MONTGOMERY COUNTY
EARLY CARE & EDUCATION INITIATIVE
ACTION PLAN 2020

Maryland's Largest School District
MONTGOMERY COUNTY PUBLIC SCHOOLS

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MONTGOMERY COUNTY
EARLY CARE & EDUCATION INITIATIVE
ACTION PLAN 2020

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A message from County Executive Marc Elrich:

I am pleased to present the Early Care and Education Initiative Action Plan. Over the past year an interagency and stakeholder group from the County and the community formed committees to address "Year One" goals and outcomes set by the Initiative and to develop recommendations for an Action Plan for Early Care and Education.

Building on the Early Care and Education Strategic Plan 2017: Investments in Our Future and on the work of many community organizations, the committees developed recommendations that formed the base of this Action Plan. The collaboration between County departments, County agencies and community stakeholders working in Early Childhood Education has been essential to breaking down silos, addressing barriers and focusing on the work that is essential to our community.

All of the work to create this plan took place before we were faced with the COVID-19 pandemic. It is important that we acknowledge the critical work of the community by releasing this Action Plan. However, given the impact of the pandemic, we will focus our efforts first on recovery for existing early childhood programs. We will follow with an emphasis on the development and sustainability of a system of early care and education and on access to high-quality, affordable child care for families.

With a strong early care and education system, our children will be ready for school and our economy will continue to grow by supporting the child care needs of working parents.

I want to thank everyone involved in this effort. As we move forward toward recovery, we will rely on this Action Plan and on the crucial and continuing role of the committees and the engagement of stakeholders in the early childhood field. Through such collaboration, we will work to support and sustain high-quality early care and education for all children in Montgomery County.

MONTGOMERY COUNTY COUNCIL

ROCKVILLE, MARYLAND

COUNCILMEMBER NANCY NAVARRO
DISTRICT 4

CHAIR, GOVERNMENT OPERATIONS AND
FISCAL POLICY COMMITTEE

EDUCATION AND CULTURE COMMITTEE

A message from County Councilmember Nancy Navarro:

It gives me great pride to be a founding part of the vision and work that has culminated in the County's Early Care and Education Action Plan. Coming in the eve of the twin pandemics of COVID-19 and the renewed reckoning with systemic racism, the timing is perfect for a multiyear action plan that would significantly expand child care options for infants, toddlers and preschoolers, provide greater access to more families and support schools and community-based providers.

The United States has a growing aging population, and a young population. This young population is socio-economically, racially, and ethnically diverse, and disproportionally affected by an opportunity gap that leads to an academic achievement gap.

In order to maintain our competitive edge as a nation, our workforce must be prepared for the rapidly evolving global economy. It is well-established through research that high-quality early childhood education programs can produce lasting improvements in the life outcomes of children, especially disadvantaged ones. This is the socio-economic imperative of our time.

High quality programs that are affordable and accessible, have been shown to be cost effective, close education and opportunity gaps, and increase economic benefits. These benefits can better entire communities, not only the child or their families, so to prepare children for a future of opportunity, we must sow the seeds of their success in their early years, during this critical period of brain development.

This plan affirms my belief that high quality, accessible and affordable early care and education opportunities should be available to all parents in our county, especially underserved populations whose children are not being adequately prepared for kindergarten and who are economically impacted by a lack of child care options. As a mother, a former child care provider, and an advocate, and now a legislator, I know the critical difference that quality early education can make for children and families. This is why I authored the blueprint for this plan, working with the county executive, my colleagues, and key stakeholders in our community.

I applaud everyone that is involved in the crafting and implementation of this groundbreaking plan and I pledge my support for it because I strongly believe that respect and equity of access for all our residents must begin literally at the cradle.

EARLY CARE & EDUCATION ACTION PLAN

In March 2019, Montgomery County Executive Marc Elrich announced that early care and education is one of his top priorities. To activate this priority, the County Executive, previous County Council President Nancy Navarro and County Council members, Montgomery County Public Schools (MCPS), and Montgomery College launched the Early Care and Education (ECE) Initiative with an initial County investment of $7 million for the first year.

Recognizing the need for a comprehensive system of high-quality, accessible and affordable early childhood education, these collaborators developed an organizational structure and debated the critical actions needed for the four-year initiative to be successful. The collaborators' vision for the initiative range from reducing costs to the operation of early childhood programs to providing additional child care subsidies for families, all connected by a systems approach to improving education and care for the County's youngest citizens.

