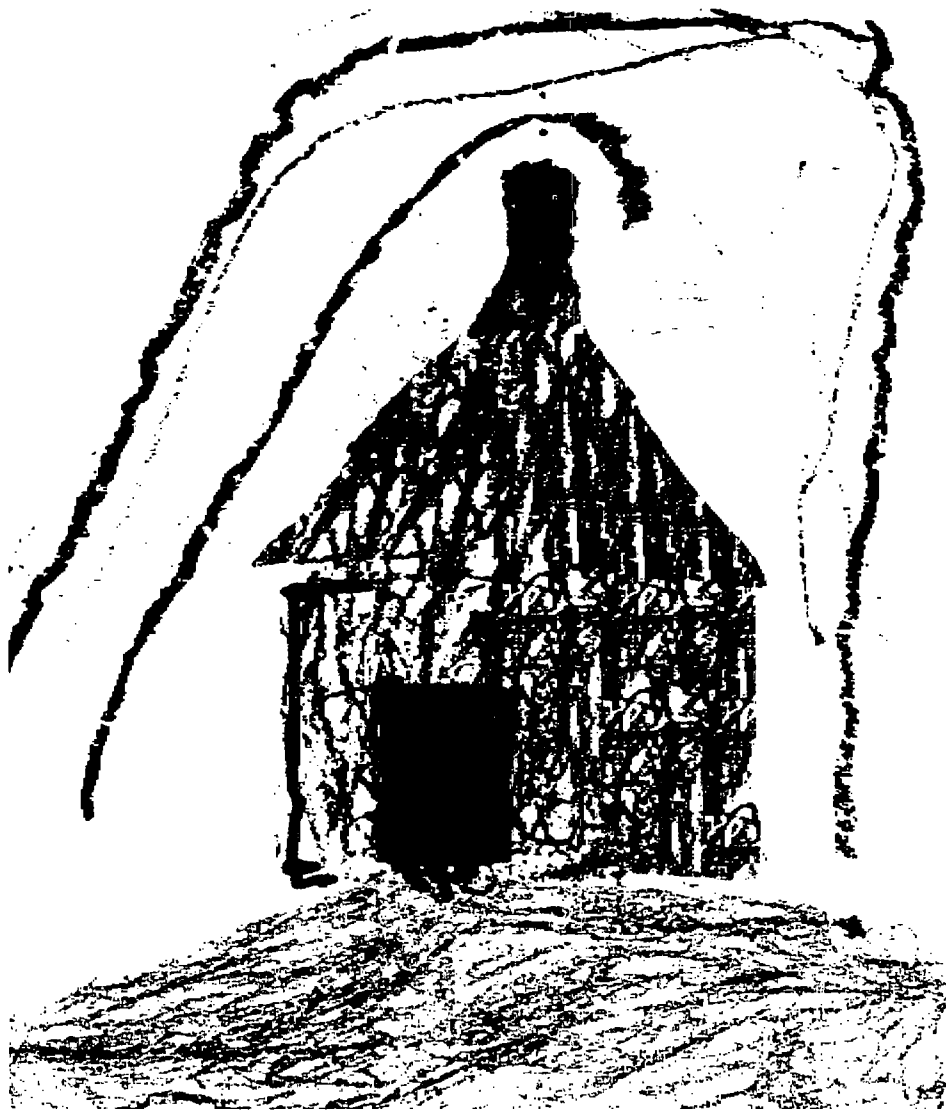

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MAKING A DIFFERENCE IN CHILD CARE



Lessons learned while building the MILITARY CHILD DEVELOPMENT SYSTEM



Department of Defense



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MAKING A DIFFERENCE IN CHILD CARE



Lessons learned while building the
MILITARY CHILD DEVELOPMENT SYSTEM



Department of Defense





THE SECRETARY OF DEFENSE

WASHINGTON, DC 20301-1000

JUN 9 1998

The President
White House
Washington, DC 20500

Dear Mr. President:

It is my privilege to present this Final Report in response to your April 17, 1997 Executive Memorandum, "*Using Lessons Learned from the Military Child Development Programs to Improve the Quality of Child Care in the United States.*" The report focuses on the key actions identified in your Memorandum. We have forged strong partnerships with the Department of Health and Human Services and the General Services Administration, and will continue to share our knowledge, experience, and vision with others. In addition to the report, I have included materials the Department developed in support of this important initiative.

I appreciate this opportunity to report to you on the achievements of the *Military Child Development Program*. We look forward to continuing to share our "good news" story with the nation.

Respectfully yours,

Enclosures:
As stated

292

9 Jun 98

W00622 /98

Department of Defense Final Report to the President

“Using Lessons Learned from the Military Child Development Programs to Improve the Quality of Child Care in the United States”

This report discusses the following key initiatives you asked the Department of Defense to undertake in your April 17, 1997 Memorandum, “Using Lessons Learned from the Military Child Development Programs to Improve the Quality of Child Care in the United States”:

- Encourage military installation child care development facilities in the United States to partner with civilian child care programs in their local communities to improve the quality of service offered.
- Establish military “Child Care Programs of Excellence” to offer training to civilian child care providers.
- Make widely available to the civilian child care community information on the model approaches and designs that the military uses for training and compensation, accreditation and evaluation, playground and facility design, support systems linking individual families child care providers, as well as overall financing strategies.
- Establish partnerships with State or county employment and job training programs to enable Military Child Development Centers and Family Child Care Homes to serve as training locations for welfare recipients moving from welfare to work.

As directed, we have established stronger partnerships with both the General Services Administration and the Child Care Bureau at the Department of Health and Human Services. We are continuing to seek other partnerships with state, local, private and public institutions interested in child care. Our newest relationship is with the District of Columbia child care programs. Our newly established Military Child Development Program Clearinghouse has received requests for materials and information from 34 states. Examples of agencies and organizations requesting materials include the Massachusetts Department of Social Services, the Hartford School Readiness Council, Kutztown University, General Services Administration, Wisconsin Child Care Resource and Referral, and Purdue and Georgetown Universities.

The majority of the referrals to our Clearinghouse are a result of the White House Conference on Child Care and the DoD participation in the National Association for the Education of Young Children (NAEYC) Conference in Anaheim, California. In fact, the first call to the Clearinghouse came from a conference participant shortly after General Meyer (USA) announced the toll-free number during his presentation.

Partnerships between Military and Civilian Child Care Programs

Our success in developing partnerships between military and civilian child care programs in local communities has been nothing short of remarkable. We believe that our success is based on the fact that we recognize that child care programs work best at the community level. The most effective way to assist civilian communities in their search for better child care services is to work within the community infrastructure. Since our Nation's beginning, military installations have existed as a fully integrated element of those communities, and our efforts to share our child care story have capitalized on the close relationship between our military installations and the local communities. In a 1997 Report to Congress, we described many of our partnerships between military and civilian child care programs. A copy of this report is included in the Notebook at TAB 7. It is our expectation that these partnerships will continue to expand as a result of this initiative.

Partnerships between military and civilian child care programs include efforts to assist local child care programs with accreditation efforts. The Air Force is the first Military Service to achieve 100% accreditation of its eligible child development centers by the National Association for the Education of Young Children (NAEYC). Because the Air Force has the most experience in meeting the commitment to accreditation standards, it serves as the Executive Agent for establishing partnerships with non-military centers to assist with accreditation. The Air Force has published a guide for military installations on accreditation, and Air Force Child Care Center Directors, as well as Training and Curriculum Specialists, are mentoring civilian programs through the self-study process. Military Child Development Center Directors have invited civilian child care staff personnel to attend Military Child Development Center training and have provided staff assistance in making program changes to meet accreditation standards.

Partnerships between military child development programs and civilian child care programs in local communities continue to develop and are numerous. The following serve as examples of our partnerships:

- **The Family Child Care (FCC) staff at Naval Air Station Lemoore, California,** provides assistance to off-base providers in becoming accredited through the National Association for Family Child Care by serving as National FCC validators. Approximately 100 off-base providers have benefited from this collaboration.
- **Beale Air Force Base, California,** works with local elementary schools to provide before and after-school services through support staff training and assistance with field trips.
- **Fort Hood, Texas,** is working with five Killeen school districts to provide school-age services.

- **The Marine Corps Logistics Base (MCLB), Albany, Georgia**, has worked closely with a local civilian center to assist the staff during its accreditation self-study phase. The military staff has made recommendations for program improvements and has provided consultation on program policies, procedures, and staff training.
- **Naval Subbase New London, Groton, Connecticut**, Child Development Programs are involved in outreach projects including inviting local child care workers to participate in evening training programs. They advertise the availability of the training through Long-Range Educational Assistance for Regional Needs (LEARN - a regional education service center). Training information is also coordinated with schools, who pass the information along to interested parents. Another outreach effort includes a survey and comparison of major early childhood programs components. The results will be used to make recommendations for future Connecticut School Readiness and Child Care Program Standards.

Programs of Excellence

Over 83% of all eligible military child development centers are nationally accredited by the National Association for the Education of Young Children; the remainder of the centers met the standards required for accreditation as of December 1997. By the year 2000, all DoD Child Development Centers will be accredited. In addition, 100% of all military programs are certified by the Department of Defense under its standards. With this in mind, we believe that all programs met our criteria to be considered a "Child Care Program of Excellence." Therefore we approached this initiative in a manner that would allow all military programs worldwide to serve as models and to offer training to civilian child care providers. We provided training to over 250 people in a series of workshops conducted between June and November 1997, and we provided participants and installation child development program staffs with training materials and lessons learned from the military experience. We established a "Speakers Bureau" of military child development experts who are willing to share their military experience with others. All military child development programs have been encouraged to open training to their civilian counterparts on a space-available basis. Finally, we have made all training and materials available at no cost to civilian participants.

At a special Military Child Development Program Meeting in November 1997, we recognized the efforts of all military child care personnel. At that time, they were proclaimed "Models of Excellence" for the Nation and encouraged to share their experience with their civilian counterparts. During this same meeting we provided training on the other initiatives.

The Army served as the Executive Agent for the "Models of Excellence" initiative. It sponsored the November 1997 meeting and developed a guide entitled ***"Tour Smart-A Guide to Lead the Way: A Tour Protocol Guide for Military Child Development Program Managers"*** (TAB15, Notebook). In increasing numbers, members of the civilian community are approaching military installations seeking information and models to improve the delivery of

child care throughout the Nation. At the installation level, local early childhood professionals, civic leaders, and media representatives are requesting information on child development and school-age programs. In response to these requests and in anticipation of more frequent contact and collaboration with the private sector, the Army's guide was developed to assist Military Managers in conducting tours and explaining the Military Child Development Program.

