Dear Friends,

It truly has been an honor to step in and serve Child Care Aware® of America as the Interim Chief Executive Officer. I continue to be grateful for who came before, particularly our former CEO Dr. Lynette M. Fraga, for her incredible service and dedication. Under her leadership, CCAoA evolved and strengthened into the thriving national organization we are today. I’d also like to thank the CCAoA Board of Directors, whose diverse expertise guides the organization, our community of child care leaders across the nation, our network of more than 500 Child Care Resource and Referral agencies, the child care providers who do such vital work every day, and the funders and partners who make it all possible.

At the end of 2022, CCAoA closed out our 2020-2022 strategic plan. We executed the strategic priorities of this plan in the midst of an unprecedented global pandemic, which both focused and accelerated our work. The results of that journey are chronicled in the pages of this report. Some of these critical highlights include:

- Mobilizing advocates and partners to help shape policies and investments on the state and federal level that are equitable and responsive to the needs of children, families, the child care workforce and their communities;
- Providing thousands of families with direct assistance and support and connecting hundreds of thousands of individuals with valuable resources; and
- Continuing to engage CCAoA staff in our mission and again being designated as a Great Place to Work.

Equity is at the center of our work. We constantly ask the question: How do we share power with the communities we serve that are the most marginalized? In 2022, the results of this focus were wide-ranging – from new human-centered products and programs, to professional development opportunities for members, to more military families receiving quality child care, to advocacy that will elevate family voice and experience.

Our mission has never been more relevant or essential, and we have proven that we all possess the resilience and strength for the journey ahead. Moving forward, the future holds hope and opportunity for the child care system to be so much stronger. We truly were unstoppable—and because of you, we will elevate child care stories in communities across the nation and continue to be guided by their charge.

Thank you and be well.

Michelle McCready  
Interim Chief Executive Officer  
Child Care Aware® of America

Renée Boynton-Jarrett  
President  
CCAoA Board of Directors
2020 — 2022 CCAoA Strategic Plan

Child Care Aware® America’s 2020-2022 strategic plan provided the road map for our journey toward a high-quality, equitable and affordable child care system for all. Built on four priorities, the plan ensured that our work was equity-driven, child-centered, family-engaged and community-focused.

As CCAoA charted a bold path toward achieving our mission and vision, we were dedicated to holding ourselves accountable – to children, their families, the early care and education community, and our partners and funders. Under this strategic plan, data-driven decisions and effective and efficient allocation of internal resources maximized our impact and propelled us toward our desired results.

- **Priority 1**
  Advance State and Federal Policies that Support High-Quality, Affordable and Accessible Child Care for All

- **Priority 2**
  Expand Comprehensive Child Care Services Available to Children and Families

- **Priority 3**
  Strengthen the Child Care System and Infrastructure through Innovative Solutions and Practices

- **Priority 4**
  Organizational Excellence in Service to our Mission

This strategic plan was the backdrop for our performance in 2022, which was the third and final year of that plan.
Priority 1

Advance State and Federal Policies that Support High-Quality, Affordable and Accessible Child Care for All

CCAoA continued to champion the child care conversation and equipped advocates and partners to advance state and federal policies centered around the lived experiences of families, providers and communities. Our contributions are proof that we bring a powerful team of diverse advocates, partners and thought leadership to federal and state policy makers to shape equitable policies and investments that are responsive to the needs of children, families, the child care workforce and their communities.

In 2022, CCAoA advocates engaged with opportunities ranging from garnering policymaker proclamations on Provider Appreciation Day to pushing Congress to increase the annual appropriations for the Child Care and Development Block Grant and other early learning programs. Eight state organization partners received sub-granted funding and tailored advocacy technical assistance to support projects focused on outreach and education efforts in their state and local communities.

On May 4, CCAoA hosted an in-person Advocacy Day at the CCAoA Symposium for the first time since 2019. Attendees met with over 80 Congressional offices from 29 states to discuss the impact of pandemic relief funding in their states and the importance of continued federal investments in child care.

CCAoA shaped state utilization of the American Rescue Plan Act (ARPA) funding. Our CCAoA website provides a wealth of information to equip advocates and stakeholders in conversations with state and federal policymakers. This includes our unique ARP Act tracker, provider video testimonials, and a quarterly blog series, which provided salient information to be shared with policymakers on relief funding administration and its impact.

