



Innovations • Solutions • Connections

PRESCHOOL DEVELOPMENT GRANT BIRTH THROUGH FIVE ANNUAL CONVENING 2023

**DECEMBER 5–7, 2023
BETHESDA, MD**

PROGRAM



ADMINISTRATION FOR
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Early Childhood Development

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ADMINISTRATION FOR CHILDREN & FAMILIES

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Welcome

The U.S. Department of Health and Human Services, along with the U.S. Department of Education, welcomes you to the 2023 Preschool Development Grant Birth Through Five (PDG B-5) Grantee Convening.

Our theme for this event is *Innovations, Solutions, and Connections* and the convening sessions were identified by a planning committee made up of grantee representatives, TA specialists, and federal staff.

This event is a gathering of more than 300 people representing PDG B-5 grantees, federal staff, subject matter experts, and technical assistance partners across at least 42 states, the District of Columbia, Puerto Rico, and Guam. This is an opportunity to share and learn from each other and identify ways to use new ideas and resources as you implement your grant.

As an attendee, you will have opportunities to:

- Learn about successes, strategies, and resources to support your PDG B-5 grants.
- Have opportunities to share your successes and innovations.
- Have opportunities to network, share, and learn from and with your peers.
- Have opportunities to plan for the use of new information or tools gained at the meeting.
- Learn about federal priorities, get answers to questions, share concerns, and make recommendations

However, this convening would not be taking place if it were not for the planning committee made up of multiple grantee representatives, our wonderful Manhattan Strategy Group TA staff, and federal team members, as well as all of you who agreed to present.

I hope that you enjoy your time at the conference and that you are able to connect with colleagues and celebrate our collective commitment to improving early childhood systems for children and families across the country.

Thank you for your persistence and your hard work aimed at benefitting our nation's children, families, providers, and practitioners, and thanks to all in our communities doing their very best to support us all!

With gratitude,

Katie Hamm
Deputy Assistant Secretary for Early Childhood Development
Administration for Children & Families
U.S. Department of Health & Human Services

Acknowledgements

This meeting is made possible through the support of grantee volunteers, federal staff, and Preschool Development Grant Birth through Five (PDG B-5) Technical Assistance (TA) Center staff who participated in the planning and delivery of this event.

Convening Committee Volunteers	Logistics Staff	PDG B-5 TA Center Staff
Mark Allan	Deborah Jones	Ebony Batson
Yuuko Arikawa	Netina Scott	Lindsey Dorneman
Derik Flerlage	Samara Vasquez	Manuela Fonseca
Richard Gonzales	Pamela Wallace	Joy Milano
Meg Hassan		Sandy Rezmer
Deborah Jones		Sonia Sandoval-Edinger
Laura Mallery		Kimberly Stice
Becky Marek		Dianna Tullier
Tammy Proctor		
Theresa Roedersheimer		
Joy Smith		
Amanda Varley		
Kristin Weller		
Brenda Wilkins		
Judy Willgren		
Carrie Williams		
Rene Withers		
Stephanie Woodard		

Additional support is provided by the federally funded national TA centers who are contributing through planning, delivery, and participation in this meeting:

- Child Care State Capacity Building Center
- Early Childhood Systems Technical Assistance and Coordination Center
- Maternal, Infant, and Early Childhood Home Visiting Technical Assistance Resource Center
- National Center on Early Childhood Quality Assurance
- National Center on Parent, Family, and Community Engagement
- National Early Care and Education Workforce Center

Convening Outcomes

The PDG B-5 Annual Convening is an opportunity for grantees, technical assistance providers, early childhood experts, and federal staff to come together to exchange ideas, collaborate, and build connections. The purpose is to create an environment where meaningful conversations can flourish and participants can create synergy, spark innovation, and generate action steps for continued improvement and enhancement of early childhood mixed delivery systems and programs.

The anticipated outcomes from the 2023 PDG B-5 Annual Convening are that participants will:

- Learn about federal priorities.
- Learn about successes, strategies, and resources to support their PDG B-5 grants.
- Have opportunities to plan for the use of new information or tools acquired at the Convening.
- Have opportunities to share their successes and innovations.
- Have opportunities to network with peers.

Agenda at a Glance

Monday, December 4, 2023

12:30 – 1:00 p.m.	Early Registration
1:00 – 4:00 p.m.	Pre-Convening Workshop: Telling Your PDG B-5 Story <i>Location: Cabinet Suite</i>
4:00 – 7:00 p.m.	Registration

Tuesday, December 5, 2023 – Day 1

7:00 – 8:30 a.m.	Registration
8:30 – 9:00 a.m.	Federal Welcome and Opening Session <i>Location:</i> Regency Ballroom
9:00 – 10:00 a.m.	Plenary Session I: Spotlighting the Lived Experiences of ECCE Professionals and Parents <i>Location:</i> Regency Ballroom
10:00 – 10:30 a.m.	Networking Break
10:30 a.m. – 12:00 p.m.	Concurrent Topical Sessions I Breakout Session A: Streamlining the Application, Eligibility, and Enrollment Processes for Families <i>Location:</i> Diplomat/Ambassador Breakout Session B: State Innovations in Family Engagement and Leadership <i>Location:</i> Cabinet Suite Breakout Session C: State Strategies for Increasing Inclusion Across the Mixed Delivery System <i>Location:</i> Judiciary Room Breakout Session D: Using the EnAct! Framework for a Statewide Integrated Early Childhood Health System <i>Location:</i> Old Georgetown Room Breakout Session E: State Experiences Building and Using Early Childhood Integrated Data Systems (ECIDS) <i>Location:</i> Embassy Room Breakout Session F: Early Childhood Registered Apprenticeship Programs: State Approaches and Strategies to Building the Workforce <i>Location:</i> Potomac Suite
12:00 – 1:30 p.m.	Lunch on Your Own

Tuesday, December 5, 2023 – Day 1 (Continued)

1:30 – 3:30 p.m.

Concurrent Discussion Sessions I

Breakout Session A: Equipping Early Childhood Professionals to Support Multilingual Children and Families

Location: Diplomat/Ambassador

Breakout Session B: Working Session: Creating a Recruitment, Selection, Engagement, and Compensation Plan for a Family Engagement Group

Location: Cabinet Suite

Breakout Session C: Develop Your PDG B-5 Sustainability Plan

Location: Judiciary Room

Breakout Session D: State Innovations: IECMH Systems to Meet Mental Health Needs Across Mixed Delivery Settings

Location: Old Georgetown Room

Breakout Session E: State Innovations: Strengthening Local Collaboration to Support States' B-5 Mixed Delivery Systems

Location: Embassy Room

Breakout Session F: Raising the Bar on Compensation: State Strategies and Using the Salary Scale Playbook

Location: Potomac Suite

3:30 – 4:00 p.m.

Networking Break

4:00 – 5:00 p.m.

Federal Project Officer Meetings and Team Action Planning

Wednesday, December 6, 2023 – Day 2

9:00 – 10:30 a.m.

Concurrent Topical Sessions II

Breakout Session A: Voices of Collaboration: Federal Partnerships to Strengthen the Early Childhood System

Location: Diplomat/Ambassador

Breakout Session B: Smoothing Out the Bumps: State Strategies for Children's Transition to Kindergarten and the Primary Grades

Location: Cabinet Suite

Breakout Session C: Meeting the Needs of the Littlest Ones: PDG B-5 Infant/Toddler Initiatives

Location: Judiciary Room

Breakout Session D: State Innovations: Professional Development Strategies

Location: Old Georgetown Room

Breakout Session E: Levers of Sustainability: State Examples

Location: Embassy Room

Breakout Session F: Increasing Diversity and Representation in the Early Childhood Workforce

Location: Potomac Suite

10:30 – 11:00 a.m.

Networking Break

11:00 a.m. – 12:00 p.m.

Plenary Session II: Using Data to Build Equitable Systems: System Transformation for Equitable Preschools (STEP Forward with Data) Framework

Location: Regency Ballroom

12:00 – 1:30 p.m.

