

A black and white photograph of a young child, likely of Asian descent, holding a large leaf in their hand. The child has a playful, slightly pouting expression. The background is filled with dark, textured foliage and a single white flower on the left side. A blue-bordered box contains the title text.

**CHILD CARE RESOURCES**  
2004 REPORT TO THE COMMUNITY

**Fifteen years** of ensuring every child has a great start in school and in life.

# 2004

With the incredible support of our many donors and friends, Child Care Resources was able to achieve amazing goals for children and families! CCR helped more than 8,000 families find and access quality child care that best fit their needs, including full-time, part-time, weekend, after hours or culturally-specific child care. Further, to increase the availability of high quality care in our region, CCR provided training, technical assistance, curriculum and/or mentorship to over 1,200 child care providers and caregivers. Through the Child Care Careers program, CCR helped 25 mostly immigrant and refugee women transition from welfare to a sustainable career as an early learning classroom teacher or as the owner and director of a home-based child care program. From Shoreline to Auburn, CCR's mobile resource library visited child care programs to share books, videos, free materials and staff support. Together, we helped to ensure that thousands of children in our community got a great start!





## FIFTEENTH ANNIVERSARY REPORT

NINA AUERBACH, FOUNDING CEO

*“Nothing happens unless first a dream.”*

– CARL SANDBURG

*“Do not go where the path may lead; go instead where there is no path and leave a trail.”*

– RALPH WALDO EMERSON



I recently came upon these two quotes and both of them made me think of Child Care Resources for different reasons. “Nothing happens unless first a dream.” Fifteen years ago, the Human Services Roundtable and the Last Committee, which they created, had a dream—to create an agency that would support King County’s families in their quest for safe, affordable child care and raise the quality of care for all of our communities’ children. And

I had a dream, too—to become the Executive Director of an agency with a mission that I was passionate about. Those two dreams came together and thanks to an incredible staff, wonderful colleagues, a committed Board of Directors, generous funders and all of our volunteers, donors, additional supporters and provider members, this year Child Care Resources celebrates its 15th anniversary!

Since 1990, we have helped more than 110,000 families find quality, culturally appropriate child care, trained several hundred people to start child care businesses and assisted the early learning/child care community by providing thousands of hours of consultation, training, site visitations and other support.

For me, it is a dream come true to see Child Care Resources grow into a mature, respected agency - from a staff of 15 and a budget of \$500,000 to a staff of more than 30 and budget of over \$3 million. One of the things I am most proud of is that several of our talented staff, hired in 1990, are still with us! We stay because the vision and mission of the agency are as vital today as they were 15 years ago. We stay because we are making progress every day. We stay because we still dream of the day when every child has a great start in school and in life. We stay because our work is not finished.

The second quote, “Do not go where the path may lead; go instead where there is no path and leave a trail,” makes me think of CCR because so much of what we have done the past 15 years is about blazing a trail. Some examples stand out:

- **Online Child Care Database.** In 1998, we were the first, among over 700 resource and referral agencies across the nation, to offer an online searchable database of thousands of child care programs in King County.





- **Child Care Careers.** In 1996, we presented a paper to the State legislature that resulted in the creation of Child Care Careers. This creative program, with several sites statewide, was successful on two key levels. First of all, it provided an opportunity to help people transitioning from welfare to work, start meaningful careers in child care, and secondly, it increased the supply of quality care. Over time, our King County version of this program found a niche working with refugee and immigrant women, helping them start many culturally specific family child care homes, including the first licensed homes in Seattle for Somali populations that live here.
- **Multi-language Web Site.** Our agency found a way to reach out to non-English speaking families by creating a feature on our Web site that allows users to translate portions of the site into five different languages with the click of a button.
- **Mobile Resource Van.** To be more accessible to child care providers, we launched an innovative Mobile Resource Van program. The van takes our resources to the farthest reaches of the County, sharing materials and services with providers who are unlikely to personally visit our resource centers.

These are just a few examples of ways we have filled the gaps, providing creative and flexible resources where none existed. Although we have forged new paths, we cannot claim exclusive credit — by any means — for all of the changes in the child care community or even for the programs and services that we initiated, because so many were the result of changes in the social fabric of our society and collaborations with many dedicated partners.