While each military program is unique and reflects the diversity of families and staff it serves, all programs operate under common policies, philosophies, goals and standards. One of our greatest strengths is the ability to administer this vast program with consistency and continuity from one military installation to the next. Regardless of which installation someone chooses to visit, the message will be the same. To implement the President's Memorandum it is important to speak with one voice. "Tour Smart" helps achieve that objective.

Making Information Available to the Civilian Community

Information on the approaches and designs that the military uses for training and compensation, accreditation and evaluation, playground and facility design, and Family Child Care support system is disseminated free of charge through the National Clearinghouse for the Military Child Development Program. Information and resources are made available through mentoring and partnerships between the military and civilian community. As part of our information-sharing campaign, we have completed the following actions:

- ***National Clearinghouse for the Military Child Development Program*** – In October 1997, we established a Clearinghouse with a toll-free number (1-888-CDP-3040) for civilian child care programs and organizations to order DoD program training materials. The Clearinghouse was activated on the same day as the White House Conference on Child Care.
- ***DoD Child Development Program Directory*** – We published a worldwide directory of military programs, broken down by state, which provides information on the location and points of contact for all Child Development Programs.
- ***Bibliography of Child Development Program Materials*** - This bibliography is widely distributed and provides summaries of catalog items that are available to state and local organizations through the National Clearinghouse for the Military Child Development Program.
- ***Military Child Development Program Website*** - Linked to the already operational Family Program Website at (<http://dticaw.dtic.mil/childcare/>), this includes the Bibliography, the Directory, Fact Sheets, Questions and Answers, and information on Military and Civilian Child Care Partnerships. In the near future, all program materials will be easily accessible electronically through the Website.

- ***“Lessons Learned Briefing and Video”*** - We developed program materials describing the “lessons learned” in child care which include a standard briefing that has been reproduced on a CD ROM and a DoD Child Development Program Video that presents the history and an overview of the program.
- ***“Military Child Development Program Training Materials.”*** Notebooks of training materials have been distributed to the States’ child care representatives through the Child Care Bureau at the Department of Health and Human Services, General Services Administration staff, and DoD Child Development Programs at military installations in the United States and Major Commands overseas.
- ***Military Child Development Program Speaker’s Bureau*** - This bureau lists the names of over 133 trained volunteers willing to train others or speak publicly on the Military Child Development Program. These highly trained individuals are prepared to share with the civilian community “lessons learned” and the standardized aspects of the program.
- ***DoD Training on “Lessons Learned”*** - To ensure a consistent message, DoD has provided training to DoD child development program staff world-wide on lessons learned.
- ***Informational brochures*** – These were developed in answer to the most frequently asked questions on the military program. They include: “The Child Care System”; “Training and Wages”; “Funding, Fees, and Quality”; “The Need for Child Care”; “Family Child Care”; and “Oversight.”

Establishing Partnerships with Local Employment and Job Training Programs

Military Child Development Centers serve as real life laboratories for students who are preparing for careers in early childhood education. They also provide a valuable training experience for future child care professionals.

For example, the United States Marine Corps was the first of the Military Services to begin working with local communities to offer on-the-job training for welfare recipients who are returning to work. The Marine Corps Logistics Base, Albany, GA, and Marine Corps Base Quantico, VA, have entered into partnerships with local communities to serve as work sites for welfare recipients. As a result, the Marine Corps is serving as the Executive Agent to provide training and guidance to other Military Child Development Programs on initiatives of this type. It provided training to all participants at the November training conference and distributed written materials describing its efforts.

The Navy has taken the lead in establishing off-base agreements with State and local licensing agencies to allow them to train and certify military family members living in civilian housing off the installations as Family Child Care providers. These efforts have opened many

doors for sharing training, licensing, and program support off the installation. Navy Installations are developing Memoranda of Agreement with local licensing agencies to provide training and technical assistance to military spouses and civilians living off base. These certified providers will meet State licensing standards, have personal liability insurance, and complete the same training as Navy providers living on base. All providers will have access to the FCC resource library and may attend DoD sponsored training at no cost. Because of its efforts, the Navy is serving as the Executive Agent for establishing Family Child Care partnerships with local communities. It has completed instructional materials and provided training for all military child development personnel attending the November training.

Other Noteworthy Initiatives

In support of this initiative, we have provided support to the following:

- The Annual Meeting of the State Child Care Administrators -- July 14-15, 1997
- The National Association for the Education of Young Children
- The Washington DC Council of Governments Child Care Panel
- The Senate Democratic Caucus Hearings on Child Care
- The National Association of Governors staff
- The General Services Administration Regional Directors Conference
- The District of Columbia Child Care Initiative
- The Conference Board Work Family Conference

RECOMMENDATIONS

We recommend that State and local communities consider the key components of the Military Child Development System. Our long history and experience have proven that these components are the keys that lead to success: (1) a systematic approach; (2) a commitment to funding; (3) strict oversight; (4) comprehensive training and a competitive wage packages for staff; (5) a commitment to accreditation; and (6) strong Family Child Care networks. The actual methods for implementation of these concepts can and will vary based on local needs, assessments, and funding.

If all communities, Federal, State, and local agencies and legislatures, tribes, private and nonprofit organizations look at these concepts, we believe that they will come to the same conclusions we have and build the high quality child care program that you envision.

The DoD is grateful for the opportunity to share our program with the Nation. Our military installations will continue to offer programs that support military commanders and share these programs and ideas with their local communities. By doing so we will be preparing every child to fulfill his or her fullest potential to meet the challenges of the 21st Century.



Department of Defense
Child Development
Program

Final Report to the
President

May 22, 1998

DoD CHILD DEVELOPMENT PROGRAM

Final Report to the President

Table of Contents

Front Cover: DoD Military Child Development Program Videotape

TAB 1: Executive Memorandum Tasking DoD to Share Lessons Learned

TAB 2: Letters – Joint Partnership with GSA and HHS

TAB 3: Briefing: The Military Child Development System

*TAB 4: **Brochure:** DoD – Making a Difference in Child Care*

***Trifolds:** DoD Child Care System (6)*

TAB 5: Military Child Development Program Information Papers

TAB 6: Military Child Development Program Questions and Answers

TAB 7: Report to Congress – “Military-Civilian Child Care Partnerships”

TAB 8: Military Child Care Acts of 1989 and 1996

TAB 9: DoDI 6060.2, Child Development Program

TAB 10: DoDI 6060.3, School-Age Care Program

TAB 11: Speaker’s Bureau

TAB 12: Department of Defense Child Development Program Directory

TAB 13: Bibliography of Military Child Development Program Materials

*TAB 14: **Pamphlet:** “Our Children, America’s Future”*

***Brochure:** National Clearinghouse for the Military Child Development Program*

*TAB 15: **Protocol Guide:** “Military Child Development Programs Tour Smart - A Guide to Lead the Way*

TAB 16: Implementing Welfare –to-Work Initiatives within Military Child Care Programs

TAB 17: Family Child Care-Meeting Unique Child Care Need

TAB 18: Accreditation Information and “Lessons Learned”

*Back Cover: **CD ROM:** The Military Child Development System - Making a Difference in Child Care*

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Divider Title: _____

THE WHITE HOUSE

WASHINGTON

April 17, 1997

MEMORANDUM FOR THE SECRETARY OF DEFENSE

SUBJECT: Using Lessons Learned from the Military Child Development Programs to Improve the Quality of Child Care in the United States

We now know that children's earliest experiences, including those in child care, have significant effects on learning and development. I believe we all have a role to play in making sure that all of our children have a strong and healthy start in life.

The Military Child Development Programs have attained a reputation for an abiding commitment to quality in the delivery of child care. The Department of Defense's dedication to adequate funding, strict oversight, improved training and wage packages, strong family child care networks, and commitment to meeting national accreditation standards is laudatory. I believe that the military has important lessons to share with the rest of the Nation on how to improve the quality of child care for all of our Nation's children.

I therefore direct you, consistent with existing statutory authority, to share the expertise and lessons learned from the Military Child Development Programs with Federal, State, tribal, and local agencies, as well as with private and nonprofit entities, that are responsible for providing child care for our Nation's children. I further direct you, in doing so, to consult with the Secretary of Health and Human Services, the Administrator of General Services, and the heads of other Federal departments or agencies with statutory authority over child care programs. I ask that you provide me with a preliminary report within 6 months, and with a final report within 1 year on actions taken and further recommendations, including recommendations on any needed or appropriate legislation. I urge you to consider the following:

- I. In consultation with States, encourage military installation child development facilities in the United States to partner with civilian child care programs in their local communities to improve the quality of service offered. The Department of

Defense staff could provide assistance with local accreditation efforts, offer training as available, assist with State and local child development credentialing processes, and provide models of effective child development practices.

- II. Establish military Child Care Programs of Excellence, to the greatest extent feasible, to offer training courses to civilian child care providers. These training courses could demonstrate model practices for child care centers, family child care homes, and school-age facilities.
- III. Make widely available to the civilian child care community information on the model approaches and designs that the military uses for training and compensation, accreditation and evaluation, playground and facility design, support systems linking individual family child care providers, as well as overall financing strategies.
- IV. Establish partnerships with State or county employment and job training programs to enable Military Child Development Centers and Family Child Care Homes to serve as training locations for welfare recipients moving from welfare to work. The Department of Defense programs could provide on-the-job training, work experience, and an understanding of best practices for the delivery of child development services.

William J. Clinton

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***Joint Partnership Letters
Between
Department of Defense
And
General Services Administration***



FORCE MANAGEMENT
POLICY

OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE
4000 DEFENSE PENTAGON
WASHINGTON, D.C. 20301-4000



Ms. Cheryl DeAtley
National Capital Region
General Services Administration (WMPFR)
7th & D Streets, SW, Room 7013
Washington, DC 20407

MAR 02 1998

Dear Ms. DeAtley:

The President's April 17, 1997 Executive Memorandum, "*Using Lessons Learned from the Military Child Development Programs to Improve the Quality of Child Care in the United States*" directed the Secretary of Defense to consult with the Administrator of General Services to share the military's expertise and lessons learned from the Military Child Development Program (CDP) with the Nation.

Our agencies have been working to implement the President's Executive Memorandum. In an effort to increase awareness of the Military Child Development Programs, we are forwarding a notebook containing an array of training and resources materials that was developed for this initiative.

Additionally, the Department of Defense (DoD) Office of Family Policy conducted speaker's training for the Services' CDP staff. These individuals are available to brief the program throughout the United States. States may call the DoD National Clearinghouse for the Military Child Development Program toll-free number (1-888-CDP 3040) to request speakers familiar with the military program. Our staffs have formed a partnership and look forward to continued collaboration.

