

# montgomery moving forward

**mobilizing leaders to solve our biggest problems together**  
nonprofits / business / philanthropy / government / education / community

- ▶ **Collective Impact  
Cross-Sector Convening  
September 30, 2024**
- ▶ **Agenda and Program**

## ▶ Definition of Collective Impact

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**Collective impact** is a network of community members, organizations, and institutions who advance equity by learning together, aligning, and integrating their actions to achieve population- and systems-level change.

### Collective Impact Efforts Center Equity

Collaboratives can pursue equity through five strategies. Each strategy is important and should be woven into the implementation.

1. Ground the work in data and context, and target solutions
2. Focus on systems change, in addition to programs and services
3. Shift power within the collaborative
4. Listen to and act with community
5. Build equity leadership and accountability

## ► Cross-Sector Convening

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Monday, September 30, 2024, 8:00–noon

### Continental Breakfast and Networking

Welcome: Susan Cottle Madden

### The Power of Collective Impact

*Introduction* Diego Uriburu

*Overview of Collective Impact* Anna Hargrave

*Highlights of Montgomery  
Moving Forward* Sharon Friedman

### Mobilizing for Early Care and Education (ECE) Workforce Readiness

*Introduction* Bill Tompkins

*Moving from Tinkering to  
Transforming: Advancing the Early  
Care and Education Workforce as  
an Economic Imperative* Marica Cox Mitchell

*Break and Networking*

*Emerging ECE Workforce  
Recommendations* Joanne Hurt and Tiffany Jones

*Emerging Next Steps to Advance  
Recommendations* Stew Edelstein and Adam Luecking

*Participant feedback*

### The Future State of Collective Impact: The Collective Impact Institute

*Introduction* Annice Cody

*Vision for the Future* Gabe Albornoz and Jermaine F. Williams

*Characteristics of a  
Collective Impact Institute* Mike Knapp

*Participant Feedback*

### Next Steps and Close: Susan Cottle Madden

# ► Overview

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## Issue Areas

Since its founding, MMF has been influential in shaping how the County addresses Workforce Development and Early Care and Education (ECE), two key elements in the economic well-being of the county and its residents. Through advocacy, convenings, and cross-sector problem-solving and collaboration, MMF was a key player in the creation of WorkSource Montgomery, the County's leading workforce development service provider.

MMF's approach to ECE is grounded in the understanding that ECE is a key

for closing skills gaps for the future, while also ensuring today's workers can sustain their employment—both central to a thriving economy. MMF's 2018 Call to Action for ECE outlined ways to advance high-quality, widely available ECE that would offer children a strong foundation and support economic stability for ECE providers. This work led to the development of the Children's Opportunity Alliance and successful advocacy for policies and legislation to support ECE providers during the pandemic.

## Moving forward

In 2023 and early 2024, MMF convened a series of listening sessions to explore how best to continue to support the ECE workforce. Based on these conversations MMF has focused on influencing the landmark Blueprint for Maryland's Future to ensure our community has a qualified, culturally

responsive, and adequately compensated ECE workforce providing care that is financially accessible for all families. The result of this work will be a set of recommendations for ECE providers, policy makers, and other stakeholders that will be released in fall 2024.

## Collective Impact Institute

During the past year, an exciting next step for Collective Impact in Montgomery County has emerged. Councilmember Gabe Albornoz has proposed an independent Collective Impact Institute to be located under the auspices of Montgomery College, which would operate in accordance with collective impact principles and

establish a permanent presence for Collective Impact in the County. As one of the anchor institutions for the County, Montgomery College would offer a fertile environment and a solid base for implementing a Collective Impact approach to strengthen the County and ensure that all its residents thrive.

# framework for collective impact

Leaders and experts  
from across sectors  
come together...

Nonprofits / business / philanthropy  
government / education / community

What are our biggest problems?  
Where can we have greatest impact  
on economic opportunity?



