

# The 2015 Child Care and Early Childhood Education Business Summit



An Opportunity to Learn, Network and be Inspired

**December 3, 2015**

Wyndham Virginia Crossings Hotel & Conference Center

Glen Allen, Virginia



# Schedule at a Glance

	Brunswick Room	Chesterfield Room	Henrico Ballroom	Spotsylvania Room	York Room
<b>8:15 – 8:45</b>	Registration, Coffee, and Breakfast Assortment				
<b>8:45 – 9:10</b>			Welcome & Opening		
<b>9:20 – 10:35</b>	Winning Business Tips: SBDCs	HR Hot Tips: Top 10 List	How's the Weather in Your Center?	Risk Management Strategies	The VA Shared Services Network
<b>10:35 – 10:45</b>	Networking and Sharing Break				
<b>10:45 – 12:00</b>	Leveraging Your Skills for Leadership	Follow the Money	When the Chair Doesn't Fit	All Things Professional—Professional Development & TA	Marketing Your Program
<b>12:00 – 1:00</b>	Lunch Buffet – The Glen Restaurant & The Tavern (First Floor)				
<b>1:00 – 1:15</b>			A New Vision for Child Care- A New Partnership, HHS Priorities		
<b>1:15 – 1:45</b>			Keynote: From Educator to Entrepreneur Extraordinaire		
<b>1:45 – 1:55</b>	Networking and Sharing Break				
<b>1:55 – 3:10</b>	Funding Your Passion: Beginner's Guide to Fundraising	Maximizing Food Dollars: CACFP healthy meals & snacks	Need Money? Bank & Government Loans	Provider Cost of Quality Calculator	
<b>3:15 – 3:30</b>			Conclusion: Going to the next level, door prizes		

**Note:** You need to be present to win one of our many door prizes!

# Detailed Schedule

**8:15—8:45**

**Registration, Coffee, and Breakfast Assortment**

**8:45 – 9:10**

**Welcome and Opening Remarks**

*Sharon Veatch, Executive Director, Child Care Aware of Virginia*

*Barbara A. Newlin, Director*

*Division of Child Care and Early Childhood Development*

*Virginia Department of Social Services*

**Location: Henrico Ballroom**

**9:20 - 10:35**

**Morning Session 1: Breakout Topics**

## **Hot Business Tips for Financial Success: Virginia's SBDCs**

The Virginia Small Business Development Center (SBDC) Network is a statewide network of experienced business consultants that provide FREE business counseling to small businesses. This workshop will introduce participants to the services provided, as well as locations of SBDCs throughout the state of Virginia. When is the last time your business had a tune-up? This workshop will offer financial tips and best practices that can help your early childhood business achieve financial success.

*Lauren M. Small,*

*Hampton Roads Small Business Development Center*

**Location: Brunswick Room**

## **Human Resources (HR) Hot Tips: Every Program's Top 10 List**

Interviewing, hiring, orientation, performance reviews and building an enthusiastic culture are among the 10 keys for creating a high quality program in which people want to work, kids want to come play and learn, and about which parents tell their friends. From advertising a new position to guiding and coaching through off-boarding, and more! This workshop will give you high-level strategies and some tactical tools that you can start using tomorrow!

*Elizabeth "Libby" Dishner, Cresco Strategy, LLC*

**Location: Chesterfield Room**



### How's the Weather in Your Center? Creating a Healthy Organizational Climate

Learn how to measure a program's organizational climate and how the results can be used to identify where things are going well and where changes are needed. Participants in this session will learn about the important relationship between organizational climate and quality of work life, as well as how to begin the process of improving the morale and commitment of employees.

*Jill Bella, Ed.D., McCormick Center for Early Childhood Leadership at NLU*

**Location: Henrico Ballroom**

### Risk Management: Strategies to Support Business Continuity & Safety

For early childhood providers, risk management practices need to support business continuity and safety. It is critical to have in place strategies designed to protect your property, enhance your transportation practices, and to provide a safe environment. This workshop will provide a risk manager's overview of what some of these risk strategies should be to help maintain a well-rounded risk management program at your center.

