



See a Social Security Number? Say Something!  
Report Privacy Problems to <https://public.resource.org/privacy>  
Or call the IRS Identity Theft Hotline at 1-800-908-4490



Form 990

## Return of Organization Exempt From Income Tax

2011

Open to Public  
InspectionDepartment of the Treasury  
Internal Revenue ServiceUnder section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except black lung  
benefit trust or private foundation)

► The organization may have to use a copy of this return to satisfy state reporting requirements

## A For the 2011 calendar year, or tax year beginning 10-01-2011 and ending 09-30-2012

B Check if applicable

 Address change Name change Initial return Terminated Amended return Application pendingC Name of organization  
CHILD CARE RESOURCE AND REFERRAL NETWORK

Doing Business As

Number and street (or P O box if mail is not delivered to street address) Room/suite  
380 LAFAYETTE RD NO 103City or town, state or country, and ZIP + 4  
SAINT PAUL, MN 55107F Name and address of principal officer  
PATRICK GANNON  
380 LAFAYETTE RD NO 103  
SAINT PAUL, MN 55107

D Employer identification number

41-1730422

E Telephone number

(651) 290-9704

G Gross receipts \$ 2,454,715

H(a) Is this a group return for  
affiliates?  Yes  NoH(b) Are all affiliates included?  Yes  No  
If "No," attach a list (see instructions)

H(c) Group exemption number ►

I Tax-exempt status  501(c)(3)  501(c) ( ) (insert no)  4947(a)(1) or  527

J Website: ► WWW.CHILDCAREWAREMN.ORG

K Form of organization  Corporation  Trust  Association  Other ► L Year of formation 1992 M State of legal domicile MN

## Part I Summary

1 Briefly describe the organization's mission or most significant activities

PROVIDES STATEWIDE LEADERSHIP IN SHAPING COLLABORATIONS THAT COLLECTIVELY BUILD A DIVERSE, HIGH  
QUALITY CHILD CARE SYSTEM ACCESSIBLE TO ALL MINNESOTA FAMILIES THROUGH PARTNERSHIP WITH AND IN  
SUPPORT OF LOCAL CHILD CARE RESOURCE AND REFERRAL SERVICES

2 Check this box ► if the organization discontinued its operations or disposed of more than 25% of its net assets

3 Number of voting members of the governing body (Part VI, line 1a) . . . . .	3	15
4 Number of independent voting members of the governing body (Part VI, line 1b) . . . . .	4	15
5 Total number of individuals employed in calendar year 2011 (Part V, line 2a) . . . . .	5	26
6 Total number of volunteers (estimate if necessary) . . . . .	6	15
7a Total unrelated business revenue from Part VIII, column (C), line 12 . . . . .	7a	0
b Net unrelated business taxable income from Form 990-T, line 34 . . . . .	7b	0

Activities &amp; Governance

Revenue

Expenses

Net Assets or  
Fund Balances

	Prior Year	Current Year
8 Contributions and grants (Part VIII, line 1h) . . . . .	2,286,071	2,322,154
9 Program service revenue (Part VIII, line 2g) . . . . .	116,458	128,751
10 Investment income (Part VIII, column (A), lines 3, 4, and 7d) . . . . .	7,350	3,810
11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	0	0
12 Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12) . . . . .	2,409,879	2,454,715
13 Grants and similar amounts paid (Part IX, column (A), lines 1-3) . . . . .	417,197	402,402
14 Benefits paid to or for members (Part IX, column (A), line 4) . . . . .	0	0
15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)	1,020,281	1,099,843
16a Professional fundraising fees (Part IX, column (A), line 11e) . . . . .	0	0
b Total fundraising expenses (Part IX, column (D), line 25) ► 18,674		
17 Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e) . . . . .	881,174	872,330
18 Total expenses Add lines 13-17 (must equal Part IX, column (A), line 25)	2,318,652	2,374,575
19 Revenue less expenses Subtract line 18 from line 12 . . . . .	91,227	80,140

	Beginning of Current Year	End of Year
20 Total assets (Part X, line 16) . . . . .	2,057,193	1,975,779
21 Total liabilities (Part X, line 26) . . . . .	1,524,704	1,363,150
22 Net assets or fund balances Subtract line 21 from line 20 . . . . .	532,489	612,629

## Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here

\*\*\*\*\*

Signature of officer

2013-02-02

Date

PATRICK GANNON CHAIR

Type or print name and title

Paid  
Preparer's  
Use Only

Preparer's signature ► ROZALYN Z ALLYSON	Date 2013-02-02	Check if self-employed ► <input type="checkbox"/>	Preparer's taxpayer identification number (see instructions) P00234621
Firm's name (or yours if self-employed), address, and ZIP + 4 ► MAHONEYULBRICHCHRISTIANSEN & RUSS PA 30 EAST PLATO BOULEVARD SAINT PAUL, MN 551071809	EIN ► 41-1647057	Phone no ► (651) 227-6695	

May the IRS discuss this return with the preparer shown above? (see instructions) . . . . .  Yes  No

**Part III Statement of Program Service Accomplishments**Check if Schedule O contains a response to any question in this Part III **1 Briefly describe the organization's mission**

PROVIDES TECHNICAL ASSISTANCE, TRAINING AND COORDINATION FOR THE CHILD CARE RESOURCE AND REFERRAL PROGRAMS THROUGHOUT MINNESOTA, TO COLLECT DATA REGARDING THE SUPPLY OF AND DEMAND FOR CHILD CARE, AND CREATES AND MANAGE STATEWIDE, CHILD CARE-FOCUSED PROJECTS

**2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ?** Yes  No

If "Yes," describe these new services on Schedule O

**3 Did the organization cease conducting, or make significant changes in how it conducts, any program services?** Yes  No

If "Yes," describe these changes on Schedule O

**4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses Section 501(c)(3) and 501(c)(4) organizations and section 4947(a)(1) trusts are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported**

4a	(Code	) (Expenses \$	1,079,168 including grants of \$	34,769 ) (Revenue \$	)
CCR&R SYSTEM SUPPORT * THESE NUMBERS REFLECT CUMULATIVE EFFORTS OF THE CCR&R SYSTEM (LOCAL CCR&R AGENCY DELIVERY WITH SUPPORT FROM THE NETWORK AGENCY) FOR THE DHS CONTRACT PERIOD JULY 1, 2011-JUNE 30, 2012 SUPPORT PARENTAL CHOICE WITH INFORMATION AND EDUCATION-A TOTAL OF 23,570 PARENTS RECEIVED CHILD CARE REFERRALS AND INFORMATION ON QUALITY CARE THROUGH PHONE REFERRALS AT THE LOCAL CCR&R AGENCIES, OR THROUGH THE STATEWIDE WEBSITE SEARCH TOOL *-JUST OVER 13,000 PARENTS RECEIVED EMAILS INVITING THEM TO JOIN OUR ONLINE CHILD CARE CONVERSATION, TO CONTINUE TO MONITOR THE QUALITY OF CARE THEIR CHILD RECEIVES AND TO KEEP IN TOUCH WITH OUR CHILD CARE SPECIALISTS - 5 PARENT FOCUS GROUPS AND 38 INDIVIDUAL INTERVIEWS WERE CONDUCTED TO GATHER INFORMATION ON PARENTS' CHILD CARE EXPERIENCES - A NEW STATEWIDE STANDARDIZED PARENT EDUCATION INSERT "CHOOSING CARE FOR YOUR CHILD WITH SPECIAL NEEDS" WAS COMPLETED AND MADE AVAILABLE THROUGH THE CCR&R SITES -A SUMMER AD CAMPAIGN HIGHLIGHTED OUR PARENT-RELATED SERVICES BY REACHING OUT ACROSS MINNESOTA USING A VARIETY OF TARGETED MEDIA, INCLUDING RADIO AND PRINT ADS, TRANSIT ADS AND BILLBOARDS IN SELECTED LOCATIONS STATEWIDE EXPAND AND STRENGTHEN THE CHILD CARE DELIVERY SYSTEM-A TOTAL OF 2,125 CHILD CARE PROFESSIONAL DEVELOPMENT SESSIONS WERE OFFERED TO OVER 31,300 PARTICIPANTS STATEWIDE THROUGH LOCAL CCR&R AGENCY EFFORTS *-COMPETITIVE IMPROVEMENT GRANTS TOTALING \$731,000 WERE AWARDED TO 1,336 PROVIDERS THROUGH THEIR LOCAL CCR&R GRANT PROCESS *-THE NEW MINNESOTA CHILD CARE CREDENTIAL - A SERIES OF 20 TRAINING SESSIONS TOTALING 123 HOURS SAW ITS FIRST 27 GRADUATES IN 2012 A NEW CREDENTIAL COHORT BEGAN IN SEPTEMBER -THE NETWORK FULLY LAUNCHED A NEW TRAINING OF TRAINERS (TOT) APPLICATION, SELECTION AND DELIVERY SYSTEM A TOTAL OF 16 TRAINING OF TRAINER SESSIONS WERE HELD FOR 205 TRAINERS COMPILE, ANALYZE, AND DISSEMINATE CHILD CARE DATA-THE NETWORK PROVIDED OVERSIGHT AND MANAGEMENT OF ALL DATA COLLECTION DUTIES OF THE CCR&R SYSTEM, INCLUDING THE ANNUAL MARKET RATE SURVEY AND BUSINESS SURVEY OF LICENSED CHILD CARE PROVIDERS IN MINNESOTA -A DATA REPORT/ANNUAL REPORT WAS CREATED AND USED WITH STAKEHOLDERS AND POLICYMAKERS TO ILLUSTRATE CURRENT CHILD CARE ISSUES AND NEEDS, AND THE GIS MAPPING SYSTEM WAS UPDATED -THE NETWORK PROVIDED SUBSTANTIAL DATA, AS WELL AS ADVISORY COMMITTEE PARTICIPATION, TO THE CHILD CARE WORKFORCE IN MINNESOTA REPORT, PRODUCED BY WILDER RESEARCH BUILD COMMUNITY THROUGH PARTNERSHIP, COORDINATION AND COLLABORATION-THE NETWORK WORKED WITH OVER 30 STATEWIDE, EARLY CHILDHOOD AND SCHOOL AGE ORGANIZATIONS AND INITIATIVES ON BEHALF OF THE CCR&R SYSTEM -THE NETWORK PARTICIPATED IN SEVERAL POLICY EFFORTS RELATED TO EARLY CARE AND EDUCATION, INCLUDING A STAKEHOLDER CONSENSUS PROCESS FOR THE 2012 LEGISLATIVE SESSION, FACILITATED BY THE BUILD PROJECT, AND THE ONGOING WORK OF CHILD CARE WORKS AND THE MINNESOTA'S FUTURE COALITION TECHNICAL ASSISTANCE TO CCR&R AGENCIES/STAFF-THE NETWORK COORDINATED THREE STATEWIDE AND OVER 20 PROGRAM-SPECIFIC MEETINGS FOR CCR&R STAFF, AS WELL AS MONTHLY TOPIC-SPECIFIC WEBINARS IN 2011-2012 -THE 2011 CCR&R INSTITUTE LEADING IN TIMES OF CHANGE TOOK PLACE IN NOVEMBER OF 2011 SESSIONS COVERED THE LATEST POLICY NEWS, TOOLS FOR CHANGE AND LEADERSHIP STRATEGIES-CORE COMPETENCY AND EARLY CHILDHOOD INDICATORS OF PROGRESS TRAINING WAS OFFERED TO AND COMPLETED BY 53 OF THE NETWORK AND CCR&R LOCAL STAFF MARKETING AND COMMUNICATIONS-THE NETWORK CONTINUED TO EXPAND ITS PRESENCE ON SOCIAL MEDIA SITES INCLUDING FACEBOOK AND TWITTER OUR SOCIAL MEDIA FOLLOWERS INCREASED BY 83 PERCENT -A NEW AND IMPROVED WEBSITE WITH VASTLY SIMPLIFIED NAVIGATION WWW.MNCHILD CARE.ORG WAS LAUNCHED ON OCTOBER 8, 2012					

