

HHS/ED COMMITTEE #3  
December 3, 2012  
**Briefing**

**MEMORANDUM**

November 29, 2012

TO: Health and Human Services Committee  
Education Committee

FROM: Vivian Yao, Legislative Analyst *vy*

SUBJECT: **Briefing: Commission on Child Care's 2011-2012 Annual Report**

The Health and Human Services and the Education Committees will jointly receive a briefing on the Commission Child Care's 2011-2012 Annual Report (©1-18). The Commission published the report on October 1, 2012.

The Commission on Child Care Chair Mindy Thiel will be presenting to the Committees. The Commission is composed of stakeholders and professionals with expertise in the child care field, including representation from parents, business, child care providers, Montgomery County Public Schools, Montgomery College, and County government.

The Commission makes the following three recommendations to the Council when considering the FY14 budget. The Department responses to the recommendation are provided as well.

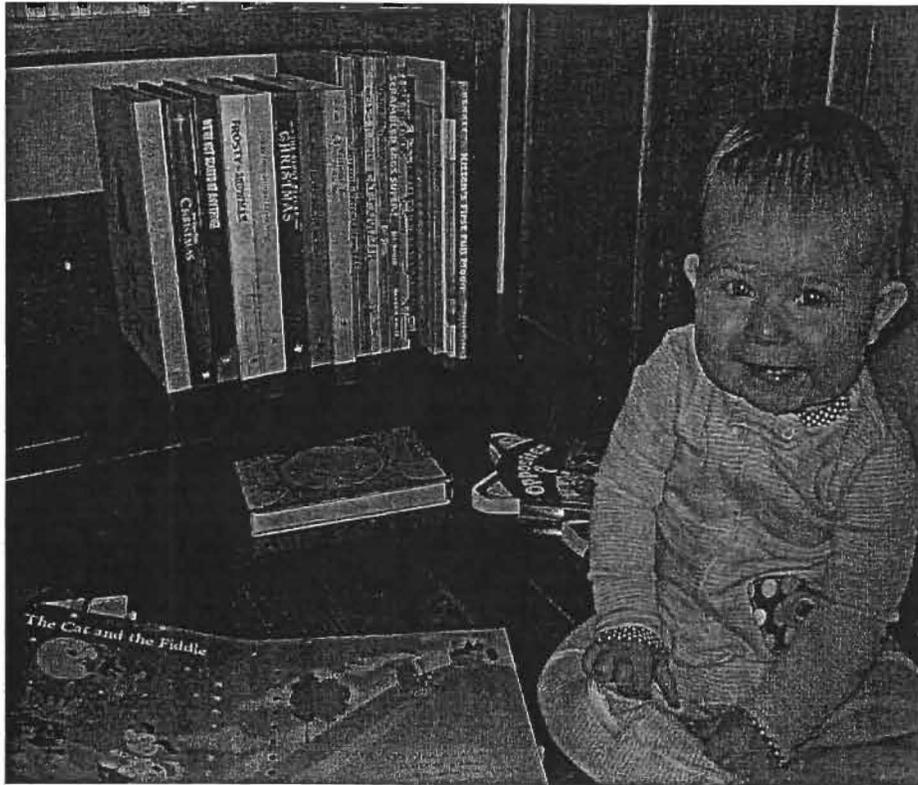
- The Commission thanked the County Executive and Council for providing sufficient funding for the Working Parents Assistance program in FY13 to eliminate the wait list, but recommended **additional funding for child care subsidies** to ensure access to quality, licensed child care and parents' ability to work and attend school (©7-8). DHHS reports that the State child care subsidy program opened its waiting list for three tiers of eligible families at the end of November, and that the WPA program will increase subsidy rates to improve the rate of participation for families already determined eligible but have difficulty meeting the high out-of-pocket costs to participate.
- **Restore the Program Manager position in DHHS to manage Child Care in Public Space** (©9). The position was eliminated in the FY12 budget. Prior to that time, the program manager facilitated the use of public space by providers and proactively addressed logistical concerns arising from the complexity of working with the multiple agencies/departments (MCPS, CUPF, and DHHS) that lease public space for child care.

The Department reports that the position has been restored and the hiring process to fill the position has begun.

