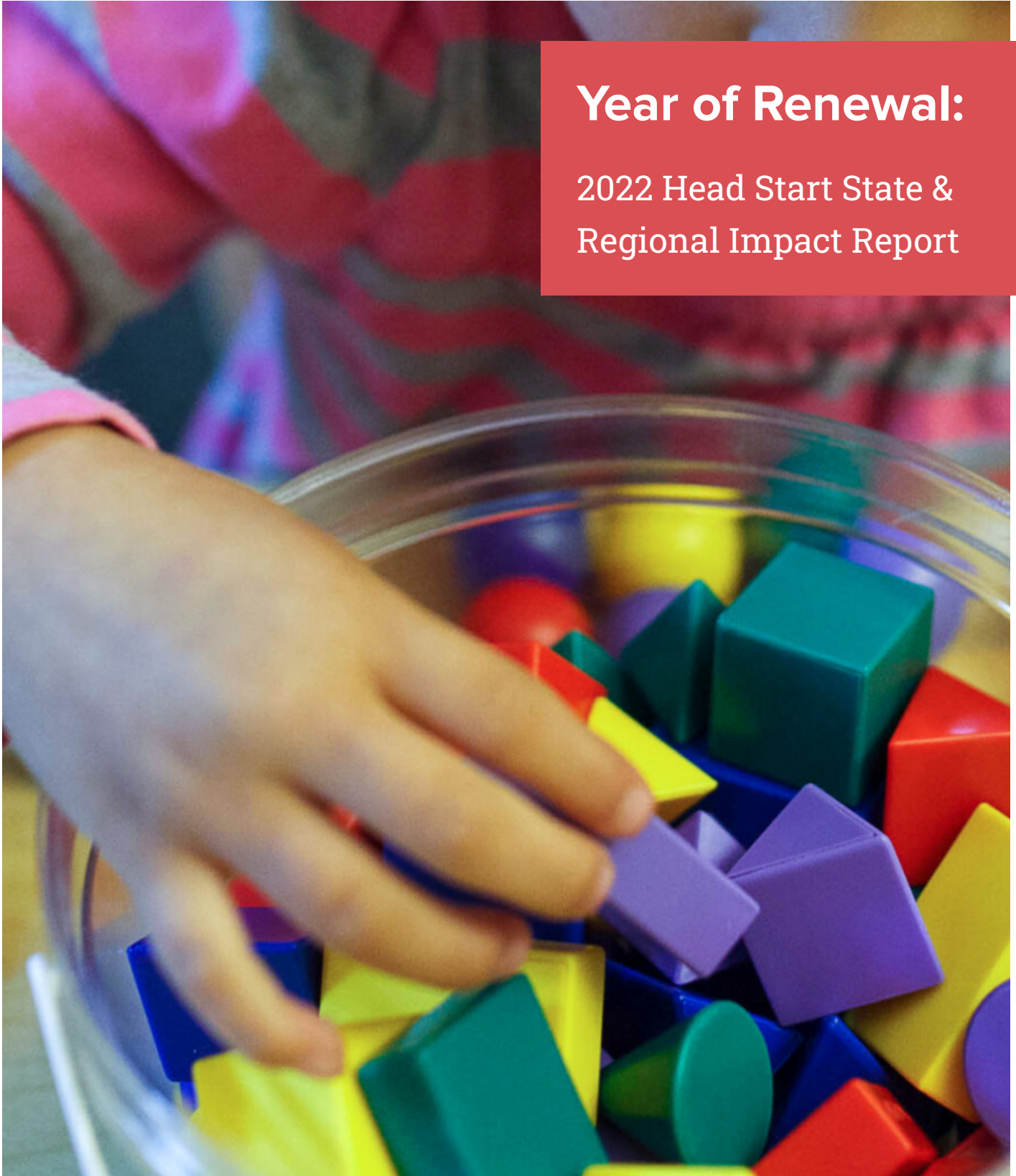




Our mission is to coalesce, inspire, and support the Head Start field as a leader in early childhood development and education.

## Year of Renewal:

2022 Head Start State &  
Regional Impact Report



# Table of Contents

*Click on each title below to jump directly to the corresponding section.*

## [Table of Contents](#)

## [Executive Summary](#)

## [Introduction](#)

## [Head Start Infrastructure Supports Access, Quality, and Partnership in States and Regions](#)

[State Head Start Associations](#)

[Regional Associations](#)

[National Associations](#)

[Collaboration Offices](#)

## [NHSA's State and Regional Network](#)

[Shared Advocacy](#)

[Policy, Data and Innovation](#)

[Leadership Development and Partner Engagement](#)

[Technical Assistance](#)

[Connections to Capitol Hill and D.C.](#)

## [State and Regional Actions](#)

[Bold and Brave Leadership](#)

[Supported Staff](#)

[Engaged and Supported Families](#)

[Strong State and Local Partnerships](#)

[Equity in Action](#)

[Early Head Start Rising: Progress in States](#)

[Innovation](#)

## [Moving Forward](#)

## [Methodology and Members](#)

# Executive Summary

## Welcome to NHSA's 2022 Head Start State & Regional Impact Report

For the past three years, NHSA has been working harder than ever to support, unite, and uplift the incredible work of [State Head Start Associations](#), [Regional Head Start Associations](#), [State Head Start Collaboration Offices](#), and [other national Head Start associations](#). These 119 entities—who are partners and members of NHSA—are on the front-lines of building strong and resilient Head Start communities.

In the last two years, the Head Start community has been buffeted by change. From a global pandemic, to racial and social unrest, and now historic inflation and a shifting tide in the U.S. workforce. In the face of this social, economic, and global change, the community has responded by recommitting to the promise of Head Start.

Undoubtedly, our network's voice is strong, and we know our voice is strongest together. NHSA was proud to steward many notable team successes that positively impacted the national early childhood education (ECE) landscape, including:

### ✓ **Easing the enrollment burden on eligible families through Head Start-SNAP alignment.**

All 50 state associations, D.C., and all 12 regional associations signed a letter to the Secretary of Health and Human Services requesting the Administration to use existing authority to enable enrollment in the Supplemental Nutrition Assistance Program (SNAP) to count toward eligibility for Head Start. After robust advocacy, the Administration made this [important change to simplify access](#). Within two months of the change, over 30 state associations participated in implementation planning with NHSA partner: the Food Research and Action Center. Associations are currently working to develop supportive memorandums of understanding with state SNAP agencies and sharing [NHSA's SNAP Eligibility Implementation Toolkit](#).

### ✓ **Urging Congress to start with Head Start in universal pre-K legislation.**

A new Administration brought with it an ambitious new vision to expand early childhood education. To influence the debate, NHSA convened over 500 stakeholders on a [webinar to hear from three distinguished researchers about the importance of centering the Head Start model](#). Post-webinar, through 40 state association survey responses and multiple conversations with state leaders, [ideal provisions that already worked in states were developed for Congress' consideration](#). A coalition letter from 14 leading equity-focused partners, including the National Black Child Development Institute and UnidosUs, was issued. The House-passed version of the bill included most of NHSA recommendations. While the recent reconciliation vote was a missed opportunity to invest in early care and education, NHSA and allies will continue to fight for investments to reach universal pre-K.

## ✓ Raising the profile of Early Head Start in states.

Only one in 10 income-eligible infants and toddlers are able to access Early Head Start. In partnership with NHTA's Early Head Start Rising initiative, state Head Start associations in Hawaii, Maryland, New Jersey, and New York released [policy agendas to support expansion of the Early Head Start model](#) in their states to respond to unmet needs for high-quality infant and toddler care. The policy agendas were aided by a fall NHTA issue brief, "[Helping States Meet Their Goals for Pregnant Women, Infants, Toddlers and Families through Early Head Start.](#)" Earlier in the year, two other state Head Start associations—[Georgia](#) and [Pennsylvania](#)—released detailed data dashboards to highlight the range of services in their state.

## ✓ State Captains bring Head Start to the Hill.

Across our Fall and Winter Leadership Institutes in Washington, D.C., NHTA worked with 58 state captains from state and regional association leadership to organize 192 meetings with members of Congress and their staff. These meetings brought the voices of Head Start to key decision-makers on Capitol Hill in force, highlighting the services and outcomes that programs delivered during the pandemic while emphasizing the need for expanded workforce funding, access to Early Head Start, and modernized eligibility.

Today, NHTA is working with Head Start leaders in states and regions in a process of renewal, shaped by a sharpened focus on addressing a critical workforce shortage and supporting staff as well five other priorities, all grounded in a centering focus on doing what is best for the children and families of Head Start to help them thrive. In the past year, the Head Start State and Regional Network have made critical contributions in the six focused areas—brave and bold leadership; supported staff; engaged and supported parents; strong state and local partnerships; equity in action; and innovation. This report highlights all their important work.

Many challenges persist and will require this community's collective focus and attention—most especially the work that lies ahead to address the urgent workforce crisis and help programs achieve full enrollment post-pandemic. We hope you will join us and this incredible network in the year ahead to improve outcomes and opportunities for young children and their families.

Keeping the Commitment,



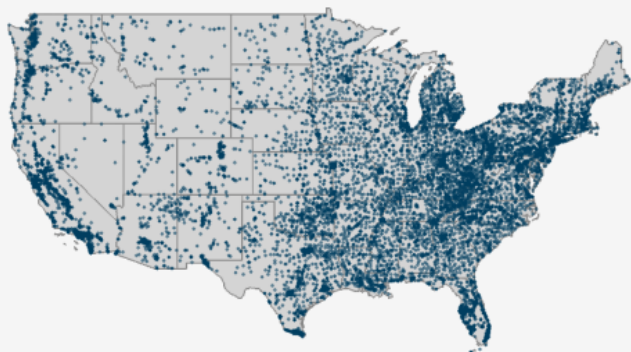
**Yasmina Vinci**

Executive Director

National Head Start Association



# Introduction



• **17,485**  
**Head Start Centers Nationwide**

**\$10,848,095,000**

**FY21 Funding**

**841,520**

**Funded Slots Nationwide**

**612,806**

Funded **Head Start** Slots

**181,793**

Funded **Early Head Start** Slots

**16,654**

Funded **American Indian / Alaska Native Head Start** Slots

**4,553**

Funded **American Indian / Alaska Native Early Head Start** Slots

**25,714**

Funded **Migrant and Seasonal Head Start** Slots

In all 50 states, the District of Columbia, U.S. territories, tribal lands, and migrant and seasonal communities, Head Start—which includes Early Head Start, American Indian Alaska Native (AIAN) Head Start, and Migrant and Seasonal Head Start programs—serve more than 750,000 vulnerable children and their families each year. Across nearly 53,000 classrooms, the [proven](#) Head Start two-generation model works everyday to ready children for school and for life while strengthening families.

More than 263,000 staff work in Head Start and Early Head Start, ranging from preschool and infant and toddler teachers, to bus drivers and cooks, family support workers, home visitors, and program directors.

