

REDACTED 10/5/17

Pages 7 & 8 and
Attachments 1-4 and Attachment
6 redacted for
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reasons.

**RESPONSE TO REQUEST BY MONTGOMERY COUNTY FOR
A DEVELOPMENT PROPOSAL FOR THE FORMER SILVER
SPRING LIBRARY SITE**



SUBMITTED BY:
**THE MARTHA B. GULDELSKY CHILD DEVELOPMENT CENTER
AND CENTRONÍA**
FEBRUARY 28, 2017

February 28, 2017

Ronnie L. Warner, Redevelopment Manager
Office of Planning and Development
Montgomery County Department of General Services
101 Monroe Street, 9th Floor
Rockville, Maryland 20850

Dear Mr. Warner:

RE: RFPD- Former Silver Spring Library Site

On behalf of the Martha B. Gudelsky Child Development Center (MBG CDC), I am pleased to submit this proposal for the redevelopment the former library site on Colesville Road in Silver Spring, Maryland. In my role as Executive Vice-President of the MBG CDC Board of Directors, I am authorized to represent and bind MBG CDC in all matters related to this submission. I can be reached by phone at (o)202-332-4200 or (c)202-494-9717. My email address is mperalta@centronia.org.

The Martha B. Gudelsky Child Development Center is a registered corporate entity in the State of Maryland with its legal corporate offices at 11900 Tech Road, Silver Spring, MD 20904. It can be reached at 301-622-0100. The MBG CDC was established by the Homer and Martha B. Gudelsky Family Foundation and has an effective management agreement with CentroNía to operate the proposed child development center at the former Silver Spring library site.

As requested in the RFPD, this proposal will remain in effect for one year from the submission date of February 28, 2017. We have monitored and acknowledge all addenda that the County has issued related to the RFP.

We confirm that neither the MBG CDC nor its operator- CentroNía, are in arrears in the payment of any obligations due and owing to the State of Maryland or Montgomery County, and that neither shall become so during the term of the agreement, if selected.

And if selected, the Martha B. Gudelsky Child Development Center will negotiate in good faith with Montgomery County so as to realize, as expeditiously as possible, the opening of its flagship, state-of-the-art child development center.

Sincerely,



Myrta Peralta
MBG CDC Executive Vice-President &
CentroNía President & CEO

**THE PROPOSED MARTHA B. GUDELSKY STATE-OF-THE-ART CHILD CARE FACILITY
AT THE FORMER SILVER SPRING LIBRARY**

PROPOSAL NARRATIVE



A DEVELOPMENT PROPOSAL FOR THE FORMER SILVER SPRING LIBRARY SITE

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EXECUTIVE SUMMARY

The former Silver Spring Library site is a property uniquely suited to serving as a revitalized community asset serving the ever-growing need of low-income working families for high quality child care in Montgomery County. This proposed revitalization also (1) offers an innovative response to the need for an increase in the number of affordable low-income senior housing units in Silver Spring and (2) honors the 50 plus year history of the site and respects the neighborhood landscape.

The vision for the site is spectacular. The renovation of the current building, an additional 2 story building, and extraordinary landscaping will create a community space worthy of the stewardship entrusted to us by Montgomery County but at no cost to the County. The selection of this redevelopment plan ensures that the property can be back in full use within 18 months from the conclusion of the final negotiations on the disposition of the property. It is anticipated that any necessary master plan and zoning changes/amendments would be minimally disruptive to the neighborhood.

The financing for the project and the sustainability of the Center are well within the capacity of the applicant. Between the resources of the Martha B. Gudelsky Child Development Center, the pledged support of the Homer and Martha B. Gudelsky Family Foundation and the operating revenues of CentroNía, the selection of this proposal guarantees an aggressive timeline for the build-out, the opening of the Center and the future viability of the enterprise.

Most importantly, by selecting this proposal to redevelop the former Spring Library site, Montgomery County will be making an unequivocal statement about its recognition and prioritization of the most vulnerable of its constituents, children ages 0-5, and investing in their future and the County's future. The need for this investment is underscored by both the Montgomery County Department of Health and Human Services December 2016 Montgomery County Early Care and Education Strategic Plan and the February 2017 report by the Montgomery County Office of Legislative Oversight.

This proposal includes a visual representation (through renderings and illustrations) of the transformation of the former Silver Spring Library property, an extensive community assessment that underscores the need for additional child care facilities, the projected costs for the construction and the long-term operations of the center, and documentation of the commitments and relations of the parties to this exciting project.

Description of Respondent Team

The Martha B. Gudelsky Child Development Center (MBG CDC), in association with the Homer and Martha Gudelsky Family Foundation and CentroNía, a locally-based and nationally recognized early childhood education provider, is excited to submit this proposal to develop the former Silver Spring Library into its flagship, state-of-the-art, intergenerational center that will be a first-class model early learning center for Montgomery County, the State of Maryland, and nationally. This new center will represent the first of a planned future network of child care facilities in Montgomery County.

The MBG CDC is the project leader. It is governed by a Board of Directors that is primed to provide the policy and financial oversight required to ensure the highest level of accountability of its stewardship of the property (See Attachment 1).

- **The Martha B. Gudelsky Child Development Center:** In 2015, the descendants of Homer and Martha Gudelsky established The Martha B. Gudelsky Child Development Center, Inc. ("MBG CDC") to make meaningful contributions in the area of early learning in their home State of Maryland. The MBG CDC is registered to do business in Maryland and is currently seeking 501(c)(3) designation. Through an association with CentroNía, a renowned child care provider, MBG CDC will substantially expand early childhood education in Maryland, with an emphasis on services and programs for low-income working families, intergenerational opportunities that recognize the value-added for our children that comes from bringing together multiple generations, and giving back to the community through the sharing of space and support for civic engagement.

The MBG CDC, by working with and through CentroNía and the Homer and Martha Gudelsky Family Foundation, represents a unique model for delivering a vital community service. The role of the MBGCDC will be (1) to implement the development plans/concept proposed herein, (2) to provide general policy and programmatic oversight and serve as the Center's financial steward- insuring that it is meeting its mission, and (3) to contribute to the community.

• **The Homer and Martha Gudelsky Family Foundation:** For over a half a century, the Homer and Martha Gudelsky family, a 501(c)(3) organization, has been a significant contributor in the Washington-Baltimore Metropolitan area, not only philanthropically, but also in innovative and quality land use and community development. The Homer and Martha Gudelsky Family Foundation has a long track record of philanthropic endeavors. Some of the family foundation's more notable contributions in Montgomery County and the State of Maryland include: (a) the principal private funding for the 10-story luxury hospital addition to the University of Maryland Medical Systems' Cancer Center in Baltimore, Maryland (named "The Homer Gudelsky Building"); (b) the leading private funding for the vocational division of Montgomery College in Montgomery County, Maryland (named "The Homer Gudelsky Institute for Technical Education"); (c) the private foundation underwriting for "Mr. Rogers' Neighborhood," "Reading Rainbow" and other children's educational programs on WETA and Maryland Public Television; (d) the leading private funding for the environmental educational center at the Howard County Conservancy, Inc., located in Howard County, Maryland (named the "Gudelsky Education Building"); (e) a leading private contribution for the historic renovation of both The Hippodrome Theatre and The Maryland Zoo in Baltimore City; and (e) numerous other substantial private contributions to various civic and religious organizations promoting the education, child development, arts, medicine, science, the environment, religious institutions, and essential social services for indigents in the area.

The commitment of the Homer and Martha Gudelsky Family Foundation (See Attachment 3) will be financial support- insuring that the MBG CDC has the requisite financial stability and sustainability.

- **CentroNía:** CentroNía, a community-based 501(c)(3) organization, is an award-winning, nationally recognized, high quality early childhood education provider serving children, youth and parents from low-income, working families in a bilingual, multicultural environment. For more than 30 years CentroNía has been a leader in the evolution of the early learning field in the Washington metropolitan area, setting and meeting the highest standards of service delivery. In addition to its work with very young children, CentroNía offers before and after school, evening and weekend enrichment activities, and workforce training for community members interested in going into the child care field.

CentroNía's 10 years of experience with management of an elementary public charter school enhances its understanding of the necessary 0 to 5 developmental and educational requisites for successfully transitioning children to kindergarten. The role of CentroNía will be (1) the day-to-day management and operations of the MBG CDC- ensuring that the approximate 120-150 children enrolled at the Center annually (ages 0-5) and their families are prepared for success in school and (2) the promotion/support of an intergenerational approach that engages the full breath of stakeholders and community interests. The management responsibilities will encompass all the licensing, educational, regulatory, facilities, and administrative functions required of a child care provider. The MBG CDC – CentroNía relationship is detailed in a negotiated management agreement (See Attachment 4).

But CentroNía is more than the sum of its programs. It has served as an anchor organization to all the neighborhoods it serves. It is currently providing evening and weekend classroom space at its headquarters building to the Washington Improve Theater, drawing hundreds of students, some from as far away as Frederick, MD. We provide adult literacy classes, tax clinics, computer classes, cooking demonstrations by renown area chefs, dance classes, and more.

I. MEETING OBJECTIVES OF THE REQUEST FOR PROPOSAL

"The Best of All Worlds" for Montgomery County: MBGCDC proposes a redevelopment plan which in many ways provides Montgomery County with "the best of all worlds" [The plan meets both the spirit and intent of the RFP to address the demand for high quality early learning centers and to increase the number of housing units earmarked for low-income seniors while promoting green space- all sustainable and at no cost to Montgomery County. The proposed low-income senior housing plan is innovative- giving qualified seniors more options and Montgomery County a guarantee that the units will remain accessible to low-income senior

First, MBGCDC proposes to provide a **"platinum, state-of-the-art," comprehensive, quality early learning child development center** managed and operated by CentroNía, one of the nation's premier child development organizations. The programs and services to be provided are detailed in Section II below. This emphasis on a new child care facility is in line with what many refer to as a "community imperative" (DHHS Strategic Plan).

Low-Income Senior Housing: MBG CDC proposes a creative response to adding affordable housing for low-income seniors in downtown Silver Spring. This proposal would provide at least the same number of potential affordable senior housing residences for seniors at or below 60% of the area median income (AMI) as would otherwise be provided in a senior housing building of 50 units (i.e., 30% --- or 15 units --- for seniors at 60% of AMI), which would otherwise be too large for, and would excessively increase the density on the site.

Moreover, MBGCDC's proposed program would provide these 15 affordable senior residences at a separate location within the downtown Silver Spring area, so that the former library site can be designed with sensitivity to the surrounding community's concerns about: (a) overutilization of the property; (b) uses, heights, density, massing, and setbacks of the proposed development; (c) incorporating the Old Library Site into the adjacent park; (d) respecting the character of the existing building and thus focusing on the adaptive reuse of the existing building; (e) respecting traffic patterns to minimize impacts on the surrounding communities; and (f) maintaining the open green space to maximize compatibility with the surrounding community.

If Montgomery County selects MBGCDC as the steward of the former library site for its intended "platinum, state-of-the-art" child development center operated and managed by CentroNia, MBGCDC is pleased to also propose a program to increase the inventory and opportunities for 15 affordable senior housing residences (affordable to seniors with incomes of 60% of AMI) in Downtown Silver Spring. These 15 units of affordable senior housing would equate to 30% of a hypothetical 50 unit building, which would otherwise consume too much of land area on the former library site. Specifically, MBGCDC proposes the following:

(a) [REDACTED] a privately-held limited liability company, [REDACTED] owns the [REDACTED] Apartment community located at [REDACTED] Silver Spring, MD. [REDACTED] will provide and maintain 15 residential units at its [REDACTED] Apartment community for occupancy by qualifying seniors, who are referred to [REDACTED] by Montgomery County Department of Housing and Community Development (DHCD) as qualifying for housing affordable for households at 60% of AMI (the "Qualifying Seniors").

