



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

September 27, 2019

Re: RIN 0970-AC77

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.<sup>1</sup> Other research similarly linked classrooms with an Emotional Support score of 5 or above with increased social skills and a decrease in challenging behaviors.<sup>2</sup> Moreover, according to NHSA’s analyses of past CLASS

---

<sup>1</sup> Burchinal, M., Vernon-Feagans, L., Vitiello, V., Greenberg, M. (2014). *Thresholds in the association between child care quality and child outcomes in rural preschool children*. Early Childhood Research Quarterly, 29, 41-51.

<sup>2</sup> Burchinal, M., Vandergrift, N., Pianta, R., and Mashburn, A. (2010). *Threshold analysis of association between child care quality and child outcomes for low-income children in pre- kindergarten programs*. Early Childhood Research Quarterly, 25, 166-176.



NATIONAL HEAD START ASSOCIATION

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,<sup>3</sup> but not social-emotional outcomes.<sup>4</sup> Another study linked an Instructional Support score of 3 to a reduction in challenging behaviors but not increased literacy.<sup>5</sup> Others have pointed to a threshold of at least a 3.25 for even broader academic gains in literacy and math.<sup>6</sup> 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.

---

<sup>3</sup> Moiduddin, E., Aikens, N., Tarullo, L., West, J., Xue, Y., Childhood Outcomes and Classroom Quality in FACES 2009. OPRE Report 2012-37a. Washington, DC: Office of Planning, Research, and Evaluation, Administration for Children and Families, U.S. Department of Health and Human Services.

<sup>4</sup> Burchinal, M., Xue, Y., Auger, A., Tien, H. C., Mashburn, A., Peisner-Feinberg, E, Cavadel, E.W, Zaslow, M., and Tarullo, L. (2016). III. *Testing for quality thresholds and features in early care and education*. Monographs of the Society for Research in Child Development, 81(2), 46-63.

<sup>5</sup> Burchinal, et al. (2014).

<sup>6</sup> 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, recompetiting 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



NATIONAL HEAD START ASSOCIATION

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 II Head Start Association  
Head Start Region 3  
Region IV Head Start Association  
Region V Head Start Association

Region VI Head Start Association  
Region VII Head Start Association  
Region VIII Head Start Association  
Region IX Head Start Association  
Region X Head Start Association

**State and Territory Associations**

Alabama Head Start Association  
Alaska Head Start Association  
Arizona Head Start Association  
Arkansas Head Start Association  
Colorado Head Start Association  
California Head Start Association  
Connecticut Head Start Association  
District of Columbia Head Start Association  
Delaware Head Start Association  
Florida Head Start Association  
Georgia Head Start Association  
Head Start Association of Hawaii  
Idaho Head Start Association  
Illinois Head Start Association  
Indiana Head Start Association  
Iowa Head Start Association

Kansas Head Start Association  
Kentucky Head Start Association  
Louisiana Head Start Association  
  
Maine Head Start Directors Association  
Maryland Head Start Association, Inc.  
Massachusetts Head Start Association  
Michigan Head Start Association  
Minnesota Head Start Association  
Mississippi Head Start Association  
Missouri Head Start Association  
Montana 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



NATIONAL 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



NATIONAL HEAD START ASSOCIATION

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-Estill 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



NATIONAL HEAD START ASSOCIATION

## Head Start Agencies

ABCD Inc. Early Learning Division  
Bridgeport, Connecticut

Action for a Better Community  
Rochester, New York

Action for Boston Community Development  
Boston, Massachusetts

Adams County Head Start  
Gettysburg, Pennsylvania

AJFC Community Action Agency, INC  
Natchez, Mississippi

Alabama Council on Human Relations  
Auburn, Alabama

Alabama-Coushatta Tribe of Texas  
Livingston, Texas

Alexander County Board of Education Head  
Start  
Taylorsville, North Carolina

Alger Marquette Community Action Board  
Marquette, Michigan

Allegheny County Department of Human  
Services and AIU3  
Homestead, Pennsylvania

ALSM  
Pennsylvania

Anderson County Head Start  
Clinton, Tennessee

Anderson Head Start  
Anderson, Missouri

Appalachian Council Head Start  
Charleston, West Virginia

Arkansas City Schools USD 470 Head Start  
Arkansas City, Kansas

Arkansas Early Learning, Inc.  
Jonesboro, Arkansas

Aroostook County Action Program  
Presque Isle, Maine

Arrowhead Head Start  
Virginia, Minnesota

ARVAC Inc. Head Start  
Russellville, Arkansas

AVANCE-Houston, Inc.  
Houston, Texas

Avoyelles Child Development Services Inc  
Moreauville, Louisiana

Baldwin Park Unified School District  
Baldwin Park, California

Baraga Houghton Keweenaw Child  
Development Board  
Houghton, Michigan

Battlefield Primary Head Start  
Fort-Oglethorpe, Georgia

BCIU Head Start  
Doylestown, Pennsylvania

Beatty Early Learning Center  
Ypsilanti, Michigan

Bell-Whitley CAA  
Pineville, Kentucky



NATIONAL HEAD START ASSOCIATION

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

Carmen  
Orlando, Florida

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



NATIONAL HEAD START ASSOCIATION

Central Texas 4C, Inc  
Temple, Texas

Central WV Community Action, Inc.  
Clarksburg, West Virginia

Charlotte County School Board  
Punta Gorda, Florida

Chester County Head Start  
Coatesville, Pennsylvania

Chicago, IL Head Start  
Chicago, Illinois

Chicanos Por La Causa, Inc.  
Phoenix, Arizona

Child Advocates of Blair County  
Altoona, Pennsylvania

Child Care Resource & Referral Head Start  
Rochester, Minnesota

Child Development Inc  
Minersville, Pennsylvania

Child Development Resources of Ventura  
County, Inc.  
Oxnard, California

Child Development Services of Ottawa County  
Zeeland, Michigan

Child Development, Inc.  
Minersville,, Pennsylvania

Child Start, Inc.  
Napa/Solano, California

Child-Parent Centers Head Start  
Tucson, Arizona

ChildCareGroup  
Dallas, Texas

Children First  
North Port, Florida

Children First Inc.  
Sarasota, Florida

Children's Friend  
Central Falls, Rhode Island

Children's Home Society  
Orlando, Florida, Florida

Children's Institute, Inc.  
Los Angeles, California

Children's Learning Center  
Jackson, Wyoming

Chinatown Head Start  
New York, New York

Chinese Community Concerns Corporation  
New York, New York

Choanoke Area Development Association of  
NC, Inc  
Rich Square, North Carolina

Cincinnati Hamilton County Community Action  
Agency  
Cincinnati, Ohio

City of Phoenix Head Start-Deer Valley  
Phoenix, Arizona

City of Rockford Department of Human  
Services  
Rockford, Illinois



NATIONAL HEAD START ASSOCIATION

Clayton County Community Services Authority,  
Inc.  
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

Community Action Partnership of Cambria  
County Head Start and Early Head Start  
Programs  
Johnstown, Pennsylvania

Community Action Partnership of Kern  
Bakersfield, California



Community Action Partnership of Lancaster and  
Saunders County Head Start  
Lincoln, Nebraska

Community Action Partnership of Northeast  
Missouri- CAPNEMO  
Kirksville, Missouri

Community Action Partnership of Sonoma  
County  
California

Community Action Partnership of Kern/  
Stockton  
Stockton, California

Community Action Planning Council of  
Jefferson Co. Inc.  
Watertown, New York

Community Action Program of Evansville  
Evansville, Indiana

Community Action Team  
Rainier, Oregon

Community Coordinated Care for Children  
Orlando, Florida

Community Partnership for Child Development,  
Colorado Springs, Colorado

Community Service Bureau  
Concord, California

Community services for children  
Allentown, Pennsylvania

Community Services Northwest Missouri  
Maryville, Missouri

Community Services of Northeast Texas, Inc.  
Linden, Texas

Comprehensive Community Action Program  
Cranston, Rhode Island

Confederated Tribes of Grand Ronde  
Grand Ronde, Oregon

Confederated Tribes of Siletz Indians  
Siletz, Oregon

Cooperative Education Service Agency #11  
Turtle Lake, Wisconsin

Cooperative Educational Services Agency # 7  
Head Start  
Manitowoc, Wisconsin

Cortland County Community Action Program  
Cortland, New York

Council on Rural Services  
Piqua, Ohio

Cowley County Head Start  
Arkansas City, Kansas

CPCD  
Colorado Springs, Colorado

Crossroads HS/EHS  
Norman, Oklahoma

Crystal Banks  
Atlanta, Georgia

Cypress Hills Child Care Corporation  
Brooklyn, New York

Darlington County Community Action Agency  
Head Start  
Darlington County/Hartsville, South Carolina



NATIONAL HEAD START ASSOCIATION

David's Place Head Start  
Dallas, Texas

Deer Valley Head Start  
Phoenix, Arizona

Delta Area Economic Opportunity Corp. Head  
Start Program  
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 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



