Dear Ms. Rathgeb,

On behalf of the National Head Start Association (NHSA), the Head Start community, and the 1,684 undersigned organizations and individuals, we are pleased to provide comments in response to the proposed rule change “Head Start Designation Renewal System,” published on August 13, 2019 (84 FR 39996).

NHSA is the voice for more than one million children and their families in Head Start and Early Head Start (collectively referred to as “Head Start”) programs across the United States. Recognizing the devastating impact that poverty can have on the future success of young children, Head Start represents a longstanding national commitment to provide quality early learning opportunities for vulnerable children and comprehensive services to support families on a path to achieve long-term stability and success. NHSA believes that every child, regardless of circumstances at birth, has the ability to succeed in school and life if given the opportunity that Head Start offers. With this mission at our core, NHSA respectfully submits the following comments.

Established in the Improving Head Start for School Readiness Act of 2007 and first implemented in 2011, the Designation Renewal System (DRS) was created in order to differentiate low-performing programs from higher-performing programs and require the low-performing programs to compete to continue to receive grant funding. While we, as the Head Start community, strongly support a rigorous accountability system that is transparent, equitable, and focused on continuous improvement, the current version of the DRS has not lived up to Congress’ intent. Thus, we commend the administration’s efforts to adapt the DRS in order to reform elements that have not adequately identified quality and to ensure that Head Start programs are held accountable for continuous improvement and high-quality services.

The following response was developed with the input of Head Start community members across the country who have experience with the Classroom Assessment Scoring System (CLASS) and the DRS. We received feedback from a wide variety of stakeholders in the Head Start community, including financial experts, Head Start directors, parents, and teachers. Based on these extensive conversations, the Head Start community strongly supports the long overdue removal of the lowest 10% provision of the CLASS condition, the focus on accountability for strong financial management, and the consideration of changes to the deficiency trigger as proposed by the administration. However, concerns remain about the implementation of the CLASS thresholds, the proposed modifications of specific fiscal conditions, and the continued lack of an appeals process in the DRS.
Over the years, many Head Start stakeholders have expressed strong opinions about whether the CLASS tool should be used in the DRS at all. However, as the current proposed rule states, “after extensive expert feedback it was determined that CLASS is the only existing instrument that meets the statutory requirements in Section 641A(c)(2)(F) of the Act.” While changes to the statutory requirements, such as excluding CLASS from inclusion in DRS, would require congressional action the administration’s current proposal is a valuable opportunity to make more specific, immediate changes to the current system. The Head Start Community is excited to work with the administration, Congress, and other stakeholders to continue to reform the law in order to make DRS a more equitable, effective competition system.

Removal of the CLASS 10%

NHSA has long advocated for the removal of the lowest 10% provision due to its arbitrary nature, undefined ties to quality, costly consequences, and punitive nature. With this provision in effect, high-quality grantees often face grant recompetition not on the basis of their own quality but relative to the scores of other grantees in entirely unmatched circumstances.

In addition, by removing the lowest 10% provision and relying on absolute thresholds across CLASS domains, grantees will no longer wait for months for a competition determination or needlessly compete on the basis of the quality of other programs. In effect, high-quality programs with no deficiencies will not be arbitrarily subjected to compete for a renewal of their grant and instead be able to focus on best serving their communities.

Recommendation: Remove the lowest ten percent provision of the CLASS condition described in 45 CFR 1304.11(c)(2), as proposed by the notice of proposed rulemaking (NPRM).

Increase the Absolute CLASS Thresholds for Classroom Organization and Emotional Support

Absolute CLASS thresholds provides grantees with a clear standard to interpret their scores. We appreciate this increased certainty; however, there is some concern in the community about the evidence base that supports the specific proposed thresholds.

We continue to urge further research into the connection between CLASS domain thresholds and increased positive child outcomes. Many studies have set the Classroom Organization and Emotional Support thresholds at 5 and have found suggestive positive results. For instance, there has been some research that demonstrates that programs with a Classroom Organization score of at least 5 were linked to a reduction in challenging behaviors and an increase of behavioral competence in children.\(^1\) Other research similarly linked classrooms with an Emotional Support score of 5 or above with increased social skills and a decrease in challenging behaviors.\(^2\) Moreover, according to NHSA’s analyses of past CLASS


scores, grantees would be less likely to go through recompetition with the proposed Classroom Organization and Emotional Support thresholds than in the status quo. While the proposed thresholds in these two domains are above the previous absolute thresholds, they are lower than all the past 10% cut-offs since 2012. The proposed changes for these thresholds ensure that high-scoring grantees would not compete for their grant unnecessarily.

**Recommendation:** Increase absolute thresholds in the Classroom Organization and Emotional Support domains to a five, as proposed.

**Develop a Stronger Research Base on Linkage between CLASS Scores and Child Outcomes, Especially in the Instructional Support Domain**

The administration points to preliminary research to justify the proposed absolute thresholds, as previously noted. However, research is not conclusive with respect to implications of how specific scores relate to child outcomes in the Instructional Support domain. While some studies have looked to identify how specific Instructional Support thresholds relate to child outcomes, there is no clear evidence that a certain score in this domain correlates with specific child outcomes. Some studies have linked an Instructional Support score of 2.75 or more with increased literacy skills, but not social-emotional outcomes. Another study linked an Instructional Support score of 3 to a reduction in challenging behaviors but not increased literacy. Others have pointed to a threshold of at least a 3.25 for even broader academic gains in literacy and math. Ultimately, when examined together, these findings are mixed and do not provide ample evidence to justify their use in determining grant competition. There is no clear academic consensus to point to as a clear, justifiable threshold at which specific CLASS scores in specific domains reliably yield increased positive outcomes for children.

We fully support striving for rigorous quality in Head Start programs and are open to higher Instructional Support thresholds, if justified by research, in the future. At the same time, our prior recommendation in the 2018 response to the DRS-related request for comment still stands. Further research is needed to determine exactly which absolute CLASS thresholds are indicative of increased positive child outcomes. In particular, because the proposed higher Instructional Support threshold stands to place more grantees in competition in this particular CLASS domain than in prior years, the administration should provide additional insights into the justification for such a change. Further, the administration should consider providing additional teaching and technical assistance to programs that score between 2.0 and 3.0 on Instructional Support.

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5 Burchinal, et al. (2014).

