

AS AMENDED ON JULY 23, 2018

ORDINANCE NO. 2492

ORDINANCE PERMIT

AN ORDINANCE OF THE CITY OF SALISBURY TO AUTHORIZE BRANTÉ DASHIELL/LA PETITE SCHOLARS, LLC TO OPERATE A DAY CARE CENTER AT 224 PHILLIP MORRIS DRIVE IN A LIGHT BUSINESS AND INSTITUTIONAL DISTRICT AS REQUIRED BY SECTION 17.28.040B OF THE SALISBURY MUNICIPAL CODE.

WHEREAS, the City of Salisbury has received a request in accordance with the provision of Section 17.28.040B of Title 17, Zoning, of the Salisbury Municipal Code to operate a day care center in an existing multi-purpose center at 224 Phillip Morris Drive in a Light Business And Institutional District; and

WHEREAS, the Mayor and City Council may grant an Ordinance Permit for certain uses as specifically listed in Title 17, Zoning, of the Salisbury Municipal Code, particularly Section 17.28.040B and City Council, Section 17.12.080D; and

WHEREAS, the Salisbury Planning Commission held a public hearing on May 17, 2018, reviewed all information, and gave a favorable recommendation to the Mayor and City Council on the request to establish the day care center with a capacity of children and infants as authorized by State of Maryland regulations; and

WHEREAS, the City Council has determined that based upon a review of all testimony and evidence presented that the request should be granted pursuant to Section 17.28.040B of Title 17, Zoning, of the Salisbury Municipal Code.

NOW, THEREFORE, BE IT ENACTED AND ORDAINED BY THE CITY COUNCIL OF THE CITY OF SALISBURY, MARYLAND that the Ordinance Permit authorizing Branté Dashiell/La Petite Scholars Academy, LLC to operate a day care center at 224 Phillip Morris Drive is hereby granted, subject to the following Conditions of Approval and any imposed by the Salisbury Planning Commission on May 17, 2018:

**1. Name of Applicant.**

This Ordinance Permit is in the name of Branté Dashiell/La Petite Scholars, LLC only and shall not be transferred without approval of the City Council.

**2. Nature of Operation.**

This Ordinance Permit specifically authorizes the applicant to operate a duly licensed Day Care Center for the number of children and infants authorized by State of Maryland Regulations at 224 Phillip Morris Drive seven days a week for 365 days a year as long as this Ordinance Permit is in effect.

**3. Place of Operation.**

The authority granted by the City Council in this Ordinance Permit shall pertain only to the premises known as 224 Phillip Morris Drive and shall not be relocated without compliance with the Salisbury Municipal Code and approval of the City Council.

**4. Rules of Operation/Conditions.**

- a. This Ordinance Permit shall be for children and infants subject to approval by the Office of Child Care Administration and Licensing and Regulations, Maryland Department of Human Resources.
- b. The day care center shall comply with all applicable State and local codes pertaining to licensing, health and safety, including building, fire, plumbing, and electrical codes whether or not shown on the Plans approved by the Planning Commission or City Council.
- c. A fence not less than four (4) feet in height shall be provided around the play area, in accordance with the Code.

**5. Crowd Control.**

- a. The applicants shall be responsible for maintaining control of all users and visitors on site including any buildings and adjoining parking and play areas.
- b. In the event that company personnel feel there is an eimminent danger to any enrollee or employee beyond their control, the authorities are to be notified immediately.

**6. Council Review.**

- a. The Mayor and City Council hereby reserves the right to conduct a periodic review of the operation of the day care center in order to assure compliance with these conditions.
- b. The City Council shall be the sole determiner of compliance with these Conditions; and further reserves the right to revoke this permit upon its finding of non-compliance.


**7. Change of Conditions.**

No Conditions shall be altered or changed by any person other than by Ordinance, approved by the Mayor and City Council.

AND BE IT FURTHER ORDAINED that this Ordinance shall take effect immediately upon the date of its final passage.

THIS ORDINANCE was introduced and read at a meeting of the Council of the City of Salisbury, MD held on the 25<sup>th</sup> day of June, 2018, and having been published as required by law, in the meantime, was finally passed by the Council on the 23<sup>rd</sup> day of July, 2018.

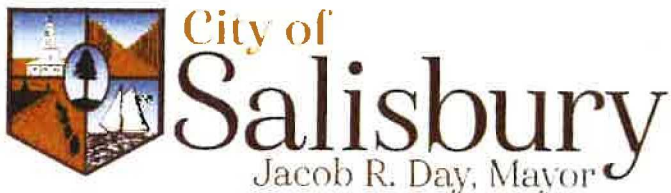
ATTEST:


  
Kimberly R. Nichols, City Clerk

  
Muir Boda, City Council Vice-President

Approved by me, this 6<sup>th</sup> day of AUGUST, 2018.

  
Jacob R. Day, Mayor



To: Julia Glanz, City Administrator  
From: Amanda Pollack, P.E., Director of Infrastructure and Development   
Date: May 25, 2018  
Re: Ordinance to permit La Petite Scholars Academy in the Light Business and Institutional District

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The Department of Infrastructure and Development received a request to allow a day care center in the Light Business and Institutional District. On May 17, 2018, the Salisbury Planning and Zoning Commission held a public hearing to review a request by Dr. Brante' Dashiell to establish a day care center for infants and toddlers on property located at 224 Phillip Morris Drive in the Light Business and Institutional (LBI) Zoning District. The Code requires City Council approval of an Ordinance Permit for all day care centers in the LBI District.

The Salisbury Planning Commission forwards a Favorable recommendation to the City Council for approval of the requested Ordinance permit. (See Attachments A and B.)

During their review, the Commission noted that this request has the potential to serve a large number of clients, as the applicant's tenant space can accommodate approximately 95 children. However, the initial student population is proposed for 40 infants and toddlers and 4 staff members. The remainder of the Philmore Commons is utilized by a variety of offices. The applicant is providing a welcomed service in the community and neighborhood.

Ample off-street parking and loading/unloading space already exists in the complex. Existing, mature landscaping is provided around the perimeter of the property. Although the required fenced in play area has not been delineated at the time of the applicant's submission to the Planning Commission, there is ample room on the site to provide the necessary amenity. The surrounding uses in the neighborhood are a mix of commercial, residential, or institutional in nature.

Mrs. Suzanne Ruark of the Child Care Administration has indicated that the Administration is confident that the applicant can satisfy the necessary requirements for converting this space to a child care center.

Unless you or the Mayor have further questions, please forward a copy of this memo and the ordinance to the City Council.

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Department of Infrastructure & Development  
125 N. Division St., #202 Salisbury, MD 21801  
410-548-3170 (fax) 410-548-3107  
[www.salisbury.md](http://www.salisbury.md)

Attachment A

April 24, 2006

Dr. Brante' Dashiell  
t/a La Petite Scholars Academy, LLC  
8179 Burnt Branch Drive  
Salisbury, MD 21801

**RE: #OP-201800370 – PUBLIC HEARING – ORDINANCE PERMIT – Day Care Center –  
Dr./ Brante' Dashiell/La Petite Scholars Academy, LLC – 224 Phillip Morris Drive –  
Light Business and Institutional District – M-121, G-24, P-2578.**

Dear Dr. Dashiell:

The Salisbury Planning Commission at their meeting of May 17, 2018, forwarded a **FAVORABLE** recommendation to the Mayor and City Council for approval of an Ordinance Permit for Dr. Brante' Dashiell/La Petite Scholars Academy to operate a day care center for infants and toddlers at this location.

