



Celebrating 50 Years of Service



Tarrant County Day Care Association, River Side Center, 10/03/1967.



Teacher nurturing an infant at Riverside Day Care Center, 04/30/1967.



Grimming Head Start participants, 05/26/1980.



Head Start volunteer Rita Lindsey facilitates learning with Alfonzo R., 11/16/1989

1968

On September 10, the Day Care Association of Fort Worth and Tarrant County is chartered by the State of Texas as a private, non-profit company to provide child care services for Fort Worth and Tarrant County families. With funding from United Way, the organization begins with two child care centers, 30 employees, and an enrollment of 130 children aged 3 – 5. By the end of 1969, it has expanded to serve **339 children at nine centers**, as well as 32 infants through a Day Home Program.



John Widner, 1st President, Day Care Association of Fort Worth and Tarrant County, 07/29/1979.

1970

The organization begins operating a full-year, full-day Head Start program. It also adds two new centers serving 140 additional children. By the end of 1974, the Head Start contract is expanded to serve a total of **304 children at five centers**.

1975

In October, the organization becomes the direct grantee for the local Head Start contract with the U.S. Department of Human Services (DHS). A period of rapid expansion begins with the addition of two new centers, increasing the organization's Head Start capacity to **366 children**.

1980

With diversified funding through grants from the City of Fort Worth, the City of Arlington and United Way allocations, the organization opens five more centers, increases teacher salaries, and improves programs, including **enhanced services for children with disabilities**.

1990

The Head Start program expands to **15 centers** while continuing to operate child care centers for children who don't qualify for Head Start. After a year-long DHS pilot program establishing an open market system of subsidized child care, the organization is selected as the local contractor to implement the newly created Child Care Management Service (CCMS). CCMS enables eligible working parents to select from a network of commercial providers and non-profit centers for their children's care.

1993-95

The Day Care Association of Fort Worth receives a Head Start expansion grant that provides funding for **10 new centers to serve 640 more children**.

By the end of 1995, the organization is providing services for more than **15,000 children and families annually** through Head Start, child care, and CCMS. Expansion of both Head Start and CCMS programs continues through the following years.

1998

The organization establishes an **Early Head Start program for infants and toddlers**, and begins to collaborate with school districts to provide Head Start services on elementary school campuses.



Children in a Head Start/ Pre-K partnership classroom at Ellis Elementary School, 2006



Kara Waddell, CCA President-CEO, 2014



Head Start children enjoying outdoor play, 2016



Early Childhood Investors' Luncheon, coming October 2018

2001

In recognition of the company's expanded service area, the board of directors changes the name to **Child Care Associates** (CCA). CCA initiates a major advancement in its collaboration with Tarrant County school districts to provide full-day services by combining Pre-Kindergarten and Head Start programs and resources.

2005

Results of achievement tests by an external evaluator reveal that children in CCA's programs are **making tremendous gains** in achieving the academic skills needed when entering school.

2009

CCA rolls out new educational requirements for child care center staff, and helps staff members reach their educational goals by providing tuition assistance for qualifying employees working toward education degrees.

2014-15

The board of directors names Kara D. Waddell as the president and CEO of CCA on May 19, 2014. Ms. Waddell previously served in Oregon as the Child Care Administrator, overseeing the state's child care licensing, child care quality improvement, and state-wide child care subsidy system. CCA identifies its five focus areas for programming and leadership within the field of early childhood education:

- 1) **Head Start/Early Head Start**
- 2) **Child Care Subsidy Assistance**
- 3) **Quality Advancement**
- 4) **Policy Transformation**
- 5) **Demonstration Classrooms**

2016

CCA establishes its first partnership with a charter school: Uplift Meridian. The partnership includes a longitudinal evaluation of child and family outcomes from Head Start and/or Pre-Kindergarten through 3rd grade. The partnership and evaluation are supported in part by the Rainwater Charitable Foundation.

2017

CCA launches TX Child Care Tools, a statewide, online resource platform designed to strengthen child care programs through easy-to-access tools and actionable strategies while supporting child care program mentors. The Miles Foundation invests start-up funds to help CCA launch the social enterprise.

2018

CCA kicks off its 50th anniversary year with the release of its **"North Star" framework, charting a course for early education** in the decade ahead.





Parrish C., 4 years old, on an empty barrel that he will ride across the imaginary frontier, 04/30/1967.

“The issues are complex, but the need is desperate.”

Fort Worth Star-Telegram editorial advocating for the creation of Child Care Associates (formerly the Day Care Association of Fort Worth and Tarrant County), April

1968

*Cover Photo courtesy, Fort Worth Star-Telegram Collection, Special Collections, UT-Arlington Libraries
Children in Head Start program out for a walk with teacher, 05/26/1980. FWST photographer Ron Ennis.*

Our Past, Our Present, Our Future

Milestones are a natural point to think back and look ahead, and CCA's 50th anniversary is definitely an exciting milestone for our organization.