6 Burchinal, et al. (2010).
**Recommendation:** Maintain the current 2.0 absolute threshold level for the Instructional Support domain. Identify the evidence and/or research basis that demonstrates correlations between CLASS scores within domains, particularly in Instructional Support, and child outcomes.

**Implementation of CLASS**

As the use of CLASS in DRS is reevaluated, there is an opportunity to adjust specific ways in which the tool is implemented to ensure that it is used most effectively.

Specifically, we propose that teachers are not subjected to CLASS as a part of DRS during their first six months of teaching. Currently, reviewers are able to observe any teacher who has taught for at least 10 days. Two weeks in a classroom is not an adequate amount of time to adjust to optimal performance. By increasing the minimum from 10 days to six months, new teachers would have adequate time to acclimate to Head Start classrooms, build relationships with their students, and understand the CLASS monitoring system. Ultimately, if the goal of the DRS is to identify low-performing grantees, all grantees should have an opportunity to implement their training and development plans for teachers, before teachers’ performance is evaluated as part of a determination of a grantee’s level of quality.

**Recommendation:** Ensure that new and new-to-a-classroom teachers and teacher aides are provided six months before they can be observed for monitoring purposes.

**Increase of the Time Frame of a Finding of Going Concern**

There is broad agreement that an audit finding of at risk of failing to continue as a “going concern” is deeply concerning. The fiscal stability of a Head Start grantee should be of a quality that Head Start children and families will not be left without access to services that create an essential support system.

That said, the proposed expanded time frame is so substantial that it threatens to trigger the competition of grantees that have entirely recovered from fiscal issues experienced at the beginning of their grant cycles. A going concern indicates that the operations will cease within 12 months. Therefore, consideration of a going concern after a subsequent audit has not found a going concern is an entirely useless indicator of an organization’s fiscal viability. A finding of at risk of failing to continue as a going concern should only be considered if it is found in the most recently available audit at the end of the grant cycle. Such findings in audit reports from earlier grant years should trigger additional training and technical assistance, rather than competition. This training and technical assistance would allow OHS to act more nimbly in the face of a serious fiscal finding.

**Recommendation:** Reject the proposed change and maintain the status quo related to the going concern condition. Consider only findings of being at risk of ceasing to be a going concern that are made in the most recently available audit report at the time of the fiscal monitoring review at the end of the grant cycle.
The Use of Audit Findings for Competition

While increasing financial accountability of Head Start grantees is a worthy goal, the indiscriminate use of audit findings is not an effective way to do so. In order to better assess the impact of the proposed change, we request increased clarification on which audit findings would trigger recompetition. This is critical to ensuring a transparent, effective condition that seeks to identify grantees with severe and/or systemic financial issues.

We strongly agree with the goals of the proposed change and are deeply committed to ensuring that Head Start communities continue to have access to quality services and programs. However, there is concern about this specific proposal. We believe that an uncorrected audit finding that results in an identical audit finding in the next audit report is indicative of a systemic fiscal risk that should cause recompetition. This is in contrast to the current proposed rule that would put a grantee with any two audit findings during the first three years of the five-year grant cycle into recompetition. The recommendation below recognizes that two different audit findings in two different fiscal years does not necessarily mean the agency is experiencing a “systemic or substantial material failure” (see definition of “deficiency” in Sec. 637 of the Head Start Act). An agency’s willingness and ability to correct an audit finding by the next fiscal year demonstrates that agency’s ability to manage its fiscal challenges.

**Recommendation:** Two identical findings in consecutive annual audit reports during the first three years of the five-year grant period (i.e., an audit finding in one year that is identical to a finding the previous year) should trigger competition. This method provides agencies a continuous quality improvement opportunity for self-correction before the threat of competition.

Audit Quality Assurance

Due to an overall lack of clarity about how and what components of audit findings would be used to trigger competition, it is critical that there is a process in place for grantees to contest a determination of competition caused by this proposed trigger. The Head Start community understands that fiscal integrity is essential for the success of Head Start grantees, yet there are foreseeable, unintended consequences that may come with the increased use of audit findings. Specifically,

1. stakeholders report that audits are not conducted uniformly, and Head Start community members have reported that auditors sometimes use outdated uniform guidelines;
2. it is not clear whether, in the current proposal, the administration would differentiate between minor and major audit findings. Minor findings should lead to additional training and technical assistance, stimulating continuous improvement and avoiding costly, needless competition; and
3. additional clarity is needed on how this proposal would consider audit findings that concern an agency’s Head Start grant activities versus findings unrelated to that agency’s Head Start grant.

Ultimately, the administration should disseminate more information about how they aim to determine whether an audit finding is related to the Head Start grant, whether there will be a gradation of the severity of audit findings, and how they will ensure uniform audit standards in practice. In implementing
this new trigger, the increased use of audit data should be paired with efforts to ensure that the findings of third-party auditors are accurate and that the use of the data is effective.

**Recommendation:** Implement a process for individual grantees subjected to competition by this trigger to appeal to the Office of Head Start in order to ensure that only relevant audit findings lead to recompetition.

**The Deficiency Condition**

We commend the Office of Head Start’s consideration of revisions to the deficiency trigger. The Head Start community has consistently made the case that this condition fails to differentiate between systemic issues and singular missteps. In the most recent cohort of grantees set to compete, we estimate that almost half had only a single deficiency with no other triggers. While we agree unequivocally with the prioritization of the safety of Head Start children, requiring high-quality grantees to compete redirects focus and limited resources away from effective service to an intensive grant writing process.

The primary concern with the current deficiency trigger is that it does not effectively differentiate systemic issues from a single mistake. It includes no gradation that allows for continuous improvement in the case of minor missteps. Deficiencies vary in severity but are all treated the same under the current deficiency trigger. Until the manner in which a deficiency is determined is improved and clarified, the deficiency condition will cause concern in the Head Start community. That said, the proposed changes are a marked improvement over the status quo and as proposed, recompeting grantees with multiple deficiencies would be a better indicator of systemic issues, bringing the condition into closer alignment with congressional intent.

**Recommendation:** Continue to consider increasing the deficiency condition to two or more. This consideration is a step in the right direction towards fully realizing a DRS that truly encourages continuous quality improvement, as mentioned in the NPRM.

**The Outstanding Need for an Appeals Process**

As NHSA and the Head Start community have stated previously, in order to improve the transparency of DRS, it is critical to develop a proper appeals process through which grantees can report concerns and request follow up from the Office of Head Start.

