

A young girl with dark hair and a pink bow, wearing a bright green wool coat with a brown patch on the pocket, is shown in profile reaching out with both hands towards a large, iridescent bubble. The bubble is suspended in the air, reflecting vibrant colors like purple, blue, and green. The background is a soft-focus outdoor setting with green grass and trees.

Child Care  
associates

2024 Annual Report

**Year of Wonder**





# CONTENTS

**03**     **History**

**05**     **Early Education & Care**

**06**     **Innovation**

**12**     **Donors**

**13**     **Board of Directors**

**14**     **Finance**

**Head Start Annual Report**





At Child Care Associates, every moment in a child's early years is a spark of wonder—a discovery waiting to unfold. That's why 2024 was all about embracing the Wonder Full journey, where curiosity leads, and possibilities are endless.

This year, we're opening doors to new Child Care Studios in neighborhoods that need them most, bringing quality care closer to families juggling work and life. Our Center for the Early Educator is lighting the way for teachers, ensuring the tools, training, and support they need to inspire and nurture the next generation.

Through bold pilot programs like the Prime Early Learning Pilot, we're empowering community-based child care providers with the resources to thrive, so every child experiences learning, care, and joy.

Our innovative PreK initiatives are breaking new ground—standing up partnerships between schools and child care providers to expand access and ensure every child's wonder years are filled with rich learning experiences.

Our work is more than programs and policies—it's about sparking curiosity in every child's eyes and making their early years truly meaningful.

We're collaborating with the brightest minds to craft solutions that can transform early learning systems—because big change happens when we unite.

Together, we're creating a future where every child's potential is endless and every family feels supported.

Let's keep the wonder alive.

A handwritten signature in black ink, appearing to read 'Kara Waddell'.

**Kara Waddell**  
CEO and President

# WHERE WONDER BEGINS

---

## OUR HISTORY

Since 1968, CCA has been a leader in Tarrant County's commitment to early childhood education. Our core value was and continues to be "Children First, Always."

Originally the Day Care Association of Fort Worth and Tarrant County, we began with two centers serving 130 children. Over the decades, we've grown to become one of the largest child development nonprofits in Texas. We reach over 18,000 children annually through programs like Head Start, Early Head Start, PreK and child care scholarships

## OUR MISSION

Child Care Associates believes that every child and family, regardless of neighborhood or circumstance, should be able to access quality early education and care to thrive. Our mission is to assist family successes through excellence in comprehensive early education and development services. Together we're making a lifetime of difference...one child at a time.

## OUR VALUES





20  
24

# OUR ROOTS OUR REACH

Through programs such as Head Start, Early Head Start, PreK, and Child Care Scholarships, CCA ensures young children have access to high-quality early education and care.

Early Head Start (EHS)

**547**

Children Served

**490**

Families Served

**43**

Pregnant Mothers

Head Start (HS)

**496**

Children Served

**468**

Families Served

North Central Texas Child Care Services (CCS)

**8,987**

Children Served

**260**

Texas Rising Star Programs

Tarrant County Child Care Management Services (CCMS)

**8,702**

Children Served

**317**

Texas Rising Star Programs

PreK Today

**35**

Child Care Partnership Sites

**59**

Classrooms



# EARLY EDUCATION & CARE



CCA partners with workforce boards to extend our mission beyond our own classrooms, supporting child care providers across Tarrant County and 14 counties across North Central Texas through Child Care Management Services (CCMS) and Curantis.

Together, we help lower-income, working families access early learning and care for children from birth to age 12 through child care scholarships.

We also offer coaching, professional development and operational support to our communities' child care providers. These partnerships strengthen the broader early education ecosystem, ensuring working families and child care providers alike have the resources they need to thrive.



## COACHING

# 8,207

Teachers supported by CCA Coaches

CCA provided instructional coaching services to more than 8,000 early educators across North Texas. We provide professional development and mentoring to help child care providers improve and sustain high-quality early learning.