*Michael A. Swain, Markel Insurance Company*

**Location: Spotsylvania Room**

### The VA Shared Services Network

The Virginia Shared Services Network is an easy-to-use website offering many tools and services to help child care centers, family child care homes and after school programs manage their programs more cost-effectively and efficiently. It's more than a website that offers discounts, although discounts are a click away. The website contains resources related to program administration, human resources, marketing, a library of early childhood reference materials, licensing regulations, as well as classroom resources. We call it "child care in a box" – this workshop is an introduction to the site and the resources that can help you offer a high quality program!

*Jodi Roberts, Child Care Aware of Virginia*

**Location: York Room**

### 10:35—10:45 Network and Sharing Break

### 10:45—12:00 Morning Session 2: Breakout Topics

#### Follow the Money: Cash Flow & Strategic Economic Decisions

Budgets are tight and operating a child care business has never been more challenging or time consuming. This workshop is designed to assist small businesses with cash flow planning and includes numerous hot tips to help make smart business decisions in the competitive child care market.

*Celia Broadus, CPA, Accounting Strategies to Solutions, LLC*

**Location: Chesterfield Room**





**When the Chair Doesn't Fit: How Physical Setting Impacts Organizational Climate**

Early care and education programs are specifically designed to meet the needs of children, and as a result, the needs of adults are not often addressed. Creating environments that don't serve both children and adults can be detrimental to everyone involved. This session focuses on physical setting, one of ten dimensions of organizational climate. Building on ideas from one another, along with a photo gallery, participants will have the opportunity to re-think their environments in a way that will improve staff morale.

*Jill Bella, Ed.D., McCormick Center for Early Childhood Leadership at NLU*

**Location: Henrico Ballroom**



**Marketing Your Program: Strategies & Tools to Increase Enrollment**

The world of marketing is changing very fast for child care programs. How do you keep up? This workshop will help small businesses understand the latest marketing strategies for early childhood programs. We promise not to confuse and to explain the importance of websites, social media and Google in your marketing activities. Full enrollment is the goal; marketing is the pathway!

*Lauren M. Small,  
Hampton Roads Small Business Development Center*

**Location: York Room**

**Educator vs. Entrepreneurial Leader? How to Leverage your Skills to Obtain the Center Results you Want!**

There is no question that center directors wear multiple hats, but none more important than leader! This workshop shows how effective leadership integrates the role of leader, manager and educator to create high quality settings, provides examples of how center directors have used their traits and skillsets to promote high-functioning organizations and includes an exercise that mirrors and reinforces the integration of the leader, manager, and educator roles. Achieving synergy is easy after this workshop!

*Nedra Sims Fears, Fears Consulting and Training*

**Location: Brunswick Room**

**All Things Professional! Professional Development & Technical Assistance Opportunities in Virginia**

This workshop will provide an overview of the online, distance learning, statewide training and technical assistance programs and opportunities available in your community. Child Care Aware of Virginia's professional development services offer a multitude of avenues to obtain the training child care professionals need to build and maintain high quality programs. Our online Training Academy is designed to help early childhood professionals complete annual training requirements and acquire required hours for those seeking a Child Development Associate (CDA) credential, renewal or in-service training. Course offerings are available in a variety of engaging topics designed specifically for the early childhood professional.