Episcopal Children's Services, Inc.  
Jacksonville, Florida

ESAAA/CAA  
Exmore, Virginia

Eugene Watson  
Atlanta, Georgia

Evanston Skokie District 65  
Evanston, Illinois

Family Development Services  
Indianapolis, Indiana

Family Forum, Inc.  
Superior, Wisconsin

Family Resource Agency of North GA  
Rossville, Georgia

Family Resource Agency, Inc.  
Cleveland, Tennessee

Family Services of Grant County  
Moses Lake, Washington

Family Star Montessori  
Denver, Colorado

Fauquier Community Action Committee, Head  
Start program  
Warrenton, Virginia

FOCAF  
Boise, Idaho

Fort Belknap Indian Head Start  
Fort Belknap Indian Reservation, Montana

Fort George Community Services, Inc.  
New York, New York

Fort Valley State University Head Start  
Fort Valley, Georgia

Frederick County YMCA Head Start  
Frederick, Maryland

Fredericksburg Regional Head Start  
Fredericksburg, Virginia

Fresno Economic Opportunities Commission  
Fresno, California

Fresno EOC  
Fresno, California

Friends of Children and Families, Inc.  
Boise, Idaho

Friends of Children of Mississippi, Inc.  
Flowood, MS, Mississippi

Fundación para el Desarrollo del Hogar Propio,  
Inc.  
Caguas, Puerto Rico

Gateway Community Action Partnership  
Bridgeton, New Jersey

Geminus Head Start  
Merrillville, Indiana

Genesee Intermediate Head Start  
Flint, Michigan

Geneva City School Head Start  
Geneva, New York

Georgia Head Start  
Norcross, Georgia

Glenn County Child and Family services  
Orland, California



Granby Head Start  
Granby, Missouri

Grand Forks Head Start  
Grand Forks, North Dakota

Grand Head Start  
Jay, Oklahoma

Great Lakes Community Action Partnership  
Fremont, Ohio

Greater East Texas Community Action Program  
Trinity, Texas

Greater Opportunities of the Permian Basin  
Head Start  
Odessa, Texas

Greater Phoenix Urban League Head Start  
Phoenix, Arizona

Greene Lamp  
Kinston, North Carolina

Greenfield Head Start  
Greenfield, Missouri

Guam Department of Education Head Start  
Barrigada, Guam

Hal Rose Head Start  
Temple, Texas

Hamilton County Head Start  
Cincinnati, Ohio

Hampton Roads Community Action Program  
Newport News, Virginia

Harris County Department of Education  
Houston, Texas

Harvey Hall Head Start  
Bakersfield, California

Hawkeye Area Community Action Program  
Hiawatha, Iowa

Head Start of Washington County, Inc  
Hagerstown, Maryland

Head Start  
Lewistown, Montana

Head Start  
Charles City, Iowa

Head Start  
Greeley, Colorado

Head Start  
Ruskin, Florida

Head Start  
Dallas, Georgia

Head Start  
Dawson, Georgia

Head Start & Early Learning Programs  
Northampton, Massachusetts

Head Start and Early Learning Programs  
Northampton, Massachusetts

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

Head Start for Kent County  
Walker, Michigan

Head Start of Greater Dallas  
Dallas, Texas



NATIONAL HEAD START ASSOCIATION

Head Start of Lane County  
Eugene, Oregon

Head Start of Rockland, Inc.  
Haverstraw, New York

Head Start of Washington County  
Hagerstown, Maryland

Head Start of Washington County Elgin  
Hagerstown, Maryland

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.  
Holly 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



NATIONAL HEAD START ASSOCIATION

JCHS

Monticello, Florida

Jefferson Community Action Programs Head Start

Harahan, Louisiana

Jefferson-Clarion Head Start, Inc.

Brookville, Pennsylvania

KCEOC Community Action Partnership

Barbourville, Kentucky

Kepel Head Start

Hoopa, California

Kids' Corps, Inc.

Anchorage, Alaska

Kidz Community Early Head Start Home base

North san juan, California

KIERA

Charles City, Iowa

Kootasca Community Action

Grand Rapids, Minnesota

Kootenai Valley Head Start, Inc.

Libby, Montana

L.E.A.P. Head Start

Fort Edward, New York

Lafourche Parish Head Start

Cut Off, Louisiana

Lakes and Prairies Community Action Head Start

Moorhead, Minnesota

Lancaster Fairfield Community Head Start

Lancaster, Ohio

Lane County Head Start

Springfield, Oregon

LaSalle Community Action Head Start /Early Head Start

Sicity Island, Louisiana

Lelsie Knott Letcher and Perry County CAC Head Start

Hazar, Kentucky

Lenox Hill Neighborhood House Early Childhood Center

Manhattan, New York

Leslie Knott Letcher and Perry County CAC Head Start

Hazard, Kentucky

Lewis County Head Start

Centralia, Washington

Lewis-Clark Early Childhood Program

Lewiston, Idaho

Lincoln Early Head Start

Lincoln, California

Lincoln Hills Development Corporation

Tell City, Indiana

Linn Head Start

Linn, Missouri

Little Bitty City Enrichment Center

Texarkana, Arkansas

Little Dixie Head Start

Hugo, Oklahoma

Los Angeles County Office of Education

Los Angeles, California



NATIONAL HEAD START ASSOCIATION

Loudoun County School District Head Start  
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



NATIONAL HEAD START ASSOCIATION

Middle Kentucky Community Action  
Partnership, Inc.  
Jackson, Kentucky

Midland University/Dodge County Head Start  
Fremont, Nebraska

Mile High Early learning  
Denver, Colorado

Minnesota Head Start  
Saint Paul, Minnesota

Minot Public School Head Start  
Minot, North Dakota

Mission Neighborhood Centers, Inc  
San Francisco, California

Mississippi Action for Progress Head Start  
Jackson, Mississippi

Mississippi County, Arkansas, Economic  
Opportunity Commission, Inc.  
Blytheville, Arkansas

Missouri Head Start  
Marshfield, Missouri

Missouri Valley Community Action Agency  
Marshall, Missouri

Mobile Community Action, Inc. Head Start  
Mobile, Alabama

Mohawk Valley Community Action Agency,  
Inc.  
Utica, New York

Monongalia Co. Head Start  
Morgantown, West Virginia

Monroe County Board of Education  
Union, West Virginia

Monroe County Head Start  
Monroe, Michigan

Montclair Child Development Center  
Montclair, New Jersey

Morgan Co Head Start  
Wartburg, Tennessee

Mount Vernon City Schools District 80 Head  
Start Program  
Mount Vernon, Illinois

Mountain Heart Community Services  
Oceana, West Virginia

Mountainland Head Start  
Provo, Utah

Murray Head Start  
Murray, Kentucky

Muskogee County Head Start  
Muskogee, Oklahoma

NACOG  
Flagstaff, Arizona

Neighbor Impact  
Redmond, Oregon

Neighborhood House Association  
San Diego, California

NEK-CAP, Inc. Early Head Start/Head Start  
Hiawatha, Kansas

NEO Community Action Agency EHS &  
EHSCCP Programs  
Jay, OK, Oklahoma

Neosho Head Start  
Neosho, Missouri



New Directions Early Head Start Policy Council  
Newark, DE, Delaware

New Hampshire Head Start Directors  
Association  
Concord, New Hampshire

New Haven Head Start  
New Haven, Connecticut

New River Community Action Head Start  
Radford, Virginia

North Coast Opportunities, Inc.  
Ukiah, California

North Hudson Community Action Corporation  
Head Start  
North Hudson, New Jersey

