



Two-Thousand Days to Make a Difference

ANNUAL REPORT

20 25



FY 2025 ANNUAL REPORT

A Catalyst for the
Workforce Behind
Missouri's Workforce



Letter From the Board Chair

As I reflect on the success achieved by our organization and the challenges overcome by our incredible staff in 2025, I find myself thinking about the Missouri employers I've spoken with this year who have lost talented employees, not because of pay or benefits, but because they can't find reliable child care.

This year, something has shifted. Securing the Missouri Childhood Resource and Referral (MCRR) contract was a major milestone for us, demonstrating our expertise and commitment to serving families across all 115 counties. The \$2.5 million state investment in Child Care Works validated what we've been saying for years: child care is an economic issue that impacts every sector of Missouri's economy.

What makes me proudest is watching our team turn setbacks into opportunities. They built new partnerships with employers, economic development leaders, and workforce organizations as well as critical collaborations with partners around the state. They implemented solutions that didn't exist before. And they proved we don't just respond to Missouri's child care crisis, we lead the way in solving it.

Child care providers across our state continue to face enormous pressures, and Child Care Aware® of Missouri is providing the expanded support, training, scholarships, and resources these professionals need to thrive.

It is my hope you find this year's annual report both inspiring and a clear sign that we are laying the vital foundation for better resources, deploying innovative strategies for working families, and strengthening Missouri's economy.

Working Together to Make a Difference,

Shannon Weber
Board Chair



Letter From the CEO

What a year. Fiscal year 2025 marked a turning point for Child Care Aware® of Missouri, a year when persistence met opportunity and our organization stepped confidently into its role as a statewide leader in workforce solutions through child care.

This was the year we changed our trajectory.

For years, we have advocated for one core truth: child care is workforce infrastructure and vital to our economy. When child care falters, working parents cannot stay employed. When child care providers close their doors, entire communities feel the economic impact.

The results speak for themselves. We secured the Missouri Childhood Resource and Referral (MCRR) contract, expanding our ability to connect families across all 115 counties with the care they need to stay working. We celebrated a \$2.5 million state investment in Child Care Works, and we marked the 25th anniversary of TEACH Early Childhood® Missouri, a program that has helped educators advance their careers while keeping child care programs staffed and families employed.

When we faced setbacks, we rallied. We deepened relationships with employers, economic development leaders, and workforce partners who are beginning to see that investing in child care infrastructure is investing in Missouri's economic stability.

I am inspired by our team's dedication to proving that child care is essential. The work in this report represents educators advancing their careers, families finding reliable care, and employers embracing child care access as a workforce retention strategy. Most importantly, it represents real momentum for Missouri's economy, building the child care infrastructure that keeps working parents working and businesses thriving.

I am grateful to our funders, partners, board, and team for making this year possible. Missouri's economy depends on a strong child care system, and we are helping build it.

With gratitude and determination,
Robin Phillips, CEO
John Maxwell Certified Leader



ABOUT US

Child Care Aware® of Missouri (CCAMO) is a statewide nonprofit organization dedicated to the improvement of young children's experiences and environments during their first 2,000 days of life. To accomplish this, CCAMO works with families, child care professionals, businesses, and community stakeholders to create lasting, positive change by serving those who serve children. Since 1999, CCAMO has operated on the belief that every child deserves a safe, equitable, and high-quality early childhood education achieved through systemic changes in the early care and education industry. Through strategic partnerships and long-standing relationships, we drive transformational change at local, state, and national levels so Missouri's children have a strong foundation they need to thrive.

For 26 years, CCAMO has led innovative solutions addressing Missouri's child care workforce challenges. From pioneering the TEACH Missouri Scholarship in 2000 to launching the state's first comprehensive employer-focused child care services, CCAMO

continues to provide solutions that help families and educators stay and succeed in the workforce.

In 2025, CCAMO achieved a watershed moment in its history by securing the Missouri Childhood Resource and Referral (MCRR) contract, positioning as the statewide leader in connecting families with child care resources across all 115 counties. This milestone, combined with a \$2.5 million state investment in Child Care Works, signaled growing recognition from Missouri policymakers of what CCAMO has long championed: Child care is not a side issue; it is essential workforce infrastructure that drives economic stability.