Lunch on Your Own

Wednesday, December 6, 2023 – Day 2 (Continued)

1:30 – 3:30 p.m.	Concurrent Discussion Sessions II <hr/> Breakout Session A: State Innovations in Addressing Equity and Diversity in Early Childhood Systems <i>Location: Diplomat/Ambassador</i> <hr/> Breakout Session B: Home Visiting Innovations Using PDG B-5 Funds <i>Location: Cabinet Suite</i> <hr/> Breakout Session C: Including All Children: State Innovations in Promoting Inclusion of Children with Disabilities <i>Location: Judiciary Room</i> <hr/> Breakout Session D: State Innovations: Meeting Diverse IECMH Personnel Needs in Mixed Delivery Systems <i>Location: Old Georgetown Room</i> <hr/> Breakout Session E: Continuing the Discussion on Using Data to Build Equitable Systems: System Transformation for Equitable Preschools (STEP Forward with Data) Framework <i>Location: Embassy Room</i> <hr/> Breakout Session F: State Innovations: Pipelines and Pathways for Workforce Development <i>Location: Potomac Suite</i>
3:30 – 4:00 p.m.	Networking Break
4:00 – 5:00 p.m.	Federal Project Officer Meetings and Team Action Planning

Thursday, December 7, 2023 – Day 3

8:30 – 9:30 a.m.	Concurrent Discussion Sessions III <hr/> Breakout Session A: Continuing the Discussion on Family Engagement <i>Location: Cabinet Suite</i> <hr/> Breakout Session B: Continuing the Discussion on ECCE Workforce Issues <i>Location: Potomac Room</i> <hr/> Breakout Session C: Continuing the Discussion on IECMH and Inclusion <i>Location: Old Georgetown Room</i> <hr/> Breakout Session D: Continuing the Discussion on PDG B-5 Grant and Project Management <i>Location: Embassy Room</i> <hr/> Breakout Session E: Continuing the Discussion on Fiscal, Policy, and Programmatic Questions or Issues <i>Location: Judiciary Room</i> <hr/> Breakout Session F: UnConference Discussions: Networking on Other PDG B-5 Topics <i>Location: Rooftop</i>
9:30 – 10:00 a.m.	Networking Break
10:00 – 11:00 a.m.	Team Action Planning
11:00 – 11:15 a.m.	Break and Transition to Regency Ballroom
11:15 a.m. – 12:30 p.m.	Closing Plenary: Federal Priorities, Forecasts, and Q&A <i>Location: Regency Ballroom</i>
12:30 p.m.	Adjourn

Session Descriptions

Pre-Convening Workshop (Monday 1:00 p.m. – 4:00 p.m.)

Telling Your PDG B-5 Story

Presenters: Julie Sweetland and Criscillia Benford, FrameWorks Institute

Location: Cabinet Suite

Description: It is important for PDG B-5 leaders to tell the story of how you used these investments to build or strengthen your state or territory early childhood system. Telling your story well to a variety of audiences ranging from community leaders to national researchers and state and federal funders can make a difference for sustainability, new investments, and continued growth. During this workshop, FrameWorks Institute will help you use the Victory, Ingenuity, and Progress (VIP) approach to turn your data and experience into an effective PDG B-5 impact story. Building on the October 2023 webinar, workshop participants will receive additional guidance on the VIP model and real-time feedback from FrameWorks Institute staff to strengthen their story.

Plenary Session I (Tuesday 9:00 a.m. – 10:00 a.m.)

Voices from the Field: Spotlighting the Lived Experiences of ECCE Professionals and Parents

Presenters: Deidra Juan, Cindy Portillo, and Ruth-Ann Bucknor, Family Leaders; Angela Bracy, Lesia Daniel-Hollingshead, and Victoria Gonzalez, Early Childhood Care and Education Professionals; Rebecca Parlakian, Zero to Three; and Richard Gonzales, Office of Early Childhood Development

Location: Regency Ballroom

Description: Join us for some morning inspiration as we spotlight interviews with members of the Preschool Development Grant Birth through Five National TA Center's Working Partner Groups. These amazing professionals and family members will share their experiences with, and within, ECE systems, describe the challenges they face, explain why they are committed to the early childhood field, and celebrate what inspires them about their work.

Concurrent Topical Sessions I (Tuesday 10:30 a.m. – 12:00 p.m.)

Breakout Session A: Streamlining the Application, Eligibility, and Enrollment Processes for Families

Presenters: Leslie McAllister, Maternal, Infant, and Early Childhood Home Visiting Technical Assistance Resource Center; and Cassandra Ferder, Oregon

Facilitator: Judy Willgren, Office of Early Childhood Development

Location: Diplomat and Ambassador

Description: Relationships, partners, and services are all needed for a coordinated application, eligibility and enrollment system. PDG B-5 grantees have various models and are in varying stages of development of their systems. In this session, participants will hear about successes and challenges others have experienced when developing their coordinated application, eligibility and enrollment systems. Come to this session ready to share where your team is in their process and learn more about what may be next in your process.

Session Objective: Participants will learn what relationships and partners are impactful in the development of coordinated application, eligibility, and enrollment systems and will gain strategies on how to develop or expand their systems.

Breakout Session B: State Innovations in Family Engagement and Leadership

Presenters: Michelle Lewis and Robin deAlmeida, New Hampshire; Alexandra Morris, North Carolina; and Leigh D'Amico, South Carolina

Facilitator: Florence Rivera, Early Childhood Systems Technical Assistance and Coordination Center

Location: Cabinet Suite

Description: Join a panel of states as they share how they developed innovative family engagement and leadership programs. They will discuss successes, challenges, resources, and what they would do differently. After the panel, participants will engage in tabletop discussions on how to incorporate shared strategies and resources, including surveys, protocols, and family engagement frameworks in their states.

Session Objective: Participants will learn strategies for recruitment, engagement, and leadership for families. In addition, states will share resources they have utilized, including surveys, protocols, and family engagement framework.

Breakout Session C: State Strategies for Increasing Inclusion Across the Mixed Delivery System

Presenters: Meghan Leclerc, Colorado; Lourdes Johnson and Priscilla Sachs, Arizona; Yi-Juin Liu, Massachusetts; and Rachael Moore, Ohio

Facilitator: Christy Kavulic, U.S. Department of Education

Location: Judiciary Room

Description: The rates of infants, toddlers, and preschoolers with disabilities in inclusive early care and education settings continue to lag. Although decisions about services and where services will be delivered are made locally, states and territories have an impact as an inclusion advocate and facilitator. Representatives from four states will present state-level strategies they are implementing to promote inclusion of young children across their state's mixed delivery system.

Session Objective: Participants will learn state-level strategies for increasing the percentage of young children with disabilities who are included in the least restrictive environments such as the mixed delivery early childhood care and education system.

Breakout Session D: Using the EnAct! Framework for a Statewide Integrated Early Childhood Health System

Presenters: Christina Bethell, Bloomberg School of Public Health and School of Medicine, and Child and Adolescent Health Measurement Initiative

Facilitator: Dina Lieser, Maternal and Child Health Bureau

Location: Old Georgetown Room

Description: The Engagement In Action (EnAct!) framework was designed to serve as a national model focused on translating the science of healthy development by scaling strategies, innovations, and policies to equitably promote child flourishing, school readiness and family resilience, foster positive childhood experiences (PCEs) and prevent and mitigate the impacts of adverse childhood experiences (ACEs). The EnAct! framework achieves its positive health equity purpose using a through any door

family engaged approach powered by interoperable whole child and family assessment and data sharing tools and health promotion interventions that drive collaboration across health care, early childhood systems and community partners as they work to close persistent gaps in the utilization, quality and equity of preventive and developmental services for children aged 0–5.

Session Objective: Participants will understand the opportunity for early childhood care and education (ECCE) system leadership to drive state and local integrated early childhood health promotion and prevention services to achieve PDG B–5 goals; deepen their knowledge about cross–system, integrated approaches to early childhood health promotion and developmental and preventive services and ways to leverage ECCE strengths to lead; gain perspective on the larger systems and policy factors impacting the capacity to close gaps in school readiness and early and lifelong flourishing and approaches to drive positive change today; and identify the core skills and mindsets essential for individuals and teams to effectively navigate the systems changes required to establish a family–engaged, integrated early childhood health system.

Breakout Session E: State Experiences Building and Using Early Childhood Integrated Data Systems (ECIDS)

Presenters: Katie Barghaus and John Fantuzzo, University of Pennsylvania; Tanya Morgan, North Carolina; and Tierah West, Virginia

Facilitator: Lindsey Dorneman, PDG B–5 TAC

Location: Embassy Room

Description: The PDG B–5 TA Center, in partnership with the University of Pennsylvania and Actionable Intelligence for Social Policy, will provide an overview of Early Childhood Integrated Data Systems (ECIDS), including the core components necessary to build, use, and improve effective integrated data systems. PDG B–5 grantees will describe their processes and lessons learned developing an ECIDS, as well as the benefits they have been able to realize by having an ECIDS. We encourage grantees who are considering an ECIDS or are early in their development to attend this session.