In February 2022, CCAoA released Demanding Change: Repairing Our Child Care System, which showed that nearly 16,000 child care providers permanently closed from December 2019 to March 2021, a 9% decrease in child care providers. The survey data also showed that the national annual average price of child care in 2020 was around $10,174, a 5% increase from 2019 and at a rate faster than the increase in the price for consumer goods over the same time period.

In September, CCAoA released its Annual Child Care Landscape Analysis: 2021 Supply and Quality Trends, part of a comprehensive research series entitled Catalyzing Growth: Using Data to Change Child Care. The report provides detailed information about the child care system in the United States, including longitudinal supply data to increase understanding of how the supply of child care has changed since 2019, prior to the start of the COVID-19 pandemic. Nationally, CCAoA found that while there was an increase in the number of child care centers from 2020 to 2021, the total number of centers remains slightly lower than the number open in 2019.
In October, CCAoA released *Price of Care: 2021 Child Care Affordability*, another in the Catalyzing Growth research series. The report highlights survey data that shows that child care prices outpaced inflation in 2021 for the third consecutive year. In 2021, the average annual inflation rate was higher than usual at 4.7%, but child care prices rose by an average of 5% when compared to 2020 prices. This means families with children were more likely to struggle to afford child care on top of essentials such as food, housing and transportation.

In addition, CCAoA completed Child and Adult Care Food Program (CACFP) mapping in 2022 for several states through our collaboration with Nemours Children’s Health. CACFP is a federal program that reimburses child care programs for serving nutritious meals and snacks to eligible children in their care. CCAoA creates Geographic Information Systems story maps for several Nemours state partners participating in Healthy Kids, Healthy Future Technical Assistance Program and state recipients of State Physical Activity and Nutrition (SPAN) funding to visualize CACFP participation and highlight communities that could be considered for CACFP expansion. We continued to progress on the Child Care Licensing Benchmark project, completing scoring for several additional states. The project includes child care licensing database, a revised set of child care licensing standard benchmarks, a scoring rubric and a shareable state snapshot resource.

### 2022 By the Numbers

<table>
<thead>
<tr>
<th>Category</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advocates engaged</td>
<td>20,319</td>
</tr>
<tr>
<td>Messages sent to lawmakers</td>
<td>12,141</td>
</tr>
<tr>
<td>Engagements with research and reports</td>
<td>92,949</td>
</tr>
</tbody>
</table>
Priority 2

Expand Comprehensive Child Care Services Available to Children and Families

CCAoA strengthened our position as a top child care advisor and thought leader for the nation’s largest employer, the Department of Defense (DOD), allowing our impact on families, the child care workforce and communities to multiply beyond the reach of our direct services as measured in the metrics below. In 2022, CCAoA signed a new agreement to continue our strong and successful partnership with the Army.

We continued to implement strategies to expand the model we’ve established under our DOD programs to a broader audience of employers by building awareness among the business community.

We expanded our menu of comprehensive child care resources. CCAoA co-authored the paper “Equity Is Quality, Quality Is Equity: Operationalizing Equity in Quality Rating and Improvement Systems” with the Children’s Equity Project at Arizona State University. The paper put forth strategies to revise systems to be equitable, resulting in higher quality child care programs.

In addition, we launched “Listen Up: Tell Us What Quality Child Care Means to You,” a project to gather videos to showcase families’ voices sharing what quality child care means to them. CCAoA will share the videos with policymakers and the media, helping them understand what families value most in a quality child care setting.

2022 By the Numbers

| 581,907 | touchpoints connecting individuals to community-based resource |
| 26,611  | families and community members received direct assistance |
Priority 3

Strengthen the Child Care System and Infrastructure through Innovative Solutions and Practices

CCAoA’s on-the-ground reach to the most diverse array of stakeholder perspectives remains unmatched in our field. Our members, a network of Child Care Resource and Referral agencies (CCR&Rs) and other community partners, are central to the development and sustainability of child care infrastructure and systems. Our leadership, deep subject expertise, consultation and responsive support to community needs has had a transformational impact on areas of their work and the early childhood field overall.

We worked to ensure CCR&Rs and child care programs have information they need to support the health of the people they serve and continue to address the long-term impact of COVID-19 pandemic on the child care system.