Your request will now be submitted to the City Council for scheduling at a public hearing before the Council. Additional advertising fees will be required. You will be notified of the meeting date.

If you have any questions concerning this matter, please don't hesitate to contact our office at 410-548-3130.

Sincerely,

Henry Eure  
Project Manager

cc: Mrs. Suzanne Ruark, Regional Manager, Office of Child Care Region 9

**SALISBURY PLANNING COMMISSION  
NOTICE OF PUBLIC HEARING  
ORDINANCE PERMIT**

Dr. Brante' Dashiell/La Petite Scholars Academy, LLC, in accordance with the requirements of Section 17.28.040B of the Salisbury Municipal Code is requesting an Ordinance Permit to operate a day care center for infants and children, at 224 Phillip Morris Drive in the Light Business and Institutional Zoning District.

**A PUBLIC HEARING WILL BE HELD ON**

Thursday, May 17, 2018, at 2:00 P.M. in the Council Chambers, Room 301, Third Floor, Government Office Building, Route 50 and North Division Street, Salisbury, Maryland to hear opponents and proponents, if there be any.

Subsequent to the consideration of this request by the Salisbury Planning and Zoning Commission, a recommendation will be made to the Salisbury City Council for its consideration at a Public Hearing.

**The Commission reserves the right to close a part of this meeting as authorized by Section 10-508(a) of the Maryland Annotated Code.**

(FOR FURTHER INFORMATION CALL 410-548-3130)

Charles "Chip", Dashiell

Publication Dates:      May 3, 2018  
   May 10, 2018



**Infrastructure and Development  
Planning and Zoning  
Commission  
Staff Report  
Meeting of May 17, 2018**

**CASE NO:** 201800370

**APPLICANT:** Dr. Brante' Dashiell

**PROPERTY OWNER:** Nanticoke Sales, Inc.

**LOCATION:** 224 Phillip Morris Drive  
State City Tax Map #121  
Parcel #2578; Lot #U2  
Grid #24

**ZONING:** Light Business and Institutional District

**REQUEST:** **PUBLIC HEARING – Ordinance Permit – Day  
Care Center – Recommendation to City Council**

**I. SUMMARY OF REQUEST:**

The applicant proposes establishment of a day care center in the Philmore Commons office complex on Phillip Morris Drive and Dallas Drive. Section 17.28.040B of the Salisbury Municipal Code requires approval of an Ordinance Permit in order to operate a Day Care Center in the Light Business and Institutional (LBI) District. The Planning Commission is required to review the request at a public hearing and make a recommendation to the City Council. The City Council will then review the request at a public hearing. Only the City Council can grant approval of an Ordinance Permit.



**II. ACCESS TO THE SITE AREA:**

The site has access and 92 ft. of frontage on the west side of Phillip Morris Drive. The site also has about 247 ft. of frontage along Dallas Drive, with two access points.

**III. DESCRIPTION OF PROPERTY:**

The site is 8.11 acres in size and contains several buildings on the campus totaling approximately 36,800 sq. ft. in enclosed area. It is a corner lot with a large parking area northeast of the buildings as well as a large open area north of the buildings. **(Attachment #1)**

**IV. DESCRIPTION OF SURROUNDING AREA/NEIGHBORHOOD:**

The surrounding area comprises mostly the same zoning district, as well as Planned Development District #1 (PDD#1), Regional Commercial, Residential R-10, and some properties located in the county. There are a variety of uses in the neighborhood. To the immediate west is Planned Development District #1, which has several lots that are currently unimproved. Further west, properties are again in the LBI district, and improved with Emmanuel Wesleyan Church and the Bank of Delmarva.

The north is bordered by Island Club (formerly Brittingham Square) apartments, and is also in the LBI zoning district.

Immediately to the east, fronting along Phillip Morris Drive are a number of single family homes that fall under the county's jurisdiction. Also outside of city limits and across Phillip Morris Drive are some undeveloped properties as well as Christ United Methodist Church. Children's Medical Group and Chesapeake Health Care Pediatrics are also along Phillip Morris Drive, but back in the city's LBI zoning district. Further east, in the Regional Commercial zoning district is the Shoppes at Salisbury Shopping Center.

The Light Business and Institutional District also is located across Rt. 50 to the south, and includes some unimproved farm fields and the Woodbrooke Medical complex. Additionally, there are several houses located on the east side of Phillip Morris Drive. **(Attachment #2)**

**V. DISCUSSION OF REQUEST:**

According to the Office of Child Care, the applicant proposes establishing a group day care center in unit 300 of Philmore Commons, which is a 6,152 sq. ft. tenant space. The applicant plans to serve up to 85 children, but initially will begin with around 40 students. The applicant's business plan indicates the facility can accommodate a maximum of 97 children. (See Attachments #3 and 4.) Four teachers and two aides will serve the children.



City of  
**Salisbury**  
Jacob R. Day, Mayor

An outdoor play area will be provided at the rear of the building, although it is not specifically defined in the applicant's business plan. The play area must be fenced in as required by section 17.220.040 of the Zoning Code. **(Attachment #3)**

Mrs. Suzanne Ruark, Regional Manager for the Child Care Administration, noted that no difficulties are expected in licensing this facility, and will appear on behalf of the applicant at the hearing. (See Attachment #5.)

**VI. CODE REQUIREMENTS:**

The Salisbury Municipal Code requires the following for Day Care Centers:

1. **Parking.** The Code requires 1 per 10 occupants, and 1 per 2 employees. This center will require 8 parking spaces initially; with approximately 17 spaces being required if the 85 student maximum is reached using the same student/teacher ratio. Currently, the existing tenant space requires 31 parking spaces, so adequate parking is already provided.
2. **Loading space.** The Code also requires a loading/unloading space to be designated for the day care center. Although no loading space has been shown/designated, there is ample area in the parking lot for one to be provided. This should be located near the entrance for pickup/drop-off of students.
3. **Landscaping/screening.** The Code requires a ten-(10) foot landscaping/screening area along the adjacent lot lines. The property is a well-established property that is landscaped and screened throughout. The outdoor play area is required to be fenced, but has not been specifically identified in the applicant's submission.

**VII. PLANNING CONCERNS:**

None. The applicant has selected a location that is protected and has a relatively low traffic flow. The campus at Philmore Commons is large enough to accommodate what could potentially be a rather large daycare/nursery school. The proposed re-use of this tenant space as a daycare provides a service to other businesses located within Philmore Commons, as well as residents living in apartments close by, and employees of nearby businesses such as in Woodbrooke Medical Complex. The applicant is in the process of satisfying all requirements of the Office of Child Care.

**VIII. RECOMMENDATION:**

The Planning Staff believes that this is an appropriate re-use of this property and that the site is large enough to accommodate the use. Staff recommends that the Commission





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forward a **FAVORABLE** recommendation to the Salisbury City Council for approval of the Ordinance Permit, subject to the following Conditions:

1. On-site signage for the day care center shall be in accordance with the Code limitations for the Light Business and Institutional District.
2. Minor plan amendments, in accordance with Salisbury Municipal Code requirements, including outdoor play area fencing, be approved by the staff of the Department of Infrastructure and Development.