## 2024 SNAPSHOT

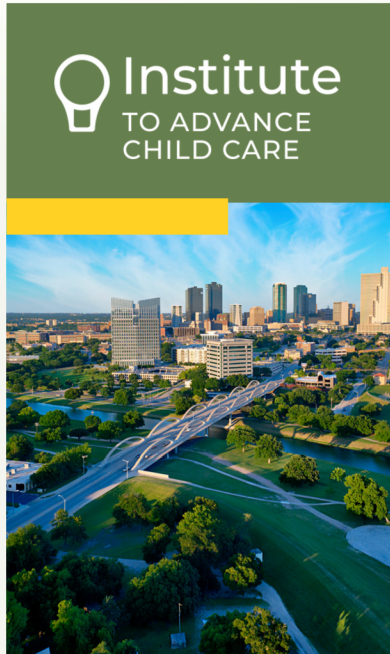
# \$1.2 M

Directed State Pre-K Funding to Child Care Programs

PreK Today expands access to high-quality prekindergarten through partnerships with trusted Texas Rising Star child care providers. The program secured \$1.2 million in state funding. 98% of these funds were reinvested directly into community-based child care providers delivering public PreK as well as supporting them through training, technical assistance, curriculum implementation, and efforts that strengthen classroom quality and child development.

# Innovation

## INSTITUTE TO ADVANCE CHILD CARE



The Institute to Advance Child Care (IACC), the innovation arm of Child Care Associates, is driving bold, systems-level transformation towards a strong and sustainable early childhood landscape across North Texas.

Recognizing that traditional models of child care funding and delivery don't fully meet the needs of families or providers, IACC is testing and scaling new solutions—from reimagined cost models and facility investments to strategies that strengthen the early educator workforce.



# NEW STUDIOS

## CHILD CARE STUDIO AT RIVERSIDE RIBBON CUTTING

Child Care Associates, with the City of Fort Worth, proudly opened the renovated Child Care Studio at Riverside—an innovative, nature-inspired space for young learners. Special thank you to PNC and the Happy Baggett Fund for their support.

This marks the beginning of a larger initiative, with additional Studios opening soon across Tarrant County through strong collaborations with the City of Arlington, City of Fort Worth, Tarrant County, and Tarrant County College.

Together, we're creating safe, inspiring spaces that support working families and nurture future leaders.



## CHILD CARE STUDIOS AT TCC SOUTH AND TCC NORTHWEST



“High-quality early education offered right on campus is one of the best ways to support parents and families pursuing higher education. Tarrant County College is very proud to partner with Child Care Associates in shaping generations of lifelong learners.



Our commitment stretches across the entire pipeline—from our youngest children in child care and early learning programs, to partnerships with K-12 schools, universities, and business and industry leaders. We can't wait to expand access to child care for our students and families across our community.”

~Elva Concha LeBlanc, Ph.D.  
Chancellor, Tarrant County College



CHILD CARE STUDIO  
AT RISE

CHILD CARE STUDIO AT  
FIELDER SQUARE

CHILD CARE STUDIO  
AT STOP SIX



# CENTER FOR THE EARLY EDUCATOR

---



Child Care Associates was proud to launch a bold new initiative in 2024 — the Center for the Early Educator — aimed at strengthening and supporting the early education workforce across North Texas. Designed as a workforce development and research initiative, the Center works to strengthen the pipeline, pathways, and retention of early educators serving children ages 0–5 — a vital foundation for working families and the regional economy.

Over the past year, the Center has brought together three North Texas workforce boards, higher education institutions, and credentialing organizations to collaborate on practical solutions. Through credentialing support, career development, professional learning, and community-driven research, the Center is helping early educators thrive — and ensuring the field is ready to meet the growing demand for high-quality early learning.

*Thank you, Moody Foundation!*



# CHILD CARE POLICY



Over the past year, CCA’s policy efforts have helped directly shape and educate the early care and education landscape in Texas and across the nation—identifying system gaps, advancing innovative solutions, and supporting policies that benefit children, families, and child care providers statewide.

## Spring 2024 – Building Momentum

CCA hosted the Momentum Early Learning Summit in Fort Worth, bringing together 120+ leaders to align on a statewide vision for early learning. The event resulted in stronger partnerships and policy priorities ahead of the 89th Texas Legislative Session.

## Summer 2024 – Driving Local Change

CCA successfully partnered with Fort Worth, Arlington, and Tarrant County to help educate on property tax exemptions for eligible child care providers — helping 69 programs save an average of \$2,500 annually.



