of referrals that lead to service uptake.
  - Decreased inappropriate utilization of the emergency room.

### **Increased consumer/community capacity**

- Increased understanding by parents and the community of social emotional learning and its value.
- Strengthened connections for families to pediatric practice.
- Parents are empowered to identify child health care needs and participate fully in decision-making and care planning.
- Increased awareness by parents/caregivers around water safety.
- Increased utilization of specialized services by parents through targeted care coordination.





### **HealthySteps: Changing Pediatric Care in Riverside County**

Each year nearly 30,000 babies are born in Riverside County. Decades of research show how important the first three years will be to each one of these babies. This is the time when critical connections are made in the brain that will shape how they will grow, learn, and develop. During this time some children may experience developmental delays that can affect their ability to meet their full unique potential. Unfortunately, children who are born to families living below the poverty line and children of color are more likely to have delays that go undetected.

The good news is that early identification through screenings and linkages to supportive services can make a big difference. In Riverside County, with funding from First 5 Riverside County, an innovative model of pediatric care—HealthySteps— is being demonstrated in pediatric care settings. The model integrates a child development specialist into the pediatric primary care team to promote nurturing parenting and healthy development for babies and toddlers. “HealthySteps Specialists” connect with families during and between well-child visits, providing families with guidance, referrals, and care coordination tailored to their needs as identified by developmental and behavioral screenings.

### **HealthySteps: Changing Pediatric Care in Riverside County**

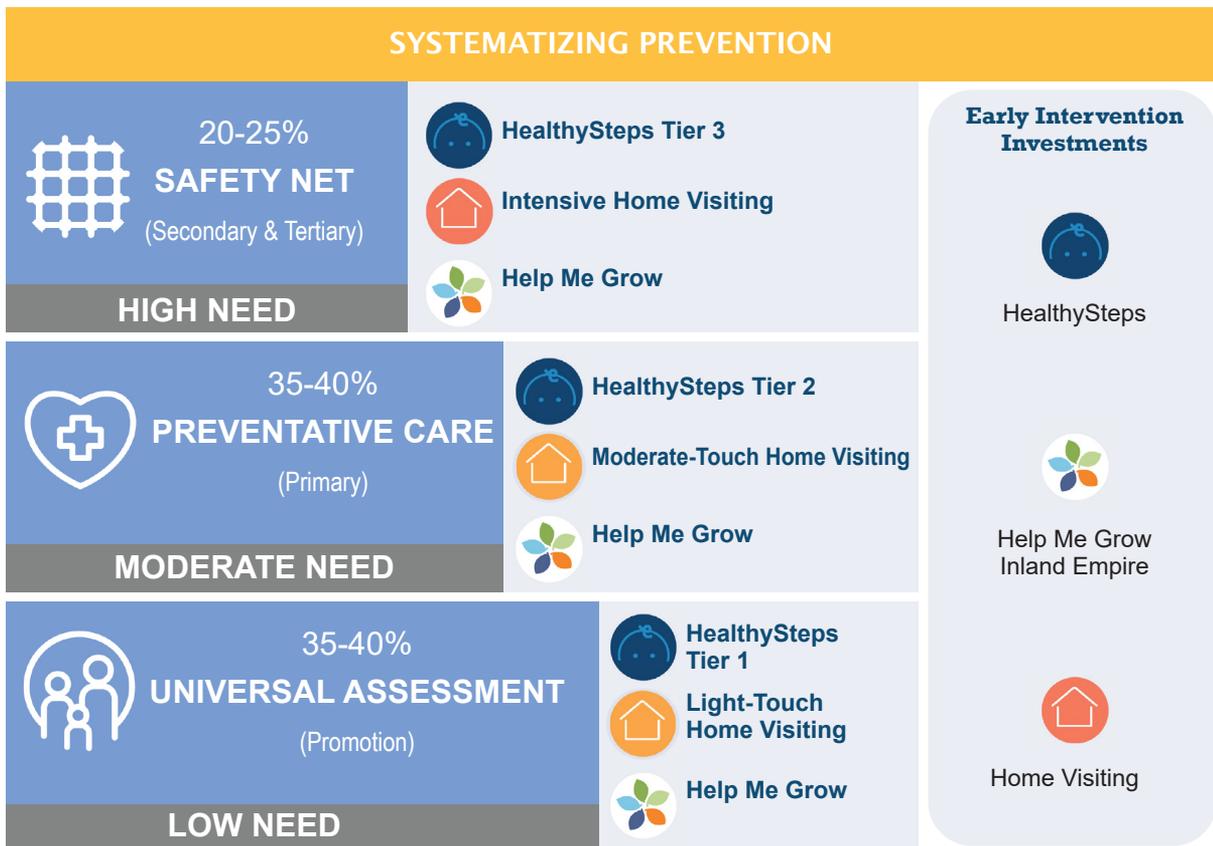
In 2017, First 5 Riverside County Children and Families Commission approved a three-year investment to test the HealthySteps model in a variety of healthcare settings across the county serving children with the highest needs. First 5 invested more than \$4.45 million and partnered with ZERO TO THREE to pilot HealthySteps in three pediatric primary care agencies between October 2018 and 2021.

## HealthySteps Pilot Agencies and Sites:

Although still in the early stages of implementation, HealthySteps is already making a significant impact in its first years by:

- **Increasing Access to Quality Care:** HealthySteps is reaching more than 6,000 children and their families each year
- **Expanding Screenings:** Over a 2-year period more than 10,000 child development, social and emotional, autism, maternal depression, and family needs screenings were conducted
- **Connecting Families to Services & Support:** In that same period, more than 4,000 referrals and follow up was conducted for child and family needs for early intervention, mental health, early care and education, and maternal depression
- **Demonstrating a Model for Practice Improvement:** Across sites, physicians reported significantly higher satisfaction with HealthySteps and that they felt emotionally supported by the HealthySteps Specialist.
- **Reducing Health Care Costs:** A financial analysis in one HealthySteps practice serving a diverse pediatric population found that an estimated \$641 - \$959 of costs were averted by services provided by HealthySteps.

## STRENGTHENING THE SYSTEM BY:



## Goal 3

### RESILIENT FAMILIES

#### Goal Statement

Families and communities are engaged, supported, and strengthened through culturally effective resources and opportunities that assist them in nurturing, caring, and providing for their children’s success and well-being.

#### Strategy Narrative

First 5 Riverside County strives to support the community in understanding the importance of, and ways of building, resilient families. The Protective Factors™ are the foundation of First 5 Riverside County’s approach to strengthening families; the factors are:

1. parental resilience,
2. knowledge of parenting and child development,
3. social and emotional competence of children,
4. social connections, and
5. concrete support in times of need.

