



# Navigating a Bright Future for Young Children

**Child Care**  
associates

2023 Annual Report

View video:  
<https://youtu.be/n2apnZ7Gh8U>



Kara Waddell  
President & CEO, Child Care Associates



# Charting the Course Ahead

## In 2023, we expanded innovative learning opportunities for early learners.

2023 was a year of significant expansion and exploration for Child Care Associates.

While our motto, *'Children First, Always,'* remains unchanged, we recognize the importance of not only providing quality care for children but also impacting and improving the early education system as a whole.

This year, we made major strides by breaking ground on new Child Care Studios in often overlooked areas, creating new opportunities for hardworking parents. We launched the Prime Early Learning Pilot, which offers coaching and funding to local, small child care businesses, ensuring they can serve children without the fear of financial instability. We also invested in our teachers by advocating for higher pay, providing additional training, and opening new pathways for educational advancement, such as Child Development Associate (CDA) credentials. We established the Blue Ribbon Action Committee on Child Care, a platform for thought leaders to convene and collaborate on actionable, scalable solutions that will help our communities thrive for years to come. We continue to *'try, learn, and play'* through our ecosystems of innovation, policy, and PreK, all designed to meet the unique needs of families and centered on equity.

Thanks to our incredible partners, employees, and families, we have navigated many unexplored and sometimes challenging waters this year. But this is just the beginning. Together, with the world as our playground, we move forward toward a brighter future for young children—and, in turn, a brighter future for us all.

# Dedicated To The Journey

1968

Child Care Associates  
was founded

660,000+  
Children

Served since 1968

1970

Launched Head Start  
program, a whole-child,  
whole-family approach  
to early education,  
in Tarrant County

1990

Launched Child Care  
Financial Assistance  
Program for low-income  
working families

1993

Launched 10 early  
learning campuses  
across Tarrant County



**2023**

Partnered with Fort Worth Police Department to install panic alarm buttons in all CCA Studios

Partnered with Tarrant County, City of Fort Worth, City of Arlington and Tarrant County College for five new child care Studios

**2022**

Expanded to serve 14 counties in North Central

Launched the Institute to Advance Child Care

**2009**

Launched tuition assistance to assist early educators with cost of Bachelor of Arts degree



**2001**

Integrated Head Start and PreK expanding the whole child, whole family approach

**1998**

Launched Early Head Start program for infants and toddlers



And on to 2024...



Early Head  
Start (EHS)

Head Start (HS)

North Central  
Texas Child Care  
Services (CCS)

Tarrant County Child  
Care Management  
Services (CCMS)

PreK Today



Reach

Child Care Associates (CCA) is one of the largest child development organizations in North Texas delivering accessible, high-quality child care, innovative solutions, and scalable programs for the early learning system.

Throughout its 55-year history the organization has served over half a million children through comprehensive programs like Head Start, Early Head Start, PreK, and support services for expectant families. The organization began with two child care centers, 30 employees and 130 children between the ages of 3 and 5.

Today more than 525 employees help support 14 Child Care Studios and one ISD campus, and the organization has served more than half a million children.



