



2024-2025 STRATEGIC PLAN REFRESH

Child Care for a Strong America

Never before has America been more child care aware. Together, we can make it child care strong.

What Sets Us Apart

As the only national organization that supports every part of the child care system, we know what it takes to make child care work for children, families, providers, employers, and communities.

- Families that can find and afford quality child care.
- Child care providers who can build businesses that succeed.
- Skilled teachers that partner with parents to support children's healthy development and learning.
- Employers who prioritize reliable, quality child care for their workers.
- Policymakers and community leaders that act to make affordable, quality child care available to all families.

That's what we work on every day.

Child Care Resource Organizations

Child care resource organizations build the supply and quality of child care, growth the child care workforce, help families and businesses solve their child care dilemmas, and deliver on-the-ground information and solutions to child care demand, supply, and quality.

Together, we turn a patchwork of resources into a system that helps families work, supports children's healthy development and learning, and keeps our economy growing.

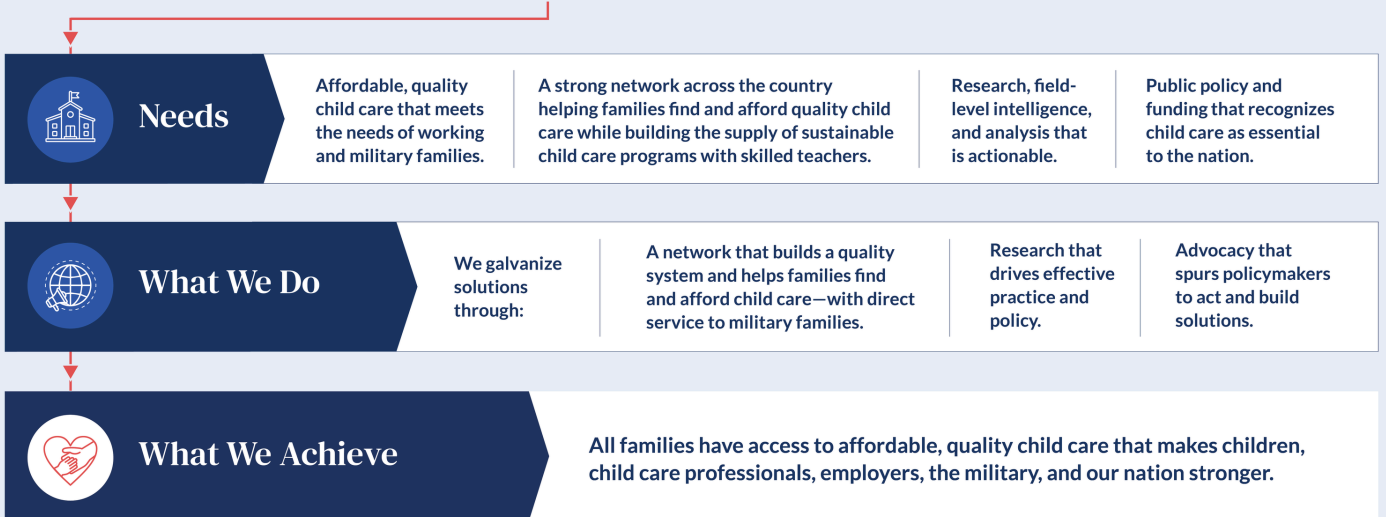
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Only Child Care Aware of America brings the combination of an on-the-ground network doing the work in states and communities, direct service helping military families find and afford quality child care, research that drives practice and policy, and the real-world understanding of what works and what doesn't to spur policymakers into action.

We Make Child Care Strong

About Us

America has a **broken and inequitable child care system** that is holding us back and hurting everyone—children, families, child care providers, communities, employers, and our military.



Together, we can **make America child care strong**—because that makes everyone stronger.



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Our Strategic Priorities

In 2022, after an extensive engagement process with our team, Board, partners, and members, Child Care Aware of America (CCAoA) released its 2023-2026 Strategic Plan. The three-year plan laid out four ambitious priorities: **1) Demanding Quality; 2) Building Systems; 3) Transforming the Field; and 4) Strengthening Our Organization.**

Each priority is rooted in CCAoA's commitment to equity, recognizing that every child and family—irrespective of zip code, income, race, or ethnicity—deserves a fair and just opportunity to not just survive, but thrive.

Much has changed since we completed the plan. Americans are experiencing a child care crisis as historic federal stabilization investments ended causing classrooms and programs to close. Our priorities remain the same; our tactics must stay nimble to reflect the moment. This refresh charts how CCAoA will make a significant, measurable impact, in today's context, toward our goal that every family in America has equitable access to a high-quality, affordable child care system. Furthermore, we seek to underscore our commitment to equity by both recognizing it is part of every priority and including intentional actions that focus explicitly on equity.