- **Support inclusive child care by promoting partnerships and funding professional development** (©10-11). The Montgomery County Child Care Resource and Referral Center has developed partnerships with MCPS, Easter Seals, Child care providers and other key non-profit organization to focus on inclusive child care. DHHS and MCPS are exploring other opportunities to serve children in their child care settings. DHHS will continue to seek funding and partnership opportunities to ensure expansion in this area.

Council staff notes that the recommendations regarding child care subsidy funding and supports for inclusive child care are related to other items scheduled for review and discussion by the joint HHS and Education Committee at the December 3 meeting.

# Montgomery County Commission on Child Care



Annual Report

2011 - 2012

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## THE COMMISSION ON CHILD CARE

The Honorable Isiah Leggett  
Montgomery County Executive

Council Members  
Montgomery County Council

The Honorable Roger Berliner  
President, Montgomery County Council

Citizens of Montgomery County

October 1, 2012

Dear Mr. Leggett, Mr. Berliner, Council Members and Citizens:

The Commission on Child Care is pleased to submit its 2011-2012 Annual Report. The Commission is composed of a variety of stakeholders and professionals with expertise in the child care field including: county parents, business representatives, child care providers, Montgomery County Public School staff, Montgomery College staff, and County government representatives. Our knowledge about children and families in Montgomery County allow the Commission to provide a comprehensive perspective to county officials and citizens.

This year our recommendations to the County are to:

1. Continue to provide additional funding for child care subsidies to ensure families' access to quality, licensed child care and parents' ability to work and attend school.
2. Restore funding for a Program Manager position within the Montgomery County Department of Health and Human Services to manage Child Care in Public Space.
3. Support inclusive child care by promoting partnerships and funding professional development.

Additionally, our priorities for the upcoming year will continue to focus on the issues in the above recommendations, as well as monitor the ramifications and implementation of state programs and policies on child care in Montgomery County.

The Commission would like to thank the County Executive and County Council for eliminating the wait list for the Working Parents Assistance program in the FY13 budget. As you know the wait list for child care subsidies totaled nearly 2,000 last spring. Funding for WPA allows hundreds of children to receive quality child care and increases their chances of future successes, as well as allows more parents to work and become more financially independent. We are committed to continuing to assess the status of WPA as well as providing information to the County from parents and providers about the status of the children in the program.

The Commission greatly appreciates your consideration of our recommendations and priorities when making decisions regarding the FY 14 budget.

Sincerely,

*Mindy Thiel, PhD, LCSW-C*

Mindy Thiel, PhD, LCSW-C, Chair

# The Commission on Child Care

## Vision

Access to quality, affordable child care for all Montgomery County families.

## Mission

To advise the County Executive and County Council of the development, implementation, and effectiveness of government policies, programs, and services that enhance community support for quality, affordable and accessible child care.

## Purpose

Section 27-62 of the Montgomery County Code provides authority for the Commission on Child Care to “advise the County Executive and County Council on the development of policies, programs and services that enhance community support for high quality, affordable and accessible child care.”



## Committee Meetings

The full Commission meets on the third Wednesday of the month at 7:30 p.m. at the Juvenile Assessment Center, 7300 Calhoun Place, Suite 600, Rockville MD 20855. All meetings are open to the general public.

A significant portion of the Commission’s work is accomplished through the Executive, Programmatic Issues, Public Policy and Membership Committees. Volunteers from the general public are invited to assist the committees. Committee meetings take place on the first Wednesday of the month at 7300 Calhoun Place, with the Programmatic Issues Committee meeting at 6:00 p.m., the Public Policy Committee meeting at 7:00 p.m., and the Executive Committee meeting at 8:00 p.m. All meetings are open to the public.

Please call 240-777-1331; TTY 240-777-1009 for more information regarding full Commission and Committee meetings.

# Membership

The Commission has 18 voting members and five to seven non-voting members appointed by the County Executive and confirmed by the County Council. Membership includes parents, center and family child care providers and representatives from the business community, general public and government agencies with interests in child care. The Commission is supported through staff effort from the Montgomery County Department of Health and Human Services.