In 1968, key leaders in Fort Worth and Tarrant County rallied together around an emerging issue impacting families. More mothers working outside the home and a rise in single-parent families dramatically increased the need for child care. Taking action, the community created a plan to build five new child development centers in high-need neighborhoods. Tarrant County leaders also called for the creation of an organization of scale that would be committed to the education and child care needs of young children. With the support of businesses, churches, and the community, Child Care Associates (CCA) was formed.

Fifty years later, CCA still occupies a key role in childhood education in Tarrant County, designing systems and neighborhood-level programs that help ensure every child is growing and ready for success in school.

Today, we stand at another crossroads. In 1968, community leaders joined together to build an infrastructure largely for 3- and 4-year-olds. Now, with new understanding of the critical importance of the first three years of a child's life and the rapid expansion of Pre-Kindergarten in schools, our early childhood education infrastructure and staffing needs are changing:

- Quality child care programs that provide early education, home visitation, and parent education are needed for infants and toddlers in high-need neighborhoods.
- Parents who are students at community colleges and area universities need quality child care on campus to support their own degree attainment as they help prepare their children for school.
- Existing child care programs across our community need a boost in quality to meet research-based standards.
- School districts and charter schools are building new facilities for early learners, but not always with a clear vision or understanding of high-quality classroom design for young children.
- School districts and community-based programs alike are searching for qualified teachers, especially in high-need areas.

CCA is excited to lead the way in addressing these issues. Our "North Star" for the decade ahead is included in this annual report, along with our results from 2017. From our vantage point, we have three compelling highlights to share with you:



Southside Early Head Start Parent and Policy Council Representative, Southside Campus Director, Fort Worth Mayor Betsy Price and Kara Waddell at the opening of CCA's first natural outdoor classroom for children 0-3

- **Our CLASS scores are improving!** The CLASS tool is a gold standard in assessing the quality of interaction between teachers and children that supports strong educational outcomes. Every CCA classroom is externally assessed by trained university evaluators, and we're excited at the improvements we've seen in the quality of instruction.
- **Our way forward is clear.** In 2017, we created an educational framework and early education classroom design guide based on what we know about young children today – versus what we knew 50 years ago. Our classrooms and approaches are more focused on understanding the families we serve, respecting diversity, and building trauma-informed classrooms that can support children who arrive with many adverse experiences in their lives.
- **We've defined performance.** Nonprofit organizations often chart the course for exciting programs without first defining what they believe a high-performing agency looks like. With our board of directors and management team, we've adopted a "Performance Imperative" framework to help ensure we stay the course as a thriving nonprofit for another half century.

Thanks for 50 years of helping Child Care Associates make a lifetime of difference!

583,789
children served since 1968


Kara Waddell
President-CEO
Kara.Waddell@ChildCareAssociates.org

A young child with dark skin and short hair is the central figure, looking directly at the camera with a joyful expression. They are holding a wooden stick with several small, light-colored beads or rings attached to it. A vibrant, multi-colored ribbon (red, orange, yellow, green, blue, purple) is draped over the child's shoulder and extends upwards. The background is a solid, bright blue.

**“Establishing a
day care center
is a measure of
a community’s
concern for its
children.”**

We’re not just a babysitting service though. Our program is designed to meet the developmental needs of each individual child. And it is designed to make better parents by helping families solve their problems.”

Frances Gibson, Director of the Tarrant County Day Care Association (a predecessor to Child Care Associates)

1967

Who We Are

Through our work in five key areas, Child Care Associates annually impacts over 17,000 children.*

To ensure help for children and families who might not otherwise gain the support they need for academic and life success, CCA prioritizes our direct services to families who meet 100% poverty guidelines, teen parents, families with homeless children, children in the foster care system, families of children with special needs, and children with other at-risk factors related to academic underachievement.

SERVING THE WHOLE CHILD		SERVING THE WHOLE FAMILY		IMPROVING THE SYSTEM	
<div>1</div> <div>Head Start and Early Head Start:</div> <div>We provide high-quality early learning services for children 0-5 in a variety of areas, including health, dental, nutrition, disability services, home visits, and evidence-based education to help families achieve their goals.</div>	<div>2</div> <div>Child Care Subsidy Assistance:</div> <div>We help low-income, working families cover the cost of child care or after-school care for their children while parents work or attend school.</div>	<div>3</div> <div>Quality Advancement:</div> <div>We strengthen the early education talent pipeline through coaching and mentoring support for directors and teachers in licensed child care facilities throughout the community, as well as the development of career pathways - from Child Development Associate (CDA) accreditation to bachelor's degrees and teacher certification.</div>	<div>4</div> <div>Policy Transformation:</div> <div>We champion the creation of a high-quality system by identifying and developing policy solutions that improve the quality of early education at scale.</div>	<div>5</div> <div>Demonstration Classrooms:</div> <div>We draw upon the latest national, state, and local field knowledge to incubate best practices in early childhood education and identify early-stage opportunities to improve outcomes for infants, toddlers, and preschoolers using powerful data for evaluation.</div>	

**Includes children served by CCA's Head Start, Early Head Start, Tarrant County CCMS, and West Central Texas CCS programs, as well as children impacted by CCA's Texas Rising Star and Texas School Ready quality improvement efforts in licensed child care facilities.*

Our Mission	To assist family successes through excellence in early education and development services
Our Vision	Starting early to make a lifetime of difference
Our Core Value	Serving, helping and meeting the needs of children and families in a holistic way

“ We can’t debate whether a mother
should work. Mothers are at work.