The explosion of brain research in the mid 1990s, which established the link between high quality early education and success in school and life, started a process that has been instrumental in influencing public policy, the business community, early childhood educators and the general public. Since that research first came on the scene, economists, social scientists and educators have all focused considerable attention on the importance of making an investment in the early years.

- Last fall, our Governor's Office and Office of State Public Instruction released Washington State Early Learning Benchmarks that guide parents, early childhood providers and public school educators on indicators of school readiness for children from birth to age 5.

"It is increasingly clear that what shows up as the so called "achievement gap" is more accurately described as a preparation gap and one that can be largely overcome with some extra support for those children most likely to start school already behind their classmates... Early learning support will help a great deal and so will continued efforts to help all school children reach high standards of excellence. By working together, we have the ability to revitalize our economy and lead the nation in international trade, cutting-edge technology and other business areas. Education is the key to making this happen."

**BOB WATT**

VICE PRESIDENT OF GOVERNMENT & COMMUNITY RELATIONS FOR THE BOEING COMPANY



- This spring, our legislature passed a bill, originally proposed by our Governor, which calls for a financing study that addresses all components of the educational system from preschool to higher education.
- The Business Early Learning Partnership, incubated by the Greater Seattle Chamber of Commerce and led by such respected business leaders as Mike McGavick from Safeco, Bob Watt from Boeing and Phyllis Campbell from The Seattle Foundation, has embraced early learning and launched a bold initiative to help get children ready for school.
- SOAR, Helping Kids Reach for the Sky, under United Way's auspices, brought together over 100 community partners with a broad agenda, but definitely a strong focus on early learning. The idea of one comprehensive, linked education system with early learning as a first component is another dream that is slowly, but surely, becoming a reality.

Child Care Resources is a leader in some efforts and a collaborator in others, and we rejoice in all of it because we know that we are on the precipice of ensuring that the link between quality child care and school and life success is recognized and supported by the majority of our citizens.

As always, we are grateful for all of our partners who have blazed trails with us, dreamt big dreams and worked with us to make them real.

Thank you and sincerely,

Nina Auerbach  
Chief Executive Officer

#### DEFINING SCHOOL READINESS:

What comes to mind when you hear the term *school readiness*? Many people may be familiar with focusing on academic skills like learning letter shapes and sounds, and motor skills like tying shoes. However, social and emotional growth play a key role in children's success in school and life. These characteristics equip children with a "school literacy" more basic than knowledge of numbers and letters; it is the knowledge of how to learn. For example:

- Confidence
- Curiosity
- Intentionality
- Self-Control
- Relatedness
- Capacity to Communicate
- Cooperativeness

This information provided by the "Heart Start" Report published by Zero to Three.

## BOARD PRESIDENT MESSAGE

LINDA ROUNDTREE

*"The world is moved not only by the mighty shoves of the heroes,  
but also by the aggregate of the tiny pushes of each honest person"*

– HELEN KELLER



As I reflect on Nina's comments and my experiences with Child Care Resources, another quote comes to mind, this time from Helen Keller, a deeply passionate person for social change who said, "The world is moved not only by the mighty shoves of the heroes, but also by the aggregate of the tiny pushes of each honest person."

A key measure of Child Care Resources' success the past 15 years is the continued involvement—often behind the scenes—of hundreds of dedicated volunteers who donate their time and financial resources to the agency. Whether they sit on our Board of Directors, lead Luncheon committees, participate in strategic plan development, offer expert provider and caregiver insights, or donate money and in-kind resources, they all have one thing in common—a passionate desire to improve the world for kids in King County.

Reflecting on the past 15 years, we are incredibly grateful to the many people who have been there with us since the beginning and for the new friends and supporters we meet each year. Thank you to our former board of director presidents and members for dreaming, believing and leading the way. Thank you to our provider members who are doing the really important work of caring for our children and keeping us in touch with how we can best support them. Thank you to our generous funders for believing in our mission and helping us achieve our goals. And thank you to our colleagues and collaborators—in business, government and the community—who have joined forces with us, creating that aggregate of tiny pushes that can truly move the world.