*Peggy Watkins, Child Care Aware of Virginia*

**Location: Spotsylvania Room**

**12:00—1:00 Lunch Buffet**

**Location: The Glen Restaurant & The Tavern (First Floor)**

**1:00—1:15**

**A New Vision for Child Care – A New Partnership**

*Rachel Schumacher, Director of the Office of Child Care, Administration for Children and Families (ACF), U.S. Department of Health and Human Services*

**Location: Henrico Ballroom**

**1:15—1:45**

**Keynote**

**From Educator to Entrepreneur Extraordinaire: How four women did it**

Aligning mission, operations, and finances to create the centers of their dreams  
– lessons learned for effective leadership

*Nedra Sims Fears, Fears Consulting and Training*

**Location: Henrico Ballroom**

**1:45—1:55 Networking and Sharing Break**

**1:55—3:10 Afternoon Session: Breakout Topics**

**Need Money?**

**Bank & Government Loans for Child Care Providers**

This workshop de-mystifies financing options for start-up, expansion, and quality improvements. From government programs to private bank lending options, this panel offers an opportunity to hear from the experts in an easy to understand manner. Panelists represent: the Virginia Small Business Financing Authority (VSBFA); the U.S. Small Business Administration (SBA); the United States Department of Agriculture (USDA, Rural Development Community Programs Office), Virginia Community Capital (VCC, a statewide community development bank), and EVB (a community bank serving multiple locations in central and eastern Virginia).



**Panel Moderator:** *Lauren M. Small, Hampton Roads Small Business Development Center*

**Panelists:** *Mary Jo Sisson-Vaughan (Virginia Small Business Financing Authority, VSBFA); Ford Scott (U.S. Small Business Administration, SBA); Jim Maras (U.S. Department of Agriculture, Rural Development); Dawn DeHart (Virginia Community Capital, a statewide community development bank); and Beth Bettley (EVB, a community bank serving central and eastern VA).*

**Location: Henrico Ballroom**

## 1:55—3:10 Afternoon Sessions (Continued)



**Funding Your Passion: A Beginner's Guide to Fundraising**  
Fundraising is often one of the most difficult challenges for any program. This workshop includes an overview of different types and sources of funding, the basics to creating a fundraising plan, and tips about how to share your story, engage others and turn customers into investors and advocates of your cause. Need help with fundraising and a communications plan? Start with this workshop on your pathway!

*Julia Henderson, The Virginia Society of CPAs and  
The Cami Campaign*

**Location: Brunswick Room**

### **Provider Cost of Quality Calculator: Rates to Support High Quality Programs**

The U.S. Department of Health and Human Services (HHS) has a new Provider Cost of Quality Calculator (PCQC) on its website. Providers and state agencies are partnering to use the calculator to better understand program budgets and enlist higher subsidy payment rates to support high quality programs. Hear about the successes of other states and how the Cost of Quality Calculator can help you. Operating a high quality program is a business; costs matter. Maybe your community is right for a pilot!

*Grace Reef, Child Care Aware of Virginia*

**Location: Spotsylvania Room**

### **Maximizing Food Dollars: Understanding the Market of Food, the Child and Adult Care Food Program (CACFP healthy meals & snack reimbursement) and Promoting Health & Nutrition**

The Virginia Department of Health (VDH) is the state agency that administers the Child and Adult Care Food Program (CACFP), which reimburses child care programs for healthy meals and snacks. This workshop will review the intent of the program and outline responsibilities of both VDH and child care centers – a public-private partnership to ensure that children receive healthy and nutritious meals which make them hungry to learn! Future changes to the program will be discussed, including the new and improved application process scheduled to take effect in 2017.

