

Fruitful Futures

a year of productive impact



2018 ANNUAL REPORT

WHAT DO YOU SEE WHEN YOU LOOK AT A CHILD?

In any Head Start program in Ohio, we see a young person brimming over with a deep desire to learn and do. We see the first signs of a new generation's entrepreneurs, creators, leaders, and absolutely endless potential on the brink of blossoming.

But when basic needs can't be met at home, learning can often take a backseat to more pressing needs, like housing, food, or even medical care.

Since 1966, our goal has been to give every young person the opportunity to engage with challenging curriculum, in a supportive environment. That means our investment in their futures extends beyond the classroom to their caregivers and family members. Ultimately, we know this is the best way to positively impact both the child's life and our communities.

Every dollar invested in a Head Start child can bring a savings of up to \$17 per child in later years. These savings are due to, among other things, Head Start children have lower rates of special education placements and IEP's; Head Start children have higher high school graduation rates; Head Start children have much lower rates of incarceration and much higher rates of employability and college entrance after graduation.

Thanks to your support of our programs, we provided care to more than 43,000 children and 600 pregnant women in 88 counties. So when you look into the faces of the children in our care, see the fruitful futures full of life, hope, and sweetness. Please join us in celebrating another successful year with this annual report.



STORIES OF SWEETNESS

HELPING SAM SUCCEED

In the fall of 2015, Sam celebrated his third birthday. He also started at the National Trails Head Start Center in Preble County from the Help Me Grow program.

His mother was understandably nervous for Sam to start school. Not only is he her first child, but he also has Di George syndrome. Because of a defect in chromosome 22, Sam has several body systems that are underdeveloped including his heart and immune system. Additionally, he has complications related to low levels of calcium in the blood and delayed behavioral and emotional development. At the time, Sam was also nonverbal with no previous social experiences.

Everything began to change when he became more involved within Head Start.

His mother saw how careful the staff was and how well they worked with him. Sam began to discover new and exciting things like complex puzzles, matching numbers with amounts, music, and his favorite book, Pete the Cat. He loved the challenges each day brought and responded enthusiastically.

After participating in Head Start, Sam has reached many milestones. He expresses his needs and wants because his peers now understand him. He interacts with the other children in a typical and comfortable way, and he is more talkative and interested in making friends. He writes his name and counts to 100, recognizes many letters, cleans up messes and is a helpful friend to others.



None of this would have been possible without the involvement of his parents. They became involved in classroom activities, parent meetings, and attended the Conscious Discipline parenting class. His once nervous mom is now a substitute teacher for the program and pursuing a Child Development Associate credential for a career in early childhood education.

Even better, Sam graduated in 2018 from his Head Start program school ready, reading Level 2 books in kindergarten and working with numbers. Sam's Head Start experience and time in the Help Me Grow program has proven Head Start, caring teachers, and engaged family members can do wonderful things for the children in our community.



THE HAPPIEST PEOPLE DON'T HAVE THE BEST OF EVERYTHING, THEY JUST **MAKE THE BEST OF EVERYTHING.**






If
Life gives
you
Lemons
make
Lemonade

STORIES OF SWEETNESS

EARLY HEAD START FOR BABY KOLTON

When your child needs treatment, parents like Meghan will do anything it takes to get their children where they need to go, even if it means driving four days a week to Children's Hospital in Columbus. After baby Kolton was diagnosed with Gorlins syndrome at birth, he soon had to have fluid drained from his brain as well as manage with one functioning kidney, a cleft palate, and Laryngomalacia, a condition where the vocal folds in the throat open the wrong way. He requires a feeding tube and has endured constant medical appointments as well as several hospital stays – he even spent his first birthday in the hospital.

While Kolton has been through so much in his brief life, his mother, Meghan, experienced stress while taking him to medical appointments on top of caring for her two children aged 11 and 13. She spent her days taking Kolton to appointments and her nights working third shift to care for her family.



When Community Action Commission of Fayette County's EHS program stepped in, home visitor Kay noticed right away how physically and emotionally draining Meghan's schedule was becoming for her. **Kay contacted Head Start to get the ball rolling on ways to simplify Meghan's life** by helping her set up a team of professionals who could provide many of the services Kolton was getting at the hospital in his own home.