North Iowa Community Action  
Mason City, Iowa

North Joplin Head Start  
Joplin, Missouri

Northeast Iowa Community Action Corporation  
Decorah, Iowa

Northeast Michigan Community Service  
Agency, Inc.  
Alpena, Michigan

Northeast Missouri Community Action Agency  
Kirksville, Missouri

Northeast Nebraska Community Action  
Partnership  
Pender, Nebraska

Northeast South Dakota Head Start Program  
Aberdeen, South Dakota

Northeast Washington Early child  
Colville, Washington

Northern California Child Development, Inc.  
Tehama County, California

Northern California Head Start  
Auburn, California

Northern Montana Child Development Center  
Havre, Montana

Northwest Community Action  
Badgere, Minnesota

Northwest TN Head Start  
Union City, Tennessee

Nueces County Community Action Agency  
Corpus Christi, Texas

NYC D.O.E EHS/HS Policy Council  
New York City, New York

OACAC Head Start  
Mount Vernon, Missouri

Oakland Livingston Human Service Agency  
Pontiac, Michigan

Office for Children  
Fairfax, Virginia

Ohio Valley Opportunities, Inc. Head Start  
Madison, Indiana

Opportunities for Otsego, Inc. Head Start  
Oneonta, New York

Opportunities, Inc. Head Start Prenatal to 5  
Great Falls, Montana



NATIONAL HEAD START ASSOCIATION

Orange County Head Start  
Santa Ana, California

ORCCA - South Coast Head Start  
Coos Bay, Oregon

Oregon Child Development Coalition  
Woodburn, Oregon

Oregon Head Start  
Woodburn, Oregon

Osage Nation Head start  
Pawhuska, Oklahoma

Oswego County Head Start  
Oswego, New York

Ozark Opportunities, Inc.  
Harrison, Arkansas

Ozarks Area Community Action Corporation  
Springfield, Missouri

PACE Head Start  
New Bedford, Massachusetts

Pacific Asian Consortium in Employment  
(PACE)  
Los Angeles, California

Pacific Clinics  
Pasadena, California

PACT for West Central IL  
Mt. Sterling, Illinois

Parent Child Development Corp.  
West Point, Virginia

Parents And Children Together  
Honolulu, Hawaii

Parents In Community Action Inc.  
Minneapolis, Minnesota

Pasco County Schools Head Start  
Land O' Lakes, Florida

Passaic Family Head Start  
Passaic, New Jersey

Pathways for Children  
Gloucester, Massachusetts

PICA Head Start  
Minneapolis, Minnesota

Pickens County Head Start  
Carrollton, Alabama

Piedmont Community Action Head Start  
Spartanburg, South Carolina

Pinal Gila Community Child Services  
Casa Grande, Arizona

Pine River School for Young Learners  
Merrill, Wisconsin

Pittsburgh Public Schools  
Pittsburgh, Pennsylvania

Pittsylvania Community Action Head Start  
Chatham, Virginia

Placer Community Action Council, INC  
Roseville, California

Police Athletic League Head Start  
New York, New York

Polk ECDC Learning Center  
Cedartown, Georgia

Pro Action of Steuben and Yates Inc.  
Bath, NY, New York



NATIONAL HEAD START ASSOCIATION

Puget Sound Educational Service District  
Renton, Washington

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



NATIONAL HEAD START ASSOCIATION

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

SEMCCAC 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

South Central Iowa Community Action Program  
Chariton, Iowa

South Central Missouri Community Action  
Agency  
Broseley, Missouri

South Jamaica Center for Children & Parents,  
Inc.  
Jamaican Queens, New York



NATIONAL HEAD START ASSOCIATION

South Joplin Head Start  
Joplin, Missouri

South Shore Community Action Council Head  
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

Southwest Georgia Community Action Council,  
Inc.  
Moultrie, Georgia

Southwest human development  
Phoenix, Arizona

Southwestern Community Action Council  
Huntington,, West Virginia

Southwestern Minnesota Opportunity Council  
Head Start  
Worthington, Minnesota

Spotsylvania County Public Schools Head Start  
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

Tallatoona Community Action Partnership, Inc.  
Head Start  
Cartersville, Georgia

TAP Head Start  
Roanoke, Virginia

TEAM Inc  
Waterbury - Greater Valley, Shelton and  
Milford, Connecticut



NATIONAL HEAD START ASSOCIATION

Technology for Rural Enhancement of  
Communities  
Belle Fourche, South Dakota

Northeast Missouri Community Action Agency  
Kirksville, Missouri

The Agricultural and Labor Program, Inc  
Fort Pierce, Florida

The Campagna Center  
Alexandria, Virginia

The Centers for Families and Children Head  
Start and Early Head Start  
Cleveland, Ohio

The Family Conservancy Head Start  
Kansas City, Kansas

The Improvement Association  
Emporia, Virginia

The Leaguers Inc.  
Newark, New Jersey

The Sheltering Arms  
Atlanta, Georgia

The Unity Council  
Oakland, California

Three Rivers Community Action  
Zumbrota, Minnesota

Tiger Creek Head Start  
Tunnel Hill, Georgia

Total Action Against Poverty dba Total Action  
for Progress Head Start  
Roanoke, Virginia

TREC: Badlands Head Start: Prenatal to Five  
Belle Fourche, South Dakota

Tri County Child and Family Development  
Waterloo, Iowa

Triumph, Inc.  
Taunton, Massachusetts

Troy Head Start  
Troy, Texas

Trumbull Community Action Program  
Warren, Ohio

UAMS Head Start  
Little Rock, Arkansas

UCAN Head Start  
Roseburg, Oregon

Ulster County Head Start  
Kingston, New York

United Children and Family Head Start  
Detroit, Michigan

United Community Action Partnership  
Marshall, Minnesota

United Migrant Opportunity Services/UMOS  
Inc.  
Milwaukee, Wisconsin

United Way of Greater New Haven Early Head  
Start  
New Haven, Connecticut

University of Arkansas for Medical Science  
Head Start  
Little Rock, Arkansas

University of Nevada, Reno Early Head Start  
Reno, Nevada



NATIONAL HEAD START ASSOCIATION

Urban League of Metropolitan St. Louis  
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  
Greensburg, 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



NATIONAL HEAD START ASSOCIATION

York County Head Start  
Williamsburg, Virginia

Your Own United Resources  
Fort Dodge, Iowa

Youth & Family Services  
Rapid City, South Dakota

Youth In Need  
St. Charles, Missouri

Yurok Tribe Early Childhood Education Center  
Eureka, Klamath, Weitchpec, California

YWCA Metro St. Louis  
St. Louis, Missouri



NATIONAL HEAD START ASSOCIATION

## 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



NATIONAL HEAD START ASSOCIATION

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.



NATIONAL HEAD START ASSOCIATION

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 Laubentine  
Child Development, Inc.

Ashley  
Child Development

Ashley  
South Central Head Start

Ashley Carpenter  
Geneva Head Start

Ashley Salmon

Audrey Dalton  
Rooftop of Virginia Community Action  
Program

Audrey Zajanc  
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



NATIONAL HEAD START ASSOCIATION

Bernita Wilson  
Auntie Kaye's Childcare

Beth Ann Fuller  
North Idaho College Head Start

Beth Jacobson  
Menoninee/Delta/Schoolcraft Early Childhood  
Programs

Beth Lemke  
Head Start

Beth Stanford  
SEMCAC Head Start

Beth Thomas  
Child Development Inc.

Beth Vossler  
Central Missouri Community Action

Bethany Monier  
OACAC Head start

Betty Johnson  
KCEOC Community Action Partnership Inc.

Betty Truong  
Chinatown Head Start

Betty Wentz  
Family Resource Agency of North Georgia

Bev Frese  
Northeast Nebraska Community Action  
Partnership

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

Billie Walker  
Community Action Program of Evansville

Blair Moser

Blanca Aranda  
pcceo.org

Blanca Escobedo  
NINOS INC.

Blanca Pulido  
Head Start

Blythe Robinson  
Sheltering Arms

Bobbie Wilson

Bonnie Eskell  
Children First

Bonnie Patterson  
Community Services, Inc. of NWMO

Bractzo Ibanez

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

Brenda Louise Bottom  
Fort Valley State University Head Start

Brenda Nielson  
Mountainland Head Start

Brenda Poteete

Brenda Simpson  
Head Start

Brenda TeVogt  
Minnesota Valley Action Council Head Start

Brenda Thompson  
Greater East Texas Community Action

Brenda Todd



NATIONAL HEAD START ASSOCIATION

Champaign County Head Start

Brigette Davis  
Children First, Inc.

Brigette Hajduk  
Rock Island/Milan Head Start

Brittany Hamm  
Daeoc Head Start

Brooke Miller  
Wyoming Child and Family Development

Brynne  
Anoka County Community Action Head Start

Candee Melin  
Parents in Community Action, Inc.

Carl Robinson  
Head Start

Carla Clark

Carla Juarez  
Parents and Children Together Head start/Early  
Head Start

Carlene Morgan  
Mid Florida Community Service Head Start and  
Early Head Start

Carlita Miller  
Eckerd Early Head Start

Carmen Figueroa  
Head Start

Carmen Randall  
Hall Early Childhood Center

Carol Keene Breeding  
Buchanan County Head Start  
Carol Leask

All Kids Academy Inc.

Carol Perez Pagan  
NWA ESHD

Carol Riopta  
Child and Family Service

Carol Wetrich  
Miami Valley Child Development Centers, Inc.

Carolyn  
City of Phoenix Head Start Birth to Five

Carolyn Collins  
Lake Cumberland Head Start

Carolyn Youngblood  
Nacogdoches Head Start

Carrie Altman  
South Plains Community Action Association,  
Inc.

Carrie Turner  
Chesterfield-Marlboro Economic Opportunity  
Council

CaSandra Pittman  
Greene Lamp Head Start/Early Head Start

Cassandra Cockrum  
Ozark Area community action cooperation

Cassie Owens  
South Central Head Start

Catherine E. Howe Thwaites  
Marathon County Child Development Agency,  
Inc.

Catherine Gooch

Catherine L. Eason  
Catherine McMullen



NATIONAL HEAD START ASSOCIATION

Gensee County Community Action Resource  
Department Head Start

Cathy  
Oswego County Head Start

Cathy Brey  
Pocatello/Chubbuck SD25 Head Start

Cathy Burrus  
Friends of Children and Families Head Start

Celena Garrett  
Greater East Texas Community Action Program

Chainah  
Frederik county Head Start

Chanda Elkins  
PRIDE Community Services

Charity Oakes  
Economic Security Corporation

Charla McKinney  
Community Action Committee

Chengyan Lin  
Chinatown Head Start

Cherie Flores Hernandez  
Children's Learning Center Head Start & Early  
Head Start

Cheryl Dean  
KCEOC Community Action Partnership

Cheryl Filipowicz  
Child Development Center Coordinator

Cheryl Johnson  
Cleveland Ohio Head Start

Cheryl Severance

Blue Valley Community Action

Christianna Clinton  
Skagit Island Head Start and ECEAP

Christie Ference  
Central Nebraska Community Action  
Partnership

Christina Reich  
Contra Costa County Head Start

Christina Tyson  
Head Start

Christina Uttenhove  
Wyoming Child and Family

Christina Varner  
Family Resource Agency

Christina Vega  
Tri-Valley Opportunity Council

Christine Scott  
Committee for Early Childhood Development

Christy M. Prulhiere  
Family Development Services, Inc.

