



Child Care Associates and Subsidiaries

CONSOLIDATED FINANCIAL STATEMENTS

December 31, 2025 and 2024



	Page
REPORT	
Independent Auditor's Report	1
FINANCIAL STATEMENTS	
Consolidated Statements of Financial Position	4
Consolidated Statements of Activities	5
Consolidated Statements of Functional Expenses	7
Consolidated Statements of Cash Flows	9
Notes to Consolidated Financial Statements	10
SUPPLEMENTAL DATA	
Schedule of Expenditures of Federal and State of Texas Awards	24
Notes to Schedule of Expenditures of Federal and State of Texas Awards	26
Independent Auditor's Report on Internal Control Over Financial Reporting and on Compliance and Other Matters Based on an Audit of Consolidated Financial Statements Performed in Accordance with <i>Government Auditing Standards</i>	28
Independent Auditor's Report on Compliance for Each Major Program and Report on Internal Control Over Compliance Required by the Uniform Guidance and Texas Grants Management Standards	30
Schedule of Findings and Questioned Costs	33



CARR, RIGGS & INGRAM, L.L.C.

Carr, Riggs & Ingram, L.L.C.

1117 Boll Weevil Circle
Enterprise, AL 36330

Mailing Address:

PO Box 311070
Enterprise, AL 36331

334.347.0088

334.347.7650 (fax)

CRLadv.com

INDEPENDENT AUDITOR'S REPORT

To the Board of Directors
Child Care Associates
Fort Worth, Texas

Report on the Audit of the Financial Statements

Opinion

We have audited the accompanying consolidated financial statements of Child Care Associates (a nonprofit organization) and subsidiaries, which comprise the consolidated statements of financial position as of December 31, 2025 and 2024, and the related consolidated statements of activities, functional expenses, and cash flows for the years then ended, and the related notes to the consolidated financial statements.

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position of Child Care Associates and subsidiaries as of December 31, 2025 and 2024, and the changes in their net assets and their cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audits in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of Child Care Associates and subsidiaries and to meet our other ethical responsibilities in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the

Child Care Associates and subsidiaries' ability to continue as a going concern within one year after the date that the consolidated financial statements are available to be issued.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards and *Government Auditing Standards* will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the consolidated financial statements.

In performing an audit in accordance with generally accepted auditing standards and *Government Auditing Standards*, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the consolidated financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Child Care Associates and subsidiaries' internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the consolidated financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Child Care Associates and subsidiaries' ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

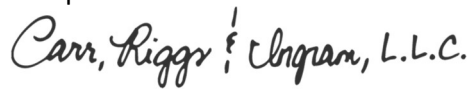
Supplementary Information

Our audit was conducted for the purpose of forming an opinion on the consolidated financial statements as a whole. The accompanying schedule of expenditures of federal and state of Texas awards, as required by Title 2 U.S. *Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* and the Texas Grants

Management Standards, is presented for purposes of additional analysis and is not a required part of the consolidated financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the consolidated financial statements. The information has been subjected to the auditing procedures applied in the audit of the consolidated financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the consolidated financial statements or to the consolidated financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the schedule of expenditures of federal and state of Texas awards is fairly stated, in all material respects, in relation to the consolidated financial statements as a whole.

Other Reporting Required by *Government Auditing Standards*

In accordance with *Government Auditing Standards*, we have also issued our report dated September 28, 2026 on our consideration of the Child Care Associates and subsidiaries' internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the Child Care Associates and subsidiaries' internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Child Care Associates and subsidiaries' internal control over financial reporting and compliance.


CARR, RIGGS & INGRAM, L.L.C.

Enterprise, Alabama
September 28, 2026

Child Care Associates and Subsidiaries

Consolidated Statements of Financial Position

<i>December 31,</i>	2025	2024
Assets		
Current assets		
Cash and cash equivalents	\$ 14,769,326	\$ 16,247,415
Grants receivable	4,455,976	2,986,868
Accounts receivable	894,390	914,151
Other receivables	117,404	65,030
Prepaid expenses	900,009	526,955
Total current assets	21,137,105	20,740,419
Noncurrent assets		
Property and equipment, net	21,377,984	10,482,799
Operating lease right-of-use assets, net	4,392,408	1,400,276
Total non-current assets	25,770,392	11,883,075
Total assets	\$ 46,907,497	\$ 32,623,494
Liabilities and Net Assets		
Current Liabilities		
Accounts payable	\$ 2,141,028	\$ 934,393
Accrued salaries and benefits	1,558,069	1,474,663
Due to grantor - current portion	119,837	118,646
Current portion of operating lease liabilities	698,716	506,144
Total current liabilities	4,517,650	3,033,846
Noncurrent liabilities		
Due to grantor	1,151,815	1,271,932
Operating lease liabilities, less current portion	3,679,512	892,765
Total noncurrent liabilities	4,831,327	2,164,697
Total liabilities	9,348,977	5,198,543
Net assets		
Without donor restrictions	35,809,452	26,490,631
With donor restrictions	1,749,068	934,320
Total net assets	37,558,520	27,424,951
Total liabilities and net assets	\$ 46,907,497	\$ 32,623,494

The accompanying notes are an integral part of these consolidated financial statements.

Child Care Associates and Subsidiaries
Consolidated Statements of Activities

<i>For the year ended December 31, 2025</i>	Without Donor Restrictions	With Donor Restrictions	Total
Revenue and Other Support			
Grant income	\$ 171,699,838	\$ -	\$ 171,699,838
Contract revenue	1,185,415	-	1,185,415
Other income	3,235,870	-	3,235,870
Contributions	763,803	1,969,510	2,733,313
Program service fees	105,926	-	105,926
Interest income	180,610	-	180,610
In-kind	1,033,443	-	1,033,443
Net assets released from restrictions	1,154,762	(1,154,762)	-
 Total revenue and other support	 179,359,667	 814,748	 180,174,415
Expenses			
<i>Program services</i>			
Early Education Program Services	227,307	-	227,307
Special Nutrition	745,492	-	745,492
Head Start/Early Head Start	22,958,503	-	22,958,503
Child Care Management Services			
Tarrant County	96,170,955	-	96,170,955
North Texas COG	35,283,477	-	35,283,477
Other programs	8,062,643	-	8,062,643
 Total program services	 163,448,377	 -	 163,448,377
<i>Supporting services</i>			
General and administration	6,592,469	-	6,592,469
 Total expenses	 170,040,846	 -	 170,040,846
 Change in net assets	 9,318,821	 814,748	 10,133,569
Net assets at beginning of year	26,490,631	934,320	27,424,951
Net assets at end of the year	\$ 35,809,452	\$ 1,749,068	\$ 37,558,520

The accompanying notes are an integral part of these consolidated financial statements.

