

Arizona
Head Start State Collaboration Office

STRATEGIC PLAN 2009 - 2013

2009 UPDATE



Arizona Head Start State Collaboration Office (HSCO)
Division for Children
Governor's Office for Children, Youth and Families

November 2009

Table of Contents

INTRODUCTION	1
STATUS UPDATE ON 2009-2010 ACTIVITIES.....	4
FIVE - YEAR GOALS, OBJECTIVES AND STRATEGIES.....	6
Goal 1: Head Start (HS) is involved in the development of state policies, plans, processes and decisions impacting Head Start.	6
Goal 2: The Arizona Indian Head Start Directors' Association has a clear picture of the current state of Head Start programming and established specific future directions.	7
Goal 3: Community awareness and participation in early childhood issues and Head Start is increased.	7
Goal 4: Children in Head Start programs receive needed health care including: medical, dental and behavioral health prevention and treatment.....	8
Goal 5: Collaboration and coordination among Head Start agencies and child welfare/public welfare entities (such as those providing services for children in foster care, or providing Child Protective Services (CPS), or public assistance such as cash assistance) is enhanced.	11
Goal 6: Children with disabilities in Head Start programs are screened, referred, evaluated and receive services within the Federal timeframes.....	12
Goal 7: Children with developmental or health concerns in Head Start programs who do not meet State definitions for special education services are provided appropriate services.....	15
Goal 8: All Head Start staff meets the required minimum educational qualifications per the Head Start Reauthorization Act (PL 110-134).....	16
Goal 9: Services for children experiencing homelessness and their families are coordinated among Head Start Grantees, community resources, and the Local Education Homeless Liaisons.	19
Goal 10: Children in Head Start programs who need full-day child care have access to high quality care through Head Start cooperation, coordination and collaboration.....	21
Goal 11: Children and families served by Head Start have access to family literacy services in their communities.	23
HSSCO STAKEHOLDERS AND STRATEGIC PLANNING PARTICIPANTS.....	24

INTRODUCTION

In February 2009, the Arizona Head Start State Collaboration Office (HSSCO) 2009 -2013 Strategic Plan was developed following completion of the 2008-2009 Needs Assessment. The Assessment process identified the current state of Head Start services in Arizona and priority areas for inclusion in the strategic planning process.

Consistent with the philosophy of Head Start and the Arizona HSSCO, the strategic planning process included representation from key stakeholders at the State and local levels as well as Head Start Grantees, the Arizona Head Start Association (AHSA) and the Arizona Indian Head Start Directors Association (AIHSDA).

Participants in the planning session, the HSSCO Stakeholders, agreed to continue to provide their expertise, advice and guidance throughout the implementation of the Plan. Their depth of experience provides the foundation for guiding the HSSCO in the following areas:

1. On an ongoing basis, review, prioritize and, as needed, further define strategies for implementation of the Plan in the context of the current environment.
2. Assist in defining the results desired and process to be implemented to meet the HSSCO requirement for an annual update to the HSSCO Needs Assessment.

The HSSCO Stakeholders meetings also provide a forum for ongoing communication about state and federal policy and funding developments, other early childhood initiatives in Arizona, as well as identification of opportunities and resources available to young children in Arizona. To that end, in October 2009, the HSSCO Stakeholders met to update the 2009 -2013 Strategic Plan by clarifying or adding objectives and strategies, as necessary.

This updated document reflects new or revised strategies and a few new objectives recommended by HSSCO Stakeholders as well as the Arizona Head Start Association's Executive Committee. In the following sections, new or revised objectives and strategies are shaded for ease of identification.

An update of 2009 accomplishments through October 2009 is included as well as a listing of HSSCO Stakeholders and Strategic Planning participants.

Arizona HSSCO

The Head Start State Collaboration Offices (HSSCOs) are defined in the Head Start Act (42 U.S.C. 9831) and were described by the U.S. Department of Health and Human Services in the Federal Register in 1990. HSSCOs are charged with consulting broadly among early care and education systems at the federal, state, and local level. As a key partner to the HSSCO, the state Head Start Association is encouraged to be engaged to support and inform state early childhood policies, plans, and processes.

Within this context, HSSCOs have specific responsibility for establishing partnerships and collaborations related to the overarching federal Goals:

1. Assist in *building early childhood systems* and access to comprehensive services and support for all low-income children;

2. *Promote widespread collaboration and partnership between Head Start Grantees and other appropriate programs, services, and initiatives, including child care and State preschool.*
3. *Facilitate the involvement of Head Start in the development of State policies, plans, processes and decisions affecting the Head Start target population and other low- income families.*

Areas of Focus
• Child Care
• Children Experiencing Homelessness
• Children with Disabilities
• Community Services
• Education
• Family Literacy
• Health Care – Primary, Mental and Oral Health
• Professional Development
• Public Welfare/Child Welfare

Legislated responsibilities of the HSSCO include facilitating collaboration in activities designed to benefit low income children and families; encouraging Head Start (HS) agencies to collaborate with entities involved in state and local planning, serving as the State Liaison between the appropriate Regional Office and Head Start Grantees, serving as the liaison with the Education Agency and entities serving low income children and families, and coordinating Head Start Areas of Focus. Funding and support for the Arizona HSSCO is provided by Region IX of the U.S. Department of Health and Human Services

Funding and support for the Arizona HSSCO is provided by Region IX of the U.S. Department of Health and Human Services. The Arizona Head Start State Collaboration Office is located in the Arizona Governor’s Office for Children, Youth and Families, within the Division for Children. It was established in 1996. The HSSCO operates on an annual grant award of \$175,000. The office is funded in a five-year grant cycle, and the grant is updated and renewed annually.

Arizona Head Start Programs

The purpose of Head Start is defined in the Head Act as promoting:

“school readiness by enhancing the social and cognitive development of low-income children through the provision, to low-income children and their families, of health, educational, nutritional, social, and other services that are determined, based on family needs assessments, to be necessary.”

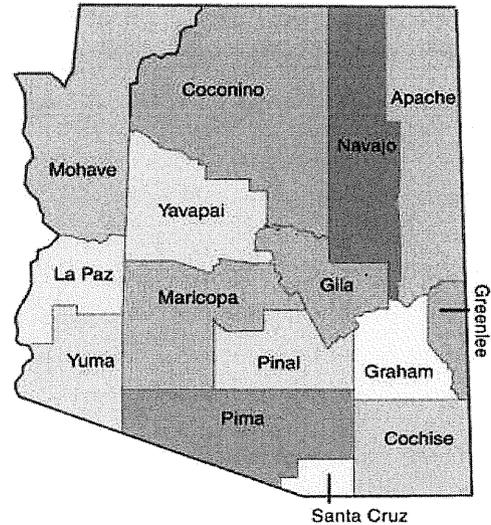
Arizona Head Start programs are administered through twenty-one grantees including eight grantees serving Arizona's fifteen counties, with one of the eight also serving the migrant and seasonal population Statewide, and thirteen grantees serving tribal communities.