CCAMO is proud to be an Accredited Charity through the Better Business Bureau and maintains a Platinum Seal of Approval from Candid. We continue to maintain a 4-star rating from Charity Navigator, standards fewer than three percent of nonprofits nationwide achieve. These honors reflect our ongoing commitment to accountability, transparency, and sound fiscal management.





OUR PROGRAMS & IMPACT

Scholarships

TEACH Early Childhood®
Missouri Scholarship
Child Development Associate
(CDA) Scholarship

Training & Support

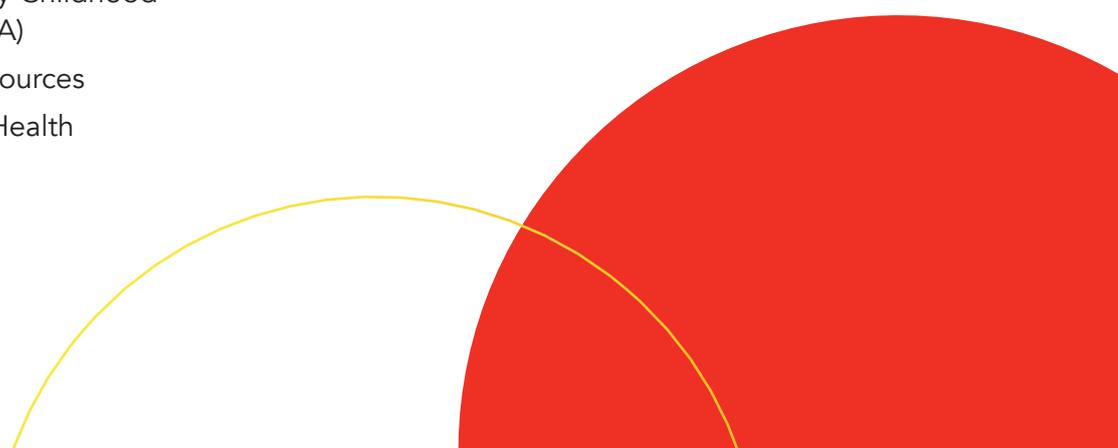
Health & Wellness
Missouri Supporting Early Childhood
Administrators (MO-SECA)
Show Me Child Care Resources
Telehealth / Telemental Health
Leadership Training

Child Care Keeps Missouri WorkingSM

Missouri Childhood Resource
and Referral (MCRR)
Child Care Works Launch
Data & Analysis

Policy & Advocacy

Policy & Advocacy



SCHOLARSHIPS

TEACH Early Childhood® Missouri Scholarship

The TEACH Early Childhood® Missouri Scholarship (TEACH Missouri) supports the workforce behind Missouri's workforce by investing in the early childhood educators who make it all possible. Serving as a crucial financial bridge, TEACH Missouri removes barriers to higher education while helping participants successfully navigate the often complex college process.

Through 10 flexible scholarship options, the program boosts the education, compensation, and retention of early care and education professionals statewide. Participants receive individualized guidance from dedicated Scholarship Counselors, ensuring ongoing support as they earn college credit, advance their careers, and strengthen the quality of early care and education for Missouri's children and families.

In 2025, TEACH Missouri celebrated 25 years of empowering the state's early childhood workforce. For a quarter century, this program served as a national model, combining education, wage increases, and retention commitments to address workforce shortages at their source. Many states now replicate this successful approach to strengthen and sustain their own early care and education systems.

**FUNCTIONAL EXPENSE/
PROGRAM COSTS:
\$1,573,926**

Child Development Associate (CDA) Scholarship

The CDA Scholarship supports individuals pursuing the nationally recognized Child Development Associate (CDA) credential from the Council for Professional Recognition, often the first formal step for early child care educators. This credential demonstrates basic knowledge and understanding of early care and education. Through our Home Visitor CDA pilot, more than 50 scholarships were awarded to professionals across the state.

Council for Professional Recognition

DESTINY K JOHNSON

has satisfactorily demonstrated competence in working with young children through an assessment by the CDA® National Credentialing Program and is hereby awarded the Child Development Associate® (CDA) Credential™

Infant Toddler

Child Development Associate

CELEBRATING
25 YEARS OF IMPACT!