For example, feedback from the Head Start community with regard to CLASS indicates that the experience of reviewers varies substantially. There have been reports that reviewers disrupt classrooms, watch TV on their laptops, or are unable to understand the predominant language used in the classroom. Others are concerned because scores received by valid CLASS observers in their state or local QRIS vary dramatically from those received by OHS-delegated observers.

In the case of the fiscal proposals included in the NPRM, for example, an appeals process may help in cases in which there are consecutive findings that are immaterial or a result of an auditor misusing or misunderstanding federal guidance.
Overall, 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, such as an appeals process, for each condition.

**Recommendation:** Establish an appeals process to create avenues for grantees to express concerns, reevaluate findings, and provide feedback and opportunities for improvement of DRS.

**Integrate the Principles of Continuous Quality Improvement into DRS**

Establishing a minimum bar of quality for programs to achieve—such as the CLASS absolute thresholds—without also focusing on top-performance does little to encourage continuous quality improvement. Minimum requirements not only create fear but also encourage programs to solely perform above a standard of “good enough.” Instead, DRS should help lower-performing grantees learn from those with better performance and incentivize competition to be a high performer.

The administration should build on the “standard of excellence” rather than remove it. To encourage Head Start grantees’ continuous quality improvement, the administration should develop systematic ways to identify and learn from high performers. Federal monitors could identify high-performing grantees across the country, as well as those that have made exceptional improvements and those that are improving at exceptional rates. For example, a thorough analysis of CLASS data could highlight positive outliers and dramatic improvers overall, by subgroup (such as rural vs. urban, high vs. low dual language learner population), and within each region. Profiles of these grantees and their practices (done by OHS or an outside organization, such as NHSA) would incentivize grantees to be high performers and would allow for all grantees to learn from the success of their peers in order to improve.

A DRS that identifies low-performers is only doing part of the work needed to support high quality in Head Start. By drawing attention to high performers and grantees making significant improvements, the administration can inform improvement efforts and drive competition to the top, rather than away from the bottom, while concurrently creating new learning opportunities for improvement across the community.

**Recommendation:** Adopt a process for systematically identifying program strengths (positive outliers in absolute performance, innovative programming, and high rates of improvement), and help other grantees to learn from their practices.

**Conclusion**

Again, we commend the administration for considering changes to 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. DRS was a first attempt by Congress and the administration to establish an additional layer of accountability, and it has been moderately successful. However, this initial system is in dire need of immediate improvement, and we believe that a regulatory overhaul through the changes we propose would better align DRS with Head Start’s culture of continuous
quality improvement—allowing children, families, and communities across the country to have 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

Regional Associations

New England Head Start Association  Region VI Head Start Association
Region II Head Start Association  Region VII Head Start Association
Head Start Region 3  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  Kansas Head Start Association
Alaska Head Start Association  Kentucky Head Start Association
Arizona Head Start Association  Louisiana Head Start Association
Arkansas Head Start Association  Maine Head Start Directors Association
Colorado Head Start Association  Maryland Head Start Association, Inc.
California Head Start Association  Massachusetts Head Start Association
Connecticut Head Start Association  Michigan Head Start Association
District of Columbia Head Start Association  Minnesota Head Start Association
Delaware Head Start Association  Mississippi Head Start Association
Florida Head Start Association  Missouri Head Start Association
Georgia Head Start Association  Montana Head Start Association
Head Start Association of Hawaii  Nebraska Head Start Association
Idaho Head Start Association  Nevada Head Start Association
Illinois Head Start Association  New Hampshire Head Start Association
Indiana Head Start Association  New Jersey Head Start Association
Iowa 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
Oklahoma Head Start Directors Association
Oregon Head Start Association
Pennsylvania Head Start Association
Rhode Island Head Start Association
South Carolina Head Start Association
South Dakota Head Start Association

Tennessee Head Start Association
Texas Head Start Association
Utah Head Start Association
Virginia Head Start Association
Vermont Head Start Association
Washington State Association of Head Start and ECEAP
West Virginia Head Start Assoc.
Wisconsin Head Start Association
Wyoming Head Start Association

National Organizations

AppleTree Institute for Education Innovation
Washington, District of Columbia

First Five Years Fund
Washington, District of Columbia

Catholic Charities USA Alexandria, Virginia

Lambent Data
Princeton, New Jersey

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

National Community Action Partnership
Washington, District of Columbia

Division of Early Childhood of the Council for Exceptional Children
Rockville, Maryland

Save the Children Action Network
Washington, District of Columbia

Educare Learning Network
Chicago, Illinois

The Ounce of Prevention Fund
Chicago, Illinois

State Agencies and Collaboration Offices

AZ Dept of Education and AZ Head Start State Collaboration Office
Phoenix, AZ

Florida Head Start Collaboration Office
Tallahassee, FL

Arkansas Head Start State Collaboration Office
Little Rock, Arkansas

Local and Community Partners

Because Children Matter, LLC
California

Central Nebraska Community Action Partnership
Loup City, Nebraska
Central Texas Housing Consortium
Temple, Texas

Changing Tides Family Services
Eureka, California

Community Action Agency of Siouxland
Sioux City, Iowa

Community Action Program Legal Services
Boston, Massachusetts

Contra Costa County
Martinez, California

Early Childhood Federation AFT Union Local 1475
Los Angeles, California

Greater East Texas Community Action Program
Nacogdoches, Texas

Hilltop Lutheran Neighborhood Center
Wilmington, Delaware

Knowledge Works
Cincinnati, Ohio

Lincoln Hills Development Corporation
Tell City, Indiana

Madison-Estil Community Early Childhood Council
Richmond, Kentucky

Montgomery County, Maryland Community Action Board
Rockville, Maryland

New England Community Action Partnership
Dover, New Hampshire

NH Community Action Association
Manchester, New Hampshire

Ozarks Area Community Action Corporation
Springfield, Missouri

RCMA
Immokalee, Florida

Save the Children Action Network
Spokane, Washington

Senior Source
Dallas, Texas

Texas Association of Community Action Agencies
Austin, Texas

Trinity United Church of Christ Child Care Centers, Inc.
Chicago, Illinois

Virginia Community Action Partnership
Richmond, Virginia

Washington State Parent Ambassadors
Bellevue, Washington

White Center Parent Ambassadors
Seattle, Washington

Wilmington Early Care and Education Council
Wilmington, Delaware
### Head Start Agencies

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Bi-County CAP Head Start  
Bemidji, Minnesota