Head Start and Early Head Start are uniquely valuable to state early childhood systems. Programs are:

- ✓ Tuition-free and targeted to families least likely to be able to afford child care. **Nearly 70% of enrolled families live in poverty**
- ✓ Aligned with other systems of social support for children administered by states, **including children in foster care, experiencing homelessness, and facing food insecurity**
- ✓ Welcome the most racially and ethnically diverse population. **Enrolled children , 10% biracial or multiracial**

- ✓ Supportive of child and family needs, offering a unique two-generation approach. **80% of enrolled families received at least one family service, such as crisis support, assistance with job training, and parenting resources**
- ✓ Federally-funded, coming alongside [state investments](#) in early care and education; **\$10.8 billion in federal funding goes directly to local community agencies, including nonprofits, schools, and community action programs across the nation are 36% Hispanic, 28% Black/African-American, 24% White**

# Head Start Infrastructure Supports Access, Quality, and Partnership in States and Regions

As a unique federal-to-local model, Head Start has developed a robust infrastructure of 119 state entities to support the 1,700 Head Start and Early Head Start grant recipients across the country.



## State Head Start Associations

State Head Start Associations are nonprofit member organizations that represent programs within their state. They are most active in five areas:

1. Advocacy and awareness raising
2. Statewide systems building and partnerships
3. Conferences, training and professional development
4. Peer exchange and support
5. Parent leadership and voice.

There are 51 state associations, including D.C., 10 regional associations, three national associations, and 55 collaboration offices. Reflecting on their strengths: 97% indicated they have strong working relationships with key state agencies; 80% indicated they were active in child care debates; 67% indicated they were active in universal pre-K debates; and 68% led or participated in an annual advocacy day at their local statehouse.

## Large, Medium, or Small—State Head Start Associations Make an Impact



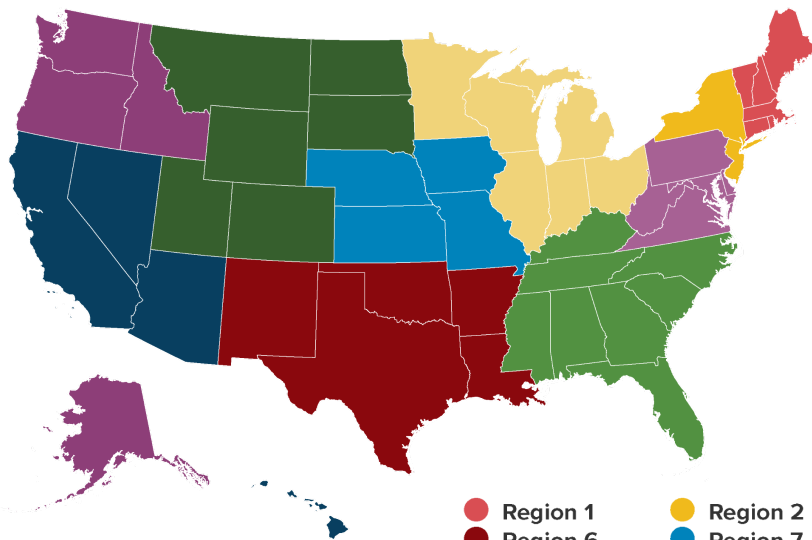
- 60 member organizations
- 8 conferences held with 2,053 registrants
- 163 peer group meetings facilitated
- Represented on 15 Ohio work groups, coalitions or other bodies



- 33 member organizations
- 68 peer group meetings facilitated
- 7 external trainings held with 500 registrants
- Represented on 19 Minnesota work groups, coalitions or other bodies



- 13 member organizations
- 1 conference held with 250 registrants
- Actively worked to promote Head Start standards in state-sponsored pre-K
- Represented on 5 Delaware work groups, coalitions or other bodies



- |          |          |          |          |           |
|----------|----------|----------|----------|-----------|
| Region 1 | Region 2 | Region 3 | Region 4 | Region 5  |
| Region 6 | Region 7 | Region 8 | Region 9 | Region 10 |

## Regional Associations

Regional Head Start Associations align with the [Office of Head Start's 10 regional office governance and operational structure](#). They support training and technical assistance, exchange and collaboration across state boundaries, and engage a wide variety of public and private partnerships to support the mission of Head Start.

### Spotlight:



- **153** Head Start and Early Head Start program members in Arizona, California, Hawaii, Nevada, and the Pacific region
- **15** unique trainings reaching **1,200** registrants, covering topics including leadership, site directors, coaching, governance and challenging behaviors
- **4** professional learning networks, focused on directors, facilities, human resources, and social media
- **3** conferences with **3,500** registrants, including First 1,000 Days! Early Head Start Conference, Family Engagement, and Early Childhood STEM Institute

## National Associations

In addition to NHTA, two National Associations exist to support priority populations for Head Start services.



The [National Indian Head Start Directors Association](#) (NIHSDA) is the nation's leading voice for American Indian Alaska Native (AIAN) Head Start and Early Head Start programs. NIHSDA serves approximately 20,000 children representing 216 federally recognized Indian tribes, Rancherias, and Alaska Native villages and it is the only national organization representing 154 AIAN Head Start and Early Head Start programs across 26 states exclusively. NIHSDA advocates for federal legislative and regulatory improvements to ensure early childhood development and education services are culturally appropriate and relevant. They also provide management and leadership training opportunities.

NIHSDA's current [issues and concerns](#) include categorical eligibility for AIAN children served by Native Head Start programs, expanded workforce support, facility improvement, culturally appropriate evaluation tools, additional funding and AIAN-specific research.



The [National Migrant and Seasonal Head Start Association](#) (NMSHSA) advocates for Migrant and Seasonal Head Start (MSHS) programs that serve over 30,000 children across 34 states. Over the course of the past year, NMSHSA has continued to carry out its mission of providing quality, comprehensive services to its MSHS families through meetings, focus groups, conferences, projects, programs, and more.

NMSHSA's [current issues and concerns](#) include COVID-19 vaccinations, expanded mental health support for the workforce, and new legislation like the Farm Workforce Modernization Act.



## Collaboration Offices

Head Start Collaboration Offices are chartered by the Head Start Act and primarily funded by the Office of Head Start. These director-led offices are designed to facilitate collaboration among Head Start agencies and entities that carry out activities designed to benefit low-income children from birth to school entry, and their families. In addition to collaboration offices in all 50 states, there are collaboration offices in D.C., Puerto Rico and for American Indian Alaska Native Head Start and Migrant and Seasonal Head Start.

### STATE COLLABORATION OFFICES SIT IN VARIOUS STATE AGENCIES:

Department of Education	23	43%
Department of Human or Social Services	14	26%
Department of Early Learning	6	11%
Workforce Department	4	7%
Governor's Office	2	4%
Combined Education and Human Services Department	1	2%

### State Collaboration Offices are focused on five nation-wide priorities:

1. Partnering with state child care systems, including on Early Head Start-Child Care Partnerships
2. Working with states to collect data on early childhood programs and child outcomes;
3. Supporting the expansion and access of high quality, workforce and career development;
4. Collaborating with State Quality Rating Improvement Systems; and
5. Working with states to ensure continuity between Head Start and receiving school

Top Collaboration Office Activities	Collaboration Offices Focus on Support for Vulnerable Children and Families
<ul style="list-style-type: none"> <li>• <b>87%</b> met regularly with child care leadership to promote coordination and collaboration</li> <li>• <b>80%</b> worked to support pre-K partnerships and <b>76%</b> worked on transition to Kindergarten</li> <li>• <b>76%</b> engaged on early childhood disability work</li> <li>• <b>74%</b> have worked with or led their State Advisory Council (SAC) on ECE</li> <li>• <b>70%</b> partnered with their state Head Start association on conferences or trainings</li> </ul>	<ul style="list-style-type: none"> <li>• <b>67%</b> worked to promote evidence-based mental health supports or interventions</li> <li>• <b>63%</b> worked on homelessness issues</li> <li>• <b>63%</b> worked to promote incorporation of the Head Start Parent Family and Community Engagement (PFCE) framework</li> <li>• <b>63%</b> engaged on Preschool Development Grant health, nutrition and mental health work</li> <li>• <b>46%</b> worked to support Early Head Start-Child Care Partnerships</li> </ul>

In the past year, Head Start Associations and Collaboration Offices noted **the Head Start community in their state improved in the following ways** to support advancement of mission:

<b>Statewide Collaboration</b>	<b>Vermont Head Start State Collaboration Office:</b> “Head Start is more visible in the ECE system. Head Start data is more publicly available and is requested by partners more so than in the past. Head Start is also being referred to as more of a leader than in years past thanks to close partnership with our State Early Childhood Council and networks.”
<b>Communications with Local Grantees</b>	<b>Kansas Head Start Association:</b> “The Association continued monthly Director Network calls to provide a forum for support and collaboration. Regional Office, T/TA Staff, and the Kansas State Department of Education, Early Childhood Director, attended each call to provide their individual updates and listen to the questions and concerns of local programs. In addition to the monthly meetings, weekly memos were sent to the Directors to streamline communication and keep all Directors “in the loop.”
<b>Peer Collaboration Opportunities</b>	<b>Nebraska Head Start Association:</b> “We increased communication among directors during COVID, held a CLASS Summit with multiple partnerships with other state agencies serving over 250 people, and held a Ruby Payne Emotional Poverty training.”
<b>Head Start-State Pre-K Collaboration</b>	<b>New York State Head Start Collaboration Office:</b> “Understanding the Prekindergarten/Head Start collaboration process. We did joint webinars with the NYS Education Office of Early Learning and this reached the districts and Head Start programs and made a dent in the challenges.”
<b>Advocacy</b>	<b>Michigan Head Start Association:</b> “We strategically organized and executed calls and written communications with the Office Of Head Start. Our dedicated mission was to address the critical needs of Head Start families during these ongoing hardships, to make OHS aware of the impact of masking/vaccination mandates on enrollment and retention, and finally of the staff shortages. We had new articulate voices and our membership raised meaningful examples to effect change.”

# NHSA's State and Regional Network

Throughout the year, the national Head Start Associations convene the Head Start State and Regional Network (Network) to support the goals of the Head Start community. The mission of the Network is to build collective power to protect and expand access to Head Start and Early Head Start while continuously strengthening program quality, developing supportive state and local partnerships, and exerting ECE leadership.



Shared Advocacy



Policy, Data, and  
Innovation



Leadership  
Development and  
Partnership  
Engagement



Technical  
Assistance



Connections to  
Capitol Hill and  
D.C.



## Shared Advocacy

### Easing the enrollment burden on eligible families through Head Start-SNAP alignment.

In June 2021, all 50 state associations and D.C., and all 12 regional associations signed onto a letter to the Secretary of Health and Human Services, requesting the Administration use existing authority to enable enrollment in the Supplemental Nutrition Assistance Program (SNAP) to count toward eligibility for Head Start. After robust follow-up advocacy, in April 2022, the Administration made this [important change to simplify access](#) for already eligible families and expand eligibility to more food insecure children. Within two months of the change, over 30 state associations participated in implementation planning with NHSA partner, the Food Research and Action Center (FRAC). Associations are currently working to develop supportive memorandums of understanding with state SNAP agencies and sharing [NHSA's SNAP Eligibility Implementation Toolkit](#).