During Head Start Program Year 2008 – 2009 there were 20,866 children provided Early Head Start or Head Start Services throughout the State of Arizona. In Program Year 2007 - 2008 there were 21,797 children provided Early Head Start or Head Start Services throughout the State of Arizona. These figures include children served by the grantees serving the 15 Arizona counties, the Migrant and Seasonal Head Start Program administered by Chicano’s por la Causa, and those served by Arizona Tribal Programs.

Total Number of children in Head Start in Arizona	
2007-2008	2008-2009
21,797	20,866

The Grantees serving the fifteen Counties are:

- Northern Arizona Council of Governments (NACOG) serving Apache, Coconino, Navajo and Yavapai Counties
- Child Parent Centers, Inc. serving Cochise, Graham, Greenlee, Pima, and Santa Cruz Counties
- Pinal Gila Community Child Services, Inc. serving Pinal and Gila Counties
- Western Arizona Council of Governments (WACOG) serving La Paz, Mohave, and Yuma Counties
- City of Phoenix serving all of the City of Phoenix except portions served by Southwest Human Development and Chicanos por la Causa.
- Southwest Human Development serving five school districts in central Phoenix and Paradise Valley.
- Chicanos por la Causa serving south central Phoenix.
- Maricopa County Human Services serving all of Maricopa County except portions served by City of Phoenix, Southwest Human Development and Chicanos por la Causa.



Migrant and Seasonal Head Start Services are provided by Chicanos por la Causa Statewide with primary sites in Pinal, Yuma, and Maricopa Counties.

Tribal Head Start programs are offered by thirteen of Arizona's Tribes. Note: Detail regarding Tribal Head Start Programs has not been included in this Needs Assessment; however information regarding numbers of children served is included. Contacts and resources related to the American Indian/Alaska Native Head Start Collaboration Office is available at <http://ece.aed.org/staff/naian.html>

- Cocopah Head Start (Somerton, AZ)
- Colorado River Indian Tribes (Parker, AZ)
- Gila River Head Start (Sacaton, AZ)
- Havasupai Head Start (Supai, AZ)
- Hopi Head Start (Kykotsmovi, AZ)
- Hualapai Tribe Head Start (Peach Springs, AZ)
- Navajo Nation Head Start (Window Rock, AZ)
- Pascua Yaqui Head Start (Tucson, AZ)
- Quechan Tribe (Yuma, AZ)
- Salt River Pima-Maricopa Indian Community (Scottsdale, AZ)
- San Carlos Apache Tribe (San Carlos, AZ)
- Tohono O'odham Nation Division of Early Childhood Development (Sells, AZ)
- White Mountain Apache Head Start (White River, AZ)

STATUS UPDATE ON 2009-2010 ACTIVITIES

The following is a sampling of updates provided by the HSSCO Stakeholders during the October 16, 2009 meeting as well as accomplishments from the HSSCO semi – annual report for March through August 2009. Refer to the full report available through the Arizona HSSCO.

Early Childhood System Building Activities

- Engaged involvement of Head Start Agencies in the development of state and local policies, planning processes, and decisions through such means as:
 - Involvement in the HSSCO stakeholder group;
 - Consultation with AHSA members regarding draft MOUs with Arizona Departments of Education and Economic Security;
 - Consultation with Executive Committee of the Arizona Head Start Association and the Arizona Head Start T/TA Office regarding planning, policy issues.
- Assisted the Arizona Indian Head Start Directors Association (AIHDSA) in compiling their Needs and Assets Assessments and facilitating a five –year AIHDSA Strategic Plan.
- Developed greater support for Head Start and early childhood development issues by engaging in the following ongoing activities:
 - Served as a liaison to the State Early Learning Advisory Council (First Things First Board).
 - Established the HSSCO stakeholder taskforce to develop, advise and assist in implementation of a five-year HSSCO Strategic Plan.
 - Contracted with AHSA to publish the Annual Statewide Head Start Report and Fact Sheet; For 2008 report, refer to - <http://www.azheadstart.org/documents/2008AHSAAnnualReport.pdf>
 - Disseminated the HSSCO Needs and Assets Report. Refer to the full report at add link

Health Care (the following activities were conducted through a contract with AHSA)

- Delivered the *Prenatal Environmental Exposure Prevention & Awareness Guidebook* and *Heat & Sun Exposure Prevention & Awareness Guidebook* and CDs to all Head Start programs in February 2009.
- Conducted an oral health forum in May 2009.
- Convened the AHSA 3rd Early Childhood Mental Health Forum in October 2009.
- Convened a forum/facilitated discussion on Pediatric Obesity by partnering with the Worthy Institute who held an Obesity Prevention conference at the same time as AHSA MH Conference.

Child Welfare/ Public Welfare

- Prompted exploration of obtaining demographic information for all grantees from Arizona’s TANF agency for the purpose of conducting Head Start outreach (Initial lead: City of Phoenix).

Children with Disabilities

- Assisted in designing and hosting training presented during the ADE-HSSCO Early Childhood- Head Start Forums. To date, seven forums have been conducted.
- Head Start- ADE and Head Start – Arizona Early Intervention Program (AzEIP) Memorandum of Understanding (MOUs) final drafts were routed to Office of Head Start for signature in September.
- Related to supporting staff serving children who do not meet the definition of special needs but may need additional support or resources:
 - The AHSA Mental Health Conference provided staff support and resources in this area.
 - First Things First (FTF) Regional Partnership Council’s have committed funding to this issue.

- FTF has an RFGA out for mental health consultation to support early childhood development facilities.
- Passed in state legislation, there is a new broader category for developmental delay for preschool.
- Head Start T/TA Office has planned training for Head Start teachers and coordinators using the CSEFEL curriculum. The CSEFEL website: <http://www.vanderbilt.edu/csefel/>
- The Department of Health Services/Division of Behavioral Health Services' Arizona Early Childhood Subcommittee is developing a curriculum around the education system (including transition).

Professional Development

- HSSCO Director provides support to the *Arizona Educare Board* (project is engaged in capital campaign), serves on T.E.A.C.H. Early Childhood Arizona Advisory Board
- HSSCO contracted with AHSA to develop web-based resources that will serve as a central repository of early childhood education and related education resources in Arizona.
- HSSCO contracted with AHSA to develop Family Partnership Credential. Key staff received training in the Cornell Empowering Families Curriculum and Family Partnership Credential. Arizona is one of 18 States involved in this process. An Advisory Committee has been formed by AHSA to provide direction.
- AHSA Executive Director participated in the FTF committee setting compensation levels for TEACH.
- City of Phoenix Head Start is working with Community Colleges to support access to early childhood education.
- First Things First has focused on professional development opportunities and enhanced that discussion and the mix of options

Children and Families Experiencing Homelessness

- HSSCO contracted with AHSA to facilitate a stronger relationship between school districts (LEA Homelessness Liaisons) and Head Start programs (Family and Community Partnership staff). In September 2009, AHSA Executive Director with the ADE Specialist on Homelessness provided a workshop within Maricopa County. Additional workshops are planned for other counties.
- AHSA hosted an information table at the *Arizona Coalition to End Homelessness Conference* in October 2009, which created key linkages with service providers and policy makers.