COORDINATOR: Henry Eure, Project Manager

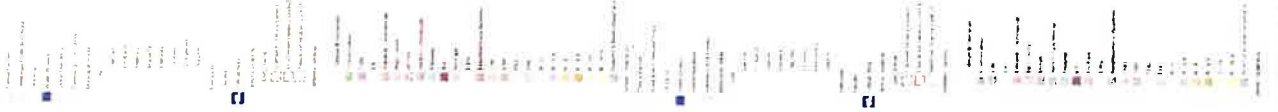
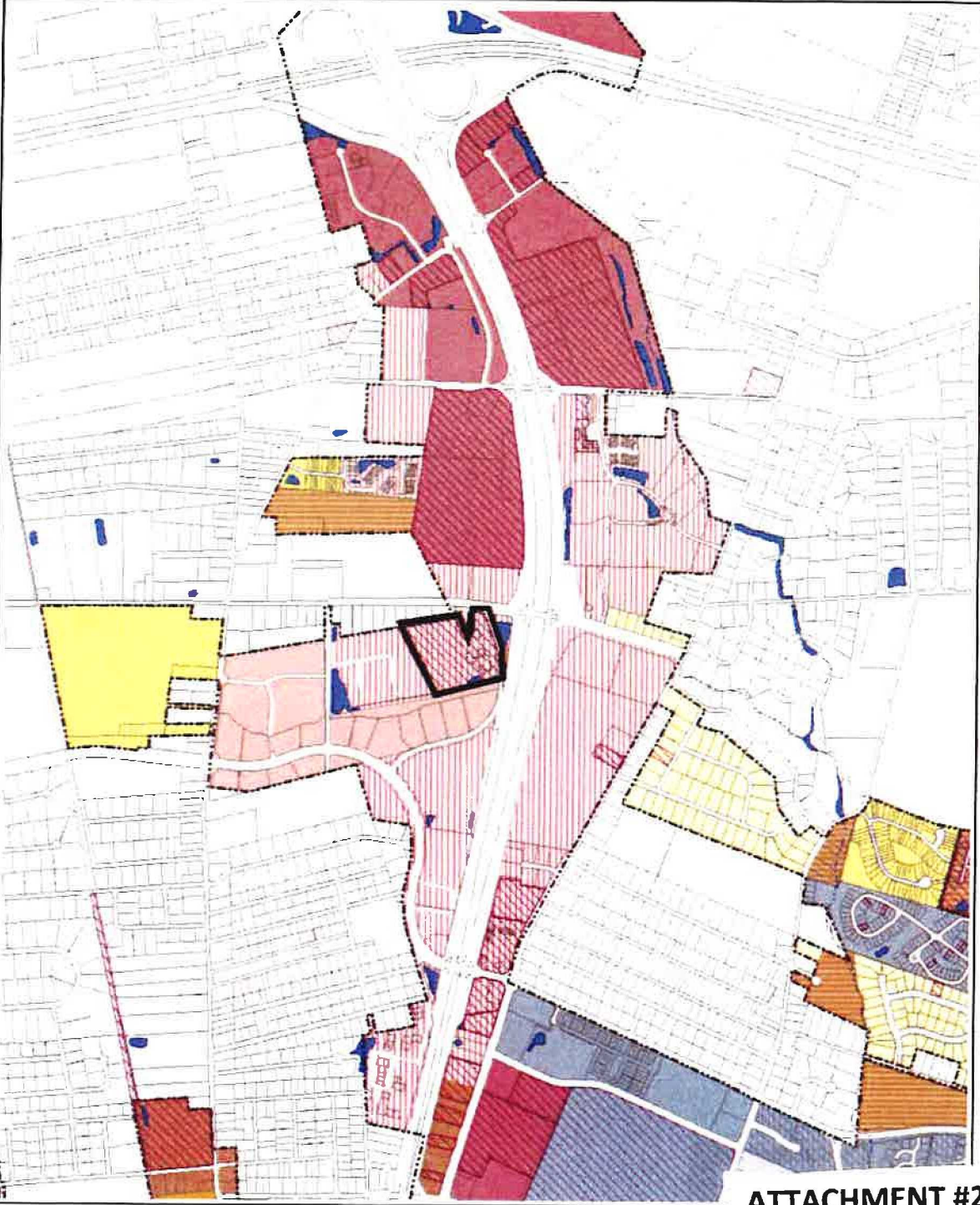
DATE: May 9, 2018



ATTACHMENT #1

CITY OF SALISBURY

Salisbury Zoning



224 Phillip Morris Drive

# **La Petite Scholars Academy, LLC**

## **Business Plan**

Submitted in Partial Fulfillment for  
Ordinance Permit for City of Salisbury,  
Wicomico County

**Dr. Brante' Dashiell, Owner  
228 Canal Park Drive  
Salisbury, MD 21804  
410-845-8528**

**E-Mail: [ecsconsult.dashiell@gmail.com](mailto:ecsconsult.dashiell@gmail.com)**

0503 Annual Leave

- A. All regular full-time employees accrue annual leave at the following rate, commencing with the first full month of service after the month of employment:

<u>Months of Completed Service</u>	<u>Leave Credited On The First Day Of The Following Month</u>
12 (up to 1 year)	.833 days per month
13 – 60 (years 1 – 5)	1 day per month
61 – 120 (years 6 – 10)	1 ¼ days per month
121 – 180 (years 11 – 15)	1 ½ days per month
181 – 240 (years 16 – 20)	1 ¾ days per month
241+ (over 20 years)	2 days per month

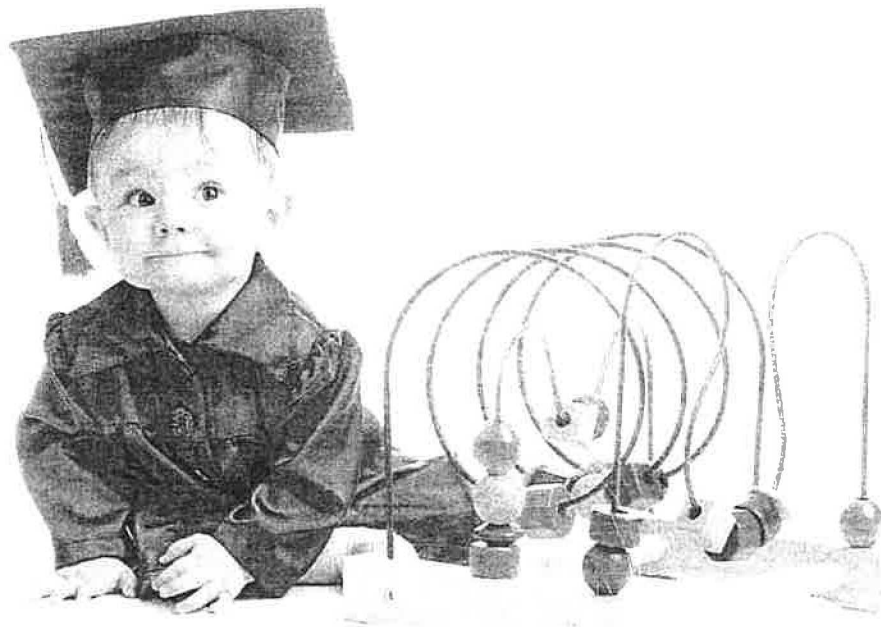
- B. Annual leave may be taken at any time during the fiscal year (July 1 - June 30); however, in no event may more than 30 days be carried over between fiscal years, except in extreme circumstances, caused by the employer. If an extension is desired due to extreme circumstances, a written explanation must be submitted by the requesting employee to the department head. The request must include a timeframe within which the annual leave carried forward will be used. Upon approval by the department head, the request will be forwarded to the Mayor for review and approval. Leave time in excess of 30 days that is carried forward past the end of the fiscal year in accordance with this policy must be used within 90 days. Any request for leave must be approved at least 5 days in advance by the department and must not conflict with the operation of the department.
- C. As an exception to the accrual formula described above, no additional leave will be credited on the first day of the month if the employee has not reported to work during the preceding month due to any cause other than vacation or on-the-job injury. In the case of absence due to on-the-job injury, annual leave will accrue for the first six months of the absence. No annual leave will accrue beginning on the seventh month of the absence.
- D. When an employee resigns from employment with the City, the employee will receive payment, in lieu of accumulated leave, in an amount equal to the number of days of such leave multiplied by the employee's current daily rate of pay. An employee, who dies while in service, and who was eligible for retirement through length of service or age, is also entitled to payment, in lieu of accumulated leave, and their beneficiary shall receive such compensation under the formula given in the preceding sentence.