### Raising our voices for common sense COVID-19 regulations that protect child access.

On December 27, 2021, NHSA, 48 state associations, all 10 regional associations and the National Indian Head Start Directors Association joined forces in a comment letter stating the field's concerns with an Interim Final Rule mandating staff COVID-19 vaccination and child masking. Consistent with Head Start's commitment to child and staff safety within a local control framework, the comments called on the Office of Head Start to allow "specific, finite waivers or locally designed solutions based on local data that balance safety with local circumstances and realities that enable children to retain access to transformative services." The comment letter built on a December 17, 2021 letter to the Secretary of Health and Human Services and the results of an NHSA survey estimating the full application of the rule could lead to Head Start programs losing up to 26% of staff and the closing of 1,300 classrooms.

## Fighting for fair compensation for the Head Start workforce.

Across the Spring of 2022, in response to the burgeoning workforce crisis within Head Start and Early Head Start programs, NHSA partnered with 14 strategically-important state Head Start associations on a multi-part strategy that included tailored data collection and direct lawmaker conversations, a national grassroots action that generated over 12,900 communications to Members of Congress, the release, dissemination and news coverage in The Hill, Politico and other outlets of a new NHSA report quantifying the depth of the crisis, [Confronting Head Start's Workforce Crisis](#), and [witness testimony](#) by Lori Milam, Executive Director of the West Virginia Head Start Association. NHSA and our state and regional partners continue to fight for \$2.5 billion in annual workforce realignment funding to halt and reverse this crisis.

## Policy, Data and Innovation

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### Urging Congress to “start with Head Start” in universal pre-K legislation.

A new Administration brought with it an ambitious new vision to expand early childhood education. To influence the debate, on September 9, 2022, NHSA convened over 500 stakeholders on a [webinar to hear from three distinguished researchers about the importance of centering the Head Start model](#): Dr. Shantel Meek, Founding Director, Children's Equity Project, Dr. Walter Gilliam, Director, Edward Zigler Center in Child Development and Social Policy, Yale University and Dr. Iheoma Iruka, Founding Director, Equity Research Action Coalition, The University of North Carolina at Chapel Hill. Post-webinar, through 40 state association survey responses and multiple conversations with state leaders, [ideal provisions that already worked in states were developed for Congress' consideration](#). A coalition letter from 14 leading equity-focused partners, including the National Black Child Development Institute and UnidosUs, was later issued. The House-passed version of the bill included most NHSA recommendations.

### Uniting behind research-based solutions to increase equitable access.

In April 2022, NHSA released [a report rigorously cataloging the top barriers to access to Head Start for children and families](#). The report, produced in partnership with Voices for Healthy Kids, was the product of nine months of engagement with a national working group of leading equity experts and organizations, a deep dive into four states (Alabama, Louisiana, Mississippi and New Mexico) in partnership with their state associations and Collaboration Offices and a full-field survey with 2,300 responses. The report's recommendations included a set of strong state policies, including expanded Early Head Start and family child care partnerships. Over 1,000 stakeholders attended virtual presentations and discussions to engage with the findings.

## 7 key barriers to equitable access to Head Start were identified



A lack of **transportation** and outdated **geolocation** of center-based care



Inadequate **hours of service** for some Head Start families



Various **family socio-economic issues** related to living in poverty, including housing instability, frequent moves, and an inability to be contacted reliably



A **workforce crisis**, including hiring challenges, turnover, and difficulty finding diverse staff



Low income **eligibility limits** and a lack of subsidized alternatives



A lack of **parent awareness** of Head Start's services and a perceived **bias** for school-based services



A lack of **overall supply**, especially of birth-to-three Early Head Start slots

### Raising the profile of Early Head Start in states.

Only one in 10 income-eligible infants and toddlers are able to access Early Head Start. In March 2022, in partnership with NHTSA's Early Head Start Rising initiative, state Head Start associations in Hawaii, Maryland, New Jersey and New York released [policy agendas to support expansion of the Early Head Start model](#) in their states to meet unmet need for high-quality infant and toddler care. The policy agendas were aided by a fall NHTSA issue brief, "[Helping States Meet Their Goals for Pregnant Women, Infants, Toddlers and Families through Early Head Start](#)." Earlier in the year, two other state Head Start associations—[Georgia](#) and [Pennsylvania](#)—released detailed data dashboards to highlight the range of Early Head Start services in their state and unmet need.

"Expand Early Head Start by adding child care rooms in Head Start/Early Head Start programs providing wrap-around or extended day child care by encouraging programs to use federal and state Head Start funding to expand Early Head Start slots..."

- Raising Wisconsin 2022 Policy Agenda

### Bringing together prenatal-to-three leaders across 20 states.

On February 3, 2022, representatives from 20 states met to hear about current issues and concerns in Early Head Start and explore federal opportunities with NHTSA and guests from ZERO TO THREE and the Center for Law and Social Policy (CLASP). Significantly, participants heard about robust Early Head Start and Early Head Start-Child Care Partnership advocacy and practice-oriented work from the Wisconsin Early Childhood Association, Wisconsin Head Start Association, Wisconsin State Head Start Collaboration Office and Wisconsin Department of Children and Families.





## Leadership Development and Partner Engagement

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### Building muscles to advance equity in state policy.

Between January and April 2022, NHSA partnered with the [BUILD Initiative](#) to host a seven-part Equity in State Policy Series for Network members. In all, Network members engaged in 453 hours of collective professional development on topics ranging from reducing disparities for infants and toddlers and incorporating home and native languages other than English. 87% of participants found they “deepened their knowledge and skills at engaging in equity-focused state policy work.” 40% noted that the most valuable session was “Rebuilding ECE Systems for Black and Latinx Children with Racial Equity and Quality at the Forefront.” 93% recommended the series become an annual PD series.

### Deepening expertise through dialogue with allied and innovative ECE organizations.

At the Network’s monthly “Workshop” call, state and regional leaders interacted with leading voices in early childhood policy and practice. Among the innovators that engaged with the Network:

- **June 2021:** [SchoolHouse Connections](#) shared strategies to maximize the use of new federal COVID relief funding to support young children experiencing homelessness.
- **March 2022:** [Prenatal-to-Five Fiscal Strategies](#), about how new tools and methodologies can be used to increase per-child funding and pay for the true cost of care in child care and Head Start; and
- **April 2022:** The [Mary E. Walsh Center for Thriving Children](#) at Boston College discussed and shared data about their innovative approach to expanding access to holistic whole child/whole family services in K-12 and early childhood settings;

### Sharing through peer-to-peer exchange on Early Head Start, racial equity, and collaboration.

Network peers gave valuable time and effort to share their successes, challenges, strategies, tactics, messaging and the like, to support peer effectiveness.

#### Among the most notable peer sharing:

- ✓ At NHSA’s 2021 [Fall Leadership Institute](#), New Jersey Head Start State Collaboration Office Director Suzanne Burnette joined an Early Head Start Rising panel on “The Equity Potential of Early Head Start.” Along with other panelists, she shared about her efforts in New Jersey to strengthen credentials and compensation for the infant toddler workforce and expand access to Early Head Start for families facing economic insecurity.
- ✓ In October 2021, Tina Bernskoetter with the Missouri Head Start Association and Stacey Wright and Carolyn Stemmons with the Missouri Head Start State Collaboration Office, shared about their Missouri Equity, Diversity and Learning Collaborative, which is now in its second year. They shared their model for consideration, including the use of an independent facilitator, content experts and selected readings and

focus areas. This work is expanding to include the use of the Organizational Equity Assessment with Head Start programs.

- ✓ Expanding on work done over the past several years, in June of 2022, State Association and Collaboration Office teams from Indiana (Rhett Cecil and Tonia Carriger) and Hawaii (Debbi Amaral and Christine Jackson), as well as Kraig Gratke (Minnesota Head Start Association) detailed the why, what and how of their formal association-collaboration office partnerships embedded in active memorandums of understanding. Each shared their unique agreement and focus areas for consideration by peers, including communication, state pre-K, data sharing and workforce development.

## **Technical Assistance**

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In the past year, 35 technical assistance requests were fulfilled across the Network by NHSA, from support with QRIS reform to guidance on how to secure state funding for Early Head Start and pre-K policy. Notably:

### ✓ **Clarifying the use of American Rescue Plan funds.**

The release of American Rescue Plan (ARP) funding for child care prompted a July 2021 inquiry from Heather Craiglow, Director of the Colorado State Head Start Collaboration Office and the Governor's Office about whether other states were using funds to support Early Head Start-Child Care Partnerships. NHSA connected Colorado to leaders in New Hampshire and Delaware, who shared their allied plans. This and other related technical assistance requests resulted in a stakeholder memo offering NHSA's interpretation of how ARP funds could be used to support the Head Start and Early Head Start models.

### ✓ **Supporting Parent Ambassadors.**

Head Start parents are the best ambassadors for the impact of the model on child growth and development, as well as family strength. Starting in 2021, the Massachusetts Head Start Association, led by Executive Director Michelle Haimowitz, organized their first-ever cohort of Parent Ambassadors. The Association engaged NHSA to provide an overview of Head Start policy in Washington D.C. and tips for how to be effective advocates in September. For their advocacy project, the inaugural Ambassadors went on to collect stories from Head Start parents about Head Start eligibility.

### ✓ **Head Start's voice in state early childhood governance reform.**

In response to pending legislation in Rhode Island, Head Start leaders in Rhode Island engaged NHSA to assemble a working group of state leaders specifically to offer peer advice on how Head Start can best contribute to and raise its voice during state early childhood governance reform. The work group, which included representatives from states who had already undertaken reform (Alabama, Connecticut, Oregon, Washington, Washington D.C.) and those in the process (e.g. Colorado and Illinois), led to a field-wide strategy memo that highlighted four core assets Head Start brings to these conversations: 1) the quality of the Head Start model; 2) data; 3) parent voices and parent engagement strategies; 4) a 57-year history of implementation lessons.



## Connections to Capitol Hill and D.C.

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### State Captains bring Head Start to the Hill.

Across our Fall and Winter Leadership Institutes in Washington D.C., NHSA worked with 58 “state captains” from among state and regional association leadership to organize 192 virtual meetings with Members of Congress or their staff. These meetings brought the voices of Head Start to key decision makers on Capitol Hill in force, highlighting the services and outcomes that programs delivered during the pandemic while emphasizing the need for expanded workforce funding, access to Early Head Start and modernized eligibility.

### Program Visits from Members of Congress.

Members of Congress are frequent guests at Head Start and Early Head Start programs, which are critical beacons of education and opportunity in their districts and states. In the past year, NHSA provided tailored support to Head Start associations and programs. Key support was provided for on-site meetings with Sen. Elizabeth Warren (D-MA), Reps. Suzanne Bonamici (D-OR-01), Rosa DeLauro (D-CT-03), Sara Jacobs (D-CA-53), and Susan Wild (D-PA-07), along with staff from the offices of Sen. Jerry Moran (R-KS) and Rep. Mike Carey (R-OH-15).