Research shows that these factors are essential to create healthy environments for the optimal development of all children. By helping to create safe physical and emotional environments at home, in school and in neighborhoods, First 5 Riverside County can support building vibrant and resilient communities throughout Riverside County. To this end, First 5 Riverside County’s approach to supporting family resilience is based on the expectation that all parents and caregivers can benefit from some level of support ranging from information about child development and social connections to support in navigating the safety net and behavioral health systems. By investing in Home Visiting and Family Resource Centers (FRCs), First 5 Riverside County has an opportunity to promote healthy family functioning and prevent maltreatment of children through a multi-platform approach that reaches families in their homes and communities. Both Home Visiting and FRCs are service delivery models that are able to respond to a range of needs in family-friendly spaces.

#### Home Visiting

First 5 Riverside County is partnering with key stakeholders and associated sector leaders to co-design a system of home visiting. The stakeholders envision a system where all families have access to home visiting services for the prenatal to five year period through an integrated system that positively impacts healthy development and early learning. The envisioned system will:

- Ensure equity in access.
- Be responsive to family strengths and needs.

- Empower and support families to speak to their own needs and advocate for the child and family.
- Advance strengths-based programming and use a relationship-based approach.
- Function as part of a bigger system of supports within communities and the county.
- To make effective home visitation available to more families who need it.

First 5 Riverside County has worked to expand funding and implementation of multiple evidence-based home visiting models that have been shown to make a positive difference for children and families on a range of outcomes related to the Protective Factors. Expansion of these models has included leveraging additional funds, including CalWORKs, and working with key partners to establish upstream efforts to assess family strengths and needs and make offers of home visiting and other supportive services from which families can most benefit.

First 5 Riverside County's investments in family resiliency draw heavily on evidence-based and promising-practice models, most of which require National affiliation and entail annual monitoring of outcomes and measurements to ensure and maintain the fidelity of the model. In addition to Nurse Family Partnership (NFP) and SafeCare, other prominent family strengthening models that First 5 Riverside County supports include Parents As Teachers (PAT), Home Instruction for Parents of Preschool Youngsters (HIPPO), Healthy Families America (HFA), Parent Child Plus (PC+), and Nurturing Parent Program (NPP).

Investments will primarily address direct services for children who are living in communities of highest need and/or are at risk of abuse or neglect. Risk factors may include childhood-related trauma, poverty, parental substance abuse, and repeated changes in caregivers and schools, which result in poor emotional response in children, affecting their early learning development and opportunities to grow in stable environments. Supported programs will serve overlapping populations with some programs targeting first-time parents, children with incarcerated parents, and pregnant women. Other approaches focus specifically on teenage parents, low-income families, or geographically-isolated families.

The parent/caregiver and service provider relationship is foundational to increasing Protective Factors, given the critical role parents/caregivers play in their child's development. Therefore, First 5 Riverside County, in partnership with others, will seek to impact systems of services and supports to better engage parents/caregivers in fostering their child's early learning and healthy development. This will be undertaken through the expansion of existing programs that create a continuum of services for children and families and improves child outcomes through strengthening families.

### **Strategy Narrative**

Family Resource Centers are collaborative partnerships of public and non-profit

organizations that bring together services and activities which support and promote healthy family functioning. Model Family Resource Centers are prevention focused, community responsive, strength-based spaces for families to connect, learn and exercise their leadership. FRCs may provide:

- Comprehensive Case Management
- Access to concrete supports
- Differential response programming that supports families with child welfare involvement
- Treatment programs
- Parenting education and supports
- Formal services for children and youth
- Social activities and peer support opportunities

First 5 Riverside County partners with the Department of Public Social Services to fund the county-operated FRCs, while also committing to expanding access to family resource centers by partnering with community-based and trusted agencies to provide stronger linkages for families to an array of support services through a family resource center network. Further, the Commission has matched county child welfare dollars to invest in enhancing early childhood programming within FRCs.



## Goal 3 Activities

### A. DIRECT SERVICES

#### Services for children

- Prevent children experiencing housing instability from becoming homeless through FRCs and home visiting programs.
  - Operate Riverside County Family Resource Centers through a partnership with the Department of Public Social Services, the Child Abuse Prevention Council and community-based providers, with funding targeted for the prevention of child maltreatment and matching funds from Proposition 10 to enhance services for the prenatal to five population.
  - Expand the network of family resource centers in Riverside County by investing in community-based organizations that are trusted by families to function as part of a network of Family Resource locations.

#### Services for families/caregivers

- Provide families/caregivers with access to evidence-based home visiting models through partnerships with providers who have expertise in the provision of home visiting programs, parent education, and parent and father-friendly practices, to optimize child development and reduce the risk of abuse and neglect:
  - Connect families to community supports and resources to meet basic needs.
  - Address personal and environmental health, parenting, life course development, relationships with family and friends and community connections.
  - Provide parenting tools to support positive parent-child interactions and respond appropriately to challenging child behaviors.
  - Increase families'/caregivers' knowledge of child development.
  - Build positive parenting skills and resilient families.
- Support parent engagement on child brain development, including Talk. Read. Sing.®

### B. SYSTEMS CHANGE

#### Building provider capacity

- Mobilize health providers to systematically engage parents/caregivers in supporting their child's development through the promotion of evidence-based programs that increase protective factors in home and community settings.
- Identify data collection tools and performance measures that inform best practice and continuous improvement in building resilient families.
- Harness local leadership to improve local services.

## Goal 3 Results

### **Supporting organizations and communities to work better together**

- Develop partnerships to strengthen the coordination of existing home visiting programs, FRCs, community hubs and alternative settings by convening and creating shared opportunities for learning and problem-solving.

### **Increasing and leveraging financial resources**

- Align investments with programs that use the Protective Factors Framework and promote community hubs for integrated services and crisis supports for children and families.
- Align partnerships and investments supporting collaborative frameworks and local policies that address housing instability and homelessness in the region.
- Improve workforce development through leveraged skills and resources with organizational partners.

### **Educating parents and policymakers**

- Build sustainable infrastructure through advocacy efforts with legislators and policymakers, increasing their understanding of the needs of children at risk of abuse and neglect and ensuring mutual responsibility for better outcomes for children and families.

### **Increased access**

- Increased social supports for families.
- Increased connection for families to additional concrete support.

### **Increased quality**

- Increased provider knowledge about child development and parenting and ability to integrate this knowledge into programming.
- Increased environments that provide safe and nurturing experiences for children.

### **Increased efficiency**

- Strengthened and better coordinated social safety net which supports family resiliency and promotes self-sufficiency.

### **Increased consumer/community capacity**

- Increased capacity of parents to support their child's development. Increased parent-provider engagement.
- Increased community capacity to support and promote the safety, healthy development, and well-being of children, prenatal through age 5, and their families.

