

**2007-2008
Early Head Start (EHS)/
Family and Early Childhood Education Program (FECEP)/
Head Start (HS)
Policy Committee Annual Report
to the
Fairfax County Public Schools School Board**

**Instructional Work Session
May 29, 2008**

**Early Head Start (EHS)/
Family and Early Childhood Education Program (FECEP)/
Head Start (HS)
Policy Committee Annual Report**

Program Background Information

Head Start Program Performance Standards for Parent Involvement, (45-CFR 1304.50), Program Design and Management Responsibilities, requires Head Start Grantees and Delegate Agencies to involve parents of Head Start children in the overall development and operation of the Head Start program at the local level. In order to facilitate involvement in the program, Head Start agencies are expected to provide a variety of opportunities for parents that have the potential for strengthening parents' role as the prime or first educators of their children, promoting their professional growth, increasing their involvement in their children's education, and enhancing their personal experiences.

During the 2007-2008 school year, the Fairfax County Public Schools (FCPS) Early Head Start (EHS)/Family and Early Childhood Education Program (FECEP)/Head Start (HS) program, as a Delegate agency, received federal Head Start funds through the Fairfax County Office for Children, the Grantee, to continue operation of Early Head Start (EHS) for 40 pregnant women and/or children from birth to age three and funds to serve 242 students, three-to-five-year-olds, in fourteen Head Start classrooms. County, School Board, and State funds supported the remaining 858 children in the program. Total funding for all programs for FY 08 is \$15,533,522. Fairfax County Public Schools follow Federal Head Start regulations and Office of Management and Budget (OMB) circulars in the operation of the entire program.

In EHS/FECEP/HS, the Policy Committee leads parent participation. The Head Start Program Performance Standards require that at least 51 percent of the membership of each Policy Committee consist of parents of enrolled children. All of the FCPS Policy Committee members are parents of EHS/FECEP/HS children. The remaining members are community representatives from public and private community agencies and organizations. A representative and an alternate are elected each year to the Policy Committee by parent committees at each EHS/FECEP/HS school or site. The EHS/FECEP/HS staff members are not members of this committee and serve in an advisory capacity only.

The EHS/FECEP/HS Policy Committee elects four representatives and two alternates each year to serve on the countywide Policy Council at the Grantee level. The Policy Council serves the same functions as the Policy Committee and is composed of parent and community representatives from the Greater Mount Vernon Office for Children program, and the two delegate agencies, Fairfax County Public Schools, and Higher Horizons Day Care Center in the Bailey's Crossroads area.

Program Updates

The week of March 30, 2008, the U.S. Department of Health and Human Services' Administration for Children and Families conducted an on-site monitoring review of Fairfax County Public Schools' Head Start Family and Community Service Performance Standards. A final report of the on-site monitoring review will be available by June, 2008.

The EHS/FECEP/HS vision to ensure that all children are successful in school by providing seamless, integrated services to children, families, schools, and communities is evident in the comprehensive services for children and families. These services include a mental health practitioner to support the overall mental health services to families; a full-time nurse to deliver health services to the program's children, ages birth to five-years old; a full-time nutritionist to provide food and nutrition services to the program's children and families; and a team of Early Childhood specialists who support the connection between home and schools by developing family partnerships. The development of the Pre-Kindergarten Program of Studies (Pre-K POS), which is correlated to the kindergarten Program of Studies (POS) is now fully implemented in

the FECEP/HS classrooms. The alignment in the curriculum has increased the collaboration between FECEP/HS teachers and kindergarten teachers.

Standards of Learning (SOL) data continues to be collected about cohorts of children who previously attended FECEP/HS programs. These students consistently performed better than other children in poverty who had not attended the FECEP/HS program. These cohorts of students will continue to be monitored as they progress through the school (Attachment F).

The Fairfax County School Readiness Collaborative, funded by the Virginia Early Childhood Partnership Grant through the federal Child Care and Development Fund, helped children enter school ready to learn by providing resources for both parents and childcare providers that met the needs of young children at a pivotal time in their development. The concept was based on the philosophy that children will perform better in school when those caring for them are qualified and well trained. The local initiative brought together FCPS, Northern Virginia Community College, the Fairfax County Office for Children, Fairfax County Head Start, and Fairfax Futures to address school readiness by having four local elementary schools (Annandale Terrace, Freedom Hill, Hollin Meadows, and Lake Anne) and child care programs work together. The goal is to improve the quality of early childhood learning experiences for children so they enter kindergarten with the skills they need to succeed. In addition, it engages parents as active partners in their children's education and builds a common understanding of school readiness between the community and the public schools. Expansion funding for an additional four schools and neighborhoods was recently acquired. The regions identified include Springfield, Route 1-Hybla Valley, Centreville, and Fairfax City.

