



Two-Thousand Days to Make a Difference



## **FY2021 YEAR IN REVIEW**

### **Building Impactful Partnerships**





## WHO WE ARE

**Child Care Aware® of Missouri (CCAMO)** has been the state's leading source of child care information, referrals, and child care industry workforce development for over 20 years. CCAMO's focus is to advocate for families, child care programs and educators, businesses, and community stakeholders. We believe the first two-thousand days of a child's life impact their future potential. Our mission is to raise the quality of early childhood educational experiences in Missouri by improving child care services – through training, education, quality standards, coaching, business support, and policy work.

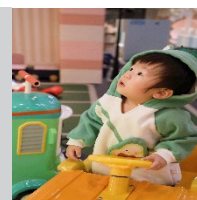
CCAMO is recognized as a leader in the child care and the early childhood education sector in Missouri. Our current strategic direction has expanded to include the Child Development Associate Scholarship Project, Show Me Business and Leadership Services, and consulting projects for state and national partners. We evaluate our service delivery impact regularly and continue to offer the core services that founded the organization in 2000, such as the T.E.A.C.H. MISSOURI Scholarship, child care resource and referral, and training services for child care professionals.

This year, CCAMO advocated for policies to improve Missouri's accessibility to affordable and quality of child care. Serving families and child care programs statewide for the fiscal year 2021, our services positively impacted more than 10,000 early childhood educators, 8,000 families, and 175,000 children.

As an organization, CCAMO achieved the highest level of financial transparency and best practices from the Better Business Bureau. In 2021, CCAMO earned Candid GuideStar's Platinum Seal of Transparency, the newest and highest level of recognition which less than 2% of nonprofit organizations achieve.

**175,000+ CHILDREN | 8,000+ FAMILIES**  
**10,000+ EARLY CHILDHOOD EDUCATORS**

**SERVED IN FY2021 BY CCAMO**



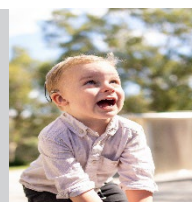


# THE "NEW NORMAL"

Fiscal year 2021 proved to be the beginning of a new normal after COVID-19 swept through Missouri. Many child care programs faced numerous challenges in maintaining program service delivery while also protecting the health and safety of children, families, and staff's health during the pandemic. Some child care programs were able to transition their daily services from in-person to include some virtual options that allowed them to stay connected with families and to continue to provide a level of care and education to children during the pandemic. While some child care programs continued to operate as before, other child care programs could not withstand the financial uncertainty of decreased revenue and loss of staff, and consequently closed their doors permanently.

In their report, *Pandemic, Rising Costs Challenge Child Care Industry*, the Federal Reserve of St. Louis said, "As parents pulled their children out of child care for fear of COVID-19 exposure, shuttered businesses allowed parents to stay home and child care centers closed across the country, parents disproportionately left the labor force." Child care providers and working families alike were forced to endure a tremendous and disastrous impact due to COVID-19.

The initial COVID-19 lock downs forced many child care programs to shut down. When they finally reopened, many were constrained by a lack of qualified employees, and parents were still concerned about ongoing infections. Child care businesses faced employee retention challenges, resulting in fewer enrolled children, coupled with limited revenue and ongoing sustainability challenges. Despite these challenges, CCAMO continued to listen and support the child care industry through training, technical assistance, and scholarships to bolster staff working under high stress and new constraints. CCAMO also remained dedicated to Missouri's working families to connect them to creative child care solutions.





## OUR SERVICES

**CCAMO engaged in** local, state, and national efforts to continuously improve the professional development system. Our services are focused on four main areas, each with its own unique set of supporting programs and initiatives: Resources & Referrals, Trainings & Scholarships, Business & Leadership Support, and Advocacy & Policy.