### Bringing D.C. to State Association Conferences.

In the past year, NHSA’s Deputy Director Tommy Sheridan has spoken at over 20 state or regional association conferences virtually and in-person, to bring the voice of NHSA and happenings in D.C. directly to Head Start programs and staff and hear more about their needs and concerns. Notably, the past year included a discussion with the Michigan Head Start Association about the scale of the challenges facing programs, especially workforce, SNAP and connections between state pre-K and Head Start. In Idaho, a virtual gathering involved assisting with training of parents and enhanced advocacy.

## State and Regional Actions

“Head Start Community, when we renew, we take charge of our future. And it is time to take charge of the future of Head Start. Make no mistake: it's not just me who hopes for our renewal. The nation needs Head Start to renew and to thrive. Vulnerable children need us more than ever. Families need us. Local communities need us.”

— NHSA Executive Director Yasmina Vinci at NHSA's National Head Start Conference



In the last two years, the Head Start community has been buffeted by change. From a global pandemic, to racial and social unrest, and now historic inflation and a shifting tide in the U.S. workforce. In the face of this kind of social, economic and global change, the community has responded by recommitting to the promise of Head Start.

Today, NHSA is working with Head Start leaders in states and regions in a process of renewal, shaped by a sharpened focus on addressing a critical workforce shortage and supporting staff as well five other priorities, all grounded in a centering focus on doing what is best for the children and families of Head Start to help them thrive.

In the past year, the Head Start State and Regional Network have made critical contributions in the six focus areas of renewal of Head Start.

### Bold and Brave Leadership

#### Securing or protecting state supplemental funding.

**Delaware Head Start Association:** Delaware is offering a bonus to child care workers using ARPA funds. A requirement is that you must be actively working, but the bonuses are being paid out during a time when many Head Start programs are not in service. We successfully advocated for the Head Start workforce to be eligible.

**Georgia Head Start State Collaboration Office:** In February 2021, Georgia Governor Brian Kemp and DECAL Commissioner Amy M. Jacobs announced plans for \$1,000 supplemental payments to all eligible early learning professionals and staff in the state called POWER, for Providing Our Workforce Essential Recognition. The HSCO assisted with and advocated for the inclusion of Early Head Start & HS front line staff. This is the state's recognition of the ECE workforce's dedication and hard work shown during the COVID-19 pandemic. POWER is funded through the federal American Rescue Plan Act. As of June/July 2022, eligible staff will have received 3 payments of \$1,000 each.

**Head Start California:** We campaigned for \$50M for Head Start salaries in the FY 22-23 state budget. In doing so, we secured the support of 37 members of our legislature for our budget request and 44 community organizations.

**Pennsylvania Head Start Association:** The state supplemental funding for Head Start RFP was released with a requirement for five years of budget, with no increase in money. PHSA hosted a webinar and offered technical assistance, with a highly competent financial analyst, to our programs on how to write five, one-year budgets, accounting for salary/benefit increases and program costs. All of our programs submitted proposals in which they asked for the state funding necessary to fund their programs over the five-year cycle. Programs were recently invited to negotiate the per child amount and many/most of the programs countered with the same or similar level of request, stating, "This is the real cost of quality."



Source: [FOX40 News](#) - Head Start California is asking state lawmakers to provide the program with \$50 million in this year's state budget.

**Rhode Island Head Start State Collaboration Office:** Through advocacy and communication, I was able to ensure Head Start be included in all stabilization grants funded through federal stimulus dollars to support programming and wages.

### **Influencing legislation and rule-making in states.**

**Colorado Head Start State Collaboration Office:** I co lead our state's Early Childhood Workforce Development Subcommittee which allows me to highlight Head Start initiatives and include Head Start in decision making. Similarly, I provided Subject Matter Expertise on Head Start and systems alignment on HB 22-1295, which is the legislation for the creation of a new Department of Early Childhood with the creation of a new UPK program. The bill was signed into law on April 25, 2022. Success, now on to implementation!

**Kansas Head Start Association:** KHSA provided testimony in support of HB 2525 as it proposed to remove the child support enforcement requirement to access food and child care assistance and exempt adult students enrolled in school from the 20-hr/week work requirement. The child support enforcement requirement is a barrier to enrollment in DCF-funded Early Head Start.

**Massachusetts Head Start Association:** We worked closely with the Special Legislative Early Education and Care Economic Review Commission to ensure that MHSA was represented at the table in that important piece of work. Our Executive Director, Michelle Haimowitz, advised them to ensure long-term stability of the field and develop a sustainable system that provides high quality accessible and affordable care to families, prioritizing the most vulnerable populations. Michelle worked with Senator Lewis and Representative Peisch on this important work. The majority of the Head Start recommendations were included within the final report.



**Michigan Head Start State Collaboration Office:** The Michigan HSCO provided testimony to the task force members of the Interagency Task Force on Child Safety regarding the challenges and potential solutions for equitable access to the Child Care and Development Block Grant (CCDBG) background check implementation process. The HSCO shared the barriers that exist in Michigan preventing some Head Start employees from having access to the comprehensive background check system. The testimony will be considered as the task force gathers information on the complexities of ensuring that all Head Start staff have access to the current state comprehensive background check system.

**Region 7 Head Start Association:** For 2021, R7HSA recognized the MO state champion, Representative David Evans who represents Howell County (District 154) in the Missouri House of Representatives with the State Children's Champion Award. Representative Evans was selected for his work and sponsorship of MO HOUSE BILL NO. 257 known as the Stop Bill which was signed into law by Governor Parsons on July 20, 2021. The MO Head Start Association was instrumental in bringing the need for this legislation to Representative Evans.

### **Serving and responding to the needs of the Head Start community.**

**Hawaii Head Start Association and Hawaii Head Start State Collaboration Office:** As previously mentioned, the HSAH and the HHSSCO worked together on developing a Memorandum of Understanding between our two entities that identified the roles, relationships and partnerships we have with one another, to honor and strengthen our respective and collective work, and to provide continuity of those roles and relationships through leadership turnover and transitions. The HSAH and the HHSSCO also developed two companion documents to elevate Early Head Start in Hawaii, as well as issues that serve as barriers to access, availability and quality of services and recommendations to address these. Both endeavors have strengthened the already strong partnership between our two entities, and have highlighted our shared vision and goals for our Head Start children, families and staff here in Hawaii.

**Kentucky Head Start Association:** Kentucky's unique full utilization law requires the use of federal Head Start funds prior to the spending of state funds. There was a legislative effort to curb and weaken the full utilization law, however KHSA and its members and partners were able to not only protect full utilization, but enhance state-level enforcement mechanisms for both Head Start programs and school districts.

**Minnesota Head Start Association:** The Minnesota Head Start Associations worked with the Governor's Children's Cabinet on issues related to COVID testing and vaccinations at Head Start/Early Head Start programs. MHSA worked with MDE around the mandates to preserve Head Start/School partnerships and with MN DHS on issues impacting agencies and partners in regards to licensing.

**Region 9 Head Start Association:** Last year, during the pandemic, R9HSA board and committee members generated over 1350 hours of service to lead the association and our various initiatives, inclusive of adopting a DEI policy that directs association staff to measure operations with an equity lens in focus.

**Tennessee Head Start State Collaboration Office:** I led the initiative to help Head Start staff become familiar with the McKinney-Vento Act (regarding children experiencing homelessness). McKinney-Vento Coordinators met with the TN Head Start Association, I sent Head Start Directors resources from Schoolhouse Connections, and created a survey to see what staff know about homelessness in TN and availability of resources.

**Virginia Head Start Association:** There were lots of issues with the federal vaccination and mask mandate and our new Republican Governor Youngkin sworn in, in January 2022. As state Association, I fielded many calls from the public, led Directors in meaningful and strategic conversations, and wrote a letter to the editor after the Attorney General's office repeatedly did not call me back to address why the Youngkin admin had not petitioned for VA to become the 26th state on the list of those states with injunctive relief of this federal mandate.

### Leading with others in the state.

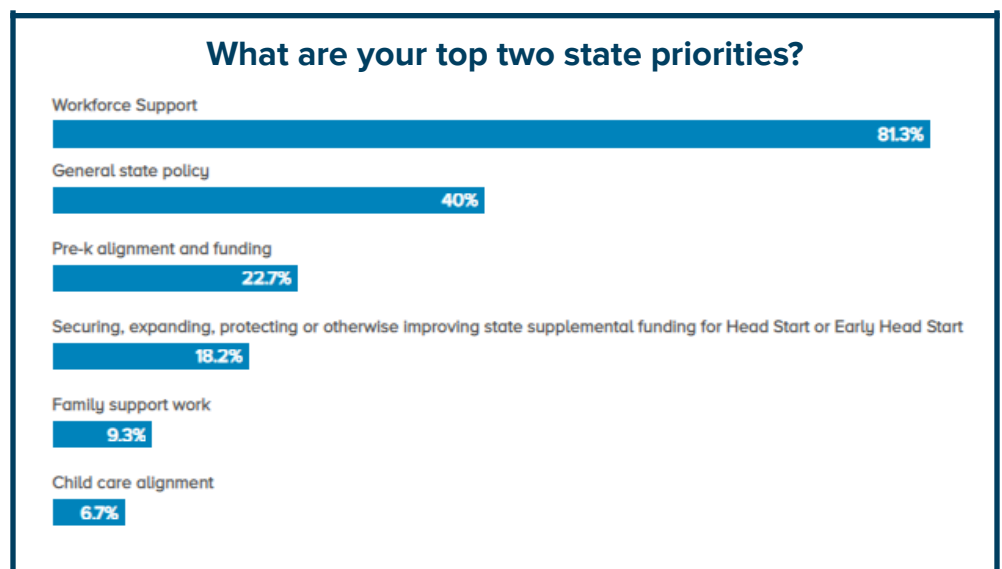
**Connecticut Head State Association:** In March, Head Start and Early Head Start programs participated in a statewide initiative, a Day without Child Care that was replicated nationally to draw attention to the need for higher wages in the early care and education profession.

**Nevada Head Start Association:** In my role on the Nevada ECAC, I am currently serving as the Co-Chair and we worked to develop an updated strategic plan to help align all of our Early Learning priorities in our state.

## Supported Staff

### New higher education opportunities.

**Alaska Head Start State Collaboration Office:** We created an Early Childhood Career Technical Education Program of Study, which will allow HS students to earn dual credit towards an EC certificate or degree. (AK Head Start State Head Collaboration Office).



**Missouri Head Start State Collaboration Office:** MHSCO hosted a webinar for Missouri Head Start/Early Head Start program staff and Missouri Community Colleges. In this presentation, listeners learned about an online program, the Early Childhood Education in a Mobile Society BA (ECEMS) at the University of Missouri, and a recent articulation agreement with the Moberly Area Community College. As a direct result from this webinar, additional community colleges expressed interest in the development of similar articulation agreements. MHSCO then secured an independent consultant to work on course alignment and transfer guides with identified two-year colleges.

**Nebraska Head Start Association:** The Nebraska Head Start Association is partnering with the [UNK College of Education Teacher Education Department](#) to give up to 20 Head Start preschool teachers the opportunity to advance their teaching practices around early STEM instruction through the [Head Start on STEM Project](#). Specifically, grant funding from [Women Investing in Nebraska \(WIN\)](#) will provide four tuition-free, graduate-level courses and individually designed supports for increased participant retention and success. The four graduate-level courses (12 credits) are designed to count toward a master's degree for participants who choose to continue toward degree completion.