Analyze data and trends  
Share knowledge and perspectives  
Engage community through focus  
groups, surveys, and meetings  
...to arrive at a collective vision  
and identify a focus area



...to collectively define  
a problem and embrace  
a common agenda.

The MMF team  
orchestrates the  
work of the group...



Continuous communications to  
keep group focused on shared goals  
Build trust and relationships  
Share with community through  
symposiums, reports, and communiqués  
Supported by a strong backbone organization



Foster mutually reinforcing activities  
Keep a focus on shared outcomes  
Frame issues with equity lens



...and coordinates  
collective efforts  
to maximize results.

Working toward a  
shared vision catalyzes  
systems change.

Economic opportunities for all and a  
thriving Montgomery County



## ► Early Care and Education (ECE) Workforce Issue Statement

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**Montgomery Moving Forward** brings together business, nonprofit, government, academic, and philanthropic leaders to identify and address complex community problems in Montgomery County. It uses the Collective Impact model of collaboration and decision-making, in which cross-sector leaders work together to define a problem, conduct research, convene stakeholders, discern common ground, and develop recommendations for systemic change. MMF is Montgomery County's only Collective Impact organization harnessing the creativity, commitment, and resources of our county to create a stronger, more equitable community.

In August 2023, MMF initiated research and stakeholder convening related to strengthening the ECE workforce. MMF defines the ECE workforce as the educators and caregivers who work with children and their families in an interconnected system of settings and learning environments across the birth-to-five age range.

### What is the problem?

- » As small businesses, too many Montgomery County childcare providers are at risk for failing. By 2027, an estimated 17% of licensed family child care providers will close, eliminating more than 1,000 childcare slots. (*Maryland Family Care Network 2023 Montgomery County Child Care Demographics*)
- » Many childcare centers operate below enrollment capacity because families cannot afford the full cost of high-quality, licensed care. Montgomery County's licensed childcare programs are operating at 75% of capacity. Childcare for an infant and preschooler consumes more than a quarter of Montgomery County's median household income — even more than housing or food. (*Maryland Family Care Network 2023 Montgomery County Child Care Demographics. A family of four — two adults, a pre-schooler and an infant — with median household income will spend 26.7% of their income on childcare.*)

- » The percentage of Montgomery County’s children who demonstrate kindergarten readiness declined from 54% in 2018–2019 to 44% in 2022–2023. (*Children’s Opportunity Alliance*)
- » The Blueprint for Maryland’s Future calls for increasing access to high-quality pre-K, with private early care and education providers representing 50% of the pre-K delivery system by 2027. In 2022–2023, private early care and education providers comprised 3.5% of the delivery system.
- » The number of child care providers in Montgomery County fell 9.21% between Jan. 1, 2020, and Jan. 1, 2024. (*Capitol News Service 2024 Child Care: Missing in Maryland?*)

## What’s needed?

- » A qualified, culturally responsive, and adequately compensated ECE (age 0–5) workforce providing childcare that is financially accessible for all families.

## What can MMF do?

- » Work with key stakeholders to develop messages that educate the local community about the importance of high-quality childcare and the importance of investing in the development and sustainability of high-quality childcare businesses staffed by a stable workforce.
- » Work with ECE experts and the broader community to identify, advocate for, and implement public and private initiatives to strengthen the ECE workforce and ensure the viability of ECE businesses.

## What are the long-term benefits for our community?

- » Our children will be ready for kindergarten, reading by third grade, and prepared to fuel tomorrow’s workforce.
- » Parents of young children will increase workforce participation and productivity.