Here's to our children, families and another 15 years!

*Linda Roundtree*

Linda Roundtree  
2004 President of the Board of Directors



"CCR is an extraordinary community asset. From its director to its staff, everyone I interact with is committed to working collaboratively so that all children in King County can thrive. It's a privilege and an honor to work with CCR as a community partner."

**EVELYN LEMOINE**  
GREATER SEATTLE CHAMBER OF COMMERCE

**STATEMENTS OF UNRESTRICTED ACTIVITY**

YEAR ENDED DECEMBER 31, 2004

NET ASSETS RELEASED FROM RESTRICTIONS	
<b>UNRESTRICTED PUBLIC SUPPORT</b>	
Government contracts and grants	\$1,945,381
United Way of King County	97,903
Contributions and private grants	318,697
In-kind contributions	34,209
<b>TOTAL UNRESTRICTED PUBLIC SUPPORT</b>	<b>2,396,190</b>
<b>REVENUE</b>	
Employer fees	35,630
Program services fees	141,264
Investment income	17,394
Other income	11,610
<b>TOTAL REVENUE</b>	<b>205,898</b>
NET ASSETS RELEASED FROM RESTRICTIONS	
Satisfaction of purpose restrictions	290,757
Satisfaction of time restrictions	102,769
<b>TOTAL UNRESTRICTED PUBLIC SUPPORT, REVENUE, &amp; OTHER SUPPORT</b>	<b>2,995,614</b>
EXPENSES	
Program services	2,456,256
Management and general	326,843
Fundraising	275,155
<b>TOTAL EXPENSES</b>	<b>3,058,254</b>
<b>CHANGE IN UNRESTRICTED NET ASSETS</b>	<b>(\$62,640)</b>

"I support CCR because of your work with families in need and because your staff is strong and capable. You stretch every dollar and use my money well!"

**A CHILD CARE RESOURCES DONOR**

*The financial records and accounts of Child Care Resources are audited annually by Jacobson Jarvis & Co., PLLC. The audited financial statements are available upon request.*



**DID YOU KNOW?**

**In Washington State, the child care and afterschool industry...**

- Employs more than 36,100 people in more than 9,000 small businesses
- Produces \$836 million in gross annual revenues
- Pays \$566 million per year in wages
- Generates \$1.64 billion in sales
- Leverages \$7 in federal funds for every \$1 invested by the State of Washington

*This information is shared via a report researched and generated by Northwest Finance Circle, City of Seattle, and Seattle Human Services Department.*



"I believe that education is the answer to many of the long-term social and economic problems our country faces. So much research supports the premise that excellent education must start at a very young age. Clearly, funding early childhood education is a critical component of breaking our cycle of poverty, and providing hope and possibilities for all of America's children."

**CARRIE GEORGE**  
FORMER MERCER ISLAND SCHOOL  
BOARD PRESIDENT

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## UNVEILING A NEW STRATEGIC PLAN

### OUR UPDATED MISSION, VISION, PRINCIPLES AND VALUES.

Our Strategic Planning process began in the spring of 2004, led by Board member Emily Anthony, with the creation of a Strategic Planning Committee. The group included additional Board members and several key staff and volunteers. During the spring and summer of 2004, this committee distributed on-line surveys to core constituent groups, including parents who had used our Information and Referral services, child care providers we partnered with to offer training and technical assistance services, donors at a variety of support levels, and a diverse group of colleagues from the community with whom we have ongoing collaborative work relationships. In addition, the Strategic Planning Committee hosted focus groups with the Board, staff and donors and conducted personal interviews at a number of child care programs where there was a significant parent population for whom English was not their first language. The Committee asked for feedback from all of these groups about how they prioritized key issues in early learning and child care and how they both experienced and also prioritized the services that Child Care Resources offers. Over 200 surveys were returned and interviews and focus groups were conducted with close to 100 other people.