4b	(Code	) (Expenses \$	294,391 including grants of \$	1,279 ) (Revenue \$	)
PARENT AWARE PARENT AWARE IS A VOLUNTARY QUALITY RATING AND IMPROVEMENT SYSTEM (QRIS) FOR EARLY CARE AND EDUCATION PROGRAMS INCLUDING LICENSED FAMILY CHILD CARE PROGRAMS, CHILD CARE CENTERS, HEAD START, AND SCHOOL READINESS PROGRAMS PARENT AWARE BEGAN AS A PRIVATELY FUNDED PILOT IN FOUR MINNESOTA COMMUNITIES INCLUDING THE CITY OF MINNEAPOLIS, THE CITY OF SAINT PAUL, THE WAYZATA SCHOOL DISTRICT, AND BLUE EARTH AND NICOLLET COUNTIES THIS PILOT ENDED IN DECEMBER OF 2011 WITH OVER 400 PROGRAMS HOLDING RATINGS THE STATE OF MINNESOTA HAS NOW MADE REVISIONS TO THE PROGRAM BASED ON THE FINDINGS OF THE PILOT, AND WILL MAKE PARENT AWARE RATINGS AVAILABLE STATEWIDE BY 2015 THE PROGRAM IS LED BY THE MINNESOTA DEPARTMENT OF HUMAN SERVICES IN COORDINATION WITH THE MINNESOTA OFFICE OF EARLY LEARNING THE CHILD CARE RESOURCE AND REFERRAL SYSTEM IS COORDINATING LOCAL-LEVEL IMPLEMENTATION PARENT AWARE IS ALSO SUPPORTED BY A UNIQUE PARTNERSHIP WITH COMMUNITY LEADERS THROUGH PARENT AWARE FOR SCHOOL READINESS AND GREATER TWIN CITIES UNITED WAY AS THE PARENT AWARE BEGAN ITS EXPANSION TO A STATEWIDE PROGRAM, THE FOLLOWING STEPS WERE TAKEN BY THE CCR&R NETWORK IN 2012 INFRASTRUCTURE BUILDING-THE CCR&R SYSTEM WAS IDENTIFIED AS THE IMPLEMENTATION ARM OF PARENT AWARE FOR CHILD CARE PROGRAMS AT THE COMMUNITY LEVEL PROVIDERS IN A TOTAL OF 8 COUNTIES WERE ELIGIBLE FOR FULL RATINGS IN 2012, AND AN ADDITIONAL 14 COUNTIES WILL BE ELIGIBLE IN 2013 -PROGRAMS SEEKING A FULL RATING GO THROUGH THE RATING PROCESS AS PART OF A COHORT -THE FIRST COHORT BEGAN IN MARCH AND ENDED IN A RATING ON JUNE 30TH, 2012 -THE SECOND COHORT BEGAN IN JULY, 2012 AND WILL END IN A RATING ON DECEMBER 31ST, 2012 -IN FUTURE YEARS, THERE WILL BE TWO COHORTS PER YEAR THE FIRST WILL START JANUARY 1ST AND RESULT IN A RATING ON JUNE 30TH THE SECOND WILL START JULY 1ST AND END IN A RATING ON DECEMBER 31ST -PROCESSES FOR PARENT AWARE COACHING, TECHNICAL ASSISTANCE, QUALITY IMPROVEMENT SUPPORT ALLOCATION, AND DATA COLLECTION WERE CREATED AND IMPLEMENTED -AN INTERNAL PARENT AWARE TEAM WAS CREATED AND MET MONTHLY TO ENSURE THE FIDELITY OF PROGRAM DELIVERY DEVELOPMENT OF IMPLEMENTATION MATERIALS-AN UPDATED PARENT AWARE CHECKLIST BASED ON THE NEW STANDARDS AND INDICATORS WAS CREATED, TRANSLATED INTO THREE LANGUAGES AND DISTRIBUTED THROUGH THE CCR&R COMMUNITY -A QUALITY COACHING AND PROFESSIONAL DEVELOPMENT ADVISING MANUAL WAS CREATED AND PROVIDED TO CCR&R STAFF STATEWIDE TRAINING AND SUPPORT OF CCR&R STAFF-CCR&R SITES WERE TRAINED ON THE PROCESS FOR DISSEMINATING MATERIALS, DELIVERING COACHING AND TECHNICAL ASSISTANCE, TIMELINES, TRAINING SCHEDULES AND IMPROVEMENT SUPPORT PROCESSES -SUPPORT WAS ALSO PROVIDED FOR RECRUITMENT, OUTREACH, SELECTION AND PROVIDER ORIENTATION -NEW MATERIALS AND INFORMATION WAS MADE AVAILABLE TO REFERRAL COUNSELORS WHO WORK WITH PARENTS SEEKING CHILD CARE -REGULAR CASE MANAGEMENT CHATS AND PHONE TECHNICAL ASSISTANCE WERE MADE AVAILABLE TO COACHES TO SUPPORT THEIR ON-GOING WORK WITH PROVIDERS RECRUITMENT/OUTREACH MATERIALS-A MULTI-LINGUAL VIDEO INTRODUCING PARENT AWARE WAS CREATED AND WIDELY DISTRIBUTED WITHIN THE CHILD CARE PROVIDER COMMUNITY -CCR&R AGENCIES RECEIVED A PARENT AWARE MESSAGING TRAINING AND A RECRUITMENT PROMOTIONAL KIT INCLUDING COMMUNITY MEETING POSTERS, RECRUITMENT POSTCARDS, E-BLASTS, FAQS AND POWER POINT PRESENTATIONS ALL MATERIALS ALLOW FOR LOCALIZATION AND THE INSERTION OF TAILORED MESSAGING -51 PARENT AWARE COMMUNITY MEETINGS/INFORMATION SESSIONS WITH OVER 300 ATTENDEES WERE HELD BY CCR&R AGENCIES THROUGHOUT THE STATE FROM MARCH-SEPTEMBER, 2012 -MONTHLY INFORMATION SESSION WEBINARS WERE PROVIDED FOR THOSE WHO WISHED TO ATTEND THESE SESSIONS ONLINE MARKETING AND PROMOTION FOR RATED PROGRAMS-NEW PARENT AWARE MARKETING KITS WERE CREATED FOR PARTICIPANTS AND DISSEMINATED ONCE THEY RECEIVED THEIR RATING -THE PARENT AWARE RATINGS ORG WEBSITE WAS UPDATED THROUGH SUPPORT FROM THE BUSINESS ORGANIZATION "PARENT AWARE FOR SCHOOL READINESS" (PASR), AND THE NETWORK CONTINUED TO POPULATE THIS WEBSITE AS PROGRAM RATINGS WERE ACHIEVED					

4c	(Code	) (Expenses \$	525,709 including grants of \$	402,402 ) (Revenue \$	)
SCHOLARSHIPS AND GRANTS BECAUSE MINNESOTA DEPENDS ON HIGH-QUALITY CHILD CARE, MINNESOTA DEPENDS UPON STRONG INVESTMENTS IN CARE PROFESSIONALS OUR SCHOLARSHIP AND GRANT PROGRAMS FOCUS ON SUSTAINING CHILD CARE PROFESSIONALS AND SUPPORTING THEIR GROWTH THE TEACH EARLY CHILDHOOD MINNESOTA SCHOLARSHIP PROGRAM (TEACHER EDUCATION AND COMPENSATION HELPS) IS AN EDUCATION SCHOLARSHIP PROGRAM FOR EARLY CARE AND EDUCATION PROVIDERS TO ATTAIN HIGHER EDUCATION DEGREES, WITH THE GOAL OF INCREASING THEIR COMPETENCY, AND REDUCING STAFF TURNOVER BY PROVIDING INCENTIVES TO STAY IN THE FIELD IN 2011-2012 -WE AWARDED 56 NEW SCHOLARSHIPS TOTALING \$193,000 -30% OF THESE RECIPIENTS WERE FROM COMMUNITIES OF COLOR, 35% WERE FROM RURAL COMMUNITIES THE RETAIN WORKFORCE RETENTION PROGRAM BOTH REWARDS QUALITY AND REDUCES TURN-OVER IN THE FIELD BY PROVIDING GRANTS TO CHILD CARE PROVIDERS WHO HAVE ALREADY GRADUATED WITH AT LEAST A TWO-YEAR ASSOCIATE DEGREE OR CURRENTLY HOLD A CHILD DEVELOPMENT ASSOCIATE (CDA) CREDENTIAL IN 2011-2012 -WE AWARDED GRANTS TOTALING \$202,000 TO 81 PROVIDERS -8% OF THESE RECIPIENTS WERE FROM COMMUNITIES OF COLOR, 63% WERE FROM RURAL COMMUNITIES THE CDA/MN CHILD CARE CREDENTIAL SUPPORT PROJECT OFFERS FINANCIAL SUPPORT AND GUIDANCE TO CHILD CARE PROFESSIONALS WHO ARE WORKING TOWARD THEIR NATIONAL CHILD DEVELOPMENT ASSOCIATE (CDA) CREDENTIAL OR THE MINNESOTA CHILD CARE CREDENTIAL, WITH A SPECIAL EMPHASIS ON PROVIDERS SERVING INFANTS AND TODDLERS CANDIDATES MAY ALSO APPLY FOR FINANCIAL SUPPORT (UP TO \$300) TO PAY FOR THE SERVICES OF A QUALIFIED CDA ADVISOR IN 2011-2012 -WE AWARDED A TOTAL OF \$25,874 TO 121 PROFESSIONALS -47% OF THESE RECIPIENTS WERE FROM COMMUNITIES OF COLOR, 14% WERE FROM RURAL COMMUNITIES					