*Michael J. Welch, Ph.D., Virginia Department of Health*

**Location: Chesterfield Room**

## 3:15—3:30 Conclusion & Next Steps Including Door Prizes and Certificates

### **Taking your Thoughts and Ideas to the Next Level, Door Prizes & Evaluations**

**Reminder:** You must be present to win one of our many door prizes!

*Sharon Veatch, Executive Director,  
Child Care Aware of Virginia*

**Location: Henrico Ballroom**



## About Our Presenters

### **Jill Bella, Ed.D., (McCormick Center for Early Childhood Leadership)**

Jill Bella, Ed.D., is Director of Quality Supports for the McCormick Center for Early Childhood Leadership. In this role, she coordinates and conducts research, training, and consultation for local and state initiatives on the *Early Childhood Work Environment Survey* and the *Program Administration Scale* (PAS). Dr. Bella is a national reliability anchor for the PAS and BAS. In addition, she serves as adjunct faculty for National Louis University. She holds a doctorate degree in Adult and Continuing Education from National Louis University. Dr. Bella also has both a Master's degree in special education/early intervention and a Bachelor's degree in child development from the University of Illinois at Urbana-Champaign. Prior to joining the Center, she worked at several child care centers and an early intervention center as an early intervention specialist and training associate. [jbella@nl.edu](mailto:jbella@nl.edu)

### **Beth Bettley (EVB Bank)**

Beth Bettley is the Director of Small Business Banking at EVB, an independent, full-service community bank that provides a wide range of quality financial products and services for personal and business banking. Beth has been with EVB for 4 ½ years and has been in banking, primarily working with small businesses for about 19 years. EVB was chartered in 1910. In September 2013, EVB introduced a program for women business owners: P.O.W.E.R. (Potential of Women Entrepreneurs Realized) [beth.bettley@bankevb.com](mailto:beth.bettley@bankevb.com)

### **Celia L. Broadus, CPA, Accounting Strategies to Solutions, LLC**

Celia Broadus brings over twenty years of accounting experience, in retail, mortgage banking, real estate and the not for profit sector. Ms. Broadus' not-for-profit accounting background spans two positions over eight years with the first as Director of Finance for the Richmond Symphony, and the second as Comptroller for ChildSavers of Richmond. Ms. Broadus formed and founded Accounting Strategies to Solutions LLC, a certified public accounting firm in 2006 in Richmond -- a private practice that provides advisory, tax, accounting, audit and attestation services primarily to the nonprofit and small business community. Ms. Broadus also served as advisory and adjunct faculty instructor to the Nonprofit Learning Center, a partnership between Virginia Commonwealth University and Partnership for Nonprofit Excellence. Professional memberships include the American Institute of Certified Public Accountants and Virginia Society of CPAs. She holds her professional accounting license in the state of Virginia and is designated as a Certified Public Accountant. [celiabroaduscpa@gmail.com](mailto:celiabroaduscpa@gmail.com)

### **Dawn DeHart (Virginia Community Capital)**

Dawn DeHart is a Senior Vice President with Virginia Community Capital, a statewide community development bank which opened in Christiansburg, VA in 2005. VCC's mission in Virginia is to offer loans to businesses that develop affordable housing projects, have an economic impact in distressed communities, and will promote vital community services. Dawn's primary role with the organization is to make commercial loans that meet the VCC community development mission. She works with small business owners, economic development and government officials, housing authorities, and real estate developers. Dawn has expertise in small business government guaranteed programs and in the New Markets Tax Credit program which VCC has utilized mainly in medically underserved markets to achieve its economic and community development goals. Dawn has worked in the banking/finance sector for over 30 years and has worked for Bank of Virginia, Dominion/First Union and Crestar/SunTrust. [ddehart@vccva.org](mailto:ddehart@vccva.org)

### **Elizabeth "Libby" Dishner (Cresco Strategy, LLC)**

Elizabeth M. Dishner (Libby) has spent 20+ years of her career helping people find success and fulfillment by reaching for their full potential. As founder of Cresco Strategy, and co-founder of Cultivate Coaching and Consulting, Libby works with individuals and organizations helping them change and grow, providing leadership development, coaching and HR strategy. She holds a Master's degree in Human Resources from The Ohio State University. Trained by the Institute for Professional Excellence in Coaching, she is a Certified Professional Coach and is credentialed (ACC) by the International Coach Federation. Libby and her family have been residents of Richmond since 2000. She is also very involved in the nonprofit community serving in leadership positions on several boards. [libby.dishner@crescostrategy.com](mailto:libby.dishner@crescostrategy.com)