Carolyn H. Becraft
Deputy Assistant Secretary of Defense
(Personnel Support, Families and Education)

Susan Clampitt
Associate Administrator
Management and Workplace Programs
U.S. General Services Administration

Enclosures:
As stated





FORCE MANAGEMENT
POLICY

OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE
4000 DEFENSE PENTAGON
WASHINGTON, D.C. 20301-4000



Ms. Eileen Stern
Director, Child Care Operations Center of Expertise
General Services Administration
26 Federal Plaza, Room 1709
New York, NY 10278

MAR 02 1998

Dear Ms. Stern:

The President's April 17, 1997 Executive Memorandum, "*Using Lessons Learned from the Military Child Development Programs to Improve the Quality of Child Care in the United States*" directed the Secretary of Defense to consult with the Administrator of General Services to share the military's expertise and lessons learned from the Military Child Development Program (CDP) with the Nation.

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Carolyn H. Becraft
Deputy Assistant Secretary of Defense
(Personnel Support, Families and Education)


Susan Clampitt
Associate Administrator
Management and Workplace Programs
U.S. General Services Administration

Enclosures:
As stated





FORCE MANAGEMENT
POLICY

OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE
4000 DEFENSE PENTAGON
WASHINGTON, D.C. 20301-4000



Ms. Sherri Edwards
General Services Administration (1PES)
10 Causeway Street, 9th Floor
Boston, MA 02222-1077

MAR 02 1998

Dear Ms. Edwards:

The President's April 17, 1997 Executive Memorandum, "*Using Lessons Learned from the Military Child Development Programs to Improve the Quality of Child Care in the United States*" directed the Secretary of Defense to consult with the Administrator of General Services to share the military's expertise and lessons learned from the Military Child Development Program (CDP) with the Nation.

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Management and Workplace Programs
U.S. General Services Administration

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FORCE MANAGEMENT
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OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE
4000 DEFENSE PENTAGON
WASHINGTON, D.C. 20301-4000



Ms. Jacqui Yevoli
General Services Administration (2PB)
26 Federal Plaza, Room 1709
New York, NY 10278

MAR 02 1998

Dear Ms. Yevoli:

The President's April 17, 1997 Executive Memorandum, "*Using Lessons Learned from the Military Child Development Programs to Improve the Quality of Child Care in the United States*" directed the Secretary of Defense to consult with the Administrator of General Services to share the military's expertise and lessons learned from the Military Child Development Program (CDP) with the Nation.

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Deputy Assistant Secretary of Defense
(Personnel Support, Families and Education)


Susan Clampitt
Associate Administrator
Management and Workplace Programs
U.S. General Services Administration

Enclosures:
As stated





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OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE
4000 DEFENSE PENTAGON
WASHINGTON, D.C. 20301-4000



Ms. Jill Rhea
General Services Administration (3PB)
100 Penn Square East, 7th Floor
Philadelphia, PA 19107

MAR 02 1998

Dear Ms. Rhea:

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Deputy Assistant Secretary of Defense
(Personnel Support, Families and Education)

Susan Clampitt
Associate Administrator
Management and Workplace Programs
U.S. General Services Administration

Enclosures:
As stated





OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE
4000 DEFENSE PENTAGON
WASHINGTON, D.C. 20301-4000



Ms. Nancy Norris
General Services Administration (4PMF)
401 West Peachtree St, Suite 2400
Atlanta GA 30365

MAR 02 1998

Dear Ms. Norris:

The President's April 17, 1997 Executive Memorandum, "*Using Lessons Learned from the Military Child Development Programs to Improve the Quality of Child Care in the United States*" directed the Secretary of Defense to consult with the Administrator of General Services to share the military's expertise and lessons learned from the Military Child Development Program (CDP) with the Nation.

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(Personnel Support, Families and Education)


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Management and Workplace Programs
U.S. General Services Administration

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OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE
4000 DEFENSE PENTAGON
WASHINGTON, D.C. 20301-4000



MAR 02 1998

Ms. Liz Themelis
General Services Administration (5)
10243 Echo Hill Drive
Brecksville, OH 44141

Dear Ms. Themelis:

The President's April 17, 1997 Executive Memorandum, "*Using Lessons Learned from the Military Child Development Programs to Improve the Quality of Child Care in the United States*" directed the Secretary of Defense to consult with the Administrator of General Services to share the military's expertise and lessons learned from the Military Child Development Program (CDP) with the Nation.

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Susan Clampitt
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Management and Workplace Programs
U.S. General Services Administration

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FORCE MANAGEMENT
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OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE
4000 DEFENSE PENTAGON
WASHINGTON, D.C. 20301-4000



Ms. Barbara Daniels
General Services Administration (6PMFB)
1500 East Bannister Road
Kansas City MO 64131

MAR 02 1998

Dear Ms. Daniels:

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Carolyn H. Becraft
Deputy Assistant Secretary of Defense
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Management and Workplace Programs
U.S. General Services Administration

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FORCE MANAGEMENT
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OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE
4000 DEFENSE PENTAGON
WASHINGTON, D.C. 20301-4000



Ms. B.J. Upton
General Services Administration (7PM)
819 Taylor Street
Fort Worth, TX 76102

MAR 02 1998

Dear Ms. Upton:

The President's April 17, 1997 Executive Memorandum, *"Using Lessons Learned from the Military Child Development Programs to Improve the Quality of Child Care in the United States"* directed the Secretary of Defense to consult with the Administrator of General Services to share the military's expertise and lessons learned from the Military Child Development Program (CDP) with the Nation.

Our agencies have been working to implement the President's Executive Memorandum. In an effort to increase awareness of the Military Child Development Programs, we are forwarding a notebook containing an array of training and resources materials that was developed for this initiative.

Additionally, the Department of Defense (DoD) Office of Family Policy conducted speaker's training for the Services' CDP staff. These individuals are available to brief the program throughout the United States. States may call the DoD National Clearinghouse for the Military Child Development Program toll-free number (1-888-CDP 3040) to request speakers familiar with the military program. Our staffs have formed a partnership and look forward to continued collaboration.


Carolyn H. Becraft
Deputy Assistant Secretary of Defense
(Personnel Support, Families and Education)


Susan Clampitt
Associate Administrator
Management and Workplace Programs
U.S. General Services Administration

Enclosures:
As stated





OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE
4000 DEFENSE PENTAGON
WASHINGTON, D.C. 20301-4000



MAR 02 1998

Jacki Fling
General Services Administration (8POC)
Building 41, Room 222, Denver Federal Center
Denver, CO 80225-0006

Dear Ms. Fling:

The President's April 17, 1997 Executive Memorandum, "*Using Lessons Learned from the Military Child Development Programs to Improve the Quality of Child Care in the United States*" directed the Secretary of Defense to consult with the Administrator of General Services to share the military's expertise and lessons learned from the Military Child Development Program (CDP) with the Nation.

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Carolyn H. Becraft
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(Personnel Support, Families and Education)


Susan Clampitt
Associate Administrator
Management and Workplace Programs
U.S. General Services Administration

Enclosures:
As stated





FORCE MANAGEMENT
POLICY

OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE
4000 DEFENSE PENTAGON
WASHINGTON, D.C. 20301-4000



Mr. Tim Timberlake
General Services Administration (9PTW)
450 Golden Gate Ave, 3rd Floor, East
San Francisco, CA 94105

MAR 02 1998

Dear Mr. Timberlake:

The President's April 17, 1997 Executive Memorandum, "*Using Lessons Learned from the Military Child Development Programs to Improve the Quality of Child Care in the United States*" directed the Secretary of Defense to consult with the Administrator of General Services to share the military's expertise and lessons learned from the Military Child Development Program (CDP) with the Nation.

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Deputy Assistant Secretary of Defense
(Personnel Support, Families and Education)

Susan Clampitt
Associate Administrator
Management and Workplace Programs
U.S. General Services Administration

Enclosures:
As stated





FORCE MANAGEMENT
POLICY

OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE
4000 DEFENSE PENTAGON
WASHINGTON, D.C. 20301-4000



Ms. Deanna Forlesr
General Services Administration
400 15th Street, SW (10PMT)
Auburn, WA 98001

MAR 02 1998

Dear Ms. Forlesr:

The President's April 17, 1997 Executive Memorandum, "*Using Lessons Learned from the Military Child Development Programs to Improve the Quality of Child Care in the United States*" directed the Secretary of Defense to consult with the Administrator of General Services to share the military's expertise and lessons learned from the Military Child Development Program (CDP) with the Nation.

Our agencies have been working to implement the President's Executive Memorandum. In an effort to increase awareness of the Military Child Development Programs, we are forwarding a notebook containing an array of training and resources materials that was developed for this initiative.

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Carolyn H. Becraft
Deputy Assistant Secretary of Defense
(Personnel Support, Families and Education)

Susan Clampitt
Associate Administrator
Management and Workplace Programs
U.S. General Services Administration

Enclosures:
As stated



***Joint Partnership Letters
Between
Department of Defense
And
Department of Health and Human Services***



OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE
4000 DEFENSE PENTAGON
WASHINGTON, D.C. 20301-4000



MAR 09 1998

Dear ACF Regional and State Child Care Administrators:

The President's April 17, 1997 Executive Memorandum, "*Using Lessons Learned from the Military Child Development Programs to Improve the Quality of Child Care in the United States*" directed the Secretary of Defense to consult with the Secretary of the Department of Health and Human Services (DHHS) to share the military's expertise and lessons learned from the Military Child Development Program (CDP) with the Nation.

Our agencies have been working to implement the President's Executive Memorandum. The DoD Office of Family Policy participated in the July 1997 DHHS meeting of State Child Care Administrators. In an effort to increase awareness of the Military Child Development Programs, we are forwarding a notebook containing an array of training and resource materials that were developed for this initiative.

Additionally, the Department of Defense (DoD) Office of Family Policy conducted speaker's training for the Services' CDP staff. These individuals are available to brief the program throughout the United States. States may call the DoD National Clearinghouse for the Military Child Development Program toll-free number (1-888-CDP 3040) to request speakers familiar with the military program. Our staffs have formed a partnership and look forward to continued collaboration.

