



**NAFCC**  
National Association for Family Child Care

# **NAFCC 2025-27 Strategic Plan**

# NAFCC Mission and History

## OUR MISSION

NAFCC supports and leverages a nationwide network of providers and partners in **expanding and promoting the power of family child care**, by connecting practice, policy, and research—

We promote quality reflective of diverse, dynamic early childhood educators and support *all* who care for, educate, and work on behalf of young children in home-based settings.



# Family child care is at the *center* of the shared prosperity of children, early educators, and families.



About **6 million children** from ages 0-5 receive care in a home-based child care setting (both licensed and license exempt friends, family, neighbors)

# Families thrive with Family Child Care for many reasons

- 1. Accessibility*
- 2. Small Intimate Home-like Care*
- 3. Mixed Age Model*
- 4. Cultural & Linguistic Diversity*

Family Child Care must be supported given the unique value it provides to families



## THE PROBLEM

**Despite FCC's crucial role, the supply of licensed FCC is in decline: roughly 100,000 licensed FCC homes closed between 2011 and 2021.**

Reasons for the decline include the Economics of FCC, Challenges with Early Care and Education (ECE) systems and working conditions



## NAFCC'S SOLUTION

We center the 1 million home-based providers and educators by leaning into the power of networking and fostering formal and informal peer supports.

# NAFCC is the *family child care educator-led platform* through which FCC can participate in driving the change we want to see in community and at scale.



"I am amazed at **the level of impact NAFCC has had** on me, my program, my community and will continue to have in the future as I continue to mentor others."

— NAFCC Member and Program Participant

# NAFCC Then & Now

1982

FCC leaders convened to form a national coalition for home-based child care called NAFCC

1990

First national conference held

1994

Accreditation program was designed to promote and recognize high quality in FCC

2010

NAFCC headquarters moved from Utah to Washington, D.C. to formalize its role in national advocacy

2024

4,500 members strong, representing every state & globally

TODAY

NAFCC is the national voice of family child care, serving as **the largest platform dedicated solely to home-based child care**. We support FCC educators in their entire journey from entry to leadership and beyond.





# NAFCC builds a nationwide network of FCC educators and partners

- 1** Through **membership**, increase opportunities for FCC educators to connect with each other, access resources and strengthen businesses leading to recruitment & retention of FCC programs
- 2** Tailored, evidence-backed **professional development & quality standards** developed in partnership with FCC educators
- 3** Stronger **FCC leadership capacity** on local & national platforms to inform policies



**Increased supply of family child care**



**Improved quality of family child care**



**More equitable early care and education policies**

## HOW EDUCATORS INTERACT WITH NAFCC

There are many paths educators can take with NAFCC; here are two examples of what that could look like.

### SCENARIO 1

## Advocacy Focus

“Susan”

- Start: Unlicensed caregiver
- Joins **Membership** & leverages templates and peer network to launch FCC business
- Increases knowledge & skills for policy & advocacy through **Leaders Shaping Leaders Fellowship**
- Becomes her **NAFCC State Representative** & is supported as leader in child care advocacy in her state
- ★ Today: **Successfully advances FCC housing policy legislation enabling more people to become licensed**