Christy Pennoyer  
NYC  
Christy Renea McGee-Hargrove  
Region 14 Head Start

Cindy Davis  
North Iowa Community Action Organization

Cindy Griebe  
Wyoming Child and Family Development

Cindy Gross  
Leslie, Knott, Letcher, Perry Community Action  
Council, Inc.  
Cindy Huey



NATIONAL HEAD START ASSOCIATION

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

ProAction of Steuben and Yates Inc.

Connie Fontana

Community Partnership for Child Development

Connie Kanaan

Youth and Family Services

Corey Fetterolf

Child Development Inc.

Craig Shannon

Mississippi Action for Progress

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

Opportunities for Otsego Inc.

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  
Nueces County Community Action Agency  
Birth to Five Head Start

Cynthia Jackson  
Jackson County Head Start

Cynthia Simpson  
Pickens Co. Community Action

D.Duffy  
North Port High School

Damika Jervey  
Capital Head Start

Damon Carson, JD  
Neighborhood House Association

Daniela Leal  
Greater Dallas Head Start

Danielle Mungar  
Monroe county ISD Head Start

Danielle Segebart  
West Central Community Action Head start

Danielle Wondercheck  
Wyoming Child & Family Development  
Dara Smida  
Wright County Community Action

Darnisha Feuer

David Kowalski  
Neighbors In Need Of Services, Inc.

Dawn DeWitt  
Child Development Inc.

Dawn Miller  
Miami Valley Child Development Centers

Deana King  
University of Arkansas Medical Science Head  
Start

Deanna Porter  
Southern Utah University

Deb Reynolds  
Pace Community Action Agency

Deb Ross  
Head Start Child and Family Development  
Program Inc.

Debbie Case  
Rock Island Milan School District Head Start

Debbie Napier  
KCEOC Community Action Partnership

Debbie Schlamann  
Western Arizona Council of Governments

Deborah A. Cooper  
MAP, Inc.

Deborah Jeffries  
Economic Security Corporation Head Start

Deborah Mann



NATIONAL HEAD START ASSOCIATION

Emmanuel Family and Child Development  
Center

Deborah Sheehan  
Child Development, Inc.

Deborah Trowbridge  
Kawerak, Inc. Head Start

Deborah Winkelmann  
Nebraska Early Childhood Collaborative

Debra Bixler  
PA Head Start Region 3

Debra S Beeler  
Hoosier Uplands EDC Head Start & Early Head  
Start

Debra Wege  
Scott Carver Dakota CAP Head Start

Deirdre Rankin  
Child Start, Inc.

Delia Vicente

Delores Cordova  
Southeast

Delores Robinson  
Head Start

Delphine Hardeman  
Easter Seals of north Ga

Denise Clark  
Carbon County Child Development Programs

Denise Dionizio  
HRA of New Britain Head Start

Denise Dowl  
JEFF-CAP  
Denise Fee

KCEOC Community Action Partnership

Denise Lee

Denise Middlebrook  
Education Manager

Denise Rutledge  
Head Start

Dennis P. DeMers  
TeiValley

Diane Knight  
PACT for West Central IL

Diane Sellers  
Children First Head Start

Dianna Larkin  
Families and children Together, Incorporated

Dianne Buck  
West Central MN Communities Action Head  
Start

Dianne Muir

Dick Nielson  
Mountainland Head Start

Dinah Fransaw  
Trinity Head Start

Dirk Shumaker  
Kids' Corps, Inc.

Donna  
Rural Alaska Community Action Program

Donna Brown  
Oakland Livingston Human Service Agency  
Head Start

Donna Emmons  
Illinois Head Start Association



Donna Garcia  
Community Partnership for Child Development

Donna M Boothe  
Monroe County BOE Head Start

Donna Motte  
Rural Utah Child Development

Donna Nelson  
Macon Program for Progress

Dora Avila  
Head Start

Doris Benson  
MAP Head Start

Doris Noble  
Head Start

Dorothy Fredrick  
CPCD

Dorothy Harris  
Fairbanks Native Association Early Head  
Start/Head Start

Dorothy Hearon

Dorothy S Foster  
MS Action for Progress Inc.

Dr. Charles W Woodard  
Seed Consultation Services, LLC

Dr. Sharon Small  
Parent/Child Incorporated

Dr. Wendell Campbell  
Mazique Parent Child Center

Draenna Jackson

Dusty Olson

Tri-County Child and Family Development  
Council, Inc.

Dwuna Duty Richards  
Head Start of Greater Dallas, Inc.

Efrén Ruberté  
Ponce Municipality Head Start

Eihing Zheng  
Chinatown Head Start

Eileen Farber  
Child Development Inc.

Eileen Olivas Valenzuela  
Roosevelt School District Head Start

Elaine V. Ruhl  
Center for Family Resources

Elisa Resendiz  
Family Service Association Head Start

Elizabeth Claus  
Children First, Inc.

Elizabeth Danz  
Shore Up Head Start

Elizabeth Kientzle  
Douglas Head Start (Ozarks Area Community  
Action Corporation)

Elizabeth Teal  
Union County Community Action, Inc.

Elle Taylor  
Northeast Washington Early Childhood  
Learning

Eme Isok-Nsuk  
Clayton County Community Service Authority,  
Inc.



Emily Colloca  
Oswego County Head Start

Emily Keller  
Olathe Head Start

Enyong Wu  
Chinatown Head Start

Erendira Guerrero  
Encompass Head Start

Erica Jones  
Head Start

Erica McKinney Mayweather  
Brown E. Moore Head Start Center

Erica Mielke  
Wright County Community Action

Erica Price  
Benton Franklin Head Start

Erika Aguilar  
NINOS Inc. Head Start

Erin Barbuto  
Sweetwater County School District #1 Head  
Start

Erin Bradley  
Genesee Intermediate School District

Erin Lyons  
Child-Parent Centers Head Start

Erin Schwartz  
South East Nebraska Community Action

Ernestine P. Smith  
Central Savannah River Area Economic  
Opportunity Authority, Incorporated

Essie Love  
Alabama-Coushatta Head Start

Evangelina Avila  
Early Childhood Programs

Eve Smith  
Rock / Walworth Head Start and Early Head  
Start

Evelyn Paniagua  
Marin Head start

Everett  
DLH Corp

Evonne Grays  
Mojave Head Stat

Faith Carr  
Douglass Community Services

Flossie Gibson  
KCEOC Community Action Partnership

Flossy Calderon  
Action for Boston Community Development,  
Inc.

Fran Parker  
PACT -Parent and Child Together for West  
Central IL.

Frances Howard  
Community Action Council South Central Head  
Start

Francesca Brown  
Early Learning Coalition of Palm Beach County  
EHS-CCP

Francesca Jillian Ridenour  
Tanana Chiefs Conference



NATIONAL HEAD START ASSOCIATION

Francis Guttin  
RurAL CAP Head Start

Gail Brazeau

Gail Goodner  
Child Start Inc.

Gardenia Gresham  
Neighborhood House Association

George Turks

Ginger Park  
KidzCommunity Placer Community Action  
Council, Inc. Head Start

Ginger Sanders  
Community Action Agency of Somerville Head  
Start

Gladis Freire

Gladys Landlord  
Rural Cap, Inc. Head Start

Gladys Santiago  
Orange County Head Start

Gloria Carrasco  
Silver Lake Head Start

Gloria Lopez  
HELP New Mexico, Inc.

Gloria Ray  
Youth In Need

Gloria Wood  
Bedford/Fulton Head Start

Greta Murphy  
Economic Security Corporation of SW Area

Guadalupe Madrigal Aguilera

Oregon Child Development Coalition

Gwenn Elmblad  
Baraga Houghton Keweenaw Child  
Development Board

Gyla Wise  
Redlands Christian Migrant Association

Hazel Naal  
Los Angeles County Office of Education

Hazel Thomas  
WJCC Community Action Agency

Heather Fay  
Opportunities for Otsego, Inc. Head Start

Heather Odendahl  
Rural Utah Child Development Head Start

Heather Rogen  
Oregon Child Development Coalition

Heele Eden  
Rural Utah Child Development Head Start

Heidi Lohr  
Orange County Head Start and PreK

Heidi Rand  
Mid Florida Community Services, Inc.

