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COMMUNITY CHILD CARE ASSOCIATION

Annual Report 2016

“We need PROFESSIONAL WAGES for all early childhood educators”

“0 – 3 years needs greater focus”

“WHAT ABOUT SOME SORT OF REQUIREMENT FOR

MINIMUM ECEC PROVISION IN NEW
RESIDENTIAL DEVELOPMENTS?”

“All ECEC services should be free to
vulnerable/low income families – not just
kindergarten”

“For the future health and wellbeing of our children, all families
must be supported to access the early childhood education
and care services they need, in the locations where
they most need it, which is generally in their immediate
communities. They must be inclusive of all children on a
universal platform.”

“MORE FLEXIBLE
FUNDING IS NEEDED
TO INCREASE
PARTICIPATION”

“...ongoing support from
all agencies...”

“There is no mention of educator pay and
conditions – these are central to
raising quality”

“LEARNING AND DEVELOPMENT IS PREDICATED
ON PASSIONATE EDUCATORS WITH HIGH LEVEL
QUALIFICATIONS”

“We need to make sure

OSHC is always included
in the **transition** to school
process”

“Education begins at birth”

chairperson's report

CHAIRPERSON'S REPORT

It gives me great pleasure to present the Chairperson's Report on behalf of the Board of Management for Community Child Care Association's 2016 Annual General Meeting. This report covers the period of the Association's work from July 1st 2015 to June 30th 2016.

Reflecting on the work of Community Child Care over the past twelve months it is evident that this has been a period of consolidation and growth. If not for profit organisations such as Community Child Care are to meet ongoing challenges, consolidate their position and grow new business in ethical ways they need a particular business or organisational culture informed by core values or principles.

In revising Community Child Care's Strategic Directions plan in 2015, the Board, Executive Director and the staff team were conscious of the importance of this document for guiding the organisation's work over the next three years. The new Strategic Directions document re-frames the ethical and business climate and culture of CCC as an

organisation. Community Child Care's guiding principles focus on connected, inclusive, well-resourced communities as central to achieving a more equitable society where every child and family thrives with the support of community owned, not for profit education and care services.

A critical element of the new Strategic Directions plan is a focus on seeking ways to engage in meaningful Reconciliation with Aboriginal and Torres Strait Islander peoples as a core commitment of the organisation.

In response to this focus, we have undertaken a whole of staff and Board cultural awareness day and began the process of developing a Reconciliation Action Plan. It is the Board's intention to keep this commitment meaningful through a range of actions and practical strategies.

CCC recognises that unless we undertake meaningful Reconciliation with Aboriginal and Torres Strait Islanders as the traditional owners of

chairperson's report

CHAIRPERSON'S REPORT

the land where we live and work all our other enterprises and endeavours could be seen as hollow efforts.

TS Eliot's poem The Hollow Men, says this much more eloquently than I can:

*We are the hollow men
We are the stuffed men
Leaning together
Headpiece filled with straw.
Alas!
Our dried voices, when
We whisper together
Are quiet and meaningless
As wind in dry grass
Or rats' feet over broken glass
In our dry cellar
Shape without form, shade
without colour,
Paralysed force, gesture
without motion;*

CCC believes that unless we take action, we risk being like Eliot's hollow men, 'a paralysed force' making 'empty gestures'. We see the development of our Reconciliation Action plan not as an obligation or as an act of kindness, but as a powerful

tool for taking action based on building greater understanding, respect, connectedness and appreciation of the impact of the different and lasting legacies that colonisation gave to Indigenous and white Australians. In this work we hope to provide leadership in our sector through deeds rather than words.

In addition to our key principle of commitment to Reconciliation we have several other commitments that will inform our business planning and activity over the next three years.

A focus on the development and provision of quality and innovative professional learning experiences and resources in response to ongoing issues and interests while also identifying emerging professional issues that should be a focus in our work with children, families and communities.