Child Care

- The Quality First! Forum is scheduled for the November Quarterly AHSA meeting. A representative from First Things First will provide an overview and current status of the Quality First system. The goal is to promote understanding and collaboration and determine how Head Start fits into the Quality Improvement and Rating System known as Quality First! in Arizona.

Family Literacy Services

- HSSCO Director and AHSA Director served on evaluation panel for Even Start and Family Literacy grants through the Arizona Department of Education.
- The Arizona Head Start T/TA Office provided a Family Literacy training using materials from the National Head Start Family Literacy Center.

FIVE YEAR (2009-2013) - GOALS, OBJECTIVES AND STRATEGIES

EARLY CHILDHOOD SYSTEM BUILDING ACTIVITIES

Goal 1: Head Start (HS) is involved in the development of state policies, plans, processes and decisions impacting Head Start.

Objective A: By 2011 complete Early Childhood Collaboration Forums in each region of Arizona.

Strategies:

1. Send a joint letter from HSSCO and Arizona Department of Education to all Head Start Grantees and School Districts.
2. Issue suggested guidelines for preschool / transition Memoranda of Understanding between Head Start and local education agencies.
3. Provide specific information about Head Start, school district and other program responsibilities with regard to HS Act, Individuals with Disabilities Education Act (IDEA) Part B 619 and federal efforts to encourage greater collaboration.
4. Provide opportunities for participants to learn and practice basic processes for interagency meetings.
5. Review the Memoranda of Understanding (MOU) for compliance with federal requirements.

Lead: HSSCO with Arizona Department of Education (ADE)

Partners:, Arizona Head Start Association (AHSA), Arizona Indian Head Start Directors Association (AIHSDA), Head Start State-Based and Head Start American Indian/Alaskan Native (AI/AN) Training and Technical Assistance (T/TA) Offices, Arizona Early Intervention Program (AzEIP),and Local Education Agencies (LEAs).

Benefits: Develop stronger working relationships between Head Start and Local Education Agencies (LEAs) resulting in better outcomes for children.

Objective B: By 2013 Head Start is represented at all major statewide initiatives involving early childhood development and education.

Strategies:

1. Promote continued involvement of Head Start representatives in First Things First Regional Councils.
2. Participate in the development of Early Learning Standards for 0-3.
3. Monitor and identify additional opportunities for Head Start Grantee involvement and information sharing.

Lead: HSSCO

Partners: AHSA, AIHSDA, Head Start State-Based T/TA Office, P-20 Council, First Things First.

Benefits: Increased visibility of and knowledge about Head Start in the early childhood systems. Enhanced ability of Head Start to influence early childhood systems planning.

Goal 2: The Arizona Indian Head Start Directors' Association has a clear picture of the current state of Head Start programming and established specific future directions.

Objective A: By 2010 assist the Arizona Indian Head Start Directors Association (AIHDSA) in completing a Needs and Assets Assessment about the Indian Head Start Program in Arizona.

Strategies:

1. Provide support in compiling needs assessment data collected by the American Indian/Alaskan Native (AI/AN) HSSCO Director (at federal level).
2. Provide the AIHDSA with specific information gained from the HSSCO Assessment.

Lead: HSSCO with Linda Cannon and Associates

Partner: AIHDSA, AI/AN HSSCO Director and Head Start AI/AN T/TA Office.

Benefits: An understanding of the needs and assets in the Indian Head Start communities.

Objective B: By 2010 assist AIHDSA in the development of a Strategic Plan.

Strategies:

1. Participate in the strategic planning session.
2. Utilizing federal Head Start grant funding provide financial support and process guidance in development of the Plan.

Lead: HSSCO with Linda Cannon and Associates

Partners: AIHDSA and Head Start AI/AN T/TA Office.

Benefits: An informed and targeted strategic plan to guide the future improvement in Indian Head Start programs.

Goal 3: Community awareness and participation in early childhood issues and Head Start is increased.

Objective A: By 2009 reestablish and continue to work with the Arizona Head Start State Collaboration Office (HSSCO) Stakeholder Committee.

Strategies:

1. Include key state-level stakeholders.
2. Establish an action plan agenda.
3. Define the roles, responsibilities and outcomes to be achieved.
4. Identify forums for linking the Stakeholder members to specific events with AHSA and local Grantees.

Lead: HSSCO with Linda Cannon and Associates

Partners: Head Start Grantees, Head Start State-Based T/TA Office, First Things First, Arizona Department of Education, Arizona Department of Health Services, Arizona Department of Economic Security and Arizona Health Care Cost Containment System.

Benefits: Development of stronger relationships among Head Start and key partners at the State and Local level.

Objective B: By 2013 increase community awareness of Head Start and early childhood development.

Strategies:

1. Attend/participate in the State Early Learning Advisory Council (First Things First Board).
2. Publish the Annual Statewide Head Start Report and Fact Sheet.
3. Expand distribution of the Head Start Annual Report and monthly AHSA newsletters to broader early childhood community.
4. Update HSSCO Needs and Assets Report and disseminate information briefs about results.
5. Identify key partners / collaborators in the promotion of early childhood education.
6. Define desired outcomes such as increased public support, increased qualified provider staff, increased understanding of importance of early education and of Head Start as part of that system and increased understanding of who Head Start families are; i.e. working poor.
7. Identify targeted priority populations such as High school seniors, college students, University and Community College systems, parents, businesses – specifically large employers, Community human service organizations and State Government.
8. Form a Head Start Alumni Group.
9. Conduct video conference for FTF Regional staff to facilitate increased knowledge about and engagement with Head Start.

Lead: ASHA

Partners: HSSCO, AIHSDA, Arizona Department of Education, First Things First, Business community, Foundations, Children's Action Alliance, Local school districts, Community Health Centers, Media, Economists, Other children's advocacy groups, Arizona Association for the Education of Young Children, and Parents.

Benefits: Development of greater support for Head Start and early childhood development issues.

HEALTH CARE

Goal 4: Children in Head Start programs receive needed health care including: medical, dental and behavioral health prevention and treatment.

Objective A: By 2011 increase access to oral health screening, treatment and dental homes through collaboration and partnership development.