Child Care Associates and Subsidiaries
Consolidated Statements of Activities (Continued)

<i>For the year ended December 31, 2024</i>	Without Donor Restrictions	With Donor Restrictions	Total
Revenue and Other Support			
Grant income	\$ 137,694,423	\$ -	\$ 137,694,423
Contract income	3,800,973	-	3,800,973
Other Income	2,382,982	-	2,382,982
Gain on sale of asset	1,412,325		1,412,325
Contributions	603,230	1,101,678	1,704,908
Program service fees	275,513	-	275,513
Interest income	549,612	-	549,612
In-kind	1,748,321	-	1,748,321
Net assets released from restrictions	529,554	(529,554)	-
Total revenue and other support	148,996,933	572,124	149,569,057
Expenses			
<i>Program services</i>			
Early Education Program Services	658,890	-	658,890
Special Nutrition	713,084	-	713,084
Head Start/Early Head Start	26,507,441	-	26,507,441
Child Care Management Services			
Tarrant County	91,445,700	-	91,445,700
North Texas COG	8,053,393	-	8,053,393
Other programs	9,759,355	-	9,759,355
Total program services	137,137,863	-	137,137,863
<i>Supporting services</i>			
General and administration	5,618,901	-	5,618,901
Total expenses	142,756,764	-	142,756,764
Change in net assets	6,240,169	572,124	6,812,293
Net assets at beginning of year	20,250,462	362,196	20,612,658
Net assets at the of the year	\$ 26,490,631	\$ 934,320	\$ 27,424,951

The accompanying notes are an integral part of these consolidated financial statements.

Child Care Associates and Subsidiaries
Consolidated Statements of Functional Expenses

	Program		
	Early Education Program Services	Special Nutrition	Head Start/ Early Head Start
<i>For the year ended December 31, 2025</i>			
Salary and fringe benefits	\$ 99,940	\$ 90,270	\$ 14,270,647
Employee health benefits	11,789	26	2,054,095
Payroll taxes and other fringe	9,613	12,899	1,903,902
Professional fees	13,869	-	1,424,424
Educational supplies	4,525	-	64,582
Food	9,955	612,228	(74,702)
Household supplies	424	28,960	272,849
Office supplies	837	-	70,410
Other supplies	15,094	351	398,509
Telephone	2,362	-	136,869
Postage	2,093	-	2,493
Occupancy	10,129	-	1,856,946
Rental and equipment maintenance	2,219	-	100,106
Travel	968	385	61,268
Conferences, conventions and meetings	105	-	5,974
Provider payments	-	-	-
Insurance	4,548	373	302,570
Miscellaneous	33,996	-	73,295
Printing	1,907	-	902
Community relations and public contributions	85	-	-
Interest expense	-	-	-
Total expenses before depreciation and amortization	224,458	745,492	22,925,139
Depreciation and amortization	2,849	-	33,364
Total expenses	\$ 227,307	\$ 745,492	\$ 22,958,503

The accompanying notes are an integral part of these consolidated financial statements.

Services				Supporting Services	
Child Care Management Services		Other Programs	Total Program Services	General and Administration	Total 2025
North Texas COG	Tarrant County				
\$ 4,193,429	\$ 5,430,650	\$ 2,406,195	\$ 26,491,131	\$ 3,720,678	\$ 30,211,809
722,478	1,292,002	252,816	4,333,206	528,685	4,861,891
441,635	788,462	306,632	3,463,143	458,684	3,921,827
726,085	999,336	3,827,834	6,991,548	380,889	7,372,437
-	-	11,575	80,682	391	81,073
-	244	2,208	549,933	14,180	564,113
2,609	619	61	305,522	6,927	312,449
11,799	22,186	3,657	108,889	20,059	128,948
6,082,991	2,110,236	75,167	8,682,348	362,166	9,044,514
429	71,283	6,208	217,151	12,780	229,931
1,177	64,049	84	69,896	1,720	71,616
699	46,937	222,846	2,137,557	137,076	2,274,633
174	693,429	5,015	800,943	46,650	847,593
30,095	53,777	47,859	194,352	4,627	198,979
94	629	91	6,893	3,871	10,764
22,577,509	81,842,143	-	104,419,652	-	104,419,652
118,795	159,597	61,213	647,096	274,118	921,214
372,594	2,590,138	826,739	3,896,762	322,252	4,219,014
885	5,238	2,963	11,895	7,148	19,043
-	-	-	85	2,621	2,706
-	-	-	-	13,324	13,324
35,283,477	96,170,955	8,059,163	163,408,684	6,318,846	169,727,530
-	-	3,480	39,693	273,623	313,316
\$ 35,283,477	\$ 96,170,955	\$ 8,062,643	\$ 163,448,377	\$ 6,592,469	\$ 170,040,846

Child Care Associates and Subsidiaries
Consolidated Statements of Functional Expenses (Continued)

	Program		
	Early Education Program Services	Special Nutrition	Head Start/ Early Head Start
<i>For the year ended December 31, 2024</i>			
Salary and fringe benefits	\$ 311,038	\$ 86,542	\$ 14,151,034
Employee health benefits	44,805	26	1,897,827
Payroll taxes and other fringe	32,544	12,380	1,781,228
Professional fees	132,568	(26)	3,818,350
Educational supplies	4,243	-	691,383
Food	31,340	548,774	781
Household supplies	3,049	64,442	307,074
Office supplies	3,772	-	92,156
Other supplies	11,602	87	602,992
Telephone	6,225	-	117,047
Postage	4	-	16,287
Occupancy	43,073	-	1,650,944
Rental and equipment maintenance	6,047	-	349,449
Travel	1,158	858	83,305
Conferences, conventions and meetings	-	-	8,182
Provider payments	-	-	-
Insurance	14,278	-	328,133
Miscellaneous	6,955	1	554,333
Printing	1,939	-	4,248
Community relations and public contributions	-	-	100
Interest expense	-	-	-
Total expenses before depreciation and amortization	654,640	713,084	26,454,853
Depreciation and amortization	4,250	-	52,588
Total expenses	\$ 658,890	\$ 713,084	\$ 26,507,441

The accompanying notes are an integral part of these consolidated financial statements.

Services			Supporting Services		
Child Care Management Services			Total		
North Texas COG	Tarrant County	Other Programs	Program Services	General and Administration	Total 2024
\$ 3,722,532	\$ 5,183,576	\$ 2,568,384	\$ 26,023,106	\$ 3,093,387	\$ 29,116,493
637,107	1,242,384	216,412	4,038,561	284,092	4,322,653
436,595	752,588	298,592	3,313,927	364,044	3,677,971
1,066,688	1,162,406	6,104,580	12,284,566	454,854	12,739,420
-	(608)	-	695,018	498	695,516
343	-	143	581,381	2,917	584,298
1,111	2,519	218	378,413	6,446	384,859
10,528	43,084	2,731	152,271	28,507	180,778
1,000,895	933,041	209,583	2,758,200	323,441	3,081,641
511	35,770	4,700	164,253	12,176	176,429
1,947	79,110	111	97,459	1,980	99,439
301	4,780	13,600	1,712,698	76,228	1,788,926
230	265,929	10,627	632,282	34,101	666,383
24,682	90,698	26,577	227,278	24,570	251,848
11,755	4,390	650	24,977	93,504	118,481
-	80,990,942	-	80,990,942	-	80,990,942
96,980	146,796	38,479	624,666	192,417	817,083
1,033,573	494,658	258,920	2,348,440	379,038	2,727,478
7,615	13,637	550	27,989	5,933	33,922
-	-	-	100	-	100
-	-	-	-	20,569	20,569
8,053,393	91,445,700	9,754,857	137,076,527	5,398,702	142,475,229
-	-	4,498	61,336	220,199	281,535
\$ 8,053,393	\$ 91,445,700	\$ 9,759,355	\$ 137,137,863	\$ 5,618,901	\$ 142,756,764