Big Five Community Service  
Durant, Oklahoma

Boulder County Head Start  
The City and County of Boulder, Colorado

Breckinridge County Head Start  
Hardinsburg, Kentucky

Breckinridge Grayson Program INC  
Leitchfield, Kentucky

Breukelen Head Start  
Brooklyn, New York

Brightpoint  
Ligonier, Indiana

Brown E Moore Head Start  
Shreveport, Louisiana

Butte Head Start  
Butte, Montana

CAC Children's Services  
Santa Barbara, California

Calcasieu Parish Head Start  
Lake Charles, Louisiana

Calvert County Public Schools Head Start  
Prince Frederick, Maryland

CAPK Head Start  
Mojave, California

CAPNEMO  
Edina, Missouri

Carbon County Child Development Programs--Saratoga Head Start  
Saratoga, Wyoming

Carlee's Home Daycare  
Detroit, Michigan

Catholic Charities Head Start and Early Head Start of Maryland  
Baltimore, Maryland

CCS Early Learning  
Wasilla, Alaska

CDS Lakeshore Head Start  
Zeeland, Michigan

Center for Family Resources  
Ringwood, New Jersey

Central Arkansas Development Council Early Head Start and Head Start  
Malvern, Arkansas

Central Missouri Community Action  
Columbia, Missouri

Central Montana Head Start  
Roundup, Montana

Central Nebraska Community Action Partnership  
Columbus, Nebraska

Central Pennsylvania EHS  
Philipsburg, Pennsylvania

Central Savannah River Area Economic Opportunity Authority, Inc. Head Start  
Augusta, Georgia
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Forest Park, Georgia

Cleveland Elementary Head Start  
Tampa, Florida

Clinch Valley Community Action, Inc.  
North Tazewell, Virginia

Clinton Co. Head Start  
Wilmington, Ohio

Coalfield Community Action Partnership, Inc.  
Williamson, West Virginia

Coastal Georgia Area Community Action Authority, Inc  
Brunswick, Georgia

Coastal Plain Area E.O.A., Inc.  
Valdosta, Georgia

College Station ISD Birth to Five Head Start  
College Station, Texas

Colo Early Education Network  
Greeley, Colorado

Colorado Early Education Network Head Start  
and Early Head Start  
Weld County, Colorado, Colorado

Committee for Early Childhood Development  
D.C.C. Inc.  
Hollis, New York

Committee For Early Childhood Development Head Start  
Queens, New York

Community Action Agency of Siouxland Head Start  
Sioux City, Iowa

Community Action Commission  
Santa Maria, California

Community Action Commission of Santa Barbara County  
Goleta, California

Community Action Corporation of South Texas  
Alice, Texas 78332, Texas

Community Action Council Head Start  
Richmond, Kentucky

Community Action Council South Central Head Start  
Richmond, Kentucky

Community Action of Allegan County  
Allegan, Michigan

Community Action of East Central Indiana Inc.  
Richmond, Indiana

Community Action of Eastern Iowa  
Davenport, Iowa

Community Action of Northeast Indiana, Inc.,  
d/b/a Brightpoint  
Fort Wayne, Indiana

Community Action Of Ramsey And Washington Counties  
St Paul, Minnesota

Community Action of Southeast Iowa  
Burlington, Iowa

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Dallas, Texas

Deer Valley Head Start
Phoenix, Arizona

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Portageville, Missouri

Delta Community Action Foundation, Inc
Lindsay, Oklahoma

Dickson Head Start
Temple, Texas

Dimock Community Service Corporation
Roxbury, Massachusetts

Dr. Andy Hall Early Childhood Center
Mount Vernon, Illinois

E Center
Yuba City, California

Early Childhood Center - Head Start
Kenai, Alaska

Early Explorers Head Start & Early Head Start
Devils Lake, North Dakota

Early Head Start
Fayetteville, North Carolina

Early Education and Care Inc
Panama City, Florida

East Bay Community Action Program
Newport, Rhode Island

East Harlem Council Bilingual Head Start
New York, New York

Eastern Idaho Community Action Partnership
Head Start/Early Head Start, Idaho Falls, Idaho

Eastern Plains Community Action Agency
Clovis, New Mexico

Eastern Shore Area Agency on Aging/Community Action Agency Project Head Start
Exmore, Virginia

Eastern Shore Area Agency on Aging/Community Action Agency Project Head Start
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Eastern Shore Area Agency on Aging/Community Action Agency Project Head Start
Exmore, Virginia

Eastern Shore Early Childhood Development Center
Accomac, Virginia

Eastern Shore Early Childhood Development Center Accomac Head Start
Exmore, Virginia

Economic Security Corp Head Start
Joplin, Missouri

Economic Security Corporation Southwest Area Head Start
Lamar, Missouri

Educare West DuPage
West Chicago, Illinois

Educational Alliance
New York, New York

Educational Opportunities for Children and Families
Vancouver, Washington

Educational Service District 105
Yakima, Washington

Embarras River Basin Agency Head Start
Greenup, Illinois

Encompass Community Services
Santa Cruz, California
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Head Start of Rockland, Inc.
Haverstraw, New York

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Hagerstown, Maryland

Head Start of Washington County Elgin
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Head Start of Yamhill County
McMinnville, Oregon

Head Start to Success CESD
Clackamas, Oregon

Head Start/Early Head Start of Westmoreland-Fayette
Lemont Furnace, Pennsylvania

Head Start
Rock Island, Illinois

Highland Rim Economic Corporation
Erin, Tennessee

Hitchcock "Kids First" Head Start
Hitchcock, Texas

Holyoke Chicopee Springfield Head Start Inc.
Springfield, Massachusetts

Hoosier Uplands EDC Head Start & Early Head Start
Mitchell, Indiana

HOPES CAP INC.
Hoboken, New Jersey

Hopewell Head Start
Hopewell, Virginia

Howard Area Community Center
Chicago, Illinois

Hugo Early Learning Center
Hugo, Oklahoma

Human Resource Agency of New Britain, Inc
New Britain, Connecticut

Human Services Association - "Pasitos"
Los Angeles, California

Huntsville Head Start
Huntsville, Texas

Iberville Parish Head Start
Plaquemine, Louisiana

ICAP Head Start
New Castle, Indiana

Imperial County Office of Education
El Centro, California

INCA Head Start
Atoka/Oklahoma, Oklahoma

Inspire Development Centers
Pasco, Washington

Institute of Community Services
Holl Springs, Mississippi

Institute of Community Services, Inc.
Holl Springs, Mississippi

Inter-lakes Community Action Partnership Head Start Pre-Birth to Five
Madison, South Dakota