	(Code	) (Expenses \$	247,404 including grants of \$	366,354 ) (Revenue \$	128,751 )
EAGER-TO-LEARN AN INTERNET-BASED PROGRAM OFFERING HIGH QUALITY, ONLINE EDUCATION FOR PROVIDERS EAGER-TO-LEARN COURSES OFFER A CONTINUUM OF RESEARCH-BASED TOPICS THAT PROMOTE DEVELOPMENTALLY APPROPRIATE CARE AND EFFECTIVE EARLY CARE AND EDUCATION STRATEGIES, AND FILL A NICHE BETWEEN SELF-STUDY/INDIVIDUAL TRAINING OPPORTUNITIES, AND THE FORMAL HIGHER EDUCATION SYSTEM IN 2011-2012 -THE EAGER-TO-LEARN PROGRAM HELD 147 CLASSES FOR 1,908 PARTICIPANTS-EXPANDED SERVICES TO INCLUDE SEVERAL NEW PROGRAMS -BEGAN A NEW EAGER-TO-LEARN DIRECTOR'S ONLINE WITH WEBINARS FOR IN-SERVICE HOURS-ADDED A NEW CEU ONE STOP SELF-PACED COURSES FOR EDUCATORS AND CDA CANDIDATES, PROVIDING CEUS FOR 21 CANDIDATES RENEWING THEIR CDA -PROVIDED FREE CDA WEBINARS- AVERAGING 60 PROVIDERS PER SESSION -EAGER-TO-LEARN SERVED AS THE PRIMARY DELIVERY SYSTEM OF TRAININGS TO SUPPORT THE CCR&R SYSTEM'S TRAINING NEEDS, INCLUDING BOTH CCR&R STAFF AND CONTRACTED TRAINERS					

	(Code	) (Expenses \$	86,541 including grants of \$	) (Revenue \$	)
"GIVE ARMY PARENTS A BREAK" RESPITE CHILD CARE SERVICES THROUGH FUNDING AND PARTNERSHIP WITH THE U S ARMY CHILD, YOUTH & SCHOOL SERVICES AND CHILD CARE AWARE OF AMERICA, CHILD CARE PROVIDERS HAVE BEEN RECRUITED TO PROVIDE VOLUNTEER AND SUBSIDIZED CARE FOR DEPLOYED ARMY RESERVE AND NATIONAL GUARD FAMILIES IN MINNESOTA THESE PROVIDERS ALSO HAVE ACCESS TO SPECIALIZED TRAINING WHICH HELPS THEM TO BETTER UNDERSTAND AND SUPPORT CHILDREN AND FAMILIES IMPACTED BY DEPLOYMENT SINCE THE PROGRAM BEGAN IN 2007, OVER 1,400 PROVIDERS HAVE RECEIVED THIS TRAINING IN 2011-2012 -MORE THAN 2,900 MINNESOTA PROVIDERS INDICATED WILLINGNESS TO PROVIDE RESPITE CARE TO ARMY FAMILIES, AND AN AVERAGE OF 68 CHILDREN PER MONTH WERE PROVIDED WITH RESPITE CARE STATEWIDE -A NEW TRAINING CURRICULUM FOCUSED ON THE IMPACT OF DEPLOYMENT AND REINTEGRATION ON INFANTS AND TODDLERS WAS DEVELOPED AND DELIVERED TO 217 PROVIDERS -CCR&R DISTRICTS HELPED TO PROVIDE OUTREACH TO MILITARY ORGANIZATIONS AND HELP TO PROMOTE THE "GIVE ARMY PARENTS A BREAK" PROGRAM TO BOTH PARENTS AND PROVIDERS IN THEIR COMMUNITIES					

	(Code	) (Expenses \$	12,685 including grants of \$	) (Revenue \$	)
OTHER					

	4d Other program services (Describe in Schedule O )	(Expenses \$	346,630 including grants of \$	366,354 ) (Revenue \$	128,751 )
--	---	--------------	--------------------------------	-----------------------	-----------

	4e Total program service expenses	\$	2,245,898
--	-----------------------------------	----	-----------

**Part IV Checklist of Required Schedules**

1 Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? If "Yes," complete Schedule A

2 Is the organization required to complete Schedule B, *Schedule of Contributors* (see instructions)?

3 Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? If "Yes," complete Schedule C, Part I

4 **Section 501(c)(3) organizations.** Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? If "Yes," complete Schedule C, Part II

5 Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Revenue Procedure 98-19? If "Yes," complete Schedule C, Part III

6 Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? If "Yes," complete Schedule D, Part I

7 Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas or historic structures? If "Yes," complete Schedule D, Part II

8 Did the organization maintain collections of works of art, historical treasures, or other similar assets? If "Yes," complete Schedule D, Part III

9 Did the organization report an amount in Part X, line 21, serve as a custodian for amounts not listed in Part X, or provide credit counseling, debt management, credit repair, or debt negotiation services? If "Yes," complete Schedule D, Part IV

10 Did the organization, directly or through a related organization, hold assets in temporarily restricted endowments, permanent endowments, or quasi-endowments? If "Yes," complete Schedule D, Part V

11 If the organization's answer to any of the following questions is 'Yes,' then complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable

a Did the organization report an amount for land, buildings, and equipment in Part X, line 10? If "Yes," complete Schedule D, Part VI

b Did the organization report an amount for investments—other securities in Part X, line 12 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VII

c Did the organization report an amount for investments—program related in Part X, line 13 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VIII

d Did the organization report an amount for other assets in Part X, line 15 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part IX

e Did the organization report an amount for other liabilities in Part X, line 25? If "Yes," complete Schedule D, Part X

f Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? If "Yes," complete Schedule D, Part X

12a Did the organization obtain separate, independent audited financial statements for the tax year? If "Yes," complete Schedule D, Parts XI, XII, and XIII

b Was the organization included in consolidated, independent audited financial statements for the tax year? If "Yes," and if the organization answered 'No' to line 12a, then completing Schedule D, Parts XI, XII, and XIII is optional

13 Is the organization a school described in section 170(b)(1)(A)(ii)? If "Yes," complete Schedule E

14a Did the organization maintain an office, employees, or agents outside of the United States?

b Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? If "Yes," complete Schedule F, Part I

15 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or assistance to any organization or entity located outside the U.S.? If "Yes," complete Schedule F, Part II and IV

16 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or assistance to individuals located outside the U.S.? If "Yes," complete Schedule F, Part III and IV

17 Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? If "Yes," complete Schedule G, Part I

18 Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? If "Yes," complete Schedule G, Part II

19 Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? If "Yes," complete Schedule G, Part III

20a Did the organization operate one or more hospitals? If "Yes," complete Schedule H

b If "Yes" to line 20a, did the organization attach its audited financial statement to this return? **Note.** All Form 990 filers that operated one or more hospitals must attach audited financial statements

	Yes	No
1	Yes	
2	Yes	
3		No
4		No
5		No
6		No
7		No
8		No
9		No
10		No
11a	Yes	
11b		No
11c		No
11d		No
11e		No
11f	Yes	
12a	Yes	
12b		No
13		No
14a		No
14b		No
15		No
16		No
17		No
18		No
19		No
20a		No
20b		

**Part IV Checklist of Required Schedules (continued)**

21	Did the organization report more than \$5,000 of grants and other assistance to governments and organizations in the United States on Part IX, column (A), line 1? If "Yes," complete Schedule I, Parts I and II	21		No
22	Did the organization report more than \$5,000 of grants and other assistance to individuals in the United States on Part IX, column (A), line 2? If "Yes," complete Schedule I, Parts I and III	22	Yes	
23	Did the organization answer "Yes" to Part VII, Section A, questions 3, 4, or 5, about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? If "Yes," complete Schedule J	23		No
24a	Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? If "Yes," answer questions 24b-24d and complete Schedule K. If "No," go to line 25	24a		No
b	Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?	24b		
c	Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?	24c		
d	Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?	24d		
25a	<b>Section 501(c)(3) and 501(c)(4) organizations.</b> Did the organization engage in an excess benefit transaction with a disqualified person during the year? If "Yes," complete Schedule L, Part I	25a		No
b	Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? If "Yes," complete Schedule L, Part I	25b		No
26	Was a loan to or by a current or former officer, director, trustee, key employee, highly compensated employee, or disqualified person outstanding as of the end of the organization's tax year? If "Yes," complete Schedule L, Part II	26		No
27	Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor, or a grant selection committee member, or to a person related to such an individual? If "Yes," complete Schedule L, Part III	27		No
28	Was the organization a party to a business transaction with one of the following parties? (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions)	28a		No
a	A current or former officer, director, trustee, or key employee? If "Yes," complete Schedule L, Part IV	28b		No
b	A family member of a current or former officer, director, trustee, or key employee? If "Yes," complete Schedule L, Part IV	28c		No
c	An entity of which a current or former officer, director, trustee, or key employee (or a family member thereof) was an officer, director, trustee, or owner? If "Yes," complete Schedule L, Part IV	29		No
30	Did the organization receive more than \$25,000 in non-cash contributions? If "Yes," complete Schedule M	30		No
31	Did the organization liquidate, terminate, or dissolve and cease operations? If "Yes," complete Schedule N, Part I	31		No
32	Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? If "Yes," complete Schedule N, Part II	32		No
33	Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301 7701-2 and 301 7701-3? If "Yes," complete Schedule R, Part I	33		No
34	Was the organization related to any tax-exempt or taxable entity? If "Yes," complete Schedule R, Parts II, III, IV, and V, line 1	34		No
35a	Is any related organization a controlled entity of the filing organization within the meaning of section 512(b)(13)?	35a		No
b	Did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? If "Yes," complete Schedule R, Part V, line 2	35b		No
36	<b>Section 501(c)(3) organizations.</b> Did the organization make any transfers to an exempt non-charitable related organization? If "Yes," complete Schedule R, Part V, line 2	36		No
37	Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? If "Yes," complete Schedule R, Part VI	37		No
38	Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11 and 19? <b>Note.</b> All Form 990 filers are required to complete Schedule O	38	Yes	