(b) [REDACTED] will offer these 15 units as they become available from existing tenant turn-over at [REDACTED] Apartments, because currently [REDACTED] Apartments is at 100% occupancy. [REDACTED] will not publicly disclose which of its 15 units are occupied by the Qualifying Seniors, so that the Qualifying Seniors' identities remain private and they thus avoid being, in any way, stigmatized for being beneficiaries of this program by other residents at [REDACTED] Apartments. [REDACTED] will, on at least an annual basis, provide DHCD certification of the number of units occupied by qualifying seniors for those affordable units. DHCD will have the right to visit and verify those certifications.

(c) As this program is initiated by [REDACTED] to the extent that 15 units are not available for occupancy by Qualifying Seniors at [REDACTED] Apartments (due to slow turn-over by existing residents), then The Homer and Martha Gudelsky Family Foundation, Inc. pledges to donate to DHCD (or its designee), on an annual basis, an amount equal to \$7,200 for each unit of the 15 units that are not available, to be used exclusively for subsidizing other market rate senior units within the Downtown Silver Spring area for Qualifying Senior to rent at rates affordable to

households with 60% of AMI (the "Qualifying Senior Rent Subsidy Program"). DHCD (or its designee) would manage the Qualifying Senior Rent Subsidy Program, would receive and deposit into a separate restricted bank account the applicable annual donation amount from The Homer and Martha Gudelsky Family Foundation, Inc. (the "Annual Subsidy Amount"), and would arrange for the private and confidential use of the Annual Subsidy Amount to subsidize market rate senior units in Downtown Silver Spring for the benefit of Qualifying Seniors. DHCD acknowledges and agrees that none of the Annual Subsidy Amount would be paid to [REDACTED] or any other property owned, in whole or in part, by [REDACTED]

(d) As [REDACTED] arranges for affordable senior residences at the [REDACTED] Apartment community to be available for occupancy by Qualifying Seniors, then the Annual Subsidy Amount to be paid annually by The Homer and Martha Gudelsky Family Foundation, Inc. would be reduced by \$7,200 per year on a unit-by-unit basis.

(e) Once [REDACTED] provides and maintains all 15 units for Qualifying Seniors, then FAA will continually provide and maintain at least 15 units for Qualifying Seniors, and the Qualifying Senior rent Subsidy Program will cease.

MBGCDC is pleased to offer Montgomery County this opportunity to increase the inventory of and access to affordable senior housing in Downtown Silver Spring in connection with, and contingent upon, Montgomery County selecting MBGCDC to operate its intended "platinum, state-of-the-art" child development center. MBGCDC respectfully suggests that this proposal offers Montgomery County "the best of all worlds" --- an extraordinary child development center and a means to provide additional inventory and opportunities for affordable senior housing in Downtown Silver Spring --- but in such a way that *preserves the existing building's facade, and also maintains (and even enhances) the attractiveness of the property's open space and compatibility with the adjacent park and the surrounding community.*



Former First Lady Michelle Obama at CentroNía in 2012

II. PROPOSED PROGRAM/SERVICES

The Martha Gudelsky Child Development Center (MBG CDC) will serve a minimum of 120 children, ages 0-5, of which at least 75% will be eligible under federal guidelines for free and reduced lunches. The target population is low-income, working families interested in a dual language, multicultural early learning experience. The child care component of the center will operate 7am to 6pm daily, with evening (7-10pm) and Saturday activities for parents and the community. The enrollment capacity could reach 180 children depending on the final design and square footage available for classrooms.

The location of the center at the former Silver Spring library site will be especially attractive to employees that work in the commercial businesses in downtown Silver Spring many of whom work within walking distance of the facility. This proximity to the downtown business/commercial district warrants consideration of extending the hours of operation in support of

evening workers- a consideration that will be explored fully once the center is operational.



The programs and services are grounded in the fact that the development and success of young children occurs, not in a silo, but through the interactions of children and adults. The Center will feature 3 program areas:

(a) Early Childhood Education: The MBG CDC, under its management agreement with CentroNia, will operate its early education program from 7am to 6pm daily. An eleven-hour day reflects the working reality of the predominantly low-income families we will serve. At its core, the goal of the early learning program is to ensure that young children are developmentally, emotionally and socially prepared to start and succeed in school. By exposing children to enrichment activities and instilling in children and their parents a love of learning, a commitment to healthy eating and wellness, we increase the likelihood of their future success. The successful establishment of a community-based child care center is depended on 3 factors: site profile (location, accessibility, competition); revenue streams, and staffing.

In turn, each of these areas involves a series of considerations. For example, there are strict licensing requirements around such issues as specific square footage per child, per classroom (depending on the ages of the children), safety measures, indoor/outdoor play space, and food handling to mention a few. The largest expenditure for any child care center is personnel costs which represent approximately 75% -80% of the budget and much of which is driven by the child-teacher ratios required for licensing and accreditation. For a center serving approximately 120 children the annual operating budget is between \$2.5-3M. Revenues are a combination of funding from federal, state, county, foundation, private donors, and parent fee sources.

- There is simply no other site in downtown Silver Spring better suited to serving as a child care facility. The fact is, given all the regulatory restrictions on use of a facility as a child care facility, it is almost impossible to incentivize providers to open a new child care facility. Space is the singular obstacle to increasing the number of child care slots and the former Silver Spring Library site is a once-in-a-lifetime opportunity. Its location is perfect for access by the community and commuters who drive, take public transportation or walk. The current library building lends itself architecturally to being adapted into a child care center. There is sufficient land for an additional structure, the grounds ensure room for safe and secure outdoor space for children, and the proposed design and amenities will provide a welcome space for neighbors, seniors, civic groups, and volunteers.

- There is limited competition since few existing centers operate 11 hours/day. It is anticipated that the proposed MGD child care center will be fully enrolled on opening day. With full enrollment, coupled with funding from public and private sources and parent fees, it is anticipated the MBG CDC will be financially viable from Day One.

The current lack of accessible and high quality child care slots in Silver Spring serving children under the age of 5 will not only detrimentally impact the future economic health of the county, it will exacerbate the existing achievement gaps by income, race, and ethnicity. (See Attachment 7- Needs Assessment Report). Just among 4 years old children, of which there are approximately 13,000 in Montgomery County, only 4860 are enrolled in high quality child care programs.

The anticipated full enrollment is well-justified. This data shows that almost 80% of the child care centers in Silver Spring serving children under 5 years of age are located more than 2.0 miles from the former library, and thus are about that distance from downtown as well. Of the 8 child care centers within one mile of the former library, even these warrant some qualification. The downtown child care centers include three child care facilities run primarily for the benefit of employees of a single employer. These include Bright Horizons @ NOAA, Discovery Kids Place, and Young Explorers @ United Therapeutics. All three are run by Bright Horizons, a for-profit child care organization founded in 1986 that has centers throughout the US and in several other countries. Discovery Kids Place serves exclusively Discovery employees. Bright Horizons @ NOAA and Young Explorers @ United Therapeutic are open to the public, but company employees get priority, and these centers can be hard for the general public to their children into for that reason.

Another center within the one-mile radius, the Spring Knoll Early Learning Center, while operating more than half a day, opens at 9:00 am and closes at 3:00 pm, which would not accommodate downtown Silver Spring workers who are on a regular schedule.

Most of the centers within the one to two-mile radius of the former library are located away from downtown rather than towards it. The two nearest examples of this are the Acorn Hill Waldorf Kindergarten and Nursery on Brunett Avenue, and Silver Spring Child Care on Colesville Road. Both are just right at one mile's distance from the former public library, but they are on the "away from downtown" side of the former public library. While they and a handful of others within the one to two miles zone may represent convenient options for driving commuters, their location is just a bit outside the scope of being a "downtown" center, and therefore can't take advantage of the Metro. It can be concluded from the data that there is a pressing need for accessible and affordable child care for low-income working families in and very near the downtown Silver Spring.

The child care situation near downtown is even more striking when considering space available, rather than just capacity. Upon surveying the six full-day child care centers nearest downtown, as previously noted one is not open to the public (Discovery Kids Place). All five others reported

being at full capacity for all children under 2, with wait lists of 3 to 6 months, and up to a year in at least one instance. When queried about space available for 3-year olds, two of the five centers reported being at full capacity.

Figure 9 in the Needs Assessment (Attachment 7) lists the eight licensed child care centers in Silver Spring that are in or immediately adjacent to downtown. These centers are all within 0.7 miles of the former public library and none are not open in the evenings or Saturdays.

- While finding a viable location/space is the number one obstacle to opening a new child care center, staffing is the number one challenge to getting and staying licensed and accredited. There is serious competition to attract and hire teachers trained and experienced in early childhood education. The plan will be to start the recruitment process 6-8 months before the scheduled opening date. Teachers must be hired prior to receiving a license to operate so the licensing process will be initiated approximately 1-2 months prior to the opening date. The assumption being that whatever construction work might still be ongoing will be minimal and not related to the child care facilities licensing process.

The programming will include Before and After School Care, reflecting the reality of many parents who do not have 9-5 jobs and/or who understand the value of enrichment activities on the development of their children. The After-School program will be in partnership with local elementary schools who do not offer after school enrichment programs.

Healthy eating and wellness will also be integral to the daily regiment at MBG CDC. As such, the center will have a commercial kitchen. The healthy eating program that will be delivered has been recognized by USDA as one of the best in the nation and has received awards from various organizations committed to ensuring children are introduced to good eating habits at the earliest age possible. It is anticipated that the kitchen will also be available to cater meetings and other activities.

(b) Workforce Development: The field of child care is labor intensive. The new MBG CDC will employ a minimum of 40-50 teaching and administrative staff, not counting the volunteers throughout all the programs.

The Center will serve as a hub for professional development (PD) opportunities for child care providers throughout the County and the State. This will go a long way to "improve and sustain quality aligned to EXCELS" (DHHS Strategic Plan S1). CentroNía, through its professional development Institute, is currently training and coaching over 100 child care teachers and administrators. These trainings and coaching opportunities will be offered at MBG CDC to other child care professionals and providers.

The Center will also offer Child Development Associate (CDA) classes for individuals interested in working in early childhood education. The CDA is the recognized entry level certification required to work as a teacher-aide in a licensed child care center. There is also the very exciting prospect of serving as a training site for Montgomery County colleges and educational institutions in need of placement sites for students enrolled in a variety of fields, including Education, Social Services, and Human Development, etc.

(c) Community Engagement: The MBG CDC envisions and is programming to be an intergenerational learning center, with indoor and outdoor space for training, play and community activities. The use of volunteers throughout the day, in the classrooms, as tutors, as literacy coaches, etc, offer multiple opportunities for adult/child interactions. The proposed MDG CDC design anticipates space for community events, parent workshops, and civic engagement.



Illustration of Courtyard

Through partnerships with senior groups, and enrichment activities for all ages, the Center will be abuzz with activities that are beneficial to all.

III. EXPERTISE AND FINANCIAL CAPACITY TO IMPLEMENT THE CONCEPT

The leadership and management team the MBG CDC has extraordinary depth of knowledge and breadth of experience in the construction and management of such projects. From concept to construction and from financing to fidelity in its long-term strategy to sustain the operations, our expertise and financial capacity is second-to-none. The re-birth of the old Silver Spring Library site into *the* premier early learning center in Montgomery County will serve as a model of what is possible when a public asset is used for public good.

Development Expertise: The founding of the MBG CDC by the Homer and Martha B. Gudelsky Family Foundation translates into access of the expertise of an extraordinary cadre of real estate developers, most prominently Percontee, Inc. a privately-held, fourth-generation real estate company, based in the Washington-Baltimore Metropolitan area and wholly owned by the Homer and Martha Gudelsky family. Percontee was formed in 1947 by the three Gudelsky brothers and initially, their business predominately involved sand and gravel operations. Their business operations grew to include crushed stone quarries and other aggregate business enterprises. During the 1950's, the brothers began land development activities in the Washington Metropolitan area. In 1959, they opened the first regional shopping center in the Washington Metropolitan area, Wheaton Plaza Regional Shopping Center.

