March 16, 2018

Office of Head Start
Attn: Colleen Rathgeb
Director, Division of Planning, Oversight and Policy
330 C Street SW
Washington, D.C. 20024

Re: RIN 0970-AC63

Dear Ms. Rathgeb,

On behalf of the National Head Start Association (NHSA), the nationwide Head Start community, the broader early care and education community, and the undersigned organizations, we are pleased to provide comments in response to the proposed rule change to the “The Head Start Designation Renewal System Improvements,” published on February 14, 2018 (83 FR 6503).

NHSA is the voice for more than one million children in Head Start and Early Head Start programs across the United States. Recognizing the devastating impact poverty can have on the future success of young children and their families, Head Start and Early Head Start represent a longstanding national commitment to provide early learning opportunities for vulnerable children and comprehensive support to help their families achieve long-term stability and success. NHSA and the undersigned organizations (collectively referred to in this document as ‘we’) believe that every child, regardless of circumstances at birth, has the ability to succeed in life if given the opportunity that Head Start offers to children and their families.

The comments below have been developed with the input of Head Start programs across the country that have experienced CLASS and the DRS. The proposals were created through extensive conversations with NHSA’s Board of Directors, Head Start state and regional leaders, the broader Head Start community, researchers, and other early care and education experts, and include input from Head Start directors, staff, and families through a national survey with more than 1100 responses.

We commend the administration for seeking comments on forthcoming changes to the Designation Renewal System (DRS). The successes of Head Start are, and should be, closely tied to its deep commitment to continuous improvement in order to achieve positive outcomes and thus remain accountable to each child and his or her family, their community, and the American taxpayer. Because of this commitment, we stand in strong support of a system of rigorous accountability so long as that system is also equitable, transparent, and effective. The DRS in its current form falls short of fully meeting these basic principles, and reforms are needed before more high-quality grantees are unfairly required to compete for continued funding. In this regard, we agree with one of the proposed changes outlined in the Request for Comment, oppose several others, and propose other reforms, including one based on a concept the administration offered in the Request for Comment.
Specifically, we firmly support the proposed removal of the lowest ten percent provision of the CLASS condition, but we stand in opposition to the proposals of simply increasing the minimum threshold for the Emotional Support and Classroom Organization domains. We also oppose the proposal to remove the minimum threshold for the Instructional Support domain and, in its place, allow the Secretary to set an absolute minimum threshold annually. Instead, we propose a new approach to the CLASS condition for competition that places Head Start grantees into one of three zones (Competition Zone, Quality Improvement Zone, or High Quality Zone) as determined by a 15-point system that weighs and combines all individual CLASS domain scores into a single score. The following recommendations—including some that would not require regulatory changes—also propose ways to increase the reliability of the CLASS tool, meet diverse cultural and linguistic needs, and ensure effective competition.

NHSA, together with the undersigned parents, staff, programs, associations, and organizations, offer the following response to the Request for Comment.

**Background of the DRS**

The DRS was first established in the Head Start for School Readiness Act of 2007 as an additional system of accountability for Head Start and Early Head Start. Specifically, the Act called for the creation of a system to determine “if a Head Start agency is delivering a high-quality and comprehensive Head Start program that meets the educational, health, nutritional, and social needs of the children and families it serves, and meets program and financial management requirements and standards.”\(^1\) In cases where the agency was determined to not be providing high quality and comprehensive services, the agency would have to compete in a grant-making process in order to retain its Head Start and/or Early Head Start grant.

Since its first implementation in 2011, several reports have been conducted on DRS by NHSA and the administration. The section below outlines the impacts of the DRS on Head Start as identified by these NHSA and administration reports and discusses the transition of the Head Start program from a compliance-driven system to a system of continuous quality improvement and data-driven decision-making. Collectively, these reports demonstrate the quality of Head Start and the positive impact of the DRS. However; the reports also clearly indicate that DRS reforms are needed, specifically to the conditions for competition.

**NHSA’s Report on DRS**

While the Head Start field welcomed the idea that poor-quality grantees should be replaced by alternative, stronger providers, the biggest obstacle in the implementation of the DRS has been the disconnect between the conditions of competition and program quality.

In September 2015, NHSA released a report, “Analysis of the Designation Renewal System: Cohorts One to Three,” which examined the experiences and results of competition for both grantees and their communities. The 2015 report found that the most common conditions that

\(^1\) Sec. 641 [42 U.S.C. 9836]
caused grantees in the first three cohorts to compete were the deficiency condition and the CLASS condition. The report further found that the assignment of a deficiency often did not effectively consider the severity of its finding, fluctuating CLASS scores that led to arbitrary competition, and the pervasive perception that any grantee could be placed in competition for a minor incident at any time.

Specifically, the report found that across the first three cohorts of grantees who were placed into competition, 74% had their grants restored in full or in part. However, there was significant variation in the percentage of grants that were restored, depending on which condition led to grant competition. For example, 83% of grantees competing due to the lowest ten percent provision of the CLASS condition had their grants restored while only 63% of grantees with multiple deficiencies won their grants back in recompetition.

According to the report, there were a number of reasons that explained the high rate of grants being restored. First, because some programs competed due to less severe or systemic concerns, many of those programs were ultimately able to demonstrate high quality in their grant applications. Second, long commitment and familiarity with Head Start enabled Head Start programs to deliver services and engage families and communities more effectively than other grant competitors.

The report concluded that:

- The DRS does not yet fully meet congressional intent of targeting competition to poor quality grantees.
- Basic reforms are needed to make the DRS consistent, reasonable, and predictable.
- Conceptual reforms are needed to support programs in working toward high quality, not compliance.

Administration’s Reports on DRS, CLASS, and Head Start Quality
In November 2016, the administration released a series of reports that offered insight into the first four cohorts of DRS, the general status of Head Start’s quality, the use of CLASS in Head Start, and the impact of the DRS as a system.

One report, “Tracking Quality in Head Start Classrooms,” examined data from three cohorts of the Head Start Family and Child Experiences Survey (FACES), and its findings were particularly promising. The report found that average classroom quality in Head Start improved steadily between 2006 and 2014. Fewer classrooms were scoring low in the Instructional Support domain, and more classrooms were scoring in the good or excellent category on the ECERS-R test. Further, the characteristics of Head Start teachers were trending in a positive direction. In short, classroom quality had increased because of changes made in the 2007 Head Start Act—including the Designation Renewal System.

The second report, titled “Early Implementation of the Head Start Designation Renewal System: Volume I & II,” found that, in general, the DRS was supporting quality improvement in Head Start, but concerns were raised that some conditions, namely the CLASS condition, were not
effectively able to identify lower performing programs. This finding aligned with the conclusions of NHSA’s 2015 report as well as those concerns raised to the Secretary of Health and Human Services in various letters by NHSA, the Head Start community, and a bipartisan group of 19 U.S. senators.

Transitioning from Compliance to Continuous Quality Improvement

While Head Start has seen improvements in classroom quality between 2006 and 2014, many in the early care and education community point to the focus on compliance and bureaucracy in Head Start as having stymied further growth and improvement. The administration has sought to address this concern by intentionally seeking to transform Head Start into a system of Continuous Quality Improvement (CQI) through the 2016 revision of the Head Start Program Performance Standards and the update of the Aligned Monitoring System in 2017. While both efforts are still in the early stages, they are promising examples of effective transformation. However, without changes, the current DRS will hinder this transformation because of its punitive emphasis that is at odds with identification and encouragement of rigorous, continuous improvement. In its current state, the system stymies both quality and innovation; competing quality grantees based on arbitrary thresholds.

The DRS must evolve to match the rest of the Head Start system by moving away from a culture of compliance and toward one of CQI. Making these changes in a timely manner will allow Head Start programs to focus less on arbitrary or fluctuating benchmarks and more on how to continuously improve service delivery for our nation’s most vulnerable children and families. Many Head Start programs successfully use the CLASS tool for professional development. The changes proposed below seek to align the DRS more closely with programs’ CQI and professional development needs and existing initiatives.

Recommendations for CLASS Scoring

As previously noted, NHSA, the Head Start community, and the undersigned organizations are supportive of reforming the use of CLASS in the DRS, though not unequivocally supportive of all aspects of the four proposed changes detailed in the Request for Comment.

1. Lowest Ten Percent of the CLASS Condition

We are fully supportive of the removal of the lowest ten percent provision of the CLASS condition. The lowest ten percent provision of the CLASS condition creates an arbitrary, floating line with no direct relation to quality, while penalizing many grantees that score in the proficient range. In a 2016 letter to former Secretary Burwell, a bipartisan group of 19 U.S. senators led by Senators Lisa Murkowski (R-AK) and Jeff Merkley (D-OR) called for the immediate suspension of the use of the lowest ten percent provision of the CLASS condition in the DRS. The letter (see below excerpt) cited these concerns:

First, because the 10 percent line is redrawn each year, programs are forced to aim for an unknown and moving target which is very disruptive to planning and innovation. This also means that programs monitored in different years are not subject to the same 10 percent
cutoff line. As a result, use of the 10 percent trigger does not appear to meet the requirements of Sec. 641 (c)(8) of the Head Start Act (42 U.S.C. 9836) that the Designation Renewal System be transparent, reliable, and valid. Second, following their CLASS monitoring event, a program must wait until the following school year to learn whether their scores will require them to compete. The operational stress this creates is felt at every level and has contributed to staff turnover in many communities. This delay also does not appear to meet the law's requirements that the DRS renews designations in a timely manner. Third, 83 percent of the 140 programs who are in DRS solely for being in the bottom 10 percent of CLASS have won their grants back entirely. Many of these programs received clean monitoring reports and some were only in competition by a fraction of a point in one domain. In short, this trigger is not a transparent or clear measure, it is highly stressful and wasteful for programs—taking away from their ability to focus on their services—and is not accomplishing Congress' goal of identifying and improving low performing programs. The DRS should not trigger Head Start grants to recompete in order to meet a minimum quota – as the 10% effectively does – but should instead effectively differentiate low quality from high quality.  

Given the findings of the evaluations and the admission in the Request for Comment that the current use of CLASS “may not be optimally targeting the grantees for competition with the lowest measures of classroom quality,” we strongly encourage the administration to immediately cease using the lowest ten percent component of the CLASS condition of DRS. If there are grantees due to compete because of CLASS scores in the lowest ten percent, we similarly recommend that this decision be reevaluated. The administration’s 2016 report raised clear concerns about this component, and it should not be triggering punitive action in the form of grant competition until the new system is finalized and implemented.

Recommendation: Remove the lowest ten percent provision of the CLASS condition described in 45 CFR 1304.11(c)(2).

2. Minimum Thresholds for CLASS Domains
We do not support the second or third proposals in the Request for Comments to simply increase the minimum thresholds for Classroom Organization and Emotional Support domains. Similarly, we do not support the fourth proposal of the Request for Comment that would give the Secretary the power to annually set the absolute threshold for the Instructional Support domain. While addressing some of the concerns of the lowest ten percent provision, the proposal to change the Instructional Support minimum threshold annually does not address the concern that an unknown and moving target is ineffective, disruptive, and stymies innovation. The thresholds for low and high quality should not change yearly because what makes for quality teacher-child interactions does not change from year-to-year. Instead, our alternative proposal would establish a clear connection to grantees’ continuous quality improvement while mitigating some of the challenges of the existing system.

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2 Letter from Senators Murkowski, Merkley, et al to Secretary Burwell, July 2016
As noted earlier, the Office of Head Start has taken action to empower local grantees to be driven by data-driven decision-making and continuous quality improvement, rather than solely by compliance. NHSA contends that the CLASS condition of the DRS should be reformed in the same vein. To do this, the high-stakes nature of the current use of the CLASS condition—which causes grantees to compete due to snapshot observations that are shown to not definitively differentiate quality—should be reconsidered. Instead, CLASS scores should be considered against a range of options that determine a need for grant competition, high quality, or a need for targeted quality improvement. This would create a gradient across scores, much like the current use of noncompliance and deficiency seen elsewhere in the DRS.

As illustrated by Figure 1, each zone would have different implications for the grantee. The grantees with exceptional CLASS scores in each domain would reside in the High Quality Zone, indicating that that CLASS condition of the DRS would not trigger competition for the grant at the end of its five-year cycle. Grantees with mid-range scores would be placed in the Quality Improvement Zone, which would impel them to create and implement a quality improvement plan, then be reassessed for improvement. At the point of reassessment, the grantee would have to demonstrate improvement or the grant would be placed in competition at the end of its five-year cycle. Grantees scoring at the lower range would be in the third zone, the Competition Zone, which would require them to implement a quality improvement plan. However, grantees in the
Competition Zone would necessarily be placed into competition at the end of the grant cycle, much like the current use of CLASS does for grantees falling below an individual threshold.  

Under this proposed system, no single domain score would send a grant into competition. Instead, scores would be considered cumulatively, and points would be awarded based on low-, mid-, or high-level scores in each domain with a maximum of 15 points that could be earned. Given the concerns with inter-rater reliability, scoring based on ranges helps to protect against skewed averaging within domain scores being tied to punitive action. The proposed system would not only consider the grantee’s CLASS scores more holistically, but it would also allow grantees to demonstrate the effectiveness of their professional development and training systems by requiring them to increase their scores within a grant cycle. In doing so, the system would effectively meet the stated goal in the Request for Comment to “better balance an ability to drive quality improvement over time.”

Implementation of the Proposed System

Several key factors are critical to effectively implementing these changes to the CLASS condition. First and foremost, CLASS observations would necessarily need to occur as early as possible in the grant cycle, no later than the end of the second year, in order to provide adequate time for grantees in the Quality Improvement Zone to create and implement an improvement plan and make notable progress before being reevaluated through a second CLASS review. Second, when the Quality Improvement process is initiated—through a score in either the Quality Improvement Zone or the Competition Zone—grantees should be given as much information as possible about their scores, including all information gathered by the observer if possible, to inform the formulation of a work plan. With more information, grantees will be better able to address the specific areas with the greatest need for quality improvement. Third, grantees should be given sufficient time (60 days) to formulate a thoughtful, comprehensive work plan that may include targeted mentor coaching, professional development, or adjusted resource allocation to address areas in need of improvement. These plans could be made in consultation with grantees’ respective program specialists. Finally, within 30 days, the Secretary should approve grantee quality improvement plans, including its proposed benchmarks, or indicate areas that need revision.