Where are the
children?”

Margaret Ann Scott, Regional Director of the Child
Welfare Division, Texas Department of Welfare

1967



Letha Roblow (left) in her first year of teaching
at CCA in 1969. Her young son was also enrolled in
the preschool program. 48 years later, she serves
as a CCA Campus Director in Stop Six.



Our Past:

Child Care Associates formed in 1968 as a united community response to an emerging need. Family structures were changing, with more working mothers and single-parent families in the community. Yet child care options for infants, toddlers, and preschoolers in the county were low-quality and sporadic at best. Furthermore, what options did exist were too often unaffordable for working poor families, resulting in high numbers of young children left at home to care for themselves. Following an in-depth study, Tarrant County leaders recommended the creation of CCA. This met the immediate need for new facilities providing subsidized, center-based child care in low-income areas of Fort Worth and Arlington while creating an organization of scale to lead the community's child care initiatives in the decades to come.

In 1970, CCA was selected to deliver the new national Head Start and Early Head Start programs in Tarrant County. These have become our signature early education programs. We later added other initiatives to our portfolio in collaboration with public and private partners, including the management of Child Care and Development Fund (CCDF) subsidy assistance programs, the local child care quality rating and improvement system, and a statewide teacher coaching effort.

Then and Now: By the Numbers

1968

2018

Increased Need...

Children under 5 in Tarrant County



Children under 5 years living below poverty level



Requires Increased Response.

Licensed child care facilities in Tarrant County



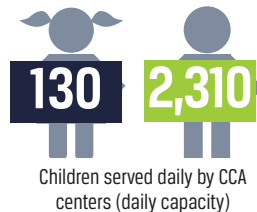
Licensed facilities providing subsidized child care for working poor



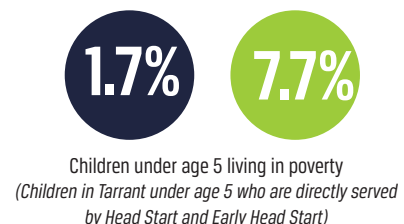
CCA's Growing Reach



Number of CCA centers



Children served daily by CCA centers (daily capacity)



Children under age 5 living in poverty
(Children in Tarrant under age 5 who are directly served by Head Start and Early Head Start)

**Sources: U.S. Bureau of the Census, Census of Population and Housing: 1970. "Census Tracts: Final Report PHC(1)-74 Fort Worth, Tex. SMSA"; U.S. Census Bureau, 2012-2016 American Community Survey 5-Year Estimates; Five part series of articles on "day care in Fort Worth" by Lynn Swann Davis, Fort Worth Star-Telegram, April 30 - May 4, 1967; Child Care Management Services, "2018 Quality Child Care" (report).*



“CCA, as a community agency,
**stands at the
crossroads
of child care;**

Head Start, Pre-K and home visiting
towards helping move early
education from an un-system to one
that delivers outcomes at scale.”

Rutgers'National Institute for Early Education Research, “Child Care Associates 2016-2017: Benchmarking Head Start and Early Head Start in Tarrant County, Texas” (report)

Our Present:

CCA delivers Early Head Start (EHS) programs for infants and toddlers and Head Start (HS) for 3- and 4-year-olds. We partner with school districts, charter schools, social service providers, philanthropic partners, and – most importantly – families to ensure that these essential programs are aligned to meet the needs of the whole child and the whole family. EHS and HS programs are provided at no cost to families. Services include:

- Full-day early childhood education
- Child assessments and developmental screenings
- Exploration through play
- Strong teacher-child interactions
- Fresh, nutritional meals served family-style
- Daily physical activity and outdoor play (weather permitting)
- Referrals to and onsite delivery of disability and mental health services
- Home visits at least twice annually to reinforce home-based learning, supportive parenting, and social-emotional development
- Evidence-based parent education (e.g., *Triple P* and *Incredible Years*)
- Monthly "Home Connection Calendars" and parent conferences promoting ongoing parent and family engagement
- Access to primary health and dental health providers
- External assessments of classroom quality by the Center on Research and Evaluation (CORE) at Southern Methodist University (SMU)

Early Head Start

Starting Early with Pregnant Women, Infants and Toddlers

CCA recognizes that the greatest returns in early education begin with pregnant mothers and focus on children 0 to 3. This ensures that early childhood services and programs effectively support all aspects of young children's healthy development.