To assist CCR&Rs in accessing their own capacity to prepare for, respond to and recover from a disaster, we created a self-paced Disaster Ready CCR&R Toolkit. This toolkit supports CCR&Rs in their efforts to be better prepared to continue vital services and operations in case of a disaster or emergency.

CCAoA provided capacity building and professional development to almost 9,000 recipients. These opportunities were aimed at developing the competencies and capacities necessary to address today’s most pressing child care challenges, while fortifying an equitable future for children and families. CCAoA dedicated approximately $2 million in subgrants to CCR&Rs and other intermediaries to seed and augment local capacity and deployed resources to help ensure that federal funds are distributed equitably and efficiently.

CCAoA provided sub-grants to six CCR&Rs supporting family child care, family, friend and neighbor care, and local businesses with brain building resources that promote the importance of early brain development through everyday moments with young children.

We launched Mind in the Making Train-the-Trainer, a series of eight modules, to CCR&Rs who began providing trainings to child care providers and families in their community. MITM focuses on essential life skills that help adults understand and encourage important executive function-based skills children need to thrive.
We launched our Learning Management System to provide professional development opportunities to the field. We have carefully curated courses that include both industry practices and standards for child care. Our LMS includes webinars, downloadable content and information on upcoming events. In 2022, we had a total of 131 users who took a total of 229 courses.

In May 2022, CCAoA hosted its first in-person event since the onset of the pandemic. The 2022 Symposium, “Stand Up, Stand Together, Stand for Child Care,” drew a diverse audience of 333 individuals from across the United States and Territories. In November, our Leadership Institute sold out in record time. A total of 135 individuals from across the United States and Territories joined us to “Partner for Child Care Change.”

### 2022 By the Numbers

<table>
<thead>
<tr>
<th>Icon</th>
<th>Number</th>
<th>Description</th>
</tr>
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<tbody>
<tr>
<td>📚</td>
<td>8,620</td>
<td>participants engaged in capacity-building and professional development</td>
</tr>
<tr>
<td>🌟</td>
<td>59%</td>
<td>membership renewal rate</td>
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Priority 4

Organizational Excellence in Service to our Mission

CCAoA continues to deliver on our commitment to nurture a healthy, equitable and thriving organizational culture capable of sustaining an industry-leading brand presence, attracting top talent, gaining strategic partnerships and deploying quality services, programs and thought leadership.

CCAoA’s investment in leadership, staff capacity and brand-raising efforts have led to increased awareness of CCAoA, our national network and membership. It has elevated and strengthened our credibility as a thought leader and strategic partner, prompting increased investment in our mission and high-quality media attention, including outlets like CNN, Good Morning America and The Daily Show.

CCAoA was proud to carry our designation as a Great Place to Work into 2022.

2022 By the Numbers

- 3.4 million total webpage views
- 7,800 media mentions, up 5% from 2021
2023 — 2025 CCAoA Strategic Plan

Building on the momentum of the last three years, in 2022 CCAoA engaged in a transformative strategic planning process. The goal was to both expand CCAoA’s ability to advance our mission and deepen our commitment to focus on the lived experience of families struggling to access high-quality, affordable and accessible child care.

Throughout the process, it was critical to authentically connect with and enlist families, the child care workforce, partners, CCAoA members, the military, our Board of Directors and CCAoA staff while ensuring cohesion and strategic alignment with our direction.

To ensure our focus on parent voice, CCAoA convened a Parent Listening Team. These parent leaders represented the diverse spectrum of families across the nation while prioritizing the voices of those that faced the greatest personal barriers to accessing affordable, quality child care in their communities. They surveyed and interviewed over 500 parents/caregivers, focusing on this question: “What are the greatest barriers to quality child care for those who have been historically marginalized and systematically denied access to it?” As a result of their work, the team provided a recommendations report that will be central to our push for quality child care in the years to come. In addition, the team will now transition to be known as the Parent Accountability Team, where they will continue to offer their input over the course of the plan.