Child Care Associates and Subsidiaries Consolidated Statements of Cash Flows

<i>For the years ended December 31,</i>	2025	2024
Operating Activities		
Change in net assets	\$ 10,133,569	\$ 6,812,293
Adjustments to reconcile change in net assets to net cash provided by (used in) operating activities		
Depreciation	313,316	281,535
Loss on disposal of assets	3,545	(1,412,325)
Changes in operating assets and liabilities		
Grants receivable	(1,469,108)	2,685,901
Accounts receivable	19,761	139,893
Other receivables	(52,374)	618,698
Prepaid expenses	(373,054)	128,223
Operating lease liabilities	(12,813)	(10,828)
Accounts payable	1,206,635	(3,447,903)
Accrued salaries and benefits	83,406	310,548
Net cash provided by (used in) operating activities	9,852,883	6,106,035
Investing Activities		
Purchases of property and equipment	(11,212,046)	(2,621,575)
Proceeds from sale of land	-	1,520,420
Net cash provided by (used in) investing activities	(11,212,046)	(1,101,155)
Financing Activities		
Principal payments on note payable - grantor	(118,926)	(117,367)
Net cash provided by (used in) financing activities	(118,926)	(117,367)
Net change in cash and cash equivalents	(1,478,089)	4,887,513
Cash and cash equivalents at beginning of year	16,247,415	11,359,902
Cash and cash equivalents at end of year	\$ 14,769,326	\$ 16,247,415
Schedule of Noncash Transactions		
Lease liabilities arising from obtaining right-of-use assets		
Operating leases	\$ 3,762,211	\$ 252,699
Schedule of Certain Cash Flow Information		
Cash paid for interest	\$ 159,386	\$ 20,569

The accompanying notes are an integral part of these consolidated financial statements.

Child Care Associates and Subsidiaries

Notes to Consolidated Financial Statements

Note 1: DESCRIPTION OF THE ORGANIZATION

Child Care Associates (CCA) is a multi-funded, private, not-for-profit organization that provides comprehensive childcare and development services in North Texas. CCA's mission is to assist family successes through excellence in comprehensive early education and development services.

Curantis Group, LLC (Curantis), a wholly owned subsidiary of CCA, was organized during 2021 under the laws of the state of Texas as a social enterprise to deliver mission-related services that build sustainable revenues for the nonprofit. Curantis offers customized service solutions for caregivers in the childcare industry to include child care business coaching, child care knowledge hub, child care quality and child care training and technical assistance.

Pre-K Today, LLC (Pre-K), a wholly-owned subsidiary of CCA, was organized during 2021 under the laws of the state of Texas as a contractor to provide additional childcare services in North Texas.

Child Care Management Services, LLC (CCMS) is a wholly owned subsidiary of CCA, organized in 2023 under the laws of the State of Texas. CCMS operates as a contractor delivering child care services, including managing large-scale public contracts.

Child Care Associates Foundation (Foundation) was established to benefit and support CCA. The Foundation distributes funds to CCA through programmatic support and general operating grants.

The Agency conducts the following programs:

Early Education Program Services – The Agency provides direct early education services for children 6 weeks – 5 years old in center, partnership classroom, and home based programming by providing academic and social/emotional growth through evidence-based, culturally responsive, and quality early education and child care programs. Direct care services include Head Start and Early Head Start funded programming that provide access to low-income families as well as Prekindergarten services. The Agency also delivers a pregnant mother program for pregnant mothers and children ages birth to 2 months.

Child Care Management Services – The Agency manages the Texas Workforce Scholarship program for 14 counties in the DFW area. The Scholarship program provides benefits by offsetting cost of child care for parents who are working or getting an education, improving the early education system by increasing the number of Texas Rising Star (TRS) quality-rated child care programs, and investing in quality improvements in the TRS child care programs.

Special Nutrition – The Agency provides meals to qualifying children serviced through early education direct care programs.

Other Programs – The Agency provides additional services to help educate and train early childhood educators and providing incentives to improve the early education system locally and statewide.

Note 2: SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Basis of Accounting

The accompanying consolidated financial statements have been prepared on the accrual basis of accounting in accordance with accounting principles generally accepted in the United States of America (U.S. GAAP). The Financial Accounting Standards Board (FASB) provides authoritative guidance regarding U.S. GAAP through the Accounting Standards Codification (ASC) and related Accounting Standards Updates (ASUs).

Child Care Associates and Subsidiaries

Notes to Consolidated Financial Statements

Note 2: SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Principles of Consolidation

These consolidated financial statements include the accounts of CCA and its wholly-owned subsidiaries, Curantis, CCMS and Pre-K as well as the Foundation (collectively, CCA). All significant intercompany transactions have been eliminated in consolidation.

Use of Estimates

The preparation of U.S. GAAP consolidated financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and changes therein, and disclosure of contingent assets and liabilities at the date of the consolidated financial statements and the reported amounts of revenue and expenses during the reporting period. Actual results could differ from those estimates. Estimates that are particularly susceptible to significant change in the near term are related to contributions of non-financial assets and allocation of functional expenses.

Cash and Cash Equivalents

Cash and cash equivalents include cash and all highly liquid investments with an original maturity of 90 days or less.

Allowance for Credit Losses

Management evaluates its receivables on an ongoing basis by analyzing customer relationships and previous payment histories. The allowance for credit losses is management's best estimate of the amount of expected credit losses in the existing accounts based on current market conditions. Historically, losses on uncollectible accounts have been within management's expectations. The allowance for credit losses is reviewed on a periodic basis to ensure there is sufficient reserve to cover any potential credit losses. When receivables are considered uncollectible, they are charged against the allowance for credit losses. Collections on accounts previously written off are included in the change in net assets as received. As of December 31, 2025 and 2024, no allowance for credit losses was made in the accompanying consolidated financial statements.

Grants Receivable

Grants receivable represent pending reimbursements of program expenses incurred as of December 31, 2025 and 2024, both billed and unbilled, and expected to be received from the funding sources in the subsequent year. Management considers receivables at December 31, 2025 and 2024 to be fully collectible. Accordingly, no allowance for credit losses was made in the accompanying consolidated financial statements.

Accounts Receivable and Other Receivables

Accounts receivable represent amounts due from customers and others which are expected to be collected within twelve months. Management evaluates its accounts receivable on an ongoing basis by analyzing customer relationships and previous payment histories. The allowance for credit losses is management's best estimate of the amount of probable credit losses in the existing accounts based on current market conditions. Management considers accounts and other receivables at December 31, 2025 and 2024 to be fully collectible. Accordingly, no allowance for credit losses was made in the accompanying consolidated financial statements.

Child Care Associates and Subsidiaries

Notes to Consolidated Financial Statements

Note 2: SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Property and Equipment

All acquisitions of property and equipment in excess of \$5,000 and all expenditures for maintenance, renewals, and betterments that materially prolong the useful lives of assets are capitalized. Repairs and maintenance are expensed as incurred. Property and equipment are carried at cost or, if donated, at the approximate fair value at the date of donation. Depreciation is computed using the straight-line method.

Leases

The Agency leases office space, child care center space and equipment. The Agency determines if an arrangement is a lease at inception. Operating leases are included in operating lease right-of-use (ROU) assets, other current liabilities, and operating lease liabilities the consolidated statements of financial position.

ROU assets represent the right to use an underlying asset for the lease term and lease liabilities represent the obligation to make lease payments arising from the lease. Operating lease ROU assets and liabilities are recognized at commencement date based on the present value of lease payments over the lease term. As most of the leases do not provide an implicit rate, the Agency uses a risk-free rate based on the information available at commencement date in determining the present value of lease payments. The operating lease ROU asset also includes any lease payments made and excludes lease incentives. The lease terms may include options to extend or terminate the lease when it is reasonably certain that the Agency will exercise that option. Lease expense for lease payments is recognized on a straight-line basis over the lease term.