Strategies:

1. Hold an oral health forum as the launch of the Dental Home Initiative.
2. As a follow up to the forum, implement specific outreach activities to connect with the State Dental Health Leadership Team, Dental Schools, Arizona Department of Health Services (ADHS) Office of Oral Health, private pediatric and family dentists in the State.
3. Conduct oral health forum to build on 2009 momentum. Include pediatric dentists, maternal/child health coordinators, AHCCCS providers, EPSDT, Arizona Academy of Pediatrics members and Head Start health services personnel. Explore tele-dentistry models/unique service delivery options and lessons learned, review coverage areas and pediatric dental services throughout the state. Build relationships between Oral Health and Head Start communities.

Lead: AHSA

Partners: HSSCO, AIHSDA, Arizona Office of Oral Health, Arizona Dental School, First Things First, and Head Start State-Based T/TA Office.

Benefits: Improved child outcomes regarding oral health care.

Objective B: By 2012 improve information sharing among Head Start, AHCCCS, AHCCCS Health Plans, and Arizona Department of Health Services (ADHS) Behavioral Health Services (BHS) by adopting protocols and executing MOUs as needed.

Strategies:

Support a workgroup to determine how to break down barriers to sharing necessary information.

Lead: HSSCO

Partners: AHSA, AIHSDA, Arizona Health Care Cost Containment System, AHCCCS Health Plans, Arizona Department of Health Services, Behavioral Health Services, and Head Start State-Based T/TA Office.

Benefits: Improved access to behavioral health services for children served by Head Start.

Objective C: By 2013 champion a system that acknowledges parents as the primary decision makers for health care for their children and educates them about what constitutes a healthy child so they will be able to better identify and address their children's health care needs.

As measured by: Improved Head Start Program Information Report (PIR) data, an increase in completed Early Periodic Screening Diagnosis Treatment (EPSDT) screenings, and establishment of baseline data for behavioral health.

Strategies:

1. Work in collaboration with affected agencies to identify significant behavioral health data.
2. Support further development and expansion of the Health Care Institute.
3. Seek out other organizations that will partner in the education process.
4. Develop a web-based resource through AHSA which contains information within the Heat and Sun Exposure Prevention and Awareness Resource Guidebook.
5. Develop a web-based resource through AHSA which provides information contained in the Prenatal Environmental Exposure Prevention and Awareness Resource Guidebook.
6. Tie topic into Parent Leadership Institute, hosted by AHSA, to strengthen resources and support parents, using Health literacy curriculum (adapted for parents) from National Head Start Family Literacy Center.

Lead: AHSA

Partners: HSSCO, AIHSDA, Arizona Department of Health Services, Arizona Health Care Cost Containment System, and Head Start State-Based T/TA Office.

Benefits: Improved PIR data, an increase in completed EPSDT screenings, and establishment of baseline data for behavioral health.

Objective D: By 2013 increase provider awareness of early childhood health care issues by promoting the establishment of at least one working collaboration in each region of the state.

Strategies:

1. Invite health care state contractors and provider associations to participate in this effort.
2. Inventory existing efforts (coordinating, cooperating, and collaborating).
3. Determine level of existing relationships and next steps to raise relationships to next level.
4. Identify gaps and establish new partnerships for information sharing and referral.
5. Identify ways to improve provider knowledge about age-appropriate care.
6. Work with state agencies to identify and educate provider contractors who are not following required protocols relating to treatment and data reporting.
7. Explore new models for delivering services.
8. Participate in Arizona LAUNCH/Tapestry Project which will strengthen program linkages and services for children in the South Phoenix Area.
9. Provide the 4th annual AHSA Mental Health Conference for the early childhood community to increase knowledge and resources with regard to children's mental health.
10. Convene a forum / discussion on Pediatric Obesity bringing together providers, preschool, child care and Head Start. Follow-up with second forum with focus on continuity of care, implications for healthy emotional and social development (incorporate 2009 conference feedback), create tools to use with children/families, address staff wellness, health issues and comfort level, and utilize Office of Head Start (OHS) materials.

Lead: HSSCO and AHSA

Partners: AIHSDA, Head Start State-Based T/TA Office, Arizona LAUNCH/Tapestry Project, Arizona Academy of Pediatrics, Arizona Department of Health Services, Telemedicine Project, AHCCCS and First Things First.

Benefits: Improved access to health care through provider awareness.

Objective E: By 2013 all Head Start children age birth to 3 will have preferred hearing screening and access to Early Childhood Hearing Outreach (ECHO) project¹ contacts and resources.

Strategies:

1. Work with The EAR Foundation to secure grants / funding to bring Hearing Screening Project (with training, supervision and equipment) to Arizona.
2. Based on the information in the Survey of Head Start Health staff, target resources to the highest areas of need.
3. Include Head Start Grantee participation in the Project Team.

Lead: HSSCO with The EAR Foundation

Partners: Arizona Department of Health Services, AHSA, AIHSDA and Head Start T/TA Office

Benefits: Increase in the number of Head Start children receiving hearing screening.

¹ The **EARLY CHILDHOOD HEARING OUTREACH (ECHO)** Initiative focuses on "echo-ing" successful newborn hearing screening efforts by extending the benefit of periodic hearing screening to children 0 – 3 years of age in a variety of settings including Head Start and Health Care Settings.

CHILD WELFARE/ PUBLIC WELFARE

Goal 5: Collaboration and coordination among Head Start agencies and child welfare/ public welfare entities (such as those providing services for children in foster care, or providing Child Protective Services (CPS), or public assistance such as cash assistance) are enhanced.

Objective A: By 2013 increase the number of foster care children involved in Head Start programs by at least 1% of the total available slots.

Strategies:

1. Identify eligible children in foster care by working with local licensing agencies and by contacting foster care case workers.
2. Develop MOUs between Head Start Grantees and local agencies.
3. Use existing informal processes to communicate information to families.
4. Provide Head Start Grantees with appropriate DES contacts to call if a Head Start vacancy occurs.
5. Facilitate a state level dialogue.
6. Follow up with local discussions between Head Start and ADES/ Division for Children, Youth and Families (DCYF) partners.
7. Conduct regional foster care networking workshops building on existing foster parent and/or DCYF gatherings.
8. Include Head Start, DES, CPS and foster care agency partners.
9. Establish new relationships and explore various requirements and services

Lead: HSSCO with AHSA

Partners: AHSA, AIHSDA, Arizona Head Start Grantees, Arizona Department of Economic Security, Division for Children, Youth and Families, foster families and associations.

Benefits: Increased enrollment in Head Start of Foster Children. Children who are most vulnerable have access to comprehensive early childhood development services.

Objective B: By 2013 support an effort to determine who the custodial party is in those cases when custody is not clear through establishment and dissemination of agreed upon procedures among Head Start and ADES/ Division for Children Youth and Families (DCYF).

Strategies:

1. Facilitate a statewide workgroup to develop a framework that can be adapted to local requirements.
2. Rollout procedures beginning in counties that have court teams in place.
3. Determine if periodic review and updates are necessary.