## ► Draft Recommendations

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### Our economy and our children need a strong ECE workforce: qualified, culturally responsive, and adequately compensated

- » **Sustain providers with stable revenue sources.** To sustain the ECE (age 0–5) workforce, enhance the predictability and funding adequacy of the Childcare Scholarship program to stabilize provider revenue.
  - Regularly update cost of care studies to inform the subsidy rate.
  - Implement strategies to eliminate delays in payments and unanticipated terminations to reduce the providers' financial risk.
  - Simplify the childcare subsidy application process for families to facilitate timely approval.
- » **Remove barriers to grow the ECE workforce.** With an eye toward equity and transparency, align and simplify the regulatory requirements within the Maryland State Department of Education (MSDE) Office of Childcare, including:
  - Child Care Credential Program (currently suspended)
  - MSDE accreditation standards
  - Maryland EXCELS standards
  - COMAR licensing requirements
  - Blueprint for Maryland's Future Pillar 1 Early Childhood requirements
- » **Open doors to ECE careers.** Strengthen career pathways to enter and advance in the ECE workforce.
  - Support increased enrollment in and completion of MCPS's Career and Technical Education (CTE) program for ECE.
  - Support increased enrollment in and completion of Montgomery College's ECE career pathways and explore offerings in other languages.
  - Promote the Child Development Associate credential.
  - Promote the apprenticeship model for ECE.
  - Define ECE career paths with stackable credentials.



- Promote the career ladder within The Blueprint.
  - Provide financial support for professional development.
  - Support certification of foreign graduates including credential translation and evaluation.
  - Develop a statewide ECE workforce registry of current providers and those in the pipeline.
  - Develop a substitute pool for childcare providers.
- » **Ensure family-sustaining wages.** Seek county and/or state support for initiatives to help make ECE a financially viable profession. Evaluate and implement benefits such as:
- A pay and benefits parity fund
  - Tax credits or stipends for ECE workers
  - Childcare subsidies for children of ECE workers
  - Access to public sector health insurance and/or retirement programs
  - Shared services model for health insurance
  - Educational loan repayment support
- » **Make ECE everyone's issue.** Increase awareness about the economic imperative of a strong ECE workforce to spur cross-sector action.
- Ask the Governor's Workforce Development Board to partner with the Office of Children to convene a task force to elevate policy conversations and advance strategies to prepare and grow the ECE workforce. The task force should include the Departments of Labor, Commerce, and Human Services; the Maryland State Department of Education and the Higher Education Commission; representatives of the General Assembly; employers and chambers of commerce; ECE providers and advocates; and philanthropic organizations.
  - Develop a public awareness campaign about the importance of the ECE workforce for child development and economic growth.
  - Educate county and state elected representatives about the need to sustain and grow the ECE workforce.

- Encourage equal access for ECE and K-12 educators for public and private benefits (e.g. bus passes and retail discounts).
  - Engage employers and chambers of commerce in highlighting the importance of ECE for workforce growth and stability.
  - Work with economic development agencies to promote ECE as key to building the strong, available workforce necessary to spur growth.
- » **Find new solutions that work.** Identify and assess models to strengthen the ECE workforce.
- Research examples of innovative compensation and benefits, regulatory, and career development models from other states or jurisdictions.
  - Engage philanthropy in identifying, testing, and scaling new approaches to strengthen the ECE workforce (e.g. mapping ECE training and employment pathways, exposing barriers to employment and identifying untapped potential ECE workers such as refugees, supporting pay parity, or creating business incubators focused on ECE innovation).
  - Develop opportunities to engage the business sector such as sponsoring professional development opportunities for ECE workers and providers, offering on-site childcare facilities, offering pro-bono professional services to ECE providers, and providing mentorship to ECE directors.

## ► Emerging Next Steps to Advance Recommendations

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### Use:

- » Social media
- » Montgomery County Media
- » Opinion pieces
- » Presentations/meeting
- » Word of mouth, scripted talking points...

### ...To increase constituent awareness and commitment to sign on to a Call to Action by:

- » Parents
- » Employers/chambers of commerce
- » Advocacy groups
- » Educational institutions
- » Philanthropy
- » General public...

### ...To advocate at the state and county through:

- » Petitions
- » Letters
- » Visits
- » Coalition building...

### ...To address the ECE workforce recommendations through:

- » Legislative change
- » Blueprint modifications
- » Agency regulatory and program changes...