CCA creates a continuum of services across health, early education, and community systems that are intentionally aligned to reach Tarrant County's most at-risk infants, toddlers, and their families:

- Access to prenatal and postpartum health resources for pregnant women
- Home-based services promoting parents' ability to support their child's development and strengthening the parent-child relationship
- Small-group classrooms for campus-based services
- Small teacher-child ratios (one caregiver for every four children)

- Individual lesson plans for each child
- Teachers in infant classrooms moving up with the same group of children into toddler classrooms ("classroom looping")
- Comprehensive support services through partnerships with Early Childhood Intervention (ECI) and other community resources

Head Start

Getting Ready for School with 3- and 4-Year-Olds

CCA has partnered with the national Head Start program since 1970 to provide high-quality early childhood education for extremely low-income children in Tarrant County. Our goal is to help our children get ready for success in kindergarten and beyond. Features of our Head Start services include:

- Bachelor's-degreed teachers in every classroom
- Frog Street Curriculum in alignment with the Head Start Early Learning Outcomes Framework and Texas Pre-K Guidelines
- Weekly lesson plans with individualized supports
- Pre-K partnership classrooms with local school districts and charter schools to give parents more choice

Our Head Start/Pre-K Partnerships

Since the early 2000s, CCA has offered a mixed delivery system for Head Start and Pre-K services in collaboration with Tarrant County independent school districts (ISDs) and, later, charter schools. Our 2016 – 2017 Pre-K partners include:

- Arlington ISD
- Everman ISD
- Fort Worth ISD
- Grapevine/Colleyville ISD
- H-E-B ISD
- Keller ISD
- White Settlement ISD
- Uplift Meridian Preparatory
(a charter school in the Uplift Education network)





Early Head Start and Head Start Assessment Tools:

- CLASS for teachers
- Infant/Toddler Environment Rating Scale (ITERS) with Early Head Start sites
- BRIGANCE with Early Head Start children
- CIRCLE Progress Monitoring with Head Start children

School Readiness Efforts: External Assessment Results

Research continues to find that higher quality child care and early education during the pre-kindergarten years is associated with positive outcomes for children, including improved cognitive, social, and language development (Burchinal, Vandergrift, Pianta, and Mashburn, 2010; NICHD Early Child Care Research Network, 2002).

Beginning in the 2016-2017 academic year, the Center on Research and Evaluation (CORE) within the Simmons School of Education and Human Development at SMU has conducted a series of classroom observations to assess the quality of CCA Head Start classrooms. These evaluations occur twice a year (fall and spring) utilizing the Classroom Assessment Scoring System (CLASS®).

What is CLASS?

CLASS defines and measures classroom quality in terms of teacher-child interactions and is rooted in evidence of two driving principles:

- (1) Effective teacher-child interactions lead to better student outcomes.
- (2) Carefully designed and implemented professional development can improve the quality of interactions.

