



A Year of Growth and Innovation

# FY 2024 YEAR IN REVIEW



Two-Thousand Days to Make a Difference

# LETTER FROM THE BOARD CHAIR

Hello, I am Shannon Weber, the current Board Chair for Child Care Aware® of Missouri (CCAMO). As I reflect on the success achieved by our organization and the challenges overcome by our incredible staff in 2024 it is fitting to note that I am writing this during the second snow day for my daughter's child care center following a long holiday break. I am reminded today more than ever of the importance and impact our child care infrastructure has on our workforce. I think of the first responders, medical professionals, utilities workers and countless others who don't have flexible schedules who faced the additional challenge of finding care when their providers closed due to the storm.

Those providers, both in-home and center based, are facing their own challenges of a reduced pool of available educators compounded by the ever-present financial battles due to shrinking budgets from inflation and hesitation to increase rates out of concern for families facing the same budget constraints.

CCAMO has always been focused on providing academic opportunities for educators, increasing awareness of the challenges the care industry is facing and bringing resources directly to owners of child care businesses to improve the outcome for our children. Most recently I am proud to have been able to see firsthand the effort and support being focused on developing a framework that parents, educators, community leaders and business partners can engage with to accelerate the positive impacts an improved child care system will bring.

It is my hope you find the information that follows an inspiration to engage with not only CCAMO but other stakeholders to make our children's future even better than we can imagine!

Working Together to Make a Difference,  
Shannon Weber  
Board Chair



**Shannon Weber**  
BOARD CHAIR

# LETTER FROM THE CEO

Wow, fiscal year 2024 felt like a whirlwind for CCAMO but the force of nature propelled us forward in ways we could have never imagined. There were also unprecedented challenges, some testing our resilience, yet our long-standing, dedicated team and board of directors rose to the challenges helping us excel in our mission. I am inspired by our dedicated team members, engaged board, and donors who trust our work and know we are making a difference for children, families, child care educators, and communities across Missouri.

CCAMO made an incredible impact this past year despite a pretty big change in how we served families. The CCAMO team embraced a growth mentality and dedicated themselves to thinking bigger for the organization and taking an active role in pursuing new grant opportunities. The CCAMO leadership team worked on updating the organization's strategic priorities, developed stretch goals for fundraising, and then started mining for grants that aligned with our focus. As the CEO of the organization, I believe in high-road leadership, transparency, and persistence to reach the goals. We remained nimble, innovative, and resourceful to grow through change and we did not view it as defeat, but an opportunity. The fact that for the first time we didn't win a competitive bid for the Resource and Referral contract for the first time in 23 years only pushed us to work harder and to think bigger. And wow, did we! Plus, my participation in Missouri Leadership, sponsored by the Missouri Chamber of Commerce, validated that employers across Missouri continue to be faced with recruitment and retention issues and the lack of child care was at the heart of every conversation.

CCAMO is dedicated to prevailing through changes and challenges to ensure Missouri's children have quality opportunities to reach their maximum potential and to find ways for the child care workforce to be valued and supported. We will play a role in bridging gaps in our child care system and building into others no matter what faces us. Enjoy reading about the impact we have made!

With gratitude,

Robin Phillips, CEO  
John Maxwell Certified Leader



**Robin Phillips**  
CEO

# ABOUT US

CCAMO is a statewide nonprofit organization dedicated to the improvement of young children's experiences and environment in their first two-thousand days of life. To accomplish this, CCAMO works with families, child care professionals, businesses, and community stakeholders to create lasting and positive change by serving those who serve children. Since 1999, CCAMO has acted on the belief that every child deserves a safe, equitable, and quality early childhood education achieved through systemic changes in the early care and education industry. Through strategic partnerships and long-standing relationships, we create transformational change at local, state, and national levels so Missouri's children have a strong foundation to be successful in their lives.

In 2024, Missouri continued to face a child care shortage, and CCAMO actively partnered with the business community and leaders to explore how communities could influence and expand the supply of child care to support a strong economy. CCAMO continued to lay the groundwork by building relationships with new partners such as employers, economic and workforce development leaders, and human resource professionals to highlight the connection between child care, economic recovery, and workforce stability. Educating and partnering with businesses and communities to develop child care solutions was a key priority. CCAMO also expanded its reach by providing the new Child Care Keeps Missouri Working services<sup>SM</sup> to populations and organizations as an innovative strategy to help employers understand how to creatively offer child care benefits and concierge services to better serve working parents.

