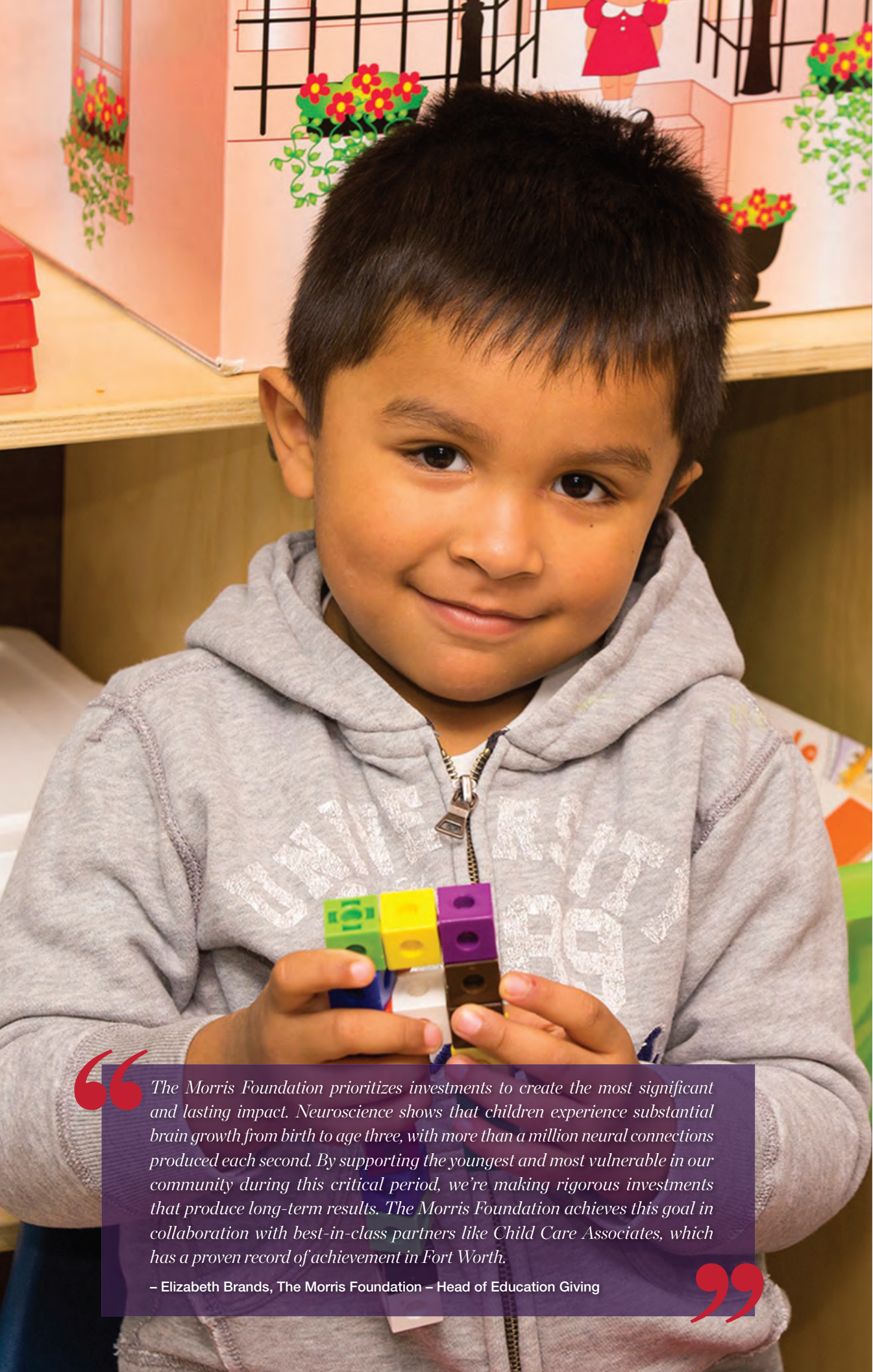


discovery.
learning.
opportunity.
adventure.
growth.
innovation.
enrichment.
possibility.
knowledge.
hope.
promise.
happiness.
results.
skills.

Making a lifetime of **difference.**



The Morris Foundation prioritizes investments to create the most significant and lasting impact. Neuroscience shows that children experience substantial brain growth from birth to age three, with more than a million neural connections produced each second. By supporting the youngest and most vulnerable in our community during this critical period, we're making rigorous investments that produce long-term results. The Morris Foundation achieves this goal in collaboration with best-in-class partners like Child Care Associates, which has a proven record of achievement in Fort Worth.