## Fall 2024 – Legislative Engagement

CCA met with over 30 Texas and 10 national lawmakers, testified before the Texas House Public Education Committee, and spotlighted its PreK Today model to educate policymakers and to expand access to high-quality community-based preK.

## Winter/Spring 2024 – Shaping Policy

CCA’s pilot programs influenced key legislation that passed, including House Bill 2 and the Child Care Innovation Pilot. The team also helped advance bills supporting child care workers, home-based care, and child care scholarship funding, securing support from 40+ North Texas chambers of commerce.



*Thank you, Morris Foundation and EEIC*

# THE WONDER EFFECT

One Educator's Story

“



**Kyler Larry**  
EHS Home Visitor

*I first became part of the Child Care Associates (CCA) family as a child in a local Head Start program. My mother, a single parent, wanted a better life for us and enrolled at TCU to earn her nursing degree. With the cost of child care being so high, CCA was a lifeline. CCA gave her the support she needed to focus on school while knowing I was in good hands.*

*Because of CCA, she was able to build a brighter future.*

*Years later, when I had my own son, my mother encouraged me to enroll him in the same program. During that visit, a teacher noticed my interaction with a child and asked if I'd ever considered working with kids. That conversation changed everything. I applied to CCA that night, attending CCA's KidFest event and interviewing on the spot, I began as an intern.*

*I later became a CCA classroom teacher, and today, I'm proud to be in a leadership role supporting CCA's home visiting services.*

*I can honestly say that CCA has impacted my life tremendously both as a student, and where I am now, as an employee of CCA. ”*

*I truly love what I do. The relationships I build with families, and the growth I witness in both children and parents, inspire me every day. CCA isn't just where I work—I genuinely love helping people. When you're doing what you love and making a difference, you really can't lose. I truly feel like I'm right where I'm meant to be. There are so many opportunities for growth here, and I'm excited for what the future holds.*

# THE WONDER EFFECT

ONE BUSINESS OWNER'S STORY



## Tabitha Alford Community Provider

*Over the past year, I had the incredible opportunity to connect with a variety of stakeholders around the Child Care Innovation Bill. What stood out to me most was how many people were already familiar with the bill — it made our conversations much more engaging. I was able to share not just the talking points, but my personal experience as someone directly impacted by the initiative.*

*I could speak to legislators from the heart about what the CCA Prime Early Learning Pilot meant for my center. That made every interaction meaningful.*

*Reflecting on my time in the Prime Tarrant County Project, I can honestly say the business mentorship has been transformative. Before this program, no one had ever taken the time to walk me through my business numbers in a way that truly made sense. For the first time, I had someone guiding me through the financial side of running a child care center — helping me clearly see what was coming in, what was going out, and where I could improve. That clarity gave me confidence I never had before. The pilot also helped me build better habits, like checking my emails and tracking important dates. Planners and calendars before felt like extra work. Now, I'm consistent with communication with families and reporting — and I actually feel on top of things. Tasks that once felt overwhelming are now part of my daily rhythm.*

*The child care services we offer today are better for children and families alike.* ”

*Through Prime, I learned innovative ways to organize and manage my business. I've built habits that keep me on top of communication, reporting, and deadlines—things I used to struggle with. It's helped me grow not just as a provider, but as a business owner.*

# HEARTS BEHIND THE MISSION

## FOUNDATIONS

Community Foundation of Texas  
The Dallas Foundation  
Early Educator Investment Collaborative (EEIC)  
The Moody Foundation  
North Texas Community Foundation  
Once Upon A Time Foundation  
Paul E. Andrews Jr. Foundation  
R4 Foundation  
The Morris Foundation  
The Miles Foundation