CCAMO continued to reinforce and enhance positive change through various supports. Working with families, we provided statewide child care referrals and consumer education around choosing quality child care through our new concierge service. Early care and education professionals benefited from our services through training and technical assistance related to family child care business health, increasing physical activity and nutritional practices, and new classroom strategies around guidance and behavior management. CCAMO continued to offer T.E.A.C.H. MISSOURI scholarships to child care educators and home visitors statewide, offering ten scholarship models including the national Child Development Associate credential.

CCAMO is proud to be an Accredited Charity through the Better Business Bureau and maintains a Platinum Seal of Approval on Candid. We continue to maintain a 4-star rating on Charity Navigator, demonstrating our commitment to transparency and sound fiscal management. Less than 3% of non-profits in the nation maintain these standards.





# OUR SERVICES

## 1 SCHOLARSHIPS

- T.E.A.C.H. Early Childhood® Missouri Scholarship Program
- Child Development Associate Scholarship Project
- About Our Scholarships
- Home Visiting CDA Project

## 2 TRAINING AND SUPPORT

- Health & Wellness
- Show Me Emergency Preparedness
- Missouri Supporting Early Childhood Administrators
- Show Me Child Care Resources
- Leadership Training
- Telehealth/ Telemental Health

## 3 CHILD CARE KEEPS MISSOURI WORKING<sup>SM</sup>

- Concierge referrals and Employer Services
- Data & Analysis

## 4 FUNDRAISING, POLICY & ADVOCACY

- Fundraising Efforts
- Policy & Advocacy





# SCHOLARSHIPS

FUNCTIONAL EXPENSES: \$1,404,262

## T.E.A.C.H. EARLY CHILDHOOD MISSOURI SCHOLARSHIP PROGRAM

The T.E.A.C.H. Early Childhood® Missouri Scholarship Program (T.E.A.C.H. MISSOURI) aims to enhance the quality of early care and education by increasing the education, compensation, and retention of educators through scholarships. Participants receive support from dedicated Scholarship Counselors to guide them through the higher education process, while the scholarship eliminates financial obstacles to professional growth and career advancement. T.E.A.C.H. MISSOURI has 10 different scholarship models supporting earning early childhood credentials, college credits hours and college degrees.

## CHILD DEVELOPMENT ASSOCIATE (CDA) SCHOLARSHIP PROJECT

Our scholarships support those seeking an early childhood CDA credential which is often used as a starting point for child care educators not yet pursuing a college degree. Awarded through the Council for Professional Recognition, the CDA is a nationally recognized credential representing basic knowledge and understanding of early care and education. This scholarship improves child care quality by increasing educators' skills, wages and retention in the field. The T.E.A.C.H. MISSOURI CDA Scholarship Project covers CDA specified training or college coursework, all related costs and provides ongoing support from one of our Scholarship Counselors. In 2024, 624 educators received scholarships, benefiting classrooms serving over 15,500 children.

*"Thanks to the T.E.A.C.H. MISSOURI scholarship, I was able to successfully complete my studies in Early Childhood Education, a field I am deeply passionate about. Through the scholarship, I obtained my CDA credential in 2021 and my AA degree in 2024. The financial support through T.E.A.C.H. MISSOURI not only alleviated the burden of tuition but also gave me the confidence and motivation to pursue my educational goals. Thank you for your generous support and for believing in the potential of non-traditional students like me. Your investment in my education has made a profound difference in my life and the lives of the children I educate."*

-Aletha 'Diane' Chamberlain





# SCHOLARSHIPS

## ABOUT OUR SCHOLARSHIPS

T.E.A.C.H. MISSOURI offers scholarships for those seeking college credit hours or a degree in early childhood education. Using a cost sharing approach, the scholarship covers more than 80% of the cost of tuition and books for a participant while awarding bonuses for contract completion and retention in child care. In 2024, 238 college credit scholarships were awarded, resulting in educators earning a total of 2,050 college credit hours across Missouri. Scholarship recipients experienced an average 15% wage increase, with 95% remaining employed at their sponsoring child care programs. Survey feedback from recipients and sponsoring employers was overwhelmingly positive, with 100% recommending T.E.A.C.H. MISSOURI as an invaluable resource for advancing careers in early childhood education.

## HOME VISITING CDA PROJECT

In 2024, T.E.A.C.H. MISSOURI also launched the statewide Home Visitor CDA Scholarship for the first time. Specifically created for those who work in home visiting programs, this CDA enhances the skills needed to work with families of young children. The Home Visitor CDA is an important way for those in the field to increase their professional development through training and application of new skills. In only six months, more than 80 home visitors across Missouri enrolled in this new scholarship opportunity.