– Elizabeth Brands, The Morris Foundation – Head of Education Giving

opportunity

MESSAGE FROM OUR PRESIDENT-CEO

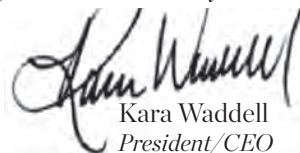
It's tough to be a parent today. But to be a working parent – especially when the other parent is also working or maybe absent – is especially difficult. If the parents have young children and low or unreliable incomes, the problems can become seemingly insurmountable. According to the Cost of Quality Report produced by CCA and the Tarrant County Workforce Board, the average annual cost of child care for an infant in Tarrant County is \$8,871.20 – an enormous financial burden for households with low incomes.

At Child Care Associates, everything we do is focused on assisting low-income families with young children and helping them take steps to improve their lives. By providing child care subsidies and high-quality learning opportunities, **we help ensure every child has equitable access to early education.**

The vast majority of voters, regardless of party affiliation, are interested in making high-quality early education more affordable and accessible. They understand that an investment in a child's earliest years can pay off for an entire lifetime. In every way we can, Child Care Associates is helping to create a stronger early childhood system in Tarrant County:

- Delivering early education directly to over 2,400 infants, toddlers, and preschoolers
- Serving 12,459 children through child care assistance funding to help low-income parents cover the high cost of child care
- Improving the quality of child care programs by working with 152 child care programs and 366 early education classrooms through coaching, professional development, consultation, and funding assistance
- Developing early childhood professionals who demonstrate quality early education through child-centered approaches built on research, day-to-day experiences, and emerging best practices
- Helping to demonstrate a better community system in partnership with the Early Learning Alliance to connect school districts, charters, health systems, city and county programs, nonprofits, and families toward building child-centered approaches that work
- Leading pilot programs and creating policy solutions to find the best way forward

The time is now. The benefits of a high-quality early childhood education have never been clearer. I invite you to join me on a tour of a Child Care Associates classroom to experience what a “whole-child, whole-family” approach to early education looks like in Fort Worth, Arlington, and throughout Tarrant County.



Kara Waddell
President/CEO



2,400+
*infants, toddlers, and
preschoolers received
quality CCA early ed*

12,459
*subsidies for low-income
parents to afford the high
cost of child care*

\$8,871
*average cost of child
care of an infant
(Tarrant County)*

152
*child care programs
& 366 classrooms
improved in quality*



+590,000
children served since 1968

possibility



WHAT CHILD CARE ASSOCIATES DOES

We serve the whole child and family by providing academic and social-emotional growth through quality early education and child care programs. Child Care Associates (CCA) campuses provide much more than early education – we ensure that each child has a family doctor, a dentist, and is up-to-date on all immunizations and screenings. We ease the burden on low-income families by offering no-cost CCA early education and by offsetting the high cost of child care. As a result, parents are able to work or finish school while learning important parenting and life skills.



We support the entire field by developing early childhood educators in child care facilities and at CCA campuses across Tarrant County. We create career pathways for our employees to take continual steps forward, moving from assistants to teachers to advanced degrees and beyond. We believe the most important ingredient of quality early education is the teaching professional.

We improve the total system by developing policy and system improvements, both locally and state-wide. We also improve early education by building innovative early education classrooms that demonstrate what high-quality early learning looks like. With 1 in 10 U.S. children living in Texas, moving the needle in Texas will clearly drive improved outcomes nationally.



1,000

*Head Start graduates
annually who transition
ready for kindergarten*

Career

*Pathways for early
education professionals*

1 in 10

*U.S. children
are Texans*

growth



HEAD START & EARLY HEAD START

CCA delivers Early Head Start (EHS) programs for expectant families, infants and toddlers, and Head Start (HS) for 3- and 4-year-olds. These programs are provided at no cost to families, and use vital best-practice intervention strategies that include:

- Full-day early childhood education
- Child assessments and developmental screenings
- External assessments of classroom quality
- Fresh, nutritional meals served family style
- Home visits at least twice annually, reinforcing home-based learning
- Access to primary health and dental health providers
- Onsite delivery of disability and behavioral health services or referrals to community services
- Parental involvement activities

In collaboration with Tarrant County school districts and charter schools, CCA also delivers Head Start Pre-K PLUS, which offers the best of Head Start and Pre-K. Our 2017-2018 school partners include:

Arlington ISD | Everman ISD
Fort Worth ISD | Keller ISD
White Settlement
Uplift Meridian Preparatory



Head Start
Pre-K PLUS

Did you know?