Additionally, the Head Start Training and Technical Assistance System would need to be amended to effectively support such a quality improvement plan. A second phase of implementation should also consider attaching points to and evaluating grantees’ systems of professional development and quality improvement.

Recommendation: Consider CLASS scores on a spectrum which would place grantees into one of three zones: 1) High Quality, 2) Quality Improvement, or 3) Competition.

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3 Region XI programs operate pursuant to a unique system within Head Start that reflects the government-to-government relationship that exists between the United States and Tribal Nations. We, the undersigned, firmly believe that additional consideration, similar to that under the existing DRS, of Region XI programs under CLASS is appropriate due to the unique status of American Indian/Alaska Native Head Start.

4 FR Doc. 2017-26483 Filed 12-7-17; 8:45 am
Recommendations for CLASS Observations

In addition to the aforementioned recommended changes to the implementation of the CLASS condition, other improvements could be made to further the stated goal of “improving implementation and transparency of the DRS.” These changes could be addressed through an updated CLASS Field Guide, increased reviewer fidelity to the Field Guide, and the establishment of a transparent, accessible appeals process.

1. Time of Observations
With regard to the time during which reviews take place, further research is needed to determine whether time of day or time of year impacts the scores grantees receive. Grantees observed early in the year are often focused on orientation activities, health screenings, and other assessments, and have not yet reached a point of regularly scheduled classroom operations.

Recommendation: Efforts should be made to ensure that CLASS observations are done at an optimal time at which scores will be most indicative of usual classroom operations.

2. New Teachers
New teachers and teachers’ assistants need adequate time to acclimate to a new classroom and to one another. CLASS observations should not be done within six months of a teacher or assistant teacher joining a classroom as a new member of the classroom team. Further research should be conducted to determine what amount of time is sufficient for CLASS scores to be indicative of a teacher’s performance.

Recommendation: New and new-to-a-classroom teachers and teacher aides should be given a six-month period before they can be observed for monitoring purposes.

3. Inter-Rater Reliability
Drastic efforts should be made to examine—and when needed, improve—inter-rater reliability. Especially given the high-stakes nature of the CLASS observations in which grants are placed into competition for less than a tenth of a point, CLASS reviewers should be held to the highest possible standard of reliability. Currently, reviewers must be within one point of a master code to be considered reliable. Thus, reviewers who are deemed reliable may score the same interaction differently, significantly affecting the average score across multiple classrooms and potentially creating negative consequences. These concerns were examined by an administration report in 2016, which found that:

Although CLASS observers from both the Office of Head Start (OHS) and the evaluation team met the developer’s reliability standards, there were substantial differences in CLASS scores collected by the two teams and substantial variability that could be attributed to raters, raising concerns about the precision of CLASS for the purposes of DRS. (Early Implementation of the Head Start Designation Renewal System: Volume I)
Ultimately, “analyses of CLASS scores collected by the evaluation team suggest that variability among raters may account for up to 45 percent of the variability in the CLASS.” Considering the small margin between grant competition and grant retention due to the CLASS condition, inter-rater reliability is paramount. To address the concern of inter-rater reliability, OHS should consider and research the potential positive benefits of using multiple reviewers and reliability tests before each monitoring event, and the greater use of technology, including exploring the possible use of video-recorded observations.

Further, the 2016 administration report found that “no analyses indicated that grantees designated due to low CLASS scores differed from grantees that were not designated on any study measure of quality.” If the intention of the DRS is to improve quality and the OPRE report could not find that CLASS was differentiating grantee-level quality, then additional research is needed as to the role of CLASS in the DRS. Specifically, more research is needed to determine which thresholds are proven to indicate increased impact on child outcomes. Then, thresholds in the DRS should be set based on the research-based connection of specific scores to child outcomes.

**Recommendation: More research should be done to improve inter-rater reliability and increase the understanding of the relationship between thresholds and impact on child outcomes.**

### 4. Cultural and Linguistic Appropriateness

Concerns over the use of CLASS in classrooms with cultures unfamiliar to the observer as well as in classrooms with dual language learners should be addressed by creating and requiring observers to attend cultural and linguistic awareness training. For example, much of American Indian and Alaska Native communication is nonverbal, and nonverbal behaviors are largely culture-bound. Teachers' sensitivity and understanding of students’ nonverbal behaviors and their competence in sending correct nonverbal messages is an essential part of classroom interactions. CLASS reviewers may be unaware of the meaning or misinterpret these nonverbal behaviors, leading to undeservedly low CLASS scores. The Office of Head Start should consult directly with tribal representatives and leaders in both the Migrant/Seasonal and American Indian and Alaska Native Head Start communities in creating this training to ensure that the trainings are cultural appropriate and authentic.

Further, the use of the CLASS tool in Head Start program with dual language learners often yields artificially low scores in the Quality of Feedback and Language Modeling CLASS dimensions because children learning multiple languages go through a “silent period” (also called the observational or listening period) in which they are primarily listening, observing gestures, and learning environmental cues. CLASS observers may observe fewer feedback loops because the children are in the middle of a listening period or simply do not yet have the language skills for back-and-forth exchanges with the teacher. Limited use of expansion strategies also may be observed as teachers focus on ensuring that dual language learners are grasping basic vocabulary.

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5 Early Implementation of the Head Start Designation Renewal System: Volume I
and concepts before providing additional information. Considering this differing approach, Head Start teachers may be implementing best practices in dual language learning, while still receiving low CLASS scores.

**Recommendation:** The Office of Head Start should create a cultural and linguistic awareness training and require CLASS evaluators to attend the training before they conduct CLASS evaluations for monitoring purposes.

5. **Video Observations**
Evidence suggests that CLASS scores derived from video observations are as reliable and valid as those collected by live observers. Video should be collected by federal staff/contractors (not trained CLASS observers) while they are already on-site during existing federal review visits. OHS guidelines should stipulate where, when, and how video is collected, including (for example) standardizing the context of video samples by stipulating that for each classroom, one 20-minute video segment be recorded during full- or small-group activity time, and one include a transition. Video data should be transmitted and stored according to stringent security protocols in order to protect the privacy of those in the videos, then coded centrally by a small cohort of highly-trained CLASS raters who are able to maintain rigorous reliability. Each classroom’s score could be constructed from observations by *at least* two raters (e.g., a classroom’s two 20-minute video clips should each be coded by a different rater; and/or two raters’ scores on the same clip would be averaged together).

The numerous benefits to using video include:

a. Cost efficiency to help offset the added cost of re-assessments that are recommended for grantees in the Quality Improvement Zone. Because video would be taken during other, pre-existing monitoring events, there would be a cost savings from removing current travel costs of CLASS observers.

b. Increased inter-rater reliability by easily enabling multiple raters to “observe” the same classroom, and requiring a smaller pool of central raters who can more easily maintain more stringent levels of reliability and calibration with one another.

c. Observers who speak the language of the classroom and have received additional training on cultural sensitivity as it relates to the CLASS could more easily and cost-effectively be assigned to code videos from classrooms where the language of instruction is not (always) English or where the populations include children from various cultures (especially in tribal/migrant/seasonal programs).

d. Video recording (a camera on a tripod) is not as invasive or disruptive as live observers.

e. Video could be returned with CLASS scores to grantees in the Quality Improvement Zone to facilitate reflection and professional development around the CLASS tool and teachers’ own practice.

f. Video could serve as critical documentation on which to base an appeals process.

**Recommendation:** The administration should collect CLASS observations via video.
6. **Appeals Process**

To improve upon the transparency of the DRS, it is critical to develop a proper appeals process through which grantees can report concerns and request follow up. Comments from the Head Start community indicate that the experience and/or professionalism of reviewers varies, reporting that reviewers sometimes disrupt classrooms, watch TV on their laptops instead of observing classrooms, or cannot speak the predominant language used in the classroom. Others are concerned that scores received by valid CLASS observers in their state or local QRIS vary dramatically from those received by OHS observers. In order to ensure that not only the grantees, but also the DRS itself, is continuously improving, it is critical to add a feedback mechanism for every component, especially the CLASS condition, given its impactful use.

**Recommendation:** An appeals process should be established to create avenues for grantees to express concerns, reevaluate findings, and provide feedback and opportunities for improvement of the DRS.

**Additional Opportunities to Improve the DRS**

In addition to the concerns around the CLASS condition, we strongly encourage the administration to consider making two additional reforms to the DRS.

1. **Deficiency Condition**

The administration should consider changes to the single deficiency condition, specifically when a deficiency is due to a grantee self-report of a health or safety incident. As defined in the 2007 Head Start Act, the term deficiency means:

“(A) a systemic or substantial material failure of an agency in an area of performance that the Secretary determines involves—

(i) a threat to the health, safety, or civil rights of children or staff;
(ii) a denial to parents of the exercise of their full roles and responsibilities related to program operations;
(iii) a failure to comply with standards related to early childhood development and health services, family and community partnerships, or program design and management;
(iv) the misuse of funds received under this subchapter;
(v) loss of legal status (as determined by the Secretary) or financial viability, loss of permits, debarment from receiving Federal grants or contracts, or the improper use of Federal funds; or
(vi) failure to meet any other Federal or State requirement that the agency has shown an unwillingness or inability to correct, after notice from the Secretary, within the period specified;
(B) systemic or material failure of the governing body of an agency to fully exercise its legal and fiduciary responsibilities; or
In many instances, the cause of a deficiency is clearly “a systemic or substantial material failure of an agency or governing body, or an unresolved area of noncompliance.” In these instances, we agree with the current outcome of competition. However, while we are unequivocally committed to ensuring that all children Head Start serves are safe, in instances of self-reported health and safety incidents, an automatic deficiency is not always the appropriate course of action. Assessing whether a grantee’s systems are capable of preventing health and safety issues more closely aligns with the congressional intent of a deficiency in the DRS than simply considering the action or mistake of one employee, for example.

Recommendation: The administration should create an independent review panel to consider each incident to determine if the error was due to a systemic or substantial material failure of an agency versus a situational or incidental error.

2. Timeliness of the DRS and Competition Process
The administration should make changes to address the timeliness of the DRS and its competition system. Per the 2007 Head Start Act, the initial implementation of the DRS transitioned all Head Start and Early Head Start grants from indefinite grants to five-year grants. Unsurprisingly, this complicated the implementation of the system and delayed the execution of grant competitions and awards. However, now that all Head Start and Early Head Start grants are on five-year grant cycles, the timeliness and predictability of when grant decisions are made, competitions announced, and awards must improve. Not knowing whether a grant will be retained within a month of the grant period ending, as has been the case over the past five years, is inadequate notice to grantees. This timing can disrupt services for children and their families, affect program operations, and impact the stability of employment. The current process, as is, impedes robust competition by advantaging applicants that can better navigate the inconsistency, unpredictability, and complexity of the grant-making process, rather than encouraging and promoting the best-suited and highest quality applicants.

Recommendation: We strongly recommend that the administration create and strictly adhere to a calendar of competition that includes making grant competition decisions known at least six months before the start of services for the service area.

Conclusion
Again, we commend the administration for considering changes to the DRS, and we appreciate the opportunity to provide comments. Head Start has long been a model of effective accountability, high-quality services, and localized, targeted service delivery. The DRS was Congress and the administration’s first attempt to establish an additional layer of accountability, and it has been moderately successful. We look forward to working with Congress and the administration on a

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7 Sec. 637 (2) [42 U.S.C. 9832]
8 Sec. 637 (2) [42 U.S.C. 9832]
full overhaul of the DRS in the next Head Start reauthorization. However, this initial system is in dire need of immediate improvement, and we believe that a regulatory overhaul through the changes we propose would align the DRS with Head Start’s culture of continuous quality improvement—allowing children, families, and communities across the country more opportunities to achieve success. On behalf of the National Head Start Association and all the undersigned individuals and organizations, thank you for your time and your consideration.

Sincerely,

Yasmina Vinci
Executive Director
National Head Start Association

National Associations
National Indian Head Start Directors Association National Migrant and Seasonal Head Start Association

Regional Associations
New England Head Start Association Region VI Head Start Association
Region II Head Start Association Region VII Head Start Association
Region III Head Start Association Region VIII Head Start Association
Region IV Head Start Association Region IX Head Start Association
Region V Head Start Association Region X Head Start Association

State and Territory Associations
Alabama Head Start Association Illinois Head Start Association
Alaska Head Start Association Indiana Head Start Association
Arizona Head Start Association Iowa Head Start Association
Arkansas Head Start Association Kansas Head Start Association
California Head Start Association Kentucky Head Start Association
Colorado Head Start Association Louisiana Head Start Association
Connecticut Head Start Association Maine Head Start Directors Association
Delaware Head Start Association Maine Head Start Association
District of Columbia Head Start Association Minnesota Head Start Association, Inc.
Florida Head Start Association Mississippi Head Start Association
Georgia Head Start Association Missouri Head Start Association
Head Start Association of Hawaii Montana Head Start Association
Idaho Head Start Association Nebraska Head Start Association

Nevada Head Start Association
New Hampshire Head Start Association
New Jersey Head Start Association
New Mexico Head Start Association
New York State Head Start Association
North Carolina Head Start Association
North Dakota Head Start Association
Ohio Head Start Association
Oklahoma Head Start Association
Oregon Head Start Association
Pennsylvania Head Start Association
Puerto Rico Head Start Association
Rhode Island Head Start Association
South Carolina State Head Start
South Dakota Head Start Association
Tennessee Head Start Association
Texas Head Start Association
Utah Head Start Association
Vermont Head Start Association
Virginia Head Start Association
Washington State Association of Head Start & ECEAP
West Virginia Head Start Association
Wisconsin Head Start Association
Wyoming Head Start Association

National Organizations

Child Care Aware of America
Arlington, VA

Save the Children Action Network (SCAN)
Washington, D.C.

Ounce of Prevention Fund
Chicago, IL

Educare Washington D.C.
Washington, D.C.

First Five Years Fund
Washington, D.C.

MomsRising
Ann Arbor, MI

Children's Defense Fund (CDF)
Washington, DC

Community Action Program Legal Services, Inc. (CAPLAw)
Boston, MA

National Association for the Education of Young Children (NAEYC)
Washington, D.C.

National Association for Family, School and Community Engagement
Alexandria, VA

National Community Action Partnership
Washington, D.C.