Staff members participated in a number of professional development opportunities throughout the year. In addition to the local training programs offered by FCPS and the Fairfax County Office for Children (OFC), EHS/FECEP/HS staff members attended a variety of conferences and workshops including:

- The Brain and Learning
- National Association for the Education of Young Children's Professional Development Institute National Association for the Education of Young Children National Conference
- Parenting, Teaching, and Treating Explosive Kids: Collaborative Problem Solving
- The National Head Start Conference
- Family Service Symposium
- Zero to Three National Institute
- Office of Head Start Birth to Three National Conference
- National Association for Bilingual Education
- Virginia Association for Early Childhood Education
- Working with Young Threes
- Silent Reality
- Abuse and Neglect Training
- International Reading Association Annual Conference
- Regional Mathematics Conference

The Early Head Start program also worked on the following collaborative projects during the 2007-2008 school year:

- Collaboratively worked with Fairfax County Office for Children and a parent representative to implement the Early Head Start National Resource Center's Culturally Responsive and Aware Dual Language Education (CRADLE) project. The CRADLE project supports the

EHS programs in creating systems changes within their programs and communities that impact aspects of dual language acquisition for families with infants and toddlers.

- Received additional funding to continue the implementation of best practices promoted by the CRADLE initiative
- The EHS classroom was videotaped as an exemplar for implementing the CRADLE project tenets by Zero to Three. The video will be available on the Zero to Three website in the summer of 2008.
- Continued participation in development of additional portions of the Baby ArtsPlay pilot, in a collaboration with Wolf Trap Institute, to create and implement a program for infants and toddlers in the classroom. In this program, an artist models experiences that teachers can use to integrate art and music into daily routines, e.g., greeting, diapering, feeding, and playtime.
- Continued partnerships with Parent and Community Connection, Inc., a non-profit community agency that provides an array of social services, and with Northern Virginia Urban League Resource Mothers to ensure delivery of comprehensive services to teen mothers without duplication of services.
- Contracted for part-time health services to provide monitoring of health service delivery, design, and implementation training for staff and parents.
- Participated in *Bright Smiles*, a state-wide preventive oral care initiative for infants and toddlers. Through this program, volunteer dental professionals offered and provided screening and varnish applications for EHS children, with parental permission. Additionally, EHS staff members referred children to the *Smiles for Children* program that finds dentists for children with Medicaid and to the county's Health Department's dental clinic in Reston and Herndon for dental examinations.

Review of 2007-2008 Policy Committee Activities

In accordance with the Head Start Program Performance Standards, the EHS/FECEP/HS program provided many and varied opportunities to promote the fullest involvement of parents in their children's education and in the overall operation of the program. Members of the Policy Committee worked closely with staff in the areas of planning, general administration, personnel selection, budget, and program evaluation. Highlighted below are the major activities and accomplishments of the Policy Committee during program year 2007-2008. Most of these activities are required by the Head Start Program Performance Standards and, as such, are ongoing in the program.

A formal structure of program governance is established yearly. This structure provides parents, the governing body, community representatives, and staff members with an opportunity to participate in shared decision-making for the benefit of the EHS/FECEP/HS program. Parents are encouraged to be involved in all aspects of the EHS/FECEP/HS program. Parents have the opportunity to be involved in three levels of participation:

- **Parent Committee**: The first level is the Parent Committee, comprised of family members of children currently enrolled in the program. Quarterly Parent Committee meetings are held at each school. In order to meet the needs of families, different meeting models are considered. The models include daytime or evening meetings. Parents identify topics of interest and often receive training, presentations, or resources at these meetings.
- **Policy Committee**: Parents from each Parent Committee are elected to represent their respective schools and serve as representatives to the Policy Committee. Policy Committee members work with key management staff and the governing body to plan, make decisions, and review program policies and procedures. Policy Committee members are also actively involved in the annual assessment and the selection of personnel.