While CCA is one of the largest child development agencies in North Texas, our funding only stretches to serve

8.7%

of Tarrant children eligible for Head Start Services.

From total enrolled (2,679) divided by estimated number of children under 5 in poverty in Tarrant County (30,590) per the U.S. Census Bureau, 2013-2017 American Community Survey Five-Year Estimates

BY THE NUMBERS

HEAD START

2,296 Children served (3-4 years)

3,647 Home visits

2,183 Families served

1,494 Parent volunteers

84,547 Volunteer hours parent/community

261 Community volunteers

81.3% Children receiving medical exams

73.3% Children receiving dental exams

88.4% Average monthly enrollment

EARLY HEAD START

383 Children served (3-4 years)

581 Home visits

309 Families served

392 Parent volunteers

40,821 Volunteer hours parent/community

40 Community volunteers

76% Children receiving medical exams

72% Children receiving dental exams

86% Average monthly enrollment

PARENT INVOLVEMENT ACTIVITIES INCLUDE:

- Incredible Years and Parents as Teachers education workshops
- Head Start Policy Council
- Campus-level Parent Committees
- Volunteer Opportunities
- Home-School Connection Calendars

results

SCHOOL READINESS: EXTERNAL ASSESSMENT RESULTS

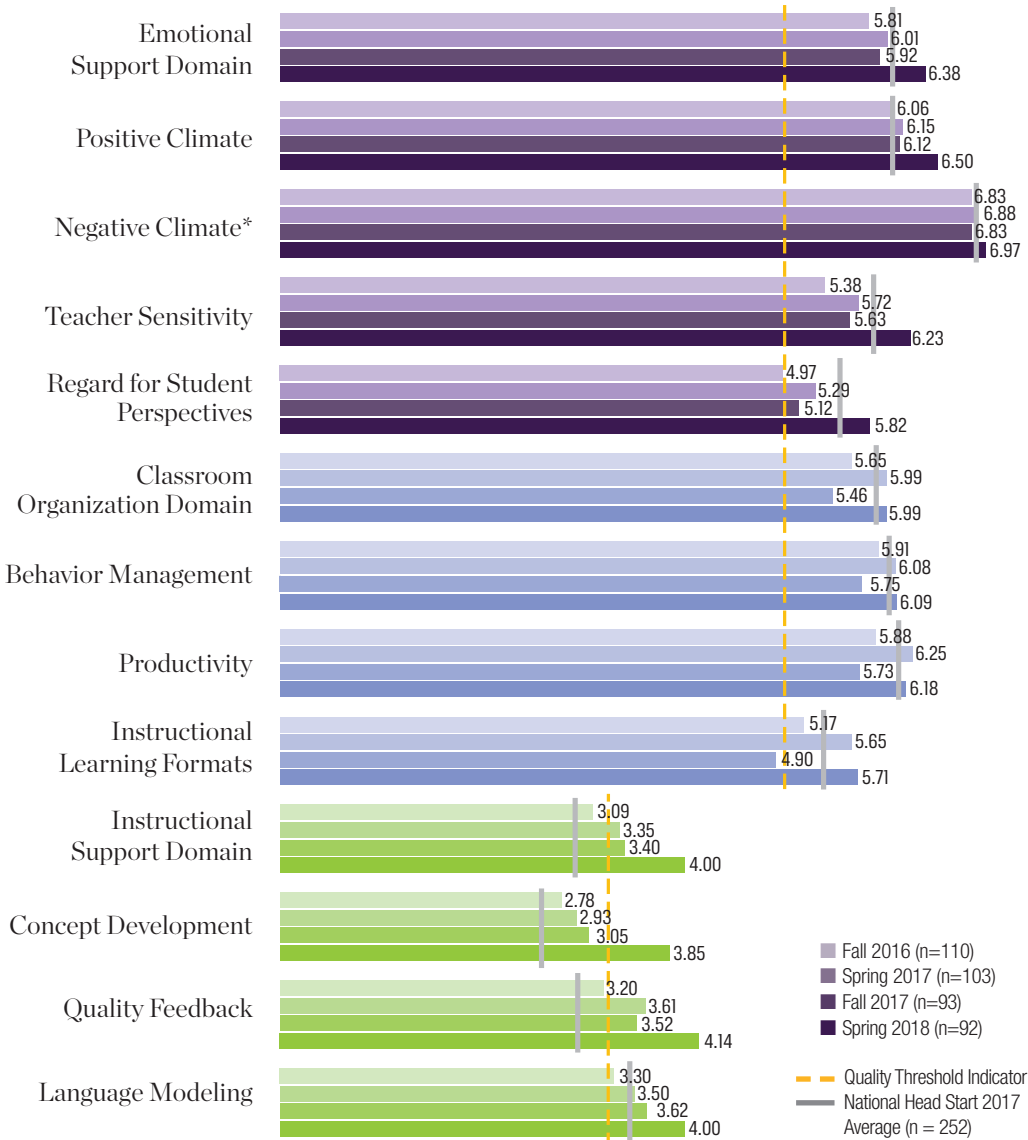
CCA is diligent in preparing children for Kindergarten