An executive committee, steering committee, interagency workgroup and stakeholder group form the main structure of the ECE Initiative. Subcommittees were formed with representatives from Montgomery County Government, Montgomery County Public Schools, Montgomery College, and community early education associations and organizations. Beginning in June 2019 committees formulated recommendations for years two to four of this initiative. This Action Plan outlines those recommendations with a timeline and supporting data.

The Executive and Steering Committees for the ECE Initiative are pleased to present the work of five subcommittees: Access and Affordability, Facilities, Financing, Public Education and Community-Based ECE Partnerships, and Workforce and Training. The action plan is organized by the ECE Initiative priorities of Sustainability, Access and Affordability, Alignment, and Expansion and is followed by a report on Initiative Year One accomplishments.

TIMELINE KEY

YEAR 1	Fiscal Year 2020
YEAR 2	Fiscal Year 2021
YEAR 3	Fiscal Year 2022
YEAR 4	Fiscal Year 2023

SUSTAINABILITY

Provide new and ongoing resources to sustain partnerships and high-quality early childhood education across settings.

TECHNICAL ASSISTANCE

- **YEAR 1**
  Provide dedicated technical support and resources to expansion and retention of child care programs.

- **YEAR 1**
  Provide additional technical assistance support for programs on Maryland EXCELS.

RETENTION

- **YEAR 2**
  Review how transitioning to PreK public school programs impacts PreK provider capacity. Analysis using Child Care Center Cost Model Report.
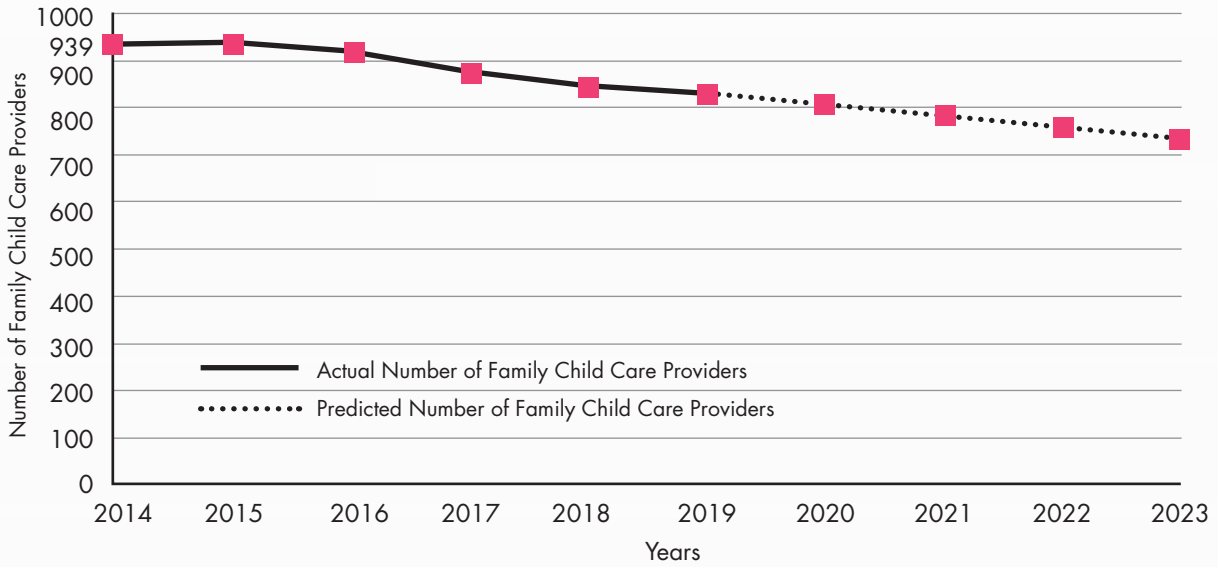
FINANCIAL SUPPORTS

- **YEAR 1**
  Provide scholarships for completing Early Childhood Degrees at Montgomery College (MC) to include non-credit required courses (e.g. ESOL, Math) for entrance to the college; use County contract to collect data on students.

- **YEARS 2 & 3**
  Reduce costs of training and professional development for early educators.

- **YEARS 2 & 3**
  Develop a Shared Services Hub Model for the Early Education field to include options for business supports, training and professional development, equipment, supplies and materials in conjunction with early education associations.