With the Individualized Family Service Plan (IFSP) team in place thanks to Head Start, Kolton receives occupational therapy, physical therapy, palliative nursing care, early intervention by the Board of Developmental Disabilities, and additional social services without trips to the hospital, making life a little easier for Meghan and her children.

Kolton is now doing much better with his treatments and therapies from the comfort of home.

LOCALLY GROWN: OHIO PROGRAMS

Head Start comprehensive services are delivered in an individualized, supportive environment geared to enhance children's growth in the five essential domains of early childhood learning.

1. **Language & Literacy**
2. **Cognition & General Knowledge**
3. **Physical Development & Health**
4. **Social & Emotional Development**
5. **Approaches to Learning**

Head Start cognitive services in Ohio are aligned with the state's early learning outcomes framework.

As a community-based program, Head Start offers services that reflect the distinct needs of the community in which they are located. Head Start and Early Head Start programs offer a variety of service models based in centers, schools or family day care homes.

Early Head Start services are provided for at least six hours a day, while preschool services can be half-day, full-day, or both. When needed, Head Start providers also offer a home-based model where a trained home visitor meets with the parent or caregiver and child once a week in their homes to work with the parent as the child's primary teacher. Early Head Start serves infants, toddlers up to the age of three and pregnant individuals. Services offered for this age group are both center-based and home-based, and services are provided year-round.

Head Start serves children ages three to five, or compulsory school age, with services that can be center-based (part-day and part-year or school day and school year or full-day and full-year) and home-based.

Head Start's unique programs have a foundation built on comprehensive services for all children who participate in the program. The delivery of these services is a distinct competency of Head Start providers and unique in the world of early childhood education. The comprehensive services include providing in-depth attention in the following areas:

- Classroom education with a research-based, age-appropriate curriculum
- Cognitive assessments and screenings
- Individual education plans as needed
- Physical health screenings, tracking, and follow-up
- Dental health screenings, tracking, and follow-up
- Assessments for social, emotional, behavior, and mental health screenings with tracking, and follow-up
- Nutrition and nutritional assessments and any necessary follow-up
- Addressing individual child needs in all areas of development
- Family goal setting
- Social services for families with expressed needs
- A total range of services for children with disabilities aligned with the local school's IDEA assessment
- Transition services for children moving from Early Head Start to Head Start and from Head Start to Kindergarten

“TAKE THE SOUREST
LEMON LIFE HAS TO
OFFER & TURN IT INTO
SOMETHING RESEMBLING
LEMONADE”