## CORPORATE

American National Bank  
Bank of America  
Bank of Texas  
Charles Schwab  
Community Playthings  
Cook Children's Health Care System  
Empire Holdings  
Finley Resources  
Fort Worth Economic Development Partnership  
Foley & Lardner LLP  
Forvis  
Frost Bank  
Pham Harrison, LLP  
Healthcare Tech Services  
Huckabee  
Kaplan Early Learning Company  
Kelly Hart  
Lakeshore Learning  
Marsh MMA  
MiMutual  
Micron Technologies  
NBT Financial Bank  
North Texas Council of Governments  
PNC  
Riverside Homebuilders  
Tarrant County College District  
Texas A&M University Institute for Early Childhood Development & Education  
Texas Health Harris Hospital Fort Worth  
Texas Mutual  
Trinity Mining Group  
TTI, Inc.  
United Way of Tarrant County  
Whitley Penn LLP  
Workforce Solutions for Tarrant County  
Workforce Solutions for North Central Texas

## INDIVIDUALS

Jennifer Cardona  
Cheryl & Charles Chapman  
Ana Coscia  
Joanna & Michael Crain  
Kim Cummings  
Melodi Faris  
Tim Fleet  
Kristi & Craig Florence  
Charles Glover  
Charles Goady  
Staci Goodson  
Vernon Hilton  
Bill Koehler  
Candy Lord  
Dorice and George Ramsey III  
Elia and Alfred Saenz  
Karanae Spradlin  
Kara & Bill Waddell  
Veronica Weeks

**Your generous support fuels early learning, empowers families, and strengthens child care providers across our community. Thanks to you, Child Care Associates can deliver innovative programs and brighter beginnings for those who need it most.**

# CHAMPIONS OF THE FUTURE

## Child Care Associates thanks its 2024 Board of Directors



Cheryl Chapman  
PRESIDENT, EMPIRE  
ROOFING, INC



Ana Coscia, *Board Treasurer*  
TAX PRINCIPAL, BAKER  
TILLY ADVISORY GROUP



Rick Cruz  
CFO, LAWCONNECT INC.



Kim Cummings  
AVP HUMAN  
RESOURCES OPERATIONS,  
COOK CHILDREN'S



Dr. Wilma David-May  
LEGAL SERVICES  
PROFESSIONAL



Joseph DeLeon,  
*Vice Chair*  
PRESIDENT, TEXAS  
HEALTH HARRIS  
METHODIST HOSPITAL



Susan Drake  
DEPUTY DIRECTOR,  
KIMBELL ART MUSEUM



Melodi Faris, Ph.D.  
FACULTY, TEXAS  
CHRISTIAN UNIVERSITY



Charles Glover  
VICE PRESIDENT OF  
GRANTS, THE MEADOWS  
FOUNDATION



Charles Goady, MBA  
FOUNDER & PRESIDENT,  
HEALTHCARE TECH  
SERVICES



Vernon Hilton, MBA,  
*Secretary*  
LEAD CREDIT OFFICER,  
JP MORGAN CHASE & CO



Maura Jackson, CPA  
DIRECTOR,  
FORVIS MAZARS



Crystal Lanphier  
CAO, FINLEY  
RESOURCES INC



Charlene Nelson,  
PHR, SHRM-SCP  
DIRECTOR, PROVIDENCE  
HEALTH SYSTEM



Al Saenz, *Chair*  
CEO, MULTATECH



Chris Shropshire, Ed.D.  
SPECIAL ASSISTANT TO  
PRESIDENT, RAINWATER  
CHARITABLE  
FOUNDATION

# 2024 FINANCIALS

		Year Ended Actual Dec. 31, 2024	Budget Dec. 31, 2024	Budget Dec. 31, 2023
<b>REVENUES</b>				
Government Grants and Contracts	82.68%	56,703,481	66,025,762	35,317,629
In Kind Contributions	2.55%	1,748,321	3,380,657	4,304,440
Private Grants and Cash Contributions	2.49%	1,704,908	2,071,466	2,284,500
Early Education and Program Services	0.40%	275,513	362,661	6,553,107
Contract Revenue	5.54%	3,800,973	2,703,816	5,000,000
Other Income	6.34%	4,344,919	350,858	1,544,638
<b>Total</b>		<b>68,578,115</b>	<b>74,895,220</b>	<b>55,004,314</b>
<b>EXPENSES</b>				
PROGRAM SERVICES				
Head Start/Early Head Start	18.57%	26,507,441	27,890,135	27,393,386
CCMS Quality and Administration	12.96%	18,508,151	20,385,003	17,520,241
Early Education Program Services	0.46%	658,890	1,436,361	1,435,812
Nutrition Services	0.50%	713,084	784,806	1,218,694
Business and Classroom Coaching	1.55%	2,210,055	1,780,370	
Other Programs	5.29%	7,549,300	10,515,376	1,029,579
GENERAL AND ADMINISTRATION	3.94%	5,618,412	6,388,643	4,596,521
EXPENSES PRE-PASS-THRU		<b>61,765,333</b>	<b>69,180,694</b>	<b>53,194,233</b>
TOTAL REVENUE WITH PASS-THRU		149,569,057	175,051,128	115,004,314
PASS-THRU TO OTHER ORGANIZATIONS	56.73%	80,990,942	100,155,908	60,000,000
TOTAL EXPENSES WITH PASS-THRU		142,756,275	169,336,602	113,194,233
NET REINVESTMENT		6,812,782	5,714,526	1,810,081