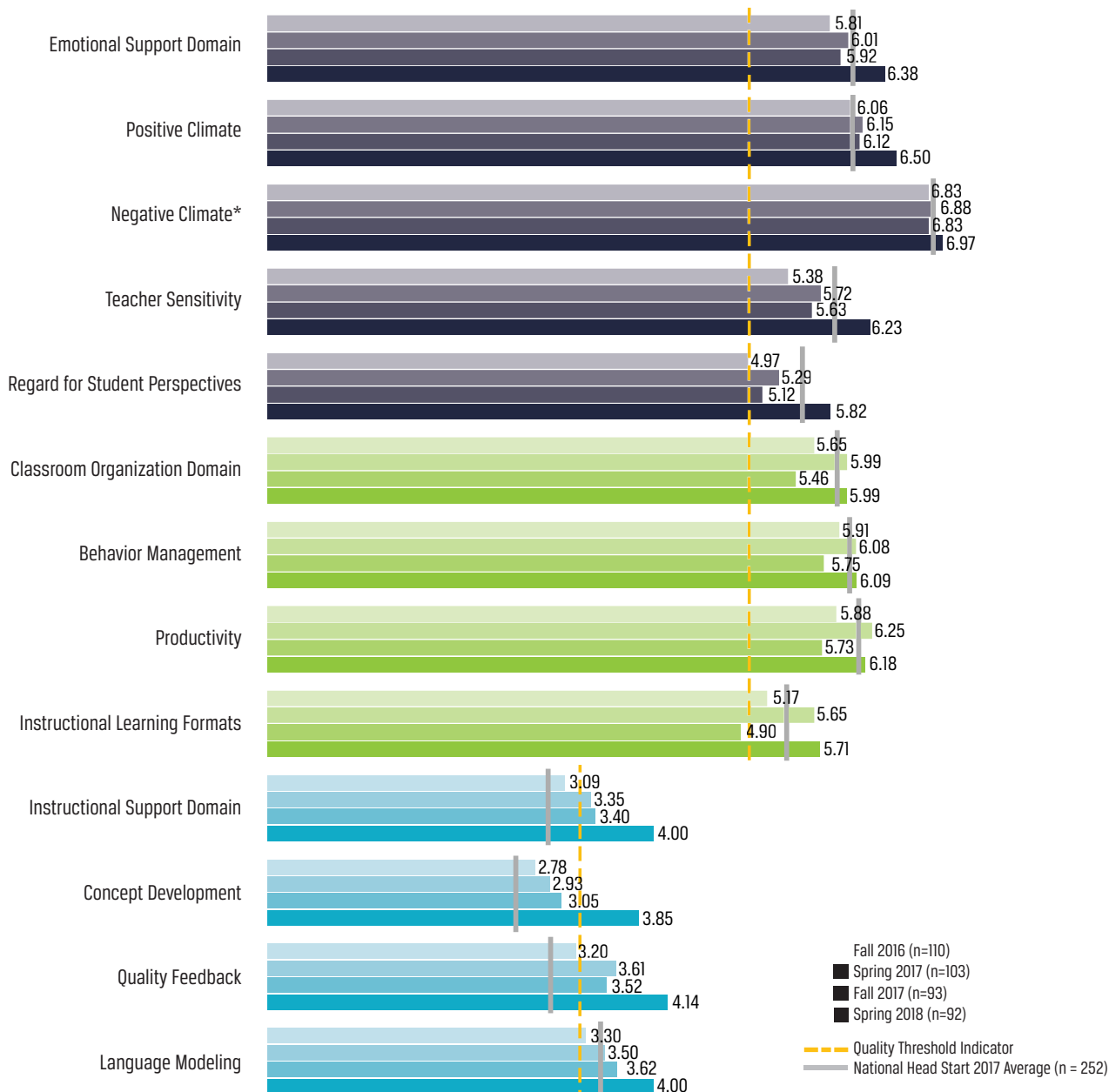
Classrooms are scored from 1 (lowest possible) - 7 (highest possible) on key dimensions within three critical domains of effective teacher-child interactions: emotional support, classroom organization, and instructional support. Research evidence has established the level of quality of teacher-child interaction that is related to consistently positive student achievement outcomes (Burchinal, et. al., 2010). Thus, classrooms with CLASS scores at or exceeding these *quality thresholds* can expect consistent positive child outcomes.

CORE's certified CLASS observers have now completed two full years of classroom observations in CCA's Head Start classrooms. As shown in their "Report for Child Care Associates" published in April 2018, our classrooms' average scores on the three critical domains and their underlying dimensions are on an upward trajectory – and now exceed quality thresholds and National Head Start averages within each domain.



CLASS Scores: Coaching works!

CCA Classroom Averages (on a 7 - point scale from 2016-2017 and 2017-2018)



*Negative Climate is the only dimension where a low score is desired (i.e., low incidence of negative climate interactions is observed). In reporting, negative climate is reverse coded to be on the same scale with the other dimensions (high score desired). This is done for feasibility of comparing groups.

By the Numbers



7.7%

PERCENTAGE OF
ELIGIBLE CHILDREN
SERVED BY CCA's
HEAD START AND
EARLY HEAD START

From total enrolled (2,514) divided by estimated number of children under 5 living in poverty in Tarrant County (32,446) per the U.S. Census Bureau, 2012-2016 American Community Survey 5-Year Estimates.

Early Head Start



Head Start



CCA Early Head Start and Head Start Health Services



A child's likelihood to succeed in school and beyond increases with parent engagement. CCA involves parents actively as volunteers and leaders at each of our centers. Parents guide and lead CCA programs through site-based parent committees and a Parent Policy Council that functions in an advisory capacity to CCA and its board of directors.



(Data reflects 2016-2017 Academic Year)

Improving The Early Learning System

Meeting the needs of Tarrant County's most vulnerable children is a shared endeavor requiring collective effort across sectors and organizations. As the largest early childhood development organization in the region, CCA believes that we have a responsibility to serve as a catalyst of regional and statewide innovation and quality by bringing research-based best practices to scale, first within our own network of early learning campuses and then beyond. To that end, CCA administers the child care subsidy system and leads quality improvement efforts to create greater access to high-quality early education throughout the communities we serve.

Child Care Subsidy Assistance: Helping Families Afford the Expense of Child Care

Through the Child Care Management Services (CCMS) and Child Care Services (CCS) funded by the federal Child Care Development Fund in Texas, CCA helps low-income, working parents afford and access child care services. Low-income parents who are completing work training and education are also eligible. CCMS/CCS subsidies help cover the costs of child care so parents can focus on improving their family's overall well-being through employment and education while supporting their children's developmental and educational needs.

