California Child Care Resource & Referral

NETWORK











ANNUAL REPORT 2025-2026

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LETTER OF INTRODUCTION

Dear Members and Partners,

This past year was one of transition and reflection for the California Child Care Resource & Referral Network (the Network). In December, after 14 years of dedicated leadership, Linda Asato concluded her tenure as Executive Director. The departure announcement recognized Linda as "a steadfast leader, advocate, and visionary in California's child care landscape," and we are deeply grateful for Linda's service to children, families, and the professionals who support them.

Since January, Kelly Graesch has served as Interim Executive Director, with the board's full support. Throughout the transition, our commitment to our members and partners did not waver. We continued to work alongside local child care resource & referral (R&R) agencies and other human service organizations to advance an equitable early childhood support system, and we kept pace with on-the-ground innovations and the federal and state policy changes affecting families' well-being.

Equity remains central to our work. We challenge biased policies, practices, and structures in the child care system that perpetuate inequity. This commitment is visible in projects like our First 5 LA sponsored Family, Friend, and Neighbor (FFN) Bias Study, and we build that lens into our other training materials, toolkits or policy briefs. We will continue to examine our own work and the broader child care system, listening and responding to what we hear.

During this period, the Board of Directors asked: What does California's child care field need from the Network now and in the future? An ad hoc transition team and consultant, Kim Tucker of Mission Forward Advisors, invited members and partners across the field to share their insights, examined the changing child care landscape, and considered how the Network could best contribute to a stronger, more connected statewide system.

In August, the Network's Board affirmed a strategic direction for our next chapter, built on a simple idea: California's child care field is stronger when we work together. The Network will strengthen its role as a statewide systems leader and convener, bringing organizations, professionals, expertise, data, resources, and influence together to help build a more unified statewide child care ecosystem. For member CCR&Rs, this means we will work in partnership to elevate your impact: using data to tell your story, increasing your visibility with policymakers and funders, advocating for stronger funding and policy support, reducing duplication so your time and resources go further.

Conversations with statewide partners continue. The goal is not to predetermine what those relationships should look like, but to identify where greater collaboration can reduce duplication, strengthen collective impact, and amplify the voice of California's child care community.

As we begin our next chapter, we carry forward the Network's strong legacy of collaboration, leadership and advocacy, and we look forward to continuing that work together with our members and partners.
In partnership,

Kelly Graesch, Interim Executive Director
David Fleishman, Board President

STAFF & BOARD OF DIRECTORS



Administration

Linda Asato, Former Executive Director
Kelly Graesch, Interim Executive Director
Massimo Prati, CFO/COO
Claudia Martinez-Vilchez, Fiscal/HR Coordinator
Sarah Conway, Executive Assistant

Member Services

Including: My Child Care Plan, Public Policy, & Research
Kelly Graesch, Senior Director of Member Services
Heather Lang-Heaven, Member Support Manager
Annette Gomez, Program Assistant
Terah Hagy, Communications Coordinator

My Child Care Plan

Gretchen Howard, Digital Project Manager
Shirley Martinez, Data Analyst
Oscar Tang, Web Content Manager
Marisol Ibarra, Customer Service Representative, MCCP

Public Policy & Research

Candy Duperroir, Director of Public Policy
Lily Stewart, Policy & Advocacy Associate
Marne Silk, Research Manager
Natalie Rivera, Research & Policy Associate

TrustLine & Provider Services

Including: Child Care Initiative Project (CCIP), Emergency Child Care Bridge Program, Shared Resources CA, (ECEResourcesCA.org), & Language Learning Project
Anthony Garcia, Senior Director of Programs

Consumer Education & TrustLine

Nick O'Dowd, Director of TrustLine
Nova Nevraumont, TrustLine Public Education Coordinator
Brea Dugger, Program Assistant
Alma Villa, Program Assistant
Janelle Wong, Program Assistant
Valerie Alfaro, Program Assistant
Tatiana Morris, Program Assistant