Session Objective: Participants will identify successful strategies for building and using an ECIDS.

Breakout Session F: Early Childhood Registered Apprenticeship Programs: State Approaches and Strategies to Building the Workforce

Presenters: Marjorie Cohen, Early Childhood Workforce Connector; Kristen Weller and Amanda Briell, New York; and Rebecca Smith, Kentucky

Facilitator: Sondra Ranum, National Early Care and Education Workforce Center

Location: Potomac Suite

Description: Registered Apprenticeship Programs (RAPs) are front and center in the conversations at the federal, state, and local levels as a strategy to recruit professionals into the early childhood workforce. Join our “fireside chat” to learn what is required to form a RAP and how and why states are engaging with them. The session will also take a deeper dive into strategies, approaches, and new ideas during a World Café–inspired peer conversation session.

Session Objective: Participants will learn the requirements of a RAP, how some states are approaching RAPs, and information to inform their state approaches to RAPs from subject matter experts and other states.

Concurrent Discussion Sessions I (Tuesday 1:30 p.m. – 3:30 p.m.)

Breakout Session A: Equipping Early Childhood Professionals to Support Multilingual Children and Families

Presenters: Nicole Hsu, New America; Nicole Craft and Tamara King, Illinois; Shanon Everett, Michigan; and Jhumur Saeed, National Center on Parent, Family, and Community Engagement

Facilitator: Tatyana Vdovina, National Clearinghouse for English Language Acquisition

Location: Diplomat and Ambassador

Description: According to the recent New America brief, *A New Look at Dual Language Learner Data Gaps*, “one in three children from birth to age five are ... learning English in addition to their home language.” Join the author of the brief, Nicole Hsu, the National Clearinghouse for English Language Acquisition, and other speakers to explore policies and practices to better serve multilingual children, their families, and early childhood professionals.

Session Objective: Participants will explore policy levers, state approaches, and resources to strengthen the systems of support for multilingual children and families as well as professional development approaches to equip professionals.

Breakout Session B: Working Session: Creating a Recruitment, Selection, Engagement, and Compensation Plan for a Family Engagement Group

Presenter: Rebecca Parlakian, Zero to Three

Facilitators: Florence Rivera, Early Childhood Systems Technical Assistance and Coordination Center

Location: Cabinet Suite

Description: The PDG B-5 TA Center recognizes the critical impact of family engagement. This session will help participants gain knowledge on recruitment, selection, and engagement of families. Join this working session to start developing a plan to engage families in your state. The discussion will include factors to consider when developing your recruitment and selection plan, helping keep families engaged, and helping them develop as leaders.

Session Objective: Participants will gain knowledge, resources, and strategies to support development of a plan for recruitment, selection, and engagement for families to share their lived experiences.

Breakout Session C: Develop Your PDG B-5 Sustainability Plan

Presenters: Jennifer Caldwell and Annie Watson, School Readiness Consulting

Facilitator: Jamila Smith, Office of Innovation and Early Learning, U.S. Department of Education

Location: Judiciary Room

Description: As PDG B-5 grantees, you know it is critical to plan for sustainability as intentionally and as tangibly as you have planned for implementation. This session will create an opportunity to work within and across state teams to explore potential solutions and reflect on your own role and spheres of influence related to sustainability. Participants will be introduced to the *Michigan Sustainability Toolkit*, which offers additional information and practical tools to support sustainability planning. As you explore tools and templates within the toolkit, this session will help you to ground in the vision and goals undergirding their states’ PDG B-5 efforts and generate fresh thinking about sustainability strategies.

Session Objective: Participants will be prepared for the next steps of their sustainability action planning, including considerations for process, timing, and garnering the commitment of other key stakeholders.

Breakout Session D: State Innovations: IECMH Systems to Meet Mental Health Needs Across Mixed Delivery Settings

Presenters: Lisa Schlueter, Colorado; Lorna Thomas-Farquharson, Connecticut; Brandy Fox, Pennsylvania; and Marie LaMonica-Sarro, Virginia

Facilitator: Alexa Watkins, Child Care State Capacity Building Center

Location: Old Georgetown Room

Description: It is no secret that the social and emotional needs of young children and families as well as the mental health needs of teachers and early care and education providers have greatly increased over the last decade. State leaders have been challenged to provide systems-level solutions. In this session, participants will learn about expansion of infant and early childhood mental health (IECMH) services to meet the complex needs in early childhood mixed delivery settings. State presentations will focus on innovative service delivery strategies in Colorado, coordinated behavioral health initiatives in Connecticut, the expansion of mental health consultation supports to school-age child care programs in Pennsylvania, and the Virginia Early Childhood Mental Health Consultation initiative.

Session Objective: Participants will learn about systems-level IECMH services and supports developed to meet the complex needs in early childhood mixed delivery settings.

Breakout Session E: State Innovations: Strengthening Local Collaboration to Support States' B-5 Mixed Delivery Systems

Presenters: Jane Zink and Kaitlin Fertaly, Idaho; Kris Meyers, Virginia; Meghan Leclerc and Marika Padilla, Colorado; and Amy Hook-Poirier, Louisiana

Facilitator: Richard Gonzales, Office of Early Childhood Development

Location: Embassy Room

Description: Improved coordination and collaboration are keystones of strengthening states' and territories' birth through five mixed delivery systems. This session will highlight efforts by PDG B-5 grantees to improve state and local collaboration. Examples include activities to develop local structures and increase the capacity of local organizations to effectively partner on early childhood initiatives to increase family engagement and leadership, support the early care and education workforce, and improve program quality.

Session Objective: Participants will gain lessons learned and successful strategies to support more effective state and local collaboration.

Breakout Session F: Raising the Bar on Compensation: State Strategies and Using the Salary Scale Playbook

Presenters: Michelle Golus, National Center on Early Childhood Quality Assurance; Nicole Chiello, Rhode Island; Angela Ben-Zekry, Colorado; Todd Landry, Maine; and Tierah West, Virginia

Facilitator: Sondra Ranum, National Early Care and Education Workforce Center

Location: Potomac Suite

Description: A key driver of the early childhood workforce crisis is the low compensation that most early childhood professionals earn. The early childhood system is searching for innovative and sustainable methods to increase compensation to both retain current professionals and recruit additional personnel into the field. Salary scales play an important role in determining fair compensation levels as well as the gap between current and livable wages. Join experts and states in

this interactive session to learn about strategies and experiment with the new Salary Scale Playbook as a tool for states to engage around compensation.

Session Objective: Participants will gain resources, strategies, and a hands-on opportunity to test out the new Salary Scale Playbook that can be used to inform their own efforts to improve compensation for the early childhood workforce.

Federal Project Officer Meetings and Team Action Planning (Tuesday 4:00 p.m. – 5:00 p.m.)

During this time, participants can meet with their Federal Project Officers to ask any questions, then meet with others from their state or territory to debrief the day and begin to plan how to use the information gained from today’s sessions. The Whova app has a form to support gathering team reflections, “Daily Team Reflection.”

Locations:

Brenda Wilkins (CA, CO, GU, IL, MO, NC)	-----	Diplomat and Ambassador
Kimberly Mitchell (AL, MI, NY, PA, VT, VA)	-----	Cabinet Suite
Richard Gonzales (AK, DC, HI, ID, MS, ND, UT)	-----	Judiciary Room
Judy Willgren (AZ, AR, DE, FL, GA, KS, MA, NE, NV, SC, TN, TX, WV)	---	Old Georgetown Room
Ruben Vazquez (CT, NH, PR, RI, WI, WY)	-----	Embassy Room
Becky Marek (IN, KY, LA, ME, MD, MN, MT, NJ, NM, OH, OK, OR, WA)	--	Potomac Suite

Concurrent Topical Sessions II (Wednesday 9:00 a.m. – 10:30 a.m.)

Breakout Session A: Voices of Collaboration: Federal Partnerships to Strengthen the Early Childhood System

Presenters: Alayna Schreier, Office of the Assistant Secretary for Planning and Evaluation; and Dina Lieser, Maternal and Child Health Bureau

Facilitator: Richard Gonzales, Office of Early Childhood Development

Location: Diplomat and Ambassador

Description: Inspired by a call from the field, leaders across federal agencies identified a shared vision for improving health and well-being outcomes for young children and their families. The Early Childhood Systems (ECS) Collective Impact Project aims to advance a unified system and a coordinated approach to implementation of early childhood programs. This session will highlight tools and recommendations from the ECS Collective Impact Project for federal action to support program alignment and coordination, catalyze action, and accelerate equitable early childhood and family well-being outcomes. Implications and opportunities for state and local systems building will be discussed.