### ...As well as programmatic support among:

- » Businesses (e.g. teacher discounts)
- » Educational institutions
- » Foundations...

### ...To produce:

- » Children who are ready for kindergarten, reading by third grade, and prepared to fuel tomorrow's workforce
- » Increased workforce participation and productivity for parents of young children

## Speakers

**Gabe Albornoz** is a lifelong Montgomery County resident who currently serves at-large on the Montgomery County Council and as the Chair of the Health and Human Services Committee. He also is a member of the Education and Culture Committee. Gabe was first elected to the Council in 2018, selected as the Council President in 2021, and re-elected in 2022. From 2007 to 2017, he served as the Director of the Montgomery County Department of Recreation, an appointment that made him the youngest-ever cabinet-level appointee in the County's history. During his tenure and reflecting his passion for supporting youth, the department won national awards for programs such as Excel Beyond the Bell, TeenWorks, and Soccer for Change. Throughout his public service career, Councilmember Albornoz has focused on supporting both our youngest and oldest residents. As the son of Chilean and Ecuadorian immigrants, he shares a strong commitment to workforce issues that reflect our diverse community. His family-focused legislative accomplishments include the Montgomery County Strategic Plan to End Childhood Hunger, the Guaranteed Income Pilot program, and the establishment of an independent Early Care and Education Coordinating Entity. His current efforts continue to focus on how to ensure opportunity for all residents.

**Annicc Cody** is the President of Holy Cross Health Network, Holy Cross Health's community-based operating division. Holy Cross Health Network operates safety-net health centers and primary care sites; provides more than 200,000 community health encounters annually through

programs such as Senior Fit, perinatal education, Chronic Disease Self-Management and community health worker outreach; leads community engagement to promote health equity; oversees Holy Cross Health's \$57 million community benefit program; leads Holy Cross Health's population health initiatives, and guides the organization's advocacy initiatives.

Ms. Cody is the Board Chair for Nexus Montgomery Regional Partnership, a joint venture of all six Montgomery County hospitals focused on reducing avoidable utilization and improving health in our community in ways that no single hospital could accomplish on its own. She is a Trustee of Montgomery College, and co-chair of Montgomery Moving Forward's leadership group.

Ms. Cody earned her bachelor's degree at Brown University and her MBA at Northwestern University's Kellogg School of Management.

**Marica Cox Mitchell** is Vice President, Early Childhood for the Bainum Family Foundation, where she leads efforts to support the healthy growth and development of young children and the wellbeing of their families through work in two primary areas: practice/direct service and policy/advocacy. The foundation's work prioritizes five aspects of early childhood: early learning, mental health and well-being, health (including prenatal and perinatal), family economic security and housing stability.

Before joining the foundation in 2019, Ms. Cox Mitchell worked for the National Association for the Education of Young

Children (NAEYC), where she most recently served as Deputy Executive Director, Early Learning Systems. In this role, she led a portfolio encompassing public policy and advocacy, accreditations of early learning programs, higher education accreditation and the Power to the Profession initiative. Previously, she was Senior Director, NAEYC Accreditation for Higher Education Programs. She also worked for the District's Office of the State Superintendent of Education from 2009 to 2012, serving as Director, School Preparedness Division and Supervisor, Professional Development Unit. She began her career as an early childhood educator, working in various early learning settings as well as with young children birth through age 8.

**Stew Edelman** retired in October 2020 as the Executive Director of the Universities at Shady Grove (USG) and Associate Vice Chancellor for Academic Affairs for the University System of Maryland. During his leadership, he strengthened collaborations between USG, Montgomery College, and Montgomery County Public Schools (MCPS), including Achieving Collegiate Excellence and Success (ACES), which has enabled many MCPS graduates from diverse backgrounds to obtain baccalaureate degrees. He received the Montgomery County Board of Education 2011 Distinguished Service to Public Education Award (Individual Pioneer) and an honorary degree from Montgomery College in 2012.