Lead: HSSCO

Partners: ADES/DCYF, AHSA, and AIHSDA.

Benefits: Enhanced ability of foster parents and guardians to enroll their children in Head Start.

Objective C: By 2013 facilitate the development of an initiative to have Head Start Grantees meet at least annually with local DES/CPS staff to exchange program and referral information and to discuss common concerns.

Strategies:

1. Head Start will invite CPS to provide the mandated training on reporting requirements as well as educate Head Start Grantees on how to identify children at risk and available prevention services.
2. Have ASHA take lead in developing presentation for Head Start Grantees to explain program and referral process to CPS staff.
3. Obtain clarification of eligibility standards of Temporary Assistance to Needy Families.

Lead: AHSA

Partners: HSSCO, ADES/DCYF, Head Start Grantees, AHSA, and AIHSDA.

Benefits: Improved working relationships among Head Start and DES/Child Protective Services resulting in increased referrals, and service coordination as well as improved outcomes for children.

Objective (D): By 2013 facilitate the development of initiatives promoting improved employment opportunities for Head Start parents

Strategies:

1. AHSA identify resources to assist Head Start grantees in supporting Head Start parents establish small businesses (e.g. use OHS materials of financial literacy, partner with community colleges and Small Business Association, review other similar resources have been developed e.g. Tucson and Southern Arizona United Way materials)
2. Tie the topic of financial literacy into Parent Leadership Institute, which will be hosted by AHSA, to strengthen resources and support for parents.

Lead: AHSA

Partners: HSSCO, ADES, Head Start Grantees, community colleges and Small Business Association, Head Start State- Based T/TA Office, United Way Agencies

Benefits: Improved financial literacy and employment opportunities for Head Start families as well as improved outcomes for children

CHILDREN WITH DISABILITIES

Goal 6: Children with disabilities in Head Start programs are screened, referred, evaluated and receive services within the Federal timeframes.

Objective A: By 2012 develop co-training between Head Start Grantees, school districts, and Early Intervention Programs to cover topics such as inclusive practices, transitions, screening and referral, ongoing progress monitoring and data reporting, role modeling techniques, coaching/consulting, support strategies, local agreement on how Head Start teacher supports IFSP/IEP goals, and communication.

Strategies:

1. Revise the state level MOU(s) to include specified number of co-trainings.
2. Provide a framework (i.e. specific steps for local programs) for creating a co-training plan including examples.
3. Identify who does co-training well and provide to others as examples.
4. Include this topic in the collaborative forums.
5. Host network forums with partners from Part C (AzEIP), Head Start, and Part B, 619 to provide information and help to strengthen relationships and learn various requirements and services. Examine successful models of coordinated community services. Forums are organized by county/Head Start grantee.
6. Collect information and gather data on issues related to Early Head Start and AzEIP, and Early Head Start/ LEA collaborations and relationships.
7. Host and/or participate in information exchange sessions with AzEIP and Early Head Start.
8. Strengthen the transition process by encouraging Part C service coordinators to include Early Head Start staff to participate in IFSP/IEP/transition process and that Early Head Start is a potential placement option.

Lead: HSSCO with AHSA, DES and ADE (as partners and perhaps lead depending on strategy)
Partners: Local education agencies, AHSA, AIHSDA, Arizona Department of Education, Arizona Department of Economic Security/AzEIP and Head Start State-Based T/TA Office

Benefits: Enhanced understanding of the respective roles of Early Intervention programs, Head Start and school districts in serving children with disabilities

Objective A2: By 2012 improve coordination of screening activities between Head Start and LEAs and streamline the process reducing double screening and time required from initial screening through evaluation.

1. Conduct a facilitated discussions between Head Start and LEAs related to screening, assessment, tools, processes, and MOU activities
2. Identify what is working. Where have the issues of double screening and time delays been effectively addressed? Define / explore what is the "disconnect".
3. Illustrate the difference in what triggers the screening and evaluation from Head Start to the LEA process – the timelines are different.
4. Explore means for financial or other incentive to get an evaluation completed more timely.
5. Support parents in their role in this process using coaching and mentoring. Parents could be more active in advocating for more timely evaluations.
6. Include the First Things First Health Committee in the screening discussion and development of options especially related to zero-3 screening.
7. Ensure Head Start is represented at Project Launch and/or First Things First facilitated committees regarding developmental screenings

Lead: To be determined depending on strategy)
Additional Partners: Arizona Academy of Pediatrics, Head Start, LEAs, AzEIP, St. Luke's Health Initiatives, and First Things First Health Committee.

Benefits: Improved coordination between entities leading to timely services for children with disabilities

Objective B: By 2012 strengthen the coaching/consultation model at the Early Intervention and Preschool level between teachers, parents and specialists.

Strategies

1. Provide a framework (steps to take) for Head Start Grantees.
2. Hold a professional development day.
3. Continue the Head Start and Early Childhood Forums across the State.
4. Cover this topic in the 2011 regional meetings between related service providers and local Head Start staff.

Lead: To be determined

Partners: Head Start Grantees, Local Education Agencies, AHSA, AIHSDA, Head Start State-Based T/TA Office, DES/AZEIP and related providers.

Benefits: Improved working relationship and access to consultation regarding meeting the needs of children with disabilities.

Objective C: By 2013 support statewide efforts to increase the number of pediatric therapists available statewide.

Strategies:

1. Research what is already being done to increase the number of pediatric therapists, by whom and where.
2. Increase networking within the Community Colleges and University programs.
3. Expand Head Start recruitment (such as the website) to recruit for alternative opportunities with a push toward the therapy fields.

Lead: To be determined

Partners: Universities, First Things First, Arizona Department of Education, Arizona Early Intervention Program (AzEIP), American Pediatrics Association (Arizona Branch), AHSA, AIHSDA, and Therapy Associations (Arizona Branches).

Benefits: In addition to Head Start demonstrating leadership in this area, ultimately children have improved access to needed therapists.

Objective D: By 2013 increase the number of related service providers trained in early childhood education (ECE) pedagogy.

Strategies:

1. Document a baseline of the number of related service providers who are trained in ECE pedagogy.
2. Identify who (name and contact information) are the related service providers.
3. Identify partners who could develop the training model with Head Start Grantee participation.
4. Create a training timeline.

Lead: To be determined

Partners: Local Education Agencies, Head Start, Universities, Head Start State-Based and AI/AN T/TA Office.

Benefits: Overall improvements in the early childhood development system and access to quality services for children.

Objective E: By 2013 support statewide efforts to increase the number of bilingual-related service providers.

Strategies:

1. Explore who else is doing this work.
2. Consider recruitment strategies.
3. Consider opportunities to promote the therapy field to language programs.

Lead: To be determined

Partners: Higher education and P-20 Council.

Benefits: Enhanced access to services for children with disabilities.