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Strategic Priority 1: Demanding Quality

Why it matters. America runs on quality child care with skilled child care teachers that partner with parents to allow parents to work, prepare children for success in school and life, and keep businesses running. Yet, our supply of child care remains at a standstill, while the cost to families continues to increase.

How we'll succeed. As the only organization that touches every part of child care from the ground-up, we leverage our state and local network, voice, and expertise to spur policymakers into action so all families have access to affordable, quality child care.

- **Build and activate a strong and diverse network of child care advocates.**
 - Expand opportunities for our partners to share their lived experiences and take informed action on state and federal policy developments through events like Advocacy Day, our user-friendly digital advocacy center, and support for in-state advocacy activities.
- **Work across the aisle and across America to advance better child care policies and greater investment in child care.**
 - Produce timely briefs on child care quality, supply, affordability, and demand, and offer practical strategies that address the child care needs and challenges of families, providers, businesses, and communities.
 - Continue to be a resource for and build trust with policymakers.
 - Support our state partners with tailored resources and assistance to help them carry out the right tactics to shape state policy based on their local context.

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Strategic Priority 2: Building Systems

Why it matters. Navigating how to find quality, affordable child care programs can be overwhelming for families—particularly military and other families facing extra challenges. At the same time, building a sustainable child care business and recruiting and retaining a skilled workforce can mean navigating a complex maze of requirements and resources.

How we'll succeed. With a strong network of state and local partners, we mitigate the complexity, minimize the cost, and build the connections to turn a patchwork of resources into a system so that families, child care providers, businesses, and communities thrive.

- **Grow and sustain our on-the-ground network of child care resource organizations.**
 - Increase learning and networking opportunities for child care resource organization staff and build the capacity and diversity of leaders through our conferences, online learning platform, and leadership forums.
 - Pilot innovative programs that improve outcomes for children and families with the greatest barriers to opportunity and their child care teachers, such as our community and economic development, disaster planning, response and recovery, and parent advocacy building initiatives.
 - Unify child care resource organizations as a powerful force for change with tools and resources that position and strengthen the field such as joint position statements and shared message frameworks.
- **Deliver and model outstanding child care consumer education, referral, and fee assistance services to military families.**
 - Increase our capacity to provide fast, effective, user-friendly support through a modern technology platform that delights families, providers, and our military partners.
 - Prioritize and provide wrap-around supports for military families with the least resources and greatest needs.
 - Build and strengthen the network of community-based child care providers serving military families by supporting child care providers in ways that best support and sustain them and their workforces.
 - Leverage our insights, program expertise, and business model to inform and support policy and program development nationwide.

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Strategic Priority 3: Transforming the Field

Why it matters. Good policy and effective programs start with understanding what's happening on the ground, what works, and what doesn't.

How we'll succeed. We provide real-world research on child care demand, supply, and quality and thought leadership to create solutions that work equitably for children and families.

- **Produce and widely disseminate current, solution-focused research, including analyses of child care affordability, state and federal financing, and supply and demand.**
 - Raise up disparities in child care access and outcomes, data and stories from families and child care providers, and advance strategies to close opportunity gaps.
- **Build a national healthy child agenda that recognizes child care as both a determinant of health and gateway for promoting health equity.**
 - Establish a National Healthy Child Care Advisory Council.
 - Deliver a healthy child care position statement, messaging framework, and action plan that supports and expands our partners' work nationwide.
- **Define and map trends for the child care resource organization field, which serve as lynchpins in their states and communities.**
 - Produce timely reports on the structure, scope, and funding of child care resource organizations.

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Strategic Priority 4: Strengthening Our Organization

Why it matters. We strive to be purposeful partners, courageously capable, and change seekers and makers. These principles are the non-negotiable foundation that make it possible to achieve our strategic priorities and our vision.

How we'll succeed. We'll continue to work to be an organization that cares for its people, leads with transparency, and invests in the tools and capacity to get the work done with our partners.

- **Build a vibrant, diverse, and high-performing team with the skills, abilities, and attributes to successfully engage our partners, support our customers, and contribute to furthering our mission and nation's child care system.**
 - Be an employer of choice by creating a culture of inclusion and shared responsibility where team members are valued for their diverse strengths and perspectives and supported personally and professionally to thrive.
- **Leverage the best technology solutions, tools, and expertise to increase CCAoA's and our partner child care resource organizations' reach and impact.**
- **Grow and diversify our financial resources and crystalize our business strategy to achieve our strategic priorities.**