MORE ABOUT OUR SCHOLARSHIPS

736

scholarship recipients

14%

average educator wage increase

95%

educator retention

2,468

credit hours earned

56%

first in their family to attend higher education

99%

of educators and sponsors would recommend the program to others

"Thanks to the TEACH 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 TEACH MISSOURI not only alleviated the burden of tuition but also gave me the confidence and motivation to pursue my educational goals."

**—Aletha 'Diane' Chamberlain
TEACH Missouri Graduate,
Child Care Business Owner and Author**

"The TEACH Missouri Scholarship has been a game changer for our early childhood workforce. It's not just about earning a degree. It's about giving passionate educators the opportunity, confidence, and support to grow as professionals without the financial burden. These scholarships have allowed more than 5,500 early educators to gain valuable child development knowledge, strengthen classrooms across the state, and ensure Missouri's children receive the high-quality care they deserve. When the early childhood workforce thrives, Missouri's entire economy benefits."

**—Deidre Anderson-Barbee
Assistant Commissioner, Office of Childhood**

"I have a much deeper understanding of Child Development because of the advanced-level courses I have taken. My career has been positively affected by the knowledge I have gained from my classes. This is the biggest achievement in my career, and I feel proud of myself for accomplishing it."

**—Andrea Baldwin
Home Visitor CDA pilot graduate**

TRAINING & SUPPORT

Health & Wellness

Our Health and Wellness programs focused on promoting physical activity and nutrition among Missouri's young children. The Nutrition and Physical Activity Self-Assessment for Child Care (GO NAPSACC) project, funded by the Missouri Department of Health and Senior Services, supports child care programs in improving their nutrition and physical activity practices.

NAPSACC 2025: Served 1,856 children served through 32 child care programs in 21 counties, achieving 187 goals.

Through our Protecting Children learning collaborative in St. Charles County, CCAMO provided training and coaching to early childhood educators to strengthen their skills in preventing child abuse and neglect.

Protecting Children 2025: Included 31 participants and 501 children impacted, with a 57% increase in positive classroom behaviors linked to educators' deeper understanding of how children grow and learn. Educators demonstrated an average 93% knowledge gained following training, and 100% reported that the training was of value.

Missouri Supporting Early Childhood Administrators (MO-SECA)

CCAMO continued its partnership with Missouri Supporting Early Childhood Administrators (MO-SECA), a program sponsored by the Department of Elementary and Secondary Education (DESE) Office of Childhood, in partnership with the University of Missouri-Kansas City. MO-SECA provides no-cost training, tools, coaching, and program assessments to help licensed and license-exempt child care administrators effectively manage their businesses. In 2025, CCAMO delivered seven training sessions to 176 attendees at MO-SECA academies. Topics included developing an abundance mindset, hiring and onboarding a "dream team," and retaining high-quality staff. CCAMO also facilitated Show Me Child Care Resources memberships for MO-SECA participants to further support their business operations.

**FUNCTIONAL EXPENSE/
PROGRAM COSTS:
\$325,910**

"So much useful information! I'm already checking out Show Me Child Care Resources and diving into The 5 Languages of Appreciation in the Workplace to better support our staff."

— **LeNiece Elliott**

MORE ABOUT TRAINING & SUPPORT

Show Me Child Care Resources **Telehealth / Telemental Health**

Show Me Child Care Resources is a comprehensive, subscription-based online platform designed to help child care professionals spend less time searching for resources and more time focusing on their business. The platform provides access to tools, information, and support for child care programs and classrooms. Resources include HR tools, employee handbooks, business management materials, and workforce benefits.

Educators and their dependents also have access to telehealth benefits that support both physical and mental well-being. Show Me Child Care Resources currently serves more than 2,000 active subscribers representing educators in half of Missouri's counties, with 574 new users joining in 2025.

Child care program closures and workforce turnover continue to affect Missouri's families and economy, often driven by low wages and limited access to benefits. To help address these challenges and better support family child care providers, the CCAMO Board of Directors funded a Telehealth / Telemental Health program through Show Me Child Care Resources.

In 2025, 422 child care professionals across Missouri accessed telehealth services through this initiative. With a current investment of \$99,000, the program generated \$106,000 in cost savings, a 107% return on investment. Beyond financial impact, it also saved educators 849 hours of travel and appointment time, allowing them to dedicate more time to their programs, classrooms, and the families they serve.