### Resource & Referral

Child Care Referral Services with Online Search Portal  
Child Care Consumer Education  
Start-up Information for Potential Providers  
Statewide Directory of Community Resources

### Training & Scholarship

T.E.A.C.H. Early Childhood® Missouri Scholarship  
Program Child Development Associate (CDA) Scholarship  
Project Health & Wellness Initiatives  
Missouri Workshop Calendar

### Business & Leadership Support

Show Me Child Care Resources  
Live2Lead - John Maxwell Leadership Training  
Consulting and Technical Assistance

### Advocacy & Policy

Advocacy and Policy Work to Benefit Children & Families  
Partnership with State & Local Nonprofits, Private, & Public Organizations





# RESOURCE & REFERRAL

**This year continued to be challenging** for Missouri's early childhood community. The continuation of the COVID-19 pandemic brought its share of difficulties to working families in Missouri. Significant child care supply and demand issues created an overwhelming struggle for many families to find child care.

CCAMO's child care resource and referral services became even more essential by connecting families to local child care programs online, or with assistance from a Resource Specialist through online chat or phone. Our community partners across the state, a robust website, and our social media platforms provided families with information to make informed child care decisions. We offered educational materials to identify types of child care, indicators of quality care, and questions to ask when calling or visiting child care programs.

CCAMO utilized statewide partnerships to increase the capacity of child care. Capacity Building Partners provided technical assistance to existing child care programs for the improvement of their business practices and provided family and community outreach as an extension of CCAMO. Many partners also chose to create outreach plans to recruit, advance, and retain the early child care and education workforce and engage business and civic leaders to increase child care capacity for working families. These capacity-building efforts improved CCAMO's ability to provide outreach to families at a regional level as well as sustain existing child care businesses through one-to-one relationships with our statewide partners.

Several partners chose to promote and support child care program start-up or expansion. Partners provided intentional outreach and support to individuals in the community interested in starting a child care program through such activities as hosting family child care business start-up meetings or providing technical assistance about topics such as opening an additional infant room.

*"I was having trouble finding a child care program that fit the criteria needed for a child in my care, and in no time, I had a list of programs that fit what I needed. I'm so happy I found this resource as I would have given up if I had not found CCAMO." - Brianna R. (parent)*

**8,918 TOTAL REFERRALS**

**4,485 CHILDREN SERVED**

**413 PROGRAMS RECEIVED TECHNICAL ASSISTANCE**





# WORKFORCE DEVELOPMENT

## CHILD CARE EDUCATOR TRAINING

Early Childhood Professional Development was delivered statewide by our team of training partners. Ideally, training would be offered both face-to-face and on-line in real-time methods. Due to continued COVID-19 restrictions, all training remained on-line in a real-time format. Conversely, COVID-19 constraints provided an opportunity to offer additional on-line real-time training. As a result, we reached more child care educators in rural areas where face-to-face training can be less accessible. CCAMO's training impacted 1,500 child care educators across Missouri and over 70,000 children.

CCAMO's training model was designed to make quality instruction accessible for child care educators in all regions of the state. Curricula included Basic Knowledge Curriculum for both Early Childhood and Infant/Toddler, Social and Emotional Foundations for Learning, and Supervision of Children. Twenty-five educational topics were offered, including eight brand new learning sessions. These sessions were developed based on educator surveys and feedback. The eight new topics include:

- Strong Families, Strong Children
- Creating a Socially and Emotionally Aware Classroom
- Healthy Eating
- Promoting Mental Health
- An Introduction to Homelessness in Early Childhood
- Promoting Cultural Awareness
- Physical Development
- Creative Development in Children

*"I am making sure that I observe behaviors before I react so that I fully understand how to approach the child at that moment, help get them through an issue, and work to find a positive behavior to replace the negative one."*

- Brandi B., Training Attendee

88% of the knowledge that participants learned at a CCAMO training was retained, leading to change in practice within the classroom to raise the quality of care for Missouri's children.