### SCENARIO 2

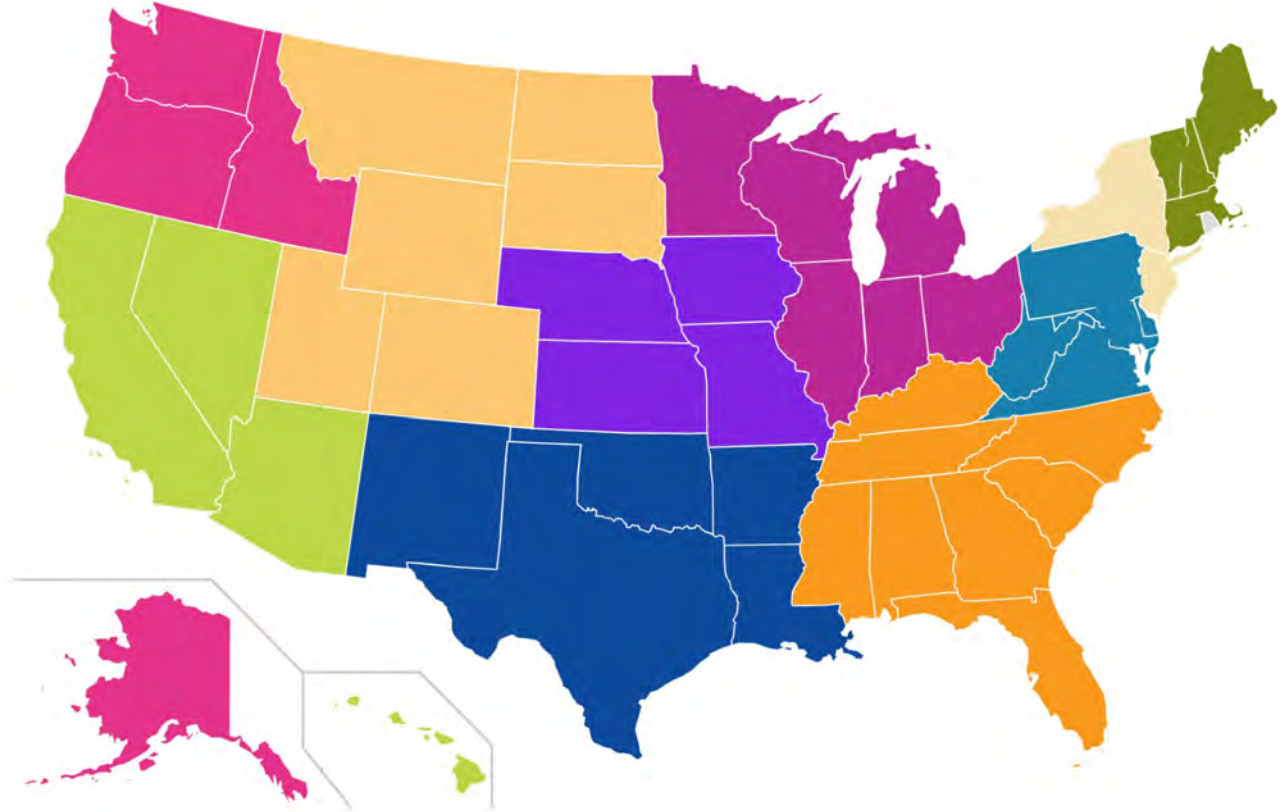
## Quality Focus

“Lucia”

- Start: Newly licensed with no formal background in child development
- Participates in FCC-specific professional learning at **Annual Conference**
- Achieves **NAFCC Accreditation** improving quality of FCC program & increasing child care income
- Participates in **Quality Ambassador** training & accesses coaching resources
- ★ Today: Serves as **Peer Mentor** for 6 other FCC programs, caring for a total of 25 children

OUR PRESENCE SPANS ACROSS THE WHOLE COUNTRY

- **Board Members**
- **NAFCC State Representatives**
- **Accreditation Council**
- **NAFCC Affiliates**



# NAFCC's Impact on Family Child Care: 2024

23%

growth in NAFCC  
Membership

43K

# of children reached  
by NAFCC supported  
educators

## FCC Leaders Supported at Federal, State & Local Levels

44%

Increase in LSL  
Fellows Testifying or  
Speaking Publicly

40+

Reports, Blogs &  
OpEds **Published**

71%

of FCC educators say that  
**NAFCC has been instrumental  
in enhancing the field** for  
family child care educators



SENATE COMMITTEE ON HEALTH, EDUCATION, LABOR, AND PENSIONS

# Strategic Planning: FCC Insights

## NAFCC NATIONAL SURVEY KEY TAKEAWAYS

### Highly experienced FCCs prioritize access to benefits

HBCC is made up of an aging workforce; this corresponds to the top policy issues and personal/business challenges, which include retirement, health insurance, paid time off and compensation

### Continued Low Compensation

This continues to be a low compensated field. The recent expiration of ARPA funds has negatively impacted 55% of respondents. 30% report making between \$7-\$10/hour & 50% below \$15/hour.