—DR. KATOWSKI, *THIS IS US*





HEALTHY PROGRAM OUTCOMES

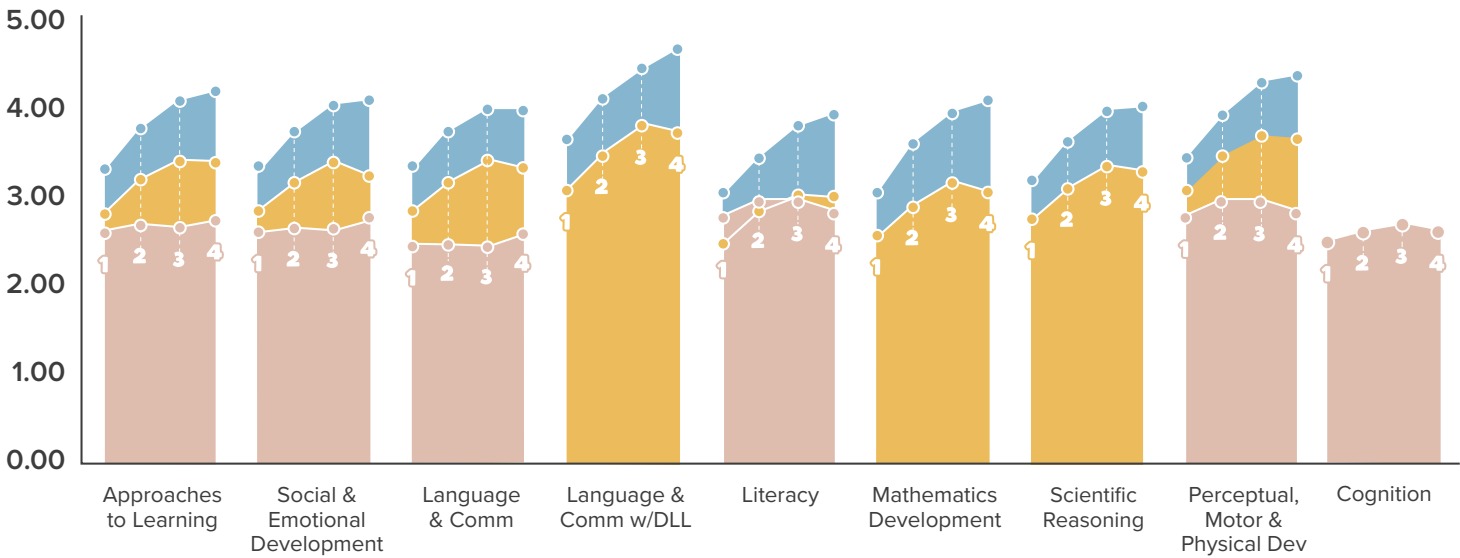
HighScope's COR (Child Observation Record) is designed by teachers for teachers with streamlined requirements, thorough professional learning support, and a practical ongoing assessment routine to ensure both teacher accuracy and child success.

COR Advantage helps in assessing early childhood development from infancy to kindergarten and enables teachers and home visitors to learn more about how children are developing and learning — freeing teachers up for more intentional quality time with the children. It is a valid and reliable instrument, with strong content, structural and concurrent validity, and high internal consistency and inter-rater reliability. COR Advantage data was collected on 2,200 infants, toddlers and preschoolers. The typical preschool developmental range is levels two through five.

Please Note:

- 34-38 month toddlers were not tested on Language & Comm w/DLL, Mathematics Development and Scientific Reasoning
- 3 & 4 Year old Preschoolers were not tested on overall Cognition

-  **4 Year Old Preschoolers**
-  **3 Year Old Preschoolers**
-  **34 - 38 Month Toddlers**



Period 1 - September thru November 2017 • **Period 2** - December 2017 thru February 2018
Period 3 - March thru May 2018 • **Period 4** - June thru August 2018

The data represents a typical program's annual individual child accomplishments as measured by a research-based assessment system. The COR Advantage aligns with the High Scope Curriculum and is used by a wide range of Ohio programs.

OHIO HEAD START 2018 DATA

In 2018, Ohio Head Start was comprised of 63 providers: 57 Head Start grantee agencies and six delegate contract agencies. All programs provided services during the year to more than 43,000 children and 600 pregnant individuals.



In 2018, we served 34,146 children ages 3 to 5 in Head Start and 8,283 infants and toddlers in Early Head Start.

FUNDING

- Total funding for Head Start agencies in Ohio in fiscal year 2018 **\$333,757,478**

Head Start funds come to local programs through grants from the U.S. Department of Health and Human Services – Head Start Bureau.

HEAD START PROGRAM YEAR NUMBERS

- Total **funded enrollment** Head Start and Early Head Start **34,803**
- Total **cumulative enrollment** Head Start and Early Head Start **43,062**
- Total Head Start children served for the program year **35,168**
- Total Early Head Start children served for the program year **5,318**

CHILD STATUS

- Children served with family incomes below 100% of the federal poverty line (\$25,100 for a family of 4) **29,617**
- Of those, children whose families lived at 50% of the federal poverty line and below (\$12,550 For a family of 4) **15,105**
- Children receiving public assistance such as TANF, SSI **5,169**
- Foster children **1,559**
- Homeless children **1,707**
- Children over income (above 100% of the Federal poverty line) **3,148**

SERVICES BY AGE

- Less than 1 year of age **2,624**
- 1 year old **2,646**
- 2 years old **4,496**
- 3 years old **14,746**
- 4 years old **17,121**
- 5 years and older **798**