0504 Sick Leave

- A. Regular full-time City employees are credited with one sick leave day (1 day equals 7 hours for 35 hour per week employees and 8 hours for all other full-time employees) per month worked following the first full month of service after the month of hire.
- B. Part-time employees, unless excluded from coverage under the new Healthy Working Families Act, as amended, which took effect on or about February 11, 2018, earn one hour of sick leave for every 30 hours of time worked and may carry over the unused balance to the next fiscal year. Sick leave is credited on the first day of the month.

Tell me and I forget, teach me and I may remember, involve me and I learn.

Benjamin Franklin



## Executive Summary

Child care has become an important part of American life and American families. Increases in the number of working mothers, changes in family structure, and the desire to provide young children with educational opportunities and driven up a demand for quality child care.

Nearly one-quarter of all preschoolers were cared for in organized facilities, with day care centers being the most common ([www.census.gov](http://www.census.gov)). **La Petite Scholars Academy** has planned to provide families with that opportunity while meeting the community needs.

La Petite Scholars Academy will be a Limited Liability Company.

The rise in the number of single mother households has added to the demand, especially for full-day programs, since lone mothers are more likely than married mothers to work full time and female-headed families have been a rapidly growing family type.

In a typical week during the spring of 2011, 12.5 million (61 percent) of the 20.4 million children under 5 years of age were in some type of regular child care arrangement

## History and Ideal for the business

For as long as women have been blessed to birth a child, support with raising the child has always been needed. Currently, for as long as children need parents those parents will also need support in rising and caring for their child. Day care appeared in France about 1840, and the Société des Crèches was recognized by the French government in 1869. Originating in Europe in the late 18th and early 19th century, day cares were established in the United States by private charities in the 1850s, such as the Charity Organization Society founded by Ansley Wilcox. As we begun to move more women in to the work-force the need for daycare centers has increased.

My love for children and being around children began early in my life. I was always the one chosen to create activities for children when we had family gatherings, and birthday parties. Going into my preteen years I began to babysit family and family friend's children for money.

Later, after graduating from high school and going to college I began my career in working with children. My first job as a freshman in college was working at the local YMCA Day camp, which I enjoyed. I later was employed by the Wicomico County Recreation Department every summer for 7 years consistently. I found later in life, that not only could I enjoy working with and teaching children, I have a gift and passion for doing so.

While completing my Master's degree of Education at George Washington University, my internships placed me in one the most challenging schools in the district. We were told if we can teach in this environment with this population of children, we will be able to thrive in any school with all children. My mentors and professors were correct, as I have had many experiences within the United States and abroad teaching and sharing my knowledge, passion, and mission for educating others, while learning as well.

Around this time I began to nurture a dream to have my own school. In 1998 I was introduced to Marva Collins after reading her book "Marva Collins Way", later watching her story about her journey to open her own school. From that day until now I have made sure I have made all purposeful steps toward this dream and career goal.

I have found a way to merge my passion, mission, and dream together while being able to reshape my career and being an entrepreneur. I believe La Petite Scholars Academy is the beginning of that journey.

#### **My experiences and the impact of the success**

I have had over 25 years in the field of education. Serving in various capacities such as administrator in higher education, principal, special education teacher, and educational consultant within the United States and abroad. Educationally, I have obtained a Bachelor's of Science in Rehabilitation Services, Masters of Education and Human Development, (special education) and a Doctorate of Education. My experience personally, and professionally has shaped my perspectives on child development, and the importance of providing an intellectually stimulating environment during the foundational years. My ability to work with students, staff, and community partners has been a vehicle in shaping my success. I have the ability to collaborate with others or working independently. The mentioned characteristics all are needed to have a positive impact on a successful business, quality brand and services, while meeting the needs of the families and communities.

#### **Reason for success**

In a typical week during the spring of 2011, 12.5 million (61 percent) of the 20.4 million children under 5 years of age were in some type of regular child care arrangement.

In October, the Center for American Progress released a [report](#) on child care deserts. According to its findings, 42 percent of American children under 5 years of age live in areas where there is insufficient supply of child care centers. They defined this as a ZIP code with at least 30 children under the age of 5 and either no child care centers or a population that includes three times as many children under age 5 as there are spaces in centers. Parents who do manage to find a spot, whether in a child care desert or oasis, are unlikely to feel really good about it; just 13 percent of 2-year-olds who are cared for outside their homes are in settings rated as high quality.

<http://www.state.com>.

The above highlights the need of a quality childcare with the US, a business that is able to meet the needs of the customers has a higher percentage of success. A business that provides a human services that meet the needs of children and family, has success in the air. Providing high quality children care, in an eco-friendly environment, researched based curriculum and instruction with well trained and experienced director and staff points toward success.



**Funding-**

La Petite Scholars Academy is seeking funding that will provide assistance with creating foundation for a successful business. Phase 1 of the business will have a goal to enroll and secure 41 slots for children within the first 6 months. After the first 6 months Phase 2 will proceed to reach 90 of 97 possible slots for the center. It is anticipated that all slots will be filled within the first year of opening. Total sales/tuition could approximately be 1.2 million with minimum enrollment at 41 children. (Please see projections for more details) The following years will be to maintain numbers and growing the types of serves provided to families to include summer enrichment day camps in 2019. As the owner I am using \$10,000 of my saving toward the establishment of this dream. I am asking for \$50,000 in start-up funding.