**West Virginia Head Start Association:** WVHSA signed a contract with Bluefield University, VA for HS staff to enroll in BA, MA and other programs to earn certification, degrees, etc. and with a 15% discount. These are on-line classes so staff do not have to miss work and can complete assignments after work hours.

### Expanded support for staff wellness

**Georgia Head Start Association:** GHSA partnered with the First Day Learning company to hold a Mental Health Boot Camp for 25 staff during our Fall Leadership Conference in November 2021. The Boot Camp was a two-day intensive training event focused on introducing participants to the mental health and behavior philosophies needed to create responsive early childhood centers from day one. Day One of the training was designed with a focus on mindfulness and attention to the diverse behavioral health needs of teachers and children. Day One is all about being proactive. Day Two of the training focused on the psychology of behavior change and considering this important field through the lens of real-world experiences. Participants examined factors influencing behavior and were introduced to the basics of Applied Behavior Analysis. The Boot Camp included sessions on Cause and effect: The Psychology of Behavior Change: understanding and documenting behavior and teaching replacement behaviors, and In it for the Long Haul: Supporting Ongoing Behavior Change; planning, teamwork and maintenance. After attending the Behavior Bootcamp, 92.3% of participants reported that they feel more confident in their ability to handle behavioral challenges in the classroom.

**Pennsylvania Head Start State Collaboration Office:** Working with other state partners, facilitated free of charge access to all Head Start grantees and staff the Healthy Minds and CALM apps and in the process of leading a community of practice that will include usage of data.

**Region 9 Head Start Association:** In partnership with a number of training resources, R9HSA has brought forward learning experiences that affirm staff, and build skills, and wellness behaviors. In addition, R9HSA has raised and distributed over \$55,000 in scholarship funds for staff education.

**Virginia Head Start State Collaboration Office and Virginia Head Start Association:** The HSSCO has a contract agreement with the Association that provides funding towards deliverables to include: conferences, trainings and website management. The Association conducted a Virtual Health and Family Institute that provided sessions on Trauma Informed Care, Staff Wellness, and Living Intentionally. The participation levels were near pre-pandemic levels and outcomes include: 1. Shared understanding of the importance of wellness practices. 2. Resources and supports for staff wellness, and trauma-informed care approaches for families and staff.

## Aligning technical assistance.

**New York Head Start State Collaboration Office:** The NYSHSCO Director formed a Technical Assistance Alignment group. This group is composed of the 35 Professional Development and Technical Assistance providers for the early childhood workforce in NY. She convened this group for two years. Across two years, they learned all about each others' organizations and what they can provide to the field. A [Rainbow Chart Directory](#) was produced that outlines what they provide and how the mixed delivery system can reach out for the different kinds of support.

## Expanded professional development.

**Connecticut Head Start Association:** Our Association hosted a shared professional development opportunity for Head Start and Early Head Start Directors on Leadership. Directors and senior management participated in a Dare to Lead series (six months) with a certified Dare to Lead Facilitator, based on the work of Brene Brown.

**Georgia Head Start Association:** GHSA held its Annual Spring Training Conference in May 2022. This event was the first in-person Conference the Association has held in two years since the COVID pandemic. The Conference theme was "Facing the Future Together". The Conference boasted 517 participants including 44 presenters, 17 exhibitors, and five sponsors. We were truly proud to be back together again and our Conference was well attended and successful!

**Indiana Head Start Association:** IHSA created an entire professional development and staff engagement series dedicated to supporting all levels of HS and Early Head Start staff. We had over 700 individual staff members engaged in this series throughout 2021.

**Minnesota Head Start Association:** In MN, about half of our Directors are new, many under three years in the Director position. The Association initiated a working group for those Directors to help them succeed.

**Texas Head Start State Collaboration Office:** We supported the Children's Learning Institute to recruit 250 teachers from five Head Start grantees to participate in the ACF Cultivating Awareness and Resilience in Education (CARE) Grant. The CARE program is a mindfulness-based program that helps teachers better manage their stress and enhance their social-emotional skills. The grant is being implemented in Head Start/Early Head Start programs over a five-year period. The TXHSSCO will continue to support the grant principal investigators to obtain necessary data and work to recruit coaches to engage in Year Three of the grant.

## More peer exchange.

**Michigan Head Start Association:** The Michigan Head Start Association has now built up to offering 18 Learning Communities to staff across the state. Each Learning Community Content area receives three workshops per year with communications and updates in between. We hired a dedicated staff at MHSA to conduct this important work in the areas of HR, coaching, mental health and disabilities, ERSEA, infants/toddlers, and site operations managers. These provide both content and the ability to network with their peers.

## Benefits support.

**Iowa Head Start Association:** Our concern this year was that Head Start staff are now required to job search if they don't work at least a few hours every four weeks; that job search has always been waived in the past. At first there was no contingency, they were just supposed to do job searches, but we negotiated a four-week plan so programs are doing a training day or having them do something else to cover their need for work hours during the summer break in Head Start services.

**Nebraska Head Start State Collaboration Office:** The Nebraska Unicameral considered a bill that would provide low-cost, or potentially free health insurance benefits to staff working in early care and education programs through an already established educator pool this past session. The HSSCO provided information regarding Nebraska Head Start/Early Head Start programs for testimony during legislative hearings. The legislation was not ultimately enacted this session, but an Interim Study regarding potential legislative action for next session was commissioned to take place over the summer.

## Identifying workforce needs.

**California Head Start State Collaboration Office:** Currently, we are working with a national expert and some HS executive directors to engage in a survey, interviews and work focused on the toddler workforce, and what the needs are of the field. This work is to identify how best to create pathways that support the field.

**Georgia Head Start State Collaboration Office:** The HSCO is in the process of evaluating the Head Start/Early Head Start workforce needs through a DECAL funded focus group project with GEEARS. The HSCO helped identify and recruit three geographically representative focus groups of Head Start teaching staff to reflect and share their experiences these past two years. The impending report (due summer 2022) will include policy and advocacy recommendations for improving workforce recruitment AND retention.

## Engaged and Supported Families

### Supporting father engagement.

**Arkansas Head Start Association:** We have just about completed our rounds of Powerful Conversations with Fathers. We have one more scheduled in October, whose goal is to provide specific strategies to fathers in dealing with disasters from Covid-19.

**South Carolina Head Start Association:** Our Fatherhood Conference was fantastic! We had over 200 participants from seven states. Families are also engaged and supported through participation in our annual Fall and Spring Conferences provided in collaboration with the South Carolina Association of Community Action Partnerships.

**West Virginia Head Start Association:** WVHSA has held a three-part training series on Father Engagement from presenter Patrick Patterson for HS staff and how to involve fathers and families.



## Raising parent voices in policy and practice.

**Arizona Head Start Association:** The Arizona Head Start Association had a cohort of parents participate in the Parent Ambassador Program. These parents had the opportunity to obtain training from different community partners on how to tell their story and elevate their voices. This program actually helped with leadership skills so much that one of the parents is running to be part of the Association's board!

**Arkansas Head Start State Collaboration Office:** I created a family advisory committee in Arkansas and we worked to establish an Arkansas "Guide for Promoting Family Engagement." We also created a pyramid model for the state's family engagement framework. I hired a family engagement specialist for the state for two years and once funding ended, DCCECE moved the position over to their shop in order to keep it going! We continue to collaborate and bring families together in many different ways such as [...] I just completed a Health and Wellness virtual training for families, which ran for three months in order to support the changes with COVID-19. We also offer parent cafes and work with fathers, whereby we meet on a monthly basis to discuss critical issues that families face. We are now doing powerful conversations with fathers, whereby Sidney Moncrief will share his life story and the challenges in raising his sons. Plus, we have other community opportunities for families to participate on different topics, free resources, household items and gift cards to families that we support.

**Connecticut Head Start State Collaboration Office:** The Head Start Collaboration Office led efforts to design and launch the first ever OEC Parent Cabinet. The HSCO used the Head Start model and the Head Start Parent, Family, and Community Engagement Framework to guide the design, and engaged multiple Head Start parents.

**Kansas Head Start Association:** KHSA worked with local programs to encourage parents to submit comments on the vaccine/mask mandates. The Association gave programs the tools and "how-to" instructions for submitting written comments for parents who wished to express their thoughts on the mandate.

**Massachusetts Head Start Association:** Michelle had a graduation of our first class of Parent Ambassadors that had been trained as Parent Leaders and Advocates. They were trained for a year to harness their existing skills to inspire them to become Head Start leaders and advocates. They completed an Advocacy project- collecting Head Start stories from parents around Head Start eligibility standards.

**Minnesota Head Start Association:** The Minnesota Head Start Association hosted a two day Parent Conference this spring, after 2 years of being sidelined by COVID-19. Eighty-eight parents from across MN participated in learning activities geared towards building connections, mental health and local leadership.

**North Carolina Head Start State Collaboration Office:** I worked closely with the Parent Leadership Team that was part of the Early Head Start Coalition Group. We had 20-25 parents on each webinar. This group of parents wants to stay active when the grant for the Early Head Start initiative ends. They are interested in advocating for their children by talking to decision-makers who create laws about them without talking to them.

**Washington State Association of Head Start and ECEAP:** Parents got stipends for doing advocacy work! Washington State passed a Lived Experience bill for parents to receive stipends each time they made the time to do a public hearing.

## Trainings for families and Head Start staff.

**Kentucky Head Start State Collaboration Office:** The Head State Collaboration Office has worked closely with the Governor's Office of Early Childhood and the Prichard Committee for Academic Excellence to create a family engagement professional development certificate and self-assessment program which launched in May of 2022.

**Maryland Head Start Association:** Family Engagement conference celebrated Parent of the Year Honorees. Eight staff graduated with the Family Development Credential. Creation of a Parent Engagement Committee within the Board whose initial goal is the development of a father engagement program that will culminate in a Dads Retreat.

**Missouri Head Start Association:** MHSA hosted a Family Leadership Conference in April of 2022 as an opportunity for parent leaders to learn more about what is happening around the state and offer ideas of ways to be a part of leadership opportunities too. In addition, one of the Learning Collaboratives that MHSA hosted this year focused on engaging with families to support their children's health and wellbeing.

**Texas Head Start State Collaboration Office:** We partnered with "Moncrief One Team" to host a series of five Family Engagement & Fatherhood training for Head Start/Early Head Start families and staff, to address the Office of Head Start Initiative: Parent/Family Engagement. The training included subjects relating to fatherhood, parent financial capability, strengthening families, employment and workplace preparation, parent/child relationships, and other topics that address the needs of children and families.

**Virginia Head Start Association:** The best way our state association supported families was to support those who work directly with them. We created a network for Family Advocates & Home Visitors, met every other month with guest speakers from training and technical assistance and worked with them on specific topics to help families (e.g. mental health, trauma, resiliency, housing, benefits). We did not have this network or email listserv for posting questions in the group prior to Covid and it has proved to be very beneficial.