HEAD START ETHNICITY

- Hispanic or Latino Origin **3,896**
- Non-Hispanic or Non-Latino Origin **39,196**

HEAD START RACE

- American Indian or Alaska Native **265**
- Asian **705**
- Black or African American **15,110**
- Native Hawaiian or Pacific Islander **60**
- White **20,786**
- Biracial/Multi-racial **4,855**
- Other **899**
- Unspecified **412**

PRIMARY LANGUAGE SPOKEN AT HOME

- English **39,078**
- Spanish **1,867**
- Native Central American, South American and Mexican Languages **2**
- Caribbean Languages **2**
- Middle Eastern/South Asian Languages **941**
- East Asian Languages **274**
- Native North American/Alaska Native Languages **4**
- Pacific Island Languages **32**
- European and Slavic Languages **62**
- African Languages **636**
- Other **33**
- Unspecified **131**

196 HEAD START CLASSROOM TEACHERS WERE PROFICIENT IN LANGUAGES OTHER THAN ENGLISH.

STAFF AND VOLUNTEERS

- Total number of all staff **8,104**
- Of those, how many were former Head Start parents (23%) **1,950**
- Total number of all volunteers **44,374**
- Of those, how many were Head Start or Early Head Start Parents (69%) **30,794**
- Percentage of Head Start classroom teachers had advanced or Baccalaureate degrees **70%**
- Percentage of Head Start classroom teachers had Associate degrees **43%**
- Percentage of Head Start classroom **assistant** teachers had advanced or Baccalaureate degrees **11%**

HEAD START PROGRAM MAKE UP

- Number of grantee agencies **57**
- Number of delegate agencies **6**
- Migrant and seasonal agencies **1**
- Grantees providing both Head Start and Early Head Start **43**
- Grantees with Head Start only **15**
- Grantees with Early Head Start only **4**

GRANTEE TYPES

- Community Action Agencies **33**
- Single Purpose Not for Profit **7**
- Multi Purpose Not for Profit **8**
- School Districts **6**
- University Lab Schools **2**
- Single Purpose for Profit **1**

DELEGATE TYPES

- Community Action Agencies **1**
- Single Purpose Not for Profit **0**
- Multi Purpose Not for Profit **2**
- School Districts **1**
- University Lab Schools **1**
- Government Agency **1**

EARLY HEAD START CHILD CARE PARTNERSHIPS

- Funded enrollment in EHS/CCP **1,098**
- Early Head Start/Child Care Partnership Grantees **10**



FRESH OPPORTUNITY FOR EVERY FAMILY

Each child is important, so Head Start focuses on providing individualized services for families with low incomes, disabilities, a migrant status, and those with seasonal employment. While each program varies to meet community needs, assistance areas include education, early childhood development, health (medical, dental, and mental), and nutrition. Engaged parents or guardians are crucial to the child's success.

Families with Low Income

The 2018 federal poverty guidelines stipulate an annual income of \$25,100 for a family of four as being 100% of the poverty level. Families living at 50% of the poverty level and below would be living at an annual income of \$12,550 per year or less. That is the equivalent of \$241.34 per week to cover expenses for a family of four. When basic needs are barely being met, learning is often a difficult task.

Children who live in seriously deprived conditions come to the programs with incredibly few resources and very high needs. Ohio's Head Start programs work closely with these children and their families to bring them up to the achievement levels expected for their chronological ages.

Families with Disabilities

Head Start serves children with disabilities – a service critical to young children who have special needs. A minimum of ten percent of each program's total enrollment must be filled by children who have a diagnosed and fully assessed disability as defined by the Individuals with Disabilities Education Act (IDEA) regulations.

Head Start programs collaborate with local school districts (LEAs) to ensure appropriate Individual Education Plans (IEPs) and to further ensure that the services required are provided to those children and that all necessary interventions are taken to ensure that child's optimum development.



**MORE THAN HALF OF THE
CHILDREN SERVED IN OHIO
HEAD START PROGRAMS COME
FROM FAMILIES LIVING AT
EXTREME POVERTY LEVELS.**



HEAD START WAS ABLE TO
PROVIDE SERVICES TO
OVER 600 CHILDREN
OF MIGRANT & SEASONAL
FAMILIES IN 2018.