Breakout Session B: Smoothing Out the Bumps: State Strategies for Children’s Transition to Kindergarten and the Primary Grades

Presenters: Lee Anne Larsen, Maine; Heather Craiglow and Marika Padilla, Colorado; and Kristin Weller and Nancy Hampton, New York

Facilitator: Tammy Proctor, U.S. Department of Education

Location: Cabinet Suite

Description: How are states supporting young children’s transition to kindergarten and the primary grades? This session spotlights three states that have launched initiatives to smooth out the bumps inherent in transition. Colorado has taken a systems-wide approach to facilitate children’s and families’ transitions to kindergarten by focusing on both the “senders” and the “receivers.” Maine has taken a pre-K–Grade 3 approach to professional development (school administrators and teachers) coupled with curricular changes that reflect how children learn in kindergarten through third grade. New York has provided small grants to fund innovative strategies for kindergarten transition. Following state presentations, participants will engage in roundtable discussions to get deeper into the “how” of these states’ initiatives and share information on their own states’ or territories’ efforts.

Session Objective: Participants will learn strategies for easing children’s and families’ transition to kindergarten and the primary grades. These include professional development and P–3 curricular changes with an emphasis on learning through play.

Breakout Session C: Meeting the Needs of the Littlest Ones: PDG B–5 Infant/Toddler Initiatives

Presenters: Alexa Watkins, Child Care State Capacity Building Center; and Meghan Leclerc, Colorado

Facilitator: Alexa Watkins, Child Care State Capacity Building Center

Location: Judiciary Room

Description: The PDG B–5 Center, in collaboration with the Infant/Toddler TA Specialist Network at the Child Care State Capacity Building Center, is offering this session devoted to understanding the needs of the youngest children and their families and exploring state-level strategies PDG B–5 grantees are implementing to address these needs. Examples of the work PDG B–5 grantees are doing in this area will be presented.

Session Objective: Participants will gain a deeper understanding of the needs of infants and toddlers and their families. They will learn about strategies some PDG B–5 grantees have launched to meet these needs.

Breakout Session D: State Innovations: Professional Development Strategies

Presenters: Jackie Farrell, Nebraska; Yanitza Alicea and Roberto Carlos Pagán, Puerto Rico; Sarah Volkenant and Ellen Grondine, Massachusetts

Facilitator: Joy Smith, Mississippi

Location: Old Georgetown Room

Description: This interactive session will feature information from states and territories about how they are aligning, coordinating, and innovating within their early childhood systems. Bring your own examples and your questions to this session and then join us in the afternoon breakout to continue the conversation with a focus on pipelines and pathways.

Session Objective: Participants will learn approaches to innovating the types and delivery of professional development to the current workforce and aligning professional development strategies to pathways and pipelines.

Breakout Session E: Levers of Sustainability: State Examples

Presenters: Amanda Varley and Bella Rolland, Minnesota; Michelle Bowers, South Carolina; Jill Marini and Catherine Lenihan, Connecticut; and Lourdes Johnson, Arizona

Facilitator: Harriet Dichter, Child Care State Capacity Building Center

Location: Embassy Room

Description: The PDG B-5 TA Center, in partnership with the Child Care State Capacity Building Center, will discuss key considerations for sustainability planning and implementation. PDG B-5 grantees will provide examples of how they are utilizing different levers of sustainability to continue to make progress in their states after PDG B-5 funding ends.

Session Objective: Participants will identify strategies for embedding sustainability into different activities within the PDG B-5 grants.

Breakout Session F: Increasing Diversity and Representation in the Early Childhood Workforce

Presenters: Aedra Jones, National Early Care and Education Workforce Center; Desirae Carrera, California; Nicole Craft, Illinois; Christi Moore, Georgia; and Jhumur Saeed, National Center on Parent, Family, and Community Engagement

Facilitator: Judy Willgren, Office of Early Childhood Development

Location: Potomac Suite

Description: This session will center equity in the conversation about recruiting new professionals into early childhood programs and services. As states work on adding to the workforce, they should also ensure that the workforce matches the culture and language of the children and families they serve. This session will feature experts from the National Early Care and Education Workforce Center National Center on Parent, Family, and Community Engagement as well as states discussing the importance of data to determine gaps in their workforce diversity and projects to try to address the identified needs.

Session Objective: Participants will gain an understanding of the importance of data to identify gaps, examples of methods and strategies to support entry into the workforce that center diversity and equity to ensure the language and culture of the children are being matched by providers, and promising practices to create pathways into the workforce.

Plenary Session II (Wednesday 11:00 a.m. – 12:00 p.m.)

Using Data to Build Equitable Systems: System Transformation for Equitable Preschools (STEP Forward with Data) Framework

Presenters: Van-Kim Lin and Dale Richards, Child Trends

Location: Regency Ballroom

Description: The System Transformation for Equitable Preschools (STEP Forward with Data) Framework is designed to help preschool systems leaders use data to promote greater equity at every step of their system. In using this Framework, leaders will better understand the experiences of children, families, or workforce members within their systems to begin identifying potential inequities and examine root causes that could be addressed.

Concurrent Discussion Sessions II (Wednesday 1:30 p.m. – 3:30 p.m.)

Breakout Session A: State Innovations in Addressing Equity and Diversity in Early Childhood Systems

Presenters: Harriet Dichter, Child Care State Capacity Building Center; Amanda Varley and Tracy Roloff, Minnesota; and Desirae Carrera, California

Facilitator: Harriet Dichter, Child Care State Capacity Building Center

Location: Diplomat and Ambassador

Description: The PDG B-5 TA Center, in partnership with the Child Care State Capacity Building Center, will discuss equity in the context of state and federal early childhood systems. This session will unpack equity within the dimensions of state capacity building and look at examples of PDG B-5 grantees taking steps to address equity within these dimensions.

Session Objective: Participants will be introduced to the Child Care State Capacity Building Center resource on equity and identify strategies for embedding equity into different activities implemented under their PDG B-5 grant.

Breakout Session B: Home Visiting Innovations Using PDG B-5 Funds

Presenters: Leslie McAllister, Maternal, Infant, and Early Childhood Home Visiting Technical Assistance Resource Center; Amber Shelton, Delaware; Jonnie Taton, Michigan; and Diane Fox, Ohio

Facilitator: Dina Lieser, Maternal and Child Health Bureau

Location: Cabinet Suite

Description: Home visiting is one delivery mechanism supported through PDG B-5 grants. But what does meaningful engagement of the home visiting workforce in preschool development look like? This session will explore how home visiting can prove a vital component of any early childhood system's structure and share examples of how states are currently using their PDG B-5 funds to engage home visiting providers.

Session Objective: Participants will learn innovative strategies and resources that states are using PDG B-5 funds to support home visiting.

Breakout Session C: Including All Children: State Innovations in Promoting Inclusion of Children with Disabilities

Presenters: Meghan Leclerc, Colorado; Lourdes Johnson and Priscilla Sachs, Arizona; Yi-Juin Liu, Massachusetts; and Rachael Moore, Ohio

Facilitators: Meg Hassan, Rhode Island; and Christy Kavulic, U.S. Department of Education

Location: Judiciary Room

Description: This session on the inclusion of young children with disabilities in programs across the mixed delivery system is set up as a World Café to promote discussion, sharing, and networking. Each table has a host who will focus on a specific topic or approach. Participants are invited to move around to the tables with the topics they would like to discuss and contribute to. The topics reflect various state-level strategies for facilitating inclusion.

Session Objective: Participants will have an opportunity to hear from various grantees about the strategies they are using to promote inclusion of young children with disabilities as well as to share their own state's or territory's efforts.

Breakout Session D: State Innovations: Meeting Diverse IECMH Personnel Needs in Mixed Delivery Systems

Presenters: Dallas Rabig, Alabama; Nicola Edge and Melissa Sutton, Arkansas; Lisa Schlueter, Colorado; and Theresa Roedersheimer, North Carolina

Facilitator: Alexa Watkins, Child Care State Capacity Building Center

Location: Old Georgetown Room

Description: The struggle is real when it comes to finding infant and early childhood mental health (IECMH) providers. At a time when it is challenging to find early care and education staff members, hiring staff with mental health and trauma-informed care training makes it even more difficult. In

this session, participants will gain insight into how states meet the diverse IECMH personnel needs of families, children, and staff. North Carolina, Colorado, and Alabama staff will discuss expanding their IECMH Endorsement programs by involving institutes of higher education, and presenters from Arkansas will highlight the work of their Trauma-Informed Care Training Workgroup, including facilitating trauma-informed organizational change.