Served by CCMS 2017 (Tarrant County)

Children: **12,793**

Families: **6,776**

Families (single-parent households): **5,791**

Children in quality child care: **6,905**

Served by CCS 2017 (West Central Texas)

Children: **2,701**

Families: **1,468**

Families (single-parent households): **1,191**

Children in quality child care: **1,053 (39%)**

Texas Rising Star: Increasing the Number of Quality Child Care Programs in Our Communities

CCA works to increase the quality of child care programs through management of the Texas Rising Star (TRS) Quality Rating and Improvement System in Tarrant County. The TRS program defines quality indicators based on decades of research. CCA mentors and supports child care programs that are on a path to securing a star rating and delivering high-quality care. Increasing the number of quality child care programs in our communities ensures that families receiving subsidy assistance have access to excellent programs.

108

Texas Rising
Star sites

338

Teachers receiving
coaching & professional
development

1,165

Coaching &
professional
development hours

3,445

Children impacted daily
by TRS quality efforts

Texas School Ready! Improving Early Childhood Outcomes

A statewide initiative of integrated instructional practices, the Texas School Ready! (TSR) Project aims to increase school readiness through five evidence-driven components: research-based curriculum, technology-driven child progress monitoring, facilitated teacher professional development, ongoing teacher coaching, and sustainability. As the Lead TSR Agent in Tarrant County since 2003, CCA provides community-based coaches to work with early childhood caregivers and professionals in non-profit, for-profit, and faith-based settings.

45

Teachers receiving
coaching

119

Coaching
hours

900

Children impacted by
TSR quality efforts

31*

Partnership
sites

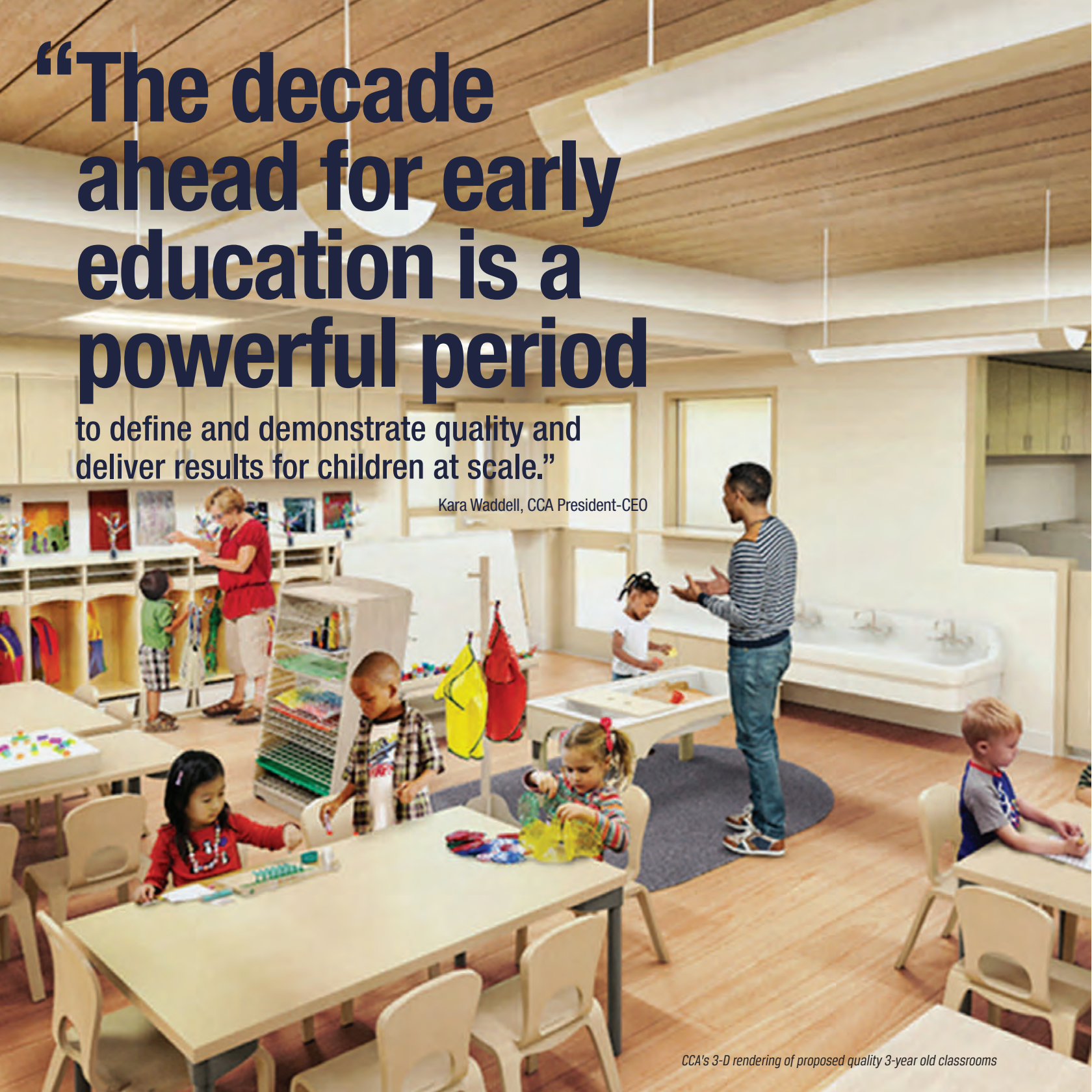
**31 partnership sites across four school districts, one charter school, 18 child care facilities, and CCA's Head Start program.*



“The decade ahead for early education is a powerful period

to define and demonstrate quality and deliver results for children at scale.”