During the 1960's, Homer Gudelsky's real estate development activities grew to include additional apartment communities, office buildings, commercial centers, and industrial properties. Through an affiliated partnership owned and controlled by Homer Gudelsky, the area's first super-regional mall, Tysons Corner Regional Shopping Center, was constructed and opened in northern Virginia in 1968. Through the 1970's and 1980's, Homer Gudelsky and his family businesses further expanded its acquisition, construction, ownership, and management of apartment communities, office buildings, commercial and industrial properties, as well as expanding its active operations in the aggregate business. By the end of the 1980's, among

other real estate related investments, the Gudelsky family had acquired ownership interests in more than 9,000 apartments and more than 1.5 million square feet of prime office and commercial space in just the Washington-Baltimore Metropolitan area.

The Gudelskys historically have been innovators of efficient and environmentally sound land use planning. As mentioned above, they were innovators of assembling retailers in a single regional mall. In addition, at a time when automobile dealerships were "sprawling" along major boulevards, the Gudelskys took the bold move of concentrating automobile dealerships at a single location. The first auto park of its kind in the area was Montgomery Auto Park, off of Route 29 in Montgomery County, Maryland. Although this approach today has wide-spread acceptance, when the Gudelskys first pioneered this concept, auto dealers were very hesitant to become "next-door neighbors" with their direct competitors, and the auto dealers had to be persuaded that each dealer would enhance its business by creating a "critical mass" of numerous competing franchises for the consumer's shopping convenience.

The Gudelsky family also takes pride in pioneering the first residential community in Howard County, Maryland to employ the land-efficient and environmentally sensitive "cluster zoning," which the Gudelskys first used in the Fox Valley Estates subdivision in West Friendship, Maryland. Prior to the Gudelskys' innovative use of cluster zoning, this 425-acre tract of land was zoned to be developed entirely with sprawling 3 to 5 acre residential parcels and with little to no open space. Instead, the Gudelskys created a true neighborhood community by clustering together 100 one-acre residential lots and having approximately 325 acres of that parcel placed in a conservation preservation program.

In the Waverly Woods community, the Gudelskys, together with two other Howard County families (the Warfield family and Taylor family), were innovators in developing the most expansive mixed-use community in Howard County, Maryland --- outside of Columbia --- incorporating recreational facilities, a variety of residences (including Waverly Woods' unique townhome-like condominium residences), neighborhood retail, and employment services.

Presently, Global LifeSci Development Corporation (GLDC), an affiliated company of Percontee, Inc., wholly owned by the Gudelsky family, is the master developer of 115 acres of land owned

by Montgomery County. In conjunction with the 185 acres already owned by GLDC, the Gudelsky family plan to develop a 300 acre mixed use development known as Viva White Oak. Viva White Oak is planned as a mixed-use development.

This short history of the expertise available to the MBG CDC team should leave absolutely no doubt that the proposed development of the former Silver Spring site as a high quality child care center is based on a well-conceived land utilization plan and second to none.

It is also understood and a commitment that this redevelopment project will seek to involve minority, female and disabled contractors at every stage of the project. CentroNía is 80% women-dominated and 85% minority. It works primarily with contractors (both in its capital projects and operations) that reflect its make-up and as such, these contractors will have the opportunity to participate in this project.

Site Development-Construction: Our proposed concept addresses two fundamental objectives: (a) utilizing the space in a manner that maximizes the benefit to the residents of Montgomery County; and (b) ensuring that the concept/design are integrated into the existing park/green space and residential neighborhood. (See Attachment 5)



CentroNía



MARTHA B. GUDELSKY CHILD DEVELOPMENT CENTER

ELLSWORTH DR. VIEW

11/19/2017

DRAWINGS ARE CONCEPTUAL AND MAY CHANGE AS THE DESIGN DEVELOPS.

The proposed site will consist of 2 buildings- the current former Silver Spring library building and a new 2-story building (total square footage will be approximately 26,000 square feet), a courtyard, green space, and parking. As part of the thoughtful and thorough planning process for guiding the project from concept to implementation and completion, a tentative "best case scenario" timeline has been developed. The option to phase-in the development is a consideration and will be further discussed once the decision is made as to this proposal. Key to the timeline are the planning and development approvals.

Proposal Response Submission	Feb. 28, 2017	
MoCo Initial Review	Mar 1 thru Jun 1	3 Months
MoCo Short List & Negotiation	Jun 1 thru Nov 1	5 Months
MoCo Board Approval	Nov 1 thru Dec 1	1 Month

ZONING APPROVALS

Concept Update & Refinement	Dec 1 thru Feb 1, 2018	6 weeks (holidays)
Site Survey	Dec 1 thru Feb 1	
Geotechnical Survey	Dec 1 thru Feb 1	
Phase I Environmental	Dec 1 thru Feb 1	
Conditional Use Approval Process	Jan 1 thru May 1	4 Months
Community Presentations	Feb 1 thru April 1	2 Months
Zoning Approval	May 1, 2018	

DESIGN PROCESS

Schematic Design Drawings	Dec 1 thru Feb 15, 2018	2 Months (holidays)
Approvals	Feb 15 thru Mar 1	2 Weeks
Pricing Update	Feb 15 thru Mar 15	1 Month
Design Development Package	Feb 15 thru April 15	2 Months
Approvals	April 15 thru May 1	2 Weeks
Pricing Update	April 15 thru May 15	1 Month
Building Permit Package	May 1 thru July 1	2 Months
Building Permit	July 1 thru Nov 1	4 Months
MoCo Building Permit	Nov 1, 2018	
Final Construction Package	July 1 thru Aug 1	1 Month
Final Pricing/ GMP	Aug 1 thru Oct 1	2 Months

CONSTRUCTION

Construction	Nov 1 thru Sept1, 2019	10 Months
Occupancy	September 2019	

Project Budget Summary: The preliminary estimate for the hard construction is \$8MM (See Attachment 6). In addition, approximately \$345,000 is budgeted for soft costs related to allowances for county zoning and entitlement process, and \$645,000 for design fees for permits and construction. Once the center is open and fully operational, it is projected that the annual budget will be between \$2.5 – 3.5MM over the next 10 years. Year 1 expenses are outside the projected budget due to one-time start-up expenses (See Attachment 6A).

The extensive real estate and construction experience of MBG CDC Board members will ensure that the oversight of the construction budget and timeline will be rigorous. The credit references (See Attachment 2) are evidence of the ability and readiness of the MBD CDC to move forward on the project if selected.

Operational Expertise: CentroNía's current portfolio includes the management of 4 nationally accredited, high quality sites serving over 600 children directly and providing training and technical assistance to 5 other child care centers serving 200 children. In addition, from 2004-2014, CentroNía established and incubated a public charter school serving 350 children. Its management of the charter school resulted in the school achieving a top ranking and, in 2015, CentroNía supported and negotiated the acquisition of a school building which resulted in the spinning-off of the charter school.

CentroNía possess a high level of competency in the management of a child care facility. This includes a deep and broad understanding of the regulatory scheme that operates at every level of day-to-day activities, including strict facilities enforcement, food management, teacher credentials, classroom environments, human resources and child care financing. Its fiscal position is strong as evidenced by its December 31, 2016 financial statement and its draft 2015-2016 audit (See Financial Documents under Separate Cover)

IV. FINANCIAL BENEFIT TO MONTGOMERY COUNTY

Montgomery County is faced with challenges on several fronts that would be addressed by the selection of MBG CDC to construct and establish a premium early learning center at the former library site. And while there will be specific benefits that can be monetized over time, the general consensus of many (including groups such as Montgomery Moving Forward) is that

committing to investments in early care and education “is critical to the economic wellbeing of our community” (DHHS Strategic Plan).

- The benefits of Pre-K programs (children ages 3-4) is well-documented. MBG CDC proposes to serve a minimum of 80 Pre-K children (infants and toddlers make-up the balance of children to be served). According to the February 2017 Pre-K in Montgomery County Report released by the Office of Legislative Oversight: **“For the lowest-income children, 1 year of high quality pre-k yields a benefit of \$84,000 per child.** Therefore, the creation by MBG CDC of 80 additional pre-k slots to the Montgomery County inventory could result in a future savings to the county of \$6,720,000.

- \$19,000 in reduced K-12 spending on special education, remediation, and support services;
- \$19,000 in reduced criminal justice and child welfare costs;
- \$46,000 in increased future income for pre-k participation in adulthood

- The growing number of children ages 0-5 in Montgomery County should be a mandate for immediately addressing the lack of child care slots the county, and specifically in the former library zip code- 20910. (See HOT Spot Attachment 8 and Attachment 7-Child Care Needs Assessment). In brief, there are currently approximately 2500 children under the age of 5 in zip code 20910. The census projections are that this number could increase to 3500 by 2020 given the significant growth in the Latino community.

- The role of high quality child care as a factor in home purchasing by first time buyers and young couples; Although much of the thinking is that the availability of affordable and accessible child care influences home purchasing decision by first time buyers who are also young couples, there is little hard data. Instead there is much anecdotal evidence that suggests the presence and availability of high quality child care center would be a tremendous draw for the community.

- Child care is labor intensive. It is anticipated that upwards of 30-40 new, full-time, permanent jobs will be created by the MBG CDC. These jobs will have benefits, with starting salaries in the

range of \$35,000 to \$50,000, and some even higher. An additional 15-20 part-time positions will be required.

- There is always a constant pressure to ensure that downtown and commercial districts remain robust and attractive to businesses and their employees. Downtown Silver Spring is no exception. The presence of affordable child care where parents can drop-off and pick-up their children to and from work is a huge draw for employers.
- Most experts agree that the education pipeline must include and build on high quality early childhood education. The MBG CDC program will focus on successful transitions from a community-based early learning center to a traditional public school or charter school through child assessments and partnerships with local elementary schools. Data driven outcomes for each child will insure that children achieve the necessary levels in all the development domains that are indicators of school readiness and school success.

(a) Work-force development is a priority for all jurisdictions. The child care profession is one of the fields with a scarcity of workers in the pipeline. The MBG CDC will serve as a training center for workers interested in becoming credentialed child care worker. It will work with the county's employment office to recruit trainees.

(b) Pressure from the surrounding community and local residents to preserve community space is unabated when it comes to redevelopment projects of previous public-use facilities. The MBG CDC will be a community partner, welcoming the use of center space by local residents, artists, and civic organizations, to name a few.

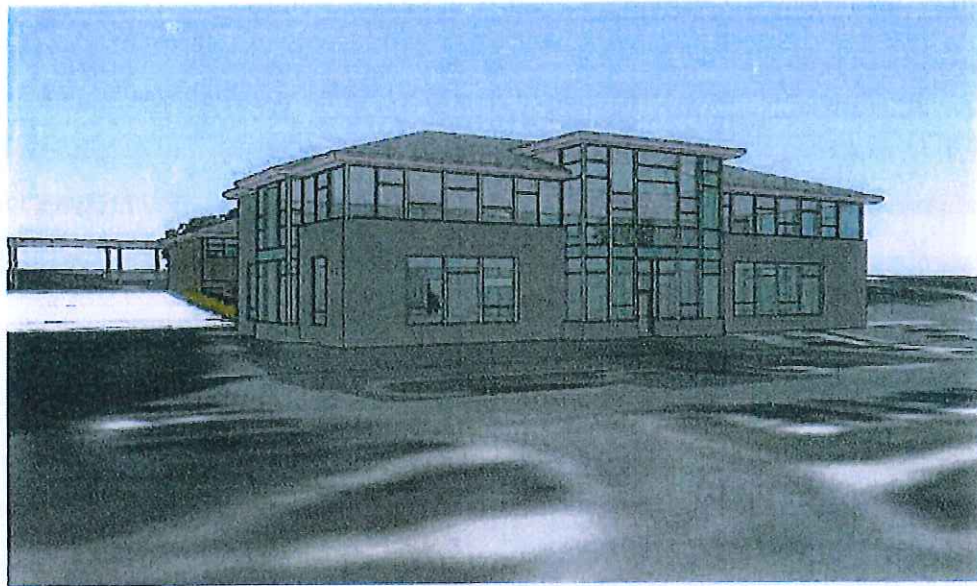


Illustration of new construction

(V) EXPERIENCE PARTNERING WITH PUBLIC AGENCIES

The MBG CDC will have the benefit of CentroNía's day-to-day operations team which has over 30 years of experience interacting and working with a variety of local, state and federal agencies. These agencies cut across all types of government activities and a variety of regulatory areas. The significance of these relationships cannot be overstated. Some of these agencies provide financial support, others regulate health and safety concerns at child care facilities, some oversee the quality of teachers, and others are resources for parents. The following are a sample listing of agencies the respondent team has worked with and the nature of the relationships.