Provider Services

Domenica Marquez, Director of Provider Services
Carolina Castillo Quintero, CCIP Manager
Anitra VonSchoech, Program Manager for Bridge/TIC
Disa Lindgren, CCIP TA & Support Coordinator
Grace Hartman, CCIP FCCH Training Coordinator
Soyla Madrigal, CCIP FFN/H&S Coordinator
Stephany Delaney, FFN Project Coordinator
Rita Edmunds, Administrative Systems, Training & Events Manager
Tunisia Jackson, Project Coordinator for Lead Testing
Rebecca Munoz, Program Assistant
Bianca Soto Alarcon, Bridge Navigation Coordinator
Patty Franco, Bridge TIC Wellness Coordinator
Rainbow Markell, Bridge TIC Training & Coaching Coordinator
Ren M., Program Associate
Rachel Cook, Program Associate

Board of Directors

David Fleishman, President
Kerry Venegas, Executive Vice President
Mario De Anda, Secretary
Ruth Lopez, Treasurer
Jacquilyn Banta
Mario De Anda
Melanie Dodson
George Li
Kelsey Lombardi
Jan Masaoka
Shana Paulson
Jessica Reynaga
Luis Valadez
Sally Valenzuela
Sheri White
Giovanni Zuniga

R&R MEMBERS

Alameda/Community Child Care Council (4C's)
Alameda/Hively
Amador/The Resource Connection of Amador and Calaveras Counties, Inc.
Colusa/Colusa County Office of Education
Contra Costa/CocoKids, Inc.
Del Norte/Del Norte Child Care Council
Glenn/Glenn County Office of Education
Humboldt/Changing Tides Family Services
Imperial/Imperial County Office of Education
Inyo/Inyo County Office of Education-Child Dev Div
Kern County Superintendent of Schools / Community Connection for Child Care
Kings/Kings Community Action Org., Inc.
Lassen/Lassen Child and Family Resources
Los Angeles/Connections For Children
Los Angeles/Crystal Stairs, Inc.
Los Angeles/Mexican American Opportunity Foundation
Los Angeles/Options for Learning
Los Angeles/Pathways
Los Angeles/Pomona Unified School District
Madera/Community Action Partnership of Madera County
Marin/Marin Child Care Council
Mariposa/Infant/Child Enrichment Services, Inc.
Modoc Child Care Resource and Referral, a division of TEACH, Inc.
Mono/Mono County Office of Education - Community Connections for Children
Monterey/Mexican American Opportunity Foundation
Napa/Community Resources for Children
Nevada/Sierra Nevada Children's Services
Placer County Office of Education
Plumas/Plumas Rural Services
Riverside County Office of Education- Early Care and Education
Sacramento/Child Action, Inc.
San Bernardino/PUSD
San Francisco/Children's Council
San Francisco/Wu Yee Children's Services
San Joaquin/Family Resource Center
San Luis Obispo/ Community Action Partnership of San Luis Obispo County, Inc.
San Mateo/Child Care Coordinating Council of San Mateo County
Santa Barbara/Children’s Resource and Referral of Santa Barbara County
Santa Cruz/Child Development Resource Center
Shasta County Office of Education/Early Childhood Services
Sierra/Sierra Nevada Children's Services
Siskiyou/Siskiyou Child Care Council
Solano/Solano Family & Children's Services
Sonoma/Community Child Care Council of Sonoma County (4C's)
Sonoma/River to Coast Children's Services
Stanislaus/Stanislaus County Office of Education
Tehama/SCOE Child Care Referral & Education
Trinity/Human Response Network
Tulare County Office of Education, Resource & Referral
Tuolumne/Infant/Child Enrichment Services, Inc.