- Policy Council: Parents from all three Fairfax County EHS/FECEP/HS programs, including FCPS, are elected to represent their respective programs on the countywide Policy Council. These parents work with Fairfax County's Office for Children staff to plan, make decisions, and review the program policies and procedures affecting all three of the Grantee's programs. Policy Council members are also involved in the annual program assessment, the grant application, and the selection of personnel.

By mid-September 2007, Parent Committees were formed at each EHS/FECEP/HS school and officers (Chairperson/Representative and Vice-Chairperson/Alternate) were elected. The representatives and alternates from each of the schools met on September 12, 2007 to form the Policy Committee. Community representatives were invited to serve with the parents on this committee. The Policy Committee officers were elected at the October meeting and installed that evening.

Policy Committee meetings were held on a monthly basis throughout the school year. During these meetings, parents had the opportunity to learn more about the program, provide input, vote on applicable aspects of the program, and present concerns and/or ask staff members questions. Dinner, child care, and \$10 travel reimbursement were provided for each of these meetings, as required by the Head Start Performance Standards to encourage socialization and attendance. Parents also had the opportunity to learn more about the program and expand their own skills by serving as Policy Committee officers and/or serving on the committee's various sub-committees (Budget Sub-Committee, Code of Operation Sub-Committee, Personnel Sub-Committee, and Male Involvement Sub-Committee) that met on a periodic basis, as needed.

Parent attendance at this year's monthly Policy Committee meetings has slightly decreased; however, the engagement of the parents who attend has increased due to a change in the format of the meeting (Attachment E). The new format gave the parents an opportunity to connect across schools and increased the opportunities for parents to advocate for their child and classrooms they represent. Parent attendance at all of the Policy Committee's sub-committee meetings decreased during the same period of time. This decline is anecdotally attributed to the rapid increase in gasoline prices and the decline in service and construction jobs.

In October, 2007, the Policy Committee approved Ms. Kaye Kory, Mason District School Board member, as the FCPS School Board – EHS/FECEP/HS Policy Committee Liaison. Ms. Kory continues to ensure effective communication among the program, parents, and the School Board through the following actions:

- Attending monthly EHS/FECEP/HS Policy Committee meetings, as her schedule permits, to provide applicable information and training.
- Receiving and reviewing applicable program information and all Policy Committee meeting agendas, minutes, and handouts.
- Sharing highlights or specific information with other School Board members, as appropriate.
- Participating in the triennial federal review

Ms. Kory shared important information about FCPS School Board goals and visions with parents attending the Policy Committee meeting on October 10, 2007.

Program for Children Three-to Five Years Old

The FECEP/HS program is a child development program for three- and four-year-old children from income-eligible, low income families. The program involves parents, community volunteers, and representatives from public and private agencies and organizations, working with staff to provide comprehensive services that address children's educational, emotional, social, health, nutritional, and mental health needs as well as the needs of the children's families. The program is funded to serve 1,100 children in 55 locations (70 classrooms) throughout the county.

- Parent Training Opportunities
 - During August and September, 2007, FECEP/HS staff provided a Family Orientation to the program for all parents. The orientation was redesigned using nonlinguistic representations, video, and power point to meet the needs of the programs diverse population and to convey important information about the program.
 - Parent training continued to be the focus of the quarterly Head Start Parent Committee meetings at the program's local schools, with staff and community participants providing workshops of interest to parents such as: Orientation to the Program, Program Governance, Child Development, Literacy, Discipline, Personal Safety, Fire and Home Safety, Transition to Kindergarten, Family Reading, Good Nutrition, and Shared Decision Making. These meetings also provided opportunities for parents to learn more about the FECEP/HS program and develop a more in-depth understanding of their rights and responsibilities as FECEP/HS parents. After the parents received appropriate coaching, the selected chairpersons and vice-chairpersons assumed responsibility for planning and conducting their local school Parent Committee meetings, with guidance and support from staff.
 - During the program's monthly Policy Committee meetings, parents received training and information about Governance, advocacy, the role of the School Board, budget preparation, the program's self-assessment and federal review, safety, child abuse prevention efforts within EHS/FECEP/HS, health and nutrition, personnel and interviewing procedures, the Pre-Kindergarten POS was adopted, the program's Service Delivery Plan, health insurance information, employment information, and the services provided by the Policy Committee's community representatives. Policy Committee members also received copies of the Head Start Program Performance Standards and the Code of Operation.
 - Two FECEP/HS parents attended the 24th Annual Parent Training Conference in Indianapolis, Indiana in December 2007, and two parents attended the 35th Head Start Annual Training Conference in Nashville, Tennessee in April 2008. In addition, two parents attended the Northeast Regional Head Start Association Conference in September, 2007; and one parent attended the April 2008 Northeast Regional Head Start Association Conference in Fredericksburg, Virginia. Multiple parents also attended various local training programs offered by FCPS and Fairfax County's Office for Children.
 - Fifty EHS/FECEP/HS parents attended the first Parent Institute Conference at Lynbrook Elementary School on October, 27, 2007. The conference offered a variety of educational and employment information sessions including the following:
 - ▶ Fairfax County Public Schools Employment Information
 - ▶ Positive Discipline
 - ▶ Supporting Your Child's Education at Home
 - ▶ Effective Parenting
 - ▶ Child Development
 - ▶ Super Dad
 - ▶ Hispanic Community