*"I had a great experience working through the CDA Scholarship Project. I felt I was very supported through the program. The training I took was informative and easy to understand and the CDA workbook made it easy to create my professional portfolio. I learned so much I use each day. I learned a lot about children's development which helped me to understand what activities to incorporate into my lesson plans and how to help the children grow and succeed while in my classroom. I have a better understanding on how to design activities that focus on the different developmental milestones and I am more confident in my ability to maintain professionalism talking to parents and working with the children. While I was challenged to finish my training at times, I overcame this by motivating myself to get my CDA completed so that I could do the best for the children in my class. Overall, it was a great experience."*

*-Samuel Becker, CDA Scholarship Recipient*





# TRAINING & SUPPORT

FUNCTIONAL EXPENSES: \$441,320

## HEALTH & WELLNESS

CCAMO Health and Wellness programs this year focused on increasing physical activity and nutrition for Missouri's young children. The Nutrition and Physical Activity Self-Assessment for Child Care (GO NAPSACC) project through the Missouri Department of Health and Senior Services offers child care programs assistance to improve their nutrition and physical activity practices. CCAMO Technical Assistance Specialists offered virtual technical assistance to 17 child care programs in 14 counties across Missouri from April-September 2024. Participating child care centers and family child homes collectively achieved 98 NAPSACC goals to increase healthy practices and policies while establishing habits to support lifelong health and well-being for over 914 young children they serve each day.

## SHOW ME EMERGENCY PREPAREDNESS

Show Me Emergency Prep, Response, and Recovery was offered to help licensed and licensed-exempt child care providers across Missouri strengthen their knowledge and expertise in preparing for, responding to, and recovering from disasters and emergency incidents. Providers were invited to attend virtual Peer-to-Peer Networking sessions where they could connect with other child care providers and learn from the emergency experiences of child care ambassadors. Across all emergency preparedness topics, providers reported a 97% increase in confidence in their level of preparedness. 31% of participants were child care centers and 69% were family child care programs, with an estimated 777 children impacted. Funding for this project was made available from a grant from Child Care Aware of America.

*"Sometime we need to get out of our own way. The children love trying new things. It was opportunity for everyone to step out from our comfort zones."*

*-Becky Barron, Owner*

*"I think it is a really great program. Helping young children learn healthier habits sets them up for healthy habits as they grow and develop. The support we received from Rose was great! She was knowledgeable and very patient."*

*-Kay Hoffman, Owner*



# TRAINING & SUPPORT

## MISSOURI SUPPORTING EARLY CHILDHOOD ADMINISTRATORS

CCAMO collaborated for a second year with Missouri Supporting Early Childhood Administrators (MO-SECA), sponsored by the Department of Elementary and Secondary Education (DESE) Office of Childhood, in partnership with the University of Missouri-Kansas City, offering no-cost training, tools, coaching, and program assessments to help licensed and license-exempt child care administrators effectively manage their businesses. In year 2, the structure transitioned from individual trainings to conference format referred to as Business & Leadership Academies. CCAMO delivered in-person & virtual business training to licensed family child care business owners statewide. Training topics included creating a business budget, marketing, community engagement, and risk management. Over the two years participants received technical assistance sessions, 207 in total, to support their change in practice. Additionally, CCAMO facilitated and managed 2,226 one-year memberships to Show Me Child Care Resources provided as an incentive to MO-SECA participants to further support their business.

## SHOW ME CHILD CARE RESOURCES

CCAMO has provided the early childhood community Show Me Child Care Resources (SMCCR) since 2010. SMCCR is a comprehensive, subscription-based online platform designed for child care educators, directors, and owners. This website offers access to tools, information, and support for child care programs and classrooms including workforce benefits. Memberships are available for both programs and individuals interested in accessing the platform. To assist in navigating the site, CCAMO staff provided bi-weekly informational webinars and individual support. SMCCR allows child care professionals to focus more on the children spending less time on finding resources while helping child care program owners and directors operate a more successful business, including offering benefits, such as Telehealth.