### Increased Financial Vulnerability for New Educators

**Very new FCCs** (those in operation 0-3 years) show a higher level of financial vulnerability than more experienced FCCs.

- More likely to indicate FCC income does not cover basic expenses
- Less likely to access subsidy/CACFP and implement payment best practices
- Place higher priority on policies addressing subsidy, housing, licensing, higher ed & accreditation

# Participation in associations and networks, like NAFCC, is associated with:



higher levels of participation with subsidy/CACFP



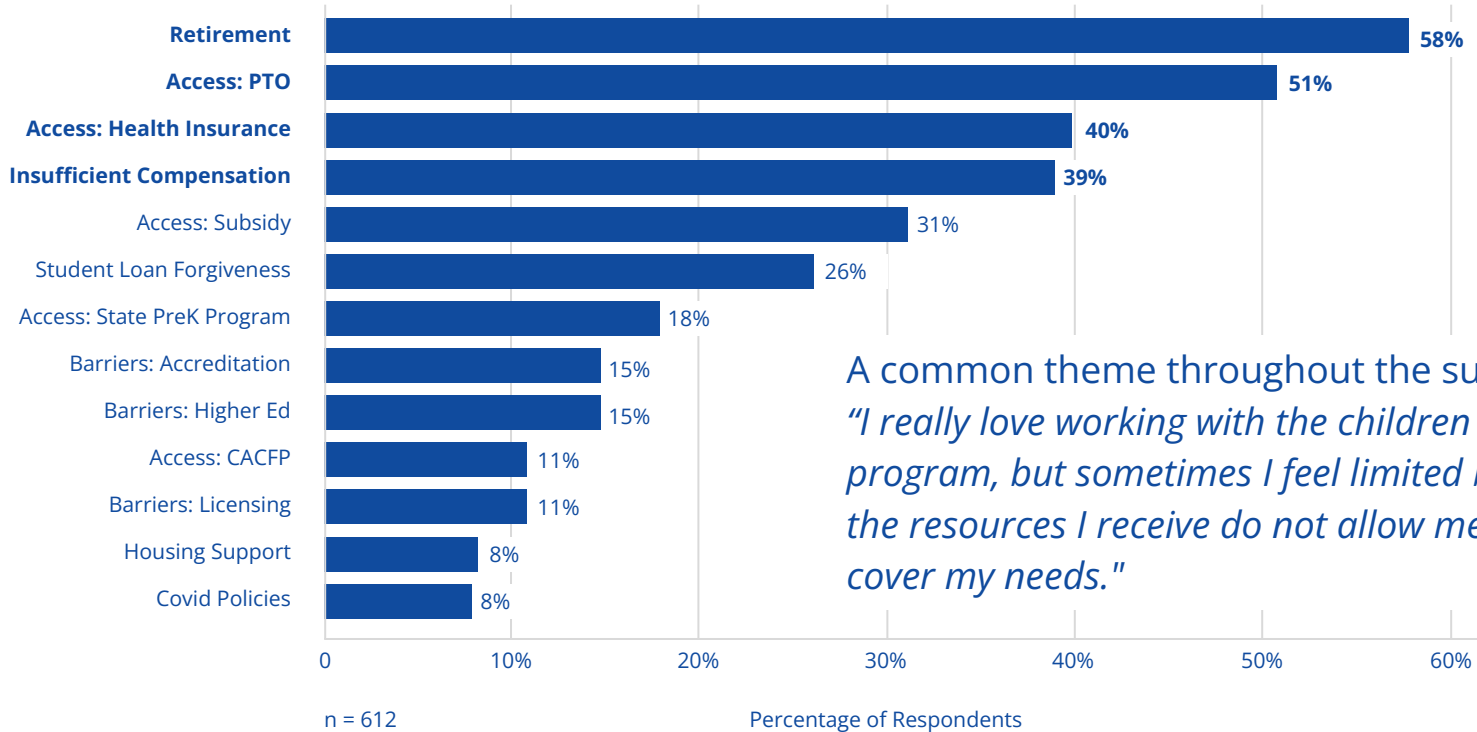
higher engagement in advocacy



greater likelihood to continue operating their programs indefinitely



# Top Policy Issues



A common theme throughout the survey is *"I really love working with the children in my program, but sometimes I feel limited because the resources I receive do not allow me to cover my needs."*

We heard from almost 1000 people through interviews, focus groups, surveys and in-person meetings to identify the optimal strategy for NAFCC.

**90%**

are interested in receiving resources to participate in FCC advocacy despite less than 30% participating today

## Less than half of educators were connected with a FCC specific network

(e.g., FCC network, local or national FCC association, FCC union, child care alliance)

## ‘Building legitimacy of FCC as a profession’

was the top response by educators when asked **what they would want NAFCC to focus on** to help them as an FCC educator

The **top 3 benefits NAFCC could provide** as ranked by respondents:

- 1. Benefit program, especially retirement**
- 2. Support running a high quality child care program**
- 3. National Accreditation**

*“I’d want NAFCC to offer opportunities like a large company would where we could participate in retirement programs, health insurance, financial services. We could be a large group and have access to what large companies have as far as benefits.”*

*“National Accreditation plays a crucial role in maintaining consistent quality indicators nationwide, promoting uniformity across the country rather than being specific to individual states.”*