Families with Migrant Status or Seasonal Employment

The Teaching and Mentoring Communities Head Start program, headquartered in Findlay, provided a wide range of services to over 600 children of migrant and seasonal families in 2018 with a unique emphasis on the following areas.

- Serving infants, toddlers, and preschool children in seven seasonal and migrant centers throughout Ohio
- Extended hours and services in centers based on family needs
- Individualized, ongoing professional development for staff
- School readiness goals for children from birth to compulsory school age
- Bilingual classrooms with instruction in the child's primary language while supporting English language development



PARTNERSHIPS

Head Start programs serve some of Ohio's most challenging young children and their families while partnering with education and family services providers in each local community. Close collaboration with local agencies and organizations ensure that all our young children have the opportunity to succeed in school and life.



THE OHIO DEPARTMENT OF EDUCATION (ODE)

The Ohio Department of Education, Division of Early Childhood has been a long-time partner with Head Start in Ohio. This long and successful relationship began in 1990 when state-funded Head Start was initiated by then Governor George Voinovich. Since that time, ODE and Head Start programs have worked together through many changes including funding losses, funding increases, and major program design changes.

In 2018, 28 Head Start grantees and delegate agencies partnered with the ODE receiving grants to serve more than 2,500 children in the state preschool model. In addition, seven Head Start grantees partnered with 26 school districts across the state to serve over 340 children in this model. Head Start programs were chosen as grantees for the ODE funding for the state preschool model and provided those services in their community. Six of the 65 Head Start providers in the state are licensed by the Ohio Department of Education.

THE OHIO DEPARTMENT OF JOBS AND FAMILY SERVICES (ODJFS)

Head Start programs in Ohio operate in alignment with the state systems for Early Childhood Education, and the majority of Head Start programs in Ohio are licensed by ODJFS. Ohio was one of the first states to receive a Race to the Top Early Learning Challenge Grant, establishing close ties within the early childhood community across the state, including Head Start – even though Head Start is a federal to local program and not directly administered by the state.

The ODE and the ODJFS work closely together coordinating the work of agencies that serve young children and through this coordination, ensure that high-quality services and high-level outcomes are achieved by the young children served in programs receiving public funding, including Head Start.

THE STEP UP TO QUALITY INITIATIVE (SUTQ)

Head Start programs are fully involved in Ohio's quality rating system known as Step Up To Quality (SUTQ). This voluntary process is overseen by the Ohio Department of Jobs and Family Services – Child Care Division – rates childcare/preschool providers on a scale of one to five stars, with five being the highest, reflecting the highest possible standard in a childcare setting.

OHIO'S EARLY CHILDHOOD ADVISORY COUNCIL

The Ohio Early Childhood Advisory Council was established in 2008 with funds and guidelines outlined in the Head Start Act of 2007. The Committee has been active since that time. Head Start has been represented on the committee consistently during the nine years of its tenure. Head Start members on the Council include: the Director of the Head Start Collaboration office – a required seat on the council; the Executive Director of the Head Start Association, a permanent seat on the council; the Director of Operations of a large Head Start program in the state. Work of the Council continued in 2018 reflecting the importance of statewide collaboration on behalf of services to young children.

OHIO'S HEAD START COLLABORATION OFFICE

Ohio was one of the first ten states across the nation to be awarded a Head Start Collaboration Project grant in 1990. Since that time the Office of Head Start has awarded these grants to all fifty states. The role of the Head Start Collaboration Office is to serve as a bridge between federal oversight of the Head Start program and state initiatives that involve the Head Start population. Together these partners work to leverage their common interests around young children and their families to formulate, implement and improve state and local policy and practices.

97% of
ALL RATED
CENTERS
were at
3, 4 OR 5 stars.

THESE PARTNERSHIPS ARE INTENDED TO:

- **ASSIST** in building early childhood systems
- **PROVIDE** access to comprehensive services and support for all low-income children
- **ENCOURAGE** widespread collaboration between Head Start and other related programs, services, and initiatives
- **AUGMENT** Head Start's capacity to be a partner in state initiatives on behalf of children and their families
- **FACILITATE** the involvement of Head Start in state policies, plans, processes and decisions affecting target populations and other low-income families.