**413**

Average Monthly  
Enrollment

**610**

Children

**559**

Families

**107**

Pregnant Mothers

**49%**

Preventive Care

**792**

Average Monthly  
Enrollment

**1,714**

Children

**1,591**

Families

**57%**

Preventive Care

**13,015**

Children in Care

**4,278**

Children in  
Quality Care

**52**

Spring 2023

**72**

Fall 2023

Classrooms Assessed  
for Quality Care

**15,967**

Children in Care

**5,206**

Children in  
Quality Care

**256**

Spring 2023

**277**

Fall 2023

Classrooms Assessed  
for Quality Care

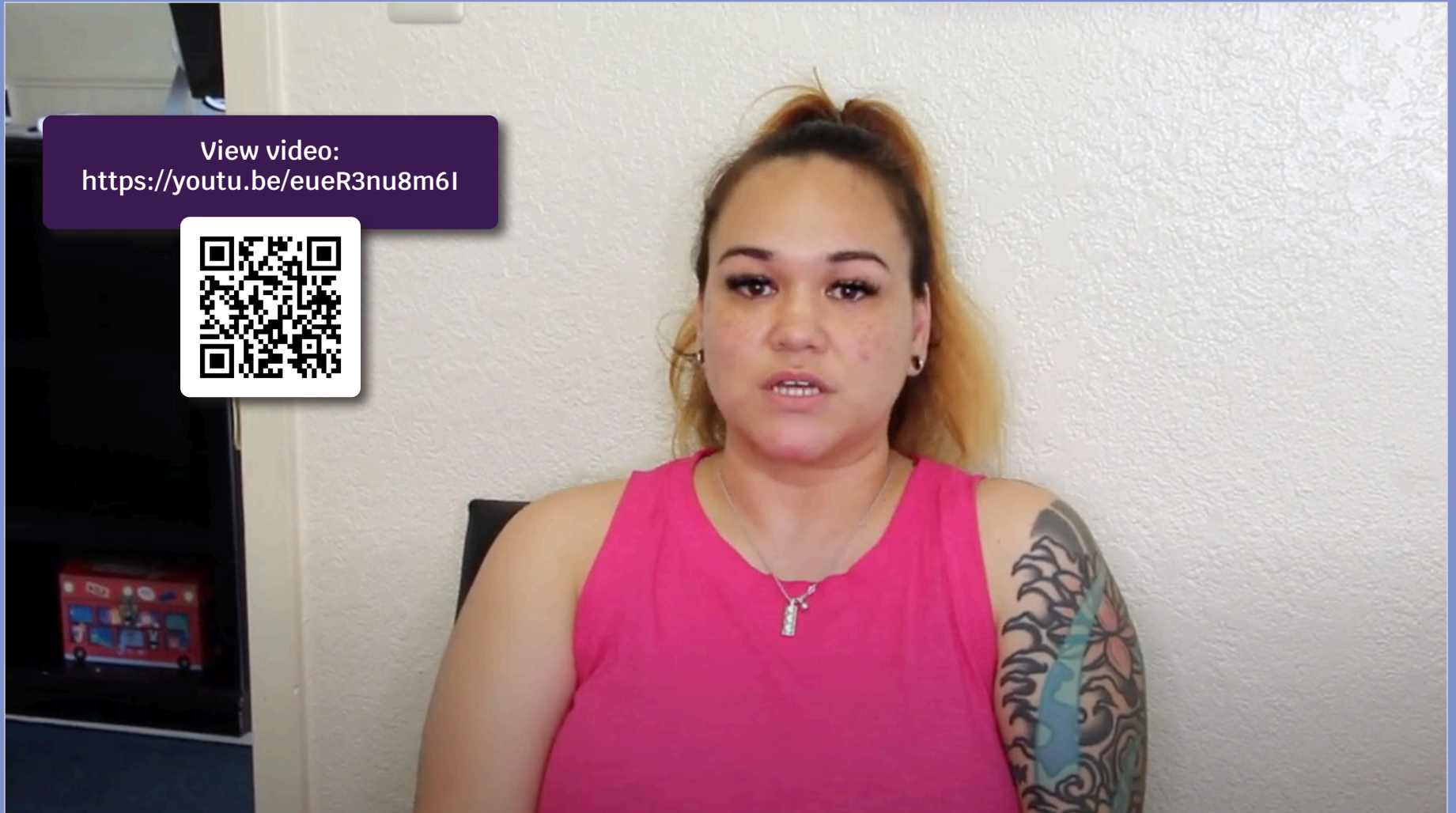
**22**

Child Care Sites

**33**

Classrooms

View video:  
<https://youtu.be/eueR3nu8m6I>



Crystal Ellison  
Prime Early Learning Pilot campus parent



# Sharing the Journey

For parents, choosing a child care provider that is high-quality, affordable, and flexible is crucial for maintaining full-time employment and contributing to this local economy. They seek a caring environment where their child can grow and develop holistically, knowing that their needs are met in a nurturing space. When child care centers are equipped with the necessary tools and resources to operate efficiently without sacrificing essential services, the benefits are clear. The Prime Early Learning Pilot aims to provide just that, ensuring parents have access to the support they need while their children thrive in an enriching environment.