"One of my favorite things is how the site connects to other trusted resources, so I'm never starting from scratch when I need something. Whether I'm updating a handbook, planning training, or just looking for inspiration, it's my go-to, one-stop shop for everything childcare. Honestly, I don't know what I'd do without it!"

— **Child Care Center Director**

"I'm very satisfied with Telehealth and would absolutely recommend it to a friend or colleague! It has made me feel calmer, reduced my stress, and given me true peace of mind. Plus, I love the 24/7 accessibility, it reassures me to know help is always available when I need it' – Educator Offering Telehealth to our staff has been a tremendous benefit! It supports recruitment and retention, promotes workplace health and wellness, and improves our overall workplace culture. Personally, I'm very satisfied with my experience and would absolutely recommend Telehealth to a friend or colleague."

— **Director**



MORE ABOUT TRAINING & SUPPORT

Leadership Training

CCAMO offered LIVE2LEAD: A Day to Grow Your Leadership, a John Maxwell leadership training experience, to child care educators and business participants. This world-class professional development speaker series was presented in multiple formats to meet the diverse needs of attendees. LIVE2LEAD helps leaders and team members create personal visions, inspire change, and achieve their goals. Participants gained fresh perspectives on relevant leadership topics and practical tools to apply both professionally and personally.



CHILD CARE KEEPS MISSOURI WORKINGSM

FUNCTIONAL EXPENSE/PROGRAM COSTS: \$1,527,182

Missouri Childhood Resource and Referral (MCRR)

In 2025, CCAMO reaffirmed its role as Missouri's strategic leader in child care access by securing the Missouri Childhood Resource and Referral (MCRR) contract. This significant milestone positions CCAMO as the statewide hub for connecting families to child care resources across all 115 Missouri counties.

Through the MCRR contract, CCAMO operates a centralized call center that provides both basic and enhanced child care referrals, assistance navigating state child care subsidy programs, and connections to additional community support. In partnership with TOOTRiS, CCAMO modernized referral technology to improve efficiency, accuracy, and user experience helping families secure quality child care more quickly, enabling parents to remain in the workforce, and supporting businesses in retaining employees.

The MCRR call center averages approximately 1,900 calls per week, reflecting both the high demand for and reliance on these services statewide. The call center consistently maintains an average wait time of under one minute and an average handle time of less than eight minutes, underscoring CCAMO's commitment to operational excellence, responsiveness, and high-quality customer service.

The MCRR contract enables CCAMO to deliver services through two integrated models: a centralized call center and a Regional Community Partner (RCP) network. The call center ensures equitable statewide access to services, while RCPs provide in-person, community-based support in seven strategically defined regions with the highest child care subsidy utilization. This Missouri-specific model reduces fragmentation by offering families coordinated access to subsidy navigation, child care referrals, and related community resources in one system.

Missouri Childhood Resource and Referral (MCRR) Cont.

Through the Missouri Family Resources (MFR) portal, powered by FindHelp, the MCRR service connects families to a wide range of community support. This integration enhances the overall parent experience and addresses broader family needs beyond child care alone.

Prior to assuming the MCRR contract, CCAMO launched its Concierge Child Care Referral Service, a specialized child care referral option introduced in 2024 that gives families deeper insight into child care options. Through this service, parents and caregivers can access detailed information on program quality standards, licensing history, complaint records and outcomes, and other quality assurance indicators to make more informed choices. Formerly a fee-based offering, the concierge service is now available at no cost to families under the MCRR contract. Participation is optional and designed to empower parents with greater transparency, confidence, and choice when selecting child care that best meets their child's needs.

Child Care Works Launch

2025 also marked another landmark achievement: a \$2.5 million state investment in Child Care Works (CCW), Missouri's first comprehensive, employer-focused child care cost share infrastructure initiative. This innovative program positions child care access as a critical business recruitment and retention tool, fundamentally shifting how Missouri approaches workforce development.

In partnership with another statewide organization, CCW collaborates with employers and community partners to strengthen the child care infrastructure. The program supports families in maintaining consistent employment while providing businesses with effective workforce retention solutions. Child care providers also benefit through more stable funding streams, enabling investments in quality improvements and higher compensation for educators.