# 2025-2027 Strategic Plan

# NAFCC'S 2025–2027 Strategic Plan

**The moment is now** for NAFCC to ensure home-based family child care is thriving and continues to be a critical care option for families and children by **investing directly in educators** and **amplifying our field-level impact**

*Creating Pathways to Business & Personal Prosperity*



*Elevating Quality in Family Child Care*



*Inspiring Advocacy to Amplify Educator Voices*



*Influencing Policy to Create Impact at Scale*



# Creating Pathways to Business & Personal Prosperity



We're championing **fair compensation, healthcare, economic mobility and professional dignity** for those who care for our children today and the next generation of educators

## STRATEGIC PRIORITY:

NAFCC is the most valuable membership association for all family child care educators, *making the profession feel **enticing and sustainable***

## STRATEGIC GOALS:

- Launch **1 new membership benefit** focused on FCC sustainability per year
- **80% of members** engaged in Sustainability programs agree NAFCC services have a positive impact on their personal or FCC business sustainability

# Elevating Quality in Family Child Care



We're building on over 30 years of experience being the singular champion of home-based family child care, **setting national standards & creating learning opportunities** that ensure safe, nurturing environments for children & families

## STRATEGIC PRIORITY:

NAFCC is the most valuable membership association for all family child care educators, *directly and significantly **improving their experience as educators and the quality of early care & education in a home-based setting, including accreditation***

## STRATEGIC GOALS:

- **5% annual growth** in total accredited FCC educators
- Engage **3,000 FCC educators** in Quality & Professional Development Supports per year

## Inspiring Advocacy to Amplify Educator Voices



We're strategically investing in developing the capacity, resources, and partnerships needed to support members and others in the field to **advocate for themselves and family child care** at local, state, and national levels.