Ensuring a viable, robust business culture where the whole staff team take professional responsibility and are accountable for their work in meeting the expectations of the

chairperson's report

CHAIRPERSON'S REPORT

organisation and its stakeholders with the support of the senior leadership team and the Board of Management.

A commitment to collaborative approaches and partnership models in order to continue to build CCC's credibility and a high level of trust between our organisation and a wide range of stakeholders.

Raise the level of our advocacy work in order to provide a stronger voice to influence policy and practices with the goal of improving equity and outcomes for children, families, communities and the education and care workforce.

Acknowledgements

The Annual General Meeting is an appropriate time and place to acknowledge and extend thanks to all those who have contributed to or supported our work and achievements over the past twelve months.

Thank you to our Executive Director Leanne Giardina who continues to provide high-level, ethical leadership and management of the organisation. Leanne's commitment to CCC's vision

and her expertise and skills means that CCC is able to respond well to the challenges in our sector as well as helping to shape new directions and to identify new initiatives.

Thank you to every member of CCC's dedicated and skilled staff team for their untiring support for the work and achievements of CCC; a commitment that often requires going beyond what could be expected. It is the staff team who are key to ensuring that we provide relevant and high quality professional consultancies and learning and development opportunities for educators and other EC professionals working in a range of settings.

Thank you to all the members of the Board of Management for providing considerable time, expertise and commitment to ensuring the good governance of Community Child Care. Good governance in challenging times and in a complex sector is essential, and each of you takes this responsibility seriously. Special thanks to Board members who give additional

chairperson's report

CHAIRPERSON'S REPORT

time and who use their particular expertise to enhance the work of CCC on the Executive group, Finance sub-committee, the Reconciliation Action Plan group, and media and communication support.

***Thank you to CCC members
for your loyalty to our
organisation.***

Our growing membership base is an indicator of the value the sector places on the work of CCC as an important advocate and for our practical support for members.

***On behalf of the Board,
thank you also for your work
with children, families and
communities - work that is
often undervalued in the
broader community, but which
we know makes a positive
difference in so many ways.***

Thank you to the Minister and all levels of government for your interest in CCC and its work. We recognise that the Victorian government leads

the way in its level of commitment to and investment in early and middle education and care. CCC values our ongoing collaboration in a range of projects and professional learning initiatives with the Department of Education, the Bastow Institute and the Victorian Curriculum and Assessment Authority. We also thank the Municipal Association of Victoria for its continued interest in working with us in supporting the sector.

Thank you to other partners, peak bodies and external consultants for your continued interest in and support for our work. We value our collaboration with you and the opportunities that it provides for extending our work to improve outcomes for children, families and communities and to enhance the knowledge and skill base of educators.

Thank you,

Dr Anne Kennedy

Chairperson, CCC Board of Management

executive director's report

EXECUTIVE DIRECTOR'S REPORT

The year has been filled with successes, opportunities and some challenges but the CCC board and staff team have risen to the occasion once again, and when reflecting on the year, it is one that the organisation can be proud of.

The board and staff team worked together during the process of developing our 2016-2019 Strategic Directions. It provided not only the opportunity for robust conversation but an opportunity for board and staff to collaborate; working in partnership to gain a greater shared understanding on what the organisation sets out to achieve.

At our 2015 AGM we had Emily Maguire, CEO of Domestic Violence Resource Centre Victoria (DVRCV) present to our members around Family Violence and how ECEC can play a vital role in the prevention work. From this, a partnership with DVRCV was forged and we were extremely proud of partnering with DVRCV to plan and deliver the first ECEC Family Violence conference day.

We were extremely pleased to be chosen as the Victorian Inclusion Agency (VIA) by Federal Government and equally proud of the partnership with our consortium members, Yooralla and KU Children's Services. We came together in a partnership for the planning and preparation of the tender, implementation to have the VIA up and going for 1st July 2016 and joint streamlined staff recruitment. We look forward to delivering this program in Victoria.