Goal 7: Children with developmental or health concerns in Head Start programs who do not meet State definitions for special education services are provided appropriate services.

Objective A: By 2010 re-evaluate the professional development model (i.e. ongoing sustainable development) to strengthen support for teachers to meet the classroom needs of children with developmental or health concerns who do not meet the State definition.

Strategies:

1. Explore status of this work (e.g. current professional development needs and assessment reports in the field).
2. Explore current models of service delivery.
3. Work with identified lead groups or organizations to identify and/or develop resources for ongoing professional development (e.g. education and coaching) to meet needs of children and support teachers.
4. Develop tool kit/web-based resources ranging from resource tips for classroom use to listing of educational opportunities and other resources to support staff.

Lead: AHSA

Partners: HSSCO, ADE, Special Quest, FTF, AHSA, AIHSDA, Head Start State-Based and AI/AN T/TA Offices, and AHDS– BHS.

Benefits: An improved educational model that enhances the opportunity for better outcomes for children with developmental or health concerns who do not meet State definitions for special education services.

Objective B: By 2013 build a stronger collaborative relationship with the other players in the early childhood education community.

Strategies:

1. Identify ECE partners that Head Start and HSSCO needs to maintain and/or develop a stronger collaborative relationship with.
2. Identify strategies for collaboration and point person for partnership development.
3. Encourage continued Head Start representation on First Things First Regional Partnership Councils.

Lead: HSSCO with ASHA

Partners: Arizona Department of Education, First Things First, Community Colleges, AHSA, AIHSDA, Head Start State-Based T/TA Office, and Arizona Association for the Education of Young Children (AzAEYC).

Benefits: Stronger relationships resulting in better access to needed services.

Objective C: By 2013 paraprofessionals are trained to support teachers in serving the children with developmental or health concerns who do not meet the State definition.

Strategies:

1. Explore current training opportunities/models for training/coaching paraprofessionals- (e.g. within Arizona as well as elsewhere).
2. Explore current models of service delivery.
3. Identify challenges and opportunities to pursuing various training/coaching models.
4. Work with identified lead groups or organizations to identify and/or develop resources for ongoing professional development (e.g. education and coaching) to meet needs of children and support paraprofessionals.

Lead: To be determined

Partners: Arizona Therapist Associations, PINS, AHSA, AIHSDA, Head Start State-Based T/TA Office, and other community based organizations serving children with developmental or health concerns.

Benefits: Children with developmental or health concerns receive needed support and Head Start teachers can better support the development of their entire class.

PROFESSIONAL DEVELOPMENT

Goal 8: All Head Start staff meets the required minimum educational qualifications per the Head Start Reauthorization Act (PL 110-134).

Objective A: By 2010 establish a Head Start statewide voice in professional development discussions and decisions related to early childhood.

Strategies:

1. Use the AHSA professional development committee to create a statewide Head Start "message" (i.e. needs, issues, interests, solutions).
2. Identify groups where the Head Start message needs to be represented. (Examples: First Things First, Articulation Task Force, P-20 Council, Institutions of Higher Learning Advisory Committee).
3. Identify representatives to share the message.
4. Collaboration Office keeps Head Start Associations informed about the status of discussions.

Lead: HSSCO with ASHA

Partners: First Things First, Articulation Task Force, P-20 Council, Institutions of Higher Learning Advisory Committees, AHSA, AIHSDA, and Head Start State-Based T/TA Office.

Benefits: The Arizona educational system will be better prepared to respond to the education needs of early childhood professionals.

Objective B: By 2011 the statewide availability of early childhood education (CDA, AA, BA/BS, and pathways to certification) programs expands to meet the greater demand.

Strategies

1. Ensure Head Start participation on Advisory Board of T.E.A.C.H. Early Childhood of Arizona.
2. An AHSA web-based resource will serve as a central repository of early childhood educational resources in Arizona. Continue updating web-based staff resources to include additional discipline areas such as family services and health, in addition to ECE, provide information on CDA credentialing to include infant/toddler, preschool, and home visitor CDA, advanced degrees beyond baccalaureate, and degree comparison with regard to Head Start requirements. Continued work on academic advising for a variety of goal outcomes.
3. Identify areas of the State where there is a gap in availability of education opportunities.
4. Identify potential partners to enhance or develop programs.
5. Identify various delivery methods for education programs.
6. Explore state early childhood certification/endorsement, student teaching, Head Start as placement sites, and competitive compensation for certified teachers.

Lead: HSSCO with ASHA

Partners: AIHSDA, Head Start State-Based T/TA Office, Universities and Colleges, EDUCARE Arizona Board, First Things First (State Early Learning Advisory Council), and Arizona Department of Education.

Benefits: Increased opportunities for Head Start staff to access early childhood education courses and meet educational requirements.

Objective C: By 2011 increase understanding and knowledge of academic advisors at institutes of higher learning, students, and local Head Start programs about early childhood education pathways, include CDA, certificates, degrees, and state teaching certification and requirements.

Strategies

1. Identify strategies to identify/inform/educate academic advisors at higher learning institutions.
2. Identify successful models (i.e. Northern Arizona Council of Governments - NACOG) and create a framework (steps to take) for other local programs.
3. Use professional development plans.
4. Create a State repository for educational program information (who offers what and who are the contacts/partners). Use web based resources to help identify academic advisors and academic options for Head Start staff.

Lead: ASHA with HSSCO

Partners: Head Start programs, Colleges and Universities, P-20 Council, First Things First, AHSA, AIHSDA, Head Start State-Based T/TA Office and T.E.A.C.H. Early Childhood of Arizona.

Benefits: Increased opportunities for Head Start staff to achieve the educational requirements.

Objective D: By 2013 retention of staff in Head Start programs is maintained after they meet educational requirements.

Strategies

1. Promote the total compensation package in the report *A Decade of Data, The Compensation and Credentials of Arizona's Early Care and Education Work Force*.
2. Promote the use of national professional development standards as best practices.
3. Identify, collect, and promote best practices in retention.
4. Identify and promote leadership development and other growth opportunities (i.e. being a mentor, career ladders etc.).

Lead: HSSCO with AHSA

Partners: AHSA, First Things First, and Arizona Department of Education.

Benefits: Retention of highly qualified Head Start staff.

Objective E. By 2011 improve the quality and effectiveness of Family Service worker staff providing in-home and other services.

Strategies

1. AHSA will facilitate the implementation of a Family Service Worker Credentialing program for Arizona.
2. A plan for statewide implementation will be developed by AHSA that will ensure comprehensive coordination efforts across the state.
3. Initial Outreach efforts will begin to identify contacts within the college systems. This will eventually allow for college credit attainment for this credential by Arizona State Colleges and potential future issuance of the actual credential by an Arizona College.
4. Include the development of a resource lending library for the community and Head Start programs.
5. Establish and coordinate the delivery system for Head Start personnel, using lessons learned from first year.