Federal:

- The Agency for Children and Families at the Department of Health and Human Services has funded CentroNía Early Head Start (0-3) programs for 10 years.
- The Department of Education has funded CentroNía to develop training and coaching programs.

- Participation in the USDA free and reduced lunch program for more than 20 years.
- We have worked with the CDC on public health initiatives.

State of Maryland:

- Maryland State Department of Education (MSDE): Funding for classrooms and special initiative.
- Maryland National Parks and Planning; Use of facilities
- Arts Council of Maryland: Funding
- University System of Maryland: Training of teachers by the University and use by University of child care center as training site for college/graduate students.

Montgomery County: CentroNía works with all these agencies and groups on behalf of the children and families it serves and to advocate for early childhood education issues.

- Montgomery County Health & Human Services: Licensure and Regulatory Services and Food Service
- Montgomery County Silver Judith P. Hoyer: Early Child Care and Family Education Centers, known as "Judy Centers," offer a wide range of services for children age birth through Kindergarten and their low-income families.
- Montgomery County Public Schools: Pre-K to Kindergarten Transitions
- Montgomery County Child Resources and Referral Center: The Montgomery County Child Care Resource & Referral Center's mission is to build a successful and knowledgeable child care workforce through professional development and individualized support.
- Early Childhood Mental Health Consultation Services: Teams a mental health professional with licensed early care and education providers and with families. Through the development of these partnerships, the program builds the capacity of ECE

providers to understand the influence of relationships and interactions on young children's social and emotional development.

- **Child Find:** The Child Find unit provides free developmental screenings for children from three years of age until kindergarten. It is also the single point of entry for families moving into Montgomery County whose preschool-age child was previously identified with a disability.
- **MCITP (Infants & Toddlers Program)** offers early intervention services to assist families with their efforts to address their children's developmental and special needs
- **Montgomery WPA Child Care Subsidy Program:** The Department can assist eligible families by contributing to the cost of child care through the County funded Working Parents Assistance Program.
- **Montgomery College: Early Childhood** students come to CentroNía to do observations and Teaching Practice
- **Commission on Child Care: Provider Representative**
- **Early Childhood Coordinating Council (ECCC):** CentroNía is a member of the council in the role of Provider Representative. Membership is appointed and invited by the County Executive and confirmed by the County Council. The ECCC works collaboratively to plan, implement and assess activities focused on ensuring that all young children (birth through age 5) of Montgomery County arrive at school fully ready to learn.
- **Montgomery Housing Partnerships:** it's mission is to preserve and expand quality affordable housing in Montgomery County
- **Montgomery County Public Libraries:** offers free and equal access to services and resources that connect the people of Montgomery County to ideas and information which sustain and enrich their lives.

ATTACHMENT 1 – 4

INTENTIONALLY REDACTED (Oct 5, 2017)

ATTACHMENT 5



DRAWINGS ARE CONCEPTUAL AND MAY CHANGE AS THE DESIGN DEVELOPS.



Centronia



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804 COLESVILLE RD., SILVER SPRING, MD, 20910

DRAWINGS ARE CONCEPTUAL AND MAY CHANGE AS THE DESIGN DEVELOPS.

MARTHA B. GUDELSKY CHILD DEVELOPMENT CENTER

PROPOSED SITE PLAN

FEB 28 2017

DAVIS
CARTER
SCOTT

ICS
SIGN







DRAWINGS ARE CONCEPTUAL AND MAY CHANGE AS THE DESIGN DEVELOPS.

DANIEL
SCOTT
SECTION

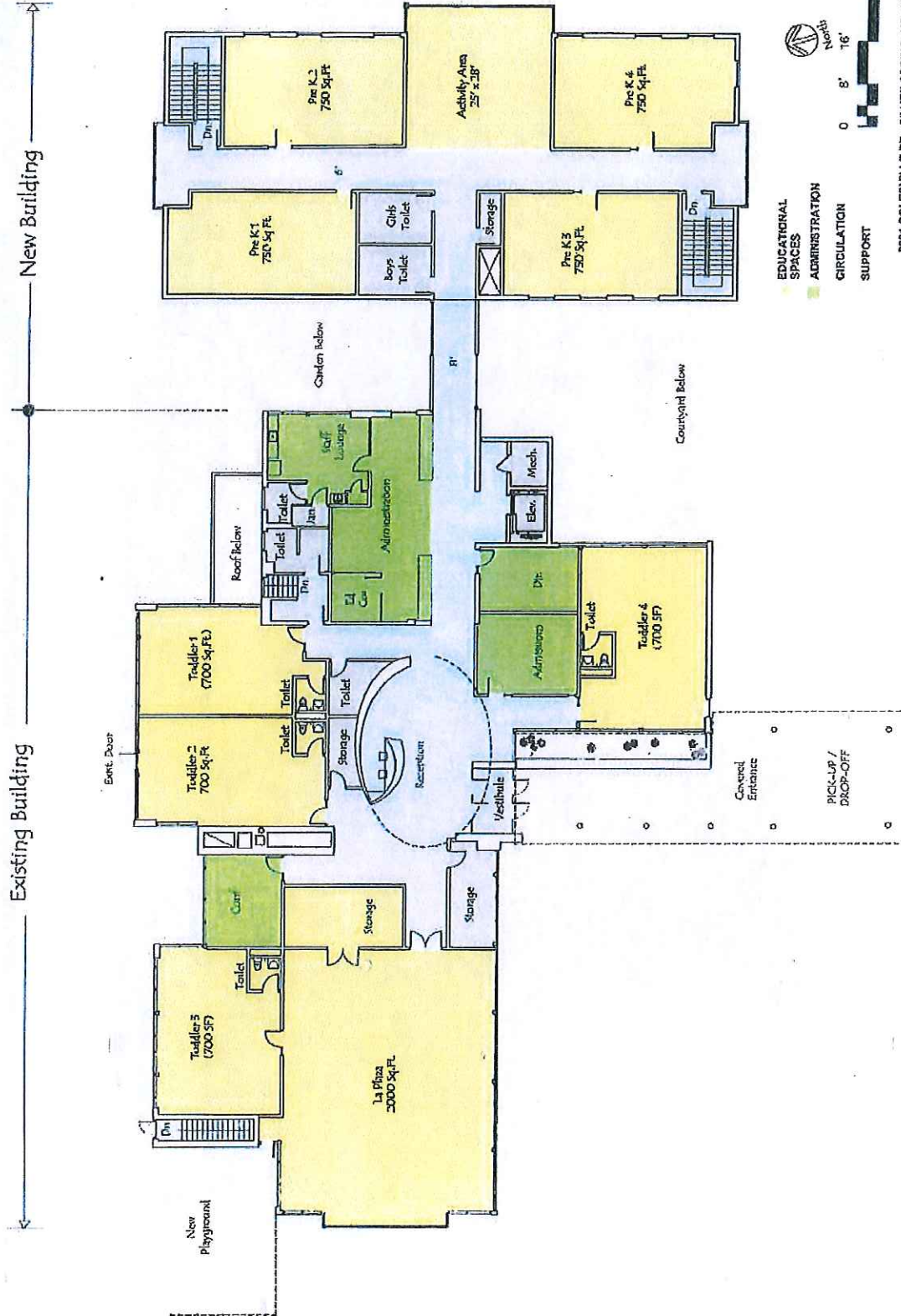
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MARTHA B. GUDELSKY CHILD DEVELOPMENT CENTER

COURTYARD VIEW

FEB 28 2017

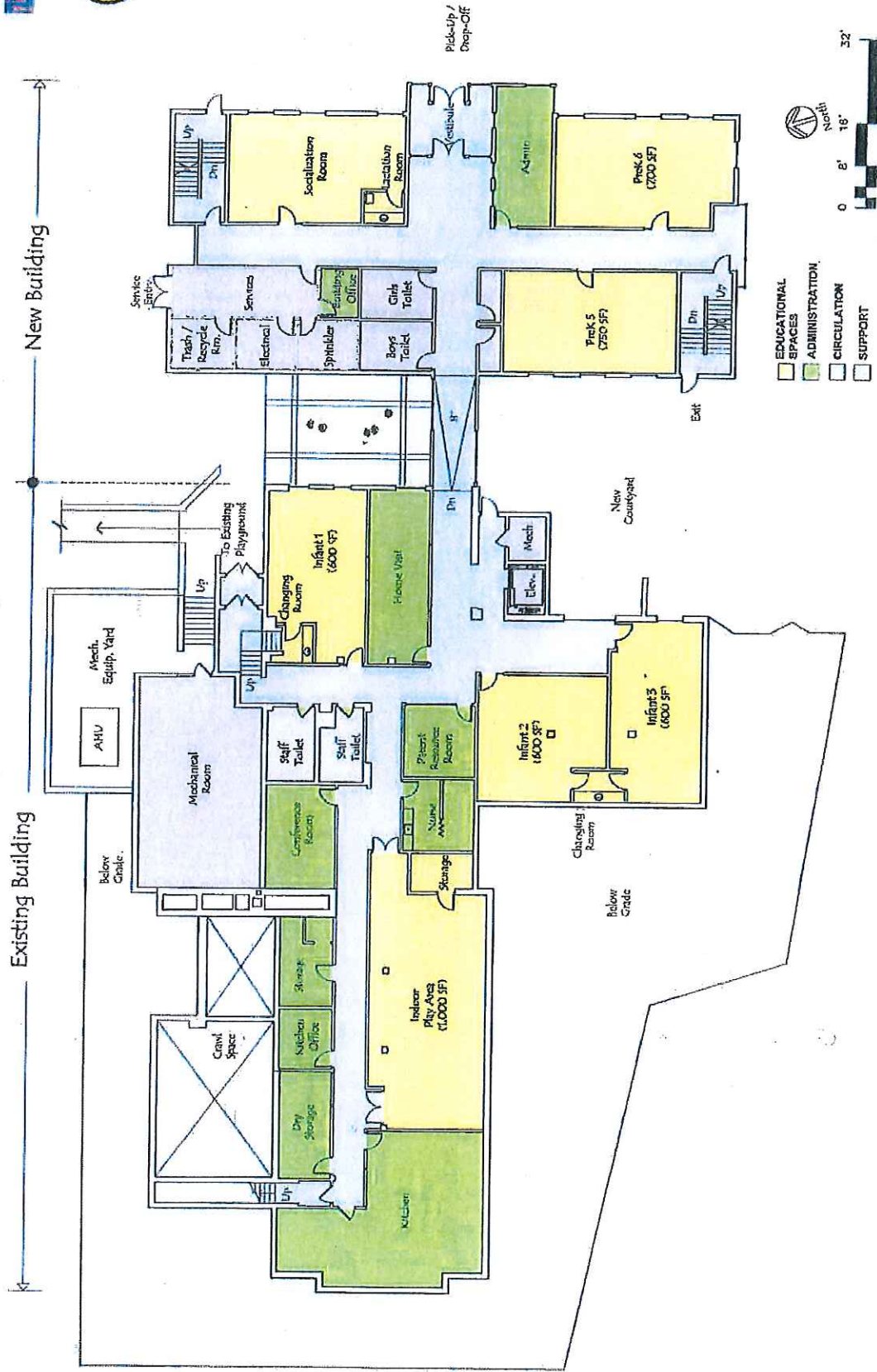


DRAWINGS ARE CONCEPTUAL AND MAY CHANGE AS THE DESIGN DEVELOPS.