The Board and staff are particularly proud of our new vision statement which we feel more accurately describes the totality of what we wish to accomplish for children: that every child has a *great* start in school and in life. We are also very pleased with the principles developed, as they provide a strong case statement of why issues related to early learning and child care are important to all of us. We are so excited to share this update with you!

#### Vision Statement

Every child has a great start in school and in life.

#### Mission Statement

Child Care Resources leads efforts to promote equity for children, community stability and school readiness by:

- Helping families access and choose high quality child & afterschool care.
- Partnering with providers and caregivers to offer excellent care.
- Advocating for child care solutions that strengthen communities.

#### Principles

##### *Early experiences impact later life*

- Children learn from birth. The most significant brain development happens in the early years.
- Early education results from interactions between children and all adults who serve as their caregivers, including parents, relatives, baby sitters, teachers and child care providers.
- A significant number of children are not ready for kindergarten when they arrive.

**The quality of child and afterschool care matters**

- Children in high quality care are better prepared to be successful than children in low quality care, yet nationwide studies find that fewer than half of child care and afterschool settings can be considered good or excellent.
- Culturally relevant care that reflects the child’s home culture and language builds positive self identity and improves school readiness.
- Well trained caregivers, low turnover and professional compensation are key factors contributing to high quality care.

**Child and afterschool care is essential for community and economic stability**

- Parents need child care in order to work and go to school.
- The majority of young children spend regular time away from their parents in some form of care.
- Stable child care has proven benefits for employers such as reduced absenteeism and improved productivity.

**Early education is a smart long-term investment**

- Studies show a dramatic increase in the rate of return the earlier one invests in children’s lives. Every dollar spent on high quality child care saves \$4-\$17 in special education, law enforcement, and other rehabilitative costs.
- Children who experience high quality early education are more likely to do better in school, graduate high school and attend college, delay having children and are less likely to commit crimes or be on welfare.
- Better educated, productive citizens are the key to building strong communities and a successful global economy.

**Values**

- Passion for Children
- Respect for Diversity
- Excellence & Accountability
- Responsiveness
- Innovation & Collaboration
- Leadership
- Work/Life Balance
- Engaged & Talented Staff

**We value our engaged and talented staff and work hard to foster a friendly, supportive work environment. For fifteen years, every member of our team has been dedicated to our mission and connected to each other.**

**Recalling some of our favorite moments and memories—in the words of our staff members...**

Having a client tell me what a huge difference I had made in her life.

When I helped a new provider navigate the licensing process, and her first language was not English – it was so exciting!

Finding high quality child care for a single parent who was really struggling and didn’t know if she would be able to work it out.

Calling on a donor who doubled her gift because she believes in our work and supports our mission and values.

Helping parents of all backgrounds find the information and support they need as they look for child care.

CCR was so supportive to me as I went through my own pregnancy and search for child care!



*Terrie Yaffe works with a very important visitor to the Child Care Provider Resource Library.*



*One of our founding staff members, Laura Wells (left) introduces Angie Hicks-Maxie, Executive Director of Tiny Tots Learning Center, at our 2004 Annual Luncheon.*



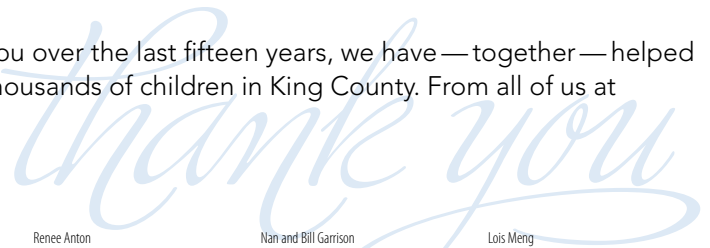
*Founding staff member, Deeann Burch Puffert, our Chief Program Officer, is always willing to help a CCR employee in need. Her rates are very reasonable!*



*Founding Board President, Joyce Kling, and long-time Board member and former Board President, Janet Levinger, cut the cake at a CCR celebration*

## OUR DONORS

With generous support from so many friends just like you over the last fifteen years, we have — together — helped to ensure a great start in school and in life for tens of thousands of children in King County. From all of us at Child Care Resources — *thank you!*



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