Kara Waddell, CCA President-CEO



Our Future:

A commitment to early childhood development is crucial to a strong community and its future. The impact of high-quality early learning is astounding: research indicates that every \$1 invested in early childhood produces a return of \$7. For communities wanting to sustain a strong workforce and economy, early learning is one of the best investments to make.

Public and private leaders in Tarrant County understand this, and have begun to build the early learning system both collectively – through the Early Learning Alliance and Read Fort Worth – and organizationally through efforts by school districts, government, philanthropists, and community-based organizations. Progress is being made, but there is still much to achieve.

Our "North Star"

To guide Child Care Associates during this time of opportunity, we have developed a "North Star" with goals to be achieved from 2018-2028. While we understand that we must be agile and adapt to shifting contexts and landscapes, we also need perspective and direction to inform our efforts – day to day and year to year. The North Star sets Child Care Associates' direction for the next decade and will be the foundation of three-year strategic plans for near-term implementation.

"Principles of Design"

As we form our strategies, enterprises, products, and services, we aim to adhere to the following principles as the organization seeks to improve the lives of the families it serves and honors a commitment to developing a network of professionals. Child Care Associates will continuously work to help parents and teachers make strides to improve their personal lives and professional work.

High-Quality and Research-Based

Draw upon the latest national, state, and local field knowledge and evaluations of CCA's work to ensure a positive impact on children and families.

Family-Centered Design

Engage families in the design of all programs and services to ensure their successful adoption and impact.

Focused on Resiliency

Optimize the development of children with adverse childhood experiences and building families as responsive caregivers.

Diverse Educators

Actively recruit, engage, and develop professionals who reflect the race and ethnicities of the families CCA serves.

Fiscally Strong

Pursue opportunities and grow while remaining revenue neutral on an annual basis and building a sustainable nonprofit.

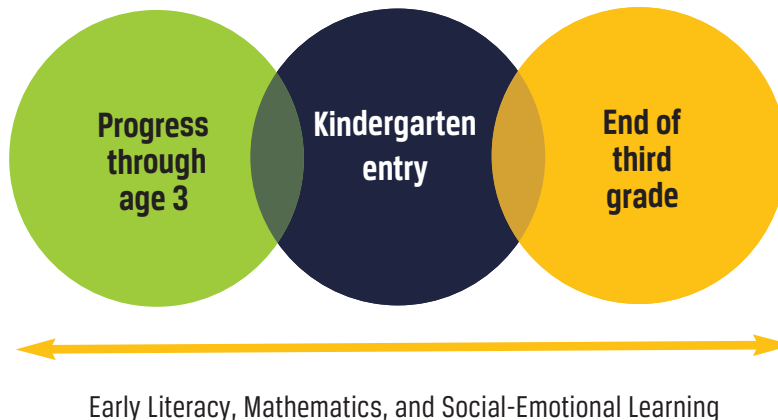
5 Overarching Goals

Over the next 10 years, Child Care Associates will champion and help build a high-quality early learning system for children from birth through age 8 in partnership with government entities, philanthropists, higher education, healthcare organizations, the early learning community, and schools. We will collaborate with other regional, state, and national players to build a high-quality system built on impactful approaches with the resources needed to effectively serve children.



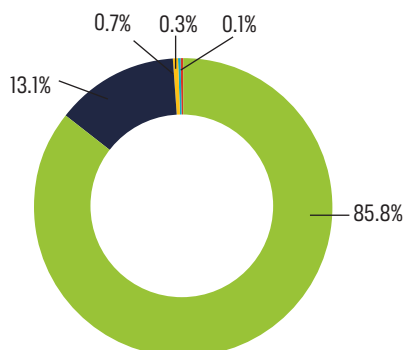
OUR MEASURES OF PROGRESS

Child Care Associates' leadership will measure our progress in achieving this vision by focusing on improving mathematics, reading, and social-emotional learning outcomes for children in poverty by third grade. This is a key milestone in a child's development, and we recognize the importance of reading and social-emotional learning as well as mathematics, which is a crucial discipline for economic success. Child Care Associates will also focus on two metrics on the pathway to third grade. First, we will measure the progress children are making in early literacy, mathematics, and social-emotional learning by age 3. Second, we will use a variety of measures to gauge and advance kindergarten readiness among children in poverty.