MARTHA B. GUDELSKY CHILD DEVELOPMENT CENTER

UPPER LEVEL

FEB. 28, 2017



3301 COLESVILLE RD., SILVER SPRING, MD. 20910

DRAWINGS ARE CONCEPTUAL AND MAY CHANGE AS THE DESIGN DEVELOPS.

MARTHA B. GUDELSKY CHILD DEVELOPMENT CENTER

LOWER LEVEL

FEB 28, 2017

ATTACHMENT 6

INTENTIONALLY REDACTED (Oct 5, 2017)

ATTACHMENT 7

CHILD CARE AVAILABILITY AND NEEDS IN SILVER SPRING, MARYLAND

*With Focus on Downtown Silver Spring and with Reference to Viability of a
Child Care Center in the Former Silver Spring Public Library*

PREPARED BY CENTRONIA
February 2017

CHILD CARE AVAILABILITY AND NEEDS IN SILVER SPRING, MARYLAND

*With Focus on Downtown Silver Spring and the Viability of a
Child Care Center in the Former Silver Spring Public Library*

February 17, 2017

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CHILD CARE AVAILABILITY AND NEEDS IN SILVER SPRING, MARYLAND

*With Focus on Downtown Silver Spring and the Viability of a
Child Care Center in the Former Silver Spring Public Library*

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CHILD CARE AVAILABILITY AND NEEDS IN SILVER SPRING, MARYLAND

With Focus on Downtown Silver Spring and the Viability of a Child Care Center in the Former Silver Spring Public Library

EXECUTIVE SUMMARY

This assessment examines the child care environment of Silver Spring, Maryland, in the context of determining the need and viability for establishing a new child care center in downtown Silver Spring at the site of the former Silver Spring public library.

An organizing premise in this assessment is that any child care center located at the former Silver Spring library will serve both a residential population living in the nearby area and also a commuter population. Some 30,000 individuals work in the zip code 20910 area that encompasses downtown Silver Spring and the former library. This includes more than 5,000 individuals who live in the seven zip codes that constitute Silver Spring. Because of the location of the former library and the number of residents throughout Silver Spring who work in close proximity to the former library, this assessment looks at the population and child care characteristics both of Silver Spring as a whole, and of the immediate vicinity in particular.

Silver Spring is a highly diverse community along all dimensions of the demographic spectrum. This diversity is demonstrated by highlighting a few characteristics of the population of Silver Spring as a whole:

- The population is comprised of 32% non-Hispanic, non-Latino whites, 27% Blacks or African Americans, 26% Hispanics or Latinos, and 11% Asians, with 4% identifying with some other race or group or with more than one race.
- Non-Hispanic, non-Latino whites do not comprise more than half the population of any of the seven zip codes in Silver Spring.
- 38% of the residents of Silver Spring were born outside the United States.
- 47% of the population of Silver Spring speak a non-English language at home either exclusively or in addition to English.
- While 25% of the family households in Silver Spring have incomes of \$150,000 or more, another 26% have family incomes of less than \$50,000. Nearly 7% of families in Silver Spring live at or below poverty level, and over 12% of families with children age 5 and under are living at or below poverty level.
- 24% of the population of Silver Spring have a post-baccalaureate graduate or professional degree, while 15% have not finished high school, and another 18% have a high school diploma as their highest level of educational attainment

There are just over 21,000 children age 5 and under living in Silver Spring. There are 68 licensed child care centers in Silver Spring that serve children 5 and under and that are open longer than half-days. These 68 centers have a combined capacity for serving just under 4,800 children. However, nearly half of these centers also serve older school-age children for purposes of before or after care, so the child care center capacity specifically for children 5 and under is likely between 3,500 and 4,000 for Silver Spring as a whole. In addition to the child care centers, there are 269 licensed home-care providers in Silver Spring serving an additional capacity of 2,037 children.

The former public library is located on the northeast side of downtown Silver Spring, a quarter mile from the defining intersection of Colesville Road and Georgia Avenue. There are only seven child care centers within a mile of the former library. Three of these serve primarily families of single employers, and another is open less than full days. Given the size of the population in the immediate vicinity and the robust commuter workforce, there is an under-representation of child care centers in the downtown area and its immediate environs.

There is likely to be considerable demand for child care in a new facility on the part of residents within zip code 20910 itself, within which downtown and the former library are located. There are 2,500 children under the age of 5 in zip code 20910, and another 350 children age 5. While zip code 20910 is a comparatively affluent area, it is by no means entirely homogenous. Just over 20% of the family households in 20910 have an annual income of under \$50,000, and 6.3% of the families with children 5 and under are at or below poverty level. The racial composition, foreign-born population, and in-home language use in zip code 20910 mirrors the general pattern of diversity that is prevalent throughout Silver Spring.

Considering the commuter population along with the population of the immediate area, it is clear there is need for additional child care facilities in and near downtown Silver Spring.

Demographic and Child Care Characteristics, Silver Spring, Maryland

Population data derived from the U.S. Census Bureau 2015 American Community Survey;
child care data derived from ChildCareCenter.us

Characteristic	Total Silver Spring (designated zip codes 20901, 20902, 20903, 20904, 20905, 20906, 20910)	Zip Code 20910 (includes Downtown and former library)
Population	298,533	40,707
# of households	106,956	19,429
# of family households (households with 2 or more members of the same family)	69,153	8,823
Race/Nationality/Place of origin <ul style="list-style-type: none"> • Non-Hispanic, Non-Latino White • Black or African American • Hispanic or Latino • Asian • Other 	32.1 % 27.5 % 25.7 % 11.1 % 3.4 %	48.0 % 27.7 % 13.5 % 6.8 % 4.0 %
% of population over age 5 born outside the United States	38.0 %	26.4 %
# of family households with children 5 and under in the Home	14,856	2,134
# of children 5 and under: <ul style="list-style-type: none"> • Under 3 years old • 3 and 4 year olds • 5 year olds TOTAL 	11,104 6,554 <u>3,429</u> 21,087	1,486 976 <u>353</u> 2,815
% of family households w/Children under 5 in which a language other than English is spoken either exclusively or in addition to English	46.6 %	31.1 %
% of family households with children under 5 that have household incomes below \$50,000 per year	30.2 %	31.2 %
% of family households w/children under 5 that are at or below poverty levels	12.1 %	6.3 %
# of licensed child care centers serving children 5 and under	68	13
Capacity of child care centers	4,783	1,159
# of licensed home-based child care providers	269	11
Capacity of home-based providers	2,037	81

CHILD CARE AVAILABILITY AND NEEDS IN SILVER SPRING, MARYLAND

With Focus on Downtown Silver Spring and the Viability of a Child Care Center in the Former Silver Spring Public Library

INTRODUCTION

In late 2016, the Montgomery County, Maryland Government issued a Request for Development Proposals (RFDP) for the site of the former Silver Spring Public Library, located at 8901 and 8907 Colesville Road. The RFDP stipulated that the site was to be used for a child care center and senior rental housing. This assessment examines the general child care aspect relating to the RFDP. The assessment looks at the child care environment of Silver Spring in terms of population characteristics, workforce flows, and child care availability, both in Silver Spring as a whole and for the downtown area more specifically.

The former Silver Spring library site is situated on the northeast side of downtown Silver Spring. Downtown Silver Spring is host to many businesses, ranging from major corporation offices to small entrepreneurs. It is a thriving entertainment destination, with movie theaters, music venues, scores of restaurants, and several hotels. There is also a substantial number of residential units in and immediately adjacent to the downtown area. Colesville Road and Georgia Avenue are the two chief arteries feeding directly into downtown. Highway 410 also serves as an important route into downtown from the west and southeast, and several other streets serve as routes into downtown or feed into Colesville or Georgia. Interstate 495, the Beltway, serves as a major channel for commuters, with exits onto both Colesville Road and Georgia Avenue that lead into downtown. There is a busy public transportation complex, the Paul S. Sarbanes Transit Center, which hosts a Metro station on the Metro red line and serves as a major hub for some 35 bus routes that come into downtown. The former library is situated on Colesville Road just over a quarter mile from the intersection of Colesville and Georgia, and just over a half mile from the Sarbanes Transit Center.

THE POPULATION OF SILVER SPRING AND ITS CHILD CARE CONTEXT

There is certainly an appropriate target audience for the Center's services who reside near the downtown area, but there is also a substantial number of people who commute into the downtown area every day from other parts of Silver Spring and from elsewhere in the DMV. Given the economy of downtown Silver Spring employing a full range of socioeconomic groups, the commuter population is certain to include a significant number of workers from low income families, and an appreciable number of recent arrivals to the US who are dual language.

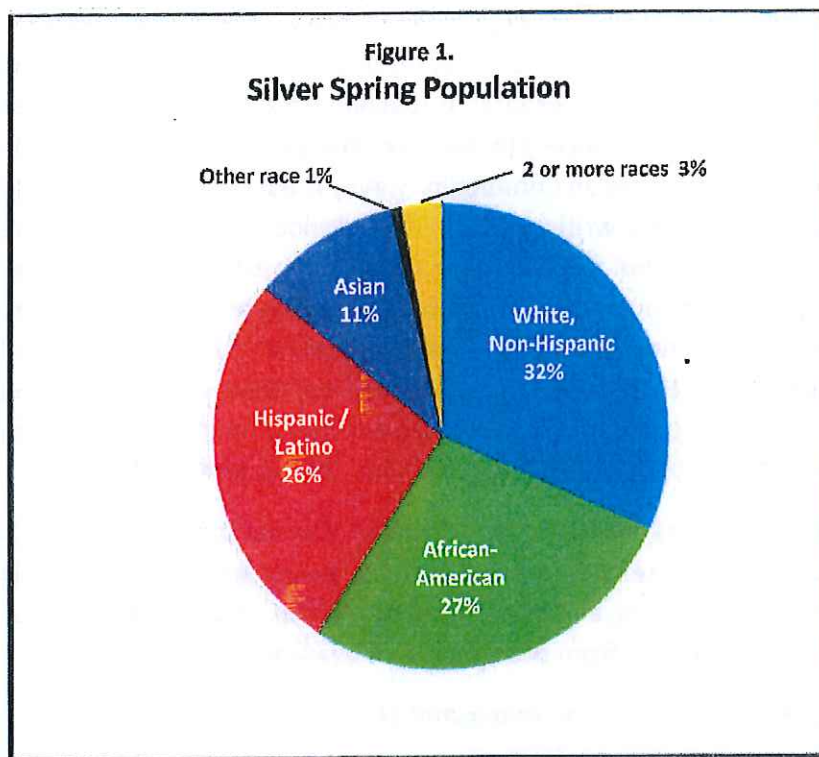
Given the relevance of the commuter population for the Center, it is important to review the population of Silver Spring as a whole as it relates to the intended purpose of a new child care facility. The demographic figures presented throughout this report are drawn primarily from the 2015 American Community Survey (hereinafter abbreviated 2015 ACS) administered by the U.S. Census Bureau. The American Community Survey is issued annually, with 2015 being the most recent at the time of this writing. The figures provided build on the most recent U.S. census – in this case 2010 – but are updated estimates. As estimates, they not infrequently are accompanied by fairly high margins of error. But these updated estimates are especially useful when looking at communities that are in rapid demographic change, as the data from the most recent decennial census (2010) for such communities becomes increasingly outdated as a decade moves on. Aggregate data for Silver Spring includes the population of the seven Silver Spring zip codes 20901, 20902, 20903, 20904, 20905, 20906, and 20910.

This section looks at the characteristics and diversity of the population of Silver Spring in terms of race/ ethnicity / place of origin / immigrant status, language, income, educational level, and basic workforce characteristics, and also the characteristics of the Under 5 population and their families to the extent possible from the data that is available.

Race, Ethnicity, Place of Origin, and Immigrant Status

In the seven zip codes that constitute Silver Spring, the 2015 ACS estimated a total population of 298,533, so just under 300,000.