The 60,000 start-up funds will be used for the following:

**6 months of rent \$15,600**

**Phase 1 furniture for 41 students- \$7000**

**6 months of landline internet services and set-up (\$85/month plus taxes and set up) \$800**

**4 teachers 16 weeks salary \$7,680**

**2 teacher aides 16 weeks salary \$5,120**

**Building renovations to meet State Standards \$10,000**

**Advertisement/ Marketing and signage- \$6000**

**Textbook curriculum pre-and (school age Math, Science Reading Curriculum) - \$7500**

## Financial Plan

### 1. Describe the following:

La Petite Scholars Academy is seeking funding that will provide assistance with creating foundation for a successful business. Phase 1 of the business will have a goal to enroll and secure 41 slots for children within the first 6 months. After the first 6 months Phase 2 will proceed to reach 90 of 97 possible slots for the center. It is anticipated that all slots will be filled within the first year of opening. Total sales/tuition could approximately be 1.2 million with minimum enrollment at 41 children. (Please see projections for more details) The following years will be to maintain numbers and growing the types of serves provided to families to include summer enrichment day camps in 2019. As the owner I am using \$10,000 of my saving toward the establishment of this dream. I am asking for \$50,000 in start-up funding.

- The 60,000 start-up funds will be used for the following:
  - **Anticipated Cost (approximates)**
    - Fixed expenses-
      - Rent \$2600/month
      - Landline internet- \$ 84.99/month
      - Utilities \$ 700.00/month
      - Payroll- \$15,000/month
      - Insurance- \$ 600/month
    - Variable Expenses
      - Advertising \$250/month
      - Travel \$150/month
    - Need \$19,235 to meet monthly expenses
    - Children enrolled-(10-11 children) \$25,935 paid tuition one month
    - (20-21 children) \$84, 604 paid tuition one month

The Owner/Director will not take a salary for the first two months of the operation of the business. These funds will be used where needed such as teacher training or educational supplies.

The Owner /Director if need can hold a position part time as long as a minimum of 27 hours are spent at the center.

A scholarship funds will be created on the "Go-Fund Me" website in order to provide financial support for those families who may suffer a hardship while their children attend the center or need tuition assistance.

## Marketing Plan

### Products and Services.

Child care has become an important part of American life and American families. Increases in the number of working mothers, changes in family structure, and the desire to provide young children with educational opportunities and driven up a demand for quality child care.

Nearly one-quarter of all preschoolers were cared for in organized facilities, with day care centers being the most common ([www.census.gov](http://www.census.gov)). **La Petite Scholars Academy** has planned to provide families with that opportunity while meeting the community needs.

Research linking early intervention to both cognitive and socio-emotional gains has fueled the proliferation of early childhood programs since the early part of the twentieth century. Simply put, a child's early years lay the foundation for all that is to come. In recent years, researchers have learned that the human brain develops the vast majority of its neurons, and is at its most receptive to learning, between birth and three years of age. In fact, the intake of new information is critical to the formation of active neural pathways (Shonkoff & Phillips, 2000).

**La Petite Scholars Academy, an Early Learning Center** will provide a progressive model for children and families within and nurturing and safe environment that promotes social, emotional, and cognitive development for children 0-5 years of age. According to Barnett in his review of the research (2007) "Research clearly shows that high-quality preschool education improves later school success, employment and earnings. It has lessened crime and delinquency and unhealthy behaviors like smoking and drug use. In economic terms, high-quality preschool has returned to the individual and the public up to \$17 on every \$1 invested."

Fourteen states and the District of Columbia, require children to attend kindergarten (Education Commission of the States, 2007). The other 36 states mandate the local school districts to provide kindergarten, but it is the parents' decision whether to enroll their child. Parents also have the option of enrolling their children in privately sponsored kindergartens. **La Petite Scholars Academy** will provide the foundational social and academic skills that will be needed for our children to be more prepared for a successful academic career from kindergarten onward. Research demonstrating the links that early learning experiences have with later school achievement, emotional and social well-being, fewer grade retentions, and reduced incidences of juvenile delinquency, are all factors associated with later adult productivity, and suggest the value of increased "investment" in ECEC (Barnett, 1995; Berrueta, 1984; Lazar, 1983; Yoshikawa, 1995; Currie, 2000; Brooks-Gunn, 2003; Hechman & Masterov, 2007).

### Serving Children ages 0-3

For most children in ECEC programs, entry into a formal early childhood program would be when children are between three and five years old. Because of growing evidence that early intervention can be effective in compensating for early deprivation, mitigating and preventing disabilities in the future, and helping prepare young children for subsequent schooling -and because more women with children under age 3 are entering the workforce- there have been increased resources dedicated recently to providing services to children under age 3.

### Serving Children Age 5

Only 10 states are required to offer full-day kindergarten (Education Commission of the States, 2007), this statistical information also provides a market for **La Petite Scholars Academy** to serve those children/families who will not attend a full day of kindergarten by having part-time slots available.

#### Serving Children with Special Needs-

While child care centers are not required to accept children who would pose a direct threat or whose presence or necessary care would fundamentally alter the nature of the child care program. The ADA generally does not require centers to hire additional staff or provide constant one-to-one supervision of a child with a disability. As a special educator and owner of La Petite Scholars Academy I would be remised if I did not provide support for the children and families of this population. Therefore, this population of children will be served. American Disabilities Act states the following: *Basic requirements of the ADA: Child care homes and centers must make reasonable modifications to their policies and practices to integrate children with disabilities into their program unless doing so would constitute a fundamental alteration of the program. Centers must provide appropriate auxiliary aids and services needed for effective communication with children with disabilities, when doing so would not constitute an undue burden. Centers cannot exclude children with disabilities from their programs unless their presence would pose a direct threat to the health or safety of others or require a fundamental alteration of the program. The Federal government has incentives in place for those daycare centers that serve this population of students. To assist businesses in complying with the ADA, Section 44 of the IRS Code allows a tax credit for small businesses and Section 190 of the IRS Code allows a tax deduction for all businesses*

#### Serving Culturally Diverse Children and Families-

Salisbury Maryland, and surrounding areas are reflecting more cultural diversity than ever. The seasonal workers that in the past have come to work in the agricultural field have now made this area a permanent home to raise those children and grow their families. The U.S. Supreme Court's decision in *Lau v. Nichols* (1974) upholding requirements that schools open their instructional programs to students with limited English proficiency. Latino children often begin school behind their white, non-Latino peers, and the variance widens as children go through school. Latino dropout rates, though declining, remain extremely high: in 1990 only, 54.5 percent of 18- to 24-year-old had a diploma or GED (General Equivalency Diploma) (Carter and Wilson, 1991). The Haitian communities have grown as well, as some have been displaced due to the several natural disasters that have taken place in Haiti within the last five years.

In 1990, the President and the 50 state governors recognized the importance of the preschool years for the success of school reform initiatives when they set the first of six national educational goals: "By the year 2000 all children in America will start school ready to learn." Efforts to assure that children from culturally and linguistically diverse backgrounds are prepared for school entry have, as a result, gained prominence during the past few years. These efforts seek to ensure that children's first exposure to a "school-like" setting is a positive one (www.nap.edu). I am determined to ensure that La Petite Scholars Academy provides teachers and environment that support this process.

#### Serving the Needs of Families

The rise in the number of single mother households has added to the demand, especially for full-day programs, since lone mothers are more likely than married mothers to work full time and female-headed families have been a rapidly growing family type.

In a typical week during the spring of 2011, 12.5 million (61 percent) of the 20.4 million children under 5 years of age were in some type of regular child care arrangement.