Running our first OSHC conference in six years proved to be successful in many ways and has set the foundation for CCC to run a bi annual event for the OSHC sector going forward. We have advocated for both the ECEC and OSHC sector on many occasions, through attendance at reference groups, through research projects funded by government and through various submissions.

I would like to acknowledge our board members who are inspiring and wise and who continue to provide strong governance for the organisation. I would like to acknowledge the

executive director's report

EXECUTIVE DIRECTOR'S REPORT

leadership of our Chairperson Anne Kennedy. Anne is well respected within the ECEC sector and provides leadership, guidance, support, knowledge and overall commitment to CCC.

I would like to acknowledge the staff team at CCC. Thank you for remaining focused, committed, loyal, creative, inspiring and dedicated to the work you do as individuals and as a team. The successes of CCC over this year have been a team effort which I am extremely proud of.

You will read further in our annual report about the projects, consultancies and professional learning that our organisation has been involved in over the year, where

we have been fortunate to work on many projects, collaborated with many services and organisations to support change in practice.

Our membership continues to grow and it is a credit to the staff team, our partners and to our members who continue to support the important work we all do within early and middle childhood education and care.

We look forward to working with everyone over the coming year.

Leanne Giardina
Executive Director

policy and advocacy

POLICY AND ADVOCACY

Community Child Care believes that the 'best interests of the child' must be the underlying principle that guides decision making about education and care at a service, local, state and national level. Throughout 2015/2016 CCC has continued to use this principle as a basis to prioritise and inform our advocacy work.

On a national level the future funding models for education and care has been a focus. CCC has taken many opportunities to stand up for the right of every child and family to access at least 24 hours of universal subsidised education and care.

policy and advocacy

POLICY AND ADVOCACY

This has included:

- Written submissions to the Department of Education and Training's Child Care Assistance Package – Regulation Impact Statement (July 2015) and the Family Assistance Legislation Amendment (Jobs for Families Child Care Package) Bill 2015 Senate Inquiry (January 2016);
- Letters to all Victorian Senators and relevant Ministers and Shadow Ministers, voicing our concerns and urging them not to pass the Jobs for Families legislation which was before the Senate when the federal election was called, in its current form;
- Advocacy on the issue of 24 hours of universal subsidised education and care in a range of other forums and consultations and through our national peak body Australian Community Children's Services at the Ministerial Advisory Council;
- Participating in the ACCS federal election campaign.

On a state level we have been pleased to join the Education State Conversation about priority areas in Victoria for reform. Some of the key issues we focused on in our written submissions and in meetings with State government staff and politicians are:

- Additional investment in schools to support the provision of outside school hours care;
- Increased focus on resourcing learning opportunities for children birth – 3 years;
- Access for children facing vulnerability and disadvantage to quality education and care services;
- Resourcing for services to work in partnership with family support and child protection agencies to support children and families.

CCC believes that addressing the issues of pay and conditions for educators is a central concern. We were pleased to work with United Voice and Jobs Australia to provide support and advice on the renegotiation of the Professional Child Care Standard 2015. Alongside this practical contribution to better pay and conditions for the 76 community owned services who are signatories to this enterprise agreement, we continue to advocate on this issue at every opportunity.

policy and advocacy

POLICY AND ADVOCACY

CCC continues to advocate for other mechanisms that will support the recruitment and retention of a qualified and skilled work force. We congratulate and thank CCC Board member Brian Newman on being elected as Chair of the Industry Skills Council Children's Education and Care Industry Reference Committee. This role provides a significant opportunity to be a strong voice for the delivery of a robust qualifications framework and to address issues about the quality of training delivered by some Registered Training Organisations.

More information about other work we have done, standing up for quality community owned and not for profit education and care throughout the year is available on our website.

Members are at the heart of all our policy and advocacy work.

CCC is constantly informed and inspired by you!



professional learning

PROFESSIONAL LEARNING

Community Child Care has delivered professional learning across the state both in forms of events and customised sessions. Our professional learning has continued to see CCC partner with other organisations to deliver relevant topics current to the various education and care sectors.