FINANCIAL STATEMENTS*

*preliminary, unaudited

INCOME STATEMENTS

Income **$6.8M**

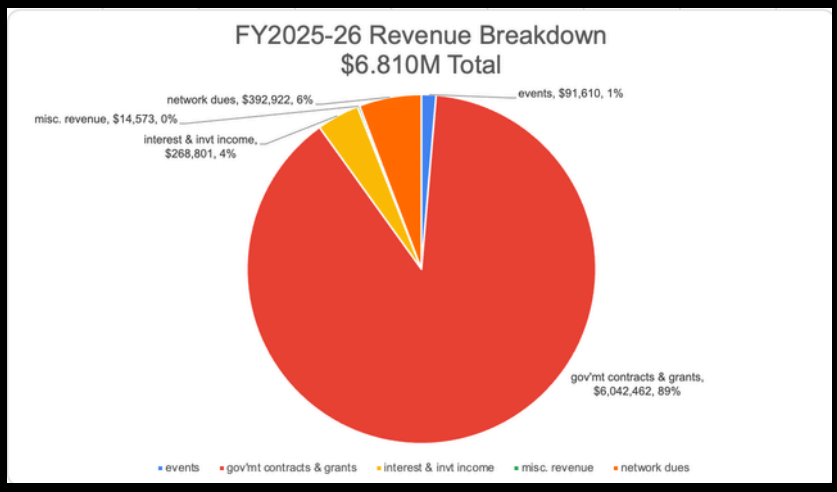
Expenses **$6.8M**

BALANCE SHEET

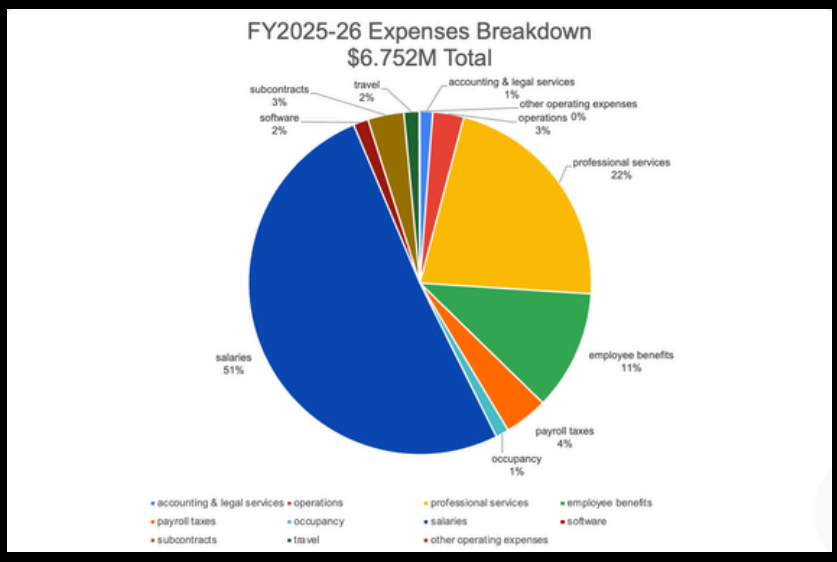
Assets **$8.7M**

Liabilities **$1M**

INCOME



EXPENSES



IMPACT
AT A GLANCE



MEMBER SERVICES

- 6 meetings with state partners, with approximately 100 people attending each one
- 4 regional meetings held twice a year with an average of 30 in attendance
- 6 topic-specific trainings
- 4 communities of practice
- Co-led the planning of the annual joint conference, both in-person & virtual, with over 500 in attendance in person, 450 virtually

MCCP

- We cultivated an audience of 12,200 people who receive monthly email newsletters about our services, child care, and related information. We point them to R&Rs on a regular basis
- We sent out a total of 33,440 mychildcareplan.org brochures to 22 libraries and nine 211 resource centers across CA

POLICY

- Provided public comment at 6 budget hearings
- Supported 4 partner advocacy days and 2 federal advocacy days in D.C.
- Currently attended over 20 meetings with the Legislature budget chairs as well as the Department of Finance (DOF), Legislative Analyst's Office (LAO), and the Governor's office staff

RESEARCH

- 5,548 total touchpoints (data sharing, office hours, surveys, trainings)
- 1 training and 6 office hour sessions were offered to all R&R agencies to support them during the DSP data collection and cleaning process. 25 one-on-one meetings or calls took place for R&Rs who needed additional support

TRUSTLINE

- There have been over 27,000 applications submitted for TrustLine
- We have reimbursed local agencies that facilitate subsidized child care over $172,000 for fingerprint rolling fees and application submission
- The TrustLine team has logged over 9,000 phone calls

PROVIDER SERVICES

- Training & capacity building through nearly 40 events
- Technical Assistance & guidance
- Peer learning and community support through more than 25 Communities of Practice gatherings and joint annual conference workshop sessions

MEMBER SERVICES



BUILDING THE CAPACITY AND STRENGTHENING THE R&R SYSTEM

We provided state budget and program requirements updates, along with technical assistance to keep R&Rs aligned with state expectations and ensure data accuracy across the system. The Network also held a full-day, in-person R&R Boot Camp training covering R&R history, best practices, and program requirements. More than 45 R&R staff from member agencies across California attended to learn, discuss, and share.