Mr. Edelman served on the Board of Directors of the Montgomery County Chamber of Commerce and received its Visionary Award. He currently serves on the Board of Directors of Worksource Montgomery; the Board of Directors of Identity, Inc., a nonprofit serving Latino youth and families;

and he is a member of the Montgomery Moving Forward Leadership Group, a Collective Impact entity for systemic change in workforce services and early care and education in the County. He received his masters and Ph.D. degrees from the University of California, Berkeley.

**Sharon Friedman** is the Principal of Friedman Strategies, LLC, and founding partner of Spark FFS, LLC, bringing her experience of 18 years as CEO of the Mental Health Association in Montgomery County (now called EveryMind) to the greater nonprofit sector. Ms. Friedman is the cofounder and Director of the County's only Collective Impact endeavor, Montgomery Moving Forward (MMF), launched as an initiative of Nonprofit Montgomery. During her decade-long leadership of MMF, Ms. Friedman shepherded systems change efforts in the areas of workforce development and early care and education, both culminating in historic policy and practical innovations aimed at advancing the economic opportunities for all County residents.

Ms. Friedman has received the Neighborhood Excellence Local Hero Award from the Bank of America, the Community Leader Award from Jewish Women International, the Montgomery Women Shining Star award, the Maryland Community Action Partnership Vision and Value Award, and the Montgomery County Chamber of Commerce Lifetime Corporate and Community Impact Award. Her expertise has been tapped for the transition teams of the last three Montgomery County Executives, and she was Chair of the Holy Cross Health Board of Directors in 2018–19. Ms. Friedman received her B.S. and M.S.W. from the University of Maryland. She lives in Rockville with her husband Stephen, where

## ► Speakers (cont'd)

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one of their favorite pastimes is entertaining their five grandchildren!

**Anna Hargrave** joined the staff of the Greater Washington Community Foundation in 2006. Since then, she has worked one-on-one with hundreds of donors, providing them with the tools, resources, and support to give strategically to the causes they care about most, here and around the world. As the Executive Director for the Montgomery County office, Ms. Hargrave also leads the foundation's County-specific work to educate donors on local needs and connect generous individuals and companies to nonprofits working to build a more equitable, thriving county for all.

Through her previous experience at the Office of the Montgomery County Executive, Montgomery Youth Works, and the Jewish Social Service Agency, Ms. Hargrave came to the foundation well-versed in program management, community outreach, and project development. She served on the Board of Directors for Leadership Montgomery, an organization that brings together current and emerging leaders interested in making Montgomery County a better place to live and work. From 2003 to 2012, she served on the steering committee of KUUMBA Players, a small community theater. A graduate of Kenyon College, Ms. Hargrave earned her BA in Spanish Area Studies and Drama.

**Joanne Hurt** is the Executive Director of Wonders Early Learning + Extended Day, a nonprofit organization that provides NAEYC-accredited early learning programs and before- and after-school programs in Montgomery County and the District of

Columbia. Wonders serves approximately 700 children and their families across nine programs. Wonders' mission is to create and advance high-quality, diverse educational communities that teach children the foundations of lifelong learning and social responsibility. Ms. Hurt began her career in childcare 35 years ago as a part-time after-school assistant teacher at Wonders, and was appointed Executive Director in 2007. Ms. Hurt holds a BA in American Studies and Women's Studies from the University of Delaware, and a certificate in Early Learning Leadership from the Saul Zaentz Early Education Initiative at the Harvard Graduate School of Education.

**Tiffany Jones** is a sought-after early childhood educator, advocate, consultant and mentor to fellow family childcare providers and parents alike. Leading, teaching and facilitating are her passions, and she strives to incorporate them into each one of her endeavors. Ms. Jones is currently an appointed Board member of the Children's Opportunity Alliance (COA), Montgomery County's Early Care and Education Coordinating Entity, and the Maryland State Representative for the National Association of Family Childcare (NAFCC). Her early childhood program, Precious Moments Family Childcare, is NAFCC-accredited, Level 5 MD EXCELS, Level 6 credentialed, and a partner with the ASPIRE program operated by the Family Child Care Alliance of Maryland (FCCAMD). She is also the President of the Family Child Care Association of Montgomery County and co-founder of the Maryland Family Child Care Collaborative.