*"My coach with MO-SECA introduced me to the platform. I have worked at my current center for one year but needed more training in licensing, HR, family resources, etc. This has been a game-changer!! We are currently working on a staff handbook, and the Employee Handbook template has saved me so much time and given me so much information! As an early childhood administrator, I can't speak more highly about how great these resources are for me!"*

*-Peyton M., Child Care Director*

*I love that if I have an issue or I am needing advice for various things that arise I can search the topic and find standard information to give both staff and parents in Show Me Child Care Resources. Also it helps point me to resources and ideas to help make my child care center better.*

*-Kate Sears, Owner*

# TRAINING & SUPPORT

## LEADERSHIP TRAINING

CCAMO offered LIVE2LEAD: A DAY TO GROW YOUR LEADERSHIP (L2L), a John Maxwell Leadership training, to child care educators and business participants. This world class professional development speaker series was delivered in multiple formats to meet the needs of attendees. L2L assists leaders and team members create personal visions and influence changes to realize their goals. Attendees gained new perspectives on relevant topics and practical tools to implement in both their professional and personal lives. Informed leadership is an essential component in the early childhood education field, and all personal development directly impacts professional leadership provided in the child care setting.

## TELEHEALTH/ TELEMENTAL HEALTH PILOT

The reality that child care providers are leaving the field and programs are closing regularly impacts the economic health of both families and the state. One significant reason for these closures is the low wages and lack of benefits available to providers. To address this issue and better support family child care providers, the CCAMO Board of Directors funded a Telehealth/Telemental Health Pilot through SMCCR. This project provided participants with unlimited access to Docs by Phone, which connects them to board-certified doctors, and up to ten mental health visits a year. A total of 23 family child care educators and their families participated in the pilot. Behavioral health services were highlighted as a primary reason providers and their families utilized the service. During the 2023-24 period, the utilization rate for behavioral health services was 120%, while physical health services had an annualized utilization rate of 194%. Over the year, the pilot resulted in total cost savings of \$6,801.64 for participants, including savings from reduced visit costs and increased productivity. The pilot achieved an overall customer satisfaction rating of 94% for the health services provided. Due to the success of the first year, a second year of the pilot program will be offered.





# CHILD CARE KEEPS MISSOURI WORKING<sup>SM</sup>

FUNCTIONAL EXPENSES: \$419,539

## CONCIERGE REFERRALS AND EMPLOYER SERVICES

Child Care Keeps Missouri Working<sup>SM</sup> (CCKMW) Concierge Referral and Employer Services have transformed how Missouri families access child care support and how businesses view child care benefits as a strategy for recruitment and retention.

The process of finding child care for a busy family can feel overwhelming. Calling or emailing a Resource and Referral agency only to receive a long list of program names and phone numbers doesn't make it any easier. At CCAMO, we recognized a missing piece—families needed more than just information; they needed hands-on support. Through the Concierge Referral Service, CCKMW simplifies the search process by providing results based on each family's specific needs. This comprehensive service includes personalized outreach to child care programs, detailed reports on class sizes and costs, and one-on-one guidance, saving families 10 to 12 hours and reducing stress while connecting them to customized child care options.

From an employer perspective, CCKMW has strengthened relationships with businesses, economic development organizations, and workforce development leaders, helping them better understand the child care landscape and its impact on economic recovery. By educating Missouri business and community leaders and forming strategic partnerships, CCKMW has advanced efforts to improve child care accessibility, capacity, and affordability through HR policy changes and system-wide improvements. Since launching its concierge referrals and employer services, CCKMW has provided presentations and consultations to workforce development leaders such as Taney County Partnership and the Missouri Association for Workforce Development Conference, economic development organizations like the Boonslick Regional Planning Commission and St. Charles Economic Development Commission, and Chambers of Commerce including the O'Fallon and Greater Clinton Chambers of Commerce. Regional and statewide organizations such as Associated Industries of Missouri and the St. Louis Federal Reserve, along with employers in industries like law enforcement, manufacturing, and agriculture, have also engaged with CCKMW to explore solutions for their workforce.

In 2025, CCKMW will continue to adapt and expand its services to better support Missouri's families and businesses, remaining responsive to their evolving needs.

*Incredible! That was so quick. This will go a long way towards informing our recommendations regarding child care programs in the region.*

*— Michelle Kohler, Part-time Planner*

*"This is my first child and I'm nervous about where to send them. This is amazing. Thank you so much for all the information!"*

*— New mother remarking on the consumer education received during her referral search*



# CHILD CARE KEEPS MISSOURI WORKING<sup>SM</sup>

## DATA & ANALYSIS

CCAMO continued to leverage decades of expertise in data analysis to continuously evaluate and interpret both internal and external data sources. Our capabilities include developing customized data reports and analyses, which cover demographic and economic insights, as well as providing geographical mapping services upon request.