\*Results of the most recent review by the Secretary and the financial audit were determined to be a clean and unmodified opinion. A copy is available upon request.

# KEEP THE WONDER GOING

---

When you help Child Care Associates, you help generations of children, families, and our community to succeed. Your gifts provide opportunities for young children and their families to explore, learn, and grow.

**Donate:** Help us continue this vital work by making a tax-deductible gift today. Every contribution—big or small—makes a difference.

**Volunteer:** Share your time and talents to support young learners and the educators who serve them. Whether reading to a classroom, helping with naptime or lending a hand at events, your presence matters.

**Partner:** Collaborate with us to strengthen and support families through collaborative service and programs through strategic alliances.

Together, we can build brighter futures for every child. To learn more about how you can get involved, visit [childcareassociates.org](https://childcareassociates.org).







# Child Care associates



 3000 E. Belknap, Fort Worth, TX 76111

 817.838.0055

 [www.childcareassociates.org](http://www.childcareassociates.org)

 @ChildCareAssociates

 @ChildCareAssoc

 @ChildCareAssociates

 @ChildCareAssociates





# HEAD START PROGRAM

## ANNUAL REPORT



# Meet the Child Services Leadership Team



Kristine Webb  
EXECUTIVE DIRECTOR  
CHILD SERVICES



Patrick Sanders  
HEAD START  
DIRECTOR



Ashley Flowers  
DIRECTOR OF NUTRITION  
AND SANITATION SERVICES



Lacey Arredondo  
ASSOCIATE HEAD  
START DIRECTOR

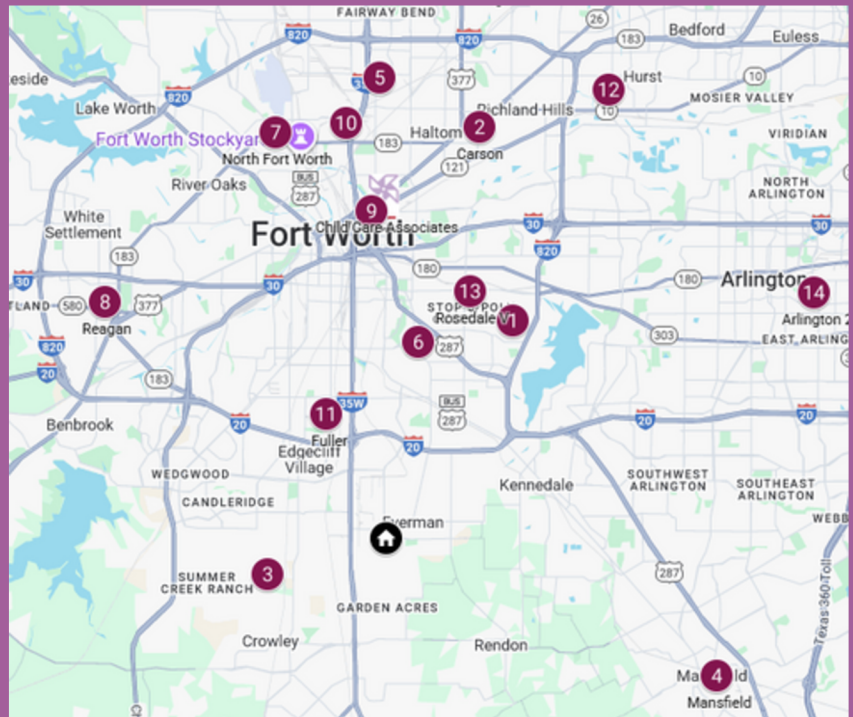




One of the largest child development organizations in North Texas, Child Care Associates works with families, communities, and partners to support young children's growth and development.