Session Objective: Participants will hear presentations on innovations developed to meet the need for diverse personnel capable of addressing the IECMH challenges of families, children, and staff.

Breakout Session E: Continuing the Discussion on Using Data to Build Equitable Systems: System Transformation for Equitable Preschools (STEP Forward with Data) Framework

Presenters: Van-Kim Lin and Dale Richards, Child Trends

Facilitator: Richard Gonzales, Office of Early Childhood Development

Location: Embassy Room

Description: This session will allow participants to continue to learn about the System Transformation for Equitable Preschools (STEP Forward with Data) Framework. Participants will explore opportunities to use the Framework in their own state or territory to use data to promote greater equity at every step of their system.

Breakout Session F: State Innovations: Pipelines and Pathways for Workforce Development

Presenters: Sarah Volkenant and Ellen Grondine, Massachusetts; Jake Hedgecock and Bree Fouss, Tennessee; and Angela Ben-Zekry, Colorado

Facilitator: Carrie Williams, Oklahoma

Location: Potomac Suite

Description: This session will continue the focus on professional development to highlight the value of career pathways and efforts to bust the barriers to entry and create new pipelines into the early childhood workforce. State presenters will share information, initiatives, and *conversation to inform systems approaches to creating equitable pathways and pipelines.*

Session Objective: Participants will learn about state strategies and engage in facilitated table conversations with state and subject matter expert participants to consider how they might engage in systems approaches to pipelines and pathways into the early childhood workforce.

Federal Project Officer Meetings and Team Action Planning (Wednesday 4:00 p.m. – 5:00 p.m.)

During this time, participants can meet with their Federal Project Officers to ask any questions, then meet again with others from their state or territory to debrief the day and discuss how to use the information gained from today's sessions. The Whova app has a form to support gathering team reflections, "Daily Team Reflection."

Locations:

Brenda Wilkins (CA, CO, GU, IL, MO, NC)	-----	Diplomat and Ambassador
Kimberly Mitchell (AL, MI, NY, PA, VT, VA)	-----	Cabinet Suite
Richard Gonzales (AK, DC, HI, ID, MS, ND, UT)	-----	Judiciary Room
Judy Willgren (AZ, AR, DE, FL, GA, KS, MA, NE, NV, SC, TN, TX, WV)	---	Old Georgetown Room
Ruben Vazquez (CT, NH, PR, RI, WI, WY)	-----	Embassy Room
Becky Marek (IN, KY, LA, ME, MD, MN, MT, NJ, NM, OH, OK, OR, WA)	--	Potomac Suite

Concurrent Discussion Sessions III (Thursday 8:30 a.m. – 9:30 a.m.)

Do you want to continue a conversation from one of your networking sessions? Do you have questions for your colleagues following one of their presentations? If so, join one of the following discussion sessions to dig deeper and continue the conversations! These discussions may also lead to continued support following the convening through conference calls, online communities, affinity groups, or learning communities based on participant interest.

Breakout Session A: Continuing the Discussion on Family Engagement

Facilitators: Sandy Rezmer, PDG B-5 TA Center; and Rebecca Parlakian, Zero to Three

Location: Cabinet Suite

Description: This session will allow participants of the family engagement sessions to continue the conversations and explore issues regarding recruiting, selecting, engaging, and supporting family members to share their voices and experiences. Participants will also discuss the next steps for the Family Engagement Learning Community or other methods of continuing to support each other in addressing these issues.

Breakout Session B: Continuing the Discussion on the Early Childhood Care and Education Workforce

Facilitators: Joy Milano, PDG B-5 TA Center; Sondra Ranum, National Early Care and Education Workforce Center; and Marjorie Cohen, Early Childhood Workforce Connector

Location: Potomac Room

Description: This session will allow participants of the early childhood care and education workforce sessions to continue the conversation. Individuals participating in, or interested in participating in, communities of practice or targeted technical assistance (TA) offerings may use this time to meet in person with TA Specialists and other grantees to ask questions or learn more about available TA opportunities.

Breakout Session C: Continuing the Discussion on Infant and Early Childhood Mental Health and Inclusion

Facilitators: Dianna Tullier, PDG B-5 TA Center

Location: Old Georgetown Room

Description: This will provide an opportunity to continue conversations about the convening's infant and early childhood mental health (IECMH) and inclusion sessions and gather ideas for next steps in state-level planning. Participants will also learn more about the state led IECMH Community of Practice and the IECMH Peer Learning Exchange.

Breakout Session D: Continuing the Discussion on PDG B-5 Grant and Project Management

Facilitator: Lindsey Dorneman, PDG B-5 TA Center

Location: Embassy Room

Description: Participants are welcome to continue or join conversations on topics of PDG B-5 grant and project management, including sustainability, collaboration and partnerships, and data and technology. Current and future members of the Grant and Project Management Affinity Group may discuss their goals for the Affinity Group moving forward.

Breakout Session E: Continuing the Discussion on Fiscal, Policy, and Programmatic Questions or Issues

Facilitator: Richard Gonzales, Office of Early Childhood Development

Location: Judiciary Room

Description: Participants are encouraged to bring their questions and topics related to fiscal administration of their PDG B-5 grant. Topics may include budget modifications, carryover requests, and use of federal funds. This is also an opportunity to discuss policy or programmatic administration of grant funds.

Breakout Session F: UnConference Discussions: Networking on Other PDG B-5 Topics

Facilitator: Ebony Batson, PDG B-5 TA Center

Location: Rooftop

Description: Don't see a group on a topic you'd like to discuss? Join the UnConference to connect with others on topics identified over the past two days.

Team Action Planning (Thursday 10:00 a.m. – 11:00 a.m.)

During this time, participants will gather with others from their state or territory to plan how to use the information gained at this convening, how to share it with others who couldn't attend, and determine next steps. The Whova app has a form for planning next steps, "Team Action Planning." This plan can be downloaded, filled in, and shared with the team's Federal Project Officer and the TA Specialist.

Locations:

CA, CO, GU, IL, MO, NC	-----	Diplomat and Ambassador
AL, MI, NY, PA, VT, VA	-----	Cabinet Suite
AK, DC, HI, ID, MS, ND, UT	-----	Judiciary Room
AZ, AR, DE, FL, GA, KS, MA, NE, NV, SC, TN, TX, WV	-----	Old Georgetown Room
CT, NH, PR, RI, WI, WY	-----	Embassy Room
IN, KY, LA, ME, MD, MN, MT, NJ, NM, OH, OK, OR, WA	-----	Potomac Suite

Closing Plenary (Thursday 11:15 a.m. – 12:30 p.m.)