CCC thanks all our partners in the professional learning space and our valuable contractors who continue to deliver high quality, inspiring and engaging professional learning for the sector.

Outside School Hours Care Conference

CCC was delighted to run a 2 day OSHC Conference – Learning through Play and Leisure in May which saw educators from across Victoria participate,

professional learning

PROFESSIONAL LEARNING

learn, network and showcase the amazing work that is occurring throughout the OSHC sector. It has set the foundation for future OSHC conferences which CCC endeavours to run bi annually. CCC would like to acknowledge the State Government Department of Education and Training for sponsoring the event.

Family Violence Conference Day

CCC was pleased to hold a first of its kind, both for CCC and sector wide in Victoria, a joint professional development opportunity for the early year's sector in the area of family violence.

'I was very interested in "pulling apart" gender equity. Prior to today I hadn't really connected this to family violence, although it had always been a consideration in planning my environment. I will be promoting the importance of this...on a regular basis'
(Conference day participant)

'Really enjoyed this conference, informative, thought provoking and great experienced presenters'
(Conference day participant)

In partnership with Domestic Violence Resource Centre Victoria, with support of the Municipal Association of Victoria and through funding from the State Government Department of Education and Training, CCC was able to provide a conference day to approximately 110 early years professionals.

The conference aims were to increase professional's knowledge and understanding of the drivers of violence against women and the ways in which responding to and preventing family violence can be addressed in early years services. The conference day attracted media attention with an article and piece in the ABC news. Conference feedback was extremely positive and CCC continues to explore the next steps to continue this important dialogue and professional learning.

contractors

CONTRACTORS

Angela Ditchmen	Julie Price	Rapid Impact
Ann Ferguson	K U Children Services	RFP Business Services
Heather Barnes	Karen Glancy	Ripplelogic
Bruce Hurst	Anne Kennedy	Stephen Gallen
Clear Focus Consulting	KEVCOM	Third Circle
Debbie Cole	Nicola Susan Sutherland	Victoria Harrison
FKA	Nutrition Australia	Wurundjeri Tribe
Flowerpot Productions	Oberon Productions	Yarn Strong Sista P/L
Hello Creative	Owl & Frog	Zoe Manning
Hilary Walker	Positive Impact	
Hydon Consulting	Project Synthesis	
Jo-Anne Shiani Adriansz-Morel	Susanne Provis	

consultancies

CONSULTANCIES

Through our fee for service consultancy work this year we have worked with many amazing and inspiring communities, services and individuals who are all striving to improve the education and care within their service and/or local community. The team at CCC had the great pleasure to work with the following services/organisations:

- Ashwood Children's Centre
- City of Stonnington – Central Park Child Care Centre
- Mandalay Resources - Heathcote Community Reference Group
- Hesse Rural Health Services
- Bentleigh Early Childhood Education Co-operative
- Norfolk Street Child Care Centre
- OSHClub
- Tommaso Fiaschi Child Care Centre
- Brunswick East Primary School
- Clifton Street Co-operative

staff team

STAFF TEAM

Bololias, Efthimia

Cannata, Pina

Fogarty, Kerin P

Giardina, Leanne

Holland, Tarryn J

Holmes, Chiarina

Keft, Emma

Kimber, Cathrine S

Thorne, Joanne

Traill, Marli

Trikolas, Stephanie

Turner, Lynn M

Ward, Brenda A

projects

PROJECTS

Resource Development and Support to OSHC:

With funding from Gowrie Victoria, through the Inclusion and Professional Support Program funded by the Australian Government Department of Education and Training, CCC was delighted to provide direct service support to OSHC services. This support was provided through delivery of OSHC Forums, customised professional learning to OSHClub and the development of two national resources for the OSHC sector.