## Resilient Families Program Spotlight: HOME VISITING



### **What is home visiting?**

Evidence-based home visitation models provide families of children, prenatal through age 5, with in-home support from a trained professional to strengthen protective factors and ensure that young children are safe, healthy, and ready to learn. Research demonstrates that home visiting programs that provide parent education and support to at-risk families can help to reduce rates of child abuse and neglect, and improve children's health, development, and school readiness outcomes. Home visiting increases families' access to services and resources that support family resiliency, building provider capacity to support families in caring for their children, and educating parents to have the skills and tools to help their children achieve their fullest potential.

### **How does home visiting strengthen the system of care for children and families?**

A home visiting system that is nested within larger systems such as the healthcare, public health, child welfare and self-sufficiency systems is well-positioned to make contact with families at a time when they can most benefit from learning about resources available to support their child's development in the context of families' unique circumstances. A home visiting system with diverse offerings is able to act as a universal touchpoint for assessing how families may benefit and make best-fit offers of support. Systems of universal contact with families:

1. lower stigma associated with asking for help;
2. reduce isolation;
3. prevent poor child outcomes;
4. maximize the use of public funds; and
5. reduce longer-term need for higher-cost interventions

This approach prioritizes ensuring families are offered services commensurate with their strengths and needs and which optimizes system resources.

# VI. COUNTYWIDE IMPACT

## Goal 4

### CROSS-PROGRAM GOAL

#### Goal Statement

Work with early childhood stakeholders, including State and County agencies, local educational agencies, the child care planning council, institutions of higher education, and elected officials to strengthen countywide efforts to create a comprehensive, integrated early childhood system to improve outcomes for children, prenatal through age 5, and their families.

#### Strategy Narrative

First 5 statute calls for County Commissions to focus on integrated and comprehensive systems of care for children 0 through 5 years of age. The Commission plays a significant role in working with partners that mirror First 5 Riverside County’s commitment towards enhancing early childhood systems and to leverage resources as a mechanism to advance the well-being of Riverside County’s youngest children and to strengthen families.

First 5 Riverside County has prioritized early intervention investments that build a foundation for a system of care that emphasizes (i) prevention, (ii) support for clinical and community linkages, and (iii) promotion of population-based approaches to addressing children’s comprehensive needs. Riverside’s investments in HealthySteps, Help Me Grow Inland Empire, and Home Visiting programs act as key drivers in actualizing a comprehensive care model of “systemized prevention.” This involves addressing three levels of preventive care, as illustrated in the graphic below: 1) universal assessment: providing universal access to early identification and basic services; 2) preventative care: providing services to families with moderate needs and preventing the need for safety net services; and 3) safety net: providing comprehensive service and safety net navigation to children and families exhibiting the highest needs for care.

### SYSTEMATIZING PREVENTION



## Goal 4 Activities

### A. COMMUNICATIONS

- Utilize technology, including the First 5 Riverside County website, e-newsletter, and social media platforms to share information and resources such as trainings, best practices, latest research, and funding opportunities.
- Identify, update, design, and disseminate community resource materials to increase public awareness on the importance of early childhood investments.
- Participate in workgroups to facilitate communication, share learnings, and reduce silos among stakeholders on current priorities, goals, and projects to increase services for children and families and maximize resources.

### B. RESEARCH AND DATA

- Support and guide efforts by Riverside County to conduct a needs assessment for children 0 through age 5 that accurately reflects the diversity of our communities.
- Improve data collection and coordination with other First 5 Commissions to enhance research and evaluation capacity.
- Develop internal measurement and learning plans, data collection processes and tools, and learning systems; train and orient staff as needed to new systems, tools, and processes.
- Integrate data systems where possible to enhance efficiencies.
- Support the dissemination and implementation of the Early Development Instrument that measures physical well-being and motor development, social and emotional development, cognitive skills, language and developing literacy and the ability to concentrate and follow directions.
- Maximize the use of technological tools such as Geographical Information Systems (GIS) to enhance visual interpretation of data in a mapping format (such as story mapping) that leads to better informed decision-making for investments.

### C. ADVOCACY

- Promote and support First 5 California (F5CA) and the First 5 Association of California (F5A) policy platforms, and to the extent possible, align and collaborate on shared policy goals.
- Advocate for and support state legislative efforts for Medi-Cal expansion of home visitation to achieve sustainability.
- Explore and promote innovative funding models that have the potential to support infrastructure and increase affordable housing units within the region.
- Elevate the early care and education profession by increasing compensation,

providing professional development opportunities, and emphasizing diversity across the field.

- Regulate tobacco products and promote smoking cessation.
- Explore and advance additional revenue sources for services to children and families.
- Improve and integrate data systems to track and evaluate children’s outcomes.
- Increase use of and integrate essential Medi-Cal services across systems of care, including dental, mental health, and vision services.
- Expand access to evidence-based family strengthening programs, including home visiting and parent education, and parent and father friendly practices to optimize child development and reduce the risk of abuse and neglect.
- Strengthen the social safety net to build family resiliency and promote early relational health.

## Goal 4 Results

### Communications

- Policymakers and legislators have an increased understanding of the importance of early brain development and the impact on families, especially those living in poverty.
- Community members have a greater understanding of early childhood challenges through educational campaigns such as Talk.Read.Sing.®, Kit for New Parents, and Quality Start Riverside County.

### Research and Data

- Riverside County specific early childhood needs assessment utilized as a tool to make data-informed decisions.
- First 5 Riverside has a robust system and internal capability for monitoring and evaluation practices that support program excellence and continuous improvement.
- Evidence-based models, practices, and positive outcomes are at the core of investments undertaken by the Commission.

### Advocacy

- Shared policy goals and legislative platform recommendations developed annually.
- New, diverse, and innovative funding sources secured for prenatal through age 5 programs in the county.

## VII. PROCUREMENT AND ACCOUNTABILITY

First 5 Riverside County is committed to funding strategies and programs that make positive impacts within the community. All strategies in this plan include results and measurable indicators that will be used to assess progress and performance. The results and indicators for each goal are all connected to the First 5 Riverside County Impact Model and will be used as the basis for contracts with external entities to carry out its work, and to guide the monitoring processes in place to ensure contract compliance and learn whether, and for what reasons, results are or are not being achieved. Annual plans for all goal areas are based on the strategies presented in this document and results will be assessed and reported to the Commission on an annual basis.

Evaluation identifies the success of past investments and defines future priorities. Evidence-based models are the premise of First 5 Riverside County's efforts in moving the needle towards positive results for children and families in the county. As collaborative functioning increasingly characterizes how we engage with partners across the county, evaluation of our efforts to build capacity will be paramount to our implementation of programs and investments. This work will involve reviewing the framework of our service systems and consider the effectiveness of the service pathways.

