

LICENSE AGREEMENT
BETWEEN
MONTGOMERY COUNTY, MARYLAND AND ACADEMY CHILD DEVELOPMENT CENTER, INC.

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LICENSE AGREEMENT

THIS LICENSE AGREEMENT (the "License"), made this 19 day of July 2017, by and between MONTGOMERY COUNTY, MARYLAND, a body corporate and politic and a political subdivision of the State of Maryland (the "County") and ACADEMY CHILD DEVELOPMENT CENTER, INC., a not for profit corporation and a Child Care Provider (the "Licensee" or the "Provider"). (The County and the Licensee or Provider together the "Parties").

BACKGROUND:

1. The County has a leasehold interest in the land that a County owned modular building is located at 14327 Stonebridge View Drive, North Potomac, Maryland, 20878 ("Stonebridge") for the sole purpose of the operation of a child care center ("Child Care Center") in Montgomery County, Maryland; and
2. The County solicited requests for proposals from organizations interested in providing child care at Stonebridge; and
3. A Child Care Provider Selection Committee reviewed applications and chose the Licensee to provide a child care program appropriate to the needs of the community; and
4. The purpose of the County's Policy on Use of County Buildings for Child Care is:
 - a. To establish consistent and reasonable rental rates for child care in public buildings licensed from the County;
 - b. To establish responsibilities of the County and the Licensee; and
 - c. To establish priority placement for children of County employees; and
5. The Licensee is licensed or certified by the State of Maryland or other bona fide certifying or licensing entity to provide child care services.

1. LICENSED PREMISES: The County does grant the Licensee the privilege, license and right to use approximately 2,190 licensable square feet in the

modular known as Stonebridge (the "Licensed Premises"), as cross-hatched on the attached **Exhibit A**, for the exclusive purpose of providing the child care services described in the Provider's Childcare Proposal attached as **Exhibit B** and incorporated as if fully set forth (the "Program"). The Licensed Premises shall be delivered to the Licensee in "as is" condition.

2. LICENSE TERM: The term of this License shall commence approximately on or about July 1, 2016 and shall expire on June 30, 2020 (the "License Term"). This License may be terminated at any time during the License Term or any extension of the License Term by the County upon thirty (30) days written notice to the Licensee, unless the Licensee's license or certification to operate a Child Care Center is suspended or revoked by the issuing entity, in which case the County is not required to provide thirty (30) days written notice to the Licensee. The County is under no obligation to provide alternative space for the Licensee and is not responsible for any moving costs or any expenses incurred by the Licensee because of the termination or expiration of this License for any reason. The Parties agree that the License shall only be terminated or revoked by the County on the terms expressly set forth in this License.

3. RENEWAL OPTION: The Licensee may, at its option, extend the License Term for one (1) additional three (3) year term (the "Renewal Term"), provided that: (a) the Licensee has submitted its monthly license fee payment on time; (b) the Licensee has maintained its compliance with all licensing requirements of the Program, whether state, local or federal; (c) the Licensee is using all reasonable efforts to obtain in a timely fashion its accreditation of its Program by the National Association for the Education of Young Children ("NAEYC") or by Maryland State Department of Education ("MSDE") or the Licensee is currently maintaining its accreditation of its Program by NAEYC or by the MSDE; (d) the Licensee is maintaining the Licensed Premises, including the playground area, in good condition and repair and free of clutter; (e) the Licensee is not in default of any other provisions of this License; (f) the License is in full force and effect; (g) the County has not given the Licensee notice of the County's intention to terminate the License; (h) the Licensee's license to operate a Child Care Center has not been revoked or suspended by the issuing entity; and (i) the Licensee provides the County with written notice that the Licensee intends to exercise Licensee's option to extend the License Term, one hundred and twenty (120) days prior to the expiration of the current License Term. Licensee shall be required to submit an updated insurance certificate

within thirty (30) days after the renewal of this License. TIME IS OF THE ESSENCE FOR THE LICENSEE'S NOTICE TO THE COUNTY.

4. LICENSE FEE AND ADDITIONAL LICENSE FEE:

A. License Fee: Beginning with the License commencement date, the Licensee will pay to the County as a License Fee, Nine Dollars and Fifty-Six Cents (\$9.56) per square foot for an annual rate of Twenty Thousand Nine Hundred Thirty-Six Dollars and Forty Cents (\$20,936.40) payable in equal monthly installments of One Thousand Seven Hundred Forty-Four Dollars and Seventy Cents (\$1,744.70). All payments are to be made in advance on the first day of each month during each license year, and shall be payable by check to:

Montgomery County, Maryland
Department of General Services
Office of Real Estate
P.O. Box 9464
Gaithersburg, Maryland 20898-9464.

B. License Fee Increase: Commencing with January 1, 2018 and on the 1st of January thereafter during the License Term, and any Renewal Term, the County will establish the License Fee rate to be paid by the Licensee for July 1 of the following year, by determining the average per square foot operating cost for all childcare facilities operated and maintained by the County. For purposes of this License, operating costs shall include, but not be limited to, the following:

1. Utilities;
2. Janitorial – At the same level provided to other County entities. The Licensee must perform day to day programmatic clean up (spills, crumbs, sand, food preparation areas, etc.);
3. Maintenance (major and minor);

4. Pest control;
5. Snow removal;
6. Grounds maintenance;
7. Fire Extinguishers;
8. Trash removal, recycling;
9. Renovations as required to meet State licensing regulations; and
10. Security in the form of locking the facility.

C. Additional License Fees: In addition to the License Fee payable under Paragraph 4 (A), the Licensee shall pay to the County a share of the cost of debt service incurred by the County because of improvements and renovations to child care facilities operated and maintained by the County as an Additional Licensee Fee (the "Additional License Fee"). The Additional License Fee shall be equal to One Dollar and Seventy-Nine Cents (\$1.79) per square foot for an annual rate of Three Thousand Nine Hundred and Twenty Dollars and Ten Cents (\$3,920.10) payable in equal monthly installments of Three Hundred Twenty-Six Dollars and Sixty-Seven Cents (\$326.67).

The Additional License Fee shall be due and payable in the same manner and on the same day as the License Fee. The cost of debt service shall be determined annually by (1) adding all Capital Improvement Program costs for all County-owned and County-maintained child care facilities; (2) multiplying the total cost by the average effective annual repayment rate for twenty (20) year bonds; and (3) dividing that result by the total square footage allocated to the county maintained child care facilities.

D. Waiver of Additional License Fees: Pursuant to the Policy on Use of County Buildings for Child Care, attached hereto and made a part hereof, as **Exhibit C**, a waiver on the repayment of debt service and the Additional License Fee, as stated above in Paragraph 4(C) shall be granted by the County to the Licensee if Fifty-one percent (51%) or more of

families served by the Licensee are eligible for or enrolled in the State of Maryland or Montgomery County subsidy programs.

E. Failure to Pay License Fees: If the Licensee fails to submit the monthly License Fee or Additional License Fee payments in the manner as provided for above (collectively the "License Fee Payment"), and if the failure continues for more than ten (10) calendar days after the first day of the month for which the License Fee Payment is due and payable, the Licensee will pay to the County, in addition to and as a part of the License Fee Payment in question, a late penalty of five percent (5%) of the monthly Licensee Fee Payment. If the Licensee's failure to pay continues for more than twenty (20) calendar days after a monthly payment becomes due and payable the Licensee will pay to the County, in addition to and as a part of the License Fee Payment in question, a late penalty of fifteen percent (15%) of the monthly License Fee Payment. If the Licensee's failure to pay continues for more than thirty (30) calendar days after a monthly License Fee Payment becomes due and payable, the County will have the right to terminate this License Agreement, recover possession of the Licensed Premises and pursue any other legal remedies available to the County under all applicable federal, state and local laws.

5. USE OF THE LICENSED PREMISES:

A. The Licensee must use the Licensed Premises only for the provision of infant and child care services and those activities related to such services.

B. The Licensee must abide by all rules and regulations concerning the operation of its Program, which may, from time to time, be issued by the County. The Licensee agrees to abide by all rules and regulations concerning the operation of the building of which the Licensed Premises are a part, which may from time to time, be issued by the County or the owner operator of the building.

C. The Licensee must implement its Program in the manner set forth in the Providers Child Care Proposal and in its presentation to the Child Care Selection Committee.

D. The Licensee must implement its Program in accordance with all applicable state, local and federal laws pertaining to the operation of Child Care Centers and must maintain its license or certification to provide such services in accordance with the requirements of the entity issuing such license or certification.

6. ASSIGNMENT: The Licensee must not assign, transfer, mortgage or otherwise encumber this License or sublet or rent (or permit a third party to occupy or use) the Licensed Premises or any part of the Licensed Premises.

7. USE OF OUTDOOR PLAYGROUND AREAS: The Licensee shall have access to and the right to use the outdoor playground areas (if any) adjacent to the Licensed Premises when used by the Licensee in connection with its Program and during its normal hours of operation. Repair, maintenance and replacement of playground equipment will be the responsibility of the party that provided such playground equipment as described on the Licensed Premises Equipment Inventory attached as **Exhibit D**. The County will supply wood chips and sand to the Playgrounds.

8. LICENSED CAPACITY: The Licensee acknowledges and agrees that the Licensed Premises can be licensed for no more than the maximum number of children permitted by the Maryland State Department of Education Office of Child Care Licensing. The Licensee agrees that a Certificate of Licensed Capacity will be posted in the Licensed Premises at all times.

9. PRIORITY PLACEMENT: The Licensee must provide children of County employees with priority placement in the Licensee's Program.

10. SPECIAL CONDITIONS: In addition to establishing priority placement for children of County employees, the Licensee must:

A. Comply with the Americans with Disabilities Act and all federal, state and local laws regarding providing access and services to disabled persons for the interior of the Licensed Premises and is not related to the building which is Licensor's responsibility;

B. Share its Program enrollment data with the County;

C. Accept children whose parents participate in state or local subsidy programs;

D. Maintain reports relating to the Licensee's license(s) or certification(s) as a child care provider for inspection and evaluation for County and parental review;

E. Maintain compliance with all licensing requirements of its Program, whether state, local or federal; and

F. Obtain in a timely manner and then continue to maintain accreditation of its Program by the Maryland State Department of Education or the National Association for the Education of Young Children.

11. IMPROVEMENTS AND ALTERATIONS: The Licensee must not permit or undertake any alterations, changes, improvements, or additions to the Licensed Premises without the prior written consent of the County ("Licensee's Work"). To secure the County's approval of any Licensee's Work, the Licensee must submit to the County written plans and specifications clearly setting forth Licensee's Work to be performed. The plans and specifications for Licensee's Work submitted by the Licensee to the County must demonstrate compliance with all applicable codes and regulations. The County will respond in writing to the Licensee within forty-five (45) days from receipt of said plans and specifications for Licensee's Work. The County may impose any reasonable conditions to its consent, including, but not limited to (1) delivery to the

County by the Licensee of written or unconditional waivers of mechanic's and materialman's liens as to the Licensed Premises or the premises of which the Licensed Premises are a part, for all work, labor and services to be performed and materials to be furnished, signed by all contractors, subcontractors, materialmen and laborers participating in the alterations; (2) prior approval of the plans and specifications and the Licensee's contractors with respect to any Licensee's Work; and (3) the right of the County's representatives to inspect any Licensee's Work during the course of any Licensee's Work to be performed to the Licensed Premises or the premises of which the Licensed Premises are a part. Licensee's Work must conform to the requirements of the County's insurer and of the federal, state and local governments having jurisdiction over the premises of which the Licensed Premises are a part, and must be performed in accordance with the terms and conditions of this License in a good and workmanlike manner and shall not adversely affect the value, utility, or character of the Licensed Premises or the premises of which the Licensed Premises are a part. Notwithstanding the foregoing, if any mechanic's or materialmen's lien is filed against the Licensed Premises or the premises of which the Licensed Premises are a part, for work claimed to have been done for, or materials claimed to have been furnished to or for the benefit of the Licensee, such lien must be discharged of record by the Licensee within sixty (60) days of payment or the filing of any bond required by law. If the Licensee fails to discharge any such lien, the County may (but is not obligated to) discharge the same, the cost of which must be paid by the Licensee upon demand by the County.

The County reserves the right to reject, in its sole discretion, any Licensee's Work proposed by the Licensee. The County will inspect the Licensed Premises upon completion of Licensee's Work to determine adherence to submitted plans and specifications. In the event Licensee's Work is not reasonably satisfactory to the County, the Licensee must undertake any necessary corrections, at the Licensee's sole risk and expense. Once the consent of the County has been obtained to perform Licensee's Work, the Licensee will be responsible for the acquisition of all necessary permits and for the observation of all building and zoning ordinances and regulations then in effect. The Licensee's failure to adhere to any such applicable ordinances or regulations shall be deemed to be a violation of this License Agreement. The cost of any Licensee's Work shall be borne solely by the Licensee.

12. SERVICES:

A. The Licensee, at its risk and expense, will be responsible for the provision of telephone services to the Licensed Premises, as deemed necessary by the Licensee.

B. The County will be responsible for providing to the Licensed Premises regular janitorial services on County workdays as specified in Article 4, Paragraph (B), including refuse removal, recycling, and pest control. Any janitorial services beyond regular County services will be the responsibility of the Licensee. If pest control is required after normal working hours, the Licensee or the Licensee's representative must be available if requested by the County.

C. The County will provide fire extinguishers where needed.

D. The County will be responsible for the payment of utilities necessary for the operation of the building (if applicable) of which the Licensed Premises are a part.

E. The County will be responsible for maintenance of the grounds immediately adjacent to the building of which the Licensed Premises are a part.

F. The County will be responsible for snow and ice removal or treatment of walkways and the parking areas, as it becomes necessary.

G. The County will deliver an ADA compliant Licensed Premises and will be responsible for all renovations required to meet state licensing regulations.

H. The County will be responsible for major structural repairs, and maintenance and repair of the building's mechanical systems.

I. The License Premises will have air conditioning and heat in the License Premises at the same level as provided to all other Child Care Centers operated by the County.

J. The County and the Licensee agree that the County's maintenance responsibilities, as set forth in items (B), (C), (D), (E), (F), (G), (H) and (I) of this Section will be performed by the County, at the County's expense. On days when the County is not required to provide such services, and the Licensee chooses to continue its use of the Licensed Premises it shall do so by contacting directly with the Inter-Agency Coordinating Board ("ICB") for necessary support services. It will be the responsibility of the Licensee to pay for such additional support services on the days that the County is not required to provide such services either directly to the ICB or through the County. The address of the ICB is 255 Rockville Pike, Suite 201, Rockville, Maryland 20850. Main Office Number: 240-777-03114. cupf@montgomerycountymd.gov

13. FIXTURES AND EQUIPMENT: All items which are attached to the building, or are a part of the building's systems at the time the Licensed Premises are delivered to the Licensee, must remain with the building and shall be delivered to the Licensee along with the Licensed Premises. Plumbing, electrical and heating fixtures and all other fixtures, except trade fixtures, installed by the Licensee shall remain in the Licensed Premises at end of term. All other items installed within the Licensed Premises at the Licensee's expense shall remain the property of the Licensee and shall be removed by the Licensee at the expiration or other termination of this License. The Licensee must repair any damage caused because of the removal of the Licensee's property. Any personal property remaining within the Licensed Premises after termination of the License will become property of the County. The County will dispose of any such property in the manner it deems appropriate.

14. LIABILITY, PROPERTY DAMAGE AND FIRE INSURANCE:

A. Insurance: The Licensee agrees to obtain and maintain, during the full term of this License, any Renewal Terms, and until all of the Licensee's obligations which survive termination of this License have been completed, a policy or policies of insurance issued by an insurance company or companies licensed in the State of Maryland and acceptable to the County containing the types of insurance coverages and limitations set forth in the Insurance Requirements, attached hereto as Exhibit E, which is incorporated by reference and made a part of this License Agreement.

B. Licensee's Owned Contents: The Licensee must provide evidence of property, fire, theft and vandalism coverage for their owned contents and any improvements to the Licensed Premises. Coverage shall be on a replacement cost basis for "all risks of direct physical loss or damage except as specifically excluded." The County does not provide any coverage for Licensee's owned contents and improvements to the Licensed Premises.

C. County's Insurance: The County will maintain its normal fire and liability insurance on the Licensed Premises. The County reserves the right to self-insure.