### STRATEGIC PRIORITY:

NAFCC is the most valuable membership association for all family child care educators, *building **capacity for leaders to advocate** for the needs of FCC and families in FCC*

### STRATEGIC GOALS:

- Build capacity of FCC leaders representing **50 states plus DC** to drive advocacy efforts
- **75% FCC educators** agree NAFCC demonstrates a strong understanding of issues facing FCC and has been instrumental in enhancing the field

## *Influencing Policy to Create Impact at Scale*



We're expanding our reach and **creating systemic change** for family child care through strategic partnerships, research, FCC leadership capacity building & policy advancements

### **STRATEGIC PRIORITY:**

NAFCC is the biggest platform for FCC-led state and federal policy change through its *large membership base, reputation as an expert on FCC, and research on what FCC educators want and need*

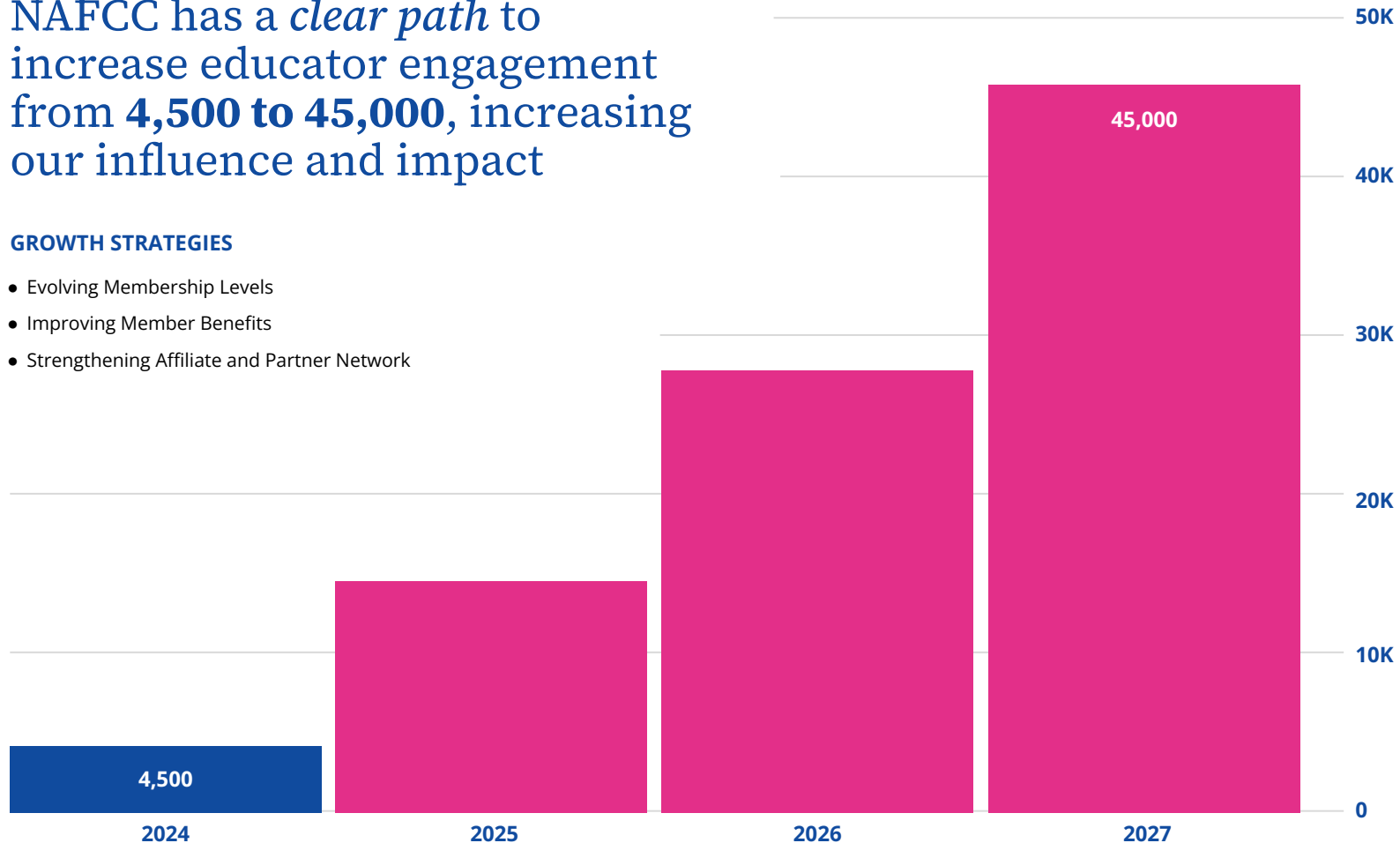
### **STRATEGIC GOALS:**

- Demonstrate progress towards at least **1 NAFCC Policy Priority** per year (national or multiple states)
- Publish **3 Policy Papers, Letters or Briefs** per year
- **5% annual growth** in NAFCC media mentions