**Nedra Sims Fears (Fears Consulting and Training)**

Nedra Sims Fears has an M.B.A. in finance from Northwestern University and a B.S. in Interior Architecture from Cornell University. As a mid-career fellow, she completed the Harvard Loeb Fellowship at the Graduate School of Design (in Architecture). Nedra is a Specialty Trainer in Administrator Management for the Georgia Early Care and Education Professional Development System. Nedra has developed and taught a variety of business, facilities, and gifted education workshops at local, state and national conferences. Previously, Nedra provided consulting, training and facility design services for First Children's Finance's ECE clients. First Children's Finance, which is located in Minneapolis, Minnesota, is nationally known for its special expertise in serving early care and education providers as well as child care resource and referral agencies in seven states. At First Children's Finance, Nedra provided financial, business, marketing and facilities consulting services and micro-loan financing for 30 small-to-large (\$250,000-\$2,000,000 in revenue) early care and education centers. The businesses were located in urban, suburban, and rural locales in Minnesota and Iowa. As team lead, Nedra launched First Children's Finance new business management consulting practice in Detroit, Michigan to advise 6-10 large (\$30 million in revenue) multi-service organizations on how to provide seamless and integrated holistic services to families with young children and how to improve business viability. [nedrasimsfears@gmail.com](mailto:nedrasimsfears@gmail.com)

**Julia Henderson (The Virginia Society of CPAs and The Cami Campaign)**

Julia Henderson is a marketing and fund development professional with a decade of experience making small businesses and nonprofits shine through storytelling and creative collaboration. Currently, Julia leads the recruitment and retention marketing and dues revenue strategies for the Virginia Society of CPAs. Julia is actively involved with a number of community organizations and initiatives in Richmond and across Virginia and is the co-founder of The Cami Campaign, a Virginia based organization advocating for safe, affordable child care for all families.

**Jim Maras (USDA Rural Development, VA)**

Jim Maras is the Community Programs Director for the USDA Rural Development office in Virginia. He leads the Water/Waste Disposal Loan and Grant Program and the Essential Community Facility Program. These programs provide financing through direct loans, loan guarantees, and grants to rural Virginia. Prior to his arrival in August, 2015, Jim served as lead relationship manager in a cooperative financial institution, where he focused on providing financial services to rural water, wastewater, and to the community facility market. Mr. Maras has spent 28 years with USDA Rural Development, serving Minnesota, Washington, D.C. and Virginia, and is a former Deputy Assistant Administrator of the USDA Rural Development Water and Environmental Program. [james.maras@va.usda.gov](mailto:james.maras@va.usda.gov)

**Barbara A. Newlin (Virginia Department of Social Services)**

Barbara Newlin joined the Virginia Department of Social Services (VDSS) in September 2012 as Director of the Division of Child Care and Early Childhood Development. She serves as the State Administrator for Virginia's Child Care and Development Fund, and oversees the Child Care Subsidy Program, Child Care Quality Rating and Improvement System, and other efforts. Prior to joining VDSS, Barbara served as Early Childhood Development Manager with the City of Richmond; President and Principal Consultant with New Dominion Partners Inc. (a public policy and strategic planning firm); Deputy Director of the Virginia Department of Planning and Budget; Senior Division Chief and other positions with the Virginia Joint Legislative Audit and Review Commission; and Performance and Productivity Analyst with the City of Philadelphia, Pennsylvania.