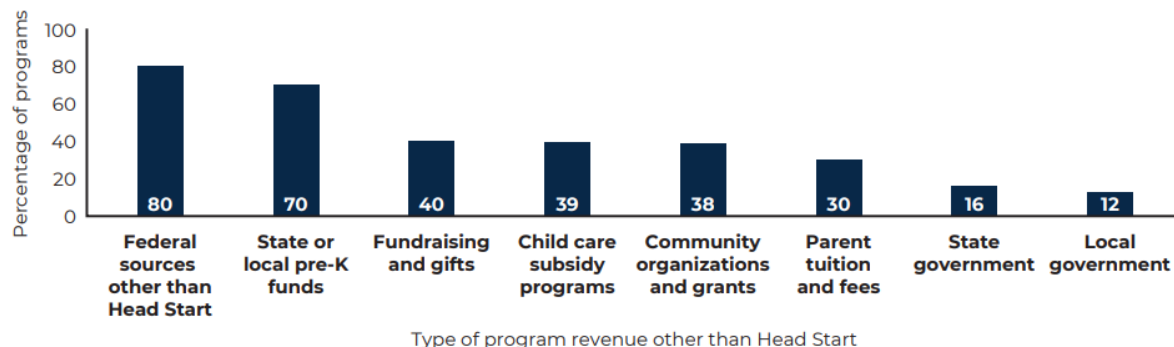
## Addressing food insecurity for families.

**Utah Head Start Association:** Programs such as Utah Community Action Head Start opted to engage in CACFP summer food programs to continue to support the children and families in their service area by providing free meals (in this case dinner) to children zero-to-18 years of age and parents could purchase a meal for \$3. The program worked with the state to identify school district sites providing free breakfast/lunch programs and enhanced the services by providing dinner.

**Virginia Head Start State Collaboration Office:** In collaboration with the Virginia Department of Social Services and the VA Head Start Association, the HSSCO was able to distribute \$3.4 million dollars in the form of Nutrition Benefit cards to all enrolled Head Start/Early Head Start families to address food insecurity in our state. Approximately 11,000 families received nutrition benefit cards. The outcomes included strengthening family well-being and partnerships with families assisting towards self-sufficiency.

## Strong State and Local Partnerships

**Head Start programs often receive funding from federal sources other than Head Start and from state or local pre-K funds**



Source: [Head Start's Interaction with Federal, State, and Local Systems](#), Mathematica

### Expanding state pre-K/school partnerships with Head Start.

**Kansas Head Start Association:** KHSA's continued work with HSCO to support Kindergarten Transitions in communities across Kansas continues to be a bright spot for both KHSA and HSCO. This year, we held bi-monthly calls with approximately 15 different communities with Kindergarten Transitions workgroups to share practices, ideas, and problem solve. KHSA, HSCO, and representatives of these communities presented this work at the KS State Department of Education's (KSDE) annual conference in Fall 2021. KHSA and HSCO also presented this work during an "All In For Kansas Kids" webinar that is sponsored by the KS Children's Cabinet. This work has not only improved the transition to Kindergarten for children in Kansas, it has led to increased collaboration, understanding, and partnership between Head Start and School Districts.

**New Jersey Head Start State Collaboration Office:** Ensuring Head Start programs are at the table for the NJ Governor's Pre-K expansion initiative. The HSCO was able to create a Statewide Pre-K Contract to include Head Start Programs Performance Standards. The HSCO has worked with the State Attorney General's office to ensure the legality. The AG's office approved it and now all Pre-K districts that contract with Head Start must use that contract template.

**New York Head Start State Collaboration Office:** We did joint webinars with the NYS Education Office of Early Learning and this reached school districts as well as the Head Start programs and made a dent in the challenges around the Prekindergarten and Head Start collaboration process.

**Virginia Head Start State Collaboration Office:** As part of the unification of early childhood programs the HSSCO has coordinated with EC program leaders to craft and disseminate a Superintendent's Memo that addressed the updated legislative language to certify HS enrollment slots first. A webinar was also conducted to provide strategies and resources to support coordinated efforts across early childhood program options. The HSSCO in collaboration with the Association also conducted individual convenings for identified communities to focus on resources and strategies to address concerns around coordinated efforts for recruitment.

**Washington State Head Start State Collaboration Office:** In 2021, nine teams of school districts and local community early learning partners, including Head Start, developed strategies for improving transitions and engaging and supporting families. From this work, Family Voice was identified as a key area to strengthen and strategies are being implemented.

### **Enhancing state early learning standards and quality.**

**Kentucky Head Start Association:** Kentucky's Governor's Office of Early Childhood has, over the last two years, undertaken a complete revision of our early childhood standards. KHSA and its members have been a key part of this effort ensuring that the Head Start perspective, and more importantly, the Head Start Performance Standards were recognized and included. This effort included not only the development of new statewide standards, but also new training materials and modules that will be rolled out in the summer of 2022.

**Maryland Head Start Association:** Advocating for deeper collaboration between Head Start/Early Head Start and the State on the implementation of the Blueprint for Maryland's Future. This includes: advocating for alternative pathways for teacher certification, helping Head Start/Early Head Start programs to be ready to capitalize on the Blueprint funds, ensuring Head Start/Early Head Start programs are aware and participating in county planning efforts, reviewing and advocating requirement, restriction, and policy equity between all mixed delivery options.

**New Hampshire Head Start State Collaboration Office:** Head Start representatives served on the Granite Steps for Quality QRIS revision Task Force and the NH Head Start Directors Association provided continuous feedback to the Bureau during development, including on the Head Start/center-based Early Head Start pathway to enter the revised system. The Bureau (which includes the HSCO) led this work. GSQ was launched this year. All Head Start programs plan to enter the new system no later than fall 2022.

**South Dakota Head Start State Collaboration Office:** Through collaboration, the SDHSCO created the SD Early Learning Guidelines and SD Kindergarten Standards Crosswalk for educators. Following this, the SDHSCO created a crosswalk to include the Head Start Early Learning Framework (HSELOF). These are currently being distributed to all SD Head Starts including tribal programs. During the SD Early Childhood Conference, held annually, the SDHSCO presented the crosswalk and its alignment to participants. For pre-k educators, the crosswalk will support promotion of precursor learning for children entering kindergarten as well as increasing the consistency of a child's experiences across "grades", creating a continuum of learning that builds on the previous year.

### **Supporting vulnerable populations.**

**Delaware Head Start State Collaboration Office:** The HSCO has taken the lead in building awareness related to children and families experiencing homelessness. Partnerships with the Housing Alliance of Delaware has resulted in contacts with homeless shelters and the ability to have the Housing Alliance of DE present at various conferences. Finally the HSCO is contracting with a subject matter expert to assist the Head Start community and community partners in better understanding children and families experiencing homelessness and the effects i.e. trauma.

## Sharing data to improve early childhood support.

**Florida Head Start Association:** FHSA's proudest and most significant accomplishment this year was establishing a Data Sharing agreement with the Department of Children and Families to share TANF information with Head Start programs in Florida, opting to receive this information directly. This allows programs to directly connect with families eligible to be served by Head Start.

**Rhode Island Head Start State Collaboration Office:** 100% of center based Head Start programs are uploading data into the state's data ecosystem and utilizing the system to enhance quality of care and programming.

**Wyoming Head Start Association:** WISER ID and Data Sharing for Head Start. A WISER ID is a unique student identifier that follows a child through their entire public school educational career. Previously we were able to establish having local districts assign WISER ID's to our Head Start students. Moving forward, districts will share the WISER ID with the HS program and have one or two designated users trained in the data system so they can access longitudinal outcome data for children previously enrolled in Head Start. The next step in the process is to define the data entry fields so the information that goes into the system will allow HS programs to access meaningful data. We will be able to retroactively pull data for any participant with the early assigned WISER ID, review child/student outcomes and use data for program planning immediately and moving forward. The charter doing the work includes: Head Start Collaboration Officer, HS Association representatives, Early Intervention Part C and B, TANF Preschool, Department of Education, and more.

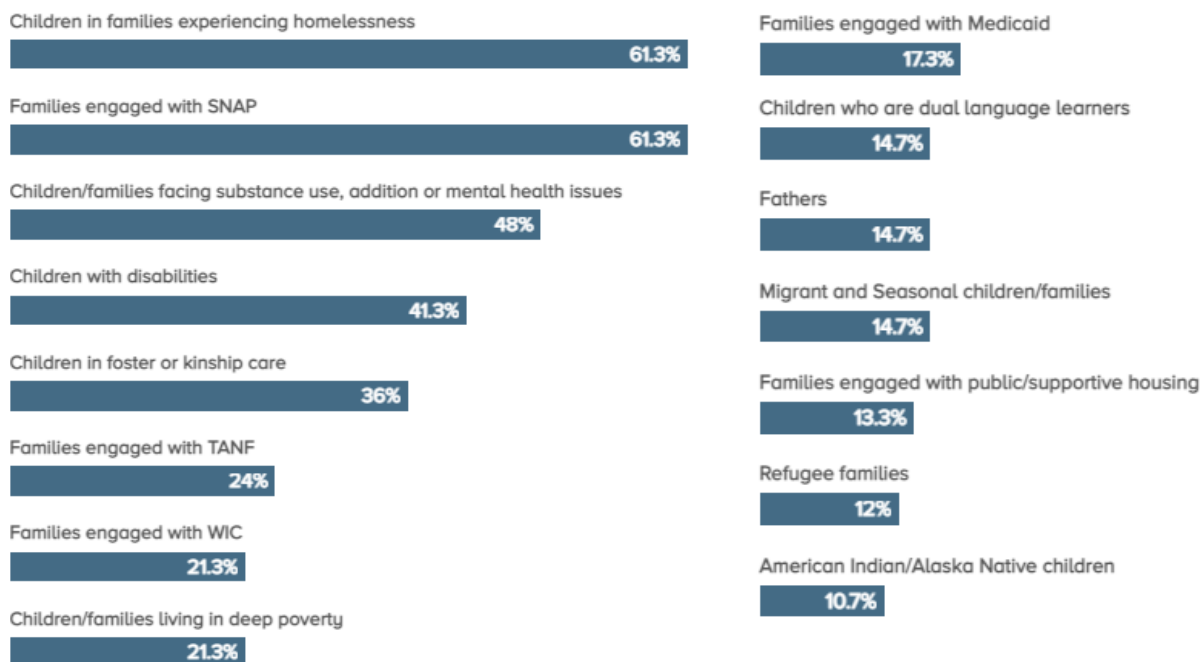
## Strengthening their partnership game.

**Nevada Head Start Association:** Our MOU work has provided an opportunity for us to strengthen emerging leaders in the state. Emerging leaders are a key component to the succession planning of Head Start in our communities. Since the pandemic we continue to see key ECE stakeholders transition out of the field (retired, change of career, etc.) We divided our MOU work up into 5 committees: Kindergarten Transition Plan Coordination, Workforce & Professional Development, Emerging Leaders Network, Support plan for Families Experiencing Homelessness. This work has expanded into a team of 34 dedicated leaders that represent grantee team members (program team members, ECE coaches, service area leads, and managers), Early Head Start child care partners, and a few parents.