Carolyn H. Becraft
Deputy Assistant Secretary of Defense
(Personnel Support, Families and Education)

Carmen R. Nazario
Associate Commissioner
Administration on Children,
Youth and Families
Department of Health and Human Services

Enclosures:
As stated

Distribution:
State Child Care Administrators
ACF Regional Administrators



STATE CHILD CARE AND DEVELOPMENT FUND CONTACTS

Updated: January 13, 1998

Larry Henson
Director, Childcare Subsidy Program
Alabama Department of Human
Resources
Welfare Reform Division
50 Ripley Street
Montgomery, AL 36130
Phone: 334-242-1427
Fax: 334-242-0513

Sherrie Goll
Child Care Coordinator
Alaska Department of Health and Social
Services
Division of Public Assistance
P.O. Box 110640
Juneau, AK 99811-0640
Phone: 907-465-3329
Fax: 907-465-5154
E-mail: sgoll@health.state.ak.us

Fa'afetai I'aulualo
American Samoa Department of Human
Resources
Social Services Division
American Samoa Government
Pago Pago AS 96799
Phone: 684-633-2696
Fax: 684-633-7449

Connie Shorr
Acting Program Manager
Arizona Dept. of Economic Security
Child Care Administration
Box 6123
Phoenix, AZ 85005-6123
Phone: 602-542-4248
Fax: 602-542-4197

Glenda Bean
Director
Arkansas Department of Human Serv.
Div. of Child Care and Early Childhood
Education
101 East Capitol, Suite 106
Little Rock, AR 72201
Phone: 501-682-4891

Janet Poole
California State Dept. of Education
Child Development Division
560 J Street Suite 220
Sacramento, CA 95814-4785
Phone: 916-322-6233
Fax: 916-323-6853
E-mail: jpoole@cde.ca.gov

Oxana Golden
Acting Director
Colorado Dept. of Social Services
Division of Child Care
1575 Sherman Street
Denver, CO 80203-1714
Phone: 303-866-5958
Fax: 303-866-4453

Peter Palermino
Connecticut Department of Social
Services
Office of Child Care
25 Sigourney Street 10th Floor
Hartford, CT 06106-5033
Phone: 860-424-5598
Fax: 860-951-2996
E-mail: dsso8@connix.com

Barbara Ferguson Kamara
DC Dept. of Human Services
Office of Early Childhood Development
Commission on Social Service
717 14th Street NW #730
Washington, DC 20005
Phone: 202-727-1839
Fax: 202-727-9709

John Falkowski
Delaware Dept. of Health & Social
Services
Lewis Building
P.O. Box 906
New Castle, DE 19720
Phone: 302-577-4880 ext. 234
Fax: 302-577-4405
E-mail: jfalkowski@state.de.us

Larry Pintacuda
Chief of Child Care Services
Florida Dept. Of Children and Families
Family Safety and Preservation
2811-A Industrial Plaza Drive
Tallahassee FL 32301
Phone: 850-488-4900
Fax: 850-488-9584

Delores Woodward
Georgia Dept. Of Human Services
DFCS Family Support Unit
Two Peachtree Street NW Rm 12-400
Atlanta, GA 30303
Phone: 404-6567-3438
Fax: 404-657-3489

Julia Berg
Guam Department of Public Health and
Social Services
Government of Guam
P.O. Box 2816
Agana GU 96910

Phone: 671-735-7285

Garry Kemp
Assistant Administrator
Hawaii Department of Human Services
Self-Sufficiency and Support Services
Division; Child Care Program Office
1001 Bishop St. Pacific Tower Suite
900
Honolulu, HI 96813
Phone: 808-586-7050
Fax: 808-586-5180

Penny Robbe
Chief, Bureau of Temp. Assistance to
Families in Idaho
Idaho Dept. Of Health and Welfare
450 West State Street 5th Floor
P.O. Box 83720
Boise, ID 83720-0036
Phone: 208-334-5714
Fax: 208-334-5817

Michele Piel, Manager
Illinois Dept. of Human Services
Bureau of Child Care and Development
401 S. Clinton Ave, 7th floor
Chicago, IL 60607
Phone: 312-793-3610
Fax: 312-793-4881

Lauralee Martin
Deputy Director
Indiana Family & Social Services
Admin.
Bureau of Child Development
402 W. Washington Street Rm. W392
Indianapolis, IN 46204
Phone: 317-232-1144
Fax: 317-232-7948

Don Kassar
Chief
Iowa Dept. Of Human Services
Bureau of Individual & Family Support
Services
Hoover State Office Building - 5th floor
Des Moines, IA 50319-0114
Phone: 515-281-3186
Fax: 515-281-4597

Verna Weber
Administrator Child Care Services
Kansas Dept. Of Social & Rehab.
Services
915 SW Harrison
Docking State Office Building Room
651W
Topeka, KS 66612
Phone: 785-296-3349
Fax: 785-296-0146

Clifford Z. Jennings
Program Support Branch Manager
Kentucky Dept. For Social Services
Division of Program Management
Cabinet for Families and Children
275 East Main Street 6th floor west
Frankfort, KY 40621
Phone: 502-564-0850
Fax: 502-564-2467

Vera W. Blakes
Assistant Secretary
Louisiana Dept. Of Social Services
Office of Family Support, Child Care
Assistance Program
P.O. Box 94065
Baton Rouge, LA 70804
Phone: 504-342-3947
Fax: 504-343-4252

Dianne Stetson
Director, Office of Child Care and Head
Start
Main Department of Human Services
11 State House Station
Augusta, ME 04333-0011
Barbara Van Burgel
ASPIRE Program Manager
Maine Dept. Of Human Services
Bureau of Family Independence
Statehouse Station 11
Augusta, ME 04333-0011
Phone: 207-287-2638
Fax: 207-287-5096

Linda Heisner
Executive Director
Maryland Department of Human
Resources
Child Care Administration
311 W. Saratoga Street, 1st floor
Baltimore, MD 21201
Phone: 410-767-7128
410-333-8699

Ardith Wieworka
Commissioner, Office of Child Care
Svc.
Massachusetts Executive Office of
Health and Human Services
One Ashburton Place, 11th floor
Boston, MA 02108
Phone: 617-626-2000
Fax: 617-626-2028

Paul Nelson
Michigan Family Independence Agency
Child Care Division
235 South Grand Ave., Suite 504
P.O. Box 30037
Lansing, MI 48909-7537
Phone: 517-335-6183

Fax: 517-241-7843

Cherie Kotilinek
Child Care Program Administrator
Minnesota Children

Corinne Bennett
Administrator, Early Childhood Services
North Dakota Dept. Of Human Services
600 East Boulevard Ave.
Bismarck, ND 58505-0250
Phone: 701-328-4809
Fax: 701-328-2359

William Torres
Commissioner of Education
Northern Mariana Islands State Board of
Education
CNMI
P.O. Box 1370 CK
Saipan MP 98950
Phone: 670-322-6405

Richard Davis
Chief
Ohio Dept. Of Human Services
Bureau of Child Care
65 E. State Street 5th Floor
Columbus, OH 43215
Phone: 614-466-1043
Fax: 614-728-6803

Prins Ella Anderson
Program Administrator
Oklahoma Dept. Of Human Services
Office of Child Care
4545 N. Lincoln Suite 100
Oklahoma City, Ok 73105
Phone: 4050521-3561
Fax: 405-521-0391

Tom Olsen
Acting Administrator
Oregon Dept. Of Employment
Child Care Division

550 Cedar St, Suite 133
St. Paul, MN 55101-2273
Phone: 612-296-2030
Fax: 612-297-5695

875 Union Street NE
Salem, Or 97311
Phone: 503-947-1409
Fax: 503-947-1428

Kathryn Holod
Director
Pennsylvania Department of Public
Welfare
Bureau of Child Day Care Services
Box 2675
Harrisburg, PA 17105-2675
Phone: 717-787-8691
Fax: 717-787-1529

Marta Sobrino
Puerto Rico Administration de Familias
y Ninos
Ponce de Leon Avenue #2 San Juan
Apartado 15091
San Juan PR 00901
Phone: 809-723-1113
Fax: 809-721-2245

Barbara Gianola
Administrator
Rhode Island Department of Human
Services
Individual Family Support Services
Louis Pasteur Bldg. #57
600 New London Avenue
Cranston, RI 02920
Phone: 401-464-3415
Fax: 401-464-1881

Kitty Casoli
South Carolina Department of Health
and Human Services
Bureau of Community Services

P.O. Box 8206
1801 Main Street 8th Floor
Columbia, SC 29202-8206
Phone: 803-253-6154
Fax: 803-253-6152

Brenda Ramsey
Director of Child Care Services
Tennessee Dept. of Human Services
Citizens Plaza-14th floor
400 Deaderick Strick
Nashville, TN 37248-9600
Phone: 615-313-4781
Fax: 615-532-9956

Charlotte Brantley
Director of Child Care and Development
Texas Workforce Commission
Child Care Services/Work & Family
Clearinghouse
101 East 15th Street Suite 416T
Austin, TX 78778-0001
Phone: 512-936-3229
Fax: 512-936-3223

Helen Thatcher
Program Design and Implementation
Manager
Utah Dept of Workforce Services
Policy and Program Unit
140 East 3rd South
Salt Lake City, UT 84111
Phone: 801-526-4370
Fax: 801-536-7500

Kim Keiser
Director, Child Care Services Division
Vermont Department of Social and
Rehabilitation Services
Agency for Human Services
103 South Main Street 2nd Floor
Waterbury, VT 05671-2401
Phone: 802-241-3110
Fax: 802-241-1220

Patricia Monson
Program Manager
South Dakota Dept. Of Social Services
Child Care Services
700 Governors Drive
Pierre, SD 57501-2291

Velven Samuel
Project Administrator
Virgin Islands Dept. Of Human Services
Knud Hansen Complex Bldg. A.
1303 Hospital Grounds
Charlotte Amalie, VI 00802
Vincent Jordan
Program Manager
Virginia Department of Social Services
Child Day Care
730 E. Broad St.
Richmond, VA 23219-1849
Phone: 804-692-1210

Annie Cubberly
Acting Chief
Washington Dept. of Social and Health
Service
Office of Child Care Policy
P.O. Box 5700
Olympia, WA 98504-5700
Phone: 360-902-8038
Fax: 360-902-7903

Judy Curry
Program Specialist
West Virginia Dept. Of Health and
Human Resources
Bureau for Children & Families
Office of Social Services, Div. Of
Planning Services
Capitol Complex, Bldg 6, Room 850
Charleston, WV 25305
Phone: 304-558-0938
Fax: 304-558-8800

David Edie
WI Dept. Of Workforce Development

Office of Child Care
1 West Wilson Street
P.O. Box 8916
Madison, WI 53708-8916
Phone: 608-267-3708
Fax: 608-261-6968

Ronnie McGinnis
Director, Office for Children & Youth
Mississippi Dept. Of Human Services
P.O. Box 352
Jackson, MS 39205-0352
Phone: 601-359-4555
Fax: 601-359-4422

Doris Hallford
Unit Manager
Missouri Dept. Of Social Services
Division of Family Services
P.O. Box 88 615 Howerton Ct.
Jefferson City, MO 65103
Phone: 573-751-5124
Fax: 573-751-4837