Throughout the 2024-2025 Program Year, Child Care Associates served **547 children** and **43 prenatal mothers** in Early Head Start. In Head Start, CCA served **496 children** for a total of 858 families across both programs. CCA operated 14 studios and 1 school partnership program.

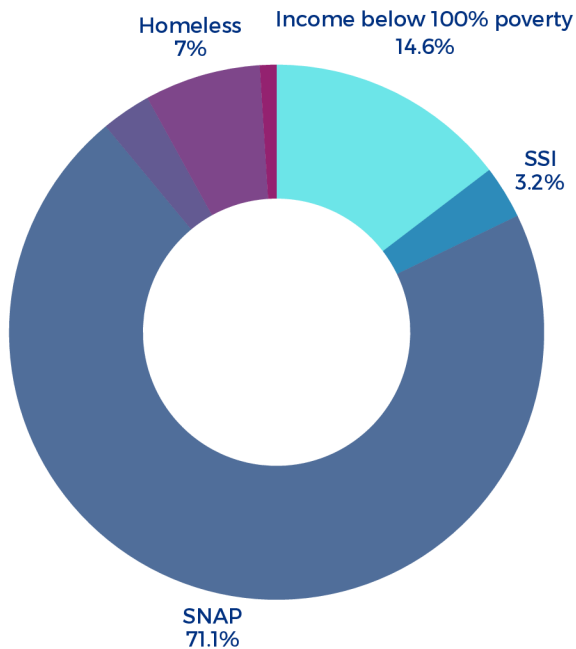
### CCA Studio Map



Of the 1,043 children served, 310 were enrolled for their second or third year in Head Start or Early Head Start.

## Eligibility & Attendance

Our eligibility data shows that we continue to serve the families in our community who need us most, with 71% qualifying through SNAP, 7% experiencing homelessness and 3% are in foster care.



# 80.1%

With an average of daily attendance of 80.1%, children consistently engaged in our comprehensive early learning services.



# 397

We served 397 dual language learners, ensuring children received language-rich instruction tailored to their needs.



## Family Services

Our Family Services team worked alongside parents and caregivers to strengthen stability and long-term success. This year, 316 fathers participated in father-engagement activities and 958 families accessed at least one service from a community partner, including housing and employment resources. In addition, 18 families took part in the First Five Years program building skills and confidence. Families also made substantial progress toward their own goals, with 183 parents successfully meeting their annual goals. Importantly, our efforts to support families facing housing instability helped 26 homeless families secure permanent housing, contributing to greater safety and long-term stability for children.

## Medical, Dental & Disabilities Services

Our program prioritizes children's health and well-being, ensuring families have access to the care they need. This year, 98% of enrolled children had health insurance. 67% of children are currently up to date on primary healthcare appointments; this number is up 12% from last year. The number is impacted by the state periodicity schedule and the high number of visits missed due to the frequent requirement of visits for infants and toddlers.

For dental care, 94% had access to continuous, accessible oral care and 77% of children were up to date on all immunizations at the end of enrollment.

This year, 171 children received mental health services through a community partner supporting overall well-being. In addition, our program supported 101 children with IFSPs and 40 children with an Individualized Education Program (IEP), ensuring individualized services for children with disabilities.

**98%**

Of children had access to health insurance at the end of enrollment

**67%**

Of children are up-to-date on primary healthcare

**94%**

Of children had access to continuous, accessible oral care

**77%**

Of children were up to date on all immunizations at the end of enrollment

## Nutrition

Each child at a CCA campus receives a freshly made meal and snacks that feature nutritious, fresh ingredients such as lean proteins, beans, brown rice, fruits and vegetables.

In addition to Head Start meals, CCA partnered with Tarrant Area Food Bank and Texas Health Resources to provide biweekly meals for approximately 50 families at 4 sites, including the CCA Family Studio to support families in our home visiting program.