SUSTAINABILITY

Family Child Care Providers in Montgomery 2014-2023

Line graph showing Number of Family Child Care Providers (y-axis, 0–1000) versus Years (x-axis, 2014–2023). Actual Number of Family Child Care Providers (solid line) begins at 939 in 2014 and declines to about 850 by 2019. Predicted Number of Family Child Care Providers (dotted line) continues declining to about 750 by 2023.

Legend:
— Actual Number of Family Child Care Providers
...... Predicted Number of Family Child Care Providers

PHASE 1: BUSINESS ESTABLISHMENT

Establish Business Entity

Implement Marketing Plan

Association & Networking

Goalsetting with Peer Mentor

PHASE 2: PROFESSIONAL PLAN

Publish in MD EXCELS

Participate in MD Child Care Credential

Select Career Pathway

PHASE 3: PROGRAM ENHANCEMENT

Child Care Health Consultation

Environmental and Teaching Assessments

Complete Program Improvement Plan

PHASE 4: ACCREDITATION

Move up MD EXCELS

Move up MD Child Care Credential

Implement Program Improvement Plan

CHALLENGES	SOLUTIONS
Lost in the system	Cohort approach
Takes too long	Specific timed steps to shorten the process
Feel alone	Individualized support & networking
Lack of business awareness	Business counseling & coaching
Lack of career choice	Clear career pathway
Low enrollment	Connection to resources, partnerships and marketing

ACCESS AND AFFORDABILITY

Provide ease of access and affordable options for families with children infants through age five.

SUBSIDIES

- **YEARS 1 & 2**
  Review the Working Parents Assistance Program (WPA) need and usage, align eligibility rates with the State Child Care Scholarship (CCS) (subsidy) and streamline the application process. Reformulate WPA process and usage and examine WPA funding for "seats", creating contracts with early education programs.

- **YEAR 2 with PHASE-IN**
  Expand WPA and provide more families with child care subsidy supports by improving access to families within 350% of Federal Poverty Level (FPL) and then incrementally increasing the income eligibility.

- **YEAR 2**
  Use State CCS and WPA to subsidize costs for low-income parents to fill Child Care in Public Space (CCIPS) vacancies.

- **YEAR 2**
  Update the Montgomery County Child Care Center Cost Model Report (2018) to inform subsidy decisions.

PUBLIC AWARENESS

- **YEAR 2**
  Develop a public awareness campaign in multiple languages to fill and sustain vacant slots in child care programs: center-based and family child care through utilizing WPA funding and additional funding.

- **YEARS 3 & 4**
  Create an app with a "Local LOCATE" and streamline data and directories for finding licensed high quality child care to include all types of programs for families with young children: licensed child care, Early Head Start, Head Start, Public PreK, State and local subsidy information, Family Involvement Centers, Libraries, Recreation and other programs for families including Two-Generation Models.

FAMILY ENGAGEMENT

- **YEARS 2**
  Establish three (3) additional Family Involvement Centers (FIC) that are based near the additional three (3) Montgomery County Infant and Toddlers sites in high need areas.

- **YEAR 2**
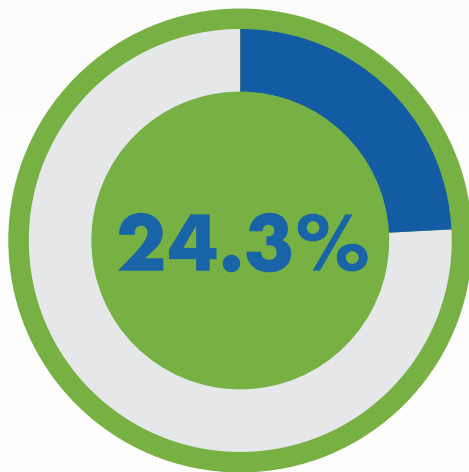 Create an evaluation process for the Family Involvement Centers.
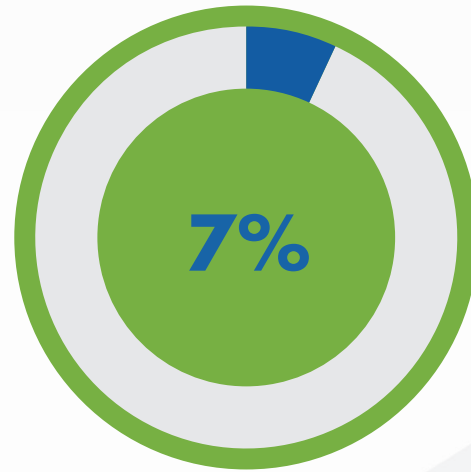
$127,111

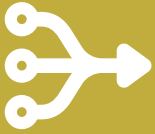Median Income in
Montgomery County
for a Family of 4

Child care costs in
Montgomery County for
a family of 4 with one infant
and one preschool requires
24.3% of a family's income.