Abriendo Puertas/Opening Doors
Los Angeles, CA

State Agencies and Collaboration Offices

Executive Office on Early Learning
Honolulu, HI

Head Start Collaboration Office

Denver, CO

TN Head Start State Collaboration Office
Nashville, TN
Concord, NH

**Local and Community Partners**

2nd Chance Thrift Store and Donation Center  
Globe, AZ

Association of Community Action Partnerships of Louisiana  
Baton Rouge, LA

Arizona Community Action Association  
Phoenix, AZ

Catholic Charities  
Cleveland, OH

Champlain Valley Office of Economic Opportunity  
Burlington, VT

Changing Tides Family Services  
Eureka, CA

Chautauqua Opportunities, Inc.  
Dunkirk, NY

City of Chattanooga Office of Early Learning  
Chattanooga, TN

Committee for Children  
Seattle, WA

Community Action Partnership of New Jersey  
Piscataway, NJ

Community Action Partnership of Sonoma County  

District IV HRDC  
Havre, MT

El-Ada Inc. Community Action Partnership  
Boise, ID

Early Ed Consulting  
Redlands, CA

Fresno Economic Opportunities Commission  
Fresno, CA

Grass Roots Organizing Works  
Rock Island, IL

Hawaii Association for the Education of Young Children  
Honolulu, HI

ICare Inc.  
Statesville, NC

Iowa Community Action Association  
Des Moines, IA

Kingdom Kounsel  
Baton Rouge, LA

KOOTASCA Community Action  
Grand Rapids, MN
Louisiana Community Housing Development Association, Inc.
Franklin, LA

Maria Pense Center
NY, NY

Michigan Community Action
Okemos, MI

Minnesota Community Action Partnership
St. Paul, MN

Missouri Community Action Network
Jefferson City, MO

Mt. Zion Baptist Church
Morgan City, LA

NACOG
Flagstaff, AZ

Neighborhood Service Center
Easton, MD

New York Downtown Presbyterian Hospital
New York, NY

Noah’s Ark Preschool
Hastings, MI

Northwest Community Action Partnership
Chadron, NE

Ozark Action, Inc.
West Plains, MO

Ozarks Area Community Action Corporation
Springfield, MO

Parent/Child Incorporated
San Antonio, TX

POWER-PAC (COFI)
Chicago, IL

ProAction of Steuben & Yates County
Dundee, NY

Ram Early Childhood Services
Mobile, AL

River City Companionship LLC
Jacksonville, FL

SABLE
Far Rockaway, NY

San Bernardino County
San Bernardino, CA

Scranton Lackawanna Human Development Agency, Inc.
Scranton, PA

Sensory & Things
Medford, OR

Social Engagement Network
Las Vegas, NV

Southeastern VT Community Action
Westminster, VT

TX Association of Community Action Agencies
Austin, TX

The Root
Charlotte, NC

Tri-County Opportunities Council
Rock Falls, IL

Unity Council
Oakland, CA
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<th>University of MO-KS City, School of Social Work</th>
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**Head Start Agencies**

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Ann Arbor, MI

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Blaine, MN

Anoka/Washington County Community Coon Rapids, MN

Arkansas Early Learning Bill and Carolyn Craft Head Start
Harrisburg, AR

Arkansas Early Learning, Inc.
Jonesboro, AR

Arkansas Economic Opportunity Commission Inc.
Blytheville, AR

Armstrong County Community Action Agency Head Start
Kittanning, PA

Arrowhead Head Start
VA, MN

Ashtabula County Community Action Agency Head Start
Ashtabula, OH

Associates for Human Services
Taunton, MA

Audubon Area Head Start
Owensboro, KY

Avance Houston Head Start
Houston, TX

Avoyelles Child Development Services Inc
Moreauville, LA

Baker Ripley Head Start
Houston, TX

Baker Ripley Cook Road Head Start
Houston, TX

Baker Ripley Early Head Start/Head Start
Houston, TX

Baker Ripley Spring Branch
Houston, TX

Baltimore City Head Start
Baltimore City, MD

Baltimore County Head Start
Baltimore, MD

Baraga Houghton Keweenaw Child Development Board
Houghton, MI

Batesburg Leesville Head Start
Batesburg Leesville, SC

BCFS Education Services
Victoria, TX

BCFS Education Services Kendall County Head Start
Boerne and Comfort, TX

BCFS Education Services Stonewall Head Start
Fredericksburg and Johnson City, TX

BCMW Head Start
Centralia, IL

Bedford Head Start
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Catholic Charities Early Head Start Harford County
Havre de Grace/Harford County, MD

Catholic Charities
Brooklyn, NY

Catholic Charities Diocese of Joliet Head Start
Joliet, IL

Catholic Charities Head Start of Baltimore City
Baltimore, MD

Catholic Charities Head Start/Early Head Start of Carroll County
Westminster, MD

Cattaraugus County Project Head Start
Olean, NY

CCAA Head Start
Shreveport’s, LA

CCAA Head Start
SHREVEPORT, LA

CCRC Head Start
Chatsworth, CA

CCRC Head Start
Chatsworth, CA

CCS Early Learning
Wasilla, AK

CDS Lakeshore Head Start
Zeeland, MI

Celina City Schools Mercer County Head Start
Celina, OH

Cenclear
Bigler, PA

Central West Virginia Community Action
Clarksburg, WV

Central CA Migrant Head Start
Modesto, CA

Central Kentucky Community Action
Council Head Start
Elizabethtown, KY

Central Kentucky Community Action Head Start
Lebanon, KY

Central Kentucky Head Start
Loretto, KY

Central Missouri Community Action
Columbia, MO

Central Nebraska Community Action Partnership
Loup City, NE

Central Susquehanna Intermediate Unit
Milton, PA

Central Texas 4C, Inc.
Killeen, Temple, Belton, Copperas Cove, Harker Heights, Troy and Holland, TX

Central TX 4C Inc
Temple, TX

Central Tribes of the Shawnee Area, Inc.
Shawnee, OK

Central West Virginia Community Action
Clarksburg, WV
Central West Virginia Community Action, Inc. Head Start Program
Clarksburg, WV

Chapel Hill Training Outreach Program Inc.
Chapel Hill, NC

Charleston Head Start
Charleston, MO

Charter County of Wayne Head Start and Early Head Start
Wayne, MI

Chataqua Opportunities Incorporated
Jamestown, NY

Cheaha Regional Head Start
Talladega, AL

Chelan Douglas Child Services Association
Wenatchee, WA

Chestertown Head Start
Chestertown, MD

Chicago Child Care Society
Chicago, IL

Chicanos Por La Causa, Inc. Early Childhood Development
Phoenix, AZ

Child & Family Services, Inc. of Lea County
Hobbs, NM

Child Advocates of Blair County
Altoona, PA

Child and Family Wellbeing
New York, NY

Child Care Resource & Referral Head Start

Rochester, MN
Child Care Resources Inc
Zanesville, OH

Child Development Council of Franklin County
Columbus, OH

Child Development Inc.
Pottsville, PA

Child Development Inc.
Minersville, PA

Child Development Resources of Ventura County
Oxnard, CA

Child Development Services
Zeeland, MI

Child Development, Inc.
Pottsville, PA

Child Start Inc., Head Start
Missoula, MT

Child Start Inc./ Head Start
Missoula, MT

Child-Parent Centers Head Start
Tucson, AZ

Child-Parent Centers INC.
Tucson, AZ

Children First, Inc.
Sarasota, FL

Children's Institute, Inc.
Los Angeles, CA

Chinatown Head Start
New York City, NY
Chinese Community Concerns Corp.
Chinatown Head Start
New York City, NY

CHS of New Jersey
Trenton, NJ

CIC Head Start
Danville, VA

Citizens for Citizens, Inc.
Fall River, MA

City of Oakland, Head Start
Oakland, CA

City of Phoenix Head Start Birth to Five
Program
City of Phoenix, AZ

City of Rockford Head Start
Rockford, IL

CKCAC Head Start
Lebanon, KY

Clay County Child Care Center, Inc.
Clay Center, KS

Clayton County CSA Inc.
Froest Park, GA

Cleveland County Schools Head Start
Shelby, NC

Clinton County Community Action Head
Start
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Coalfield CAP Head Start
Williamson, WV

Coastal Community Action Head Start, NC
Grantsboro, NC

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Authority, Inc
Brunswick, GA

Coastal Plain Area EOA, Inc.
Valdosta, GA

Coastal Plain Head Start
Valdosta, GA

Colorado Early Education Network Head
Start
Greeley, CO

Colorado Early Education Network Head
Start/Early Head Start
Weld County, CO

Columbia Day Care Program, INC-
Columbia Sullivan Head Start
Bloomsburg, PA

Columbia Headstart/Mayo headstart
Lakecity /Mayo, FL

Columbia Sullivan
Bloomsburg, PA

Community Action Agency of OK City and
OK/Canadian Co.
OK City, OK

Community Action Agency of Siouxland
Sioux City, IA

Community Action Agency Southern
Indiana Head Start/Early Head Start
Jeffersonville, IN

Community Action Committee of Pike
County
<p>| Community Action Council for Lexington-Bourbon, Harrison and Nicholas Counties, Inc. | Community Action Organization of Scioto County Portsmouth, OH |
| Lexinton, KY |  |
| Lexinton, KY |  |
| Community Action Development Corporation | Community Action Partnership of Cambria County Johnstown, PA |
| Hobart, OK |  |
| Community Action Inc. of Central Texas San Marcos, TX | Community Action Partnership of Lancaster and Saunders Counties Lincoln, NE |
| Community Action of NE Lincoln, NE |  |
| Community Action of South Eastern West Virginia, Inc. Bluefield, WV | Community Action Partnership of Mid-NE Ravenna, NE |
| Community Action of Southeast Iowa Burlington, IA | Community action partnership of Ramsey and WA county Head Start St. Paul, MN |
| Community Action of Southern IN Jeffersonville, IN | Community Action Partnership of San Luis Obispo County, Inc. San Luis Obispo, CA |
| Community Action Of Southern IN Head Start B-5 Jeffersonville, IN | Community Action Partnership of Western NE Gering, NE |
| Community Action of Southern KY Head Start Bowling Green, KY | Community Action Partnership of Western NE Migrant Seasonal Head Start Gering, NE |
|  | Community Action Program of Central AR Conway, AR |
|  | Community Action Program of Evansville Evansville, IN |</p>
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<td>Economic Improvement Council</td>
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FACT-INC NV Head Start
Rosston, AR

Fairview Child and Family Center
Hillsborough, NC

Fairview Head Start/ Early Head Start
Eldorado, AR

Family Development Services
Indianapolis, IN

Family Development Services Head Start
Indianapolis, IN

Family Forum, Inc
Superior, WI

Family Resource Agency of N GA
Rossville, GA

Family Resource Agency of North GA
Rossville, GA

Family Resource Agency of North GA
Rossville, GA

Family Resource Agency, Inc.
Cleveland, TN

Fauquier Head Start
Warrenton, VA

Fayette County Schools Head Start
Connersville, IN

Ferndale Head Start
Ferndale, MI

First Baptist Head Start
Pittsburg, CA

FiveCAP, INC
Scottville, MI

Florida Early Headstart
Tampa, FL

Florida Head Start/Early Head Start
MIAMI-BROWARD, FL

Fort Belknap Indian Community Head Start
Harlem, MT

Fort Morgan Head Start
Fort Morgan, CO

Fort Valley State University Head Start
Fort Valley, GA

Fountain Warren Head Start
Covington, IN

Frederick County YMCA Head Start
Frederick, MD

Fremont Head Start
Fremont, IN

Fresno Economic Opportunity Commission
Fresno, CA

Friends of Children & Families, Inc.
Boise, ID

Friends of Children if MS, Inc. Head Start and Early Head Start
Flowood, MS

Fundación Desarrollo Hogar Propio, Inc
Caguas, Puerto Rico

Fundación para el Desarrollo del Hogar Propio, Inc.
Caguas, Puerto Rico
Garrett County Community Action Committee
Oakland, MD

Gateway Community Action Partnership
Bridgeton, NJ

Gateway Community Services
West Liberty, KY

Geminus Head Start
Cedar Lake, IN

Geneva City School District
Geneva, NY

Geneva Head Start
Geneva, NY

Gleamns Head Start
Greenwood, SC

GLEAMNS Human Resources Commission, Inc.
Greenwood, SC

Gleams Head Start
Edgefield, SC

GMN Tri-County CAC Inc Head Start
Caldwell, OH

Gogebic-Ontonagon Community Action
Bessemer, MI

Gouverneur Head Start
Gouverneur, NY

Grand Forks Head Start
Grand Forks, ND

Grand lake headstart
Lake Charles, LA

Grand Ronde Head Start
Grand Ronde, OR

Grass Valley School District
Grass Valley, CA

Greater east TX community action program
Nacogdoches, TX

Greater Lawrence Community Action, Head Start/EARLY HEAD START Program
Lawrence, Methuen, Andover, North Andover., MA

Greater Opportunities of the Permian Basin
Odessa, TX

Greater Opportunities of the Permian Basin, Inc. Head Start School Readiness Academy
Odessa, TX

Green Bay Area Public School District Head Start Program
Green Bay, WI

Greenbrier County Schools
Lewisburg, WV

Greenwood Laurens Edgefield Abbeville
McCormick Newberry Saluda (GLEAMNS)
Head Start
McCormick, SC

Guam Head Start Program
Barrigada, Guam

Gulfton Promise Head Start
Houston, TX

Hampton Head Start
Hampton, AR

Harris County Department of Education
Houston, TX
Harris County Department of Education
Houston, TX

Harris County Department of Education
Head Start
Houston, TX

Harris County Department of Education
Head Starts
Houston, TX

Hawkeye Area Community Action Program, Inc.
Hiawatha, IA

HCS Head Start
Springfield, MA

Head Start
Ft. Wayne, IN

Head Start
Rocky Mount, VA

Head Start and Child Care
Gardner, MA

Head Start Child & Family Development Centers, Inc.
La Crosse, WI

Head Start Child & Family Development Program Inc
Hastings, NE

Head Start for Kent County
Grand Rapids, MI

Head Start Municipio de San German
San German, Puerto Rico

Head Start of Eastern Orange County
Newburgh, NY

Head Start of Eastern Orange County, Inc.
New Windsor, NY

Head Start of Greater Dallas, Inc.
Dallas, TX

Head Start of Lehigh Valley
Allentown, PA

Head Start of Washington County
Hagerstown, MD

Head Start of Yamhill County
McMinnville, OR

Head Start of Yamhill County (OR)
McMinnville, OR

Head Start of York County
York, PA

Headstart
Fordsyce, AR

HeadStart
Mesa, AZ

Heartland
Olathe, KS

Heartland Early Education
Salina, KS

HELP-NM, Inc.
Las Cruces, NM

Higher Horizons
Falls Church, VA

Higher Horizons HS and EARLY HEAD START
Falls Church, VA
Highland County Community Action Head Start/Early Head Start  
Hillsboro, OH