Intermountain Children's Services, Inc.
Spruce Pine, North Carolina
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Loudoun, Virginia

LULAC Head Start Inc.
New Haven, Connecticut

Lutheran Services Florida
Tampa, Florida

Lycoming-Clinton Counties Commission for Community Action (STEP), Inc.
Williamsport, Pennsylvania

Macomb Community Action Head Start 0-5
Clinton Township, Michigan

Macon Program for Progress
Franklin, North Carolina

Mahube-Otwa Head Start
Detroit Lakes, Minnesota

Makah Head Start
Neah Bay, Washington

Malheur County Child Development Center
Ontario, Oregon

Map Head Start
Yazoo City, Mississippi

Marathon County Child Development Agency, Inc.
Wausau, Wisconsin

Margaret Cone Early Head Start
Dallas, Texas

Marilyn Douglas Mattapan Head Start
Mattapan, Massachusetts

Maryland Rural Development Corporation Head Start
Harford County, Maryland

MATURA Head Start Corning
Corning, Iowa

MCDC
Montclair, New Jersey

McDowell County Schools and Preschool Programs
Marion, North Carolina

McIntosh Trail Early Childhood Development Council
Jackson, Georgia

MDS CAA Early Childhood Program
Escanaba, Michigan

Memphis Head Start
Memphis, Maine

Mercer County Head Start
Farrell, Pennsylvania

Miami Valley Child Development Centers
Dayton, Ohio

Mid Cumberland head start
Gallatin, Tennessee

Mid Florida Community Services, Inc.
Brooksville, Florida

Mid Michigan Community Action
Farwell, Michigan

Mid-Columbia Children's Council
Hood River, Oregon

Mid-Iowa Community Action
Marshalltown, Iowa

Mid-Sioux Opportunity, Inc.
Remsen, Iowa
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Puget Sound Educational Service District
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Quincy Community Action Programs, Inc.
Quincy, Massachusetts

RCMA
Avon Park, Florida

Reach-Up Inc. Head Start
St. Cloud, Minnesota

Reckinridge-Grayson Programs, Inc. Head Start
And Early Head Start
Leitchfield, Kentucky

Redlands Christian Migrant Association
Immokalee, Florida

Region 14 ESC
Abilene, Texas

Region 16 Early Head Start
Amarillo, Texas

Regional Consolidated Services
Asheboro, North Carolina

Rice Lake Head Start
Rice Lake, Wisconsin

Rock Island/Milan School District #41 Head Start
Rock Island, Illinois

Rock Walworth Comprehensive Family Service’s INC
Beloit, Wisconsin

Rooftop of Virginia CAP Head Start
Galax, Virginia

Root for Kids - Early Head Start
St George, Utah

Rosebud Sioux Tribe Head Start
Rosebud, South Dakota

Rosemount Center Early head start, Washington District of Columbia

RUMC Staten Island Head Start
Staten island, New York

Rural Alaska Community Action Program Head Start
Anchorage, Alaska

Rural CAP Ketchikan Head Start
Ketchikan, Alaska

Rural Utah Child Development
Price, Utah

Salisbury Rowan Community Agency
Salisbury, North Carolina

Salt River Pima Maricopa Indian Community
Scottsdale, Arizona

Sandy Johnson NEICAC Head Start
Oelwein, Iowa

Santa Rosa County School District Head Start
Milton, Florida

Sarcoxie Head Start
Sarcoxie, Missouri

Saulsbury Jean Wilson CC Head Start
Temple, Texas

Save the Children Head Start Rapides
Alexandria, Louisiana
SCACWV
Huntington, West Virginia

Schenectady Community Action Program
Schenectady, New York

School Board of Brevard County Head Start
Cocoa, Florida

School Board of Gadsden County
Quincy, Florida

School District of Philadelphia
Philadelphia, Pennsylvania

Schuyler Head Start, Inc.
Montour Falls, New York

Scott Carver Dakota Cap agency
Rosemount, Minnesota

Scranton Lackawanna Human Development Agency
Scranton, Pennsylvania

SEK-CAP
Girard Kansas, Kansas

SEMCAC Head Start
Rushford, Minnesota

Seminole Head Start
Donalsonville, Georgia

SEVCA Head Start
Springfield, Vermont

Sharon Baptist Head Start
Bronx, New York

Sheldon Head Start
Topeka, Kansas

Shenandoah Valley Head Start & EHS-CCP
Waynesboro, Virginia

Shippensburg Head Start
Shippensburg, Pennsylvania

Shore Up! Inc. Easton Head Start
Easton, Maryland

SIEOC Head Start
Aurora, Indiana

Sierra Cascade Family Opportunities
Quincy, CA, California

Siletz Tribal Head Start
Siletz, Oregon

Skagit Islands Head Start
Mount Vernon, Washington

SMTCCAC
Hughesville, Maryland

Solutions That Empower People, Inc
Rocky Mount, Virginia

Solutions to empower people (STEP)
Patrick County, Virginia

South Central Head Start
Richmond, Kentucky

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Chariton, Iowa

South Central Missouri Community Action Agency
Broseley, Missouri

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Jamaican Queens, New York
South Joplin Head Start
Joplin, Missouri

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Start and Early Head Start
Plymouth and Marshfield, Massachusetts

Southeastern Community & Family Services, Inc.
Lumberton, North Carolina

Southeastern Indiana Economic Opportunity Corporation
Aurora, Indiana

Southern Iowa Economic Development Association
Ottumwa, Iowa

Southern Utah University Head Start
Cedar City, Utah

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Moultrie, Georgia

Southwest human development
Phoenix, Arizona

Southwestern Community Action Council
Huntington, West Virginia

Southwestern Minnesota Opportunity Council Head Start
Worthington, Minnesota

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Spotsylvania, Virginia

SRPMIC Head Start
Scottsdale, Arizona

St Landry Parish Early Head Start
Opelousas, Louisiana

St. Clair County Head Start
Pell City, Alabama

St. Joseph County ISD Early Head Start-Child Care Partnerships
Centreville, Michigan