Silver Spring is a richly diverse community. As illustrated in Figure 1, the population of Silver Spring is strongly represented by four different racial, ethnic, and place of origin groups. The non-Hispanic white population accounts for a little over 32% of the population of Silver Spring, while both the African-American population and Hispanic population each account for just slightly less, at 27% and 26%, respectively. Persons of Asian background constitute 11% of the population. Less than 1% of the population of Silver Spring declares some other group. Just under 3% of the population in the 2015 ACS declared themselves to be a combination of two or more races, a U.S. census selection that was introduced by the Census Bureau only as recently as the 2000 census.



While there is variation in these respective proportions from one part of Silver Spring to another, especially at the neighborhood level, when taken at the zip code level all seven areas echo racial and place-of-origin diversity. The non-Hispanic and non-Latino white population does not constitute a majority in any of the seven zip codes of Silver Spring. The lowest zip code concentration of African-American population is in zip code 20903 at 17% and the highest is 44% in zip code 20904, while Blacks or African Americans constitute between 23% and 27% of the population in each of the other five zip codes in Silver Spring. The proportion of Hispanics and Latinos ranges from a low of 10% in the least populous zip code, 20905, and 13% in zip codes 20904 and 20910, up to 51% in 20903. The Asian population constitutes between 7% and 14% of the population of all zip codes in Silver Spring with the exception of zip code 20905, where 17% of the population is Asian.

More than one-third of the population of Silver Spring were born outside the United States. The 2015 ACS did not report in detail on birth place / citizenship status for zip code 20905, but for the other six zip codes with a combined population of just over 280,000, the 2015 ACS estimated that 62% were born in the US, while 38% of the population was born outside the U.S. The 38% born outside the U.S. included 17% who had become naturalized citizens of the U.S. and 21% who were born outside the US and were not US citizens at the time of the 2015 ACS.

The 2015 ACS provided place of birth estimates for those born outside the US for all seven zip codes of Silver Spring. Figure 2 illustrates the population of those born outside the US by

general area of the world. Nearly half of the foreign-born population in Silver Spring was born in Latin America, with Central America being the birthplace of the largest number. 30% of the more than 100,000 residents of Silver Spring born outside the U.S. were born in Central America. Just under a quarter of the foreign-born population in Silver Spring were born in Africa, and right at about the same percentage were born in Asia.

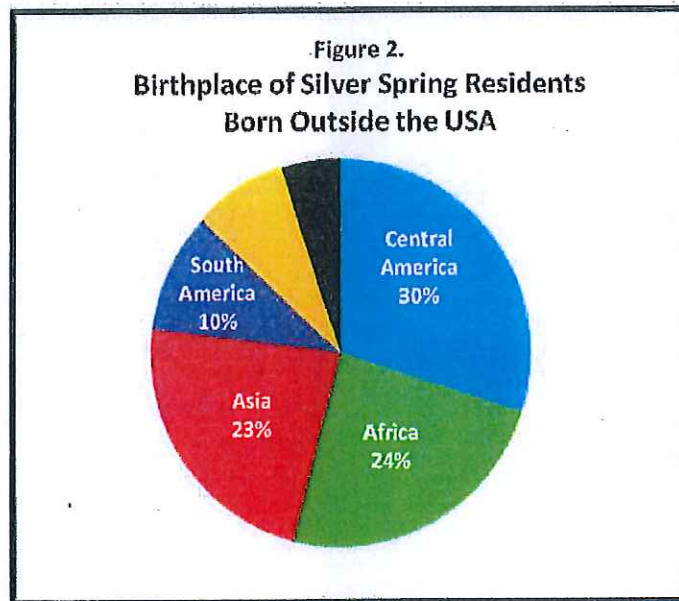


Figure 3 below underscores the diversity of national backgrounds of Silver Spring residents who were born outside the United States. There are 22 countries in which more than 1,000 current residents of Silver Spring were born. The country from which the largest number of foreign-born residents came to Silver Spring is El Salvador. More than 20,000 Salvadoran-born individuals live in Silver Spring. This is about one-fifth of all foreign-born residents of Silver Spring, and it comprises just over 7% of the total population of Silver Spring – 1 in every 14 residents of Silver Spring. The next largest foreign-born population in Silver Spring is from Ethiopia, followed by India and Vietnam. These four leading countries represent Central America, East Africa, South Asia, and Southeast Asia, four areas with histories and cultures quite distinct from one another. Add to these the other parts of the world represented by countries in which more than 1,000 Silver Spring residents were born – including countries in South America, the Caribbean, West Africa, Central Africa, and East Asia – and it clearly accentuates the diversity and global origins of the Silver Spring population.

**Figure 3.
Foreign-Born Population of Silver Spring
by Country of Birth**

Country of Birth	Area of the World	# of Residents in Silver Spring	% of All Foreign-Born Residents of Silver Spring	% of Total Population of Silver Spring
El Salvador	Central America	21,389	19.2 %	7.2 %
Ethiopia	East Africa	9,262	8.3 %	3.1 %
India	South Asia	5,202	4.7 %	1.7 %
Vietnam	Southeast Asia	5,002	4.5 %	1.7 %
Guatemala	Central America	4,402	3.9 %	1.5 %
Philippines	Southeast Asia	3,343	3.0 %	1.1 %
China	East Asia	3,285	2.9 %	1.1 %
Cameroon	Central Africa	3,235	2.9 %	1.1 %
Mexico	North/Cent America	3,091	2.8 %	1.0 %
Peru	South America	3,047	2.7 %	1.0%
Honduras	Central America	2,917	2.6 %	1.0 %
Korea	East Asia	2,722	2.4 %	0.9 %
Jamaica	Caribbean	2,588	2.3 %	0.9 %
Dominican Republic	Caribbean	2,326	2.1 %	0.8 %
Ghana	West Africa	2,059	1.8 %	0.7 %
Nicaragua	Central America	1,796	1.6 %	0.6 %
Nigeria	West Africa	1,765	1.6 %	0.6 %
Brazil	South America	1,693	1.5 %	0.6 %
Bolivia	South America	1,600	1.4 %	0.5 %
Sierra Leone	West Africa	1,554	1.4 %	0.5 %
Columbia	South America	1,383	1.2 %	0.5 %
Haiti	Caribbean	1,371	1.2 %	0.5 %

Language

The diversity of national backgrounds and recency of arrival of such a large number of the population carries over into language as well. Silver Spring is rich in its diversity of languages. And these languages are used, especially in people's homes. Barely half of the population of Silver Spring – just over 53% – were estimated in the 2015 ACS to speak only English at home. The other 47% speak some other language at home, either exclusively or along with English.

By far the largest non-English language spoken in homes in Silver Spring is Spanish. One in every four residents of Silver Spring – 25% of the total population of the area as a whole – were estimated by the 2015 ACS to speak Spanish in the home. The next most common languages spoken in the home included French (3.0% of the total population of Silver Spring), Vietnamese (2.3%) and Tagalog (1.2%) The range of diversity in language use is illustrated by the fact that in

2015 each of the following languages was spoken at home by more than 1,000 residents of Silver Spring over the age of 5:

- Spanish
- French
- French Creole
- Portuguese
- Greek
- Hindi
- Korean
- Vietnamese
- Tagalog
- Arabic

There were also more than 16,000 residents (6.4% of the total population of Silver Spring) who were reported as speaking an African language at home. Unfortunately, the ACS does not report on exactly which of the African languages are spoken by how many residents; they are just all grouped together.

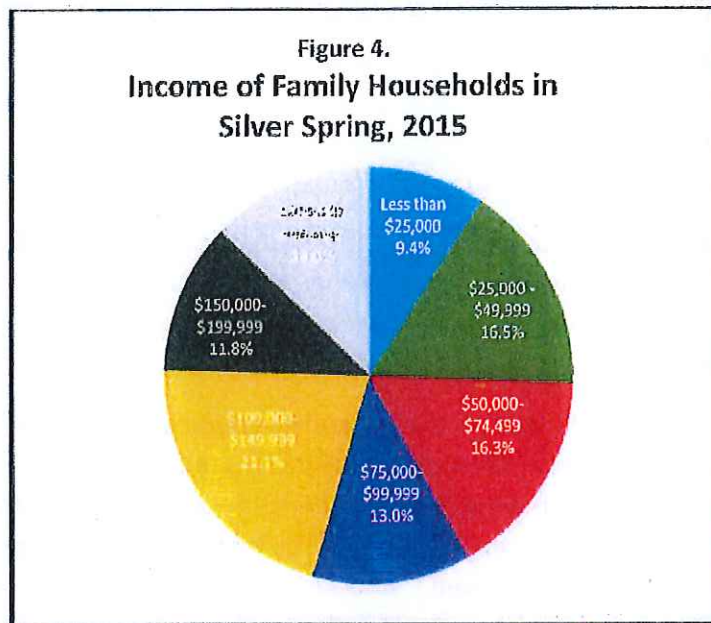
The use of non-English languages at home is even more pronounced when looking within the groups that speak them. For example, 89.6% of the Hispanic population of Silver Spring report speaking Spanish at home. Looking in greater depth at English-language capability in those Spanish-speaking homes, according to the 2015 ACS, just over half – 53% – of those who speak Spanish at home also speak English “very well.” Another 20% were reported as speaking English “well,” while 19% were reported as speaking English “not very well,” and 7.5% were reported as not speaking any English at all. These statistics looked at individuals 5 years and older.

Looking at Silver Spring as a whole, the 2015 ACS estimated that more than 24,000 residents over the age of 5 – nearly 9% of the total over-5 population of Silver Spring – spoke English either not very well or not at all. The Survey further estimated that of the nearly 107,000 households in Silver Spring, there were 8,400 that had limited English language capability.

By any measure, Silver Spring is a linguistically highly diverse community, and there are a large number of families that use non-English languages at home. Schools and pre-schools must be able to address this effectively if they are to best help students achieve academically. CentroNía has long been a leader in dealing with linguistically diverse and dual language and multilingual populations.

Income

According to the 2015 ACS, of the just under 107,000 households in Silver Spring, 69,000 were family households, meaning that there were at least two members of the same family in a household. Figure 4 shows family household income levels in Silver Spring. As the Figure shows, there was significant variation on both ends of the income spectrum: nearly 26% of family households had income of less than \$50,000, while just under 25% had incomes of more than \$150,000.



There was considerable geographic variation in income within Silver Spring. The estimated median annual income for family households in Silver Spring as a whole was just over \$89,000 according to the 2015 ACS. The wealthiest zip code in Silver Spring is 20905, where the median annual income for family households was over \$116,000. The annual median income for family households was also high in zip code 20901 at more than \$108,000, which was mirrored by zip code 20910, which includes downtown Silver Spring. The lowest median annual income for family households was in zip code 20903 at \$54,000 per year, literally half that of zip codes 20901 and 20910.

While the median annual income of family households in Silver Spring as a whole is a high \$89,000-plus, and nearly half the families of Silver Spring have incomes that exceed \$100,000 per year, Figure 4 shows that there are also a number of families living on the lower edge of the annual income scale. Just under 10% of families in Silver Spring have median annual incomes of less than \$25,000. There were an estimated 4,600 family households in Silver Spring living at or below poverty level in 2015, representing 6.7% of all families. However, as we will see later in

this section of this report, this percentage increases sharply when looking specifically at families with children.

The use of the former public library forwarded in the Marth B. Gudelsky Child Development Center and CentroNía proposal will be for a child care center serving primarily lower income families. While the zip code in which the former library is located is one of the wealthier zip codes of Silver Spring, it should not be assumed that the economic status of the population in 20910 is homogenous. In addition, it needs to be kept in mind that there is a large population commuting into work in downtown from throughout Silver Spring, and this likely includes a substantial number of low-income wage workers.

Educational Level

The pattern for educational level in the Silver Spring community parallels that for income levels, with variation throughout the area, and major portions of the population at both ends of the spectrum. Nearly 15% of the residents of Silver Spring over the age of 25 have not finished high school, and a high school diploma is the highest degree for another 18% of residents over the age of 25. At the other end of the educational spectrum, nearly 24% of the residents of Silver Spring over the age of 25 have a graduate or professional degree.