## Commission Year 2011 - 2012

### Voting Members

#### *Parent Representatives*

Wendy Baber (Past Chair)  
Natacha Blain  
Caroline Cooksey  
Chad Older  
Tamieka Thomasson

#### *Child Care Provider Representatives*

Nuri Funes  
Mimi Hassanein  
Mary Lou Kitchen  
Gloria Kozel  
Bernadine Occhiuzzo  
Shaun Rose  
Monika Utrecht

#### *Business and General Public Representatives*

Anne Albright  
John Amoh  
Richard Patterson  
(*Vice Chair*)  
Aurora Sanchez  
Mindy Thiel (*Chair*)

### Non-Voting Members

Teresa DeLisi, Montgomery College  
Pamela Dunn, Montgomery County Planning Board  
Carl Eggleston, Maryland State Department of Education, Office of Child Care  
Claudia Simmons, Montgomery County Public Schools  
Felicia Turner, Montgomery County Department of Health and Human Services  
Carol Walsh, Montgomery County Collaboration Council for Children, Youth, and Families, Inc.  
Vacant, Maryland Municipal League

### Staff

Beth Molesworth, Program Manager, Early Childhood Services, Montgomery County Department of Health and Human Services

# Membership

Commission Year 2012 - 2013

## Voting Members

### *Parent Representatives*

Hillary Fitis  
Chad Older  
Julie Tanen  
Tamiaka Thomasson

### *Child Care Provider Representatives*

Nuri Funes  
Mimi Hassanein  
Gloria Kozel  
Bernadine Occhiuzzo  
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Felicia Turner, Montgomery County Department of Health and Human Services  
Carol Walsh, Montgomery County Collaboration Council for Children, Youth, and  
Families, Inc.  
Vacant, Maryland Municipal League

## Staff

Beth Molesworth, Program Manager, Early Childhood Services, Montgomery County  
Department of Health and Human Services



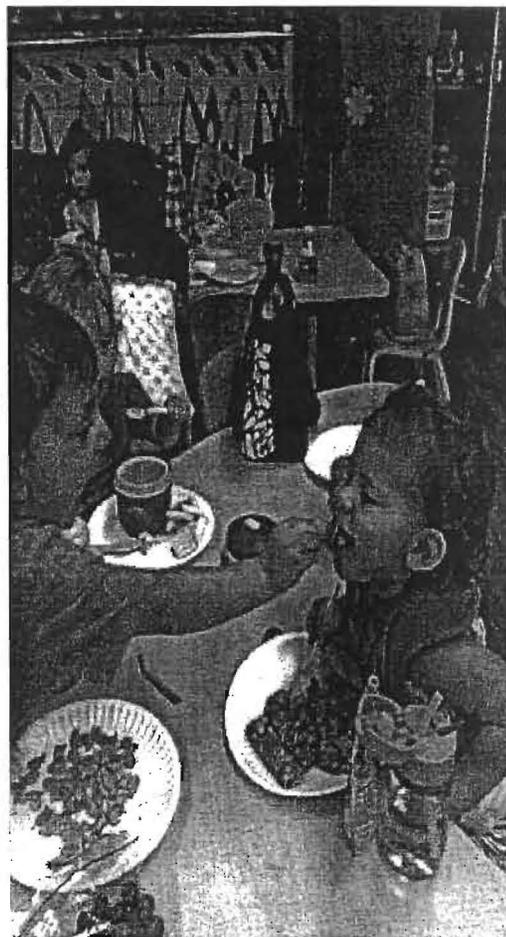
# Recommendation #1

**Continue to provide additional funding for child care subsidies to ensure families' access to quality, licensed child care and parents' ability to work and attend school.**

The Montgomery County Commission on Child Care recommends that the County Executive and County Council continue to provide additional funding for child care subsidies to ensure families' access to quality, licensed child care.

The Commission is extremely grateful that the final FY13 budget included a total of \$500,000 in additional funds for the Working Parents Assistance program, the County's child care subsidy program. However, the State Child Care Subsidy Program, formerly Purchase of Care, remains underfunded, so this amount will not eliminate all the challenges for income eligible families.

**Many families in Montgomery County still cannot afford the high cost of quality child care.** As a result, children miss out on educational and social opportunities critical to school readiness. National research shows that children who participate in high quality early care and education programs are more likely to succeed in school and later in life than children who do not have access to these services. In Montgomery County at the beginning of the 2011-2012 school year, 85% of incoming kindergarten children who had attended a child care center in the prior year were assessed as fully ready, while only 70% of those who were at home or in "informal care" were fully ready according to the Maryland Model for School Readiness.