D. Certificate of Insurance: The Licensee must, within thirty (30) days from execution of this License Agreement, deliver to the County a certificate(s) of insurance evidencing the coverages required under this License Agreement. The certificates must be issued to: Montgomery County, Maryland, Department of General Services, Office of Real Estate, 101 Monroe Street, 9th Floor, Rockville, Maryland 20850.

E. Additional Insured: The Licensee's General Liability Policy must list Montgomery County, Maryland as an additional insured and all insurance policies obtained by the Licensee as required by this License Agreement must provide that the Licensee will give the County written notice of amendment, cancellation, termination or non-renewal, no later than forty-five (45) days prior to amendment, cancellation,

termination or non-renewal. The Licensee must provide on an annual basis evidence that is satisfactory to the County of the insurance coverages required under this License Agreement.

F. Subrogation: If a casualty or other occurrence which should be covered by the insurance required by this License Agreement occurs, the Licensee must look solely to its insurer for reimbursement and the Licensee must ensure that such insurance is so written that the Licensee's insurer waives all rights of subrogation and shall have no cause of action against the County, its agents, or employees because of such casualty or occurrence. The Licensee waives and releases all right of recovery which it might otherwise have against the County or its agents or employees because of any loss or damage resulting from such casualty or other occurrence, to the extent that the Licensee would be covered by insurance if the Licensee complied with the requirements of this License Agreement pertaining to insurance.

G. Security System: In the event the County engages the services of a professional security system for the Licensed Premises or the premises of which the Licensed Premises are a part, it is understood that such engagement in no way increases the County's liability for occurrences and/or consequences which such a system is designed to detect or avert and that the Licensee must look solely to its insurer as set forth above for claims for damages or injury to any person or property.

15. HOLD HARMLESS: The Licensee agrees to hold harmless and defend the County from and against any and all claims of liability, actions, damages and expenses arising out of or related to the Licensee's breach of this License Agreement or use or possession of the Licensed Premises occasioned wholly or in part by any act or omission of the Licensee, its agents, contractors, guests or employees, except such claims arising solely from the negligent acts or omissions of the County, the County's employees, agents and contractors. The Licensee further specifically agrees to hold the County

harmless and defend the County from and against any claim of public liability made in connection with any construction or installation of equipment performed by the Licensee, its agents, employees or contractors, within the Licensed Premises, notwithstanding that any such construction or equipment may or may not be deemed to be a part of the Licensed Premises, or such construction or installation of equipment shall have been approved by the County.

16. RESPONSIBILITIES OF LICENSEE: The Licensee covenants and agrees as follows:

A. The Licensee must not keep gasoline or other flammable material or any explosive within the Licensed Premises which will increase the rate of fire insurance on the Licensed Premises beyond the ordinary risk established for the type of operations described in Article 5. Any such increase in the insurance rate due to the presence of gasoline, other flammable material or explosives, or due to the Licensee's operations within the Licensed Premises, must be borne solely by the Licensee. The Licensee must not willfully do any act or thing in or about the Licensed Premises which may make void or voidable any insurance on the Licensed Premises or the premises of which the Licensed Premises are a part, and the Licensee must conform to all rules and regulations established from time to time by the County, the Maryland Insurance Rating Bureau, or any other authority having jurisdiction over such matters.

B. The Licensee must not use or allow the Licensed Premises or any part of the Licensed Premises to be used for any illegal, unlawful or improper purpose or for any act or thing that may be a nuisance, annoyance, inconvenience, or cause damage to the Licensed Premises, the premises of which the Licensed Premises are a part, adjacent properties or the adjacent neighborhood. The Licensee agrees that it will supervise and conduct its activities in a manner to ensure no disruption to the learning environment of the school, school activities or operations.

C. The Licensee must not place upon the Licensed Premises any placard, sign, lettering or awning except in such place and manner as shall have been first approved in writing by the County.

D. The Licensee acknowledges that all responsibilities of the Licensee relating to the use or misuse of the Licensed Premises shall be construed to include use or misuse of the Licensed Premises by the Licensee's agents, employees, patrons and residents.

E. The Licensee must not have animals in or about the Licensed Premises. This provision does not limit the Licensee or the Licensee's clients, employee's or guest's right to have bona fide service animals on the Licensed Premises. The Licensee is solely responsible for the proper care of service animals in the Licensed Premises and in keeping the Licensed Premises clean and free of debris and waste associated with the care and feeding of service animals.

F. The Licensee must comply with all rules and regulations with regard to the use of the Licensed Premises that may be from time to time promulgated by the County. Any violation of said rules and regulations will be deemed to constitute a violation of this License. It is understood that such rules and regulations will not unreasonably interfere with or prevent the intended uses of the Licensed Premises as set forth in this License.

G. The Licensee must maintain in good condition, and promptly and diligently repair any damage to (or replace if reasonably necessary in the circumstances), any trade fixtures, except as provided for in Article 12.

H. The Licensee must close and lock all entrance doors and windows in the Licensed Premises when the Licensed Premises are not in use. Further, before closing

and leaving the Licensed Premises at any time, the Licensee must close all windows and doors and secure the Licensed Premises. The Licensee must not place any additional locks or bolts of any kind upon any of the entrance or interior doors or windows. The Licensee must not change any existing locks without prior written approval of the County. In the event an approved change is made to the existing locks, the Licensee must provide the County with keys to the new locks. Upon the termination of this License Agreement, the Licensee must return all keys of the building, offices, and bathrooms, either furnished to, or otherwise procured by, the Licensee to the County. In the event of the loss of any keys provided to the Licensee, the Licensee must pay the County the cost of such keys and/or locks.

I. The Licensee must establish and post in the Licensed Premises an appropriate fire evacuation plan and hold fire drills as required. All occupants of the Licensed Premises must be trained regarding the safe and proper operation of all appliances and equipment in the Licensed Premises.

J. The Licensee is responsible for on site management of the Licensed Premises and must keep posted, in a conspicuous place within the Licensed Premises, the Licensee's responsibilities and obligations as specified in Articles 12 and 16 of this License. The Licensee must keep a copy of this License at the Licensed Premises and ensure the Licensee's on site representative is adhering to the terms and conditions of this License.

K. The Licensee must indemnify, defend and hold the County and the County's other tenants, licensees, agents and employees (together the "Indemnities") harmless from and against all liabilities, obligations, damages, judgments, penalties, claims, costs, charges and expenses, including, without limitation, reasonable architects' and attorney's fees, which may be imposed upon, incurred by, or asserted against any of the Indemnities and arising, directly or indirectly, out of or in connection with (i) The

Licensee's breach of its obligations under this License; (ii) the acts or negligence of the Licensee, its agents, contractors, and employees in the premises or on the Licensed Premises; and (iii) the use or occupancy of the Licensed Premises, and by the Licensee, its agents, servants, employees and contractors. In case any action or proceeding is brought against any of the Indemnities because of any of the foregoing, the Licensee must reimburse the County the cost of defending such action or proceeding, or upon the County's written demand and at the Licensee's sole cost and expense, the Licensee must defend such action and proceeding by counsel approved by the County. Licensee shall have no liability under this paragraph to the extent any matter described herein results from the negligent acts or omissions of the County or the County's employees or contractors.

L. The Licensee must not strip, overload, damage, or deface the Licensed Premises or any part of the premises of which the Licensed Premises are a part, including, but not limited to, hallways, stairways, or elevators. The Licensee will not permit any waste to, in or upon the Licensed Premises or any part of said building.

M. The Licensee must not permit any trade or occupation to be carried on or use made of the Licensed Premises outside the scope of this License (Article 5). Further the Licensee agrees to and must obey all federal, state, county and local laws and regulations relating to their operation of business on and in the Licensed Premises and premises of which the Licensed Premises are a part.

N. The Licensee must not move any furniture or equipment which is the property of the County into or out of the Licensed Premises without the County's prior written consent.

O. The Licensee must pay all bills and expenses relating to its use of the Licensed Premises on time and must not permit any disruption in any service, including but not limited to, utilities, to any portion of the Licensed Premises.

P. The Licensor agrees to provide all paper towels, hand soap and toilet tissue in its restrooms, if the restrooms are located within the Licensed Premises.

Q. The Licensee agrees to take appropriate measures to conserve and efficiently use energy and other resources (i.e., heat, cooling, water, and utilities).

R. The Licensee agrees to abide by emergency orders requiring that the school facility or school facilities and central offices be closed, during which time no programs will operate in the school.

S. The Licensee agrees that the County has the authority to review the records of the Maryland Child Care Administration relating to Licensee's operation as permitted by law.

T. The Licensee verifies and acknowledges that the person executing this License on behalf of the Licensee has the legal authority to bind the Licensee to the duties and obligations set forth in this License. The Licensee further verifies and acknowledges that such person's signature creates a binding obligation on the part of the Licensee for the term of this License.

U. The Licensee verifies and acknowledges that it is in good standing and/or qualified to do business in the State of Maryland.

V. The Licensee agrees to and must perform all obligations under this License in a timely manner.

X. Upon removal of the Licensee's property from the Licensed Premises, the Licensee at its sole expense must repair any damage to the Licensed Premises caused by such removal so that the Licensed Premises are in substantially the same condition as at the commencement of the License Term, reasonable wear and tear excepted.

17. DESTRUCTION OF LICENSED PREMISES:

A. In the event of damage to or destruction of the Licensed Premises or any part of the Licensed Premises by fire, storm, flood or other casualty which does not require the Licensee to suspend entirely its business, the County shall, as soon as practicable after said damage or destruction, repair and restore the Licensed Premises to the condition they were in immediately prior to said damage or destruction. Should such damage or destruction of said premises or any substantial part of the Licensed Premises render the Licensed Premises wholly unavailable for use by the Licensee for use as a child care facility, the County shall promptly begin and diligently pursue the repairing, restoration and rebuilding of the Licensed Premises as nearly as possible to the condition they were in immediately prior to such damage or destruction or with such changes or alterations as the County may determine appropriate. In the alternative, the County may terminate this License within thirty (30) days following the date of the destruction of the Licensed Premises as described above by sending a termination notice to the Licensee.

B. In the event of damage to or destruction of fifty percent (50%) or more of the building of which the Licensed Premises are a part, the County may elect not to restore the said building and this License shall automatically terminate and the Parties shall be discharged from all responsibilities arising under this License.

18. DEFAULT: The Licensee shall be considered in default of this License Agreement and the County may terminate this License Agreement upon the occurrence of any of the following:

- i. Failure to perform under any term, covenant or condition of this License;
- ii. The commencement of any action or proceeding for the dissolution or liquidation of the Licensee, or for the appointment of a receiver or trustee of the Licensee's property;
- iii. The making of any assignment for the benefit of the Licensee's creditors;
- iv. The abandonment of the Licensed Premises by the Licensee;
- v. The revocation or suspension of the Licensee's license or certification as a child care provider by the issuing entity; and
- vi. Any other default or breach of the terms and conditions this License.

With respect to any matters described in (i) and (vi) of this Section 18 that does not involve the payment of money to the County, Licensee shall have a period of fifteen (15) business days following written notice from the County to cure such default.

19. EMINENT DOMAIN: The Licensee is not entitled to any condemnation award granted to the County as owner of the Licensed Premises. If the Licensed Premises shall be taken by any governmental or quasi-governmental authority pursuant to its power of eminent domain or sold under threat of such taking, the Licensee will not be entitled to recover from the County any capital expenditures for improvements and betterments made by the Licensee to the Licensed Premises at the Licensee's expense.

20. RIGHT OF ENTRY:

A. Routine Repairs and Inspection: The Licensee must permit the County, its agents or employees, at reasonable times and upon reasonable prior notice (not less than 1 days/24hours prior notice) to enter the Licensed Premises without charge and without diminution of License Fee payments to: (1) examine, inspect and protect the Licensed Premises; (2) to perform maintenance and repairs the County may in its sole discretion consider necessary or desirable; and (3) to exhibit the Licensed Premises to prospective purchasers, tenants, licensees or to present or future mortgagors.

B. Emergency Access: In cases of emergency involving imminent risk of injury or death to persons or damage to property, the County, its agents or employees without prior notice to the Licensee, may enter the Licensed Premises, however the County will attempt, but is not required to notify the Licensee of any such entry under this section as soon as is practicable under the circumstances.

21. RETURN OF LICENSED PREMISES:

A. At the conclusion of the License Term as set forth in Article 2, or following the termination of this License for any other cause, the Licensee must remove all of the Licensee's goods and effects from the Licensed Premises and return to the County all keys, locks, and other fixtures belonging to the County, in good repair, reasonable wear and tear excepted.

B. The Licensee must return the Licensed Premises to the County in the same condition as received at the beginning of the License Term, in "broom clean" condition, reasonable wear and tear excepted.

C. In the event that Licensee's property is not removed from the Licensed Premises within seventy-two (72) hours after the termination of this License, the property remaining will become the property of the County.

D. Following termination of this License, the Licensee must remove all signs erected by or on behalf of the Licensee and must pay for or repair any damage caused by the installation or removal of such signage.

E. At the time of termination of this License and at the County's option, the Licensee must participate in a walk-through with the County's agent or employee to inspect the Licensed Premises.

22. NOTICE OF ACCIDENTS, DEFECTS OR DAMAGES: The Licensee must give the County prompt verbal notice of accidents in or damages to the Licensed Premises and, within twenty-four (24) hours following the occurrence of such accident or damage, the Licensee must follow-up with a detailed written report to the County of such accidents or damages.

23. COMPLIANCE WITH LAWS: It is understood, agreed and covenanted by and between the Parties that the Licensee, at the Licensee's expense, will promptly comply with, observe and perform all of the requirements of all of the codes, statutes, ordinances, rules, orders and regulations now in effect or later promulgated whether required by the Federal Government, State of Maryland, Montgomery County Government and the municipality in which Licensed Premises are located, Montgomery County Department of Environmental Protection or Montgomery County Fire Marshal's Office.

24. WAIVER: The waiver of at any time by either of the Parties of any covenant, condition, obligation, or duty under this License shall extend to the case only, and for the time and in the manner specified, and such waiver must not be construed or understood as waiving any further or other rights of either Party.

25. NON-DISCRIMINATION: The Licensee agrees to comply with the non-discrimination in policies in County contracts as required by Section 11B-33 and Section 27 of the Montgomery County Code (2014), as amended, as well as all other federal, state and local laws and regulations regarding employment discrimination. By signing this License Agreement, the Licensee assures the County that in accordance with applicable law, it does not, and agrees that it will not engage in any discrimination in violation of the above sections of the Montgomery County Code as well as any other federal, state or local laws, rules and regulations.

26. PUBLIC EMPLOYMENT: The Licensee understands and agrees that unless authorized under Sections 11B-52 and Chapter 19A of the Montgomery County Code (2014), as amended, that it is unlawful for any person or entity transacting business with Montgomery County, Maryland, to employ a public employee for employment contemporaneous with his or her public employment.

27. MAILING NOTICES: All notices required or desired to be given in accordance with this License by either party must be given by first class mail with a nationally recognized receipted delivery service, postage prepaid, addressed to the County or the Licensee, respectively. Notices to the Parties must be addressed as follows:

Licensee:

Academy Child Development Center, Inc.
10109 Darnestown Road
Rockville, Maryland 20850
Attn: Marilyn Fleetwood
Director

County:

Montgomery County, Maryland
Office of Real Estate
Department of General Services
101 Monroe Street, 9th Floor
Rockville, Maryland 20850
Attn: Director of Real Estate

With a copy, that does not constitute Notice to:

Montgomery County, Maryland
Office of the County Attorney
101 Monroe Street, 3rd Floor
Rockville, Maryland 20850
Attn: County Attorney

28. RESIDENT AGENT: The Resident Agent for the Licensee is Marilyn Fleetwood, and its address for receipt of notices and service of process is 10109 Darnestown Road, Rockville, Maryland 20850. The Licensee must immediately notify the County of any change in resident agent or resident agent's address.

29. PROHIBITION OF HAZARDOUS SUBSTANCES: The Licensee agrees not to store or bring hazardous substances onto the Licensed Premises. The Licensee indemnifies the County against all claims of any personal injuries or personal and real property damage as a result of any hazardous substance being brought on the premises by the Licensee, its agents, contractors, employees or guests.

30. NON-APPROPRIATION: This License shall terminate automatically on July 1 of any year for which the County, for whatever reason does not appropriate funds to pay the County's obligations provided in this License. The Licensee shall not make or be entitled to any claim for reimbursement of any kind, whether for improvements or prepaid items.