Our data-driven insights have attracted the attention of numerous media outlets, including newspapers, television stations, and radio, to enhance public awareness based on our expertise. As demand for our services have grown, we currently serve all 115 counties in Missouri and occasionally extend support beyond the state's borders. Key stakeholders, such as policymakers, community leaders, and government agencies—including the Governor's office—have repeatedly turned to CCAMO for data-driven insights and support. Child care programs looking to open or expand, as well as organizations serving children have also reached out to CCAMO for analytical support.

A key area of CCAMO focus is monitoring child care accessibility across the state. We actively identify and report on "child care deserts", geographic areas with limited or no child care options. Recognizing these gaps is crucial as the lack of accessible child care prevents families from working and employers from hiring staff. By pinpointing these shortages, CCAMO provides valuable insights that help decision-makers develop strategies to address child care deficits, particularly in the most vulnerable communities.

*"I was excited to learn that Child Care Aware does help individuals find local childcare. They informed me that they can provide a list of all the registered childcare facilities near me, including in-home care. Not only can they provide a full list, which solves a major problem that I found in my own search, but they can also provide information that is not readily available to the public.... In a short amount of time, I was provided detailed information about each facility, much of which I would not have thought to ask if I were doing my own research. I found the information to be extremely valuable when choosing the right care for my child. It was so easy to work with them, and I would highly recommend contacting them if you or someone you know is searching for childcare."*

*-Lindsey Reavey*

*"Wow, you really opened my eyes and presented this information from an entirely different perspective for me. Thank you."*

*-Resort Manager*





# FUNDRAISING, POLICY & ADVOCACY

## FUNDRAISING EFFORTS

CCAMO utilizes multiple approaches and channels to meet fundraising goals. Give STL Day is an online fundraising campaign that occurs every year in May. The virtual day of giving allows donors to choose to support more than 600 local nonprofits in the area. Over 200 donors chose CCAMO to receive their gifts. Give STL Day helped us raise over \$13,000. The annual CCAMO Walk, Two-Thousand Steps to Make a Difference, provides an opportunity for supporters to participate in person or virtually. Participants enjoy a morning of walking, music, auctions, and family fun activities. The walk itself serves as a visible symbol of support for Missouri's families. This in-person aspect adds a personal touch to the fundraising efforts and allows donors to feel more directly connected to CCAMO. An online auction was added this year to help increase the participation of individuals not able to be at the walk, which increased donations to over \$5,000. Overall, combining these two approaches allows the organization to reach donors through multiple channels, engaging both those who prefer online giving and those who enjoy participating in events and activities.

## POLICY & ADVOCACY

As a member of Child Care Aware® of America, CCAMO engaged Missouri constituents to become an active member of CCAMO's Advocacy Center to help advocate for increased federal funding. CCAMO's CEO was named to the National Small Business Leadership Council to help navigate for change that better support small businesses, of which CCAMO and child care businesses fall within. CCAMO's CEO participated in the U.S. Rural Development Child Care Summit to advocate for change and increased supports in rural communities, including a hearing at the White House.

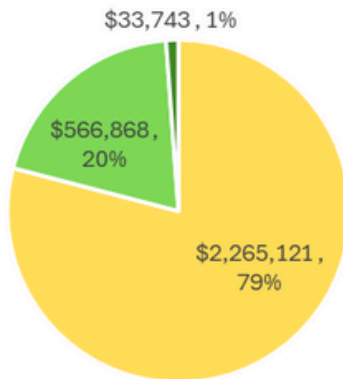
CCAMO staff attended and exhibited at Missouri's Child Advocacy Day at the State Capitol, encouraging staff and others to meet with state lawmakers to educate them on the child care crisis and advocate for change and increased support. We also worked with the Governor's Office to get a proclamation for Provider Appreciation Day to recognize child care professionals and all of the amazing work they do to make a difference for young children. Locally, CCAMO continued to work with St. Louis County Council and the County Executive to secure funding for TEACH Early Childhood Scholarships and WAGES, a salary supplement for the child care workforce. We also continued to work with the City of St. Louis to deploy American Rescue Plan Act funds to support the City's child care workforce with TEACH Early Childhood Scholarships.