Over the course of 10 months, CCAoA developed the 2023-2025 strategic plan, which includes four strategic priorities:

<table>
<thead>
<tr>
<th>Strategic Initiative 1 – Demanding Quality</th>
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<tbody>
<tr>
<td>CCAoA will advance policies that demand quality child care for all.</td>
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<tr>
<th>Strategic Initiative 2 – Building Systems</th>
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<tbody>
<tr>
<td>CCAoA will influence and architect the national infrastructure that delivers quality, affordable child care.</td>
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<tr>
<th>Strategic Initiative 3 – Transforming the Field</th>
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<tbody>
<tr>
<td>CCAoA will deliver innovative thought leadership that transforms the field of child care.</td>
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<tr>
<th>Strategic Initiative 4 – Strengthening our Organization</th>
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<tbody>
<tr>
<td>CCAoA will strengthen human capital and organizational excellence.</td>
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</table>
Our Vision

Every family in the United States has access to a high-quality, affordable child care system. The child care system supports children’s growth, development and educational advancement and creates a positive economic impact for families and communities.

Our Mission

We advance a child care system that effectively serves all children and families. Our work is strengthened by a national network of child care resource and referral agencies and diverse members and partners.

Multiplying Our Impact

The national leadership of Child Care Aware of America, in collaboration with the state and local leadership of our members, has a collective impact on children, families and communities. Through engagement and support for our membership, CCAoA has reach and influence in 47 states and the District of Columbia, with statewide coordination provided by State Networks in 34 states.

Click on Minnesota, Washington and New Jersey to learn more about the impact of CCAoA’s membership.
CCAoA 2022 Fiscal Year Financials

Financial Breakdown

October 1, 2021 - September 30, 2022

**Revenue and Support**

- Federal Contracts
  - Pass through: $126,974,856
- Supporting Services: $7,404,071
- Program Services: $20,294,503
- Meeting Revenue: $174,122
- Foundation Grants/Other Contributions: $2,206,399
- Membership Revenue: $36,536
- Federal Grants: $30,698
- Products and Services: $278,357
- Meeting Revenue: $193,498
- Foundation Grants/Other Contributions: $3,902,043
- Membership Revenue: $48,657
- Federal Grants: $40,185

2022 Total: $154,606,535

**Expenses**

- Program Services: $20,294,503
- Supporting Services: $7,404,071
- Federal Contracts: $24,709,455
- Federal Contract pass-through: $126,974,856
- Meeting Revenue: $174,122
- Foundation Grants/Other Contributions: $2,206,399
- Membership Revenue: $36,536
- Federal Grants: $30,698
- Products and Services: $278,357
- Meeting Revenue: $193,498
- Foundation Grants/Other Contributions: $3,902,043
- Membership Revenue: $48,657
- Federal Grants: $40,185

2021 Total: $115,140,780

This financial information reflects preliminary results and will be updated when FY2022 audited financials are released.
2022 CCAoA Board of Directors

Taran Schneider, MA
President
Executive Director, Healthy Child Care Colorado

Renee Boynton-Jarrett, MD, ScD
Vice President
Associate Professor, Boston Medical Center

Laurie Tarpey, MBA, CPA
Treasurer
Executive Coach and Consultant

Dan Harris, MA
Secretary
Executive Director, INCCRRRA

Stephanie Berglund, MSW
Chief Executive Officer, thread
(Alaska CCR&R Network)

Kelvin Chan, PhD, MTS, MPH
Managing Director, Early Childhood,
Robin Hood Foundation

Encarni Gallardo, MBA
Executive Director, Children’s Service Society

Fannie Glover
Director, Equity & Inclusion,
Early Care and Learning Council

Terri Helms, MA
Program Director, Child Care Aware® of
West Central Arkansas at National Park College

Catherine Lester, MS
Associate Director, Annie E. Casey Foundation

Junlei Li, PhD
Saul Zaentz Senior Lecturer in Early Childhood
Education, Harvard Graduate School of Education

Meredith Lozar, MHR, ACF
Vice President, Military & Veterans Affairs,
JPMorgan Chase

Beverly Lynn, EdD
Chief Executive Officer, Programs for Parents, Inc.

Sandy Maldonado, MED
Director of Early Learning, Child Care Aware® of
Washington

Steven McCullough, MBA
Chief Operating and Equity Officer,
Communities in Schools National Office

Robyn Lopez Melton, MS
Director of the Center on Early Learning and Youth
Development, The Research Institute at Western
Oregon University

Patina Park, JD
Executive Director, Tribal State Relations,
State of Minnesota

Dannette Smith, MSW
Chief Executive Officer,
Nebraska Department of Health and Human Services

Roxanne Tashjian
Vice President of Revenue Operations, Synopsys

Barbara Thompson
Public Administration and Leadership Consultant
2022 Supporters

CCAoA offers special thanks to the community of donors, philanthropies and strategic partners who stand with Child Care Aware® of America in advancing an equitable child care system.