31. AMERICAN DISABILITIES ACT REQUIREMENTS: The County and the Licensee agree that any future modifications made to the Licensed Premises will be made in conformance with the requirements of the Americans with Disabilities Act, the Federal Fair Housing Act, and all safety and accessibility requested in Federal, State and County Laws and regulations. The Licensee must obtain all required permits to make any modifications to the Licensed Premises and must comply with all applicable building and safety codes.

32. SEX OFFENDER LAW: The Licensee agrees to be in compliance with Maryland laws regarding registered sex offenders. A registered sex offender is prohibited from entering onto real property used for a public or non-public elementary or secondary school or on property on which is located a "a licensed child care facility" (§11-722 of Criminal Procedure Article, Md. Ann. Code (2014 as amended)). The Licensee shall require that any person/contractor/subcontractor that enters a contract to provide services at the Licensed Premises will not knowingly employ an individual to work at a school if the individual is a registered sex offender.

33. CONTRACT SOLICITATION/BROKER'S FEES OR COMMISSIONS:

The Licensee represents that it has not retained anyone to solicit or secure this License from the County upon an agreement or understanding for a commission, percentage, brokerage or contingent fee, except for bona fide employees or bona fide established, licensed, commercial selling or leasing agencies maintained by the Licensee for the purpose of securing business or an attorney rendering professional legal services consistent with the applicable canons of ethics of the profession.

34. FORCE MAJEURE: Neither Party will be deemed in default with respect to the performance of any terms, covenants, and conditions of this License if same shall be due to any strike, lockout, civil commotion, war-like operation, invasion, rebellion, hostilities, military or upsurged power, sabotage, inability to obtain any material or service, through natural or other cause beyond the control of either party; provided, however, that this provision shall not excuse any non-payment of License Fees. For purposes of this provision, lack of funds shall not be considered a cause beyond the control of a Party.

35. ENTIRE AGREEMENT: This License (which contains and includes the Exhibits) is the entire agreement between the Parties, and no representations, inducements, or agreement, oral or otherwise, between the Parties not contained in this License shall be of any force or effect.

36. MODIFICATION: This License (other than the Rules and Regulations, which may be changed from time to time) must not be modified in any manner except by an instrument in writing executed by both Parties with the same formality as this License.

37. GOVERNING LAW: This License and its performance is to be governed, interpreted, construed and regulated by the laws of Montgomery County and the State of Maryland.

38. CLAIMS: Any action brought by or on behalf of either Party in connection with the performance of this License must be filed and maintained in a court of competent jurisdiction in Montgomery County, Maryland.

39. INDEMNITY BOND: Upon the request of the County, concurrent with the effective date of this License or at any time during the term of this License, the Licensee must obtain and maintain an executed miscellaneous indemnity bond in the amount of the annual rent for the current License Term to remain in full force and effect throughout the remainder of the License Term as security for the Licensee's faithful performance of all terms and conditions of this License. The County shall have the right, but not the obligation, to request such a bond from the Licensee. The County, in its sole discretion, may accept an appropriate substitute surety. The Licensee must, within fifteen (15) business days from the date of the request by the County, deliver to the County, the said surety, evidencing the coverage stated in this Paragraph. Failure to deliver the bond or surety as required is considered by the County to be a default under this License. The Parties agree that the Licensee shall only be required to obtain this Indemnity Bond following an uncured event of default as set forth in Paragraph 18 of this License.

40. PARKING: The Licensee has general use of the parking facilities which are a part of the Licensed Premises as of the date of execution of this License. Parking for the Licensee and any other occupants of the building, their staff, clients and guests will be confined to the surfaced parking areas in existence as of the date of execution of this License.

41. INDEMNIFICATION: Any indemnification given in this License by the County is subject to the notice requirements and damages limitations stated in the Local Government Tort Claims Act, Md. Code Ann., Cts. & Jud. Proc. §§ 5-301, et seq. (2015 Repl. Vol.) (the "LGTC"); Md. Code Ann. Art. 25A, § 1A (2015 Repl. Vol.); and Md. Code Ann., Cts. & Jud. Proc. § 5-509 (2015 Repl. Vol.), (together the "County Indemnification Statutes"), all as amended from time to time, and that any indemnification given by the County in this License is not intended to create any rights or causes of action in any third parties or to increase the County's liability above the caps provided in the County Indemnification Statutes, as applicable.

IN WITNESS, WHEREOF, the Parties have caused this agreement to be properly executed.

WITNESS:

COUNTY:
MONTGOMERY COUNTY,
MARYLAND

By: Julie L. White

By: Ramona Bell-Pearson
Ramona Bell-Pearson
Assistant Chief Administrative
Officer

Date: 7/19/17

WITNESS:

LICENSEE:
ACADEMY CHILD DEVELOPMENT
CENTER, INC.

By: Deirdre O.

By: Marilyn C. Fleetwood
Bd. President

Its: 07/10/17
Date:

APPROVED AS TO FORM & LEGALITY
OFFICE OF THE COUNTY ATTORNEY

RECOMMENDED

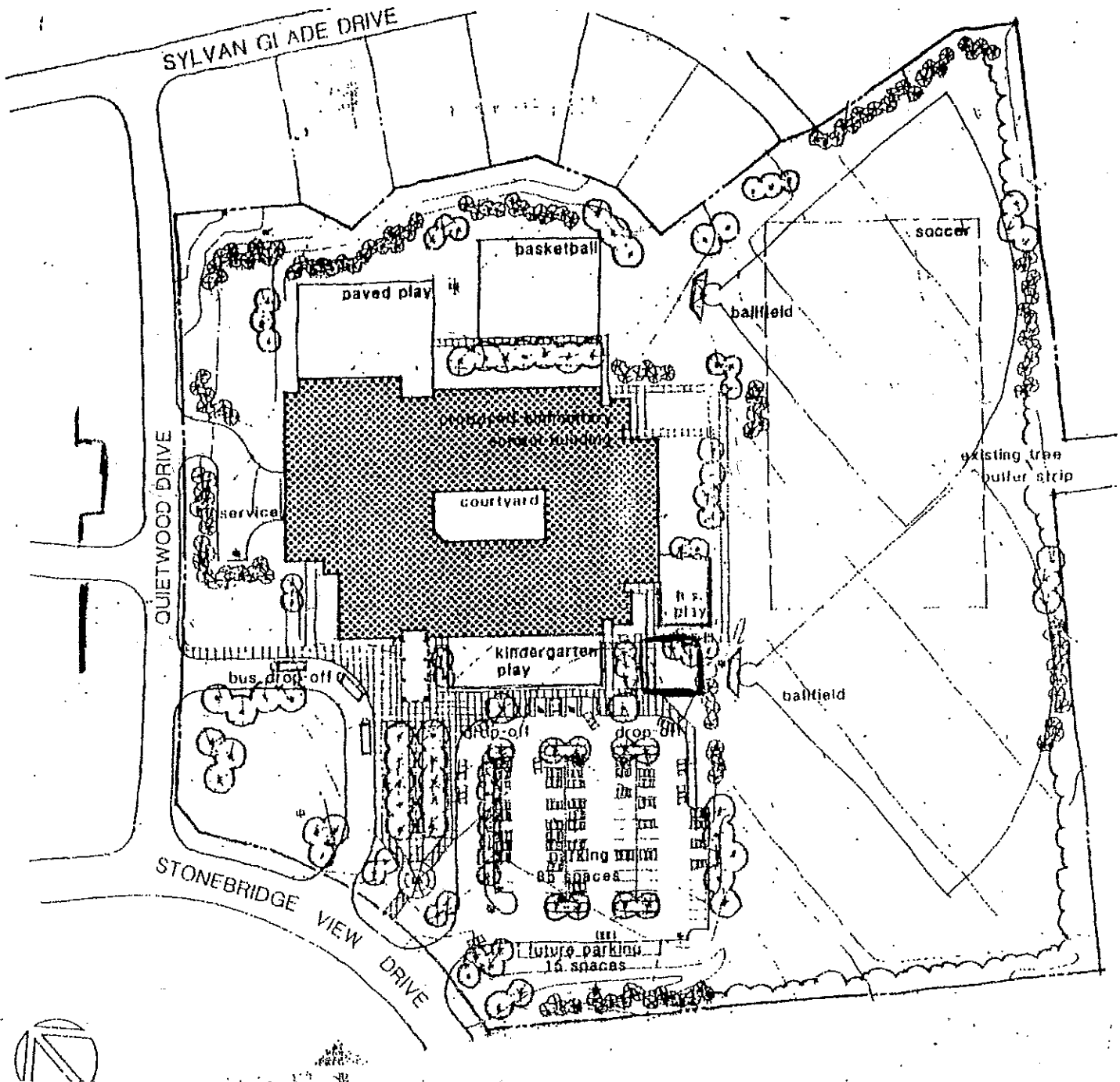
By: Alisa Day

By: Cynthia L. Brennan
Cynthia L. Brennan, Director
Office of Real Estate

Date: 6/28/17

Date: 6/24/17

Exhibit A

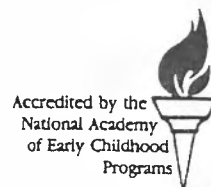


BUILDING CONCEPT scale in feet 0 50 100 150

Exhibit B-Child Care Proposal



Academy Child Development Center, Inc.
14327 Stonebridge View Drive
North Potomac, MD 20878
(301) 762-8206



CHARLES DREW CENTER

1200 Swingingdale Drive
Silver Spring, Maryland 20905
Hours: 7:00 a.m. – 6:30 p.m.
Ages: 3 years - 12 years
Licensed Capacity: 65
Jacqueline Melton, Program Director
Eileen Evans, CDES Principal
(301) 989-6030

GEORGIAN FOREST CENTER

3100 Regina Drive
Silver Spring, Maryland 20906
Hours: 7:00 a.m. – 6:30 p.m.
Ages: 2 years - 12 years
Licensed Capacity: 59
Katherine O'Brien, Program Director
Don Masline, GFES Principal
(301) 460-2170

COLD SPRING CENTER

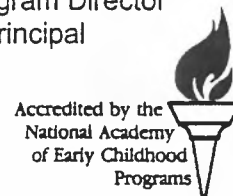
9201 Falls Chapel Way
Potomac, Maryland 20854
Hours: 7:30 a.m.-6:30 p.m.
Ages: 18 months - 12 years
Licensed Capacity- 77
Elisabeth Hollingsworth, Program Director
Martin Barnett, CSES Principal
(301) 279-8480

MSDE approved

STONE MILL CENTER

14327 Stonebridge View Drive
North Potomac, Maryland 20878
Hours: 7:00 a.m. – 6:30 p.m.
Ages: 3 months - 12 years
Licensed Capacity- 141
Lesley Walsh-Everhart, Program Director
Kimberly Williams, SMES Principal
(301) 279-4975

MSDE approved
NAEYC accredited



DUFIEF CENTER

15001 DuFief Drive
Gaithersburg, Maryland 20878
Hours: 7:30 a.m. – 6:30 p.m.
Ages: 3 years - 12 years
Licensed Capacity: 61
Sharon Geffer, Program Director
Pam Shirley, DES Principal
(301) 279-4980

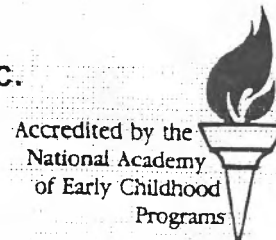
MSDE approved

MAIN OFFICE

10109 Darnestown Road
Rockville, Maryland 20850
(301) 424-6282
(301) 424-9477 Fax
academychild@juno.com
www.academychild.com



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14327 Stonebridge View Drive
North Potomac, MD 20878
(301) 762-8206



Academy Child Development Center, Inc.
10109 Darnestown Road
Rockville, Maryland 20850
(301) 424-6282
Fax: (301) 424-9477
Email: academychild@juno.com
Contact: Marilyn C. Fleetwood

Academy Child Development Center, Inc. was founded as a 501c (3), not-for profit educational childcare company in 1981 by Marilyn Fleetwood, a veteran public school teacher with a Masters degree in Special Education and Administration. Ms. Fleetwood developed and established the first center at Montrose Elementary School due to her personal need for quality childcare for her two small children. The first Program Director, Ellen Goeden, is still employed with Academy as the child development specialist and program consultant to the five centers.

When Montrose Elementary School closed, Rocking Horse Road Elementary School PTA recruited Academy. As President/Administrator, Ms. Fleetwood expanded the program from one classroom to four classrooms. In response to PTA requests to bid on childcare space, Ms. Fleetwood was successful in the bids to offer childcare at Stone Mill Elementary School and Cold Spring Elementary School in 1988, DuFief Elementary School in 1990, Charles Drew Elementary School in 1991, and Georgian Forest Elementary School in 1992.

Soon after opening the center at Stone Mill Elementary School, enrollment in the school peaked and Academy parents and administration began planning, through its Parent Advisory Group, for the impending space crunch. In response to the recommendations of the Parent Advisory Group and representatives from Stone Mill Elementary School PTA, Ms. Fleetwood applied for and received an IBM Initiatives' Grant to build an institutional grade modular adjacent to the elementary school. This grant was written to build the modular on county property with rental access by Academy Child Development Center, Inc. Another grant was received by Academy to provide staff training, to purchase materials and equipment and to equip an infant/toddler playground. During the construction, Academy, at no cost to parents, transported children to another center. NAEYC accreditation was awarded in 1995 as a result of teamwork and commitment.

Over the last 21 years, Marilyn Fleetwood has been instrumental in establishing resource materials for businesses, Chamber of Commerce, parents and staff. She has also participated on various childcare committees and has been a member of the Organization of Child Care Directors in the past. Her educational resume includes a multitude of childcare classes, workshops, seminars, etc. In addition, she developed the Academy Training Institute for the continuing education of childcare workers, parents, and employers.

Lesley Walsh-Everhart, Stone Mill Center Program Director, has been employed with Academy Child Development Center, Inc. since September of 1985. Lesley joined Academy Child Development Center, Inc. when she was a senior in high school. She was a student in Child Development at her high school and wanted the experience of working with young children as a part time job after school. Lesley worked at Academy while studying Early Childhood Education at Montgomery College. She pursued her college education at Towson State University and earned a Bachelor of Science degree in Psychology. Lesley has furthered her education by taking classes towards her Master's Degree at Johns Hopkins University. She has been studying Special Education with a concentration in Early Childhood Education.

Throughout Lesley's years at Academy, she has played many roles. She started as a Teacher's Assistant, then a School-Age Group Leader, next as a Kindergarten Teacher, soon afterward as Assistant Director and currently Director. Lesley's education and experience working with children ranges from Infancy through School Age. Her knowledge of child development and her ability to supervise twenty-four (24) staff daily make her an asset to our program.

Lesley is an active member of the MDAEYC (Maryland Association for the Education of Young Children) and volunteers on the Montgomery County Organization for Child Care Directors Board. Each fall, Lesley hosts college students in the Early Childhood Teacher Education program from the University of Maryland. Lesley also participates in the various training opportunities through LifeWork Strategies in preparation for re-accreditation. Currently, Lesley is participating in the NAEYC Accreditation Project.



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TIME LINE

Academy Child Development Center, Inc. has been successfully serving the educational child care needs of children and their families at Stone Mill Elementary School for 14 years. The PTA representatives chose Academy from the many school communities that merged to make one school in 1988.

The new Infant/Toddler/Two/Preschool programs start July 1st each year. Kindergarten Enrichment follows the public school calendar. Before and after school programs begin when MCPS starts in the fall. Academy is open for child care on most school holidays, inclement weather days (except when MCPS Central Offices close), MCPS professional days, early release days and special MCPS kindergarten scheduling changes for conferences and field trips. Summer sessions for school age students are available when school ends in June until school resumes in the fall.

Registration for new students is on going utilizing children on the wait list. Application process for the next school year for continuing students begins in January of each year. In February, wait list families are contacted giving available space priority to siblings and then to IBM families (48% available spaces).