Ms. Jones earned her Associate of Arts degree in early childhood education from

Montgomery College in Rockville, and her Bachelor of Arts degree from Washington Adventist University in Takoma Park. She has been an early childhood educator for the last 19 years. Ms. Jones is mother to three lovely children: Noah Jones (18), Xavier Jones (15), and Sophia Jones (14), who are her greatest joys and her driving force to succeed.

**Mike Knapp** is CEO and Co-Founder of SkillSmart and has spent his career in the private sector identifying opportunities to use technology to improve people's lives and create economic opportunity. Mr. Knapp believes that access to a quality education is vital to a strong community and has served as the chair of the Board of Trustees at Montgomery College, and the Board of Advisors at the Universities at Shady Grove. He currently serves as a board member of Identity, Inc., the Health Care Initiative Foundation and Montgomery Moving Forward. He served two terms on the Montgomery County Council, where he was elected Council President. He also chaired the Washington Metropolitan Council of Governments, and the Transportation Planning Board.

**Adam Luecking** has been the CEO of Clear Impact, a performance management technology and services provider based in Rockville, Maryland, since 2007. He is also an author, speaker, and trainer on topics related to Results-Based Accountability (RBA), performance management, and achieving measurable improvement. At Clear Impact, Mr. Luecking manages executive leadership programs, consulting services, and technology deployment to agencies that serve children, families, and communities with the growing Clear Impact team.

In 2015, he was named one of Maryland's Most Admired CEOs by *The Daily Record*.

Mr. Luecking is the author of the 2022 book, *Social Sector Hero: How Government and Philanthropy Can Fund for Impact*.

In 2013, he published his first book, *The Holy Grail of Public Leadership and the Never-Ending Quest for Measurable Impact*.

In addition, he is the author of numerous professional papers.

In 2010, Mr. Luecking led the creation of the Clear Impact Scorecard, web-based software that helps leaders in the public and nonprofit sectors track performance, accelerate wellbeing, and report on progress towards their missions.

Mr. Luecking earned a B.S. in International Business from the R.H. Smith School of Business, a Masters In Public Management from the School of Public Policy, and Masters in Technology Entrepreneurship from the School of Engineering, all at the University of Maryland. In 2019, he was named Co-Entrepreneur of the Year by the University.

Mr. Luecking has served as Board President at the Community Indicators Consortium, Senior Fellow at the University of Maryland Academy of Leadership, Assistant Faculty Director and Lecturer at the College Park Scholars Public Leadership Program, and Founding Board Chair of the Long Branch Athletic Association.

**Susan Cottle Madden** is a longtime resident of Montgomery County, raising her family in Silver Spring. She is the chief government relations officer at Montgomery College, one of Maryland's largest and most diverse colleges, serving more than 40,000 students in training and certification programs and degree programs. She

## ► Speakers (cont'd)

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has held positions at the Montgomery County Council and the Maryland General Assembly, and in the private sector. Ms. Madden is an inaugural member and current Co-chair of the MMF Leadership Group. She is a champion of the power of Collective Impact to drive economic opportunity and build a thriving community.

**Bill Tompkins** is the President and CEO of the Montgomery County Economic Development Corporation, where he leads a team of 25 to fulfill the mission of making Montgomery County one of the best, most diverse, and most equitable business sites in the US. Mr. Tompkins joined the MCEDC in 2019, and served previously as Executive Vice President and Chief Operating Officer.

In 2014 and 2015, Mr. Tompkins was Vice President, Advertising and Marketing, at The Philadelphia Tribune, where he invested in The Tribune to ensure the long-term sustainability of Black media in the US. In 2012, Mr. Tompkins was named President and CEO of the Washington-based National Newspaper Publishers Association, which represents over 200 Black-owned and -operated newspapers.