Hillsborough County Public Schools Head Start Program  
Tampa, FL

HolyokeChicopeeSpringfield Head Start  
Springfield, MA

Hoosier Uplands Early Head Start  
Mitchell, IN

Hoosier Uplands Early Head Start  
Mitchell, IN

Hoosier Uplands Head Start  
Mitchell, IN

Hoosier Uplands Head Start  
Loogootee, IN

Hoosier Uplands Head Start  
Mitchell, IN

Hoosier Uplands Head Start  
Mitchell, IN

Hoosier Uplands Head Start  
Mitchell, IN

Hoosier Uplands Loogootee Head Start  
Loogootee, IN

HOPES Community Acation Partnership, Inc.  
Hoboken, NJ

Hopewell Public Schools Head Start Program  
Hopewell, VA

Howard Area Community Center  
Chicago, IL

HRDC Head Start  
Cumberland, MD

HRDC Head Start  
Bozeman, MT

Human Resources Development Commission Head Start  
Cumberland, MD

Human Resources Development Commission, Inc  
Cumberland, MD

Huntsville Head Start Child Development  
Huntsville, TX

Hutchinson Public Schools Reno County Head Start  
Hutchinson, KS

Iberville Head Start  
Plaquemine, LA

Iberville Parish HeadStart  
Plaquemine, LA

ICAP Head Start  
New Castle, IN

ICAP Head Start  
Statesville, NC

IDHS-Migrant Head Start  
Springfield, IL
IHSD
San Mateo, CA

Illinois Valley Economic Development Corp. Head Start/Early Head Start Program
Gillespie, IL

Imperial County Office of Education Head Start
El Centro, CA

INCA Community Services
Tishomingo, OK

INCA Head Start
Atoka, OK

Indian River Head Start 1
Indian River, MI

IN Early Head Start
Lafayette, IN

Indianhead Community Action Agency
Head Start
Ladysmith, WI

Institute for Human and Social Development, Inc
San Mateo, CA

Institute for Human and Social Development, Inc.
San Mateo, CA

Inter-County Community Council
Oklee, MN

Inter-lakes Community Action Partnership
Madison, SD

Intermountain Children's Services, Inc.
Spruce Pine, NC

Iredell County Headstart
Statesville, NC

Iswa Head Start
Rock Hill, SC

ISWA Head Start
Rock Hill, SC

Iswa Head Start
Rock Hill, SC

Jackson County Civic Action
Moss Point, MS

Jackson County head Start
Moss Point, MS

Jay Public Schools/Grand Head Start
Jay, OK

Jefferson County Committee for Economic Opportunity
Birmingham, AL

Jefferson County Head Start/ CESA #2
Jefferson, WI

Jefferson-Clarion Head Start, Inc.
Brookville,, PA

Jeffersonville Headstart
Jeffersonville, IN

Jumpstart Enrichment for Tomorrow’s Students
Snyder, TX

Kankakee Iroquis Regional Planning Committee (kirpc)
Monon, IN

KCEOC Community Action Partnership
Barbourville, KY
Kendall County Head Start
Boerne, TX

Kennebec Valley Community Action Program
Waterville, ME

Kerrville ISD Early Head Start Program
Kerrville, TX

Kickapoo Head Start OK
McLoud, OK

Kids Are First
Eagle Pass, TX

Kids Central Incorporated
Norton, VA

Kids' Corps, Inc.
Anchorage, AK

KidZKount: Placer Community Action Council, Inc.
Auburn, CA

Kings Community Action Organization
Hanford, CA

Kingsley House, Inc.
New Orleans, LA

KIRPC Head Start
Monon, IN

Klamath Family Head Start
Klamath Falls, OR

Klamath Family Head Start
Klamath Falls, OR

Knox County Head Start, Inc.
Mount Vernon, OH

Kokomo School Corporation Head Start
Kokomo, IN

Kootenai Valley Head Start, Inc.
Libby, MT

Kosciusko County Head Start
Warsaw, IN

Ladysmith Head Start
Ladysmith, WI

Lake Cumberland
Somerset, KY

Lake Cumberland Community Action Agency, Inc.
Jamestown, KY

Lake Cumberland Head Start
Jamestown, KY

Lake Family Resource Center
Lakeport, CA

Lakes and Pines Head Start
Mora, MN

Lakes and Pines, CAC Head Start Program
Mora, MN

Lakes and Prairies Head Start
Moorhead, MN

Lancaster County Head Start
Lancaster, PA

Lasalle CAA Head Start
Sicily Island, LA

LaSalle Head Start
SICILY ISLAND LA., LA
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<td>LCCAA HEAD START HOPKINS LOCKE</td>
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<td>Newark, OH</td>
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<td>Lehigh Valley Head Start</td>
<td>Allentown, PA</td>
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<td>Lenox Hill Neighborhood House</td>
<td>New York City, NY</td>
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<td>LEO, Inc</td>
<td>Lynn, MA</td>
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<td>LEUDS Head Start</td>
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<td>LHDC</td>
<td>Tell City, IN</td>
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<td>Licking Valley</td>
<td>Flemingsburg, KY</td>
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<td>Lincoln County North Head Start</td>
<td>Troy, MO</td>
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<td>Lincoln Hills Development Corporation</td>
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<td>Wilkes-Barre, PA</td>
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<td>Little Dixie Early Learning Center-Idabel</td>
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Little Friends                                NV City, CA
Little Peoples Head Start                      Ely, NV
Livingston Head Start                          Denham Springs, LA
Lorain County Community Action Agency          Lorain, OH
Lower Columbia College Head Start              Longview, WA
Luciano Martínez child development center      Palm Springs, FL
Lutheran Services FL                           Tampa, FL
Lutheran Services FL Duval HeadStart           Jacksonville, FL
Luzerne County Head Start, Inc.                Wilkes-Barre, PA
Lynchburg Community Action                     Lynchburg, VA
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<td>Metropolitan Children and Youth Inc. - United Children and Family Head Start</td>
<td>Detroit, MI</td>
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<td>Miami Child Development Center</td>
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<td>Mid Michigan Community Action Agency</td>
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<td>Mid-Iowa Community Action Head Start and Early Head Start</td>
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Midland University/Dodge County Head Start  
Fremont, NE

Migrant Seasonal Head Start  
Dona, TX

Mile High Early Learning  
Denver, CO

Millersburg Head Start  
Millersburg, OH

MN Valley Action Council  
Mankato, MN

Minot Head Start  
Minot, ND

Minot Public School Head Start  
Minot, ND

MS Action For Progress, Inc.  
Vicksburg, MS

MS County, AR Economic Opportunity Commission Inc.  
Blytheville, AR

Mitchell Early Head Start  
Mitchell, IN

Mobile Community Action  
Mobile, AL

Mohawk Valley Community Action  
Utica, NY

Monterey County Head Start and Early Head Start Program  
Salinas, CA

Montgomery Community Action Committee Head Start Program  
Montgomery, AL

Montgomery County Public Schools Head Start  
Rockville, MD

Montgomery Head Start  
Montgomery, AL

Mountain Land Head Start  
Provo, UT

Mountain Projects, Inc.  
Waynesville, NC

Mountain Projects, Inc.  
Waynesville, NC

Mountainland Head Start  
Provo, UT

Mountainland Head Start  
Provo, UT

Mountainland Head Start  
Provo, UT

Mountainland Head Start, Inc.  
Provo, Orem, Nehi, Heber, Payson, Lehi, Pleasant Grove, Spanish Fork, UT

Mountainland HeadStart  
Provo, UT

Mt. CAP Head Start  
Marion, VA

Muckleshoot Early Learning Academy  
Auburn, WA

Municipality of Carolina Head Start & Early Head Start
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<td>Muskogee County Head Start&lt;br&gt;Muskogee, OK</td>
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<td>Muskogee Wells Head Start</td>
<td>MVAC Wells Head Start&lt;br&gt;Wells, MN</td>
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<td>Utica</td>
<td>MVCAA Headstart&lt;br&gt;Utica, NY</td>
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<td>National Centers for Learning Excellence</td>
<td>WA County, WI</td>
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<td>National MSHSA President</td>
<td>San Luis Obispo, CA</td>
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<tr>
<td>NCI Early Head Start</td>
<td>Houston, TX</td>
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<td>Neighbor Center</td>
<td>Houston, TX</td>
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<td>Neighbor Impact</td>
<td>Redmond, OR</td>
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<td>NEK-CAP, Inc. (Northeast KS Community Action)</td>
<td>Hiawatha, KS</td>
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<td>New Directions Early Head Start - University of DE</td>
<td>Newark, DE</td>
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<td>New River Community Action Head Start</td>
<td>Radford, VA</td>
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<td>New St. Paul Head Start Agency, Inc.</td>
<td>Detroit, MI</td>
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<td>Newton</td>
<td>Newton Head Start&lt;br&gt;Newton/Newton, NC</td>
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<td>Northwest Community Action Partnership</td>
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<tr>
<td>Chadron, NE</td>
<td>Northwest Michigan Community Action Agency&lt;br&gt;Traverse City, MI</td>
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<tr>
<td>Norris Square Community Alliance</td>
<td>National MSHSA President&lt;br&gt;San Luis Obispo, CA</td>
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<td>North Central WV Community Action</td>
<td>Nort Central WV Community Action Association, Inc.&lt;br&gt;Fairmont, WV</td>
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<tr>
<td>North East Area Community Action Agency</td>
<td>Early Head Start&lt;br&gt;Jay, OK</td>
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<td>North East PA Head Start</td>
<td>North East PA Head Start&lt;br&gt;Stroudsburg, PA</td>
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<td>North Hodges Head Start</td>
<td>North Hodges Head Start&lt;br&gt;North Hodges, SC</td>
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<td>North Idaho College Head Start</td>
<td>North Idaho College Head Start&lt;br&gt;Coeurd'Alene, ID</td>
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<tr>
<td>North Iowa Community Action Organization</td>
<td>North Iowa Community Action Organization&lt;br&gt;Mason City, IA</td>
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<td>North Tangi</td>
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<tr>
<td>Northeast Head Start</td>
<td>Northeast Head Start&lt;br&gt;Lansing, MI</td>
</tr>
<tr>
<td>Northeast IA Community Action Head Start</td>
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</table>
Decorah, IA
Northeast KY Head Start
Raceland, KY

Northeast Kentucky Community Action
Head Start
Olive Hill, KY

Northeast Kentucky Head Start
Olive Hill, KY

Northeast MI Community Service Agency
Alpena, MI

Northeast MO Community Action Agency
Head Start
Kirksville, MO

Northeast NE Community Action Partnership
Pender, NE

Northeast SD Head Start Program, Inc.
Aberdeen, SD

Northern MT Child Development Center
Havre, MT

Northern Panhandle Head Start
Wellsburg, WV

Northern Panhandle Head Start
New Martinsville, WV

Northern Panhandle Head Start
Wheeling, WV

Northern Panhandle Head Start
Wellsburg, OH

Northern Panhandle Head Start
Wheeling, WV

Northern Tier Community Action
Emporium, PA

Northwest Head Start
Badger, MN

Northwest AR Head Start
Bentonville, AR

Northwest AR Head Start
Bentonville, AR

Northwest Community Action Partnership
Head Start
Gordon, NE

Northwest Community Action Partnership
Head Start & Early Head Start
Chadron, NE

Northwest Michigan Community Action Agency
Traverse City, MI

Northwest Montana Head Start
Kalispell, MT

Northwest New Jersey Community Action Program Head Start
Phillipsburg, NJ

Northwest Tennessee Head Start Early Head Start
McKenzie, TN

Northwestern Illinois Community Action Agency Head Start
Freeport, IL

NTCAC Head Start
Emporium, PA

Nueces County Community Action Agency
<table>
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<th>Location</th>
<th>Full Name</th>
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<tr>
<td>Corpus Christi, TX</td>
<td>Nueces County Community Action Agency Birth to Five Head Start Program</td>
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<td>Corpus Christi, TX</td>
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<tr>
<td>Oak Ridge, TN</td>
<td>Oak Ridge Schools’ Preschool Headstart</td>
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<tr>
<td>Pontiac, MI</td>
<td>Oakland Livingston Human Service Agency</td>
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<tr>
<td>Madison, IN</td>
<td>Ohio Valley Opportunities, Inc. Head Start</td>
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<tr>
<td>Olathe, KS</td>
<td>Olathe Head Start</td>
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<tr>
<td>Port Townsend, WA</td>
<td>Olympic Community Action Programs Early Childhood Education Services</td>
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<td>Syracuse, NY</td>
<td>Onondaga County Head Start/Early Head Start</td>
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<tr>
<td>Chicago, IL</td>
<td>Onward Neighborhood House</td>
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<td>Dubuque, IA</td>
<td>Operation: New View Community Action Agency</td>
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<td>Oneonta, NY</td>
<td>Opportunities for Otsego, Inc.</td>
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<td>Georgetown, TX</td>
<td>Opportunities For Williamson and Burnet Counties</td>
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<td>Parent and Child Together (PACT) for West Central IL</td>
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Parent-Child Development Center
Northampton, MA