- ♦ ***Student Service Learning Site (SSL)*** – Academy participated in the MCPS & Montgomery County Government's Training program to become an approved Student Service Learning (SSL) site in Montgomery County, Maryland. Academy has hosted many MCPS students who had to perform Community Service.
- ♦ ***PTA Child Care*** – During the 1999-00 school year, the Stone Mill PTA approached Academy and asked if Academy would be willing to provide child care for monthly PTA General Membership meetings. Academy Teachers agreed to stay late to provide child care for children between the ages of 3 years old and 12 years old.
- ♦ ***New Climbing Equipment*** – In October of 1999, Academy families held an art auction fundraiser that raised money to purchase new climbing equipment for the Stone Mill playground. The climbing equipment was installed in October of 2000 and is utilized by the Stone Mill Kindergarten classes, the Preschool Education Program (PEP), the Early Childhood Development (ECC) class and the children in the community.
- ♦ ***Homework Helpers*** – This pilot program titled "Homework Helpers" was a combined effort between the center, the parents and the community. Academy worked closely with Helen Jacobs from the National Honor Society to coordinate this program. Academy hosted students from Wootton High School who offered weekly tutoring assistance to children enrolled in our School-Age program. The children, parents, Wootton students, Academy and the community all benefited from this two-year endeavor.

Financial Assistance

- ♦ ***Financial Assistance*** – Academy accepts vouchers from Montgomery County Working Parents (WPA) and Social Services child care subsidy (POC) programs. Academy also offers alternate payment plan options for families. For example, families can pay half of their monthly tuition on the 1st of the month and the second half on the 15th of the month.
- ♦ ***Sibling Discounts*** – 10% discount to each additional full time sibling.

- ♦ **Character Counts Award** – In conjunction with the Pillars of the “Character Counts” curriculum, Academy’s Administrator developed the Character Counts Award to be awarded monthly to a child who displayed the Pillars of Character. The Stone Mill E.S. staff was asked to nominate a child who demonstrated one or more of the Pillars of Character and that child would be recognized through the Character Counts Award.
- ♦ **Community Service** – Through the years, Academy’s Building Blocks for Life philosophy has always emphasized teaching children to care about themselves and others. With this philosophy, Academy’s curriculum has always incorporated community outreach learning experiences. Some of these learning experiences include: Visiting nursing homes, writing letters to veterans of the United States military, sending cards and homemade pins to military personnel serving during Desert Storm, planting a garden for everyone to enjoy and cleaning up the school grounds.
- ♦ **House of Ruth** – As part of the “Character Counts” curriculum, Academy’s School-Age class organized a clothing and toy drive for the House of Ruth. The children and their families collected new clothes and toys from the community for the holiday season.
- ♦ **Grandcare Program** – Academy worked in partnership with the Interages organization that placed trained senior citizens in several of Academy’s classrooms. This program had a profound impact on the children, families and staff in the program.
- ♦ **Ridgeview Career Day** – Academy sent speakers to represent the early childhood field.
- ♦ **OCCD** – Academy is active in the Organization of Child Care Directors as members and officers.

Services

- ♦ **Academy Training Institute (ATI)** – Louise Clark, Director of Training at Academy Child Development Center offers approved staff development workshops for child care professionals. Academy’s staff development workshops are offered year round at an affordable cost and offer various core knowledge continuing education units. Academy’s staff receives free continued training through the ATI.
- ♦ **Parent Workshops** – Louise Clark, Child Development Specialist and Academy’s Director of Training offers free parenting workshops to Academy families throughout the school year. These workshops are open to the public. The workshop topics are generated through Academy’s Parent Teacher Exchange (PteX). The parenting workshops are offered from 5:30 – 6:30 p.m. and childcare is available. Academy has also offered to present workshops to the Stone Mill PTA free of charge.
- ♦ **Academy Child Development Website** – Academy’s Computer Specialist created and maintains the Academy Website at www.academychild.com. This Website is another form of communication with our families and the general public. Parents are able to view pictures of their children engaged in learning activities and review monthly newsletters for classroom information.
- ♦ **Programming Options** - Academy Child Development Center offers a variety of programming options that allow flexible schedules for the children, families and community. Academy offers care for Infants through School-Age. The center is open year round, Monday-Friday from 7:00 a.m.-6:30 p.m. Academy offers Full-Time (Monday-Friday), Part-Time (Monday, Wednesday, Friday or Tuesday and Thursday), Abbreviated Day (8:30 a.m.-5:30 p.m.-Reduced Tuition), and Half-day is also offered in Academy’s Kindergarten program. The School-Age summer program is based on two-week sessions, which affords families a vacation credit. Academy also offers Drop In care and sibling tuition discounts.
- ♦ **Pizza Fridays** – To better meet the needs of our working families, Academy offers Pizza lunch on Fridays. Pizza is ordered in for the various classrooms and Academy provides a fruit/vegetable accompaniment with milk.
- ♦ **Kid Call Alert** – In January of 2001, Academy had the opportunity to pilot the Kid Call Alert System in collaboration with MCPS. The Kid Call Alert program is utilized as an additional safety net for children on field trips and provides updated information to the parents about the field trip during the day.



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Linkages ~ Services ~ Financial Assistance

- ♦ **Collaborate with Montgomery County Public Schools (MCPS)** – On a daily basis, Academy Child Development Center works with the administration and staff at Stone Mill E.S. to provide consistency and continuity from one program to another.
- ♦ **PTeXchange (Parent/Teacher Exchange)**- Committees of Parents and teachers meet regularly to share information, develop goals, assist with the center evaluation results and recommendations, etc.
- ♦ **Mainstreaming Opportunities** – Academy offers weekly cooperative learning experiences and mainstreaming opportunities for the Preschool Education Program (PEP) and Early Childhood Development.
- ♦ **After School Extracurricular Activities** – Academy accommodates children attending MCPS and PTA sponsored after school extracurricular activities by keeping schedules of weekly activities and by releasing children to attend on site activities in the school.
- ♦ **School Safety and Security** – Academy administration and staff actively participates with the Stone Mill E.S. On-Site Emergency Team (OSET) through regular school emergency/crisis drills. Academy staff wears photo ID badges on the school campus every day. In conjunction with tightened security within the school and to further assist Stone Mill E.S. staff in the monitoring of adults; Academy implemented a security tag program for Academy parents who would be in the school building during morning drop off and afternoon pick up.
- ♦ **Stone Mill Parent Teacher Association (PTA)** –There is a parent volunteer selected annually who acts as liaison between the PTA and Academy. Each year to support the Stone Mill PTA, Academy purchases a full-page advertisement in the Stone Mill PTA Directory. Several staff members have joined the PTA at Stone Mill. Academy's administration and staff cooperate with the PTA when special events and programs are taking place in the school community. Academy always accommodates the PTA when they need to use the multi-purpose room space which houses Academy's School-Age program. When the PTA needed funds to install a new water fountain on the school playground, Academy made a financial contribution to help offset the cost for the PTA.
- ♦ **Secret Santa Program** – For the past two years, Academy children, families and staff proudly sponsored the Secret Santa program through the City of Gaithersburg. The City of Gaithersburg provided us with the name and age of a child along with clothing sizes and a toy wish list. Academy shares the wish lists with the families and staff and in turn, we collect new clothing and toys for the children in need.
- ♦ **American Red Cross** – Following the tragic events of September 11, 2001, Academy's School-Age children worked diligently making magnets and pins in the shape of flags, ribbons and hearts. The children raised \$223.72 to help the victims, families and rescue workers affected by the events of September 11th.
- ♦ **Stonebridge Swim Team** – During the summer of 2001, Academy proudly sponsored the Stonebridge Sharks Community Swim Team by purchasing advertising so all of the children would have team t-shirts for their regional team meet.
- ♦ **Public Library Learning** – During the summers of 2000 and 2001, Academy scheduled weekly field trips to the Quince Orchard Public Library to promote reading during the summer. Academy initiated this program in collaboration with the Reading Specialist at Stone Mill E.S. Children would use their library cards to check out books and engage in reading activities with the Librarian at the Quince Orchard Library.
- ♦ **Kindergarten Walk-a-Thon** – In April of 1999, while studying the Pillars of the "Character Counts" curriculum, the children related the pillars of respect and caring to help the events taking place in Kosovo. The Kindergartners decided to hold a Walk-a-Thon to raise money to help the children of Kosovo. The children raised \$633.50 and sent it to UNICEF to relieve the suffering of Kosovo's children.



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SPECIAL POPULATIONS

Academy Child Development Center at Stone Mill offers flexible schedules (30 different schedule options) to allow for the working parent who needs part week, part day, or drop-in occasional care. In addition, Academy has been offering an "Abbreviated day" schedule for 20 preschool parents who only need an 8:30 a.m.-5:30 p.m. program.

Families who receive Working Parents Assistance Program (WPA) or Purchase of Care (POC) subsidies are welcomed at Academy. There are currently 10 families that receive government subsidies. All of Academy's literature and advertisements contain information regarding acceptance of subsidies and financial assistance. The school office has fliers about Academy's programs and services to distribute to new families. The Academy web page www.academychild.com includes this information and has linkages to other resource and referral agencies. In addition, Academy confers with Head Start regarding childcare needs of their families. LOCATE (Montgomery County Child Care Resource and Referral Network) is kept informed of our programs and services. Academy was one of the first child care centers approved by Montgomery County Department of Social Services to provide child care services for their clients.

Through the years, Academy Child Development Center has collaborated with many families with children who have special needs. First and foremost, Ellen Goeden is Academy's on site Child Development Specialist. Mrs. Goeden has been employed by Academy since it opened in 1981. She is available to conduct observations of children when requested by parent or teacher. Her findings and recommendations are reported to the child's family and teachers. Louise Clark, Academy's Director of Training also works in collaboration with Mrs. Goeden to provide appropriate Parent Workshops and Staff Development Workshops to meet the needs of the children, families and staff at Academy. Ms. Clark has developed many workshops that address children with special needs. Through the Academy Training Institute, Ms. Clark provides a vast array of learning opportunities for the parents and staff as a benefit and at no cost.

Academy staff has also benefited from training through Child Find. Representatives from Child Find in Montgomery County, Maryland provided valuable on site training to the staff about the services available from Child Find. Through the years, Academy Teachers have referred many families to Child Find for evaluations. Many of the children who were referred by Academy Teachers were evaluated and eligible to receive services through MCPS at Stone Mill. Academy has also actively participated in the Maryland Infant and Toddler program. Academy was awarded a grant that included staff development training and parent consultations through the Maryland Infant and Toddler program.

We have had several children in our Preschool classes that were diagnosed with Asperger's Syndrome and Autism. These children required shadows so their learning experiences would be further enhanced. Academy worked directly with Jane Salzano from Community Services for Autistic Adults and Children (CSAAC). The shadows worked collaboratively with our Academy Teachers so each individual child would benefit from the Preschool program. The shadows would participate in the daily activities, special classroom functions and field trips. Our staff has worked with families who were in therapy or counseling. Academy staff has also worked closely with play therapists as well as psychologists. We have worked in partnership with parents to develop special needs plans for individual children. Our staff has also attended Individual Education Plan (IEP) meetings with Stone Mill Elementary School staff and parents at the request of MCPS.

In cooperation with Stone Mill E.S., Academy has participated in many programs that have been valuable to children with special needs. Sharon Heselden, Academy's Project Consultant and former Director at Stone Mill, served on the Stone Mill Guidance Advisory Committee for 2 years. The purpose of this committee was to offer advice/suggestions to the school's Guidance Counselor on how the counselor could best meet the needs of the children in the Stone Mill E.S. community. Academy offers weekly cooperative learning experiences and mainstreaming opportunities for the Preschool Education Program (PEP) and the Early Childhood Development (ECC) classes at Stone Mill. This collaborative program benefits the children in PEP and ECC, as well as the Academy Preschoolers and Kindergartners. The classes take turns visiting each other's classrooms on a weekly basis. Additionally, outdoor play opportunities are also incorporated into their weekly experiences.

Academy has provided other services to children with special needs, which included a recuperating room for mildly ill/non-contagious children over the course of 10 years. In addition, Academy secured accessibility for wheelchairs and strollers, from the blacktop to the playground by having a path installed on the grassy area.



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AGES-NUMBERS-GROUP CONFIGURATIONS

- Infant/Toddlers (starting at 3 months): Full day 6 Students
- Tiny Tots (starting at 24 mos.): Full day 12 Students
- Pre-Kindergarten, Preschool and Nursery (ages 3-5): Full day 40 Students
- Kindergarten (5 yr. olds): Extended days or Half day 40 Students (20 AM/ 20 PM)
- School-Age (Grades 1-5): Extended days, Before School Only, or After School Only 60 Students

OPERATION OF PROGRAM

SCHEDULES: Students may attend on pre-determined days only. A limited number of part week spaces are allotted. Priority is given to 5 day per week requests.

- Full Week (Monday through Friday)
- Part Week (Monday, Wednesday, Friday or Tuesday and Thursday)
- Before Only, After Only, or Before & After (School Age)
- Abbreviated Schedule (9:30-5:30)
- Half Day Kindergarten Enrichment AM and PM Sessions
- Drop-In Care

HOURS

- 7:00 A.M. — 6:30 P.M.

Half-day programs meet for 3 ½ hours when MCPS kindergartens are open.

Half-day programs follow the MCPS kindergarten schedules.

Before Only & After Only school-age programs operate only when MCPS is open.

CALENDARS

- Open Year Round—(Full day and Extended days) Closed 15 days.
- School Year Only – (All Half-day, Before Only, and After Only) Follows MCPS calendar.
- Summer Only - Two-week sessions for School Age Children (entering grades 1-5)

SCHEDULED CLOSINGS

- Independence Day
- Two days prior to MCPS fall opening/ Professional Days
- Labor Day
- Thanksgiving
- Thanksgiving Friday
- Christmas
- New Year's Day
- Martin Luther King, Jr. Day
- President's Day
- Easter Friday
- Easter Monday
- Memorial Day
- Friday after MCPS closes in June/ Professional Day
- One additional MCPS required closing

INCLEMENT WEATHER / EMERGENCY/ CLOSING POLICY

We realize the difficulty and inconvenience when Academy is closed. However, the decisions are made with the safety of the children and staff in mind. Due to our lease agreement, Academy must base our emergency closings on the decisions of Montgomery County Public Schools (MCPS) or when conditions are judged to be unsafe.

1) If MCPS Central Administrative Offices are closed or delayed:

- Academy follows that schedule.

2) If MCPS are closed for the day:

- Academy opens at 9 A.M. for child care only.
- There is no Academy ½ day Kindergarten, ½ day Pre-School, or ½ day Pre-Kindergarten.
- Please call or arrive with your child by 10 A.M. Staffing for the day will be determined at that time.

3) If MCPS openings are delayed:

- Academy opens at 8 A.M. for child care.
- There is no AM Academy ½ day Kindergarten, ½ day Pre-School, or ½ day Pre-Kindergarten.
- Academy ½ day Kindergarteners may be signed in by their authorized escort when MCPS opens. Please make certain that someone is responsible for your child's safe arrival at Academy. All Kindergarten students should bring a BAG LUNCH.

4) If MCPS closes early:

- There is no PM Academy ½ day Kindergarten.
- Academy child care will close early at 5 P.M.

5) If other emergency closings are necessary, such as when MCPS is not in regular session, call your center after 6:30 A.M. or after 1 P.M. if conditions are questionable. Closing decisions are made in consultation with the main office. Parents will be notified in person, by telephone message or by radio announcement.



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Academy Determines Community Needs:

- Annual NAEYC parent questionnaires including recommendations
- Annual staff evaluations/surveys/recommendations
- Parent/Teacher Exchange (PTX)- Parent advisory group
- Stone Mill PTA child care liaison
- LOCATE—Montgomery County Resource and Referral Network
- Web site—Academy's web site links to e-mail for questions concerning families' needs
- Academy Training Institute offers parenting workshops and discussion groups as a benefit
- Officers of Montgomery County Organization of Child Care Directors
- On site- child development specialists are available to parents to assess individual student needs
- Lifework Strategies collaboration
- Collaboration with Stone Mill Principal and Teachers
- Cooperation with Montgomery County agencies and their programs such as POC and WPA
- NAEYC accreditation and involvement in associated activities and programs
- MSDE Non-Public school approval
- Representative attends the annual Child Care Day in Annapolis to meet with elected officials
- Attend local MOMS Club fairs to share information
- Log all calls from families and document their individual needs through wait lists
- Conduct tours for prospective families. Parents complete a survey indicating their expectations.