**Grace Reef (Child Care Aware of Virginia & Early Learning Policy Group, LLC)**

Grace Reef is the founder of the Early Learning Policy Group, LLC, a Washington D.C.-based government relations group. A veteran political and policy strategist, Grace worked for 17 years in the U.S. Senate as a senior policy advisor on issues related to families with children for Senators George Mitchell, Tom Daschle and Chris Dodd. Off Capitol Hill, Grace was the Chief of Policy & Evaluation for 7 years at the National Association of Child Care Resource & Referral Agencies (NACCRRA), currently doing business as Child Care Aware® of America. Grace's experience ranges from child care, Head Start, and state pre-k to welfare reform and family economic stability. She has worked with a number of state coalitions in partnership with the Alliance for Early Success seeking to strengthen access to quality child care. [gracereef2013@gmail.com](mailto:gracereef2013@gmail.com)

**Jodi Roberts (Child Care Aware of Virginia)**

Jodi Roberts manages the Virginia Shared Services Network, a project of Child Care Aware of Virginia. Jodi Roberts has a degree in Day Care Administration and Early Childhood from Virginia Tech. She was assistant director of a child care center before joining ChildSavers to launch their CACFP program, provider newsletter and toy lending library. She worked for the Henrico County Public School system as a permanent substitute teacher before becoming an aid for special education. Jodi has been with Child Care Aware of Virginia since 2014 as the Professional Development Specialist. In this role, she trains providers and trainers; she assists with many professional development grants and distance learning programs. She developed the content for the Virginia Shared Services Network.

[jodir@va.childcareaware.org](mailto:jodir@va.childcareaware.org)

**Rachel Schumacher (Director of the Office of Child Care, Administration for Children & Families, HHS)**

Rachel Schumacher is the Director of the Office of Child Care where she is committed to increasing access to quality child care that promotes early learning and development of children in partnership with their families and communities. She leads the Office of Child Care's work to implement the Child Care and Development Block Grant Act of 2014 and enhance the quality and continuity of infant and toddler child care through collaboration with the Office of Head Start for Early Head Start/Child Care Partnerships. Before coming to the Office of Child Care, Rachel was an independent Early Childhood Policy Consultant. She has advised and conducted policy analysis on behalf of national organizations and public agencies to identify and amplify strategies to enhance the lives of young children and their parents by strengthening early childhood systems and services. Rachel's previous positions include Senior Fellow in Child Care and Early Education at the Center for Law and Social Policy, Early Childhood Policy Analyst at the Children's Defense Fund, and Legislative Aide in the MA House of Representatives. Rachel has a Bachelor's Degree from Brown University and a Master's in Public Policy from the Irving B. Harris School of Public Policy at the University of Chicago.

**Ford Scott (U.S. Small Business Administration, Richmond District Office)**

Ford Scott is a Lender Relations Specialist with the Richmond, Virginia District Office of the U.S. Small Business Administration (SBA). Ford is responsible for marketing SBA loan guaranty programs to lenders and economic development organizations throughout Virginia. He received a Bachelor's degree in Mathematical Sciences from Virginia Commonwealth University in 1992. The SBA is an agency of the federal government established in 1953 to aid, counsel, assist and protect the interests of small business concerns, to preserve free competitive enterprise and to maintain and strengthen the overall economy of our nation. [ford.scott@sba.gov](mailto:ford.scott@sba.gov)

**Mary Jo Sisson-Vaughan (Virginia Small Business Financing Authority)**

Mary Jo Sisson-Vaughan markets VSBFA funding programs, underwrites/closes/manages loans, and facilitates bond transactions in a territory that covers one third of the Commonwealth. Prior to joining the Financing Authority, she was a commercial lender and regional credit officer for a national bank, worked as a small business development center counselor, and served as Vice President of an SBA 504 lender. Mary Jo is a graduate of Wake Forest University, the Virginia Bankers Association School of Bank Management at UVA, and VA Tech's Economic Development Institute. [maryjo.sissonvaughan@sbsd.virginia.gov](mailto:maryjo.sissonvaughan@sbsd.virginia.gov)

**Lauren Small (Hampton Roads Small Business Development Center)**

Lauren Small, MBA, is a Certified Business Analyst with the Hampton Roads Small Business Development Center located in Norfolk, Virginia. Lauren designed the Early Education Small Business Training Program in 2009, a program that encourages and educates ECE businesses to learn and adopt best business practices, leading to an increase in child enrollment and decrease in employee turnover. As a result of this award-winning program, 108 child care businesses in Hampton Roads have positively impacted over 3,400 children annually ages 0-5 years.