Our team is leading regional work in Howell and Jasper Counties, developing strong employer partnerships to expand child care capacity and connect working families with dependable care options.

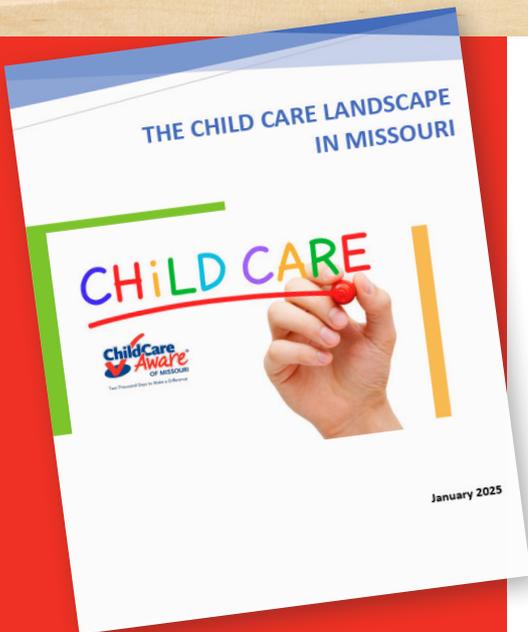
"Incredible! That was so quick. This will go a long way towards informing our recommendations regarding child care programs in the region."

— **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**





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

—Resort Manager

“Thank you for the data report. My goal is to open a quality center that is aligned with the MO State standards and write a play-based curriculum. This will give me a good start on how to find and buy/lease a space for my project and business.”

—Shyla Wadlington

Data & Analysis

In 2025, CCAMO solidified its role as Missouri’s leading authority on child care workforce data. Our child care desert analysis became the foundation for multiple state initiatives, while our infant-toddler capacity analysis report was widely cited by advocacy organizations like Kids Win Missouri and referenced in state legislative discussions.

CCAMO’s data does more than guide our internal strategy, it shapes how policymakers, business leaders, economic development organizations, and advocacy groups understand and respond to Missouri’s child care crisis. By identifying child care deserts, mapping accessibility gaps, and quantifying the economic impact of child care shortages, our analysis provided the evidence base that helped secure a \$2.5 million investment in Missouri Child Care Works and strengthened our successful MCRR contract bid.

Throughout 2025, legislators relied on CCAMO’s reports when drafting policy, economic development leaders used our data to attract and retain businesses to their regions, and media outlets turned to our analysis to tell the story of Missouri’s workforce challenges. By demonstrating through data that child care providers are the workforce behind Missouri’s workforce, we helped shift the narrative from child care as a private family issue to child care as essential economic infrastructure.

POLICY & ADVOCACY

As a member of Child Care Aware® of America, CCAMO educated Congressional members on the importance of continued federal investment in the Child Care and Development Block Grant and other strategies to support the child care workforce.

CCAMO staff participated in Missouri's Child Advocacy Day at the State Capitol, meeting with state lawmakers to address the child care workforce crisis and advocate for meaningful change and sustained support. Recognizing that child care providers are the workforce behind Missouri's workforce, CCAMO continued to emphasize the critical connection between investing in child care infrastructure, strengthening the state's economic stability, and helping families stay employed.

In partnership with the Governor's Office, CCAMO helped secure a proclamation recognizing child care professionals and the essential role they play in Missouri's economy. Locally, CCAMO continued working with St. Louis County Council and the County Executive to obtain funding for TEACH Missouri Scholarships and WAGE\$, a child care workforce salary supplement program. The organization also collaborated with the City of St. Louis to deploy funds supporting the child care workforce with TEACH Early Childhood Scholarships.