Research evidence has established that the level of quality of teacher-child interactions is related to consistently positive student achievement outcomes, including improved cognitive, social, and language development (Burchinal, et al. 2010). CCA ensures that early childhood services and programs effectively support all aspects of a young child’s development. Our goal is to help children get ready for success in school and beyond.

The Center on Research and Evaluation (CORE) within the Simmons School of Education and Human Development at SMU has conducted classroom observations for Child Care Associates since 2016. These observations assess the quality of the teacher-child interactions of CCA Head Start and Early Head Start classrooms. These evaluations occur twice a year (fall and spring) utilizing the Classroom Assessment Scoring System (CLASS®).

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.

RESULTS AT THE PERSONAL LEVEL: FRANCISCA'S STORY

When 2-year old Francisca started attending a CCA Early Head Start center in Fort Worth, no one would have guessed that this shy girl clinging to her mother's leg would one day become a teacher herself.

Nearly 20 years ago, Francisca and her mother, Rosa, were introduced to CCA by a caring therapist who had noticed some delays in Francisca's development. This Early Childhood Intervention therapist recognized that a child like Francisca could benefit from daily support in a quality early education program such as Early Head Start. But at the age 2, Francisca wasn't so sure. Each day as she arrived, she couldn't engage with the other children and tended to cling to her mother.

But the CCA Early Head Start teacher, Ms. Gloria, had that kind of magic that could win over any child. Gloria noticed that Francisca lit up when she heard music. The teacher and mother Rosa struck up a plan – they would introduce some cultural music that young Francisca loved. Ms. Gloria also made sure some familiar books in the child's language and multicultural dolls were child's level in the classroom. Rosa

brought in pictures of their family – also placed at Francisca's eye level – so this toddler could see and point out her family to the other children. Gradually, morning by morning, Francisca's music would play and she began to connect to the other children. She learned that her CCA classroom was a special place designed just for her with children of many languages and backgrounds.

Over the weeks and months, Francisca's confidence and self-esteem grew – and the developmental delays blossomed into developmental milestones. Francisca's skills in speech and language improved so that therapy was no longer needed – and she was on her way to preschool, kindergarten, and success in school.

Today, Francisca is a sophomore at Texas Woman's University (TWU) majoring in English. When she graduates, she wants to teach English at an elementary school. She's also a Counselor at TWU's after-school enrichment program, where she builds the confidence and capabilities of school-age children.

Francisca's mother is now investing her empty-nest years working for Child Care Associates as a home-based specialist. "I know how scary it is to have a child with a delay or disability, because you so want your child to belong," she says. "As a home-based specialist, I take the kinds of interventions and supports happening in a the CCA classroom into the comfort of a child's own home. I feel blessed to now be on the giving end and share the skills with families that I've learned from my experience parenting Francisca and my experience with CCA."

Starting early...can make a lifetime of difference.



Rosa, CCA Home-Based Specialist and Francisca, former Head Start student

improvement

CHILD CARE SUBSIDY PROGRAMS

CCA helps working parents with low incomes afford and access child care services through Child Care Management Services (CCMS) and Child Care Services (CCS). CCMS/CCS subsidies are critical to supporting families seeking to improve their family’s overall well-being through employment and education while meeting the learning needs of their young children.

