

LICENSE AGREEMENT
BETWEEN
MONTGOMERY COUNTY, MARYLAND
AND
HORIZON CHILD CARE, INC.

DATE: 6/23/03

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LICENSE AGREEMENT

THIS LICENSE AGREEMENT (hereinafter referred to as "License"), made this day of _____, 2003, by and between MONTGOMERY COUNTY, MARYLAND, a body corporate and politic (the "County") and HORIZON CHILD CARE, INC. (the "Licensee"). (County and Provider together being the "PARTIES").

WITNESSETH:

WHEREAS, the County government is the owner of fee simple title in the building known as 1100 Jackson Road, Silver Spring in Montgomery County, Maryland; and

WHEREAS, the County government solicited requests for proposals from organizations interested in providing child care in 1100 Jackson Road, Silver Spring, Maryland; and

WHEREAS, a Tenant Selection Committee reviewed applications and choose Horizon Child Care, Inc. to provide a child care program appropriate to the needs of the community; and

WHEREAS, the purpose of the Policy on Use of County Buildings for Child Care is:

- To establish consistent and reasonable rental rates for child care in public buildings licensed from Montgomery County Government;
- To establish responsibilities of the County and the Licensee;
- To establish priority placement for children of County Government employees.

NOW, THEREFORE, in consideration of the covenants contained, in this License, and for other good and valuable consideration, the receipt and sufficiency of which is acknowledged by the Parties, the Parties mutually agree as follows:

1. PREMISES: County does hereby grant Licensee the privilege, license and right to use approximately 1,900 licensable square feet in the premises known as 1100 Jackson Road, Silver Spring., Maryland 20902, the "Licensed Premises" as outlined in red on **EXHIBIT A**, for the exclusive purpose of providing the child care services described in the Provider's Child Care Proposal attached as **Exhibit B** and incorporated as if fully set forth, ("the "Provider's Child Care Proposal")

2. TERM: The term hereby created shall be for two (2) years, commencing on May 1, 2003 and expiring April 30, 2005. It is agreed between the Parties that this License may be terminated at any time during the License term or any extension of the Licensed term by the County giving, thirty (30) days written notice of the termination, unless the Licensee is removed as Child Care Provider as allowed under the terms and conditions of this Agreement. In the event the License is terminated for any reason the County is under no obligation to provide alternative space for Licensee and is not responsible for any moving costs or any expenses incurred

3. RENEWAL OPTION: Licensee may at its option renew this License for two (2) additional and consecutive two (2) year terms, provided Licensee has not been in default under the terms hereof during the initial License term, and that Licensee shall have given County written notice of its intention to do so one hundred twenty (120) days prior to the expiration date of this License. In the event that this option is exercised, then all terms and conditions of this License shall apply for such renewal period.

4. LICENSE FEE:

(A). Beginning with the License commencement date, Licensee shall pay to the County as a license fee \$8.50 per licensable square foot per month, SIXTEEN THOUSAND, ONE HUNDRED, FIFTY- and 20/100 DOLLARS (\$16,150.20) annually, ONE THOUSAND, THREE HUNDRED FORTY-FIVE and 83/100 DOLLARS (\$1,345.85) monthly. All payments are to be made in advance on

the first day of each month, and shall be payable to Montgomery County Government, Leasing Management, P. O. Box 62077, Baltimore, Maryland 21264-2077.

(B) Commencing with July 1, 2003 and the 1st of July thereafter during the License term, and any renewal period, the County will establish the license fee rate to be paid by Licensee for the next year, by determining the average per square foot operating cost for all Child Care facilities operated and maintained by the County Government. For purposes of this License operating costs shall include, but not be limited to, the following:

1. Utilities
2. Janitorial
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
10. Security in the form of locking the facility.

(C) In addition to the License Fee payable under Paragraph 4 (B), commencing with the second year and every year thereafter of the License term and any renewal period, Licensee shall pay to County the cost of debt service incurred by County as a result of improvements and renovations to Child Care Facilities operated and maintained by the County government as additional Licensee Fees. The cost of debt service shall be determined annually by (1) adding all CIP 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 year bonds; and (3)

dividing that result by the total square footage allocated to Child Care.

- (D) Pursuant to the Procedure for Implementing the Revised Policy for Waivers of Capital Cost Fee, attached hereto and made a part hereof, as **Exhibit C**, a waiver on the repayment of debt service, as stated hereinabove in Paragraph 4(c) shall be granted by County to Licensee provided that thirty (30%) percent or more of families served by Licensee are eligible for or enrolled in State or County Child Care Subsidy.
- (E) Should Licensee fail to submit monthly License Fee payment in the above described manner, and should said failure continue for more than ten (10) calendar days after the first day of the month for which such License Fee payment is due and payable, Licensee shall pay to County, in addition to and as a part of the license fee payment in question, a late penalty of five percent (5%) of said monthly Licensee Fee payment. Should Licensee's failure to pay continue for more than twenty (20) calendar days after a monthly payment becomes due and payable Licensee shall 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 said monthly License Fee payment. Should Licensee's failure to pay continue for more than thirty (30) calendar days after a monthly payment becomes due and payable, the County shall have the right to terminate this Agreement, recover possession of the premises and pursue any other legal remedies available to the County under the laws of the State of Maryland.

5. USE OF THE PREMISES:

- (A) The premises shall be used only for the provision of child day care services and those activities related to these services.

- (B) Licensee understands and agrees to rules and regulations concerning the operation of the Child Care Center, which may, from time to time, be issued by the Montgomery County Government.
- (C) Licensee agrees to provide child care services as set forth in the written proposal and presentation to the Tenant Selection Committee.

6. USE OF OUTDOOR PLAYGROUND AREAS: Licensee shall have access to the outdoor playground areas adjacent to the premises when used by 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 it as shown on the attached **Exhibit D**.

7. ENROLLMENT: Licensee acknowledges and agrees that the Licensee will limit its enrollment to a maximum of 52 children.

8. PRIORITY PLACEMENT: Licensee understands and agrees that children of Montgomery County Government employees and Maryland-National Capital Park and Planning Commission employees shall have priority placement.

9. SPECIAL CONDITIONS: In addition to establishing priority placement for children of Montgomery County Government employees, the Licensee agrees to:

- (A) Comply with the Americans with Disabilities Act and all Federal, State and County laws regarding providing access and services to disabled children;
- (B) Share enrollment data with the Montgomery County Government;
- (C) Accept children whose parents participate in State/County subsidy programs;
- (D) Maintain licensing reports for inspection and evaluation for parental review.
- (E) Maintain compliance with all licensing requirements including State Child Care licensing requirements.

- (F) The program will obtain and maintain accreditation by the National Association for the Education of Young Children (NAEYC) or by another nationally recognized accreditation system.

10. CAPITAL IMPROVEMENTS AND ALTERATIONS: Licensee shall not undertake any alterations, changes, improvements, or additions to the premises without the prior written consent of the County. In order to secure County's approval of any alterations, changes, improvements, or additions, Licensee shall submit to County plans and specifications clearly setting forth the work to be performed. County shall respond in writing within 45 days from receipt of plans and specifications which are to comply with all applicable codes and regulations. County shall inspect the premises upon completion of the work to determine adherence to submitted plans and specifications. In the event that the completed work is not reasonably satisfactory to the County, Licensee shall undertake any necessary corrections, at Licensee's risk and expense. Once the consent of the County has been obtained, Licensee shall be responsible for the acquisition of any and all necessary permits and for the observation of all building and zoning ordinances and regulations then in effect.

Failure to adhere to any applicable ordinances or regulations shall be deemed to be a violation of this agreement. The cost of any such alterations or improvements shall be borne solely by Licensee.

11. SERVICES:

- (A) Licensee, at its risk and expense, shall be responsible for the provision of telephone services to the Licensed Premises, as deemed necessary by Licensee.
- (B) The County shall be responsible for the provision to the Licensed Premises of regular janitorial services on County workdays as specified in 4 (B) herein, refuse removal, recycling, and pest control. Any janitorial services beyond regular County services will be the responsibility of the Licensee.
- (C) The County shall provide fire extinguishers as the law requires.

- (D) The County shall be responsible for the payment of utilities necessary for the operation of the building of which the Licensed Premises are a part.
- (E) The County shall be responsible for maintenance of the grounds immediately adjacent to the building, of which the Licensed Premises are a part.
- (F) The County shall be responsible for snow and ice removal or treatment of walkways and the parking areas, as it becomes necessary.
- (G) The County shall be responsible for all renovations required to meet State licensing regulations.
- (H) The County shall be responsible for major structural repairs, and maintenance and repair of the building's mechanical systems.
- (I) The County and Licensee agree that the County's maintenance responsibilities, as outlined in items (B), (C), (D), (E), (F), and (G) and (H) hereinabove will be performed by the County, at the County's expense.

12. FIXTURES AND EQUIPMENT: All items which are attached to the building, or are a part of the building's systems at the time the building is delivered to Licensee, shall remain with the building and shall be delivered to Licensee along with the building. 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 items installed within the Licensed Premises at Licensee's expense shall remain the property of Licensee and shall be removed by Licensee at the expiration or other termination of this License. Licensee shall, however, repair any damage caused by reason of said removal. Any personal property remaining within the Licensed Premises after termination of the License shall become property of the County. The County shall dispose of any such property in the manner it deems appropriate.

13. LIABILITY, PROPERTY DAMAGE AND FIRE INSURANCE:

A. Licensee agrees to obtain and maintain, during the full term of this License, a policy of liability insurance with minimum combined bodily injury and property damage in the amount of ONE MILLION AND NO/100 DOLLARS (\$1,000,000.00) for each occurrence, and ONE MILLION AND NO/100 DOLLARS (\$1,000,000.00) in the aggregate, issued by an insurance company licensed in the State of Maryland and acceptable to the County, which policy must include the following coverage:

1. Contractual Liability
2. Premises and Operations
3. Independent Contractors
4. Products and Completed Operations during and for two years following completion of the work.
5. Daycare Operations

B. Licensee agrees to obtain and maintain, during the term of this License, a policy of Workers' Compensation and Employers' Liability coverage. The Workers' Compensation policy must be in amounts as required by statute and the Employers' Liability Policy must be in amounts of ONE HUNDRED THOUSAND AND NO/100 DOLLARS (\$100,000) for each accident for bodily injury by accident, FIVE HUNDRED THOUSAND (\$500,000) DOLLARS for policy limits for bodily injury by disease and ONE HUNDRED THOUSAND AND NO/100 DOLLARS (\$100,000) each employee for bodily injury by disease.

C. Licensee must obtain and maintain a minimum limit of liability of one million dollars (\$1,000,000), combined single limit, for bodily injury and property damage coverage per occurrence including the following:

1. Owned Automobiles
2. Hired Automobiles
3. Non-owned Automobiles

D. Licensee must maintain adequate fire, theft and vandalism insurance for the contents on the Licensed Premises.

E. The County must maintain the County's normal fire and liability insurance on the Licensed Premises. The County reserves the right to self-insure.

F. Licensee shall, within the earlier of thirty (30) days from execution of this License or Licensee's entry onto the Licensed Premises, deliver to the County the required policies or certificates of insurance, evidencing the coverage hereinabove stated and naming the County as an additional insured and/or loss payee. The policies shall provide 45 days notice of cancellation to the County. Licensee has the obligation, without notice, to assure that the County always has a valid unexpired Certificate of Insurance.

G. The certificate holder shall be Montgomery County Government, 101 Orchard Ridge Drive, 2nd Floor, Gaithersburg, Maryland 20878, Attention: Leasing Management Unit.

14. HOLD HARMLESS: 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 Licensee's breach of this agreement or use or possession of the Licensed Premises occasioned wholly or in part by any act or omission of 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. 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 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 hereinabove described, or such construction or installation of equipment shall have been approved by the County.

15. RESPONSIBILITIES OF LICENSEE: Licensee covenants and agrees as follows:

A. Licensee shall 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 Paragraph 5, above. Any such increase in the insurance rate due to the above, or due to Licensee's operations within the Licensed Premises, shall be borne by Licensee. Licensee shall 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, and Licensee agrees to conform to all rules and regulations established from time to time by the Licensor, the Maryland Insurance Rating Bureau, or any other authority having jurisdiction over such matters.

B. Licensee shall not use or allow the Licensed Premises or any part thereof 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, adjacent properties or the adjacent neighborhood.

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

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

E. Licensee shall not have pets in or about the Licensed Premises. This provision does not limit Licensee or Licensee's clients' rights to have bona fide service animals on the Licensed Premises. 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. Licensee shall comply with all reasonable rules and regulations with regard to the use of the Licensed Premises that may be from time to time promulgated by the County, and any violation of said rules and regulations shall be deemed to constitute a violation of this License. It is understood that such rules and regulations shall not unreasonably interfere with or prevent the intended uses of the demised premises as set forth in this License.

G. Licensee acknowledges that all glass is in good condition at time of occupancy and Licensee will be responsible for the breakage of all glass in the Licensed Premises, and agrees to replace the same without delay unless breakage is due to the acts or omissions of the Licensor.

H. Licensee further acknowledges that all appliances and equipment are in working order and that repair or replacement of all appliances, such as washer, dryer, stoves and microwave oven, regardless of ownership, shall be the responsibility of Licensee and must comply with State licensing requirements.

I. 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.

J. Licensee must require all entrance doors and windows in the Licensed Premises shall be closed and locked when said Licensed Premises are not in use. Further, Licensee, before closing and leaving the premises at any time, must close all windows and doors and secure the Licensed Premises. No additional locks or bolts of any kind shall be placed upon any of the entrance or interior doors or windows by Licensee nor shall any changes be made in existing locks or the mechanisms thereof without prior written approval of the County and in the event of an approved change, shall provide the County with keys to the facility. Licensee shall, upon the termination of

its license, restore to the County all keys of the building, offices, and bathrooms, either furnished to, or otherwise procured by, the Licensee, and in the event of the loss of any keys so furnished the Licensee shall pay to the County the cost thereof.

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

L. Licensee must be responsible for on site management of the Licensed Premises and must keep posted the Licensee's responsibilities and obligations as specified in Sections 11 and 15 of this License Agreement. Licensee must keep a copy of this License Agreement at the Licensed Premises and ensure the Licensee's on site representative is adhering to the terms and conditions herein.

M. Licensee shall adopt a strict "clean as you go" policy relative to food preparation, storage and serving. All food shall be stored in containers with lids and all cooking utensils and appliances shall be cleaned after each use. Tenant shall also be responsible for cleaning of Licensee's throw rugs.

16. DESTRUCTION OF PREMISES:

A. In the event of damage to or destruction of the Licensed Premises or any part thereof by fire, storm, flood or other casualty which does not require 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 thereof render the Licensed Premises wholly unavailable for use by the County for the Permitted Uses, 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 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 of the 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, County may elect not to restore the said building and this License shall automatically terminate and the Parties shall be discharged from all responsibilities thereafter arising under this License.