Academy Reflects and Responds to the Needs of the Families, Children, and Community

Licensable space: 6 infants, 12 two year olds, 18 three/four year olds, 20 pre-kindergarten, 40 half-day kindergarten enrichment (20 A.M. and P.M. sessions), 60 school-age spaces

- Academy offers flexible schedules for the working parents- full day, abbreviated day, half day, drop-in, part week, full week, before school-only, after school-only, before and after school, School-age summer session options, 10-month and 12-month.
- OPEN DOOR POLICY FOR ENROLLED PARENTS
- Open on inclement weather days, MCPS professional days, most school holidays, late openings, early release days. Academy program at Stone Mill operates year round.
- Financial assistance, individual payment plans, sibling discounts, annual fee discounts, WPA and POC vouchers, employer discounts.
- Informational tours, fliers, and individual orientation plan for new families and their children.
- Small class size with a high teacher to child ratio.
- Expanded school-age programs to allow for 60 children in the multipurpose room via lease with ICB. Expanded the kindergarten program to accommodate more part week enrichment students via MCPS classroom lease.
- Have offered childcare during PTA meetings for the Stone Mill Elementary School parents.
- Collaborated with Stone Mill Elementary School regarding sharing rooms, field trips, IEP conferences.
- Offers a preschool soccer program- "Little Kickers" and ABC Jamboree (gymnastic program).
- Caters lunch on Fridays so that parents don't have to pack lunch or buy from the school cafeteria.
- Academy Training Institute offers parent training with childcare as a benefit to Academy families.
- Kindergarten enrichment program taught by 2 teachers with college degrees.
- Every classroom/program has at least one teacher with a college degree in education.
- MSDE approved curriculum—newsletter and curriculum calendar are posted monthly and distributed.
- NAEYC accredited developmentally appropriate program.
- Homework time allotted for school-age students.
- Multicultural activities to meet the diversity of the population.
- Field trips using Academy's buses and drivers.
- KidCall Alert program for added security on field trips.
- Daily classroom logs for parent communication.
- Semi-annual reports with conferences for all ages.
- On-site child development specialists and computer specialist.
- Story Telling Lady visits weekly.
- Cooperation with other after school activities such as Girl Scouts, Little Feet, soccer, etc.
- Family events- Open House, Holiday event, End-of-Year picnic, potluck dinners, etc.
- Breakfast and afternoon snack menus are posted in each classroom and are distributed to each family.



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PHILOSOPHY: BUILDING BLOCKS FOR LIFE

Academy offers the "Building Blocks for Life" philosophy - the foundation from which all learning takes place for the future. Children grow in a nurturing environment that promotes safety and security. When children are guided to live and play together in an atmosphere of mutual respect and support, they develop positive character values. By encouraging creativity, exploration, and discovery children acquire a love of learning and a sense of self.

Children are our focus and our staff make up the foundation of our programs. The experience, education, and low turnover of teachers and assistants ensure continuity of quality programming from year to year. Ongoing professional development keeps staff up to date on current research and issues. Child/staff ratios are kept low to facilitate a child-centered approach.

All centers share a common mission and are licensed by Maryland's Child Care Administration. Because of the uniqueness of each community we serve, different centers may maintain additional affiliations. In partnership with families, community and early childhood experts, Academy continues to grow and develop within the scope of our "Building Blocks for Life" philosophy.

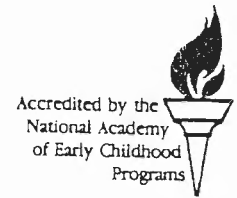
Academy is dedicated to the world's future - its children.

MISSION AND GOALS/ OBJECTIVES

- ❖ To offer developmentally appropriate early childhood/school age programs via NAEYC and MSDE approval.
- ❖ To provide safe, healthy and reliable child care options for working parents.
- ❖ To maintain a dedicated, professional staff through competitive salaries, benefits and professional development.
- ❖ To develop and maintain partnerships with parents, staff, community, local, state and national organization, resources and linkages.
- ❖ To offer a wide variety of program options for children 3 months to 12 years of age.
- ❖ To provide an excellent facility and atmosphere in which to meet the needs of parents who need child care services.
- ❖ To provide an enriched, caring, educational environment for children, in which children can grow mentally, physically, emotionally, and socially.
- ❖ To provide an atmosphere in which school, center, home, teachers and parents may work together in discovering the needs, interests, and abilities of each child.
- ❖ To promote ongoing and active parental involvement in the development and implementation of program policies and operating procedures through annual center evaluations and Parent/Teacher Exchange Group.
- ❖ To maintain an excellent reputation in the community, our profession, and with families.
- ❖ To maintain positive public recognition of our center through our conduct, reputation, professional standards, community involvement and quality advertising.
- ❖ To maintain professionally high standards through professional growth and training.
- ❖ To maintain financial stability through careful budgeting and creative use of materials and equipment so that we can remain an affordable program for families.
- ❖ To maintain an 85% enrollment enabling us to increase the scope of our program and to expand our services to the public.
- ❖ To provide a working and learning environment that will not tolerate intimidation, discrimination, or sexual harassment.
- ❖ To maintain an atmosphere which promotes positive interaction between children and among children, staff and parents.



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OTHER FEES AND DISCOUNTS

Wait List- \$25 non-refundable fee will be applied toward the initial application fee.

Application Fee- Annual \$100 non-refundable fee to enroll. \$50 for continuing families.

Late Payment Fee- Tuition is due on the first day of the month. After the sixth day of the month, a \$10 per week late fee will be charged.

Returned Check Fee- \$25 In addition to the original amount due. If a check is returned for any reason, all future payments must be made by certified check or money order.

Late Pick-Up Fee- A charge of \$1 per minute or any portion thereof, if a child is picked up after closing or dismissal, including inclement weather/ emergency closings. Two dollars per minute if a fourth time occurs.

Field Trips- The minimum bus charge is \$5 per child. Admission price and additional costs are added if necessary. Because reservations are necessary for the bus and site/ program, charge is non-refundable. Staff make every effort to keep costs down. Financial assistance is available if necessary.

Replacement Fee- If a child purposely loses or damages equipment or the center through inappropriate use, parents will be informed and charged for repairs or replacement.

Program Changes

If the requested schedule is unavailable, you may submit a wait list request and have the fee waived. When increasing program an additional security deposit and tuition is required. If a change in program is needed which reduces the number of days or hours, a one month written notice must be received by the center director and a new application and \$100 application fee will be required.

Sibling Discounts

A family paying for one five day per week tuition will receive a 10% discount on additional 5 days per week tuition for siblings. (Except Before School Only Program). Discounts will be applied to the least expensive program. This is not available if a family qualifies for and receives other tuition assistance or discounts. No other tuition assistance or discounts apply.

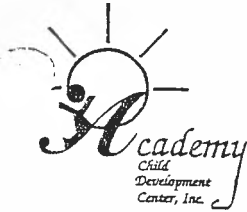
Tuition Assistance

Academy accepts vouchers from Montgomery County Working Parents Assistance (WPA) and Social Services child care subsidy (POC) programs with the understanding that parents will adhere to the policies and procedure outlined by either of those programs and Academy. It is also understood that parents are financially responsible for tuition to be kept current in the event of delays in the initial or the re-certification processing from the WPA or POC programs.

Half-Day Program Tuition- is an annual fee that is due at enrollment. If opt to pay 10 equal payments will follow monthly payment plan.

Financial Assistance

Requests for alternative payment must be requested in writing and submitted to the main office for consideration. Please contact your center director for assistance.



Academy Child Development Center, Inc.
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Rockville, MD 20850
(301) 424-6282
Fax: (301) 424-9477

NEW EMPLOYEE ORIENTATION

1. Code of Ethical Conduct: NAEYC Pamphlet
2. Building Blocks for Life Philosophy: Parent Handbook (pg. 4)
3. Mission and Purpose: Parent Handbook (pg. 4)
Includes your responsibility to children, parents, Academy, and the profession.
4. Health, Safety, and Welfare: Parent Handbook and Child Abuse Packet
Includes reporting procedures involving **Child Abuse and Neglect**
5. Employment Policies and Procedures: Staff Policy Booklet
Highlights employee benefits and our expectations for staff
Includes **Universal Precautions Procedure** (attached)
6. Review Paperwork:
 - ☐ Form I-9
 - ☐ Form W-4
 - ☐ Form MW 507
 - ☐ MD New Hire Registry
 - ☐ Criminal Background Check (FBI and State Cards)
 - ☐ Check made out to CJIS for \$24
 - ☐ Pre Employment Medical (Including TB clearance)
 - ☐ Proof of Age

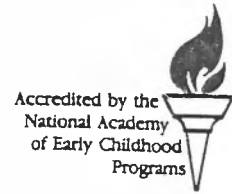
*Be Involved with the Children ~
Friendly & Helpful to Parents ~
A Positive & Contributing Team Member*

Employee Signature: _____ Date: _____

Administrative Signature: _____ Date: _____



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STAFF ORIENTATION/TRAINING

Academy Child Development Center, Inc. believes that qualified and properly trained employees are our best asset. Prospective employees go through a rigorous interview process which involves a working interview. Candidates are observed working within a classroom to allow the team members and the Director the opportunity to observe and comment prior to a hiring decision.

Every Academy employee attends a "New Employee Orientation" session concerning Academy policies and procedures prior to starting work. An extended training with all new employees to discuss topics such as child development, age appropriate curriculum, health and safety, and parent communication is held prior to the fall school session. The new employees receive on site mentoring from the Director of Training, the Center Director, and the assigned team members.

Monthly staff meetings provide opportunities for staff input and training. In addition, new employees are part of a team and meet weekly with their team members to plan and problem solve. If an employee or the center Director feels more training is needed a referral is made to the Director of Training who researches courses, scholarships, workshops, information, etc. to meet the center's needs.

Academy Training Institute, the training component of Academy Child Development Center, Inc., provides Core of Knowledge workshops throughout the year. Academy supplements these county-wide workshops with in-house focus groups for teachers of infants/toddlers, pre-school, kindergarten and school-age students. A full time Staff Trainer is on staff at Academy and is available on-call as needs arise.

An Academy-wide annual meeting is held each fall to present topics of interest relative to the child care and child development fields. All Academy employees are required to attend this annual meeting and to fully participate in discussions, informational sessions, and problem solving activities.

Each staff member is evaluated annually and as deemed necessary by the center Director, Staff trainer, Child Development Specialist and by a self evaluation format. Goals are identified in regards to training and work responsibilities. The annual evaluations determine wages, job assignment, and continued employment.



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Accredited by the
 National Academy
 of Early Childhood
 Programs



Benefits Eligibility At a Glance: Full Time Employees 2002
See Staff Handbook and addendum for definitions and details.
Part time and part year employees are eligible for certain prorated benefits.

INSURANCE & INCENTIVES

	Upon hire	After 1 month	After 1 year	After 2 years	After 3 years	After 5 years	After 10 years
Health Insurance		*	*	*	*	*	*
Dental Insurance		*	*	*	*	*	*
Retirement w/ACDC contribution match				*	*	*	*
Life Insurance					\$10,000	\$25,000	\$50,000
Child Care tuition discount	*	*	*	*	*	*	*
Direct deposit- MCT	*	*	*	*	*	*	*

TIME OFF

Vacation			1 week	1week	2 weeks	2 weeks	2 weeks
Personal (1 per mo.)		*	*	*	*	*	*
Holiday pay		7 paid	7 paid	7 paid	8 paid	9 paid	11 paid
Bereavement (up to 5 days)	*	*	*	*	*	*	*
Weather Closings pay for full-day (up to 5 days)		*	*	*	*	*	*
Jury Duty pay (differential)		*	*	*	*	*	*
Family Medical Leave (benefits)			*	*	*	*	*
Duty free breaks	*	*	*	*	*	*	*

PROFESSIONAL DEVELOPMENT

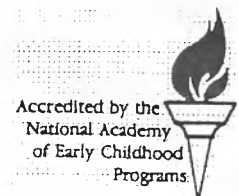
Paid Orientation	*	*	*	*	*	*	*
Mentor support	*	*	*	*	*	*	*
Paid in-service training workshops	*	*	*	*	*	*	*
Paid Professional Days (3 per year)	*	*	*	*	*	*	*
Free CCA approved training through Academy Training Institute (ATI)		*	*	*	*	*	*
CDA/ ECE support		*	*	*	*	*	*
CC Credential support		*	*	*	*	*	*
% Paid CPR / First Aid			*	*	*	*	*
Paid daily planning period for teachers	*	*	*	*	*	*	*
Paid weekly team meetings	*	*	*	*	*	*	*
Paid monthly staff meetings	*	*	*	*	*	*	*
NAEYC Annual Membership	With Current MD CC Credential Level 3 or above						

Program Director Major Responsibilities

- Maintain a safe and healthy learning environment for students and staff
- Oversee the day-to-day operation of entire program
- Be knowledgeable of all licensing and accreditation regulations and abide by them
- Provide continuous training and support to staff
- Communicate with parents on a regular basis
 - written newsletter monthly
 - parent conferences
- Organize a "confer with the director" evening for parents monthly (parent group, support group, etc.)
- Hire and evaluate staff, terminate if necessary following all procedures
- Provide a uniform orientation process for new hires and with other staff as deemed necessary. Utilize mentor program.
- Plan for the recording and reporting of financial disbursements and tuition receipts
- Collect and deposit all tuition fees as required
- Keep all student and staff files up-to-date
- Be professional at all times
- Oversee the successful development of the entire program
- Maintain a legal consciousness
- Coordinate with MCPS personnel regarding necessary program issues and planning responsibilities
- Cooperate with the MCPS staff and the restrictions, policies, procedures, etc. imposed by the principal
- Develop a team approach to working with staff in problem solving and curriculum planning
- Keep informed of the local happenings of the school PTA
- Attend and participate in director's meetings
- Attend OCCD meetings
- Hold staff meetings monthly as needed
- Work schedule must be posted and must reflect opening hours and closing hours at least two days per week.
- Must be physically at the center at least 30 hours per week
- Complete evaluations on staff and a self-evaluation at least annually to be submitted to administration
- Orient parents and students to the program and its philosophy and procedures
- Oversee students evaluation conferences and the necessary paper work
- Organize shared job responsibilities of daily classroom maintenance not covered by the custodial services
 - Dirty dishes, utensils, paint brushes, paint containers, etc. used for projects, keeping shelves and cabinets clutter-free, refilling and restocking of paints, glue, paper, etc., snack preparation, bulletin boards, refrigerator needs, materials and equipment inventory, etc.
- Review and approve all written and oral communication that leaves the center and/or is posted in the center such as menus, newsletters, conference forms, student evaluation forms, etc.
- Complete necessary forms for MSDE, NAEYC, IBM, DHR, ACDC administration and governmental forms (OSHA, New Hire, Immigration, IRS, etc.)
- Promote program through advertising, articles, speaking at community events, etc.
- Analyze community trends and needs to better prepare and revise program
- Maintain a working environment free of discrimination and sexual harassment
- Supervise Assistant Director's assigned responsibilities



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PERSONNEL

Academy at Stone Mill employs a full time Director and a full time Assistant Director- Both have college degrees in education and teaching backgrounds. Specialists employed- child development, staff trainer and computer technology. There is also an administrative mentor available to the Program Director.

Infant/Toddler program: 3 months – 24 months

- ◆ Licensed for 6-9 children
- ◆ Staff to child ratio 1:2 for most of the day
- ◆ 2 I/T Teachers and 1.5 Assistants
- ◆ Personnel – The Infant/Toddler program is staffed with two full-time teachers and two teacher assistants. One teacher assistant is full-time and one is part-time. One of the teachers has a Bachelor of Arts degree in Early Childhood Education and the other is a qualified Infant/Toddler Senior Staff.

Tiny Tots program: 24 months – 36 months

- ◆ Licensed for 12 children
- ◆ Staff to child ratio 1:4 all day
- ◆ 2 Teachers and 2.2 Assistants
- ◆ Personnel – The Tiny Tots program is staffed with two full-time teachers and three teacher assistants. One teacher assistant is full-time and two are part-time. One teacher has a Bachelor of Arts degree in Early Childhood Education. The other is a qualified Senior Staff & Child Development Associate (CDA) candidate.

Preschool 3/4 program: 3 & 4 year olds

- ◆ Licensed for 20 children
- ◆ Staff to child ratio 1:7 most of the day
- ◆ 2 Teachers and 1.5 Assistants
- ◆ Personnel – The Preschool ¾ program is staffed with two full-time teachers and two teacher assistants. Of the two teacher assistants, one is full-time and one is part-time. One of the teachers has a Bachelor of Arts degree in Child Development and the other has a Bachelor of Science degree in Elementary Education and an Associate's degree in Early Childhood Education.