24.3%

U.S. Department of Health
and Human Services cites
that child care costs exceeding
7% of a family's income
are unaffordable.

7%

*Maryland Family Network Child Care Demographics 2020 Montgomery County Report:
http://www.marylandfamilynetwork.org/demographics/2020

ALIGNMENT
Create partnerships and alignment of services for ease of access for families of young children, early educators and the public.

TRAINING & PROFESSIONAL DEVELOPMENT

- **YEARS 1 & 2**
  Map all training, professional development and degrees for early childhood educators, coordinate across agencies and analyze costs to early educators; develop a joint training plan between DHHS/Early Childhood Services and MCPS that meets the needs of early educators.

- **YEARS 3 & 4**
  Create an online resource guide for professional development and education options in early education with all partners based on coordination work.

- **YEARS 3 & 4**
  Develop multiple, creative approaches to the delivery of required training that includes on-line, hybrid, mini-courses, and additional on-site options to include higher level professional development for directors and other early educators who already have college or master's degrees; training on equity, cultural competence and inclusion and other best practice, research informed work in the Early Childhood field.

CAREER DEVELOPMENT

- **YEAR 1**
  Explore and develop opportunities to coordinate with Worksource Montgomery on workforce development efforts in early care and education.

- **YEAR 2**
  Coordinate with and support Career Readiness Child Development Program and the Child Development Associate Credential (CDA) in MCPS high schools and the Libraries On-Line High School Degree and Certificate Program for child care.

- **YEARS 3 & 4**
  Provide transportation for high school students enrolled in child development; support MC students through transportation options for internships, campus jobs and other learning opportunities.

HIGHER EDUCATION

- **YEAR 2**
  Promote current pathways and stackable credential development at Montgomery College.

- **YEARS 3 & 4**
  Develop relationships and collaboration with institutions of higher education where early educators are seeking Bachelor of Arts (BA) or Bachelor of Science (BS) degrees; support Montgomery County early educators through college scholarships.

PUBLIC AWARENESS

- **YEARS 3 & 4**
  Develop County and partner websites to reflect clear and accessible early childhood information for early educators, families, partners. Develop in conjunction with app development (page 5).

COMMUNITY PARTNERSHIPS

- **YEARS 1, 2, & 3**
  Develop three (3) models for public education and community partnerships; coordinate options for expansion of MCPS Early Childhood Centers and community-based partnerships.

- **YEARS 1 & 2**
  Align Montgomery County Public Schools (MCPS), Child Care in Public Space (DHHS) and Community Use of Public Facilities (CUPF) child care application, selection and re-bid processes.

- **YEARS 3 & 4**
  Increase transportation access for family child care programs in conjunction with the supply and demand study (page 8).

⬈ EXPANSION

Expand the supply and options for high quality early education programs in multiple settings.

SUPPLY AND DEMAND

- **YEARS 1 & 2**
  Requisition a supply and demand study that includes a marketing analysis.

- **YEAR 2**
  Analyze supply, demand and marketing study in high need areas in the county for placement of child care centers for the Child Care in Public Space Program (CCIPS) in the Department of Health and Human Services (DHHS).

- **YEAR 2**
  Analyze supply, demand and marketing study for the use of commercial space while also examining schools and county building opportunities.

ACCESS

- **YEARS 1 - 4**
  Add 500 seats for birth to five child care in center-based and family child care in high need areas of the county.

- **YEARS 2 - 4**
  Create seats for 100 3-year-olds who are aging out of Early Head Start provided by community agencies, thereby creating a pilot cohort within family child care programs (Federal and State funding).

REGULATIONS

- **YEARS 1 & 2**
  Examine start-up and facility code issues that pose barriers for child care expansion. Determine the need for code changes.

- **YEARS 1 & 2**
  Reduce permitting costs for early care and education programs seeking initial licensing or renewing licenses. Bundle with other savings.

- **YEARS 2 - 4**
  Examine and address regulatory and quality requirements for expansion of child care programs, including outdoor and playground space considerations.