Supporting children's play, leisure and learning in school age care – A professional learning resource for school age care educators

CCC was pleased to develop and produce the Supporting children's play, leisure and learning in school age care, national resource. With limited OSHC sector specific resources, it was fantastic for CCC to be provided with funding and support to develop this sector specific resource. The key aims of this resource are:

- Provide school age educators with a variety of resources and strategies to support professional learning experiences;
- Increase educator's understanding of the Framework for School Age Care (FSAC) and how it fits with the National Quality Framework and the National Quality Standard;
- Support continuous improvement.

projects

PROJECTS

This resource provides services with a range of professional learning tools that can be engaged with at any time within their service. A train the trainer session was also developed and in conjunction with Gowrie Victoria, CCC delivered training to the OSHC sector on how to use the kit.

Effective Management of School Age Care **– A resource kit for Coordinators and Directors**

This kit was developed to support existing and new Coordinators and Directors of an OSHC service, in their leadership role. It contains a guide and a number of interactive tools to help understand the OSHC context, roles and responsibilities, and the processes to effectively manage an OSHC service. All OSHC services were sent a free copy of this resource.

CCC would like to thank Gowrie Victoria and the Department of Education and Training for funding these OSHC sector specific initiatives.

VCAA

In the year 1 July 2015 and 30 June 2016, CCC continued delivery of the multidisciplinary 'Assessment for Learning – Supporting Early Years Networks' across Victoria. The first 6 months saw the completion of the seven 2015 networks and the following 6 months saw CCC take on 8 (out of a total 9) new networks; locations are Ballarat, Banyule, Melton, Warrnambool, Colac, Moreland, Maribyrnong and Shepparton.

'I am more aware and often bring up in discussion with educators or families, the VEYLDF framework, for which I was not fully aware of before I started this course [networks]. Knowing where to refer and where to find information has made a huge difference' (Speech pathologist – 2016 participant)

Facilitators lead and support network participants to explore assessment for learning and undertake practical reflection of current and possible practices through an inquiry approach to practice change. Work continues in helping the new or existing networks to consider and plan for the sustainability of the multidisciplinary networks into the future. Participants and facilitators have seen some transformative thinking and practices and will continue to foster these developments in the remaining of 2016.

Bastow

CCC continued delivery of 2 existing intakes of the Collaborative Partnerships with Families and Communities course on behalf of the Bastow Institute of Educational Leadership, and in the second half of the financial year, commenced two new intakes. In this time,

projects

PROJECTS

facilitators have worked with over 100 multidisciplinary early and middle childhood practitioners (as defined in the VEYLDF) to explore the research, theory and practices that influence and support strong and authentic collaborative partnerships with families and communities; improving outcomes for all children and families.

‘I have started having a lot more conversations with my colleagues around assessment and hearing the ‘child’s voice’.

(Kindergarten – 2016 participant)

CCC would like to thank the following people who contribute and are vital to the identified success of the course. This includes the informative and engaging keynote speakers, Bastow staff – in particular Corrina Kertesz and Julian Maes, and facilitators – Anne Kennedy, Catharine Hydon, Cat Kimber and Lynn Turner.

DET Projects

OSHC resource

CCC continues work on developing resources on behalf of the State Department of Education and Training to better inform and support Victorian Government Schools to explore and establish a school based OSHC Service. The resources include three main parts; a comprehensive guide, information sheets and required by law policy templates. The project compliments and can be attributed to CCC’s ongoing advocacy for community owned and managed school based OSHC services that are affordable, accessible and

‘I have gained an immense amount of knowledge and confidence from this course. It has made me examine my practice deeply and more importantly, has prompted changes in the way I think about my work as well as my actions. Of all the professional development I have undertaken, this course has brought me closest to that elusive notion of praxis.’

(Intake two - 2016 participant)

provide quality care and education to children outside of normal school hours. The resources are expected to be online via the Department website at the end of 2016.