**Part V Statements Regarding Other IRS Filings and Tax Compliance**

Check if Schedule O contains a response to any question in this Part V

		Yes	No
<b>1a</b>	Enter the number reported in Box 3 of Form 1096. Enter -0- if not applicable	<b>1a</b>	178
<b>b</b>	Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable	<b>1b</b>	0
<b>c</b>	Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?	<b>1c</b>	Yes
<b>2a</b>	Enter the number of employees reported on Form W-3, <i>Transmittal of Wage and Tax Statements</i> filed for the calendar year ending with or within the year covered by this return	<b>2a</b>	26
<b>b</b>	If at least one is reported on line 2a, did the organization file all required federal employment tax returns?	<b>2b</b>	Yes
<b>Note.</b> If the sum of lines 1a and 2a is greater than 250, you may be required to e-file (see instructions)			
<b>3a</b>	Did the organization have unrelated business gross income of \$1,000 or more during the year?	<b>3a</b>	No
<b>b</b>	If "Yes," has it filed a Form 990-T for this year? If "No," provide an explanation in Schedule O	<b>3b</b>	
<b>4a</b>	At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account or securities account)?	<b>4a</b>	No
<b>b</b>	If "Yes," enter the name of the foreign country ► See instructions for filing requirements for Form TD F 90-22 1, Report of Foreign Bank and Financial Accounts		
<b>5a</b>	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?	<b>5a</b>	No
<b>b</b>	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?	<b>5b</b>	No
<b>c</b>	If "Yes" to line 5a or 5b, did the organization file Form 8886-T?	<b>5c</b>	
<b>6a</b>	Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible?	<b>6a</b>	No
<b>b</b>	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?	<b>6b</b>	
<b>7</b>	<b>Organizations that may receive deductible contributions under section 170(c).</b>	<b>7a</b>	No
<b>a</b>	Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?	<b>7b</b>	
<b>b</b>	If "Yes," did the organization notify the donor of the value of the goods or services provided?	<b>7c</b>	No
<b>c</b>	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?	<b>7d</b>	
<b>d</b>	If "Yes," indicate the number of Forms 8282 filed during the year	<b>7e</b>	No
<b>e</b>	Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?	<b>7f</b>	No
<b>f</b>	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?	<b>7g</b>	
<b>g</b>	If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?	<b>7h</b>	
<b>h</b>	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?	<b>8</b>	
<b>8</b>	<b>Sponsoring organizations maintaining donor advised funds and section 509(a)(3) supporting organizations.</b> Did the supporting organization, or a donor advised fund maintained by a sponsoring organization, have excess business holdings at any time during the year?	<b>9a</b>	
<b>9</b>	<b>Sponsoring organizations maintaining donor advised funds.</b>	<b>9b</b>	
<b>a</b>	Did the organization make any taxable distributions under section 4966?		
<b>b</b>	Did the organization make a distribution to a donor, donor advisor, or related person?		
<b>10</b>	<b>Section 501(c)(7) organizations.</b> Enter	<b>10a</b>	
<b>a</b>	Initiation fees and capital contributions included on Part VIII, line 12	<b>10b</b>	
<b>b</b>	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities		
<b>11</b>	<b>Section 501(c)(12) organizations.</b> Enter	<b>11a</b>	
<b>a</b>	Gross income from members or shareholders	<b>11b</b>	
<b>b</b>	Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them)		
<b>12a</b>	<b>Section 4947(a)(1) non-exempt charitable trusts.</b> Is the organization filing Form 990 in lieu of Form 1041?	<b>12a</b>	
<b>b</b>	If "Yes," enter the amount of tax-exempt interest received or accrued during the year	<b>12b</b>	
<b>13</b>	<b>Section 501(c)(29) qualified nonprofit health insurance issuers.</b>	<b>13a</b>	
<b>a</b>	Is the organization licensed to issue qualified health plans in more than one state? <b>Note.</b> All 501(c)(29) organizations must list in Schedule O each state in which they are licensed to issue qualified health plans, the amount of reserves required by each state, and the amount of reserves the organization allocated to each state	<b>13b</b>	
<b>b</b>	Enter the aggregate amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans	<b>13c</b>	
<b>c</b>	Enter the aggregate amount of reserves on hand		
<b>14a</b>	Did the organization receive any payments for indoor tanning services during the tax year?	<b>14a</b>	No
<b>b</b>	If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation in Schedule O	<b>14b</b>	

**Part VI Governance, Management, and Disclosure** For each "Yes" response to lines 2 through 7b below, and for a "No" response to lines 8a, 8b, or 10b below, describe the circumstances, processes, or changes in Schedule O. See instructions.

Check if Schedule O contains a response to any question in this Part VI

### Section A. Governing Body and Management

		Yes	No
<b>1a</b> Enter the number of voting members of the governing body at the end of the tax year . . . . .	<b>1a</b>	15	
<b>b</b> Enter the number of voting members included in line 1a, above, who are independent . . . . .	<b>1b</b>	15	
<b>2</b> Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee? . . . . .	<b>2</b>	No	
<b>3</b> Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors or trustees, or key employees to a management company or other person? . . . . .	<b>3</b>	No	
<b>4</b> Did the organization make any significant changes to its governing documents since the prior Form 990 was filed? . . . . .	<b>4</b>	No	
<b>5</b> Did the organization become aware during the year of a significant diversion of the organization's assets? . . . . .	<b>5</b>	No	
<b>6</b> Did the organization have members or stockholders? . . . . .	<b>6</b>	No	
<b>7a</b> Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body? . . . . .	<b>7a</b>	No	
<b>b</b> Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body? . . . . .	<b>7b</b>	No	
<b>8</b> Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following			
<b>a</b> The governing body? . . . . .	<b>8a</b>	Yes	
<b>b</b> Each committee with authority to act on behalf of the governing body? . . . . .	<b>8b</b>	Yes	
<b>9</b> Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses in Schedule O . . . . .	<b>9</b>	No	

### Section B. Policies (This Section B requests information about policies not required by the Internal Revenue Code.)

		Yes	No
<b>10a</b> Did the organization have local chapters, branches, or affiliates? . . . . .	<b>10a</b>	No	
<b>b</b> If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes? . . . . .	<b>10b</b>		
<b>11a</b> Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?	<b>11a</b>	Yes	
<b>b</b> Describe in Schedule O the process, if any, used by the organization to review the Form 990 . . . . .			
<b>12a</b> Did the organization have a written conflict of interest policy? If "No," go to line 13 . . . . .	<b>12a</b>	Yes	
<b>b</b> Were officers, directors or trustees, and key employees required to disclose annually interests that could give rise to conflicts? . . . . .	<b>12b</b>	Yes	
<b>c</b> Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this was done . . . . .	<b>12c</b>	Yes	
<b>13</b> Did the organization have a written whistleblower policy? . . . . .	<b>13</b>	Yes	
<b>14</b> Did the organization have a written document retention and destruction policy? . . . . .	<b>14</b>	Yes	
<b>15</b> Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?			
<b>a</b> The organization's CEO, Executive Director, or top management official . . . . .	<b>15a</b>	Yes	
<b>b</b> Other officers or key employees of the organization . . . . .	<b>15b</b>	Yes	
If "Yes," to line 15a or 15b, describe the process in Schedule O (see instructions)			
<b>16a</b> Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year? . . . . .	<b>16a</b>	No	
<b>b</b> If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements? . . . . .	<b>16b</b>		

### Section C. Disclosure

**17** List the States with which a copy of this Form 990 is required to be filed  MN

**18** Section 6104 requires an organization to make its Form 1023 (or 1024 if applicable), 990, and 990-T (501(c) (3)s only) available for public inspection. Indicate how you made these available. Check all that apply  
 Own website  Another's website  Upon request

**19** Describe in Schedule O whether (and if so, how), the organization made its governing documents, conflict of interest policy, and financial statements available to the public. See Additional Data Table

**20** State the name, physical address, and telephone number of the person who possesses the books and records of the organization   
 ANN MCCULLY  
 380 LAFAYETTE ROAD SUITE 103  
 ST PAUL, MN 55107  
 (651) 290-9704

**Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors**

 Check if Schedule O contains a response to any question in this Part VII 
**Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees**

**1a** Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year

• List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation, and **current** key employees. Enter -0- in columns (D), (E), and (F) if no compensation was paid

• List all of the organization's **current** key employees, if any. See instructions for definition of "key employee."