- ▶ How Children Learn Through Music
 - ▶ Health and Nutrition
 - ▶ Child Safety
 - ▶ Identifying our Community Resources: The Skill Source Center for Employment
 - ▶ Bedtime (and other) Routines: How Having an Effective Bedtime Routine Leads to a Well-Rested Child (and Parents) Who is Ready to Learn
- Special Events Involving Parents
 - By the end of April, 6,289 volunteer hours had been contributed to the EHS/FECEP/HS program. Parent and community volunteers supported the program by helping in the classrooms, going on field trips, participating in Parent Committee, Policy Committee, and Policy Council meetings, Male Involvement planning and activities, as well as numerous other services.
 - Selected EHS/FECEP/HS volunteers were recognized at the annual FCPS Volunteer Recognition Reception held at Luther Jackson Middle School on May 7, 2008. In addition, all FECEP/HS parents and community volunteers were recognized for their contributions to the program and received certificates of appreciation for their services.
 - Family literacy continued to be an ongoing initiative. In partnership with the National Reading Is Fundamental (RIF) program and Reading Is Fundamental of Northern Virginia, EHS/FECEP/HS provided three free books for all students during distribution events in November/December, February/March, and April/May. Each distribution was highlighted with a special event or theme, the reading of stories, and the selection of a book by each child. Volunteers read stories and helped place the child's name in his or her book.
 - Another ongoing Head Start focus for the past several years has been Male Involvement, the promotion of significant male's involvement in children's curricular and extra-curricular activities. The Policy Committee's Male Involvement sub-committee met quarterly during the school year and planned two activities.
 - ▶ Employment Information workshop on March 31, 2008 presented by Marsha Eukerud, Manager, Fairfax County's Region 3 Human Resources Skill Source Center for Employment. Twenty-seven parents attended the meeting.
 - ▶ *A Family Day Out* at Lake Accotink Park on Saturday, May 10, 2008. During this Saturday event, families eat lunch together, play games, have their faces painted, participate in artistic activities, play soccer, and leave the event clutching small treasures.
 - ▶ The family services specialist overseeing the program's Governance and male involvement initiatives, attended the Male Involvement Conference in Philadelphia, PA in February 2008. She also participated in the monthly conference calls sponsored by the U.S. Department of Health and Human Services Administration for Children and Families' Region III Head Start/Fatherhood Conference Series to gain ideas and share strategies for increasing male involvement.
 - Head Start Performance Standards require that each program maintains an active Health Services Advisory Committee comprised of parents, community members, and staff members. Its purpose is to focus on health issues that affect Head Start families in Fairfax County. This year's speakers included a representative from the Fairfax County Health Department discussing how to access health insurance and representative from Women, Infants and Children (WIC) sharing information about *I Am Moving, I am Learning*. (A Head Start initiative to increase physical activity and make healthy food choices). Committee members also learned about safety in the home from a Clinical Toxicologist with the National Capital Poison Center.