The amount of time that children spend in care arrangements sheds light on how and with whom children are spending time during the day. In spring 2011, preschoolers spent an average of 33 hours per week in child care. The average amount of time preschoolers spent in selected child care arrangements by the employment status of the mother. On average, children with employed mothers spent 15 hours more in child care than children with non-employed mothers: 36 hours per week and 21 hours per week, respectively. For children of employed mothers, this included time spent with their mother while she was working and time with their father while their mother was working. If time in parental care is excluded, preschoolers of employed mothers spent, on average, 26 hours per week in care. ([www.census.gov/prod/2013pubs/](http://www.census.gov/prod/2013pubs/))

### Serving Low Income- Families

While the research literature on the effects of child care quality on child development and child well-being is somewhat contradictory, the bulk of studies are in agreement as to the particular importance of high quality care for disadvantaged children. These children (defined as disadvantaged due to low family income or low levels of parental education) are helped the most by high quality care and harmed the most by poor quality care (Deborah Vandell and Barbara Wolfe, 2000). By most measures of quality, most available care in the United States is of mediocre or poor quality.

Lower-income families are more likely to include children, partly because their family heads are younger, and are more likely to include more children on average than higher-income families. Also, the children tend to be younger in low-income families. Therefore, lower-income families are most likely to face costly child care expenditures (Kimmel, Jean. 2001).

President Obama in his 2013 State of the Union address called for making “high-quality preschool available to every child in America” and laid out a plan to invest in young children and support low-income working families. This plan proposed a joint federal-state partnership to provide high-quality public preschool for all four-year-old children from low-income families (which include poor families), as well as an increase in investments in Head Start programs and an expansion of early care and education programs for infants and toddlers. The President’s budget includes increased funding in fiscal year 2014 to expand and improve infant and toddler care and to increase child care subsidies to help low-income families pay for child care. In addition, the U.S. Department of Health and Human Services recently proposed new regulations to ensure children’s health and safety and improve the quality of child care among child care providers who accept child care subsidies for low-income families through Child Care and Development Fund (CCDF) funds, (Smith & Adams 2013).

Having the knowledge and awareness of disparities within this population of children, to ensure low income families have access to quality child care, La Petite Scholars Academy has made plans to be involved in meeting the needs of these children, and plan to have partnership with the

Child Care Development Funds. On the other hand, providing slots that offer a discount based on household income.

#### Serving School Aged Children 6-12 years old

The National Child Care Survey reported that more than three-quarters (76%) of children with employed mothers spent time in at least two other care arrangements in addition to their time in school.

Widely disparate estimates have been made of the number of children who are in self-care and the amount of time they spend on their own. For instance, the National Child Care Survey, which asked parents to report the child's primary care arrangement excluding school, estimated that 10% of 10- to 12-year-olds were in self-care.

There is some evidence that participation in out-of-school activities is related to children's adjustment, both concurrently and over time. One study of a small program that offered an hour of tutoring to second and third-grade children four days a week documented improvement in the reading and spelling scores of children who participated, compared to those in a matched control group (Vandell & Shumhow).

Providing services for this population of children that may be related to the children already attending ages 0-5, would be a great resource and support for the families and community. Having students in a safe environment that provides activities to enhance their social skills and academic skills is a benefit.

#### Distribution

La Petite Scholars Academy will distribute a high-quality educational experience for all children enrolled. The curriculum and teaching will revolve around the goal to enhance cognitive, emotional physical and emotional development using research-based best practices in the field of education to serve children.

We are striving to be the most **progressive choice** to the families through a formal intake and registration process. The intake process that will include an interview of parents/guardians of children and children, registration with required process to meet Maryland State Child Care guidelines.

Walk-in – families are welcome to come in during listed office hours to inquire and begin process to enroll their child.

Registration online- to include ability to schedule a appointment online

Open registration period will be advertised an listed to recruit families

Ongoing Recruitment- referrals for state, public and private school, and community partners

#### Who We Aim to Serve

We aim to serve all families who are in of need, and deserve a quality environment to support the social, emotional, physical, and cognitive development of their children. In over 25 years of working with children and families from various cultures and socio-economic backgrounds. During those years up to now, I have not come across any of them who do not want the best education and educational environment for their children (B. Dashiell, 2017). Educating children is a passion and mission for me. Structures and plans are in pace to ensure that each family and child are given an opportunity for high quality experiences for the children and themselves. With slots reserved for low income families and children with special needs this will be a catalyst to meeting that need and mission.

Childcare services are needed for the working mothers in the State of Maryland, more specifically the following statistics highlight Wicomico County. There is also a need for mother's and father's who are unemployed and need to have someone care for their children while they are interviewing and seeking job opportunities or enrolled in a post-secondary education program completing vocational training.

*Number of Wicomico Children under 12 with Mothers in the Work Force*

12,442 – 71.9% of total 2016 child population under 12 (17,305).

(Percent based on 2010 census data. ; Total population number based on GeoLytics, Inc. report, 2016.)

### **Targeted Child Population to serve in Wicomico County**

		2000	2010	
	Wicomico	Maryland	Wicomico	Maryland
0-3 years	3,176	209,218	3,703	217,560
3-4 years	2,141	144,175	2,439	146,928
5 years	1,107	74,546	1,214	72,700
6-9 years	4,823	316,772	4,926	294,168
10-11 years	2,486	162,481	2,486	151,023
<b>Total</b>	<b>13,733</b>	<b>907,192</b>	<b>14,768</b>	<b>882,379</b>

### **Competition**

While there are many longstanding daycare centers, who have grown to serve more school age children on a fulltime basis, there remains room for new comers such as La Petite Scholars. Compared to any other owners or directors in the area, no one will be able to compete with my credentials and experiences within the United States and abroad. Serving in the field of education for 28 years and 17 plus years in higher education and experience my research has shown that my knowledge, experiences, expertise and passion for the field of education is hard to compete with. Beginning this journey as a daycare owner provides me a vehicle to continue to fulfil my mission to serve children despite their culture, socioeconomic status, or disability. La Petite Scholars Academy is the beginning of a dream that I have has since 1998. The dream entails: to own my own school to ensure all children are provided a good foundation with a quality education, to provide a forum to train teachers to be excellent in their practice, to provide training for community partners in the field of education, and to be a resource for training and support for families to have an awareness of the development of their child, and continue to plant a seed of excellence in the life of their child.

### **Most recent Daycare Center and Completion**

\*\*\* Only offered by that center

\*\* Both Centers offer

\*area that needs improvement

Tender Heart Early Learning Center, Winter Place Park Salisbury, Maryland

**\*\*Hours of operation- 7:30am-5:30pm**

**Sevres Children 0-5years old**

Tuition-weekly

**1 year old \$215**

**2-year-old \$175**

**3, 4, 5, \$110 8:30am-1pm**

**\$155- Full day**

School age children

**Part time \$42/day**

**Before and after care- \$85/week**

**\$60**

**\$25/day add for school closings**

**\*\*Provides aftercare for school age children**

**\*\*Staff and center meets required Maryland Office of Child regulations and guidelines**

**\*\*Advertised to use a creative curriculum and Maryland model for school Readiness**

**\*\*\*Rated 3/5 from Great Schools Community Survey**

**\*Appears to lack diversity in staffing and students**

La Petite Scholars Academy

**\*\*Hours of operation: 6:45am-6:15pm**

Tuition weekly

**Infants- \$215**

**1 year old \$215**

**2-year-old \$176**

**3, 4, 5, \$110 8:30am-1pm**

**\$155- Full day**

**School age children before/after school care**

**Part time \$42/day**

Before and after care-

**6-7 year old \$ 84/week**

**8-9 year old \$ 59/week**

**10-12 year old \$69/week**

**\$26/day add for school closings**

Summer Enrichment Programs

**School Age Children -5-12 years old**

**6 weeks average price \$ 150/week**

**\*\*\*Provides earlier drop-off of students**



- \*\*\*Provides later pick-up of students**
- \*\*Provides aftercare for school age children**
- \*\*Staff and center meets required Maryland Office of Child regulations and guidelines**
- \*\*Uses a creative curriculum and Maryland model for school Readiness**
- \*\*Uses Research-based teaching and behavioral strategies**
- \*\*\*Culturally diverse staff and (English Second Language speakers)**
- \*\*\*National Association of the Education of Young Children Accreditation**
- \*\*\*Provides training for parents and community partners for free**
- \*\*\* Provides ECO friendly learning environment**
- \*\*\*Summer enrichment program**
- \*\*\* After school tutorial services and enrichment activities**