17. DEFAULT: Licensee shall be considered in default of this License and the County may terminate this License 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 Licensee, or for the appointment of a receiver or trustee of Licensee's property.
- iii. The making of any assignment for the benefit of Licensee's creditors.
- iv. The abandonment of the Licensed Premises by Licensee.
- v. Any other default or breach of the terms and conditions this License or the Service Contract.

18. EMINENT DOMAIN: Licensee is not entitled to any condemnation award to the County as owner of the Licensed Premises. In the event that the Licensed Premises shall be taken by any governmental or quasi-governmental authority pursuant to its power of eminent domain or sold under threat thereof, Licensee shall not be entitled to

recover from Montgomery County any capital expenditures for improvements and betterments made by Licensee to the Licensed Premises at the Licensee's expense.

19. ACCESS: Licensee shall allow the County and the County's employees or agents to have access to the Licensed Premises at all reasonable times for the purpose of inspection, or in the event of fire or other property damage, or for the purpose of performing any work required to be performed by the County, or which the County considers necessary or desirable, or for any other purpose pursuant to the reasonable protection of the Licensed Premises.

20. SURRENDER OF POSSESSION: Licensee covenants and agrees that, at the expiration or other termination of this License and/or the Service Agreement the Licensee must remove all goods and effects from the Licensed Premises not the property of the County, and to yield up to the County the Licensed Premises and all keys, locks and other fixtures connected to the Licensed Premises, in good repair, order and condition in all respects, reasonable wear and use thereof and damage by fire or other casualty and damage from any risk with respect to which Licensee is not herein expressly made liable excepted. Licensee shall pay for all damages to the Licensed Premises, its fixtures, and appurtenances, as well as all damages sustained by Licensee or occupants of the Licensed Premises due to any waste, misuse, or neglect of said Premises, its fixtures, and appurtenances, by said Licensee, its employees, or any other person or persons upon the premises by Licensee's permission.

21. NOTICE OF ACCIDENTS, DEFECTS OR DAMAGES: Licensee shall give to Licenser prompt verbal notice of accidents in or damages to the Licensed Premises, and, within twenty-four (24) hours, Licensee shall follow-up with a detailed written report of such accidents or damages.

22. COMPLIANCE WITH LAWS: It is understood, agreed and covenanted by and between the Parties that Licensee, at Licensee's expense, shall 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 hereinafter 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.

23. BENEFIT AND BURDEN: The provisions of this License are personal to the Parties.

24. WAIVER: No waiver of any breach of any covenant, condition or agreement herein contained shall operate as a waiver of the covenant, condition or agreement itself or of any subsequent breach thereof.

25. NON-DISCRIMINATION: Licensee agrees to comply with the non-discrimination in employment policies in County contracts as required by Section 11B-33 and Section 27-19 of the Montgomery County Code 1994, as amended, as well as all other applicable state and federal laws and regulations regarding employment discrimination. The Licensee assures the County that in accordance with applicable law; it does not, and agrees that it will not discriminate in any manner on the basis of race, color, religious creed, ancestry, national origin, age, sex, marital status, disability, sexual orientation, or genetic status.

26. PUBLIC EMPLOYMENT: Licensee understands that unless authorized under Sections 11B-52 and Chapter 19A of the Montgomery County Code 1994, as amended, it is unlawful for any person 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 hereunder by either party to the other shall be given by certified or registered mail and shall be deemed to be effective when received or refused by the addressee. Notices to the respective parties shall be addressed as follows:

Licensee:
HORIZON CHILD CARE, INC.
14500 Gilpin Road
Silver Spring, Maryland 20906

Licensor:
MONTGOMERY COUNTY,
MARYLAND
Division of Facilities & Services

Leasing Management Unit
101 Orchard Ridge Drive,
2nd Floor
Gaithersburg, Maryland 20878

With a copy that does not
constitute notice to:
Montgomery County Government
Office of the County Attorney
101 Monroe Street, 2nd Floor
Rockville, Maryland 20850

28. RESIDENT AGENT: The Resident Agent for the Licensee is and its address for receipt of notices and service of process is. Licensee must immediately notify Licensor of any change in resident agent or address as provided herein.

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 any and 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 or in the Service Contract. 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 Licensee agree that any future modifications made to the Licensed Premises shall 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. Licensee must obtain all required permits to making any

modifications to the Licensed Premises and must comply with all applicable building and safety codes.

SIGNATURE PAGE FOLLOWS

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

WITNESS:

By: Rebecca S. Demaruk

LICENSOR:
MONTGOMERY COUNTY,
MARYLAND

By: William M. Mooney

William M. Mooney, Assistant
Chief Administrative Officer

Date: 6/23/03

WITNESS:

By: Ebony Tracy

LICENSEE:
HORIZON CHILD CARE, INC.

By: Randall J. Holz

Title: Administrator

Date: June 19, 2003

APPROVED AS TO FORM & LEGALITY
OFFICE OF THE COUNTY ATTORNEY

RECOMMENDED

By: Gileen J. Baseman

By: J. Ronald Smith

J. Ronald Smith, Chief
Facilities and Services Section

Date: 5/7/2003

Date: 6/22/03

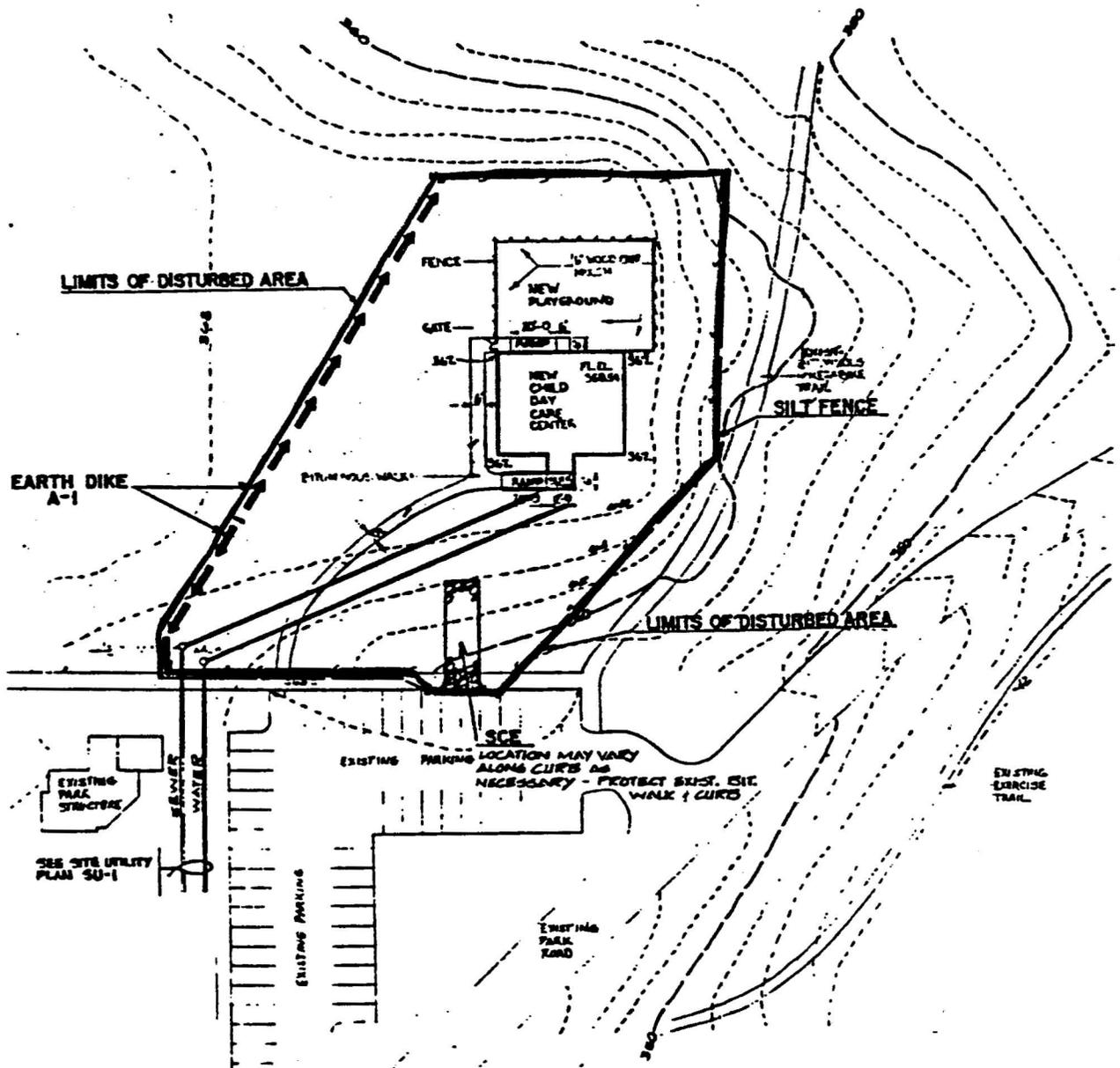


EXHIBIT A

Tenant Selection Committee
Proposal
Martin Luther King Jr, Park

From

Horizon Child Care, Inc



EXHIBIT B

PART A: QUALIFICATION OF APPLICANT

- 1. Give the name of applicant(s), individual(s) or organization, mailing address, phone number, fax number and contact person. Include a statement of the applicant's experience in child care or a related field.**

The applicant is:

Randall J. Holtz
Horizon Child Care, Inc.
1102 Jackson Road
Silver Spring, Maryland 20904

Phone/Fax (301)-680-0665

Contact Person: Randall J. Holtz

Randall J. Holtz has 24 years experience in child care and related fields. From 1978 to 1980 he worked in a school age program at Woodside Child Care Center, Silver Spring, Maryland. In the summer of 1982 he co-founded St. Peter's Summer Adventure Camp, in Olney, Maryland. This was a program for junior high school students. He co-directed this program for three summers. From the Fall of 1982 until the Spring of 1983 he taught a four year old class at Kiddie Land Child Development Center, Silver Spring, Maryland. From the summer of 1983 through the summer of 1987 he was the Program Director at Flower Hill Christian Day Care Center, in Gaithersburg, Maryland and from September 1987 to the present date, Mr. Holtz is the Executive Director of Horizon Child Care, Inc. He is the administrator at all four locations (see detail in Part A #2), and is the Director at the Martin Luther King Jr. facility. Mr. Holtz was appointed to the County Executive Child Care Commission in May 1990 and served two terms. He has participated in seminars at Wheelock Graduate School concerning child care organization and management.

2. Other programs currently operated by the applicant:

List all other programs currently operated by the applicant, including the name of the program(s), address(es), hours of operation, ages and number of children served, name of director(s) and, if applicable, the name(s) and phone number(s) of the building manager(s):

1. Horizon Child Care, Inc. at Martin Luther King Jr. Park
 1102 Jackson Road
 Silver Spring, Maryland 20904
 Phone Number: (301) 680-0665
 Hours of Operation: 6:30 AM - 6:00 PM
 Ages of Children: 2-12 year olds
 Number of Children: 50
 Director: Randall J. Holtz
 Building Manager: Randall J. Holtz

2. Horizon Child Care, Inc. at Burnt Mills Elementary School
 11211 Childs Street
 Silver Spring, Maryland 20901
 (301) 593-6056
 Hours of Operation: 7:00 AM - 6:00
 Ages of Children: 2-12 year olds
 Number of Children: 50
 Director: Amy Longcor
 Building Manager: Randall J. Holtz

3. Horizon Child Care, Inc. at Rolling Terrace Elementary
 705 Bayfield Street
 Takoma Park, Maryland 20912
 (301)-422-3415
 Hours of Operation: 7:00 AM - 6:00 PM
 Ages of Children: 5-12 year olds
 Number of Children: 60
 Director: Kelly McNeely
 Building Manager: Randall J. Holtz

4. Horizon Child Care, Inc. at Cresthaven Elementary
 1234 Cresthaven Drive
 Silver Spring, Maryland 20903
 (301) 434-2898
 Hours of Operation: 7:00-9:00 AM - 3:00-6:00 PM
 Ages of Children: 5-12 year olds
 Number of Children: 60
 Director: Carolina Flores
 Building Manager: Randall J. Holtz

CANNON ROAD ELEMENTARY SCHOOL

Page 3

901 CANNON ROAD
SILVER SPRING, MARYLAND 20904
301-989-5662



Northeast
Consortium

Judith A. Theiss, Ph.D.
Principal

March 5, 2002

Tenant Selection Committee
Montgomery County Department of Health and Human Services
Early Childhood Services

To Whom It May Concern:

I have been acquainted with the work of Randall Holtz and Horizon Day Care for over 6 years. Mr. Holtz and his staff have provided safe and creative environments for students in care before, after and during school hours.

Mr. Holtz is prompt, reliable and totally committed to children's best interests. I urge you to accept the Horizon application for child care space and continue an excellent program.

Sincerely,

Judith A. Theiss, Ph.D.

JAT:kb

To:
Children's Resource Center
Attn.: Tenant Selection Committee
332 West Edmonston Drive
Rockville

Silver Spring, March 7, 2002.

Dear Sirs,

I am addressing this letter to you as the representative of a group of parents whom currently have children enrolled at Horizon Child Care Inc., either full day, or before and/or after school, located at 1102 Jackson Road, Silver Spring, MD 20904.

This letter is meant as a letter of recommendation for mr. Randall Holtz, Director of Horizon Child Care Inc., and will hopefully be taken into consideration by you, when a decision needs to be made concerning the tenancy of 1102 Jackson Road in Silver Spring.

As you undoubtedly know, Horizon Child Care Inc. is located almost directly next to Jackson Elementary School and quite a few children enrolled at Horizon, attend school there. Mr. Holtz and his staff make sure that our children get to school on time and in the afternoon they are picked up again and brought back to Horizon. This takes away quite a few worries from the working parents.

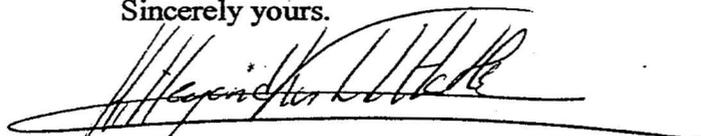
Personally I have been able to see my child at play at Horizon during her before and after school programs and I am extremely happy with the manner mr. Holtz and his staff are dealing with her and keeping her busy with age-appropriate activities. It is great to see your child happy and lovingly taken care of at the times you are not able to.

I have had contact with most of the staff and also speak with mr. Holtz on a regular basis and can say that I am always made feel welcome. Without exception so far, I have been very happy with the people taking care of my child while I am at work. I had my child in private day care until she had to go to school and at first was hesitant in dropping her off at Horizon, but from day one it has been a very pleasant experience.

Mr. Holtz and his staff provide a very caring, loving and also educational environment for our children to be in, which we hope he will be able to continue to provide in the years to come and needless to say, having Horizon Child Care Inc. located where they are now, gives it an additional plus, considering the fact that most of our children will attend their elementary years at Jackson Elementary School.