6. Begin marketing and promoting the FPC to the social services community.
7. Establish coordination with at least one state institution to offer companion credit.
8. Expand the Family Partnership Development Credentialing Planning Advisory Committee beyond Head Start members.

Lead: AHSA

Partners: HSSCO, Head Start programs, Cornell University, First Things First, AHSA, AIHSDA, and Head Start State-Based T/TA System. AzDES, Healthy Families, Family Literacy

Benefits: Increased opportunities for Head Start staff to achieve the educational requirements.

CHILDREN AND FAMILIES EXPERIENCING HOMELESSNESS

Goal 9: Services for children experiencing homelessness and their families are coordinated among Head Start Grantees, community resources, and the Local Education Homeless Liaisons.

Objective A: By 2009 each Head Start Grantee has an established working relationship with the ADE Homeless Liaisons and has information about their respective roles and responsibilities.

Strategies:

1. Continue and expand upon the AHSA policy and practice of compiling and distributing e-mail information with ADE Homeless Liaisons.
2. Create a state level interagency collaboration among HSSCO, ADE, ADES and ADHS (licensing) to share information, provide guidance in strengthening the local relationships, and to serve as barrier busters when policy and practice inhibit including children and families experiencing homelessness in Head Start programs.
3. Develop a plan of action to increase the number of children who are homeless being served by Head Start programs.

Lead: AHSA

Partners: HSSCO, Arizona Department of Education, Head Start Grantees, ASHA, AIHSD, and Head Start State-Based T/TA Office.

Benefits: Children experiencing homelessness are identified and enrolled in Head Start programs. Children receiving Head Start services that may become homeless are identified and families are connected to local community services to prevent homelessness.

Objective B: By 2010 there will be a forum in each County / community identified or created to connect Head Start Grantees to agencies providing services to families experiencing homelessness.

Strategies:

1. Connect Head Start Grantees to the local Continuum of Care.
2. Create with ADES a community level forum.
3. Invite LEA Homeless Liaisons to the meetings in #2.
4. Provide Head Start presentation(s) and participation in the Annual Homeless Conference sponsored by the Arizona Coalition to End Homelessness.

5. Provide Head Start information to the Governor's Interagency and Community Council on Homelessness.
6. Invite people serving children and families experiencing homelessness to participate in the AHSA Quarterly Meetings.
7. Hold a forum to bring together collaborations with agencies serving the homeless and the LEA Homeless Liaisons to define next steps in connecting children who experiencing homelessness with Head Start programs.
8. Modify focus of forums delivered in 2009/2010 to bring together collaborations with agencies, to include services/support through DES and DHS, serving children/families experiencing homelessness to address Head Start services, social services, and continuation of care and coordination of services for those families/children.

Lead: AHSA

Partners: HSSCO, Arizona Department of Economic Security, Arizona Department of Education, Arizona Coalition to End Homelessness, AIHSDA, Head Start State-Based T/TA Office and community providers.

Benefits: Improved working relationships among Head Start and providers of homeless services.

Objective C: By 2010 there will be a system in place to identify the latest best practice information about how Head Start programs can most effectively serve children and families experiencing homelessness.

Strategies:

1. The Arizona HSSCO Director to explore best practice options through the National HSSCO Directors' meeting.
2. ADE to explore, through the LEA Homeless Liaisons meetings, possible best practices.
3. HSSCO, ADE, DHS and ADES (through the Collaborative effort) to identify and disseminate best practice information.
4. Establish a system of information dissemination that includes Head Start Grantees, Homeless providers, and LEA School Homeless Liaisons.
5. Involve and inform Head Start Grantees on the procedures and processes taking place in the state.
6. Provide information to the Governor's Interagency and Community Council on Homelessness regarding Head Start.

Lead: HSSCO and AHSA

Partners: Arizona Department of Education, Arizona Department of Economic Security, Arizona Continuum of Care, Arizona Homeless Providers, ASHA, AIHSDA and Head Start State-Based T/TA Office.

Benefits: An early childhood system with the best information available to improve access to services for children who are homeless resulting in improved outcomes.

Objective D: By 2011 support Head Start Grantees in their effort to serve as a quality resource to children and families experiencing homelessness.

Strategies:

1. Promote opportunities to invite children experiencing homelessness to health screening events scheduled and provided by Head Start Grantees.
2. Consider information sharing opportunities between Head Start Grantees, community agencies serving the homeless and the Local Education Homeless Liaisons.
3. Consider opportunities to invite parents of children experiencing homelessness to participate in Head Start parent meetings and training.

Lead: AHSa

Partners: ASHA, AIHSDA, Arizona Head Start Grantees, and Shelter Services Providers.

Benefits: Increase number of children who are homeless receiving Head Start services.

Objective E: By 2013 support Head Start in developing a model of on-site Head Start services at a homeless shelter or transitional living site.

Strategies:

1. Consider strategies and lessons learned from the Migrant and Seasonal Head Start program.
2. Conduct an assessment of the needs of children experiencing homelessness with regard to Head Start services. Involve shelter and transitional living provider agencies.
3. Research potential models possibly already in existence across the country.

Lead: HSSCO

Partners: ASHA, AIHSDA, Arizona Head Start Grantees, Shelter Services Providers and Head Start State-Based T/TA Office.

Benefits: A best practice model that can be replicated to better serve homeless children offering the comprehensive services of Head Start.

CHILD CARE

Goal 10: Children in Head Start programs who need full-day child care have access to high quality care through Head Start cooperation, coordination and collaboration.

Access means: Affordable, Available, and High Quality

Objective A: By 2010 identify areas of commonality between Head Start Grantees and the child care provider community that further ability to maximize resources and provide mutual support on behalf of children and families.

Strategies:

1. Create an environment for a dialogue with the Arizona Child Care Association providers, AHSa, AzAEO, United Way agencies, and First Thing First.
2. Consider the differences between child care and Head Start programs and the lessons learned from existing collaborations.
3. Create a collaborative message for use statewide about early childhood education. In part, the message must include that multiple types of services are needed; i.e. child care and Head Start.

4. Based on the statewide message, plan and schedule joint community presentations by child care providers, Head Start providers and other partners.
5. Head Start to partner with Child Care Community by sharing professional development, training and resource information.
6. Facilitate development/update of the MOU process between Head Start and child care community/publicly funded preschool at local levels.
7. Develop a summary of what methods have been tried in Arizona to partner between Head Start and Child Care providers – what has been successful?

Lead: HSSCO with AHSA

Partners: Arizona Child Care Association, ASHA, AIHSDA, First Things First, Arizona Association of Family Day Care Providers and Head Start State-Based T/TA Office.

Benefits: Increase practices that support full-day, full-year services. Increase in the mutual referrals between child care and Head Start.