## Operational Plan

### Location

La Petite Scholars Academy will be located in Salisbury, Maryland, Wicomico County of the Eastern shore of Maryland. Salisbury Maryland is the largest city on the Eastern shore of Maryland. The tentative location will be positioned off of Rt. 50 East, which provides easy access to traffic patterns for all areas of Wicomico County and surrounding counties. While Salisbury is one of the main hubs on the eastern shore for many businesses, restaurants, and schools the tentative location is within proximity to the identified areas of Parsonsburg, Pittsville according to Maryland State Family Network Data does not have a daycare center that primarily serves this area.

### Operations

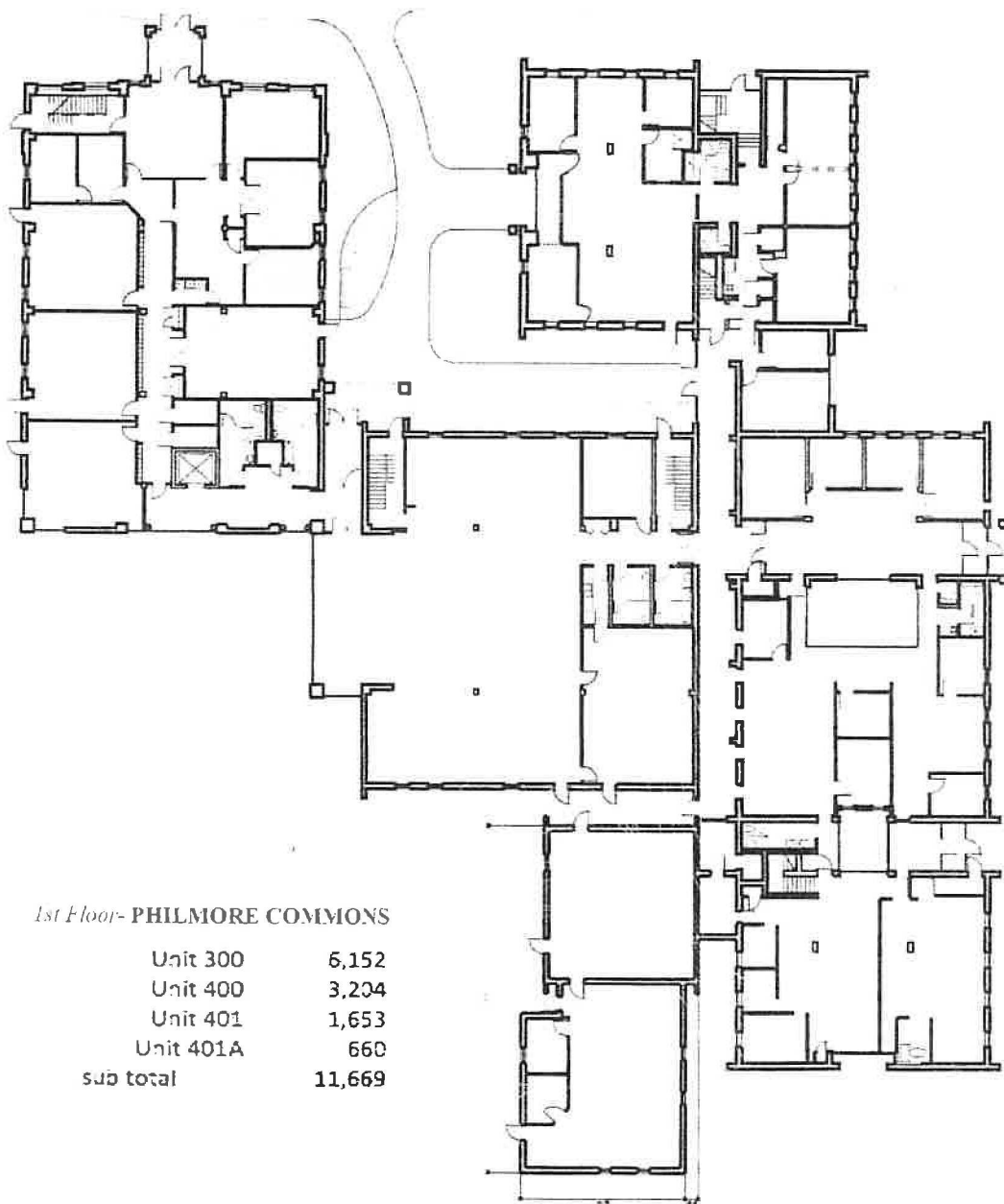
La Petite Scholars Academy will have current data processing and operating systems to be used on desktop and laptop. These systems will enable communication through land line, fax machine, and internet. Families will be able to pay with cash, checks, money orders, PayPal eventually moving to money orders of credit cards only, after the first 8 months of operation. Office supplies will be needed and be accessible to receptionist and teachers. All teachers will be given a small budget to order classroom supplies, while also having access to other supplies such as pens, pencils, and copier paper. An inventory of supplies will be conducted at the end of each month to ensure supplies are in stock or ample time for ordering. Record keeping of payments will be handled by the director with assistance from the receptionist. The finances including payroll will be handled by director and accountant. This will be a Limited Liability Company, in which will follow guidelines for insurance coverage needs as required.

### Contingency Plan

Coverage of family emergency or sick days- According to Maryland COMAR regulations the director needs to be onsite minimum 20 hours, therefore if at any time the director is not available the lead teacher is qualified to maintain the duties and responsibilities of the center. Also, there will be one member of the advisory board who will be qualified to cover the center if the lead teacher is not available. A list of substitutes / volunteers will be created as a second-tier back-up plan for emergencies or unforeseen absences if they cannot be covered with current staffing pattern

Plan for changes that may impact sales or revenue-If at any time there is a change in the expected revenue to operate the center, the advisory board will be called to discuss a plan of action. This may include reevaluation of marketing strategies, offering workshops and training with cost, or providing educational consulting services. In addition, the plan could include a decrease in staff or shifting from full-time to part-time shifts and having the role of director merge with the role of lead teacher. Having a budget review session in which all areas are considered for modifications to increase revenues and stabilize business. A profit reserve fund will be created to provide support for any major changes or shift in the revenue and profits.