The parents of the children at Horizon Child Care Inc., therefore respectfully request your consideration, when deciding upon the future tenancy of 1102 Jackson Road in Silver Spring.

Sincerely yours.



H. Hartley
1120 Tanley Road
Silver Spring, MD 20904.

Deneen Griffis-Brown
1710 January Drive
Silver Spring, MD 20904

March 11, 2002

Montgomery County Department of Health
and Human Services Early Childhood Services
Tenant Selection Committee
332 West Edmonston Drive
Rockville, MD

Dear Sir or Madam:

The parents of the Jackson Road Community respectfully request that the Tenant Selection Committee renew the day care facilities lease for Horizon's Child Care at the Jackson Road site. Horizons' day care program provides wonderful custodial care for preschool and school age children in our community. We all know that the need for quality childcare is great and keeping Horizons here is the best way to provide continuity for our children. We applaud the Horizon's Staff for their effort and hard work implementing a great service to Montgomery County.

Sincerely,



Deneen Griffis-Brown

PART B: SCOPE

1. Describe the philosophy and objectives of the proposed program and how this program will reflect the needs of the community to be served.

Philosophy:

Horizon Child Care, Inc. is a community of talented, caring individuals committed to creating a nurturing, dynamic environment designed to foster a child's curiosity, while fully addressing his or her needs. We are professionals committed to respecting the dignity of each individual child. Our child care expertise enables young people to discover new abilities and master new skills. These tangible victories, in turn, promote intangible strength such as confidence, self-respect, and self expression. It is our privilege to foster these fundamental human qualities.

It is in working as partners with the parents, teachers, staff and children that we are able to accomplish our goals. We challenge ourselves and those around us to live committed, enthusiastic lives—lives that matter. We assert that it is our responsibility to impact, for the better both the world at large and the child care industry specifically.

Objectives:

The preschool child needs nurturing affirmation. A setting that is both secure and home-like. A program which provides group and individual activities. A program designed to enable the child to explore the world around him or her and develop social skills. We provide a setting that allows the child to explore his imagination through block building, dress-up, story telling, dramatic presentation, sand and water creations, music and rigorous outdoor play. We balance this with developmentally appropriate large group activities such as circle time, puppet presentations, cooking activities and organized games. We use language development as the building block of all these skills.

School-age child care supplements a family setting between school hours and home hours. A school-age child has complicated needs ranging from affirmation to discipline, from stimulating activity to quiet time. The need for independence and opportunity to make his or her own choices become increasingly important to the school age child. Peer pressure and the stigma of "still" going to day care is a negative factor for many older school-age children. This along with the need to belong make up a school-age child.

To answer these needs, our program provides opportunities for individual and large group activities. We provide a reading loft so that children can have a quiet place to go. We provide a time for children to work on their homework and offer assistance as needed. We provide daily opportunity for group games and individual play outdoor. Activities such as cooking, arts and crafts are part of our daily program. We provide a day each week where the children can choose a club activity to participate in, such as; fishing, rocket building, chess, candle making and other seasonal activities. In addition to this the child has the opportunity to be active in his or her community. Horizon provides transportation to outside activities such as; Hebrew School, Brownies Boy Scouts, Swim Team, Gymnastics, etc. By providing this

Objective continued:

transportation, we help to meet the needs of the family as a whole.

This program reflects the needs of the community in a number of ways. The program has an open enrollment policy. In addition to the full time and before and after school programs, parents can enroll their children per hour part-time care and per week holiday care. We have a strong history with Jackson Road Elementary, providing their before and after school child care needs. We have served the communities special needs children, having enrolled children from Glenallen Elementary, McKenny Hills and Fairland Elementary. And we currently have children enrolled from Jackson Road, Cannon Road, White Oak Middle and Cresthaven Elementary schools.

Our program also reflects the needs of the community by providing volunteer opportunities for local high schools.

Our program currently enrolls children whose native languages are Spanish and French. Horizon has staff that can communicate effectively in these languages.

Another way our program reflects the needs of the community is by having our children visit the Springbrook Nursing Home, Springbrook High School sporting events, White Oak Library and the local Fire Department.

2. **Ages and Number of Children:** Explain in detail the proposed numbers and ages of the children to be served in the facility and how groups of children will be configured in the space available.

Ages:

The program will focus on 2 groups. Preschool children ages 2-5 and the older school-age children ages 6-12

Numbers:

2-4 year olds:	20 Maximum
6-12 year olds:	30 Maximum

The maximum number of children participating in the program at one time would not exceed the licensed capacity.

The center is comprised of two rooms. School age children are on one side and preschoolers are on the other. After school hours the kindergartners are assimilated into both groups.

3. **Operation of the Program:** State the days, months and hours of operation including half-days, holidays, summer and inclement weather.

Horizon Child Care at Martin Luther King Jr. Park will be open Monday through Friday, twelve months a year from 6:30 AM - 6:00 PM, with the exception of the following days:

New Years Day	Independence Day
Presidents Day	Labor Day
Memorial Day	Thanksgiving day and the day after
Easter Monday	Christmas Day
Two in-service days per year	

The center is open when schools are closed for a half day or other holiday or in service day. The center is open during the summer the same hours as during the school year.

The center will close for snow or inclement weather only on the days that the Montgomery County Public Schools Central Office is closed, when University of Maryland is closed or as deemed necessary by the Executive Director.

4. **Special Populations: Describe specifically how the program will:**

- a) **Accommodate children who need part-time or occasional care;**
- b) **Recruit and accommodate children whose parents receive subsidies from the Working Parents Assistance Program or Purchase of Care.**
- c) **Serve Children and families with special needs.**

A. The center will accommodate children who need part-time or occasional care. They will be charged a rate of \$7.00 per hour or \$17.00 per day. Between 9:00 & 3:00 the program will make available part-time positions for those parents who need them. We can do this because kindergartners return to this group at 3:00. At 3:00 PM we reach our capacity and can longer accommodate part-time enrollment.

B. The center will recruit and accommodate children whose parents receive subsidies from Working Parents Assistance or Purchase of Care program by noting on our advertisement/flyers that we accept subsidies from these programs. We post flyers in public areas, such as the Library and Giant Food and place ads in local church bulletins. We will also help the parents by referring them to these programs and assisting them with their application. We accept payments from all of these agencies.

Some parents do not qualify for this assistance, yet still need some financial help. In these situations, Horizon Child Care will evaluate the families financial need and make every effort to accommodate them.

Currently Horizon Child Care is assisting 10 families and 12 children, at the Martin Luther King Jr. facility by providing a reduced tuition rate.

39% of our children are currently benefiting from some form of subsidy.

Horizon Child Care also posts flyers/publications put out by the IRS or other assistance program. (Example: currently posted is an IRS publication #1763 helping families whose incomes qualify, to get a tax deduction) These flyers are posted in an obvious place that parents can read.

C. The center serves children and families with special needs by having an open door policy for enrollment. No child is excluded from the program. We have had children with Downs Syndrome, Multiple Sclerosis and with physical impairments keeping them in a wheel chair. Our program is tailored to include all children in every activity to the extent possible. We serve children with English as a second language and facilitate by hiring staff that can speak their primary language. Some children enrolled in our program have diagnosed language processing and emotional control difficulties. Our staff works with these children individually, committing time, energy and behavioral management techniques supporting each situation as it arises.

5. Describe any linkages, services, scholarships or special program features which will have positive impact on children, families and communities which this facility is located.

Linkages:

Our primary linkage is with MCPS. Currently we provide morning compliment kindergarten care for a child who is at Cresthaven Elementary. This child was having an unsuccessful experience with the all day kindergarten program. We accommodate the needs of the child and family by offering a morning program for the child and transportation to kindergarten in the afternoon. Other linkages include referring children to Child Find for diagnosing speech, language and developmental evaluation. In support of the childrens homework and study habits our staff has met with classroom teachers to help develop strategies for successful homework study skills.

Services:

Our primary service to the community is to provide childcare for the whole family. Enhancing this service we provide transportation to and from the community activities that the children participate in, including, but not limited to; Hebrew School, Brownies, gymnastics, swimming lessons, and all the PTA sponsored activities at Jackson Road Elementary. This is an important feature to our program. It gives parents peace of mind and it allows children to participate in a community activity.

Scholarships:

Horizon Child Care at Martin Luther King currently offers two full and ten partial scholarships to families with expressed financial need. We also offer Jr. High scholarships for children who have demonstrated leadership skills. We currently have two children having demonstrated this leadership ability and are receiving a tuition reduction, paying only \$25.00 per week.

Special program features which have a positive impact on children, families and communities:

Our program has many special features. In addition to the trips to the nursing home, Horizon Child Care, supports the community by taking the children on field trips to the local high school sports events; baseball, soccer, basketball or football games. We use the local ponds and streams as a resource for studying nature and having fun fishing. We also participate in the Montgomery County Fair by entering projects in the Arts and Crafts Department and taking the children to the fair. They get to see their work on display and enjoy the rides, animals and entertainment. Children love the fair. Many go home with ribbons and receive a small monetary award for their work.

Once a week we have club day. Clubs such as rocket making, bowling, newspaper, fishing, sculpting, cooking, sewing, science club (working with oxygen, nature, etc.) and art projects (from paper mache robots to jewelry making).

During the summer the older children have a choice to go on an overnight camping trip. We

Special program features which have a positive impact on children, families and communities continued:

go to Cunningham Falls State Park or Cool Font West Virginia.

During the Winter holiday season, we offer a Parents Night Out. We provide dinner for the children and they stay at the center until about 9:00 PM. Parents can enjoy a break from their routine by going out to dinner or doing some shopping etc.

Throughout the year parents are invited to have breakfast at the center with their child.

Occasionally a special guest is invited to teach a skill, do a project or discuss a special or educational interest.

Field trips are a special feature of our program. Not only do we explore the local community with swimming, sports events, farms for rural experiences, nature centers, ponds and parks, we go outside the community for art, space and historic museums. The Torpedo Factory, Sandy Point State Park, Adventure World, The Recycling Center, The National Zoo and many other places of interest and fun.

Other special features include family pot luck dinners, a field day of water fun and games ending with a cook out, a summer fair with a moon bounce, games, face painting and fun and a parent vs. children kickball game which is very well attended. These special features provide positive and fun family time.

6. **A proposed timeline for start-up to that the program can be operational by July 2002, if applicable.**

Horizon Child Care, Inc. is currently the providers at this site. The program would continue operation and a time line would not be applicable.

PART C: BUDGET

Please submit:

1. A proposed fee schedule, including breakdown for full-day, half-day and summers by week and day. List late fees, registration fees, and all other fees and discounts.

Full Time - Pre-school	\$130.00	
Pre-school - half day	60.00	
After school only	61.00	
Mornings only - before school	30.00	
Before and after school	71.00	
Hourly rate	7.00	
Returned check fee	20.00	
Late pickup fee	10.00 for the 1 st 5	
minutes late and \$5.00 for every 5 minutes thereafter.		

make

Discounts	<i>S/A 150. week</i>	25% for the third child enrolled in the program.
	<i>Summer</i>	

These rates include days schools are closed due to weather, early dismissals, teachers meetings, holidays (except Winter and Spring breaks) and other days schools are closed half or all day. During the Winter and Spring breaks, the full time all day rate applies.

Other discounts apply at an individual basis, given at the discretion of the Executive Director.

Please Note: The late pickup fee is charged only at the Executive Director or Directors discretion. For parents who are consistent with picking their child up on time, first time occurrences are not charged. Other emergency situations, depending on the circumstance, may or may not be charged. We do not encourage tardiness, but we do understand sometimes unusual circumstances arise that are out of the parents control. Therefore we do make exceptions.

PART D: PERSONNEL

1. Describe by numbers, category and staff/child ratio personnel proposed for this site. Include a description of the Director responsibilities. (We have also included responsibilities for all other staff).

Numbers, category and staff/child ratio:

This facility is divided into two activity groups. The pre-school side has a group size of twenty children. There is a minimum of three staff with this group at all times. The child/staff ratio is 7 to 1. The school-age side has a group size of thirty children. There is a minimum of three staff with these children. The child/staff ratio is 10 to 1.

Personnel:

Director: Randall Holtz

Sr. Staff: Robert Conway
Ebony Pearsal
Lisa Thompson
Noelia Garcia

Group Leaders: Tocatorah Hargrove
Robert Conway
Lisa Thompson

Aides: Billie Reis
Megan Kjong Kim
Paulette Pacheco
Alec Debuchanne
Jim Miller

Director Responsibilities:

IN ADDITION TO THE SPECIFIC REQUIREMENTS FOR DIRECTORS IN COMBINED PRESCHOOL AND SCHOOL AGE CENTERS AS STATED IN REGULATION .23 OF THE COMAR 07.04.02, THE DIRECTOR IS ALSO RESPONSIBLE FOR:

- A. Carryout the mission, philosophy and objectives of Horizon Child Care, Inc.
- B. Plan, supervise and implement the program of the center.
- C. Gear the program to the individual needs of the children with an understanding of their interests, handicaps and special talents.
- D. Supervise and evaluate the staff.
- E. Communicate on a day to day basis with the parents or guardian.

Director Responsibilities continued:

- F. Hire staff, evaluate and give annual reviews.
- G. Keep orderly arrangement, appearance, décor and overall inviting and stimulating environment for each room.
- H. Coordinate monthly staff meetings.
- J. Prepare, design and provide a monthly newsletter and snack schedule and distribute to all the parents or guardians at a consistent time each month.
- K. Maintain a current substitute list.
- L. Recruit and enroll children into the center.
- M. Communicate with the Administrator on a regular basis.
- N. Achieve and maintain NAEYC accreditation.
- O. Renew or refresh yourself by taking a class or seminar that will stimulate or rejuvenate you in your daily work.