Parents And Children Together
Honolulu, HI

Parents And Children Together Head Start
Hilo, HI

Patillas head start
Patillas, Puerto Rico

PCCEO Head Start/Early Head Start
Peoria, IL

Pear River Head Start
Pearl River, LA

People Inc
Abingdon, VA

People Incorporated of VA
Abingdon, VA

PEPPI Head Start of Lutheran Services FL
Belle Glade, FL

Phelps Clifton Springs Head Start
Clifton Springs, NY

Phillipsburg, New Jersey Head Start
Phillipsburg, NJ

Pickens County Head Start Program
Carrollton, AL

Piedmont Community Action Head Start
Spartanburg, SC

Pinal Gila Community Child Services
Casa Grande, AZ

Pinal Gila Community Child Services
Coolidge, AZ

Pine Belt Multi-Purpose Agency-Head Start
Jonesboro, LA

Pittsburgh Public Schools Head Start
Pittsburgh, PA

Pittsylvania County Community Action Head Start
Chatham, VA

Placer Community Action Council, Inc.
Auburn, CA

Plano Independent School District Head Start
Plano, TX

Pocono Services for Families and Children
East Stroudsburg, PA

Ponce Municipality Head Start Program
Ponce, Puerto Rico

Porter Leath Hanley Head Start
Memphis, TN

Portland Public Schools Head Start
Portland, OR

Poudre School District Early Childhood
Fort Collins, CO

Prairie Five Head Start
Madison, MN

Prairie Five Head Start
Montevideo, MN

Prescott Head Start
Prescott, AR

Presence Behavioral Health Head Start
| Bellwood, IL | Avon Park, FL |
| PRIDE Community Services, Inc | Reach Dane |
| Logan, WV | Madison, WI |
| Princess Anne Head Start | Reach-Up Head Start |
| Princess Anne, MD | St. Cloud, MN |
| Princess Anne Headstart | Reach-Up Incorporated |
| Princess Anne, MD | St. Cloud, MN |
| Bath, NY | Immokalee, FL |
| Project NOW Head Start | Regina Coeli Child Development Center |
| East Moline, IL | Robert, LA |
| Promise Early Education Center | Region 14 Education Service Center Head Start |
| Lewiston, ME | Abilene, TX |
| Pueblo of Zuni Head Start Program | Region 19 Head Start Birth to Four Early Education Program |
| Zuni, NM | El Paso, TX |
| Putnam Head Start | Region 7 Education Service Center Head Start |
| Brewster, NY | Kilgore, TX |
| Quality Care Services Inc. Early Head Start | Regional Consolidated Services Head Start |
| Woodbury, NJ | Asheboro, NC |
| Quincy Community Action Programs, Inc | Regional Education Service Agency VIII |
| Head Start | Martinsburg, WV |
| Quincy, MA | Renewal Unlimited, Inc. |
| | Portage, WI |
| Quincy Community Action Programs, Inc. | RGCDFS/Del Norte Head Start |
| Quincy, MA | Del Norte, CO |
| Randolph County Board of Education | Riverbend Head Start & Family Services |
| Cuthbert, GA | Alton, IL |
| Ravalli Head Start, Inc. | |
Riverside office of education head start
Perris, CA

Rochester, MN Head Start
Rochester, MN

Rock Island/Milan Head Start
Rock Island, IL

Rock Walworth Head Start
Beloit, WI

Rocky Mountain Development Council, Inc.
Head Start
Helena, MT

Rolling Plains Management Corporation
Head Start/Early Head Start
Crowell, TX

Rooftop of Virginia CAP
Galax, VA

Rosemount Center
Washington, D.C.

Rosenwald Head Start
New Roads, LA

Rural Alaska Community Action Program,
Inc. Head Start
Anchorage, AK

Rural UT Child Development
Price, UT

Sabine Parish School Board Head Start
Many, LA

Santa Clara Head Start
Tucson, AZ

Santa Rosa County District Schools Head Start Program

Milton, FL

Save the Children
AR, LA, MS, ND

Schenectady Community Action Program
Schenectady, NY

Schuyler Head Start, Inc.
Montour Falls, NY

Scioto County CAO Head Start/Early Head Start
Portsmouth, OH

Scott County Early Head Start
Weber City, VA

Scott County Head Start
Gate city, VA

Scott County Public School Head Start
Weber City, VA

Scurry County Head Start
Snyder, TX

Sемcac Head Start
Rushford, MN

Semcac Head Start
Winona, MN

Senath Head Start / Early Head Start
Senath, MO

Senath Head Start Early Head Start
Senath, MO

SEVCA Windsor County Head Start
Springfield, VT

Seymour Street Head Start
Cumberland, MD
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Southeast Nebraska Community Action
Humboldt, NE

Southern Illinois University Edwardsville
Head Start/Early Head Start
East Saint Louis, IL

Southern Indiana Clark County Head Start
Jeffersonville, IN

Southern Iowa Economic Development
Association
Ottumwa, IA

Southern OR Head Start
Central Point, OR

Southern Oregon Head Start
Jackson and Josephine Counties, OR

Southside Early Childhood Center
Lancaster, SC

Southwest FL Head Start
Lehigh Acres, FL

Southwest GA Community Action Council, Inc.
Moultrie, GA
Southwest Houston Head Start
Houston, TX

Southwest Virginia Head Start
Rocky Mount, VA

Southwestern Community Action Council, Inc.
Huntington, WV

Southwestern Community Services Head
Start
Keene, NH

Southwestern Community Services Head
Start Program
Keene, NH

Southwestern Minnesota Opportunity
Council, Inc.
Worthington, MN

Spanish Speaking Unity Council
Oakland and Concord, CA

Spring Branch Head Start
Houston, TX

St. Lawrence County Head Start
Ogdensburg, NY

St Mary Community Action Agency Head
Start
Franklin, LA

St. Croix Tribal Head Start
Hertel, WI

St. Helena Head Start
Greensburg, LA

St. James Parish Schools Head Start
Lutcher, LA

St. Mary Community Action Head Start
Program
Franklin, LA

Stanislaus County Office of Education
Modesto, CA

Stark County Community Action Agency
Canton, OH

STEP
Rocky Mount, VA

STEP Inc.
Stuart, VA
STEP Inc. Head Start-Early Head Start
Rocky Mount, VA

STEP, INC
Stuart, VA

Strong Head Start
Strong, AR

Sumner Head Start
Syracuse, NY

Suwanne Valley Community Coordinated Childcare
Fort White, FL

Suwannee Valley 4Cs
Lake City, FL

Suwannee Valley 4Cs Head Start
Branford, FL

Suwannee Valley Community Coordinated Child Care
Ft. White, FL

Suwannee Valley Community Coordinated Child Care, Inc.
Lake City, FL

Suwannee Valley Coordinated Child Care Inc.
Lake City, FL

SWO Head Start & Early Head Start
Agency Village, SD

Tableland Services, Inc.
Somerset, PA

Tazewell-Woodford Head Start
East Peoria, IL

TEAM Inc.
South Central CT Region, CT

Telamon Corporation
Raleigh, NC

Terrytown/Gretna Headstart
Gretna, LA

Thames Valley Council for Community Action, Inc.
Jewett City, CT

The Campagna Center
Alexandria, VA

The Child Center of New York
Flushing, NY

The Children's Center
Franklin, VA

The Family Conservancy Early Head Start-
Child Care Partnership Program
Kansas City, KS

The Guidance Center
Southgate, MI

The Unity Council Head Start Program
Oakland, CA

Thomas County Head Start
Colby, KS

Three Rivers Community Action
Zumbrota, MN

Three Rivers Community Action Inc.
Zumbrota, MN

Three Rivers Community Action Head Start
Wabasha, MN
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<td>TRI-CAP</td>
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<td>Tulare County Office of Education Early Childhood Programs/Head Start</td>
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<td>UMOS, Inc.</td>
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<td>Union Township Community Action Organization Inc.</td>
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<td>Tri-County Opportunities Council Head Start / Early Head Start</td>
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United Children's Services
Bennington, VT

United Community Action Partnership
Cosmos, MN

United Community Action Partnership Head Start program
Marshall, MN

United Community Action Partnership, Inc.
Cosmos, MN

United Migrant Opportunity Services Head Start
Kansas City, MO

United Migrant Opportunity Services Head Start
Milwaukee, WI

United Talmudical Academy Head Start of Boro Park
Brooklyn, NY

United Way of Miami Dade
Miami, FL

University of AR Head Start Program
Little Rock, AR

Upper Deerfield Preschool --Headstart Partner
Bridgeton, NJ

Upper Des Moines Oppportunity, Inc.
Graettinger, IA

Upper East TN Human Development Agency, Inc.
Kingsport, TN

Upper East TN Human Development Agency Head Start
Kingsport, TN

Urban Strategies/Family & Child Academy
Phoenix & Puerto Rico, AZ

USD 305 Heartland Early Education
Salina, KS

USD 418 McPherson Early Childhood Program
McPherson, KS

UT Community Action
Salt Lake, UT

UW Oshosh Head Start
Oshkosh, WI

V I Head Start Program
St. Croix, Virgin Islands

Valley View Head Start
Coachella, CA

Venice Family Clinic
Venice, CA

Vernon Parish
Leesville, LA

Vook Road Head Start
Houston, TX

Waccamaw Economic Opportunity Council Lane, SC

Waccamaw EOC, Inc. Head Start/EARLY HEAD START
Conway, SC

Waldo Community Action Program
Belfast, ME

Warren County Community Services, Inc.
Lebanon, OH  
Warren County EOC Head Start  
Warren, PA  
Warren county head start  
Glens Falls, NY  
WA County EOC, Inc. Head Start / Early Head Start  
Fort Edward, NY  
Washington County Head start  
Hudson Falls, NY  
Washington County Head Start  
West Bend, WI  
WA county opp Grenville ms  
Greenville, MS  
Washoe Tribe of NV & CA Head Start  
Carson City, NV  
Wayne Metro Head Start  
Detroit, MI  
Wcmcaa/head start  
Belton, MO  
Webb County Head Start Program  
Webb County, TX  
Webb County Head Start Program  
Laredo, TX  
West Central Community Action Agency Head Start  
Appleton City, MO  
West Central Missoui Community Action Agency Head Start  
Appleton City, MO  
West Central MO Community Action Agency  
Appleton, MO  
West Central MO Community Action Agency  
Appleton City, MO  
West Central MO Community Action Agency  
Appleton City, MO  
West Las Vegas Head Start  
Las Vegas, NM  
West Las Vegas Head Start & Early Head Start  
Las Vegas, NM  
West River Head Start  
Mandan, ND  
West TX Opportunities, Inc. Head Start/Early Head Start  
Lamesa, TX  
Western Idaho Community Action Partnership  
Wilder, ID  
Western ID Community Action Partnership Head Start  
Payette ID, ID  
Western ID Community Action Partnerships, Head Start/Early Head Start  
Payette, ID  
Western IN Community Action Agency, Inc.
Terre Haute, IN
Westmoreland Community Action Head Start
Greensburg, PA

Wewoka Public Schools co-op Head Start
Wewoka, OK

Wild Plum Center
Longmont, CO

Windsor County Head Start
White River Jct., VT

Winona Head Start
Winona, MN

Winona MN Head Start
Winona, MN

Woodbourne Head Start
Woodbourne, NY

Woonsocket Child Development Association, Inc.
Woonsocket, RI

Wright County Community Action
Maple Lake, MN

Wynne Head Start
Wynne, AR

Wyoming Child and Family Development, Inc.
Douglas, WY

Guernsey, WY

Y.O.U.R., Inc.-Head Start
Fort Dodge, IA

Yankton Sioux Tribe Head Start
Wagner, SD

YMCA Frederick County Head Start
Frederick, MD

York County Community Action Head Start
Sanford, ME

York County Head Start
Williamsburg, VA

Young Women's Christian Association
Early Head Start Child Care Providers
Metropolitan Chicago
Chicago, IL

Your Own United Resources, Inc YOUR Inc
Head Start
Fort Dodge, IA

Your Own United Resources, Inc.
Fort Dodge, IA

Youth In Need
St. Charles, MO

YWCA Metropolitan Chicago Early Head Start Child Care Partnership Program
Addison, IL

Individuals
Aaron K. Jansson
Washington County EOC
Head Start/Early Head Start
Abdrea Cano Forte
Semcac Head Start
Abria Morrow
Adela Solis
Head Start
Adrennia Kelly
Miami Valley Child Development Centers, Inc.
Adriana Cano
BakerRipley
Adrianna Carlisle
Tri CAP Head Start
Adrienne Irving
Your Own United Resources, Inc.
Aide Reyna
Head Start
Aiwen Xu
Chinatown Head Start
Alberta Loosle
Alberto Torres
Alecia Holmes
I-CARE, Inc.
Alecia Takkunen
Mount Hood Community College
Aleena Nichols
Washington Morgan
Community Action Head Start
Alice Brandt
Head Start
Alice Felty
Child Development Inc.
Alicia Rene' Moran
Head Start
Alicia Stenersen
Montachusett Opportunity Council Head Start
Alicia Wildman
Early Head Start
Allen Tong
Chinatown Head Start
Allison Putney
South Central Iowa Community Action Program
Almeta R. Keys
Almeta J. Franklin
St. Mary Community Action Head Start Program
Alyssa Montoya
Head Start
Amanda
Fort Dodge
Amanda Bartley
Friends Of Children And Families Head Start
Amanda Neidkowski
Ulster County Community Action Head Start Program
Amanda Wharton
University Of South Dakota Head Start
Amanda Woods
Dubois Pike Warrick Economic Opportunity Committee D/B/A Tri-CAP
Amber Cartwright
Brooklyn Kindergarten Society
Amber Healy
Head Start In Washington State
Amber Moses
Hackberry Head Start
Amber Patterson
Howardville Head Start
Amie Crowe
Blue Grass Head Start
Aminah Weaver
Ammie Joyce
Head Start Child & Family Development Program, Inc.
Amy Chen
Chinatown Head Start
Amy Fielden-Major
Broward County Florida Head Start Program
<table>
<thead>
<tr>
<th>Name</th>
<th>Organization</th>
<th>Contact Name</th>
<th>Organization Name</th>
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<td>Amy Fisher</td>
<td>SCCAP Head Start</td>
<td>Andrea Rutledge</td>
<td>Kingston Early Head Start</td>
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<td>Amy Gajda</td>
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<td>Andrea Schropfer</td>
<td>Head Start Child &amp; Family Development Program, Inc.</td>
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<td>Amy Gonsalves</td>
<td>Opportunities For Otsego</td>
<td>Andy Cates</td>
<td>South Plains Community Action</td>
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<td>Amy Griffin</td>
<td>Kansas Children Service League</td>
<td>Angel Anussek</td>
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<td>Amy Hust</td>
<td>Pinal Gila Community Child Services</td>
<td>Angel Barrios</td>
<td>Institute For Human And Social Development, Inc.</td>
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<td>April Higgins</td>
<td>Ashley Mabury</td>
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<td>Delta Area Economic Opportunity Corporation</td>
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<td>April L Meadows</td>
<td>Ashley Mc coy</td>
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<td>Buchanan County Head Start</td>
<td>Kokomo School Corporation Head Start</td>
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<td>Anne L. Bruehl</td>
<td>April Meadows</td>
<td>Ashlynn Scott</td>
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<td>Children's Center Head Start</td>
<td>Buchanan County Head Start</td>
<td>Hoosier Uplands</td>
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<td>April Mullins-Datko</td>
<td>Aspen Rank</td>
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<td>Community Action Council For Lexington-Fayette, Bourbon, Harrison, And Nicholas Counties Inc.</td>
<td>Astrid Elejalde CDA</td>
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<td>Anne Martin</td>
<td>Ardene Niemer</td>
<td>Audra Oestreich</td>
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<td>Hampton Head Start</td>
<td>Puget Sound Educational Service District</td>
<td>Sarpy County Cooperative Head Start</td>
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<td>Anne Wolf</td>
<td>Arlene Calderon</td>
<td>Autry Williams-Bowers BakerRipley</td>
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<td>Baicheng Feng Chinatown Head Start</td>
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<td>Arlene Dobison</td>
<td>Bambi Marshall</td>
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<td>West Las Vegas Head Start/Early Head Start Program</td>
<td>LCAA Head Start</td>
<td>Mountain States Early Head Start</td>
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<td>Annie Henderson</td>
<td>Ashlee Laubenstine</td>
<td>Bambi Murphy Coalfield CAP, Inc</td>
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<td>Child Development</td>
<td>Barb Brophy Action Inc. - Butte Head Start</td>
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<td>Anson He</td>
<td>Ashley Benson</td>
<td>Barbara Craig Omaha Public School Head Start</td>
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<td>Chinatown Head Start</td>
<td>Northern Panhandle Head Start</td>
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<td>Ashley Caris</td>
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Barbara Nickles
Lincoln Hills Development Corp

Barbara Offermann
Honolulu Community Action Program Head Start

Barbara Sawyer
Child Care Consulting & Training, Inc.