• List the organization's five **current** highest compensated employees (other than an officer, director, trustee or key employee) who received reportable compensation (Box 5 of Form W-2 and/or Box 7 of Form 1099-MISC) of more than \$100,000 from the organization and any related organizations

• List all of the organization's **former** officers, key employees, or highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations

• List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations

List persons in the following order: individual trustees or directors, institutional trustees, officers, key employees, highest compensated employees, and former such persons

Check this box if neither the organization nor any related organizations compensated any current or former officer, director, or trustee

(A) Name and Title	(B) Average hours per week (describe hours for related organizations in Schedule O)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)					(D) Reportable compensation from the organization (W- 2/1099-MISC)	(E) Reportable compensation from related organizations (W- 2/1099- MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Or Director	Individual trustee	Institutional Trustee	Officer	Key Employee			
(1) PATRICK GANNON CHAIR	1 00	X		X			0	0	0
(2) NEDRA ROBINSON BOARD MEMBER	1 00	X					0	0	0
(3) KATHI HEDBERG BOARD MEMBER	1 00	X					0	0	0
(4) GAY BAKKEN BOARD MEMBER	1 00	X					0	0	0
(5) DEBBIE LARSON BOARD MEMBER	1 00	X					0	0	0
(6) KATHY GROCHOW TREASURER	1 00	X		X			0	0	0
(7) SUE HEISLER BOARD MEMBER	1 00	X					0	0	0
(8) ADRIANA GALVAN BOARD MEMBER	1 00	X					0	0	0
(9) BECKY OUIMENT-LEWIS SECRETARY	1 00	X		X			0	0	0
(10) KELLY MCKOWN BOARD MEMBER	1 00	X					0	0	0
(11) DAWN GANJE BOARD MEMBER	1 00	X					0	0	0
(12) TERRY HOLLINGSWORTH BOARD MEMBER	1 00	X					0	0	0
(13) MARIAM MOHAMED BOARD MEMBER	1 00	X					0	0	0
(14) WENDY WALBURG BOARD MEMBER	1 00	X					0	0	0
(15) HELEN WELLS BOARD MEMBER	1 00	X					0	0	0
(16) ANN MCCULLY EXECUTIVE DIRECTOR	40 00			X			73,940	0	13,978

**Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees (continued)**

2 Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization: 0

	Yes	No
3 Did the organization list any <b>former</b> officer, director or trustee, key employee, or highest compensated employee on line 1a? <i>If "Yes," complete Schedule J for such individual</i> . . . . .	3	No
4 For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? <i>If "Yes," complete Schedule J for such individual</i> . . . . .	4	No
5 Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? <i>If "Yes," complete Schedule J for such person</i> . . . . .	5	No

## **Section B. Independent Contractors**

**1** Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

**Part VIII Statement of Revenue**

		(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512, 513, or 514		
<b>Contributions, gifts, grants and other similar amounts</b>	<b>1a</b> Federated campaigns . . . . .	<b>1a</b>					
	<b>b</b> Membership dues . . . . .	<b>1b</b>					
	<b>c</b> Fundraising events . . . . .	<b>1c</b>					
	<b>d</b> Related organizations . . . . .	<b>1d</b>					
	<b>e</b> Government grants (contributions)	<b>1e</b>	2,305,667				
	<b>f</b> All other contributions, gifts, grants, and similar amounts not included above	<b>1f</b>	16,487				
	<b>g</b> Noncash contributions included in lines 1a-1f \$						
	<b>h</b> <b>Total.</b> Add lines 1a-1f . . . . .		2,322,154				
<b>Program Service Revenue</b>	Business Code						
			<b>2a</b> PROGRAM INCOME	624410	128,751	128,751	
			<b>b</b>				
			<b>c</b>				
			<b>d</b>				
			<b>e</b>				
	<b>f</b> All other program service revenue						
	<b>g</b> <b>Total.</b> Add lines 2a-2f . . . . .		128,751				
<b>Other Revenue</b>	<b>3</b> Investment income (including dividends, interest and other similar amounts) . . . . .						
			3,810		3,810		
	<b>4</b> Income from investment of tax-exempt bond proceeds . . . . .						
	<b>5</b> Royalties . . . . .						
	<b>6a</b> Gross rents	(I) Real	(II) Personal				
	<b>b</b> Less rental expenses						
	<b>c</b> Rental income or (loss)						
	<b>d</b> Net rental income or (loss) . . . . .						
<b>7a</b> Gross amount from sales of assets other than inventory	(I) Securities	(II) Other					
<b>b</b> Less cost or other basis and sales expenses							
<b>c</b> Gain or (loss)							
<b>d</b> Net gain or (loss) . . . . .							
<b>8a</b> Gross income from fundraising events (not including \$ _____ of contributions reported on line 1c) See Part IV, line 18 . . . . .							
<b>b</b> Less direct expenses . . . . .	<b>b</b>						
<b>c</b> Net income or (loss) from fundraising events . . . . .							
<b>9a</b> Gross income from gaming activities See Part IV, line 19 . . . . .							
<b>b</b> Less direct expenses . . . . .	<b>b</b>						
<b>c</b> Net income or (loss) from gaming activities . . . . .							
<b>10a</b> Gross sales of inventory, less returns and allowances . . . . .							
<b>b</b> Less cost of goods sold . . . . .	<b>b</b>						
<b>c</b> Net income or (loss) from sales of inventory . . . . .							
<b>Miscellaneous Revenue</b>	Business Code						
<b>11a</b>							
<b>b</b>							
<b>c</b>							
<b>d</b> All other revenue . . . . .							
<b>e</b> <b>Total.</b> Add lines 11a-11d . . . . .							
<b>12</b> <b>Total revenue.</b> See Instructions . . . . .		2,454,715	128,751	0	3,810		

**Part IX Statement of Functional Expenses**

Section 501(c)(3) and 501(c)(4) organizations must complete all columns

All other organizations must complete column (A) but are not required to complete columns (B), (C), and (D)

Check if Schedule O contains a response to any question in this Part IX 

<b>Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.</b>	<b>(A) Total expenses</b>	<b>(B) Program service expenses</b>	<b>(C) Management and general expenses</b>	<b>(D) Fundraising expenses</b>
1 Grants and other assistance to governments and organizations in the United States See Part IV, line 21				
2 Grants and other assistance to individuals in the United States See Part IV, line 22	402,402	402,402		
3 Grants and other assistance to governments, organizations, and individuals outside the United States See Part IV, lines 15 and 16				
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees . . . . .	87,919	61,543	17,584	8,792
6 Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B) . . . . .				
7 Other salaries and wages	779,300	739,365	36,990	2,945
8 Pension plan contributions (include section 401(k) and section 403(b) employer contributions) . . . . .	33,529	31,073	2,047	409
9 Other employee benefits . . . . .	139,119	133,493	5,390	236
10 Payroll taxes . . . . .	59,976	55,766	3,509	701
11 Fees for services (non-employees)				
a Management . . . . .				
b Legal . . . . .				
c Accounting . . . . .	57,286	52,380	4,906	
d Lobbying . . . . .				
e Professional fundraising See Part IV, line 17 . . . . .				
f Investment management fees . . . . .				
g Other . . . . .	123,643	119,143		4,500
12 Advertising and promotion . . . . .	1,242	1,242		
13 Office expenses . . . . .	79,119	76,192	2,623	304
14 Information technology . . . . .				
15 Royalties . . . . .				
16 Occupancy . . . . .	89,341	82,539	6,015	787
17 Travel . . . . .	38,478	33,781	4,697	
18 Payments of travel or entertainment expenses for any federal, state, or local public officials . . . . .				
19 Conferences, conventions, and meetings . . . . .	42,502	42,502		
20 Interest . . . . .				
21 Payments to affiliates . . . . .				
22 Depreciation, depletion, and amortization . . . . .	10,609		10,609	
23 Insurance . . . . .	5,925	5,603	322	
24 Other expenses Itemize expenses not covered above (List miscellaneous expenses in line 24f If line 24f amount exceeds 10% of line 25, column (A) amount, list line 24f expenses on Schedule O )				
a PUBLIC RELATIONS/MKTG	160,748	152,355	8,393	
b STAFF DEV AND TRAINING	102,315	101,272	1,043	
c DATABASE DEVELOPMENT	74,480	74,480		
d EVALUATION	62,500	62,500		
e				
f All other expenses	24,142	18,267	5,875	
<b>25 Total functional expenses.</b> Add lines 1 through 24f	2,374,575	2,245,898	110,003	18,674
<b>26 Joint costs.</b> Check here <input checked="" type="checkbox"/> if following SOP 98-2 (ASC 958-720) Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation				

**Part X Balance Sheet**

		<b>(A)</b> Beginning of year	<b>(B)</b> End of year
Assets	1 Cash—non-interest-bearing . . . . .	1	
	2 Savings and temporary cash investments . . . . .	1,552,206	2 1,366,849
	3 Pledges and grants receivable, net . . . . .	435,183	3 506,046
	4 Accounts receivable, net . . . . .	4	
	5 Receivables from current and former officers, directors, trustees, key employees, and highest compensated employees Complete Part II of Schedule L . . . . .	5	
	6 Receivables from other disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B) Complete Part II of Schedule L . . . . .	6	
	7 Notes and loans receivable, net . . . . .	7	
	8 Inventories for sale or use . . . . .	8	
	9 Prepaid expenses and deferred charges . . . . .	63,526	9 62,490
	10a Land, buildings, and equipment cost or other basis Complete Part VI of Schedule D	65,652	
	b Less accumulated depreciation . . . . .	10a	
	b Less accumulated depreciation . . . . .	10b	25,258
		6,278	10c 40,394
	11 Investments—publicly traded securities . . . . .	11	
	12 Investments—other securities See Part IV, line 11 . . . . .	12	
	13 Investments—program-related See Part IV, line 11 . . . . .	13	
	14 Intangible assets . . . . .	14	
	15 Other assets See Part IV, line 11 . . . . .	15	
	16 <b>Total assets.</b> Add lines 1 through 15 (must equal line 34) . . . . .	2,057,193	16 1,975,779
Liabilities	17 Accounts payable and accrued expenses . . . . .	107,203	17 127,234
	18 Grants payable . . . . .	159,750	18 163,500
	19 Deferred revenue . . . . .	1,257,751	19 1,072,416
	20 Tax-exempt bond liabilities . . . . .	20	
	21 Escrow or custodial account liability Complete Part IV of Schedule D . . . . .	21	
	22 Payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons Complete Part II of Schedule L . . . . .	22	
	23 Secured mortgages and notes payable to unrelated third parties . . . . .	23	
	24 Unsecured notes and loans payable to unrelated third parties . . . . .	24	
	25 Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24) Complete Part X of Schedule D . . . . .	25	
	26 <b>Total liabilities.</b> Add lines 17 through 25 . . . . .	1,524,704	26 1,363,150
Net Assets or Fund Balances	<b>Organizations that follow SFAS 117, check here <input checked="" type="checkbox"/> and complete lines 27 through 29, and lines 33 and 34.</b>		
	27 Unrestricted net assets . . . . .	494,698	27 600,540
	28 Temporarily restricted net assets . . . . .	37,791	28 12,089
	29 Permanently restricted net assets . . . . .	29	
	<b>Organizations that do not follow SFAS 117, check here <input type="checkbox"/> and complete lines 30 through 34.</b>		
	30 Capital stock or trust principal, or current funds . . . . .	30	
	31 Paid-in or capital surplus, or land, building or equipment fund . . . . .	31	
	32 Retained earnings, endowment, accumulated income, or other funds . . . . .	32	
	33 Total net assets or fund balances . . . . .	532,489	33 612,629
	34 Total liabilities and net assets/fund balances . . . . .	2,057,193	34 1,975,779