**364** CLOCK HOURS DELIVERED

**182** SESSIONS DELIVERED

**1,500** EDUCATORS SERVED

**70,700** CHILDREN REACHED





# WORKFORCE DEVELOPMENT

## ***T.E.A.C.H. EARLY CHILDHOOD® MISSOURI SCHOLARSHIP***

The T.E.A.C.H. Early Childhood® MISSOURI Scholarship Program (T.E.A.C.H. MISSOURI) provided scholarships to child care educators seeking to further their early childhood education through credentials, certificates, and college degrees. T.E.A.C.H. MISSOURI sought to increase the quality of child care delivered by educating and empowering child care professionals. This is the only national scholarship designed to serve child care educators who work full-time and are part-time college students. T.E.A.C.H. MISSOURI worked with the scholarship recipient and sponsoring employer to support up to 15 college credit hours a year.

Scholarship Counselors were available to recipients and sponsors as they navigated higher education. This program helped reduce turnover, as educators who completed the scholarship contract received bonuses for continuing to work at the sponsoring child care program. Success was measured by completing education, increasing annual wages, and increasing retention in sponsoring child care programs. Child care educators saw an average wage increase of 12% through increased promotion, salaries, and a completion bonus due to participation in the scholarship. Sponsoring employers experienced 95% retention of their scholarship participants. Building into the education of child care professionals led to a more prepared and better-educated workforce guiding Missouri's youngest citizens.

### PARTICIPANT DATA

**42% started with a high school diploma**  
**30% are a person of color**  
**26% are single parents**  
**56% are the first generation in their families to attend college**

**\$348,174 in scholarships were awarded for 183 educators**

*"I am a single mom. I could not have afforded to get my Bachelor's that my job required. I had no choice but to finish my degree. T.E.A.C.H. made that possible. If it wasn't for T.E.A.C.H., I would not be getting a masters, a masters – wow! I owe this scholarship everything.*

*I cannot put into words the blessing and impact this has made on my life."*

*-Chelsey W, T.E.A.C.H. MISSOURI Scholarship Recipient*





# WORKFORCE DEVELOPMENT

## ***CHILD DEVELOPMENT ASSOCIATE SCHOLARSHIP***

CCAMO launched The Child Development Associate (CDA) Scholarship Project in 2019 to assist child care educators in earning their national CDA credential at no personal cost. The scholarship increased the quality of child care provided through education, compensation, and retention of child care professionals.

The CDA Scholarship Project was designed to support a participant through the entire CDA process – training hours, portfolio creation, application, verification visit, testing, and credential attainment. Participants earned or renewed their CDA through either clock hours (training-based) or credit hours (college classes). Upon achieving the national CDA credential, the participant fulfilled a six-month retention period at their child care program and was awarded a completion bonus. 84% of scholarship participants stated they would not have been able to complete the credential without scholarship assistance. The CDA Scholarship Project created a prepared workforce ready to educate and care for Missouri's children and families.

### PARTICIPANT DATA

588 participants enrolled  
 56% are persons of color  
 48% are seeking preschool CDA settings  
 43% are seeking infant/toddler CDA settings  
 49% only have a high school diploma or GED

*“Receiving my CDA has definitely boosted my confidence in my teaching. Being able to be a provider of such a much-needed service to children is what I desire. The children are our future, and I see myself furthering my education so that I'm more knowledgeable of child care and children's needs.”*

- Kelita O., CDA Scholarship Project





# HEALTH & WELLNESS INITIATIVES

## ***Nutrition and Physical Activity Self-Assessment for Child Care (NAPSACC)***

The Go NAPSACC Initiative worked with child care programs to improve the health of young children through practices, policies, and environments that instilled habits supporting lifelong health and well-being. The project provided free resources to equip child care programs with the education, skills, and tools necessary to achieve their health, nutrition, and physical activity goals. Programs were assigned a Technical Assistance Specialist that supported them to achieve their health and wellness goals. As a result of completing the Go NAPSACC program, child care programs across Missouri made meaningful changes. Some improved their menus by offering more fresh fruits and vegetables, including food grown directly from their classroom gardens. Others increased daily moderate to vigorous physical activity to encourage healthy habits from an early age. Through Go NAPSACC:

### PARTICIPANT DATA

37 child care programs participated from 23 counties

230 goals accomplished by educators, which impacted healthy eating and physical habits

1,700+ children benefited from nutrition and physical activity changes in the classroom

96% of program participants still have practices/policies in place following their training

9 programs earned the MOve Smart state recognition of advanced physical activity practices

*"Birdsall House in Kansas City has always placed a high value on physical activity and healthy nutrition. Kelly Raines, Director, and her staff created an edible playground where the children could explore and eat straight from the plants and vines. Kelly stated, "The children love making their own snacks from the items they helped grow."*





A woman with dark hair is looking down at a child's drawing. The drawing is on a piece of paper with a grid pattern and features a large, colorful, abstract shape. The woman is wearing a dark top. The background is a soft, out-of-focus indoor setting.

## ***Emotional Foundations for Early Childhood Plus (EFFEC+)***

EFFEC+ is an early learning collaborative combining training and technical assistance to increase child care educators' understanding of young children's social and emotional development. Using a collaborative model, participants learned to recognize the key components of childhood social and emotional development and apply their new knowledge and skills. Action plans and SMART goals led to the creation of classroom environments where children thrived and learned while being themselves. EFFEC+ intent was to foster more knowledgeable educators to equip children with social and emotional strategies for resilience and develop stronger communities.

Through EFFEC+, child care educators learned about new concepts and strategies, such as developmental milestones, building solid relationships within the classroom, and teaching children self-regulation skills. In addition to these essential life skills, there was an emphasis on building relationships and self-care to promote focused and stable classroom practices.

The techniques and strategies learned were essential to coping with increased stressors related to COVID-19 and the ever-increasing challenges of our world community.

Educators gave students the tools needed to self-regulate and control their emotions by making small changes within the classroom environment and their teachings. This program positively impacted over 1200 students and their families.

*"The most important strategy I learned was that a stressed person cannot calm down another stressed person. I know that there may be times when I need to take a moment to collect myself before addressing a situation with a child."*

— Sara Woodard, St. Louis County CARES

**79** child care educators served from 5 counties  
**160** SMART goals achieved to create change in practice  
**380+** hours of individualized technical assistance  
**1,200** children impacted

Photo by  
Gabe Pierce





# BUSINESS & LEADERSHIP SUPPORT

## ***SHOW ME BUSINESS AND LEADERSHIP SERVICES***

Show Me Business and Leadership Services is a line of services that offers business and professional development training to individuals and child care programs. Consultations and technical assistance were available to child care programs that included a review of financial data and business policies and other common issues child care businesses face.

### ***Live2Lead: St Louis***

CCAMO offered L2L: St. Louis, a John Maxwell Company training, to child care educators and other business participants. This world class professional development speaker series was delivered in multiple formats. L2L helped leaders and team members create a personal vision and influence change to realize their goals. Attendees gained new perspectives on relevant topics and practical tools to implement in their professional and personal lives. Informed leadership is an essential component in the early childhood education field, and all personal development directly affects professional leadership provided in the child care setting.

*“Great leadership training in Live2Lead! Diverse speakers, perspectives and experiences.*

*It's like getting to have lunch with 5 high-profile leaders.”*

*- Anonymous, Youth In Need educator, Live2Lead attendee*

### ***Show Me Child Care Resources***

Show Me Child Care Resources (SMCCR) is a subscription-based website for child care programs and educators that provided access to 2,000+ classroom resources and discounts. Child care programs gained access to information and material supports related to healthy business practices, staff retention, staff benefits, staff wellness, children's learning and development, and helped family engagement all in one place. Regularly scheduled webinars and one-on-one technical assistance assisted child care businesses and educators in walking them through the abundance of tools and information that most fit their needs.