A recent study published in Child Development confirms the importance of child care subsidies for working families. The study tells us that families receiving child care assistance have access to better quality care than the care accessed by comparable families who were unable to get help. Time and time again, research substantiates that parents who work to provide food and shelter for their children and do not have access to subsidies are often left with low-quality or unsafe options for their children's care. Moreover, a body of research supports that subsidies increase the likelihood of stable employment and increased earnings. "...their subsidy is a lifeline. It makes a difference as to whether they are able to go to work each day and it makes a difference for the quality of their children's care." (CLASP, In Focus, July 11, 2012)

# Recommendation #1

*Continued*

To capture the impact of the lack of child care subsidies on Montgomery County residents, the Commission surveyed families visiting the Child Care Subsidy Programs waiting room. Between February 24, 2012 and June 6, 2012, over 100 parents submitted survey responses. These parents reported multiple challenges related to the absence of child care subsidies:

- 69% of respondents stated that the lack of child care subsidies affected their financial ability to pay for rent, food, clothing, gas and other necessities
- 50% stated it affected the stability and quality of their child care arrangement
- 50% stated it affected their ability to provide developmental/peer social opportunities for their children
- 40% stated it affected their ability to work\*
- 12% stated it affected their ability to attend school
- 10% required other income support programs

\*Includes parents who cannot work or cannot work full-time.

(Some families reported more than one challenge so percentages do not total 100%)

Parents provided comments about the impact of the absence of child care subsidy on them and their family. Comments included:

- "Stressful feeling, very depressed"
- "Having trouble paying for food and clothing for kid and have to stop going to school"
- "Daycare is very expensive and as a single parent it's a struggle to pay the bills and afford daycare"
- "Impacts children by going to different places all the time for care"
- "Child falls behind in socializing and development. A lot of time family and I miss work."
- "I need subsidy and have been on a waiting list for 6 months. I need to go to work. I did find a job but was unable to take it because I didn't have daycare."

One of the most compelling comments by a parent on the subsidy waitlist is "My son is being cared for by a family member in NJ while I work in Maryland. I only see my son on weekends."

Child care subsidy funds are a great investment in the future of the County. Consistent, quality child care is critical to well-being of children and families. Access to licensed care ensures children are safe and receive the social and developmental opportunities necessary for their future success. In addition, access to quality child care provides Montgomery County families with the opportunity to work and attend school to earn a degree. These opportunities help families increase their earning potential, which improves their socio-economic status and expands the tax base.

# Recommendation #2

## Restore funding for a Program Manager position within the Montgomery County Department of Health and Human Services to manage Child Care in Public Space.

Child care in public space is a great benefit to the families and children of our community. By offering the use of public space at a reduced rent, child care providers are able to operate much needed, reasonably priced, quality child care programs for infants, toddlers, preschoolers, and school age children. The County has been able to allocate space in public schools and other publicly-owned and operated facilities. These may be managed by Montgomery County Public Schools (MCPS), Interagency Coordinating Board for the Community Use of Public Facilities (CUPF), or the Department of Health and Human Services (HHS).

Depending on the managing agency, each type of space has different requirements, different lease periods, and different criteria for awarding leases to applying providers. As a result, providers accessing and using public space face complex processes in order to manage and sustain quality programs. The Commission has been reviewing these issues for several years in an attempt to work with all of the stakeholders to help streamline the process and create conditions where successful programs can continue to flourish for the County's children.

Until two years ago, an HHS Program Manager was charged with the dual responsibility of (1) facilitating the use of public space by providers and (2) proactively addressing logistical concerns that often arise from the complexity of the process. The position, however, was eliminated as part of necessary budget reductions to County agencies. The loss of this position has resulted in an unprecedented number of complications concerning the use and management of public space.

These significant challenges impact providers. They impact the agencies who manage these spaces. They impact families. And ultimately, they impact children. As a result, the Commission recommends that the County restore funding for this Program Manager position as an important first step in ameliorating these issues. The Commission will continue to work on public space issues during the upcoming year and look forward to strengthening its partnerships with Montgomery County public officials, MCPS, and CUPF on this important challenge.