Other State DET funded projects:

- Support to long day care services to deliver funded kindergarten;
- Development of resource sheets;
- Delivery of support and development of resources to providers approved under the National Occasional Care Programme.

PROJECTS

'Thank you for everything that you have done. I have never enjoyed a professional development activity as much as this one. It has also taught me so much about myself and the wonderful community that I am involved with at our Centre' (Intake one – 2016 participant)

OSHC Sustainability Transition Project

CCC was funded by the National Out of School Hours Care Services Association (NOSHSA) through funding from the Australian Government Department of Education and Training to provide intense support to a number of Victorian OSHC services who were losing funding under the Community Support Programme. CCC worked closely with these services to develop business plans and support them during the transition stage.

treasurer's report

TREASURER'S REPORT

Treasurer, Brian Newman

2015/16 represented the third consecutive year of operations under CCC's revised business model and I am very pleased to report that we met our objective of continued improvement in overall financial performance. The end of the year also signalled the beginning of a major change in operations, with CCC entering into a three-year contract with the Commonwealth Department of Education and Training to deliver the Australian Government's new Inclusion Support Programme (ISP) in Victoria, for the period 1 July 2016 to 30 June 2019 (discussed in more detail below).

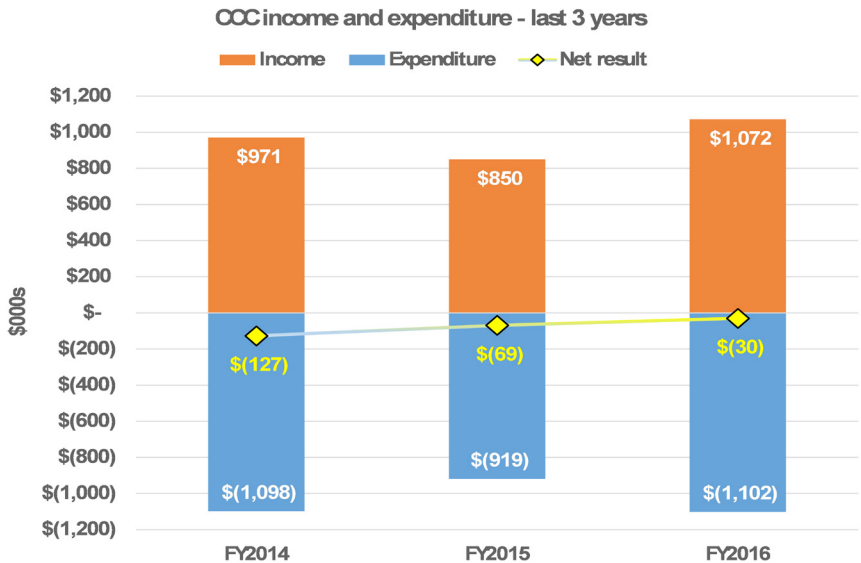
For 2015/16, the association generated income of \$1.07 million, up 26% on the prior year and the highest annual level in the last three years, and expended a total of \$1.1 million, posting a net loss of \$29,906. The result continued the trend of an improving 'bottom line' over the three year period – refer table 1 – and reflects the tremendous efforts of CCC's team in leading the organisation through this regenerating period, particularly whilst devoting substantial energy in the second half of the year to the successful ISP tender process.

The largest portion of income was again derived from project grants and service agreements totalling \$640,438 (60%), up around \$136,000 or 27% on the prior year. Consultancies and trainings at \$285,414 (27%) were also up, by around \$75,000 or 35%. All other income overall remained relatively

treasurer's report

TREASURER'S REPORT

static: memberships were moderately down as CCC during the year ceased the collection and management of membership fees for the peak body Australian Community Children's Services (ACCS), though this reduction was offset by increases in other income.



Expenditure overall remained in line with objectives. Costs were up 20% on the previous year, from \$919,000 to \$1.1 million, mainly in relation to the additional service delivery requirements attached to the increased revenue. Costs for the year also included a \$20,030 one-time transfer of funds, previously held in reserve and managed by CCC for ACCS, to ACCS NSW. In addition, some one-time costs were expended on the ISP tender process.