Linda Fillinger
Acting Manager, Children's Services
Montana Dept. Of Public Health and
Human Services
P.O. Box 8005
Helena, MT 59604-8005
Phone: 406-444-1828
Fax: 406-444-2547

Patricia Urzedowski
Administrator
Nebraska Department of Health and
Human Services
Resource Development and Support Unit
P.O. Box 95044
Lincoln, NE 68509-5044
Phone: 402-471-9676
Fax: 402-471-9455

Jerry Allen

Sue Bacon
Economic Assistance Consultant
Wyoming Dept. Of Family Services
Hathaway Building Rm. 373
2300 Capitor Ave.
Cheyenne, WY 82002-0490

State Coordinator
Nevada Dept. Of Human Resources
505 E. King Street Rm. 600
Carson City, NV 89710
Phone: 702-687-4474
Fax: 702-687-4733

Julie McConnell
Acting Child Care Coordinator
New Hampshire Dept. Of Health &
Human Services
Division of Children and Youth
Child Development Bureau
6 Hazen Drive
Concord, NH 03301-6505
Phone: 603-271-4343

Beverly Lynn
Director of Child Care
New Jersey Dept. Of Human Services
Division of Family Development
222 S. Warren Street CN 716
Trenton, NJ 08625
Phone: 609-588-2163

Irene Sanchez
Director
NM Dept. Of Children, Youth &
Families
Child Care Bureau
1120 Paseo De Peralta, Room 205
Santa Fe, NM 87502
Phone: 505-827-4033

Suzanne Sennett
Director
NY State Dept. Of Family Assistance

Office of Children and Family Services
Bureau of Early Childhood Services
40 North Pearl Street 11B
Albany, NY 12243
Phone: 518-474-9454
Fax: 518-474-9617

Sara Sulzbach

Policy Consultant
NC Dept. of Human Resources
Division of Child Development
P.O. Box 29553
Raleigh, NC 27626-0553
Phone: 919-662-4535
Fax: 919-662-4568

Clinton Presidential Records Digital Records Marker

This is not a presidential record. This is used as an administrative marker by the William J. Clinton Presidential Library Staff.

This marker identifies the place of a tabbed divider. Given our digitization capabilities, we are sometimes unable to adequately scan such dividers. The title from the original document is indicated below.

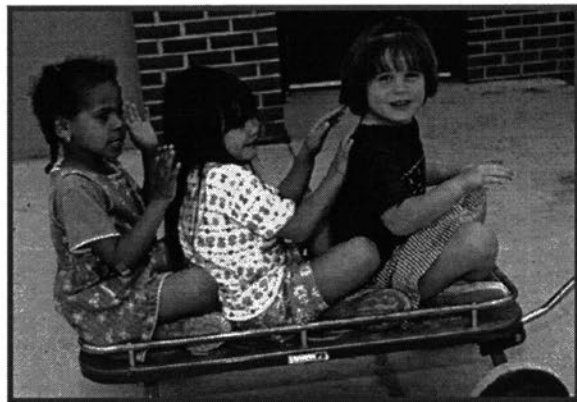
3

Divider Title: _____



The Military Child Development System

Making A Difference In Child Care



Sharing the Knowledge . . .

“I believe that the military has important lessons to share with the rest of the Nation on how to improve the quality of child care for all our Nation’s



“I direct you . . . to share the expertise and lessons learned from the Military Child Development Program with Federal, state, tribal, and local agencies”