**490,000**

healthy meals and snacks were prepared for children in 2023-2024



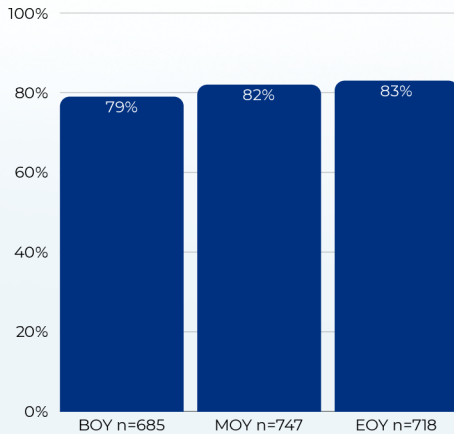
**40**



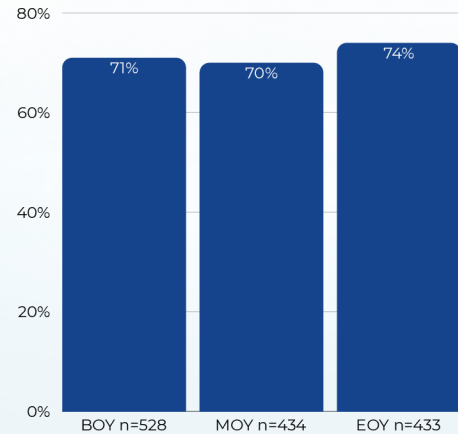
garden beds were established at 10 CCA campuses where children helped grow a variety of fresh vegetables, including tomatoes, eggplants, sweet peppers, sunflowers.

# Child Outcomes & School Readiness Goals

During the 23-24 program year, Early Head Start students achieved significant growth across Language, Math, and Physical Development domains. By the end of the year, **74% of EHS students were on track for kindergarten readiness.** In Head Start, students achieved meaningful growth in Language, Literacy, and Math domains. By the end of the year, **83% of Head Start students were on track to be kindergarten ready.**



% On Track in Global Achievement (CIRCLE Progress Monitoring)



% On Track for Kindergarten Readiness (Teaching Strategies GOLD)

In addition to student assessments with Teaching Strategies GOLD and CIRCLE Progress Monitoring, CCA utilizes the Classroom Assessment Scoring System (CLASS) to ensure teacher-student interactions are of high quality. In Pre-K classes, 81% of classrooms met high quality thresholds in Instructional Support, 77% in Emotional Support and 47% in Classroom Organization. 100% of Infant classrooms met quality thresholds.

## School Readiness Goals:

**Social and Emotional:** Children will exhibit increased resilience and ability to identify and regulate emotions through secure relationships.

**Approaches to Learning:** Children will exhibit increased ability to engage, persist, and demonstrate flexibility in learning, making discoveries, and solving problems.

**Language & Communication:** Children will exhibit increased ability to listen, understand, and use receptive and expressive language. Children will respond to and utilize an increasing number of vocabulary words in communication.

**Cognition:** Children will exhibit increased ability to understand causal relationships, gather information, and make predictions of how things work.

# Head Start Financials

## Budgetary Expenditures and Proposed Budget

Grants 06CH011569

Proposed Budget

Actual

Salaries and Wages	14,666,496	14,710,051
Fringe Benefits	3,560,714	3,685,821
Supplies	1,062,535	1,239,729
Travel	33,427	-
Other	2,632,690	2,641,078
Contractual	100,121	100,440
<b>Total Direct Costs</b>	<b>22,055,983</b>	<b>22,377,120</b>
<b>Indirect Costs</b>	<b>2,478,901</b>	<b>2,157,764</b>
<b>Total Approved Budget (Public)</b>	<b>24,534,884</b>	<b>23,534,884</b>
<b>Non-Federal Share (Public and private)</b>	<b>3,715,300</b>	<b>1,173,660</b>



Child Care  
associates

 3000 E. Belknap, Fort Worth, TX 76111

 817.838.0055

 [www.childcareassociates.org](http://www.childcareassociates.org)

 @ChildCareAssociates

 @ChildCareAssoc

 @ChildCareAssociates

 @ChildCareAssociates