**Part XI Reconciliation of Net Assets**Check if Schedule O contains a response to any question in this Part XI 

1	Total revenue (must equal Part VIII, column (A), line 12)	1	2,454,715
2	Total expenses (must equal Part IX, column (A), line 25)	2	2,374,575
3	Revenue less expenses Subtract line 2 from line 1	3	80,140
4	Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))	4	532,489
5	Other changes in net assets or fund balances (explain in Schedule O)	5	0
6	Net assets or fund balances at end of year Combine lines 3, 4, and 5 (must equal Part X, line 33, column (B))	6	612,629

**Part XII Financial Statements and Reporting**Check if Schedule O contains a response to any question in this Part XII 

	Yes	No
1 Accounting method used to prepare the Form 990 <input type="checkbox"/> Cash <input checked="" type="checkbox"/> Accrual <input type="checkbox"/> Other _____ If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O		
2a Were the organization's financial statements compiled or reviewed by an independent accountant? <input type="checkbox"/>	2a	No
2b Were the organization's financial statements audited by an independent accountant? <input type="checkbox"/>	2b	Yes
2c If "Yes," to 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O <input type="checkbox"/>	2c	Yes
2d If "Yes" to line 2a or 2b, check a box below to indicate whether the financial statements for the year were issued on a separate basis, consolidated basis, or both <input checked="" type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separated basis		
3a As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133? <input type="checkbox"/>	3a	Yes
3b If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits <input type="checkbox"/>	3b	Yes

2011

Open to Public  
Inspection**SCHEDULE A**  
(Form 990 or 990EZ)**Public Charity Status and Public Support**

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.

► Attach to Form 990 or Form 990-EZ. ► See separate instructions.

Department of the Treasury  
Internal Revenue Service

Name of the organization

CHILD CARE RESOURCE AND REFERRAL NETWORK

Employer identification number

41-1730422

**Part I Reason for Public Charity Status** (All organizations must complete this part.) See instructions

The organization is not a private foundation because it is (For lines 1 through 11, check only one box)

1  A church, convention of churches, or association of churches **section 170(b)(1)(A)(i)**.

2  A school described in **section 170(b)(1)(A)(ii)**. (Attach Schedule E )

3  A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii)**.

4  A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii)**. Enter the hospital's name, city, and state

5  An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv)**. (Complete Part II )

6  A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v)**.

7  An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi)** (Complete Part II )

8  A community trust described in **section 170(b)(1)(A)(vi)** (Complete Part II )

9  An organization that normally receives (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions—subject to certain exceptions, and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975 See **section 509(a)(2)**. (Complete Part III )

10  An organization organized and operated exclusively to test for public safety See **section 509(a)(4)**.

11  An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in section 509(a)(1) or section 509(a)(2) See **section 509(a)(3)**. Check the box that describes the type of supporting organization and complete lines 11e through 11h

e  By checking this box, I certify that the organization is not controlled directly or indirectly by one or more disqualified persons other than foundation managers and other than one or more publicly supported organizations described in section 509(a)(1) or section 509(a)(2)

f  If the organization received a written determination from the IRS that it is a Type I, Type II or Type III supporting organization, check this box

g  Since August 17, 2006, has the organization accepted any gift or contribution from any of the following persons?

(i) a person who directly or indirectly controls, either alone or together with persons described in (ii) and (iii) below, the governing body of the the supported organization?

(ii) a family member of a person described in (i) above?

(iii) a 35% controlled entity of a person described in (i) or (ii) above?

h  Provide the following information about the supported organization(s)

	Yes	No
11g(i)		
11g(ii)		
11g(iii)		

(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1- 9 above or IRC section (see instructions))	(iv) Is the organization in col (i) listed in your governing document?		(v) Did you notify the organization in col (i) of your support?		(vi) Is the organization in col (i) organized in the U S ?		(vii) Amount of support?
			Yes	No	Yes	No	Yes	No	
<b>Total</b>									

**Part II Support Schedule for Organizations Described in IRC 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)**

(Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

**Section A. Public Support**

Calendar year (or fiscal year beginning in)	(a) 2007	(b) 2008	(c) 2009	(d) 2010	(e) 2011	(f) Total
1 Gifts, grants, contributions, and membership fees received (Do not include any "unusual grants")	3,008,267	2,582,668	2,434,097	2,286,071	2,322,154	12,633,257
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
3 The value of services or facilities furnished by a governmental unit to the organization without charge						
4 <b>Total.</b> Add lines 1 through 3	3,008,267	2,582,668	2,434,097	2,286,071	2,322,154	12,633,257
5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f)						96,051
6 <b>Public Support.</b> Subtract line 5 from line 4						12,537,206

**Section B. Total Support**

Calendar year (or fiscal year beginning in)	(a) 2007	(b) 2008	(c) 2009	(d) 2010	(e) 2011	(f) Total
7 Amounts from line 4	3,008,267	2,582,668	2,434,097	2,286,071	2,322,154	12,633,257
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources	26,042	15,507	11,475	7,350	3,810	64,184
9 Net income from unrelated business activities, whether or not the business is regularly carried on						
10 Other income (Explain in Part IV) Do not include gain or loss from the sale of capital assets						
11 <b>Total support</b> (Add lines 7 through 10)						12,697,441
12 Gross receipts from related activities, etc (See instructions)				12		494,398

13 **First Five Years** If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a 501(c)(3) organization, check this box and **stop here** **Section C. Computation of Public Support Percentage**

14 Public Support Percentage for 2011 (line 6 column (f) divided by line 11 column (f))	14	98 740 %
15 Public Support Percentage for 2010 Schedule A, Part II, line 14	15	98 420 %
16a <b>33 1/3% support test—2011.</b> If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and <b>stop here</b> . The organization qualifies as a publicly supported organization 		
b <b>33 1/3% support test—2010.</b> If the organization did not check the box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and <b>stop here</b> . The organization qualifies as a publicly supported organization 		
17a <b>10%-facts-and-circumstances test—2011.</b> If the organization did not check a box on line 13, 16a, or 16b and line 14 is 10% or more, and if the organization meets the "facts and circumstances" test, check this box and <b>stop here</b> . Explain in Part IV how the organization meets the "facts and circumstances" test. The organization qualifies as a publicly supported organization 		
b <b>10%-facts-and-circumstances test—2010.</b> If the organization did not check a box on line 13, 16a, 16b, or 17a and line 15 is 10% or more, and if the organization meets the "facts and circumstances" test, check this box and <b>stop here</b> . Explain in Part IV how the organization meets the "facts and circumstances" test. The organization qualifies as a publicly supported organization 		
18 <b>Private Foundation</b> If the organization did not check a box on line 13, 16a, 16b, 17a or 17b, check this box and see instructions 		

**Part III Support Schedule for Organizations Described in IRC 509(a)(2)**

(Complete only if you checked the box on line 9 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

**Section A. Public Support**

Calendar year (or fiscal year beginning in)	(a) 2007	(b) 2008	(c) 2009	(d) 2010	(e) 2011	(f) Total
1 Gifts, grants, contributions, and membership fees received (Do not include any "unusual grants")						
2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose						
3 Gross receipts from activities that are not an unrelated trade or business under section 513						
4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
5 The value of services or facilities furnished by a governmental unit to the organization without charge						
6 <b>Total.</b> Add lines 1 through 5						
7a Amounts included on lines 1, 2, and 3 received from disqualified persons						
b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year						
c Add lines 7a and 7b						
8 <b>Public Support</b> (Subtract line 7c from line 6 )						

**Section B. Total Support**

Calendar year (or fiscal year beginning in)	(a) 2007	(b) 2008	(c) 2009	(d) 2010	(e) 2011	(f) Total
9 Amounts from line 6						
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources						
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						
c Add lines 10a and 10b						
11 Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on						
12 Other income Do not include gain or loss from the sale of capital assets (Explain in Part IV )						
13 <b>Total support</b> (Add lines 9, 10c, 11 and 12 )						
14 <b>First Five Years</b> If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a 501(c)(3) organization, check this box and <b>stop here</b>						

**Section C. Computation of Public Support Percentage**

15 Public Support Percentage for 2011 (line 8 column (f) divided by line 13 column (f))	15
16 Public support percentage from 2010 Schedule A, Part III, line 15	16

**Section D. Computation of Investment Income Percentage**

17 Investment income percentage for 2011 (line 10c column (f) divided by line 13 column (f))	17
18 Investment income percentage from 2010 Schedule A, Part III, line 17	18
19a <b>33 1/3% support tests—2011.</b> If the organization did not check the box on line 14, and line 15 is more than 33 1/3% and line 17 is not more than 33 1/3%, check this box and <b>stop here</b> . The organization qualifies as a publicly supported organization	
b <b>33 1/3% support tests—2010.</b> If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3% and line 18 is not more than 33 1/3%, check this box and <b>stop here</b> . The organization qualifies as a publicly supported organization	
20 <b>Private Foundation</b> If the organization did not check a box on line 14, 19a or 19b, check this box and see instructions	

**Part IV** **Supplemental Information.** Supplemental Information. Complete this part to provide the explanation required by Part II, line 10; Part II, line 17a or 17b; or Part III, line 12. Also complete this part for any additional information. (See instructions).

**Facts And Circumstances Test**

**Explanation**

---

---

---

---

2011

Open to Public  
Inspection**SCHEDULE D**  
(Form 990)**Supplemental Financial Statements**

► Complete if the organization answered "Yes," to Form 990, Part IV, line 6, 7, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b  
 ► Attach to Form 990. ► See separate instructions.