Systems change is complex and requires strong stakeholder engagement, commitment, and accountability. Given First 5 Riverside County's focus on systems change, the evaluation of these efforts across the service system will be critical to the ongoing prioritization for Commission investments. This provides the opportunity to identify different strategies that lead to better outcomes for children and their families.

This also aligns with the Riverside County mission to identify collaboration opportunities and innovative partnerships to maximize public funds to impact a greater number of citizens. As tobacco tax revenues continue to decrease, First 5 Riverside County will increase its efforts to increase and diversify funding streams for children and families in order to ensure the development of comprehensive, integrated systems and services for children and families.



### The Strategic Plan Revision Process

Following are the Commission Review actions relating to the current strategic plan and preceding the approval of this plan:

- December 9, 2020 – Action Item 20-41, Commission approved extension of the Riverside County Children and Families Commission Strategic plan through June 30, 2023.
- December 11, 2019 – Action Item 19-33, Annual Review and Public Hearing of Riverside County Children and Families Commission Strategic Plan Fiscal Years 2018 – 2021.
- December 13, 2017 – Action Item 17-19, Commission approved revised Strategic Plan for July 1, 2018 implementation.
- May 10, 2017 – Action Item 17-06, Commission approved existing plan, with no changes.
- October 28, 2015 – Action Item 15-25, Commission approved and adopted 2016 – 2021, five-year Strategic Plan.

The California Children and Families Act, Health and Safety Code Section 13140 (Proposition 10) requires Commissions to annually review strategic plans and adjust accordingly based on revised priorities. First 5 Riverside County engaged Learning for Action (LFA) to guide the updating of its 2018-2023 Strategic Plan and to support the 2022 Annual Review, which upon approval by the Commission, will be Version IV of the current strategic plan. The process included the following components:

**Management Team Workshop:** LFA designed and facilitated a session with First 5 Riverside County's Management Team on September 14, 2021 to brainstorm environmental factors and recent developments that should inform the update of the strategic plan.

**Executive Management Team Collaboration:** LFA worked with First 5 Riverside County's Executive Management Team to integrate input from the full Management Team and solicit targeted input from other staff and board members to update information about First 5 Riverside County's context and progress towards objectives.

**Strategy Development:** LFA worked with First 5 Riverside County staff to use the updated information about context and progress towards objectives to refine the activities and results articulated in each of First 5 Riverside County's 4 program areas: Quality Early Learning, Comprehensive Health and Development, Resilient Families, and Countywide Impact strategies.

**Strategic Plan Approval:** The plan was presented and approved by the Commission during a regularly scheduled meeting held on May 11, 2022. First 5 Riverside County staff and LFA made refinements to the plan based on Commissioner feedback.

### Programs, Terms & Acronyms to Know

**Alternative Payment (AP) Program:** State programs that provide assistance with child care payments through a subsidized (alternative) payment.

**American Rescue Plan Act (ARPA):** The American Rescue Plan Act of 2021, also called the COVID-19 Stimulus Package or the American Rescue Plan (ARP), is a \$1.9 trillion economic stimulus bill passed by the 117<sup>th</sup> United States Congress and signed into law by President Biden on March 11, 2021, to accelerate the United States' recovery from the economic and health impacts of the COVID-19 pandemic. The American Rescue Plan includes \$350 billion for eligible state, local, territorial, and Tribal governments. These funds known as the Coronavirus State and Local Fiscal Recovery Funds provide a substantial infusion of resources to help turn the tide of the pandemic, address its economic fallout, and lay the foundation for a strong and equitable recovery.

**California Advancing and Innovating Medi-Cal (CalAIM):** CalAIM is a long-term commitment to transform and strengthen Medi-Cal, offering Californians a more equitable, coordinated, and person-centered approach to maximizing their health and life trajectory.

**California Alternative Payment Program (CAPP):** The program provides vouchers for families to obtain childcare in licensed childcare centers, licensed family childcare homes, or license-exempt care. The family may choose the type of care that their child receives. Alternative payment programs use federal and state funding to provide vouchers for low-income families ranked on income eligibility. The Riverside County Office of Education administers CAPP and provides support to families to arrange childcare services and makes payment for those services directly to the childcare provider selected by the family.

**California Department of Health Care Services:** State department dedicated to providing Californians with access to affordable, integrated, high-quality health care, including medical, dental, mental health, substance use treatment services and long-term care.

**Care Coordination:** Involves an intentional and deliberate approach in organizing various services and activities (such as healthcare and social services) for individuals and families through a person-centered approach, including sharing information among all participants concerned to achieve better outcomes for participants seeking support. This includes ensuring appropriate delivery of services and active follow up of resources are aligned with individual and family needs and priorities.

**CARES Act:** The Coronavirus Aid, Relief, and Economic Security Act, also known as the CARES Act, is a \$2.2 trillion economic stimulus bill passed by the 116<sup>th</sup> U.S. Congress and signed into law by President Donald Trump on March 27, 2020, in response to the economic fallout of the COVID-19 pandemic in the United States. The Act provided fast and direct economic assistance for American workers, families, small businesses, and industries.

**Department of Public Social Services (DPSS):** A county department that provides temporary financial assistance and employment services for families and individuals, programs and services to protect children and adults from abuse and/or neglect, and access to health care coverage to low income individuals and families.

**Early Childhood Oral Health Assessment (ECOHA):** A new screening tool for non-dental providers for children 0 through 5 to assess the current condition of the teeth and overall health of children aged 0 through 5.

**Early Development Instrument (EDI):** The EDI is a validated, population-based measure of early child development in five key domains (physical health, emotional maturity, social competence, language and cognitive skills, and communications skills and general knowledge). The EDI is a 103-item questionnaire completed by kindergarten teachers in the second half of the school year which has shown to predict later school success.

**Evidence-Based:** Refers to the use of research and scientific studies as a base for determining best practices.

**Federally Qualified Health Center (FQHC):** Entities as defined by the Social Security Act at section 1905(l)(2) which is receiving a grant under section 330 of the Public Health Service Act. Programs meeting the FQHC requirements commonly include the following: Community Health Centers, Migrant Health Centers, Health Care for the Homeless Programs, Public Housing Primary Care Programs, Federally Qualified Health Center Look-Alikes, and Tribal Health Centers.

**First 5 Association of California (F5A):** A nonprofit membership organization for the fifty eight First 5 County Commissions. The Association connects Commissions to other public and nonprofit partners, including county departments, foundations and child advocacy organizations to ensure collaboration and a common statewide agenda to ensure the best future for children.