Competitor's market- Competitors may shift their operations and price point to impact the customer's choice, this is to be expected. A market plan will be discuss with advisory board to ensure that discount packages, or addition services such as yoga for kids can be added for additional cost to families.



*1st Floor- PHILMORE COMMONS*

Unit 300	6,152
Unit 400	3,204
Unit 401	1,653
Unit 401A	660
sub total	11,669

**Play Area**

Green space behind the designated building/suite will be used for play area with a minimum of 6,375 square feet.

This area will include play stations that provide support for development to include climbing, balancing, sandbox, and space for running.

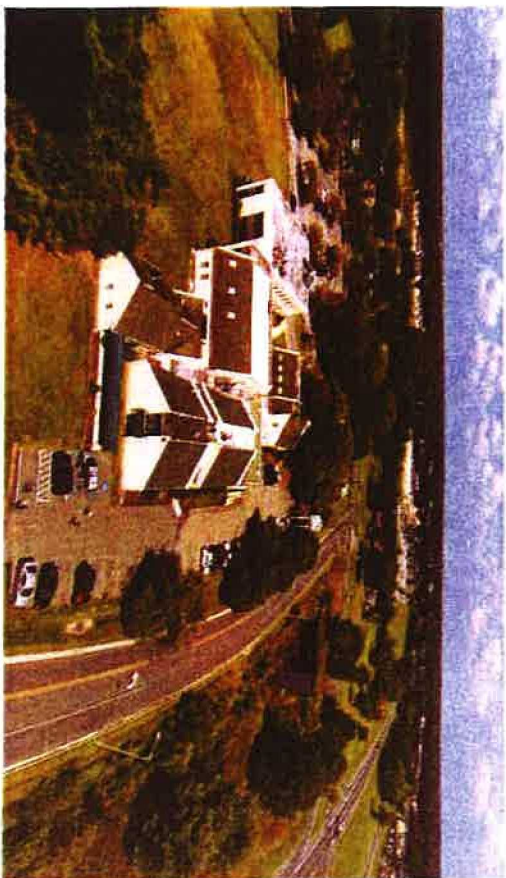
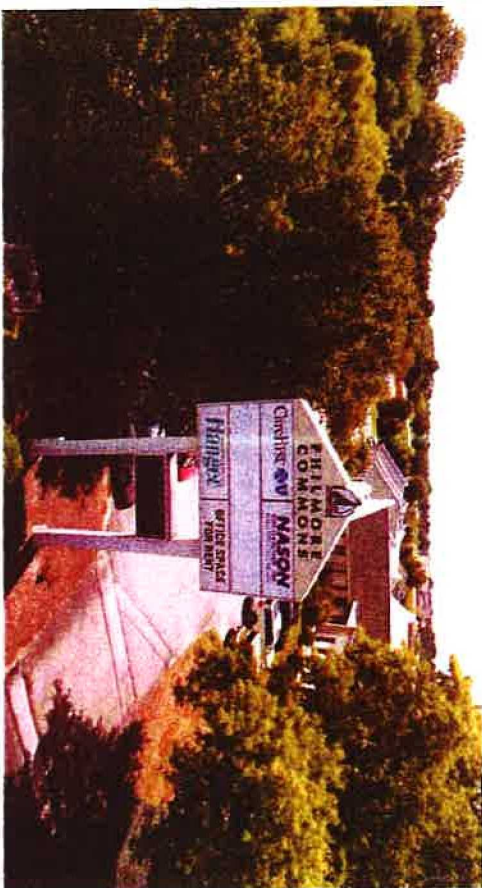
(see photos/ appendix)

**Parking Area**

The parking area is a shared area amongst the Philmore Commons Complex. It is accessible for all parents to pick up their children and drop off their children. Designated areas with signage is allotted for persons with disabilities/handicapped.

(see photos/ appendix)

# Additional Photos

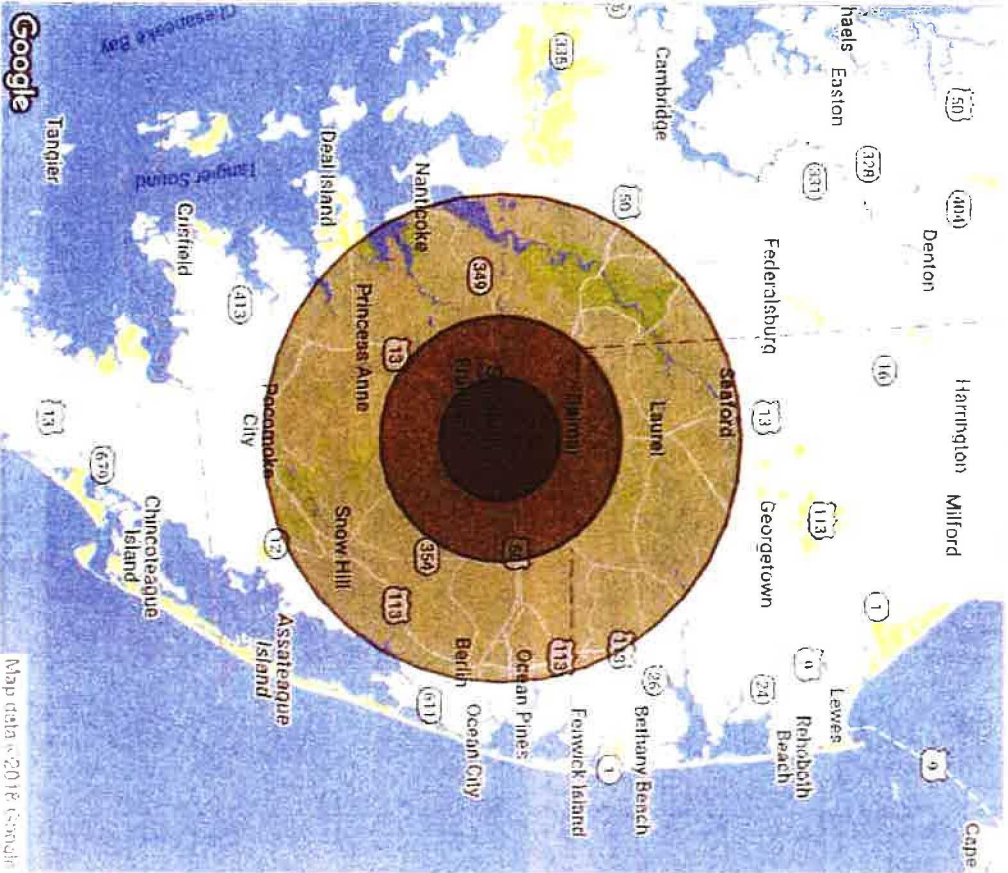


PHILMORE COMMONS | 224 PHILLIP MORRIS DRIVE, SALISBURY, MD 21804

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# Demographics Map



	5 MILES	10 MILES	20 MILES
<b>POPULATION</b>			
Total population	67,233	110,870	200,494
Median age	33.1	34.7	35.3
Median age (male)	31.5	33.2	34.9
Median age (female)	34.1	35.6	37.1
<b>HOUSEHOLDS &amp; INCOME</b>			
Total households	23,790	41,192	77,212
# of persons per HH	2.6	2.7	2.8
Average HH income	\$57,552	\$64,629	\$63,272
Average house value	\$199,428	\$215,397	\$229,582

\* Demographic data derived from 2010 US Census