*“There were hours of research I had done before I came across Show Me Child Care Resources. The list of documents I knew I needed was already done [With SMCCR]...you are not alone. There is support that will help in anyway they can.” – Tamara S. - SMCCR subscriber*





# BUSINESS & LEADERSHIP SUPPORT

## *Data and Analysis Services*

CCAMO's Data and Analysis Services assisted our funded programs in conducting in-depth analysis, leveraging financial and personnel resources in order to maximize the positive impact on the community. We offered customized data reports and analysis, demographics, and geographic mapping services. By combining information from the Department of Elementary and Secondary Education (DESE) - Office of Childhood with additional publicly available data, our team interpreted and visualized data, measured performance, and conveyed the child care narrative in Missouri through multiple communication channels. CCAMO worked closely with the DESE - Office of Childhood to develop data on child care programs that were reported to the federal government in support of grants and other funding.

CCAMO sought to go beyond the primary county-level supply and demand information to provide in-depth data and analysis. We regularly supplemented child care data with demographics, economic, and social data. CCAMO's Data & Analysis team analyzed data that supported our advocacy and policy work by tracking changes in child care throughout Missouri and interpreting the data for decision-making. In FY21, Data & Analysis Services doubled the number of requests from the previous fiscal year. Across the year, media outlets (including newspapers, television stations, and radio) asked us to provide the stories and the data, particularly concerning the impact of COVID-19 and the lack of supply of child care.



Photo by  
Luis Atlas

"You rock! A data geek (and pretty spreadsheet creator) after my heart-- Thank You!"

-Lisa Eberle-Mayse, Child and Family Care Facilitator, Human Resources, Washington University

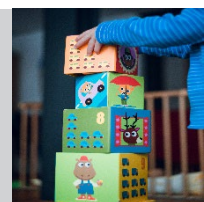


Photo by  
Marcus Spikes



# FUNDRAISING

**An exciting year for CCAMO's fundraising efforts** included three successful fundraising events; Giving Tuesday, Give STL Day, and the second annual Two-Thousand Steps to Make a Difference Walk. During Giving Tuesday and Give STL Day, staff participated in a series of fun and competitive events to help raise donations and awareness for CCAMO's mission. The organization's annual walk was hosted in September and had over 150 virtual and in-person attendees.

More than 190 donors contributed to raising approximately \$18,000, helping us expand our presence and making a difference in Missouri's early childhood community. Every \$1,000 donated to CCAMO impacts 2,071 individuals: 139 families and 104 educators directly and 1,828 children indirectly. We are so grateful to our donors who supported Missouri's families, children, and educators throughout this unforgettable year.

*"As board members, it is important for us to support fundraising events for the organization because our involvement should have a ripple effect – as we support the fundraising it should help build momentum to raise awareness around child care issues."*

*-Amy Jackson, Board Chair*





# ADVOCACY & POLICY

**Since its inception in 1999**, CCAMO has been a key force in shaping the child care landscape in Missouri. From community and regional initiatives to state-level systems and policy change to testifying in front of Missouri's state legislature on issues that impact child care safety, CCAMO has earned a seat at the table where decisions are made, always advocating for the best interest of children. Below we outline the various components of CCAMO systems-level work that have shaped the first two-thousand days of the lives of children across Missouri.

## ***Policy Work and Continuous Advocacy***

CCAMO's primary goal has been, and always will be, to ensure child care best meets the needs of children and families in Missouri. The organization has accomplished this in the following ways:

- CCAMO consulted on state-level initiatives to change policy and infrastructure including helping to influence a decision by Governor Parson to issue an Executive Order to establish a new state department called the Office of Child Care.
- We advocated for the allocation and investment of federal Child Care Development Block Grant (CCDBG) dollars to enhance quality child care in Missouri.
- We worked with advocates and state legislators to draft and refine child care safety bills to restrict the number of related children in unlicensed child care. We continued to negotiate proposed language for policies that directly impact the safety of Missouri's children in child care.
- CCAMO provided data and analysis on child care supply and demand that informed government, municipalities, and economic development partners in policy and funding decisions while serving as a resource for multiple media outlets.
- CCAMO advocated for the investment in the professional development of child care educators. By advocating for increased education of those serving our youngest citizens, Missouri is now investing more in preparing the child care workforce. CCAMO provided many recommendations for critical infrastructure changes, such as training that leads to change in practice, achieving compensation parity, requiring education competencies for early childhood educators, and recruitment and retention efforts to attract and maintain the workforce.
- A primary focus of CCAMO's work in 2021 was advocating for both the child care industry and children. CCAMO partnered with Kids Win Missouri to encourage stakeholders to participate in the annual Missouri Child Advocacy Day. Child Advocacy Day provided a virtual opportunity to bring together child care professionals from around the state to meet with legislators and advocate for policies that uplift Missouri children and their families.