*William J. Clinton
President*

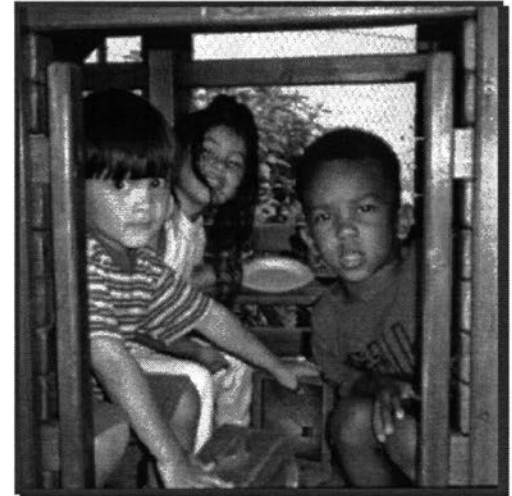
Today's Topics

- Program background

- The DoD* system today

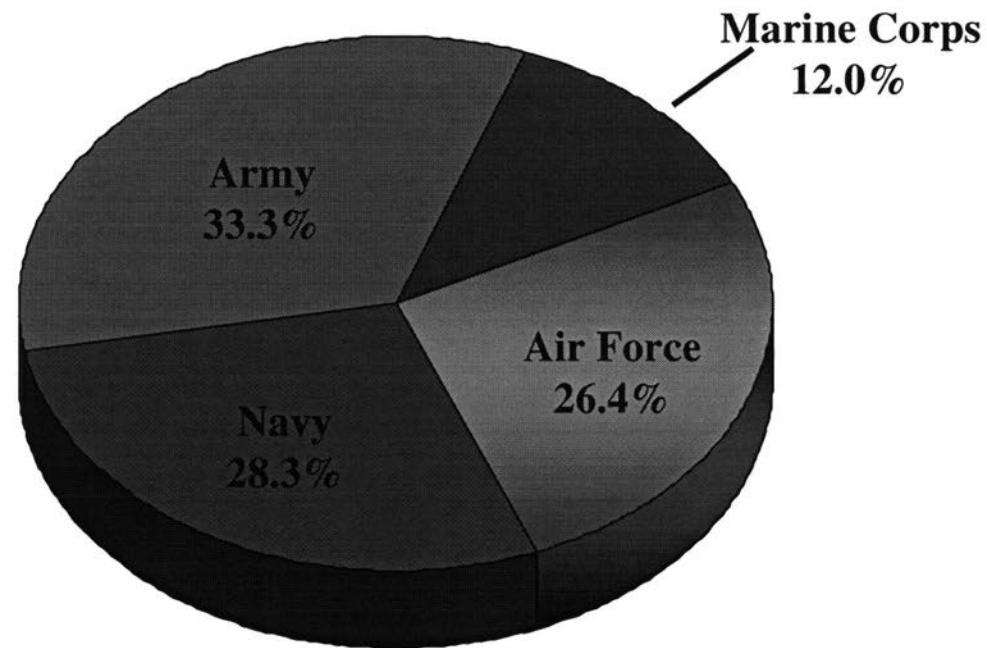
- What we learned

- Options for you



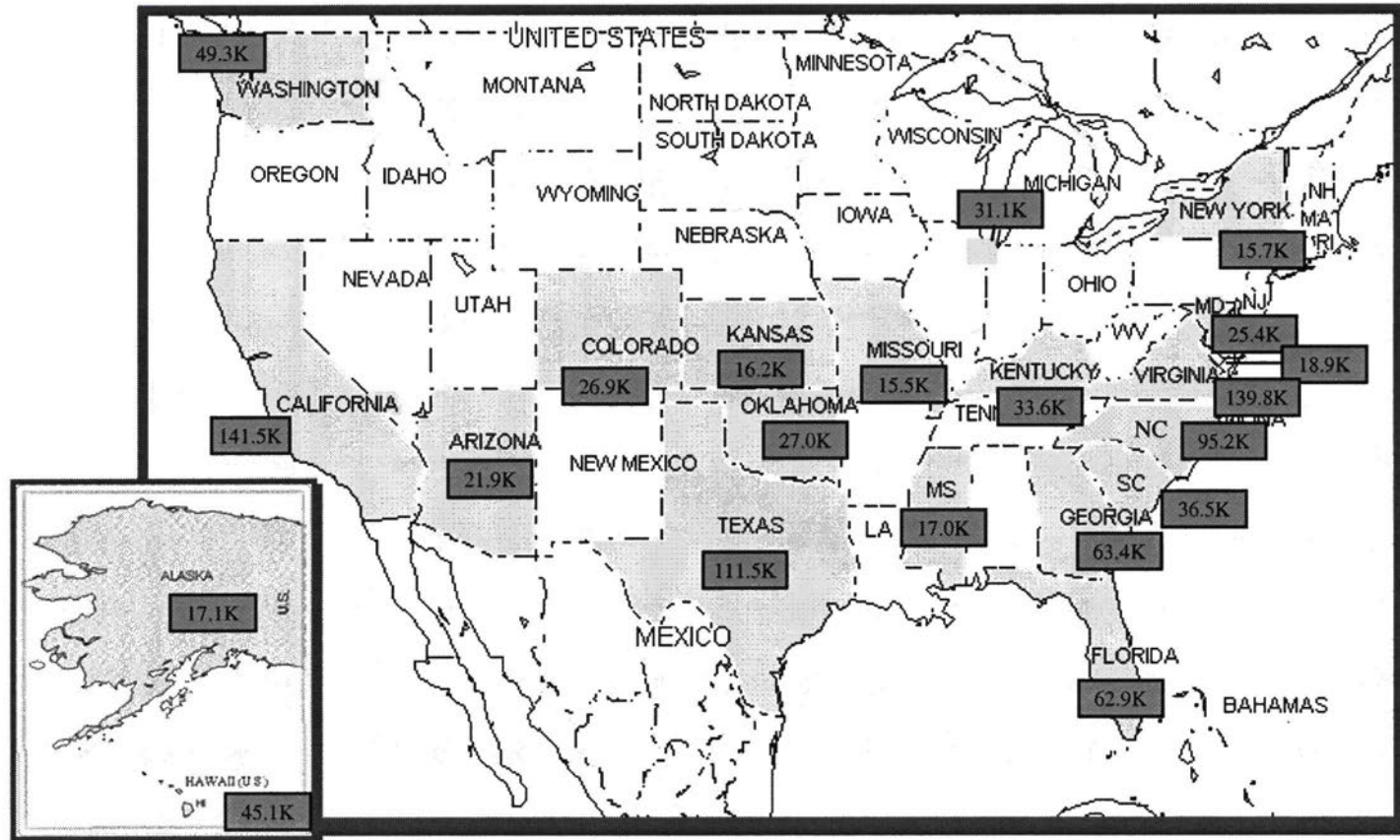
* Department of Defense

The Military Services



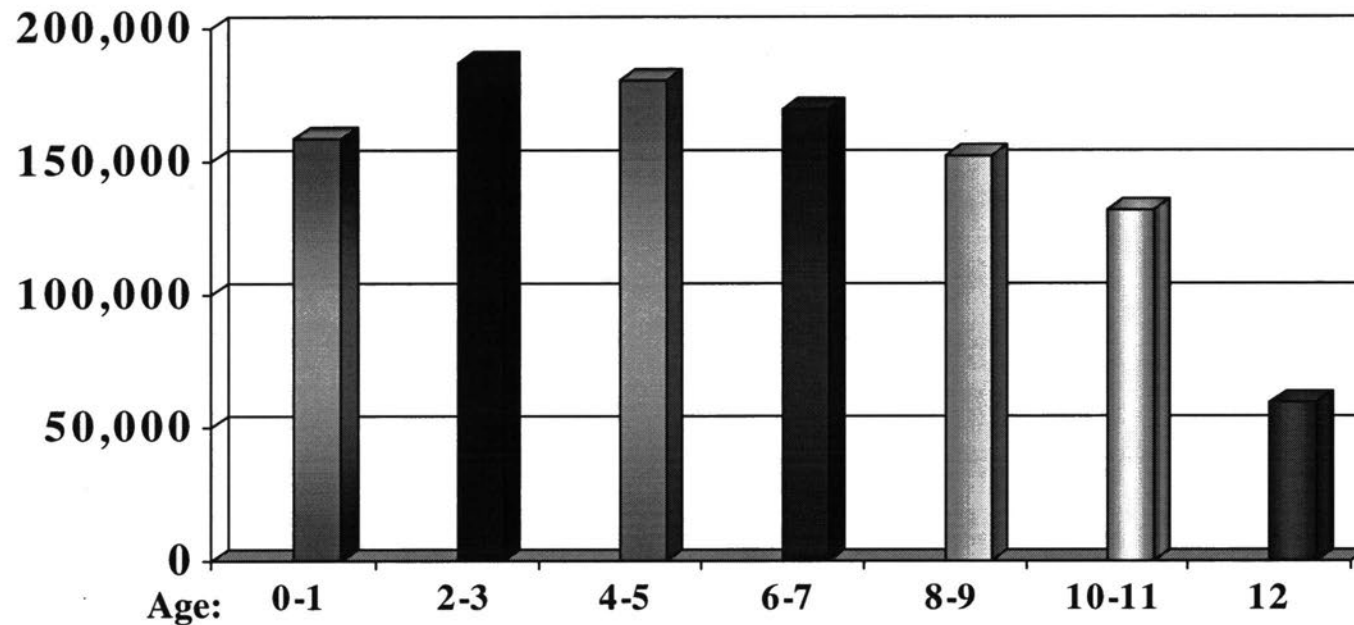
- **Total active duty personnel: 1,457,623***
- **DoD civilian personnel: 780,000**
- **DoD child care is also provided by the Defense Logistics Agency and the National Security Agency**

Where Is the U.S. Military?



- 87% of active duty U.S. military personnel are in 20 states and District of Columbia

Military Children, Birth-12



- Total children of active duty military personnel = 1.28 million*
- 33% of the eligible children are 3 or younger

Military Families' Unique Needs

- **Rapid deployment and frequent separations** add special stresses
- **Frequent moves** affect children's sense of security, family finances, spouse employment, friendships, support networks
- **Work:** unpredictable shifts, long workdays, 24-hour on-call status

Military Child Care Is A Workforce Issue

- Married 60%
 - Dual military parents 12%
 - Single parents 6%
- Spouses in the labor force 62%
- System users in low pay levels 51%
- Military teens considering/seeking military career 49%
- In 1996, 153,902 military parents were 20 yr. or younger at birth of first child

Our DoD Child Care Mission

Assist commanders and families . . .

- Balance the competing demands of family life and the military mission
- Improve the economic status of the family
- Promote the cognitive, social, emotional and physical development of children in all program settings using age-appropriate activities, best practices and positive caregiver-child interactions

Our Child Development Goals

- Ensure at least one viable child care option for every family that needs it

Meet 65% of need by 1998

Meet 80% of need by 2005

- DoD has a formula for estimating need

Total need = 297,635 spaces

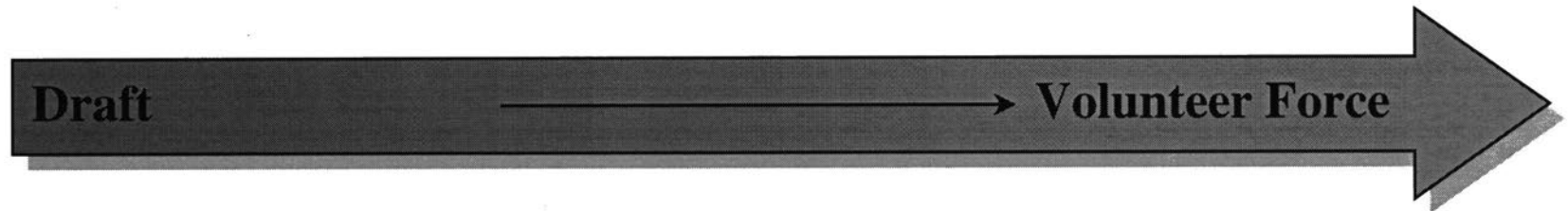
There are 166,322 spaces available

We currently meet 56% of need

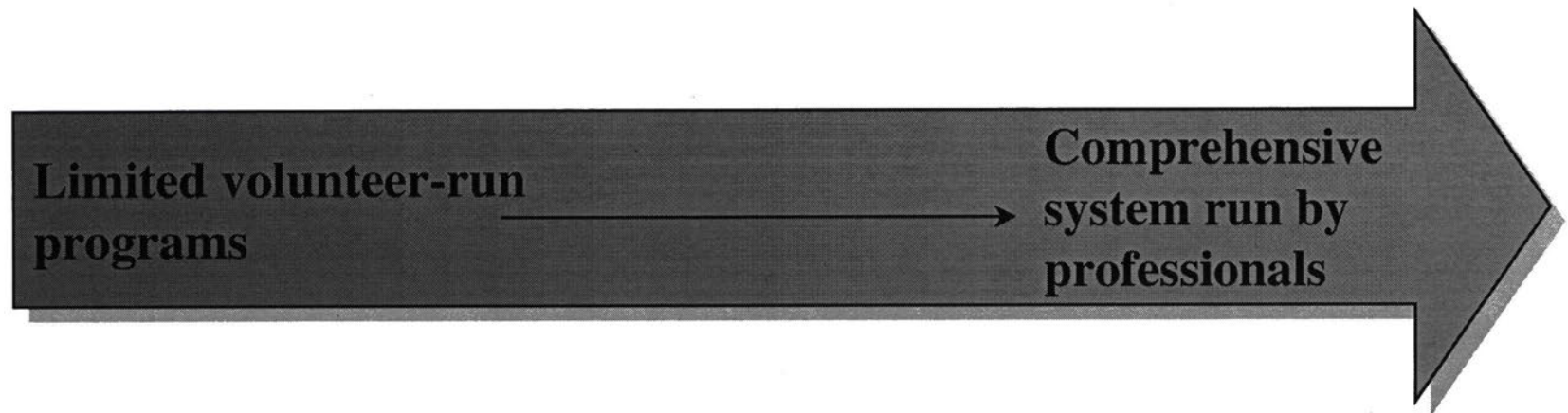


Over the Past 25 Years . . .

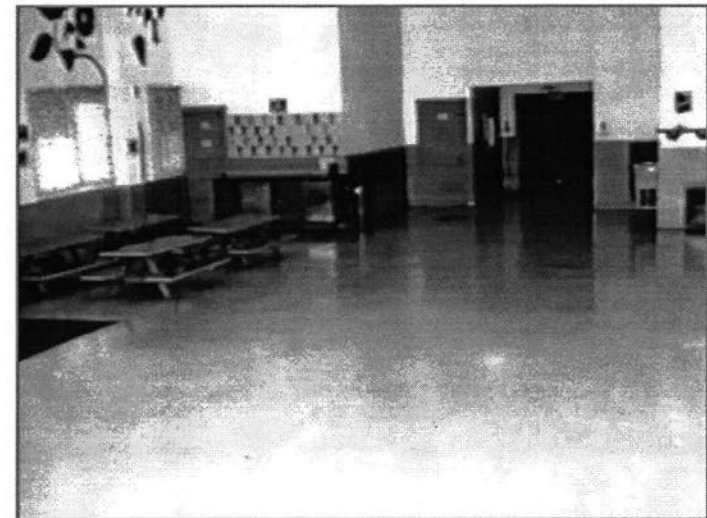
The military changed . . .



and so did child care



What We Looked Like Then . . .



Milestones

- 1970s: Child care becomes an official DoD function
- 1982: GAO identifies CC problems—unsafe facilities, poor quality, lack of oversight, workforce turnover
- Mid-1980s: Child abuse problems surface nationally and in DoD
- 1989: Military Child Care Act passed by Congress

Our System Is Large, Comprehensive and Convenient

It serves over 200,000 children
every day . . .



. . . flexibly . . .

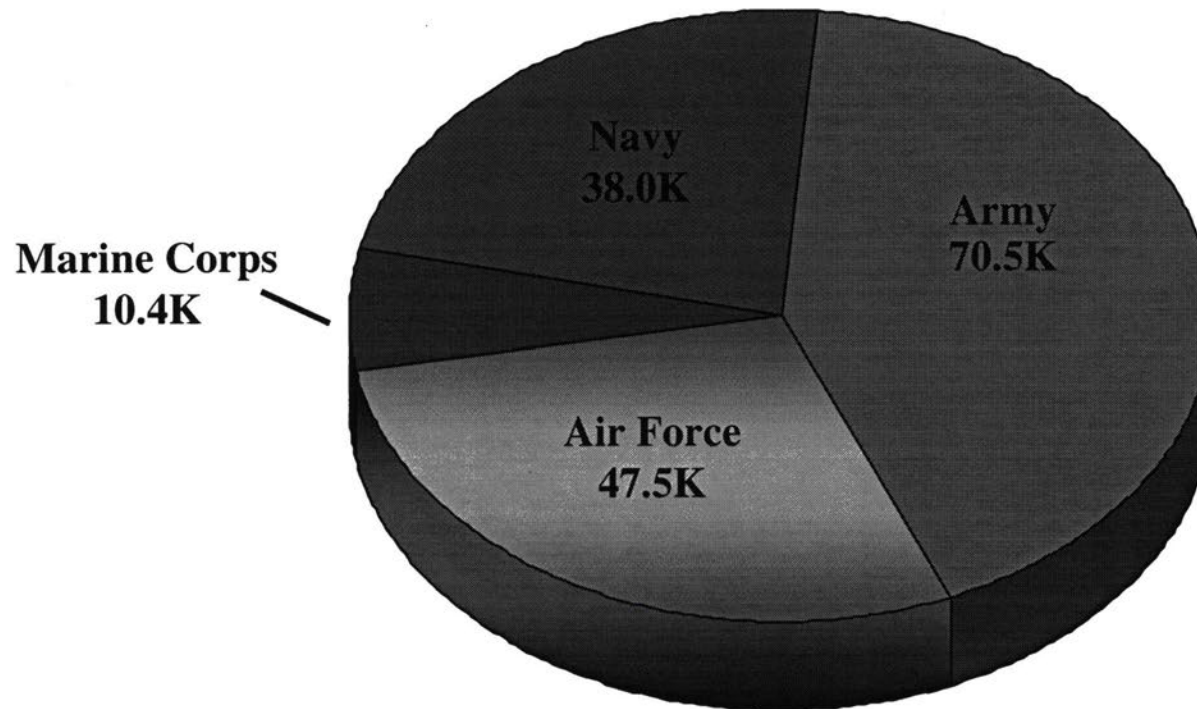
- Full- or part-day
- Hourly
- Before/after school
- Shift work, overnight

. . . including . . .