**First 5 California (F5CA):** A statewide Commission created by voters under Proposition 10 to recognize that children’s health and education are a top priority, especially in the early years of development.

**First 5 Riverside Hybrid Alternative Payment Program (RHAP):** RHAP is a subsidized reimbursement program that provides scholarship slots for families with children 0 through 5 years of age that meet eligibility criteria to access early care and education in quality settings. The RHAP program supplements and enhances the existing California Alternative Payment Program by funding additional scholarship slots for families at a higher income or with specific needs therefore expanding services to a greater number of children.

**Geographic Information System (GIS):** A system designed to capture, store, manipulate, analyze, manage and present all types of spatial or geographical data.

**Healthy Families America (HFA):** A home visiting approach for at-risk families that supports positive parent-child engagement, promotes optimal child health and development, and enhances parental resiliency.

**HealthySteps:** A national initiative that focuses on the importance of the first three years of life. Healthy Steps emphasizes a close relationship between health care professionals and parents in addressing the physical, emotional and intellectual growth and development of children from birth to age three.

**Help Me Grow (HMG):** A system model that works to promote cross-sector collaboration to build efficient and effective early childhood systems that mitigate the impact of adversity and support protective factors among families, so that all children can grow, develop, and thrive to their full potential.

**Home Instruction for Parents of Preschool Youngsters (HIPPI):** A home visiting model that provides parents with moderate to intensive support that promotes early literacy practices, focuses on school readiness through

parent-involved and parent-directed early learning.

**Improve and Maximize Programs so All Children Thrive (IMPACT):** First 5 California initiative aimed at increasing the number of high-quality early learning settings, including supporting and engaging families in the early learning process.

**Low Income Investment Fund (LIIF):** LIIF is a non-profit community development financial institution (CDFI) that has invested over \$2 billion in capital to high-impact community development projects nationally, including \$200 million in investments to support ECE nationwide. LIIF has a dedicated focus on improving access to quality ECE and has served the ECE sector for nearly 30 years. Additionally, LIIF served as the facilities-lead on the California Early Learning and Care Master Plan.

**Managed Care:** Managed Care is a health care delivery system organized to manage cost, utilization, and quality. Medicaid managed care provides for the delivery of Medicaid health benefits and additional services through contracted arrangements between state Medicaid agencies and managed care organizations (MCOs) that accept a set per member per month (capitation) payment for these services.

**Medi-Cal Managed Care:** California's approach to healthcare and consists of established networks of organized systems of care, which emphasize primary and preventive care.

**The National Association for the Education of Young Children (NAEYC):** A professional membership organization that works to promote high-quality early learning for all young children, birth through age 8, by connecting early childhood practice, policy and research.

**Nurse Family Partnership (NFP):** A maternal and early childhood health home visitation program that fosters long-term success for first-time moms, their babies and society.

**Nurturing Parenting Program (NPP):** A low intensity in-home (and/or group-based) program for multiple specific populations (such as parents of teens, parents of children birth to five) to increase parenting skills and strengthen parent-child relationships

**ParentChild Plus (PC+):** Early Learning Specialists from the community who share language/culture background from the family, provide home visiting support to parents/caregivers to support children's healthy development, increase cognitive, social-emotional and early literacy skills through reading, conversation and play.

**Parents as Teachers (PAT):** A parent education home visitation program designed to give children the best start in life, based on the philosophy that parents are their first and most influential teachers.

**Proposition 56:** California ballot proposition that passed on the November 8, 2016 ballot. It increased the cigarette tax by \$2.00 per pack, effective April 1, 2017, with equivalent increases on other tobacco products and electronic cigarettes containing nicotine. Proposition 56 backfill replaces revenue lost attributable to the decline in consumption due to this tax increase

**Quality Rating & Improvement System (QRIS):** A QRIS is a systemic approach to assess, improve, and communicate the level of quality in early and school-age care and education programs. Similar to rating systems for restaurants and hotels, QRIS awards quality ratings to early and school-age care and education programs that meet a set of defined program standards. By participating in their State's QRIS, early and school-age care providers embark on a path of continuous quality improvement. Even providers that have met the standards

of the lowest QRIS levels have achieved a level of quality that is beyond the minimum requirements to operate.

**Raising A Reader:** A model designed to engage caregivers in a routine of book sharing with children from birth through age 8 to foster healthy brain development, healthy relationships, a love of reading and the literacy skills critical for school success.

**Reach Out and Read (ROR):** An evidence-based model recommended by the American Academy of Pediatrics which incorporates early literacy into pediatric practice to equip parents with tools and knowledge to ensure children are prepared to learn when they start school.

**Riverside County Office of Education (RCOE):** The agency that provides specific educational, financial, legislative and leadership services and support to all K-12 school districts in Riverside County.

**SafeCare:** An evidence-based curriculum for parents who are at-risk or have been reported for child maltreatment.

**Social Determinants of Health (SDOH):** SDOH refers to factors in the external environment (non-medical factors) where people are born, live, work, and play that affect a wide range of health and quality-of-life risks and outcomes. Examples of SDOH are: safe housing, transportation, neighborhoods, education, job opportunities, racism, discrimination, violence, access to nutritious food and physical activity, polluted air/water, language and literacy skills. Screening for risk factors of SDOH support a holistic approach in identifying and addressing circumstances for individuals and families.

**Virtual Dental Home (VDH):** Using tele-health technology, the VDH creates a community-based oral health delivery system in which children 0 through 20 years of age receive preventive and simple therapeutic services in community settings.