Starfish Family Services Detroit Birth to Five
Detroit, Michigan

Step Up Suncoast, Inc.
Sarasota, Florida

STEPS Head Start
Farmville, Virginia

Stewart Head Start
Springfield, Missouri

SUMMIT Early Learning
Mifflinburg, Pennsylvania

Sumter Child Development Center
Americus, Georgia, Georgia

SWGACAC Head Start
Moultrie, Georgia

Tableland Services, Inc. - Early Childhood Education Dept
Somerset, Pennsylvania

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Head Start
Cartersville, Georgia

TAP Head Start
Roanoke, Virginia

TEAM Inc
Waterbury - Greater Valley, Shelton and Milford, Connecticut
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St. Louis, MO

Utah Community Action
Salt Lake City, Utah

W-JCC Community Action Agency
Williamsburg, Virginia

Waccamaw Economic Opportunity Council, Inc
Conway, South Carolina

Waldo Community Action Partners - Head Start
Belfast, Maine

Washington Morgan Counties Community Action
Marietta, Ohio

Wayne County Head Start
Piedmont, Missouri

Wayne Metro Community Action Agency
Wayne County, Michigan, Michigan

West Central Community Action Head Start
Harlan, Iowa

West Central Minnesota Communities Action, Inc. Head Start
Elbow Lake, Minnesota

West Chestnut Early Head Start
Springfield, Missouri

West River Head Start
Mandan, North Dakota

West Union Head Start
West Union, Iowa

Westcop Mamaroneck Child Development Center
Mamaroneck, New York

Western Arizona Council of Governments Head Start
Yuma, Arizona

Western Egyptian Economic Opportunity Council
Steeleville, Illinois

Westmoreland Community Action
Greensburgh, Pennsylvania

Wild Plum Center
Longmont, Colorado

Williamstown Head Start
Williamstown, New York

Willow Head Start
Bakersfield, California

Wilmington Head Start, Inc.
Wilmington, Delaware

Woonsocket Head Start Child Development Association, Inc.
Woonsocket, Rhode Island

Wright County Community Action Head Start
Maple Lake, Minnesota

Wyoming Child & Family Development, Inc
Guernsey, Wyoming

Wyoming Head Start
Douglas, Wyoming

YMCA of the east bay
Berkeley, California

Yolo County Office of Education
Woodland, California
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Individuals

A. Welch  
Abigail Charles  
Virgin Islands Head Start.

Adria Harris  
AJFC Community Action Agency

Adrian Cottrell  
UAMS Head Start

Alan S. Berlin

Alexandra Shalabi  
Rooftop of VA

Alice Lee  
Los Angeles County Office of Education Head Start Early Learning Division

Alicia Berka  
Head Start Birth to Five

Alicia Bianca Pack  
Alta Head Start

Alicia Boykin  
Northcoast Children’s Services

Alicia Giles  
Jefferson Community Action Head Start

Aline Pennington  
Cornerstone Community Action Agency

Alisha Laime  
Seton Hill Child Services Inc.

Alison Gleason  
Tri-County Community Action Agency Head Start

Allison Putney  
South Central Iowa Community Action Program Head Start

Allison Rose Miner  
Boulder County Head Start

Alma A. Barrera  
Nueces County Community Action Agency

Alma Zazueta  
Maricopa County Head Start

Alyce Dillon  
Parents In Community Action Inc.

Amanda  
Northwest Tennessee Head Start

Amanda Arias

Amanda Corns  
Catholic Charities

Amanda Kaye Fielding  
Family Resource Agency of North Georgia

Amanda Marquart  
Tri County Child and Family Development Inc.

Amber Arens  
Colorado Early Education Network

Amber Gauthier  
RurAL CAP

Amber Morse  
Northeast Iowa Community Action

Amber Nichelson  
Economic Security Corporation of Southwest Area Head Start

Amberle Dekker
Amy
Amy Collier
Catholic Charities Head Start
Amy Corriveau
City of Phoenix Birth to Five Program
Amy Gonsalves
Opportunities for Otsego, Inc. Head Start
Amy Hobart
Sheltering Arms
Amy Tousley
Head Start Community Program of Morris County
Ana M. Figueroa
Long Island Head Start
Analee Felix
Passaic Family Head Start
Andrea Lowes
Children First Inc.
Andrew Hansen
RurAL CAP Head Start
Andy Hutchinson
Unified School District 383
Angel
CenClear
Angela
Head Start
Angela
CenClear
Angela Brown-Gorham
Sheltering Arms

Angela H Moye
Greene Lamp
Angela Long
Lamar EHS
Angela Waldner
North East South Dakota Head Start
Angela Wells
Community Action
Angela Zou
Chinatown Head Start
Angie Wilson
Dr Andy Hall Head Start
Anissa McGuire
Lafourche Parish Head Start
Anita Ware
Head Start
Anita White
CRK Head Start
Ann Holmes
YMCA Cass and Clay Counties
Ann Smith

Anna Medina
New York HS
Anna Newland
Youth Development Inc. Head Start
Anne Faris
New River Community Action
Annette Betts
Children First, Inc.
Annette Lewis  
TAP Head Start

Annie Frazer  
Executive Director

Annie Frazer  
Montessori Partnerships for Georgia

Annie Parker  
MAP, INC.

April Christina Smith  
DirectEd Educational Services

April Cote  
Oregon Child Development Coalition

April Denise Ruffin Grantham  
WAGES

April Kelly  
Early Head Start

April Mullins-Datko  
Community Action Council for Lexington-Fayette, Bourbon, Harrison, and Nicholas Counties, Inc.

Are kay

Aretha Lester  
AJFC Community Action Agency Head Start

Arlene Dobison  
The Agricultural and Labor Program, Inc. Head Start/Early Head

Arlene Lacey  
Long Island Head Start

Ashlee Laubenstine  
Child Development, Inc.

Ashley  
Child Development

Ashley  
South Central Head Start

Ashley Carpenter  
Geneva Head Start

Ashley Salmon  
Audrey Dalton  
Northcoast Children's Services

Avis Ramirez  
Ninos Inc.

Barb Moran  
Bi-County Community Action Programs, Inc.

Barbara Andrews  
SIEOC Head Start

Barbara Leeper  
WCA Head Start

Barbara Potter

Beatriz Coronado  
Redlands Christian Migrant Association

Becky Donelan  
Heartland Early Education USD 305

Becky Evan  
Cooperative educational service agency #11 Head Start

Bernice Linton  
Chesterfield Marlboro Economic Opportunity Council
Bernita Wilson  
Auntie Kaye’s Childcare

Blanca Aranda  
pcceo.org

Beth Ann Fuller  
North Idaho College Head Start

Blanca Escobedo  
NINOS INC.