Helen Babin  
Lafourche Parish Head Start

Helen Lopez  
Parent Child Incorporated

Henia Krasnianski  
Yeled V' Yalda  
Hollie Ancrum  
EB Ellington Head Start

Holly Miller



NATIONAL HEAD START ASSOCIATION

Monroe County Intermediate School District

Holly Porter  
ESD 113 Sound to Harbor Early Learning  
Programs

Holly Schulz  
SCD Cap Agency

Ian Carpenter

Ira Levi Smith

Isabel Camarena-Tovar  
Community Action Commission

Jacki Buckingham  
Champaign, Illinois

Jacqueline Agustin  
Head Start California

Jacqueline Collins  
Ozark Area Community Action Corporation  
Head Start

Jaime Coba Carrillo  
OCDC Head Start

Jakwon Everson  
Hampton, Georgia

James Anderson  
Family Resource Agency, Inc.

James Paz  
Head Start of Lane County

Jamie Armstrong  
Dr Andy Hall Early Childhood Center

Jamie Burnett  
Batesville Early Head Start

Jane Adams Barber

Three Rivers Community Action, Inc.

Janeese Vogel  
Tri-County Head start EHS

Janell J. Frazier  
Central Texas 4C, Inc.

Janet Sowle

Janet Swanson  
Lakes and Pines Head Start

Janet Thornburg  
Ogden Weber Community Action Partnership

Janice banks  
Wayne Metro Head Start

Janice Kuchelmeister  
Rock-Walworth Head Start/Early Head Start

Janice Lavelle  
Child Development, Inc.

Janice Uisok  
Ruralcap

Jasmine  
Head Start

Jean Logan  
Community Action Agency of Siouxland

Jeana Carr  
Monroe County Bd. of Ed

Jeanette Gilmore-Burrell  
JeffCAP Head Start

Jeanie Smallwood  
Northeast Missouri Community Action Agency

Jeanne Hilyar Dickhausen



NATIONAL HEAD START ASSOCIATION

Jeff Goldammer  
Economic Security Corporation

Jeffrey Hillman

Jen Cisneros  
Head Start

Jena Fuchs  
Geneva City School District Head Start/PreK

Jennie Ridenour  
Head Start

Jennifer Barrett  
Head Start of Washington Co., Inc.

Jennifer Berkenstock  
Child Development, Inc.

Jennifer Gannon  
Parent

Jennifer Geibel  
Cortland County Community Action Program,  
Inc.

Jennifer Heithoff  
Drake University Head Start

Jennifer Horwitz  
Arlitt Child Development Center

Jennifer McMullen

Jennifer Meggett  
Head Start

Jennifer Murry  
MAP, INC.  
Jennifer Oliver  
Chesterfield Marlboro Head Start

Jennifer Renee Acuna  
Nueces County Community Action Agency

Jennifer Robinson  
Rockland head start

Jennifer Sorenson  
NCAP

Jennifer Verhulst  
Tri-County Child and Family Development

Jennifer Vinson  
Northwest Tennessee Head Start / Early Head  
Start

Jenny Halcomb  
LKLP Head Start

Jenny Sue Rogers  
Macon Program for Progress

Jeri Winkelmann  
Community Action Partnership of Lancaster and  
Saunders Counties

Jerry Parr  
Willow Tree Early Education Team

Jessica Dea Farrow  
Ozark Area Community Action Corp.

Jessica Dzurek  
Child Development Inc.

Jessica Gallardo  
Jessica Gallardo

Jessica Gallina  
CESA 7 Head Start/Early Head Start

Jessica Horner  
Mingo County Schools

Jessica Kelley  
North Iowa Community Action Organization  
Head Start



Jessica Moore  
Wayne Metro Community Action Agency

Jessica Moore  
Dr. Andy Hall Head Start

Jessica Moore  
District 80 Head Start

Jessica Stallsworth

Jessica Tarquino  
Community Partnership for Child Development

Jessie Lee Dorsey  
AJFC-CAA

Jesus R Vela  
University of Rio Grande Valley-Pharr San Juan  
Alamo-Early Head Start-Child Care Partnership  
Program

Jo Ann Daigle  
Cameron Community Action Agency Head Start

Joan Sare  
Walled Lake Schools Head Start

Joanie Burke  
SEK-CAP Inc. Head Start

Joanne Guernsey  
Opportunities for Otsego, Inc. Head Start

Joanne Moran  
Lee County Head Start

Joanne Pepper  
Joannie Mills  
KCEOC, CAP

Jocelyn Tucker  
Foundation for Early Childhood Education Head  
Start

Jodie Keller  
E Center Head Start

John Felsner  
Multnomah County Head Start

Jose Felipe Ramirez  
Orange County Head Start, Inc.

Joyce Harris  
CAC of Howard County Head Start -Ellicott  
City

Joyce Renee Anderson  
Family Resource Agency of North Georgia

Juan A. Colón  
Mid Florida Community Services Head Start

Juan Carlos Arellano  
NINOS INC

Judith Westphall  
CPCD...giving children a head start

Judy Graham  
Sequatchie Valley Head Start

Judy R. Thompson  
City of Baton Rouge Head Start

Judy Smith  
Family Resource Center

Juli Ann Barthelemy  
Jefferson Parish Head Start Birth to Five  
Program

Julia Olson  
Albina Early Head Start

Julie Bradley  
Cowley County Head Start



NATIONAL HEAD START ASSOCIATION

Julie Chang  
Fairfax County Office for Children Head Start &  
Early Head Start Program

Julie DeBoer  
Wyoming Child and Family

Julie Griffin  
Martin County School District PreK programs

Julie Justice  
Rural Utah Child Development

Julie Mullins  
Kenaitze Head Start

Julio Cesar Galindo Muniz  
Oregon Child Development Coalition

June Cai  
Chinatown Head Start

Justine Lawrence  
Children's Institute, Inc.

Jyoti Dassd  
Greater Bergen Community Action Head Start

Ka Wei LI  
Chinatown Head Start

Kaitlin Stacy  
Neosho Head Start

Kara Susan Patton  
South Central Head Start

Karen Backman  
Culpeper Human Services Head Start  
Karen E. Johnson  
Portage Learning Centers

Karen Ennis

Karen Lenard

Child Development Inc.

Karen Lusk

Karen Lynn Browning

Kari Terrill  
Youth In Need

Karin L Mccullough

Karissa Schutt  
Geneva City School Head Start

Kat Baker

Kate Goetz

Katelyn Cappello  
Center for Family Resources

Katherine Ruiz  
HOPES Community Action Partnership

Katheryn Anstead  
Missouri Head Start

Kathie Cronebach  
Kno-Ho-Co Ashland Head Start

Kathleen Clark  
Genesee Intermediate School District Head Start

Kathleen Flaherty  
MVCAA Camden, NY Head Start

Kathleen Hurford  
TRI-CAP Head Start

Kathleen Lorts  
Ozarks Area Community Action Corporation

Kathleen Matteson  
Triumph Inc.

Kathleen McGuire



NATIONAL HEAD START ASSOCIATION

KidzCommunity Head Start

Kathleen Merilatt  
Head Start

Kathleen Nicosia  
Macomb Community Action Head Start 0-5

Kathleen Sullivan  
Children First Inc.

Kathleen Wolfe  
Child Development, Inc.

Kathy Dailey  
Community Action: Prep at Winburn

Kathy Edgell  
Community Action Pioneer Valley/Head Start  
and Early Learning Programs

Kathy Fudge-White  
Catholic Charities, Diocese of Joliet

Kathy Nelson  
Wyoming Child and Family Development

Kathy Pierre  
Pocono Services for Families and Children

Kathy Susanne Miller  
Economic Security Corporation of Southwest  
Area

Kathy Willis  
Chattanooga Head Start

Katie Robertson  
Geneva Head Start

Katrina Ahlfield  
Kids Corps Inc. Anchorage Alaska

Kawana Gosier

Kay Hill  
Denton Independent School District Head Start  
at Ann Windle School for Young Children

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

Kayse Hinrichsen  
Rural Alaska Community Action Program Head  
Start

Kellene Carpenter  
Children First, Inc.

Kelley Nellius  
Children First, Inc.

Kellie Lockwood  
ProAction of Steuben and Yates, Inc.

Kelly  
South Central Missouri Community Action  
Agency

Kelly  
United Community Action Program, Inc.

Kelly D. Cox  
CCC Child Development Lab School

Kelly Davis  
Region 14 ESC Head Start

Kelly Johnson



NATIONAL HEAD START ASSOCIATION

South Central Missouri Community Action  
Agency

Kelly McGuigan  
Arkansas City Schools Unified School District  
470 Head Start

Kelly Rowe  
Lincoln Early Head Start

Kelsey Comfort  
Community Partnership for Child Development

Kendra Miller  
Catholic Charities Head Start

Kendra Winkleblack-Kirk  
Geneva Head Start

Keri Allred  
Rural Utah Child Development

Kim Eichert  
Community Action Commission of Santa  
Barbara

Kim Gould  
Parents And Children Together

Kim Johnson  
Head Start

Kim K. Rice  
United Community Action Program Inc. Head  
Start

Kim Qualls

Kim Sill  
Olathe Head Start

Kimberlea Gerbasio

Kimberly  
CPCD

Kimberly D Hengst  
Bedford/Fulton Head Start

Kimberly Dawn Richmond  
Economic Security Corporation of Southwest  
Area

Kimberly Good  
Child Development, Inc. Ftn. Springs Center

Kimberly McBride  
Central Texas 4C

Kimberly Moua  
Mt Hood Community College Head Start

Kimberly Patterson  
Two Rivers Head Start Agency

Kimberly Walls  
Placer Community Action Council, Inc.