- Infants and toddlers
- Mildly ill children
- Special needs children

Child Care Spaces By Service

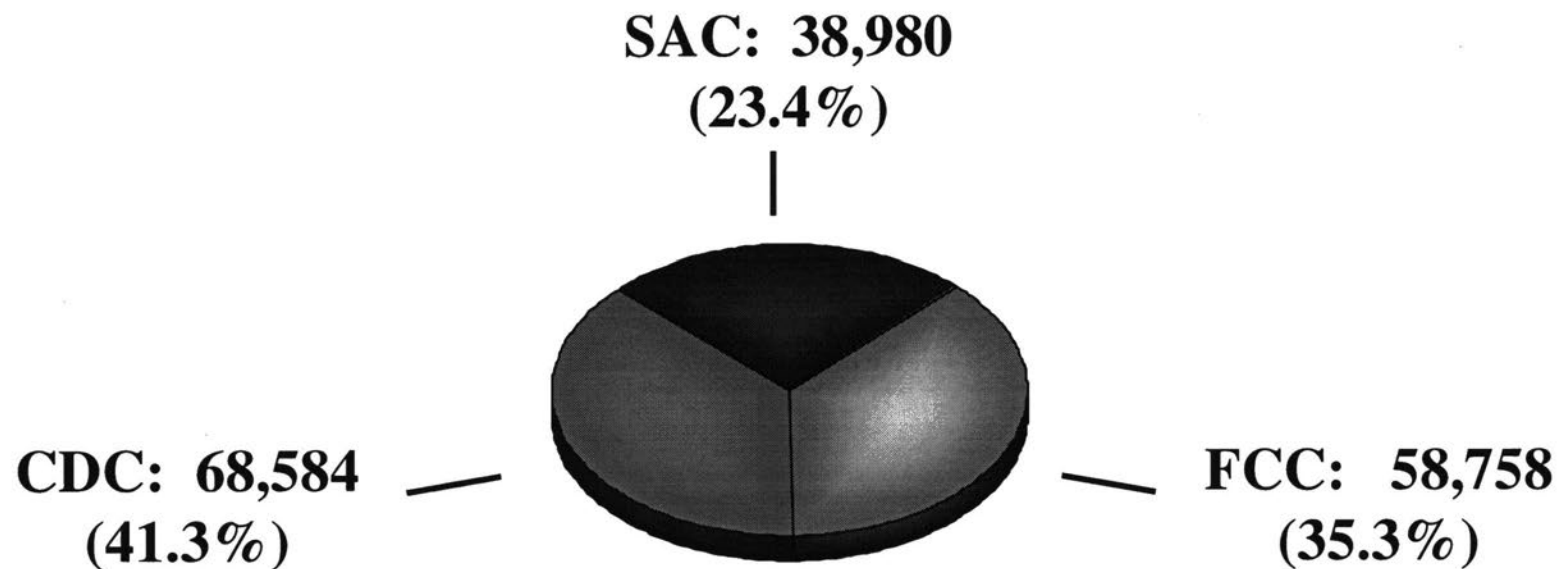
- Child care is offered by the four military services . . .



- . . . and two defense agencies:
Defense Logistics Agency
National Security Agency

System Size

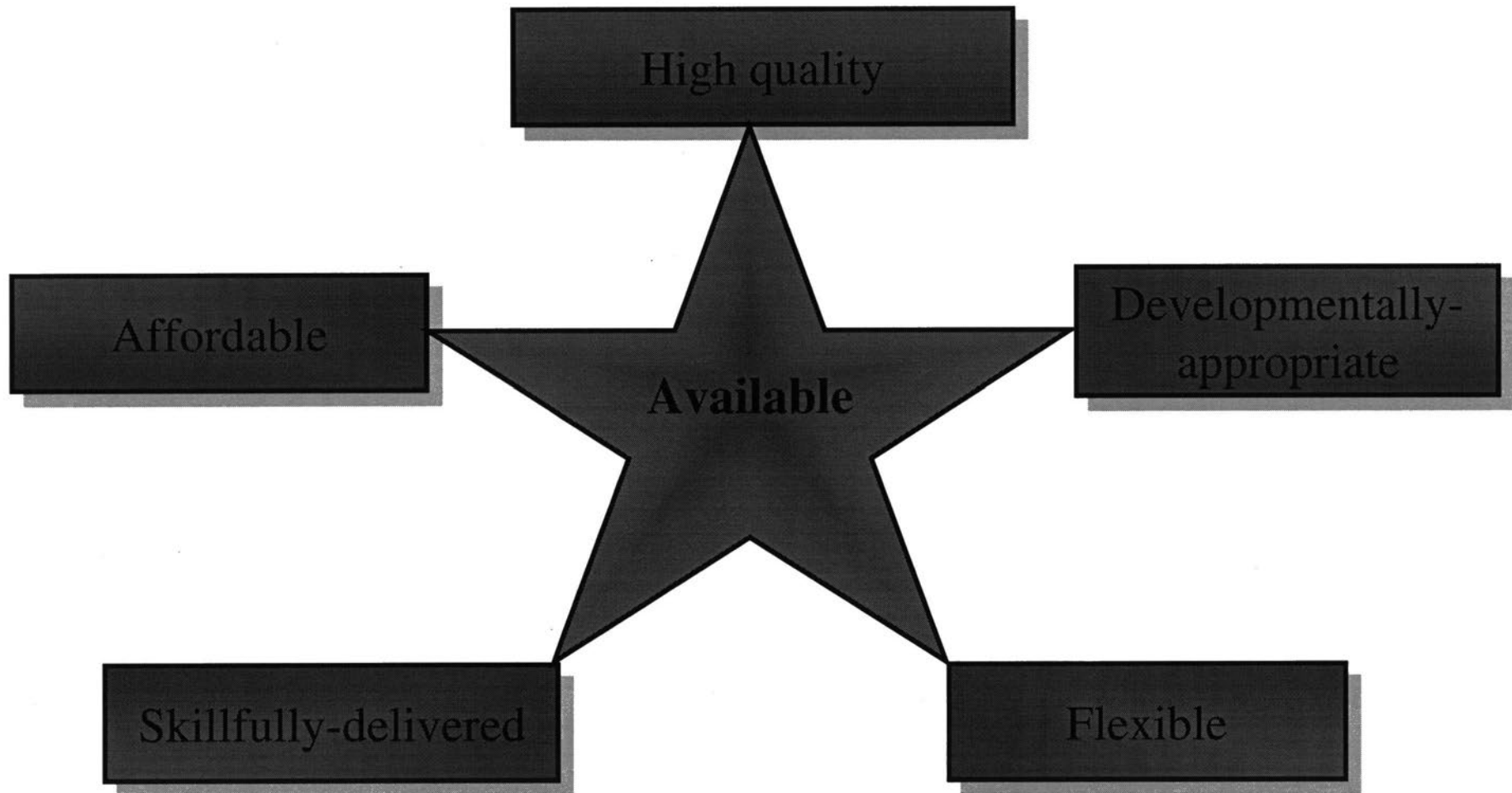
- 811 centers*
- 9,793 FCC homes



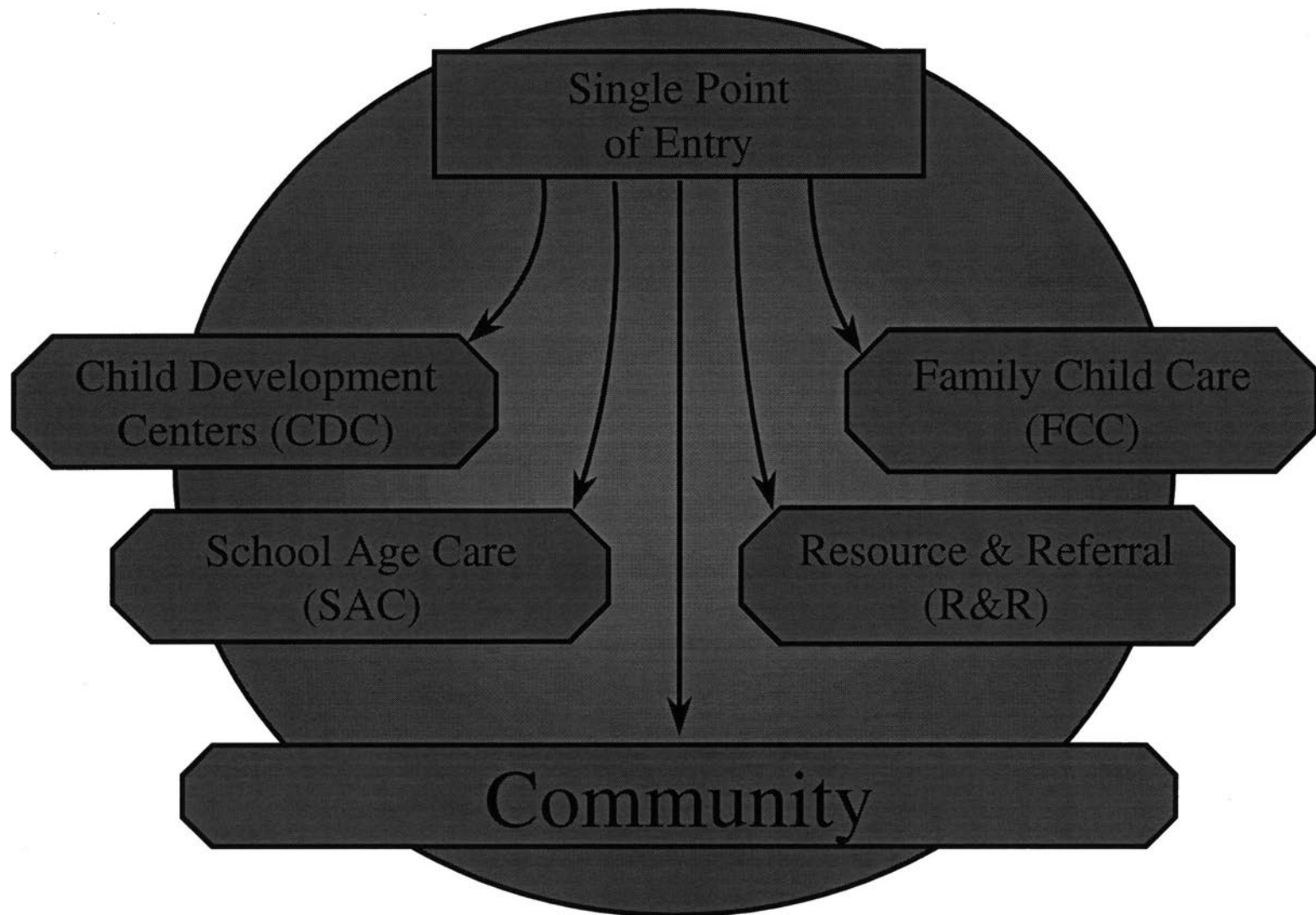
Total = 166,322 spaces
(56% of need)