**Utah Head Start Association:** UHSCO made significant progress in facilitating stronger and more successful partnerships with community partners over five years. According to the annual Head Start Community Survey data, in 2022, 69 percent of community stakeholders identified their working relationship with Head Start as productive and friendly. This has continued to grow and maintain high levels since the Collaboration Office made it a priority in 2018, where in 2017/2018 only 6 percent of Head Start's community partners felt their relationships were productive and friendly. The Collaborations Office's effort immediately started to pay off in this area. By the end of 2019, 52 percent of Head Start's partners indicated their working relationships were productive and friendly.

## Equity in Action

**Have you had any substantial and sustained focus and activities targeted to support the following priority populations for Head Start in the past year?**



### Supporting health equity.

**Head Start California:** We partnered with the California Department of Public Health to recruit Head Start agencies to serve as vaccination sites for children under five when the FDA approves the vaccination. We supported the distribution and marketing of a CDPH survey to all Head Start to maximize responses.

**Idaho Head Start State Collaboration Office:** IHSCO provided region wide vision and hearing screening webinar to Head Start and Early Head Start Programs by a renowned Office of Head Start trainer. We also partnered with the University of Idaho to provide a webinar on developmental screening and monitoring and planned, coordinated, and implemented the “Health” track during the IHSA annual conference alongside regional training and technical assistance Health Specialists to support Health Managers and Disability Coordinators.

**Missouri Head Start State Collaboration Office:** The MHSCO is currently developing partnership activities with the Missouri Early Hearing Detection and Intervention Program (EHDI), Missouri Department of Health and Senior Services. The official launch of this work will be in June with a webinar for Missouri Early Head Start directors and management staff. The virtual meeting will be an opportunity for all to learn more about the MO EHDI program and the resources that can support Early Head Start programs’ hearing screening and follow-up

practices. By collaborating with the MO EHDI the MHSCO hopes to build awareness, and partnerships focused on ensuring every child receives an annual hearing screen using an evidence-based method and for the MO EHDI program staff to better understand how they can support MO Early Head Start programs throughout Missouri.

**Pennsylvania Head Start State Collaboration Office:** The Collaboration Office continues to maintain a strong partnership with the Managed Care system in PA and all Managed Care Organizations have an MCO-Head Start Liaison in their Special Needs Unit, who provides direct support to Head Start/Early Head Start staff and families when they are in need of assistance in their programs to gain access to health, oral health and mental health services to their families. This project was an excellent support to Head Start/Early Head Start during the pandemic.

**Virginia Head Start State Collaboration Office:** The HSSCO collaborated with an Institution of Higher Education to conduct a three-part training on the Social Determinants of Health. The training was provided in a cohort style with a total of 25 participants per session. The outcomes included Head Start/Early Head Start staff gaining an understanding of the intersectionality of racism and trauma to improve care and address racial disparities.

### Supporting at-risk populations

**Arizona Head Start State Collaboration Office:** Used a data driven process that agnostically identified those early learning sites most in need to create an equitable distribution of funds to early learning programs across the state to support increased equitable access to our most in need programs and children across the state.

<https://www.azed.gov/ece/hge/>

**Georgia Head Start State Collaboration Office:** The HSCO helped bring the Project Scope opportunity with Georgia State University (GSU) to our Georgia grantees through a special contract in 2021. "Project SCOPE: Supporting Children of the Opioid Epidemic, is a national training initiative intended to build nationwide provider capacity and confidence in applying evidence-based practices in screening, monitoring, and interdisciplinary support for children and families diagnosed with Neonatal Abstinence Syndrome, Neonatal Opioid Withdrawal Syndrome or who are suspected of being impacted by opioid use, trauma, or related exposure." Our Head Start/Early Head Start participants attended two virtual sessions each month for a total of 10 classes with expert facilitators. There were 24 Early Head Start and Head Start grantees (two thirds of the state) that participated in Project SCOPE for free. These programs represented 22 Georgia counties, both rural and urban. In all, 97 grantee leaders were trained, and five grantees have initiated follow up with GSU to continue.

**North Carolina Head Start State Collaboration Office:** The collaboration office worked with Erin Patterson and School House Connections and Aneila Ward, Homeless Coordinator for the State of NC to pilot the Head Start Referral App for Homeless Children. We hosted 8 regional webinars.

### Engaging in shared learning and practice

**Missouri Head Start Association and Missouri Head Start State Collaboration Office:** MHSCO and MHSA conducted Year Two of the Missouri Equity, Diversity, and Learning Collaborative. The MHSCO entered into an agreement with MHSA to coordinate and secure the content experts, 1 independent facilitator, and a MHSA



administrative fee (to host the virtual gatherings, planning sessions, and distribution of meeting/post meeting materials. MHSCO identified and secured content experts (two faculty from MU, and one faculty from the Erikson Institute from year 1). Based on these connections, these content experts were utilized for Year Two through the agreement with MHSA. The MHSCO staff served as a co-facilitator, in addition to recruiting an additional researcher/faculty member from the University of Missouri Kansas City for this year's collaborative (January-May 2022). This researcher offered to work with any participating program to implement the Organizational Equity Assessment (OAE). The OEA is a 36-item survey, developed by the YMCA of the USA, that assesses perceived practices and policies within early childhood programs at the site-level across seven domains: organizational practices, organizational culture, supports, community-informed practices, resource allocation, linguistically and culturally appropriate practices, and long-term equity development.

### Supporting multilingual learners.

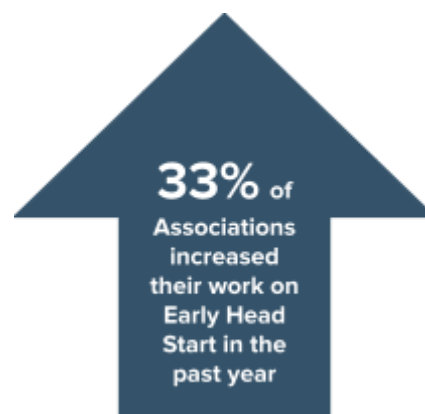
**Michigan Head Start State Collaboration Office:** The Michigan HSCO director attended the WIDA Early Years Professional Learning Cohort offered through the Michigan Department of Education, along with eight Head Start program staff, to build knowledge and skills needed to facilitate local professional learning for those working with young multi-language learners and their families. This learning opportunity was combined with transitions to kindergarten activities, to ensure representation of children who are multi-language learners and their families as they transition to kindergarten.

## Early Head Start Rising: Progress in States

### Early Head Start access to vulnerable populations.

#### Nevada Head Start Association:

Homelessness in Early Head Start: A Statewide Investigation to Promote Child Wellbeing is a partnership between the HSCO, Nevada HSA, and Early Head Start grant recipients. The proposed study will examine administrative Early Head Start records on children and families throughout the state of Nevada to investigate the unique demographics, needs, and experiences of families experiencing homelessness compared to similarly at-risk families. The goal is to investigate the extent to which the COVID-19 pandemic impacted program participation and developmental outcomes of children in Nevada Early Head Start programs, accounting for homeless status, child race, and program rurality. Findings will enrich current understanding of the impacts of homelessness on early childhood services and outcomes and inform efforts to serve families experiencing homelessness post-COVID. The staggering rate of homelessness among Nevada Early Head Start families makes this project especially critical.



### Early Head Start-Child Care Partnership support.

**Colorado Head Start State Collaboration Office:** The HSCO is leading a new \$6.2 million initiative, funded by ARP Discretionary Funding, to provide funding to existing Early Head Start-Child Care Partnership (EHS-CCP) sites that have a successful track record of partnering with licensed child care homes and centers- to increase available infant and toddler slots for families enrolled in the Head Start program.

**Connecticut Head Start State Collaboration Office and Connecticut Head Start Association:** Through PDG funding, the CT Office of Early Childhood and the Head Start Collaboration Office are partnering formally with the CT Head Start Association to pilot an effort entitled, "Early Childhood Mentoring Pilot: In Partnership with Early Head Start". This pilot partners EHS-CCP grantees with state-funded infant/toddler Child Development Daycares to offer mentorship, in-person and virtual coaching and support, assessment and data collection, materials, and Community of Practice modules. The pilot focuses on improving health and safety standards.

**Maryland Head Start Association:** Our activities are bridging the partnership gap between Head Start/Early Head Start programs and local Child Care programs by creating networking opportunities between neighboring programs. We are also developing and implementing a workshop series to educate and keep Child Care programs updated on EHS-CCP Partnerships.

### Exploring or securing state funding opportunities for Early Head Start

**New Hampshire Head Start State Collaboration Office:** We funded a pilot to improve child care program quality using the Early Head Start model.

**Michigan Head Start State Collaboration Office:** The Michigan Head Start Collaboration Office (HSCO) is supporting the work of a study team from the Michigan Public Health Institute to complete a home-based, home visiting cost study in Michigan that includes Early Head Start home-based programs. Through an intensive survey process, this study aims to provide details on the costs needed to operate a quality home-based program in Michigan. The goal of this study is to support the expansion of home-based services.

**North Carolina Head Start Association:** NC Early Education Coalition (the Coalition) and the NC Head Start Association (NCHSA) received a new grant to expand equitable access to Early Head Start services in North Carolina. This collaborative project was made possible through an initiative of ZERO TO THREE and is part of the work of the Think Babies™ NC Alliance. The \$100,000 grant supported the development of a coalition of state and local early childhood organizations, child care programs, Head Start and Early Head Start partners, and parents in developing new policies and programs to expand Early Head Start services for babies and their families. The project included a Parent Leadership Council to ensure that parents have direct input into shaping the new opportunities for expanding Early Head Start and infant-toddler child care in the state.

**Pennsylvania Head Start Association:** The Policy Committee of the PHSA Board has looked further into state funding options, begun discussions with our state NAEYC colleagues and worked with Transform Consulting, thanks to NHSA, to create a dynamic dashboard of Early Head Start data.

**Wisconsin Head Start Association:** We secured more alignment with the state's prenatal-to-three grant, Preschool Development Grant and the Collaboration Office. We are hopeful that we'll reduce some barriers to blending funding for Early Head Start.

## Support for the infant/toddler workforce.

**Hawaii Head Start State Collaboration Office:** The HS Collaboration Director co-convenes a cross-sector work group that has been focused on infant/toddler workforce issues, and participates in a personnel system-building initiative funded by the Office of Special Education to address issues related to the workforce that serves young children, birth to five, with special needs.

**New Jersey Head Start State Collaboration Office:** My top priority is New Jersey will have a statewide Infant/toddler credential issue through the State Department. Currently, the HSCO is working with the Offices of Licensing, Child Care, the state QRIS coordinator, and the Departments of Labor and Education. My goal is to raise the infant/toddler teachers' qualifications to hopefully raise their wages.

## Improving health services in Early Head Start.

**Connecticut Head Start State Collaboration Office:** In partnership with early intervention, the HSCO worked with state partners and Early Head Start staff to design and execute a new statewide MOU. This MOU outlines roles and responsibilities as well as specific areas for partnership between Early Head Start programs and their Birth to Three local service providers. An MOU kick-off event was held and follow-up statewide convenings will be held throughout the year.