Director Job Description:

You are now part of a team of talented, loving professionals. You are in a partnership with the staff, parents, children and teachers. Expect the best from yourself. Frequently commit to maintaining a positive, stimulating environment for yourself and those around you by doing the following:

1. Plan, supervise and implement the program in accordance with the philosophy and objectives of the center. Keep a schedule posted at all times.
2. Be prepared each day, physically, emotionally and with an organized manner to carryout your program plans for the day.
3. Consider each child with respect. Acknowledge the child's feeling, respect his/her cultural, social and economic background.
4. Help each child become aware of his/her role as an integral member of the group. Acknowledge each child's contribution to a project, story, game or any other activity.
5. Make it a habit to find the good in each child. Acknowledge and praise him/her for their positive behavior.
6. Always speak in a positive manner to the children and staff. If they need support with their behavior, remove them from the setting and help them work it out.
7. Review daily what works in the program. Make notes of problems and successes for the Executive Director.
8. Maintain a humorous, warm and loving atmosphere throughout the day. Encourage staff and children to

Director Job Description continued:

8. (con't.) do the same.
9. Hire, evaluate and fire staff as necessary. Prepare monthly evaluation (or as necessary) for the Executive Director.
10. Encourage staff when they are not at their best. Help them to distinguish what they do that works well. Share situations you have experienced and how you worked it out.
11. Develop a system for the Sr. Staff to prepare and present plans 2 weeks in advance. Review and approve leaving enough time to make necessary changes or get needed supplies.
12. Maintain an impeccable appearance, décor and overall environment of each room, including the kitchen and office. Repair, replace, refinish equipment and supplies as needed. Clean as you go. Encourage staff and children to do the same.
13. Maintain children's health records, emergency cards, roll book, accident reports, medicine administration forms and any other forms required by law. Keep up to date at all times.
14. Prepare monthly newsletters containing upcoming events, helpful resources and current activities of the center. Distribute at a consistent time each month.
15. Communicate on a day to day basis with parent/guardian's, either in person or by phone. Develop a system to make personal calls to parents to discuss their needs and evaluate how the program is working for them. Calling four parents per week is one way to handle this. Design it to fit your schedule, 1 call a day, four calls in one day etc. You may call in the evening.
16. Coordinate parent board meetings.
17. Hold and lead bi-monthly staff meeting. Keep records of results/discussions and submit to the Executive Director. For review. Include a training demonstration on a real life situation. Allow time for staff ideas, complaints and concerns. Acknowledge positive situations you witnessed with the staff. Lead and encourage them.
18. Attend monthly directors meetings.
19. Be available to the parents at drop-off and pick-up times. Share their child's experiences of the day with them. Discuss any questions or concerns they may have.
20. Maintain a current substitute list.
21. Post tuition checks in the ledger. Notify the Executive Director of parents who are delinquent by two weeks.
22. Recruit, advertise and enroll children into the center, provide necessary information and follow up with visitors.
23. Review job descriptions and employee policies periodically for yourself and staff. Follow through on items that may be missing.
24. Seek out and attend seminars, lectures and classes that will update, rejuvenate or educate you in ways that will benefit yourself and the center as a whole.
25. Remember that communication is the key to all situations. No matter how minor or trivial a situation may

Director Job Description continued:

25. (continued) seem, please communicate with your staff. Feel free to share your feelings with the Executive Director and to discuss any concerns or problems you may be having.
26. Adhere to the Employee Policies and encourage staff to do so as well.
27. Adhere to the regulations as listed in the **COMAR 07.04.02 & NAEYC**.

Sr. Staff Job Description:

1. Plan, supervise and implement the program in accordance with the philosophy and objective of the center.
2. Be prepared each day, physically and emotionally with an organized manner to carry out your program plans for the day.
3. Consider each child with respect. Acknowledge the child's feelings, respect his/her cultural, social and economical background.
4. Make it a habit to find the good in each child. Praise positive behavior.
5. Always speak in a positive manner to the children and staff. If they need support with their behavior, remove them from the setting and help them work it out.
6. Submit weekly lesson plans to the Director. Stay two weeks ahead of schedule. Make sure you have necessary supplies to carryout your plans.
7. Gear your plans to the individual and group needs of the children. If one child needs more time to accomplish a task or complete a project, allow them the time, with out drawing attention to the rest of the group.
8. Help each child become aware of his/her role as an integral member of the group. Acknowledge their contributions to a project, story time, game or any other activity.
9. Help to maintain impeccable appearance, décor and overall environment of each room. Repair, replace, refinish items as needed. This includes keeping the kitchen clean, floors swept and vacuumed, cubbies neatly organized, blinds straight, shelves neatly organized and straight, supplies and activity centers neat and orderly, animals and fish tanks cleaned and maintained. Clean as you go. Encourage the children to clean up after themselves and to be responsible for their areas of play.
10. Attend all staff meetings. Contribute to the discussions. Be an active team member.
11. Participate in recommended training programs, conferences and courses offered for regulation requirements and professional growth.
12. Communication is vital to our program. Please communicate with your Director no matter how minor or trivial a situation may seem.
13. Be available to the parents. Share with the parents the growth and accomplishments you see their child making.
14. Maintain emergency cards, health regulation forms, medicine administrations, accident reports and all other forms required by law or center policy.

Sr. Staff Job Description continued:

15. Shop for groceries, supplies or other needed materials.
16. Transport child to after school activities.
17. Be open and available to handle tasks or situations as requested by the Director.
18. Review your job description, employee policies and state regulations periodically. Follow through on items that may be missing.
19. Keep Director updated of a child's special needs or progress. Write reports as necessary.
20. Maintain a positive health attitude with respect to each child's individual needs.
21. Adhere to the requirements as stated in COMAR 07.04.02
22. Adhere to the Employee Policies.

Group Leader Job Description:

You are now part of team of talented, loving professionals. You are in a partnership with the staff, parents, children and teachers. Expect the best from your self. Frequently commit to maintaining a positive, stimulating environment for yourself and those around you by doing the following:

1. Plan, supervise and implement the program in accordance with the philosophy and objective of the center.
2. Be prepared each day, physically and emotionally with an organized manner to carry out your program plans for the day.
3. Consider each child with respect. Acknowledge the child's feelings, respect his/her cultural, social and economical background.
4. Make it a habit to find the good in each child. Praise positive behavior.
5. Always speak in a positive manner to the children and staff. If they need support with their behavior, remove them from the setting and help them work it out.
6. Submit weekly lesson plans to the Director. Stay two weeks ahead of the schedule. Make sure you have necessary supplies to carryout your plans.
7. Gear your plans to the individual and group needs of the children. If one child needs more time to accomplish a task or complete a project, allow them the time without drawing attention to the rest of the group.
8. Help each child become aware of his/her role as an integral member of the group. Acknowledge their contributions to a project, story time, game or any other activity.
9. Help to maintain an impeccable appearance, décor and overall environment of each room. Repair, replace, refinish items as needed. This includes keeping the kitchen clean, floors swept and vacuumed, cubbies neatly organized, blinds straight, shelves neatly organized and straight, supplies and activity centers neat and orderly, animal and fish tanks cleaned and maintained. Clean as you go. Encourage the children to clean up after themselves and to be responsible for their areas of play.
10. Attend all staff meetings. Contribute to the discussions. Be an active team member.

Group Leader Job Description continued:

11. Participate in recommended training programs, conferences and courses offered for regulation requirements and professional growth.
12. Communication is vital to our program. Please communicate with your Director, no matter how minor or trivial a situation may seem.
13. Be available to the parents. Share with the parents the growth and accomplishments you see their child making.
14. Maintain emergency cards, health regulation forms, medicine administration, accident reports and all other forms required by law or center policy.
15. Shop for groceries, supplies or other needed materials.
16. Transport children to after school activities.
17. Be open and available to handle tasks or situations as requested by the Director.
18. Review your job description, employee policies and state regulations periodically. Follow through on items that may be missing.
19. Keep Director updated of a child's special needs or progress. Write reports as necessary.
20. Maintain a positive healthy attitude with respect to each child's individual needs.
21. Adhere to the requirements as stated in COMAR 07.04.02
22. Adhere to the Employee Policies.

Classroom Aide Job Description:

You are now part of team of talented, loving professionals. You are in a partnership with the staff, parents, children and teachers. Expect the best from your self. Frequently commit to maintaining a positive, stimulating environment for yourself and those around you by doing the following:

1. Remember communication is vital. Always communicate your plans and intentions with the Director or Sr. Staff member including leaving the room for a second to a specific project you would like to do. Ask questions any time. It is always better to clearly understand a situation than to be unsure.
2. Engage the children with eye contact and words.
3. To help the children feel a sense of belongingness and respect, it is important to stay at their level:
 - Sit at the table with them.
 - Sit on the floor or stoop to meet their eyes, while giving directions or helping with a child who is sad or upset.
4. Carry out 3 or 4 of the following activities throughout the day. Offer different activities open to anyone interested and bring them in a small close group.
 - Read stories.
 - Make new props for housekeeping, such as; restaurant hats, construction worker props or zoo animals.
 - Organize puzzles.
 - Check easels for fresh clean paint, ample paper, good brushes. Have the children help carry paper or clean a low paint container.

Classroom Aide Job Description continued:

- Tape pieces of paper together to make a map for the cars in the wooden blocks area, use marker to decorate.
- Play tic-tac-toe or hangman.

- Sketch with chalk or pencil.
- Make rhythm band using all the instruments.
- Have a chair wash (like a car wash).
- Scrub tables with cleanser.
- Soak hand toys in disinfectant (have children fill tub with water, bring toys and try them).
- Clean the fish tank.
- Play Ring-A-Round the Rosy, Duck Duck Goose or London Bridges.
- Do finger puppets. Have the children make up the story.
- Fold two or three sheets of paper together down the left side. Invite the children to make picture story books.
- Play dress up with the children and actually dress up yourself.
- Use the balance beam.
- Play build the tallest building with blocks.
- Make up some games of your own.
- Read materials from the library (at center or public library) to get new ideas for projects or games.
- Use your imagination and encourage the child to do so as well.
- Play rigorously with the children at outside play time.

Always look for a way to bring a child on the outside of play into a feeling of acceptance. Ask the children for suggestions of things they like to do. Remember to warmly praise each child and to constantly reinforce the good things they say and do. Some of the above games may not be appropriate for older children, but do not hesitate to ask. The children are very creative and love to do familiar things that they know they can accomplish.

2. **Provide specific information about staff salary ranges and benefits, by position.**

Executive Director	8,000.00 per year
Director	\$ 25,000.00-33,000.00 per year
Sr. Staff	21,000.00-28,000.00 per year
Group Leader	9.50-13.00 per hour
Aide	6.50 -10.00 per hour

Benefits:

For Regular Full Time Employees:

Sick Days: 10 days per year. Sick days are accrued at 6.6 hours per month.

Paid Vacation: 5 days per year for the first two years accrued at a rate of 3.3 hours per month.

At the beginning of the third year you are granted 10 days per year, accrued at the rate of 6.6 hours per month.

Directors: At the end of the 3rd year, accrue an additional 5 days per year, at 9.9 hours per month.

Holidays: 9 paid holidays per year.

Health Insurance: The center pays 33% of your coverage through our group plan.

Training: The center will pay for approved staff training.

Child Care: Free child care for your dependent children.

For Part Time Employees:

Holiday: 9 paid holidays per year if they are scheduled to work on that specific holiday.

Training: The center will pay for approved staff training.

Child Care: Free child care provided for your dependents when space is available.

3. Describe a plan for staff orientation and on-going training for staff.

For New Staff:

The Director will hold an initial orientation meeting. During this meeting the employee is explained the mission and goals of the center. The Director will thoroughly review the employee center policies and procedures. The Director will train the employee on Horizon procedures for emergency 1st aide, field trips, parent pick up, plans, discipline and caring for a sick child.

The Executive Director will have a follow-up meeting with the new employee. During this meeting the Executive Director will review all policies and procedures, inform them of our professional responsibility as advocates of young children and have them sign off on a form stating that they have read and understand all aspects of the center.

On-Going Training:

Depending on the staff members position, certain training is required and provided. Other training is encouraged and staff is frequently sent to attend training classes outside of the center. Staff has attended and will continue to attend classes on 1st Aide and CPR, as well as classes provided by the Child Care Institute, Montgomery College, Montgomery Child Care Association, Organization of Child Care Directors, Bethesda Emergency Assistant Training and Loyola College.

The Executive Director and the Director provide in-house training at staff meetings. Some topics included are, positive discipline techniques, understanding behaviour, the strong willed child, first aide procedures, stress management, motivation and professionalism, preparing plans and fieldtrip procedures. Some of the references used for above topics include books from Dr. James Dobson, Stephen R. Covey, Louise Bates Ames, Verna Stassevitch, Sally Stavros and Lois Peters.

Guests are invited in to discuss related topics. For example, Dr. Scott Buehler provided a series of discussions for the staff, including topics on parent communication, age appropriate discipline and working with the special needs child.

Staff is encouraged to visit other child care programs.

A library of resources is available for the staff at the center.

All training provided is at the expense of the center.

PART E: PARENT INVOLVEMENT

Describe and/or attach samples which indicate the types and levels of parent involvement, including:

1. Sample flyer and/or advertisement of the program to be offered.

See Attachment C
2. Statement as to how program will conduct active outreach to the community and what criteria will be used for registration and admission.

Horizon Child Care, Inc. will conduct active outreach to the community by:

Sending home flyers with all school-aged children, informing parents of the availability of child care. We will attend kindergarten round-ups each year. We will post flyers in local public areas such as; Giant food and the Public Library. We will advertise in local church bulletins and if space is available at the center, we will advertise in local community papers.

The criteria used for registration and admission is as follows:

The center holds an open enrollment policy. Horizon Child Care encourages and accepts children of any race, religion and ethnic background. We admit children with special needs and various languages. We admit children on a first come first serve basis, with priority given to siblings. A waiting list is held when the center is full and parents are contacted as space becomes available in the order that they were placed on the list.

3. Plan for parent access to facility, plan for parent communication and a statement of philosophy of the role of parents.

Parent Access:

Horizon Child Care, Inc. maintains a constant open door policy. Parents and or guardians are encouraged and invited to visit and spend time with their children at the center any time throughout the day. We invite the parents on field trips, and to our special event days held throughout the year.

Parent Communication:

Upon enrollment of the child, each parent becomes a member of the Parent Advisory Board. The board will have one annual meeting and will designate an Advisory Committee. The advisory committee will meet bi-annually to discuss recommendations to the Executive Director.

The Director and or Executive Director will make personal calls to the parents or guardians, to discuss a child's needs and development and to give the parent or guardian an opportunity to offer input to the program.

Staff is available when the parents drop off their child in the morning and when they pick up their child at the end of the day to discuss anything the parent or guardian has on their mind.

A monthly newsletter is distributed to each family, updating them on the center activities and upcoming events. In this newsletter we sometime provide information on upcoming family events outside of the center or resources that we have discovered that may be helpful to the parents. Please see our sample newsletter page 16B.

Weekly memos are sent home to remind parents of upcoming events.

Parent breakfasts, picnics, potluck dinners, birthdays and other holiday celebrations are ways we encourage parents to get to know one another, the staff and the children that are in direct relationship with their child.

Parents are encouraged to call or set up a time that meets their schedule to discuss any concerns or needs they may have.

Bi-annually we request parents to fill out our parent survey.

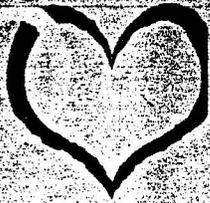
Statement of Philosophy of Role of Parents:

Child care is a service organization in partnership with the family. Our goal is to support the parents by giving them complete peace of mind. While we enjoy and value any contribution of time a parent has to offer our program, we are aware that we are here to serve them. Therefore communication between the parent and center is vital. We welcome it in any form.

Statement of Philosophy of Role of Parents continued:

For parents who do have time, we offer a Parent Classroom Assistance Program. This is a way for parents to participate in a group activity with their child. At the same time they are creating a feeling of warmth and a stronger home/care rapport. This also provides a tuition credit to the parent.