* Includes SAC facilities

DoD Child Care Delivery Goals



The Military Child Development System Maximizes Goal Attainment



Child Development Centers: The Cornerstone of the System

- Vary in size up to 305 capacity
- Built using standard design criteria
- Employ Training & Curriculum Specialists
- Financed through the Military Construction Program
- Incorporate latest in child abuse prevention design
- Exempt from state licensing



Family Child Care Homes

- Being an FCC provider is a privilege, not a right
- Every FCC home is a full member of the Military Child Development System
- Partnerships with civilian licensing agencies
- Same support (training, oversight, inspection)



FCC Homes Deliver Efficient Care

- FCC staffing is cost-effective because it can create a “center without walls”
- FCC Directors/FCC Monitors have 30/40-home supervisory capability
- At an average 5 spaces per home, the “center without walls” equals 150 spaces

Safeguards In FCC Homes

<u>Quality Step</u>	<u>FCC</u>	<u>CDC</u>
Screening	x*	x
Background checks	x**	x
Training	x	x
Inspections	x	x
Parents take part	x	x
Varied hours	x	
DoD certification	x	x
Family member employment	x	x
Accreditation program	(Initiative)	x
USDA monitors	x	

* Providers, caregivers, family members

** Includes family members over 12

Financial Support To the FCC Home



Indirect:

Resource library

Equipment

Training

Oversight

Technical assistance

No-cost licensing

Direct:

MCCA-authorized

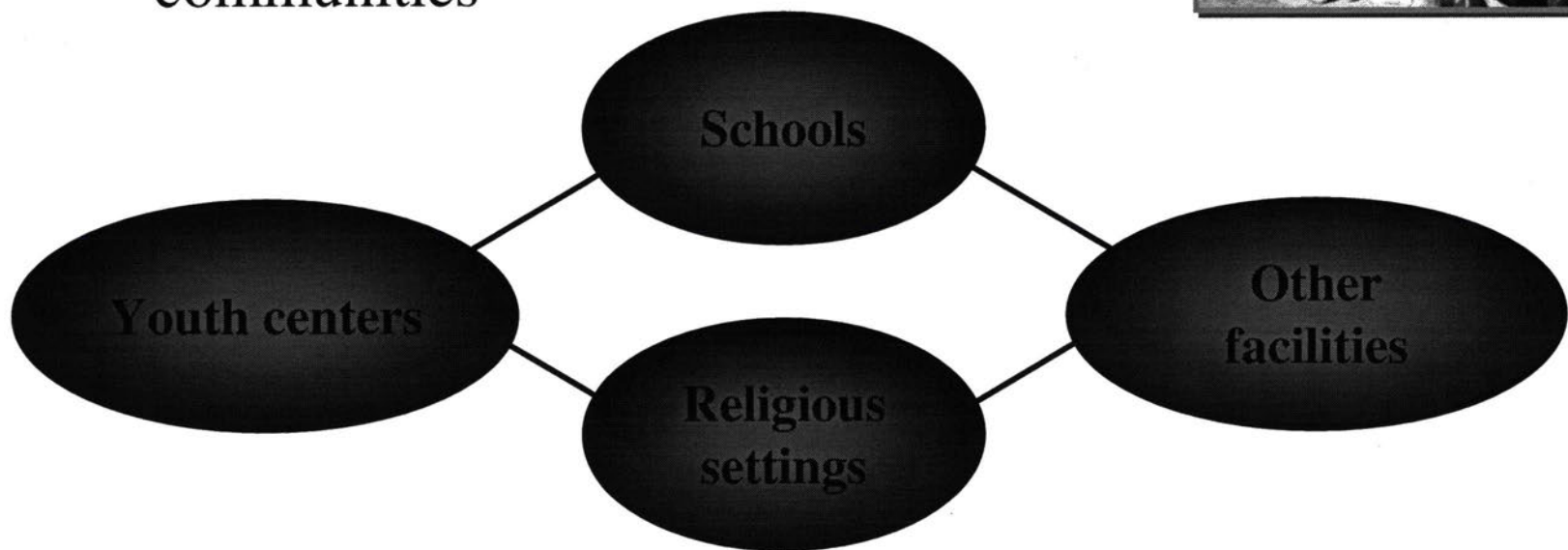
Paid to provider

Helps recruit quality providers

Geared to care specialty

Meeting the School Age Need: Building Partnerships

- To meet our 2005 goal we need to accelerate School Age Care partnerships . . .
- . . . on base and in local communities



Learning At A Glance

- The systematic approach maximizes return on investment
- Quality depends upon oversight
- Caregiver incentives and training are essential
- Meeting accreditation standards leads to improved care
- Cost-sharing creates affordable care

A Systematic Approach Ensures . . .

- Consistent care and quality

- Wise use of funds

- Consistent inspections and application of standards

A Systematic Approach Ensures . . .

- Accurate measurement of need and capacity
- Ease of access for parents
- Personnel transferability between bases, programs and military services
- Consistent training tied to career progression

Quality Depends Upon Oversight

**Inspecting
level:**

DoD

**Military
service**

**Major
command or
installation**

**Inspected
level:**

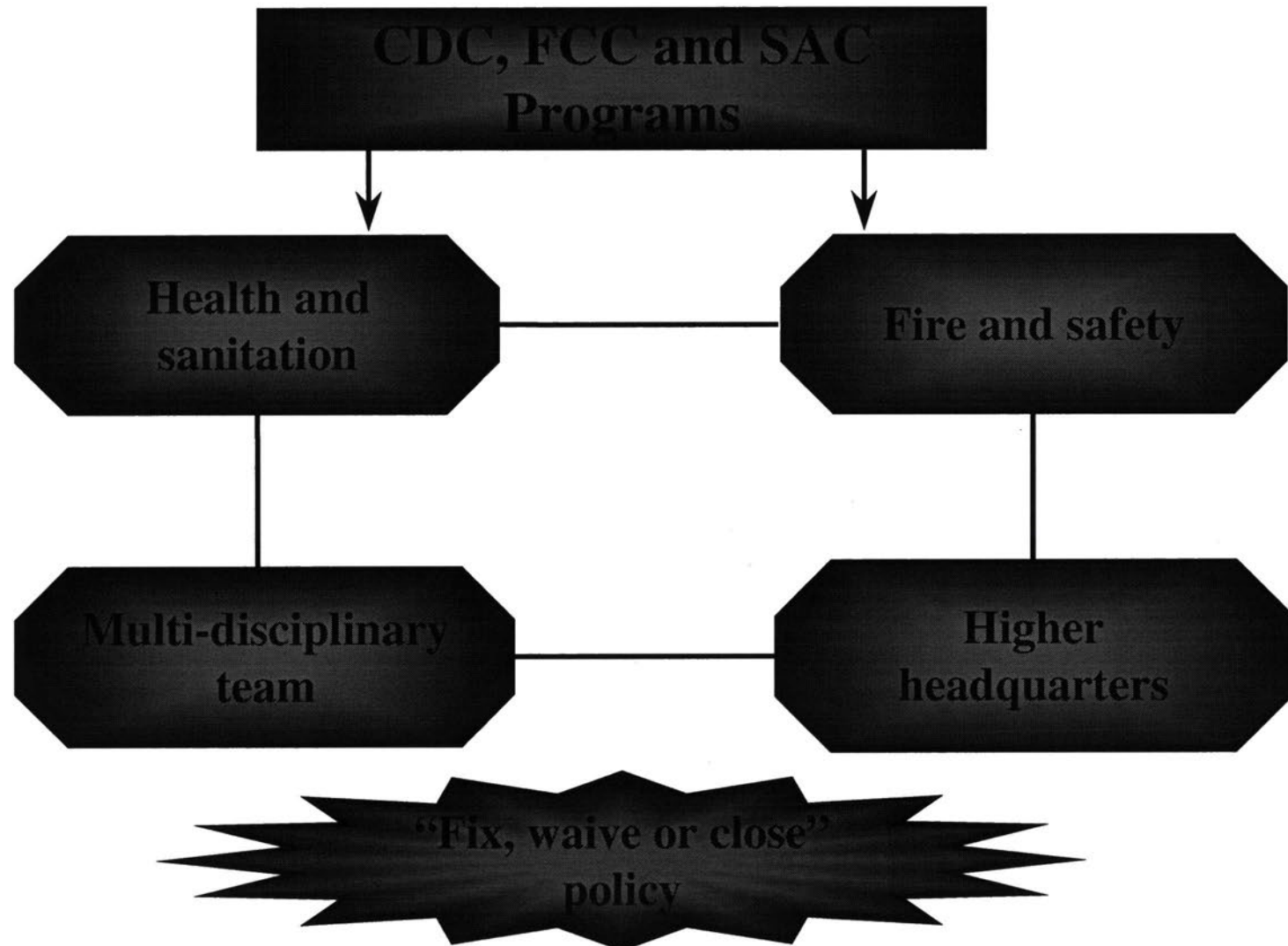
**Military
service**

**Major
command or
installation**

**CDC, FCC,
SAC**

**All inspections are
unannounced**

Quarterly Unannounced Inspections Keep the System In Compliance



Focus On Child Abuse Prevents It

Background checks: CDC,
FCC, SAC

Worldwide reporting
mandate

Child abuse and
safety 800#
hotline

Facility design reflects
abuse concern

Parent education and first-
time
parent support