Preschool 4/5 program: 4 & 5 year olds

- ◆ Licensed for 20 children
- ◆ Staff to child ratio 1:7 for most of the day
- ◆ 2 Teachers and .5 Assistants
- ◆ Personnel – The Preschool 4/5 program is staffed with two full-time teachers and two part-time teacher assistants. One teacher has a Bachelor of Arts degree in Education and the other is a qualified Senior Staff.

Kindergarten program: 5 & 6 year olds (must be eligible for Maryland State Department of Education Kindergarten)

- ◆ Licensed for 23 children
- ◆ Staff to child ratio 1:8 all day
- ◆ 2 Teachers and 1 Assistant
- ◆ Personnel – The Kindergarten program is staffed with two full-time teachers and one full-time teacher assistant. One teacher has a Bachelor of Science degree in Family Studies and the other has a Bachelor of Science degree in Elementary Education.

School-Age program: 6 –11 year olds

- ◆ Licensed for 60 children
- ◆ Staff to child ratio 1:15
- ◆ 3.5 Teachers
- ◆ Personnel – The School-Age program is staffed with three full-time teachers and one part-time. One has a Master of Arts degree in Recreation. Another teacher is a qualified Group Leader and the third has a Bachelor of Arts degree in Psychology. The fourth teacher has a Bachelor of Science degree in Elementary Education.

Academy Training Institute Academy Child Development Center, Inc.
Parenting Workshops for Winter/Spring 2002
Facilitator: Louise Clark, Director of Training

Academy is pleased to offer a series of Parenting Workshops
as a benefit to Academy families.

1. When to Say NO and mean it! Setting Limits for Young Children (All Ages)

An interactive discussion of positive discipline strategies that work! Be Firm, Be Fair, Be Consistent

2. Kindergarten Readiness: How can you prepare your child to enter

Kindergarten ready and eager to learn? Is your child learning how to get along with peers? Is your child able to communicate his /her needs? (PS - PK)

3. Friendships: My best friend doesn't like me any more! (K - School Age)

Understand and support your child as he/she learns the essentials of making a friend, being a friend, and keeping friends.

4. Checking the stories from school. (K - School Age) How to ask open ended non-threatening questions to find out what is really happening? Be aware of your feelings behind the stories. Read your child's body language.

5. Rhyme, rhythm and read: How to Raise a Reader (I - K)

As the child's first teacher you create the environment and family routines at home to foster literacy and love of learning.

6. Is your child's temperament Fearful, Flexible or Feisty? (I - PS)

Communicate more effectively by individualizing your message. Learn how to read your child's non-verbal language.

Parent Workshop Survey

Name _____ Name of Child _____ Age _____

Yes, I am interested in taking advantage of Academy sponsored parenting workshops. Child care will be provided for parents attending the workshop.

Circle the evening most convenient for you to attend a workshop

Tuesday Wednesday Thursday from 5:30 - 6:30 P.M.

Based on interest, a schedule will be posted to notify you of date and workshop.

Depending on the schedule, I will attend the circled workshops.

1

2

3

4

5

6



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PARENT INVOLVEMENT

PARENT ACCESS: Open door policy, parent keychain ID, KidAlert Badges.

PARENT/CENTER COMMUNICATION

Communication forms the basis of any relationship. Our partnership with families is dependent on a sharing of information.

WHAT WE DO TO KEEP PARENTS INFORMED:

- Staff meet and greet families at arrival and departure.
- Post monthly plans, menus, newsletter, parenting tips, schedule, field trip/party notices, etc.
- Place notices, tuition receipts, accident reports, completed "projects," etc. in child's folder/cubby or in "traveling folder" for kindergarten students.
- Place and return phone calls.
- Offer Parenting Workshops through Academy Training Institute
- Schedule parent/teacher conferences annually and more often as necessary.
- Provide written student assessments twice a year.
- Maintain community resource information board and parenting media collection.
- Schedule parent and student orientation visits for new and continuing families.
- Coordinate parent visitation days, back to school nights, etc. with MCPS and PTA.
- Hold at least two evening family functions per year.
- Invite parents to participate in center's Parent Teacher Exchange Committee and PTA liaison.
- Have an open door policy — parents of registered students are welcome to visit anytime.
- Website with parenting information and links.

HOW PARENTS KEEP US INFORMED AND STAY INVOLVED:

- KEEP EMERGENCY INFORMATION AND PHONE NUMBERS UP TO DATE
- Greet teacher at drop off and pickup
- Ask questions and share thoughts
- Give us a note or send one pinned onto your child's shirt.
- Return "traveling folder" in kindergarten students' backpack
- Make written entry in class log book
- Call us and leave a message
- Volunteer to spend time at the center
- Attend Academy Training Institute's Parenting Workshops.
- Attend annual conference and request another if you feel that it would be helpful
- Complete and return annual parent questionnaire.
- Read Parent Handbook and ask about other resources.
- Join the Parent Teacher Exchange committee.
- Please remember, it is unreliable and unfair to expect children to relay important information.
- Requests for changes in procedures involving the health, safety, or security of children must be in writing.

PARENT ORIENTATION MEETING

An initial meeting of parents, child and teacher is necessary. The success of your child's development and education depends on the cooperation between home and center. We invite every family to fully participate in Academy programs. The center hosts functions throughout the year in addition to numerous opportunities within each class. Every family is strongly encouraged to complete a parent questionnaire for each child every year. These questionnaires are reviewed by the Academy administration and the voluntary parent committee to help enhance Academy's future programs.

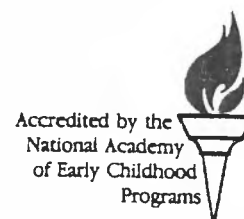
PARENT INVOLVEMENT

Academy believes that parent involvement is vital to the success of your child's program and subsequent development. Consequently, the relationship between staff and parents must be an integral part of providing an appropriate program for children. Staff demonstrates the value of this relationship by acknowledging:

- The influence of the parent on the developing child as the child's first teacher
- The importance of the family's goals for the child
- The lifestyle of each family and unique styles of child rearing
- The unique beliefs and value system of each family
- The family's ethnic, cultural, and religious background
- The desire of parents to learn about their children
- The pride parents take in their children and their children's accomplishments
- The value of parental input and contribution to the Academy program



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ADMISSIONS / REGISTRATION

ADMISSIONS POLICY

Academy has a nondiscriminatory admissions policy. Our centers are open without regard to race, creed, color, disability or gender. Academy Child Development Center, Inc. complies with all the conditions of the Civil Rights Act of 1964 and with the Americans With Disabilities Act of 1992. Priority placement is given to current students and their siblings and five day per week schedule requests. IBM families receive priority status of up to 48% of available spaces.

Students with any health, physical, emotional, mental or other needs requiring special attention or accommodations must have all forms completed and a reasonable and appropriate plan developed by parents and center prior to admissions into the program. Academy reserves the right to discontinue enrollment or refuse placement to students whose needs cannot be met in the group setting.

APPLICATION PROCESS

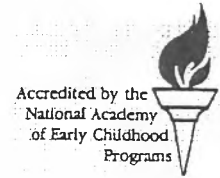
1. Schedule an interview and tour with center director.
2. Review Parent Handbook and other materials. Call director with any questions or for references.
3. Submit wait list request or application as appropriate.
4. Selection for wait list and/or admission will be determined by Academy's ability to meet your family's needs.
5. You will be offered placement when an appropriate space becomes available.

ENROLLMENT PROCEDURE

1. Pick up an application packet from the center director.
2. Return the following completed items as soon as possible or by date specified by center director:
 - ___ Application
 - ___ Enrollment Agreement
 - ___ Acknowledgment card from back cover of "Making A Difference..." booklet
 - ___ "All About: _____" form
 - ___ Student Information/Transmittal Record
 - ___ \$100 Application fee (\$50 for continuing families)
 - ___ Annual tuition for half-day programs or security deposit for child care programs
3. Attend mandatory Parent Orientation.
4. Academy will review application materials and send a confirmation letter.
5. To allow for review and planning and to comply with Maryland law, **parents must return the following completed forms at least one month prior to start date. Children will not be permitted to attend without a complete file.**
 - ___ Emergency Form/Medical Condition form
 - ___ Health Inventory (Part I and II)
 - ___ Immunization Certificate
 - ___ Health Inventory Addendum (Lead screen for all children under six years)
 - ___ Medication Order Form (Release to administer medication and must match prescription container)



Academy Child Development Center, Inc.
14327 Stonebridge View Drive
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OUTREACH

Academy uses a variety of methods for conducting active outreach to the community.

- Our staff keep informed of local issues through membership in local community groups and the Montgomery County Organization of Child Care Directors (OCCD).
- Directors attend sessions held by NAEYC, Maryland Committee for Children, MSDE, county Child Care Commission and MCPS Division of Early Childhood Education among other professional organizations.
- Academy sends a representative to Annapolis each year for Child Care Day to meet with elected representatives.
- In order to maintain close ties with the elementary school, each year Academy's parent group (PTeX) and the Stone Mill PTA appoint an "Academy liaison" who represents child care families at meetings of both groups. This helps facilitate communication and mutual support.
- Academy places written program information in the Principal's newsletter, PTA newsletter, and in Stone Mill's registration packets for new students.
- The center director has center flyers available in the school's brochure display and each spring has an information/ registration table set up at kindergarten "roundup".
- When the opportunity is available, Academy places ads in neighborhood newspapers and school publications.
- Administrators attend the annual MCPS Family Celebrations during the Month of the Young Child and local mother's club fairs to publicize our programs and to assess the needs of the community.
- Our own Academy Training Institute provides free parenting workshops throughout the year for the school community and offers a work place lunch series for GE Global Exchange employees in Gaithersburg.
- We offer priority placement for IBM families and assist Work/Family Directions in finding placement at our centers.
- Our web site and professional links offer a wealth of information regarding our programs and child development.
- Parents can be directed to Academy through our NAEYC accreditation, MSDE Non-Public School approval and LOCATE.



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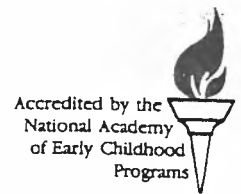


PARENT EVALUATION

NAEYC Family Questionnaires are sent out two times per school year for program feedback. The Family Questionnaires are sent out in January and in May. The questionnaires provide valuable information about program components that are meeting or exceeding expectations as well as to make annual recommendations that address any significant issues. Academy's Parent Teacher Exchange (PteX) Committee tallies the information and makes recommendations. A report summary is provided to all families. In addition, copies are distributed to the Principal of Stone Mill E.S., Academy's Board of Directors and MCPS Department of Facilities Management.



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ENROLLMENT AGREEMENT 2002-2003
HALF DAY KINDERGARTEN

Student: _____ D.O.B.: _____
Street: _____ Home Phone: _____
City: _____ State: _____ Zip: _____
Mother/Guardian: _____ SS#: _____
Employer: _____ Work Phone: _____
Father/Guardian: _____ SS#: _____
Employer: _____ Work Phone: _____

PROGRAM AND HOURS

As the parent or legal guardian, I understand that the half-day sessions follow the Montgomery County Public Schools' kindergarten calendar. Sessions are only held when MCPS is in regular session (approximately 170-180 days) and students will only attend on pre-determined days. The school year calendar will be distributed when finalized by MCPS. If I need drop in child care I understand that I must contact the Center's Director in advance and that an additional fee will be charged.

The half-day sessions are approximately 3 and 1/2 hours and include developmentally appropriate child centered programming and lunch/outdoor play. Parents are responsible for providing a nutritional lunch. Placement in Academy's Kindergarten depends on your child's MCPS placement. If a change of program (hours, days, class) is necessary, a new application must be submitted to the Center Director at least one (1) month in advance. A reduction in program requires another \$100 application fee. Changes in program will be considered when space is available.

ACADEMY RESERVES THE RIGHT TO CANCEL SESSIONS WHEN WARRANTED BY LOW ENROLLMENT.

APPLICATION FEE AND ANNUAL TUITION PAYMENT

An annual, non-refundable application fee of \$100 and the annual tuition is due with the signing of this agreement. Parents may request in writing the optional 10 month payment plan. If approved for the payment plan, the non-refundable application fee and June's non-refundable tuition are due with the application. Additional monthly payments will be due on the first day of each month beginning July 1st through March 1st. A \$10 per week late fee will be assessed. There is no reduction in tuition for holidays, vacations, MCPC field trips, early withdrawal from the program, etc. (See Parent Handbook and Tuition Schedule)

Tuition is based on approximately 170-180 school days.

PARENTS WHO PAY THE ANNUAL TUITION RECEIVE A 5% DISCOUNT. NO OTHER DISCOUNTS APPLY.

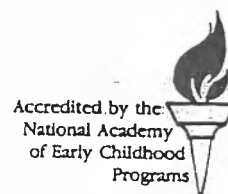
TUITION: _____ CLASS: _____ DAYS: _____

METHODS OF PAYMENT

Tuition may be paid by check or money order only. **NO CASH WILL BE ACCEPTED.** If a check is returned for ANY reason, you will owe the Center a returned check fee of \$25 in addition to other amounts due. Tuition payments can only be paid by money order or certified check thereafter. The Center will not be responsible for checks lost, stolen, or mislaid before delivery to the Center Director. Parents may make tuition payments in person to the Center's Director or by mailing payment to the center office. Reminder-- \$10 per week late fee will be charged for late payments.



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Hours: 7:00 A.M. – 6:30 P.M.



ENROLLMENT AGREEMENT 2002-2003
CHILD CARE

Please read this agreement carefully. If you have questions about any provision, feel free to call the Center Director. This agreement, its attachments, and the parent handbook establish your legal rights and responsibilities and those of the Center.

Student: _____ D.O.B.: _____
Street: _____ Home Phone: _____
City: _____ State: _____ Zip: _____
Mother/Guardian: _____ SS#: _____
Employer: _____ Work Phone: _____
Father: _____ SS#: _____
Employer: _____ Work Phone: _____

PROGRAM AND HOURS

If a change of program (hours, days, class) is necessary, a new application must be submitted to the Center Director at least one (1) month in advance. A reduction in program requires a \$100 application fee. Changes in program will be considered when space is available.

APPLICATION FEES AND DEPOSITS

An annual, non-refundable application fee and a security deposit are due with the signing of this agreement. Refer to Parent Handbook and Tuition Schedule for further details.

SECURITY DEPOSIT REFUNDS

Your child must have attended the new program (as designated by the latest application) at least one (1) month and a one (1) month written notice of withdrawal received by Center Director before a security deposit will be refunded.

TUITION PAYMENTS

On or before the first school day of each month, you will pay the Center the monthly tuition for care to be provided during the coming month. If tuition has not been paid by the sixth (6th) of the month, a \$10 PER WEEK late fee will be charged. If you enroll your child in the middle of the month, you will pay a pro-rated tuition.

METHODS OF PAYMENT

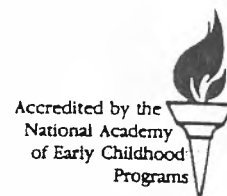
Tuition may be paid by check or money order only. NO CASH WILL BE ACCEPTED. If a check is returned for ANY reason, you will owe the Center a returned check fee of \$25.00 in addition to other amounts due. Tuition payments can only be paid by money order or certified check thereafter. The Center will not be responsible for checks lost, stolen, or mislaid before delivery to the Center Director. Parents may make tuition payments in person to the Center's Director or by mailing payments to the center office. Reminder-- \$10 late fee per week will be charged for late payments.

SUSPENSION AND TERMINATION FOR NON PAYMENTS

If the Center has not received any tuition payment by the sixth (6th) day after payment is due, the Center will not admit your



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child to the Center until payment is made. If the Center has not received payment by the thirteenth (13th) day after payment is due, your child's enrollment will be terminated and his/her space will be offered to another child. Any tuition or deposits will not be refunded and unpaid balances will be due.