# NAFCC has a *clear path* to increase educator engagement from **4,500 to 45,000**, increasing our influence and impact

## GROWTH STRATEGIES

- Evolving Membership Levels
- Improving Member Benefits
- Strengthening Affiliate and Partner Network



# Unique Strengths of NAFCC

- FCC educators lead at all levels & value having a national platform “for us by us”
- Existing **infrastructure** for broad engagement in all states
- **Impactful programs**, including national accreditation & Leaders Shaping Leaders

Leverage NAFCC community;  
Amplify best practices

Amplify best practices; partner in  
different communities/projects

FCC Voice & Input; Build &  
Disseminate Evidence

FCC Voice & Input; Joint Advocacy

**Funder Collaboratives**

**FCC TA Providers**

**Research Institutions**

**National Organizations**



## OUR BOARD

NAFCC's Board represents the diversity of the FCC field and entrusts NAFCC's Staff to carry out the vision.



Dr. Ellaine Miller  
Board President



Tiffany Taylor  
Membership Delegate  
New York



Kendra Thomas  
Secretary  
Pennsylvania



Yvette Sanchez  
Fuentes  
Vice President  
Washington, DC



Jonathan Paul, Ph.D.  
NAFCC Treasurer  
Massachusetts



Laura Butler  
Member at Large  
Vermont



Benu Chhabra  
Member at Large  
California



Marica Cox Mitchell  
Member at Large  
Washington, DC



Vantoinette Savage  
Affiliate Council Delegate  
North Carolina



Yessika Magdeleno  
Member at Large  
California



Mary Muhs, Ed.D.  
Member at Large  
Minnesota



Crystasany R.  
Turner, Ph.D.  
Member at Large  
Wisconsin



Dr. Valora  
Washington  
Special Advisor to the Board

## OUR TEAM

NAFCC's leadership has the experience, expertise, credibility, and values it takes to execute on the organization's vision.



**Andrea Maldonado**

**Director of Quality Assessment**

Accreditation, FCC Coaching, Universal Preschool



**Francina Wisnewski**

**Director of Membership**

Bilingual Education, Labor Organizing, and Unions



**Erica Phillips**

**Executive Director**

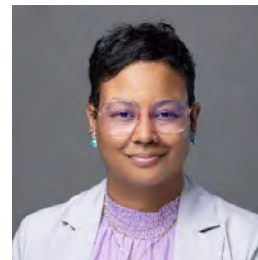
FCC Veteran and Former Business Consultant



**Yesy Robles-Brown**

**Chief of Staff**

Organizational Development and Grassroots Organizer



**Dezire'e Mattocks**

**Director of Professional Development**

Master Facilitator, ECE Quality Improvement Specialist, and Former FCC educator



**Zakenya Perry-Neely**

**Director of Strategic Partnerships**

Community Leadership and Organizational Development



**Ronald Jarrett**

**Director of Policy**

Child Care Policy and Movement Building

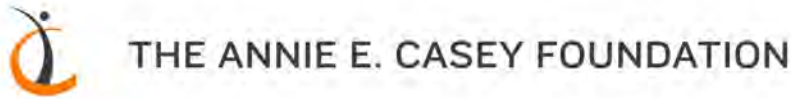


**Lolita Jerido**

**Director of Development**

Association leader, Small Business, National Fundraising

MAJOR DONORS





Let's build a  
better system  
for children,  
families,  
& educators  
together.

[nafcc@nafcc.org](mailto:nafcc@nafcc.org)  
[www.nafcc.org](http://www.nafcc.org)