As with income levels, there is considerable geographic variation in level of educational attainment within Silver Spring. The most highly educated residents reside in zip code 20910 that includes downtown – 41% of the residents there have graduate or professional degrees, and another 26% have completed bachelor's degrees. The lowest level of education is in zip code 20903, where 35% of the population over the age of 25 have not completed high school, and a high school diploma is the highest degree of another 17% of residents over 25.

The 5 and Under Population of Silver Spring

Child care centers primarily serve children 6 weeks to 5 years. Some centers also provide before and after school care for older children, and some provide kindergarten and first grade. But it is the 0 to 5 age group that is the core of child care centers, with a focus in the best ones on school readiness.

The 2015 ACS defines the youngest age group as under 6 for most categories of data shown, though some use under 5 for the youngest age group. In either case, these ages generally coincide with the core constituency for child care centers, as most children start Kindergarten sometime during the year of their fifth birthday.

There are just over 21,000 children under the age of 5 living in the seven zip codes of Silver Spring. That is 7.1% of the total population of Silver Spring. Of the just over 69,000 families in

Silver Spring, nearly 15,000 (21.5% of all families in Silver Spring) have children under the age of 6.

Here is the age breakdown of children 5 and under in Silver Spring provided in the 2015 ACS:

- Under 3 years 11,104 children
- 3 and 4 year olds 6,554 children
- 5 year olds 3,429 children

Of the 21,000-plus 5 and under children in Silver Spring, 71% live in a two-parent household, 16% live in a single-parent female household, and 13% live in a single-parent male household.

The 2015 ACS does not provide tables for all population characteristics of children 5 and under, nor for the families they are part of. So for example, while the 2015 ACS shows home language use data for households and for individuals ages 5 and over, it does not provide details for children under 5, nor does it provide distinct home language use data specifically for households who have children 5 and under. But regarding language use in particular, the overall characteristics described earlier in this section of this report – especially the metric that 47% of all individuals over the age of 5 speak some language at home, in greater or lesser extent, other than or in addition to English – provides persuasive evidence that a large population of children under the age of 5 in Silver Spring live in dual language homes.

The 2015 ACS does provide more granular data for some metrics that lend insight into some key demographic characteristics of the 5 and under population of Silver Spring and their families. Three important metrics in particular that are provided are foreign-born data, poverty level of families with children 5 and under, and workforce statistics for families with children 5 and under.

Earlier in this section, the prevalence of foreign-born population in Silver Spring was described. Overall 38% of Silver Spring residents were born outside the United States. When we look at children in the 5 and under age group, however, we get a very different picture. While there are more than 20,000 children in this age group in Silver Spring, only 2.5% were estimated to have been born outside the United States – fewer than 600 of the 20,000-plus children 5 and under in all. These seems a very low number and proportion.

While the 2015 ACS did not report specifically on income levels according to age of children in the household, it did report on poverty level for families with children at various age groups. Once again, the figure for this metric for families with young children is very different than those for the overall population. Recall from above that overall 6.7% of the families in Silver Spring have income at or below poverty level. That figure is heavily skewed downward by families with no children. The rate nearly doubles when we consider families with children under 5. Of the just under 15,000 families in Silver Spring with children under the age of 5, 12.1% have incomes at or below poverty level. That represents just over 1,800 families with children under the age of 5. While we can't be sure of exactly how many children under 5 are

In those 1,800 families, we can do some extrapolation and conservatively speculate that there are likely at least 2,500 children under the age of 5 in Silver Spring living at or below poverty level.

Child care centers are particularly important to families in which all parents work, whether it be a two-parent household or single parent household. The 2015 ACS looked at the workforce metrics for families with children under the age of 6. In two-parent families in Silver Spring with children in the home under the age of 6, both parents were considered to be in the labor force in 71% of the homes. In single-parent families in Silver Spring with children in the home under the age of 6, 88% of these single parents were considered to be in the labor force. It is hard to obtain cross-tabulations of data in the 2015 ACS that show exactly how many of these parents considered to be "in the labor force" are employed, or how many hours per week they work, but the overall data for Silver Spring indicate that well more than 90% of adults in the labor force are employed, and that more than 80% of residents who work, work at least 35 hours per week. Again, these overall percentages can't be assumed to be exactly applicable specifically to households with children under 5, but overall, Silver Spring is a community in which most adults work, and work full-time, and it is not presumptive to speculate that there are considerable child care demands resulting from a high proportion of employment of parents of 5 and under children in Silver Spring.

THE RESIDENTIAL POPULATION IN CLOSE PROXIMITY TO THE FORMER LIBRARY

The previous section of this report looked at the demographics of Silver Spring as a whole. It is felt that this broad scan of the whole community of Silver Spring is important because the families that will be attracted to a child care center located in the former Silver Spring public library extend beyond the immediate proximity of the library. This is due in great part to the daily flow of workers of all types and in all occupations and industries into downtown Silver Spring. While many of these workers may live outside the seven zip codes constituting Silver Spring, there are some 5,000 Silver Spring residents who work in downtown Silver Spring.

At the same time, the Center can expect a great deal of responsiveness on the part of the closest residential population, that living in zip code 20910. Child care centers close to the home are ideal for many families, especially when that location may be close to work as well.

The area of Silver Spring encompassed by zip code 20910 has a total population of just over 40,000, or 13% of the entire population of Silver Spring. Here are the population numbers for children under the age of 5 living in zip code 20910:

- There are just under 1,500 children under the age of 3 in zip code 20910
- There are another 1,000 children ages 3 and 4
- There are just over 350 children age 5

These nearly 3,000 children comprise 7% of the total population of zip code 20910, a figure that is consistent with the 7.1% for Silver Spring as a whole.

The residential aspect of downtown Silver Spring and its immediate environs in zip code 20910 portrays a population that is among the more affluent in Silver Spring. With the exception of zip code 20905 – which has the highest median income and is also the most distant from downtown – zip code 20910 joins zip code 20901, which is immediately adjacent to 20910 and downtown, as having the next highest median incomes in Silver Spring. The median annual income for a family household in each of these zip codes is just under \$109,000. This compares to median annual incomes for family households of between \$78,000 and \$88,000 in the other surrounding Silver Spring zip codes, with the exception 20903 which is far lower, at \$54,000. The population of 20910 is also the most highly educated in Silver Spring. More than 40% of the residents over the age of 25 in 20910 have advanced or professional degrees, and 67% have at least a college Bachelor's degree. This compares with zip codes 20905 and 20901 which have the next highest percentages of Bachelor's degrees or higher, at 55% and 54%, respectively.

At the same time, however, downtown and its immediate surroundings in 20910 are by no means entirely homogenous. The area exhibits the diversity that typifies Silver Spring as a whole. As in all zip codes within Silver Spring, less than half of the population in 20910 is classified as non-Hispanic and non-Latino white. Blacks or African Americans comprise 28% of the population of zip code 20910, Hispanics and Latinos 14%, Asians 7%, and other races and more than one race, the remaining 3%.

Right at 25% of the population of 20910 was born outside the United States. Silver Spring as a whole is characterized by a population many of whom use a language other than, or in addition to, English at home, and the population of 20910 is no exception. While the area does have the highest "English-speaking only" population of the seven zip codes in Silver Spring, still more than 30% of the residents of 20910 use a language other than or in addition to English in their homes. An estimated 5.5% of the households in 20910 have limited English-speaking capability in the home, lower than the overall Silver Spring rate of 7.9%, but still representing some 1,000 households in the area covered by this zip code where English language capability is limited.

Though with one of the higher median incomes in Silver Spring, there are also families at the lower end of the income spectrum in zip code 20910. There were 8,823 family households in 20910 according to the 2015 ACS, and some 7.5% of those families were earning less than \$25,000 per year, and another 13.2% were earning between \$25,000 and \$50,000. This translates into some 660 families with incomes below \$25,000, and another 1,100-plus families with incomes between \$25,000 and \$50,000. An estimated 4.8% of families in 20910 were considered to be at or below poverty level in the 2015 ACS. The percentage of families in poverty was slightly higher when looking specifically at families with children under age 5. There were 1,991 families in 20910 with children under 5, and 6.3% of these – 125 families – were at or below poverty level.

As described earlier in this section of the report, much of the labor force participation and employment data in the ACS 2015 is hard to derive conclusions from other than at the most general level. But what can be seen in the data for zip code 20910 is that consistently 90% of adults in the critical age categories spanning 25 years old through 44 years old are considered to be in the labor force, and between 90% and 95% of those considered in the labor force are employed. Percentages for 16 to 20 year olds and 20 to 24 year olds, who may also have children under 5, are lower, but it is hard to assign a specific interpretation to this since many in those age categories may not be employed because they are attending high school or college.

As far as local area demand for a new child care center located in the downtown vicinity, it seems there is a sizeable 5 and under population, most of whose parents are likely employed and thus may make good candidates for child care. Looking more specifically at the center focused on low-income working families, there is likely to be strong demand from right within zip code 20910 as well. There is racial and ancestral-origin diversity, one-quarter of the population are foreign-born, there is a significant number of are low and moderate-income families, and a sizeable number of dual language families. Later in this report we survey the current census of child care facilities in and around downtown, and there seems little doubt that a new downtown child care facility will experience immediate demand from the most proximate residential community. But as mentioned earlier, it is also likely that there will be considerable demand from the commuter workforce coming to downtown Silver Spring on a daily basis. That dimension will be examined next in this report.

THE DOWNTOWN COMMUTER WORKFORCE

Industry and workforce information for downtown Silver Spring is not easy to find. There is scattered data available in a number of different sources. Some data is available in the U.S. Census Bureau's American Community Survey, though most data for locales in the ACS is for *residents* of a locale, not *employees* in that locale. More detailed data is available in decennial census reports; that data is several years old now, but can be useful in the absence of anything more recent. Some very helpful data was also furnished to this consultant by the Montgomery County Economic Development Corporation.

In 2014, it was estimated that there were just over 30,000 employees working in zip code 20910, which includes downtown and the immediate environs. The figures show that employment in Silver Spring is highly commuter. Only about 1,300 of the 30,000 employees in 20910 also resided in 20910. However, another 4,000 employees lived in Silver Spring zip codes adjacent to 20910. It is likely that these two groups, plus 20910 residents who either do not work or who work outside of 20910, comprise the most aligned parental audience for a new downtown child development center. It is informative, though, that there are some 25,000 people who work in 20910 who come from outside Silver Spring itself. Especially for some of those with one child who drive in from more distant areas, finding a child care center in Silver

Spring, near work, may be preferable to using one near their place of residence because of commuting time in relation to child care center hours of operation.

In terms of serving low and moderate income commuter families, there are no really solid data about the family earnings of those commuting into downtown who have children of pre-school age. There have been some data reported on employment by occupation and by industry. A 2012 economic census by the U.S. Census Bureau looked at some employment characteristics for what it calls the Silver Spring CDP – an area larger than downtown, but smaller than Silver Spring as a whole. The Silver Spring CDP at that time had a little over 39,000 employees. Of these, there were 2,500 employees in food establishments and another nearly 500 in hotels. Another source cited that there were 2,480 employees in cleaning and maintenance occupations in the Silver Spring CDP. Today, in the area commonly recognized as downtown Silver Spring, there are about 150 restaurants and 8 hotels and motels. While being cautious about generalizations, median and mean hourly wage figures do suggest that these occupations and industries are among the lower paying, and are therefore perhaps more likely to need affordable child care.

THE AVAILABILITY AND NEED FOR CHILD CARE CENTERS IN SILVER SPRING

There are 109 licensed child care centers in the seven zip codes that constitute Silver Spring. Figure 5 shows the breakdown of the centers according to the range of ages served.