Foundations
- Alliance for Early Success
- Atlassian Foundation
- Margaret A. Cargill Philanthropies
- Ballmer Group
- Bezos Family Foundation
- Center for Disaster Philanthropy
- Richard W. Goldman Family Foundation
- Heising-Simons Foundation
- W.K. Kellogg Foundation
- Meryle and Fred Rothman Charitable Fund
- Turrell Fund Trustee
- The Synopsys Foundation

Government
- United States Department of Defense
- United States Environmental Protection Agency
- United States Department of Health and Human Services

Plus, CCAoA appointment on numerous government-supported councils, advisory boards, steering committees and collaboratives

Organizational Supporters
- Abilities Network
- American Heart Association, Inc.
- Arabella Advisors
- Benevity Community Investment Fund
- Berteslen Education
- The Blackbaud Giving Fund
- Branagh Group
- Bright Fund Corporate Donation
- Chevron
- Cloud9World
- Council of Professional Recognition
- Early Childhood Personnel Equity Center
- Education Development Center
- Enquizit
- Food Research and Action Center
- Good Street Inc.
- HINGE Early Education Advisors
- KABOOM!
- Kansas Center for Public Partnerships and Research
- Kaplan
- Kaymbu
- Lakeshore Learning
- Learning Beyond Paper
- LENA
- McCormick Center
- National Association for the Education of Young Children
- National Association of County and City Health Officials
- Nemours Children’s Health
- NORC
- Penn State Better Kid Care
- ProSolution Training
- Research for Action
- ROCS Grad Staffing
- StepAhead
- US Charitable Gift Trust
- Waldinger Creative
- Saul Zaentz Early Education Initiative
- ZERO TO THREE Advisory Board
Thank You to our 2022 Champion Members

Champion-level memberships are available for organizations and individuals interested specifically in supporting child care public policy and research. Visit childcareaware.org/about/become-a-member to learn more.

Organizational Champion Members

The Academy of Early Learning  
Action for Children  
AEYC SEA  
ASENI  
Birdsall House  
Burlington Community Action Partnership, Inc.  
The Butterfly House  
CAPLP  
Central Valley Children’s Services Network  
Child & Family Resource, Inc.  
Child Care Action Council  
Child Care Answers  
Child Care Aware of Kansas  
Child Care Aware of Minnesota  
Child Care Aware of New Hampshire  
Child Care Aware of Northwest Arkansas  
Child Care Aware of Washington  
Child Care Connections, Inc.  
The Childcare Network  
Child Care Resource Center (NC) - Work Family Resource Center  
Child Care Resource Center, Inc. (CA)  
Child Care Resource Center, Inc. (OH)  
The Child Care Resource Network  
Child Care Resources  
Child Development Council  
Children & Families First  
The Children’s Cabinet, Inc.  
Children’s Lighthouse at WoodCreek  
Children’s Resource Center  
Claire Bear Foundation  
Community Action - CCR&R  
Community Service Council of Tulsa  
County of Maui  
Crystal Stairs, Inc.  
Early Education and Care Connections, Inc.  
Education Station Academy  
The Family Conservancy  
Family Enrichment Network, Inc.  
Frog Street  
GROW IN PEACE CHILD CARE CENTER  
Harvard Park Children’s Learning Center North  
Illinois Network of CCR&R Agencies  
Jitter Bugs Preschool and Daycare  
Joyful Tots Childcare and Learning Center  
Kids Comprehensive Services, LLC  
Lane Community College Quality Care Connections  
Henry County Child Care Network  
Little Blossoms Childcare  
Little Moon Child Care  
Milestones  
National Child Care Association  
The Oaks Children’s Academy  
Oklahoma Partnership for School Readiness  
Opportunity Council - CCA of Northwest Washington  
Patchwork Terrace Montessori Community  
Pathways LA  
Programs for Parents  
The Right Turn, Inc.  
South East Education Cooperative  
United Community Action Partnership  
Western Oregon University  
Women’s Business Development Council

Individual Champion Members

Melissa Colagrosso  
Gerald Croan  
Susan Gale Perry  
Stephen Rohde  
Taran Schneider  
Coleen Stevens Porcher  
Brionnea Williams-McClary