Beth Jacobson  
Menominee/Delta/Schoolcraft Early Childhood Programs

Blanca Pulido  
Head Start

Beth Lemke  
Head Start

Blythe Robinson  
Sheltering Arms

Beth Stanford  
SEMCAC Head Start

Bobbie Wilson

Beth Thomas  
Child Development Inc.

Bonnie Eskell  
Children First

Beth Vossler  
Central Missouri Community Action

Bonnie Patterson  
Community Services, Inc. of NWMO

Bethany Monier  
OACAC Head start

Brandon Warner  
Head Start/ Early Head Start of the Lehigh Valley

Betty Johnson  
KCEOC Community Action Partnership Inc.

Brenda Louise Bottom  
Fort Valley State University Head Start

Betty Truong  
Chinatown Head Start

Brenda Nielson  
Mountainland Head Start

Betty Wentz  
Family Resource Agency of North Georgia

Brenda Poteete

Bev Frese  
Northeast Nebraska Community Action Partnership

Brenda Simpson  
Head Start

Beverly M. Dawson  
The Children’s Center of Cicero Berwyn

Brenda TeVogt  
Minnesota Valley Action Council Head Start

Billie Walker  
Community Action Program of Evansville

Brenda Thompson  
Greater East Texas Community Action

Blair Moser

Brenda Todd
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<td>Region 14 Head Start</td>
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<td>Cindy Davis</td>
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<td>Wyoming Child and Family Development</td>
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<td>Leslie, Knott, Letcher, Perry Community Action Council, Inc.</td>
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<td>Cindy Huey</td>
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Delta Area Economic Opportunity Corporation
Cindy K. Cross
CESA#11 Rice Lake Head Start

Cindy Petsche
Northeast Iowa Community Action

Cindy Rice
Mounds Head Start

Cindy Tam
Chinatown Head Start

Claire Sanderson
Community Partnership for Child Development

Clarice
Rock-Walworth Head Start and Early Head Start

Clarice Shamsid-Deen
Rock-Walworth Head Start and Early Head

Clarissa Lightfoot
City of Phoenix Head Start

Claudy Hernandez
Head Start

Clearthur Hollingsworth
Peoria Citizens Committee for Economic
Opportunity Head Start

Cleopha Blanyon
Greater East Texas Community Action Program

Cndi Asmuth
Head Start

Colene Dodson
INCA Davis Head Start

Colin Chang

Honolulu Community Action Program Head Start

Colin Legerton

Colleen Holland

Colleen Versteeg

Colleen Wilson
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Connie Fontana
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Connie Kanaan
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Corey Fetterolf
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Craig Shannon
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Cristian Santos
Metropolitan Area Advisory Committee Head Start

Crystal Denton

Crystal Banks
Sheltering Arms

Crystal Hamm
Opportunities for Otsego, Inc. Head Start

Crystal Justice
Southwestern Community Action Council, Inc.

Crystal Sutliff
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Curry Ander

Cynthia Chiumento
Children First
Cynthia Christmas
Albina Early Head Start

Cynthia D Jackson
Educare Learning Network

Cynthia Daugherty
ICS Ashland

Cynthia Fischer
Children's Learning Center

Cynthia Hicks
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Birth to Five Head Start

Cynthia Jackson
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Denise Rutledge
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Ginger Park
KidzCommunity Placer Community Action Council, Inc. Head Start

Ginger Sanders
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Kathleen Merilatt
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Kay Laws
Ninth District Opportunity, Inc.

Kay Levi
Central Texas Opportunities, Inc. dba Cornerstone Community Action Agency

Kayla
Parent

Kayla Kashi
Community Coordinator for Children

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Kendra Winkleblack-Kirk
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Kim Qualls

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Kimberly Walls
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Lambent Data

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Kizzy Albritton

Kolette Ivey
Head Start

KriShonda Ross
UAMS Head Start/Early Head Start

Krissy Austerberry
Child Development Inc.

Kristen Hayes

Kristi Shivers
Inca Head Start

Kristi Holm
Grand Forks Head Start
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<td>Kristie Dallas Johnson</td>
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<td>Kristina Jones</td>
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<td>Kristy Lewis</td>
<td>Paducah Head Start Preschool</td>
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<td>Kristy Masucicca</td>
<td>Oswego County Opportunities</td>
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<td>Kristy Wirkler</td>
<td>Guttenberg Head Start</td>
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<td>Krystal Collins</td>
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<td>Lance Johnson</td>
<td>Economic Opportunity Agency of Washington County Head Start</td>
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<td>Lani Heath</td>
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<td>Lara De Soto</td>
<td>HOPES Community Action Program Inc.</td>
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<td>LaShawnda Bateman</td>
<td>Head Start</td>
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<td>Latoya Orr Threatt</td>
<td>St. Clair County Head Start</td>
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<td>Laura Dove</td>
<td>Fredericksburg Regional Head Start</td>
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<td>Laura Harbaugh</td>
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<td>Laura Mason</td>
<td>Macon Program for Progress</td>
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<td>Laura Newman</td>
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<td>Laura Phillips</td>
<td>Committee for Early Childhood Development D.C.C. Inc.</td>
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<td>Lauren</td>
<td>Head Start of Rockland, Inc.</td>
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<td>Lauren Chom</td>
<td>Genesee Intermediate School District Head Start</td>
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<td>Lauren Marren</td>
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<td>Lauri Noda</td>
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<td>Laurie Coleman</td>
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Muskogee County Head Start
Laurie Molinar
Rural Utah Child Development
Lavennia Coover
West Central Community Action Head Start
Leah Williams
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Nixa Head Start
Leigh Turnbull
Brightpoint Head Start
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Leslie Falk
Leslie Lemmon
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Liliana Abadia
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Linda Bethany Coverson
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Linda Butts
OCDEL
Linda Cole
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Linda Slining
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<table>
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<tr>
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<tr>
<td>Lisa Meyer</td>
<td>Human Development Commission</td>
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<tr>
<td>Lisa Payton</td>
<td>Breckinridge-Grayson Program Head Start And Early Head Start</td>
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<td>Lisa Purkhiser</td>
<td>TRI-CAP</td>
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<td>Lissette Ayerdis Hernandez</td>
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<td>Acelero Learning</td>
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<td>Liz Tran</td>
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<td>Lois Henseler</td>
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<td>Lora Hockett</td>
<td>Dr. Andy Hall Early Childhood Center</td>
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<td>Loreen Rorar</td>
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<td>Loretta Mayfield</td>
<td>McIntosh Trail Early Childhood Development Council</td>
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<td>Lori Burch</td>
<td>Big Five Community Services, Inc.</td>
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<td>Lori Given</td>
<td>Mount Vernon City Schools District 80 Head Start Program</td>
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<td>Lori Hessin</td>
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<td>West Virginia Head Start Association</td>
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<td>Lorrie A Ogden</td>
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<td>Lucille Roth</td>
<td>Mid Cumberland head start</td>
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<td>Lucille Sharp</td>
<td>Staten Island Head Start</td>
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<tr>
<td>Lucinda Ross, M.Ed.</td>
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<tr>
<td>Luis A. Ortiz</td>
<td>YWCA Metropolitan ST Louis</td>
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<td>Lykesa Bridges</td>
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<td>Lynn Brooks</td>
<td>PSESD 121 Head Start</td>
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<td>Lynn Harlington</td>
<td>Educational Service District 105</td>
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<td>Lynn Stephenson</td>
<td>KCEOC Community Action Partnership, Inc.</td>
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<tr>
<td>Lynnette Fast</td>
<td>Southwest Missouri Head Start</td>
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<tr>
<td>Lyz Schmitz</td>
<td>Tri-County Head Start</td>
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</table>
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Maria Aurora Hicks
Nueces County Community Action Agency
Birth to Five Head Start