Federal Priorities, Forecasts, and Q&A

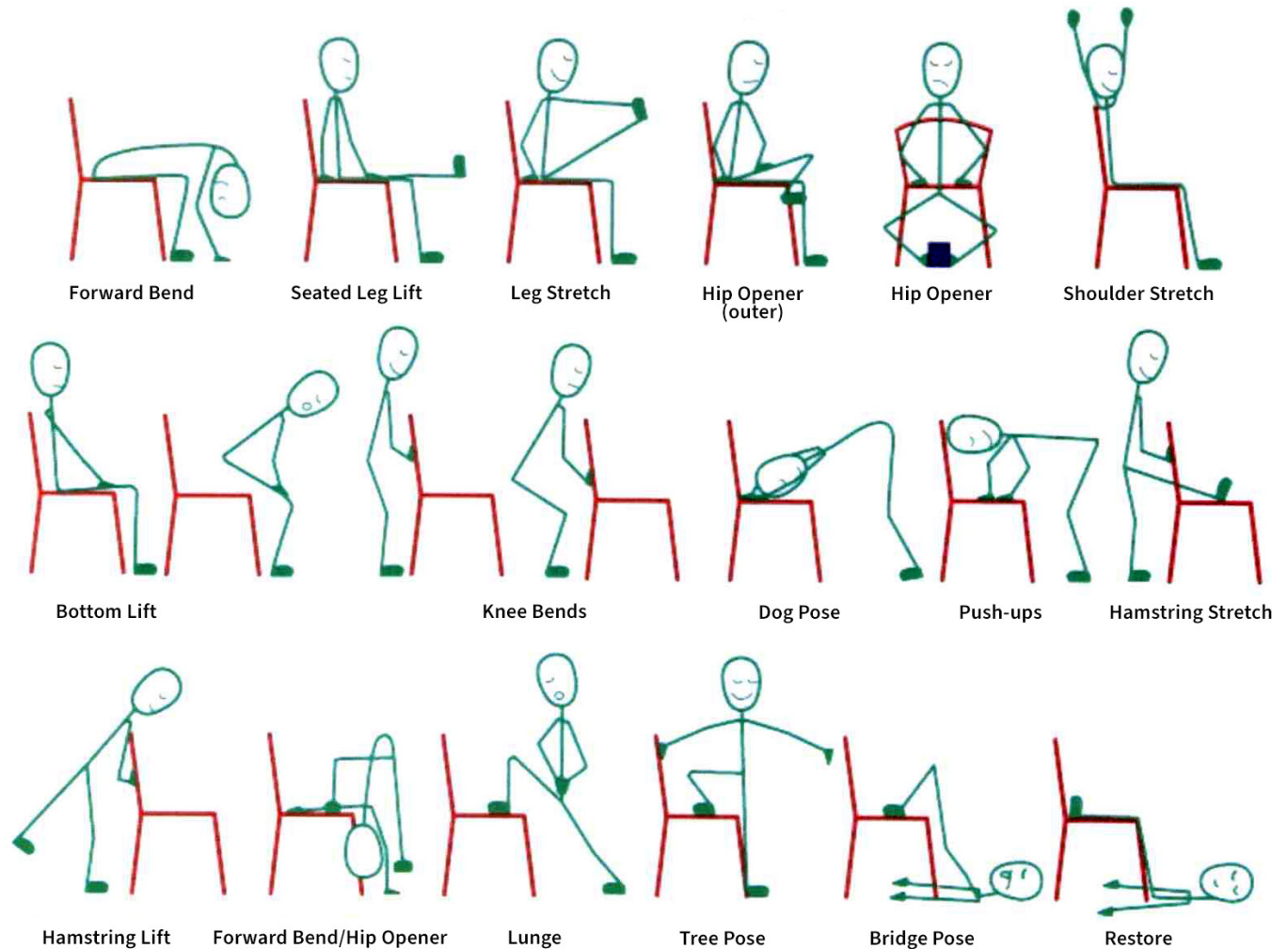
Speakers: Katie Hamm and Colleen Rathgeb, Office of Early Childhood Development; Andrew Williams, Office of Child Care; Lindsey Hutchison and Kelsey McKee, Office of Head Start; and Swati Adarkar, U.S. Department of Education

Location: Regency Ballroom

Description: Join leaders from the U.S. Department of Health and Human Services and U.S. Department of Education as they discuss federal priorities and forecast upcoming activities. This session will include discussion on the recent Office of Child Care and Office of Head Start Notices of Proposed Rulemaking. Participants will have the opportunity to ask questions in-person or by using Whova.

Stretch-Break Suggestions

While you are learning, connecting, and sharing, be sure to take time to move and stretch! Here are a few ways you can stretch between sessions to help keep your body and mind flexible!



Source: Carl Dawson, University of Vermont. <http://wh1.oet.udel.edu/pbs/wp-content/uploads/2012/05/Chair-yoga-Univ-of-Vermont.pdf>

Networking and Well-being Activities

Headshot Photography (*Tuesday only*)

Need to update your professional headshot? Take advantage of this opportunity at no cost to you! The event photographer will be available on Tuesday from 8:00 a.m. to 4:00 p.m. in the Regency Annex. Your image will be delivered to you after the Convening.

Fun and Games

Looking for a way to move, create, network, have a little fun, and support your well-being between sessions? Head up to the *Terrace* for the following activities:

- Challenge your teammates or another grantee to a game of **cornhole**, **Giant Uno**, **Connect 4**, or **Jenga**.
- If you prefer a quieter activity, **help complete a jigsaw puzzle** before the end of the Convening.
- Show off your creative skills by adding to the **PDG B-5 graffiti wall**.
- Add some flair to your conference notebook, favorite water bottle, or other items at the **sticker station**.
- Make **friendship bracelets** for yourself, your teammates, or to trade with other attendees. Bonus points if you use words related to PDG B-5 and post pictures on Whova!

Whova Leaderboard

You know Whova is your go-to source for all-things PDG B-5 Convening, but did you also know that using the application to connect with other participants, complete polls, and ask questions earns you points? The highest point earners at the end of the Convening can win prizes and the admiration of their colleagues! Track your points on Whova by clicking **Leaderboard** on the home page and selecting **My Points**.

Get Social (*Media*)

Capture memories with your team or share a selfie from the event using the PDG B-5 Convening banner located in the Regency Foyer as your background. Use the event hashtag **#PDGB5Convening2023** when you post. Upload your photos to Whova to earn points!

Action Planning

To support action planning for you and your state, we have developed handouts and tools to guide the process. Here is a brief explanation of each tool and its intended use.

- *Rise and Reflect* is a handout with prompts and questions to use at the start of each day. Plan which sessions to attend, what you hope to gather from each session, and which networking activities interest you.
- *Reflection Catcher* is available for each session. Take note of main session takeaways, who else needs to know this information, and what you still need to know for your state.
- *Daily Team Reflection* is for both you and your team. Use this handout to note the highlights of the day. This can be sessions, grantees to follow up with, and/or practices that inspire you. This daily reflection will guide your Team Action Planning on the last day of the convening.
- *Team Action Planning* will help to frame daily reflections, key points, and inspirations so you and your team can go home with goals and next steps.

Rise and Reflect – Tuesday

Use this page to plan the sessions you want to attend today and to reflect on how to get the most of your time. Here are some questions to guide your reflection.

Sessions I want to attend and why.

Morning

Why?

Afternoon

Why?




What I hope to learn more about today for myself.

What I hope to gather to share with my team.

Networking activities I want to participate in.

Reflection Catcher 1

Plenary Session I: Tuesday, 9:00 a.m. – 10:00 a.m.

<p><i>Big ideas & aha moments</i></p> 	<p><i>Questions I still have</i></p> 
<p><i>People I want to follow up with</i></p> 	<p><i>Notes to share with my team</i></p> 

Reflection Catcher 2

Concurrent Topical Session I: Tuesday, 10:30 a.m. – 12:00 p.m.

Session name: _____

Presenters: _____

*Big ideas
& aha
moments*



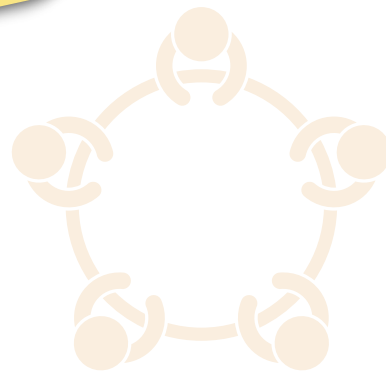
*Questions
I still
have*



*People I
want to
follow up
with*



*Notes to
share with
my team*



Reflection Catcher 3

Concurrent Discussion Session I: Tuesday, 1:30 p.m. – 3:30 p.m.

Session name: _____

Presenters: _____

*Big ideas
& aha
moments*



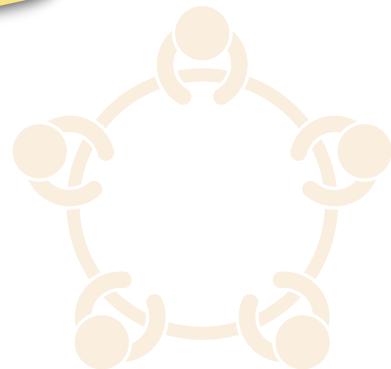
*Questions
I still
have*



*People I
want to
follow up
with*



*Notes to
share with
my team*



Daily Team Reflection

Use these questions to reflect on what inspired you today. Use the Daily Team Reflection in the Whova app to collect your individual and team reflections.

Personal Reflections

What practices or ideas do you want to learn more about?

What inspired you? Why?

What validated the work you are already doing?

Team Reflections

What practices/models did you learn about that you want to try or adapt?

Who else do you need to involve as you consider adopting or adapting these practices/models?

What is your state/territory already doing in this area that you can build on?

What are the first steps needed to implement these practices?

Rise and Reflect – Wednesday

Use this page to plan the sessions you want to attend today and to reflect on how to get the most of your time. Here are some questions to guide your reflection.

Sessions I want to attend and why.

Morning

Why?

Afternoon

Why?

What I hope to learn more about today for myself.

What I hope to gather to share with my team.

Networking activities I want to participate in.

Reflection Catcher 4

Concurrent Topical Session II: Wednesday, 9:00 a.m. – 10:30 a.m.