As a parent at Horizon Learning Center, and a proud participant in the Prime Early Learning Pilot, Crystal shares her insights into the remarkable impact on her child's learning and skill development. She highlights the exceptional care and noticeable advancements her child has experienced, underscoring the high-quality support provided by the center.





View video:  
[https://youtu.be/5wSRPZd\\_DLo](https://youtu.be/5wSRPZd_DLo)



Bessie Sonnett, Director  
Naila Ali, Owner  
Horizon Learning Center





# Piloting New Provider Pathways

In its inaugural year, the Prime Early Learning Pilot is making a significant impact by providing comprehensive, individualized funding and business coaching to its cohort of 19 child care providers. This funding helps offset a portion of the centers' fixed costs, enabling increased teacher compensation, boosting enrollment incentives, and expanding access to high-quality care in underserved areas. Leadership at Horizon Learning Center shares how being selected as a Prime Early Learning Pilot center has benefited their operations and enhanced their ability to serve their community.





Neil Noakes  
Chief of Police, Fort Worth





# Guiding Safety Practices

To enhance safety at child care centers throughout Tarrant County, Child Care Associates has partnered with the Fort Worth Police Department (FWPD) to develop a new panic alarm button. This tool ensures that in the event of a threat, child care centers will receive a prioritized emergency response. Centers that choose to install the button will benefit from training conducted by their Neighborhood Police Officer. This training not only helps educators become acquainted with their local officers and their roles in the community but also gives officers a deeper understanding of the child care industry and the safety concerns faced by educators.



Manny Ramirez  
Commissioner, Tarrant County





# Mapping The Future

The City of Arlington, City of Fort Worth, Tarrant County, Tarrant County College, and Child Care Associates teamed up to expand access for working parents with limited child care options. Together, they're opening four new Child Care Studios by 2027. This partnership reflects their shared commitment to providing the essential resource of high-quality affordable child care designed for now and the future.





Catherine Davis  
Director of Policy, Child Care Associates





# Driving Local, State and National Impact

Child Care Associates remains at the forefront of early learning advocacy that creates lasting, positive change in early education. With a proven track record of strategically partnering with state and local public administrators, CCA has been instrumental in developing and implementing innovative concepts aimed at improving the early learning system.

Through its programs, pilots, and policy initiatives, CCA has not only envisioned a new direction for the sector but has also laid the actual blueprints necessary for transformative change.

# We Thank Our Supporters

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## Foundations

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*Alann P. and Charles F.  
Bedford Endowment*

*Jack W. and Paula J. Winter  
Charitable Fund*

*PNC Foundation*

*Sid W. Richardson Foundation*

*Texas Women's Foundation*

*The Eddleman-McFarland  
Charitable Trust*

*The Miles Foundation*

*The Morris Foundation*

*The Rainwater  
Charitable Foundation*

*The Sharon Ann McCulloch-Wells  
and John W Wells Endowed Fund*



## Corporate

American Eagle Outfitters  
American National Bank  
Bank of Texas  
Charles Schwab  
Empire Holdings  
Finley Resources  
Frost Bank  
Huckabee  
Kaplan Early Learning Company  
Kelly Hart  
Marsh McClennan Agency  
Multatech  
Mutual of America  
National Bank of Texas  
Oncor  
Pham Harrison, LLP  
PNC  
Tarrant County Workforce Board  
Texas A&M University  
Texas Health Resources  
Texas Mutual  
United Way of Tarrant County

## Individuals

Ana Coscia  
Brion Hart  
Debbie Cooley  
Janice McFadden  
Kassie Black  
Kevin Sharples  
Kim Cummings  
Laura Gillpse  
Laura Gonzales  
Lee Mayhew  
Melodi Farris  
Sandra McGlothin  
Sara Grenier  
Sarah Drake  
Shannon Thompson  
Stephanie Baker  
Stephen Clark  
Vernon Hilton  
Zachary Clark