**Georgia Head Start State Collaboration Office:** The HSCO participates in the Infant Early Childhood Mental Health Collaborative which includes Georgia's first IECMH Director, also housed at DECAL. The HSCO convened a mental health forum for the new IECMH Director to learn about the services provided in Early Head Start. One outcome from this meeting will be the inclusion of Early Head Start programs in the piloting of Child Parent Psychotherapy (CPP) work for infants and toddlers referred for behavioral concerns &/or social emotional development concerns.

## Innovation

**Arizona Head Start Association:** We were able to provide the Arizona Head Start Association social media platform for programs to join biweekly for a live job fair where they share what job openings they have and benefits. We were also able to host our first ever in person Job Fair to support HS programs.

**Connecticut Head Start State Collaboration Office and Connecticut Head Start Association:** In partnership with the CT Head Start Association, CT Department of Housing, CT Office of Early Childhood and the National Center on Housing and Child Welfare, the Head Start on Housing pilot was launched. This pilot partners with Head Start programs to provide housing vouchers directly to Head Start families experiencing homelessness, and supports landlord recruitment efforts to get families housed as quickly as possible. The pilot started with 20 housing vouchers and due to its success is now expanding.

**Georgia Head Start State Collaboration Office and Georgia Head Start Association:** GHSA and our State Collaboration Director secured the services of a University of Georgia Professor who worked closely with our Data Committee to help develop a PIR Data Tool. The tool is designed to help Georgia Programs retrieve, analyze, and report their PIR Data more efficiently. During our Spring Conference, the Collaboration Director and partners conducted a Data workshop to provide an overview of the tool and training on how to use the tool.

**Idaho Head Start Association:** We completed a statewide community needs assessment for all 13 programs to utilize, unifying what was a piecemeal effort into one that was more cost-effective, efficient and impactful.

**Indiana Head Start Association:** IHSA continues to bring new technologies and strategic partnerships to all of our programs in the state. From new family recruitment partnerships to comparable education ecosystem salary data, IHSA supports innovative operational opportunities for our programs. Specifically, we partnered with other states in Region V to provide our programs with accurate comparable salary data for more than 45 unique Head Start and Early Head Start positions.

**Missouri Head Start Association:** In addition, MHSA and several local Head Start program staff serve on and participate in a Head Start ECHO offered through the MU Telehealth Network. This partnership allows for case-based learning and has begun new partnerships and connections.

**Missouri Head Start State Collaboration Office:** Provided a letter of Support for a University of Missouri faculty member, and State Extension Specialist for a National Alliance for Children's Grief Reach grant. This grant, which focuses on supporting children experiencing grief and loss through the use of professional development and utilization of SHED (Surviving, Healing, and Evolving through Grief and Loss) Tools, was awarded in spring and the work will launch in summer 2022. The professionals working in Head Start will benefit from having tools and resources that build their confidence and competence, as they support children and families, particularly during times of grief and loss.

**New Jersey Head Start Association and New Jersey Head Start State Collaboration Office:** The NJ Head Start Association and the HSCO are working with the Environment Rating Scales Institute, Frank Porter Graham Child Development Institute, University of North Carolina to work with Head Start program staff members to become reliable as State Anchors in using the ITERS/ECERS tool. The New Jersey Department of Education and the Quality Rating Improvement System use the ECERS/ITERS to measure classroom quality statewide. The NJ Head Start Association is responsible for the Institute Contract and payment. The HSCO is responsible for organizing the reliability testing, arranging the classrooms, sending notices to the participants and monitoring the outcome. The last time this was done we had 23 participants who were reliable. Districts are asking Head Start staff to train their Master teacher on using the tool.

**Pennsylvania Head Start Association:** PHSA is a leadership partner with Early Learning PA. This year, we were active in developing a brand new statewide Provider Advisory Council which kicked off Spring 2022.

**Region 7 Head Start Association:** As the result of an identified need for intensive training to support and build capacity of staff in specific roles, in 2021, R7HSA launched the Intensive Training Series. The ITS offers specific training sessions with topics requested by the field and are designed to be intensive taking participants on a deeper dive into a focused subject. ITS sessions are led by expert consultants who have the knowledge and expertise to build on the content as needed and respond to questions as they are presented. Outcomes from the ITS sessions have resulted in deepening staff's depth of knowledge in a particular area as well as connecting staff to a network of colleagues across Region 7.

# Moving Forward

Head Start is a movement, not a moment. In the coming year, Head Start Associations and Collaboration Offices plan to have a focus in the following five areas, listed in order of frequency based on responses in NHSA's Annual Survey:

<b>1. Workforce Initiatives</b>	<b>Indiana Head Start Association:</b> "Workforce development, recruitment, and increased pay for our Head Start and Early Head Start staff members."
<b>2. Awareness Raising and Advocacy</b>	<b>North Carolina Head Start Association:</b> "Increase childcare subsidy rates, increase NC Pre-K slots, and to have rates be more equitable amongst providers."
<b>3. Supporting Vulnerable Children and Families</b>	<b>Arkansas Head Start Association/State Collaboration Office:</b> "To build a new system for moving families out of homelessness and poverty. Set up a pilot program and document the strategies and cost for family sustainability."
<b>4. State Pre-K and School Partnerships</b>	<b>Wyoming Head Start Association:</b> "We want to elevate the voice of Head Start parents in the Preschool Development Grant work in our state."
<b>5. Securing or Protecting State Supplemental Funding</b>	<b>Minnesota State Head Start Collaboration Office:</b> "Support an expanded use of Head Start state supplemental funding in an effort to build program capacity allowing programs to build infrastructure to serve more and younger children in center based settings."

# Methodology and Members

*This report is derived from NHTA's first ever state and regional network survey, which was conducted to understand how Head Start organizations are engaging, setting goals, and working together. We plan to reissue the survey again in 2023 and each year to measure progress, report on national trends, and highlight collaboration. NHTA extends our thanks to all who participated and contributed to this report as well as their ongoing leadership and tireless work.*

*Note: A full listing of [Head Start Collaboration Offices](#) can be found on the Office of Head Start website.*

## National Associations

<b>National Head Start Association</b>	Yasmina Vinci	Executive Director
<b>National Indian Head Start Directors Association</b>	Teri Stringer	Senior Manager
<b>National Migrant Seasonal Head Start Association</b>	Cleo Rodriguez	Executive Director

## Regional Head Start Associations

<b>New England Head Start Association</b>	Kristen Hayes	Interim Executive Director
<b>Region II Head Start Association</b>	Iran Rodriguez	President
<b>Region III Head Start Association</b>	Christina Benjamin	President
<b>Region IV Head Start Association</b>	Myra Ingram	Executive Director
<b>Region V Head Start Association</b>	Kathy Fudge-White	President
<b>Region VI Head Start Association</b>	Gloria Lopez	President
<b>Region VII Head Start Association</b>	Donna Veatch	Director of Executive Services
<b>Region VIII Head Start Association</b>	Vicki Lowry	President
<b>Region 9 Head Start Association</b>	Edward Condon	Executive Director
<b>Region X Head Start Association</b>	Bill Foxcroft	President

## State Head Start Associations

<b>Alabama Head Start Association</b>	Kelly Mumper	Vice-President
<b>Alaska Head Start Association</b>	Deborah Trowbridge	President
<b>Arizona Head Start Association</b>	Jessica Rivera-Garcia	Executive Director
<b>Arkansas Head Start Association</b>	Jacqueline Burton	President
<b>Colorado Head Start Association</b>	Tim Garcia	President
<b>Connecticut Head Start Association</b>	Karen Pascale	Co-Chair
<b>Connecticut Head Start Association</b>	Mikyle Byrd-Vaughn	Co-Chair
<b>Delaware Head Start Association</b>	Heidi Beck	President

<b>District of Columbia Head Start Association</b>	Christina L. Benjamin	Managing Director
<b>Florida Head Start Association</b>	Wanda Minick	Executive Director
<b>Georgia Head Start Association, Inc.</b>	Juanita Yancey	Executive Officer
<b>Hawaii Head Start Association</b>	Ben Naki	President
<b>Head Start California</b>	Christopher Maricle	Executive Director
<b>Idaho Head Start Association</b>	Bill Foxcroft	Executive Director
<b>Illinois Head Start Association</b>	Lauri Morrison-Frichtl	Executive Director
<b>Indiana Head Start Association</b>	Rhett Cecil	Executive Director
<b>Iowa Head Start Association</b>	Julie Lang	President
<b>Kansas Head Start Association</b>	Jennifer Adhima	Executive Director
<b>Kentucky Head Start Association</b>	John Mountjoy	Executive Director/CEO
<b>Louisiana Head Start Association</b>	Rhonda Taylor	President
<b>Maine Head Start Directors' Association</b>	Cristina Salois	Chair
<b>Maryland Head Start Association, Inc.</b>	Simeon Russell	Executive Officer
<b>Massachusetts Head Start Association</b>	Michelle Haimowitz	Executive Director
<b>Michigan Head Start Association</b>	Robin J. Bozek	Executive Director
<b>Minnesota Head Start Association Inc.</b>	Kraig Gratke	Executive Director
<b>Mississippi Head Start Association</b>	Nita Norphlet-Thompson	Executive Director
<b>Missouri Head Start Association</b>	Tina Bernskoetter	Director-Executive Services
<b>Montana Head Start Association</b>	Karen Filipovich	Executive Director
<b>Nebraska Head Start Association</b>	Niki Gemar	President
<b>Nevada Head Start Association</b>	Tiffany Alston	President
<b>New Jersey Head Start Association</b>	Bonnie Eggenburg	President
<b>New Hampshire Head Start Directors' Association</b>	Tanisha Johnson	President
<b>New Mexico Head Start Association</b>	Crystal Pena	President
<b>New York State Head Start Association</b>	Carolyn Wiggins	President
<b>North Carolina Head Start Association</b>	Christy Jones	Operations Manager
<b>North Dakota Head Start Association</b>	Allison Driessen	President
<b>Ohio Head Start Association, Inc.</b>	Julie Stone	Executive Director
<b>Oklahoma Head Start Association</b>	Christin Bollinger	President
<b>Oregon Head Start Association</b>	Nancy Perin	Executive Director
<b>Pennsylvania Head Start Association</b>	Blair Hyatt	Executive Director
<b>Rhode Island Head Start Association</b>	Linda Laliberte	Head Start Director
<b>South Carolina State Head Start Association</b>	Arthur Brewton	President
<b>South Dakota Head Start Association</b>	Katie Sieverding	Executive Director
<b>Tennessee Head Start Association</b>	Susan Clark	Executive Officer



<b>Texas Head Start Association</b>	Weldon Beard	President
<b>Utah Head Start Association</b>	Jennifer Godfrey	CEO/Head Start Director
<b>Vermont Head Start Association</b>	Betsy Rathbun-Gunn	Co-Chair
<b>Vermont Head Start Association</b>	Christy Swenson	Co-Chair
<b>Virginia Head Start Association</b>	Dawn Ault	Executive Director
<b>Washington State Association &amp; ECEAP</b>	Joel Ryan	Executive Director
<b>West Virginia Head Start Association, Inc.</b>	Lori Milam	Executive Director
<b>Wisconsin Head Start Association</b>	Jennie Mauer	Executive Director
<b>Wyoming Head Start Association</b>	Marian Moats	President