Objective B: By 2010 implement a collaborative process for joint planning, problem solving and training among Head Start Grantees and child care providers to enhance quality and connections among the early childhood community.

Strategies:

1. Participate in the First Things First Quality Quality Improvement Rating System Committee.
2. Provide ongoing information to Head Start Grantees, directors and staff on procedures and processes taking place.
3. Create a collaboration committee of the partners to identify issues and opportunities and plan for addressing the issues and / or seizing opportunities.
4. Identify strategies / individual programs that are already working in collaboration with local child care providers and expand their models. Southwest Human Development and Child Parent Centers are two models currently in operation.
5. Consider methods to have Head Start be a training site for private child care staff that would provide college course work credit. Align Head Start work and college courses at the State level.
6. Create a method for connecting Child Care Centers that have slots and facility space available with Head Start programs planning and implementing increased slots.
7. Develop and implement a mechanism for Head Start Grantees interested in collaborating with private child care providers to be able to identify and connect with viable partners.
8. Work with First Things First, AHSA, the Arizona Child Care Association and the Arizona Association of Family Day Care Providers to identify child care providers who are working to address quality issues and are interested in partnering with Head Start programs.
9. Explore creative non- traditional alternatives to assist Head Start grantees support Head Start families to meet child care needs(e.g. collective / cooperative types of purchasing arrangements for families).

Lead: HSSCO with AHSA

Partners: Head Start Grantees, AzAEYC, Arizona Department of Education, Arizona Child Care Association, First Things First, Arizona Association of Family Child Care Providers, AIHSDA and

Head Start State-Based T/TA Office. Faith based child care providers, Parents, AzDES, AzDHS, Kith and Kin programs, First Things First Regional Partnership Councils

Benefits: Increase in the opportunities for Head Start families to access affordable, quality full-day care.

FAMILY LITERACY SERVICES

Goal 11: Children and families served by Head Start have access to family literacy services in their communities.

Objective A: By 2012 in collaboration with Arizona Department of Education and local literacy and reading programs, increase access of Head Start programs to family literacy programs.

Strategies:

1. Identify existing resources and facilitate connection of Head Start programs to those resources.
2. Explore opportunities for new collaborations to increase the availability of literacy opportunities.
3. Promote the importance of reading to young children with the general public.
4. Examine ADE Office of English Language Acquisition Services (OELAS) and assessment process (AZELA) for transitioning Head Start children. Educate parents regarding process, implications and options. Build relationships with LEA related to language instruction (using Head Start site for spring assessments).
5. Explore language development in 0-3 population, regardless of primary language.
6. As ELS 0-3 Standards are issued by FTF, provide learning forums for Head Start (specifically EHS and HB programs) and publicly funded ECE programs to learn, implement, and align standards into curriculum approach

Lead: HSSCO with AHSA

Partners: Arizona Department of Education, Arizona Literacy Providers, ASHA, AIHSDA and Head Start State-Based T/TA Office, First Things First.

Benefits: Increase in the number of Head Start children and their families who have access to family literacy programs.

HSSCO STAKEHOLDERS--STRATEGIC PLANNING PARTICIPANTS (FEBRUARY 18, 2009)

Natalie Alvarez
Greater Phoenix Urban League
Head Start

David Leard
Northern Arizona Council of
Governments (NACOG) Head
Start

Jessie Rodriguez
Northern Arizona Council of
Government (NACOG) Head Start

Robert L. Birdwell, D.D.S.
AHCCCS

Mattie McVey Lord
ADES – Community Services

Kim Skrentny
ADHS, Division of Behavioral
Health

Karen Bulkeley
ADES – Children, Youth &
Families

Carolyn Knox
Roosevelt School District #66
Head Start

Connie Shorr
Head Start State Collaboration
Office

Amy Corriveau
Arizona Department of Education
– Early Childhood Education Unit

Maggie Malloy
Child Parent Centers, Inc.

Rita Schwarz
STG International
Head Start State Based T/TA
Office

Sandy Foreman
First Things First

Geri Martinez
Alhambra Head Start

Kim Tan
Maricopa County Head Start

Pat Foster
Gila River Indian Community
Head Start/ Arizona Indian Head
Start Directors Association
(AIHSDA)

Frank Migali
Arizona Department of Education

Marjorie Weiss
Maricopa County Head Start

Moises Gallegos
City of Phoenix, Human Services
Department

Sonya Montoya
Arizona Head Start Association

Carolyn Willmer
City of Phoenix Head Start

Bonnie Groth
Arizona Head Start Association
(ASHA)

Lourdes Ochoa
Arizona Department of Health
Services, Office of Child Care
Licensing

Karen Woodhouse
First Things First

Erin Hart
Governor's P-20 Council

Melanie O'Neil
Pinal Gila Community Child
Services, Inc.

Mindy Zapata
Southwest Human Development
Head Start

HSSCO STAKEHOLDERS UPDATE AND PLANNING MEETING PARTICIPANTS (October 16, 2009):

Name	Organization	Telephone	E-mail
Bonnie Groth	Arizona Head Start Association	480-557-9607	bgroth@azheadstart.org
Brad Willis	Arizona Department of Economic Security	602 542-1958	bwillis@azdes.gov
Connie Shorr	Head Start State Collaboration Office	602 542-3199	cshorr@az.gov
David Leard	NACOG Head Start	928-213-5207	dleard@nacog.org
Debbie Wiseman	Maricopa County Head Start Zero to Five	480-464-9669 X222	dwiseman@mail.maricopa.gov
Judith Fritsch	Arizona Department of Economic Security	602 542-6600	jfritsch@azdes.gov
Karen Bulkeley	Arizona Department of Economic Security	602-542-0817	kbulkeley@azdes.gov
Kim Skrentny	ADHS/BHS	602-364-4499	skrentk@azdhs.gov
Linda Cannon	Cannon & Associates, Inc.	602 279-7905	lindac@cannon-inc.com
Lisa Eversole	City of Phoenix Head Start	602-364-2555	Lisa.eversole@phoenix.gov
Maggie Molloy	Child Parent Centers Head Start	520-623-2512	mmolloy@childparentcenters.org
Margaret Larsen	Chicanos por la Causa	602 307-5818	Margaret.larsen@cplc.org
Patti Cordova	Governor's Office	602-542-1227	Pcordova@az.gov
Robert Baca	City of Phoenix Head Start Policy Council	602 434-0186	Robaca44@yahoo.com
Sally Downing	Arizona Department of Education	602-364-1972	Sally.downing@azed.gov
Sandy Foreman	First Things First	602-771-5005	sforeman@azftf.gov
Sonya Montoya	NACOG Head Start	928-213-5216	sonya@nacog.org
Tina Sykes	HS State Based Training / Technical Assistance Office	480-205-0537	Tina.sykes@stginternational.com
Wayne Tolbert	ADHS. Office of Child Care Licensing	602-364-2555	tolberw@azdhs.gov