Session name: _____

Presenters: _____

*Big ideas
& aha
moments*



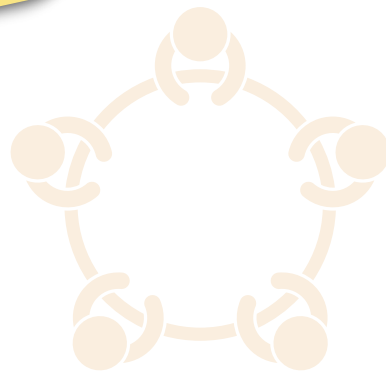
*Questions
I still
have*



*People I
want to
follow up
with*



*Notes to
share with
my team*



Reflection Catcher 5

Plenary Session II: Wednesday, 11:00 a.m. – 12:00 p.m.

*Big ideas
& aha
moments*



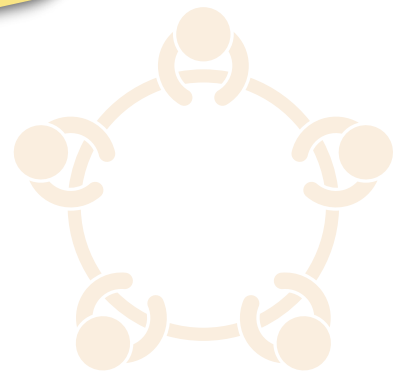
*Questions
I still
have*



*People I
want to
follow up
with*



*Notes to
share with
my team*



Reflection Catcher 6

Concurrent Discussion Session II: Wednesday, 1:30 p.m. – 3:30 p.m.

Session name: _____

Presenters: _____

*Big ideas
& aha
moments*



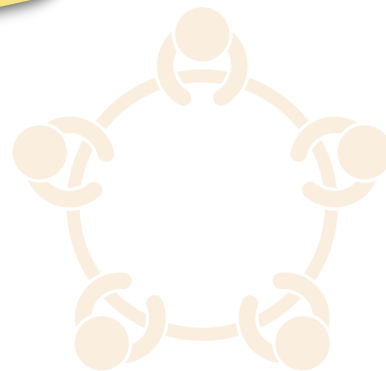
*Questions
I still
have*



*People I
want to
follow up
with*



*Notes to
share with
my team*



Daily Team Reflection

Use these questions to reflect on what inspired you today. Use the Daily Team Reflection in the Whova app to collect your individual and team reflections.

Personal Reflections

What practices or ideas do you want to learn more about?

What inspired you? Why?

What validated the work you are already doing?

Team Reflections

What practices/models did you learn about that you want to try or adapt?

Who else do you need to involve as you consider adopting or adapting these practices/models?

What is your state/territory already doing in this area that you can build on?

What are the first steps needed to implement these practices?

Reflection Catcher 7

Concurrent Discussion Session III: Thursday, 8:30 a.m. – 9:30 a.m.

Session name: _____

Presenters: _____

*Big ideas
& aha
moments*



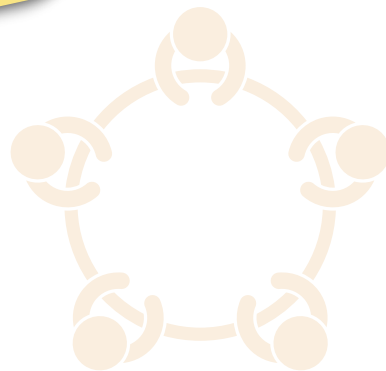
*Questions
I still
have*



*People I
want to
follow up
with*



*Notes to
share with
my team*



Team Action Planning

As a team, review your *Daily Team Reflection* pages and identify common areas of interest and growth you would like to see in your state or territory. Use the chart here to draft ideas. Use the *Team Action Planning* form in the Whova app to create a team plan.

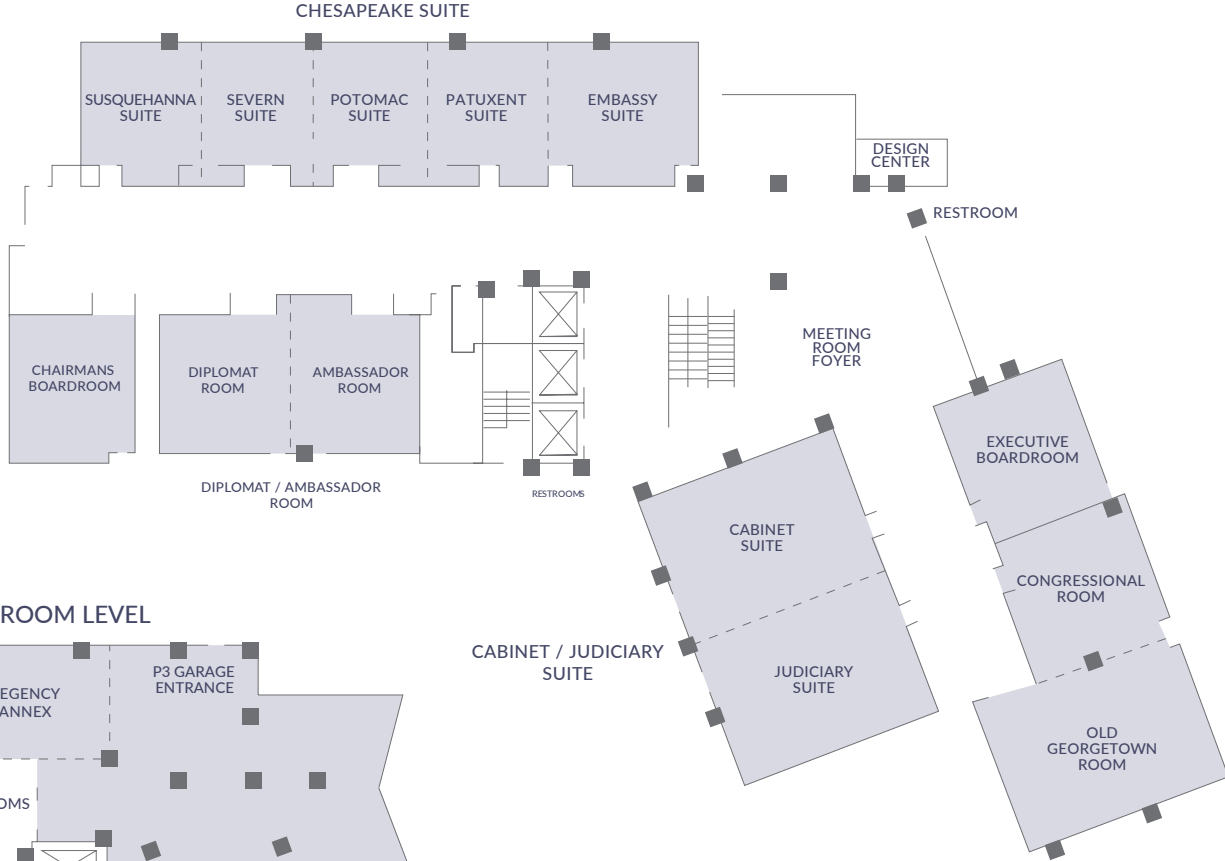
DRAFT IDEAS HERE

Practice or model to implement or update			
What would it look like?			
What is currently being done in this area?			
What is needed to implement or update the practice or model?			
Who needs to be involved?			
What is the first step (or what can be done in the next 2 weeks)?			