The association's net assets at 30 June 2016 stood at \$361,637 (June 2015: \$391,543). CCC's financial position continues to afford the association a reasonable financial buffer, for both operational support and planning for the future.

As mentioned in the opening, CCC has entered into a new three-year contract with the Australian government to deliver the new Inclusion Support Programme (ISP) in Victoria. The ISP will be delivered by the Victorian Inclusion Agency (VIA), which comprises CCC as the lead agency and partners, KU Children's Services and Yooralla, and will provide service coverage across Victoria.

treasurer's report

TREASURER'S REPORT

The contract provides for total funding of \$26.3 million for the VIA over the three-year period. Given the scope of services to be provided, delivery of the contract requirements will necessitate a major expansion in CCC's operations and financial activity. The associated impact will be reflected in the financial results from the next reporting period.

The board once again sincerely thank all in the CCC team for their incredible efforts, dedication and positivity over the last three years. We also extend our gratitude to our partners and members for their ongoing support and commitment. We look forward to continuing to work collaboratively to give children the best possible life outcomes we can.

financial statements

FINANCIAL STATEMENTS

Community Child Care Association Inc.

Summary financial statements for the year ended 30 June 2016

Important notice

Information used in the summary financial statements is extracted from the full financial report of Community Child Care Association Inc. ("CCC") for the year ended 30 June 2016. The full report provides more details on the financial performance and position of CCC, including a description of the accounting policies adopted by CCC, explanatory notes and the independent auditor's report. The full report is available separately on request from CCC or via download at www.cccinc.org.au.

Summary statement of income and expenditure for the year ended 30 June 2016

	2016	2015
	\$	\$
Income		
Grants and service agreements	640,438	504,146
Consultancies and training	285,414	210,658
Membership fees	86,770	102,444
All other income	59,565	32,877
Total income	1,072,187	850,125
Expenditure		
Employee benefits expense	516,357	516,348
Service delivery costs	423,267	268,406
All other expenses	162,469	134,290
Total expenditure	1,102,093	919,044
Net result for the period	(29,906)	(68,919)

financial statements

Summary statement of financial position as at 30 June 2016

	2016 \$	2015 \$
Assets		
Cash	472,738	642,212
Receivables	184,690	160,809
Other current assets	4,496	2,462
Equipment assets	7,720	14,738
Total assets	669,644	820,221
Liabilities		
Payables	120,181	159,588
Provisions	80,785	85,835
Income received in advance	107,041	183,255
Total liabilities	308,007	428,678
Net assets	361,637	391,543
Equity		
Reserves	207,720	234,768
Retained surplus	153,917	156,775
Total equity	361,637	391,543

Summary statement of changes in equity for the year ended 30 June 2016

	Retained surplus \$	Reserves \$	TOTAL \$
Balance at 1 July 2014	62,905	397,557	460,462
Net result for the period	(68,919)		(68,919)
Reserve transfers	162,789	(162,789)	-
Balance at 30 June 2015	156,775	234,768	391,543
Net result for the period	(29,906)		(29,906)
Reserve transfers	27,048	(27,048)	-
Balance at 30 June 2016	153,917	207,720	361,637

Summary statement of cash flows for the year ended 30 June 2016

	2016 \$	2015 \$
Receipts from grants and service agreements (inclusive of GST)	618,558	561,726
Receipts from customers / other (inclusive of GST)	435,877	381,836
Payments to suppliers and employees (inclusive of GST)	(1,181,777)	(873,298)
Interest received	11,703	13,545
Net GST recovered from (paid to) ATO	(51,390)	(38,538)
Payments for equipment assets	(2,445)	-
Net (decrease) increase in cash held	(169,474)	45,271
Cash at beginning of year	642,212	596,941
Cash at end of year	472,738	642,212

Community Child Care Association

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