Barbara Scholle
SIEOC Head Start

Beatrice Hemmings

Becky Fowler
Wyoming Child And Family Development

Becky Loofboro
CESA #11 Head Start

Becky Reynolds
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Belinda Mathes

Ben Naki
Parents And Children Together

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Beverly E. Brown
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Beverly Hartness
Alexander County Head Start

Beverly Jestes
United Community Action Network Head Start

Beverly Roberson Jackson
Edward C. Mazique Parent Child Center

Bianca Bailey
Bright Beginnings For Kittitas County

Bin Huang
Chinatown Head Start

Bing Lian Tan
Chinatown Head Start

Binghang Chen
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YMCA/Early Learning Head Start

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Brooke Cox  
Allegany County HRDC Head Start

Brooke Hartman  
Brightpoint Head Start

Brooke Jacobs  
Martin County School District Head Start

Bruce Brown  
Lake Cumberland

Bryce Farrell  
Kankakee Head Start

Cajis Underwood  
BakerRipley

Calvin Lee  
Chinatown Head Start

Cameron Steinbach  
Southern Iowa Economic Development Association

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Chinatown Head Start

Candita Chatman  
South Central HRA

Caprice Alvarado  
North Texas Head Start

Cari Puleo  
Community Action Of Southern Kentucky

Carla L Minney  
Washington Morgan Community Action Head Start

Carlene Deblaey  
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Community Services Of Northeast Texas, Inc.

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Oregon Child Development Coalition

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El Grito Head Start

Carmita Luna

Carol Breeding  
Buchanan County Head Start

Carol Cross  
Early Head Start

Carol Jackomino  
Family And Child Learning Centers

Carol Jean Diehl  
Head Start

Carol Larrabee  
North Hudson Community Action Head Start/Early Head Start

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Rock Walworth Comprehensive Family Services, Inc. Head Start And Early Head Start

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Governors State University

Carol Thomas  
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Cheryl Gomes
Cheryl Hoshino
Parents And Children Together
Cheryl Johnson
Council For Economics In Greater Cleveland
Cheryl Keckler
Head Start San Joaquin
Cheryl Vincent
Chester Van Pelt
Warn Springs Early Childhood Center
Cheyenne Jarvis
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Saint Philip Child Development Center
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Chris
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Chris Hautala
Kootasca Community Action, Inc.
Christa Hewett
Suwannee Valley 4C'S
Christa Keller

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Christa Melton
Genesee County Community Action Agency Head Start
Christian Magana
BakerRipley
Christie Ference
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Christina Little
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Christina Morales
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Christina Reyes
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Two Rivers Head Start
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Chrystal Toothman

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Cindy Boudreaux
Cindy Burdick
Rural Utah Child Development
Cindy Davis
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Cindy DiMaggio
White Plains, NY
Cindy Huey
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Cindy K. Cross
Cooperative Education Service Agency #11 Rice Lake Head Start

Cindy Keeler
Reno County Head Start

Cindy Raymond
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Clarencia Grimes
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Claudette Griffith
Claudette Griffith

Claudia A. Castillo-Magallanez
Family Service San Antonio - Head Start & Early Head Start Ccp

Claudia Dalton

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Claudia Pineda-Ball

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Colene Dodson
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Connie
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Connie Kanaan
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Connie Keyes
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Greater Opportunities Of The Permian Basin, Head Start

Cora M Morris
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Corey Denise Boehm
Early Childhood Education And Assistance Program

Cori Owens
Miami Valley Child Development Centers, Inc.

Corrine Lindgren
County Commissioner/ Past Head-Start Parent/ Community Action Board President
Chadron, NE

Cristal Claussen
Matrix Human Services

Crystal D. Justice
Southwestern Community Action Council

Crystal Hamm

Crystal Lehr
Northwest Arkansas Head Start

Crystal Pena
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Crystal Poynter
Lake Cumberland

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Dara Smida
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Darlene Craft-Jackson
Darlene Kent
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Dave Capocchi
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Rock Island School District 41 Head Start
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Debbie Reyes
Debbie Sharp
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George Mason University
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Debra S Beeler
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Dee Harne
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Dee Wilson
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Deeshawn Hansford
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Deidra Robertson
Regina Coeli Head Start

Delilah Canas
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Della Micco
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Della Ybarra
Early Head Start

Deloris Johnson
The Agricultural And Labor Program, Inc

Deloris Summers
Head Start

Denise Falzone
Naugatuck Valley Head Start

Denise Hayes
Central WV Community Action

Denise Teasley
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Denise Wells
Garrett Keyser Butler Community Head Start Program

Dennis Billie
Santa Rosa Head Start

Denyse Cardoza
KidZKount Placer Community Action Council, Inc.

Derek Stapleton
Grand Head Start

Derek Tye
Head Start

Desarie Downs
Dee Day Care

Diana Cunningham
Montbello Community

Diana Jahovaj
Lutheran Services Florida

Diane Heald
Lake-Geauga United Head Start, Inc.

Diane Lynn Budd
Hoosier Uplands

Diane Stanton
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Dianna Larkin
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Dianne Bax
Sweetwater Early Head Start

Dianne Gray
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Diona Patterson
Albina Head Start

Dirk Shumaker
Kids' Corps, Inc.

Domica Ortiz
Solutions That Empower People Head Start

Dominga
Head Start Of Yamhill County

Dona Adams
Head Start

Donald Bovinett, Jr.
Knox County Head Start

Donald Cimino
Jefferson Parish Government Head Start

Dong Yan Chen
Chinatown Head Start

Dongying Chen
Chinatown Head Start

Donna Ann Galvan-Jacob
Kendall County Head Start

Donna Buckland
People Incorporated Of Virginia

Donna Emmons

Donna Harris
Head Start

Donna Hudson-Hamilton
USD #489 Early Childhood Connections

Donna J. Skeen
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Chinatown Head Start
Gabrielle Lamontagne
Hendricks
Westcop

Gabrielle Robertson
BakerRipley

Gail Goodner
Child Start Inc.

Gail Roots
FACT, Inc.

Gail Thomas
Catholic Charities Head Start Of Baltimore City

Gali Chen
Chinatown Head Start

Gary Wan
Chinese Community Concerns Corp., Chinatown Head Start

Gayle Daigle
Pointe Coupee Head Start

Gelacia Leija
Del Valle

George Davis
City Of Rockford Head Start/Early Head Start

Georgia Anne Faris
New River Community Action, Inc. Head Start

Georgia Robideau
Montachusett Opportunity Council Head Start

Gina Dellinger
Community Partnership For Child Development

Gina Kay Olson
Wyoming Child And Family Development

Glenda Hanson
Human Resource Development Council

Glenda Henman
Maricopa County Early Education Division

Glenn R. Boston

Glennetta Francis
Blue Water Community Action Agency Head Start

Glenny Perez
Head Start

Gloria M. Lopez
HELP-New Mexico, Inc.

Grammo Moser
National Head Start Association (Member/Supporter)

Gregory Stone
East Coast Migrant Head Start Project

Guangli Li
Chinatown Head Start

Guangxi Yang
Chinatown Head Start

Guanli Li
Chinatown Head Start

Guiying Chen
Chinatown Head Start

Guohua Lu
Chinatown Head Start

Guolu Peng
Chinatown Head Start

Guoxiong Wu
Chinatown Head Start

Gwenn Elmblad
Barga Houghton Kewennaw Child Development Board

Gwendolyn Moore
GLEAMNS Head Start

Hai Fei Lin
Chinatown Head Start

Hai Lei Tan
Chinatown Head Start

Hao Lun Chen
Chinatown Head Start

Harold W. Conner
Arkansas Early Learning, Inc.

Harriet Welch
Kenner Head Start

Heather Bowen
Plano ISD Head Start

Heather Fay
Head Start
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Jane Charnock
Jane Yuhasz
Elkhart & St. Joseph Counties Head Start Consortium

Janell J. Frazier
Central Texas 4C, Inc.

Janelle Bass
West Garland Head Start

Janet Neilson
Community Action Partnership Of San Luis Obispo

Janet Smith
Hawai‘i Community College

Janet Steigmeyer
Holyoke Chicopee Springfield Head Start, Inc.

Janet Wuco
Tacoma Public Schools Head Start

Janett Rodriguez
Head Start Of Eastern Orange County

Janice Lavelle
Child Development Inc.

Janice Lin
Chinatown Head Start

Janice Pearson
Head Start

Janice Phillips
Janice Smith
Oakland Livingston Human Service Agency

Janice Lowe
Earle, AR

Janie Harris
KCEOC Community Action Partnership

Janine O’Connor
Kingsbridge Heights Community Center

Janis Santos
Holyoke Chicopee Springfield Head Start, Inc.

Jannet Diegan
Trumbull Community Action Program Head Start

Jaquilyn Scaletty
West Central Missouri Community Action Agency

Jaycie Jacobson
Head Start Zero-Five

Jayne Jahn
Jasper Head Start

Jazmine Salem
Police Athletic League Head Start

Jean Foster Paulsel
Jean Hertel
Early Childhood Connections

Jean M Whiteurs
Tuskegee-Macon County Head Start

Jeanene
Maricopa County Head Start

Jeanette Fields
Caddo Community Action Agency Head Start

Jeanette Mottie
Highland County Head Start

Jeanette Williams
Judah

Jeanne Elberfeld, Md, Lsw
Child Development Of Schuylkill County, PA

Jeanne H
Absaroka Head Start

Jeannie Boston
Suwannee Valley 4C’S

Jeff Burk
Delta Community Action

Jeff Goldammer
Economic Security Corporation

Jeff Randa
Easter Seals North Georgia
Jena Fuchs
Geneva City School District Head Start

Jenni Snow
Hoosier Uplands

Jenni Wangsness
Semcac Head Start

Jennifer Bartlebaugh
LCCAA Head Start

Jennifer Berkenstock
Child Development, Inc.

Jennifer Blackmon
Your Inc. Head Start

Jennifer Faulkner
Breckinridge-Grayson Programs, Inc.

Jennifer Fuentes
Lake-Geauga United Head Start, Inc.

Jennifer Geissman
Jefferson County Head Start/CESA #2

Jennifer Grossnicklaus
Delta Community Action

Jennifer Horton

Jennifer Jefferson
Caddo Community Action Agency Head Start

Jennifer Kay

Hancock Hardin Wyandot Putnam Community Action Commission Head Start

Jennifer Knelly
Community Services For Children, Inc.

Jennifer Nagy
Child Parent Centers, Inc.

Jennifer Nelson
Adams County Head Start

Jennifer Oliver
Chesterfield-Marlboro EOC Head Start

Jennifer Ratliff
Buchanan County Head Start

Jennifer Rodriguez-Cox Early Head Start

Jennifer Rucker
Fort Morgan Head Start

Jennifer Sherman
Miami Valley Child Development Centers, Inc.

Jennifer Showers
Adams County Head Start

Jennifer Sorenson Northwest Community Action Partnership

Jennifer Touchet Head Start

Jennifer Vinson

Huntingdon Pre-K Head Start

Jennifer Yates

Jeri Baker
Child Parent Centers, Inc.

Jessica
Southern New Hampshire Services, Inc

Jessica Carr
Hoosier Uplands

Jessica Dzurek
Child Development Inc

Jessica Mcinerney
City Of Phoenix Head Start

Jessica Rehl NORWESCAP Head Start

Jessica Sabin
Portage Learning Centers

Jessica Snider
Arkansas Early Learning, Inc.

Jessica Spain
I-CARE, Inc.