Our lease agreements do not contain any material residual value guarantees or material restrictive covenants.

Net Assets

CCA reports information regarding its financial position and activities according to two classes of net assets that are based upon the existence or absence of restrictions on use that are placed by its donors: net assets without donor restrictions and net assets with donor restrictions.

Net assets without donor restrictions are resources available to support operations and not subject to donor restrictions. The only limits on the use of net assets without donor restrictions are the broad limits resulting from the nature of CCA, the environments in which it operates, the purposes specified in its corporate documents and its application for tax-exempt status, and any limits resulting from contractual agreements with creditors and others that are entered into in the course of its operations.

Net assets with donor restrictions are resources that are subject to donor-imposed restrictions. Some restrictions are temporary in nature, such as those that are restricted by a donor for use for a particular purpose or in a particular future period. Other restrictions may be perpetual in nature; such as those that are restricted by a donor that the resources be maintained in perpetuity.

When a donor's restriction is satisfied, either by using the resources in the manner specified by the donor or by the passage of time, the expiration of the restriction is reported in the consolidated financial statements by reclassifying the net assets from net assets with donor restrictions to net assets without donor restrictions.

Child Care Associates and Subsidiaries

Notes to Consolidated Financial Statements

Note 2: SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Revenue Recognition

Revenue from dues and fees and payments under various contracts is recognized as revenue when performance obligations under the terms of the contracts with customers are satisfied. Revenue received in advance is deferred and recognized over the periods to which the dues and fees relate. These amounts are included in performance obligation liabilities within the consolidated statements of financial position.

A significant portion of the Agency's grants and contracts are from government agencies. The benefits received by the public as a result of the assets transferred are not equivalent to commensurate value received by the government agencies and are therefore not considered exchange transactions. Grants and contracts are analyzed for measurable performance-related barriers or other barriers. Revenue is recognized as barriers are met. Funds received from non-exchange transactions in advance of barriers being met are recorded as refundable advances.

Contributions are recognized when cash, other assets, an unconditional promise to give, or notification of a beneficial interest is received. Conditional promises to give are not recognized until the conditions on which they depend have been substantially met or the donor has explicitly removed the conditions. Contributions received with donor-imposed restrictions that are met in the same year in which the contributions are received are classified as net assets without donor restrictions.

Donated Assets

Donated investments and other noncash donations are recorded as contributions at their fair values at the date of donation.

Donated Services, Materials and Facilities

Donated services are recognized as contributions if the services (a) create or enhance nonfinancial assets or (b) require specialized skills, are performed by people with those skills, and would otherwise be purchased by CCA. Donated services, materials and facilities are recorded at their estimated fair values.

Functional Allocation of Expenses

The costs of providing various programs and other activities have been summarized on a functional basis in the consolidated statements of activities and in the consolidated statements of functional expenses. Directly identifiable expenses are charged to programs and supporting services that benefited directly from the expense. Certain other costs have been allocated among the programs and supporting services benefited in accordance with CCA's cost allocation plan. General and administrative expenses include those expenses that provide for the overall support and direction of CCA.

Allocable salaries and wages, fringe benefits, travel costs, training/conferences/seminars, contractual expenses, and occupancy/facilities expenses of program centers are allocated proportionate to the number of children enrolled in each program or classrooms served. Occupancy/facilities expenses for administrative buildings are allocated based on ratio of square footage utilization by staff or classrooms served. Costs incurred for administration related to equipment rental and repairs, phones and internet, office expenses and supplies, and insurance are allocated based on ratio of square footage utilization by staff while similar costs incurred at program centers is allocated proportionate to the number of children enrolled in each program or classrooms served. Depreciation is cost allocated by square footage, similar

Child Care Associates and Subsidiaries

Notes to Consolidated Financial Statements

Note 2: SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Functional Allocation of Expenses (continued)

to the occupancy expense, the number of children enrolled and classrooms in each program are also taken into consideration. For centers with child care and head start in the same building the costs are allocated by classrooms for things that are not driven by children. Unallowable costs are allocated directly to unrestricted funds.

Advertising

CCA, Curantis, CCMS, Pre-K and the Foundation use advertising to promote its programs among the audiences it serves. The production costs of advertising are expensed as incurred. During the years ended December 31, 2025 and 2024, advertising costs were immaterial.

Income Taxes

CCA has been granted an exemption from income taxes under Internal Revenue Code Section 501(c)(3) as a non-profit corporation. As required by Internal Revenue Service regulations, CCA and the Foundation each annually files Form 990, "Return of Agency Exempt from Income Tax" with the Internal Revenue Service. As single member limited liability companies, Curantis, CCMS and Pre-K Today are treated as disregarded entities for tax purposes. As such, these three subsidiaries are included in CCA's annual Form 990 for tax reporting purposes.

CCA's policy is to record interest and penalties related to taxes in interest expense on the consolidated financial statements; however, CCA did not have any interest or penalties related to taxes in fiscal year 2025 and 2024.

CCA applies the accounting guidance for uncertainty in income taxes using the provisions of FASB ASC 740, *Income Taxes*. Using that guidance, tax positions initially need to be recognized in the consolidated financial statements when it is more likely than not the position will be sustained upon examination by the tax authorities. Such tax positions initially and subsequently need to be measured as the largest amount of tax benefit that has a greater than 50% likelihood of being realized upon ultimate settlement with the tax authority assuming full knowledge of the position and relevant facts. CCA believes that it has appropriate support for the income tax positions taken and to be taken on its tax returns and that its accruals for tax liabilities are adequate for all open tax years (after 2022 for federal and state) based on an assessment of many factors including experience and interpretations of tax laws applied to the facts of each matter. CCA has concluded that there are no significant uncertain tax positions requiring disclosure, and there are no material amounts of unrecognized tax benefits as of December 31, 2025 and 2024.

Subsequent Events

Management has evaluated subsequent events through the date that the consolidated financial statements were available to be issued, September 28, 2026, and deemed there were no events that occurred that required disclosure. No subsequent events occurring after this date have been evaluated for inclusion in these consolidated financial statements.

Child Care Associates and Subsidiaries

Notes to Consolidated Financial Statements

Note 3: LIQUIDITY AND FINANCIAL ASSET AVAILABILITY

CCA maintains their financial assets primarily in cash and cash equivalents to provide liquidity to ensure funds are available as expenditures come due. The following reflects the financial assets as of the consolidated statement of financial position date, reduced by amounts not available for general use within one year of the consolidated statement of financial position date because of contractual or donor-imposed restrictions.

<i>December 31,</i>	2025	2024
Total assets at year end	\$ 46,907,497	\$ 32,623,494
Less non-financial assets		
Prepaid expenses and other assets	(900,009)	(526,955)
Operating lease right-of-use assets, net	(4,392,408)	(1,400,276)
Property and equipment, net	(21,377,984)	(10,482,799)
Financial assets, at year end	20,237,096	20,213,464
Less those not available for general expenditures within one year, due to contractual or donor-imposed restrictions		
Restricted by donor with time or purpose restrictions	(1,749,068)	(934,320)
Financial assets available to meet cash needs for general expenditures within one year	\$ 18,488,028	\$ 19,279,144

CCA is principally supported by federal and state grant awards. Management's goal is to maintain available financial assets to meet its next 90 days of operating expenses, exclusive of certain grant expenses which are funded immediately upon disbursement.