- Ensuring smooth transitions from the EHS/FECEP/HS programs to the next stage in the children's educational career remained a focus for the program. The transition team, met on a monthly basis to monitor program-wide transition activities and discuss strategies for enhancing that process for students and their families. Specific emphasis was placed this year on enhancing relationships, sharing resources, and ensuring two-way communication with private preschools, neighborhood child care providers, and the local community. To facilitate the attainment of this goal, an additional representative from Fairfax County's School Readiness Collaborative Grant and a staff member from Fairfax County's Office for Children were invited to become part of the team. A common transition form was developed and will be used by children and families in EHS/FECEP/HS, Preschool Special Education, Higher Horizons, Greater Mount Vernon and other preschool programs. The common form will ensure standardized information across programs is conveyed to the kindergarten or FECEP/Head Start teachers thus contributing to a successful transition for children.

In addition, the following transition activities took place during the 2007-2008 school year:

- ▶ Transition to Kindergarten Parent Committee meetings were held at each FECEP/HS school so parents could learn more about the kindergarten daily routine, what to expect at kindergarten registration, and activities they could do with their children during the summer. Many of these transition meetings were scheduled to coincide with the base schools' kindergarten orientations to maximize parent attendance at both events. Similarly, transition was also a topic for the Spring EHS Parent Committee meeting at Clearview Elementary School.
- ▶ Substitute teachers were provided so kindergarten teachers could visit FECEP/HS classrooms to begin the development of relationships with the children they will be receiving and to develop strategies for supporting the children's transition.
Education Focus Area of Parent Involvement
- Parents worked in collaboration with teachers in planning and implementing their children's educational programs, which included a written, formal agreement, the Student Progress Summary Report. A portion of the report is used by parents and teachers to collaboratively develop goals for the child that can be addressed both at home and school.
- Teaching teams conducted at least two home visits with parents during the school year, and parents attended at least one on-site school conference. Staff members were also available to support parents when requested or needed through consultation, home visits, and assistance.
- Program Involvement by Policy Committee
 - The EHS/FECEP/HS Policy Committee approved the Pre-Kindergarten Program of Studies (Pre-K POS) curriculum and the program's Service Delivery Plan after extensive review.
 - Selected Policy Committee members participated in the program's federal review.
 - On the countywide Policy Council grantee level, a two EHS/FECEP/HS parents were elected to the leadership roles of vice-chairperson and secretary. This committee, comprised of FCPS representatives and representatives from the other two county EHS/FECEP/HS programs, participated in the grantee's curricular, personnel, fiscal, and policy decisions.

**Fairfax County Public Schools
EHS/FECEP/HS
PROGRAM FUNDING SOURCES
FY 2008**

<u>Program</u>	<u>Children</u>	<u>Federal /State/ County Funding</u>	<u>%</u>	<u>FCPS Funding</u>	<u>%</u>	<u>Total Funding</u>	<u>%</u>
Federal Head Start (PA-22)		\$1,554,009		\$0		\$1,554,009	
Local FFX OFC Supplement		\$82,697		\$0		\$82,697	
Local FCPS Head Start Supplement		\$0		\$945,646		\$945,646	
Total Head Start Funding:	242	\$1,636,706		\$945,646		\$2,582,352	
Early Head Start (PA-25)		\$643,508		\$0		\$643,508	
Local FFX OFC Supplement		\$60,126		\$0		\$60,126	
Local FCPS Supplement		\$0		\$74,177		\$74,177	
Total Early Head Start Funding:	40	\$703,634		\$74,177		\$777,811	
FECEP - FFX OFC		\$3,512,990		\$0		\$3,512,990	
STATE VPI FUNDING		\$905,780		\$0		\$905,780	
FEDERAL USDA		\$510,000		\$0		\$510,000	
FECEP - FCPS/VPI		\$0		\$7,244,589		\$7,244,589	
Total FECEP/VPI Funding:	858	\$4,928,770		\$7,244,589		\$12,173,359	
TOTALS:	1,140	\$7,269,110	46.80%	\$8,264,412	53.20%	\$15,533,522	100.00%

Total Funded Enrollment: 1,140
Total Cost Per Child: \$13,626

Review of 2007-2008 Recommendations of the Policy Committee

1. Parents would like to continue pursuing funding for the expansion of EHS/FECEP/HS classrooms to serve more children.

Response: The Commonwealth of Virginia has increased funding for the Virginia Preschool Initiative. In FY2010, it is anticipated that the state will provide matching funding which will allow for expansion of the program for 4 year olds. The anticipated increase will provide for 11 new classrooms.

2. Parents would like more parent education and skill development opportunities by having trainers/speakers come to the Policy Committee meetings instead of sending one or two parents to attend the statewide conference training.