Jessica Tripp
Utah County Head Start

Jessica Urusov Semcac Head Start

Jesus R. Vela
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| **University Of Texas Rio Grande Valley Early Head Start** | Jimmy J. Cook  
Jewell Johnson  
Adams Brown Head Start  
Jia Li Ou  
Chinatown Head Start  
Jiali Lei  
Chinatown Head Start  
Jian Wen Li  
Chinatown Head Start  
Jian Zhi Chen  
Chinatown Head Start  
Jianfei Huang  
Chinatown Head Start  
Jianfeng Tan  
Chinatown Head Start  
Jianneng Li  
Chinatown Head Start  
Jianqiang Mai  
Chinatown Head Start  
Jill Fox  
People Acting In Community Endeavors  
Jilllaine Morales  
Head Start  
Jillian Helton  
I-CARE, Inc.  
Jimmy Hu  
Chinatown Head Start | Passaic Family Head Start Inc.  
Chinatown Head Start  
Jinding Kuang  
Chinatown Head Start  
Jing Hui Liao  
Chinatown Head Start  
Jing Jing Zhu  
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Jingjing Wu  
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Jingming Xu  
Chinatown Head Start  
Jingwen Hu  
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Jinhua Ruan  
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Jinlian Xian  
Chinatown Head Start  
Jinshun Ma  
Chinatown Head Start  
Jiongwan Chen  
Chinatown Head Start  
Jo Ann Daigle  
Cameron Parish Head Start  
Jo Ann Prackett  
Edmondson, AR  
Jo Ann Rodriguez | BCFS Education Services  
Jo Haley  
Suwannee Valley 4Cs  
Jo Pepper  
Capital Area Head Start  
Joan Sare  
Walled Lake Schools Head Start  
Joan Stark  
Head Start  
Joan Tabor  
MAPS Head Start  
Joann Harris  
Tuskegee-Macon County Head Start  
Joann Schipman  
Action For Eastern Montana Head Start  
Glendive Montana  
Joanna Liu  
Early Head Start  
Joanne Guernsey  
Opportunities For Otsego  
Joanne Stone-Libon  
Community Action Programs Inter-City, Inc.  
Jodi Farashahi  
Southeastern Vermont Community Action  
Jody Carnes |
Community Action Partnership Of North Alabama
Jody Ketcherside South Plains Community Action
Joe Huang Chinatown Head Start
Joellen Hamann Preston HS
Johann Kaltenbacher Catholic Charities Head Start, Carroll County
John Lewis Clark For Valley State University Head Start
John M. Battaglia Educational Alliance
John Rudolff Hamilton Columbus Metropolitan Community Action Organization
Jolene Mutchler M.Ed. Former Head Start Employee
Jon Parents And Children Together
Jonna Burns Region VII Head Start Association
Jordan Mack

Little Dixie Community Action Agency Head Start
Jose Cardenas BakerRipley
Jose Eleazar Martinez
Jose Martine
Josena Aiello Loomis Early Head Start
Joseph Eichelberger Northeast Nebraska Community Action Partnership, Inc.
Joseph Lacey Fairfax County
Josephine Lee Chinatown Head Start
Josie Vargas City Of Phoenix Birth To Five
Jowett Chew-Marumoto Parents And Children Together
Joy The School District Of Philadelphia
Joy Duenas The Institute For Human And Social Development, Inc.
Joy Mcfarlane Frederick County YMCA Head Start

Joy Wallace
Joyce Marie Harris Community Action Council Of Howard County Head Start
Joyce P. Jones Hopewell City Public Schools Head Start Program
Juanfan Du Chinatown Head Start
Juanita Bostick Crossroads Youth And Family Services
Juanita Jones Dallas County Head Start
Juanita Perkins People Inc
Judith Hunt Glenn SUL Head Start
Judith Matkowski Wayne County Action Program, Inc
Judith Cissell-Shanks Community Action Of Southern Indiana
Judy Hamilton Greater East Texas Community Action
Judy Tackett Arkansas Early Learning, Inc.
Julia Hall
Northwest Tennessee Head Start/Early Head Start

Julia Nicole Wood
Senath Head Start Early Head Start

Julia Olson
Albina Head Start

Julie Breitwieser
Tri CAP Head Start

Julie Drake
Tacoma Public Schools Head Start

Julie Edwards
Upper Des Moines Opportunity Inc Head Start

Julie Fox
Mountainland Head Start

Julie Frisch
Hazelwood School District

Julie Grifgin
Osceola Head Start

Julie Ho
BakerRipley

Julie Keffer
Mountain Projects Inc.

Julie Knapp
Mountainland Head Start

Julie Mullins
Kenaitze Head Start

Julie Springer
Champlain Valley Head Start

Jun Yan Qin
Chinatown Head Start

June Cai
Chinatown Head Start

Junjie Chen
Chinatown Head Start

Junjie Wu
Chinatown Head Start

Justin Collett
Leslie, Knott, Letcher And Perry Head Start

Justin Turner

Justine Lawrence
Children’s Institute Inc.

K Santella
Head Start

Ka Kin Lau
Chinatown Head Start

Ka Wei Li
Chinatown Head Start

Kaitlyn
UCAN Head Start

Kakin Lau
Chinatown Head Start

Kalee Felton
Wyoming Child And Family Development

Kam Wkan Lau
Chinatown Head Start

Kang Ning Liang
Chinatown Head Start

Kara Hearth
Hoosier Uplands

Karen Browning
Coalfield CAP, Inc

Karen D Young-Jones
Wheatley Head Start Port Arthur ISD

Karen Day
Kern County

Karen Ennis
Triumph Inc

Karen Fukushima
E Center Head Start

Karen Haigh

Karen Heidt
Dickinson Early Head Start

Karen J Backman
Culpeper Human Services Head Start

Karen Jane Clodfelder
CAPWI Head Start

Karen Jared

Karen Johnson
Portage Learning Centers

Karen Koppenhaver
Child Development, Inc
Karen Laidacker
Luzerne County Head Start

Karen McElroy
Hamilton County Head Start

Karen Moss
Southern Seven Health Department Head Start

Karen Roberts
Child Development Inc

Karen Rocchio
Darrough Chapel Early Learning Center

Karen Street
Buchanan County Head Start

Karie Stevens
Baltimore, VT

Karissa Schutt
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Karly Stoll
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Karmel Stewart
Murray Head Start

Kary Pfeil

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Kate Young
Chelan Douglas Child Services Association

Katelyn Samders
YMCA Of Frederick County Head Start

Katharine Mora
Columbia University Head Start

Katherine Nelson
Bauer Head Start

Katherine Sandgren

Kathie Young
Human Resource Development Council

Kathleen Flaherty
Mohawk Valley Community Action Agency

Kathleen Kundrat

Kathleen S. Wolfe
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Kathleen Therese Kelley
Blue Ridge Opportunity Commission Head Start

Kathryn Anderson

Kathryn Lindsey
Ounce Of Prevention Fund

Kathryn Munley
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Kathy Carter
Hillsborough County Head Start And Early Head Start Program

Kathy Gorrell
Rock Walworth Comprehensive Family Services, Inc. Head Start And Early Head Start

Kathy Hurford
Tri CAP Head Start

Kathy Kauk
Fort Morgan Head Start

Kathy Nicosia
Macomb Community Action Head Start 0-5

Kathy Salazar
Calloway County Preschool

Kathy Wilcox
Scott County Public School Head Start

Katie Talbott
Hopewell, VA

Katrina Ahlfield
Kids' Corps, Inc.

Katrina Borton
Wyoming Child And Family Development

Katrina Hancock
STEP, Inc.
Kay C. Floyd
Kay Lancaster
Puget Sound Educational Service District
Kaycee Jennings
Allegany County Head Start
Kayla Givens
LBJ&C Head Start
Kayla Milhoan
Virginia Head Start
Kayla Woodberry
Crossroads Youth And Family Services
Keala Poepoe Naeole
Rowland
Kelley Ann White
BCMW Head Start
Kelley Evans
Forest Head Start
Kelley Klein
Community Action Program Of Central Arkansas
Kelley Zimmer
GMN Tri-County CAC, Inc. Head Start/Early Head Start
Kelli Brown
Kelli Peterson
Capital Area Head Start
Kelly Cooney
Kelly Darragh
Morris Head Start
Kelly Maines
Makah ECE
Kelly Wahl
United Community Action Network Head Start
Kendra Myers
Delta Area Economic Opportunity Corporation
Kendrew Kwan
Chinatown Head Start
Kenneth Ratliff
Buchanan County Head Start
Kenneth Ray Gilbert Sr.
Kenny Chen
Chinatown Head Start
Kenyatta Pendleton
Riverside Office Of Education
Kenzie Rash
Guilford Child Development
Keri McCrorey
East Missouri Action Agency, Inc
Kevin F. Starks, Jr
Early Childhood Head Start
Kevin Johnson
Camden Head Start
Kezia Willingham
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Kim Bkman
Kim Brickey
Kim Dupras
Joint Council For Economic Opportunity Head Start
Kim Gillis
Tri County Community Action
Kim H. Dodd
Kim Jasper
Northeast Iowa Community Action Head Start
Kim Miller
Long Island Head Start
Kim Rhodes
Kim Thompson
Wyoming Child And Family Development
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Jeffersonville Head Start
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GLEAMNS Head Start
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Lanhan Qiu
Chinatown Head Start

Lani Kuakini
Nanakuli Head Start

Laquesha Shields
BakerRipley

Laquita Duvall

Laquita Genwright
Fort Valley State University Head Start

Laura Ann
Laura Ann Bellas

Laura Creed
South Central Community Action Program Head Start

Laura Mykel
McDowell County Head Start

Laura Pickett
Child Start Inc.

Larry D. Sims
Rocky Mountain SER Jobs For Progress Inc.

Lashawn Capers Huff
Lutheran Services Florida

Lashondia Bonaparte
Sunbelt Human Advancement Resources, Inc. (SHARE)

Latasha Day
Hillsborough County Head Start And Early Head Start Program

Latonya Price
Head Start

Latosha Russell

Suffolk Head Start

Latrenda Vanzant
Clark Memorial Pre-K/Head Start

Latrenda Vanzant
Pre-K/Head Start

Laura Ann

Laura Creed
South Central Community Action Program Head Start

Laura Mykel
McDowell County Head Start

Laura Pickett
Child Start Inc.

Lauren Barnes
Luzerne County Head Start

Lauren Cayer
Wyoming Child And Family Development

Lauren Chim
Genesee Intermediate School District

Lauren Marren
Head Start Of Rockland

Lauren Nordeen
Wyoming Child And Family Development

Lauretta Andrews

Nueces County Community Action Agency

Laurie Coleman
Tri-Valley Opportunity Council, Inc.

Laurie Harnden
Santa Clara County Office Of Education

Laurie Pellissier
Child & Family Services, Inc. Of Lea County

Laurie Phillips
The Children's Center

Lavern Lynch
PSFC Monroe County Head Start

Lavonna Ruth
Western Carolina Community Action, Inc

Lavonne Dryden
Rural Alaska Community Action Program

Lawanda Buck
Children Are First

Leah Holloway-Walck
Delta Head Start

Leah Hutchings
EMAA Head Start

Leandra Young-Lutz
Anderson County Head Start
Leann Terranova
Y.O.U.R. Inc Head Start

Leatha Asbury
Illinois Action For Children

Lee Morgan
Klamath Family Head Start

Lee Thao
Parents In Community Action, Inc. Head Start

Leila Borazjani

Leilani Garcia
Stanislaus County Office Of Education

Leona Souza
HCAP Head Start

Leslie Williams
Eastern Allegheny Council For Human Service

Leticia Sida
Head Start San Joaquin

Li Mei Lin
Chinatown Head Start

Li Qing Gong
Chinatown Head Start

Li Ying Kuang
Chinatown Head Start

Lia Smith
Arkansas Early Learning, Inc.

Libby Brown
Lake Cumberland

Lili Liu
Chinatown Head Start

Lili Zheng
Chinatown Head Start

Lillian Taylor
Head Start

Lillian Williams
Head Start Of Greater Dallas

Lin, Huihua
Chinatown Head Start

Lin, Zhong Hui
Chinatown Head Start

Linda Castleberry
The SAE School

Linda Fish
Branch ISD Early Education Services

Linda Ingram
Head Start

Linda L Schreck
West Central Missouri Community Action Agency

Linda Lacy
Embarras River Basin Agency Head Start

Linda Laliberte
East Bay Community Action Program

Linda Meredith
Community Partnership For Child Development

Linda Palmariello
Action For Boston Community Development

Linda Sandoval
Placer Community Action Council

Lindsay Seeker
Central Kentucky Community Action Head Start

Lindsay Vokaty
Tri Valley Opportunity Council

Lindsey Corder
Baker County Head Start

Lindsey Simmons
Ohio Valley Opportunities Head Start

Ling Ling Mai
Chinatown Head Start

Linnette Mckinney
Kidazzle Childcare

Liping Zhang
Chinatown Head Start

Lisa
Community Action Head Start

Lisa Anderson
Kirpc
Lisa Antinucci
    Lisa Baumgarte
    Kokomo School Corporation Head Start

Lisa Blake
    Hawkeye Area Community Action Program Head Start

Lisa Carwithen
    Portage Learning Centers

Lisa Condon
    Fort Dodge Head Start

Lisa Cummins
    Urban Strategies

Lisa Davis
    GLEAMNS Head Start

Lisa Giboney
    Community Action Partnership Of Mid Nebraska

Lisa Griffith
    Community Action Development Corporation

Lisa M Meyer
    Human Development Commission

Lisa M. Harrington
    Cochrane Jefferson Community Action Programs

Lisa Marie Pederson
    Head Start Learning Center-Green Bay

Lisa Pardue
    Placer Community Action Council

Lisa Payton
    Breckinridge-Grayson Programs, Inc.

Lisa Pitz
    Placer Community Action Council

Lisa Purkhiser
    Tri CAP Head Start

Lisa Sandor
    Hope Head Start/ Holland Daycare

Lisa Shankle
    Allegheny Lutheran Social Ministries

Lisa Warren
    City Of Rockford Head Start/Early Head Start

Lisa Weaver
    Lee County School District

Liting Mai
    Chinatown Head Start

Liz Egan
    Friends Of Children And Families Head Start

Lois Henseler
    Lorene Buckingham
    Makah ECE

Lori Archer

Drake Head Start

Lori Burch
    Big Five Community Service, Inc.

Lori Canfield
    SEVCA Windsor County Head Start

Lori Henry
    Little Dixie Community Action Agency Head Start

Lori Lange
    Plano Texas Head Start

Lori Reisz
    HOPES CAP

Lori Spotts
    Child Development, Inc.

Lorrie A Ogden
    Child Development, Inc.

Lou Ann Van Doren
    Mauston I Head Start

Louise Hart
    Child Development Inc

Lourdes Ufret

Luanne Wiggins
    Bad River Head Start

Lucy Crofton
    MDS CAA Early Childhood Program

Ludia Batad
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<th>Program/Location</th>
<th>Contact Information</th>
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<tr>
<td>Hampton Roads Community Action Program</td>
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<td>Marcel Rohrer Central Montana Head Start</td>
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<td>Marcela C. Di Savoia</td>
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Maria I. Routsis
Early Childhood Learning Services/Lee Schools

Maria Lopez
Head Start

Maria Luisa Rodriguez
Holyoke Chicopee Springfield Head Start, Inc.