TARRANT COUNTY CCMS

12,459Children served

6,496Families served

6,161Children in quality child care

WEST CENTRAL TEXAS CCS

3,165Children served

1,716Families served

1,259Children in quality child care



Texas Rising Star: CCA works to improve the quality of child care in Tarrant County by managing the Texas Rising Star (TRS) Quality Rating System. CCA mentors and supports child care programs to increase the number of quality child care programs in our communities.



Texas School Ready: Texas School Ready (TSR) offers a steady approach toward improving the quality of early childhood classrooms. TSR 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.



Registry and Professional Development: The Texas Early Childhood Professional Development System Registry is an online “registrar” that allows early childhood professionals to store and track their degrees, credentials, and training. CCA has registered and actively supports over 2,000 teachers on this system in Tarrant County.



MOMENTUM: In the spring of 2018, CCA convened Momentum, a new event devoted to advancing early learning in Texas. Fort Worth Mayor Betsy Price invited the mayors of the 25 largest cities in Texas to send early childhood teams to Fort Worth for a packed agenda focused on improving early education and building better local systems. This invitation-only event is helping cities make progress by improving policies and outcomes for children statewide.



Left to right – Libby Doggett, Fort Worth Mayor Betsy Price, and Kara Waddell

[We’re pleased to be hosting Momentum in April 2020 with support from Tarrant County Workforce Solutions, PNC Bank, The Rainwater Foundation, and The Miles Foundation.]

innovation

WHERE WE ARE GOING

Building excellence, spreading Innovation

Since the 1960s, we've learned a lot about how young children learn through play, yet the spaces we use to nurture their development have changed little over the last half century. We can do better – so we've created an updated model for early learning that combines 50 years of experience with today's cutting edge research, technology, and design: the Early Learning Innovation Studio. Every inch of this pioneering space is designed for young children to learn, develop, and flourish.

The Early Learning Innovation Studio includes

Child studios: Best-in-class demonstration classrooms for early learning educators and community members (two classrooms) and nationally accredited child care classrooms serving infants, toddlers, and preschoolers (three classrooms)

Indoor/outdoor play space: Spacious, age-appropriate areas for young children and an outdoor nature classroom for learning and movement

Educator studios: Dedicated collaboration and training space with supportive technology for early learning educators



“ Looking 10 years ahead, what will early education classrooms look like? Taking into account what we know about how children learn, how their brains develop, and the current research on appropriate environmental design, we believe the Early Learning Innovation Studio is the answer.” ”

– Kara Waddell, President/CEO, Child Care Associates



In addition to creating the Studio, CCA intends to renovate two of its early learning sites in high-need neighborhoods.

Why this – and why now?

The Early Learning Innovation Studio offers an opportunity for Texas to transform the way it approaches educational spaces for young children.

Seeing is believing: These classrooms and training areas put into reality what parents, teachers, and researchers say they need and want in early learning spaces.

Cost-effective replication: The Studio is scalable and budget-friendly, and can be implemented in most settings.

Demonstrating what’s doable: These spaces will show what’s achievable with different resource constraints and partnership models.

Maximizing learning, minimizing disruption:
The demonstration classrooms provide a hands-on experience of what best-in-class early learning looks and feels like – without imposing distracting site visits on the learning environment of children.