Response: Last year the annual Parent Institute Conference was held in the Fall on October 27, 2007, at Lynbrook Elementary School. This local conference provided varieties of workshops and presentations on employment, community resources, Child Safety, Hispanic Community, Health and Nutrition, Supporting Your Child's Education at Home, Effective parenting, How Children learn through Music, Bedtime (and other) Routines: How Having an Effective Bedtime Routine Leads to a Well-Rested Child (and Parents) Who is Ready to Learn, Positive Discipline and Super Dad. Next school year the program will plan two Parent Institute Conferences (Fall 2008 and Spring 2009). The program will invite trainers/guest speakers to address a variety of interested topics to the Policy Committee monthly meetings.

3. Parents would like to continue the exploration of strategies to increase parents' attendance and to get more men (fathers/male figures) involved.

Response: The program will continue to provide Male Involvement activities such as the *Family Day Out* event and workshops that offer community resources information on employment and health insurance. Further more, the program will continue to encourage the fathers or father figures to take the children to local events and activities.

4. Parents would like to explore ways to communicate by using modern technologies, such as My Space or chat rooms.

Response: The program staff will investigate opportunities (e.g., blogs, Blackboard) for the EHS/FECEP/HS parents to communicate with each other, write comments, suggestions or questions addressed to the staff.

5. Parents would like to see the reimbursement for the Policy Committee and Sub-Committee meeting travel expenses increased due to the rising cost of gasoline.

Response: The program will allocate parent activity funds to increase the travel reimbursement to \$15 for parents who come to the Policy Committee and Sub-Committee meetings.

**2007-2008 Executive Summary
Early Head Start (EHS)/
Family and Early Childhood Education Program (FECEP)/Head Start (HS)
Policy Committee Annual Report**

Program Updates

- The U.S. Department of Health and Human Services' Administration for Children and Families personnel conducted a triennial review the week of March 30, 2008. The results of the review will be available by June, 2008.
- The Pre-Kindergarten Program of Studies (Pre-K POS) was fully implemented by all FECEP/Head Start classrooms this school year. Training was provided to selected preschool special education teachers collaborating with Family and Early Childhood Education Program (FECEP)/Head Start (HS) teachers in order to provide a seamless integration of services for children with special needs.
- Standards of Learning (SOL) data continues to be collected about cohorts of children who previously attended FECEP/HS programs. These students consistently performed better than other children in poverty who had not attended the FECEP/HS program. These cohorts of students will continue to be monitored as they progress through the school.
- The Fairfax County School Readiness collaborative continued to bring together Fairfax County Public Schools, Northern Virginia Community College, the Fairfax County Office for Children, Fairfax County Head Start, and Fairfax Futures to address school readiness by having four local schools and community child care programs work together to improve the quality of early childhood learning experiences for children so they will have the skills needed to succeed in kindergarten. The grant has been expanded to four additional neighborhoods (Springfield, Route 1-Hybla Valley, Fairfax City, and Centerville).

Parent Involvement Highlights

In addition to participating in shared decision-making, including fiscal, curricular, and personnel decisions, parents were involved in the following:

- Two national Head Start conferences, two State conferences, and numerous regional and local training programs.
- The program's federal review.
- EHS/FECEP/HS Parent Institute Conference at Lynbrook Elementary School in October and the Family Day Out picnic at Lake Accotink in May. Both events, sponsored and organized by parents and staff, promoted parents' involvement in their children's education and the importance of significant male's involvement.

Policy Committee Recommendations for 2008–2009

Parents would like to:

- Continue pursuing funding for the expansion of EHS/FECEP/HS classrooms to serve more children.
- More parent education and skill development opportunities by having trainers/speakers come to the Policy Committee meetings instead of sending one or two parents to attend the statewide conference training.
- Continue the exploration of strategies to increase parents' attendance and to get more men (fathers/male figures) involved.
- Explore ways to communicate by using modern technologies (as needed), such as My Space or chat rooms.
- Increase the reimbursement for the Policy Committee and sub-committee meeting travel expenses due to the rising cost of gasoline.

Fairfax County Public Schools
Early Head Start (EHS)/
Family and Early Childhood Education Program (FECEP)/
Head Start (HS)
Policy Committee
Executive Board
2007-2008

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2007-2008**

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