 Department of the Treasury  
 Internal Revenue Service

 Employer identification number  
 41-1730422
**Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts.** Complete if the organization answered "Yes" to Form 990, Part IV, line 6.

	(a) Donor advised funds	(b) Funds and other accounts
1 Total number at end of year		
2 Aggregate contributions to (during year)		
3 Aggregate grants from (during year)		
4 Aggregate value at end of year		

5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control?  Yes  No

6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds may be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit?  Yes  No

**Part II Conservation Easements.** Complete if the organization answered "Yes" to Form 990, Part IV, line 7.

1 Purpose(s) of conservation easements held by the organization (check all that apply)

Preservation of land for public use (e.g., recreation or pleasure)  Preservation of an historically importantly land area

Protection of natural habitat  Preservation of a certified historic structure

Preservation of open space

2 Complete lines 2a-2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year

	Held at the End of the Year
2a	
2b	
2c	
2d	

3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the taxable year ► \_\_\_\_\_

4 Number of states where property subject to conservation easement is located ► \_\_\_\_\_

5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds?  Yes  No

6 Staff and volunteer hours devoted to monitoring, inspecting and enforcing conservation easements during the year ► \_\_\_\_\_

7 Amount of expenses incurred in monitoring, inspecting, and enforcing conservation easements during the year

► \$ \_\_\_\_\_

8 Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and 170(h)(4)(B)(ii)?  Yes  No

9 In Part XIV, describe how the organization reports conservation easements in its revenue and expense statement, and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements

**Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets.**

Complete if the organization answered "Yes" to Form 990, Part IV, line 8.

1a If the organization elected, as permitted under SFAS 116, not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education or research in furtherance of public service, provide, in Part XIV, the text of the footnote to its financial statements that describes these items

b If the organization elected, as permitted under SFAS 116, to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items

(i) Revenues included in Form 990, Part VIII, line 1 ► \$ \_\_\_\_\_

(ii) Assets included in Form 990, Part X ► \$ \_\_\_\_\_

2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under SFAS 116 relating to these items

a Revenues included in Form 990, Part VIII, line 1 ► \$ \_\_\_\_\_

b Assets included in Form 990, Part X ► \$ \_\_\_\_\_

**Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets (continued)**

**3** Using the organization's accession and other records, check any of the following that are a significant use of its collection items (check all that apply)

<b>a</b> <input type="checkbox"/> Public exhibition	<b>d</b> <input type="checkbox"/> Loan or exchange programs
<b>b</b> <input type="checkbox"/> Scholarly research	<b>e</b> <input type="checkbox"/> Other
<b>c</b> <input type="checkbox"/> Preservation for future generations	

**4** Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIV

**5** During the year, did the organization solicit or receive donations of art, historical treasures or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection?  Yes  No

**Part IV Escrow and Custodial Arrangements.** Complete if the organization answered "Yes" to Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

**1a** Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X?  Yes  No

**b** If "Yes," explain the arrangement in Part XIV and complete the following table

	<b>Amount</b>
<b>1c</b>	
<b>1d</b>	
<b>1e</b>	
<b>1f</b>	

**2a** Did the organization include an amount on Form 990, Part X, line 21?  Yes  No

**b** If "Yes," explain the arrangement in Part XIV

**Part V Endowment Funds.** Complete if the organization answered "Yes" to Form 990, Part IV, line 10.

	<b>(a) Current Year</b>	<b>(b) Prior Year</b>	<b>(c) Two Years Back</b>	<b>(d) Three Years Back</b>	<b>(e) Four Years Back</b>
<b>1a</b> Beginning of year balance . . . . .					
<b>b</b> Contributions . . . . .					
<b>c</b> Investment earnings or losses . . . . .					
<b>d</b> Grants or scholarships . . . . .					
<b>e</b> Other expenditures for facilities and programs . . . . .					
<b>f</b> Administrative expenses . . . . .					
<b>g</b> End of year balance . . . . .					

**2** Provide the estimated percentage of the year end balance held as

**a** Board designated or quasi-endowment ►

**b** Permanent endowment ►

**c** Term endowment ►

**3a** Are there endowment funds not in the possession of the organization that are held and administered for the organization by

<b>(i)</b> unrelated organizations . . . . .	<b>Yes</b>	<b>No</b>
<b>(ii)</b> related organizations . . . . .	<b>Yes</b>	<b>No</b>

**b** If "Yes" to 3a(ii), are the related organizations listed as required on Schedule R? . . . . .

**4** Describe in Part XIV the intended uses of the organization's endowment funds

**Part VI Land, Buildings, and Equipment.** See Form 990, Part X, line 10.

	<b>Description of property</b>	<b>(a) Cost or other basis (investment)</b>	<b>(b) Cost or other basis (other)</b>	<b>(c) Accumulated depreciation</b>	<b>(d) Book value</b>
<b>1a</b> Land . . . . .					
<b>b</b> Buildings . . . . .					
<b>c</b> Leasehold improvements . . . . .					
<b>d</b> Equipment . . . . .		65,652		25,258	40,394
<b>e</b> Other . . . . .					
<b>Total.</b> Add lines 1a-1e (Column (d) should equal Form 990, Part X, column (B), line 10(c).) . . . . .					40,394

**Part VII Investments—Other Securities.** See Form 990, Part X, line 12.

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation Cost or end-of-year market value
(1) Financial derivatives		
(2) Closely-held equity interests		
Other		
<b>Total.</b> (Column (b) should equal Form 990, Part X, col (B) line 12.) ►		

**Part VIII Investments—Program Related.** See Form 990, Part X, line 13.

(a) Description of investment type	(b) Book value	(c) Method of valuation Cost or end-of-year market value
<b>Total.</b> (Column (b) should equal Form 990, Part X, col (B) line 13.) ►		

**Part IX Other Assets.** See Form 990, Part X, line 15.

(a) Description	(b) Book value
<b>Total.</b> (Column (b) should equal Form 990, Part X, col (B) line 15.) ►	

**Part X Other Liabilities.** See Form 990, Part X, line 25.

(a) Description of Liability	(b) Amount
Federal Income Taxes	
<b>Total.</b> (Column (b) should equal Form 990, Part X, col (B) line 25.) ►	

2. Fin 48 (ASC 740) Footnote In Part XIV, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FIN 48 (ASC740)

**Part XI Reconciliation of Change in Net Assets from Form 990 to Financial Statements**

1	Total revenue (Form 990, Part VIII, column (A), line 12)	1	2,454,715
2	Total expenses (Form 990, Part IX, column (A), line 25)	2	2,374,575
3	Excess or (deficit) for the year Subtract line 2 from line 1	3	80,140
4	Net unrealized gains (losses) on investments	4	
5	Donated services and use of facilities	5	
6	Investment expenses	6	
7	Prior period adjustments	7	
8	Other (Describe in Part XIV)	8	
9	Total adjustments (net) Add lines 4 - 8	9	
10	Excess or (deficit) for the year per financial statements Combine lines 3 and 9	10	80,140

**Part XII Reconciliation of Revenue per Audited Financial Statements With Revenue per Return**

1	Total revenue, gains, and other support per audited financial statements	1	2,454,715
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12		
a	Net unrealized gains on investments	2a	
b	Donated services and use of facilities	2b	
c	Recoveries of prior year grants	2c	
d	Other (Describe in Part XIV)	2d	
e	Add lines 2a through 2d	2e	0
3	Subtract line 2e from line 1	3	2,454,715
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1		
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	
b	Other (Describe in Part XIV)	4b	
c	Add lines 4a and 4b	4c	0
5	Total Revenue Add lines 3 and 4c. (This should equal Form 990, Part I, line 12 )	5	2,454,715

**Part XIII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return**

1	Total expenses and losses per audited financial statements	1	2,374,575
2	Amounts included on line 1 but not on Form 990, Part IX, line 25		
a	Donated services and use of facilities	2a	
b	Prior year adjustments	2b	
c	Other losses	2c	
d	Other (Describe in Part XIV)	2d	
e	Add lines 2a through 2d	2e	0
3	Subtract line 2e from line 1	3	2,374,575
4	Amounts included on Form 990, Part IX, line 25, but not on line 1:		
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	
b	Other (Describe in Part XIV)	4b	
c	Add lines 4a and 4b	4c	0
5	Total expenses Add lines 3 and 4c. (This should equal Form 990, Part I, line 18 )	5	2,374,575

**Part XIV Supplemental Information**

Complete this part to provide the descriptions required for Part II, lines 3, 5, and 9, Part III, lines 1a and 4, Part IV, lines 1b and 2b, Part V, line 4, Part X, Part XI, line 8, Part XII, lines 2d and 4b, and Part XIII, lines 2d and 4b. Also complete this part to provide any additional information.

Identifier	Return Reference	Explanation
DESCRIPTION OF UNCERTAIN TAX POSITIONS UNDER FIN 48	PART X	THE NETWORK IS EXEMPT FROM INCOME TAXES UNDER INTERNAL REVENUE CODE SECTION 501(C)(3) AND APPLICABLE MINNESOTA STATUTES, EXCEPT TO THE EXTENT IT HAS TAXABLE INCOME FROM BUSINESSES THAT ARE NOT RELATED TO ITS EXEMPT PURPOSE. MANAGEMENT BELIEVES THE NETWORK DID NOT HAVE ANY UNRELATED BUSINESS INCOME IN 2012 OR 2011. THE NETWORK IS NOT CURRENTLY UNDER EXAMINATION BY ANY TAXING JURISDICTION. FEDERAL AND STATE TAX AUTHORITIES HAVE THE RIGHT TO EXAMINE THE CURRENT AND PRIOR THREE YEARS RETURNS. ANY INTEREST OR PENALTIES ASSOCIATED WITH TAX POSITIONS ARE REPORTED AS SUCH WITHIN THE MANAGEMENT AND GENERAL EXPENSES CATEGORY. FOR 2012 AND 2011, THERE WERE NO SUCH INTEREST OR PENALTIES RECORDED.