The Office of Head Start has prioritized the goals of the Head Start Collaboration Office to guide their work. The **six** priorities are:

1. Partnering with state child care systems emphasizing the Early Head Start-Child Care (EHS-CC) Partnership Initiative
2. Working with state efforts to collect data regarding early childhood programs and child outcomes
3. Supporting the expansion and access of high-quality workforce and career development opportunities for staff
4. Collaborating with State Quality Rating Improvement Systems (QRIS)
5. Working with state school systems to ensure continuity between Head Start and Kindergarten Entrance Assessment (KRA)
6. Any additional regional priorities.

The Director of the Ohio Head Start Collaboration Office works out of the Ohio Department of Education and in close partnership with the Ohio Head Start Association as a partner to deliver the best possible Head Start services.

ABOUT OHSAI

The Ohio Head Start Association Inc. – OHSAI – is the statewide Head Start agency membership organization available to all Head Start grantees, delegate agencies and partners across our state. Our membership opportunities extend to individual staff, parents, supporting organizations, corporations, and friends. We work in collaboration with other advocates for early childhood education and programs for children and families and have a long history of outstanding partnerships across the state and nation.

HISTORY

OHSAI was incorporated in 1974 as a 501(c)4 organization and began supporting our members as an all-volunteer operation, which focused primarily on training. In 1986, we established the first state Head Start Association office in the nation and expanded our mission to include advocacy and leadership development, along with our original focus on professional development and training.

MISSION AND VISION

The Ohio Head Start Association is a professional membership organization whose work is dedicated to Leadership, Professional Development, Research and Advocacy. We are committed to high quality services for the most vulnerable children and families and foster positive change in our early childhood endeavors at the local, state and national levels.

The Ohio Head Start Association will continue to be a formidable leader in the world of Head Start. Through our passionate, unified voice, we foster and champion dynamic partnerships that forge positive outcomes and better lives for children, families and communities.

SERVICES

Our services support our mission. The three major lines of business we foster are Advocacy, Leadership Development, and Professional Development.

ADVOCACY

To enhance advocacy, we partner with a wide range of other state and national advocates who work on behalf of children and families. We maintain ongoing contact with our state legislators and our Ohio Congressional delegation so that they will be routinely informed on the issues we face and the support we need from them. We work in close partnership with the Ohio Head Start Collaboration Office, giving us a direct link with state level providers of services to young children. We serve on

a large number of state level committees, including the Ohio Early Childhood Advisory Council with the expectation that we can ensure the most effective and meaningful collaborative relationships within our state and federal spheres of influence. We maintain close working ties with the Office of Head Start and the Regional Federal Office to ensure a direct link with Head Start Funders.

LEADERSHIP DEVELOPMENT

To foster leadership development, we have an extensive ongoing leadership development program for Head Start and other partners. Sixteen years ago, we established the Ohio Head Start Futures Group, a cadre of leaders from across the state whose work is to focus on the future of the program, the challenges we face and ways that we can ensure that our programs meet those challenges and are able to continue to thrive. Volunteers work with us in our Community of Learners initiative. We have five

areas of focus with our Community of Learners – Education and Data; Parent and Family Engagement; Program Directors; Early Head Start; and Health and Disabilities. These groups meet at each of our regular state meetings and spend the time focusing on key areas of interest within their particular specialty. Leadership in these groups comes from the field, and the Association takes every opportunity to train and guide these volunteers into strong leadership roles.