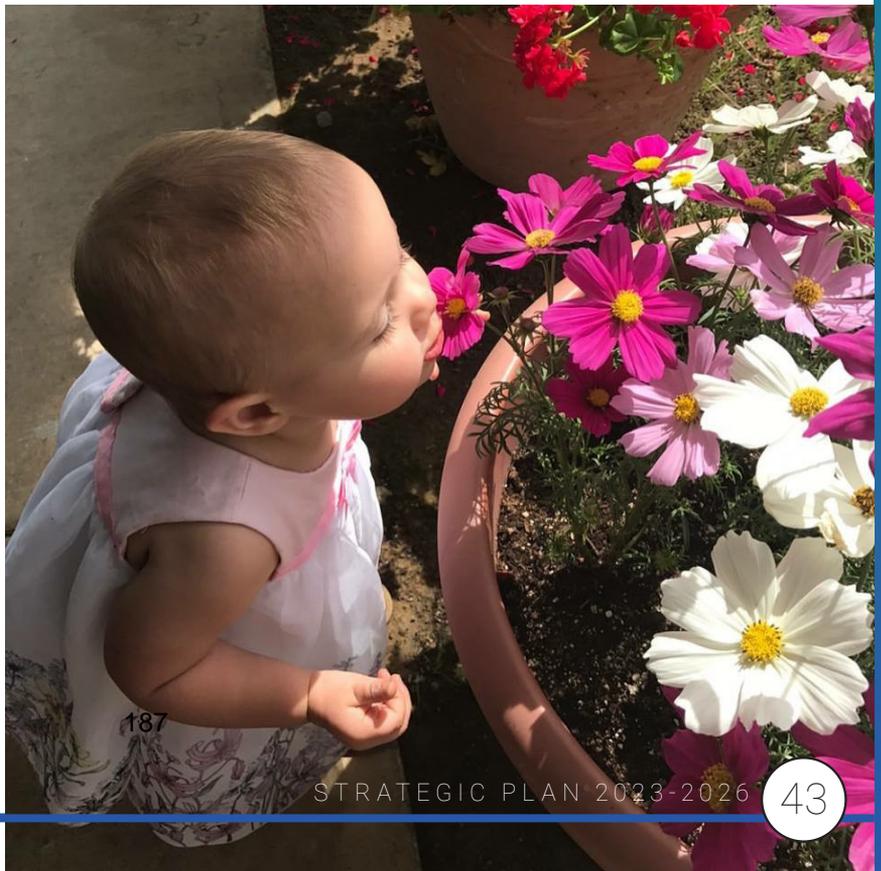
## Sources

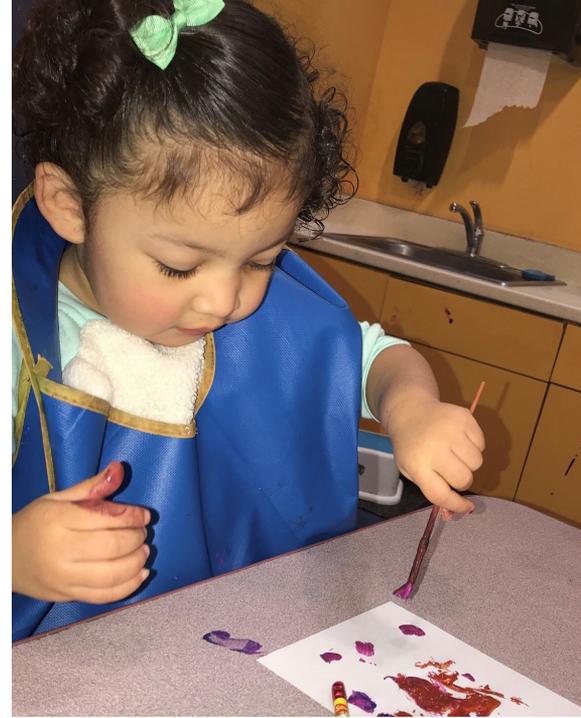
- 1 "Systems Building and Policy Engagement." Presentation by the First 5 Association of California to a First 5 Riverside Commission meeting on February 23, 2017.
- 2 SHAPE Riverside County, Demographic information provided by Claritas, updated January 2021.
- 3 American Community Survey (ACS) 5-Year Estimates 2016-2020
- 4 Kidsdata.org (CITATION ADDED)
- 5 CA Dept. of Finance
- 6 U.S. Census Bureau, 2019 American Community Survey 1-Year Estimates. Public Health Insurance Coverage by Type and Selected Characteristics.
- 7 California Assessment of Student Performance and Progress. Smarter Balanced Summative Assessments 2018-19 academic year.
- 8 The Heckman 13% ROI Research Toolkit
- 9 The 2015 Child Care Portfolio produced by the California Child Care Resource & Referral Network
- 10 Center for American Progress's 2013 study of the effects of budget cuts on Early Childhood Education programs
- 11 County Health Ranking & Roadmaps: Building a Culture of Health, County by County, California. 2017 State Level Data and Ranks. (CITATION ADDED 1ST INSTANCE)
- 12 CA Health Care Foundation, October 2019
- 13 Riverside County Indicators Report 2014
- 14 Family Health Outcomes Project: Community Health Status Report 2010
- 15 CA Department of Public Health Status Profiles
- 16 Kidsdata.org
- 17 Department of Health Care Services (DHCS): California Advancing and Innovating Medi-Cal (CalAIM) Our Journey to a Healthier California for All
- 18 US Census Bureau American Community Survey
- 19 Kidsdata.org, a program of PRB, analysis of California Department of Education custom tabulation (Dec. 2021)
- 20 SHAPE Riverside County, Children Living Below Poverty Level, Measurement Period 2015-2019
- 21 University of California, Berkley, Center for Social Services Research, Child Welfare Research Center cited in 2020 Substantiated Child Abuse Rate under 30 Community Dashboard in SHAPE Riverside County
- 22 Office of the California Surgeon General, Information and Resources: COVID-19 – Manage Stress for Health
- 23 National Collaborating Centre for Determinants of Health
- 24 Created by the Center for the Study of Social Policy, the Strengthening Families™ Protective Factors Framework is a strength-based initiative for preventing child abuse and neglect in families with children birth to age 5 <https://www.cssp.org/reform/strengthening-families/basic-one-pagers/Strengthening-Families-Protective-Factors.pdf>
- 25 Led by WestEd, California for all Kids: Master Plan for Early Learning and Care, [https://www.ctc.ca.gov/docs/default-source/educator-prep/files/master-plan-for-early-learning-and-care.pdf?sfvrsn=b6512bb1\\_2](https://www.ctc.ca.gov/docs/default-source/educator-prep/files/master-plan-for-early-learning-and-care.pdf?sfvrsn=b6512bb1_2)

## APPENDIX C: FAMILY PROTECTIVE FACTORS

The Family Protective Factors include the following:

- 1. Parent Resilience:** No one can eliminate stress from parenting but building parental resilience can affect how a parent deals with stress. Parental resilience is the ability to constructively cope with and bounce back from all types of challenges. It is about creatively solving problems, building trusting relationships, maintaining a positive attitude and seeking help when it is needed.
- 2. Knowledge of Parenting and Child Development:** Having accurate information about raising young children and appropriate expectations for their behavior help parents better understand and care for children. It is important that information is available when parents need it, that is when it is relevant to their life and their child. Parents whose own families used harsh discipline techniques or parents of children with developmental or behavior problems or special needs require extra support in building this Protective Factor.
- 3. Social and Emotional Competence of Children:** A child's ability to interact positively with others, to self-regulate, and to effectively communicate his or her emotions has a great impact on the parent-child relationship. Children with challenging behaviors are more likely to be abused, so early identification and working with them helps keep their development on track and keeps them safe. Also, children who have experienced or witnessed violence need a safe environment that offers opportunities to develop normally.
- 4. Social Connections:** Friends, family, neighbors, and other members of a community provide emotional support and concrete assistance to parents. Social connections help parents build networks of support that serve multiple purposes: they can help parents develop and reinforce community norms around childrearing, provide assistance in times of need, and serve as a resource for parenting information or help solving problems. Because isolation is a common risk factor for abuse and neglect, parents who are isolated need support in building positive friendships.
- 5. Concrete Support in Times of Need:** Parents need access to the types of concrete supports and services that can minimize the stress of difficult situations, such as a family crisis, a condition such as substance abuse, or stress associated with lack of resources. Building this Protective Factor is about helping to ensure the basic needs of a family, such as food, clothing, and shelter, are met and connecting parents and children to services, especially those that have a stigma associated with them, like domestic violence shelter or substance abuse counseling, in times of crisis.