Note 4: GRANTS RECEIVABLE

Grants receivable consists of the following:

<i>December 31,</i>	2025	2024
U.S. Department of Health and Human Services		
Head Start	\$ 405,688	\$ 754,694
Child Care Management System Program	1,438,278	708,659
U.S. Department of Agriculture		
Child and Adult Care Food Program	66,238	58,325
U.S. Department of Treasury		
Coronavirus Relief Fund	2,076,277	1,465,190
U.S. Department of Housing and Urban Development		
Community Development Block Grants/Entitlement Grants	469,495	-
Grants receivable, net	\$ 4,455,976	\$ 2,986,868

Child Care Associates and Subsidiaries
Notes to Consolidated Financial Statements

Note 5: PROPERTY AND EQUIPMENT

The components of property and equipment at December 31, 2025 and 2024, are as follows:

<i>December 31,</i>	Estimated Useful Lives (in years)	2025	2024
Buildings	10-50	\$ 7,590,172	\$ 7,590,172
Equipment	3-5	2,821,686	3,024,733
	Shorter of useful life of the asset		
Leasehold improvements	or life of the	4,153,144	4,195,690
Total depreciable property and equipment		14,565,002	14,810,595
Less accumulated depreciation		(10,316,747)	(10,348,363)
Total depreciable property and equipment, net		4,248,255	4,462,232
Construction in process		15,584,046	4,474,884
Land		1,545,683	1,545,683
Property and equipment, net		\$ 21,377,984	\$ 10,482,799

Depreciation expense for the years ended December 31, 2025 and 2024 was \$313,316 and \$281,535, respectively.

Note 6: LEASES

The Agency has operating leases for office space, classrooms and equipment. The leases have remaining lease terms of 5 months to 13 years.

Operating lease costs were \$800,388 and \$611,659 for the years ended December 31, 2025 and 2024 respectively.

Child Care Associates and Subsidiaries

Notes to Consolidated Financial Statements

Note 6: LEASES (Continued)

Weighted average remaining lease term and discount rates consist of the following:

<i>For the years ended December 31,</i>	2025	2024
Weighted average remaining lease term		
Operating leases	8.14 years	3.42 years
Weighted average discount rate		
Operating leases	3.98%	2.28%

Future minimum lease payments under non-cancellable leases as of December 31, 2025, were as follows:

<i>For the years ending December 31,</i>	Operating Leases
2026	\$ 863,021
2027	777,114
2028	629,994
2029	564,305
2030	345,031
Thereafter	1,993,512
Total future minimum lease payments	5,172,977
Less imputed interest	(794,749)
Present value of lease liabilities	\$ 4,378,228
Reported as of December 31, 2025	
Other current liabilities	\$ 698,716
Other long-term liabilities	3,679,512
Total	\$ 4,378,228

Note 7: DUE TO GRANTOR

Due to grantor represents an amount owed to the U.S. Department of Health and Human Services for disallowed costs. The disallowed funds are a result of CCA not properly allocating joint costs and indirect program costs to its Head Start and Early Head Start programs during a prior period.

Child Care Associates and Subsidiaries

Notes to Consolidated Financial Statements

Note 7: DUE TO GRANTOR (Continued)

Due to grantor consists of the following:

<i>December 31,</i>	2025	2024
Due to grantor payable is due to U.S. Department of Health and Human Services in monthly installments of \$11,000 bearing interest at 1.00% annually, maturing February 2036.		
	\$ 1,271,902	\$ 1,390,578
The principal amounts of note payable maturing subsequent to December 31, 2025 are as follows:		
2026	\$	119,837
2027		121,041
2028		122,257
2029		123,486
2030		124,724
Thereafter		660,557
Total	\$	1,271,902

Note 8: REVENUE

CCA's customers are primarily the parents of children enrolled in childcare programs in Tarrant County in the State of Texas. Customers can obtain subsidized assistance through federal, state, county or municipal governments or agencies, where all or a portion of the childcare fees are paid by these third-party entities on behalf of the customers. Program service fees are typically collected at the beginning of the week or month of service. All program service fee revenue is recognized at the point in time that related childcare services are performed.

Curantis and CCMS LLC's customers are primarily the child care providers that receive funding from the Texas Workforce Commission in the State of Texas. Contract revenues are typically collected at the completion of the required deliverables for business coaching and knowledge hub. All contract revenue is recognized at the point in time that related deliverables are completed.

Child Care Associates and Subsidiaries

Notes to Consolidated Financial Statements

Note 8: REVENUE (Continued)

Disaggregated Revenue

A summary of disaggregated revenue information follows:

<i>For the years ended December 31,</i>	2025	2024
Contracts with customers		
<i>Recognized at a point in time</i>		
Program service fees	\$ 105,926	\$ 275,513
Contract revenues	1,185,415	3,800,973
Other revenue and support		
Grant income	171,699,838	137,694,423
Misc income	3,235,870	2,382,982
Gain on sale of asset	-	1,412,325
Contributions	2,733,313	1,704,908
Interest income	180,610	549,612
In-kind	1,033,443	1,748,321
Total revenue	\$ 180,174,415	\$ 149,569,057

Note 9: DONATED SERVICES, MATERIALS, AND FACILITIES

Donated services are recognized as contributions if the services (a) create or enhance nonfinancial assets or (b) require specialized skill, are performed by people with those skills, and would otherwise be purchased by CCA.

Significant services, materials, and facilities are donated to CCA by various individuals and organizations as part of its Head Start program. Donated materials and facilities were recorded at fair market value at the date of donation and have been included in revenue and expenses for the year. Donated professional services are valued based on the fair market value of the services donated.

Donated non-professional services have not been recognized in the Consolidated Statements of Activities in accordance with FASB ASC 958-605. The non-professional services reported below are based on time sheets maintained on the volunteers, using reasonable rates.

Donated space is valued at the fair value of similar properties available in commercial real estate listings based on the most recent appraisal received. Donated services are valued using the professional's rates that they charge for their services. Donated goods are valued at the wholesale prices that would have been received for selling similar products.

Child Care Associates and Subsidiaries

Notes to Consolidated Financial Statements

Note 9: DONATED SERVICES, MATERIALS, AND FACILITIES (Continued)

Donated materials, facilities, and services are as follows:

<i>For the years ended December 31,</i>	Head Start	Corporate Services	2025	2024
Program supplies	\$ 4,531	\$ -	\$ 4,531	\$ 53,205
Professional services	244,684	-	244,684	1,115,306
Facilities	784,228	-	784,228	579,810
In-kind contributions reflected in the consolidated statements of activities	1,033,443	-	1,033,443	1,748,321
Nonprofessional services	1,185,942	-	1,185,942	772,012
Total in-kind contributions	\$ 2,219,385	\$ -	\$ 2,219,385	\$ 2,520,333

Note 10: NET ASSETS WITH DONOR RESTRICTIONS

During 2024 and 2025, CCA received certain contributions which were limited as to use. The portions of these contributions which had not been expended for donor-designated purposes are included in net assets with donor restrictions on the consolidated statements of activities. A summary of the activity in net assets with donor restrictions is summarized by donor-designated purposes as follows:

	Innovation Studio	NAEYC Essentials	Institute to Advance Child Care	Nature Filled Classrooms	Happy Bagget Fund
Net assets with donor restrictions at January 1, 2024	\$ 42,125	\$ 909	\$ 106,127	\$ 107,119	\$ 71,450
Contributions	-	-	83,810	100,000	-
Assets released from restrictions through qualifying expenses	-	-	(189,937)	(20,000)	(1,174)
Net assets with donor restrictions at December 31, 2024	42,125	909	-	187,119	70,276
Contributions	-	-	340,183	100,000	-
Assets released from restrictions through qualifying expenses	-	(11)	(340,183)	(54,656)	(20,860)
Net assets with donor restrictions at December 31, 2025	\$ 42,125	\$ 898	-	\$ 232,463	\$ 49,416