PROFESSIONAL DEVELOPMENT

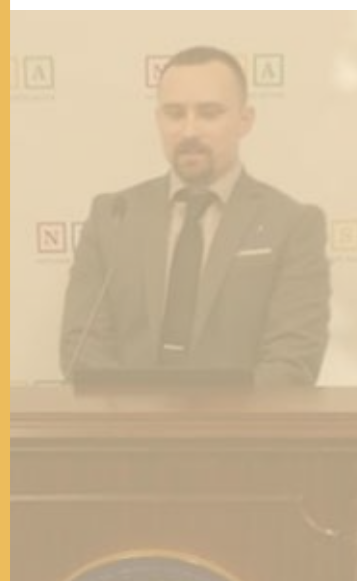
To facilitate professional development, we host over twelve training events and conferences annually. OHSAI is an Authorized Provider of IACET CEUs and events carry other applicable credit like Social Work/Counseling and Ohio Approved Credit. Our training events also carry Ohio to facilitate professional development, we host over twelve training events and conferences annually, where we offer IACET CEUs and other applicable CEUs like Counseling, and Social Work and Nursing. Our training events also carry Ohio Approved credit for Step Up to Quality programs. All of the training events we do are focused on the current and future operational challenges facing our member programs — from management systems to classroom operations.

We take great pride in our ability to meet member agencies' professional and leadership development needs through quality training. We work in concert with the established network of Head Start training and technical assistance providers to

capitalize on the strengths of each and to ensure that the local Head Start programs have the best possible training available to them in all areas of program operations.

The training events we offer are timely, of exceptional quality and are geared to all levels of Head Start experience. The office of Head Start, ACF and HHS have made it very clear that Head Start programs must provide the highest possible levels of program quality and service delivery and our efforts are to support those goals. In 2018, we provided professional development and training to more than 2,200 individuals in more than 700 contact hours.

In addition, OHSAI has been the convener of the six-state Region V Bi-annual Conference held in Chicago for many years. We held a very successful conference in the fall of 2017 where over 1,000 participants gathered and we will host the conference in 2019 in Chicago in the fall.



OUR PARENT AMBASSADORS

Our Parent Ambassador program is another example of how we are fostering leadership development in our Head Start family.

Since 2014, Ohio Head Start has held five Parent Ambassador classes. An Ohio Head Start Parent Ambassador serves as a resource for parents in their community with advocating for the program at the local, state, and national levels.

Fifteen parent applicants from across Ohio were selected in 2018 to receive training in the federal, state and local structure of legislative bodies, what the political issues are at all levels which impact Head Start and Early Childhood education, how to tell their own story in a compelling way and how to maneuver the ever-changing landscape as an advocate for children and families.

Ambassadors participated in a trip to Washington D.C. with visits to individual members of Congress and a personal meeting with Senator Sherrod Brown. The Ambassadors did an excellent job in telling their stories and gaining the positive attention of Congressional members and their staff. The sixth class will launch in June 2019.



WE BELIEVE IN...

DEVELOPING LEADERSHIP

We recognize that strong and effective leadership requires an environment of openness, acceptance, creativity, trust and continual growth at all organizational levels.

QUALITY & INNOVATION

Our work is guided by high standards, a strong sense of accountability and a commitment to documented results. We foster excellence by supporting innovative approaches and solutions.