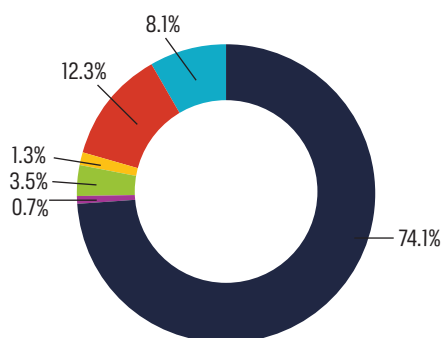


Our Finances

OPERATING REVENUES*



- Public Grants and Contracts
- In-Kind Contributions
- Private Grants and Cash Contributions
- Early Education Program Services
- Other Income



- Head Start/Early Head Start
- Early Education Program Services
- Nutrition Services
- Texas School Ready and Other Programs
- Child Care Management System
- General and Administration

*Excluding State Government Pass-Through for Child Care Subsidies

Child Care Associates

REVENUES:

	Actual Year Ended December 31, 2017	Budget 2017	Budget 2018
Public Grants and Contracts	75,649,040	64,704,495	78,613,370
In-Kind Contributions	4,570,044	5,731,468	5,718,444
Private Grants and Cash Contributions	254,921	251,254	303,346
Extended Care	109,979	142,246	474,208
Other Income	19,944	539	335,975
Total	\$80,603,928	\$70,830,002	\$85,445,343

EXPENSES:

PROGRAM SERVICES

Head Start/Early Head Start	26,142,805	26,517,790	29,553,420
Extended Care	246,527	243,997	475,976
Nutrition Services	1,216,545	1,072,945	1,310,444
Texas School Ready	141,659	202,637	204,138
Other Programs	318,669	15,000	472,230

CHILD CARE MANAGEMENT SERVICES

Tarrant County	44,042,454	35,229,935	44,551,879
West Central Texas	6,119,132	4,918,412	6,195,692
General and Administration	2,849,722	2,545,271	2,507,471
Total	\$81,077,513	\$70,745,987	\$85,271,250

NET CHANGE IN ASSETS

(\$473,585)

Net Assets, beginning of the year	\$4,692,906
Net Assets, end of the year	\$4,219,321

Audited financial statements prepared by Carr, Riggs & Ingram, LLC, for fiscal year ended December 31, 2017 and are available on file at Child Care Associates, a 501(c)(3) nonprofit.

Thank You



Campus Sponsorships Available!

Contact CCA for more information.

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Jacinta Zabala
Liliana Zarate

OUR DONORS

\$100,000+

Rainwater Charitable Foundation

\$50,000 - \$99,999

The Miles Foundation
United Way of Tarrant County

\$10,000 - \$49,999

Employees of Child Care Associates
Live IT Consulting

\$5,000 - \$9,999

The Andrea-Mennen Family Foundation
Board of Directors of Child Care Associates
Communities Foundation of Texas
Kirk-Wikierak Fund of the North Texas Community Foundation
TDIndustries
Wilson Benefits

\$1,000 - \$4,999

Employees of BNSF Railway Company
Reid and Blair Boydston
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Walmart/Facility 5312
John and Christy Fonvielle
The Junior League of Fort Worth, Inc.
Horace and Wilma May
Sysco
University of California at Los Angeles
George Wilson

\$250 - \$999

AT&T Services, Inc.
Erika Beltran
Perry Christensen
Eva C. Dixon
Karanae Duane
Employees of Enterprise Rent-A-Car
Corinne Fiagome
Employees of Frost Bank
Lino R. Garay
Katherine Godby and David Grebel
Bryant Guidry
Kris Hamilton
Elease Henry
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Donna Keable
Geneva Kent
LAM Technology
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Candace Lord
Robert Lowe
Employees of LyondellBasell
Maureen Maidlow
Mansfield Early Childhood PTA
Jesus Martinez
James L. McHale
Rita Morris
Sandy and Brian Newby
North Texas Community Foundation
OneMain Financial, Inc.
Dorrie Philbeck

Special thanks to all our wonderful children and staff whose photos are featured in this report.

Carolyn Pullen
Julieta Rhea
Letha Roblow
Karen O'Brien and
Gary Romano
Rainey Smith
William and Kara Waddell
Stephania Whitehurst

OUR 2016-2017 PARTNERS

A to Z Pediatric Therapy
ACH Child and Family Services
Arlington Independent
School District
Birdville Independent
School District
Care Options for Kids
Catholic Charities of
Fort Worth
Center for Transforming Lives
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School District
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School District
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KidsCare Home Health
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Mansfield Counseling Center

MHMR of Tarrant County, Early
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of North Central Texas
Michele Gortney, LPC
HHS-ACF Office of Child Care
Office of Head Start
Prevent Blindness Texas
SMU Center on Research
& Evaluation (CORE)
Tritax Rehabilitation Services
Uplift Education
White Settlement
Independent School District
Workforce Solutions
for Tarrant County
Workforce Solutions
of West Central Texas



3,123
TOTAL VOLUNTEERS

102,652
VOLUNTEER HOURS



**Volunteer
Opportunities
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(Ages 16-99 years)
Contact CCA for
more information.



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