ANNUAL JOINT CONFERENCE

950	80	5
Attendees	Workshops	Plenary sessions

SUPPORTING STAFF TRAINING AND IMPROVING THE QUALITY OF R&R SERVICES

We provided input and updated information to WestEd for the revision of the R&R Specialist Modules on the CECO platform. Through a member workgroup we made recommendations to the CDSS Child Care and Development Division to update the R&R Review and Program Self-evaluation tools. We also offered a range of training, including Digital Outreach 101, Community Care Licensing Division guidance on pool safety requirements and Fire Marshal rules, a Low Income Investment Fund (LIIF) Constructing Connections series for supporting the development of child care centers, the Healing Equity United Community of Practice series and Save the Children's Emergency Preparedness. R&R staff received practical skills and ready-to-use resources to bring back to their teams.

KNOWLEDGE SHARING TO MEET PROVIDER AND FAMILY NEEDS

We offered members opportunities to convene at regional meetings, identify issues, and share best practices and solutions. Members were invited to participate in our First 5 LA FFN Bias Project, the UCLA child care center infectious disease survey, and the federal Child Care and Development Block Grant comment period. These opportunities helped R&Rs to respond to the real needs of child care providers and families, and bring local learning back to their communities.



MCCP

390K
Searches for care

680K
Provider profile views

2,088
Support chats

PROGRAM HIGHLIGHTS

- Family outreach: Created awareness of MyChildCarePlan.org among parents of children 0-5 years old so that they can utilize the search tool and find child care that meets their families' unique needs.
- Consumer education: Built trust and credibility among families by providing useful resources and information about parenting and child care.
- Provider outreach: Increased awareness and usage of MyChildCarePlan.org among providers so that they can keep their referral profile up-to-date and attract families seeking care.
- R&R support: Assisted resource and referral staff with maintaining comprehensive and up-to-date child care supply data in the statewide MyChildCarePlan.org Database.



UPDATES & IMPROVEMENTS MADE

- Updated MyChildCarePlan.org's provider search tool to include ALL licensed child care facilities in California (previously included only providers that accept referrals, which account for ~75% of all licensed programs).
- Made it easier for providers to take ownership of their profiles by making the process more visible. More than 2,000 providers have claimed their profile page.
- Launched a data discrepancy project to reconcile R&R and Child Care licensing records to ensure that MCCP data is comprehensive and accurate.



RESEARCH

PROGRAM HIGHLIGHTS

- Advocated on behalf of R&R agencies in seeking public contract data, helping agencies comply with State requirements. Previously, R&Rs had to contact each child care center individually and often struggled to reach staff who could confirm contract details. Now, R&Rs have a secondary point of reference, making it easier and more efficient to identify centers that hold a public contract.
- We launched an Emergency Child Care Bridge Dashboard that illustrates program utilization data and legislative district child care supply maps.
- 100% Participation in the Data Standardization Project: the R&R Network received licensed child care provider data from all R&R agencies for inclusion in the Child Care Portfolio.
- 4,807 Emails were exchanged between the R&R Network Research Department and R&R agencies.
- Developed Assembly, Senate and Congressional maps illustrating child care data gathered from R&Rs and posted to our website for members and interested partners to use in advocacy, education and policy.