In the past we have had parents teach soccer, pottery and sign language classes as part of this program.



Horizon News

February 2002

Dear Parents,

I want to introduce some new children to our pre-school program. Please welcome: Nanakofi Appiah, David Ballon, Omar "Nicholas" Hernandez Molina, Kafila Raimi and Aisha Sallah.. I hope you will all help us make our new families comfortable.

As we proceed in our accreditation process, I need your help. I would like to reconvene Our Parent Advisory Board. The duties of the board will include bi-annual or as needed review meetings. These meetings will help establish policies, service hours and serve as a grievance procedure redress for any parent who feels they need a third party arbitration. All parents are invited to be a part of the board. The first board meeting will be Tuesday, February 26, at 6:00. See Mr. Holtz for more details.

Thank you to those parents who donated books and games that were in good repair. They have already been put to good use.

February Highlights

* February 6 is a 1/2 Day of school. We will be baking brownies from scratch and watching the movie "Atlantis".

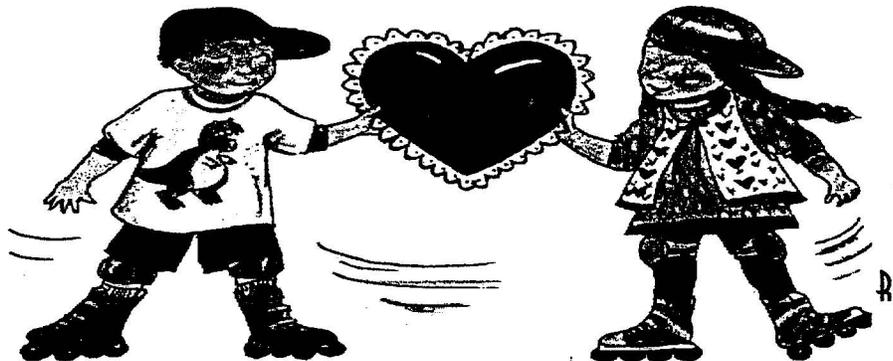
* February 14 is Valentines Day
Both sides will be having a party at 3:30 on the 14th. Please look for the party sign up to see what you can add to the fun.

* February 18 is Presidents Day
Horizon will be Closed

*February 22 Pre-School Field-trip to Meadowside Nature Center 9:00-11:00. no cost



I want to thank all of you for making a special effort to picking up your children by 6:00. It makes a big difference to the staff when they know that they will be going home at a regular time. We all know that there times when things happen that we can't control, but all of the staff are grateful for the efforts that you make.





Family Questionnaire

*Prepared by the National Association
for the Education of Young Children*

Dear family members:

(Name of program)

is working toward being accredited by the National Association for the Education of Young Children (NAEYC). NAEYC operates a national, voluntary accreditation system for any public or private school or center serving children from birth through kindergarten and/or school-age child care. The accreditation process identifies high-quality early childhood programs and schools.

NAEYC feels that family members can provide valuable information about the quality of their children's program. As part of the accreditation process, family members are asked to fill out the questionnaire that follows. The questions on it are related to the standards for accreditation.

You may want to say more about the program, so feel free to write any comments on the form. You do not need to sign your name. We would be grateful if you would return the completed questionnaire by

_____ (Date)

Thank you very much for your help.

Sincerely yours,

Program Director

Please turn the page.

Family Questionnaire

How long has your child (or children) been enrolled in this program? Check one box.

- Less than six months One to two years
 Six months to one year More than two years

How old is your child (or children) who are enrolled in this program? _____

Directions

For each statement, circle "Yes" or "No" or "DK" for "don't know." If the statement does not apply to your child's program, circle "NA" for "not applicable."

- | | | | | |
|----|----|-----|----|--|
| | | | | 1. The program gives information to families about |
| DK | No | Yes | | (a) the program's philosophy and goals for children. |
| DK | No | Yes | NA | (b) payments and refunds. |
| DK | No | Yes | | (c) hours the program is open and holidays and closings. |
| DK | No | Yes | | (d) rules about attendance of sick children. |
| DK | No | Yes | | (e) meals and snacks given to children. |
| DK | No | Yes | NA | (f) times when infants and toddlers are fed and what they eat. |
| DK | No | Yes | | 2. Families are able to give ideas about the program's policies and procedures and about planning to meet the needs of their children. |
| DK | No | Yes | | 3. The program has a plan for helping new children to feel comfortable by either including a visit before enrollment, having a parent meeting, or gradually bringing in new children. This helps ease the transition as the child separates from her or his parent(s) to a new school. |
| DK | No | Yes | | 4. Teachers work with parents to establish and maintain regular, ongoing, two-way communication. |
| DK | No | Yes | | 5. Teachers listen to parents and have respect for the family's goals and preferences for the child. |
| DK | No | Yes | | 6. Teachers and families work together positively about how the family and staff handle different aspects of childrearing such as discipline, feeding, toileting, and other important issues. |

- | DK | No | Yes | |
|----|----|-----|--|
| DK | No | Yes | 7. Family members are welcome visitors in the program at all times. They feel welcome when they enter the classroom. |
| DK | No | Yes | 8. There are ways for parents (even those who work and/or are very busy) to take part in the program, such as visiting and helping in the classroom, taking field trips, joining in at parties, or sharing a meal/snack. |
| DK | No | Yes | 9. The program informs parents about day-to-day happenings and special events, such as field trips, that affect children. |
| DK | No | Yes | 10. Families are given information about what happened to their children during the day, especially information about injuries and any changes in children's health or eating habits. |
| DK | No | Yes | 11. Teachers and parents work together to decide how to best help the child to develop and learn, or to talk about any problems that may arise. |
| DK | No | Yes | 12. Parent-teacher conferences are held to discuss children's progress, accomplishments, and/or difficulties at least once a year (conferences are held more often if parents want them). |
| DK | No | Yes | 13. Parents are informed about the program and any policy or regulatory changes that affect it through newsletters, newspaper articles, bulletin boards, or other ways. |
| DK | No | Yes | 14. Teachers communicate with parents to ensure that children experience smooth transitions during the day (from home to program or from one program to another). |
| DK | No | Yes | 15. Teachers communicate with parents to ensure that the programs from which children come and go from one year to the next provide continuity over time. |
| DK | No | Yes | 16. Personally, I feel that communication between parents and staff shows trust and respect. |
| DK | No | Yes | 17. Communication is frequent between parents and staff, such as when children are dropped off and picked up, or through notes and telephone calls. |
| DK | No | Yes | 18. Personally, I feel that staff are sensitive to the feelings of family members. |

- | | | | |
|----|----|-----|--|
| DK | No | Yes | 19. I feel that teachers are accepting of my family. They speak positively about families to the children and among themselves. |
| DK | No | Yes | 20. Changes that affect children, such as changes in room or teacher or use of special services, are discussed with parents before decisions are made. |
| DK | No | Yes | 21. Teachers seek parents' specific ideas for dealing with the child when at the program. |
| DK | No | Yes | 22. The program has an effective way of negotiating difficulties and differences that arise. Some techniques to handle differences might include a parent-policy council, an appeals committee, special conferences, or individual meetings. |
| DK | No | Yes | 23. Children are generally taught by the same teacher(s), so the children do not have to constantly adjust to new adults. |
| DK | No | Yes | 24. At least once a year, parents are asked to evaluate how well the program is meeting their child's needs. |

For parents of children with special needs:

- | | | | | |
|----|----|-----|----|---|
| DK | No | Yes | NA | 25. Staff involve parents in development and use of Individualized Education Plans (IEPs) designed to meet the child's needs. Staff also address the needs of parents of children with special needs. |
|----|----|-----|----|---|

Please feel free to write any comments on what you like about the program or what you would like to see changed.

PART F: Program Plan

Provide program information, including:

1. A schedule of daily activities for each age group served.

6:30 - 7:45 AM

Center opens. Children of all ages arrive. Morning Program includes various activities such as; construction projects with blocks and accessory materials, language and literature activities with books, stories, discussion and conversation. Materials such as; puzzles, pegboards and card games are available. Study area for children who want to finish homework, music tapes/cd's for listening and cooking projects.

7:45 - 8:15 AM

Children are invited to enjoy a breakfast snack.

8:15 - 8:30 AM

Room clean up time and school age children prepare to leave.

8:30 - 10:00 AM

Structured time for pre-school children. This includes; group circle time, music and movement exposure, center choice time, including dress-up, sand/water table, blocks, library, science experiments and rigorous outdoor play.

10:00 - 10:30 AM

Clean up time and morning snack.

10:30 - 11:30 AM

Project time. This consists of arts and crafts, woodworking, nature exploration, holiday and/or seasonal activities and gift making.

11:30 - 12:15 PM

Clean up time and lunch. Children are encouraged to enjoy lunch as a social time with lively conversation.

12:15 - 12:30 PM

Wash-up & opportunities which help meet physical needs, establish routine habits and foster positive health attitudes.

12:30 - 2:30 PM

Story time, rest & quiet time. For those children who require only a small rest, the loft, library and table games are available.

2:30 - 3:00 PM

Children awaken and are given the opportunity to choose which activity center they would like to play at.

1. A schedule of daily activities for each age group served continued.

3:00 - 3:30 PM SCHOOL AGE

School age children arrive. Some children participate in snack preparation. Snack is served. Roll is taken and an overview of the afternoon is given.

3:30 - 4:30 PM

Children go outside for large group games or self directed playground activities such as; basketball, kickball, capture the flag, tag and playground.

4:30 - 5:30 PM

Children do homework and or quiet indoor activities. Blocks and accessory materials, puppets, housekeeping play, puzzles and card games, art materials, reading, sewing and craft projects are all available.

5:30 - 6:00 PM

Indoor and outdoor clean up. Preparation for going home. Individual and small group activities.

3:00 - 4:30 PRE-SCHOOL

Children are invited to enjoy a snack. After snack they go outside and take advantage of the sandbox, wheel toys, swings and playground equipment.

4:30 - 5:30 PM

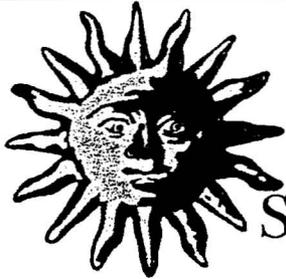
Structured project time. Children are invited to participate in cooking, arts and crafts, music or video taping activities.

5:30 - 6:00 PM

Indoor and outdoor clean up. Preparation for going home. Individual and small group activities.

MARCH 2002

Sun	Mon	Tue	Wed	Thu	Fri	Sat
-----	-----	-----	-----	-----	-----	-----



Horizon

Snack Menu

						Bananas & milk cereal and milk nachos and cheese juice	2				
3	oatmeal & milk hard boiled eggs and juice bologna sandwiches & juice	4	fig bars and milk pears and milk goldfish crackers and juice	5	bagels / milk cinnamon rice / milk raman noodles / juice	6	sausage and toast juice biscuit and milk apples and milk	7	cinnamon toast and juice cream of wheat and milk carrots and dip and milk	8	9
10	yogurt and granola and juice peaches and milk macaroni and cheese and juice	11	pig's in a blanket juice english muffins and juice peanut butter crackers and	12	sausage biscuits / juice mashed potatoes / gravy and juice apples and milk	13	bananas / juice ramon noodles / juice grilled cheese hearts /	14	boiled eggs / juice pizza / milk chicken tenders / juice	15	16
17	GREEN EGGS JUICE baked potatoes green milk Irish soda bread green apple juice	18	apples / milk cheesy broccoli juice fig Newton / milk	19	cereal / milk english muffins / juice rice with peas /	20	pancakes / milk tacos / juice cinnamon rolls / milk	21	biscuits jelly / milk granola bars / juice goldfish / juice	22	23
24	peaches / milk cheese pitas / juice chex mix / juice	25	oatmeal / milk carrots / dip and milk celery with (peanut butter, cream cheese)	26	cereal / milk applesauce / milk cheese crackers / juice	27	scrambled eggs juice Matza / jelly milk pears and milk	28	cream of wheat milk english muffins juice tater tots / juice	29	30
31											

3. Any special program features curriculum design or innovation that will be included in the program.

In addition to the many program features listed on page 9 and 9A Horizon Child Care employs a holistic language development and seasonal/holiday exploration of the world around the young child. This in itself is a fairly traditional curriculum design for an early childhood program. Where we are unique is in the broadness of areas of exploration. The children explore all of the life in the pond, from tadpole to dragon fly to catfish. (We still have one of last years tadpoles living in the classroom). When on a fishing trip our expertise allows *all* the children to experience catching and releasing a fish. When we explore the food we get from plants the children get hands on experience by planting their own strawberry patch on the side of the building or a whole vegetable garden. With the fruits of their labor they enjoy special snacks or use the food for cooking projects. The children see the full circle of how we get and use food that comes from plants. Cultural pot luck dinners provide an opportunity for children to experience foods from cultures other than their own. An interactive theater company has visited the center enrolling the children in dramatic story presentations. Everyday there are puppet shows, stories acted out by the children and stories illustrated and narrated by the children. Over the years the children have written a play, designed costumes, acted it out, video taped it and presented it to an audience. They have published their own yearbook, taking pictures, designing the layout, writing the text and sending it to the printers. The yearbooks were distributed to the families for free.

In order to instill creativity in our programming all Sr. Staff and Group Leaders have at least two hours of planning time per week. Horizon Child Care will provide supplies, transportation or equipment necessary to explore areas of interest to the fullest extent.

4. A statement of program discipline policy and plan for how it is communicated to parents and staff.

Discipline is a process to empower the child to be responsible for his or her actions. We believe in maintaining the dignity of every child. It is important for us to shape the child's will, without breaking the child's spirit.

We ask all older children to promise to respect each other. We teach the younger children how to respect another child. Language is the key in resolving all discipline problems.

If a child intentionally hurts another child, he or she will be removed from the group setting. A conversation will take place. The child will be returned to the setting only after a recommitment to respect the other children. If a child destroys property, he or she will have to make repairs. Written re-direction may be used when a child expresses inappropriate language.

These are the limits for any punitive action taken toward a child. Before any punishment is necessary the Sr. Staff or Group Leader should be able to re-direct a troubled child, arbitrate an argument and reinforce positive behavior to maintain acceptable behavior in a group.

How this policy is communicated to the parents and staff:

The discipline policy is communicated to the parents and staff through the Parent Handbook. A parent will be contacted in the event of any serious or consistent discipline problems. The staff will work with the parent to devise a plan and implement it at the center.

Discipline policy is also communicated to the staff during orientation.

One time we had a situation where a number of children were using inappropriate language at the center. We devised a language ticket system whereby when a child cursed, the staff person simply wrote down what the child said and when the child said it. The "ticket" was given to the parent at the end of the day. The parent acted as the "judge" and implemented a penalty if they saw fit. All proceeds from the "ticket penalties" were sent to the Children's Hospital as a donation. Within three days 8 tickets were given out and inappropriate language ceased. This was a way of making the child accountable to his or her parents and addressing the child on a level they could relate to.