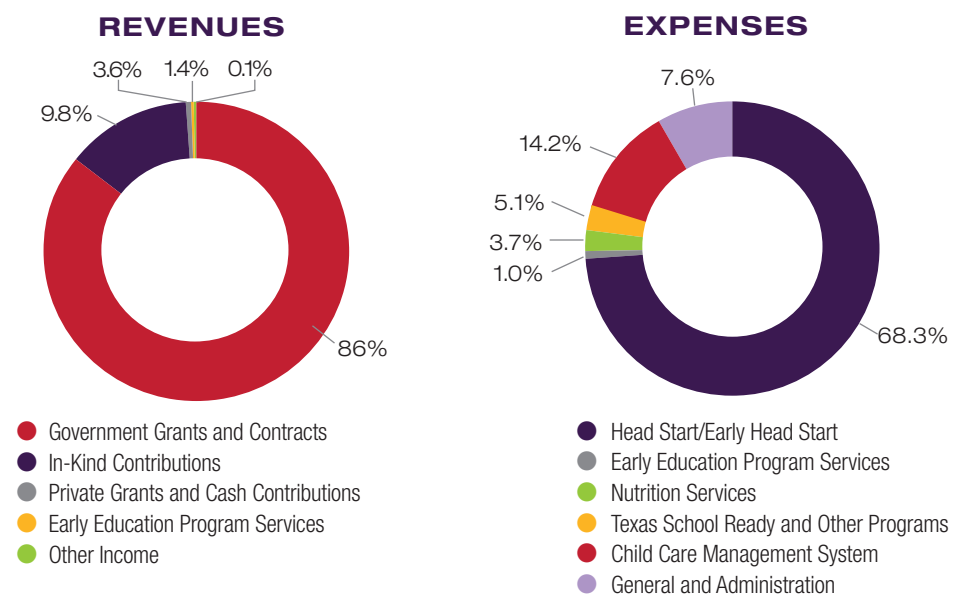


Our Finances



	YEAR ENDED ACTUAL 12/31/2018	BUDGET 12/31/2018	BUDGET 12/31/2019
REVENUES:			
Public Grants and Contracts	76,824,590	78,613,370	82,462,457
In-Kind Contributions	3,415,395	5,718,444	5,952,590
Private Grants & Cash Contributions	1,245,957	303,346	946,683
Extended Care	501,092	474,208	390,819
Other Income	26,184	335,975	435,975
Total	\$ 82,013,218	\$85,445,343	\$90,188,524
EXPENSES:			
<i>Program Services</i>			
Head Start/Early Head Start	23,565,281	29,553,420	29,762,949
Extended Care	358,234	475,976	369,792
Nutrition Services	1,271,757	1,310,444	1,310,444
Texas School Ready	159,637	204,138	226,476
Other Programs	1,606,747	472,230	472,230
<i>Child Care Management Services</i>			
Tarrant County	45,390,243	44,551,879	48,795,004
West Central Texas	6,441,017	6,195,692	6,195,692
General and Administration	2,632,841	2,507,471	3,038,433
Total	81,425,757	85,271,250	90,171,020
NET CHANGE IN ASSETS:			
	587,461		
Net Assets, Beginning of the Year	4,219,321		
Net Assets, End of the Year	4,806,782		

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.



Excluding state government pass-through for child care subsidies.

Thank You

A special thanks to all who help us make a lifetime of difference.

Investments of
\$100,000 or greater



THE MORRIS FOUNDATION



300+

*Community volunteers
shared their time and
talents with CCA in
2018.*

\$25,000-\$99,999
North Texas Community
Foundation
PNC Bank
United Way of Tarrant County

\$10,000-\$24,999
AT&T
Alann P. and Charles F.
Bedford Endowment Fund
BNSF Railway Company
Cook Children's
Health Outreach
Fort Worth Business Press
Mutual of America
Sysco North Texas

\$5,000-\$9,999
Employees of
Child Care Associates
Marsh Wortham
Pier 1
Tarrant County Food Bank
TTI, Inc.
Wilson Benefits
Workforce Solutions
for Tarrant County
Kindermusik

\$2,500-\$4,999
Buxton Co.
Community Playthings
Dowell Pham Harrison, LLP
Employees of BNSF Railway
Company
Employees of
Lockheed Martin
Frog Street
Frost Bank
Huckabee
Kelly Hart & Hallman, LLP
Live IT Consulting Group, LLC
Matthews Office City

Texas Christian University
Texas Mutual
Insurance Company
Thomas & Penny McClelland

\$1,500-\$2,499
JCPenney

\$1,250-\$1,499
BKD, CPA's and Advisors
Reid and Blair Boydston
Chase Foundation
Cooks Children's Hospital
Early Childhood
Intervention, MMHR
Hillwood
IDEA Public Schools
JP Morgan Chase & Co.
Junior League of Fort Worth
Lonestar Projects
Overton Oil & Gas LP
Paul and Karanae Duane
Susanna Gorski Bartolomei
Tarleton State University
Vista Proppants and Logistics
Horace and Wilma May

\$1,000-\$1,249
AGC Training Center
Employees of
Pier 1
Oncor Electric
Origin Bank
Pilgrim Valley Church
Texas Wind
Musical Outreach
Zeta Phi Beta Sorority

Gracias.

Merci.

Shukran.

Thank you.

Cám ơn.

Spasiba.

Tak.

Mahalo.

Xie xie.

Toda.

Efharisto.

Kiitos

Arigato.

Takk.

Obrigado.