Child Care Associates and Subsidiaries

Notes to Consolidated Financial Statements

Note 10: NET ASSETS WITH DONOR RESTRICTIONS (Continued)

	NAEYC	Data Performance	Cook Garden Project	Early Educator Investment	Facilities Support	Total
Net assets with donor restrictions at January 1, 2024	\$ 2,176	\$ 32,290	\$ -	\$ -	\$ -	\$ 362,196
Contributions	-	-	28,500	889,368	-	1,101,678
Assets released from restrictions through qualifying expenses	(1,400)	(14,459)	-	(302,584)	-	(529,554)
Net assets with donor restrictions at December 31, 2024	776	17,831	28,500	586,784	-	934,320
Contributions	-	-	-	829,327	700,000	1,969,510
Assets released from restrictions through qualifying expenses	-	(17,791)	(7,840)	(708,330)	(5,091)	(1,154,762)
Net assets with donor restrictions at December 31, 2025	\$ 776	\$ 40	\$ 20,660	\$ 707,781	\$ 694,909	\$ 1,749,068

A description of each project or program for which restricted contributions were made follows:

Innovation Studio – Donor imposed restrictions require expenditure of related contributions for establishing an Innovation Studio for children and adults to model and share best practices in early education direct delivery.

NAEYC Essentials – Donor imposed restrictions require expenditures on National Association for the Education of Young Children (NAEYC) accreditation for supplies and training.

Institute to Advance Child Care – Donor imposed restrictions require expenditures related to contributions in support of the Institute to Advance Child Care (IACC). The IACC division of CCA focuses on the belief that that all children 0-5, regardless of neighborhood or circumstance deserve the benefits of high-quality early education and care. The division seeks to ideate and scale programmatic and policy frameworks that directly address and dismantle the many layers of inequities that currently exist in the early learning system.

Nature Filled Classrooms – Donor imposed restrictions require expenditures related to natural play-based early learning through professional development training, coaching, and enrichment of nature support play based experiences.

Happy Bagget Fund – Fund established to improve the quality of early childhood campuses, play areas and furnishings. After time restriction is released, the Board of Directors may redirect funds to meet and organizational needs.

NAEYC – Donor imposed restriction for Expanding quality Early Education and Care through Policy and NAEYC accreditation.

Data Performance – Donor imposed restrictions specific to Data and Performance Team Building Capacity investment.

Cook Garden Project – Grant restricted funds aimed at enhancing outdoor learning environments through the development of garden spaces at CCA's early childhood education centers.

Child Care Associates and Subsidiaries

Notes to Consolidated Financial Statements

Note 10: NET ASSETS WITH DONOR RESTRICTIONS (Continued)

Early Educator Investment – Donor imposed restriction to improve compensation, professional development, and systemic support for early childhood educators in North Texas, particularly those serving children ages 0–5.

Facilities Support – Donor-imposed restrictions require expenditures related to the planning, development, construction, renovation, and enhancement of facilities that support CCA's mission. These funds are intended to strengthen educational environments, expand service capacity, and invest in infrastructure improvements that benefit children, families, educators, and the broader early childhood system.

Note 11: CONCENTRATION OF CREDIT RISK

Financial instruments which potentially subject CCA to concentrations of credit risk consist principally of cash and receivables.

As of December 31, 2025, deposits in financial institutions exceeded the collateral thereon and the amounts insured by the Federal Deposit Insurance Corporation (FDIC) and Securities Investors Protection Corporation (SIPC) by \$11,120,543. CCA and subsidiaries' deposits have exceeded collateralized and insured amounts at other various times during the year as well; however, CCA monitors credit worthiness of each financial institution with which it conducts business and has not experienced any losses in its accounts. CCA believes it is not exposed to any significant risk on cash deposits.

Credit risk with respect to receivables is limited because the amounts are primarily receivable from state and local governmental agencies. CCA believes it is not exposed to any significant risk on receivables.

Note 12: RETIREMENT PLAN

CCA and subsidiaries provide an employee benefit retirement plan established pursuant to Section 403(b) of the Internal Revenue Code which covers substantially all employees. An employee is eligible to participate and receive employer matching contributions immediately upon employment. Employees may elect to contribute up to the maximum amount allowed in accordance with Section 403(b) of the Internal Revenue Code. CCA and CCMS makes base annual contributions to each participant in the amount of 4% of eligible compensation and matches employee contributions equal to 50% of the first 4% of compensation. Curantis and PreK match employee contributions equal to 100% up to 10% of eligible compensation. Contributions totaled \$1,276,921 and \$1,102,159 for 2025 and 2024, respectively.

Note 13: RISK MANAGEMENT

CCA is exposed to various risks of loss related to torts, theft of, damage to, or destruction of assets, errors and omissions, injuries to employees, employee's health insurance and life, and natural disasters. Management manages these risks of loss through the purchase of various insurance policies.

Child Care Associates and Subsidiaries

Notes to Consolidated Financial Statements

Note 14: CONTINGENCIES

Grant monies received and disbursed by CCA are for specific purposes and are subject to review by the grantor agencies. Such audits may result in requests for reimbursement due to disallowed expenditures. Based upon experience, CCA does not believe that such disallowance, if any, would have a material effect on its financial position.

From time to time, in the ordinary course of business, CCA, Curantis, CCMS, Pre-K or the Foundation may be party to various lawsuits, claims or assessments. In the opinion of management, the Organization is not party to any action that will have a material adverse effect on CCA, Curantis, CCMS, Pre-K or the Foundation's business, financial position, results of operations or cash flows.

Child Care Associates

Schedule of Expenditures of Federal and State of Texas Awards
For the Year Ended December 31, 2025

Grantor/Pass-through Grantor/ Program Title	Assistance Listing Number	Agency or Pass-through Number	Funds Provided to Subrecipients	Expenditures
U.S. Department of Health and Human Services				
Direct Award:				
Head Start**	93.600	06CH011569-05-00	\$ -	\$ 11,223,454
Head Start**	93.600	06CH013273-01-00	-	11,927,169
Subtotal 93.600/ Head Start Cluster			-	23,150,623
Pass-through from Tarrant County Workforce Development Board				
Child Care Management Services				
Child Care and Development Fund Cluster				
Tarrant County CCMS Master Contract #20097221				
Child Care Mandatory and Matching Funds of the				
Child Care and Development Fund*	93.596	03090Y00	-	23,960,036
Child Care and Development Block Grant*	93.575	03090Y00	-	57,278,321
Pass-through North Central Texas Council of Governments				
Child Care and Development Fund*	93.596	FW25 TWC-01	-	11,670,041
Child Care and Development Block Grant*	93.575	FW25 TWC-01	-	10,825,226
Total Child Care and Development Fund Cluster			-	103,733,624
Pass-through from Tarrant County Workforce Development Board				
Social Services Block Grant	93.667	03090Y00	-	116,510
Pass-through North Central Texas Council of Governments				
Social Services Block Grant	93.667	FW25 TWC-01	-	52,956
Subtotal 93.667			-	169,466
Total U.S. Department of Health and Human Services			-	127,053,713

-Continued-

Child Care Associates

Schedule of Expenditures of Federal and State of Texas Awards (Continued)
For the Year Ended December 31, 2025