5. Plans for field trips and exploration of the community, including method of transportation.

At Horizon Child Care we enjoy field trips at least 3 times a month, and twice a week during summer. Parents and grandparents are always invited to join us as a way of fostering family time together and a means of extra supervision. In addition to the places mentioned in our special program features, page 9 & 9A, fishing trips, hikes and nature centers are some of our favorite local outings. We visit the library regularly and we play at many of the county parks; Wheaton Regional, Glen Echo and Cabin John Park to name a few. We visit some of the local business; McDonalds, Fire Stations and others. We travel to the local farms for berry picking, pumpkin patch and a chance to see and learn about farm animals. We have visited a local apple orchard and learned how to make apple cider. In addition to the Air & Space Museum, The Smithsonian Museum of Natural History and the Museum of Modern Art, we visit other places for cultural enrichments as well. Places like Strathmore Hall, The Puppet Theatre Co., The Adventure Theatre, The National Zoo and Jackson Road Elementary for their Cultural Arts Programs.

The cost for field trips is included in the summer and holiday tuition fee.

Method of Transportation:

The center currently owns two fifteen passenger vans and one 8 passenger sport utility vehicle. These vehicles serve as our means for small group field trips.

Some of our field trips are in walking distance. We can walk to the Martin Luther King Jr. Swim Center and to nearby creeks and ponds.

6. **Evaluation Plan: Describe your plan for evaluation of the program by an outside evaluator, parent review process, NAEYC accreditation panel, MSDE, etc. and your planned time line to implement a state or nationally recognized accreditation system.**

Horizon Child Care is currently completing the necessary requirements to become accredited by the NAEYC. The submission of the self study materials will be completed by the end of March 2002.

Other forms of evaluation are through our Parent Survey.

Our Parent Review Board is also invited to give an annual evaluation of the center.

2. Insurance coverage: submit a statement about proposed insurance coverage for this program. (See attachment about requirements)

Because Horizon Child Care, Inc. is the current provider, the following attachments are actual policies currently in affect.

Attachments pages 25A and 25B show the current insurance for Liability & Umbrella.

Attachment 25C shows the current policy for Automobile Liability.

Attachment 25D shows the current Workers' Compensation policy.

INSURANCE BINDER

ISSUE DATE (MM/DD/YY)
 Attachment Page
 12/28/01

25A

THIS BINDER IS A TEMPORARY INSURANCE CONTRACT, SUBJECT TO THE CONDITIONS SHOWN ON THE REVERSE SIDE OF THIS FORM

PRODUCER Hilb, Rogal & Hamilton Co. 700 King Farm Blvd., #125 Rockville, MD 20850 (301) 948-2422	COMPANY Travelers Insurance Co	BINDER NO. BIND027019																	
	<table border="1"> <tr> <th>DATE</th> <th>EFFECTIVE TIME</th> <th>AM</th> <th>PM</th> <th>EXPIRATION DATE</th> <th>TIME</th> </tr> <tr> <td>11/30/01</td> <td>12:01</td> <td><input checked="" type="checkbox"/></td> <td></td> <td>1/31/02</td> <td><input checked="" type="checkbox"/></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td>12:01 AM NOON</td> </tr> </table>	DATE	EFFECTIVE TIME	AM	PM	EXPIRATION DATE	TIME	11/30/01	12:01	<input checked="" type="checkbox"/>		1/31/02	<input checked="" type="checkbox"/>						12:01 AM NOON
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11/30/01	12:01	<input checked="" type="checkbox"/>		1/31/02	<input checked="" type="checkbox"/>														
					12:01 AM NOON														
CODE 64762 SUB-CODE	THIS BINDER IS ISSUED TO EXTEND COVERAGE IN THE ABOVE NAMED COMPANY PER EXPIRING POLICY NO:																		
INSURED Horizon Child Care, Inc. 1102 Jackson Road Silver Spring MD 20904	DESCRIPTION OF OPERATIONS/VEHICLE/PROPERTY (Including Location) Commercial Package Policy																		

TYPE OF INSURANCE	COVERAGE/FORMS	AMOUNT	DEDUCTIBLE	CONSUR.
PROPERTY CAUSES OF LOSS <input type="checkbox"/> BASIC <input type="checkbox"/> BROAD <input checked="" type="checkbox"/> SPEC.	Property Same As Expiring			
GENERAL LIABILITY <input checked="" type="checkbox"/> COMM. GENERAL LIABILITY <input type="checkbox"/> CLAIMS MADE <input checked="" type="checkbox"/> OCCUR OWNER'S & CONTRACT'S PROT.	RETRO DATE FOR CLAIMS MADE:	GENERAL AGGREGATE PROD.- COMP/OP AGG. PERS. & ADV. INJURY EACH OCCURRENCE FIRE DAMAGE(One Fire) MED. EXPENSE(One Per)	2000000 2000000 1000000 1000000 100000 5000	
AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> NON-OWNED AUTOS <input type="checkbox"/> GARAGE LIABILITY		COMBINED SINGLE LIMIT BODILY INJ.(Per Person) BODILY INJ. (Per Acc.) PROPERTY DAMAGE MEDICAL PAYMENTS PERSONAL INJ. PROT. UNINSURED MOTORIST		
AUTO PHYSICAL DAMAGE <input type="checkbox"/> COLLISION: _____ <input type="checkbox"/> OTHER THAN COL: _____	<input type="checkbox"/> ALL VEHICLES <input type="checkbox"/> SCHEDULED VEHICLES	ACTUAL CASH VAL. STATED AMOUNT OTHER		
EXCESS LIABILITY <input type="checkbox"/> UMBRELLA FORM <input type="checkbox"/> OTHER THAN UMBRELLA FORM	RETRO DATE FOR CLAIMS MADE:	EACH OCCURRENCE AGGREGATE SELF-INSURED RETEN.		
WORKERS' COMPENSATION AND EMPLOYER'S LIABILITY		STATUTORY LIMITS EACH ACCIDENT DISEASE POLICY LIMIT DISEASE-EACH EMP.		

SPECIAL CONDITIONS/OTHER COVERAGES
 EVIDENCE OF CONTINUING COVERAGE PENDING RECEIPT OF RENEWAL POLICY.

NAME & ADDRESS		MORTGAGE	ADDITIONAL INSURED
		LOSS PAYEE	
		LOAN #	
		AUTHORIZED REPRESENTATIVE <i>Nancy S Crawford</i>	

INSURANCE BINDER

ISSUE DATE (MM/DD/YY)

Attachment Pg. 25
B
12/21/01

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PRODUCER Hilb, Rogal & Hamilton Co. 700 King Farm Blvd., #125 Rockville, MD 20850 (301) 948-2422	COMPANY Travelers Insurance Co	BINDER NO. BIND027021							
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DATE	EFFECTIVE TIME	EXPIRATION DATE	TIME						
11/30/01	12:01 X AM	01/31/02	X AM NOON						
MODE 64762	SUB-CODE								
INSURED Horizon Child Care, Inc. 1102 Jackson Road Silver Spring MD 20904	THIS BINDER IS ISSUED TO EXTEND COVERAGE IN THE ABOVE NAMED COMPANY PER EXPIRING POLICY NO: DESCRIPTION OF OPERATIONS/VEHICLE/PROPERTY (Including Location) Commercial Umbrella Policy								

COVERAGES		LIMITS		
TYPE OF INSURANCE	COVERAGE/FORMS	AMOUNT	DEDUCTIBLE	COINSUR.
PROPERTY CAUSES OF LOSS <input type="checkbox"/> BASIC <input type="checkbox"/> BROAD <input type="checkbox"/> SPEC.				
GENERAL LIABILITY <input type="checkbox"/> COMM. GENERAL LIABILITY <input type="checkbox"/> CLAIMS MADE <input type="checkbox"/> OCCUR <input type="checkbox"/> OWNER'S & CONTRACT'S PROT.	RETRO DATE FOR CLAIMS MADE:	GENERAL AGGREGATE PROD.- COMP/OP AGG. PERS. & ADV. INJURY EACH OCCURRENCE FIRE DAMAGE(One Fire) MED. EXPENSE(One Per)		
AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> NON-OWNED AUTOS <input type="checkbox"/> GARAGE LIABILITY		COMBINED SINGLE LIMIT BODILY INJ.(Per Person) BODILY INJ. (Per Acc.) PROPERTY DAMAGE MEDICAL PAYMENTS PERSONAL INJ. PROT. UNINSURED MOTORIST		
AUTO PHYSICAL DAMAGE DEDUCTIBLE <input type="checkbox"/> COLLISION: _____ <input type="checkbox"/> OTHER THAN COL: _____	<input type="checkbox"/> ALL VEHICLES <input type="checkbox"/> SCHEDULED VEHICLES	ACTUAL CASH VAL. STATED AMOUNT OTHER		
EXCESS LIABILITY <input type="checkbox"/> UMBRELLA FORM <input type="checkbox"/> OTHER THAN UMBRELLA FORM	RETRO DATE FOR CLAIMS MADE:	EACH OCCURRENCE 100000 AGGREGATE 100000 SELF-INSURED RETEN. 10000		
WORKERS' COMPENSATION AND EMPLOYER'S LIABILITY		STATUTORY LIMITS EACH ACCIDENT DISEASE POLICY LIMIT DISEASE-EACH EMP.		

SPECIAL CONDITIONS/OTHER COVERAGES
EVIDENCE OF CONTINUING COVERAGE PENDING RECEIPT OF RENEWAL POLICY.

NAME & ADDRESS	
	MORTGAGE <input type="checkbox"/> ADDITIONAL INSURED <input type="checkbox"/> LOSS PAYEE <input type="checkbox"/> LOAN # _____ AUTHORIZED REPRESENTATIVE <i>Nancy D. Crawford</i>

INSURANCE BINDER

Attachment # 25C

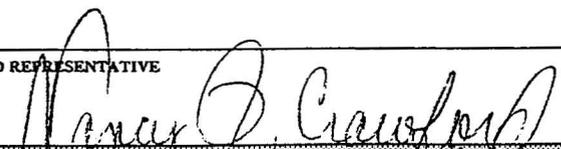
ISSUE DATE (MM/DD/YY)
 12/21/01

THIS BINDER IS A TEMPORARY INSURANCE CONTRACT, SUBJECT TO THE CONDITIONS SHOWN ON THE REVERSE SIDE OF THIS FORM

PRODUCER Hilb, Rogal & Hamilton Co. 700 King Farm Blvd., #125 Rockville, MD 20850 (301) 948-2422 CODE 64762 SUB-CODE	COMPANY Travelers Insurance Co	BINDER NO. BIND027020									
	<table border="1"> <tr> <th>DATE</th> <th>EFFECTIVE</th> <th>TIME</th> <th>EXPIRATION</th> <th>TIME</th> </tr> <tr> <td>11/30/01</td> <td>12:01</td> <td><input checked="" type="checkbox"/> AM <input type="checkbox"/> PM</td> <td>01/31/02</td> <td><input checked="" type="checkbox"/> AM <input type="checkbox"/> NOON</td> </tr> </table>	DATE	EFFECTIVE	TIME	EXPIRATION	TIME	11/30/01	12:01	<input checked="" type="checkbox"/> AM <input type="checkbox"/> PM	01/31/02	<input checked="" type="checkbox"/> AM <input type="checkbox"/> NOON
DATE	EFFECTIVE	TIME	EXPIRATION	TIME							
11/30/01	12:01	<input checked="" type="checkbox"/> AM <input type="checkbox"/> PM	01/31/02	<input checked="" type="checkbox"/> AM <input type="checkbox"/> NOON							
INSURED Horizon Child Care, Inc. 1102 Jackson Road Silver Spring MD 20904	THIS BINDER IS ISSUED TO EXTEND COVERAGE IN THE ABOVE NAMED COMPANY PER EXPIRING POLICY NO: DESCRIPTION OF OPERATIONS/VEHICLE/PROPERTY (Including Location) Commercial Auto										

COVERAGES		LIMITS		
TYPE OF INSURANCE	COVERAGE/FORMS	AMOUNT	DEDUCTIBLE	COINSUR.
PROPERTY CAUSES OF LOSS <input type="checkbox"/> BASIC <input type="checkbox"/> BROAD <input type="checkbox"/> SPEC.				
GENERAL LIABILITY <input type="checkbox"/> COMM. GENERAL LIABILITY <input type="checkbox"/> CLAIMS MADE <input type="checkbox"/> OCCUR <input type="checkbox"/> OWNER'S & CONTRACT'S PROT.	RETRO DATE FOR CLAIMS MADE:	GENERAL AGGREGATE PROD.- COMP/OP AGG. PERS. & ADV. INJURY EACH OCCURRENCE FIRE DAMAGE (One Fire) MED. EXPENSE (One Per)		
AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS <input type="checkbox"/> GARAGE LIABILITY	RETRO DATE FOR CLAIMS MADE:	COMBINED SINGLE LIMIT 1000000 BODILY INJ. (Per Person) BODILY INJ. (Per Acc.) PROPERTY DAMAGE MEDICAL PAYMENTS 1000 PERSONAL INJ. PROT. 2500 UNINSURED MOTORIST 1000000		
AUTO PHYSICAL DAMAGE <input checked="" type="checkbox"/> COLLISION: DEDUCTIBLE 250 <input checked="" type="checkbox"/> OTH THAN COL: 50	<input type="checkbox"/> ALL VEHICLES <input type="checkbox"/> SCHEDULED VEHICLES	<input checked="" type="checkbox"/> ACTUAL CASH VAL. <input type="checkbox"/> STATED AMOUNT <input type="checkbox"/> OTHER		
EXCESS LIABILITY <input type="checkbox"/> UMBRELLA FORM <input type="checkbox"/> OTHER THAN UMBRELLA FORM	RETRO DATE FOR CLAIMS MADE:	EACH OCCURRENCE AGGREGATE SELF-INSURED RETEN.		
WORKERS' COMPENSATION AND EMPLOYER'S LIABILITY		STATUTORY LIMITS EACH ACCIDENT DISEASE POLICY LIMIT DISEASE-EACH EMP.		

SPECIAL CONDITIONS/OTHER COVERAGES
 EVIDENCE OF CONTINUING COVERAGE PENDING RECEIPT OF RENEWAL POLICY.

NAME & ADDRESS		MORTGAGE	ADDITIONAL INSURED
		LOSS PAYEE	
		LOAN #	
		AUTHORIZED REPRESENTATIVE 	



8722 Loch Raven Boulevard Towson, Maryland 21286-2235

Renewal

Policy Number 3842118 BP
Previous Policy Number 3842118

INFORMATION PAGE - WORKERS' COMPENSATION AND EMPLOYERS LIABILITY INSURANCE I

ITEM 1. Name of Insured & mailing Address HORIZON CHILD CARE INC 1102 JACKSON RD SILVER SPRING MD 20904-2100	Producer's Name & Mailing Address HRH OF DC 700 KING FARM BLVD STE 125 ROCKVILLE, MD 20850
--	--

Insured is a CORPORATION FED ID No. 52-1528064 Agent Number 30107

ITEM 2. Policy Period - The Policy Period is from 11/30/2001 to 11/30/2002 12:01 A.M., standard time at the insured's mailing address.