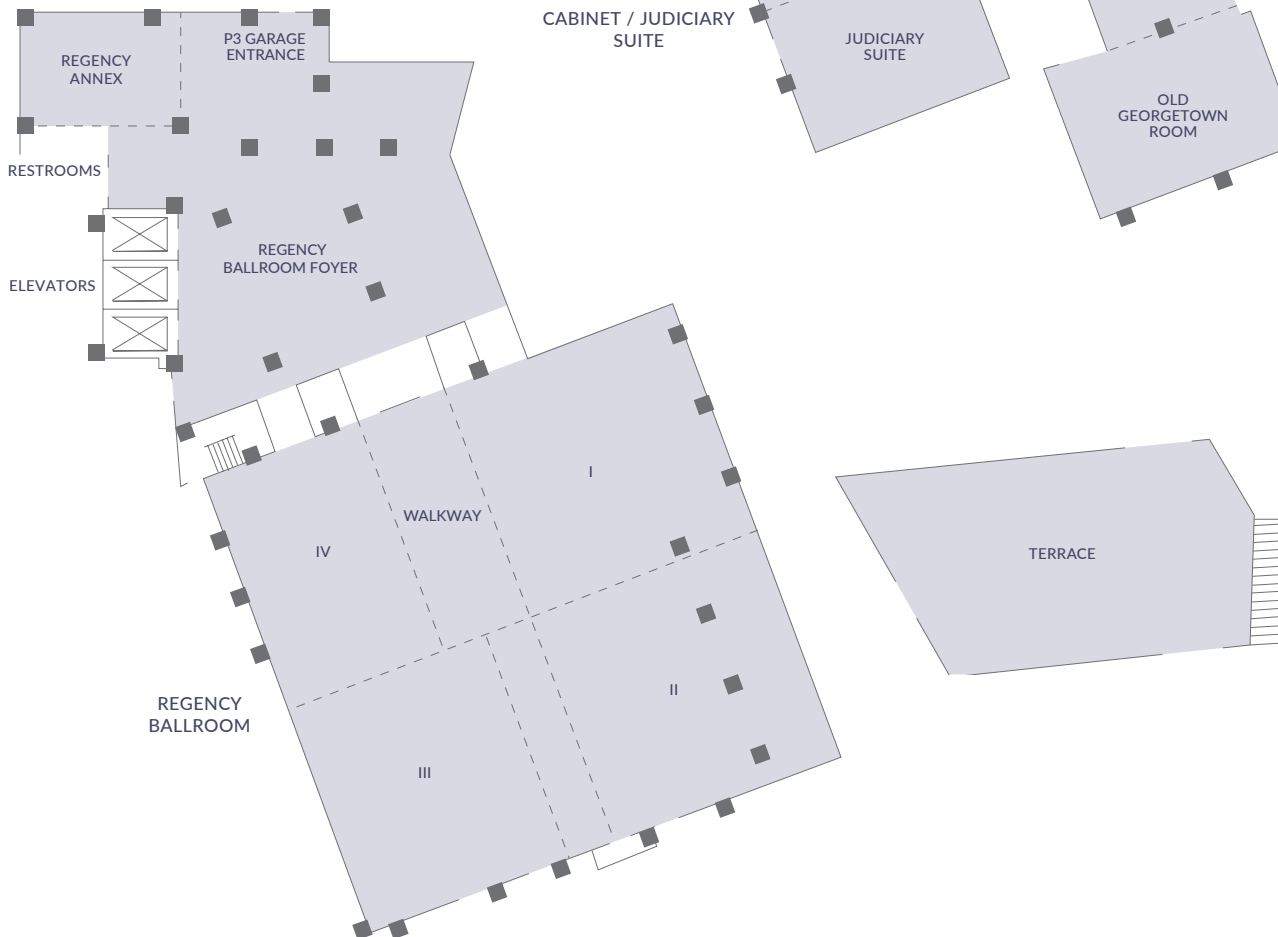
HYATT REGENCY BETHESDA

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bethesda.regency.hyatt.com

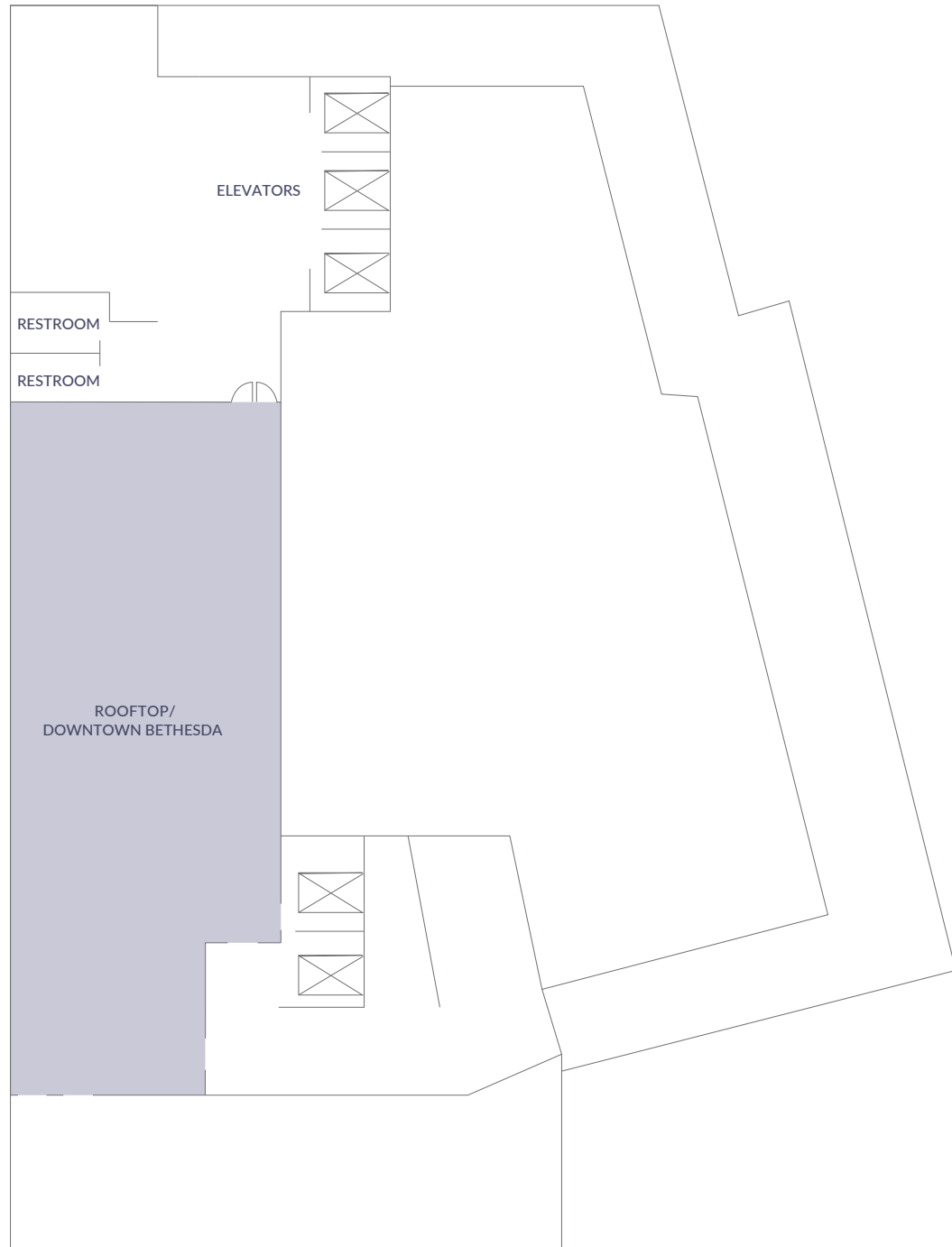
CONFERENCE LEVEL



BALLROOM LEVEL



ROOFTOP/DOWNTOWN BETHESDA



LOGISTICS INFORMATION

Parking And Public Transportation

The Hyatt Regency Bethesda offers **valet parking** at \$38 per day and **self-parking** at \$24 per day. The hotel is accessible via the Metro subway system. The **Bethesda Metro Station** is located right beneath the hotel on the **Red Line**.

The Bethesda Circulator (bus) is a convenient and free way to get around downtown Bethesda, Maryland. The Circulator operates daily except Sunday.

Bethesda Circulator Route and Schedule



Dining

The hotel offers three in-house dining choices.

Starbucks

Hours: Monday through Friday,
5:30 a.m. – 8:00 p.m. Saturday
through Sunday, 7:30 a.m. – 4:00 p.m.

Brown Bag – Quick Grab & Go

Hours: Monday through Friday,
7:30 a.m. – 2:30 p.m. Closed on
Saturday and Sunday

Morton's Steakhouse

Hours: Monday through Sunday,
4:30 p.m. – 9:00 p.m.

There are over 150 restaurants located along Bethesda Row in downtown Bethesda and within walking distance of the hotel. Information is available online at www.bethesdarow.com.

Automatic Teller Machine (ATM)

For your convenience, there is a 24-hour ATM located in the main lobby area.

Internet Access

Hotel complimentary wireless internet access is available in the lobby and public areas. In addition, complimentary wireless internet access will be available for convening participants in the convening space. The network is “PDGB5”, and the password is “PDGB5-2023!”

Registration and Convening Solutions Desk

For your convenience, the registration and solutions desk will be available throughout the convening. The staff at the solutions desk can address any questions you may have.



Registration

All registrants must check in at the registration desk located on the **Regency Ballroom Level** to pick up their name badge and other convening materials. *Your name badge is your admission to all sessions and should always be worn.* If you misplace your badge, you will be asked to show a photo ID at the registration desk to obtain a new badge.

Registration Hours

Monday, December 4: 4:00 p.m. – 7:00 p.m.

Tuesday, December 5: 7:00 a.m. – 8:30 a.m.