Grantor/Pass-through Grantor/ Program Title	Assistance Listing Number	Agency or Pass-through Number	Funds Provided to Subrecipients	Expenditures
U. S. Department of Agriculture				
Pass-through from Texas Department of Agriculture				
Child and Adult Care Food Program	10.558	02048	-	759,447
U. S. Department of Housing and Urban Development				
Pass-through from the City of Arlington, TX				
Community Development Block Grants/ Entitlement Grants***	14.218	N/A	-	1,663,778
U.S. Department of Treasury				
Pass-through from Tarrant County				
COVID-19 Coronavirus State and Local Fiscal	21.027	COVID-19	-	5,884,301
Pass-through from the City of Ft. Worth, TX				
COVID-19 Coronavirus State and Local Fiscal	21.027	COVID-19	-	6,248,440
Pass-through from Tarrant County College				
COVID-19 Coronavirus State and Local Fiscal				
Recovery Funds	21.027	COVID-19	-	2,141,583
Total U.S. Department of Treasury			-	14,274,324
Total Expenditures of Federal Awards			\$ -	\$ 143,751,262
* Child Care and Development Fund Cluster				
**Head Start Cluster				
***CDBG - Entitlement Grants Cluster				
Texas Department of Family and Protective Services				
Pass-through from Tarrant County Workforce Development Board				
Child Care Management Services				
Tarrant County CCMS Master Contract #20097221				
State General Revenue		03090Y00	\$ -	\$ 13,623,817
Pass-through North Central Texas Council of Governments				
State General Revenue		FW25 TWC-01	-	12,996,470
Total expenditures of State of Texas awards			\$ -	\$ 26,620,287

Child Care Associates

Notes to Schedule of Expenditures of Federal and State of Texas Awards

Note 1: BASIS OF ACCOUNTING

The Schedule of Expenditures of Federal and State of Texas Awards (the Schedule) was prepared on the modified accrual basis of accounting. The modified accrual basis differs from the full accrual basis of accounting in that expenditures for property and equipment are expensed when incurred, rather than being capitalized and depreciated over their useful lives, and expenditures for the principal portion of debt service are expensed when incurred, rather than being applied to reduce the outstanding principal portion of debt, which conforms to the basis of reporting to grantors for reimbursement under the terms of CCA's federal and state grants.

Note 2: INDIRECT COST RATE

The accompanying Schedule includes indirect costs charged utilizing CCA's authorized federal indirect cost rate of 13.70%. Due to this, CCA did not elect to use the de minimis indirect cost rate as allowed under the Uniform Guidance and Texas GMS.

Note 3: BASIS OF PRESENTATION

The accompanying Schedule summarizes the federal and state expenditures of CCA under programs of the federal government and state of Texas for the year ended December 31, 2025. The amounts reported as federal and state grant expenditures were obtained from CCA's general ledger. Because the Schedule presents only a selected portion of the operations of CCA, it is not intended to and does not present the financial position, changes in net assets and cash flows of CCA.

For purposes of the Schedule, federal and state awards include all grants, contracts, and similar agreements entered into directly with the federal government, State of Texas, and other pass-through entities. Payments received for goods or services provided as a vendor do not constitute federal awards for purposes of the Schedule. CCA has obtained Assistance Listing Number (ALN) numbers to ensure that all programs have been properly identified in the Schedule.

Clusters

Federal programs with different ALN numbers that are closely related because they share common compliance requirements are defined as a cluster by the Uniform Guidance. Child Care and Development Block Grant (ALN 93.575) and Child Care Mandatory and Matching Funds of the Child Care and Development Fund (ALN 93.596) are reported as the CCDF Cluster, the Head Start (ALN 93.600) is reported as the Head Start Cluster and the Community Development Block Grants/Entitlement Grants (ALN 14.218) are reported as the CDBG - Entitlement Grants Cluster in the Schedule.

Note 4: FEDERAL PASS-THROUGH FUNDS

CCA is also the sub-recipient of federal funds that have been subjected to testing and are reported as expenditures and listed as federal pass-through funds. Federal awards other than those indicated as pass-through funds are considered to be direct.

Child Care Associates

Notes to Schedule of Expenditures of Federal and State of Texas Awards

Note 5: RELATIONSHIP OF THE SCHEDULE TO PROGRAM FINANCIAL REPORTS

The amounts reflected in the financial reports submitted to the awarding federal, state and/or pass-through agencies and the Schedule may differ. Some of the factors that may account for any difference include the following:

- CCA's fiscal year end may differ from the program's year end.
- Accruals recognized in the Schedule, because of year end procedures, may not be reported in the program financial reports until the next program reporting period.
- Fixed asset purchases and the resultant depreciation charges are recognized as fixed assets in CCA's consolidated financial statements and as expenditures in the program financial reports and the Schedule.

Note 6: CONTINGENCIES

Grant monies received and disbursed by CCA are for specific purposes and are subject to review by the grantor agencies. Such audits may result in requests for reimbursement due to disallowed expenditures. Based upon our experience, CCA does not believe that such disallowance, if any, would have a material effect on the financial position of CCA. As of December 31, 2025, there were no material questioned or disallowed costs as a result of grant audits in process or completed.

Note 7: NONCASH ASSISTANCE

CCA did not receive any federal noncash assistance for the fiscal year ended December 31, 2025.

Note 8: SUBRECIPIENTS

CCA did not provide federal funds to subrecipients for the fiscal year ended December 31, 2025.

Note 9: LOANS AND LOAN GUARANTEES

CCA did not receive any loans or loan guarantees for the year ended December 31, 2025.

Note 10: FEDERALLY FUNDED INSURANCE

CCA did not have any federally funded insurance required to be reported on the Schedule for the fiscal year ended December 31, 2025.



CARR, RIGGS & INGRAM, L.L.C.

Carr, Riggs & Ingram, L.L.C.

1117 Boll Weevil Circle
Enterprise, AL 36330

Mailing Address:

PO Box 311070
Enterprise, AL 36331

334.347.0088

334.347.7650 (fax)

CRLadv.com

**INDEPENDENT AUDITOR'S REPORT ON INTERNAL CONTROL OVER
FINANCIAL REPORTING AND ON COMPLIANCE AND OTHER MATTERS
BASED ON AN AUDIT OF CONSOLIDATED FINANCIAL STATEMENTS
PERFORMED IN ACCORDANCE WITH *GOVERNMENT AUDITING STANDARDS***

To the Board of Directors of
Child Care Associates
Fort Worth, Texas

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the consolidated financial statements of Child Care Associates (a nonprofit organization), (CCA), and subsidiaries (collectively, the Agency) which comprise the consolidated statement of financial position as of December 31, 2025, and the related consolidated statements of activities, functional expenses and cash flows for the year then ended, and the related notes to the consolidated financial statements, and have issued our report thereon dated September 28, 2026

Report on Internal Control over Financial Reporting

In planning and performing our audit of the consolidated financial statements, we considered the Agency's internal control over financial reporting (internal control) as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the consolidated financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Agency's internal control. Accordingly, we do not express an opinion on the effectiveness of the Agency's internal control.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements, on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's consolidated financial statements will not be prevented, or detected and corrected, on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

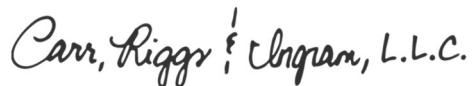
Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses or significant deficiencies may exist that were not identified.

Report on Compliance and Other Matters

As part of obtaining reasonable assurance about whether the Agency's consolidated financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the consolidated financial statements. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

Purpose of This Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the organization's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the organization's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.