ITEM 3. Coverage

- A. Workers' Compensation Insurance: Part One of the policy applies to the Workers' Compensation Law of the states listed here:
MARYLAND
- B. Employers' Liability Insurance: Part Two of the policy applies to work in each state listed in Item 3A.
The limits of our liability under Part Two are: Bodily Injury By Accident \$ 100,000 Each accident
Bodily Injury By Disease \$ 500,000 Policy Limit
Bodily Injury By Disease \$ 100,000 Each employee
- C. Other States Insurance: Part three of the policy applies to states, if any, listed here: NONE
- D. This policy includes these endorsements and schedules:

WC 00 04 06 WC 19 06 01 WC 99 03 26

ITEM 4. Premium: The premium for this policy will be determined by our manuals of rules, classifications, rates and rating plans. All information required below is subject to verification and change by audit.

Class Code	Classifications	Premium Basis Total Estimated Term Renumeration	Rate per \$ 100 of Renumeration	Estimated Term Premium
88690 00640	CHILD DAY CARE CTR-PROF EMPL & CLERICAL PREMIUM DISCOUNT	353047	.46	1,624 -37

Policy Minimum Premium: \$250

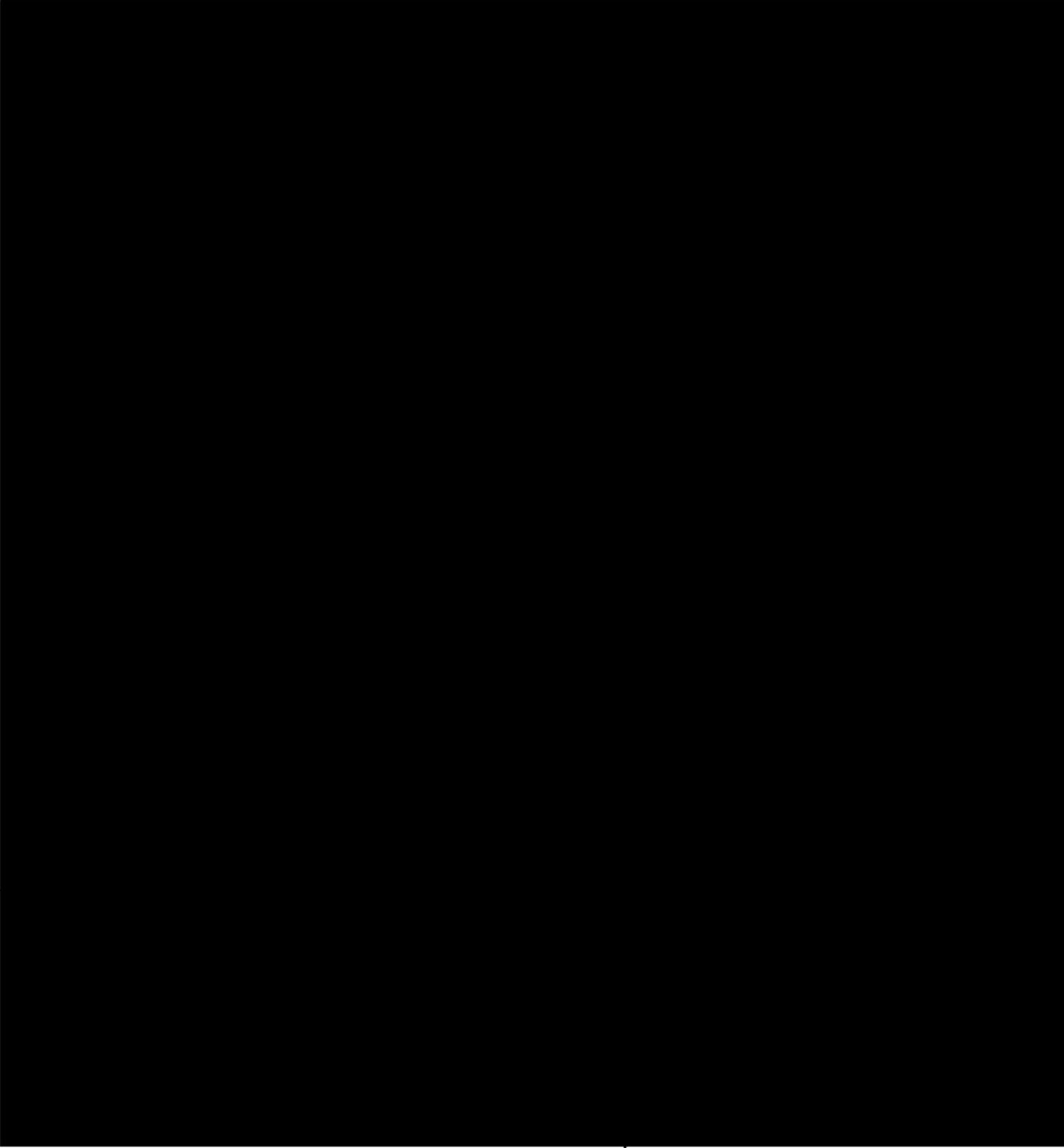
Total Estimated Annual Premium

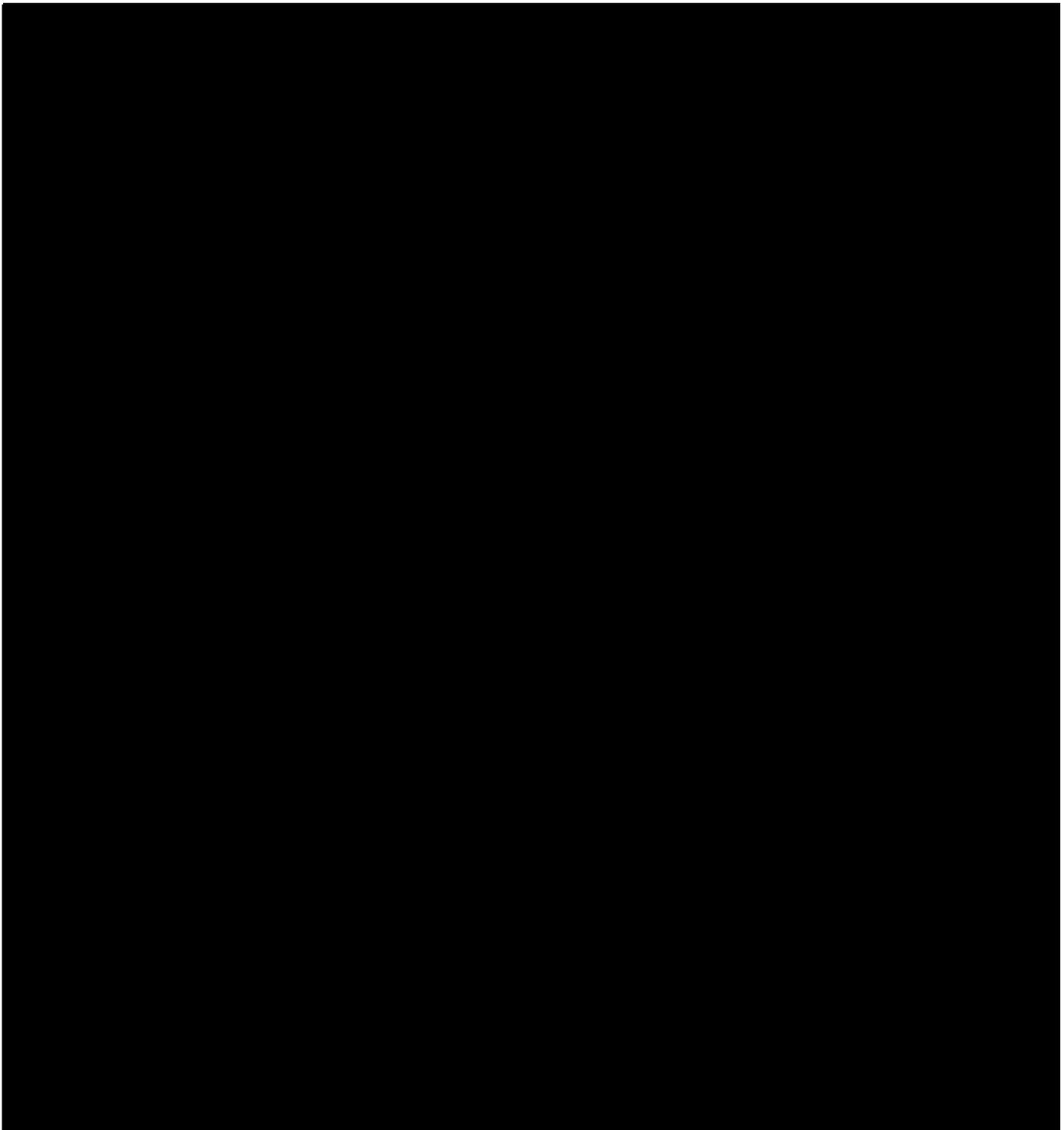
\$1,587

Process Date: 12/13/2001
Form WC 00 00 01 A

Authorized Representative

Statement of Financial Responsibility





CERTIFICATION

I (We) Randall and Lisa Holtz of Horizon Child Care Inc.
Certify that this applicant's Statement of Qualifications and Financial Responsibility and
the attached information of the applicant's qualification and financial responsibility are
true and correct.

I (We) also agree to comply with conditions stated in Montgomery County lease
for child care spaced and that the scope of services as submitted in this completed
application will be adhered to.

Randall Holtz
Name

Lisa Holtz
Name

President
Title

Sec/Tres
Title

14500 Gilpin Rd.
Address

14500 Gilpin Rd
Address

Silver Spring Md 20906
City, State and Zip

Silver Spring Md 20906
City, State and Zip

Randall J Holtz
Signature

Lisa P. Holtz
Signature

March 12, 2002
Date

March 12, 2002
Date

NOTIFICATION OF PROPRIETARY INFORMATION

Please use this form to identify any **financial information** included in your application for child care space at the Horizon Child Care, Inc. Child Care Facility which is not Public Information.

Name of Applicant Randall J. Holtz

Indicate specific pages or attachments which are proprietary financial information:

Statement of Financial Responsibility

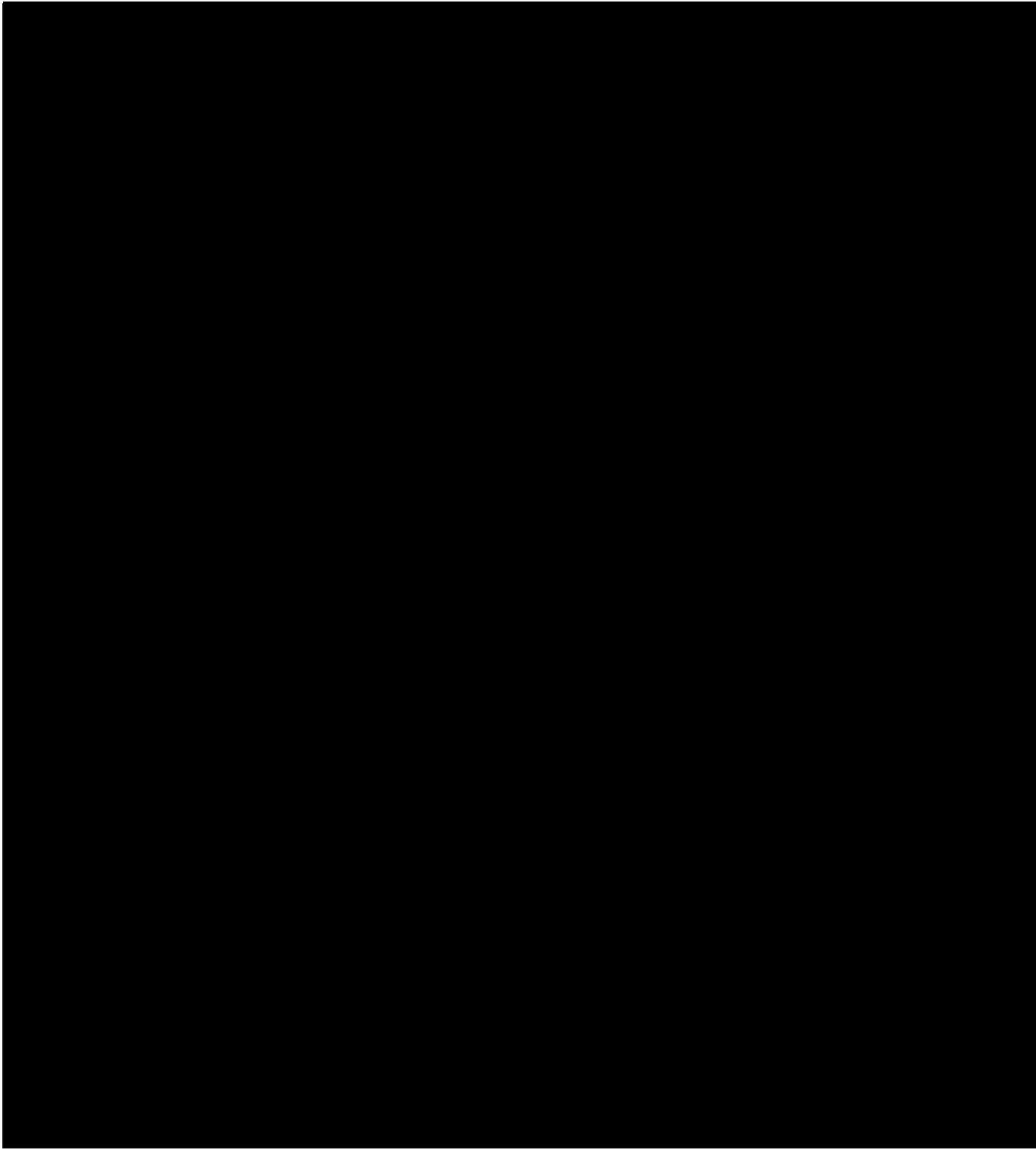
~~Resumes of all staff~~

Attachment A, G, H, I, J

Signature Randall J. Holtz

Date 3/12/02

Please return this form with your application.