63,732 Children in Montgomery County Ages Birth to 4

A more than **20,000** seat gap.

43,206 Capacity (seats) for child care in Montgomery County Ages Birth to 4

$ FINANCING PROCESS

The financing committee is examining potential revenue sources with a phase-in process over the four-year Early Care and Education Initiative.

- **YEAR 1**
  Initial investment of $7 million.

- **YEARS 1 & 2**
  Identify potential revenue sources.

- **YEARS 2 & 3**
  Assess and determine potential revenue sources including: beverage container tax, community reinvestment funds, developer impact fees, income tax increase, *Pay For Success* funding, philanthropic investments, property tax increase.

- **YEAR 2**
  Prioritize phase-in of services and ECE Initiative committee recommendations in relation to revenue.

- **ONGOING**
  Incorporate state funding for Prekindergarten, child care scholarships (subsidies), and two-generation programs addressing the implications of the Blueprint for Maryland's Future, 2020 legislation and alignment of State and local subsidy.

FIVE YEAR PROJECTED BUDGET*

	Year 1	Year 2	Year 3	Year 4	Year 5
Non Departmental Account (NDA) Expenditures	FY20	FY21	FY22	FY23	FY24
Local Subsidy Program	$1,875,972	$1,500,000	$7,274,230	$8,356,879	$8,522,381
Quality Enhancements	$528,833	$1,005,818	$1,971,169	$2,179,184	$2,199,048
Workforce Development	$520,800	$680,000	$1,083,200	$2,208,000	$2,208,000
Provider Supports		$2,693,546	$1,010,000	$1,500,000	$2,000,000
Infrastructure	$650,000	$960,000	$75,000	$75,000	$75,000
Committee Recommendations	$2,416,984	$2,348,355	$1,500,000	$3,000,000	$4,500,000
Subtotal NDA Expenditures	**$5,992,589**	**$9,187,719**	**$12,913,600**	**$17,319,064**	**$19,504,430**
MCPS Early Childhood Centers allocation	*$1,007,411*	*$1,007,411*	*$1,007,411*	*$1,007,411*	*$1,007,411*
Total Montgomery County ECE	**$7,000,000**	**$10,195,130**	**$13,921,011**	**$18,326,475**	**$20,511,841**

*Reflects rounding

EARLY CARE & EDUCATION INITIATIVE

Action Report: Acronym List

App: software that can be used on your smartphone

CCIPS: Child Care in Public Space

CCS: State Child Care Scholarship

CIP: Capital Improvements Program/Capital Budget

CUPF: Community Use of Public Facilities

DHHS: Department of Health and Human Services

ECCC: Early Childhood Coordinating Council

FIC: Family Involvement Center

FPL: Federal Poverty Levels/Federal Poverty Guidelines

LOCATE: LOCATE: Child Care is a free, referral service with information on regulated child care in Maryland based at Maryland Family Network

MC: Montgomery College

MCPS: Montgomery County Public Schools

MSDE: Maryland State Department of Education

Maryland EXCELS: Maryland's quality improvement system: promotes quality by awarding ratings to programs for young children.

RFP: Request for Proposal

WPA: Working Parents Assistance Program

Early Care & Education Initiative | Year One Report
April 2020

In March 2019, Montgomery County Executive Marc Elrich and previous Council President Nancy Navarro announced that early care and education is a top priority for the county. Together with County Council members, Montgomery County Public Schools (MCPS), and Montgomery College, Mr. Elrich and Ms. Navarro launched the Early Care and Education (ECE) Initiative. Recognizing the need for a comprehensive system of high quality accessible and affordable early childhood education, these collaborators developed an organizational structure for the four-year initiative and set priorities for year one. The county made an initial investment of $7 million in year one.

STRUCTURE

The ECE Initiative's organizational framework was created to help guide planning and implementation. An executive committee, steering committee, interagency workgroup and stakeholder group form the main structure. Subcommittees were formed with representatives from Montgomery County Government, Montgomery County Public Schools, Montgomery College, and community associations and organizations.

The **Executive Committee** is comprised of the County Executive, County Council President, Superintendent of Montgomery County Public Schools, President of Montgomery College and the Director of Montgomery County Department of Health and Human Services (DHHS) (See Appendix A).

The **Steering Committee** includes representation from the Interagency Workgroup and Stakeholders. Each representative provides a unique knowledge base that enhances the overall implementation of the ECE Initiative (Appendix B).