Maria Buitrago
Children First, Inc.

Maria Moore
Parents In Community Action, Inc.

Maria Pimentel
Chicanos Por La Causa, Inc.

Maria Pineda

Maria Ramirez
Inspire Development Center

Marian Moats
Wyoming Child & Family Development, Inc.

Mariela Lopez
Redlands Christian Migrant Association

Mariely Rivera Lara
Central Texas 4 C

Marina Tharpe
Central Texas 4C, Inc.

Mario Davis
Placer Community Action Council, Inc.

Mario Holley
Neighbors in Need of Services

Mark Lackey
CCS Early Learning
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<td>Martha Montes</td>
<td>Florida Head Start</td>
<td>Harrison County Indiana Head Start</td>
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<td>Martha Wright</td>
<td>Redlands Christian Migrant Association</td>
<td>Tri-County Community Action</td>
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<td>Martine R Betancourth</td>
<td>Inspire Development Centers</td>
<td>Montgomery Co Maryland</td>
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<td>Marty Kemmer-Contreras</td>
<td>Community Partnership for Child Development</td>
<td>Fairfax County Head Start/Early Head Start Programs</td>
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<td>Mary</td>
<td>Bright Horizons</td>
<td>Mattaya Addison</td>
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<td>Mary Ann Devlin</td>
<td>Child Development Inc.</td>
<td>Community Action of Southeast Iowa</td>
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<td>Mary L. Morris</td>
<td>Mississippi Action for Progress Inc., Head Start</td>
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<td>Mary Lee Freeze</td>
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<td>Coalfield CAP</td>
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<td>Mary Mackedanz</td>
<td>Reach Up Head Start</td>
<td>Knoxville-Knox County Head Start/Early Head Start</td>
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<td>Mary Musick</td>
<td>ARVAC</td>
<td>Youth &amp; Family Services</td>
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<td>Mary Nance</td>
<td>GISD Head Start</td>
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<td>Mary Nedeau</td>
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<td>Central Texas 4C Inc.</td>
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<td>Mary Olson</td>
<td>Southwestern Community Action Council, Inc.</td>
<td>Community Action of Pioneer Valley's Head Start and Early Learning Programs</td>
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<td>Mary Scheckells</td>
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Melissa McElroy
Head Start of Washington County

Melissa Nelson
North Iowa Community Action Organization

Melissa Perry
Oswego County Opportunities Head Start

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Families and Children Together, Inc.

Melissa Schmader
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Pamela Kaye Hager
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Head State

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Patricia Paramonte
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Patricia Thacker

Patricia Webster
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Pathways for Children

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Pauline Riordan
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Peggy Kelly

Peggy Ng
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JeffCap head Start

Phyllis Vernon
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Rachel Shipley
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Ramona McCabe
Encompass Community Services

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Greater East Texas Community Action Program

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Metropolitan Area Advisory Committee Head Start

Rebecca Pecor
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One Hope United

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Head Start

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Ruth Marino
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Sally Ressue
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Head Start

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Sarah Clayton
Head Start

Sarah Newton
Thrivalaska

Sarah Pines
Parent And Child Together

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Head Start Early Learning Program

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Shawna Maggard  
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Shelby Haun  
Anderson County Board of Education

Shelley Darnall  
DAEOC

Shelley Metzenbaum  
The BETTER Project

Shelly  
Teacher

Shelly  
Head Start  
Shelly Bishop  
CESA 7 Head Start

Shelly Blandford  
Audubon Area Community Services Head Start

Shelly Weed  
Central Missouri Community Action

Sheree Sykes  
Catholic Charities Diocese of Joliet

Sheresa Patrick  
Delta Community Action, Inc.

Sherri DiPippo

Sherry Dotson  
Coalfield Community Action Partnership

Sherry Hartfield

Sheryl Jane Campbell  
Economic Security Corporation of Southwest Missouri

Shineka McGuire  
GETCAP Head Start

Shirley Ferguson  
Alta Head Start

Shirley Overstreet  
Glenn County Child and Family Services

Sofie Frantz  
Child Development, Inc.

Sonya Montoya  
NACOG Head Start

Sook Ling Lai  
Chinese Community Concerns Corp, Chinatown Head Start

Sophia Bruck  
Head Start

Stacy Meredith  
Child Development

Stacy Sutherland  
Osage Nation Head Start
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<td>Avoyelles Child Development Services, Inc</td>
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<td>L.E.A.P. / Learning Employment Assistance Partnership</td>
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<td>Head Start</td>
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<td>Susie McCoy</td>
<td>Macon Program for Progress</td>
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<td>Suzanne Hughes</td>
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Macon Program for Progress

Suzanne Prescott
Butler County Educational Service Center

Suzette Bates-Leal
West Central Community Action Head Start

Sylvia Lopez
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Tabbatha Morris
Mississippi Action for Progress, Inc., Head Start

Tamera Louise Wason
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Tami Threats
Tami Threats

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Tanya Fay Swenson
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Tanya Shalor
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Wanda  
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Wanda Ackley  
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