Kirsten Hund Blair  
Lambent Data

Kishia Harms  
Central Missouri Community Action

Kizzy Albritton

Kolette Ivey  
Head Start

KriShonda Ross  
UAMS Head Start/Early Head Start

Krissy Austerberry  
Child Development Inc.

Kristen Hayes

Kristi Shiverss  
Inca Head Start

Kristi Holm  
Grand Forks Head Start



NATIONAL HEAD START ASSOCIATION

Kristie Dallas Johnson  
Shelby County Schools/ Porter Leath Head Start

Kristie Parks  
North Iowa Community Action Head Start

Kristin Byassee  
Daeoc Head Start

Kristin Hazlett  
Child Advocates of Blair County

Kristin Ramstad  
Rural Alaska Community Action Program, Inc.  
Head Start

Kristin Wise  
Child Development Services of Ottawa County

Kristina Jones  
Shelby County Schools Head Start

Kristina Magruder  
Community Action Partnership of Northeast  
Missouri

Kristina Tix  
Rural Alaska Community Action Program

Kristy Lewis  
Paducah Head Start Preschool

Kristy Masuicca  
Oswego County Opportunities

Kristy Wirkler  
Guttenberg Head Start

Krystal Collins

Lance Johnson  
Economic Opportunity Agency of Washington  
County Head Start

Lani Heath

Lara De Soto  
HOPE Community Action Program Inc.

LaShawnda Bateman  
Head Start

Latoya Orr Threatt  
St. Clair County Head Start

Laura Dove  
Fredericksburg Regional Head Start

Laura Harbaugh  
Head Start of Washington County

Laura Mason  
Macon Program for Progress

Laura Newman  
Grand Forks Head Start

Laura Phillips  
Committee for Early Childhood Development  
D.C.C. Inc.

Lauren  
Head Start of Rockland, Inc.

Lauren Chom  
Genesee Intermediate School District Head Start

Lauren Marren

Lauren Payne  
Head Start

Lauri Noda

Laurie Coleman  
Tri-Valley Opportunity

Laurie Gassaway



NATIONAL HEAD START ASSOCIATION

Muskogee County Head Start

Laurie Molinar  
Rural Utah Child Development

Lavennia Coover  
West Central Community Action Head Start

Leah Williams  
Monroe County Board of Education

Leigh Arnall  
Nixa Head Start

Leigh Turnbull  
Brightpoint Head Start

Leilani Garcia

Leisa Harnar  
Economic Security Corporation SW MO

Lena Irene Mullins-Datko  
Community Action Council: Prep Academy at  
Winburn

Lesley Faull  
CDS Lakeshore Head Start

Leslie Erin King  
Lakeview Head Start

Leslie Falk

Leslie Lemmon

Leslie Weinberg  
Stamford Connecticut Head Start

Lesly Alvarez  
CDS Lakeshore Head Start

Leticia Liera  
Children's Learning Center

Liesl Aldridge

Ozarks Area Community Action Corporation

Liliam Perez  
The Ounce of Prevention Fund

Liliana Abadia  
Florida Head Start

Linda Bethany Coverson  
YWCA Head Start/Early Head Start

Linda Butts  
OCDEL

Linda Cole  
Shasta Head Start

Linda Harrison  
Grand Head Start

Linda Laliberte  
East Bay Community Action Program

Linda Meredith  
Community Partnership for Child Development

Linda Rodriguez

Linda Sandoval  
KidzCommunity

Linda Slining  
Family Forum

Linda Uttenhove  
Wyoming Child and Family

Lisa Cumins  
Central Missouri Community Action

Lisa Eder  
Carroll County

Lisa Goneau-Danielson  
Rural Alaska Community Action Agency



NATIONAL HEAD START ASSOCIATION

Lisa Meyer  
Human Development Commission

Lisa Payton  
Breckinridge-Grayson Program Head Start And  
Early Head Start

Lisa Pitz  
Placer Community Action Council

Lisa Purkhiser  
TRI-CAP

Lisa Rice  
Family Resource Agency of Northern Georgia

Lisa Seman

Lisa Woods  
Monroe County Board of Education

Lissette Ayerdis Hernandez  
Pacific Clinics HS/EHA

Lissette Mena  
Acelero Learning

Liz Tran

Lois Henseler

Lora Hockett  
Dr. Andy Hall Early Childhood Center  
Loreen Rorar  
Akron Summit Community Action

Loretta Mayfield  
McIntosh Trail Early Childhood Development  
Council

Lori Burch  
Big Five Community Services, Inc.

Lori Farrer

Lori Given  
Mount Vernon City Schools District 80 Head  
Start Program

Lori Hessin  
Rural CAP Early Head Start

Lori Milam  
West Virginia Head Start Association

Lori Spotts  
Child Development, Inc.

Lorrie A Ogden  
Child Development, Inc.

Lucille Roth  
Mid Cumberland head start

Lucille Sharp  
Staten Island Head Start

Lucinda Ross, M.Ed.  
St. Michael's School and Nursery

Luis A. Ortiz  
YWCA Metropolitan ST Louis

Lykesa Bridges

Lynn Brooks  
PSESD 121 Head Start

Lynn Harlington  
Educational Service District 105

Lynn Stephenson  
KCEOC Community Action Partnership, Inc.

Lynnette Fast  
Southwest Missouri Head Start

Lyz Schmitz  
Tri-County Head Start



NATIONAL HEAD START ASSOCIATION

M Jackson

Opportunities for WBC

M. Rose Wood

Maddie

Battlefield Primary Head Start

Maéva Renaud

Kidango- childcare and preschool program provider

Mailin Moy

Parents and Children Together

Maliaka Mitchell

Southwest Ga. Community Action Council, Inc.  
Head Start

Mandy Gerhard

Berks County Head Start

Maralyn McNally

Macomb Community Action Head Start 0-5

Marcela G. Sweeney

Educare West DuPage

Marcia Seabolt

Project NOW, CAA Head Start

Marcia Streif

Oelwein Iowa Head Start

Marcy Martin Drew

University of South Dakota Head Start

Margaret Hodges

Ozark Opportunities, Inc.

Margaret Mitchell

South Coast Head Start

Margaret Murray

Kingston/Rondout Head Start

Margaret Richins

Region 14 Education Service Center Head Start

Mari Estrada

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 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



NATIONAL HEAD START ASSOCIATION

Martha Montes  
Florida Head Start

Martha Wright  
Redlands Christian Migrant Association

Martine R Betancourth  
Inspire Development Centers

Marty Kemmer-Contreras  
Community Partnership for Child Development

Mary  
Bright Horizons

Mary Herington

Mary Ann Devlin  
Child Development Inc.

Mary Estrada  
CPCD, giving children a Head Start

Mary L. Morris  
Mississippi Action for Progress Inc., Head Start

Mary Lee Freeze  
Community Action of Northeast Indiana, Inc.  
d/b/a Brightpoint

Mary Mackedanz  
Reach Up Head Start

Mary Musick  
ARVAC

Mary Nance

Mary Nedeau  
GISD Head Start

Mary Olson  
Southwestern Community Action Council, Inc.  
Head Start

Mary Sheckells  
Harrison County Indiana Head Start

Mary Walker  
Tri-County Community Action

MaryBeth Winkler  
Montgomery Co Maryland

Maryom G. Fox  
Fairfax County Head Start/Early Head Start  
Programs

Mattaya Addison  
Northeast Nebraska Community Action  
Partnership

Matthew LeClere  
Community Action of Southeast Iowa

Maureen Summers  
Mid-Willamette Valley Community Action  
Agency

Megan Sullivan  
Coalfield CAP

Melanie Allen  
Knoxville-Knox County Head Start/Early Head  
Start

Melanie Anderson  
Youth & Family Services

Melanie Briggs  
GISD Head Start

Melissa Ann Gilchrist  
Central Texas 4C Inc.

Melissa Clapp  
Community Action of Pioneer Valley's Head  
Start and Early Learning Programs



NATIONAL HEAD START ASSOCIATION

Melissa McElroy  
Head Start of Washington County

Melissa Nelson  
North Iowa Community Action Organization

Melissa Perry  
Oswego County Opportunities Head Start

Melissa Risher  
Families and Children Together, Inc.

Melissa Schmader  
Jefferson-Clarion Head Start, Inc.

Melissa Williams  
Project NOW

Melody Vieth  
Central Missouri Community Action

Melody Wingfield  
Family Resource Agency of N. Georgia

Melvin Gravely

Melvina Jenise Smith  
NHS Parent Alumni

Merced Flores  
Head Start

Mernell King  
Arkansas Early Learning

Miao Yi Chen  
Chinatown Head Start

Mica Clark-Peterek

Mica Piper  
Head Start of Washington County

Michael Baugher  
Region VII Head Start

Michael Daigle  
Cameron Community Action Agency Head Start

Michael Lisa

Michael Patterson  
Arkansas Early Learning, Inc.