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**Michael A. Swain (Markel Insurance Company)**

Michael A. Swain is Sr. Loss Control Specialist for Markel Insurance Company. Michael is responsible for creating and implementing risk management programs in support of child care, social service, youth camp and recreation programs, nonprofit organizations, youth clubs, martial arts, dance and gymnastics programs for Markel. With 30 years' industry experience, he has an extensive background in risk management. Michael, a 1984 graduate of VA Tech, holds certifications as an Associate in Risk Management, a Senior Claim Law Associate, a Certified Playground Safety Inspector, and a Child Passenger Safety Technician. He also maintains certifications through the American Association of Cheerleading Coaches and Administrators Safety Certification Program, USA Gymnastics Risk Management Safety Certification Program, Wilderness First Aid, American Red Cross Lifeguard Management and has certified as an Emergency Medical Technician. He is also a member of the Association for Early Learning Leaders and serves on the Board of Directors. [mswain@markelcorp.com](mailto:mswain@markelcorp.com)

**Sharon Veatch (Executive Director, Child Care Aware of Virginia)**

Sharon Veatch has over 40 years of experience in the field of child care and early childhood development. Sharon spent her early career teaching Vocational/Technical Child Care with the public school system and as an adjunct faculty in early childhood at the community college level. Sharon was instrumental in the creation and development of the child care resource and referral system in Virginia, serving on the founding board of the Virginia Child Care Resource and Referral Network in 1989. She has served as the Executive Director of the statewide private nonprofit network, now known as Child Care Aware of Virginia, since 2004. As an advocate for families and children in child care, Sharon has published three op-ed articles on protecting children in child care. Most importantly, Sharon is the mother of two grown children and grandmother to 3 adorable grandbabies. [sharonv@va.childcareaware.org](mailto:sharonv@va.childcareaware.org)

**Peggy Watkins (Child Care Aware of Virginia)**

Peggy Watkins, Professional Development Coordinator, Child Care Aware of Virginia, has over 29 years' experience in the early childhood education field. Ms. Watkins has experience working on numerous time-sensitive grant-funded projects, such as Al's Caring Pals Research and Training Statewide Project, ZERO TO THREE's three-year Promoting Responsive Relationships Coaching and Training Pilot Project, and the Early Care and Education Learning Collaboratives Project for early childhood obesity prevention for the Nemours Foundation and the Center for Disease Control. Ms. Watkins has a B.S. degree in Child Development from the University of Georgia and former experience as a child care center director, preschool teacher, and adjunct faculty in early childhood at a community college. Peggy has over ten years' experience providing professional development through the CCR&R system. [peggyw@va.childcareaware.org](mailto:peggyw@va.childcareaware.org)

**Michael Welch, Ph.D. (Virginia Department of Health)**

Dr. Welch is the Director of the Virginia Department of Health Division of Community Nutrition. Since 2010, he has managed the Commonwealth's Supplemental Nutrition Program for Women, Infants and Children (WIC) and the Child and Adult Care Food Program (CACFP). From 2006 to 2010, Dr. Welch managed several health related programs for the Richmond City Health District: WIC, Lead Safe Richmond, the Chronic Disease Program, and the Richmond Smiles Dental Program. Dr. Welch also has management experience in programs to reduce chronic disease risk factors, programs minimizing the spread of contagious diseases, emergency operations and emergency preparedness. For nearly 10 years, Dr. Welch was the Director of Sports Medicine at the United States Military Academy at West Point. [michael.welch@vdh.virginia.gov](mailto:michael.welch@vdh.virginia.gov)

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