CARR, RIGGS & INGRAM, L.L.C.

Enterprise, Alabama
September 28, 2026



CARR, RIGGS & INGRAM, L.L.C.

Carr, Riggs & Ingram, L.L.C.

1117 Boll Weevil Circle
Enterprise, AL 36330

Mailing Address:

PO Box 311070
Enterprise, AL 36331

334.347.0088

334.347.7650 (fax)

CRIadv.com

INDEPENDENT AUDITOR'S REPORT ON COMPLIANCE FOR EACH MAJOR PROGRAM AND REPORT ON INTERNAL CONTROL OVER COMPLIANCE REQUIRED BY THE UNIFORM GUIDANCE AND TEXAS GRANTS MANAGEMENT STANDARDS

To the Board of Directors of
Child Care Associates
Fort Worth, Texas

Report on Compliance for Each Major Federal and State of Texas Program

Opinion on Each Major Federal and State Program

We have audited Child Care Associates' (the Agency) compliance with the types of compliance requirements identified as subject to audit in the OMB *Compliance Supplement* and Texas Grants Management Standards that could have a direct and material effect on each of the Agency's major federal and state programs for the year ended December 31, 2025. The Agency's major federal and state programs are identified in the summary of auditor's results section of the accompanying schedule of findings and questioned costs.

In our opinion, the Agency complied, in all material respects, with the types of compliance requirements referred to above that could have a direct and material effect on each of its major federal and state programs for the year ended December 31, 2025.

Basis for Opinion on Each Major Federal and State Program

We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and the audit requirements of Title 2 U.S. Code of Federal Regulations Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance) and the Texas Grants Management Standards (Texas GMS). Our responsibilities under those standards, the Uniform Guidance and Texas GMS are further described in the Auditor's Responsibilities for the Audit of Compliance section of our report.

We are required to be independent of the Agency and to meet our other ethical responsibilities, in accordance with relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion on compliance for each major federal and state program. Our audit does not provide a legal determination of the Agency's compliance with the compliance requirements referred to above.

Responsibilities of Management for Compliance

Management is responsible for compliance with the requirements referred to above and for the design, implementation, and maintenance of effective internal control over compliance with the requirements of laws, statutes, regulations, rules, and provisions of contracts or grant agreements applicable to the Agency's federal and state programs.

Auditor's Responsibilities for the Audit of Compliance

Our objectives are to obtain reasonable assurance about whether material noncompliance with the compliance requirements referred to above occurred, whether due to fraud or error, and express an opinion on the Agency's compliance based on our audit. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards, *Government Auditing Standards*, the Uniform Guidance and Texas GMS will always detect material noncompliance when it exists. The risk of not detecting material noncompliance resulting from fraud is higher than for that resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Noncompliance with the compliance requirements referred to above is considered material if there is a substantial likelihood that, individually or in the aggregate, it would influence the judgment made by a reasonable user of the report on compliance about the Agency's compliance with the requirements of each major federal and state program as a whole.

In performing an audit in accordance with generally accepted auditing standards, *Government Auditing Standards*, the Uniform Guidance and Texas GMS, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material noncompliance, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the Agency's compliance with the compliance requirements referred to above and performing such other procedures as we considered necessary in the circumstances.
- Obtain an understanding of the Agency's internal control over compliance relevant to the audit in order to design audit procedures that are appropriate in the circumstances and to test and report on internal control over compliance in accordance with the Uniform Guidance and Texas GMS, but not for the purpose of expressing an opinion on the effectiveness of the Agency's internal control over compliance. Accordingly, no such opinion is expressed.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and any significant deficiencies and material weaknesses in internal control over compliance that we identified during the audit.

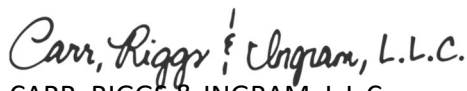
Report on Internal Control over Compliance

A deficiency in internal control over compliance exists when the design or operation of a control over compliance does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, noncompliance with a type of compliance requirement of a federal or state program on a timely basis. A *material weakness in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance, such that there is a reasonable possibility that material noncompliance with a type of compliance requirement of a federal or state program will not be prevented, or detected and corrected, on a timely basis. A *significant deficiency in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance with a type of compliance requirement of a federal or state program that is less severe than a material weakness in internal control over compliance, yet important enough to merit attention by those charged with governance.

Our consideration of internal control over compliance was for the limited purpose described in the Auditor's Responsibilities for the Audit of Compliance section above and was not designed to identify all deficiencies in internal control over compliance that might be material weaknesses or significant deficiencies in internal control over compliance. Given these limitations, during our audit we did not identify any deficiencies in internal control over compliance that we consider to be material weaknesses, as defined above. However, material weaknesses or significant deficiencies in internal control over compliance may exist that were not identified.

Our audit was not designed for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, no such opinion is expressed.

The purpose of this report on internal control over compliance is solely to describe the scope of our testing of internal control over compliance and the results of that testing based on the requirements of the Uniform Guidance and Texas GMS. Accordingly, this report is not suitable for any other purpose.


CARR, RIGGS & INGRAM, L.L.C.

Enterprise, Alabama
September 28, 2026

Child Care Associates
Schedule of Findings and Questioned Costs
For the Year Ended December 31, 2025

Section I – Summary of Auditor’s Results

Financial Statements

- | | |
|--|------------|
| 1. Type of auditor’s report issued | Unmodified |
| 2. Internal control over financial reporting: | |
| a. Material weaknesses identified? | No |
| b. Significant deficiencies identified not considered to be material weaknesses? | None noted |
| c. Noncompliance material to the financial statements noted? | No |

Federal Awards

- | | |
|--|------------|
| 1. Type of auditor’s report issued on compliance for major programs | Unmodified |
| 2. Internal control over major programs: | |
| a. Material weaknesses identified? | No |
| b. Significant deficiencies identified not considered to be material weaknesses? | None noted |
| 3. Any audit findings disclosed that are required to be reported in accordance with 2CFR section 200.516(a)? | None noted |
| 4. Identification of major programs | |

Assistance Listing Number	Federal Program
93.575 and 93.596	Child Care Development Fund Cluster
93.600	Head Start Cluster

- | | |
|---|-----|
| 5. Dollar threshold used to distinguish between type A and type B programs: \$3,000,000 | |
| 6. Auditee qualified as low-risk under 2CFR 200.520 | Yes |

State Programs

- | | |
|--|------------|
| 1. Type of auditor’s report issued on compliance for major programs | Unmodified |
| 2. Internal control over major programs: | |
| a. Material weaknesses identified? | No |
| b. Significant deficiencies identified not considered to be material weaknesses? | None noted |
| 3. Any audit findings disclosed that are required to be reported in accordance with the Texas Grants Management Standards? | None noted |
| 4. Identification of major programs | |

CFSA Number	State Program
N/A	Child Care Management Services

- | | |
|--|-----|
| 5. Dollar threshold used to distinguish between type A and type B programs \$1,000,000 | |
| 6. Auditee qualified as low-risk under the Texas Grants Management Standards | Yes |

Child Care Associates
Schedule of Findings and Questioned Costs (Continued)
For the Year Ended December 31, 2025

Section II – Financial Statement Findings

No such findings noted.

Section III – Federal Award Findings and Questioned Costs

No such findings or questioned costs in the current year.

Section IV – Major State Programs Findings and Questioned Costs

No such findings or questioned costs in the current year.