Micheala Lynn Dennis  
Head Start

Michele Luke  
Jefferson Parish Head Start

Michele Startup  
Ulster County Community Action Committee,  
Inc.

Michelle Davis  
Youth and Family Services

Michelle Genthe  
Rock Walworth Comprehensive Family  
Services, Inc. Head Start-Early Head Start

Michelle Grudzinski  
Community Services of Northwest Missouri

Michelle Jones  
Head Start

Michelle Quimpo  
Head Start

Michelle Skadburg  
North Iowa Community Action Organization

Michelle Wood  
Bond/Clinton/Marion/Washington County Head  
Start

Millie Young  
Parent and Child Together for West Central  
Illinois



NATIONAL HEAD START ASSOCIATION

Mimi Jefferson  
Hillborough County BOCC

Ming Jun Chen  
Chinatown Head Start

Miranda Bright  
Tallatoona Polk Head Start - Steppin' Stones

Miranda Jones  
Eastern Idaho Community Action Partnership  
Head Start

Miranda Wilkerson  
Tallatoona head start

Miriam Angel

Miriam Padilla  
Passaic Family Head Start

Missy Saylor  
KCEOC Community Action Partnership

Moises Gallegos  
Head Start

Mojisola Bafunso  
Committee For Early Childhood Development  
Head Start

Monica Householder  
Community Action Council South Central Head  
Start

Monshari Chandler  
Parents In Community Action, Inc.

Mrs. Gindling  
Geneva Head Start

Muna Haddad  
City of Phoenix

Myra Ingram, MBA

Region IV Head Start Association

Myra Smeester  
MDS CAA Early Childhood Program

Myriah Ogas  
PACE Head Start

Nadia Iarose  
Mid Bronx Head start

Nadia McKernan  
Southwest Human Development

Nancy Brown  
Head Start

Nancy L. Myers  
Placer Community Action Council, Inc.

Nancy Syltie  
United Community Action Partnership

Nancy Warnock  
LEAP

Nancy Zachary  
Redlands Christian Migrant Assoc

Naomi Faulkner  
Northcoast Children's Services  
Natalie  
Orange County Head Start, Inc.

Natalie Sullivan  
Lafourche parish Head Start

Natasha Fuller

Natasha Jacobs  
Region 14 ESC Head Start

Natasha Nicole Hershey  
Dr. Andy Hall Early Childhood Center, Mt.  
Vernon City Schools District 80



Nathan Barnes  
Greene Lamp Head Start/Early Head Start

Neka Doss  
Tri-Cap Head Start

Nerysa Oliveras  
Passaic Family Head Start

Nichole Lynn Leech  
Northeast Iowa Community Action Corporation

Nichole Michalke

Nicki Chen  
Chinatown Head Start

Nicole  
Child Development

Nicole A. Hall  
Save the Children Head Start

Nicole Browning  
Community Partnership for Child Development

Nicole Campbell  
Ozark Opportunities, Inc.

Niki Gemar  
Nikia  
Northwest Michigan Community Action Agency

Nikki Desmond  
South Central Iowa Community Action Program

Nita Thatcher  
Family Resource Agency of North Georgia

Norcy Murcia  
Early Head Start Pasco County

Noreen Landis-Tyson  
Community Partnership for Child Development

Norene Lonasee  
Zuni Head Start Program

Norma  
Oregon Child Development Coalition

Norma Anzueto  
Redlands Christian Migrant Association

Norma Ramos  
ICOE

Oliver D. Evans  
Lynchburg Community Action Group Head Start

Olivia Chopra  
Redlands Christian Migrant Association

Olivia Quinn  
Yurok Tribe Head Start

Omesha Smith

Onnie Long

Ouida Toutedon  
Head Start of Rockland, Inc.

Paige McCammon  
Economic Security Corporation of Southwest Missouri

Pam Greenough Corrie  
Mt. Hood Community College and Albina Head Start

Pam Johnson  
Jefferson-Clarion Head Start, Inc.

Pam La Frenz  
Missouri Valley Community Action Agency

Pamela Hager



NATIONAL HEAD START ASSOCIATION

West Virginia Dept of Education Williamson  
Pre K

Pamela Kaye Hager  
Williamson pk-8

Pamela Ray  
Black River Area Development Child  
Development Programs

Pamela Wenner  
UCCAC, Inc.

Pamula Manley  
Head Start Program

Pat Jepsen  
Rock Island Milan Head Start

Pat Scott  
Harris County Dept of Education Head Start

Patricia  
Head State

Patricia Foley  
Catholic Charities HS/EHS of Carroll County

Patricia Martinez  
Lutheran Services Head Start  
Patricia Paramonte  
WACOG Head Start

Patricia Thacker

Patricia Webster  
Riverside County Office of Education Early  
Head Start

Patrick  
Head Start of Lane County

Patty Balint  
Children First Head Start / Early Head Start

Patty Donahue  
Pathways for Children

Patty Kim LeMmon  
Rural Utah Child Development

Paulette Crosby  
Alachua County Head Start

Paulette Jeter  
Central Texas 4C, Inc.

Paulette Lashley  
Eastern Panhandle Instructional Cooperative  
Head Start

Pauline Jones  
Tri-County Child and Family Development

Pauline Riordan  
Woonsocket Head Start

Peggy Grant

Peggy Kelly

Peggy Ng  
Chinatown Head Start

Phyllis Tumblin  
JeffCap head Start

Phyllis Vernon  
Western Idaho Community Action Partnership

R Franchi

Rachael DeSpain  
Tri-County Opportunities Council EHS/HS

Rachel  
Early Childhood Education Specialist

Rachel Schafer



NATIONAL HEAD START ASSOCIATION

Kids' Corps Inc.

Rachel Shipley  
Washington Morgan Community Action  
Programs

Ramona Fisher  
Eastern Shore Area Agency on Aging  
Community Action Agency

Ramona McCabe  
Encompass Community Services

Randi Rieffer  
Tri-Valley Opportunity Council, Inc.

Randy Weldon  
Southwest Georgia Community Action Council,  
Inc. Head Start/Early Head Start Program

Ranell Chandler  
Parents In Community Action, Inc.

Rebecca Connell  
Cornerstone Community Action Agency

Rebecca Henderson  
Florida Head Start

Rebecca Huss  
Greater East Texas Community Action Program

Rebecca Johnson  
Oswego County Head Start

Rebecca Kirkpatrick  
Metropolitan Area Advisory Committee Head  
Start

Rebecca Pecor  
University of Arkansas for Medical Sciences  
Head Start/Early Head Start

Rebecca Romeis-Markham

Rebecca Spiridis  
Spiridis Consulting LLC

Regine Rizal  
Howard Area Family Center

Renaca Haskin

Renay Okeke  
Tampa, FL. Head Stat

Renee Granado  
Harvey Hall Head Start

Renee Y. Daniel  
Cincinnati- Hamilton County Community  
Action Agency

Renita Linnear  
Caddo Community Action Agency

Rhonda Drake  
Kids Corp

Richard T. Atkinson  
Ozark Opportunities, Inc. Head Start/Early Head  
Start

Richelle Newlin  
Loudoun County Public School

Rick Betzer  
Pocatello SD #25 Head Start

Rick Epperson

Rico Alexander  
Parents In Community Action

Riki Chapman  
RurAL CAP Head Start

Risa Smith  
Bi-County CAP Head Start: Prenatal to Five



NATIONAL HEAD START ASSOCIATION

Rita Eichelberger  
Northeast Nebraska Community Action  
Partnership, Inc.

Robert D. Grissom  
NEK-CAP, Inc. Early Head Start/Head Start

Robert Manning

Roberta Utenwoldt  
Greater Bergen Community Action Head Start

Roberto Lopez  
NINOS

Robin Burgos  
Passaic Family Head Start

Robin Lattimer  
ProAction of Steuben and Yates Head Start

Robin Orr  
BHK Child Development

Robin Sweeny  
Center For Family Resources

Rochelle Rabathaly  
Jefferson Community Action Programs Head  
Start

Rodney

Roger Rogers  
Ozark Opportunities Inc.

Rolanda Ates  
Baytown Head Start

Ronda Murdick  
South Central Missouri Community Action  
Agency

Rosalind Cutchins

The Children's Center Head Start

Rosalinda Ramirez Orellana  
Orange County Head Start, Inc.

Rosanne DeGregorio  
One Hope United

Rose Aleman  
Florida head start

Rose Bryant  
Western Arizona Council of Governments Head  
Start

Roxana Deleon  
Region 20 Head Start

Roy Lee  
Lawrence County community Action  
Partnership Head Start

Rukiya Abston  
Head Start

Ruth  
LEO, Inc.

Ruth Marino  
Children First

Sally Blanchard-O'Brien  
Central Vermont Head Start

Sally Ressue  
Pro Action of Steuben and Yates, Inc.

Samantha  
Community Action Head Start of Marion &  
Polk Counties

Samantha Bowles  
Hoosier Uplands Head Start

Sandra Gonzalez



NATIONAL HEAD START ASSOCIATION

## Head Start

Sandra Halling

Bright Beginnings Early Childhood Center

Sandra Hull

Southwest Georgia Community Action Council,  
Inc.