4. **Include written personnel policies.****EMPLOYEE POLICIES**

1. Please come to work on time. This means, in the center, in your room and ready to be with the children at the time scheduled.
2. Implement your Job Description throughout the day. Review your job description periodically.
3. Maintain appropriate dress, allowing for freedom of movement and rigorous play.
4. Read your program plans daily, be prepared to carryout plans prior to time planned.
5. **Communication is Vital.** Please communicate all problems, concerns, upsets, questions, uncertainties, changes, tardiness, sickness or anything else to the Director. Anytime you leave the room, even if it is only for a few seconds, communicate this to another staff member present in the room with you.
6. **Read and keep up to date with all Child Care Regulations.**
7. Please request all vacation leave at least 2 weeks prior to date of absence. Complete *Leave Request* form and give to your director for approval.
8. If a circumstance arrives that you need to take time off without having time to give 2 weeks notice, please find a replacement, fill out a *Replacement Request* form and give to your director for approval.
9. Regular full time employees are entitled to 10 sick days per year. Sick days are accrued at 6.6 hours per month.
10. Regular full time employees are eligible for paid leave as follows:
 Completing 6 months-2.5 days accrued. Completing 1 year-2.5 additional days accrued.
 After 1 year you will accrue paid leave at a rate of 3.3 hours per month (5 days per year).
 After 2 years you will accrue paid leave at a rate of 6.6 hours per month (10 days per year).

 Director will accrue an additional 3.3 hours per month after the 3rd year (15 days per year).
11. **Health Insurance:** Regular full time employees may apply for our group health insurance plan. Horizon Child Care will pay 33% of your premium.
12. Regular full time employees receive 9 paid holidays per year; Labor Day, Thanksgiving and the day after, Christmas day, New Years day, Presidents day, Easter Monday, Memorial day and Independence day. If a holiday falls on a weekend, the Federal holiday will be observed.
13. Paychecks are issued on the 15th and 30th of each month. If these dates fall on a weekend paychecks will be distributed on the last previous working day. Paychecks will be distributed by 6:00PM.
14. Employees must give at least two weeks notice prior to resignation. Directors must give at lease one month notice prior to resignation.
15. Horizon Child Care, Inc. reserves the right to terminate an employee as necessary.

I have read, understand and agree to abide by the above employee policies.

Name

Date

Horizon Child Care, Inc.

We are a community of talented, caring individuals committed to creating a nurturing, dynamic environment designed to foster a child's curiosity while fully addressing his or her needs. We are professionals committed to respecting the dignity of each individual child. Our child care expertise enables young people to discover new abilities and master new skills. These tangible victories, in turn promote intangible strength such as confidence, self-respect and self expression. It is our privilege to foster these fundamental human qualities. It is in working as partners with parents, teachers, staff and children that we are able to accomplish our goals. We challenge ourselves and those around us to live committed, enthusiastic lives--lives that matter. We assert that it is our responsibility to impact, for the better, both the world at large and the child care industry specifically.



Coupon
Horizon Child Care, Inc.
1102 Jackson Road
Silver Spring, Maryland 20904
10% Discount for 1st week

Our Philosophy

The Preschool Child

The preschool child needs nurturing and affirmation. A setting both secure and homelike, providing group & individual activities, enabling the child to explore the world around him or her and to develop social skills.

Our setting allows children to explore their imagination through:

- Block building
- Dress-up & tea parties
- Story telling
- Dramatic presentations
- Sand & Water creations
- Music
- Rigorous outdoor play
- Dance

We balance this with developmentally appropriate large group activities such as:

- Circle time
- Puppet presentations
- Cooking activities
- Organized games
- Community outreach
- and more

We use language development as the building block of all these skills.

The School Aged Child

The school age child's needs range from affirmation to discipline stimulating activity to quiet time. The need for independence and opportunity to make his or her own choices become increasingly important to the school age child. Peer pressure and the stigma of "still" going to day care can be negative factors for many older school aged children. This along with the need to belong, make up the school aged child. To answer these needs we provide:

- Opportunities for individual and large group activities
- Reading loft for a quiet place to go
- Homework time, with assistance if needed
- Group Games
- Outdoor play such as
basketball, in-line skating, fishing, hiking, tennis,
kickball, volleyball and park activities
- Cooking -Arts and Crafts - Community Outreach
- Club day (one day per week)
 - *Chess *Rocket Building
 - *Yearbook *Candle Making
 - *Fishing *Music videos
- Transportation to outside activities

Programs We Offer

Full day program for children 2 1/2 and older.

- Morning Enrichment for pre-schoolers
- Before and after school for K -6th grade.



What we provide

- Morning and afternoon snack
- Homework assistance
- Transportation to outside activities
(two mile radius)
- Kids clubs
- Field trips- local places like the library,
nursing homes, high school sports, parks,
bowling, swimming, movies and more. Longer
field trips include: Cunningham Falls, Coolfont
WVA, baseball games, Sandy Point Beach,
Farms and more.

Details

Director: Randall Holtz
Hours: 6:30 am to 6:00
Address: 1102 Jackson Rd.
Silver Spring, MD. 20904

Telephone: 301-680-0665

Cost: Full Day \$135.00 Before and After \$ 72.00

After school only \$ 61.00 Mornings only \$ 30.00

For more information , please call 301-680-0665

5. Sample parent center/contract

Attachment D

6. Written parent policies/handbook

Attachment E

Please see Attachment D/E Parent Handbook Parent Center Contract in back pocket of proposal.

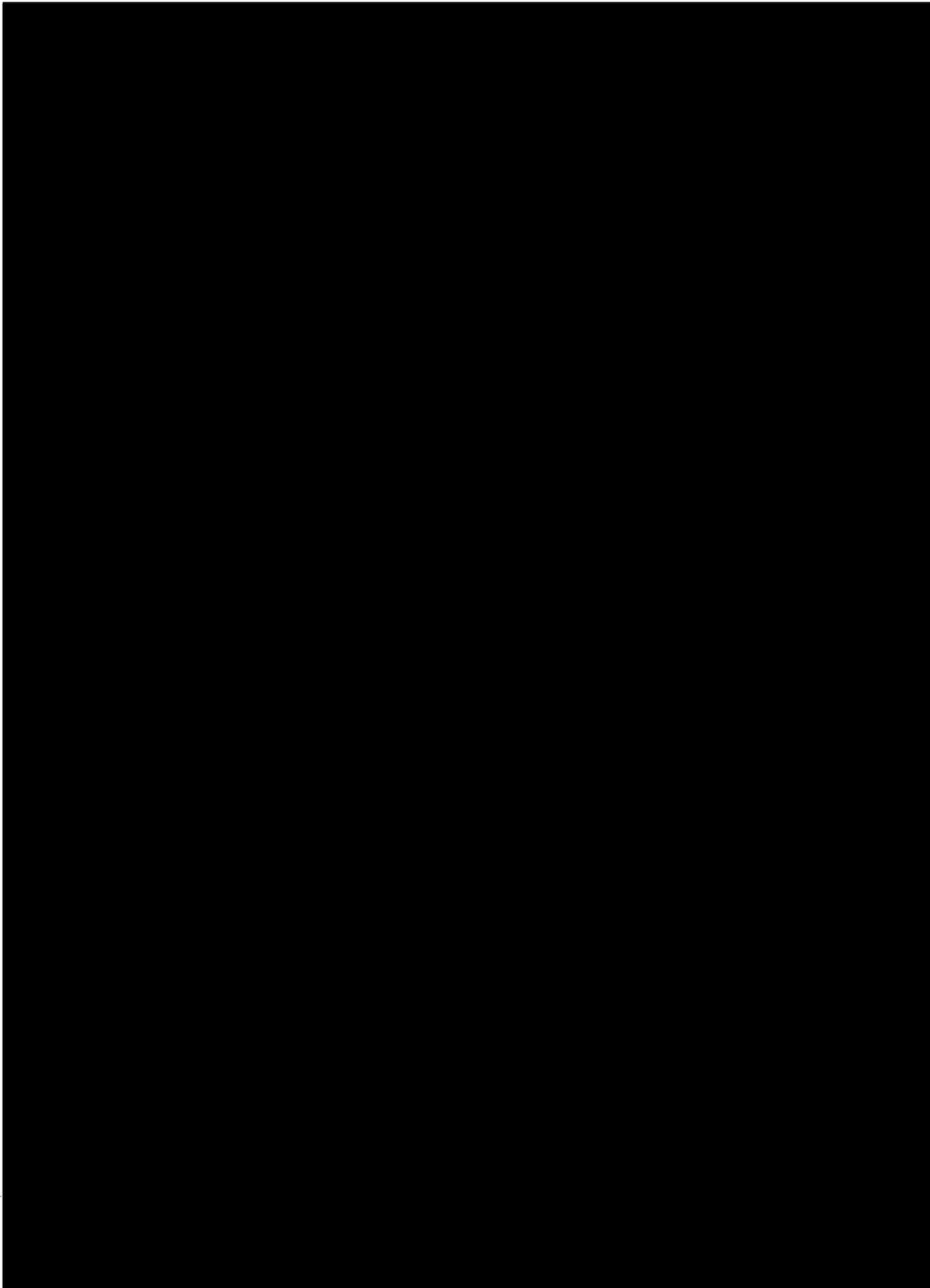
PART G: OTHER

- 1. Attach a copy of applicant's non-profit, tax-exempt status, if applicable. (This item is for information purposes only and is not scored).**

Horizon Child Care, Inc. is a for profit corporation.

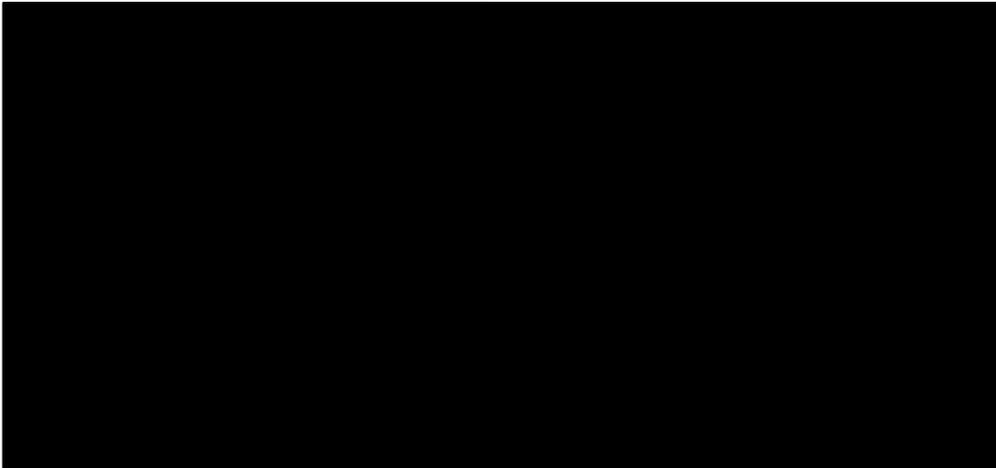
Horizon Child Care, Inc.
Profit and Loss
January through December 2000

03/12/02



Horizon Child Care, Inc.
Profit and Loss
January through December 2000

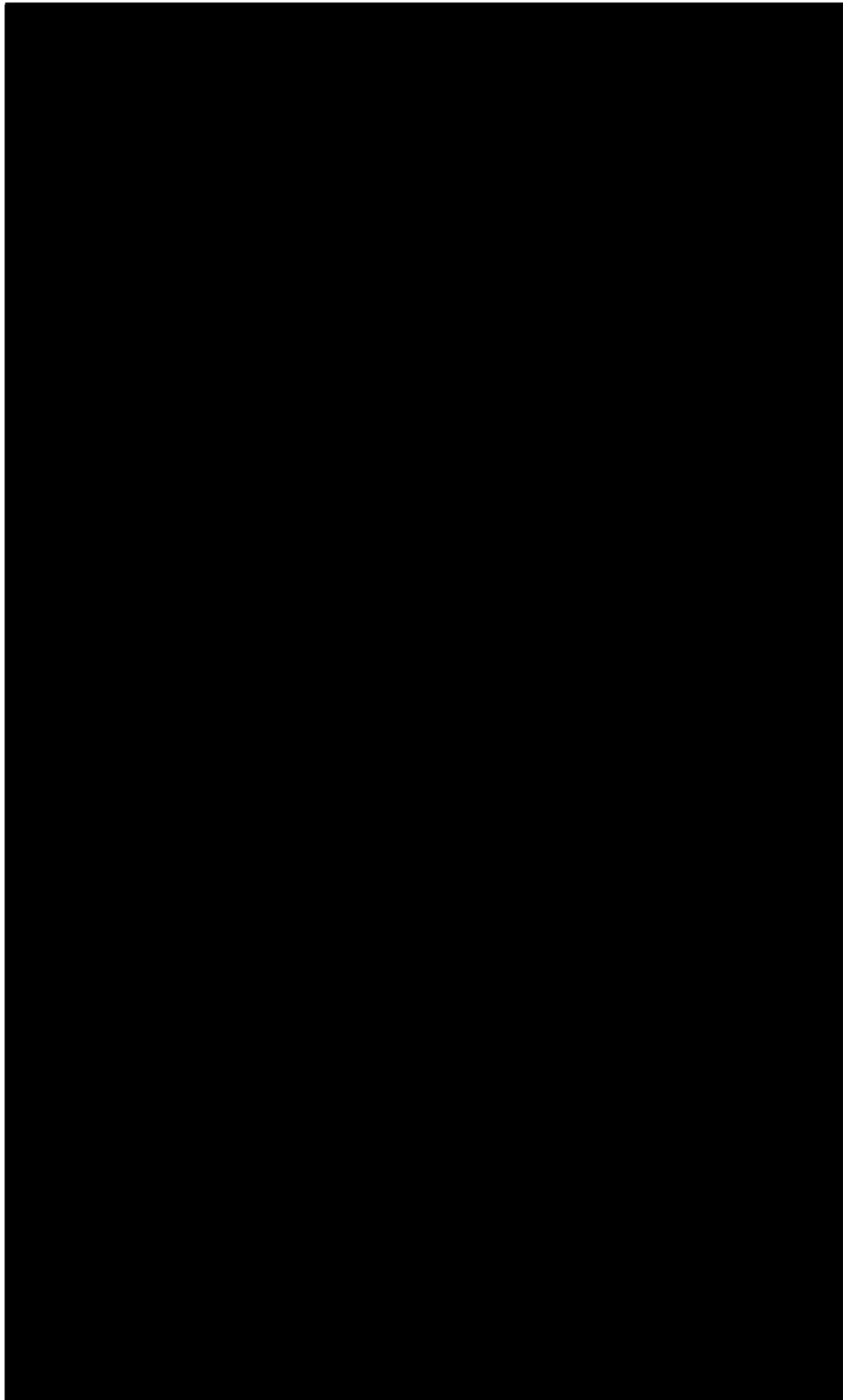
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03/12/02
Accrual Basis

Horizon Child Care, Inc.
Profit & Loss
January through December 2001

Attachment I



"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 RECOVERY 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

Child Care Equipment Inventory

Facility Address:

1102 Jackson Rd
Silver Spring 20904

Provider Name:

Horizon Child Care, Inc.



Check box to indicate who provided the item

Equipment	Quantity	County	Provider	N/A	Comment
Playground Equipment	2		X		
Stove (Range)	1	X			
Oven	0				
Washer	0				
Dryer	0				
Refrigerator	1			X	
Freezer	1			X	
Microwave	1			X	
Storage Shed	1			X	



Exhibit D

EXHIBIT D