POLICY

PROGRAM HIGHLIGHTS

- Met with Public Policy Committee members monthly to build shared advocacy and policy efforts, advance the Public Policy Agenda, track state and federal legislation, and follow through.
- Hosted a three-part policy webinar series for members, covering budget 101, advocacy 101 and preparing for Advocacy Day. Members built their foundational knowledge of budget and policy advocacy before attending R&R Day at the Capitol.
- Coordinated with members to lift up the CCR&R Day at the Capitol with a two-day event with advocacy and policy requests to fund child care slots, and lift up and increase funding for CCR&Rs and fair pay for our child care providers. More than 50 active participants attended over 25 legislative visits and learned from a panel of legislators and CDSS leaders!
- The Network Policy team met three to four times a month with the Early Childhood Education (ECE) Coalition to create shared values with equity to lift up the ECE/Child Care Community.
- The Network Policy Team served as the Co-Lead of the Child Care Workgroup for the Bringing Up California Coalition BUC to lift up CCR&Rs along with child care access and affordability.
- Met weekly with Cal Advocacy (Lobbyist firm) to share CCR&R members and Network advocacy and policy needs at the state level for increased awareness and funding for CCR&Rs, as well as children, family, and provider community needs and supports.
- Co-sponsored SB 1051 Emergency Child Care Bridge - No Wrong Door Bill to increase use of the Foster Bridge program by giving Navigators access to the application process with the local Children and Family Services worker for program eligibility.

TRUSTLINE



Consumer Education

- In fiscal year 25-26, there were 5,633 incoming calls to the Consumer Education phone line, and 2,395 of those calls resulted in the caller selecting the option to speak with one of our information specialists. While we received calls regarding a large variety of topics, the majority were from families looking for assistance in finding and paying for childcare, individuals who were seeking information about becoming licensed child care providers, or individuals who were already licensed providers and looking for referrals or other support for their business.
- Our team also responded to 274 requests for information via the chat service on the rrnetwork.org website.

PROGRAM HIGHLIGHTS

- Protected the health and safety of children by ensuring license-exempt providers are appropriately screened.
- Increased access to safe, trusted child care options for families across California.
- Streamlined and modernized the TrustLine application and background check process through technology and system improvements.
- Supported equitable access to TrustLine for subsidized families, including those in CalWORKs and the Emergency Child Care Bridge Program for Foster Children.
- Promoted statewide awareness and utilization of TrustLine among parents, providers, and partner agencies.
- Reimbursed local R&Rs for key services, including application processing, data entry, and fingerprinting-related costs.
- Ongoing communication, training, and technical assistance ensured consistent implementation across all counties through local R&Rs.
- The TrustLine program has seen significant growth in the number of applications submitted this past year. A sizable portion of that growth was driven by the launch and expansion of Uber's Teen program. We made it a priority to be prepared for the potential growth, meeting with Uber monthly and reporting updates to the Care Provider Management Branch (CPMB) at the California Department of Social Services (CDSS), who process TrustLine applications. Through our advocacy and partnership with CDSS, we are working to ensure all parties are fully equipped to handle the increased workload and that background checks continue to be processed in a timely manner.

PROVIDER SERVICES

PROGRAM HIGHLIGHTS

The Network serves as the statewide Infrastructure for R&Rs implementing the Child Care Initiative Project (CCIP), the Bridge Program (Trauma-Informed Training, Coaching, and Child Care Navigation), and the Language Learning Project. The Provider Services department supports 69 local R&Rs across 58 service areas on statewide programming and offers tailored support for member agencies on Shared Resources and pilot projects.

Through training, technical assistance, web-based resources, in-person clinics, communities of practice gatherings, webinars, and conferences, the Network strengthens R&R capacity to recruit, train, support, and retain child care providers, maximizing access to quality care for children and families. Through thoughtful, evidence-informed curricula, strengths-based approaches, and multilingual support, we help on-ramp new R&R Provider Service staff and facilitate spaces for peer learning.

When local R&Rs are well-supported and unified, providers, children, and families across California benefit. During 2025-26, the Network Provider Services Department offered:

- 21 Training of Trainers, Coaches, and Navigators
- 14 Webinars
- 2 In-Person Regional Emergency Child Care Bridge, Trauma-Informed Care Clinics
- 1 Emergency Child Care Bridge Virtual Conference
- Outreach to over 50 newly licensed facilities and over 20 child care facilities that tested with Action Lead Levels
- ECE Shared Resources membership for 454 active users





CONTACT US

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NETWORK

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