# We Thank Our Board





## CCA Board of Directors



Al Saenz



Ana Coscia



Charlene Nelson



Cheryl Chapman



Crystal Lanphier



Dr. Wilma David-May



Joseph DeLeon



Kim Cummings



Melodi Faris



Rick Cruz



Vernon Hilton



# Financials

Actual Year Ended  
December 31, 2023

Budget 2023  
December 31, 2023

Budget 2022  
December 31, 2022

## Revenues

|                                       |                   |                   |                   |
|---------------------------------------|-------------------|-------------------|-------------------|
| Government Grants and Contracts       | 50,778,138        | 35,317,629        | 33,564,312        |
| In-Kind Contributions                 | 4,092,822         | 4,304,440         | 601,397           |
| Private Grants and Cash Contributions | 1,013,233         | 2,284,500         | 920,000           |
| Early Education Program Services      | 676,656           | 6,553,107         | 896,975           |
| Contract Revenue                      | 7,376,434         | 5,000,000         | 5,381,204         |
| Other Income                          | 2,275,803         | 1,544,638         | 307,711           |
| <b>Total</b>                          | <b>66,213,085</b> | <b>55,004,314</b> | <b>41,671,599</b> |

## Expenses

### Program Services

|                                  |                   |                   |                   |
|----------------------------------|-------------------|-------------------|-------------------|
| Head Start & Early Head Start    | 24,949,827        | 27,393,386        | 20,796,024        |
| CCMS Quality and Administration  | 18,506,272        | 17,520,241        | 9,041,796         |
| Early Education Program Services | 1,149,964         | 1,435,812         | 892,308           |
| Nutrition Service                | 713,328           | 1,218,694         | 1,012,690         |
| Other Programs                   | 7,582,562         | 1,029,579         | 3,904,739         |
| General and Administration       | 5,030,510         | 4,596,521         | 4,385,133         |
| <b>Expenses Pre-Pass-Thru</b>    | <b>57,932,463</b> | <b>53,194,233</b> | <b>40,032,690</b> |

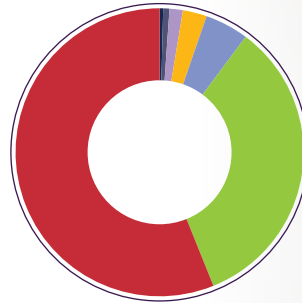
|                                                                           |                  |                  |                  |
|---------------------------------------------------------------------------|------------------|------------------|------------------|
| Total Revenue with Pass-Thru                                              | 150,907,924      | 115,004,314      | 104,441,785      |
| Pass-Thru to Other Organizations<br>for Services to Children and Families | 84,694,839       | 60,000,000       | 62,770,186       |
| Total Expenses with Pass-Thru                                             | 142,627,302      | 113,194,233      | 102,802,876      |
| <b>Net Income</b>                                                         | <b>8,280,622</b> | <b>1,810,081</b> | <b>1,638,909</b> |

\* Reported values exclude Pass-Thru to Other Organizations



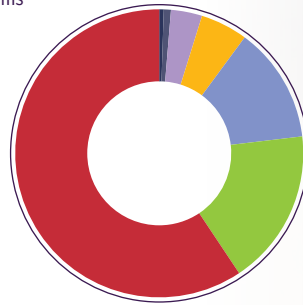
## Revenues

|       |                                                                        |
|-------|------------------------------------------------------------------------|
| 0.4%  | Early Education Program Services                                       |
| 0.7%  | Private Grants and Cash Contributions                                  |
| 1.5%  | Other Income                                                           |
| 2.7%  | In-Kind Contributions                                                  |
| 4.9%  | Contract Revenue                                                       |
| 33.7% | Government Grants and Contracts                                        |
| 56.1% | Pass-Thru to Other Organizations for Services to Children and Families |



## Expenses

|       |                                                                        |
|-------|------------------------------------------------------------------------|
| 0.0%  | Texas School Ready and Other Programs                                  |
| 0.5%  | Nutrition Services                                                     |
| 0.8%  | Early Education Program Services                                       |
| 3.5%  | General and Administration                                             |
| 5.3%  | Other Programs                                                         |
| 13%   | CCMS Quality and Administration                                        |
| 17.5% | Head Start/Early Head Start                                            |
| 59.3% | Pass-Thru to Other Organizations for Services to Children and Families |



## Net Change in Assets

|                                   |            |
|-----------------------------------|------------|
| Net Assets, beginning of the year | 12,332,036 |
| Net Assets, end of the year       | 20,612,658 |



# Child Care associates

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817.838.0055 / [ChildCareAssociates.org](http://ChildCareAssociates.org)



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