An **Interagency Work Group** is comprised of representatives from Montgomery County Government Departments, Montgomery County Public Schools and Montgomery College together with a **Stakeholder Group** with individuals from representative groups including commissions, boards, associations, non-profit organizations and businesses in Montgomery County joined together to work on the goals of the Initiative through subcommittees (Appendix C & D).

Subcommittees are: Access and Affordability; Facilities; Financing; Public Education and Community-Based ECE Partnerships; and Workforce and Training (Appendix E).

ECE Initiatives: Year One Accomplishments

The ECE Initiative is a four-year action plan aimed at significantly increasing access to quality early care and education for infants, toddlers and preschoolers living in the highest need areas of the County. In the first year of this plan, the immediate goal is to increase the number of quality early care and education seats in a variety of settings (family child care, center-based child care and schools) by registering additional family child care providers and identifying existing unused or underutilized classroom space in high need areas, thus making quality child care more accessible to more families.

With this immediate goal in mind, the initiative focused its year-one efforts in five areas:

- **Expansion** of ECE seats
- Increased **access** to and **affordability** of quality ECE
- **Sustainability** of existing ECE programs
- **Alignment** of partnerships to identify and knock down barriers
- Monitoring **Kirwan Commission** recommendations to ensure alignment with potential statewide imperatives

EXPANSION

Expand the availability of ECE seats for infants, toddlers and preschoolers in multiple settings.

ACCOMPLISHMENTS

Expansion in Year One includes a total of 1,265 seats in multiple settings

- **496 new seats in Family Child Care homes are created through the recruitment of 59 new Family Child Care Providers.** By creating a cohort model for recruiting, training and registering 59 new providers, Early Childhood Services (DHHS) provided support for new providers. The model reduced the time to achieve registration from nine to twelve months to a three- to four-month process.

- **Additional 10 seats for children receiving child care subsidy are made available** at Montgomery College Center for Early Education Laboratory School in Germantown.

- **Opening of the Upcounty Early Childhood Center at Emory Grove** creates full day inclusive PreK classrooms and an inclusive Family Involvement Center for children birth to five beginning in 2019. Montgomery County Public Schools and the Department of Health and Human Services collaborated on the center that is serving 85 general and special education Pre-K students in an inclusive and full-day setting and a Family Involvement Center (FIC) — an inclusive play-based setting for children birth to five and their families. As of February 2020, the Emory Grove FIC has been attended by 123 children (up to two days per week).

- **Full day PreK inclusion classrooms increase from five to six** at MCPS MacDonald Knolls Early Childhood Center, allowing for a total of 115 students.

- **280 PreK seats expand to full day** through the creation of the two Early Childhood Centers.

- **140 children attend the Rockville Family Involvement Center** (FIC) in February 2020 (up to two days per week).

- **An additional 16 three-year-olds are served** in a new Early Head Start center-based classroom in Gaithersburg.

ACCESS AND AFFORDABILITY

Increase access to quality early childhood education to more children through increased utilization of the Working Parents Assistance Program (WPA).

ACCOMPLISHMENTS

- **98 percent of families transition from WPA to the State Child Care Scholarship program (CCS)** due to an increase in income eligibility levels for CCS.

- **WPA income eligibility guidelines rise from $64,200 to $90,125 for a family of four** in November 2019.

- **Reimbursement rates increase for providers up to as high as 80 percent of the current county average market rate for child care** through a WPA supplement for the Maryland Child Care Scholarship.

- **WPA child care provider orientation and training is scheduled** for Spring 2020.

- **Recommendations to reformulate WPA** in Initiative years 2-4 are made by subcommittees.

SUSTAINABILITY

Ensure sustainability of existing family and center-based programs to reduce provider attrition and loss of available seats.

ACCOMPLISHMENTS

- **Cohort model and four cohorts are created to recruit and retain new Family Child Care Providers.** In the first year, prospective providers received support and required trainings to complete all aspects of the State registration process, to move into the credentialing program and work towards accreditation and Maryland EXCELS, the state quality improvement system (Early Childhood Services, DHHS). Twenty providers received supports for equipment, materials, curriculum through a $1,000 fund.

- **Three providers achieve housing.** Early Childhood Services staff supported providers through the Moderately Priced Dwelling Unit (MPDU) process to move into home ownership allowing them to open Family Child Care homes.