Mr. Tompkins worked as Eastman Kodak's Chief Marketing Officer for the Entertainment Imaging Business unit, and became Vice President and General Manager of the Motion Picture Film Group. Before that, Mr. Tompkins spent 19 years at The Washington Post in a variety of executive positions.

Mr. Tompkins has served as Treasurer and Board Chair of the Mosaic Theater Company of DC, the Rockville Economic Development (REDI), Worksource Montgomery, and the Advisory Boards of the Universities

at Shady Grove and Montgomery Moving Forward. He was previously Chairman of the National Kidney Foundation, National Capital Area, and a board member of the California Chamber of Commerce, the Advertising Council, the Studio Theatre, the Washington Convention and Visitors Association, the Boys and Girls Clubs of Greater Washington, the American Black Film Festival Advisory Board, and the Helen Hayes Awards Committee. He is a member of the Executive Leadership Council, and a graduate of Leadership Washington.

Mr. Tompkins received his MBA from Harvard Business School, where he was a General Motors Fellow. He received his BA in economics, magna cum laude, from Tufts University.

**Diego Uriburu** is co-founder and Executive Director of Identity, which helps immigrant youth fleeing violence, natural disasters, and grinding poverty in Latin America. Identity pursues a just, equitable and inclusive society by creating opportunities for Latino and other underserved youth to realize their potential.

Since Mr. Uriburu became Executive Director, Identity has grown from two volunteers to 150+ employees and revenues of nearly \$18 million a year, and creates better futures for nearly 60,000 Brown, Black, and low-income residents of Montgomery County each year.

In 2019, under Mr. Uriburu's leadership, Identity joined forces with the Montgomery County Chapter of the NAACP Parents' Council to form the Black and Brown Coalition for Educational Equity and Excellence, which comprises over 25 organizations



committed to the same goals in schools. Mr. Uriburu is a former co-chair and now member of Montgomery Moving Forward and the Latino Health Steering Committee. He serves on the Boards of WorkSource Montgomery, the Montgomery County Positive Youth Development Initiative, and the Meyer Foundation.

Prior to co-founding Identity, Mr. Uriburu practiced as a psychotherapist for Latino youth in the Washington area. In 2014, the White House selected him as a César E. Chávez Champion of Change; and in 2016 Mr. Uriburu received the Montgomery County Executive's Advocate of the Year Award. In 2019, Mr. Uriburu received an honorary degree from Montgomery College, and won a scholarship from the Harvard Business School Alumni Club of Greater Washington to participate in Harvard's Strategic Perspectives in Nonprofit Management program. In 2021 he received the Roscoe R. Nix Leadership Award, and in 2023, Identity was inducted into the Delta Omega Honorary Society at the University of Maryland School of Public Health. Mr. Uriburu is originally from Argentina. He holds a master's degree in clinical psychology from the University of Belgrano in Buenos Aires.

**Jermaine F. Williams** became President of Montgomery College in 2022. Dr. Williams' work in higher education has focused on improving access for students; retention, graduation, and post-completion success; mitigating inequities; and supporting underrepresented and marginalized groups.

Dr. Williams has taught at two-year and four-year institutions. Currently, he is a faculty member at Northeastern University's Graduate School of Education. Dr. Williams previously served as President of

Nassau Community College in New York; as Vice President of student affairs at North Shore Community College (Massachusetts), and as Assistant Vice President for access, transition, and success at Northeastern Illinois University in Chicago, where he also held the role of Assistant Dean of Academic Development. Dr. Williams worked at the Community College of Philadelphia, a predominantly Black institution, leading several Achieving the Dream strategies as Director of Student Success Initiatives. He also held roles at Temple University in Philadelphia and St. John's University in Queens, New York.