## ADVOCACY & POLICY

- CCAMO provided child care professionals opportunities to find their voices so they felt empowered to create change. CCAMO hosted listening sessions about Missouri's new Office of Childhood, specifically for family child care and early childhood programs that often feel marginalized in system-level discussions. CCAMO has continued to encourage child care educators to find their voices, ask questions, and participate in conversations.
- CCAMO hosted special listening sessions with licensed family child care providers and state advocates as a forum to voice their needs and relate their experiences to decision-makers. In this way, CCAMO served as an intermediary between decision-makers and child care providers, bridging the gap to ensure that stakeholders on both sides speak the same language.
- The successful launch of the Family Child Care Network (FCCN) pilot program in September 2021 was a direct response to programs that felt isolated and not heard. The FCCN aims to help maintain and sustain current licensed family child care educators and stabilize the supply of in-home child care programs.
- We partnered with Kids Win Missouri and the Missouri Afterschool Network to review the Child Care Development Fund (CCDF) state plan to provide input and additional context on the draft plan drafted by the state, plus other suggestions to influence how Missouri could potentially use the CCDF funds.
- CCAMO continued to develop solutions and make recommendations around workforce development and professional development. We were persistent in voicing early childhood education should be recognized as a profession rather than just an occupation.

*"The more child care professionals understand policies, processes, and relationships, the more we can all work together to make a difference with an increased focus on investments in child care."*

*-Robin Phillips, CEO*

CCAMO takes great pride in our relational approaches to ensuring a child's first two-thousand days are successful to helping them reach their maximum potential. Finding child care that works for Missouri families, positively impacting child care programs, creating child care solutions for the workforce, and engaging in collaborative community partnerships all played a part in our success. Listening to understand and building impactful partnerships across the state makes CCAMO unique and effective in our work.







### **TO ALL OF OUR SUPPORTERS:**

Thank you to a courageous community of child care programs, families, government representatives, foundations, and donors. Together, we blazed a trail through hard times and are now working through the "new normal."

### **TO OUR DONORS & CONTRIBUTORS:**

We thank our donors and contributors for investing in the future of early childhood in Missouri and supporting our mission. We appreciate your continued support.

### **TO OUR BOARD OF DIRECTORS:**

Thank you to our Board of Directors for their support. We are grateful for their active leadership as judicious stewards of our organization and its mission.

Photo by  
Markus Spiske





# FINANCIAL DATA SUMMARY

## OCTOBER 1, 2020 - SEPTEMBER 30, 2021

<b>REVENUE</b>	<b>\$2,874,552</b>	<b>(100%)</b>
<b>EXPENSES</b>		
Programs	\$2,525,518	(88.6%)
Management/General	\$321,607	(11.3%)
Fundraising	\$3,273	(0.1%)
<b>TOTAL EXPENSES</b>	<b>\$2,618,034</b>	<b>(100%)</b>
<b>NET ASSETS</b>		
Without Donor Restrictions (Board Designated)	\$2,485,887	(86.6%)
Without Donor Restrictions (Undesignated)	\$384,937	(13.4%)
<b>TOTAL NET ASSETS</b>	<b>\$2,870,824</b>	<b>(100%)</b>





# BOARD OF DIRECTORS & STAFF

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Two-Thousand Days to Make a Difference