- **84 students are enrolled in Child Development Certificate (CDA); 45 in the one-year certificate program; 87 in the Associate of Applied Science in Early Childhood Technology (AAS) degree program; and 244 in the Associate of Arts in Teaching and Early Childhood Education/Special Education (AAT) degree program at Montgomery College in school year 2019-2020.** The college has developed career pathways for Early Childhood Education over the last several years to include the CDA, a one- year certificate program, the AAS degree and the AAT degree.

- **Scholarships for Montgomery College are reinstated.** In school year 2019-2020, $250,000 from the ECE Initiative FY2020 budget for scholarships for Spring 2020 semester and semester 1 for summer.

- **Fifteen registered Family Child Care Providers access $500 each from State grant program.** The State Family Child Care Provider Direct Grant Program is for registered providers who are income eligible.

- **Five registered Family Child Care Providers receive $1,000 from the state Child Care Quality Incentive Program.** Providers were required to be at Maryland Credential Level two or higher.

Financing Committee

Reviews common revenue sources used in other jurisdictions and rules out sources not directly available to Montgomery County due to State purview: digital goods tax, e-cigarettes tax, legalization and taxation of recreational marijuana, services taxes, sports betting. The committee additionally rules out a sugary drink tax as a regressive tax.

ALIGNMENT

Establish a cross-agency working group to immediately identify and resolve barriers to expansion, access and affordability, and sustainability of quality child care in the county.

ACCOMPLISHMENTS

- **The Interagency and Stakeholder Workgroup is fully established** with county departments, MCPS and Montgomery College, local association leadership and community members. The Steering Committee leads the work of the interagency work group.

- **Five subcommittees are established** (Access and Affordability, Facilities, Financing, Public Education and Community-Based ECE Partnerships, and Workforce and Training). Committees have been working since June 2019 and have developed recommendations for the four-year Action Plan.

- **Subcommittee Co-Chair training is held** in July 2019.

- **Community Forum is held** November 25, 2019. Community members reacted to subcommittee draft recommendations and provided additional ideas.

- **Committee charges are established.** Each subcommittee works towards a "committee charge":

Access and Affordability
Charge: Examine access and affordability to quality early childhood programs for both providers and families in connection to readiness gaps.

Facilities
Charge: Identify space, understand processes, and examine vacancies in child care in public space. Include licensing as part of the conversation.

Financing
Charge: Review innovative strategies used across the country to fund ECE birth to five.

Public Education & Community-Based ECE Partnerships
Charge: Identify steps to strengthen the continuum from child care and Pre-K to kindergarten and determine what is needed to support children enrolled in public Pre-K.

Workforce and Training
Charge: Prepare early childhood educators to provide high quality programs.

KIRWAN COMMISSION

Monitor Kirwan Commission recommendations to ensure alignment and possible coordination with partners at the State level.

ACCOMPLISHMENTS

- **MCPS aligns early childhood initiatives** with the recommendations proposed in Policy Area One in the Kirwan Commission. Current and future early childhood programming in MCPS will support these efforts and the recently passed Blueprint for Maryland's Future.

- **Expansion of high-quality prekindergarten programs for income-eligible families in MCPS.** New federal, state, and local funding sources have made it possible to augment programming for four-year-olds.

- **Public education and community partnership** committee developing several models that support expanded access to PreK in multiple settings.

- **Analysis completed** of The Blueprint for Maryland's Future legislation (Kirwan Commission). The Montgomery County Office of Intergovernmental Relations is communicating with the State Delegation.

Appendix A:

The Executive Committee

Marc Elrich, County Executive
Nancy Navarro, County Council
Dr. Jack Smith, Superintendent, Montgomery County Public Schools
Dr. DeRionne Pollard, President, Montgomery College
Dr. Raymond Crowel, Director, Montgomery County Department of Health and Human Services

Appendix B:

The Steering Committee

Dr. Barbara Andrews, Administrator, Early Childhood Services, DHHS
Jennifer Anaiz, Manager, Early Childhood Services, DHHS
JoAnn Barnes, Chief, Children, Youth and Families, DHHS
Amy Cropp, Director, Division of Pre-K, Special Programs and Related Services, MCPS
Dr. Eric Benjamin, Dean of Educational and Social Sciences, Montgomery College
Sharon Friedman, Project Director, Montgomery Moving Forward
Yvonne Iscandari, Administrator, Office of Eligibility and Support Services, DHHS
Deborah Lambert, Senior Fiscal and Policy Analyst, Office of Management and Budget
Monica Ortiz, Policy Officer for Early Care and Education, DHHS
BB Otero, Special Assistant to the County Executive
Caroline Sturgis, Assistant Chief Administrative Officer, Office of the County Executive
Verna Washington, Supervisor, Division of Title I and Early Childhood Programs and Services, MCPS
Vivian Yao, Legislative Analyst, Montgomery County Council