# Recommendation #3

## Support inclusive child care by promoting partnerships and funding professional development.

Data collected by the Commission on Child Care indicates that there is a need for inclusive child care in Montgomery County:

- Maryland Family Network (MFN) LOCATE Child Care Special Needs Service received calls in FY11 from 145 families with 153 children in need of specialized child care.
- The LOCATE Child Care Special Needs Services counted the following needs reported by parents of the 153 children in FY11: 24 children with Autism, 32 with speech and language delays, 28 with developmental delay, eight with Attention Deficit Hyperactivity, eight with Down Syndrome, six with genetic disorders, six with premature birth, five with feeding problems, three with Intellectual Disabilities, two with emotional disabilities, and children with a variety of special medical needs.
- In FY11, 1,748 referrals were made to Montgomery County Public Schools (MCPS) Child Find for three to five year olds, and 849 of these children received developmental screenings. 325 referrals were made to Developmental Evaluation Services for Children for in depth assessment of suspected developmental delays or disabilities.
- Another 4,098 families were served in the Montgomery County Infants and Toddlers Program, where children from birth to age three receive assessment and intervention services.

The need for child care for children with special needs has been recognized and addressed by a variety of agencies both public and private in Montgomery County including the Reginald S. Lourie Center for Infants and Young Children, the Montgomery County ARC, the Montgomery County Department of Health and Human Services Child Care Nurse Consultation Program, private child care centers, the Montgomery County Child Care Resource and Referral Center, the Montgomery County Early Childhood Mental Health Consultation program, and MCPS. Even with these resources there is a continuing need for support for children with special needs, their families and the child care programs serving them.



# Recommendation #3

*Continued*

In order to accommodate these children and mainstream them into child care programs, kindergarten, and elementary school, the Commission supports:

- Partnerships among child care program leadership, staff, parents and early intervention specialists as a key to successful service;
- Appropriate training and professional development to include on-site coaching, modeling, and ongoing support;
- Additional resources to make modifications to existing child care programs to ensure children of all abilities have access to child care programs; and
- Recognition that children have a wide variety of abilities and no one model of inclusive child care will meet all children's needs. One example of a comprehensive model for inclusive child care, which was developed by staff at the Upcounty Montgomery County Infants and Toddlers Program, can be found in **Appendix A**.

Communication and coordination between the school system and early care and education programs can enhance both early intervention services and high quality inclusive child care. In order to better serve children with Individualized Education Plans or Individualized Family Service Plans, the Commission recommends that MCPS Early Childhood Intervention staff provide specialized services for children on site in child care centers whenever appropriate. In some cases providers will need funding assistance to provide additional staff to give children the individualized attention they need.

The Commission supports and advocates for funding for professional development and incentives to promote inclusive child care. Providing inclusive child care to children with special needs is essential to their optimal development. However, currently some child care providers have little or no special needs training or experience. The Commission recommends that this needed training be supported by Montgomery County Executive and Council. Frequent and enhanced training for child care providers and families especially for children with special needs has the potential to give child care providers the confidence and support necessary to open their doors and hearts to more children with special needs, thus allowing all children in their care to benefit from more inclusive programs.

## Priorities 2012-2013

- Advocate for **continued additional funding for the Child Care Subsidy Programs** to ensure that families are able to work or attend school and that children can access safe, stable and appropriate child care.
- Investigate current policies related to **Child Care in Public Space** to ensure that they foster accessible, affordable and quality child care for Montgomery County families.
- Investigate the impact of the rewrite of **zoning regulations on child care facilities** in Montgomery County.
- Monitor and assess the ramifications of the implementation of **Maryland EXCELS** and **professional development initiatives**.

# Commission Activities 2011-2012

## Committee Activities

Studied and heard comments from child care providers on the new fee structure and procedures for Fire Marshall Inspections. Collected information on additional fees charged to providers with septic systems.

Discussed the proposal in the County Council to exempt new child care facilities from the requirement to conduct a traffic study in the Subdivision Staging Policy.

Learned about training available for child care providers given by Montgomery County Infants and Toddlers Program staff called "Learning Language and Loving It," aimed at creating inclusive environments for children of all abilities.

Received updates from the Montgomery County Child Care Resource and Referral staff on professional development opportunities, resources to support inclusive child care, and technical assistance.

Attended quarterly update sessions with DHHS Director Uma Ahluwalia and other members of Boards, Committees and Commission.

Developed a questionnaire and collected stories about how families were impacted by the lack of child care subsidies.

Studied and discussed the FY13 Proposed Capital Improvements Program budget for Child Care in Public Space and the Children's Resource Center.

Received an update from Services Employees International Union staff on issues the union is working on for family child care providers.