**FUNCTIONAL EXPENSE/
PROGRAM COSTS:
\$10,895**



FINANCIAL DATA

October 1, 2024 – September 30, 2025

\$4,221,277

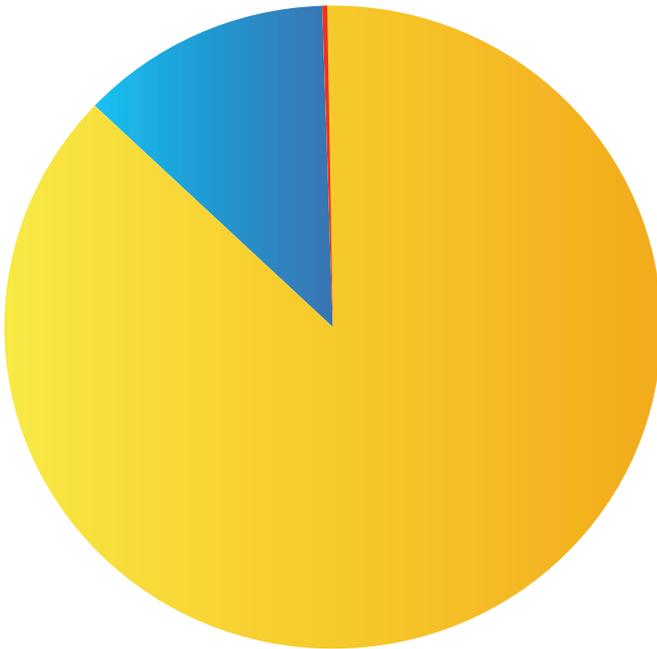
Revenue

\$3,806,654

Total Expenses

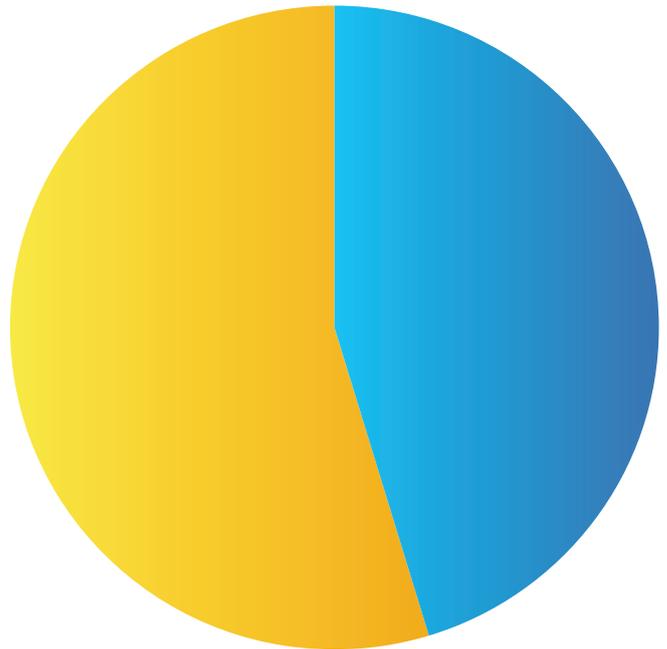
\$11,798,403

Total Net Assets



SPENDING

- M&G | \$498,274 | 13%
- FUNDRAISING | \$10,895 | 0%
- PROGRAM | \$3,427,018 | 87%



NET ASSETS

- UNRESTRICTED | \$1,578,471 | 45.39%
- U/R BOARD DESIGNATED | \$1,898,845 | 54.61%



FINAL THOUGHTS

This past year brought both challenges and extraordinary milestones for CCAMO. Reclaiming the MCRR contract to once again serve all 115 counties as the state's Child Care Resource and Referral partner, implementing Child Care Works, and celebrating TEACH Missouri's 25th anniversary of transforming educators' lives and careers all marked defining moments in our work.

These achievements reaffirm what CCAMO has long championed: child care is essential workforce infrastructure. When Missouri invests in child care—and when public and private partners work together to strengthen employee benefits—working families stay employed, businesses retain talent, and communities thrive.

As we look ahead, CCAMO continues to build on our history of innovation and resilience while refining strategic priorities to remain nimble and responsive in a transforming landscape. Entering our next chapter of 25 years, we remain bold, passionate, and committed to leading with excellence and integrity.

CCAMO remains committed to the work ahead. The opportunities before us allow us to deepen existing collaborations, embrace new partnerships, and stay steadfast in our commitment to children during their first 2,000 days. With dedicated and seasoned staff, a committed board, and growing support from employers and community leaders, CCAMO is well-positioned to drive this momentum forward.

Follow CCAMO's work by subscribing to the newsletter at mochildcareaware.org or by connecting with us on [Facebook](#) and [LinkedIn](#). To inquire about board service, program funding, or partnership opportunities, please contact management@mochildcareaware.org.

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