Maria M Dumeng
Community Action, Amherst Community Child Care

Maria M. Camacho-Calderón
Mountainland Head Start

Maria Marmolejo
Nort Tampa Head Start, Tampa, Florida

Maria Motta
Le Jardin Community Center, Inc.

Maria Napier
Nogales, AZ

Maria Rondon
Head Start Community Program Of Morris County, Inc

Maria Ruiz
Geminus Head Start

Maria Tonato
HOPES CAP

Mariah Gordon
Head Start

Marian Moats
Wyoming Child And Family Development

Maribell Almeida
Western Idaho Community Action Partnership

Marie Hayes

Marietta Lamberson
BCMW Head Start

Marina Tharpe

Maris Aguilar
Region 14 Education Service Center Head Start

Marisol Hermosillo
Matrix Head Start

Mark Carlson
NW Head Start

Marketa Lewis
BakerRipley

Marla Woods
Merced County Head Start

Marlyn Velez
Head Start Municipio De San German

Marne Carter
Murray Head Start

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Little Dixie Community Action Agency Head Start

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Martha Cox
North Florida Head Start

Martha Gonzalez-Tripician
Head Start

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I-CARE, Inc.

Martha Meyer
Three Rivers Community Action Head Start

Martha Velasco

Martina Hone

Martina Montes
BakerRipley

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Higher Horizons

Mary Ann Devlin
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Mary Anne Miera
Mesa View Head Start

Mary Anne Twomey

Mary Barker

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Community Action's Parent Child Development Center
Melissa Fetterman Opportunities For Otsego
Melissa Goss Head Start
Melissa Guajardo Matrix Head Start
Melissa Ivey Head Start Of Yamhill County
Melissa Lingar Community Action Of East Central Indiana
Melissa Metcalf Family Resource Agency Of North GA
Melissa Meyer Duluth Head Start
Melissa Monroe Semcac Head Start
Melissa Nelson North Iowa Community Action Organization
Melissa R H Brown Erie And Niagara County Head Start
Melissa Reed Rock Walworth Comprehensive Family Services, Inc. Head Start And Early Head Start
Melissa Risher Families And Children Together, Inc.
Mellissa Corpos Royal City ECEAP/HS
Melodie B. Tessier Suwannee Valley 4C'S
Melody Chenoweth Bauer Family Resources
Melody Pedersne Mountainland Head Start
Melody Ruth Hedden Tri-Valley Opportunity Council, Inc.
Melody Suddeth Community Action Of Southern Indiana
Melvin J. Gravely
Mengling Zheng Chinatown Head Start
Merced Rocha Early Head Start
Meredith Murrell Manatee Community Action Agency
Merieka Torrico Action For Boston Community Development
Mernique P. Mcneill Bright Beginnings
Miao Chen Chinatown Head Start
Miao Juan Chen Chinatown Head Start
Miaona Chen Chinatown Head Start
Mica Clark City Of San Antonio
Michael Arthur SCCAP Head Start
Michael Daigle Cameron Parish Head Start
Michael Patterson Arkansas Early Learning, Inc.
Michaela Borneman Chaffee Head Start
Michele Your Own United Resources, Inc.
Michele Hopper Ohio Valley Opportunities Head Start
Michele Rowe Community Services Of Northeast Texas, Inc.
Michele Ward Suwannee Valley 4Cs
Michelle Austin
Michelle Axsom
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<td>Michelle Hinds Stoney Point Head Start/Early Head Start</td>
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<td>Milo Davidson United Community Action Network Head Start</td>
<td>Monica Hollen Northern Panhandle Head Start</td>
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<td>Michelle Kimmel Ohio Valley Opportunities Head Start</td>
<td>Milton Ventura Rodriguez Tri-Valley Opportunity Council, Inc.</td>
<td>Monica Olivo Children's Institute Inc.</td>
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<td>Mindy Maldonado Campo Kumeyaay Head Start</td>
<td>Morayma Cantu Central Texas 4C, Inc.</td>
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<td>Ming Jun Chen Chinatown Head Start</td>
<td>Mrs. Simmons Shelby County Head Start</td>
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Chinatown Head Start
Nancy Dealva
Northern CA Placer Community Action Council
Nancy Mahoney
Montachusett Opportunity Council, Inc.
Nancy Myers
Placer Community Action Council
Nancy Syltie
United Community Action Partnership
Nancy Warnock
Washington County EOC Head Start/Early Head Start
Nancy Wilwerding
Drake University Head Start
Naomi Faulkner
Northcoast Childrens Services
Natalie Aguirre
Neah Bay, WA
Nechama Zidele
Yeled Vyalda Head Start
Nevra Howard
Tri County Community Action
Nichole Kading

Your Own United Resources, Inc.
Nickcole Maynard-Errami I-CARE, Inc.
Nicole Blackmon Head Start
Nicole Blais Holyoke Chicopee Springfield Head Start, Inc.
Nicole Campbell Family Development Services Cafe Head Start
Nicole Chipman Albina Head Start
Nicole Hall Save The Children Head Start-Rapides Parish
Nicole Smith Drake Head Start
Nikki Bussian Early Head Start NJ
Nikki Cavalier Scac, Inc. Wv
Nikki Meadams Little Dixie Community Action Agency Head Start
Nikki Underwood Cincinnati-Hamilton County Community Action Agency Head Start

YMCA Of Frederick County Head Start
Nora Casares CACOST
Noreen Landis-Tyson Community Partnership For Child Development
Norma Gingerich Poudre School District Early Childhood Program
Norma Johnson Imperial County Office Of Education
Norma Mcneal Child Parent Centers, Inc.
Norma Strickland Institute Of Community Services, Inc.
Octavia Mckoy
Oikuen Chan Chinatown Head Start
Olga Guerrero Santa Clara County Office Of Education
Olivia Hailson Child Inc
Olivia Johnson Manatee Community Action Agency
Pak Hong Zheng Chinatown Head Start
The Family Conservancy
EHS-CCP Program

Pam Johnson
Jefferson-Clarion Head Start, Inc

Pam Richard
Transition Resources Corporation Head Start

Pam Wilson
UCCAC, Inc. Head Start

Pamela Harris

Pamela Milligan
KCEOC Community Action Partnership

Pamela Pritchard
Community Action Partnership Of Kern

Pamela Ranelle Livingston

Pamela Roberts
Redlands Christian Migrant Association

Pamela Thompson
Action For Boston Community Development

Pat E. Drost
KidZKount Placer Community Action Council, Inc.

Patrice Carson
BakerRipley

Patricia Albrecht
Winonabhead Start

Patricia Ann Allen
Head Start

Patricia Cremeen
Placer Community Action Council

Patricia Fields
Clackamas County Childrens Commission

Patricia G. Edwards
Central Susquehanna Intermediate Unit

Patricia Grovey
Child & Family Services, Inc. Of Lea County

Patricia J. Horne Mcgee

Patricia Kruelle
Stafford Virginia Head Start

Patricia Liermann
OACAC Grant Head Start

Patricia Martinez
Lutheran Services Florida

Patricia Ramos
Nueces County Community Action Agency

Patricia Smalls
Tri County Community Action

Patti Grossman

Kootasca Community Action, Inc.

Patty Semanchik
Child Development

Paul D Dole
KCEOC Community Action Partnership

Paula Bacon
Family Resource Agency Of North GA

Paula McDavid
Scott County Public School Head Start

Paula Mcdermott
Southwest Community Action Program

Paulette Crosby
Alachua Head Start

Peggy Kelly
Kansas Head Start Association

Peggy L Rayome
Kootenai Valley Head Start, Inc.

Peggy M Grant
Audubon Area Head Start

Peggy Ng
Chinatown Head Start

Peggy Sayers
Washita Valley Community Action Council
Peggy Southard
Delta Area Economic Opportunity Corporation

Pei Ming Kuang
Chinatown Head Start

Peichan Liang
Chinatown Head Start

Peizhen Zhao
Chinatown Head Start

Penglai Tan
Chinatown Head Start

Penny Paul
Tri County Community Action

Petrellia Coppol
Head Start

Phoebe Garrett
Mideast Action Community Agency Head Start

Phoebe Rust
Lourie Center Early Head Start

Phyllis Banks Cook, Ed.S.

Pingting Wu
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Polly Ann Sines
Wyoming Child And Family Development

Priscilla Loke
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Priscilla Lovely
Children's Institute Inc.

Pu Huang
Chinatown Head Start

Pui Chi Chan
Chinatown Head Start

Qi Li Ye
Chinatown Head Start

Qiang Ding Li
Chinatown Head Start

Qiangman Tan
Chinatown Head Start

Qiao Ting Liu
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Qiaoci Huang
Chinatown Head Start

Qing Ye
Chinatown Head Start

Qingyun Chen
Chinatown Head Start

Qiong Chen
Chinatown Head Start

Rachael Zaborowski

Rachel Johnson
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Rachel Shipley
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Rachelle Wade
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I-CARE, Inc.

Rebecca Ball
Utah Community Action Head Start

Rebecca Barnum
EOA Washington County Head Start

Rebecca Bucci
Greater Erie Community Action Committee

Rebecca Condie

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<td>Rebecca Connell</td>
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Robyn S. B. Chun
University Of Hawaii At Manoa

Rocky. Wilcox
Scott County Public School Head Start

Rolanda Fishiera Ates
HCDE Head Start

Romonda Latoria Williams
West Woods Head Start

Ronald Ellis
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Ronda Peters
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Rongming Ren
Chinatown Head Start

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SHS

Rosa M. Pineda
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Sand Diego, CA

Rosalina Mendoza
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Rosalind East-Cambeilh
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Head Start

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Darrough Chapel Early Learning Center

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Newton Head Start

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Chinatown Head Start

Ruo Lan Zheng
Chinatown Head Start

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Hoosier Uplands

Ruth Lee
Child Care Resource And Referral Inc

Ruth Uhlmann

Ruth Zook
Head Start

Ruthie Mayers
ECLC

Ruthmary Caampbell Opportunities Inc. Head Start

Ryane Postell
Central Texas 4C, Inc.

Sabena Vaughan

Sabrina Hunter

Sabrina Kehau Golis Parents And Children Together

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University Of Guam

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Southern Utah University Head Start

Sally Barden, Bsn Rn
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Sam Ceccacci
Scranton Lackawanna Human Development Agency, Inc.
Samantha Crow
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BakerRipley
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Sandra De Leon
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Sandra Jo Zimmer
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Sandra M. Penke
Head Start
Sandra Penke

West Central MN Communities Action Head Start
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Sandy Johnson
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GLEAMNS Head Start
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Head Start
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MAP Head Start
Sarah Cordova
The Children's Center
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Waipahu Park Head Start
Sarah Jansen
Green Bay Area Public Schools Head Start
Sarah Koski

Arrowhead Head Start
Sarah Tucker
KI BOIS Head Start
Sarah Wheeler
Shasta Head Start
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Sarita Hill
Macon Bibb Head Start
Savannah Givens
Fordyce Head Start
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Scott Strehlo
Mapleton Home Base
Scott Vanvlack
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I-CARE, Inc.
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NA
Sekethia Walton
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Warren Head Start
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Greater Erie Community Action Committee

Shandell Farris  
South Central Community Action Program Head Start

Shane Suehiro  
Parents And Children Together

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Rural Utah Child Development

Shanickwa Spencer

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Parent And Child Together (PACT) For West Central Illinois

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Lakes & Prairies CAP, Inc.

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Millersburg Head Start

Shannon England  
Delta Head Start

Shannon Mcgee  
Allegheny Intermediate Unit Early Head Start

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Greater East Texas Community Action

Shante’ Teal  
GETCAP Head Start

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Chinatown Head Start

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Chinatown Head Start

Shaopeng Ma  
Chinatown Head Start

Shara Schutter  
Geminus Head Start

Shami Parks  
New Saint Paul

Sharlene Schoeneck  
Family And Child Learning Centers

Rhinelander Head Start

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Children’s First

Sharon Beougher  
Early Childhood Connections

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Early Childhood Connections

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The Children’s Center

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Child Inc

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Families And Children Together, Inc.

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Head Start

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Buchanan County Head Start

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Lee County Head Start

Shaterica Lynch  
Newton Head Start

Shauna Matelski  
Lorain County Community Action Agency

Shawna Rodrigeus  
Oregon

Shawna Uttenhove  
Wyoming Child And Family Development

Sheena Robertson  
Sheila Dandeneau

East Coast Migrant Head Start Project
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Teresa Spielbusch
Mount Hood Community College
Teri
Saginaw ISD Head Start
Terra M. Johnson
Akron Summit Community Action
Terri Bowers
Community Action Opportunities
Terri Moritz
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Terry Wilson
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Tiffany Sullivan Lakes And Pines Head Start
Tiffany Thornburgh Darrough Chapel Early Learning Center
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Tina Kelley Placer Community Action Council
Tina Ngoc Hoa Nguyen Head Start Of Greater Dallas
Tina Renee Tucker
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Tina Smith Coastal Plain Area EOA, Inc.
Tira Rice Child Development, Inc.
Toinett Stenson Orange County Head Start
Toni Chalmers South Boston, VA
Toni Noma Mohawk Valley Community Action Agency
Toni Ray Dixon United Community Action Network Head Start
Toni Rose Adams County Head Start
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Tonya Dion Yankton Sioux Tribe Head Start
Tonya Wiley Quality Care
Touria Chentoufi Alami Touria Alami Chentoufi
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Tracey Sparrow
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Tracie Boroczky
East Hartford Head Start

Tracy Brown
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Tracy Khan Gill

Tracy Mitchell
Chehalis Tribal Head Start

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Head Start

Veronica R. Green

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Conehatta Early Head Start

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Victoria Roman
Early Head Start

Victoria Shultz
Mercer County Head Start

Victoria Treadway
Placer Community Action Council

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Focaf

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Chinatown Head Start  
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Head Start Of Greater Dallas  
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Community Action Of Southern Indiana  
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Wendy Wood  
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Chinatown Head Start  
Wenjie Liu  
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Wenjuan Dong  
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Xiangqu Liu  
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Xiaoxia Ye  
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Xinda Huang  
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