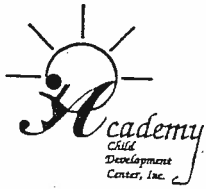
LATE PICK UP FEE

If your child is picked up after the scheduled closing time, you will owe a late fee. The fee is due the following business day. Late fees will be distributed directly to closing staff. Additional fees are charged for chronic lateness with possible termination of placement. (See Parent Handbook for details)

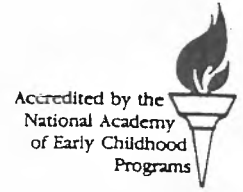
ADDITIONAL PERTINENT INFORMATION

- It is understood that the enrollment of your child is on a trial basis. If the Center is unable to meet your family's needs, you will be asked to withdraw your child from the Center. The Center reserves the right to terminate services to your child if deemed necessary.
- It is understood that requests for reasonable and appropriate accommodations will be made in writing prior to your child entering the program. Academy will make reasonable and appropriate efforts to accommodate your child's special needs in a group setting (See admissions policy in Parent Handbook).
- It is understood that your child will be signed in and out each day by a responsible party. If someone other than a parent is picking up your child, you will notify the Center in writing. Academy will not dismiss your child to any unauthorized person. For the safety and protection of your child, anyone picking up must be prepared to show valid photo identification.
- It is understood that you will notify the Center if your child will be absent, late or picked up early. Academy will not be responsible for your child's arrival at or departure from the elementary school program when someone other than Academy escorts your child. The Center will attempt to locate your school age child if the parent has not informed the Center of the child's after school absence, except when the student does not attend MCPS that day.
- It is understood that all medications, prescription or over-the-counter drugs must have a DHR Medication Order Form completed by the parent and physician. Medication must be in the original pharmacy container. (See Parent Handbook for details).
- It is understood that you give permission for your child to take walks, leaving the school ground, under supervision of the teacher.
- It is understood that you give permission for your child to attend field trips at a nominal fee. The Center will notify parents of planned trips.
- It is understood that Academy is not financially responsible for the replacement or repair of any personal belongings that become lost, broken, or stolen (i.e. jewelry, eye glasses, medication, toys, clothing, bedding, etc.).
- It is understood that your child may participate in publicity or educational research activities at the Center and that photographs may be taken. (ex. student teachers' lesson plans are sometimes filmed to be shown to their college professors.)
- It is understood that your child is covered under your health and dental insurance in relation to injuries that may occur in normal course of play. If a medical problem occurs while my child is at Academy or participating in an Academy activity, every effort to contact the legal guardian will be made first. If, the legal guardian cannot be contacted and medical care must be rendered in a timely manner, I authorize the staff of Academy to consent on my behalf, to obtain medical treatment at the nearest hospital. I also agree to assume liability for any medical expenses incurred. This will be in effect as long as my child remains at the center.
- It is understood that before my child may enter the Center, all forms will be completed and on file at the Center.
- I received, read and understand Academy's Parent Handbook and the DHR pamphlet and agree to abide by the policies and their intent. If I have any questions, I will call the Center Director for clarification.

Parent/Guardian Signature: _____ Date: _____



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SUSPENSION AND TERMINATION FOR NON PAYMENTS

If the Center has not received any tuition payment by the sixth (6th) day after payment is due, the Center will not admit your child to the Center until payment is made. If the Center has not received payment by the thirteenth (13th) day after payment is due, your child's enrollment will be terminated and his/her space will be offered to another child. Any tuition or deposits will not be refunded and unpaid balances will be due.

LATE PICK UP FEE

If your child is picked up after the scheduled closing time, you will owe a late fee. The fee is due the following business day. Late fees will be distributed directly to closing staff. Additional fees are charged for chronic lateness with possible termination of placement. (See Parent Handbook for details)

ADDITIONAL PERTINENT INFORMATION

- It is understood that the enrollment of your child is on a trial basis. If the Center is unable to meet your family's needs, you will be asked to withdraw your child from the Center. The Center reserves the right to terminate services to your child if deemed necessary.
- It is understood that requests for reasonable and appropriate accommodations in a group setting will be made in writing prior to your child entering the program. Academy will make reasonable and appropriate efforts to accommodate your child's special needs in a group setting. (See admissions policy in Parent Handbook).
- It is understood that you will arrange to have your child signed in and out each day by a responsible party. If someone other than a parent is picking up your child, you will notify the Center in writing. Academy will not dismiss your child to any unauthorized person. For the safety and protection of your child, anyone picking up must be prepared to show valid photo identification.
- It is understood that you will notify the Center if your child will be absent, late or picked up early. Academy will not be responsible for your child's arrival at or departure from the elementary school program when someone other than Academy escorts your child. Academy Staff will escort your child to or from their MCPS kindergarten classroom.
- It is understood that all medications, prescription or over-the-counter drugs must have a DHR Medication Order Form completed by the parent and physician. Medication must be in the original pharmacy container. (See Parent Handbook for details).
- It is understood that you give permission for your child to take walks, leaving the school ground, under supervision of the teacher.
- It is understood that you give permission for your child to attend field trips at a nominal fee. The Center will notify parents of planned trips.
- It is understood that Academy is not financially responsible for the replacement or repair of any personal belongings that become lost, broken, or stolen (i.e. jewelry, eye glasses, medication, toys, clothing, bedding, etc.).
- It is understood that your child may participate in publicity or educational research activities at the Center and that photographs may be taken. (ex. student teachers' lesson plans are sometimes filmed to be shown to their college professors.)
- It is understood that your child is covered under your health and dental insurance in relation to injuries which may occur in normal course of play. If a medical problem occurs while my child is at Academy or participating in an Academy activity, every effort to contact the legal guardian will be made first. If the legal guardian cannot be contacted and medical care must be rendered in a timely manner, I authorize the staff of Academy to consent on my behalf, to obtain medical treatment at the nearest hospital. I also agree to assume liability for any medical expenses incurred. This will be in effect as long as my child remains at the center.
- It is understood that before your child can enter the Center, all forms must be completed and on file at the Center.
- I received, read and understand the Academy Parent Handbook and agree to abide by the policies and their intent. If I have any questions, I will call the Center Director for clarification.

Parent/Guardian Signature: _____ Date: _____



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FOOD SERVICE

MEALS & SNACKS

A nutritious breakfast snack and a late afternoon snack will be offered to children over 2 years of age who are enrolled in full day programs. Monthly menus are posted in each classroom. When the center opens at 9:00 A.M., breakfast snack will not be served.

Parents furnish a nutritious lunch for their children each day and Academy provides fresh milk. However, due to limited space, lunches cannot be refrigerated or heated. Plan your child's lunch accordingly by using thermos-type containers or ice packs. For young children, avoid foods that present a choking hazard such as nuts, popcorn, fresh carrots, uncut grapes and apples. Please do not send candy, gummy 'fruit' snacks, soft drinks or other "empty calorie" foods to school. Learning good eating habits is important at an early age.

FOOD ALLERGIES

A completed Medical Condition form, found on the back of the Emergency Form, is required. If a child has life threatening or extensive food allergies, it is advisable to supply all food from home. Academy will work with parents to plan in the best interest of the child.



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Kindergarten Daily Schedule

Before School

7:00-7:30 a.m. – Good Morning Greetings
7:30-8:00 a.m. – Board Games & Reading
8:00-8:30 a.m. – Breakfast
8:30-9:00 a.m. – Outdoor Play
9:00-9:10 a.m. – Bathroom & Cool Down
9:10 a.m. – Escort A.M. MCPS children to class

Morning Kindergarten

9:15-9:20 a.m. – School starts/Attendance
9:20-9:40 a.m. – Group Academic Instruction
9:40-10:20 a.m. – Curriculum Activities
10:20-10:30 a.m. – Bathroom
10:30-11:20 a.m. – Learning Centers
11:20-11:30 a.m. – Clean Up
11:30-11:40 a.m. – Bathroom/Hand washing
11:40 a.m.-12:10 p.m. – Lunch with Teachers
12:10-12:20 p.m. – Bathroom
12:20-12:50 p.m. – Outdoor Play
12:50-12:55 p.m. – Escort Children to PM MCPS

Afternoon Kindergarten

11:50 a.m. – Pick Up AM MCPS Children
Bathroom & Hand washing
11:55 a.m.-12:25 p.m. – Lunch with Teachers
12:25-12:55 p.m. – Outdoor Play
12:55-1:00 p.m. – Bathroom
1:00-1:20 p.m. – Academic Instruction
1:20-2:00 p.m. – Curriculum Activities
2:00-2:10 p.m. – Bathroom
2:10-3:00 p.m. – Learning Centers
3:00-3:10 p.m. – Bathroom
3:10-3:20 p.m. – Clean Up
3:20-3:30 p.m. – School Dismissal

After School

3:25-3:30 p.m. – Pick Up PM MCPS/Attendance
3:30-3:40 p.m. – Bathroom
3:40-4:00 p.m. – Snack
4:00-4:30 p.m. – Outdoor Play
4:30-4:45 p.m. – Book time
4:45-5:30 p.m. – Special Projects
5:30-5:45 p.m. – Clean Up
5:45-6:00 p.m. – Music & Movement
6:00-6:30 p.m. – Combine with School-Age in Modular

School-Age Daily Schedule

Before School Schedule

7:00-7:15 a.m. – Opening (Combined with Kindergarten in Stone Mill Room #4)
7:15-8:00 a.m. – Table Games/Computer/Social Period
8:00 a.m. – Go To Multi-Purpose Room
8:00-8:30 a.m. – Breakfast/Child Selected Activities
8:30-9:05 a.m. – Outdoor Play
9:05-9:10 a.m. – Dismiss to MCPS

After School Schedule (Champions 1st, 2nd, & 3rd graders)

3:30-3:45 p.m. – Attendance & Group Time
3:45-4:15 p.m. – Outdoor Play
4:15-4:30 p.m. – Snack
4:30-4:50 p.m. – Quiet Time/Homework
4:50-5:45 p.m. – Projects, Interest Clubs, Social Period
5:45-6:00 p.m. – Clean Up
6:00-6:30 p.m. – Table & Board Games (Modular)

After School Schedule (Juniors 4th & 5th graders)

3:30-3:45 p.m. – Attendance/Snack
3:45-4:30 p.m. – Quiet Time/Homework
4:30-5:00 p.m. – Outdoor Play
5:00-5:45 p.m. – Projects, Clubs, Social Period
5:45-6:00 p.m. – Clean Up
6:00-6:30 p.m. – Table & Board Games (Modular)



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Infant/Toddler Daily Schedule

7:00-8:00 a.m. – Arrival
8:00-8:30 a.m. – Rug Toys
8:30-9:00 a.m. – Breakfast
9:00-9:30 a.m. – Outside/Walking
9:30-9:45 a.m. – Diapering
9:45-10:00 a.m. – Drinks
10:00-10:30 a.m. – Outside/Walking
10:30-11:00 a.m. – Messy art activities
11:00-11:15 a.m. – Circle Time (Books, flannel board & music)
11:15 a.m.-12:00 p.m. – Lunch
12:00-12:30 p.m. – Diapering
12:30-2:30 p.m. – Naptime
2:30-3:00 p.m. – Diapering
3:00-3:30 p.m. – Snack
3:30-4:00 p.m. – Learning center activities
4:00-4:30 p.m. – Outside
4:30-5:00 p.m. – Drinks
5:00-5:15 p.m. – Diapering
5:15-6:00 p.m. – Rug toys
6:00-6:30 p.m. – Closing room

Tiny Tots Daily Schedule

7:00-8:00 a.m. – Opening Room (Child Selected Activities)
8:00-8:30 a.m. – Breakfast
8:30-8:45 a.m. – Clean up/Bathroom
8:45-9:00 a.m. – Outdoor Play
9:00-9:15 a.m. – Circle Time (Story/Songs/Games)
9:15-10:30 a.m. – Project/Bathroom
10:30 – 11:00 a.m. – Outdoor Activities
11:00-11:15 a.m. – Get ready for lunch
11:15 a.m.-12:00 p.m. – Lunch
12:00-12:30 p.m. – Clean up/Bathroom
12:30-2:30 p.m. – Naptime
2:30-3:00 p.m. – Wake up/Bathroom
3:00-3:30 p.m. – Snack
3:30-4:00 p.m. – Child Selected Activities
4:00-4:15 p.m. – Circle Time (Story/Songs)
4:15-4:30 p.m. – Bathroom
4:30-5:00 p.m. – Outdoor Play
5:00-5:30 p.m. – Large Muscle Activities
5:30-6:00 p.m. – Table Top Toys
6:00-6:30 p.m. – Closing Room

Preschool 3/4 Daily Schedule

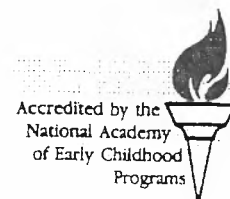
7:00-8:00 a.m. – Room Opening/Table Toys
8:00-8:30 a.m. – Breakfast
8:30-8:45 a.m. – Clean Up/Bathroom
8:45-9:30 a.m. – Outdoor Play (Gross Motor)
9:30-9:45 a.m. – Circle Time
9:45-11:00 a.m. – Project, planned activities, centers
11:00-11:30 a.m. – Outdoor Play (Gross Motor)
11:30 a.m.-12:15 p.m. – Lunch
12:15-12:30 p.m. – Clean up/story time/bathroom
12:30-2:30 p.m. – Naptime
2:30-3:00 p.m. – Wake up/Bathroom
3:00-3:30 p.m. – Snack/Table toys/Books
3:30-4:15 p.m. – Outdoor play
4:15-4:30 p.m. – Afternoon Circle
4:30-5:30 p.m. – Planned Activities/Centers
5:30-6:00 p.m. – Child Selected Activities
6:00-6:30 p.m. – Room closing/Rug toys/Books

Preschool 4/5 Daily Schedule

7:00-8:30 a.m. – Combined with Preschool 3/4
8:30-9:15 a.m. – Child Selected Activities
9:45-10:15 a.m. – Outdoor Play
10:15-10:35 a.m. – Circle Time (Musical movement, group game, theme related discussion)
10:35-11:15 a.m. – Planned Project (Art, math, language, science & cooking)
11:15-11:30 a.m. – Bathroom & Clean up
11:30-11:50 a.m. – Outdoor Play
11:50 a.m. –12:00 p.m. – Wash Hands
12:00-12:45 p.m. – Lunch
12:45-1:00 p.m. – Get ready for naptime
1:00-2:30 p.m. – Naptime
2:30-3:15 p.m. – Free play (Puzzles, table toys)
3:15-3:45 p.m. – Snack
3:45-4:30 p.m. – Planned Project
4:30-5:00 p.m. – Outdoor Play
5:00-5:30 p.m. – Rug toys, Housekeeping etc.
5:30-6:30 p.m. – Combined with Preschool 3/4



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EVALUATION PLAN

Academy Child Development Center first achieved accreditation by the National Association for the Education of Young Children (NAEYC) in 1995. The center was re-accredited in 1999 by the NAEYC. The accreditation is current through August 31, 2002. The center has been working on their self-study for the NAEYC re-accreditation process during this school year. Academy's self-study materials will be submitted to NAEYC in March 2002. In addition Academy staff is actively pursuing the Maryland State Child Care Credential.

Academy Child Development Center at Stone Mill has been approved by the Maryland State Department of Education (MSDE) as a non-public private Nursery and Kindergarten program since the center opened in 1988. Academy's curriculum and teacher credentials are approved and on file with MSDE. Academy maintains a MSDE approved curriculum and program through annual reports and health and safety inspections through the Maryland Department of Health and Human Services (DHHS). Each year, an Environmental Health Specialist from DHHS performs a sanitation inspection of the modular. Academy has an impeccable record with DHHS.

Throughout the year, Academy Child Development works with their designated licensing specialist at the Child Care Administration (CCA). Academy has an outstanding reputation with the CCA. Recently, Academy was selected by the CCA to film a mock inspection with their licensing specialist in collaboration with Maryland Public Television. The title of the show is "Hardworking Families" and is being aired in April 2002 in conjunction with NAEYC's Month of the Young Child. This program will focus on what parents need to look for in a quality center that provides a safe and healthy environment for children. Academy reports any changes that affect the center to their licensing specialist at CCA. Each year, Academy submits their license renewal application to CCA. After the licensing specialist reviews the renewal application, a center inspection date is scheduled. In conjunction with the CCA annual licensing visit, the Fire Marshall with the Montgomery County Fire Department visits the center. The Fire Marshall inspects the modular to insure that the building is safe and free of hazards. Academy is in excellent standing with the Montgomery County Fire Department. Monthly fire drills are conducted and evacuations are practiced. The exit signs and emergency lighting are checked each month after the fire drills.