**Schedule I  
(Form 990)**

## **Grants and Other Assistance to Organizations, Governments and Individuals in the United States**

**Complete if the organization answered "Yes," to Form 990, Part IV, line 21 or 22**

► Attach to Form 990

2011

## Open to Public Inspection

Department of the Treasury  
Internal Revenue Service

Name of the organization

**NAME OF THE ORGANIZATION**  
**CHILD CARE RESOURCE AND REFERRAL NETWORK**

**Employer identification number**

41-1730422

## Part I General Information on Grants and Assistance

1 Does the organization maintain records to substantiate the amount of the grants or assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance? . . . . .  Yes  No

2 Describe in Part IV the organization's procedures for monitoring the use of grant funds in the United States

**Part II Grants and Other Assistance to Governments and Organizations in the United States.** Complete if the organization answered "Yes" to Form 990, Part IV, line 21 for any recipient that received more than \$5,000. Check this box if no one recipient received more than \$5,000. Use Part IV and Schedule I-1 (Form 990) if additional space is needed.

**Part III Grants and Other Assistance to Individuals in the United States.** Complete if the organization answered "Yes" to Form 990, Part IV, line 22.  
Use Schedule I-1 (Form 990) if additional space is needed.

(a) Type of grant or assistance	(b) Number of recipients	(c) Amount of cash grant	(d) Amount of non-cash assistance	(e) Method of valuation (book, FMV, appraisal, other)	(f) Description of non-cash assistance
(1) TEACH SCHOLARSHIP	422	402,402			

**Part IV Supplemental Information.** Complete this part to provide the information required in Part I, line 2, and any other additional information.

Identifier	Return Reference	Explanation
PROCEDURE FOR MONITORING GRANTS IN THE U S	PART I, LINE 2	SCHEDULE I, PART I, LINE 2 THESE STEPS ARE OUTLINED AS PART OF THE CONTRACT FOR THE TEACH EARLY CHILDHOOD PROGRAM

**SCHEDULE O**  
(Form 990 or 990-EZ)Department of the Treasury  
Internal Revenue Service**Supplemental Information to Form 990 or 990-EZ**

Complete to provide information for responses to specific questions on  
Form 990 or to provide any additional information.  
► Attach to Form 990 or 990-EZ.

**2011****Open to Public  
Inspection**

Name of the organization

CHILD CARE RESOURCE AND REFERRAL NETWORK

**Employer identification number**

41-1730422

Identifier	Return Reference	Explanation
	FORM 990, PART VI, SECTION B, LINE 11	A DRAFT OF THE 2010 FORM 990 WAS PRESENTED TO THE FULL BOARD OF DIRECTORS ALONG WITH THE ANNUAL AUDIT AT THE JANUARY, 2012 ANNUAL MEETING WE WILL FOLLOW THE SAME PROCEDURE FOR THE 2011 FORM 990
	FORM 990, PART VI, SECTION B, LINE 12C	NETWORK BOARD MEMBERS RECEIVE AND SIGN A NEW COPY OF THE CONFLICT OF INTEREST STATEMENT EACH YEAR AT THE BOARD'S ANNUAL MEETING IN JANUARY MEMBERS ARE REMINDED THAT THEY HAVE A RESPONSIBILITY TO DISCLOSE TO THE BOARD (AND ANY COMMITTEE ON WHICH THEY SERVE) THE MATERIAL FACTS OF ANY PROPOSED ACTION OR TRANSACTION OF THE NETWORK IN WHICH SUCH DIRECTOR HAS ANY CONFLICTS, THAT THEY SHOULD DO SO PRIOR TO THE CONSIDERATION OF SUCH ITEMS BOARD MEMBERS WHO HAVE DECLARED A CONFLICT OF INTEREST DO NOT PARTICIPATE IN THE DELIBERATION OR DECISION REGARDING THE MATTER UNDER CONSIDERATION ALL BOARD MEMBERS AND OFFICERS ARE OBLIGATED TO NOTIFY THE BOARD IF THEY BELIEVE THAT AN INDIVIDUAL DIRECTOR OR OFFICER HAS FAILED TO DISCLOSE A CONFLICT OF INTEREST
	FORM 990, PART VI, SECTION B, LINE 15	THE EXECUTIVE DIRECTOR'S ANNUAL REVIEW IS PERFORMED AT THE JULY BOARD MEETING BY THE BOARD OF DIRECTORS THE REVIEW INCLUDES A DISCUSSION OF THE ED SALARY, BASED ON THE ORGANIZATION-WIDE SALARY STRUCTURE, THE MOST CURRENT MN COUNCIL OF NONPROFITS SALARY SURVEY RESULTS FOR SIMILAR SIZED NONPROFITS, AND THE BUDGET CLIMATE FOR THE COMING YEAR GENERAL PERFORMANCE RECOMMENDATIONS ARE CAPTURED IN THE BOARD MINUTES, AND THE SALARY INCREASE FORMS ARE KEPT IN THE PERSONNEL FILES OF THE EXECUTIVE DIRECTOR WITH SUPPORT FROM A CONSULTANT THROUGH THE MANAGEMENT ASSISTANCE PROGRAM (MAP), THE NETWORK CREATED A SALARY RANKING METHODOLOGY AND A COMPENSATION STRUCTURE FORM TO ASSESS EACH POSITION IN THE ORGANIZATION ONCE THE TOTAL POINTS WERE ESTABLISHED, THE RANGE FOR EACH POSITION WAS DETERMINED THE SALARY RANGES WERE BASED ON A COMBINATION OF THE MINNESOTA COUNCIL OF NONPROFITS SALARY SURVEY, AND A SURVEY DONE BY THE NATIONAL ASSOCIATION OF CHILD CARE RESOURCE AND REFERRAL AGENCIES (NACCRRA) MORE RECENTLY, WE ADJUSTED WHERE PEOPLE WERE WITHIN THEIR RANGE BY USING A SALARY ANALYSIS FOCUSED ON EXPERIENCE IN THE FIELD AND EDUCATION
	FORM 990, PART VI, SECTION C, LINE 19	ANNUAL AUDIT/FINANCIAL STATEMENTS AND 990 ARE POSTED ON OUR WEBSITE CONFLICT OF INTEREST POLICY IS AVAILABLE UPON REQUEST
	FORM 990, PAGE 12, PART XI, LINE 2C	THE PROCESS HAS NOT CHANGED FROM THE PRIOR YEAR

## Additional Data

**Software ID:**  
**Software Version:**  
**EIN:** 41-1730422  
**Name:** CHILD CARE RESOURCE AND REFERRAL NETWORK

### Form 990, Special Condition Description:

#### Special Condition Description

### Form 990, Part III - 4 Program Service Accomplishments (See the Instructions)

#### 4d. Other program services

(Code	) (Expenses \$	247,404	including grants of \$	366,354	) (Revenue \$	128,751	)
-------	----------------	---------	------------------------	---------	---------------	---------	---

EAGER-TO-LEARN AN INTERNET-BASED PROGRAM OFFERING HIGH QUALITY, ONLINE EDUCATION FOR PROVIDERS EAGER-TO-LEARN COURSES OFFER A CONTINUUM OF RESEARCH-BASED TOPICS THAT PROMOTE DEVELOPMENTALLY APPROPRIATE CARE AND EFFECTIVE EARLY CARE AND EDUCATION STRATEGIES, AND FILL A NICHE BETWEEN SELF-STUDY/INDIVIDUAL TRAINING OPPORTUNITIES, AND THE FORMAL HIGHER EDUCATION SYSTEM IN 2011-2012 -THE EAGER- TO- LEARN PROGRAM HELD 147 CLASSES FOR 1,908 PARTICIPANTS-EXPANDED SERVICES TO INCLUDE SEVERAL NEW PROGRAMS -BEGAN A NEW EAGER-TO-LEARN DIRECTOR'S ONLINE WITH WEBINARS FOR IN-SERVICE HOURS-ADDED A NEW CEU ONE STOP SELF-PACED COURSES FOR EDUCATORS AND CDA CANDIDATES, PROVIDING CEUS FOR 21 CANDIDATES RENEWING THEIR CDA -PROVIDED FREE CDA WEBINARS- AVERAGING 60 PROVIDERS PER SESSION -EAGER-TO-LEARN SERVED AS THE PRIMARY DELIVERY SYSTEM OF TRAININGS TO SUPPORT THE CCR&R SYSTEM'S TRAINING NEEDS, INCLUDING BOTH CCR&R STAFF AND CONTRACTED TRAINERS

(Code	) (Expenses \$	86,541	including grants of \$	) (Revenue \$	)
-------	----------------	--------	------------------------	---------------	---

"GIVE ARMY PARENTS A BREAK" RESPITE CHILD CARE SERVICES THROUGH FUNDING AND PARTNERSHIP WITH THE U S ARMY CHILD, YOUTH & SCHOOL SERVICES AND CHILD CARE AWARE OF AMERICA, CHILD CARE PROVIDERS HAVE BEEN RECRUITED TO PROVIDE VOLUNTEER AND SUBSIDIZED CARE FOR DEPLOYED ARMY RESERVE AND NATIONAL GUARD FAMILIES IN MINNESOTA THESE PROVIDERS ALSO HAVE ACCESS TO SPECIALIZED TRAINING WHICH HELPS THEM TO BETTER UNDERSTAND AND SUPPORT CHILDREN AND FAMILIES IMPACTED BY DEPLOYMENT SINCE THE PROGRAM BEGAN IN 2007, OVER 1,400 PROVIDERS HAVE RECEIVED THIS TRAINING IN 2011-2012 -MORE THAN 2,900 MINNESOTA PROVIDERS INDICATED WILLINGNESS TO PROVIDE RESPITE CARE TO ARMY FAMILIES, AND AN AVERAGE OF 68 CHILDREN PER MONTH WERE PROVIDED WITH RESPITE CARE STATEWIDE -A NEW TRAINING CURRICULUM FOCUSED ON THE IMPACT OF DEPLOYMENT AND REINTEGRATION ON INFANTS AND TODDLERS WAS DEVELOPED AND DELIVERED TO 217 PROVIDERS -CCR&R DISTRICTS HELPED TO PROVIDE OUTREACH TO MILITARY ORGANIZATIONS AND HELP TO PROMOTE THE "GIVE ARMY PARENTS A BREAK" PROGRAM TO BOTH PARENTS AND PROVIDERS IN THEIR COMMUNITIES

**Form 990, Part III - 4 Program Service Accomplishments (See the Instructions)****4d. Other program services**

(Code	) (Expenses \$	12,685 including grants of \$	) (Revenue \$	)
OTHER				