Dr. Williams received an *artium baccalaureus* in anthropology and sociology at Lafayette College, a master of arts in sociology from St. John's University, and a master of education in educational administration at Temple University. He holds certificates from the Harvard Graduate School of Education for the Seminar for New Presidents and Management Development Program. He was selected for the Rising Presidents Fellowship (2018–19) and the New Presidents Fellowship (2022) at the Aspen Institute College Excellence Program. He is a member of the Student Success Commission of the American Association of Community College and the Advisory Committee of Presidents of the Association of Community College Trustees.

## ▶ MMF Leadership Group

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Lynn Arndt, Interim Executive Director, Healthcare Initiative Foundation

Kevin Beverly, Economic Development Advocate

Holly Bozeman, Principal Research Associate, Westat

Bob Buchanan, Partner, Buchanan Partners

Annice Cody\*, President, Holy Cross Health Network, Holy Cross Health

Stewart Edelstein, Education Advocate

Dana Edwards, Chief of District Operations, Montgomery County Public Schools

Anthony Featherstone, Executive Director, WorkSource Montgomery

Anna Hargrave, Executive Director, The Greater Washington Community

Foundation-Montgomery County

Shauna Harps, Principal Research Associate, Westat

Joanne Hurt, Executive Director, Wonders Early Learning + Extended Day

Suzan Jenkins, CEO, Arts and Humanities Council of Montgomery County

Mike Knapp, CEO, SkillsSmart, Inc.

Adam Luecking, CEO, Clear Impact

Susan Cottle Madden\*, Chief Government Relations Officer, Montgomery College

Nichelle Owens, Director, Montgomery County Public Schools Early Childhood  
Services

Dana Pauley, President and CEO, Leadership Montgomery

Dusty Rood, President, Rodgers Consulting, Inc.

Kimberly Rusnak, Executive Director, Children's Opportunity Alliance

Karla Silvestre, Director of Community Engagement, Montgomery College

Richee Smith Andrews, Chief Advancement Officer, Universities at Shady Grove

Kathy Stevens, Executive Director, Montgomery Coalition for Adult English  
Literacy

Bill Tompkins, President and CEO, Montgomery County Economic Development  
Corporation

Dira Treadvance, Chief of Children, Youth and Families Montgomery County,  
Department of Health & Human Services

Thomas Taylor, Superintendent, Montgomery County Public Schools

Diego Uriburu, Executive Director and Co-founder, Identity, Inc.

Elijah Wheeler, Executive Director, Collaboration Council

Cliff White, Founding Partner National Electronics Warranty Corp. and Chair,  
Neighbors in Need Montgomery

William Wiechmann, Vice President and Regional Counsel, Kaiser Foundation  
Health Plan of the Mid-Atlantic States, Inc.

Vivian Yao, Legislative Analyst, Montgomery County Council

*\*MMF co-chair*

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as of 8/30/24

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WorkSource Montgomery

## montgomery moving forward

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*On behalf of Montgomery Moving Forward, we offer sincere thanks to the following people and organizations:*

Peter Braverman and Jessica Fuchs, for their generous and creative in-kind assistance

Franca Brilliant, Stew Edelstein, Chris Hakenkamp, and Joanne Hurt for all of their work planning this convening!!

The Montgomery Moving Forward Leadership Group, for their steadfast belief in the power of Collective Impact as a means of promoting greater economic opportunity and a thriving Montgomery County

The MMF Early Care and Education Expert Advisors/Proximity Experts Group, for their knowledge and expertise identifying critical issues facing the sector and generating recommendations to address workforce needs

Montgomery County Executive, Montgomery County Council, and the Montgomery County Department of Health and Human Services, for their unwavering support for a strong and sustainable Early Care and Education System serving all the residents of Montgomery County.

Montgomery County's chambers of commerce, for their insights regarding the impact of ECE on our business community

Identity, for its gracious and expert fiscal sponsorship of Montgomery Moving Forward over the past year.

Hope Gleicher, for her creativity and foresight in co-founding Montgomery Moving Forward.

— Sharon Friedman, MMF Director  
Annice Cody and Susan Cottle Madden, MMF Co-Chairs