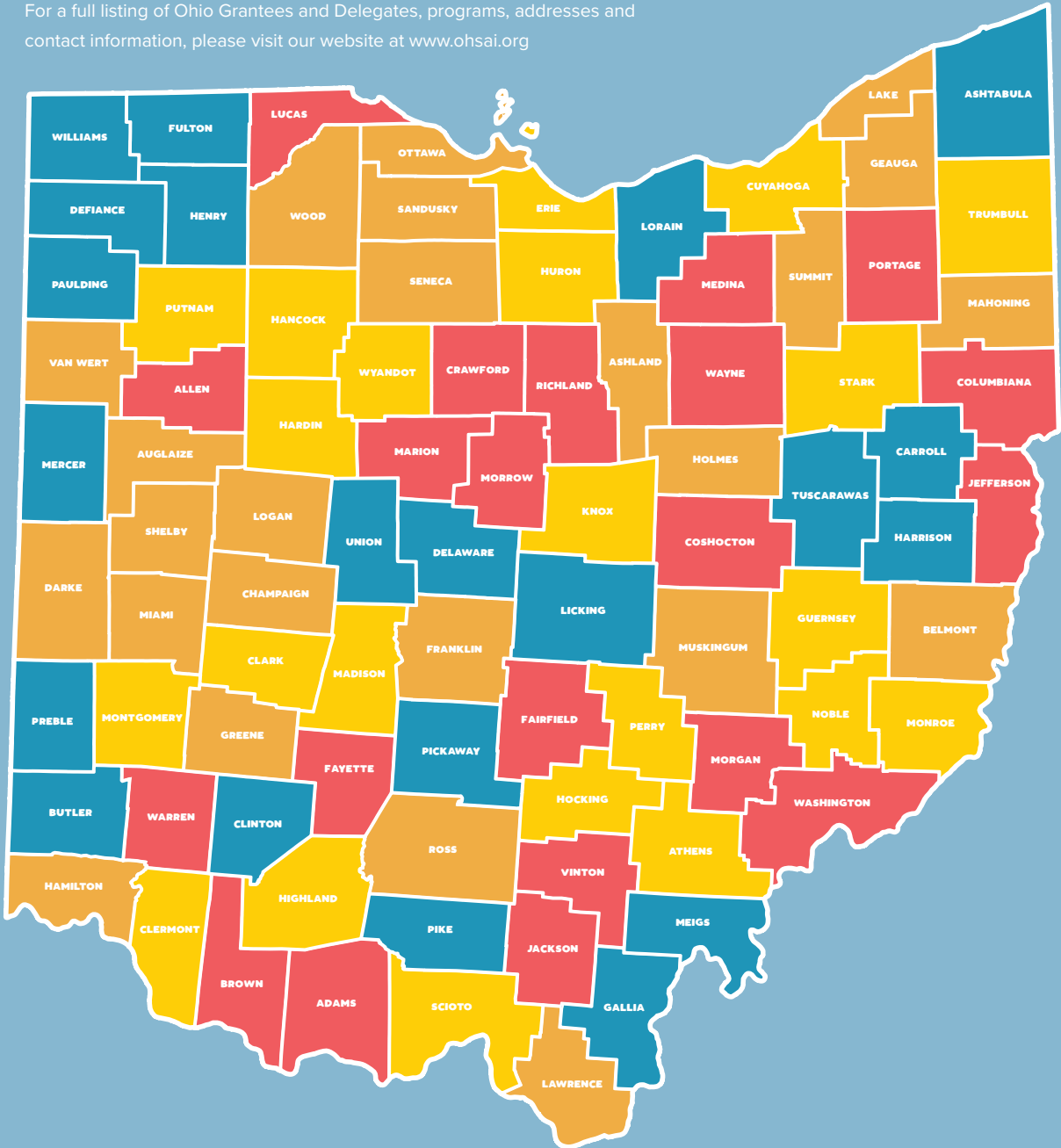
FOSTERING COLLABORATION & PARTNERSHIPS

We champion an environment of honesty, integrity, respect, teamwork and trust among all those who touch the lives of children and families. We are a strong and diligent advocate on behalf of our members and partners.



OHIO GRANTEES BY COUNTY

For a full listing of Ohio Grantees and Delegates, programs, addresses and contact information, please visit our website at www.ohsai.org



THE TIME IS
ALWAYS RIGHT
TO DO WHAT
IS RIGHT.

—Martin Luther King, Jr.

Ohio Grantees by County
For a full listing of Ohio Grantees and Delegates, programs, addresses, and contact information, please visit our website at www.ohsai.org

Sources: Regional V Office, Chicago, IL; Office of Head Start – Program Information Report (PIR) Summary Report – 2018 State Level Ohio; The Ohio Head Start Association.

Thanks to the following programs for their submittal of amazing photographs of Head Start children:
Warren County Community Services Head Start
Lorain County Community Action Head Start
KnottoCo Community Action Head Start
Adams-Brown Community Action Head Start
Ashtabula County Community Action Head Start
Western Ohio Community Action Program Head Start
North Central State College Head Start Program
Alta Care Group Head Start Program
The Centers for Families and Children Head Start
Pickaway County Community Action Head Start
Great Lakes Community Action Program Head Start

Special Thanks to Warren County Head Start students for participating in our lemonade photoshoot.



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SOURCES:

Regional V Office, Chicago, IL;
Office of Head Start Program Information Report (PIR)
Summary Report 2018 State Level Ohio;
The Ohio Head Start Association.