Learned about Maryland State Department of Education plans for the quality improvement rating system "EXCELS" and discussed plans for Maryland's \$50 million Early Learning Challenge Grant, including the creation of local early learning councils.

## Guest Speakers

Councilmember Nancy Floreen. Explained her proposed resolution to exempt child care centers from one of the required traffic studies currently applied to all development.

Kathy Lazar, Montgomery County Public Schools. Announced that non-profit child care providers can purchase items at a discount through the MCPS Department of Materials Management.

# Commission Activities 2011-2012

*Continued*

Uma Ahluwalia, Director of the Department of Health and Human Services, and Kate Garvey, Chief, Children, Youth and Family Services. Spoke about the early childhood system of services, the role of the Commission and prospects for child care and early childhood resources in the year to come.

Liz Kelley, Director, Maryland State Department of Education. Discussed Maryland EXCELS and the federal Early Learning Challenge Grant.

Steve Riley and Cindy O'Carroll, Montgomery Child Care Association, Beverly Farms, Joyce Taylor, the ARC of Montgomery County, Nancy Curtis, Department of Health and Human Services and Tamiaka Thomasson, Reginald S. Lourie Center for Infants and Young Children. Discussed services offered and resources required for children with special needs in child care settings.

Ilene Sparber, Coordinator, Interagency Coalition on Adolescent Pregnancy (ICAP), and Cornelia Gregory, Child Care Subsidy Programs and Co-Chair of ICAP. Reported on the Child Care Needs of Teen Parents, in particular, difficulties in accessing child care subsidies.

## Testimony and Correspondence

Participated in County Council HHS Committee worksession on policy priorities, urging the Council to focus on the need for additional funding for child care subsidies.

Testified in the Department of Health and Human Services budget forum about the need for Child Care Subsidies.

Attended the County Executive's Annual Meeting with Boards, Committees and Commissions.

Participated in the Council's HHS Committee worksession on the "Child Care Industry," alerting Council members to "burdens on providers," such as fire inspection fees, which impact the child care business and increase costs.

Testified at the County Council's FY13 budget hearing, strongly urging the Council to address the Child Care Subsidies Program waiting list and restore the Program Manager position for Child Care in Public Space and Commission on Child Care staff.

# Appendix A

## Upcounty Montgomery County Infants and Toddler Program (MCITP) Collaborative Inclusive Child Care Model

Lauren A. Mangrum, M.S., CCC-SLP and  
Randy M. Kurjan, M.S., CCC-SLP

Inclusion encompasses the true meaning of equal educational opportunities for all children. According to Dan Habib, the director and producer of the documentary *Including Samuel*, "Inclusion...is important, not just educationally, but socially. You make friends and you get to know people and you learn how to navigate through life by being with your peers in your community." The Brown vs. Board of Education ruling (1954) determined that segregation of students in public schools violates the Equal Protection Clause of the Fourteenth Amendment because separate facilities are INHERENTLY UNEQUAL. This argument can also be applied to children with differing needs and abilities. Our goal, in establishing the Upcounty MCITP Inclusive Early Childhood Project, has been to develop a model for high quality, collaborative early childhood inclusion that emphasizes partnerships among childhood educators, caregivers, and community stakeholders. In her book *Do You Hear What I Hear?*, the author, Janice Fialka, shares that "Collaboration is the cornerstone to effective inclusive programs...Forming partnerships between professionals and parents with children of special needs is like learning a new dance...The real dance of partnership occurs when all listen to each other's music, try out each other's dance steps, and work toward a new dance that involves the contributions of partners."

The Collaborative Inclusive Child Care Model was created as a result of community partnerships; work with the Local Interagency Coordinating Committee Inclusive Child Care Committee and funding from federal ARRA dollars. These collaborations led to an opportunity for a team of professionals and parents to attend the National Early Childhood Inclusion Institute in Chapel Hill, North Carolina. This endeavor helped forge what we are now calling the Collaborative Inclusive Child Care Model.

Over the past two years, we have had many opportunities to work very closely with child care centers in our catchment area. Our goal was to make the child care environment more inclusive of children with differing needs that we see in MCITP. What we have learned is that child care providers, teachers, and directors are all in agreement that they want to include all children in community programs and centers. However, they grapple with the many challenges, including limited strategies and resources that would allow them to include children with special needs successfully. Parents of children with special needs certainly want their children to have the same opportunities as all children, but they are faced with the worry that their children's needs can't be met or that their children will not be accepted. By creating a dialogue between

# Appendix A

*Continued*

families, MCITP, and the child care centers, we have discovered the strengths and needs of all parties.