# FINANCIAL DATA SUMMARY

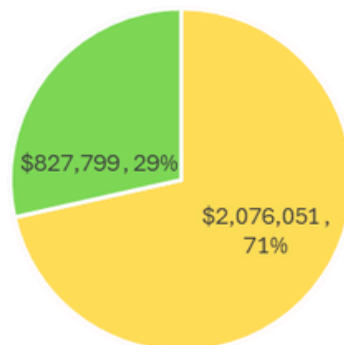
## OCTOBER 1, 2023- SEPTEMBER 30, 2024

Spending



■ Programs ■ Management/General ■ Fundraising

Net Assets



■ Unrestricted- (Board Designated) ■ Unrestricted- (Undesignated)

**Revenue**

**\$2,546,282**

**Total Expenses**

**\$2,865,732**

**Total Net Assets**

**\$2,903,850**

# FINAL THOUGHTS

This past year challenged us in many ways but as you have read through our Annual Report, you see we made an incredible impact. The past year continued to reveal fragmented layers in our child care system across Missouri, many out of our control, which is why CCAMO remains dedicated to advocating for improvements, support, and increased public and private funding. We know families face ongoing stress, we know young children are showing more challenging behaviors due to increased stress, and we know child care educators deserve fair compensation and access to benefits. Child care programs and educators continue to be faced with barriers that impact their own workforce retention, business operations, and ability to serve families fully. Missouri community stakeholders and employers consistently reported that one of their major challenges to labor force recruitment and retention and workforce migration is due to lack of child care, which is why we responded with launching our new Child Care Keeps Missouri Working<sup>SM</sup> services.

CCAMO continues to fulfill its mission with dedicated and long-term staff as well as with a very committed Board of Directors. We pride ourselves on being bold, innovative, and authentic with our approaches to help solve problems faced by many because of the lack of child care across our state. We believe the child care workforce represents a profession that is often overlooked and undervalued and we are committed to influencing the narrative to shine a brighter light on these dedicated professionals. Most importantly, we are committed to doing the work and pushing through politics to make a difference for children in their first two-thousand days.

Our state still has a lot of work to do despite some forward momentum. We assure you CCAMO will play a role in that momentum as we are committed to advocating for change and stability for our child care system. Our children and families deserve that. Our child care educators deserve that.

Follow us into fiscal year 2024 by signing up for our newsletter, or by following us on Facebook or LinkedIn. If you have interest in joining our board, funding one of our amazing programs, or one of innovative ideas where there is demonstrated need, please email [management@mochildcareaware.org](mailto:management@mochildcareaware.org).



2024 CCAMO and Team Members



# BOARD AND STAFF

## EXECUTIVE COMMITTEE

**Shannon Weber**, Chair & Vice-Chair, Renaissance Financial  
**Raja Mikkili**, Vice-Chair, Arcutis Biotherapeutics  
**Katie Mihok**, Treasurer, James River Group  
**Amy Jackson**, Secretary & Chair, Synexus Tax Solutions, LLC  
**Jennifer Simms**, Secretary, University of Missouri – St. Louis

## BOARD OF DIRECTORS

**Ray McCarty**, Associated Industries of Missouri  
**Sean Hutto**, Leader One Financial  
**Vivek Mehta**, National Opinion Research Center  
**Bryan Zimmer**, Copeland  
**Keith Pickerel**, Retired- Emerson  
**Sara Wright**, Washington University St. Louis

## STAFF

**Robin Phillips**, Chief Executive Officer  
**Courtney Anselmo**, T.E.A.C.H. MISSOURI CDA Scholarship Counselor  
**Michael Austrin**, Director of Data & Analysis  
**Lauri Choate**, Director of Training  
**Kimberly Clair**, Director of Human Resources  
**Mary Dobson**, Senior Accounting Coordinator  
**Jill Gehner**, T.E.A.C.H. MISSOURI CDA Scholarship Administrative Assistant  
**Susan Heady**, T.E.A.C.H. MISSOURI Scholarship Coordinator

**Chris Kelly**, Senior Accountant  
**Beth Ann Lang**, Chief Program Officer  
**Katelyn Mayer**, Community Impact Coordinator  
**Jonni McCaslin**, Director of Training  
**Ashley E McLaughlin**, Controller  
**Misty O'Keefe**, Chief Business Officer  
**Amanda Schwartz**, Director of Scholarships  
**Stephanie Smith**, CDA Scholarship Project Counselor  
**Emelyn Smuszkiewicz**, Office and Contracts Manager  
**Chiala Watkins Reed**, Chief of Workforce Development  
**Paula Wright**, CDA Home Visiting Counselor