Appendix C:

The Interagency Workgroup

Community Use of Public Facilities
Department of General Services
Department of Health and Human Services
Department of Permitting Services
Montgomery County Recreation
Housing Opportunities Commission
Maryland-National Capital Park and Planning Commission
Montgomery College
Montgomery County Office of the County Executive
Montgomery County Office of Management and Budget
Montgomery County Public Libraries
Montgomery County Public Schools
Montgomery County Revenue Authority

Appendix D:

Stakeholder Group

Wanda Person, President, Family Child Care Association of Montgomery County
Sharon Sherry, Representative, Jewish Federation of Greater Washington, Early Childhood Education Council
Rosanna Thorndahl, Representative, Latino Child Care Association of Maryland
Carrie Meyer, Chair, Organization of Child Care Directors
Liran Laor, Chair, Maryland Association for the Education of Young Children, Montgomery County Chapter and Chair, Early Childhood Coordinating Council
Astrid Crookshank, Representative, Maryland State Child Care Association, Montgomery County Chapter
Tory Enerson, Representative, Montgomery Montessori Institute
Michelle Belski, Chair, Commission on Child Care
Laura Irwin, Chair, Community Action Board
Dusty Rood, President, Rodgers Consulting
Kimberly Rusnak, Project Director, Children's Opportunity Fund
Terrill North, Executive Director, Collaboration Council for Children, Youth & Families
Shane Rock, Executive Director, Interfaith Works
Mimi Hassanein, Representative, County Executive Faith-Based Partners
Tiffany Jones, Parent Representative, Head Start Policy Council
Veronica Menendez, Parent Representative, Early Head Start Policy Council, Family Services, Inc.
Sharon Friedman, Project Director, Montgomery Moving Forward
Beth Myers, Member Strength Director, Service Employees International Union (SEIU)
Alice Grear, Supervisor, City of Rockville Department of Recreation and Parks
Andy Lett, Superintendent of Recreation, City of Rockville Department of Recreation and Parks
Martha Jimenez, Senior Business Counselor, Maryland Women's Business Center

Appendix E:

Subcommittees

Access and Affordability
Paulina Alvarado, DHHS
Jennifer Arnaiz, DHHS
JoAnn Barnes, DHHS
Michelle Belski, CCC
Detrice Brown, DHHS
Mary Rose Catena, MCPS
*Amy Cropp, MCPS
Jerome Fletcher, OCE, ACAO
*Yvonne Iscandari, DHHS
Deborah Lambert, OMB
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SUBCOMMITTEE KEY

BOE: Board of Education

CC: County Council

CCC: Commission on Child Care

COF: Children's Opportunity Fund

CORDRP: City of Rockville Department of Recreation and Parks

CUPF: Community Use of Public Facilities

DGS: Department of General Services

DPS: Department of Permitting Services

ECCC: Early Childhood Coordinating Council

EHS/FSI: Early Head Start/Family Services, Inc.

FCCAMC: Family Child Care Association of Montgomery County

DHHS: Department of Health and Human Services

HS: Head Start

JFGW: Jewish Federation of Greater Washington: Early Childhood Education Council

LCCAM: Latino Child Care Association of Maryland

MC: Montgomery College

MCPL: Montgomery County Public Libraries

MCPS: Montgomery County Public Schools

MCR: Montgomery County Recreation

MCRA: Montgomery County Revenue Authority

MDAEYC MC: Maryland Association for the Education of Young Children Montgomery County Chapter

MMF: Montgomery Moving Forward

MMI: Montgomery Montessori Institute

MNCPP: Maryland-National Capital Park and Planning

MSCCA-MCC: Maryland State Child Care Association-Montgomery County Chapter

OCE: Office of the County Executive

OCE, CAO: Office of the County Executive, Chief Administrative Officer

OCE, FBP: Office of the County Executive, Faith-Based Programs

OIR: Office of Intergovernmental Relations

OMB: Office of Management and Budget

RC: Rodgers Consulting

SEIU: Service Employees International Union-Local 500