With the support of our leadership, we engaged the directors of the child care centers, entering into a conversation about what was working with the current relationship between MCITP and their centers and what needed to be improved. It was determined that the areas of needs included professional development, program development, and adaptations, as well as family support and satisfaction. To address the area of professional development we offered an evidenced-based staff training opportunity entitled *Learning Language and Loving It, the Hanen Program for Early Childhood Providers*. Strategies taught in *Learning Language and Loving It* provided the staff with ways to address both social interaction and the educational foundations of language, literacy, and even numeracy. These strategies not only support the needs of the differently-abled students, they enhanced the learning of ALL the children.

*Learning Language and Loving It* is a research-validated, state-of-the art in-service education program that addresses the critical role of the early childhood educator in facilitating children's social language and literacy skills during everyday interactions. Drawing from the most current research in the field of early childhood education, language development and adult learning, *Learning Language and Loving It* promotes responsive, developmentally appropriate interactions that are associated with positive language and literacy outcomes for young children. (LLLI research summary)

We also offer ongoing technical assistance and support to the centers until learned skills become habitual and natural, as well as ongoing support to help facilitate the inclusion of children enrolled in MCITP that are in the various centers. We discovered that a consistent team of professionals working together toward common goals is much more effective and efficient than a fragmented approach where services are delivered with a splintered, narrow focus. In order to develop strong relationships between child care centers, MCITP, and families, teams of interventionists became dedicated to individual centers, as well as the individual child(ren) attending that center. This model has allowed interventionists to engage in collaborative problem solving with teachers, center directors, and families.

In order to address the need area of program development and adaptations, we have started to help center staff learn to "backmap" their curriculum and analyze tasks/activities in order to best accommodate the needs of the individual children in their classrooms. This may include recommending the use of a picture schedule, looking at seating arrangements, adapting furniture and/or using sensory rich activities to promote learning. Interventionists have also been able to help centers

# Appendix A

*Continued*

learn to recognize different communication stages, learning styles, physical abilities, and sensory preferences. We have also been able to provide positive behavioral support for teachers. In addition, we have offered trainings to staff and parents on subjects of interest related to the children. Offering ongoing program support has allowed interventionists to become a part of the culture of the centers. Directors know us, teachers know us, families know us, and we have become an integral part of the child care centers rather than the "therapist who comes to see Johnny".

At the very core of the partnership is the family. The family is the link to child care, education, home, and community - the glue that holds it all together. Parents are a child's first and ongoing source of learning. They know what they want for their child, and they are, after all, the consumer. Therefore, family satisfaction is essential to this partnership to implement best practices for children.

In order to support family's concerns about their child's educational, social-emotional, and healthcare needs, we are developing a system for communication between families, staff, and MCITP providers that promotes shared goals and objectives and individualized strategies.

We begin with an "all hands" meeting with all the stakeholders participating (representatives from MCITP, the child care center and the family). We share priorities, concerns and resources. We share, with the parent's permission, outcomes and strategies on the IFSP. We then determine a service model that best fits the child, the family, and the child care center. We regularly check in with parents, center staff, and MCITP service providers to determine if modifications are needed and to assess progress. In this way, we build trust in the family-professional partnerships to achieve family support and satisfaction.

Since the beginning of this endeavor, we have seen positive changes taking place. The center staff feel supported and empowered with the knowledge and strategies they need to include children with special needs as well as address the needs of all children in their care; MCITP staff feel that their suggestions are being heard and implemented and families feel secure in the knowledge that their child's needs are being met. Child care directors are beginning to talk with each other to and share ideas and best practices.

The next step for the Collaborative Inclusive Child Care Model will be to disseminate information and help replicate the model throughout Montgomery County.

Isiah Leggett, County Executive  
Uma S. Ahluwalia, Director  
Kate Garvey, Chief  
Montgomery County Department of Health and Human Services  
Children, Youth and Family Services  
Commission on Child Care  
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Language translation and alternative formats of this report are available upon request. For additional information on the Commission, please call or write at the address and telephone numbers listed above.

Montgomery County does not discriminate on the basis of disability in employment or in the admission or access to its programs or services.