Figure 5. Licensed Child Care Centers in Silver Spring, Maryland <i>(B/AC = Before and After Care)</i>		
Ages Served	# of Centers	Total Capacity
6 weeks – 3 years	1	52
6 weeks – 5 years	26	1,673
18 months – 5 years	2	197
18 months – 5 years plus B/AC for 5-15 years	6	589
2 years – 3 years	1	27
2 years – 5 years	13	859
2 years – 5 years plus B/AC for 5-15 years	19	1,369
3 years – 5 years plus B/AC for 5-15 years	6	386
4 years – 5 years plus B/AC for 5-15 years	1	120
5 years – 15 years (Before/After Care)	34	2,043
TOTAL	109	7,315

In addition to the licensed child care centers, there are 269 licensed home-based child care providers in Silver Spring, with a capacity for serving 2,037 children. As the numbers suggest, these home-based providers serve far fewer children per site than do the larger child care centers. With only a handful of exceptions that serve up to 12 or 16 children, home-based sites generally have a regulatory capacity of 8 children, and some even fewer. Capacity in home-based settings is dictated by the amount of space available in a site and other factors.

While home-based providers serve an extremely important function in the overall provision of child care services, it is really the larger child care centers that provide the appropriate context for comparisons in terms of capacity and services. The remainder of this section of the assessment therefore focuses on licensed child care centers.

Centers Serving Children Under 5

While the capacity of 7,315 children in Silver Spring sounds like a fairly large number, there are several important points to keep in mind when looking at that number as it relates to the under 5 population.

One important contextual point is that 34 of the 109 licensed child care centers in Silver Spring serve only children ages 5 through 15, and only for purposes of before and after care. Those centers account for more than 2,000 spaces of the child care center capacity in Silver Spring. Removing these older children before/after care centers from consideration, it leaves 75 centers with some 5,200 spaces serving children 5 and under.

Of the 75 centers serving under 5 children in Silver Spring, there were 7 centers that operate only half-days. These seven serve a combined capacity of 489 children. Four of these centers served only younger children, while three of them also serve older 5 to 15 year-olds as well for before or after care.

Excluding the centers serving only children older than 5, and those that operate only half days, there are 68 centers remaining in Silver Spring with a capacity for serving 4,783 children ages 5 and under. Of these 68 centers, 37 serve *only* children ages 5 and under, with a combined capacity for serving 2,540 children. The other 31 centers, with a capacity for 2,243 children, serve 5 and under, but also operate before and after care programs serving older children, ages 5 through 15. It is impossible to speculate on exactly how many of those 2,243 spaces were available to age 5 and under as opposed to older children. But looking at a wide range of possible proportions, the total capacity specifically for children 5 and under in child care centers in Silver Spring is likely between 3,500 and 4,000.

An important corollary point in age considerations is that only about half of the centers serving children 5 and under accept infants and toddlers, children under the age of 2. The 35 centers in

Silver Spring that do accept children under 2 also serve children older than 2, so it is not possible to get a really solid figure on how many children in those 35 centers are infants or toddlers.

But there are consistent, convincing anecdotal reports throughout the DMV that space for children under 2 is very difficult for parents to find. Ratios, particulars of financial subsidization, and other factors make it difficult for a center to serve exclusively children 2 and under. While the exact number of infant and toddler spots may be hard to ascertain, it can be stated with a high degree of certainty that there are many fewer 2 and under spaces available in child care centers than spaces for 2, 3, and 4 year olds, and that the demand to supply ratio for infants and toddlers is higher than for 2 to 5 year olds.

Child Care Capacity in Light of the Demographics of Silver Spring

Another point of context to keep in mind is the number of spaces available in relation to demand. It is hard to get a measurement of the “demand” metrics for child care. But some of the figures estimated in the 2015 ACS suggest perspectives on the issue. For one, there are an estimated 21,176 children in Silver Spring under the age of 5. Secondly, some 77% of the households in Silver Spring with children of this age report that *all* parents living with the child (whether two-parent or single-parent households) are in the active labor force, with more than 90% of those being employed, and a high proportion of those working full-time. These metrics all hold to the population groups between the ages of 25 and 44, the most likely to have children under the age of 5.

While it would be too presumptive to interpolate the employment numbers to make conclusive statistical inferences about supply and demand, these numbers clearly portray Silver Spring as a community where most parents of young children are in the labor force and might be interested in a new and affordable, high quality child care center in their community.

Geographic Distribution of Child Care Centers in Silver Spring

Figure 6 below is a map showing the location of the 68 child care centers in Silver Spring that serve ages 5 and under and are open more than half a day.

Figure 6.
Location of Child Care Centers in Silver Spring, Maryland



As Figure 6 shows, child care centers serving children 5 and under and operating more than half-days are distributed throughout Silver Spring. But a close look shows that centers are few in number right in the heart of downtown Silver Spring and its immediate environs. Figure 7 below shows the distances of child care centers that serve children 5 years and under and are open longer than half-days, from the former Silver Spring library.

Figure 7. Child Care Centers in Silver Spring Serving Children Under 5, by Distance from the Former Silver Spring Public Library		
Distance from the former Silver Spring Library	# of child care centers at this distance	Capacity
Less than 0.75 miles	7	823
0.75 to 1.9 miles	7	462
2.0 to 2.9 miles	6	656
3.0 to 4.9 miles	13	1,121
5.0 to 6.9 miles	8	492
7.0 to 9.9 miles	22	992
10.0 miles and more	5	272

So almost 80% of the child care centers in Silver Spring serving children 5 and under are located more than 2.0 miles from the former library, and thus are about that distance from downtown as well.

THE CHILD CARE OPTIONS IN AND NEAR DOWNTOWN SILVER SPRING

While Figure 7 shows there to be 7 child care centers within three-quarters of a mile of the former library and generally in the downtown area, even this number merits some qualification. The downtown child care centers include three child care facilities each run primarily for the benefit of employees of a single employer. These include Bright Horizons @ NOAA, Discovery Kids Place, and Young Explorers @ United Therapeutics. All three are run by Bright Horizons, a for-profit child care organization founded in 1986 that has centers throughout the US and in several other countries. Discovery Kids Place serves exclusively Discovery employees. Bright Horizons @ NOAA and Young Explorers @ United Therapeutic are open to the public, but company employees get priority, and these centers can be hard for the general public to get their children into for that reason.

Another center within the overall downtown is the Spring Knoll Early Learning Center. While operating more than half a day, it has short time slots for various ages of children under 5, and even as a whole is open only from 9:00 am to 3:00 pm. These schedules would not accommodate downtown Silver Spring workers who are on a regular full time schedule.

There are several child care centers located at between one and two miles from the former library. However, most of these are sited away from downtown rather than towards it. The two nearest examples of this are the Acorn Hill Waldorf Kindergarten and Nursery on Brunett Avenue, and Silver Spring Child Care on Colesville Road. Both are just right at one mile's distance from the former public library, but they are on the "away from downtown" side of the former public library. While they and a handful of others within the one to two mile zone may represent convenient options for driving commuters, their location is just a bit outside the scope of being a "downtown" center, and thus are not discussed in further detail here.

The overall conclusion that has to be taken away from this is that there is not an overabundance of child care capacity in and very near downtown Silver Spring. Three of the seven centers serve single-company employees on a priority basis, while another is open less than full days. There are some arteries along major commuter routes of Silver Spring workers, most notably New Hampshire Avenue, that have a number of child care centers located on or near them, but these are generally at some distance from downtown and not on one of the direct arteries into downtown.

The child care situation near downtown is even more striking when considering actual space available, rather than just capacity. In surveying the seven full-day child care centers nearest downtown, as previously noted one is not open to the public (Discovery Kids Place). All five

others reported being at full capacity for all children under 2, with wait lists of 3 to 6 months, and up to a year in at least one instance. When queried about space available for 3-year olds, two of the five centers reported being at full capacity for that age as well, while the other three did have an opening.

Figure 8 lists the eight licensed child care centers in Silver Spring that are in or immediately adjacent to downtown, followed by a brief description of each. These are all within 0.7 miles of the former public library.

<p style="text-align: center;">Figure 8. Child Care Options In and Near Downtown Silver Spring</p>				
Child Care Center and Address	Distance from Former Library	Ages of Children Served	Capacity	Hours of Operation, M-F
Young Explorers at United Therapeutic (Bright Horizons) 8830 Cameron Street	0.2 miles	6 weeks – 5 years	35	7:00 am – 6:00 pm
Discovery Kids Place 1 Discovery Place	0.5 miles	6 weeks – 5 years	107	7:30 am – 7:00 pm (not open to public)
Bright Horizon Children's Center (at NOAA) 1315 East-West Highway	0.5 miles	6 weeks – 5 years	85	6:30 am – 5:30 pm
Easter Seals CDC Silver Spring 1420 Spring Street	0.6 miles	6 weeks – 5 years	101	7:00 am – 6:00 pm
Spring Knoll Early Learning Center 8900 Georgia Avenue	0.6 miles	2 years – 5 years	50	9:00 am – 3:00 pm
Quality Time Learning Center 8101 Georgia Avenue	0.7 miles	6 weeks – 5 years	248	7:00 am – 6:30 pm
Goddard School in Silver Spring 8611 2nd Avenue	0.7 miles	6 weeks – 5 years	105	7:00 am – 6:00 pm

- **Young Explorers at United Therapeutic** – this is a Bright Horizons child care center. It is an employer-based center but does accept other children. At the time of this report, it had openings for over 2's, and was considering opening another room for infants. It is the smallest of the downtown child care centers.
- **Discovery Kids Place** – this center is also operated by Bright Horizons. Since its opening in 2008, it has been exclusively for the benefit of Discovery employees, and there is no indication that will change in the immediate future.

- **Easter Seals CDC Silver Spring** – Easter Seals operates 4 child care centers in the DC/MD/VA area, including this one in Silver Spring, which is the newest having opened in 2007. It received a major sponsorship from Safeway, and is known as the Safeway, Inc. Child Development Center. It serves a wide diversity of children, including children with special needs, and provides multiple avenues of financial assistance for low and moderate income families.
- **Spring Knoll Early Learning Center** – Spring Knoll serves two year olds through pre-kindergarten. The center opens at 9:00 am and the last classrooms go until 3:00 pm, with daily length of program varying by age.
- **Quality Time Learning Center** – started in 1988 and currently the largest of the downtown Silver Spring child care centers, Quality Time serves children ages 6 weeks to 5 and also has Kindergarten and 1st grade classes.
- **Goddard School in Silver Spring** – this is part of the Goddard School franchise system, with 460 schools in 36 states. Goddard calls its system-wide approach F.L.E.X., for Fun Learning Experience, and is known for its emphasis on play-based learning.
- **Bright Horizons Children Center @ NOAA** – launched in 1993, this Bright Horizons site serves employees of NOAA, other federal agencies, and the community as space permits. It is located right behind the Silver Spring metro station.

There are 11 home-based child care providers in zip code 20910 of Silver Spring, which includes downtown. The exact location of these 11 is not reported here, but combined they have a capacity for only 81 children.

CONCLUSION: YES TO A CHILD DEVELOPMENT CENTER IN DOWNTOWN SILVER SPRING

There are many different metrics that point to the suitability of locating a child care center in the downtown Silver Spring area. There is a large local residential population and an even larger commuter population who have need for child care. There are few child care centers in the downtown area to serve these populations, and among those that are in close proximity, most are either heavily single-employer-oriented or operate on reduced hours. Both among the population in zip code 20910 and among commuters coming into the downtown area, there is a significant representation of the demographic that the Center is designed to serve – namely, low and moderate income families. Add to that CentroNía's expertise in also working with immigrant communities and racially, ethnically, place-of-origin, and linguistically diverse populations – a kaleidoscope that defines the essence of the population of Silver Spring – and a need for child care in the downtown area is an ideal match. Whether a child care focuses on serving the residential population in the immediate vicinity encompassing zip code 20910, or whether it addresses the needs of the large commuter population that comes into downtown, or if it chooses to serve some combination of both of those populations, it is likely that the Center will be able to open at full capacity on Day One of operations.

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ATTACHMENT 8

Population Aged 0-5 2015 Census Data