 **FIRST 5**  
**Riverside County**  
Children & Families Commission

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Approved January 25, 2023

- G. **Presentation/Action Item – Chair** (A copy of all Presentation/Action Item and attachments can be viewed at [www.rccfc.org](http://www.rccfc.org) and at the Commission Business Office)
- G.1. **26-06:** Approve and Adopt the Revised Fiscal Year 2025/2026 Annual Budget and Vendor List of First 5 Riverside County Children & Families Commission — Patricia Perez, Deputy Director, and Hui Serafina Wang, Principal Accountant



AGENDA ITEM: 26-06  
DATE OF MEETING: January 21, 2026  
ACTION:   
INFORMATION:

**APPROVE AND ADOPT THE REVISED  
FISCAL YEAR 2025/2026 ANNUAL BUDGET AND VENDOR LIST OF  
FIRST 5 RIVERSIDE COUNTY CHILDREN & FAMILIES COMMISSION**

**SUMMARY OF REQUEST**

Approve and adopt the revised Fiscal Year (FY) 2025/2026 Annual Budget and Vendor List for Fund 25800 to reflect revenue and expenditure changes since approval of the budget.

**BACKGROUND**

September 10, 2025 (Action Item 25-34): The Commission approved the FY 2025/2026 revised annual budget and vendor list, which reflected a net increase of \$445,636 in unspent American Rescue Plan Act (ARPA) funds to support the completion of infrastructure expansion at the Jan Peterson Child Day Care Center.

May 14, 2025 (Action Item 25-25): The Commission approved the FY 2025/2026 annual budget and vendor list, inclusive of Fund 25800 and Fund 25820. The budget reflected estimated revenues of \$26,724,752, which included \$250,000 in ARPA funds. Total expenditures were projected at \$31,656,754, which included \$250,000 in corresponding ARPA fund expenses.

**BUDGET ADJUSTMENT SUMMARY**

**Revenue – Fund 25800 (\$26,603,855):** Reflects a net increase of \$129,103 from the original budget as noted below:

- *Reimbursement For Services* – CalWORKs funding has been reduced by \$190,667.
- *State of California* – a decrease of \$6,750 for the First 5 CA IMPACT (Improve and Maximize Programs so All Children Thrive) Legacy grant to match allocation from State.

- *Program Revenue* – an increase of \$115,000 in the revenue contract with Riverside County Office on Education (RCOE).
- *Contribution from Other County Funds* – an increase of \$211,520 of Unincorporated Communities Initiative (UCI) funds, which were unused from the previous fiscal year.

Fund 25820 remains unchanged.

**Expenditures – Fund 25800 (\$36,706,754):** Reflects a net increase of \$5.3 million in Commission-approved funds in Appropriation 2 for ECE Infrastructure Prop 10 Match. Additionally, an appropriation transfer of \$75,000 is necessary to recognize the cost of the Commission meeting conference room audio equipment, transferring funds from Appropriation 2 to Appropriation 4 (Capital Assets). This is a County operational transfer cost.

**RECOMMENDED ACTION**

That the Commission:

1. Approve and adopt the revised FY 2025/2026 budget (Fund 25800) as proposed.
2. Authorize the Executive Director or Designee to:
  - a. Expend funds for the vendors noted below under the Operational Expense section of this budget; and

*Table A. Cumulative Vendor List*

<b>Cumulative Vendor – Description</b>	<b>Total</b>
<b>Action Item – 25-25</b>	
First 5 Association – Membership	\$50,000
Total Plan and/or GM Business Interiors – Office Reconfigurations	\$165,000
Absolute Security – Mecca FRC Security Guard Services	\$85,000
US Bank – County Credit Card & Travel Program Bank	\$100,000
Social Solutions Global, Inc. – A360 Licenses	\$100,000
Taborda Solutions, Inc. – Salesforce Licenses	\$123,234
<b>Action Item – 25-34</b>	
SA Partners – Countywide Leadership Shingo Professional Training	\$60,000
Raising A Reader National – Early Literacy Affiliate Sites	\$75,000
<b>Action Item – 26-06</b>	
Raising A Reader National – Early Literacy Affiliate Sites (additional \$120,000)	\$195,000
SA Partners (US Bank) – All Staff Foundation Shingo Professional Training	\$4,600
Regional Access Project Foundation – Keynote Speaker	\$30,000
C & C Interpreting Services – QEL Conference	\$30,000
Konica Minolta Business Solutions or TBD – Copier replacements & maintenance	\$40,000
UCR Extension – Accounting for Governmental & Nonprofit Organizations Training	\$45,000

- b. Expend funds for internal service fees, countywide cost allocation plan, and inter-departmental administrative and operational costs as set forth in the attached budget and per the Commission-approved Contract and Procurement Policy (January 22, 2025).
- c. Execute documents, contracts, and amendments, including coordination of appropriate actions to expend funds in accordance with established Commission policy and as set forth in the attached budget.

## **ATTACHMENTS**

1. FY 2025/2026 Revised Budget Summary Fund 25800
2. FY 2025/2026 Cumulative Vendor List

**Riverside County Children & Families Commission**  
**FY 2025/2026**  
**First 5 Riverside County Revised Budget Summary**