In addition to the CCA reviewing children's medical records, Immunization Specialists from the Department of Health and Human Services (DHHS) visit the program to review the immunization records of the children enrolled in the program.

At Academy Child Development Center our mission is to provide a superior program for children. Academy prides itself in outstanding parent, teacher and administrative communication. Therefore, the Parent/Teacher Exchange group (PTeX) was established to further enhance the program. Each year, parents are asked to volunteer to be on various committees that benefit the program in which their children participate. Regularly scheduled meetings and events throughout the school year are held to share center information, parenting tips (through Parent Workshops), and other topics of interest identified by teachers and volunteer parent committees. Several samples of successful committees include: PTA Liaison, NAEYC accreditation preparation, annual program evaluation surveys (results are tallied and recommendations are made by the PTeX committee), center beautification, curriculum enhancement, classroom directories, family social events, parent education workshop topics, and fundraising for additional equipment.

Academy Child Development Center, Inc. assigns various administrators and specialists to conduct regular inspections and observations for on-going quality control.



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(301) 762-8206



Field Trips

Teachers plan a variety of field trips each year for their own class. These outings are designed to be developmentally appropriate and with specific learning objectives in mind. As part of the plan that is submitted to the center director for approval, staff identifies the purpose of the trip as well as pre and post trip activities. Some of our favorite trips in the past have been:

- National Zoo
- Homestead Farm
- Discovery Creek
- Butler's Orchard
- C & O Canal
- Smithsonian Museums, Discovery Theater, and Insect Zoo
- Mont. Co. Agricultural Farm and Fair
- Strathmore Hall
- Glen Echo Puppet Co. and Park
- Mont. Co. Airpark
- Poplar Springs Animal Rescue
- Brookside Gardens
- Black Hills and Seneca Creek Park

Academy employs our own drivers and maintains Academy school buses. Staff practice and plan for emergency evacuations. Buses are equipped with seat belts. We recommend that any child under age four (4) or who weighs forty (40) pounds or less use an approved car seat (safety restraint system) provided by parents.

Beginning with Tiny Tots, all classes will go on field trips. These trips are important learning experiences and are an integral part of the curriculum. A blanket permission statement on the Enrollment Agreement gives your child permission to participate in these events. Notices will be posted before each trip for your information and to coordinate parent participation. It is important that your child be at school in plenty of time to join the class for the trip. Unfortunately, due to staffing constraints, parents of children not joining the group for scheduled field trips must make alternative child care arrangements. Parents are encouraged to volunteer for field trips because it is an excellent way to share and participate in their child's program.



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BEHAVIOR MANAGEMENT

Academy's behavior management policy is based on the understanding that many negative behaviors can be prevented by planning for and preparing a developmentally appropriate program and environment. Parents and staff are mentored in a positive approach to behavior management. In this way, many problem situations are avoided. Parents are first introduced to Academy's philosophy, policies, and practices when the director gives them an individual tour of the center. The Parent Handbook is distributed to all who express an interest in our program and is "required reading" prior to submitting an application. Again, during the child's pre-enrollment classroom visits and at the annual parent orientation with staff, policies and practices are discussed with families. We always encourage an ongoing exchange of ideas and information between parents and staff both verbally and in writing and provide the means for achieving this partnership. Staff review the policy at pre-employment orientation, during the Annual Meeting/ Professional Day, and during the course of the year at team meetings. Both parents and staff are given additional opportunities to explore and learn about "discipline" at workshops presented by Academy Training Institute.

BEHAVIOR MANAGEMENT POLICY

Positive guidance techniques will be used to establish discipline. Academy will endeavor to discipline children to help them develop internal self-control of their behaviors while building self-esteem. The staff will provide developmentally appropriate opportunities for each child to practice making good choices. It is imperative that the adults, both staff and parents have consistent responses to the children and model positive behavior.

Prevent discipline problems. The first and most effective strategy for creating a cooperative learning environment is to encourage positive behavior.

- Set realistic, developmentally appropriate expectations and limits.
- Consistently enforce a few (3-5) rules with known consequences.
- Arrange the room to encourage positive behavior.
- Establish a consistent routine with a balance between teacher and child directed activities.

Positive Reinforcement: All children want attention. By encouraging positive behavior the child will learn to be a more cooperative member of the class. *The behavior that gets the attention will be repeated!* Corporal punishment is never used.

Ignore some inappropriate behavior which is attention seeking and not harmful to the child, other children, or the program.

A Peace Place provides a separate cozy area in the classroom away from the flow of activity for a child to calm down. The goal is for a child to learn when he/she needs to go to the Peace Place. After the child has regained control, the teacher asks the child if he/she is ready to return to the group.

Time out is a last resort and is used only when a child has done one of the following:

- Willfully hurt another person physically or emotionally.
- Endangered himself by not following a safety rule.
- Destroyed Academy or another child's property.

Time out takes the child away from friends and classroom activity for a short time (not exceeding one minute for each year). Time out is not appropriate for a child younger than three years old. The child is reintroduced into the class activities after a short conversation with the teacher.

Follow-up: If the behavior persists, a behavior modification plan will be implemented with regular parental communications. Parents will be asked to cooperate with Academy support staff and the teacher in developing a program to change the inappropriate behavior. If necessary, referrals to outside professional resources and agencies will be recommended to parents. Should the socially unacceptable behavior persist in such a manner that is harmful to the well being of the child, other children, or the staff in spite of efforts at remediation, Academy reserves the right to give the parents notice of termination of services for the child.

The Magic of Storytelling

At
**Academy Child Development
Center**

Storyteller: Linda Frank

Let's Visit The Public Library!

When was the last time you visited the *public library*? The *public library* is a place to take you toddlers and preschoolers to introduce them to the *library*. It is never too early to teach reading readiness. Most *public libraries* offer wide varieties of children's books, magazines, audiotapes, and videocassettes. Most libraries also sponsor wonderful children's story hours. For the older child, public libraries will also offer summer reading programs, help for special needs children, and homework help. Call your local public library for programs offered and story hour schedules.



Gaithersburg Library- (301) 840-2515
Germantown Library- (240) 777-0110
Quince Orchard Library- (240) 777-0200
Rockville Library- (240) 777-0140
Special Needs Library- (240) 777-0960

Did you know that...

Storytelling is a great way for parents to supplement reading books to their children? Yes! Parents can tell stories to their children. These stories can be make-believe, family stories, or just a summary of what mom and dad did during the day. Telling stories gives an added level of interaction that allows

you to add vocabulary, facial expressions, and sounds effects.

SHARE YOUR LOVE OF LITERACY WITH US!

If you have read a good book and would like to share it with us, contact Linda at academychild@juno.com. Send us the book name, author, age level, and summary. We will post it in our next newsletter.



Book Corner

(Great Books For Spring Time Reading!)

1. "*Carrot Seed*" by Kraus
2. "*I'm a Caterpillar*" by Jean Marzollo
3. "*Jack's Garden*" by H. Cole
4. "*Bugs For Lunch*" by M. Facklam
5. "*Happy Day*" by R. Krauss
6. "*Boy Who Didn't Believe in Spring*" by Clifton

Welcome MARCH!

The March wind blows
Winter away
And sweeps the streets
From day to day.

March brings surprises
First, the day is hot,
And then it starts snowing,
Likely as not.

Hurry, March wind,
Hurry along.
We like to hear you sing your song.

- ♦ **Mini Kickers Soccer** – This extracurricular activity is offered to Preschool & Kindergarten children in the fall and spring on location at Academy. The children have the opportunity to learn about the game of soccer while engaging in team exercises. This activity promotes gross motor development, teamwork and agility.
- ♦ **Character Counts** – In collaboration with MCPS and the City of Gaithersburg, Academy's curriculum incorporates the pillars of the "Character Counts" program. The pillars of Respect, Caring, Citizenship, Trustworthy, Fairness and Responsibility, are reflected through the learning experiences provided to the children. Academy believes that when children are guided to live and play together in an atmosphere of mutual respect and support, they develop positive character values.
- ♦ **Mainstreaming Opportunities** – Academy offers weekly cooperative learning experiences and mainstreaming opportunities for the Preschool Education Program (PEP) and Early Childhood Development.
- ♦ **Theme Bags** – Academy Specialists have designed more than 30 "theme bags" as resources for teachers.
- ♦ **Website** - Monthly information is posted for parents and for staff.
- ♦ **Curriculum Communication** – Teachers prepare monthly calendars of approved curriculum activities. These calendars are coded by curriculum categories and posted in each classroom. A monthly newsletter highlights classroom activities and is distributed to each family.



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Special Program Features

- ◆ **Low Staff Turnover** – Over 60% of the staff at the Stone Mill center have been employed more than 3 years.
- ◆ **Staff Credentials** – There are Teachers with 4 year degrees in every program.
- ◆ **Flexible Schedules** – Academy offers at least 30 different program schedule options.
- ◆ **Parent Satisfaction** – Surveys indicate over 95% are more than satisfied with Academy.
- ◆ **Field Trips** – Academy owns and operates its own fleet of school buses. All classes beginning with Tiny Tots go on field trips throughout the year. Teachers plan educational field trips to provide important learning experiences as a part of the curriculum. In addition to traveling to local field trip destinations, Academy also offers on site field trips through visits with the fire department, Magic Science and ABC Jamboree.
- ◆ **Story Time** – Academy offers a weekly story time with their resource specialist. The resource specialist visits the Preschool & Kindergarten classrooms each week for a special story time and project. A monthly story time newsletter is sent home to the families with language rich activities and projects for families to do with their children. The web site also contains important information from the "Story Time" specialist.
- ◆ **MSDE and NAEYC**- Academy will continue to follow the philosophy and requirements of accreditation.
- ◆ **Computers** – Academy offers computer instruction to the children and staff through Academy's Computer Specialist. Computers are available in the classrooms and have educational software for the children to learn and explore. Academy was awarded two IBM Little Explorer computer units through a proposal that was submitted to Work Family Directions. The Little Explorer computer stations are especially designed for children and are programmed with educational software that is developmentally appropriate. In conjunction with the Little Explorer units, our Computer Specialist attended free training in Raleigh, North Carolina.
- ◆ **Math/Reading**- Academy Child Development Center, Inc. uses a hands-on curriculum entitled, **Math Their Way**. Reading is taught using a phonological awareness systematic approach.
- ◆ **Early Learning/Ready at Five/Getting Ready to Read**- Academy recognizes the importance of early intervention. Staff attends conferences and workshops related to preparing young children for future success. In September, Academy will be piloting a screening program for 4 year olds to predict future reading success. This screening was presented at the April convention on Dyslexia.
- ◆ **Prekindergarten (PREK)**- Academy offers a separate four year old class that is designed to prepare children for kindergarten using developmentally appropriate curriculum, input from MCPS kindergarten teachers, and current studies of early learning.
- ◆ **Adventures in Peace Making**- All of Academy's staff have been trained to validate the feeling of children while guiding them to the appropriate responses.
- ◆ **ABC Jamboree** – This extracurricular activity is offered to Academy Preschool & Kindergarten children on site each week. ABC Jamboree promotes physical growth, teamwork, creative movement, motor development, coordination and self-esteem. ABC Jamboree uses songs, equipment, props and instruction. It is a fun, rewarding avenue that instills the love of movement and physical fitness in children.
- ◆ **Little Dancers** – This extracurricular activity is offered to Preschool & Kindergarten children on site on a weekly basis. Little Dancers promotes gross motor skills, flexibility, self-confidence and dancing maneuvers.

4. List the names and addresses of all bank references

SunTrust Bank 1445 New York Avenue NW DC 20005
Sarah Headen (202) 879-6431

5. Financial condition of applicant -- attach previous two years financial statements.

6. Bankruptcy:

Has the applicant or, if applicable, the parent corporation or any subsidiary or affiliated corporation of the applicant or said parent corporation, or other interested parties been adjudged bankrupt, either voluntarily or involuntarily, within the past ten years?

YES _____

NO X

If yes, give date, place and under what name:

7. Personal Interest: Does any member of the governing body of Montgomery County, Maryland, or the Housing Opportunities Commission, to which the accompanying application is being made, or any officer or employee of the aforesaid County who exercises any functions or responsibilities in connection with the carrying out of the project under which the program covered by the applicant's proposal is being made available, have any direct or indirect personal interest in the applicant?

YES _____

NO X

8. If the applicant wishes, additional statements can be attached as evidence of the applicant's qualifications and/or financial responsibility.

Academy Child Development Center, Inc. has been in existence for 21 years and has been financially responsible for the Stone Mill modular program for 12 years. We have paid for the two storage buildings, the outdoor climbers, required shade trees, refrigerators and their replacements, washer/dryer and replacements, landscape maintenance, classroom wall mounted storage cabinets, annual floor waxing and buffing among many other expenses over the last 12 years.

Statement of Financial Responsibility

1. Is the applicant a subsidiary of or affiliated with any other organizations(s), corporation(s), or any other firm(s)?

YES _____

NO X

If yes, list each such organization, corporation or firm by name and address; specify the applicant's relationship, and identify the officers, directors or trustees common to the applicant:

2. Describe the plan for financing the program, if funds for the leasing of the facility and operating the program will be obtained from sources other the applicant's funds.

3. List sources and amount of cash available to meet equity requirements of the proposed venture:

- a. in banks (include names, addresses, telephone numbers and amounts)

SunTrust Bank
1445 New York Avenue NW DC 20005
Sarah Headen (202) 879-6431
(see financial statement attached)
Daily average balance \$232,121

- b. by loans from affiliated or associated organization, corporation, or firms
(include names, addresses, telephone numbers and amounts)

Existing Program- loan not necessary

"Procedure for Implementing the Revised Policy
for Waivers of Capital Cost Fee"

In the February 1991 Fee Structure and Debt Service Report certain specific provisions for waiver of capital cost recovery fee were recommended for inclusion in the County policy for Rental Rates for Child Care. These recommendations were approved in April 1991.

Centers which meet any of the following criteria for waiver may apply in writing for waiver of the capital cost fee. The waiver shall apply to the entire facility. Waiver application must be submitted at lease renewal or review.

- 1) The Center shall enroll and provide care to families eligible for or enrolled in Child Care tuition subsidy programs (D.S.S. Purchase of Care and/or Working Parents Assistance Program). Families receiving subsidy shall comprise at least 30% of licensed capacity. The provider shall accept as full tuition payment the face value of vouchers issued by the DSS Purchase of Care Program. Written verification of meeting this requirement shall be required, or
- 2) The provider will serve Infants and Toddlers in Child Care, as defined by the State of Maryland Child Care licensing regulations for Group Child Care. The children served will be in space administered, operated or funded by Montgomery County Government, specifically for Infant Care and/or required by tenant selection for that specific center, or

(Other sites which may choose to offer care to infants are not automatically granted waiver, but will be considered on a case by case basis. Determination of waiver application will be made jointly by DFS and DFR based on demonstrated community need and/or appropriateness of space)

- 3) The provider will serve children with handicapping conditions as designated or defined by physician or authorized agency. Waiver will be considered on a case by case basis for sites which meet the following criteria:
 - an approved plan for special need care must be on file with Child Care Administration
 - provider must document that enrollment of the child(ren) causes substantial additional cost to the program (additional staff, space modification performed at the provider's expense, specialized equipment) and that this cost has ongoing impact to financial viability of program, or,

Exhibit C

- 4) Centers may apply for consideration of waiver if #1 and #3 partially apply. DFS may waive all or a portion of capital cost fee if cost to the program of these combined factors is equal to or greater than capital cost fee.
- 5) Annual certification with documentation shall be required. Waivers will be forfeited by programs which provide incomplete or inaccurate information. If determined by DFS and DFR that waivers were not legitimate for a lease year, the capital cost fee for that year shall be applied to the following lease year.

APPLICATION FOR WAIVER OF CAPITAL COST OVERY FEE

Indicate which waiver provision(s) your program is applying for

1. 30% Voucher Service _____
2. Infant Care _____
3. Special Needs Care _____
4. Combination Waiver _____

Indicate time period (this should match your annual lease term)

Start date _____

End date _____

Explain how your program meets the provisions of the waiver policy and present documentation for verification by County Government. (You may use additional pages as necessary).

I (we) certify that this Waiver Application and any attached documentation are true and correct to the best of my (our) knowledge and belief:

Name

Name

Title

Title

Address

Address

City, State and Zip

City, State and Zip

Signature

Signature

Date

Date

Academy Child Development
Stonemill Elementary

Provider Name:

[illegible]