Sandra La Grow

Delta Community Action Head Start/Early Head  
Start

Sandra MacKintosh

Ozark Area Community Action Corporation

Sandra Sewell

AJFC Community Action Agency, Inc.

Sara Feiling

Placer community action council Head Start

Sara Lynn Partridge

Dr. Andy Hall Early Childhood Center

Sarah Bakker

Tri County Head Start

Sarah Clayton

Head Start

Sarah Newton

Thrivalaska

Sarah Pines

Parent And Child Together

Sarah Yee

Chinatown Head Start

Saralinda Lobrose

Head Start Early Learning Program

Sasha Turner

Monroe County Intermediate Head Start and  
Early Head Start

Saundra Hayes

Arkansas City Schools Unified District 470  
Head Start

Seth J. Rich

Shanel Gray

Rural Utah Child Development Head Start

Shannon L. Fisher

Child Development Council Franklin County

Shannon Sooter

Southwest Missouri Head Start

Sharon Blackwell

Sharon Burke

Northeast Iowa Community Action

Sharon Burnett

Ozark opportunities head start

Sharon Horton

Delta Community Action Fdn, Inc.

Sharon Kay Herbert

YWCA St. Louis Head Start/Early Head Start  
Program

Sharon Simon

Maryland Rural Development Corporation Early  
Head Start

Shawn Johnson

South Central Missouri Community Action

Shawn Lybarger

United Community Action Head Start/EHS

Shawna Eskew



NATIONAL HEAD START ASSOCIATION

South Central Missouri Community Action  
Agency

Shawna Maggard  
Head Start and Early Head Start of Carroll  
County

Shawna Uttenhove  
Wyoming Child and Family Development, Inc.

Shawne Thomas  
Redlands Christian Migrant Association

Sheila Davis  
Sheltering Arms Early Education

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

Early Head Start South Shore Stars

Sherri Loran  
Absaroka, Inc. / Head Start

Sherron Shontelle Palmer  
Muskogee County Head Start

Sherry Dotson  
Coalfield Community Action Partnership

Sherry Hartsfield

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



Stephania M Koliarakis  
Howard Area Community Center

Stephanie  
Tallatoona Community Action and Partnerships  
Head Start

Stephanie Ann Parry  
Pre-K Counts

Stephanie Bailiff  
Monroe County ISD Head Start

Stephanie Bragg

Stephanie CA Edwards  
Bedford Stuyvesant Early Childhood  
Development Center, Inc.

Stephanie Edington  
Delta Area Economic Opportunity Corporation

Stephanie Enoch  
Community Partnership for Child Development

Stephanie Keaton  
Monroe County Board of Education

Stephanie Lambrecht  
Fresno EOC

Stephanie Lenzly  
YMCA of Metro Atlanta

Stephanie Ostmeyer  
Northwest Kansas Educational Service Center  
Head Start

Stormacita Nelson  
Kidzcommunity - Placer Community Action  
Council

Sue Austin

Oswego County Head Start

Sue Beene  
Lubbock Independent School District

Sue C Williams  
ACHR Child Development Program

Sue Hyler  
R-W CFS Head Start/ Early Head Start  
Sue Powers  
Aroostook County Action Program

Sue West  
Opportunities for Otsego, Inc. Head Start

Summer Nicole Yelton  
SouthEastern Indiana Economic Opportunity  
Corporation

Susan Blankenship  
Buchanan County Head Start

Susan Bridge  
Community Action Partnership of Kern

Susan Fournett  
Avoyelles Child Development Services, Inc

Susan Snyder  
L.E.A.P. / Learning Employment Assistance  
Partnership

Susie E. Martinez  
Community Action Partnership of Kern Head  
Start

Susie Fitzpatrick  
Head Start

Susie McCoy  
Macon Program for Progress

Suzanne Hughes



NATIONAL HEAD START ASSOCIATION

Macon Program for Progress

Suzanne Prescott  
Butler County Educational Service Center

Suzette Bates-Leal  
West Central Community Action Head Start

Sylvia Lopez  
BCFS Head Start

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

Tamera Louise Wason  
Northeast Washing Early Childhood Program

Tamera R Wiegel  
CAPWN Migrant Seasonal Head Start

Tami Threats  
Tami Threats

Tammi Marshall  
Ohio Valley Opportunities Head Start

Tammi Moore-Hamilton  
Child Development Council of Franklin County,  
Inc. Head Start

Tammy D Satterfield  
Head Start

Tanya Fay Swenson  
Rural Cap Head Start

Tanya Krien  
The Child Center of NU

Tanya Shalor  
Opportunities for Otsego, Inc.

Tara Gray  
Oregon Child Development Coalition

Tasi

Kids Corps

Tawanda Fowlkes  
Highland village Early/Head Start Maryland

Tawanda Potter  
Community Partnership for Child Development

Tawnya Pace  
Central Missouri Community Action

Taylor Chadick  
BCFS Education Services

Ted Thayn  
Rural Utah Child Development Head Start

Teresa Gonczy O'Rourke  
Early Childhood Systems Consulting

Teresa J Weadick  
North Idaho College Head Start

Teresa Nunez  
Foothill Family

Teresa Smith  
Early Childhood Center - Head Start

Teresa Smith  
Grand Head Start

Terra  
Slidell Head Start & Early Head Start

Terri Barlow  
School Board of Brevard County Head Start

Terri Cross  
Northeast Missouri Community Action Agency

Terry Evans  
Early Head Start Home base

Terry Uttenhove  
Wyoming Child and Family



NATIONAL HEAD START ASSOCIATION

Theresa Layman  
Northeast community service agency

Theresa Shidler  
Family Development Services, Inc.

Tiffany Gattine  
Child Development Inc.

Tim Nolan  
National Centers for Learning Excellence, Inc.

Tim Oppenheim  
Arkansas Early Learning

Timothy Nesbit  
Mississippi Action for Progress Inc.

Tina Carpenter  
Rural Alaska Community Action Program Inc.,  
Head Start

Tina Nunez  
Community Action Partnership of Kern

Tola Alao  
BoT Community College District 508 Cook  
County of IL

Tomi Hollenkamp  
Tri-Valley Opportunity Council, Inc.

Tonya Adair  
Siletz Tribal Head Start

Tonya Sears  
North Idaho College Head Start

Tracey Bartosh

Tracey Sundeen  
Tri-Valley Opportunity Council, Inc.

Tracie C. Boroczky  
East Hartford Head Start

Tracy Geisel  
LCAA Grant Head Start

Tracy I. Whitener  
Hall Early Childhood Center

Tracy Looney  
Community Teamwork

Tracy Mason  
Monroe County Head Start (West Virginia)

Tressa Morris  
Fayette County Head Start

Trisha Puyarena  
Child Development Inc.

Trisha Talbot  
Plaza De La Raza

Tristin Blalack  
Oregon Head Start Association

Tuamasaga Unutoa

Twila Ibarra  
Chicanos Por La Causa Migrant and Seasonal  
Head Start

Tyler McPherson  
Colorado Early Education Network

Tyra Larkin  
University of Arkansas Medical Science

Valerie Compton  
SUU Head Start

Vanessa Hopkins  
Pickens County Head Start



NATIONAL HEAD START ASSOCIATION

Venita Treadwell  
Capital Area Community Action Agency - Head Start

Veralynn Hayes  
Jefferson Parish head Start

Verna Smith  
Coalfield Community Action Partnership

Veronica Fitch  
New River Community Action Head Start

Vic Burton

Vicky Lincoln  
Placer Community Action Council

Victoria Cruz  
Geneva Head Start

Victoria Treadway  
Placer Community Action Council, Inc.

Virginia McColpin  
McColpin Daycare

Virginia Williams  
Clay County Head Start

Vivian Decker  
Breckinridge-Grayson Programs, Inc.

Wakina Nix  
Sheltering Arms

Walleska Ortiz Rosa  
Alta Head Start

Wanda  
Coalfield CAP

Wanda Ackley  
Smith Lane

Wanda Davis

Covington Head Start & Early Head Start

Wanda L. Gledhill  
Head Start of Lane County

Wendy Cothran  
Tallatoona CAP, Inc.

Wendy Cothran  
Tallatoona CAP, Inc.

Wendy Harris  
Children First, Inc.

Wendy Smith  
Coalfield community action

Whitney Raddatz  
Youth In Need

Wilbur Decker  
Breckinridge-Grayson Programs, Inc.

Willam H. Haskett  
Harvey Johnson. Union Baptist Head Start.

Willie Joyce James  
Hillsborough County Head Start and Early Head Start Program

Willie Pearl Shourd  
Southwest

Yan Yan Chen  
Chinatown Head Start

Yolanda Daniels  
Southwest Georgia Community Action Council, Inc.

Yolanda Scott-Turner  
Our House

Zach Faull  
CDS Lakeshore Head Start



Zachary Foster  
Clinton County Community Action Program  
Head Start

Zuly Blanco Yahyaoui  
Oregon Child Development Coalition