**938001-25800 (Prop 10 Fund)**

DESCRIPTION	ACCOUNT	ORIGINAL FY 25/26 BUDGET	ADJUSTMENTS	REVISED FY25/26 BUDGET	ACTUALS AS OF 12/31/25	PROJECTIONS THROUGH 06/30/26
<b>REVENUE</b>						
Interest-Invested Funds	740020	\$ 1,233,343		\$ 1,233,343	\$ 314,077	\$ 1,233,343
GASB 31 FMV - ACFR Only	740200	175,320		\$ 175,320	\$ (82,744)	\$ 175,320
CA-Tobacco Tax Prop.10	754000	10,201,820		\$ 10,201,820	\$ 3,964,668	\$ 9,477,155
CA-Prop 56 Tobacco Act 2016	754020	4,604,336		\$ 4,604,336	\$ -	\$ 4,604,336
F5CA (IMPACT)	755870	3,464,384	(6,750)	\$ 3,457,634	\$ -	\$ 3,457,634
Reimbursement For Services (CalWORKs)	777520	3,480,049	(190,667)	\$ 3,289,382	\$ 968,065	\$ 3,289,382
Reimbursement Of Salaries (FRCs)	777540	2,500,000		\$ 2,500,000	\$ 1,020,246	\$ 2,500,000
Program Revenue (RCOE, IEHP)	781480	815,500	115,000	\$ 930,500	\$ 17,776	\$ 930,500
Contrib Fr Other County Funds (UCI)	790600	-	211,520	\$ 211,520	\$ -	\$ 211,520
<b>TOTAL REVENUE</b>		<b>\$ 26,474,752</b>	<b>\$ 129,103</b>	<b>\$ 26,603,855</b>	<b>\$ 6,202,088</b>	<b>\$ 25,879,190</b>
<b>EXPENDITURES</b>						
APPROP 1 - Salaries and Benefits	51xxxx	9,152,074		\$ 9,152,074	\$ 3,540,187	\$ 8,788,681
APPROP 2 - Services and Supplies	52xxxx	1,646,030		\$ 1,646,030	\$ 587,662	\$ 1,231,594
ISF & County Operational Costs	52xxxx	1,369,524	(75,000)	\$ 1,294,524	\$ 347,916	\$ 1,333,037
Contracts and MOUs	525440/527980	17,995,506		\$ 17,995,506	\$ 5,097,335	\$ 16,488,030
ECE Infrastructure Prop 10 Match	527980	1,243,620	5,300,000	\$ 6,543,620	\$ -	\$ 6,705,650
APPROP 4 - Capital Assets (County Operational xfer)	546160	-	75,000	\$ 75,000	\$ -	\$ 75,000
<b>TOTAL EXPENDITURES</b>		<b>\$ 31,406,754</b>	<b>\$ 5,300,000</b>	<b>\$ 36,706,754</b>	<b>\$ 9,573,099</b>	<b>\$ 34,621,993</b>
<b>VARIANCE</b>		<b>\$ (4,932,002)</b>	<b>\$ (5,170,897)</b>	<b>\$ (10,102,899)</b>	<b>\$ (3,371,011)</b>	<b>\$ (8,742,804)</b>
<b>Committed Funds Draw (previously committed by the Commission)</b>		<b>\$ (2,043,620)</b>	<b>\$ (3,000,000)</b>	<b>\$ (5,043,620)</b>		<b>\$ (4,567,900)</b>
<b>Unassigned Fund Balance Draw</b>		<b>\$ (2,888,382)</b>	<b>\$ (2,170,897)</b>	<b>\$ (5,059,279)</b>		<b>\$ (4,174,904)</b>

	Vendor	Description	Action Item #	Commission Meeting Date	Approval by	Total	Action Item#	Commission Meeting Date	Approval by	Additional	Revised Total	YTD Expenditures as of 12/31/25
1	First 5 Association of California	Membership	25-25	05/14/25	Commission	\$ 50,000						\$ 50,000
2	Totalplan and/or GM Business Interiors	Office Reconfigurations	25-25	05/14/25	Commission	\$ 165,000						\$ 28,878
3	Absolute Security International Inc	Mecca FRC Security Guard Services	25-25	05/14/25	Commission	\$ 85,000						\$ 31,358
4	US Bank	County Credit Card and Travel Program Bank	25-25	05/14/25	Commission	\$ 100,000						\$ 42,034
5	Social Solutions Global, Inc.	A360 Licenses	25-25	05/14/25	Commission	\$ 100,000						\$ 67,463
6	Taborda Solutions Inc.	Salesforce Licenses	25-25	05/14/25	Commission	\$ 123,234						\$ 123,234
7	S A Partners USA Inc	Countywide Leadership Shingo Professional Training	25-34	09/10/25	Commission	\$ 60,000						\$ 57,500
8	Raising A Reader	Early Literacy Affiliate Sites	25-34	09/10/25	Commission	\$ 75,000	26-06	01/21/26	Commission-Pending	\$ 120,000	\$ 195,000	\$ 10,500
9	S A Partners USA Inc (US Bank)	All Staff Foundation Shingo Professional Training	26-06	01/21/26	Commission-Pending	\$ 4,600						\$ 4,600
10	Regional Access Project Foundation	Keynote Speaker	26-06	01/21/26	Executive Director	\$ 30,000						\$ 30,000
11	C & C Interpreting Services	QEL Conference	26-06	01/21/26	Executive Director	\$ 30,000						\$ 14,575
12	Konica Minolta Business Solutions or TBD Copier Vendor	Copier replacements & operational maintenance	26-06	01/21/26	Executive Director	\$ 40,000						\$ 7,307
13	UCR Extension	UCR Extension – Accounting for Governmental & Nonprofit Organizations Training	26-06	01/21/26	Executive Director	\$ 45,000						\$ -

\* YTD reflects expenditures under previously authorized agreements or delegated authority; Commission action is requested to approve the revised cumulative annual amounts shown.

H. **Future Agenda Items:**

- H.1. First 5 Riverside County 2026 Policy Priorities
- H.2. First 5 Riverside County 2026 Communications Plan
- H.3. First 5 California Annual Report Review and Public Hearing
- H.4. 2027-2030 First 5 Riverside County Strategic Plan Update

- I. **Adjournment:** Adjournment to the next Regular Meeting of the Riverside County Children and Families Commission to be held on March 11, 2026, beginning at 2:00 p.m. at:  
First 5 Riverside County Children and Families Commission Office  
585 Technology Court — Conference Room A  
Riverside, CA 92507

**Conflict of Interest:** Any person, or group of persons present at this meeting, who wish (es) to speak on a matter may be required to state for the record any contributions, in excess of \$250.00 made in the past (12) twelve months, made to any Commission member, the Commission member receiving the contribution, and the matter of consideration with which they are involved.

**Agenda Posting:** Agendas will be posted at the Clerk of the Board of Riverside County and the Commission Business Office.

All public record documents for matters on the open session of the Agenda are available for inspection at the meeting listed in this Agenda, and at the following location beginning three (3) days prior to the meeting date:

**Riverside County Children and Families Commission  
585 Technology Court  
Riverside, CA 92507**

If a public record document that relates to a matter on the open session of the Agenda is distributed less than 72 hours prior to the meeting date, the public record document shall be available for inspection, at the same time it is distributed, at the address listed above. Upon request, this agenda will be made available in appropriate alternative formats to persons with disabilities, as required by Section 202 of the Americans with Disabilities Act of 1990.